



# Municipal Innovators Conference 2018

September 19  
Presentation by Jeff Fielding  
City Manager



# OUR VISION

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

Calgarians love their city, its **opportunities** and **optimism**.  
**An excellent quality of life, proximity to nature, and cleanliness** make Calgary one of the most liveable cities on the planet.

As the third largest municipality in Canada, we serve a city of  
**1.2 MILLION PEOPLE**



A city rich with **ethnic & cultural diversity**, where visible minorities make up **28%** of our population.

**1 of four** Canadian cities named to 100 Resilient Cities (100RC) network.



We are a young city,  
**WITH AN AVERAGE AGE OF 37**



And for the thousands of newcomers arriving each year from across Canada and the world,  
**A PLACE TO CALL HOME**

**5<sup>th</sup>** most liveable city in the world in 2017.



**2<sup>nd</sup> place** in Government Services, and **21<sup>st</sup> overall**, in Canada's Best Employers ranking.



**Cleanest City in the world** in 2016.





# Scorecard

Theme	Headline Performance Measures	2014	2015	2016	2017
Employees	Corporate Employee Satisfaction Index	122.5	135.2	134.8	128.5
	Corporate reputation - I am proud to work for The City of Calgary	75%	87%	87%	85%
	I am proud of the work that I do	NA*	85%	84%	83%
Customers	Satisfaction with the overall level and quality of customer service	78%	80%	80%	78%
	Overall satisfaction with the level of and quality of City services & programs	79%	80%	79%	79%
	Overall quality of life in Calgary	87%	86%	83%	85%
Financial	The City of Calgary's credit rating	AA+	AA+	AA+	
<b>Footnotes:</b> *question introduced in 2015. **all employee safety questions introduced in 2015. ***completed every three years. 2010: 83%, 2013: 89%					

Late Fall 2017  
82%↓

# The Future

The future ain't what it used to be!

Yogi Berra

# Drivers

Artificial Intelligence (AI)  
and Advanced Robotics

Quantum Computing  
Technologies

3D Printing

Space Technologies

Blockchain, Distributed  
Ledgers

Neurotechnologies,  
Geo-engineering

Internet of Things

Virtual and  
Augmented Realities

Nano Materials

Energy Storage





# Innovation and Making Mistakes

We made too many wrong mistakes

Yogi Berra

Good employees make mistakes.  
Great leaders allow them to

Forbes Magazine



# Risk and Psychological Safety

Low		Medium		High
Level 1 Averse	Level 2 Minimalist	Level 3 Cautious	Level 4 Open	Level 5 Opportunity
The City is not willing to accept risk under any circumstances.	The City is not willing to accept risk in most circumstances.	The City is willing to accept risk in certain circumstances.	The City is willing to accept risks.	The City accepts opportunities that are inherently high risk.







# Appetite and Tolerance

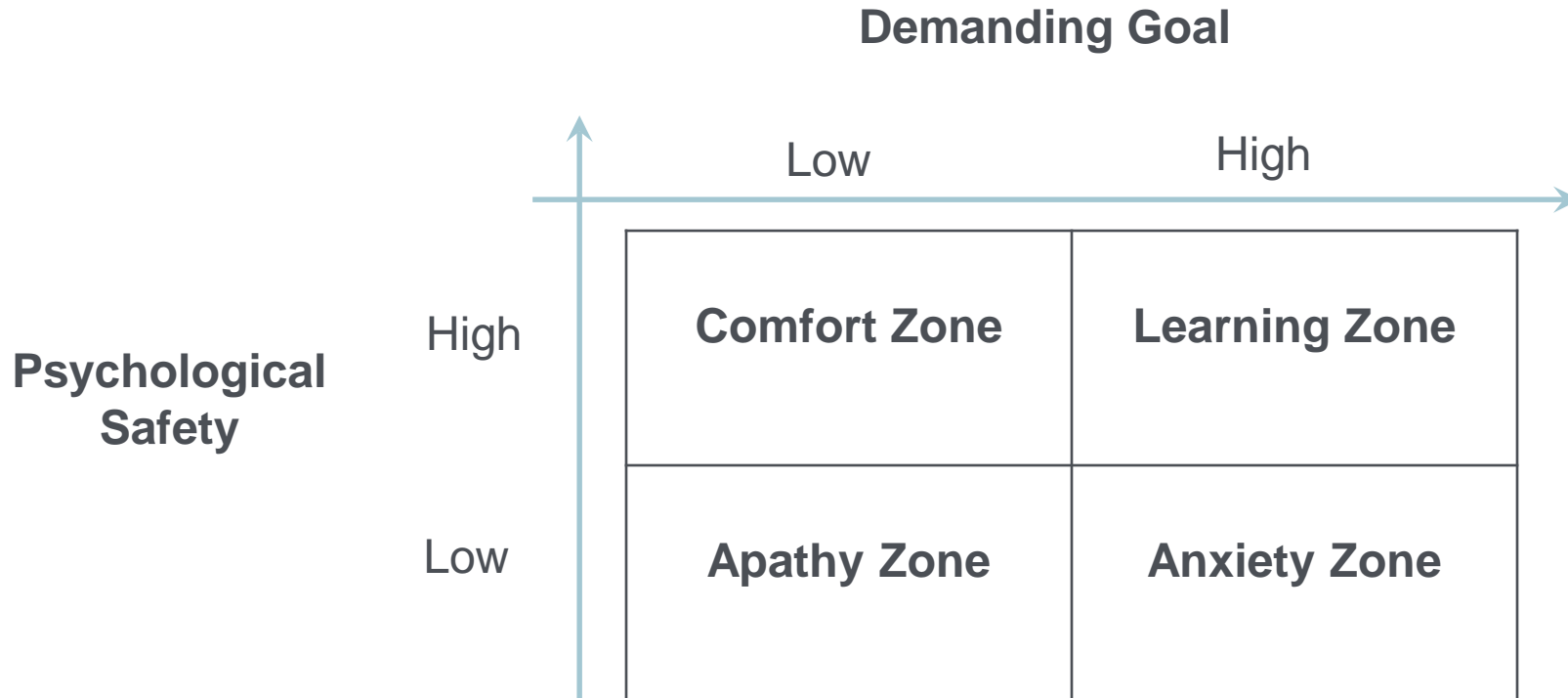
**Risk Appetite** is defined as the **level and type of risk** that an organization is willing to accept in order to achieve its objectives

**Risk Tolerance** is the **amount of risk** than an organization could assume without material impact resulting in failure to achieve objectives





# Psychological Safety and Demanding Goals



The Competitive Imperative of Learning, Amy C Edmonson, HBR, 7/8 2008, p60-66



# Time to Think

I can't think and hit at the same time!

Yogi Berra

# Best Practices

When you come to a fork in the road,  
take it.

Yogi Berra

Two roads diverged in a wood, and I,  
I took the one less traveled by,  
And that has made all the difference.

Carl Sandburg



**Calgary**



**Thank you!**

