

AMENDMENTS TO VARIOUS BYLAWS – COMMUNITY SERVICES DEPARTMENT

EXECUTIVE SUMMARY

The Community Services & Protective Services (CS&PS) Department is transitioning toward its future state centering on greater accountability, a focus on community and a commitment to living out One City, One Voice. To achieve this, enhancements to the department's culture, major processes and a supporting organizational structure are underway. Integral to these enhancements is an evolution to a new department name – the *Community Services* department – and new business unit names. The new structure and associated name changes become effective on 2016 February 01 and amendments to a number of bylaws are required to ensure business continuity as authorities are exercised under the new names.

ADMINISTRATION RECOMMENDATION

That the Standing Policy Committee on Community and Protective Services recommends that Council give three readings to the proposed bylaw to amend various bylaws for the re-named Community Services department (Attachment 1).

RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, DATED 2016 JANUARY 15:

That Council give three readings to **proposed bylaw 7M2016** (Attachment 1).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2015 June 15 Council approved report CPS2015-0431, Community Services & Protective Services (CS&PS) Future State, which directed Administration, in respect to any consequential change recommendations arising from the Community Services & Protective Services Department Review, to report to Council, through the SPC on Community & Protective Services, by no later than 2016 January with any bylaw and Council policy change recommendations; and include any capital and operating budget adjustments and revisions for 2016 – 2018 through regular reporting and adjustment processes.

BACKGROUND

To complement and reflect the CS&PS future state, new department and business unit names have been chosen (see Attachment 2 for current and future names). The new department name, *Community Services*, unifies the two functions (community and protective services) under the same banner and supports the vision of the future state by highlighting the department's focus on the whole community, while also recognizing the essential role of protective services in supporting strong communities. The business unit name changes ensure the use of plain language, emphasize our focus on service outcomes and align with the One City, One Voice principle. The name changes become effective on 2016 February 01.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

CS&PS's future state is characterized by greater Accountability, a Focus on Community and a commitment to living out One City, One Voice. This has already been, and will continue to be achieved by, actively adopting The City's corporate culture, identifying collaborative opportunities and improvement areas for major processes and by ensuring a supportive

AMENDMENTS TO VARIOUS BYLAWS – COMMUNITY SERVICES DEPARTMENT

departmental structure. The Community Services Department will be increasing its emphasis on programs and services, more measurable outcomes for customers, citizens and communities, and Calgary's geographic and population diversity.

Adopting, piloting and promoting the corporate culture have been a focus for CS&PS leadership. To date, key leadership meetings have been centered on the four C's of culture: Collaboration, Commitment, Competence and Character. This and other initiatives will continue in order to draw the red thread of our culture throughout all our processes and day-to-day work.

Specifically, eight processes have been identified as opportunities to operationalize the culture and uncover efficiencies across the department. Employees have been selected from across CS&PS to lead the review of these processes including establishing new 'citizen first' practices to connect with communities, collectively developing departmental strategies, reviewing our approach to research and partnerships, establishing internal agreements to clearly delineate roles and responsibilities, enhancing performance reporting and professional development, and ensuring consistent management of assets across the department. While these processes are focused on the re-named Community Services department, additional cross corporate opportunities have been identified and weaved throughout the planning phase to ensure strategic alignment, reduction of duplication and increased effectiveness for implementation.

On 2016 February 01, a new departmental structure goes live. The structure reflects our improved approach to delivering programs and services, including team-based delivery across four geographic areas. By aligning our structure geographically, staff across business units will interact regularly to gain a common understanding of unique community and citizen needs and act on effective and more comprehensive solutions. Representatives from Councillors' offices and community organizations will be invited to connect regularly with these regional teams.

To complete the transition to this new structure, as well as new department and business unit names, changes to a number of policies, bylaws, and delegations of authority are necessary. At this time, changes to Council policies do not require Council approval as there are no significant changes to content outside of updating the department and business unit names. As Community Services continues to plan and build a consistent and coordinated view of its business, it is expected that new policies will be developed and existing policies may require significant content changes. Those policies will be brought forward for Council approval as required.

There are a number of changes to bylaws that need to be updated now. As outlined in Attachment 1, the proposed bylaw ensures all changes required to various bylaws are captured in one amending bylaw. These changes ensure titles under existing bylaws align with new names and position titles. Attachment 2 is a summary of all bylaws related to CS&PS. There are 11 bylaws that require amendments as a result of the name changes and 27 that do not.

Stakeholder Engagement, Research and Communication

Throughout the life of the project a strong engagement strategy ensured a breadth and depth of interactions across the department. A total of 210 opportunities with 2938 engagement touch

AMENDMENTS TO VARIOUS BYLAWS – COMMUNITY SERVICES DEPARTMENT

points allowed for interactions with Council, the Administrative Leadership Team, CS&PS Leadership, CS&PS staff, and our labour partners. This engagement ensured that all stakeholders had a say in shaping our future state.

The new organizational structure and associated name changes have been shared with CS&PS employees through various communications channels including team meetings, newsletters and the myCity intranet site. Citizens will be informed of business unit name changes through Calgary.ca.

This report and the proposed text for a bylaw were written with the support of the Law department and in consultation with all CS&PS business units.

Strategic Alignment

The transition of the department aligns with *ActionPlan* 2015-2018, specifically the Council Priority of a well-run city: “W2.6 Conduct and implement a Department Review to enhance the delivery of CS&PS’ contribution to Council Priorities.” The proposed bylaw and the associated delegations of authority will ensure business in CS&PS can be maintained and that the department can continue to deliver service to citizens.

Social, Environmental, Economic (External)

Enhancements to the department’s culture, processes and structure represent a major step toward the positive evolution of the department. The department’s future state supports better outcomes related to public safety, resilient communities and individual well-being.

Financial Capacity

Current and Future Operating Budget:

The proposed bylaw has no effect on current or future operating budgets. Name changes on building signage, uniforms, business cards and other branding will be completed through attrition and as regular lifecycle updates are required. The cost will therefore be spread across many years.

Current and Future Capital Budget:

The proposed text for a bylaw has no effect on current or future capital budgets. As a first step toward the CS&PS future state, on 2015 September 28, Council approved a net-zero transfer from Community & Neighbourhood Services to Recreation of appropriation and funding for the four regional recreation centres in Great Plains, Quarry Park, Rocky Ridge and Seton.

Risk Assessment

If Council were to not give three readings to the bylaw, there is a risk that business continuity would be compromised as authorities under existing bylaws would not align with new department and business unit names and associated position titles.

REASONS FOR RECOMMENDATION:

The Community Services & Protective Services Department is transitioning toward the re-named Community Services Department. Changes include enhancements to the department’s

AMENDMENTS TO VARIOUS BYLAWS – COMMUNITY SERVICES DEPARTMENT

culture, process and structure. Associated with these enhancements is an evolution of the department and business unit names. Amendments to a number of bylaws are required as a result of these changes to ensure business in Community Services can continue within a new organizational framework.

ATTACHMENTS

- 1. Proposed Bylaw 7M2016**
2. Community Services Transition – Bylaw Summary