

# Term of Council Service Excellence Strategy Map (2014-2018)

## VISION

A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable

## MISSION

Citizens first through service excellence

## VALUES

Respect, Accountability and Dedication

## TERM OF COUNCIL PRIORITIES

- Improve municipal road network
- Continue to develop transit, cycling and pedestrian options to get around the City
- Facilitate the development of the VMC
- Support the development of the hospital
- Re-establish the urban tree canopy
- Invest, renew and manage infrastructure and assets
- Continue to ensure the safety and well-being of citizens
- Meet Council tax rate targets (no greater than 3%)
- Update the Official Plan and supporting studies
- Attract investment and create jobs
- Create and manage affordable housing options (secondary suites)
- Continue to cultivate an environmentally sustainable city
- Support and promote arts, culture, heritage and sports in the community
- Continue to advance a culture of excellence in governance
- Establish a lobbyist registry
- Enhance civic pride through a consistent city-wide approach to citizen engagement

## SERVICE EXCELLENCE STRATEGIC INITIATIVES

### CITIZEN EXPERIENCE

#### Citizen Experience and Service Delivery

##### Citizens Engaged in Decision Making

- Develop a meaningful and inclusive citizen engagement framework

##### Consistent Service Delivery

- Improve the use of tools and resources
- Develop service level standards to enhance satisfaction through consistent service experience

#### End-to-End Citizen-Centred Services

##### Improvement Through Technology

- Develop and implement a digital service strategy that defines how the City will deliver services through multiple channels (phone, web, mobile)

### OPERATIONAL PERFORMANCE

#### Service Delivery Options

##### Effective Service Delivery

- Review service delivery options and shared services to match resources to the desired level of service

##### Continuous Improvement

- Implement continuous improvement initiatives to improve our service and business processes

#### Financial Sustainability

##### Sustainable Fiscal Framework

- Create a Financial Master Plan to ensure sustainable fiscal policies and management of assets

##### Demonstrate Value for Money

- Continue to refine our performance measures and benchmark for service delivery

### STAFF ENGAGEMENT

#### Employee Engagement

##### Invest in Our People

- Establish a People Plan to support employees through change:
  - Succession plan
  - Learning and development
  - Workforce planning and talent management

##### Communication Strategy

- Develop communications to frame the journey of service excellence and transformation

#### Corporate Governance and Accountability Framework

##### Leadership Alignment

- Develop and implement a leadership alignment process that aligns people, process and technology to foster a culture of service excellence

##### Governance and Accountability

- Review the organizational structure with defined roles and responsibilities to ensure it is positioned to deliver on Council priorities
- Develop an Enterprise Risk Management Framework to better support governance and accountability