



Delivering for Calgarians

Corporate Strategic Plan | 2027-2032





Land acknowledgement

We are grateful to live, work and play on the ancestral and traditional territory of the Blackfoot Confederacy, made up of the Siksika, Piikani and Kainai First Nations; the Îlethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bearspaw and Goodstoney First Nations; and the Tsuut’ina First Nation. Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6). We acknowledge all Indigenous people who have made Calgary their home.

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Why Delivering for Calgarians matters

Calgary is growing quickly toward a city of two million and the needs of our city are changing.

More people rely on City services, communities are evolving and infrastructure is both expanding and aging. Expectations for accessible, reliable public service continue to rise, while local government work becomes more complex. We must meet immediate community needs while making thoughtful decisions about services, investments and resources for Calgary's long-term future.

This is why we created *Delivering for Calgarians*: a strategic plan that gives us a clear, shared direction for how we work together as one organization.

It helps us focus our efforts, align decisions and strengthen service delivery across The City so we can better:

- Deliver reliable services Calgarians depend on.
- Execute Council's Strategic Priorities.
- Strengthen trust through transparency and accountability.
- Focus resources and effort on what matters most.
- Improve how we work across teams and services.
- Make better enterprise-wide decisions across services and departments.
- Prepare our organization to meet the needs of a city of two million people.

Delivering for Calgarians is designed to guide us beyond a single Council term, providing stability while allowing us to respond to changing needs, emerging risks and new opportunities.

Most importantly, it reinforces a culture of service across our organization, where every employee understands how their work contributes to better outcomes for Calgarians.

Delivering for Calgarians at-a-glance

Our purpose Drives vision

To make life better every day.

Our corporate vision Shapes culture



Our corporate goals Define success

- Serve Calgarians | Deliver reliable service outcomes for Calgarians.
- Work Together | Operate as one unified City to execute on Council’s Strategic Priorities.
- Focus on People | Build the people, leadership and capability needed to serve Calgary as it grows.

Our pillars and strategic objectives Turn intent into action

People First	Transparent, Accountable Administration	Public Service Excellence	Innovation & Agility	Financial Sustainability
Put people first by empowering employees, building an engaging workplace and investing in leadership so we have a skilled, agile workforce ready to meet Calgarians’ needs now and in the future.	Make coordinated, transparent, evidence-based decisions to deliver meaningful results for Calgarians.	Deliver reliable, high-quality services that meet Calgarians’ needs while managing safety, risk, performance, costs and decisions responsibly.	Deliver efficient, high-quality services by fostering courageous ideas and using data, risk management and continuous improvement to adapt and collaborate.	Steward public dollars responsibly so we can deliver reliable services today and adapt to future needs through risk-informed, revenue- and cost-aware decisions.

How it all connects

Our purpose explains why we exist: **to make life better every day for Calgarians**. Our corporate vision describes what we aspire to become as an organization. Our goals define the outcomes we want to achieve.

Delivering for Calgarians is part of The City's broader strategic planning framework. The framework works from long-term direction to short-term action: the Calgary Plan sets the long-term direction, Council's Strategic Priorities set the focus for the current Council term and *Delivering for Calgarians* translates that direction into an enterprise-wide strategic plan that guides business planning, service delivery and day-to-day decisions.

Delivering for Calgarians is aligned with The City's long-term direction through the Calgary Plan and guided by Council's Strategic Priorities. **Council's Strategic Priorities 2027–2030** identify where Council sees the greatest opportunity to make progress over the next four years and provide the top-level direction for this Council term.



Our culture of service

How we work is just as important as what we deliver

A strong culture of service shapes how we think, make decisions, work together and serve Calgarians every day.

We design and deliver services guided by the needs and experiences of Calgarians. Every role contributes to service outcomes and public trust.

Delivering for Calgarians requires courage

Courage helps us move from knowing the right thing to doing the right thing, especially in moments of complexity, uncertainty or risk.

With courage at the centre:

Character | Speak up when something's not right.

Competence | Apply expertise confidently in new or uncertain situations.

Commitment | Persist in pursuit of better outcomes, even when it's hard.

Collaboration | Challenge and support each other in service of the best idea.

Courage powers the behaviours, decisions and actions that bring our culture of service to life and strengthens our ability to deliver for Calgarians.

What's changing

Reactive	Proactive
Siloed	Connected
Internally focused	Calgarian focused
Maintaining processes	Improving outcomes

We bring this culture to life through deliberate shifts in how we courageously think, plan, work, lead and use technology.

How we bring our culture to life

A culture of service is not a set of values on a page—it's how decisions are made, how work is designed and how we show up for Calgarians and for each other, every day.

How we think and plan

We plan from the outside, in.

We start by understanding the real needs, experiences and outcomes that matter most to Calgarians—not just internal processes or structures.

This means we:

- Look ahead to anticipate community needs, risks and pressures before they become urgent.
- Make choices based on outcomes and public value, not just activity or tradition.
- Continuously learn, adapt and improve. We let go of what no longer serves the best outcomes.

Planning with a service mindset helps us focus effort where it makes the greatest difference.

How we work together

We deliver service as one organization.

No service is delivered in isolation. Calgarians experience The City as a whole, not as separate teams, departments or services.

This means we:

- Work across boundaries to solve problems and deliver outcomes together.
- Share information early and raise issues sooner.
- Create psychologically safe environments where people can speak up, challenge ideas respectfully and learn from experience.
- Value every role as a contributor to service outcomes and public trust.

Strong collaboration strengthens service delivery and builds trust internally and externally.

How we lead

Leadership is demonstrated at every level.

A culture of service depends on how we show up and lead every day.

This means we:

- Set clear expectations and follow through with accountability and care.
- Support safety, well-being and belonging as foundations for sustainable performance.
- Make decisions transparently and explain the “why,” especially when trade-offs are required.
- Empower people to take ownership, learn and act in service of better outcomes.

Every employee contributes to leadership through their actions, choices and behaviours.

How we use technology

Technology serves people and outcomes, not the other way around.

We use technology deliberately to:

- Improve service experiences and accessibility for Calgarians.
- Support better decisions with timely, reliable information.
- Enable earlier insight, faster learning and more responsive service delivery.
- Protect trust, well-being and sustainable ways of working through clear guardrails.

Technology is a tool. Its value is only realized when it strengthens judgement, service outcomes and public trust.

How we deliver for Calgarians

Delivering for Calgarians requires more than clear priorities. Our corporate strategic plan needs strong foundations to deliver services consistently, adapt to change and improve over time.

These foundations help us work as one organization, strengthen accountability and support reliable service delivery.

Our people

Our people are at the heart of public service.

Every role shapes how Calgarians experience City services, whether employees work directly with the public, support internal teams, or lead major initiatives.

To deliver for Calgarians, we must continue investing in employee safety, well-being, leadership and skills development so our workforce can adapt, collaborate and perform at a high level. When our people are supported, Calgarians benefit from stronger services.

Service delivery

Service delivery is how Calgarians experience our work every day.

We are committed to delivering services that are reliable, accessible and responsive to changing community needs.

This means we:

- Manage to five key elements: safety, risk, performance, financial and line-of-sight decisions being made.
- Understand Calgarians' needs.
- Design services around those needs.
- Improve service experiences.
- Make responsible operational decisions.
- Work across teams to solve problems.
- Clearly define accountability.

Calgarian-focused service delivery helps us build trust and improve outcomes.

An aerial photograph of a community event in a park. A large outdoor screen displays a video, and a crowd of people is gathered around a circular stage area. The park is lush with green trees, and residential houses are visible in the background.

We will deliver reliable services today while preparing our organization for Calgary's future.

Partnerships

We deliver better outcomes when we work with others.

Partnerships with community organizations, civic partners, businesses, regional partners and other orders of government help us extend our reach, improve services and build stronger communities.

They also help us address complex challenges that no single organization can solve alone.

Corporate performance

Measuring performance helps us understand whether we are achieving our intended outcomes.

We use performance data to:

- Track progress.
- Identify challenges.
- Improve services.
- Make informed decisions.
- Strengthen accountability.

This supports continuous improvement and better outcomes for Calgarians.

Risk-informed decision-making

Serving a growing city requires thoughtful decision-making.

We must identify risks early, understand trade-offs and make informed choices that balance immediate needs with long-term sustainability.

Managing risk well helps us stay resilient, transparent and prepared for change.

Our pillars and strategic objectives



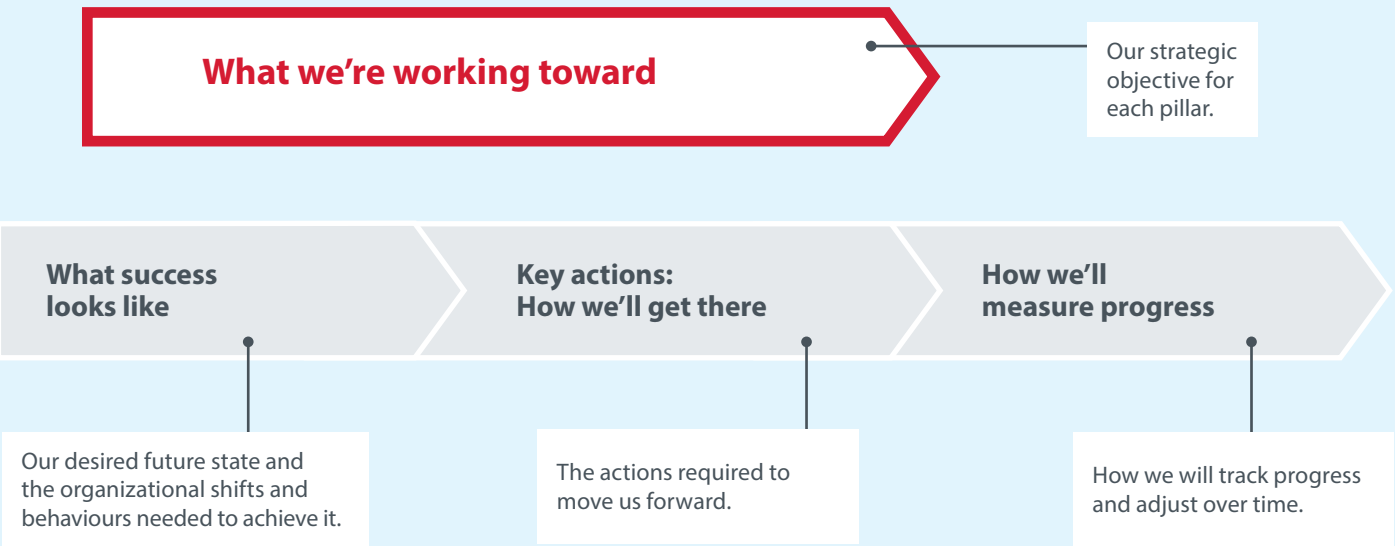
Our pillars provide the foundation that guides our work while our strategic objectives define where we'll focus our time, energy and investments over the next five-plus years.

These objectives help us achieve our corporate goals. They help us deliver reliable services, execute Council's Strategic Priorities and build a strong organization that can meet Calgary's future needs.



How to read the following pages:

Each pillar is presented as a clear line of sight from objective to outcomes, actions and measurement.



People First



What we're working toward

Put people first by empowering employees, building an engaging workplace and investing in leadership so we have a skilled, agile workforce ready to meet Calgarians' needs now and in the future.

What success looks like

- ▶ Employees feel safe, supported and connected.
- ▶ People have opportunities to grow and develop.
- ▶ People have future-ready skills and mindset to adapt and change.
- ▶ Teams collaborate across boundaries.
- ▶ Leaders build strong teams and support performance.
- ▶ Employees at all levels demonstrate leadership.

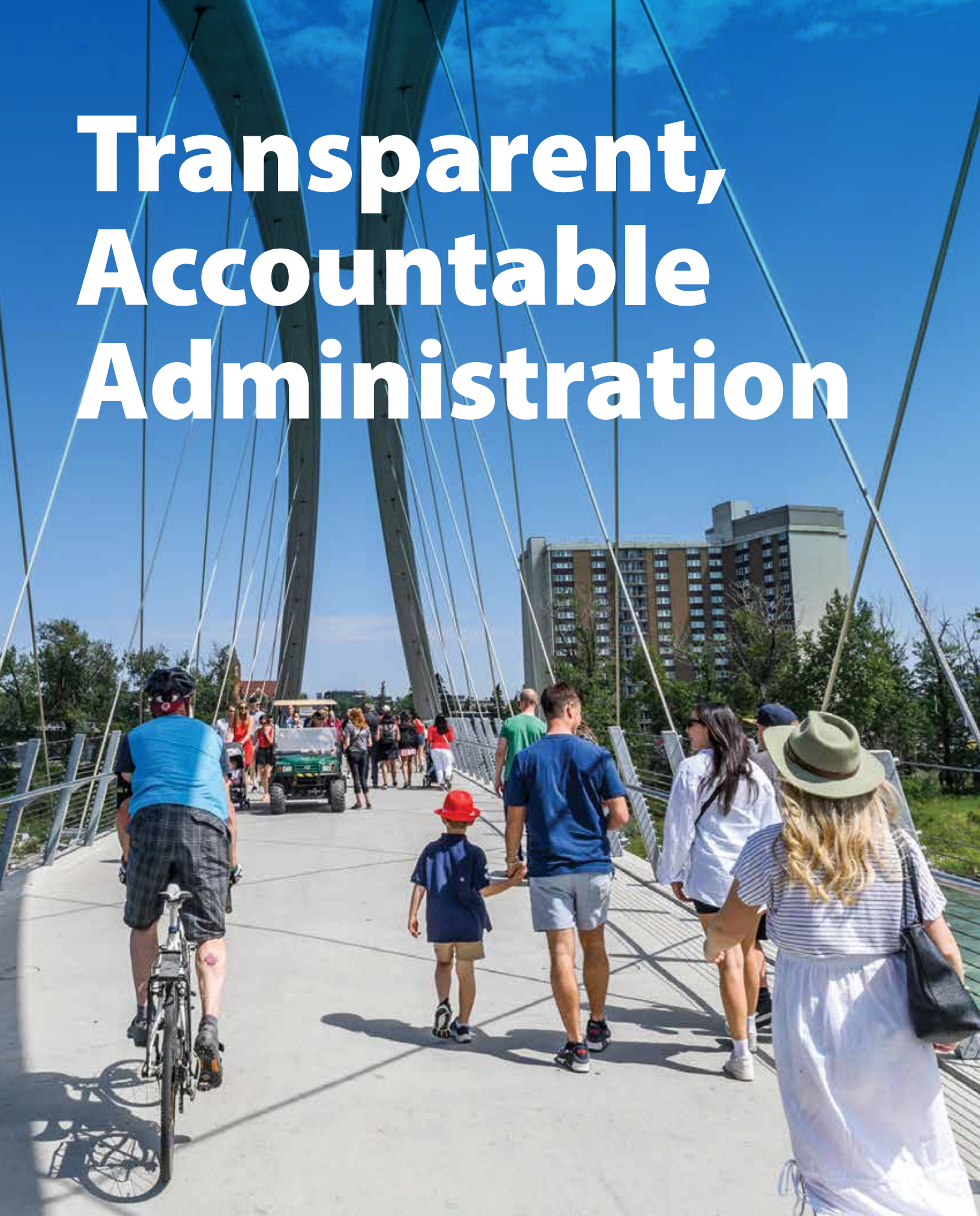
Key actions: How we'll get there

- ▶ Build workforce foresight so that we stay ahead of future service needs.
- ▶ Attract next-generation talent so that we bring in purpose-driven people faster.
- ▶ Build workforce agility and digital readiness so that we adapt quickly as needs change.
- ▶ Promote safety, well-being and belonging so that everyone feels safe, supported and included.
- ▶ Build engagement through development, connection and appreciation so that people grow, connect and feel valued.
- ▶ Act on feedback and remove barriers so that it's easier to do great work every day.
- ▶ Strengthen leadership so that leaders shape priorities and delivery.
- ▶ Strengthen frontline leadership so that frontline leaders make clear, confident decisions.
- ▶ Build personal leadership at every level so that everyone takes initiative and leads in their role.

How we'll measure progress

- ▶ Per cent of workforce with up-to-date skills training.
- ▶ Per cent of City Learning & Development training participation rate by management level.

Transparent, Accountable Administration



What we're working toward

Make coordinated, transparent, evidence-based decisions to deliver meaningful results for Calgarians.

What success looks like

- ▶ Clear decision-making roles.
- ▶ Better communication.
- ▶ Stronger accountability.
- ▶ Greater public trust.
- ▶ Focus on clear outcomes.
- ▶ Commitments honoured.

Key actions: How we'll get there

- ▶ Publish real-time dashboards so that Council and Calgarians can see results.
- ▶ Strengthen the Council Support Program so that we stay aligned with Council and follow through.
- ▶ Use a clear decision-making framework and clarify accountability so that actions are faster, more effective and easier to follow.
- ▶ Update authorities and delegations so that decisions happen at the right level.

How we'll measure progress

- ▶ Per cent of Calgarians who trust in The City of Calgary.
- ▶ Per cent of Calgarians believing The City is transparent in its decision-making.
- ▶ Per cent of Corporate Management Team who indicate they understand the expectations of decision-making at The City.

Public Service Excellence



What we're working toward

Deliver reliable, high-quality services that meet Calgarians' needs while managing safety, risk, performance, costs and decisions responsibly.

What success looks like

- ▶ Services reflect Calgarians' needs.
- ▶ Teams work across boundaries.
- ▶ Continuous improvement becomes standard practice.
- ▶ Better service outcomes.
- ▶ Readily adjust to achieve outcomes.

Key actions: How we'll get there

- ▶ Embed the Service Accountability Approach (experience, time, quality) so that services are reliable and consistent.
- ▶ Apply the decision-making framework so that we make consistent trade-offs with less re-work.
- ▶ Set service performance baselines so that expectations are clear and we can track improvement over time.

How we'll measure progress

- ▶ Per cent of Corporate Management Team who indicate they understand the expectations of decision-making at The City.
- ▶ Per cent satisfaction with overall level and quality of services and programs provided by The City of Calgary.
- ▶ Per cent of Corporate Management Team respondents that rate 3 and higher (out of 5) on understanding their role in implementing Service Accountability Approach.

Innovation & Agility

A young child with brown hair, wearing a pink shirt and colorful pants, is running across a grassy field while holding a yellow ball. In the background, a large rainbow-colored parachute is being held up by several people, creating a festive atmosphere. The scene is set outdoors on a sunny day.

What we're working toward

Deliver efficient, high-quality services by fostering courageous ideas and using data, risk management and continuous improvement to adapt and collaborate.

What success looks like

- ▶ Employees feel empowered to innovate.
- ▶ Faster decision-making.
- ▶ Better use of data.
- ▶ Greater organizational agility.
- ▶ Bold ideas are recognized.

Key actions: How we'll get there

- ▶ Build mindset, skills and tools (digital, problem-solving, innovation, foresight, adaptive leadership) so that people can work differently and improve service.
- ▶ Set data, AI and emerging tech frameworks so that innovation is accessible and responsible.
- ▶ Use a strategy realization framework so that cross-corporate strategies and plans are aligned, consistent and integrated.
- ▶ Explore a project management office so that non-capital enterprise initiatives are prioritized, coordinated and delivered well.
- ▶ Use agile implementation priorities so that we deliver outcomes faster and adapt as conditions change.

How we'll measure progress

- ▶ Per cent of City staff who believe innovation is supported by leadership.
- ▶ Per cent of City staff who feel confident applying innovation in their work.

Financial Sustainability



What we're working toward

Steward public dollars responsibly so we can deliver reliable services today and adapt to future needs through risk-informed, revenue- and cost-aware decisions.

What success looks like

- ▶ Risks and trade-offs are clear in financial decisions.
- ▶ Budgets and investments linked to strategy and outcomes.
- ▶ Clear understanding of revenues and costs.
- ▶ We plan long-term by default, including full lifecycle costs.
- ▶ Stronger long-term planning.

Key actions: How we'll get there

- ▶ Optimize budget process to align with Enterprise Resource Planning (ERP) so that financial information is consistent and transparent.
- ▶ Document major decisions (risks, costs, trade-offs) so that we can explain the "why" later.
- ▶ Pursue net-positive revenue opportunities so that we can invest in services without extra tax pressure.
- ▶ Use the 10-year Capital Plan and Asset Management Plan with asset life in mind so that we fund the right work at the right time.
- ▶ Coordinate a corporate advocacy strategy so that Calgary's priorities are heard and supported.

How we'll measure progress

- ▶ Debt service coverage ratio (revenue available to pay debt and interest payments in the current year).
- ▶ Financial stability ratio (per cent of fiscal stability reserve).
- ▶ Sustainable operating expenditures below population growth plus Municipal Price Index (MPI).

How we'll make a difference

This plan guides decisions, shapes priorities and supports continuous improvement. We assess progress by considering priorities, capacity, delivery, performance and risk together so we can see what is working, where challenges are emerging and where adjustments are needed.

We will measure what matters

We will use performance measures to understand:

- Whether services are meeting community needs.
- Whether strategic actions are being completed.
- Whether organizational improvements are delivering results.
- Where risks or gaps need attention.
- Whether we have the capacity to deliver what we've committed to.

These measures will help us make informed decisions, adjust early and improve outcomes over time.

We will report progress transparently

Regular reporting builds trust and accountability. We will share progress through internal reporting, leadership discussions and public reporting where appropriate so employees, leaders, Council and Calgarians can understand how we are performing.

We will make performance data easier to access and use by providing timely, reliable information at different levels of detail. This will support better decisions, strengthen accountability and help Calgarians see progress.



Delivering for Calgarians will continue evolving as we learn, grow and respond to the changing needs of our city—our commitment to serving all Calgarians remains constant.

We will adapt as Calgary changes

As conditions change, we will adjust priorities and resources based on evidence while maintaining reliable service delivery.

This plan provides long-term direction while allowing us to respond to new challenges and opportunities.

We will continuously improve

Every employee plays a role in improving how we serve Calgarians. By identifying challenges early, sharing ideas, working together, adapting to change and focusing on outcomes, we strengthen our ability to deliver for Calgarians.

How to use this plan

Employees:

Understand how your role contributes to serving Calgarians and delivering public value.

Leaders:

Guide decision-making, set priorities, lead teams, make trade-offs and align resources.

Departments, Business Units and Teams:

Align business plans, service plans, projects and initiatives under at least one of the five pillars and their strategic objectives.

Corporate planning and investment decisions:

Inform planning, budgeting, performance measurement and resource decisions.

