

Calgary


Council's Imperatives

1. **Integrated Service Delivery** – Council is consistent in its view that the corporation needs to provide services in a much more coordinated and integrated way
2. **Engaged Leadership** – Council wants collaborative organizational leaders and managers that function together as a team
3. **Trust and Confidence** – Council is asking for an organization that is reliable, honest, effective, and that has its confidence and trust
4. **Public Service Culture** – Council wants the organization to deliver its services with a citizen and customer focused approach
5. **Investment and Value** – Council expects a sustainable financial plan from Administration that is responsible and creates value

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Council Direction		
C2014-0863	ActionPlan 2015-2018	2014 November 24
C2014-0703	Leadership Strategic Plan: Contract with Council	2014 September 15
C2015-0550	Economic Resiliency Strategy	2015 June 22
C2015-0696	2016 Resilience Budget	2015 September 28
C2015-0855	Infrastructure Investment Strategy (Proposed Adjustments to the 2016 Budget)	2015 November 25
C2015-0956	ActionPlan: Mid-Cycle Adjustment Process	2015 December 18 (and moving forward in 2016)
C2016-0023	Off-Site Levy Bylaw Work Plan	2016 January 11

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Road Map	
2015	Stage One: Organizational Stability Step 1: Articulate the Leadership Vision Step 2: Concentrate on Priorities Step 3: Establish Goals Step 4: Set Specific Objectives, Measures and Targets
2016	Stage Two: Organizational Effectiveness and Economy Step 5: Align with Strategic Direction Step 6: Clarify Accountability Step 7: Enhance Organizational Development Step 8: Enable Service Integration Step 9: Build Organizational Flexibility Step 10: Focus on Customer Needs and Citizen Engagement Step 11: Balance Scope and Scale of Departments
2017	Stage Three: Organizational Efficiency Step 12: Address Structural Efficiency Step 13: Strive for Cost Efficiency

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Change in Circumstances

- Economic downturn
- New provincial government
- New federal government
- Exceptional capital opportunity

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What got us here, won't keep us here!

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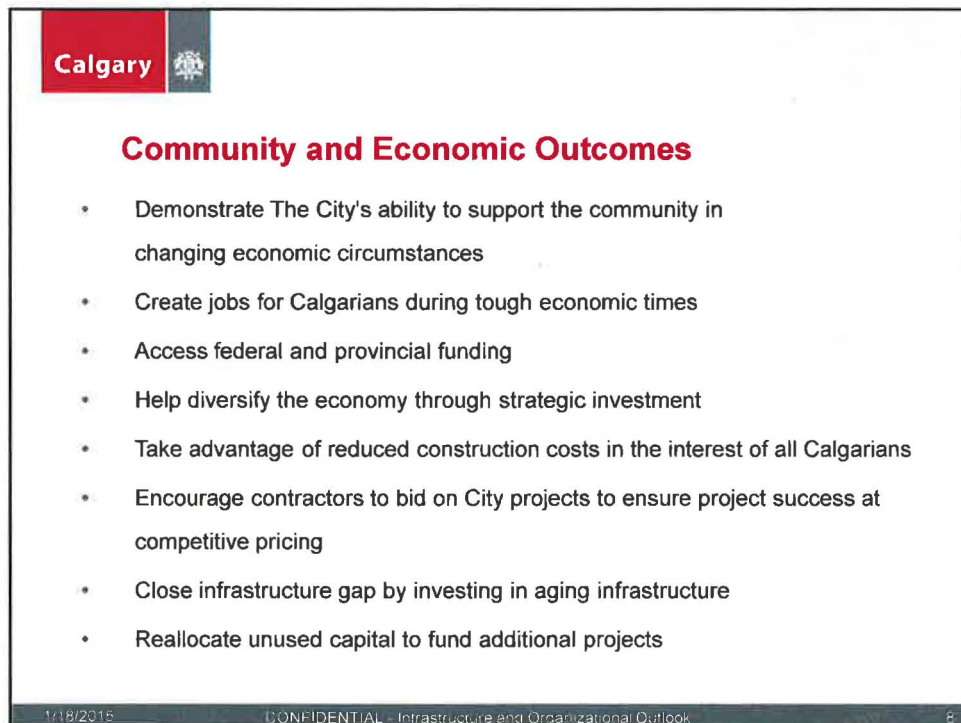
The slide features a header with the Calgary logo and a photograph of a city skyline at night. The main content area lists five priority areas. The footer includes the date 1/18/2015, the text 'CONFIDENTIAL - Infrastructure and Organizational Outlook', and the slide number 7.

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Resulting Priority Areas
2016 - 2017

1. Infrastructure Investment
2. Growth Management and Development Approvals
3. Real Estate
4. Government Relationships
5. People & Culture

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The slide features a header with the Calgary logo. The main content area lists eight outcomes. The footer includes the date 1/18/2015, the text 'CONFIDENTIAL - Infrastructure and Organizational Outlook', and the slide number 8.

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Community and Economic Outcomes

- Demonstrate The City's ability to support the community in changing economic circumstances
- Create jobs for Calgarians during tough economic times
- Access federal and provincial funding
- Help diversify the economy through strategic investment
- Take advantage of reduced construction costs in the interest of all Calgarians
- Encourage contractors to bid on City projects to ensure project success at competitive pricing
- Close infrastructure gap by investing in aging infrastructure
- Reallocate unused capital to fund additional projects



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Organizational Outcomes

- Enhance the organization's ability to adapt to changing circumstances quickly and appropriately
- Better position our employees for success
- Recruit skilled individuals to complement existing staff resources
- Enhance processes, project prioritization, and resource allocation
- Implement the Off-Site Levy Bylaw work plan to strengthen the development approval process and accommodate future growth
- Catalogue The City's land holdings and strategically plan for the future

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Discussion

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