

Calgary



2019-2022 Council Directives – Amendments

Nicole Schaefer
February 28, 2018

CITY OF CALGARY
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IN COUNCIL CHAMBER

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CITY CLERK'S DEPARTMENT

2018 February 28

V04

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Serving Citizens

“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

One Calgary

2019-2022 Service Plans and Budgets

Working together as One for Calgary to provide service value for citizens, customers and communities.

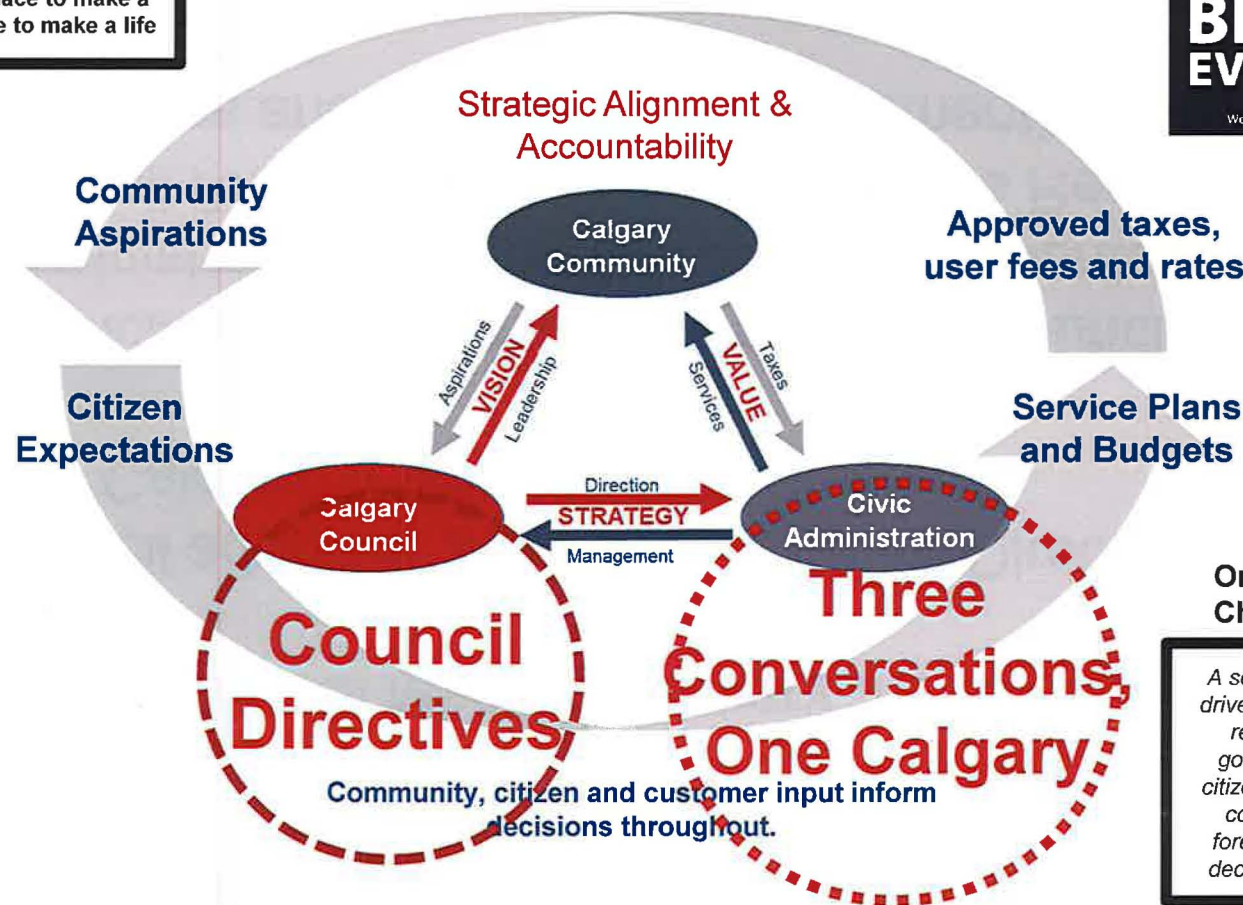
Our vision

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.



2019-2022 Council Directives

Strategic Council Meeting January 31, 2018:

- Council adopted “2019-2022 Council Directives to One Calgary” (C2018-0115)
- Council adopted Motion Arising “That Council direct Administration to bring forward amendments to the Council Priorities to include Indigenous Reconciliation Strategies and Watershed Management”

Indigenous Reconciliation Strategies

- *Truth and Reconciliation Commission of Canada (2015)*
 - Need to develop new vision for the relationship between Indigenous and non-Indigenous Canadians
 - Report calls upon municipal governments to provide education to public servants on the history of Indigenous peoples
 - Skills based training to address intercultural competency, conflict resolution, human rights and racism

2019-2022 Council Directives

A well-run city

Council Directive:

The City must develop a positive, strong and enduring relationship with Treaty 7 First Nations, Métis Nation of Alberta Region 3, and all urban Indigenous Calgarians. Council is committed to developing a new vision of Truth and Reconciliation that acknowledges historical issues and challenges and focusses on a future of trust and mutual respect. We recognize that true reconciliation is only possible within an ethical space of engagement and understanding of Indigenous-Canadian history. We will build capacity amongst City staff and all Calgarians to foster cultural humility and competency, understanding and sensitivity to support true partnership Indigenous partners.



2019-2022 Council Directives

Watershed Management

- *Watershed management is important to protect Calgary's drinking water resources over the long term and ensure public health*
 - Due to a changing climate, it is expected that how and when Calgary receives precipitation will change.
 - The city's future water supply will be impacted by an increased likelihood of multi-year drought conditions.
 - Warming temperatures will affect water quality, impacting the ability of water and waste water treatment facilities to meet Calgary's needs
 - Water supply and demand will need to be managed effectively, and water storage capacity will become increasingly important

2019-2022 Council Directives

A healthy and green city

Council Directive:

Integrated watershed management is essential to protect public health and the environment, while strengthening our resiliency to a changing climate. Calgary must develop our communities with a focus on achieving future water security and a sustainable water supply. Accordingly, watershed management must be integrated into our land use policies, plans and decisions. Accomplishing sustainable, effective watershed management within Calgary and the region will also require working collaboratively with other orders of government, adjacent municipalities, residents, landowners, developers, businesses, and the First Nations.

Recommendation

That Council adopts the additional amendments to the “2019-2022 Council Directives for One Calgary”



Calgary



Three Conversations, One Calgary

Presented by Jeff Fielding
February 28, 2018

If ~~Athens~~ **Calgary** should appear great to you
consider then that her glories were purchased
by valiant men and women who understood
their responsibilities and acted on their duty

Pericles

Pericles (c. 495 – 429 BC) was arguably the most prominent and influential Greek statesman, orator and general of Athens during the Golden Age

Legislative Mandate

3. Municipal purposes:

- (a) to provide good government
- (a.1) to foster the well-being of the environment
- (b) to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality
- (c) to develop and maintain safe and viable communities
- (d) to work collaboratively with neighbouring municipalities to plan, deliver, and fund intermunicipal services

RSA 2000 cM-26 s3;2017 c13 s1(3)

Modernized Municipal Government Act, RSA 2016, Chapter 24, s.6 amending s.3 of the MGA adding new clause (d)

Modernized Municipal Government Act (SA 2016, c24) Sections 6, 15, 18, 19.1, 70 to 73, 76(a)(ii), 78(a), 79(a), 84(a), (b), (c) and (e), 87, 97, 98(a) and (b), 131(a)(i), 134 and 139 proclaimed in force April 1, 2018. Amends Municipal Government Act (RSA 2000 cM-26) and Ombudsman Act (RSA 2000 cO-8).

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 and Customer: public services
3. Council and Administration: strategic direction and alignment

Results

1. Council: Vision (High Quality of Life)
2. Administration: Value (Valued Services)
3. Council/Administration: Strategy (Public Confidence and Trust)

Staged Progress

Stage One: Organizational Stability

- Step 1: Articulate the Leadership Philosophy and Approach
- 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 Three: Organizational Efficiency

- Step 12: Address Structural Efficiency
- Step 13: Strive for Cost Efficiency

1. **Articulate the Leadership Philosophy and Approach:** Create purpose for the Corporation through a compelling philosophy that is inclusive and credible, and challenges and inspires people to align their energies in a common direction.
2. **Concentrate on Priorities:** State what is important and why. Rate and rank those priorities in terms of critical importance.
3. **Establish Goals:** Determine the direction that should be taken. Formulate specific goals to be accomplished that clarify ambitions and aspirations.
4. **Set Specific Objectives:** Specify how improvement will be evaluated and measured. Establish measurable targets that clearly outline intentions (outputs and outcomes) to be achieved.
5. **Alignment with Strategic Direction:** Support the vision, strategic direction and priorities of the City.
6. **Clarity of 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.
7. **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
8. **Service Integration:** Provide an integrated service approach which leverages existing expertise, encourages collaboration and adopts best practices, to ensure seamless and coordinated service delivery.
9. **Organizational Flexibility:** Enable sufficient flexibility to anticipate and respond to changing needs and requirements.
10. **Customer-Driven 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 respond to changing needs and expectations.
11. **Balance in Scale and Scope:** 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.
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 behavior. Help people understand the purpose behind the tasks they perform enabling greater performance efficiency. Develop cohesion between groups, teams, divisions and departments.
13. **Strive for Cost Efficiency:** Produce optimum results for municipal investment or expenditure. Create value.

Strategic Organizational Alignment:

is a comprehensive change process for senior management teams designed to align language and concepts – vision, culture, strategy, goals, leadership, teams, and individuals. It guides the organization's ability to execute as one and deliver sustainably successful outcomes.

“To build an organization in which employees will flourish, the best leaders pay close attention to the design of the elements around them. They articulate a lucid purpose, create effective leadership teams, prioritize their initiatives carefully, redesign organizational structures, and, most importantly, integrate all these tactics into one coherent strategy.”

Booz, Allen, Hamilton – The Leadership Challenge

Strategic Alignment

Council Vision (High Quality of Life)



- ☒ Legislative Mandate
- ☒ Community Aspirations
- ☒ Council Vision
- ☒ Civic Brand

Corporate Strategy (Public Trust and Confidence)



- ☒ Our Purpose
- ☒ Council Priorities
- ☒ Council Directives
- ☒ Council's Leadership Philosophy
- ☒ Council's Five Guidelines to Administration



- ☒ Administration's Commitments
- ☒ One City, One Voice Culture
- ☒ Strategic Alignment Model
- ☒ Accountability Model
- ☒ Corporate Road Map
- ☒ Leadership and Management Philosophy

Service Value (Valued Municipal Services)



- ☒ Performance Management System
- ☐ Service-Based Management Process
 - Service Plans and Budgets
- ☒ Value Chain
- ☐ Cost/Benefit Analysis



- ⇒ High Quality of Life (Council)
- ⇒ Focused Strategy (City Manager)
- ⇒ Public Trust and Confidence (Council and Administration)
- ⇒ Valued Municipal Services (Administration)

Supported by strategies, plans, bylaws, policies, frameworks and other resources

Community Aspirations for Quality of Life



Calgary is an inclusive city.



Calgary has a prosperous and resilient economy.



Calgary is an innovative city that thrives on knowledge.



Calgary is a city that moves well.



Calgary is a city of safe and vibrant neighbourhoods.



Calgary has a sustainable natural environment.



Calgary is a healthy and equitable city.



Council Priorities

1. **A Prosperous City** – Calgary continues to grow as a magnet for talent, a place where there is opportunity for all and strives to be the best place in Canada to start and grow a business.
2. **A City of Safe and Inspiring Neighborhoods** – Every Calgarian lives in a safe, mixed and inclusive neighborhood and has the right and opportunity to participate in civic life. All neighborhoods are desirable and have equitable public investments.
3. **A City That Moves** – Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region and around the globe.
4. **A Healthy and Green City** – Calgary is a leader in caring about the health of the environment and promotes resilient neighborhoods where residents connect with one another and can live active, healthy lifestyles.
5. **A Well-Run City** – Calgary has a modern and efficient municipal government that is focused on continuous improvement to make life better every day for Calgarians by learning from citizens, partners and others.



Council Vision

Calgary: A great place to make a living, a great place to make a life

Council's Leadership Themes and Directives

Theme	Purpose	Council Directives
Opportunity	The City will support and engage the public, businesses, non-profit organizations and other orders of government to create opportunities that make it possible for Calgarians to take actions that will "make their life better every day".	<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	The City will lead the development of physical, institutional and technological networks to improve the movement of people, goods, services and information in Calgary, through the Region and out to the rest of the world.	<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
Accessibility	The City will ensure that all Calgarians can understand, obtain, and receive in a timely manner all services provided by The City.	<ul style="list-style-type: none"> • 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
Inclusivity	The City values all Calgarians and their needs equally and will ensure Calgarians receive the services they need in a timely manner. Furthermore, all Calgarians are provided the opportunity to participate in civic life with a representative voice in municipal government.	<ul style="list-style-type: none"> • 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 • Indigenous Reconciliation
Fiscal Sustainability	The City will work to improve the value of municipal services delivered and ensure meaningful engagement with citizens to help them understand the services The City delivers and how their taxes are invested.	<ul style="list-style-type: none"> • Develop complete communities • Control cost of growth • City service review • Removal of red tape • Recreational programs • Resilience and challenges related to climate change • Promote innovation in management of The City • Watershed protection



Council's Five Guidelines to Administration

The following five Guidelines therefore define the high level “how” of Administration’s actions towards delivering on Council’s Directives. Council’s Five Guidelines to Administration are:

- 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. Investment and Value** – Council expects a sustainable financial plan from Administration that is responsible and creates value.
- 5. Cooperative Alliances** – Council endorses strategically important relationships that promote community and city building.



Our Purpose

Making **life** better every day.

Key Thoughts: 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.

Calgary

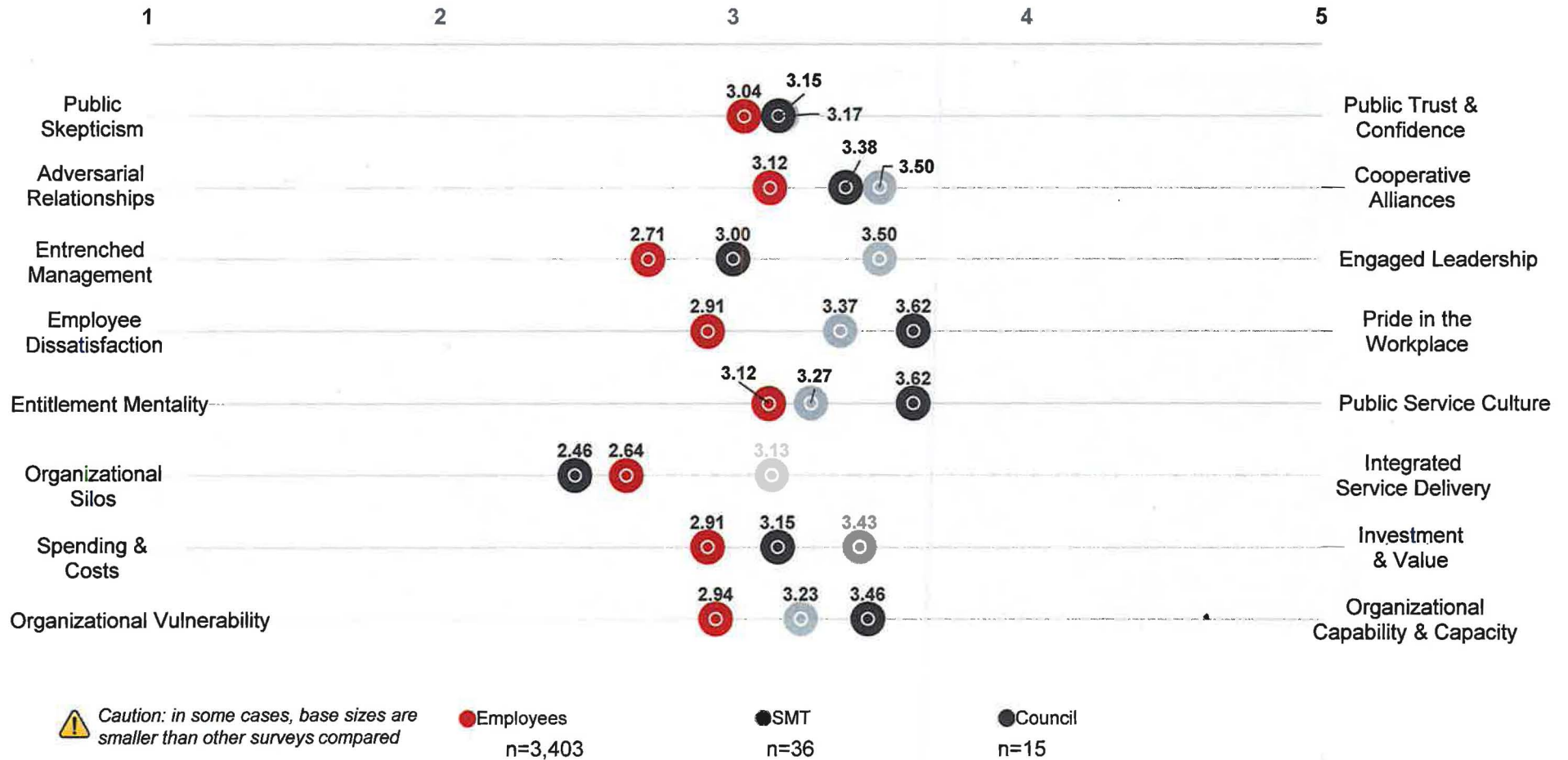


Brand

Calgary



Where We Stand Survey Results





Administration's Commitments

1. Sustain a cooperative and meaningful relationship with Council.
2. Foster a safe and respectful workplace for all employees.
3. Continue to promote a progressive public service culture through One City, One Voice.
4. Focus attention on planning and building a resilient city, including flood mitigation and climate change.
5. Enhance service to our customers and communities, including citizens and businesses.
6. Further strengthen the Corporation's financial position.



Leadership Strategic Plan: Contract with Council

Approved September 2014

- 1. Establish a cooperative and meaningful relationship with Council**
 - Build a shared strategic agenda focused on Council imperatives and direction
 - 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
 - Reinforce a leadership culture that champions a supportive and engaged 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
 - 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 mindset
- 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



One City, One Voice Culture

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

Cultural Transformation Initiative



Leadership and Management Philosophy

1. Authorizing Environment

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

2. Permission Space

The permission space is the informal sources of authority.
A wider set of influences that shape a leader's capacity to exercise power.

3. Discretionary Time

Discretionary time is time free to spend as one pleases.
Increase the use of discretionary time by minimizing or doing away with work that does not matter.

4. Intentional Management (Over Manage)

Intentional management is paying extraordinary attention to the details, not micro-managing.
View what is "typical" or "corporate best practices" as a baseline as opposed to an acceptable standard.



Our 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

4 Cs: Behaviours

CHARACTER

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

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."

4 Cs: Behaviours (continued)

COMMITTMENT

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

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."



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.



Working Together

Capture Accidents

- The wrong answer is the right answer in search of a different question
- Collect wrong answers and ask different questions

Drift

- Allow ourselves to wander aimlessly at times
- Lack judgment
- Postpone criticism

Everyone is a leader

- Learn to follow when it makes sense to do so

Ask stupid questions

- Assess the answer, not the question

Stand on someone's shoulders

- We can travel farther carried on the accomplishments of those who came before us; and the view is so much better

Take advantage of coffee breaks, car rides

- Ideas often happen outside of where we intend them to emerge

Make mistakes faster

- And fix them quicker

Don't give away the learning

- Maintaining financial control results in maintaining creative control
- We should never pay someone to do the learning for us

Take field trips together

- The bandwidth of the world is far beyond the boundaries of our office

Laugh

- Laughter is a good barometer to measure how comfortably we are expressing ourselves

Have fun

- Fun only happens when people feel that they have control over their lives



Performance Management

Performance management 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 build a product or service, as well as many other areas.

Performance Management System

The Performance Management System is a disciplined approach to continuous improvement that business groups can use to better serve The City's customers, communities and citizens.



Five components make up the system:

- Service Review & Improvement
- Service Plans & Budgets
- Performance Measurement & Accountability
- Integrated Risk Management
- Individual Performance Development



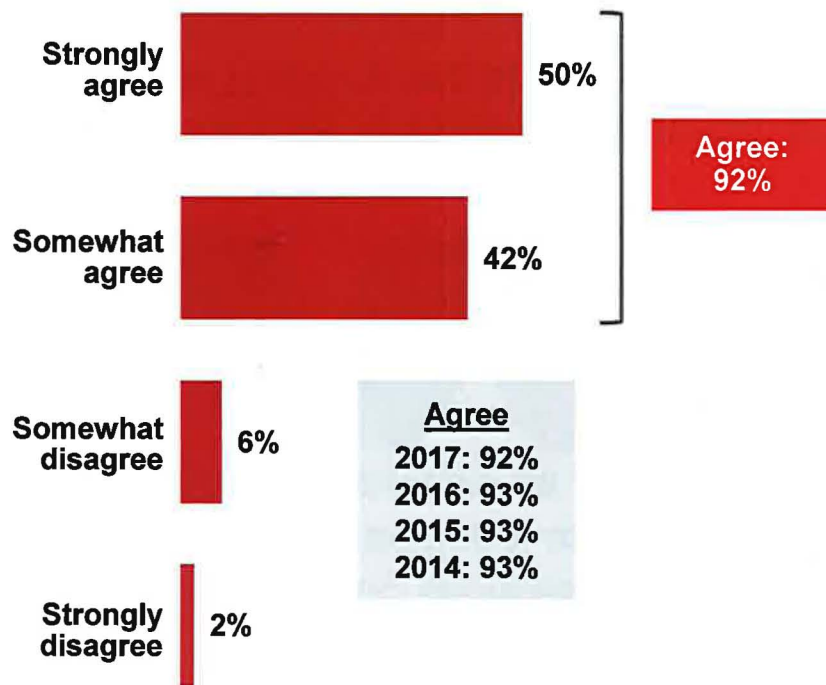
Service-Based Management Process

Service-based Management focuses on:

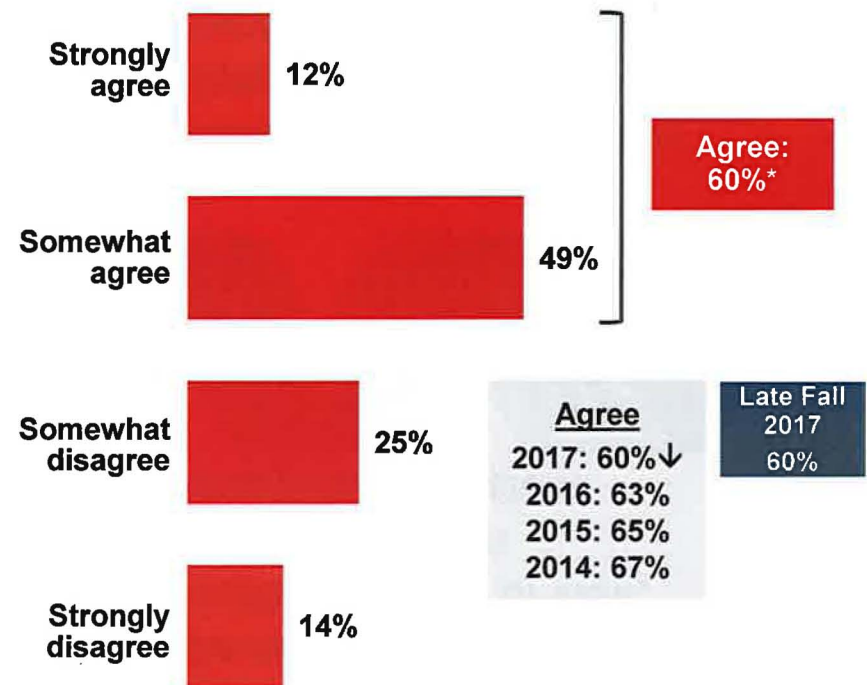
- Service delivery, investment, and financial planning
- How to deliver services at lower cost
- Shifting to citizen-centric government
- Answering why services are delivered, not how
- Enhancing public awareness of costs for services received
- Transparency with respect to the value of municipal services

Property Tax Dollar Investment

I am interested in knowing how my property tax dollars are invested in various City services



The City does a good job of providing citizens with information about how their property tax dollars are invested in various City services



*Rounding

Please indicate if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with each of the following statements.

Base: Valid respondents (n=2,488 / n=2,464)

Service Plans and Budgets

Service Plans & Budgets embrace a new approach whereby plans and budgets will be built around services that are identified from a customer point of view, rather than the traditional approach where budgets are built based on organizational structure as part of the Performance Management System.



The desired outcome:

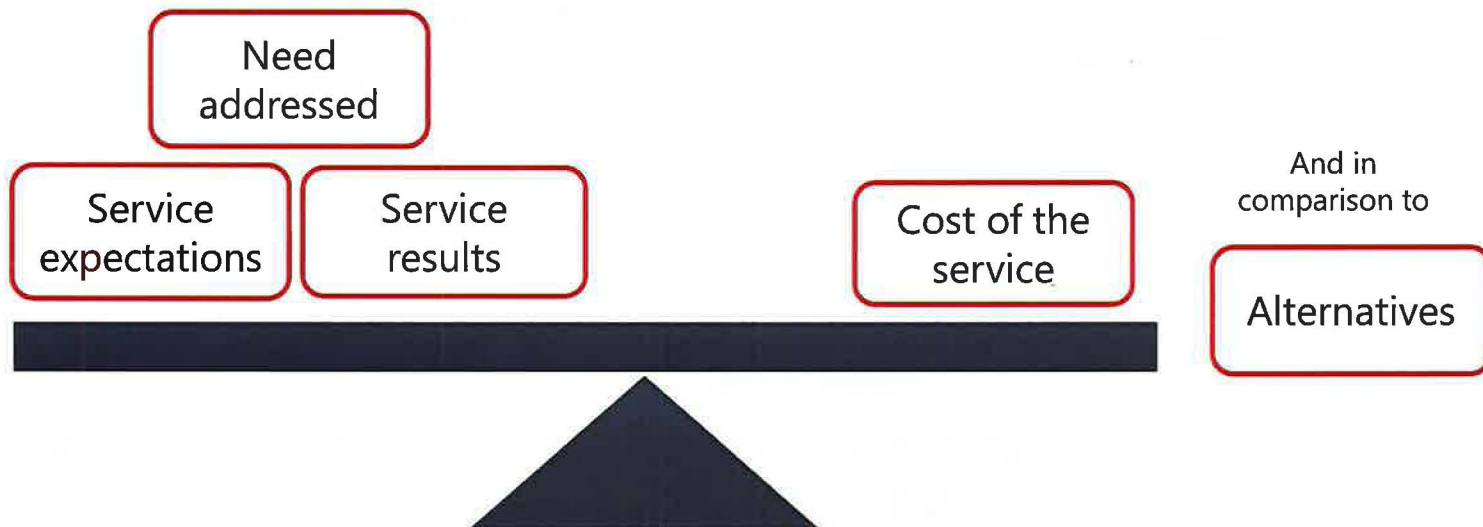
- is for City services to be organized in a way that is meaningful to the public,
- where The City can show accountability for public dollars spent, and
- continue to be effective and efficient in service delivery.

This change in approach will better enable The City to communicate with citizens and Council about the value of a service rather than the cost of a department.

The effort to change is just beginning and all departments and business units will have an opportunity to get engaged in the coming months.

Cost-Benefit Analysis – Service Value

Results that can be expected and that are achieved relative to the cost of the service and in comparison to alternatives



Striking a balance between benefits and cost = Service Value

Results-Based Accountability

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.)



Trust and Confidence

Competence is a function of reputation.

Reputation is built around three attributes: communication, commitment and respect.

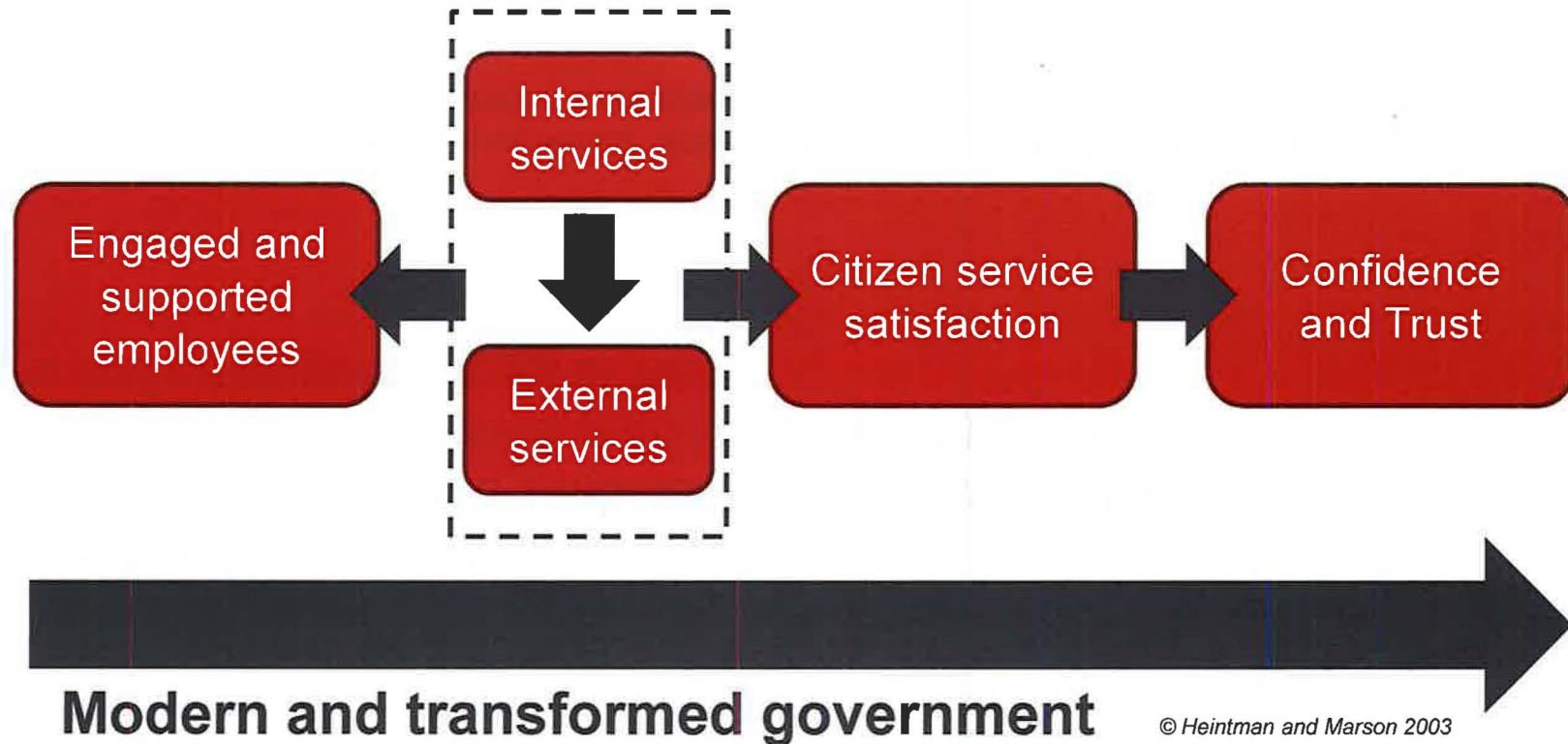
Reputation is about what Calgarians and employees think about you; trust is about what Calgarians and employees expect of you.

Trust is **confidence** born of two dimensions: character and competence. **Character** includes your integrity, motive, and intent with people. **Competence** includes your capabilities, skills, results, and track record.

Stephen Covey

The Public Sector Value Chain

Strong services internally and externally contribute to confidence in the public service





Employee Trust

The majority of people trust a stranger rather than their boss

Harvard Business Review 2009

Measures

	Measure	2014	2015	2016	2017
Vision	Calgary is a great place to make a life	85%	84%	82%	81%**
	Calgary is a great place to make a living	86%	80%	65%	68%**
	On the right track to being a better city 10 years from now	89%	88%	86%	82%**
Value	Overall satisfaction with level and quality of City services and programs	79%	80%	79%	73%**
	Satisfaction with the overall level and quality of customer service	78%	80%	80%	78%*
	The City does a good job of providing citizens with information about how their property tax dollars are invested in various City services	67%	65%	63%	60%**
Public Trust and Confidence	I am confident that The City will work together with local businesses and other levels of government to find the best solutions to help our city through this economic downturn	NA	NA	82%	79%
	How much do you trust or distrust The City of Calgary?	NA	NA	NA	62%**
	I trust The City of Calgary to make the right decisions when it comes to building projects like roads, public transportation, and local facilities	NA	NA	NA	52%
	The City of Calgary's credit rating	AA+	AA+	AA+	AA+
Employee Trust and Confidence	I am proud to work at The City of Calgary	75%	87%	87%	85%
	I trust my direct supervisor	NA	73%	74%	72%
	I am supported to speak up about unsafe conditions	NA	NA	81%	80%
	Senior management clearly communicates The City's goals and objectives	NA	52%	53%	49%

* Fall: August-September 2017

** Late fall: November, 2017



Leadership Strategic Plan: Contract with Council

Our Accomplishments

1. Establish a cooperative and meaningful relationship with Council

- New communications tools to keep Councillors informed
- Strategic Meetings of Council
- Corporate Calendar/Council and Committee Reports for Council distribution
- Working Together Sessions – Administration and Councillors Assistants

2. Cohesive leadership culture and collaborative workforce

- City of Calgary visual identity – One City, One Voice
- Purpose, values, 4 C's behaviours, employee promise
- Values based Code of Conduct launch
- Corporate Employee Survey expanded to include cultural, diversity and inclusion aspect
- Customer service training

3. Better serve our citizens, communities, and customers

- Zero-based reviews and principle corporate risk reports
- Service-Based Plans and Budgets
- Citizen dashboard, research panels and engagement web portals
- Resiliency strategy

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

- MGA, City Charter
- New off-site levy bylaw
- Industry City Work Plan & Established Areas and Centre City Guidebooks
- Rockefeller 100 Resilient Cities Network
- Calgary Approvals Coordination – centralized team for oversight and support of approvals process

5. Strengthen the Corporation's financial position

- Accelerated Capital Economic Resiliency (ACER) Strategy
- Capital Infrastructure Investment Strategy
- Infrastructure Calgary
- Operating savings and efficiencies – \$470M
- Establishment of BSA
- Intentional management of BSA and fiscal stability reserve (FSR)
- "Our Finance" section on calgary.ca launched
- Corporate Workforce Planning

This list is not exhaustive. More detail will be available in the 2017 Year End Accountability Report (PFC2018-0101) – presented to PFC 2018 March 22.



Calgary



Three Conversations, One Calgary – The Journey

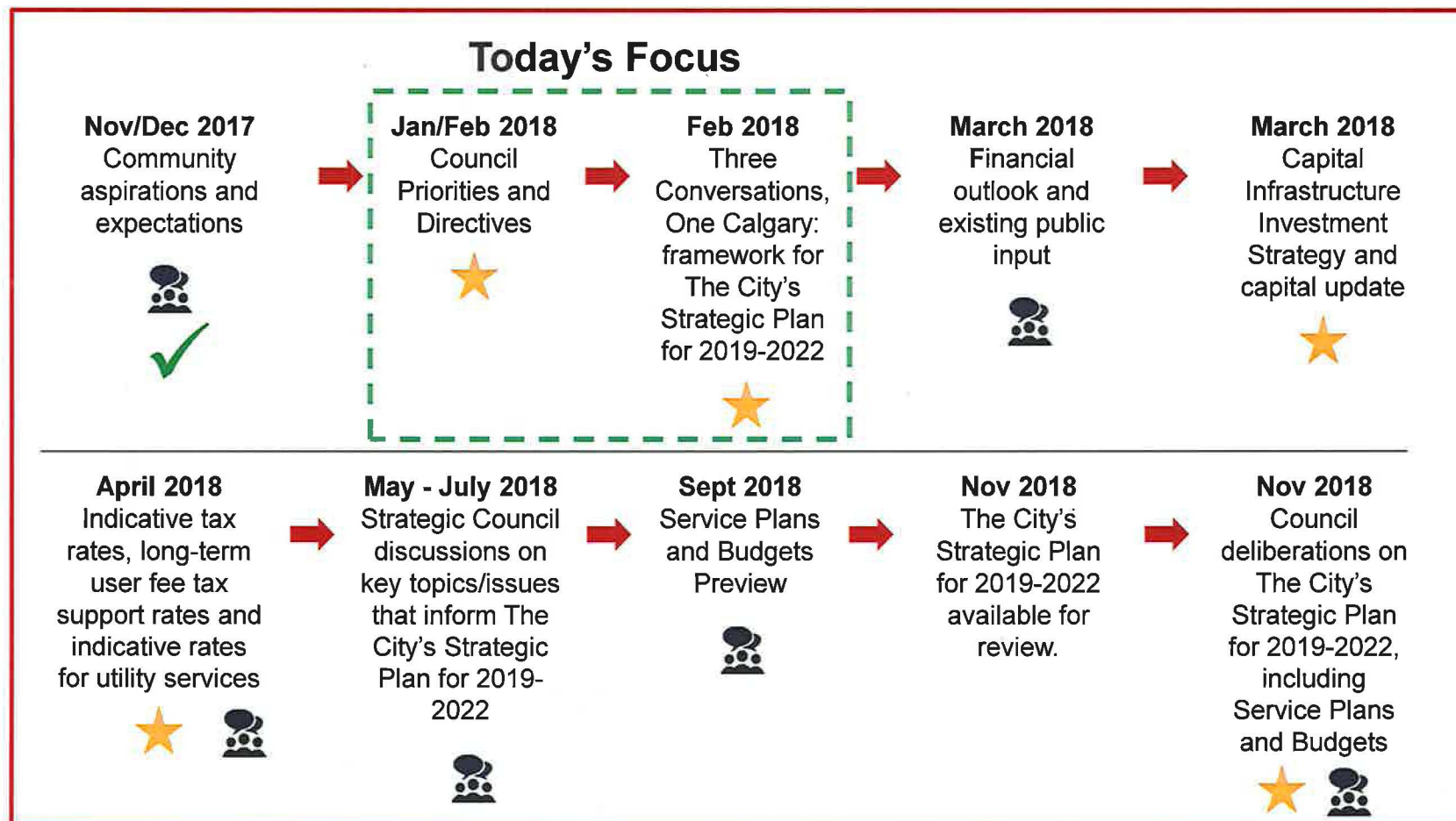
The One Calgary Team

February 28, 2018

C2018-0224



The Journey – Today's Focus



Completed



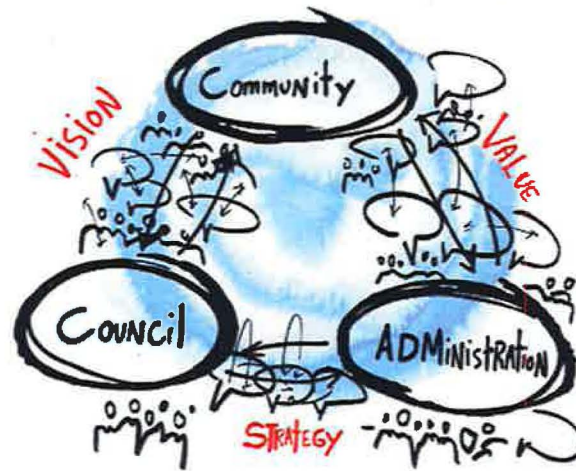
Key Council decision points



Key point for new or existing public input (research and engagement)

3 CONVERSATIONS, ONE CALGARY

THE City's STRATEGIC PLAN FOR 2019-2022



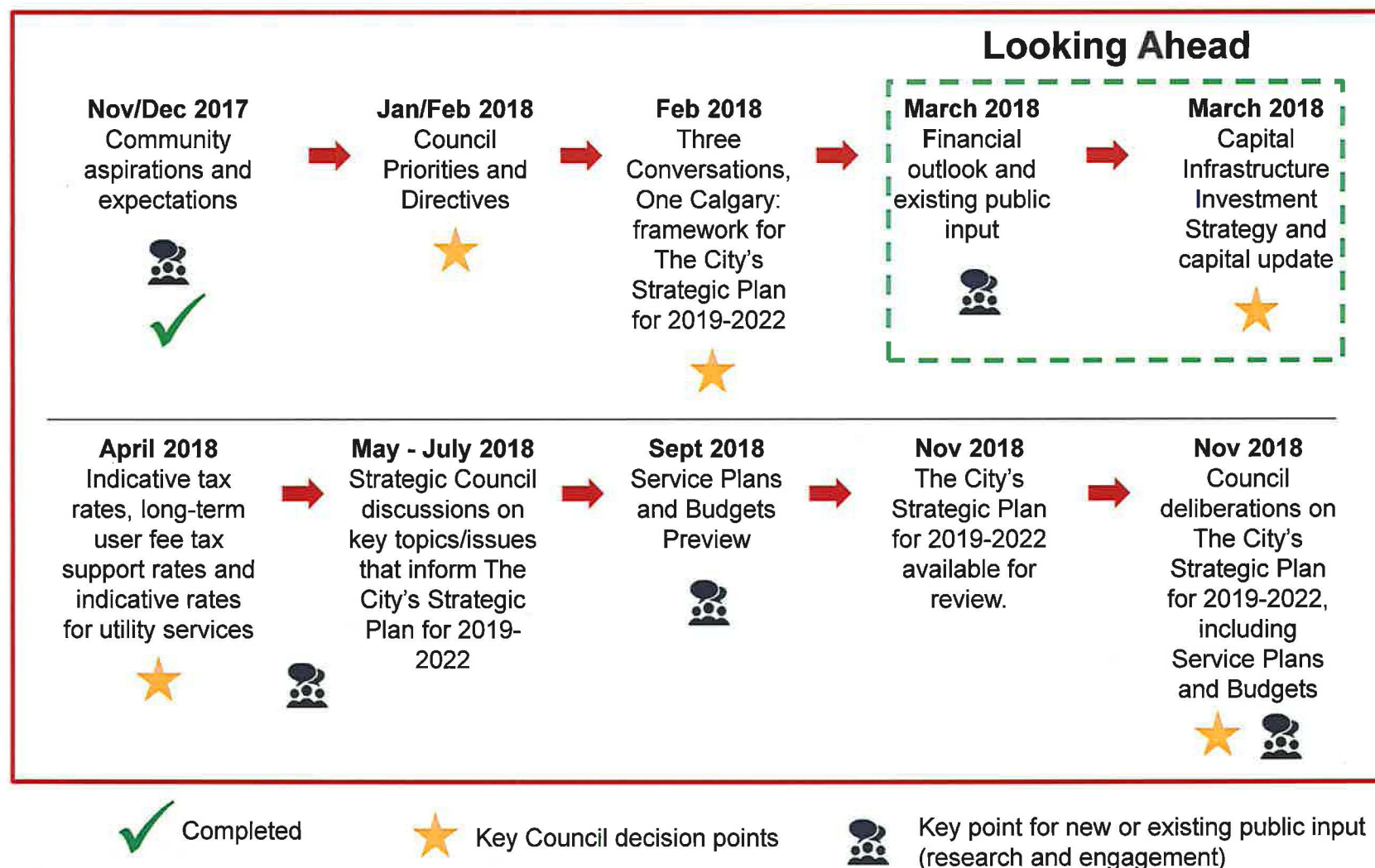
This document illustrates the framework that will guide The City of Calgary as we develop our Strategic Plan for 2019-2022. It describes the "three conversations" and provides examples of related documents.

Three Conversations, One Calgary

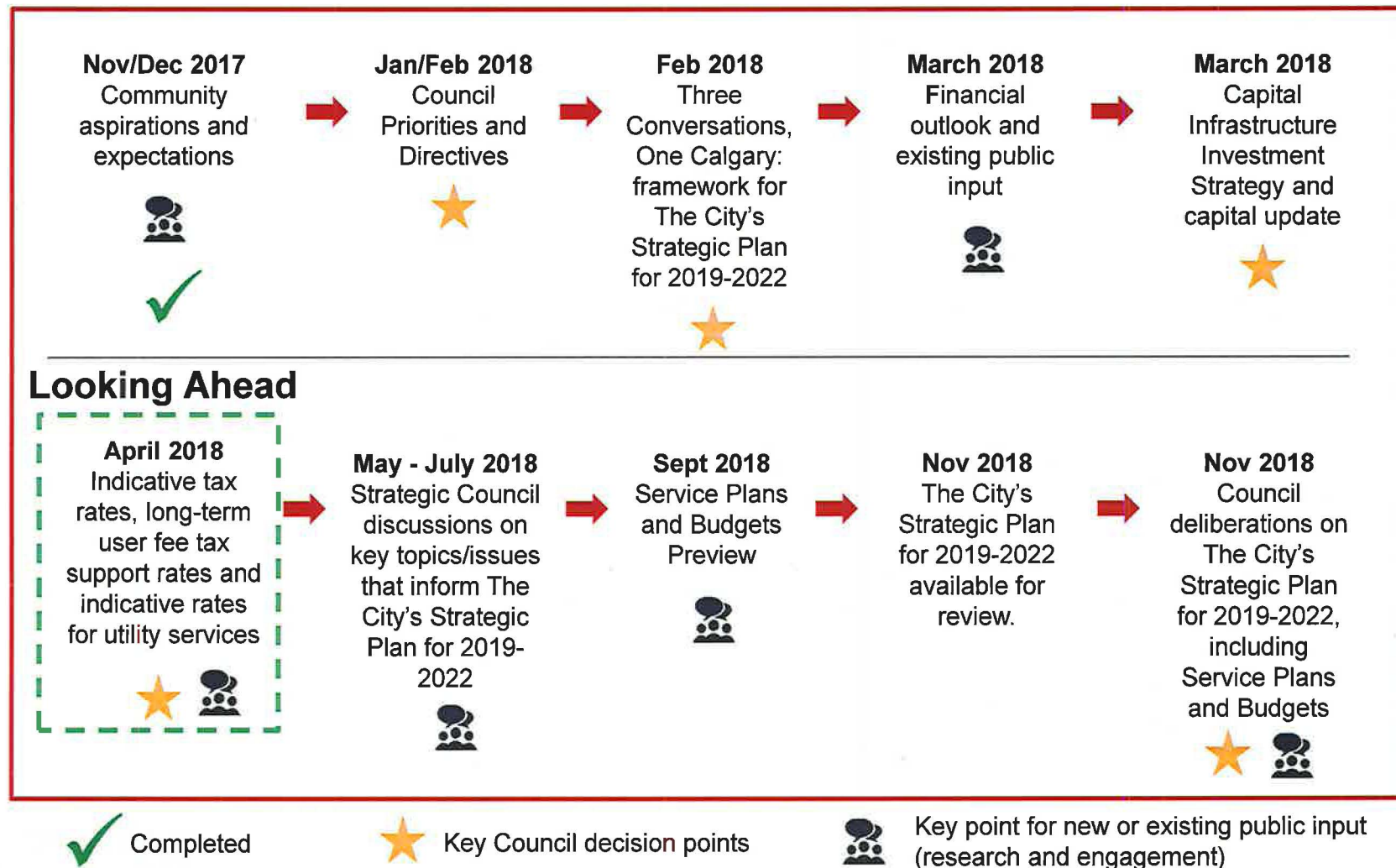
Framework that will
guide the development
of The City's Strategic
Plan for 2019-2022



The Journey – Looking Ahead



The Journey – Looking Ahead

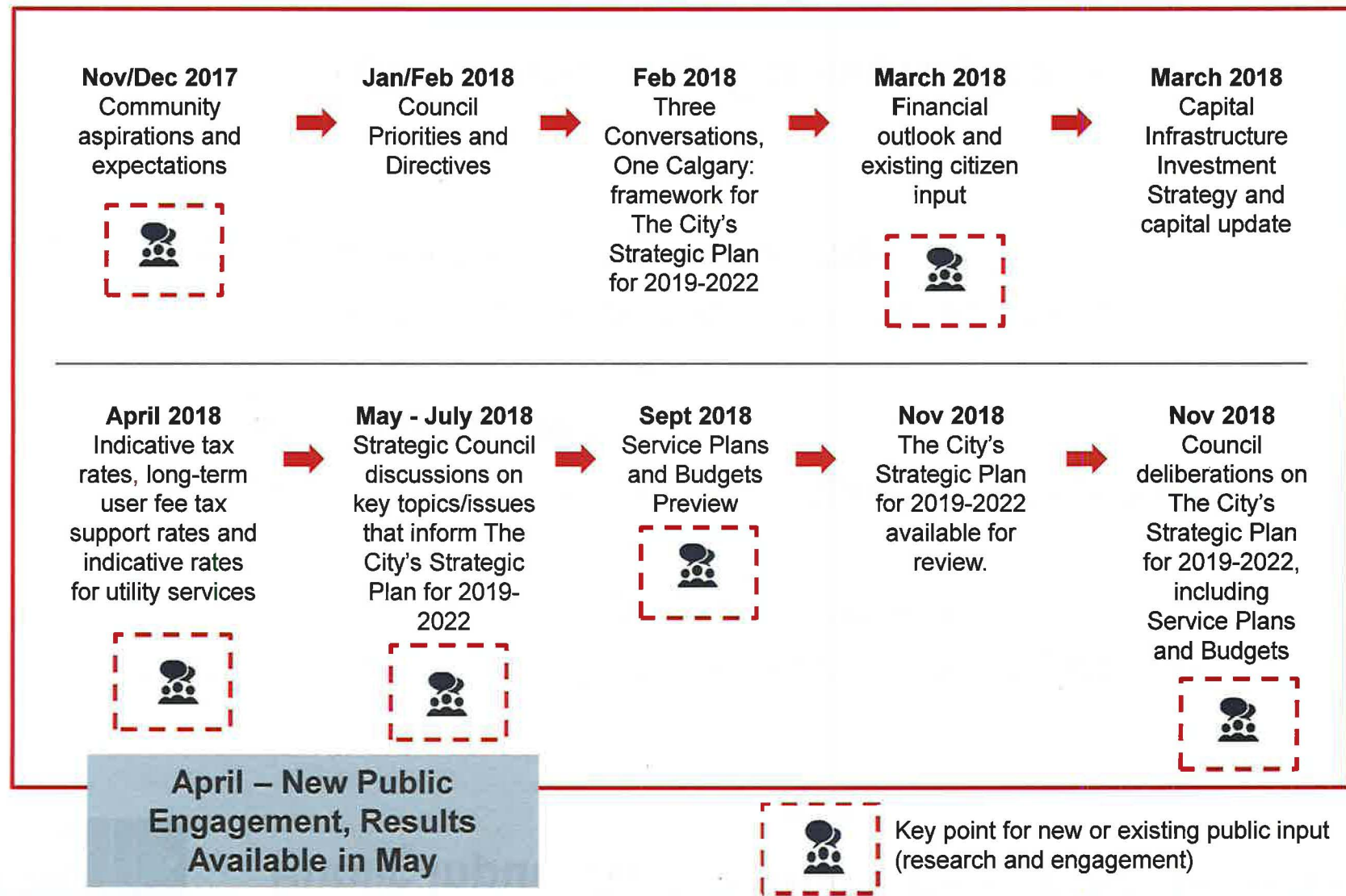


Public Input - An Important Part of the Journey

1. Use the most cost-effective methods to maximize participation and return on investment.
2. Leverage existing citizen and stakeholder research, data and engagement.
3. Target 'net new' engagement and research to fill specific gaps in existing knowledge.

Continuing the Conversation!

Public Input – Informs Key Decisions





Net New Engagement, Research in April

- On-line engagement tool open to all members of the public (also available through 3-1-1) and online Citizens' View Panel.

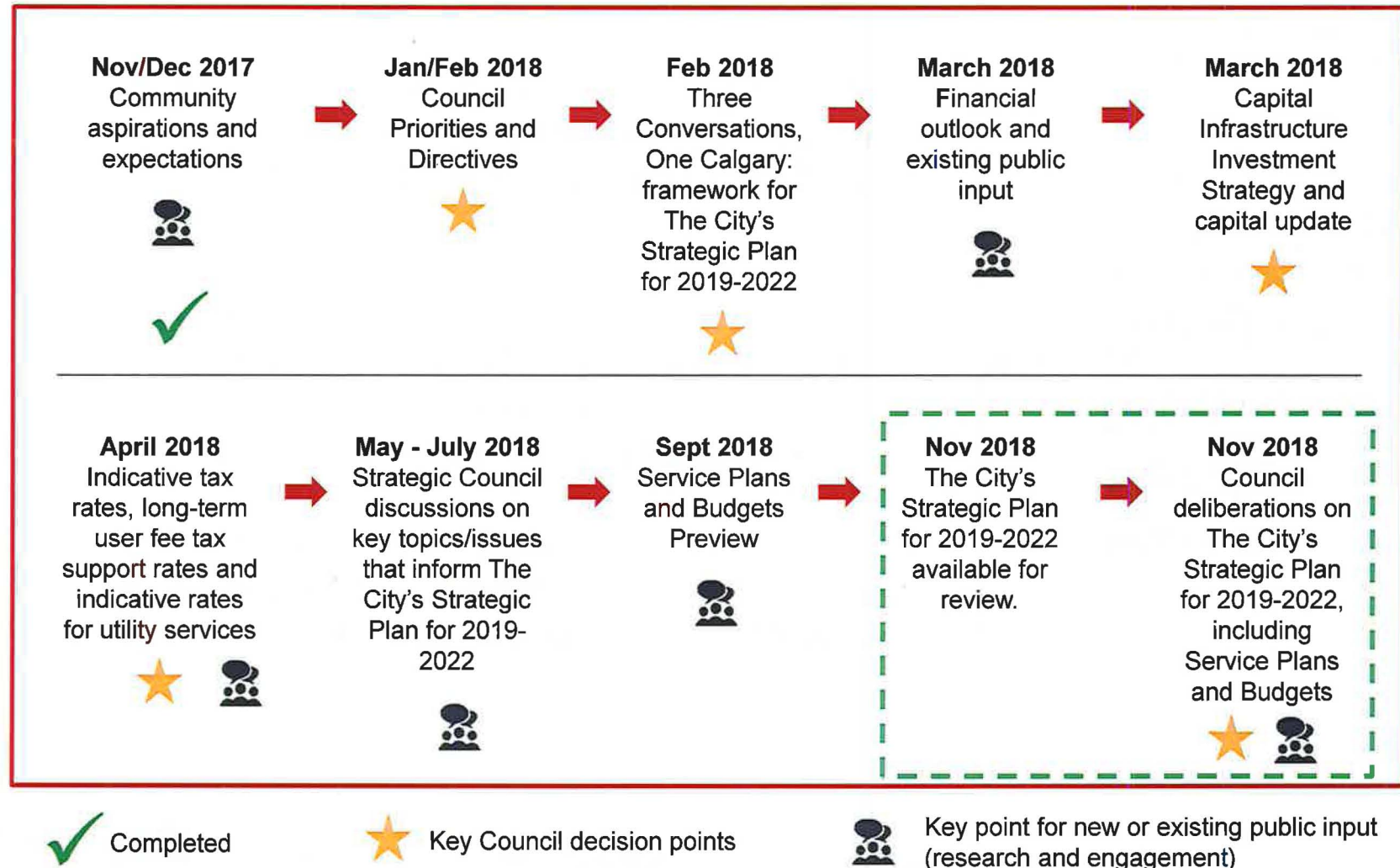
Focus on value characteristics of public-facing services to determine what is most important to those that we serve.

- Survey to the business community through The City's business panel comprised of over 1,000 small, medium and large businesses across Calgary.

Informs the
**Service
Plans and
Budgets**
**Service Focus
and Investment**

Results
available
in May

The Journey – November





62 Services

Service pages will:

- Explain what the service is.
- Outline emerging needs and priorities that affect the service.
- Describe what Administration proposes to do in response and how it will be funded.

Three Conversations, One Calgary:
The City's Strategic Plan for 2019-2022

