



CITY OF CALGARY
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C2018-0115 2019-2022 Council Directives for One Calgary



“What is a city but the people?”

William Shakespeare
Coriolanus, Act 3 scene i

“Strong reasons make strong actions.”

William Shakespeare
King John, Act 3 scene iv



Strategic Conversation - Overview

Three stages of dialogue in developing Council's Directives

- i. Levelling – come to a common understanding – 16 November
- ii. Shaping – frame the issue/action required - 4 December
- iii. Choosing – decide on a course of action - 4 Dec & Today

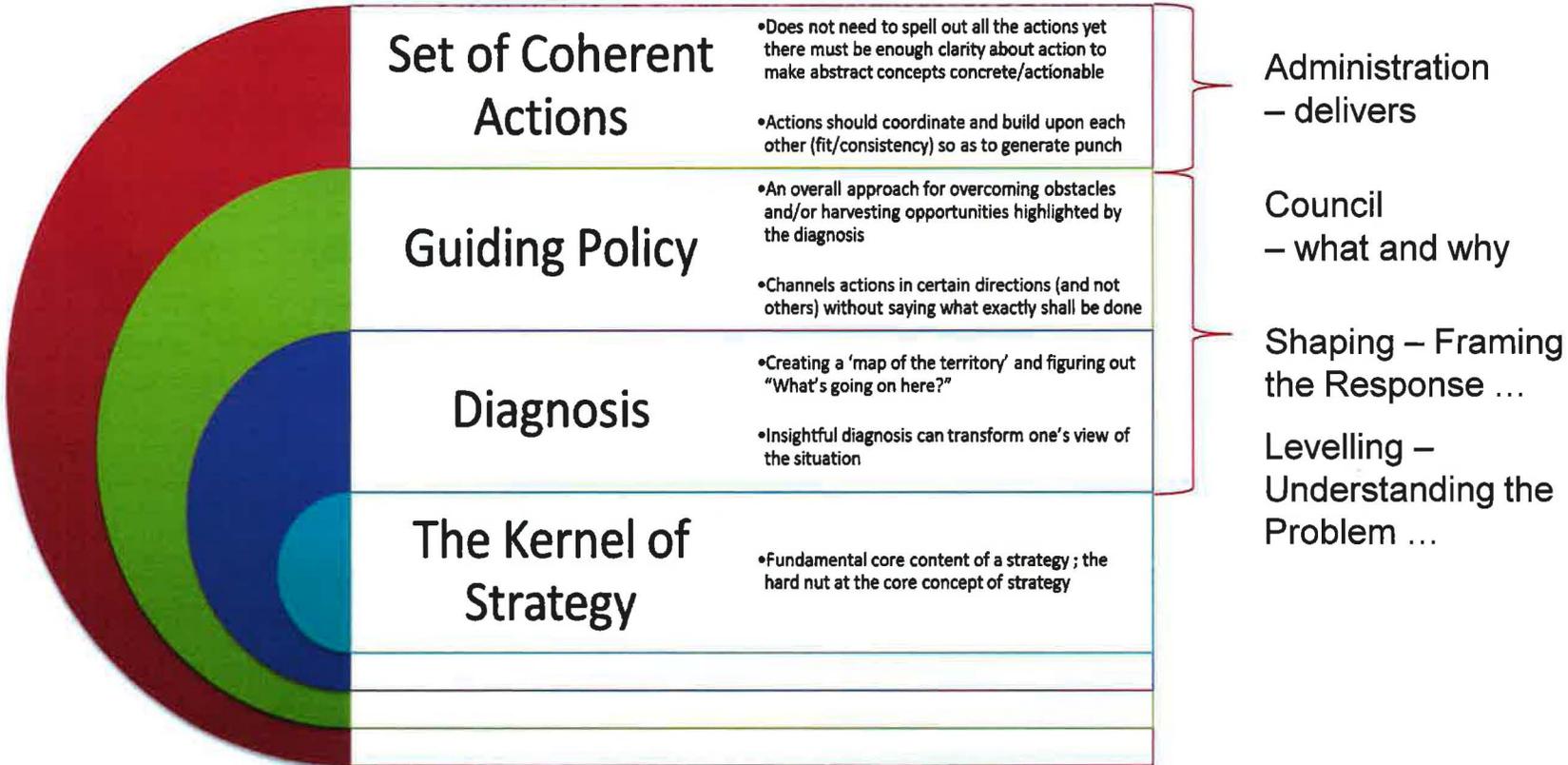
Source: Moments of Impact



Quick Review - MGA Section 3 “In the opinion of Council”

	Sub-section	Strategic Objective
a	To provide good government	Governance: Efficient, effective, evidence driven – focus is the practice of governance (policy making, planning, alignment, risk management, budgeting, accountability and transparency)
b	To deliver services, facilities, and other things in the opinion of Council are necessary or desirable for all or a part of the municipality	Quality of Life: Achieve the desired outcomes of citizens and other stakeholders that improve quality of life - engage citizens (Council’s knowledge and understanding of Citizen needs and expectations)
c	To develop and maintain safe and viable communities	Vision: shift from citizen to community and further focuses Citizen Priorities on specific quality of life factors - includes: Principles for Sustainable Development, Triple Bottom Line, imagineCalgary (100 year vision)
d	To work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services	Risk Mitigation: Regional planning and servicing required to mitigate potential adverse impact from neighbouring municipalities’ plans on (b) and (c) above
e	To foster well-being of the environment	Risk Mitigation

Council & Administration – Working Together



Source: Richard Rumelt - Good Strategy, Bad Strategy

Emergent Themes

“Without action, the world would still be an idea”.

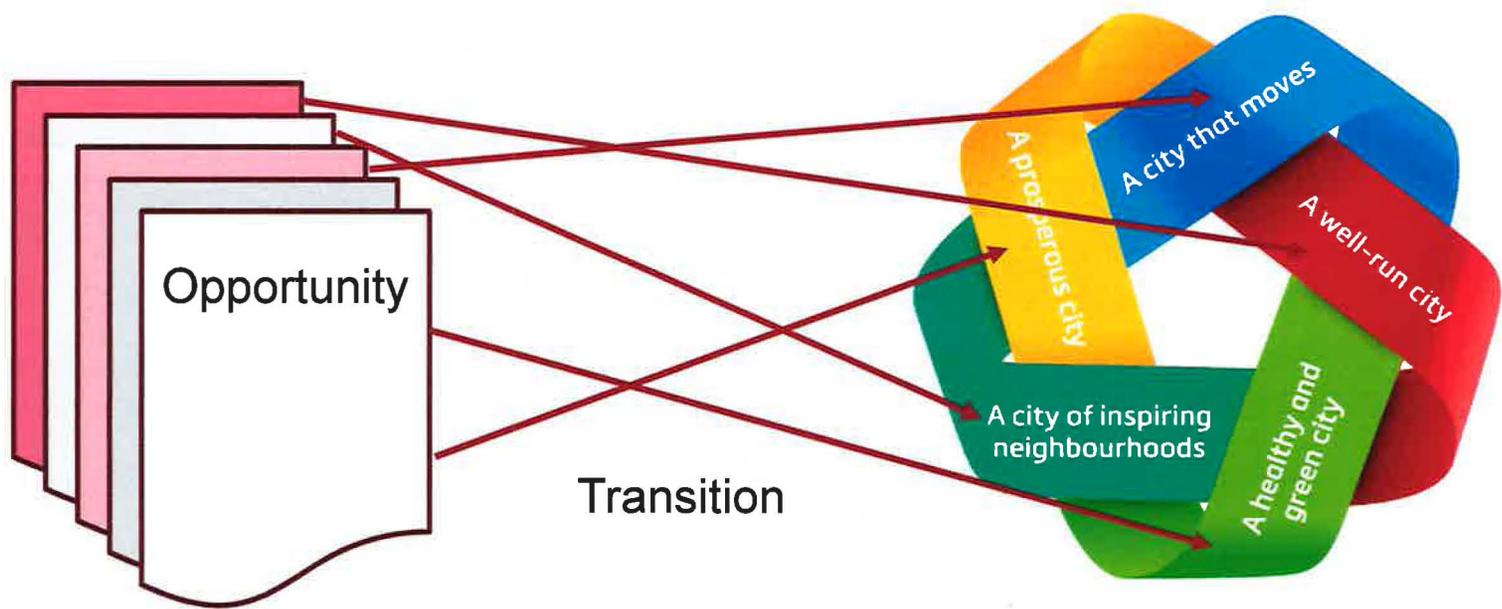
General G.F. Doriot

Council’s 4 December 2017 Strategic Session lead to calls for action organized around five themes:

1. Opportunity
2. Connectivity
3. Accessibility
4. Inclusivity
5. Fiscal Sustainability

Transition of Themes into Priorities/Citizen Aspirations to shape Council Directives

5 Emergent Themes





Crystallization – Emergent Themes (1)

Emergent Theme	Actions
Opportunity	<ul style="list-style-type: none"> Economic diversification Support new business start-ups Attract new businesses to Calgary Revitalize city's downtown core Focus on growth industries Economic benefits of going "green" Low carbon economy Change Administration's risk sensitivity
Connectivity	<ul style="list-style-type: none"> Community hubs and public meeting spaces Innovative technology partnerships Adopt new transportation business models Promote strategic partnerships Encourage other mobility options



Crystallization – Emergent Themes (2)

Emergent Theme		Actions
Accessibility		Equitable access to services for all Calgarians Address issues impacting seniors Address issues impacting people with disabilities Recreational programs and public spaces Access to open spaces Transparency of municipal government Provide Calgarians with the services they need Removal of red tape
Inclusivity		Poverty Reduction Initiative “Enough for All” Support vulnerable individuals and families Social issues impacting older Calgarians Active participation in civic life Vibrant community-oriented culture Affordable Housing
Fiscal Sustainability		Develop complete communities Control cost of growth City service review – efficient and effective Resilience and challenges related to climate change Promote innovation in management of The City



One Calgary

2019-2022 Service Plans and Budgets
Working together as One for Calgary to provide service value for citizens, customers and communities.

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
We are One City, One Voice.



Organizational Characteristics

A service- and results-driven, accountable and resilient municipal government, placing citizens, customers and communities at the forefront of our plans, decisions and actions.

The One Calgary Journey (Proposed)

Working together to deliver on citizen expectations and Council Directives for 2019-2022



★ Key Council decision points

 Key point for use of new or existing citizen input (research and engagement)