

Calgary

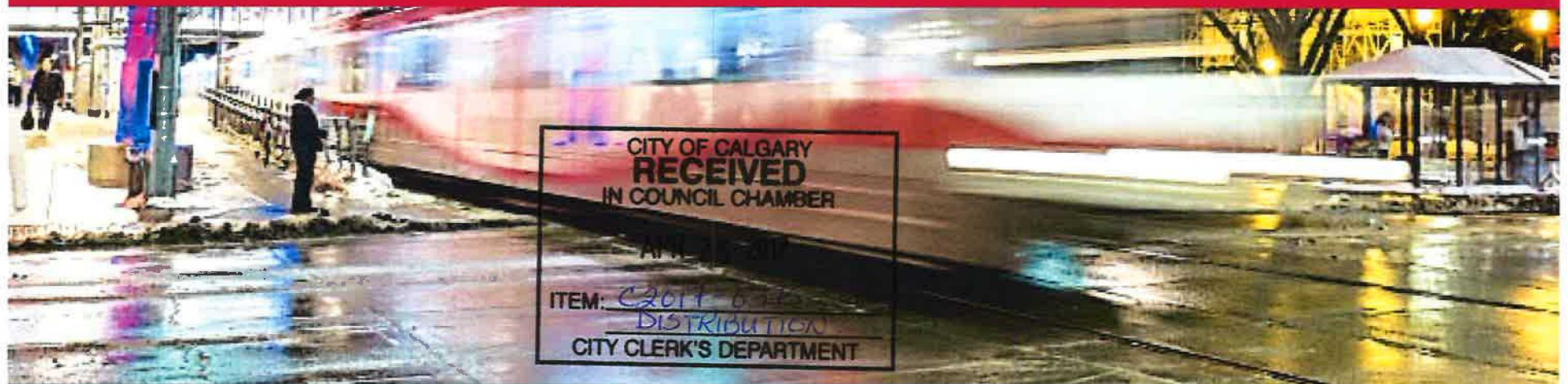


C2017-0375

Service Plans and Budgets

25 April 2017

Strategic Council Meeting



Council's 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 its 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.

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

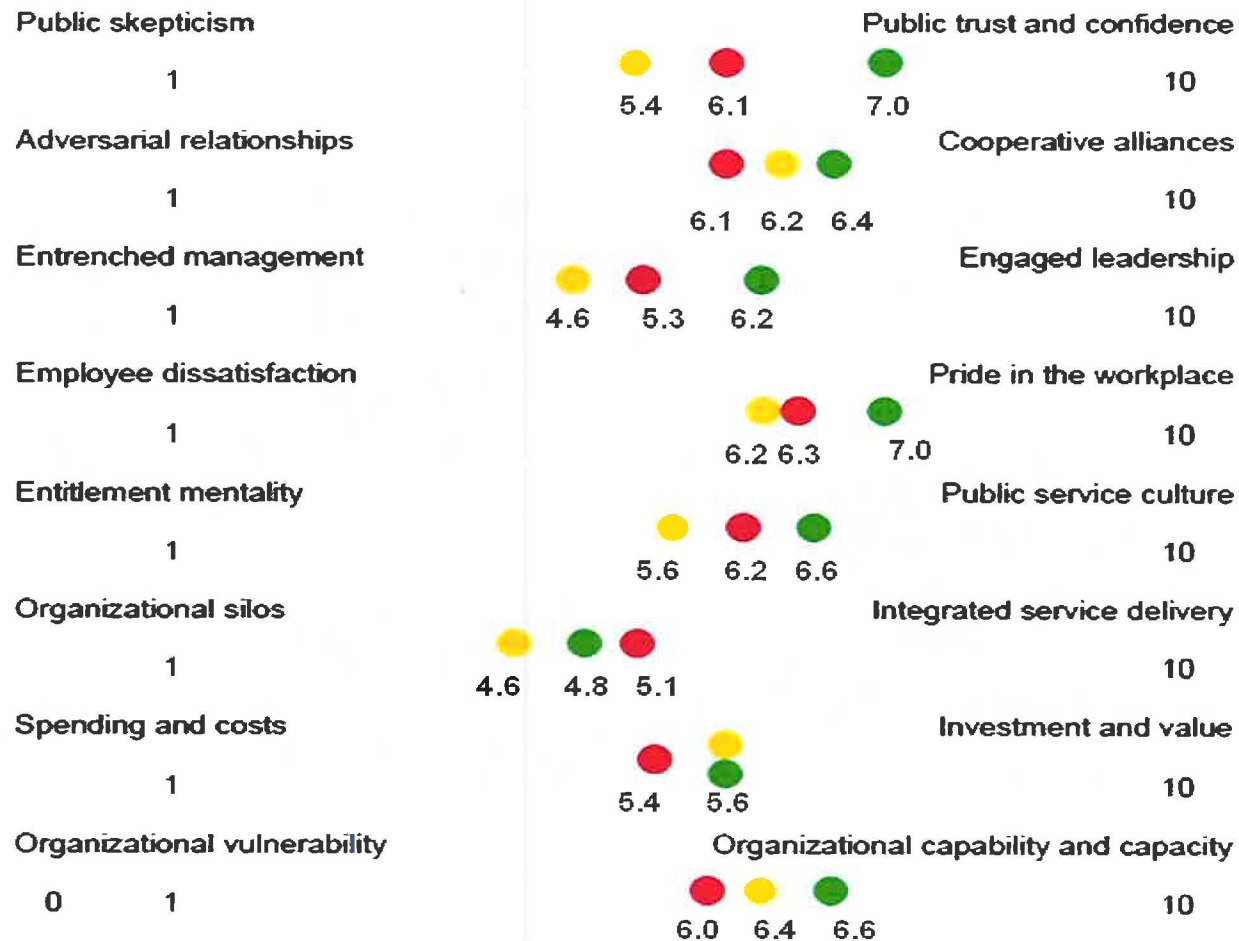
3. Better serve our citizens, communities, and customers

- 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

**We must learn to be equally
good at what is short and sharp
and what is long and tough.**

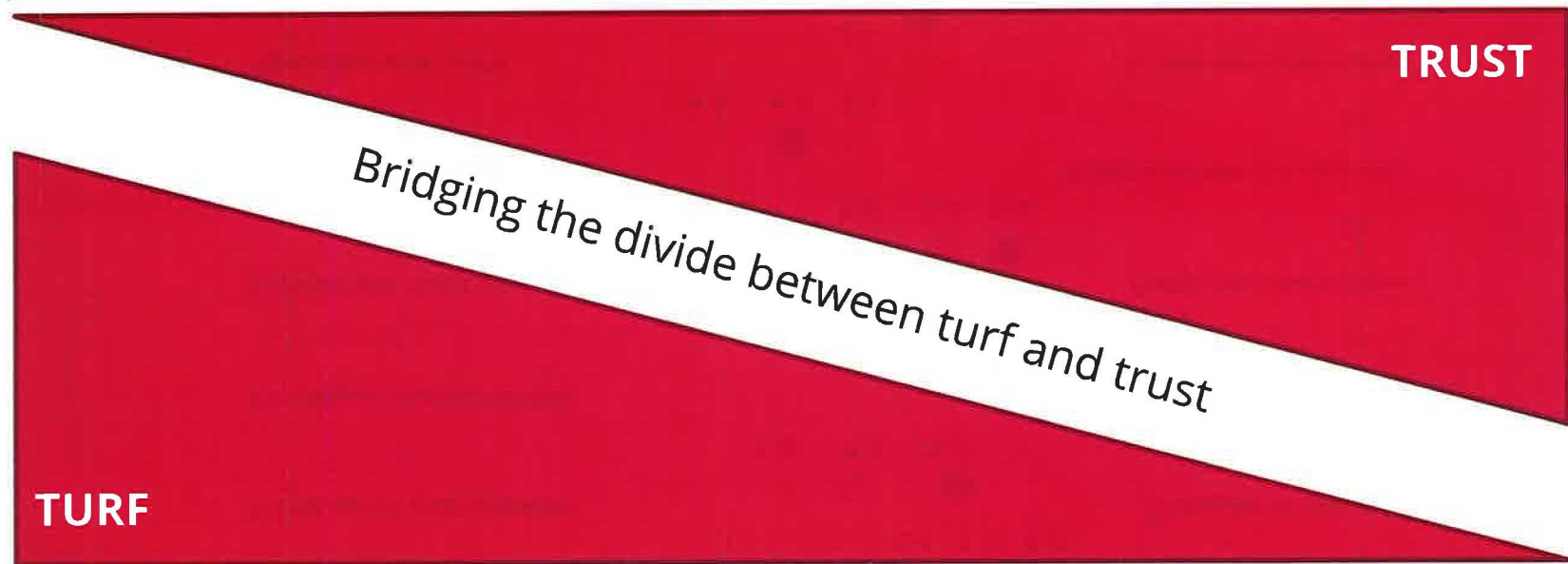
Winston Churchill

Where we stood in 2014



- Council
- Senior Management Team
- Employees

Compete Coexist Communicate Cooperate Coordinate Collaborate Integrate



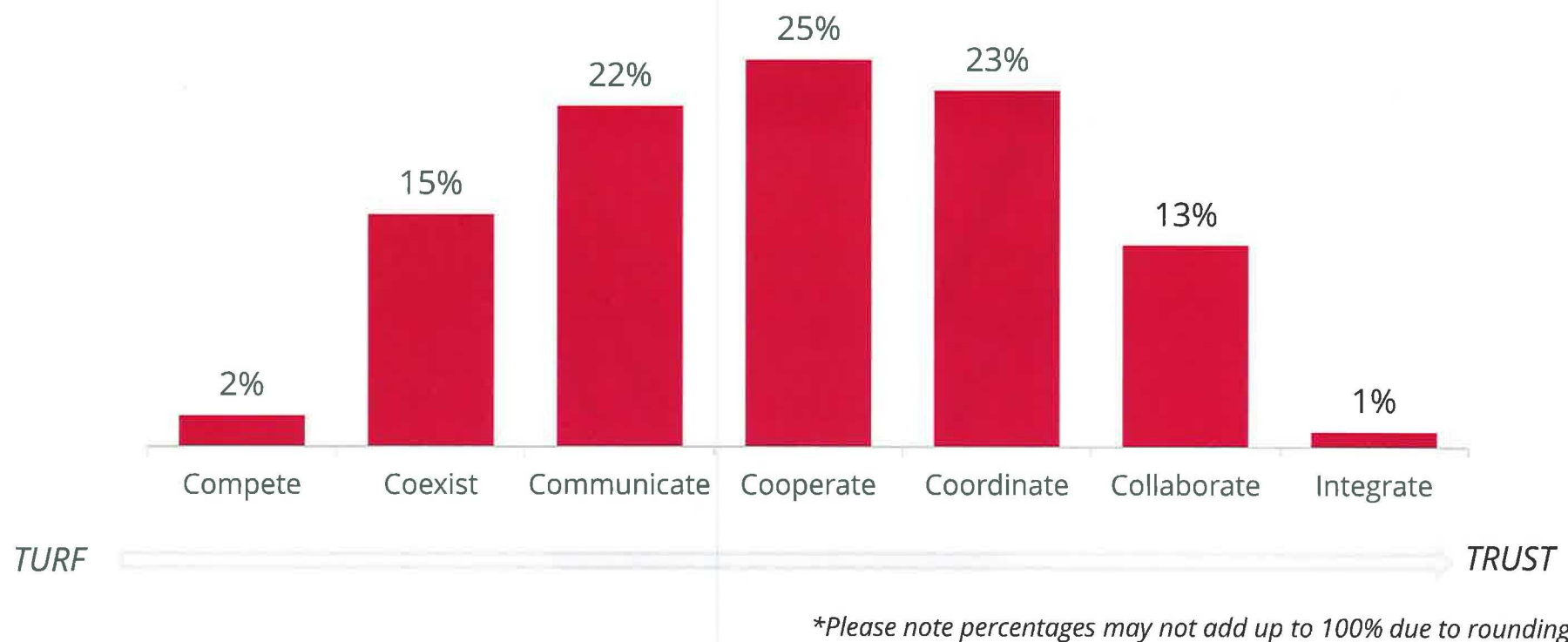
Loose Strategy

Tight / Focused Strategy



Leadership survey results

Most respondents are fairly evenly divided between "Communicate" (22%), "Cooperate" (25%) and "Coordinate" (23%).



Q: Please take a moment to review this diagram, and using the drop-down menu under the diagram, select a point on the continuum (from "Compete" to "Integrate") to let us know where we are along the continuum so far. | Base all respondents: 182



General Manager Lead: 2019-2022 Service Plan and Budget cycle initiative

- Progressing to a service-based approach for:
 - Customers and citizens
 - Council
 - Administration
- Significant work already undertaken
- Path to proposing service plans and budgets
- 2019-2022: Service delivery and accountability
- Commitment

“What I’ve seen from our serviced based approach is that we are focusing on planning and improving our business processes with the customer experience being top of mind, as opposed to our organizational structure being the primary driver. This has led to previously disparate divisions collaborating on new ideas and sharing learnings to solve cross-divisional and cross-departmental challenges that our customers face when accessing our services.”



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Service Plans and Budgets
Overview and approach

25 April 2017

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DIRECTION

Council's 5 Imperatives

1. Integrated service delivery
2. Engaged leadership
3. Trust and confidence
4. Public service culture
5. Investment and value

STRATEGY

Leadership Strategic Plan

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

ACTION

Implement a Performance Management System

1. Performance Measurement
2. Zero Based Review and Improvement
- 3. Service-based Planning and Budgeting**
4. Integrated Risk Management
5. Individual Performance Evaluation

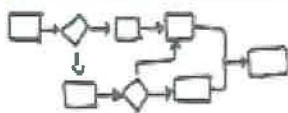
**WHAT**

Starting with the 2019-2022 cycle, Administration will present plans and budgets by service rather than the traditional organizational structure model.

WHY

To shift the conversation away from who is doing work and how, towards what the organization provides to citizens, how well it is provided and if anyone is better off.

**From HOW
and WHO**



**Towards
WHAT**

- Transit trip
- Social program
- Recreation program
- Cleared Streets
- Glass of water
- Building Approval

and

**HOW WELL are we doing It?
WHY (is anyone better off)?**

- Can I rely on busses being on time? / What % of people with disabilities can use Transit?
- Will families see noticeable changes in children who went through the Youth Justice program?
- Will I be able to access a recreation program close to home? / Are recreation participants seeing benefits from programs?
- How quickly will roads be cleared of snow?
- How clean is the water from my tap? / Are we reducing the trend of river water withdrawals?
- How long will it take to get a Building approval? / Can I have confidence that new buildings are safe?



1

Enables integrated service delivery

2

Reinforces a public service culture within administration

3

Equips Council with information on investment and value

4

Demonstrates value to Citizens

Quality of Life results

What are the long-term quality of life results desired by the community?

Service Plans and Budgets

What is our plan for each service to achieve priorities? What service results do we expect? Where (in what services) should we invest in to achieve those results?



Council direction

What are the priorities for the next four years? Where do we want to improve ("turn the curve") on community quality of life results over the next four years?

Corporate strategy and priorities

How will The City achieve our priorities? Where do we need to focus our efforts and resources to achieve Council's direction?



Overview of each service plan and budget

Information will be presented by service to support Council decision-making and demonstrate service value.

Need addressed and value proposition



Citizen/Council expectations (service levels)



Commitments to citizens

Results achieved



Using the Results Based Accountability Framework

Service cost



- Service operating budget
- User fees
- Some service unit cost estimates

Service comparison



- Other municipalities/private sector

Four-year strategies



Service cases



Analysis of the implications of changing service levels (add or subtract , financial impact, effect on service levels and results, risks).

Please refer to pg. 6 of the attachment

- Multi-year business plans and budgets framework
- Informed by key influences e.g. Council's priorities, long-term plans
- Integrated plans and budgets achievable within the approved indicative tax rate
- Annual adjustments
- Accountability reports twice per year
- Managers and supervisors will have continued access to existing internal management reports



Council engagement: Key findings

- Plans and budgets should be easy to read and navigate
- Link between services and Quality of Life results needs to be made
- Administration should investigate maturing service costing – from Operating only towards full cost
- Generally, Council sees moving to a service-focused approach is beneficial and that it will enable Council to have key service discussions
- To have financial detail available if required

Much of the feedback from Council engagement will be included in the 2019-2022 Plan and Budget. Some pieces may take longer to fully research and implement.

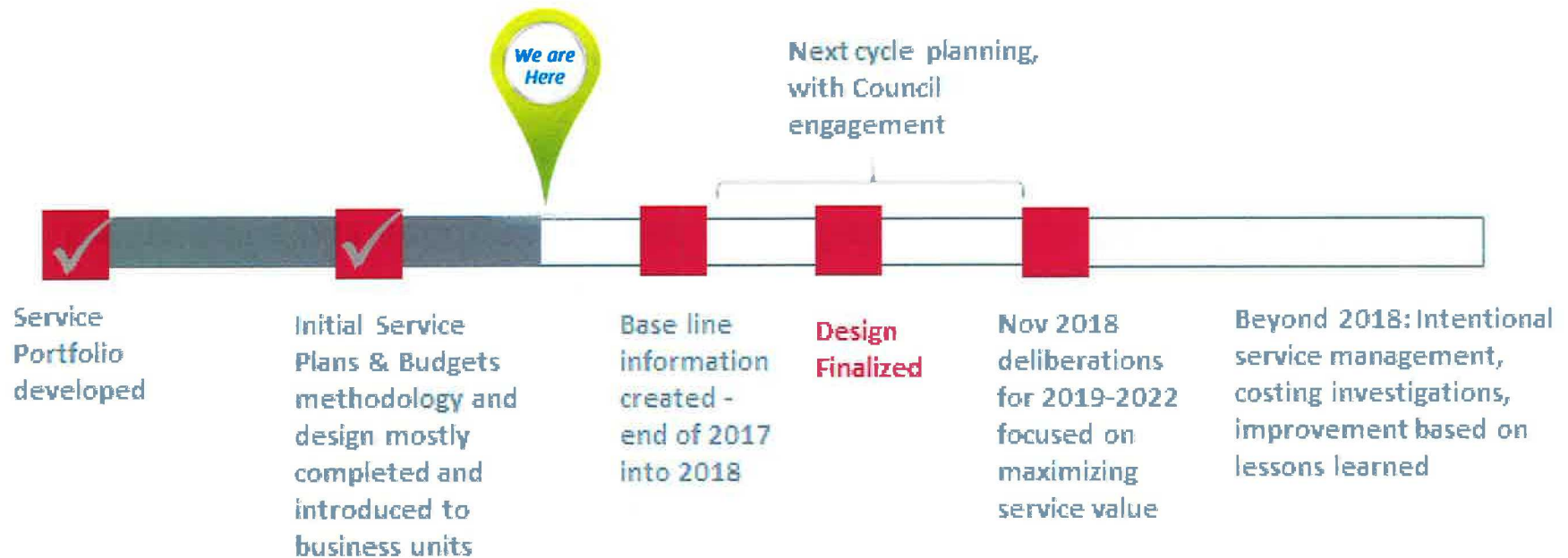


Service Portfolio introduction

- Pages 1 to 12 of the attachment outline the methodology for moving towards service plans and budgets and how the service portfolio was developed.
- The list is made in Calgary, based on a systematic methodology, extensive research and engagement including:
 - Researching twelve Canadian municipalities (Five of which were interviewed), service frameworks and internal research (e.g. 311, Action Plan, Calgary.ca etc.).
 - Development of a service definition methodology based on best practices, with the help of a pioneering consultant in this field.
 - Extensive business unit collaboration.
 - Testing of the public-facing service names with the Citizen Review Panel.
- List of City Services is included in the Attachment (pg. 13).



Where we are headed



That Council receives this report for information.