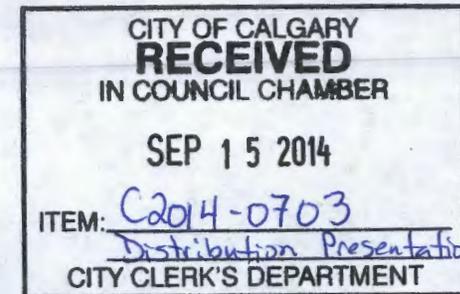


# Together ... We Are Calgary

2014 September 15

Report to Council



Together ... We Are Calgary



THE CITY OF

CALGARY



THE CITY OF  
CALGARY



“We are at our best when  
we are working together, and  
collectively focused on meaningful  
outcomes for our citizens.”

Cultural Transformation Initiative

# Agenda

1. First Ninety Days: A Well Run City
2. Leadership Strategic Plan: Overview
  - I. Meaningful Relationship with Council
  - II. Collaborative Leadership and Workforce
  - III. Better Serving Our Citizens
  - IV. Building A Great City
  - V. Strengthening the Corporation's Financial Position
3. Leadership Strategic Plan: Contract with Council
4. What's Ahead
5. Winding-Up
6. City Manager and CFO Offices
7. Recommendations



A Well Run City

# 1. FIRST NINETY DAYS



# First 90 Days

1. **Prepare to Assume Leadership**
    - Listen, learn, and validate
    - Assess the culture and current conditions
    - Build relationships and alliances
    - Gain insights and reflect on feedback
  2. **Ready the Organization to Accept New Leadership**
    - Explain my assignment and expectations
    - Outline the management philosophy and approach
    - Communicate openly, widely and honestly
    - Facilitate dialogue and discussion
  3. **Assess talent and extend reach**
    - Review organizational structure, priorities and business plans
    - Engage key personnel, Council and community leaders
    - Prepare the 'strategic plan'
  4. **Target an early win**
    - **Introduce the 'strategic plan'**
    - Deliver on some small gains
    - Select a difficult yet achievable early win to build confidence
  5. **Execute**
    - Define roles and responsibilities
    - Discuss essential principles and practices – vision, values, behaviours
    - Confirm the Performance Management System
    - Link Budgets to Business Planning
    - Focus on Customer/Public Service
- Prior to arrival
- First thirty days
- Sixty days
- Ninety days
- Beyond

# Prepare the Strategic Plan

- Listen, Learn and Validate
- Assess the Current Culture
- Review the Current Conditions

# Calgary

## What I Have Heard

- Prosperity
- Spirit
- Pride
- Speed
- Momentum
- Intangibles

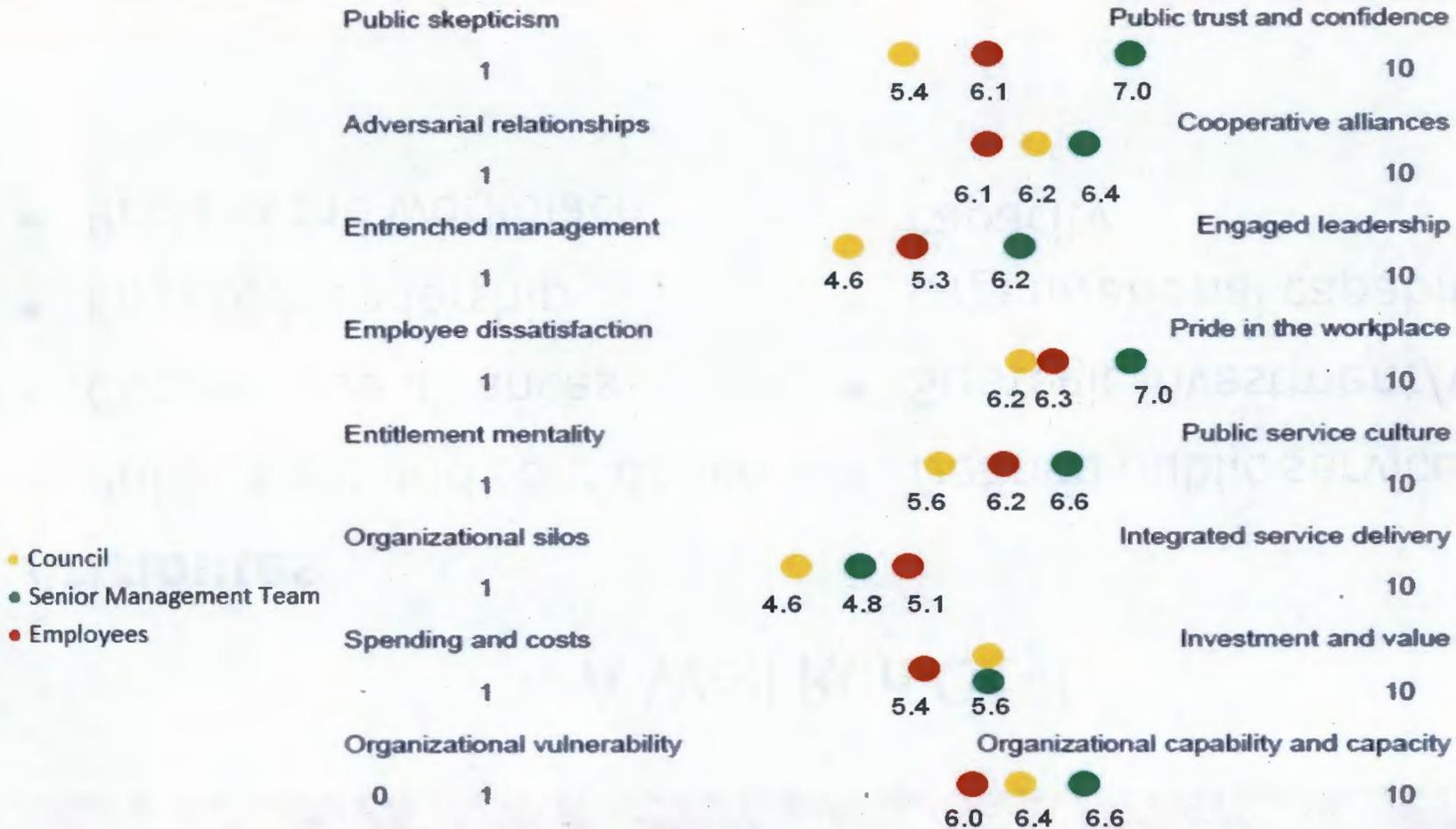
# Priority

## A Well Run City!

### Attributes

- Public trust and confidence
- Cooperative alliances
- Engaged leadership
- Pride in the workplace
- Defined public service culture
- Strategic investment/value
- Organizational capability/capacity

# Where We Stand



- Council
- Senior Management Team
- Employees



Contract with Council

# 2. LEADERSHIP STRATEGIC PLAN: OVERVIEW



# Leadership Strategic Plan – Overview

(Contract with Council: Details, Section 3)

1. Establish a cooperative and meaningful relationship with Council
2. Develop a collaborative leadership and workforce culture
3. Better serve our citizens, communities, and customers
4. Focus immediate and collective attention on planning and building a great city
5. Strengthen the Corporation's financial position



Leadership Strategic Plan

# I. MEANINGFUL RELATIONSHIP WITH COUNCIL



# Council's Five 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 has Council's 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

# Key Concepts

1. Build a shared strategic agenda focused on Council priorities, through The City's Action Plan
2. Establish timely and meaningful reporting of accomplishments
3. Develop a corporate calendar aligned to the term of Council
4. Create a new strategic agenda management process
5. Improve Council and Administration communications

Work Underway



Leadership Strategic Plan

## II. COLLABORATIVE LEADERSHIP AND WORKFORCE



# Collaboration

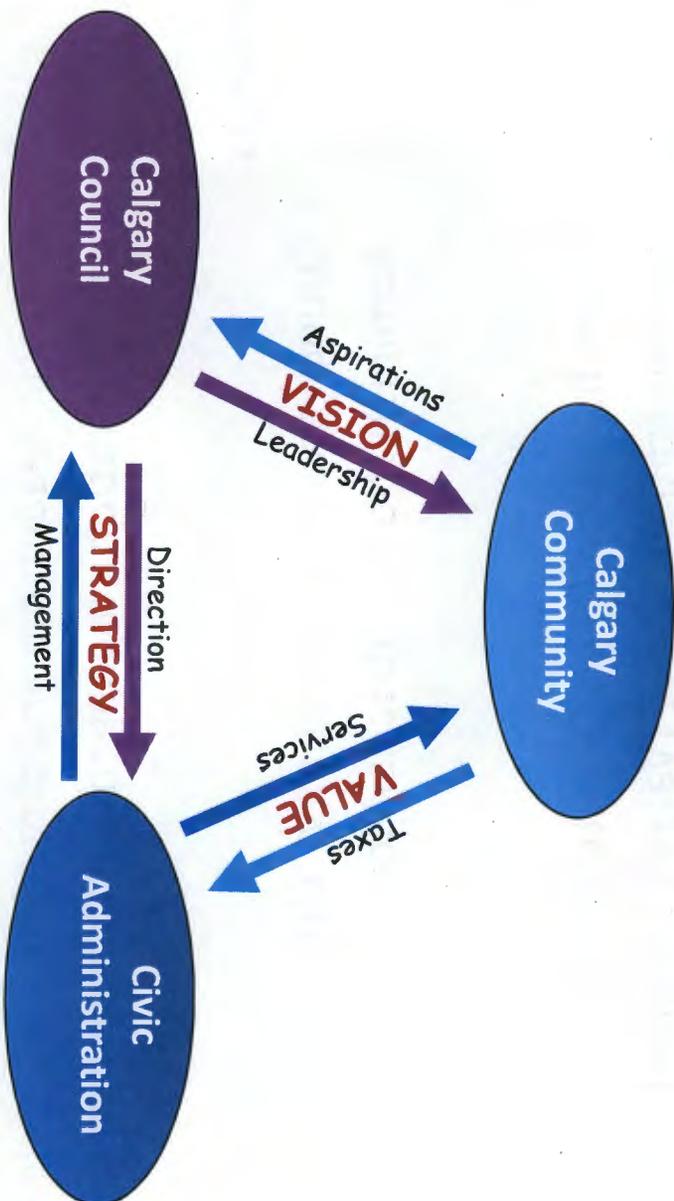
- **Collaborative leadership** describes a management practice which is based on the leaderships skills and competencies needed to deliver results across functional and organizational boundaries
- **Collaborative Workforce** means employees with diverse backgrounds, varied perspectives, skills, and experiences work together to provide exceptional municipal public service

# Key Concepts

1. Engage and focus administrative leadership on the shared strategic agenda (Action Plan)
2. Reinforce a leadership culture that champions a respectful workplace and a progressive public service organization
3. Create more opportunities for leadership development and recognition
4. Maintain a supportive workplace, and promote a collaborative workplace culture founded on:
  - our future for The City as a great place to work
  - a mission based on a well-defined public service mandate
  - the values of responsible and accountable public service
  - good government and sound management practices
  - a progressive partnership with all Unions

Work Underway

# Accountability



# Roles, Relationships and Results

## Roles

1. Council: leadership and direction
2. Administration: management and service delivery

## Relationships

1. Council and the Community: citizen aspirations
2. Administration: public services

## Results

1. Council: Vision (High Quality of Life)
2. Administration: Value (Valued Services)
3. Council/Administration: Strategy (Focused Strategy)

# Purpose

## Under Construction

### Key Thoughts

“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.

# Values

## Individual Responsibility

## Collective Accountability

### Key Thoughts

The most important right an employee has is the right to be responsible. Everyone is expected to perform their duties to the best of their abilities.

However, no one succeeds or fails on their own. We work collegially, collaboratively and collectively for the benefit of the people of Calgary

# Shared Behaviour

## Under Construction

### Key Thoughts

- Common Purpose
- Taking Responsibility
- Personal Commitment and Ownership
- Active Listening
- Transparency
- Appreciation and Recognition
- Simplification

# Public Service Commitment

## Under Construction

### Key Thoughts

As professionals, public servants play a vital role in society. They are committed to the highest degrees of integrity. They are committed to deliver the best administration possible. They are committed to fair and transparent governance, to delivering high quality services, to a stewardship of government funds that will maximize cost-effectiveness and for accountability. Public servants are committed to the improvement of the policy-making and service delivery abilities of the state. (IPAC)

- Citizens first
- Partnership
- Conscientiousness
- Confidentiality
- Fairness
- Courage
- Non-Partisanship
- Transparent
- Public Interest

# Commitment to Staff

The City of Calgary will provide its employees with a supportive work environment. Above all, employees will be provided the same concern, trust, respect and caring attitude within the organization that they are expected to share with every Calgary resident, business and visitor.

## Key Thoughts

There's a point-to-point correlation between the level of employee engagement in public service; and, employee performance, and citizen trust and confidence (citizen loyalty, productivity, turnover, safety, absenteeism, service quality, etc.). Higher employee engagement results in better performance.



Leadership Strategic Plan

# III. BETTER SERVING OUR CITIZENS



# Citizen Expectations

People want us to:

- Maintain **focus** on our budget and spending
- Demonstrate **value** for the services The City offers
- **Invest** in infrastructure in the right ways, now and in the future
- **Lead** in management, accountability and transparency
- **Engage** citizens in the conversations about Calgary's future

2013 Citizen Satisfaction Survey  
Action Plan Engagement Results

# Key Concepts

1. Implement a performance management system including:
  - service based business planning and budgeting
  - performance measurement
  - zero-based review and improvement
  - integrated risk management
  - Individual performance evaluation
2. Provide a comprehensive strategy for citizen engagement and customer service delivery, including:
  - A philosophy of trust, communication, and participation
  - An overall 'Citizen First' orientation for municipal public services to meet citizen needs
3. Establish a 'One City, One Voice' senior management mind set

Work Underway

# Performance Management System

## Key Concepts

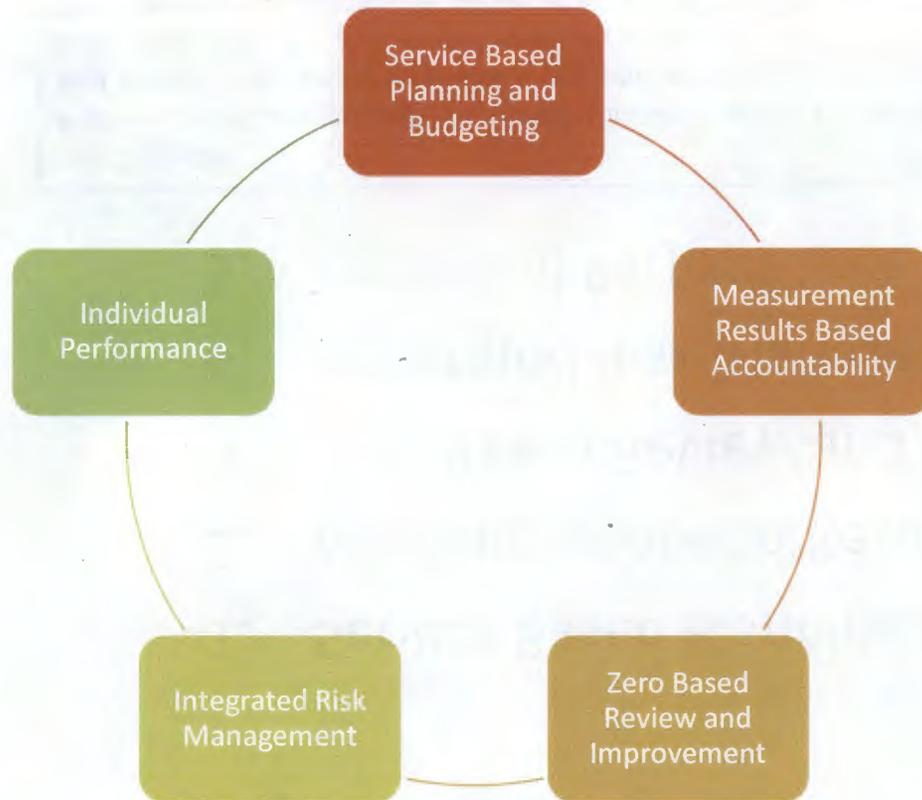
1. Service Based Planning and Budgeting
2. Measurement and Results Based Accountability
3. Zero Based Review and Improvement
4. Integrated Risk Management
5. Individual Performance

### Key Thoughts

**Performance Management (PM)** includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to deliver a service.

PM is also known as a process by which organizations align their resources, systems and employees to strategic objectives and priorities

# System Components



1. Strengthen **alignment** with organizational goals and strategies.
2. Increase **integration** between services and business units.
3. Reflect **citizen aspirations** and **service value**.
4. Build **organizational capacity** for all of the above.

# Service Based Planning and Budgeting

## **Service Based Planning and Budgeting:**

Consideration of a service based approach and subsequent implementation of this approach would result in many changes. Part of this change involves the shift away from the traditional, hierarchical view of government, with large and complex departments to a citizen-centric organizational structure, focusing on services delivered to the public. The identification of individual services facilitates service based budgeting and financial reporting. Clearly defined services increases public awareness of costs and opens a discussion on the value of municipal services.

### **Key Processes:**

Service reviews, Business Planning, and Service Based Budgeting

# Measurement

## Results Based Accountability (RBA)

**Population Accountability:**  
about the well-being of  
WHOLE POPULATIONS

**Performance Accountability:**  
about the benefits for  
CUSTOMERS



**Key Thoughts**

**Population accountability** is accountability for the well-being of a whole population in a geographic area. Population accountability is bigger than any one program or agency or one level of government. In fact, it's bigger than government. It requires the whole community, public and private partners to make a difference.

**Key Thoughts**

**Performance accountability** is accountability for the performance of a program, agency or service system. The most important performance measures are about the well-being of a client population (i.e. those who receive service or otherwise benefit from the program.)

# Zero Based Review and Improvement

## **Zero-Based Review and Improvement:**

is a holistic management approach to aligning an organization's services with the needs of the community. This approach provides a mechanism to ensure effectiveness and efficiency of service delivery, while building a culture that strives for continuous improvement, innovation, flexibility, and integration to better serve the public . It focuses on what we do (service level and scope) and how we do it (processes, methods, practices).

### **Key Processes:**

Design, Modeling, Execution, Monitoring, Optimization, and Reengineering

# Integrated Risk Management

## **Integrated Risk Management (IRM):**

the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives. IRM provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress

### **Key Processes:**

Identification, Assessment and Prioritization

# Individual Performance

## **Individual Performance System (IPS):**

A process used to assess the performance of management and staff. IPS enhances organizational effectiveness and efficiency.

### **Key Processes:**

Clear Objectives, Regular Evaluation, Consistent Reporting, Supportive Performance Appraisal, and Fair Compensation



Leadership Strategic Plan

# VI. BUILDING A GREAT CITY



# Accommodating a Growing Population

- Sustained population growth exceeding forecasts
- Increasing pressure for capital investment in infrastructure
- Unprecedented growth of regional municipalities
- City Charter and MGA discussions underway

# Key Concepts

1. Coordinate a Corporate approach to strategic planning and investment
2. Integrate all planning and development activities, including
  - All City master plans with a revised comprehensive Growth Management strategy,
  - Alignment of municipal capital investment with strategic infrastructure requirements, in particular transportation and utilities
3. Work with all partners to build trust, and together address future growth related investment matters



Leadership Strategic Plan

# V. STRENGTHENING OUR FINANCIAL POSITION



# Emerging Financial Pressures

- Shortfall in capital budget to sustain investment for accelerated growth
- Debt financing as a source of capital is limited
- Concern remains about a potential future infrastructure deficit
- Systematic increase in the current budget from accommodating the operating cost of capital investment

# Key Concepts

1. Update and implement The City's strategic financial plan that addresses immediate financial pressures, and meets longer term financial needs
2. Create an infrastructure investment strategy to fund essential infrastructure and close the current infrastructure gap, emphasizing return on municipal investment
3. Secure provincial commitment through City Charter negotiations and MGA review
4. Generate greater investment capital for infrastructure financing, and realign investment to current priorities
5. Rationalize City holdings by divesting of land
6. Redirect capital to align with The City's priorities

Work Underway



Work of the Leadership Team

# 3. LEADERSHIP STRATEGIC PLAN: CONTRACT WITH COUNCIL



**1. Establish a cooperative and meaningful relationship with Council**

- Build a shared strategic agenda focused on Council priorities, through the City's Action Plan
- Focus on results by establishing timely and meaningful reporting of accomplishments
- Develop a corporate calendar aligned to the term of Council, and a new strategic agenda management process
- Improve Council/Administration communications

**2. Cohesive leadership culture and collaborative workforce**

- Engage and focus administrative leadership on the shared strategic agenda (Action Plan)
- Reinforce a leadership culture that champions a respectful workplace and a progressive public service organization
- Create more opportunities for leadership development and recognition
- Maintain a supportive workplace, and promote an engaged workplace culture founded on:
  - our future for The City as a great place to work
  - a mission based on a well-defined public service mandate
  - the values of responsible and accountable public service
  - good government and sound management practices, including reducing duplication and eliminating redundancies
  - a progressive partnership with all Unions

**3. Better serve our citizens, communities, and customers**

- Implement a performance management system including:
  - performance measurement
  - zero-based review and improvement
  - service based business planning and budgeting
  - integrated risk management
  - Individual performance evaluation
- Provide a comprehensive strategy for citizen engagement and customer service delivery , including:
  - A philosophy of trust, communication, and participation
  - An overall 'Citizen First' orientation for municipal public services to meet citizen needs
- Establish a 'One City' senior management mind set

**4. Focus immediate and collective attention on planning and building a great city**

- Coordinate a Corporate approach to strategic planning and investment
- Integrate all planning and development activities, including
  - All City master plans with a comprehensive Growth Management philosophy,
  - Alignment of municipal capital investment with strategic infrastructure requirements, in particular transportation and utilities
- Work with all partners to build trust, and together address future growth related investment matters

**5. Strengthen the Corporation's financial position**

- Update and implement The City's strategic financial plan that addresses immediate financial pressures, and meets longer term financial needs
- Create an infrastructure investment strategy to fund essential infrastructure and close the current infrastructure gap, emphasizing return on municipal investment
- Secure provincial commitment through City Charter negotiations and MGA review
- Generate greater investment capital for infrastructure financing, and realign investment to current priorities
- Rationalize City holdings by divesting of land
- Redirect capital to align with The City's priorities

**Leadership Strategic Plan:  
Contract With Council**

# Leadership Commitment

**JOEL ARMITAGE**  
Director - Office of Land Servicing & Recovery

**KURT HANSON**  
Director - Recreation

**DON MULLIGAN**  
Director - Transportation Planning

**JEFF FIELDING**  
City Manager

**MATTHIAS TITA**  
Director - Local Area Planning & Implementation

**CHRIS ARTHURS**  
Director - Flood Recovery

**DOUG HODGSON**  
Director - Information Technology

**CINDY PICKETT**  
Director - Customers Services & Communications

**SUE GRAY**  
City Clerk

**SHARON YOUNG**  
Director - Environmental Management

**KATIE BLACK**  
Acting Director - Community & Neighbourhood Services

**DONNIE HRYNYK**  
Director - City Manager's Office

**SHARON PURVIS**  
Director - Corporate Properties & Buildings

**DAVE GRIFFITH**  
Director - Waste & Recycling Services

**KEN UZELOC**  
Acting Chief - Fire

**ANNE CHARLTON**  
Director - Parks

**RYAN JESTIN**  
Director - Animal & Bylaw Services

**ROB PRITCHARD**  
General Manager - Utilities & Environmental Protection

**KEVIN GRIFFITHS**  
Director - Inspections & Permit Services

**GLENDA COLE**  
Director - Law / City Solicitor

**NELSON KARPA**  
Director - Assessment / City Assessor

**ERIC SAWYER**  
Chief Financial Officer

**MALCOLM LOGAN**  
General Manager - Transportation

**BRUCE CULLEN**  
Director - Information & Infrastructure Services

**BRENDA KING**  
Manager - Strategic Initiatives

**WHITNEY SMITHERS**  
Director - City-wide Policy & Integration

**TROY McLEOD**  
Director - Roads

**DAVE DANCHUK**  
Communications Leader to City Manager

**BENG KOAY**  
Director - Finance & Supply / City Treasurer

**ROB SPACKMAN**  
Director - Water Resources

**LANDON MODIEN**  
Executive Assistant to City Manager

**STUART DALGLEISH**  
General Manager - Community Services & Protective Services

**MARK LAVALLEE**  
Director - Human Resources

**ROLLIN STANLEY**  
General Manager - Planning, Development & Assessment

**DOUG MORGAN**  
Director - Transportation Planning

**JACQUIE DEITCH**  
Director - Fleet Services

**DAN LIMACHER**  
Director - Water Services

**BRAD STEVENS**  
General Manager - Corporate Services

**MICHAEL THOMPSON**  
Director - Transportation Infrastructure





Road Map and What Will be New

## 4. WHAT'S AHEAD



# Road Map

## 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

## 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

## Stage 3: Organizational Efficiency

Step 12: Address Structural Efficiency

Step 13: Strive for Cost Efficiency

Work Underway

# What Will be New

- A New Strategic Plan for the Leadership Team
- A New Purpose and Values
- A New Set of Performance-Driven Management Practices
- A New Road Map
- A New CMO



Red Tape and Cultural Transformation

# 5. WINDING UP



**“We have lots of round tables,  
but not enough end tables”**

# Cut Red Tape

# Cultural Transformation



Restructuring

# 6. CITY MANAGER AND CFO OFFICES – IN CAMERA





Council Endorsement

# 7. RECOMMENDATIONS



# Recommendations

That Council receive report C2014-0703, the attached updates on the Cut Red Tape Program (Attachment 1), and Cultural Transformation Project (Attachment 2), and the related presentation to be delivered by the City Manager for information; and that:

1. the contents of the City Manager's presentation involving personnel matters remain confidential under Section 24(1) (d) of the Freedom of Information and Protection of Privacy Act (FOIP) until all related communications have been completed;
2. that the five areas of focus as indicated in the "Leadership Strategic Plan: Contract with Council" section of the City Manager's presentation be approved by Council as a direction for the work of the City Manager and the leadership teams of Administration; and
3. Council approve the Priorities and Finance Committee Recommendations for the Zero-Based Review Program as outlined in Attachment 3.