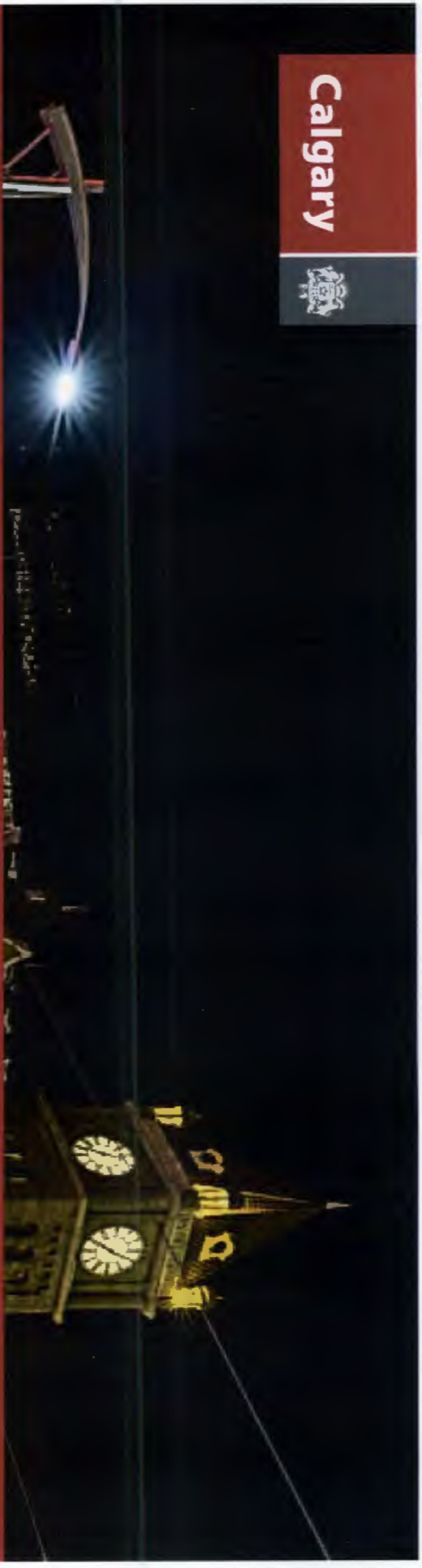


Calgary



**Welcome  
RECEIVED**  
IN COUNCIL CHAMBER

OCT 05 2015

ITEM 10.1.1  
C2015-0808  
CITY CLERK'S DEPARTMENT

**Making life better every day**

October 5, 2015

C2015-0808



The background of the slide features a photograph of a modern building with a prominent, curved, reddish-brown architectural element. The sky is blue with scattered white clouds. In the foreground, there is a body of water with a textured, greenish surface. The Calgary logo, consisting of the word "Calgary" in white on a red rectangular background and the city's crest on a dark grey rectangular background, is positioned in the top right corner.

Calgary

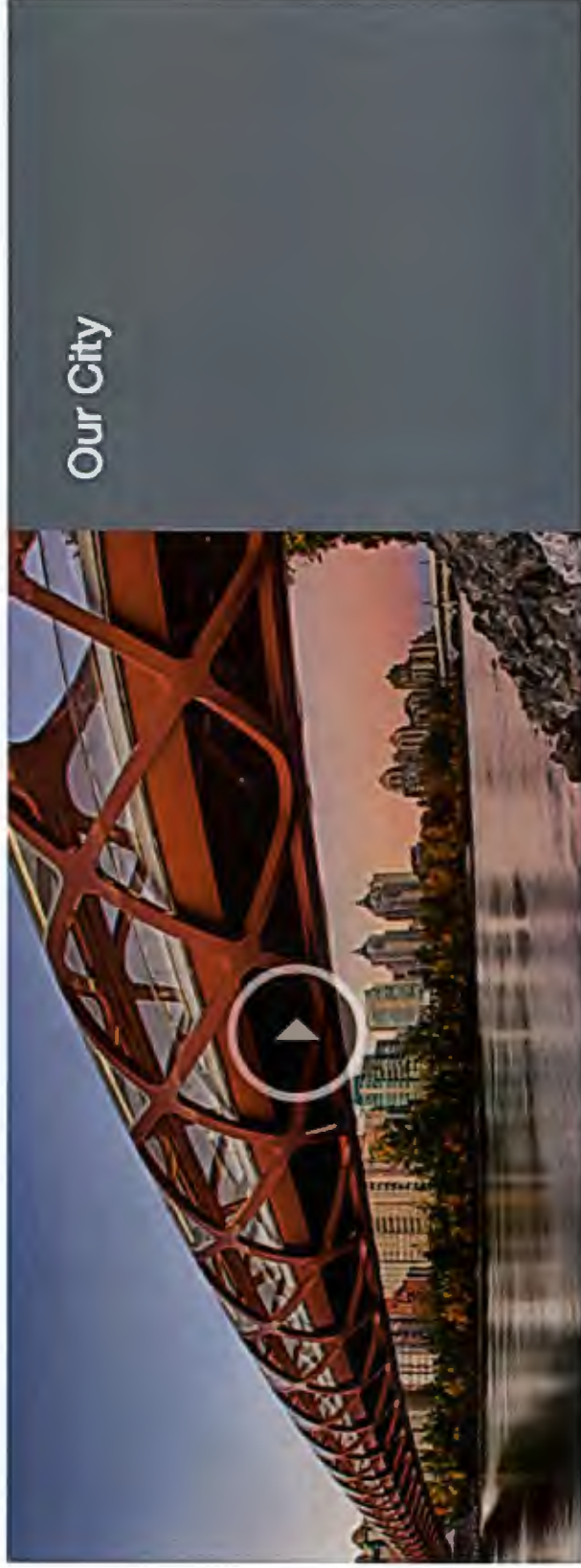


Together, we make Calgary a great place to make a living,  
a great place to make a life.





## Our Organization





Our Story

Who We Are

Why We're Here



Calgarians love their city, its opportunities and optimism. As the third largest municipality in Canada, we serve a city that 1.2 million people call home, a population that is young - with an average age of 36 years, diverse - with 28% visible minorities, and growing - with 40,000 new people arriving each year from across Canada - and the world. An excellent quality of life, low taxes, proximity to nature and cleanliness make Calgary one of the most liveable cities on the planet! We are part of that success story - serving the city we live in, the city we love. And it shows. Calgarians are overwhelmingly satisfied with the service they receive. We listen, respect and act. United in a common purpose to make life better every day, for the citizens of today and tomorrow.





Our Story

Who We Are

Why We're Here



We are trusted and dependable, a valued provider of public service. We take pride in providing quality service to citizens, day in and day out, while remaining resilient through good times and bad. Our warm and friendly character is well-suited to a city that welcomes many new faces every year. We are accessible and inclusive, valuing diverse perspectives.



Our Story

Who We Are

Why We're Here



A common purpose guides all our choices and decisions - to make life better every day. We anticipate the future and are committed to fostering a culture of innovation, creativity and best practices. We are at our best when we take responsibility for our actions and work together for the benefit of the people of Calgary. Together we make Calgary a great place to make a living, a great place to make a life.





At its heart, culture is what we do when no one is looking. It has been defined as the things that bind us, such as practices, competencies, ideals, our physical environment, experiences, values, behavioural norms and goals. Culture refers to the people within it and how we operate, how we treat each other, and how we interact and communicate.

Corporate culture is about the organization we work in. It's a combination of widely shared institutional beliefs, values and our organization's guiding philosophy stated through our vision, common purpose and values.



### Our Vision

*Calgary: a great place to make a **living**, a great place to make a **life**.*

### Our Common Purpose

*Making **life** better every day.*

*The word "life" has a dual meaning: existence (people's lives), and verve (energy, creativity). We make a difference by contributing to people's well-being - their comfort, security and satisfaction with life in our city - and ensuring a high standard of quality of life for our residents. We also make a difference by bringing "life" to new ideas, creativity and innovation to our work, and energy and enthusiasm in our approach to public service.*

## Our Values

### Individual responsibility

I act responsibly, perform my duties to the best of my ability and present myself as a positive ambassador for the City.

### Collective accountability

We work together for the benefit of the people of Calgary.

### *Key thoughts:*

#### Corporate stewardship

We are accountable for the financial, social and environmental resources entrusted to us, to ensure the decisions we make today contribute to the quality of life in the community now and into the future.

#### Environmental stewardship

Encouraging responsible use and protection of the natural environment through conservation and sustainable practices to protect and improve the quality of life in the community.

#### Safe and healthy work environment

Protecting the health and safety of ourselves, the people we work with and the public.

#### Fiscal stewardship

Managing citizens' tax dollars in a responsible and efficient manner.





## Working Together

Civic leadership in today's world requires a corporate culture and an inclusive public service environment where employees with diverse backgrounds, varied perspectives, skills, and experiences work together to provide exceptional municipal public service.

The collaboration of diverse people, ideas, and different perspectives is an organizational asset that generates greater creativity and innovation. We are at our best when we are working together, and collectively focused on meaningful outcomes for our citizens. Ensuring a high level of engagement and satisfaction among our citizens, customers and employees is paramount in achieving our future for The City of Calgary as a great place to live and work.



### Authorizing Environment

The authorizing environment refers to all the sources of authority which enable the Administration to act. The formal sources of authority are the bylaws which establish the powers of the Administration.

### Permission Space

The permission space is the informal source of authority which is a wider set of influences that shape an employee's capacity to exercise power.



## Our Promises

### Service Promise

What matters to you matters to us. We listen, respect and act.

We provide valued municipal services focusing on the needs of Calgarians. We listen, respect and act.

### Employee Promise

The City supports a safe and respectful work environment. Above all, employees are afforded the same concern, trust, respect and caring attitude they are expected to share with every Calgary resident, business and visitor.





## The Four Cs of our Culture

The 4 Cs are the essential qualities of our organization. We look for these in our new hires, recognize them in our colleagues, and develop them in our employees.

### Character, Competence, Commitment & Collaboration:

#### **Character** is behaving the right way.

Our character is our internal compass that determines how we navigate through each day. We do our work with respect, integrity, courage, empathy and compassion. We are authentic, principled and transparent in all we do, and have the self-awareness to adjust course if necessary.

"It flows from the soul."

#### **Competence** is doing the right things the right way.

Critical thinking and sound judgment are fundamental to making well-informed decisions at all levels in the organization. As good stewards, we must allow for innovation and creativity in our solutions to remain resilient and adaptive to changes that will inevitably come our way.

"It flows from the mind."





**Commitment** is dedication to the greater public good.

Our commitment is driven by our passion for public service that inspires the work we do every day. We take ownership for our decisions and actions, always striving for excellence and results.

"It flows from the heart."

**Collaboration** is working together for a common purpose.

Collaboration works best when we're cooperative, flexible and open-minded to others' views and opinions. Our organization is interconnected, achieving success through the contribution of diverse perspectives and talent.

"It flows from our collective behaviours."



### City Council

City Council consists of the Mayor and 14 City Councillors, one representing each of Calgary's 14 Wards. City Council is the main governing and legislative body for The City of Calgary and is responsible for making the decisions necessary to allow the Corporation to achieve its purposes by determining foals and priorities, developing and approving policies, raising and spending money, planning and providing services and programs and representing the municipality.

Learn More About  
City Council



Our success as an organization is measured by how well the entire organization provides quality public service to the citizens of Calgary. It is a key responsibility of the corporate leadership team to ensure that the actions and directions of management support the corporate vision and strategies. This means:

- finding opportunities to work collaboratively with other parts of the organization and to encourage this in staff
- articulating and supporting the common objectives shared by all departments, and
- providing direction to staff to ensure that individual actions support organizational effectiveness.





**Jeff Fielding**  
City Manager

[More about Jeff >](#)

## Administrative Leadership Team (ALT)

The Administrative Leadership Team (ALT) is the most senior group of administrative officials in the organization. The ALT exists to understand, make decisions about, and co-ordinate the various programs, projects and initiatives that have broad corporate scope and influence to balance priorities in the best interests of the city community as a whole. The ALT tries to look beyond departmental or business unit silos and strives to connect all work processes so that they support overarching corporate goals.

At ALT meetings the group will consider not just what needs to be done in various departments, but how work processes flow together, how employees can be best empowered to perform their jobs, and how each initiative will deliver on the priorities of Council. The ALT recognizes that moving the Corporation ahead effectively and consistently requires that leaders fully understand risks and issues and develop a vision for the future based on that understanding.



## Our Leadership



**Brad Stevens**  
Deputy City Manager  
Deputy City Manager's Office



**Chima Nkemdirim**  
Chief of Staff  
Office of the Mayor



**Cindy Pickett**  
Director  
Customer Service &  
Communications



**Eric Sawyer**  
Chief Financial Officer  
Chief Financial Office



**Glenda Cole**  
City Solicitor  
Law



**Heather Reed-Fenske**  
Director  
Information Technology



**Mac Logan**  
General Manager  
Transportation



**Mark Lavallee**  
Director  
Human Resources



**Rob Pritchard**  
General Manager  
Utilities & Environmental  
Protection



**Rollin Stanley**  
General Manager  
Planning Development &  
Assessment



**Stuart Dalgleish**  
General Manager  
Community Services &  
Protective Services



**Sue Gray**  
City Clerk  
City Clerk's Office



## Senior Management Team (SMT)

The City of Calgary's Senior Management Team (SMT) consists of the directors of business units from across the Corporation who work collaboratively to:

- Advise on strategic issues related to corporate decision making
- Generate solutions to organizational challenges
- Provide direction on corporate-wide projects and initiatives, and
- Empower employees through The City's core values.

[View Our Senior  
Management  
Team.](#)





## What we provide...

The City of Calgary delivers hundreds of services, from providing fresh, clean drinking water straight to your tap, to clearing our roads of ice and snow during our city's infamous winters.

Browse Many Of  
Our Services By  
Topic.





## Service-based planning and budgeting

Citizens identify with The City through the services it provides. The City is changing its approach to business planning and budgeting to align with these services. This presents a unique opportunity to provide a complete picture of each service to Council and the public including the value citizens receive for their tax dollar, service results and future strategies, risks and investments. This approach will also provide information on the cost and effects of changing service levels to support Council decisions on where investments in services should be made. Service Plans and Budgets will be brought forth in November 2018 for the next 4-year business planning and budget cycle (2019-2022).



**Keep up-to-date  
with our Citizen Dashboard.**

See the information we use to keep up-to-date with citizen needs and priorities.



[View Citizen  
Dashboard](#)



## CITIZEN DASHBOARD

City of Calgary

The Citizen Dashboard is an online tool that displays City performance measures and how City services contribute to Calgary's quality of life. Check back often for additional services.

### CALGARY QUALITY OF LIFE RESULT AREAS

<p>A PROSPEROUS CITY</p> <p><b>86%</b></p> <p>of Calgarians agree that Calgary is a great place to make a living.</p> <p>\$</p>	<p>A CITY OF INSPIRING NEIGHBOURHOODS</p> <p><b>86%</b></p> <p>of Calgarians are proud to live in their neighbourhood.</p> <p>🏡</p>	<p>A CITY THAT MOVES</p> <p><b>81%</b></p> <p>of Calgarians are satisfied with City operated roads and infrastructure.</p> <p>🚗</p>	<p>A HEALTHY &amp; GREEN CITY</p> <p><b>97%</b></p> <p>of Calgarians rate overall state of Calgary's environment as good.</p> <p>❤️</p>
---------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------

### SERVICES CONTRIBUTING TO CALGARY'S QUALITY OF LIFE

#### CALGARY TRANSIT ACCESS

**627,151**

trips accommodated in 2015

#### 311

**379,720**

service requests created in 2015

99.9% of trip requests accommodated in 2015

90% of trip pick-ups on time in 2015

94% satisfied with 311 experience

87% satisfied with information provided

#### ROADS MAINTENANCE: SUMMER

**781**

km of gravel backlanes maintained in 2015

3,635 potholes filled in summer 2015

3,129 hectares mowed in 2015

CHECK BACK OFTEN FOR ADDITIONAL SERVICE AREAS.

Life In Calgary

Our City, Our Story

About the Citizen Dashboard

@cityofcalgary thank you for being so attentive to my 311 concern. Lucky to live in such a great city. #yyyc

— D Kapos (@DKapos) July 7, 2015







## A PROSPEROUS CITY

Calgary Quality Of Life Result Area



Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business. According to the 2014 Citizen Satisfaction Survey, 86 per cent of Calgarians agree that Calgary is a great place to make a living.

The City is one of many organizations that can influence the quality of life in our community. To help Calgary be a prosperous city, The City focuses on economic growth, competitiveness and community well-being. The City will use indicators to help us understand whether or not we are moving in the right direction towards achieving each quality of life result (as The City works to define indicators and quality of life result areas, Council Priorities will be used to frame quality of life in Calgary).

There are many City of Calgary programs and services that contribute to Calgary as a prosperous city. Find information about some of these, including performance measures, below.

### SERVICES CONTRIBUTING TO A PROSPEROUS CITY

311

Check back often for additional service areas.

### INFORMATION RELATED TO WHAT MAKES CALGARY A PROSPEROUS CITY

CURRENT ECONOMIC ANALYSIS

CALGARY LABOUR MARKET  
REVIEW

CALGARY HOUSING REVIEW

COMMUNITY &  
NEIGHBOURHOOD SERVICES:



## A CITY OF INSPIRING NEIGHBOURHOODS

Calgary Quality Of Life Result Area



In a city of inspiring neighbourhoods every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life. In 2014, 86 per cent of Calgarians agreed that they are proud to live in their neighbourhood according to the 2014 Citizen Satisfaction Survey.

The City is one of many organizations that can influence the quality of life in our community. To help Calgary become a city of inspiring neighbourhoods, The City focuses on public safety and fostering great neighbourhoods. The City will use indicators to help us understand whether or not we are moving in the right direction towards achieving each quality of life result (as The City works to define indicators and quality of life result areas, Council Priorities will be used to frame quality of life in Calgary).

There are many City of Calgary programs and services that contribute to Calgary as a city of inspiring neighbourhoods. Find information about some of these, including performance measures, below.

## SERVICES CONTRIBUTING TO A CITY OF INSPIRING NEIGHBOURHOODS

ACCESS CALGARY

311

Check back often for additional service areas.

## INFORMATION RELATED TO WHAT MAKES CALGARY A CITY OF INSPIRING NEIGHBOURHOODS

CALGARY CRIMES MAP

CALGARY CRIME STATISTICS

COMMUNITY PROFILES

CALGARY LIBRARIES MAP



A CITY THAT MOVES  
Calgary Quality Of Life Result Area



A city that moves makes sure people and goods can move well and safely throughout Calgary, using a variety of convenient, affordable, accessible and efficient transportation choices. According to the 2014 Citizen Satisfaction Survey, 81 per cent of Calgarians are satisfied with City operated roads and infrastructure.

The City is one of many organizations that can influence the quality of life in our community. To help Calgary become a city that moves, The City focuses on the safe and reliable movement of people and goods. The City will use indicators to help us understand whether or not we are moving in the right direction towards achieving each quality of life result (as The City works to define indicators and quality of life result areas, Council Priorities will be used to frame quality of life in Calgary).

There are many City of Calgary programs and services that contribute to Calgary as a city that moves. Find information about some of these, including performance measures, below.

#### SERVICES CONTRIBUTING TO A CITY THAT MOVES

ACCESS CALGARY

311

ROADS MAINTENANCE: SUMMER

Check back often for additional service areas.

#### INFORMATION RELATED TO WHAT MAKES CALGARY A CITY THAT MOVES

TRAVEL TIMES

TRAFFIC INFORMATION MAP

CALGARY TRANSIT TRIP  
PLANNING MAP

CAPITAL PROJECTS





## A HEALTHY &amp; GREEN CITY

Calgary Quality Of Life Result Area



In a healthy and green city we steward our air, land, and water while encouraging healthy lifestyles for all Calgarians. In 2014, 97% of Calgarians rated the overall state of Calgary's environment as good according to the 2014 Citizen Satisfaction Survey.

The City is one of many organizations that can influence the quality of life in our community. To help Calgary become a healthy and green city, The City focuses on the natural environment and healthy living. The City will use indicators to help us understand whether or not we are moving in the right direction towards achieving each quality of life result (as The City works to define indicators and quality of life result areas, Council Priorities will be used to frame quality of life in Calgary).

There are many City of Calgary programs and services that contribute to Calgary as a healthy and green city. Find information about some of these, including performance measures, below.

## SERVICES CONTRIBUTING TO A HEALTHY AND GREEN CITY

311

Check back often for additional service areas.

## INFORMATION RELATED TO WHAT MAKES CALGARY A HEALTHY AND GREEN CITY

CALGARY PARKS MAP

RECREATION AND LEISURE MAP

CALGARY CLINICS AND HOSPITALS MAP





## CALGARY TRANSIT ACCESS

Calgary Transit

### Service Description

NUMBER OF TRIP  
REQUESTS  
ACCOMMODATED

627,151  
IN 2015



PERCENT OF TRIP  
REQUESTS  
ACCOMMODATED



PERCENT ON-TIME  
TRIP PERFORMANCE



PERCEPTION OF  
CALGARY TRANSIT  
ACCESS SERVICES



CUSTOMER BASE BY  
COMMUNITY



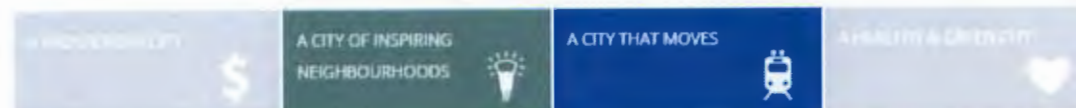
### SERVICE DESCRIPTION

Calgary Transit Access, a division of Calgary Transit, provides a door-to-door, shared ride service to Calgarians with disabilities.

The City of Calgary is committed to providing Calgary Transit Access customers with safe and affordable travel options that they can depend on. Calgary Transit Access contributes to a higher quality of life for people with disabilities by providing trips to work, vocational programs, medical appointments or casual trips such as shopping.

For our customers, regular transit services are simply not an option. Our customers rely heavily on the door to door service that we offer, and we often hear that without the service provided by Calgary Transit Access they would never leave the house.

We deliver safe, responsive and courteous public transportation services in house and through partnerships with Southland Transportation Ltd., Checker Yellow Cabs and Care Calgary. Service is provided in lift-equipped buses and accessible vans, minivans and sedans.





## NUMBER OF TRIP REQUESTS ACCOMMODATED

Calgary Transit Access

Service Description

**NUMBER OF TRIP REQUESTS ACCOMMODATED**

**627,151**  
IN 2015

PERCENT OF TRIP REQUESTS ACCOMMODATED



PERCENT ON-TIME TRIP PERFORMANCE



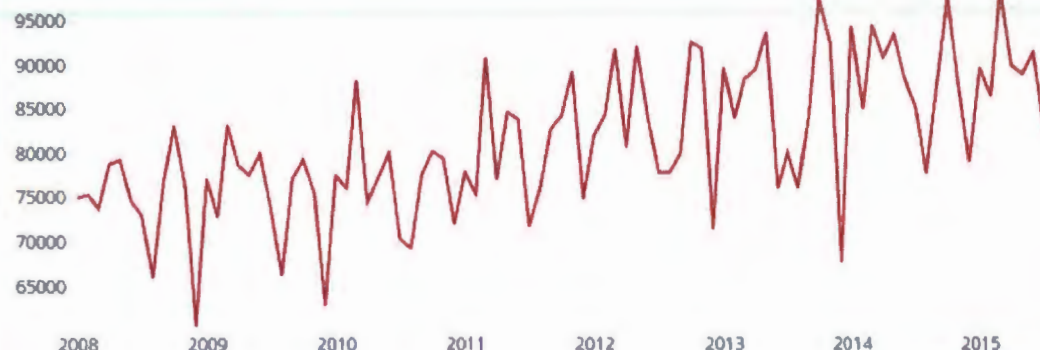
PERCEPTION OF CALGARY TRANSIT ACCESS SERVICES



CUSTOMER BASE BY COMMUNITY



TRIPS ACCOMMODATED



[Download Data](#)

### Why is this Measure Important?

Calgary Transit Access provides specialized transit for people with disabilities who may not be able to use regular transit buses and trains. For many of our customers, this is the only means to travel around Calgary.

### The story behind the numbers

Calgary Transit Access delivers more than one million trips annually to Calgarians with disabilities. Since 2008, the number of trip requests accommodated has increased by 19 per cent, averaging over 88,400 trips per month in 2014.

### What are we doing to improve?

1. Calgary Transit Access continues to work on delivering safe, accessible, efficient and effective transportation by managing services and making the most effective use of our fleet and schedules to maximize productivity.
2. Calgary Transit Access works on "being on-time" by educating both the service providers and our customers on what they can do to help keep us on schedule.  
We are working to use new technologies to provide customers with real time updates and historical statistics. These future technology improvements, such as advanced calls to customers 5-10 minutes before arrival, can help to increase on-time performance.
3. Calgary Transit Access engages members of the public in meaningful discussions about changes or improvements to transportation services. One of the ways we do this is through the Calgary Transit Access Advisory Committee, consisting mostly of Calgary Transit Access customers. The committee advises Calgary Transit on policies and procedures related to the operation of Calgary Transit Access.





## ROADS MAINTENANCE: SUMMER

Roads

### Service Description

KILOMETERS OF GRAVEL BACK LANES MAINTAINED

781  
IN 2015



NUMBER OF POTHOLES FILLED



TONS OF LITTER PICKED UP



NUMBER OF HECTARES MOWED



% OF ROAD NETWORK ASSETS (BRIDGES, SIDEWALKS, PAVEMENT) IN GOOD OR VERY GOOD CONDITION



### SERVICE DESCRIPTION

The City of Calgary is committed to maintaining the quality of road services in Calgary by providing cost effective seasonal maintenance. The Roads Maintenance program is designed to maintain roadways to the highest standards possible.

Three seasonal maintenance programs (Snow and Ice Control, Spring Clean-up, and Summer Maintenance) currently service over 16,000 lane km of paved streets, over 2,000 km of gravel back lanes and over 1,400 hectares of green space along major roadways, helping to ensure the integrity and quality of Calgary's roadway system.

Taking care of existing roadways helps provide smooth, comfortable and safe driving conditions for Calgarians, making sure that people and goods can move efficiently and safely throughout our city.

Roads' summer maintenance activities include maintaining gravel back lanes, repairing potholes and pavement, mowing boulevards, mending fences, picking up material off of roadways, and picking up garbage receptacles located in the Business Revitalization Zones (BRZs).

The Roads' Summer Maintenance Program helps maintain Calgary's infrastructure making sure Calgarians have access to safe travel and a cleaner city.

Did you know The City of Calgary uses the term "lane kilometres (lane km)" to describe the length of roads? A lane km is a kilometre long segment of road that is a single lane in width. For example a road that is four lanes wide, has 4 lane km in one kilometre of road.





## NUMBER OF KMS OF GRAVEL BACK LANES MAINTAINED

Roads Maintenance Summer

Service Description

KILOMETERS OF GRAVEL BACK LANES MAINTAINED

781  
IN 2015



NUMBER OF  
POTHOLES FILLED



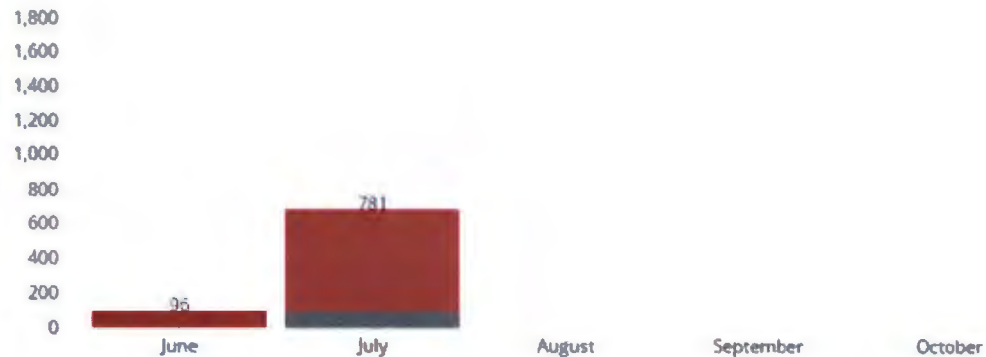
TONS OF LITTER  
PICKED UP



NUMBER OF  
VEHICLES MAINTAINED



IN OR ROAD  
NETWORK ASSETS  
(BRIDGES,  
SIDEWALKS,  
PAVEMENT) IN  
GOOD OR VERY  
GOOD CONDITION



[Download Data](#)

### Why is this Measure Important?

The City is responsible for maintaining approximately 2,000 lane km of gravel back lanes as part of the gravel lane repair program.

### The story behind the numbers

Gravel back lanes can deteriorate over time causing issues such as potholes, incorrect drainage and improper grade.

**What are we doing to improve?** Making sure Roads has efficient and effective maintenance programs is important in light of increases to the network and rising operating costs. Currently, Roads is undertaking a review of the pothole repair process.



## 311

Customer Service & Communications

### Service Description

#### NUMBER OF SERVICE REQUESTS CREATED

357,095  
IN 2015



#### NUMBER OF CALLS TO 311



#### PERCENT OF CUSTOMERS SATISFIED WITH 311 SERVICE



#### PERCENT OF CUSTOMERS SATISFIED WITH INFORMATION PROVIDED



#### AVERAGE SPEED TO ANSWER



#### SERVICE REQUEST BY TYPE

### SERVICE DESCRIPTION

The City of Calgary is committed to providing easy access to City information and services for all Calgarians. 311 is your access to The City anytime, anywhere.

Whether it's online, through the 311 Calgary app or by calling one easy to remember phone number, Calgarians can contact The City 24 hours a day, seven days a week. 311 offers support in multiple languages and across a variety of channels, offering easy, responsive and reliable access to City services, programs and information.

In addition to serving as a central point of contact, 311 provides City services with data and trends from 311 requests, which helps The City to make informed strategic and budgetary decisions for strategic business planning.

A PROSPEROUS CITY



A CITY OF INSPIRING  
NEIGHBOURHOODS



A CITY THAT MOVES



A HEALTHY & GREEN CITY

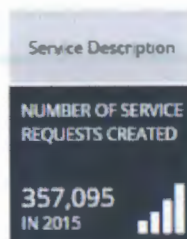






## NUMBER OF SERVICE REQUESTS CREATED

311



NUMBER OF CALLS TO 311



PERCENT OF CUSTOMERS SATISFIED WITH 311 SERVICE



PERCENT OF CUSTOMERS SATISFIED WITH INFORMATION PROVIDED



AVERAGE SPEED TO ANSWER



SERVICE REQUEST BY TYPE



SERVICE REQUESTS



Daily Weekly Monthly

Download Data

### Why is this Measure Important?

By providing access to 311 services through a variety of channels we ensure Calgarians are able to access information and submit Service Requests (SRs), through the channel of their choice (online, 311 Calgary app or by phone call).

### The story behind the numbers

In 2014, over 470,000 SRs were created across all 311 channels. Calgarians directly submitted 382,706 through the 311 call centre, 64,538 SRs online, and 23,366 through the 311 app.

### What are we doing to improve?

1. 311 continuously works with City service areas to improve processes and update information frequently so Calgarians have access to the information when they need it.
  - We have introduced a new Information Tracker Report that helps us inform City service areas when there is an opportunity to improve communications, program information and resources related to their area.
2. As part of our citizen centric approach, The City is working to expand access to information and services through a variety of channels like:
  - Providing touch screen kiosks at malls and other public spaces
  - Introducing 5 new Service Requests to the 311 Calgary app: long grass, damaged street lights, street cleaning, City owned tree concerns and City owned tree development



## ABOUT THE CITIZEN DASHBOARD

The Citizen Dashboard is an online tool to help you learn more about The City's performance and how City programs and services contribute to Calgary's quality of life. The Citizen Dashboard was developed to help drive continuous improvement at The City and support The City's efforts to be open, accountable and transparent about City services.

The Citizen Dashboard uses data and interactive graphs, charts and maps to display performance measures in a way that makes it easy to understand. A description is provided for each performance measure explaining why each measure is important, what the numbers mean and what actions The City is taking to improve performance.

Currently, select performance measures are available for four City services: 311, Calgary Transit Access, Roads Maintenance and Inspection and Permit Services. Additional service information will be added to the Citizen Dashboard on a regular basis. You can look forward to the following additions over the next six months:

Jan. – March 2016



- Roads Maintenance: Snow and Ice Control;
- Transit Safety and Security;
- Water Resources and Water Services; and
- Waste & Recycling Services.

Oct. – Dec. 2015



- Roads Maintenance: Spring Clean-up;
- Transit: CTrain;
- Transit: Bus; and
- Community Services and Protective Services.

As we continue to build the Citizen Dashboard, content and functionality will evolve based on information collected from users and internal stakeholders. We encourage you to engage in the Citizen Dashboard conversation and provide your feedback on the main page.

### Citizen Dashboard Definitions:

**Results Based Accountability (RBA):** The Citizen Dashboard uses an RBA approach to measurement. This helps turn data into action by using a step-by-step method to focus on how our programs and services benefit our clients and customers, and contribute to Calgary's quality of life. RBA asks three simple

## Strategic Alignment - Citizen Expectations and Council Imperatives

Citizen Expectations

Council's Five Imperatives

### Citizen Expectations

The City's annual Citizen Satisfaction Survey is an important voice for citizens. Every year, Calgarians have the opportunity to provide input on The City's performance, their satisfaction with civic services and overall quality of life. In addition to the Citizen Satisfaction Survey, extensive public engagement during the development of the Action Plan helps ensure our path forward is the right one.







One	Two	Three	Four	Five
Maintain <b>focus</b> on our budget and spending	Demonstrate <b>value</b> for the services The City offers	<b>Invest</b> in infrastructure in the right ways, now and in the future	<b>Lead</b> in management, accountability and transparency	<b>Engage</b> citizens in the conversations about Calgary's future

*Source: **2013 Citizen Satisfaction Survey** - Action Plan Engagement results*



## Strategic Alignment - Citizen Expectations and Council Imperatives

Citizen Expectations

Council's Five Imperatives

### Council Expectations

Along with defining our citizen expectations, City Administration works with Council to ensure alignment. Council's current five imperatives for Administration are:





One	Two	Three	Four	Five
<p><b>Integrated Service Delivery</b></p> <p>Council is consistent in its view that the corporation needs to provide services in a much more coordinated and integrated way</p>	<p><b>Engaged Leadership</b></p> <p>Council wants collaborative organizational leaders and managers that function together as a team</p>	<p><b>Trust and Confidence</b></p> <p>Council is asking for an organization that is reliable, honest, effective, and that has its confidence and trust</p>	<p><b>Public Service Culture</b></p> <p>Council wants the organization to deliver its services with a citizen and customer-focused approach</p>	<p><b>Investment and Value</b></p> <p>Council expects a sustainable financial plan from Administration that is responsible and creates value</p>

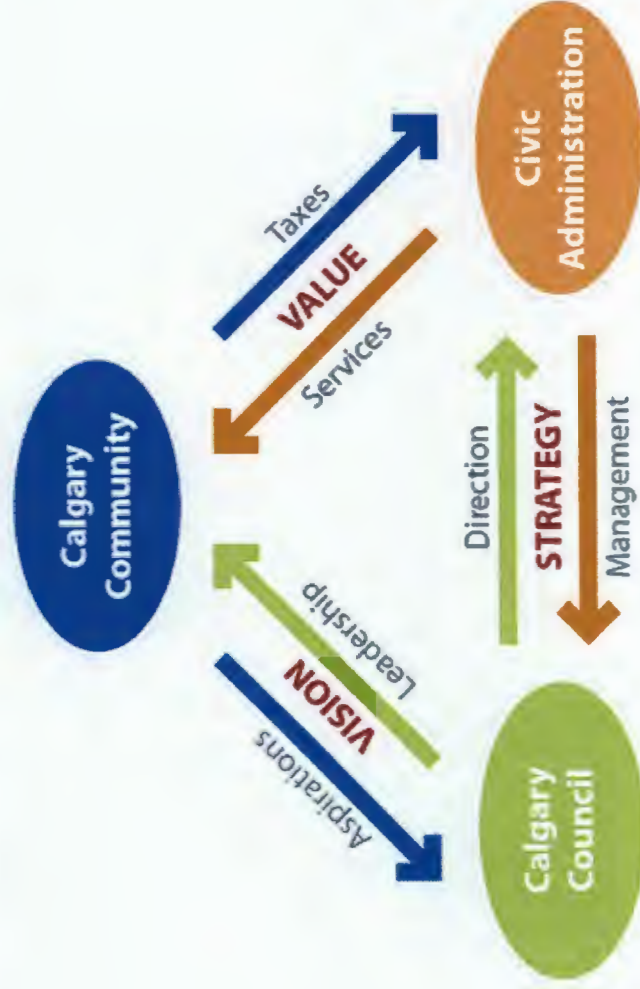




## Strategic Planning Framework



Accountability



## Action Plan



**Action Plan 2015-2018** is the approved four-year business plan and budget for The City. It includes Council Priorities, the services and initiatives that will be provided to achieve them, the performance results that Administration commits to accomplish, and the operating and capital budgets that will support the achievement of these results. The City of Calgary's Action Plan grew out of a year-long process during 2015 where citizens, City Council and City staff established our future direction and found the right balance between investing in quality public service and keeping tax rates affordable.

View Our  
Action Plan





## Leadership Strategic Plan

We've taken the pulse of our citizens and our Council to determine where our efforts as a local government should be focused. Citizens have told us they want us to be mindful of our spending, show value in the services we offer, invest in our infrastructure, be transparent and accountable, and ask for their opinions before making decisions that affect the future of our city. Our Council expects us to provide our services in a coordinated and integrated way, collaborate and work together as a team, deliver services with a citizen and customer focused approach, provide a sustainable financial plan, and instill confidence and trust in all that we do as an organization.

Expectations have changed dramatically over the years. Citizens want quality customer service through the channel of their choice that are easily accessible. They expect our behaviours and our values to align with those of the community we live in, and they watch us closely to ensure we're meeting these expectations on a daily basis. They want us to help out when our neighbours, locally, nationally and internationally, when in need. These changes in expectations are what a modern municipal government needs to be able to monitor and respond to at a moment's notice.

The Leadership Strategic Plan (LSP) is how we align the hopes, dreams and aspirations of the community and the direction we receive from Council. The five focus areas have been designed to help us close the gap between these expectations and guide us toward a modern municipal government through a change in our culture.



## The five areas are:

View Our  
Progress To  
Date



- 1 Create a meaningful relationship with Council.
- 2 Build a cohesive leadership culture and collaborative workforce.
- 3 Better serve our citizens, communities and customers.
- 4 Plan and build a great city.
- 5 Strengthen our financial position.

We all need to work together to make change happen and achieve strategic alignment and organizational efficiency. Change is never easy, but it presents us with an enormous opportunity. We can all work together to make life in Calgary better every day.



## **Corporate Priorities 2016-2017**

- Investment
- Growth Management
- Real Estate
- Provincial Relationships
- People and Culture





## Economic Resiliency Strategy

The City of Calgary has implemented an Economic Resilience Strategy to support both response and recovery in the face of our cyclical economy. We are working with our citizens at the centre of everything we do. Our practices for sound management continue to include:

**View Details Of  
The Resiliency  
Plan** ➤

- 1 Prioritizing investments for the future
- 2 Using existing resources more efficiently
- 3 Investing efficiently
- 4 Increasing transparency and accountability

From flood to snow events, The City understands the importance of being prepared for volatility and changing conditions as a resilient organization. This strategy represents current best thinking from City leadership with input from all City departments.

## Short term:

- Monitor our economy closely to understand impacts on business, citizens and our City government. Work across the corporation to invest in existing economic strategies as well as prepare for any adjustments needed.
- Explore ideas that focus on retaining productive people, businesses, incomes, jobs, and investment projects in Calgary.
- Focus on savings and strategic investments in infrastructure while capturing top value for municipal procurement. This allows The City to focus on strategic job creation through investment in capital. Continue to build Calgary and catch up with infrastructure for the 130,000+ new Calgarians over the last four years.

## Long-term:

- Continue to work with our partners in industry, the provincial and federal governments, non-profits, and our civic partners including Calgary Economic Development.
  - Build local economic strategies which align with long-term drivers including the expansion of the economic base, while fostering small business development and entrepreneurship.
- This positions Calgary to attract future sources of jobs, enterprise and innovation so that Calgary will continue to be an economic engine in Canada.

## Economic Resilience Strategy – Key Result Areas

### 1. The City will continue to provide service delivery to Calgarians.

Services include roads maintenance, waste collection, and transit, to providing clean water, parks maintenance, police service, fire protection, and social support services.

#### 1.1 Continue to deliver Action Plan.

#### 1.2 Respond to federal and provincial budget announcements by preparing for 2016 budget adjustments.

### 2. The City will focus on ensuring value for money in service delivery.

The City is committed to monitoring spending, and continuously finding ways to ensure value for Citizen dollars invested in services and infrastructure.

#### 2.1 Explore opportunities to review potential savings and diversify funding.



### 3. The City will review the economic situation and respond to financial impacts.

The goal in 2015 will be to maintain service levels for citizens. We will continue to monitor and review the economic situation for impacts to City finances while looking for opportunities to mitigate impacts or make adjustments to our business plan, as required.

3.1 Monitor, understand and respond to changes in City finances and the economic condition

3.2 Liaison with all levels of government as changes are made due to the economic situation

### 4. The City will invest in infrastructure that creates employment and prepares for future growth.

Investment includes catching up with recent growth of over 100,000 Calgarians over the last three years and recovery from the 2013 flood. The City will fill infrastructure gaps and invest in infrastructure that creates employment and prepares for future growth.

4.1 Create efficiencies to support the delivery of infrastructure projects.

4.2 Review the planning process and pilot new approaches in key strategic areas on alternative approval processes for projects.

## Our Strategy

5. The City will identify and respond to what is required to retain productive people, businesses, incomes, jobs and investment projects.

5.1 Work collaboratively with local partners and government responding to the needs during economic recovery.

5.2 Explore opportunities to soften the impact of the current economic situation and maximize affordable alternatives to Calgarians.

6. The City will contribute to the creation of a more resilient local economy.

Calgary is a place for businesses to start, grow and thrive. To support this, The City of Calgary will continue to focus on that through our industrial land programs, leveraging surplus city-owned land, implementation of the Calgary Economic Development Strategy, and exploration of new opportunities with our partners for economic prosperity.

6.1 Continue to invest and support Civic Partners in implementing the Economic Strategy for Calgary.

6.2 Continue to implement strategies that relate to land, development and social initiatives. Identify and support local growth-oriented companies.

7. The City will contribute to the creation of a vibrant and prosperous downtown Calgary.

when Calgary's downtown core thrives, so does the rest of the city. An economically and cultural vibrant downtown affects the city's ability to attract and retain businesses, residents, jobs, and influences the continued investment in the city by the private sector, which collectively influence how well the city flourishes.

7.1 Continue improving the public realm.

7.2 Continue to provide a safe, clean and inclusive Centre City.

7.3 Continue to invest in vitality and Centre City programs.



## Performance Measurement and Accountability

The City's corporate standard for performance measurement is **Results-Based Accountability (RBA)**. It is a simple, practical and disciplined approach for planning, evaluating and continuously improving services starting from a basis of performance measurement. RBA looks at ways to improve the quality of life in communities and performance of City programs and services – challenging us to look at what did we do, how well did we do it and, above all, is the community that we serve any better off? More information on the RBA approach can be found [here](#).



## Service Review and Improvement



Service improvement is an ongoing activity in all areas and at all levels of the organization. The corporate program for Service Review and Improvement is currently centered on the **Zero Based Review (ZBR) program**. The "zero-based" aspect of the reviews refers to the fact that all aspects of a service are under review – what we do, why we do it, as well as how well we do it, building on some of the key concepts of RBA. The end result of a ZBR is a set of detailed and implementable recommendations for efficiency and effectiveness improvements. More information on the ZBR program can be found [here](#).

## Service Plans and Budget



Citizens identify with The City through the services we provide every day. The City is changing its approach to business planning and budgeting to align it with these services. This presents an opportunity to provide a complete picture of each service to Council and the public, including the value citizens receive for their tax dollar. **Service plans and budgets will focus on community and customer results, future strategies for service delivery, risks and investments.** This approach will also provide information on the cost and effects of changing service levels to support Council decisions on where investments in services should be made.



## Integrated Risk Management

**Integrated Risk Management (IRM)** provides a framework for identifying, assessing, managing, communicating and monitoring risks related to the achievement of The City's objectives and our ability to deliver services to citizens. It helps City Administration to assess risks in terms of likelihood and magnitude of impact, and determines an appropriate response. IRM also includes ongoing monitoring of progress and of changes to the risk environment.



## Individual Performance Development

The **Individual Performance Development (IPD)** project is focused on developing a performance evaluation system unique to The City that reflects our values of individual responsibility and collective accountability. The system will provide The City of Calgary with a consistent, corporate approach to performance and career development. It promotes and measures the behaviours that support our priorities and initiatives, encourages collaboration, and contributes to an inclusive and supportive work environment.



Our Road Map is a supplement to the Leadership Strategic Plan. It is a guide that will lead us step-by-step toward organizational efficiency through three distinct stages:

## STAGE 1

### Organizational Stability

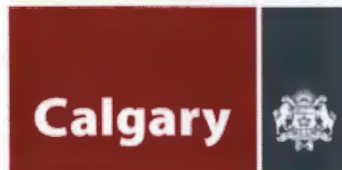
STAGE COMPLETED



#### Step 1

**Articulate the leadership vision** - Create purpose for Council through a compelling vision that is inclusive and credible, and challenges and inspires people to align their energies in a common direction.





## Our Road Map

### Step 2

**Concentrate on priorities** - State what is important and why. Rate and rank those priorities in terms of critical importance.

### Step 3

**Establish goals** - Determine the direction that should be taken. Formulate specific goals to be accomplished that clarify ambitions and aspirations.

### Step 4

**Set specific objectives, measures and targets** - Specify how improvement will be evaluated and measured. Establish measurable targets clearly outline intentions (outputs and outcomes) to be achieved.



## STAGE 2

### Organizational Effectiveness and Economy

IN PROGRESS

#### Step 5

**Align with strategic direction** - Support the vision, strategic direction and priorities of the City.

#### Step 6

**Clarify focus and accountability** - Ensure there are clearly defined roles, responsibilities and accountabilities with single points of accountability, no duplication in service delivery, and clustering of like services to promote service efficiencies and effectiveness.

#### Step 7

**Enhance organizational development** - Build organizational skills and capabilities, and provide staff opportunities to meet current and future expectations and requirements while facilitating a clear plan for succession.



## Our Road Map

### Step 8

**Enable service integration** - Provide an integrated service approach which leverages existing expertise, encourages collaboration and adopts best practices to ensure seamless and coordinated service delivery.

### Step 9

**Build organizational flexibility** - Enable sufficient flexibility to anticipate and respond to changing needs and requirements.

### Step 10

**Focus on customer needs and citizen engagement** - Be accessible, responsive and easily understood by customers while enhancing the ability of the City to anticipate and respond to changing customer needs and requirements. Enable the effective and ongoing engagement with citizens and responding to changing needs and expectations.

### Step 11

**Balance scope and scale of departments** - Ensure that the scale and scope of operations across each layer in the organization are comparable in terms of operational, political and financial complexity and risk.



## STAGE 3

### Organizational Efficiency

UPCOMING



#### Step 12

**Address structural efficiency** - Improve the formal system of task and reporting relationships that manages employees to achieve the corporation's goals and objectives. Promote productive and positive behaviour. Help people understand the purpose behind the tasks they perform, enabling greater performance efficiency. Develop cohesion between groups, teams, divisions and departments.

#### Step 13

**Strive for cost efficiency** - Produce optimum results for municipal investment or expenditure. Create value.