

## **CUT RED TAPE FINAL REPORT**

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### **EXECUTIVE SUMMARY**

In December 2010, City Council approved the Cut Red Tape (**CRT**) program and funded it through the Council Innovation Fund with dedicated staffing resources from the Mayor's Office. To date, the successful implementation of this project has demonstrated savings of more than 143,000 hours, translating to over \$14,000,000 in savings for our citizens and The City. After the implementation of the three Phases to engage the main stakeholders (employees, business community and citizens) and the delivery of the ideas brought forward by the Administration, the program concluded with a balance of \$119,400 from the Council Innovation Fund.

An overarching goal of CRT has been to integrate the CRT principles and best practices into the culture and normal business processes at The City. This will take time, dedication and nurturing for the CRT principles and practices to become embedded in the Corporation. After conclusion of the CRT programs this past June, responsibility for integrating the CRT principles into The City has been transitioned to the Deputy City Manager's Office (**DCMO**). With an increased corporate focus on innovation, analytics and collaboration, the cross-corporate reach of the Deputy City Manager's Office will integrate the Cut Red Tape philosophy within the new AnalyticsCalgary group. AnalyticsCalgary has been tasked to develop a new corporate innovation initiative for The City.

This is the final report from the Mayor's Office on the results of the CRT program. The Mayor's Office is also requesting authorization to use Cut Red Tape's final balance to fund projects to support the new innovation program, under AnalyticsCalgary group within the DCMO.

### **ADMINISTRATION RECOMMENDATION(S)**

- 1) The Mayor's Office recommends that the Priorities & Finance Committee receives this report for information.
- 2) That the Priorities & Finance Committee recommends that Council authorizes the Mayor's Office to apply the Cut Red Tape's final balance of \$119,400 to fund projects that support the AnalyticsCalgary innovation program.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On April 11, 2011, Council approved PAC2011-09, which was an application to the Council Innovation Fund for \$110,000 towards Phase I (Employee Consultation).

On December 5, 2011, Council approved PAC2011-36, which was an application to the Council Innovation Fund for \$125,000 towards Phase II (Business Consultation).

On June 25, 2012, Council approved PFC2012-0308, an application to the Council Innovation Fund for \$150,000 towards Phase III (General Public Consultation). Council also approved PFC2012-0307, which was a progress update for Phase II.

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On December 18, 2012, Council approved PFC2012-0860, a report providing an update on the Cut Red Tape program including current status, outcomes and financial report. It also included a recommendation to bring forward options for the Future Direction by March 2013 and a progress report on the program by June 2013.

On March 12, 2013, the Priorities and Finance Committee (**PFC**) approved PFC2013-0296, a report providing information about the overall program and a recommendation on the future direction of the program.

On April 30, 2013, PFC approved PFC2013-0419, a report providing an update on Phase III, specifically with regards to City Administration's response to ideas submitted by citizens and the general public.

On September 3, 2013, PFC approved PFC2013-0653, a report providing a high-level two year plan for the future direction of CRT, in consultation with Administration. It included the key deliverables for the first eight months, from September 2013 to May 2014.

## **BACKGROUND**

In 2010, Council created the Cut Red Tape program at The City of Calgary. The program focused on three areas to gather ideas, create action plans and implement solutions:

- Phase I - Employees (March 2011)
- Phase II – Businesses (December 2011)
- Phase III – General Public (October 2012)

In total, more than 600 submissions were gathered throughout the engagement process. These submissions were analyzed and filtered through a criteria matrix to further investigate the feasibility of the ideas submitted.

The feasible ideas were shared with City Administration to action or include in future business planning, depending on complexity. Today, 45 ideas were fully implemented. Thirteen ideas were not feasible due to timelines, but Administration will continue to work on and implement them in the near future.

In accordance with the plan presented on September 3, 2013 (PFC2013-0653) the CRT program was successfully concluded in June 2015. Since September 2013, the following has occurred:

1. A project team responsible for delivering the program mandate was formed and included staff from the Mayor's Office (Program Manager and Project Administrator) and support staff from City Administration (City Administration Coordinator, Communications/web and Measurements Expert). Valuable support for the project was provided by departmental Executive Assistants, subject matter experts and the coordinator at

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Planning, Development & Assessment, the department with the most number of ideas to implement.

2. Over \$14,000,000 in savings for both customers and The City were realized. A national honorable mention was received from the Canadian Federation of Independent Business (**CFIB**) as recognition of the success of the program.
3. Creation of an ongoing intake, criteria and implementation process was completed for The City. It is included in the Lessons Learned document that was shared with AnalyticsCalgary initiative.
4. The official CRT program was transitioned to the AnalyticsCalgary initiative in the Deputy City Manager's Office in June 2015.

Detailed information on implementation and savings can be found on the [www.cutredtape.ca](http://www.cutredtape.ca) website.

## **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The AnalyticsCalgary group within the DCMO has assumed responsibility for the CRT program and has committed to the following:

1. Reconstituting the Business Advisory Group (**BAG**) in 2016, with updated membership and terms of reference.
2. Development of an online portal to solicit ideas from citizens, employees and businesses for improving city processes and sharing ideas for innovation.
3. Working with business units to implement feasible ideas received in the intake process.

## **Stakeholder Engagement, Research and Communication**

Information about the cut red tape program can be found at [www.cutredtape.ca](http://www.cutredtape.ca). This information includes details about the research, processes and ideas in running a program to improve public services.

The final Business Advisory Group meeting was held on May 14, 2015 to evaluate the program and get their feedback. It was also an opportunity to enrich the best practices and lesson learned document (see Attachment 1). The business representatives highlighted the importance to maintain this type of engagement in the future. Finally, on June 24, 2015 The City held a recognition event for the Business Advisory Group and City employees hosted by Mayor Nenshi, Councillor Demong and City Manager Jeff Fielding.

## **Strategic Alignment**

### **2015-2018 Council Priorities**

**A Prosperous city:** Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.

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**P1** Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place making initiatives.

**P4** Cut red tape and continue foster a competitive tax environment to help small business succeed.

**A well-run city:** Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

**W7** Continue to transform the organization to be more citizen-focused in its approach and delivery of service.

**eGovernment Digital Strategy:** We value innovation and everyday culture of innovation improvement, outcomes and success measures.

**Leadership Strategic Plan:** Better serve citizens, communities and customers.

**AnalyticsCalgary:** Drive innovative thinking across The City.

### Social, Environmental, Economic (External)

Citizens, business community and stakeholder organizations will have an open and constant opportunity to participate in the idea generation and project prioritization. There would be a physical space and also an intuitive and enhanced online presence to expand access. The governance contemplates the creation of advisory groups and project prioritization.

### Financial Capacity

#### Current and Future Operating Budget:

ITEM	Phase I	Phase II	Phase III	Total
<b>Budget</b>	\$ 110,000	\$ 125,000	\$ 150,000	\$ 385,000
<b>Total Expenditures</b>	\$ 61,890	\$ 76,446	\$ 127,264	\$ 265,600
<b>Remaining Committed</b>	\$ 48,110	\$ 48,554	\$ 22,736	\$ 119,400

These funds were used to provide resources in the form of a Project Administrator, communications, engagement, stakeholder meetings, bench marketing/measurement and project implementation. Additional dedicated workgroups were also set up within selected business units.

The program has finished with a balance of \$119,400 from the three phases as it is showed in the above table.

#### Current and Future Capital Budget:

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The Mayor's Office is requesting permission to apply the remaining balance of the Cut Red Tape program towards the AnalyticsCalgary initiative. These funds would be used to support the following projects.

- Development of an online portal for idea generation from citizens, employees and businesses for the AnalyticsCalgary Innovation program. There is currently a request for proposal (**RFP**) in market for this platform; and
- The development of pilot projects for the AnalyticsCalgary Innovation initiative.

### Risk Assessment

No major risks have been identified as the initiative is aligned with Council's Fiscal Plan and ongoing communication is occurring through various tactics and tools. Performance measures will be identified based on the Results Based Accountability (**RBA**) program.

### REASON(S) FOR RECOMMENDATION(S):

The broad purpose of the Council Innovation Fund is to encourage innovation or pilot projects that have the potential to support or contribute to the goals of Council and that have city-wide application. The AnalyticsCalgary program fits the model for innovating city policies and procedures and will continue with The City's commitment to reduce or avoid red tape. Application of the balance of the funds from the Cut Red Tape program to AnalyticsCalgary is consistent with the original purpose of the grant.

### ATTACHMENT(S)

Attachment 1: Cutting Red Tape Best Practices and Recommendations