ADMINISTRATION RESPONSE
IMPLEMENTATION OF RECOMMENDATIONS FROM CUT RED TAPE

A Cut Red Tape (CRT) report (PFC2016-0049) prepared by The Mayor's Office went to Priorities and Finance Committee on 2016 March 7. Below are the best practices and recommendations from the report with Administration's response to each item.

1. SPONSORSHIP

1a	**Best Practice:** Ensure highest possible level of support is in place for a cut red tape initiative.
	City Alignment: Mayor, City Manager, Deputy City Manager
	Recommendations: Continue the CRT direction within City Administration; informal, quarterly updates to Council and alignment with Corporate Culture to ensure acceptance internally.
	Response: Under direction of the City Manager, a corporate wide Civic Innovation YYC initiative was launched to sustain CRT's direction. Civic Innovation YYC reports to the Deputy City Manager and will provide bi-annual updates to Council. Civic Innovation YYC has conducted extensive outreach across the Corporation and with external civic partners to ensure highest possible support: • Internal acceptance of Civic Innovation YYC has been very favourable, with active participation from all business units. An Internal Advisory Group has been established to allow for the organization to drive the philosophy of Cut Red Tape (being open to new ideas and removing barriers to action) along with the design thinking methodologies to support innovative, citizen-centered solutions. • External acceptance has also been very favourable with many organizations agreeing to participate in future innovation projects and on the External Advisory Group, recently launched in early September.
1b	**Best Practice:** Ensure funding mechanisms are secured, both for the CRT program and the projects it will deliver within the organization.
	City Alignment: Council Innovation Fund
	Recommendations: Continue with funding for new operations team and consider utilizing the Council Innovation Fund to fund new projects.
	Response: In 2016, Civic Innovation YYC received $119,400 in one-time funding from the Council Innovation Fund. $59,000 was used to launch the digital platform to allow open and transparent submission of new innovative ideas to civic services. The balance of $60,400 has been allocated to "micro-project" funding used to implement innovative ideas identified by the Corporation's workforce. Micro-project funding is generally <$10,000 per project and leverages existing operational funding through Corporate Analytics & Innovation, external grants, and/or other external sources where possible. A full accounting will be provided in the Q1 2017 update. Civic Innovation YYC will continue to request annual funding from the Council Innovation Fund as was done with the CRT program to fund projects.

2. ENGAGEMENT

2a	**Best Practice:** Communication and collaboration are key – allow stakeholders to share issues, but also solve service delivery issues. The current practice is to initiate a partnership between citizens, businesses and public service to reach valuable outcomes. Citizens today are more active, informed and involved in municipal government than ever before.
	City Alignment: *engage! Policy* Citizens and other stakeholders are involved early on and throughout the process, especially when the decision(s) impact their lives ensuring we are accountable, inclusive, transparent, committed and responsive. *Customer Service Framework* Public sector customer service standards are continually evolving and are influenced by other sectors such as retail and private industry. The evolving trend in public service is to become more customer centric by providing services based on customers' needs. Customers want personalized service, knowledgeable staff and access to programs and services through multiple channels. Once again the voice of the customer or citizen is key to drive program and service improvements. *Plain Language Policy* A successful government must be transparent and inclusive when communicating. Explanations and information should be presented in clear, plain language clear, concise, well organized, and easily understood and acted upon by the intended audience. *Digital Strategy* This strategy promises that The City of Calgary be more open and that: • We have accessible services; • We pursue and build partnerships; • We are transparent; • We provide and support platforms for citizens to participate; • We value innovation.
	Recommendations: *engage!* Engage early and ongoing, perhaps occasional audits could be conducted on specific projects. A great example of holistic engagement was demonstrated for the Residential ePermit project. End users were engaged before any action or changes were implemented, understanding pain points for both our customers and The City were paramount. Design and implementation steps were done in tandem with the customer resulting in a smoother change management process and ultimately better product. *Plain Language* Ongoing plain language reviews throughout the organization should be conducted, including Calgary.ca The policy could have more tangible enforcement processes. The scope of the policy could be broader to include bylaws, policies and legal summaries.
	Response: Civic Innovation YYC has aligned with engage! Policy (CS009), the Customer Service Framework, the Plain Language Policy and the Digital Strategy in the design of the digital platform and forthcoming public launch of the Civic Innovation YYC initiative. • In alignment with the <u>engage! Policy</u> (CS009), Civic Innovation YYC commits to conduct transparent and inclusive processes that are responsive and accountable. The processes of collaborating with citizens undertaken by Civic Innovation YYC will differ in their purpose from those undertaken by the engage! Team, as the innovation initiative is not focused on influencing decision making but rather offering a pathway for citizens to bring forward new ideas around civic

	services as well as a place to co-create solutions with our organization to improve civic services. • Customer Service Framework (CSF) – Civic Innovation YYC aligns with the CSF as the program is driving a citizen and customer focus to improve value for money, quality of services, optimal channels and customer experience. • Plain Language – Civic Innovation YYC will ensure that communications to the public and stakeholders are clear, concise and well-organized so that citizens have the information they need to be involved in the processes and discussions that impact their lives. • Digital Strategy – Civic Innovation YYC has added several members of the eGovernment group external committee to sit on the External Advisory Group for Civic Innovation YYC. Civic Innovation YYC has already elevated best practices in the areas of transparency, openness, and accessibility.
2b	**Best Practice:** Once a CRT program is implemented, it is important to provide a mechanism for ongoing intake of ideas.
	City Alignment: The City has identified a group within AnalyticsCalgary who will be responsible for continuing the CRT initiative. This group will be responsible for how ideas are brought forward, analyzed and delivered.
	Recommendations: The City of Calgary should create an ongoing intake channel to continue to gather ideas to cut red tape. Considerations when prioritizing: • Quick wins; • Greatest impact on large number of customers; • Focus on projects that reduce costs for customers; • Most benefit for least amount of effort.
	Response: In 2016 May, Civic Innovation YYC launched the corporate wide digital platform. The digital platform is noteworthy as any employee of the Corporation may contribute their innovative ideas around improving civic services or contribute to other ideas that have been shared on the platform. The decision to source a new digital platform verses relying on the existing 311 system was determined by: • A digital platform increases transparency, accountability and legibility of ideas, allowing Administration to know who originated the idea and how it was developed over time; • The "Crowdsourcing" environment allows users to improve or add to ideas; in this sense, ideas are not static, they are constantly being improved by a community; • The digital environment allows ideas to be evaluated, amalgamated and prioritized for action by groups like the Internal and External Advisory Groups. Also, business units can access and review information in real-time; • Ideas that are prioritized for action can be directed to the appropriate authorities and individuals within the Corporation; • The MyCityInnovation platform has built-in performance tracking and statistical capabilities. This allows Administration to better report on participation and engagement. By October of 2016, this platform will be accessible to all citizens – truly opening up government to innovative ideas. Ideas will be evaluated based on the Return on Innovation (RIn) framework that considers cost savings,

citizen experience and the overall impact potential. Quick win and high impact ideas are developed further in the Civic Innovation YYC lab.

3.   MEASURES & BENCHMARKING

Best Practice:
Defining what success looks like from the start helps governments improve organizational performance. Measuring and benchmarking against similar organizations assists with determining how well their organization is performing and how to build capacity or change and improve services. Establishing consistent and regular measurements as well as providing baseline information are two of the main activities.

City Alignment:
Results-Based Accountability(RBA)
Measures serve as a key indicator to demonstrate that we are moving the needle in the right direction. Corporate Initiatives is responsible for this function at a corporate wide level.

- Performance measurement, benchmarking & risk results-based accountability and participation in the Ontario Municipal Benchmarking Initiative (OMBI)
- Service efficiency and effectiveness coordination of Council's approved Corporate Strategy for efficiency and effectiveness and includes zero based reviews.

Recommendations:
Measure and share the impacts of reducing red tape continually as a program.

RBA practices should be supported and implemented across the corporation as it serves as a foundational tool for continuous improvement and identifies collaboration with external agencies where warranted.

The participation of The City in the OMBI is a high level tool. It would necessary to explore and develop other opportunities and partnerships with key organizations such as the Canadian Federation of Independent Business (CFIB) to really measure and have a better sense of how The City is doing at reducing burdensome regulations and procedures.

Response:
Administration agrees that measuring the results of Civic Innovation YYC and the initiatives that grow out of the program are important. Sharing these results with the public, community partners, and other key stakeholders demonstrates transparency and accountability. Furthermore, it promotes a culture of continuous improvement.

Civic Innovation YYC aligns with RBA practices for demonstrating performance and value with our RIn framework which is build on five criteria - Organizational Efficiencies Gained, Improved Citizen Experience, Improved Service Outcomes, Opportunity to Learn and Valuing Innovation.

Administration agrees that building partnerships with key organizations and community partners such as the CFIB and the Calgary Chamber of Commerce is a good practice. RBA's focus on measurable results for citizens and customers, and on working with community partners to achieve these results are consistent with the CRT guiding principles.

As projects are developed and implemented, Civic Innovation YYC will continue to source OMBI

	benchmarks using data on an on-going basis to inform projects.

4. INNOVATION & ANALYTICS

4a	**Best Practice:** Leverage technology - innovation happens when leadership and networks are aligned, but the key is to allow and encourage partnerships between government agencies, the public and private organizations. Innovation commitment is most successful when supported by top levels of an organization.
	City Alignment: *AnalyticsCalgary* As a corporate wide program to enable data driven decision making. AnalyticsCalgary will promote the sharing data, research, and expertise across the Corporation and facilitate collaboration in order to find innovative ways to serve citizens. Innovation, one the six initiatives that are part of AnalyticsCalgary, will foster an environment of collaboration and exploration of ideas to innovate City services. *Data Catalogue* Aiming to increase government transparency and access to information and accountability.
	Recommendations: Continued support for AnalyticsCalgary and delivery of the tools to continue to reduce red tape. This includes the innovation and the open data catalogue initiatives that are most related to the cut red tape areas.
	Response: Administration is supportive of innovative efforts to reduce red tape. As a corporate wide vehicle for existing and new innovative ideas to grow, Civic Innovation YYC is an example of this support. Civic Innovation YYC's governance structure is open with citizen, business and staff participation and buy-in. The Deputy City Manager provides leadership, permission space and oversight. The Internal Advisory Group provides practical advice, internal capacity and guidance on prioritization. The External Advisory Group provides a business and community perspective to open government, rethink risk, transfer knowledge and prioritization and focus. The Innovation Program Team shapes the vision, stewards the program, maintains the network, and drives and enables innovation. In addition, the Innovation Program team works closely with the open data and intellectual property group out of Corporate Analytics & Innovation business unit to continue to drive more access to data and subject matter experts so that we can empower employees, citizens and businesses to create solutions to improve Calgarians lives every day.

5. SMART REGULATION

Strategies to simplify regulations focus on two dimensions: examining the administrative burden that will be introduced by new regulations before they are implemented, and reforming existing burdensome regulations. Regulatory Impact Assessment (RIA) process – an exercise to determine the likely effect of any new regulation before it is implemented.

5a	**Best Practice** Regulations are in place to protect the public's health, safety and environment while supporting business growth, innovation and social action. Smart regulation processes improves the design and effectiveness

of regulations mainly related to business and economic activities:
- Elimination of unnecessary regulation that block growth;
- New regulation ONLY as a last option;
- Reduce the regulatory cost to (small & medium) business, social groups and citizens;
- Minimize inspections moving to a more risk based enforcement regime.

City Alignment

Policy Developer's Toolkit. It is quite complete and contains the guide to writing Council Policy, best practices in Council Policy Development and the developer's checklist.

Recommendations
The City should consider establishing a bylaw developer's toolkit similar to the Council and City policy developer's toolkit and could include a RIA. This RIA will assess the impact of a new bylaw, regulation or amendment before it is implemented. A cost benefit analysis should be completed as well as a competitive analysis when establishing requirements in City's bylaws and regulations with a focus on compliance costs.
- It is important to consider the needs of small business and citizens, knowing the impact of a new regulation is often proportionally higher on them than on bigger business or corporations. It also important to consider the unintended consequences or outcomes from the requirements or information requests;
- The City's role should be first as facilitator rather than as a regulator. Creation of a bylaw should be thoughtfully considered as last option;
- Consistency - it is not only about duplication and inconsistency with other bylaws, policies or legislation (levels of government) regarding the requirements, but establishing the correct expectations. What really we are looking for with those demands;
- Ensure the effectiveness of new bylaws, regulations or amendments. For example, is it reasonable to comply with and enforce?

Response:
Administration agrees. Unnecessary, excessive, inconsistent or obsolete regulatory barriers should be minimized or eliminated. Civic Innovation YYC is working with a targeted group of staff on a 'rapid prototype' of a bylaw developer's toolkit and RIA. A 'rapid prototype' is a process in which relevant staff from across the corporation develop and then test the key elements of a product, like the bylaw developer's toolkit. This encourages learning by doing an identification of risks and potential flaws early. The results of this will be brought forward at the next Civic Innovation YYC PFC update.

5b	**Best practice:** Cities everywhere work to balance the need for regulation to ensure public health, to protect quality of life and promote economic growth. To achieve this balance, cities must periodically review their regulatory regime exploring questions of when to regulate and what rules might best govern the permitting, licensing, compliance, and monitoring of local business activity.
	City Alignment: Council Policy Library (PAC001). Two of the policy procedure stipulations are: Council, PAC, any Standing Policy Committees may review the policy Library, at any time, to determine which, if any, policies need to be reviewed or rescinded. PAC shall formally review the policies in the library once every three years (once per term) to determine which, if any, policies need to be reviewed.

	Recommendation: *135 Annual Review* A review of one bylaw/policy, three administrative processes, and five forms per year. It would be necessary to make sure The City's bylaws and administrative processes are up to date with the technology trends and new social and economic realities.
	Reponses: Administration agrees. A fundamental quality of good government is that ability to anticipate and adapt to changing economic, social and environmental landscapes. Design thinking and long-range foresight about these change dynamics are important tools that can be used in the development of bylaw/policy and administrative processes. While it is helpful to review individual bylaws and policies it is also invaluable to see how the challenges inherent in any particular bylaw might be related to other policies or part of a larger, emerging theme. In August 2016 Civic Innovation YYC imitated 'Innovation 101' weekly capacity building sessions to elevate the Corporation's ability to stay ahead of change. In October 2016 Civic Innovation YYC will imitate and sustain a series of strategic foresight workshops that cultivate capabilities in scenarios, forecasts, horizon scanning and other long-range planning.