



WHAT IS **BLACK** & **WHITE**, and **GREY** ALL OVER?

Dr. Gordon McIntosh



GORDON A. MCINTOSH



CAO Insights

Behavioural



CHANGE

Strategic

es
x 625 coins
nses
1 x 61 coins + 4 x 625 coins
enses
3 x 61 coins + 4 x 625 coins





Social





Environmental



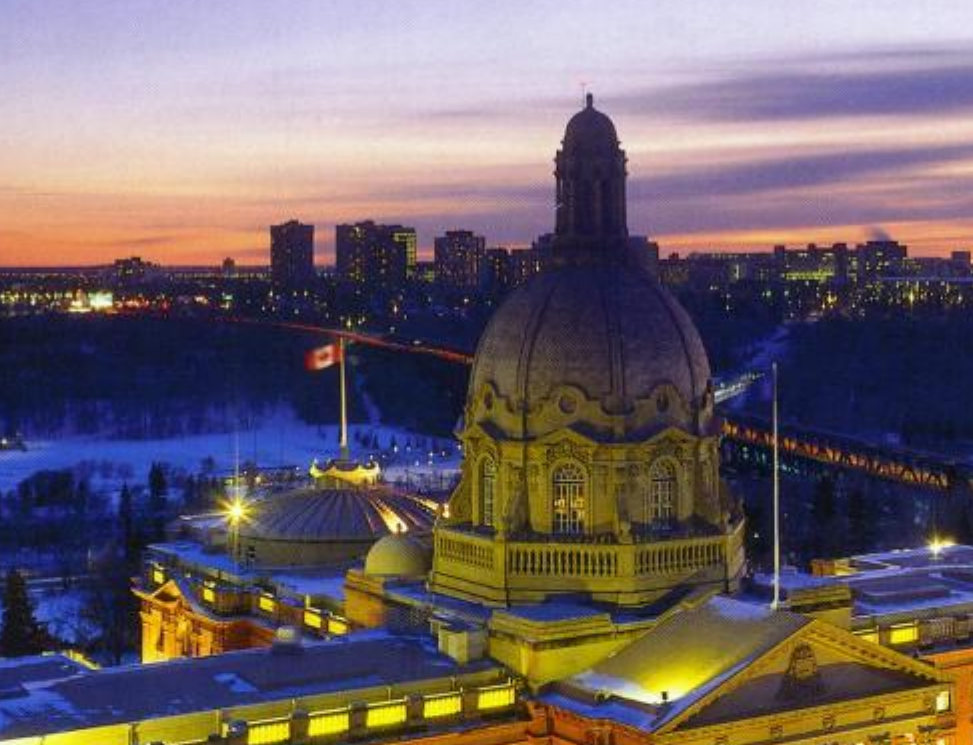


Economy



Infrastructure





3Villages

Sacrés

Gourmands

Créatifs



CHEMIN DU ROY

Off/Downloading

Unexpected

City staff warn they'll be out millions because of provincial cuts



A photograph of a stone wall with the words "CITY HALL" in large, raised, serif letters. The wall is made of light-colored stone blocks. Above the wall, there are bare trees and a building with a sign that partially reads "510". The scene is lit by bright sunlight, casting long shadows. The ground in front of the wall is paved with dark stones.

CITY HALL

Implications



Capacity

Demands



PLANS TO GET

New Poll (May 24, 2019): Canadians trust municipal governments most to deliver better quality of life

Trust No. 1 voter issue



Public Confidence

*Economy, health
trail as concerns*

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Revenue Chase



FRIDAY, DECEMBER 7, 2018

TAXATION

4.4% tax increase sought in Kelowna

Approval of 2019 provisional budget would boost municipal taxes by \$88 for owner of average single-family home

By RON SEYMOUR
The Daily Courier

The owner of an average single-family detached Kelowna home would pay \$88 more in municipal taxes next year under a 2019 provisional budget

Room to cut police budget

Commission

pieces could be shaved off — months ahead of ci



Cost savings seen with new charter

Cost savings seen with new charter

Service Reviews



Changing Faces

Effectiveness

Efficiency





Behaviour
NEW YORK

**Political
Leadership**

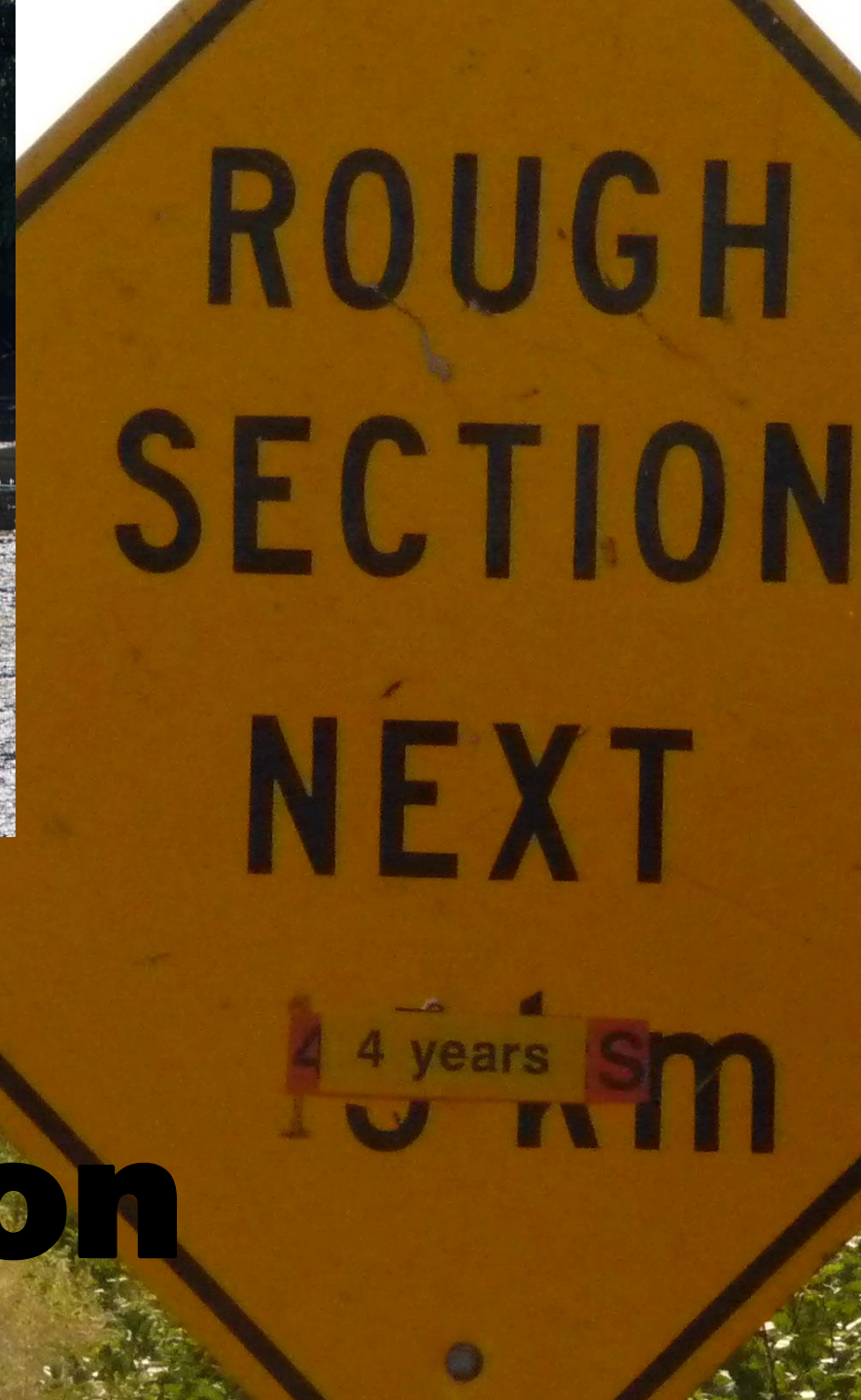


Conflict

A photograph of a sandy beach with gentle waves lapping at the shore on the right. The words "GOOD LIFE" are written in large, capital letters in the sand. In the foreground, the word "Civility" is written in a bold, white, sans-serif font. Several footprints are visible in the sand, some leading towards the water and others scattered around the main text.

GOOD LIFE

Civility



Dysfunction



Uncertainty





Hands Off!

the
ED CERTIFICATE
MINISTRATION LEVEL II

s university on the
, two thousand and fifteen
ightfi year of the University of Alberta.

Alex Conroy
ACTING DEAN

and has been
Given in the town of
the the fourth day of Dec

Deane A. K. Abrin
President

**Council Made
Me Do It!**
Meetings

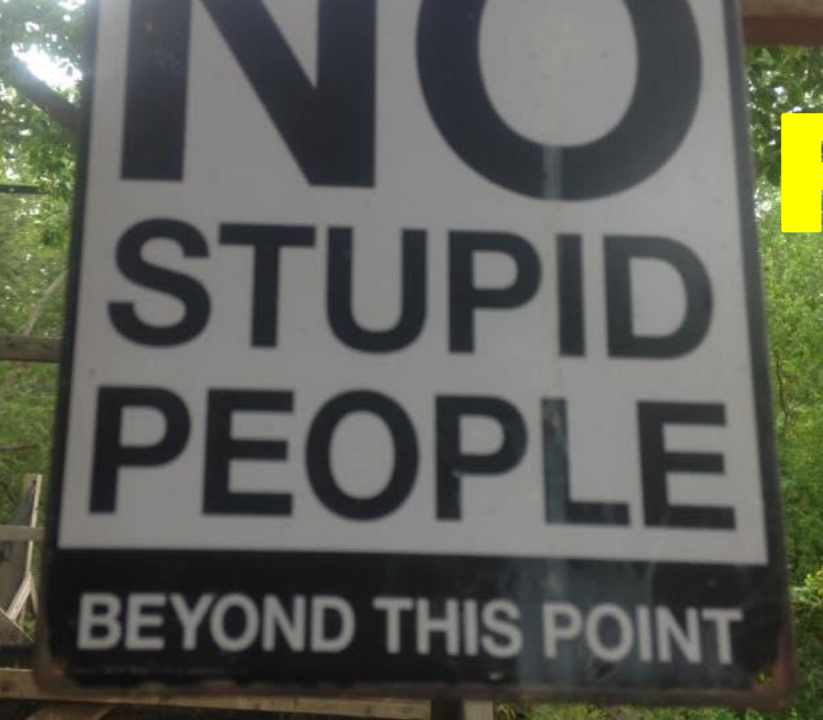


'Take back City Hall,' forum told

Mayoral candidates spar over policies in front of 400 people

GORDON KENT
Edmonton Journal
property taxes was being misrepresented.

Too Far Ahead?



Protective?





Good Fit?



Political Acuity



Law of Nature



Road Kill

**On Your
Own!**





Alignment

CHECKERS RULES

SET UP



A Code





Strategic



Role Clarity



Administrvia

COUNCIL CHAMBER

Politico

GOOD ADVICE

TRAVEL / BUSINESS
CLE / COM





Howzit?



Psychic

Guessing



Check-In

Dashboard





A Foundation

**STRATEGIC
DIRECTION**

**POLICY
CHOICES**

**SYSTEMS
COORDINATION**

**SERVICE
DELIVERY**



- Options
1. communications plan
 2. snailpals
 3. branding blitz
 4. community outreach
 5. improve internal communications → create ambassadors in your staff
 6. possible salesmanship

Grassroots



Functions



A large outdoor chessboard is set up on a black and white checkered surface, likely a tarp or plastic sheeting, which is laid over a green artificial grass mat. The chessboard is oriented diagonally. Several large, glossy black chess pieces are positioned on the board, including a king, queen, rook, and pawns. In the upper left corner, several large white chess pieces are visible. A person's foot, wearing a brown sneaker and white sock, is partially visible in the upper right corner. The word "Roles" is written in a bold, yellow, sans-serif font across the middle of the board, overlapping the black and white squares and the chess pieces.

Roles

Success



Assessment



Close the Gap



1. Adhere to defined **roles** and **responsibilities**.
2. Develop and achieve **strategic directions**.
3. Develop a smooth transition of **plans into action**.
4. Monitor and recognize **performance**.
5. Facilitate a positive **organizational environment**.
6. Account for **organizational resources**.
7. Make **good decisions**.
8. Ensure good external & internal **communication**.
9. Respect **diverse opinions**.
10. Achieve **stability** amidst changing conditions.
11. Evaluate & enhance **service delivery**.



STOP
LOOK
LISTEN

Check-in

REALITY: A Check-up

AREAS FOR ATTENTION


WHAT WORKS WELL

- Town Hall meetings
- Agency Relations
- Mayor – leader & patience
- Council communication
- Good staff team
- Improved staff attitude change
- Everyone gets to participate
- Increased confidence in staff
- Good mix of skills on council
- Seeking public opinion

- Tendering process
- **More casual time for strategizing**
- **Red tape in planning**
- **Strategic Plan update**
- **Ensuring realistic expectations**
- Balance council workload
- Regional Fire services
- Clarify Deputy mayor role
- **Getting ideas to action**
- Better Council referrals to staff



Strategies



1. Strategic Discussions – “*Improving opportunities for strategic dialogue*”. We need time for discussing emerging strategic topics to ensure Council and subsequently staff is clear on the nature of the issues.

Follow-Up – *Review CoW agenda*
Use of the Request for Direction
Schedule regular CoW meetings

Kiwi Perspective





Navigating the Grey



*Merci
Au revoir*

ARCTIC CIRCLE
LAT 66° 33 N

W. GORDON

Randwick City Council

GORDONS BAY

NO SPEAR FISHING



NO DOGS



NO NUDE BATHING



NO DUMPING OF RUBBISH



THIS RESERVE IS AN ENVIRONMENTALLY SENSITIVE AREA
CONTAINING INDIGENOUS HEATH VEGETATION AND
IMPORTANT NATIVE HABITATS.

GORDONS BAY HAS BEEN DECLARED AN "INTERTIDAL PROTECTED ZONE". COLLECTION OF
INVERTEBRATES SUCH AS ANEMONES, BARNACLES, CHITONS, COCKLES, CRABS, CUNJEVOI,
MUSSELS, OCTOPUS, OYSTERS, PIPIS, SEA URCHINS, STARFISH, SNAILS AND WORMS PROHIBITED.

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