

CUT RED TAPE (CRT) UPDATE

BACKGROUND

The CRT program has been in place since December 2010. Mayor Nenshi and Councillor Demong have been champions of the initiative. The CRT program has five guiding principles for the delivery of services to citizens. Our services should be:

Simple	<i>We believe that simpler is better. Our government system, processes and communications must be easy to understand and navigate.</i>
Innovative	<i>We will foster innovation and new technologies and continually be open to creative solutions.</i>
Flexible	<i>We believe we should offer flexible service options at the convenience of our customers.</i>
Outcome-Focused	<i>We must always consider the outcomes in everything we do. We must be focused on improving the experience of our citizens and the success of businesses and organizations in Calgary.</i>
Measurable	<i>We believe that it is necessary to establish performance benchmarks and continually measure progress.</i>

Cut Red Tape Program Phases

The program had three phases to gather ideas from stakeholder groups, analyze feasible submissions, and implement solutions. The table below summarizes the program phases.

Phase I	Phase II	Phase III
2011 March	2011 December	2012 October
Employee Engagement	Business Engagement	General Public/Citizen Engagement
The City's employees were invited to share the number one challenge Calgarians have expressed regarding red tape in their business unit and how it could be fixed.	A Business Advisory Group was created to help us to better understand the challenges businesses face when dealing with The City. This group is comprised of organizations representing the business community.	To gather red tape experiences and solutions from citizens and the general public on ways to reduce non-essential procedures, forms, licences and regulations at The City of Calgary.

In total, there were more than 600 submissions gathered throughout the three phase engagement process. These submissions were analyzed and filtered through a criteria matrix to further investigate the feasibility of the ideas submitted. The feasible ideas have been shared with Administration to action or include in future business planning, depending on complexity.

It has been estimated that CRT program initiatives implemented to-date has saved citizens more than 26,000 hours in transaction time which translates to \$912,954, and The City more than 7,000 hours in time translating to \$208,743. The examples below highlight the success of innovative ideas received from businesses, citizens and employees:

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- 1) Low-Income Single Entry System: from employee idea to enhance accessibility;
- 2) Residential E-Permits: using technology to save time and money; and
- 3) Food Trucks: from idea to vibrant businesses with 48 active licenses.

RECENT DEVELOPMENTS

On 2013 September 16, Council received for information the Cut Red Tape Update and Future Direction report (PFC2013-0580). The report outlined a high-level two-year plan for the future direction of Cut Red Tape (CRT). A key objective of the plan was to integrate the ideas and best practices of the CRT future direction into the culture and business processes at The City with the eventual goal of eliminating the need for a separate CRT program. Council approved the recommendations to move forward contained on Page 4 of this report, summarized as follows:

- extend the CRT program with a revised funding and administrative model;
- recognize that some related initiatives underway at The City (e.g. Transforming Planning, Cultural Transformation, etc.) present opportunities to align and integrate a fundamental commitment to cutting unnecessary red tape throughout the organization;
- that the Business Advisory Group to the CRT program should continue;
- that the funding of the future direction of CRT be primarily funded by the Office of Economic Development & Policy Coordination; and
- that the Mayor's Office continue to provide in-kind and staff support, along with intermittent dedication of various staff from Administration.

STRATEGIC OPPORTUNITIES

Over the last four years, the CRT program has generated benefits and improvements for citizens, customers, businesses, employees and The City, and Administration is continuing to implement the feasible ideas received to date. The CRT program team and Administration have considered the opportunity to transition CRT from a program to a sustainment strategy for by 2015 June. As a part of developing a sustainment strategy, a facilitated session was held in 2014 July, with departmental executive assistants that worked with business units on CRT submissions and coordinated responses, to share experiences, insights and recommendations for program transition and sustainment to ensure the spirit of innovation and efficiency continues to transform the Corporate culture and business practices. The following table summarizes insights and observations from this session:

Leadership & Ownership
<ul style="list-style-type: none">• Leadership and ownership is a critical success factor for the integration and sustainment of the spirit of the guiding principles into the Corporate culture.• It is important to have senior leadership buy-in and support to ensure feasible ideas have the focus and resources for implementation by the relevant business units.

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Engagement & Expectations

- The three phased engagement process provided opportunities for citizens, businesses, and employees to submit ideas.
- One of the challenges experienced is the need for a stronger link between stakeholder engagement, expectations, and a feedback loop on the status of submissions and ideas.
- There are opportunities to strengthen both internal and external communications on the program goals, roles and responsibilities, expectations, timelines, and reporting.

Accountability & Reporting

- The implementation of ideas received has realized benefits and savings for citizens, businesses, and The City.
- The reporting on program achievements and performance can be improved.
- There is an opportunity to enhance accountability by developing meaningful performance measures, establishing benchmarks at the beginning, and providing guidelines for reporting.

Dialogue & Communications

- Outside of the Cut Red Tape ideas received, The City has and continues to implement initiatives that are transformative and generates savings for citizens, customers, and The Corporation.
- There is a desire to enhance collaboration and opportunities to share innovative ideas. This highlights the need for opportunities for continued communications with external and internal stakeholders about successes and future direction.
- A stronger communications plan that includes the recognition of citizen-focused ideas initiated by employees and business units, demonstrates to the public that The City is an organization that is innovative and focused on continuous improvement, customer service and value generation for citizens and businesses.

NEXT STEPS

Based on the above mentioned insights and observations, the following steps have been put forward to move the CRT program into sustainment by 2015 June:

- Create a project team responsible for delivering the program mandate which includes staff from the Mayor's Office and support staff from City Administration;
- Complete implementation of the CRT feasible ideas submitted to date;
- Create an ongoing intake, criteria and implementation process for future CRT related ideas that includes the following key areas:
 - 1) Continue to be Citizen Focused
 - a) Continue to provide channels and opportunities to solicit innovative ideas and submissions from citizens, businesses, and employees.

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- b) Continue to strengthen external and internal communications about citizen-centric initiatives and provide clear expectations on roles and responsibilities, performance measures and results.
 - c) Explore opportunities to strengthen communications to the public and senior Administration to recognize innovative ideas, initiated internally within the organization, that generate savings and benefits for citizens and The City.
 - 2) Assess the Feasibility of Ideas
 - a) Review and confirm the criteria to assess the feasibility of ideas and submissions received from citizens, businesses, and employees.
 - b) Establish a consistent process to provide feedback to stakeholders on the feasibility of a particular idea.
 - 3) Improve Accountability and Reporting
 - a) Assign and document ownership and responsibility for implementation of feasible ideas to relevant departments and business units.
 - b) Allocate resources and funding to support implementation of feasible ideas.
 - c) Integrate feasible ideas into projects underway, where it makes business sense, and communicate alignment.
 - d) Develop clear performance measures, establish benchmarks, and provide regular reports in concurrence with Corporate accountability timelines and frequency.
 - 4) Implement a Strong Communications Plan
 - a) Develop and implement a strong communications plan for external and internal stakeholders.
 - b) Focus messaging to gather input on innovative ideas, outline program expectations, and report on results.
 - c) Explore rebranding the program name with a focus on collaborative and innovative ideas.
- Encourage a “cultural shift” to reduce/remove/avoid red tape by ensuring that CRT principles are embedded into the business planning and budget coordination system.

Administration will also look for opportunities to advance the five guiding principles for delivery of services to citizens through the actions related to the Action Plan 2015-2018, and the focus areas of the strategic plan that will be presented by the City Manager.