



Calgary



PFC2018-1023  
PRESENTATION

# One Calgary – A Well-Run City

Priorities & Finance Committee  
September 4, 2018



## A Well-Run City



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Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.



### Contributing services

- Appeals & Tribunals
- Citizen Engagement & Insights
- Citizen Information & Services
- City Auditor's Office
- Corporate Governance
- Council & Committee Support
- Executive Leadership
- Mayor & Council
- Municipal Elections
- Property Assessment
- Records Management, Access & Privacy
- Taxation



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Appeals & Tribunals

City Auditor's Office

Citizen Information  
& Services

Citizen Engagement  
& Insights

Corporate  
Governance

Council &  
Committee Support

Executive  
Leadership

Mayor & Council

Municipal Elections

Property  
Assessment

Records Management,  
Access & Privacy

Taxation



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Appeals & Tribunals

Citizen Information & Services

Corporate Governance

Executive Leadership

Municipal Elections

Public Management & Support

City Auditor's Office

Citizen Engagement & Insights

Council & Committee Support

Mayor & Council

Property Management

Taxation



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Appendix & Financials

City Auditor's Office

Citizen Information  
& Services

Citizen Engagement  
& Insights

Corporate  
Governance

Council &  
Committee Support

Executive  
Leadership

Mayor & Council

Municipal Elections

Property  
Assessment

Future Municipal  
Design & Services

Legislation

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ISC: UNRESTRICTED







Appeals & Tribunals

City Auditor's Office

Citizen Information & Services

Citizen Engagement & Insights

Corporate Governance

Council & Committee Support

Executive Leadership

Mayor & Council

Municipal Elections

Property Assessment

Corporate Management  
Activities & Events

Taxation



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Apprentice & Trainees

Citizen Information & Services	City Auditor's Office
Corporate Governance	Citizen Engagement & Insights
Executive Leadership	Council & Committee Support
Municipal Elections	Mayor & Council
<b>Records Management, Access &amp; Privacy</b>	Property Assessment
	Taxation





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Appeals & Tribunals

City Auditor's Office

Citizen Information  
& Services

Citizen Engagement  
& Insights

Corporate  
Governance

Council &  
Committee Support

Executive  
Leadership

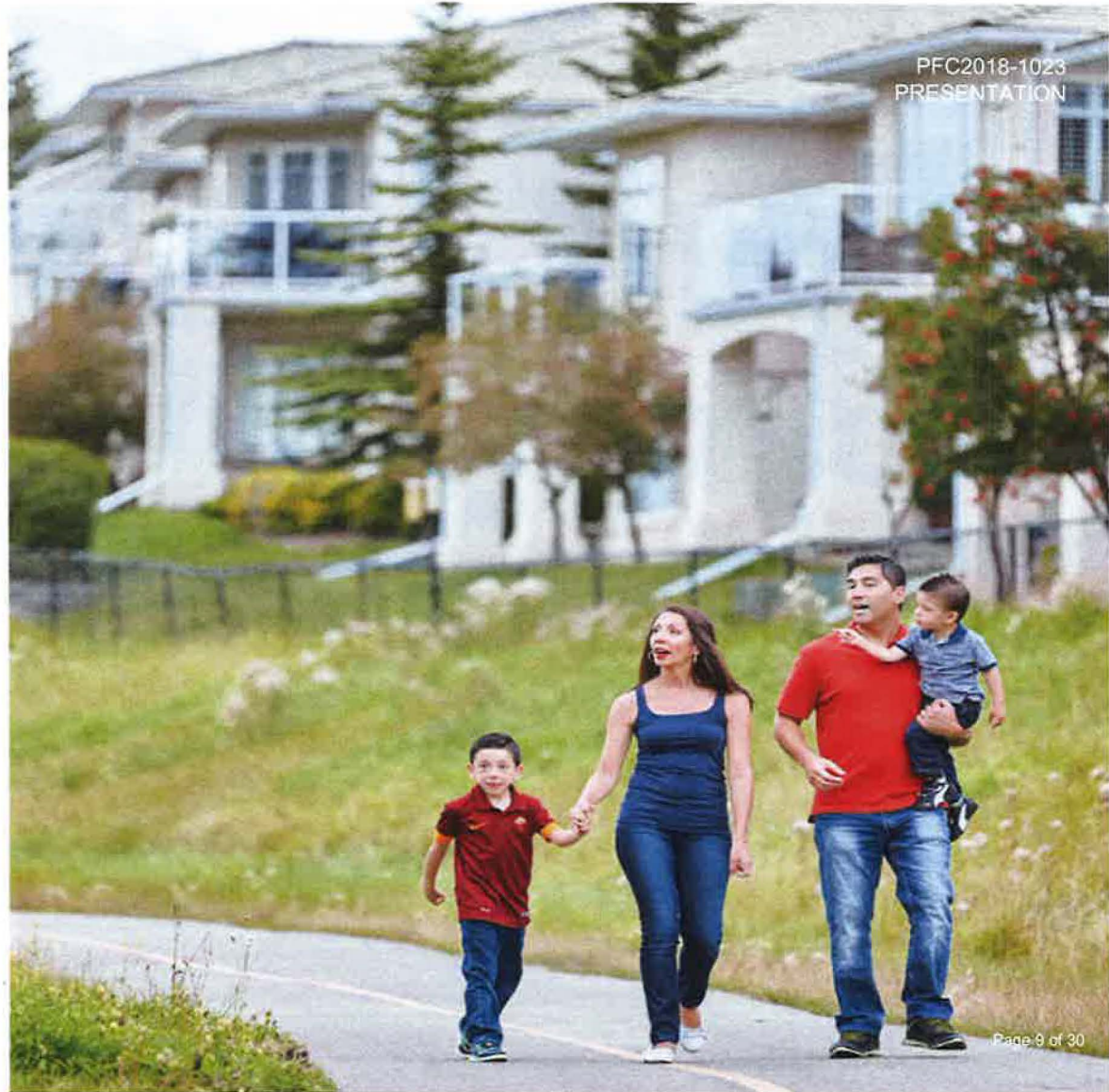
Mayor & Council

Municipal Elections

Property  
Assessment

Records Management,  
Access & Privacy

Taxation





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Appeals & Tribunals

City Auditor's Office

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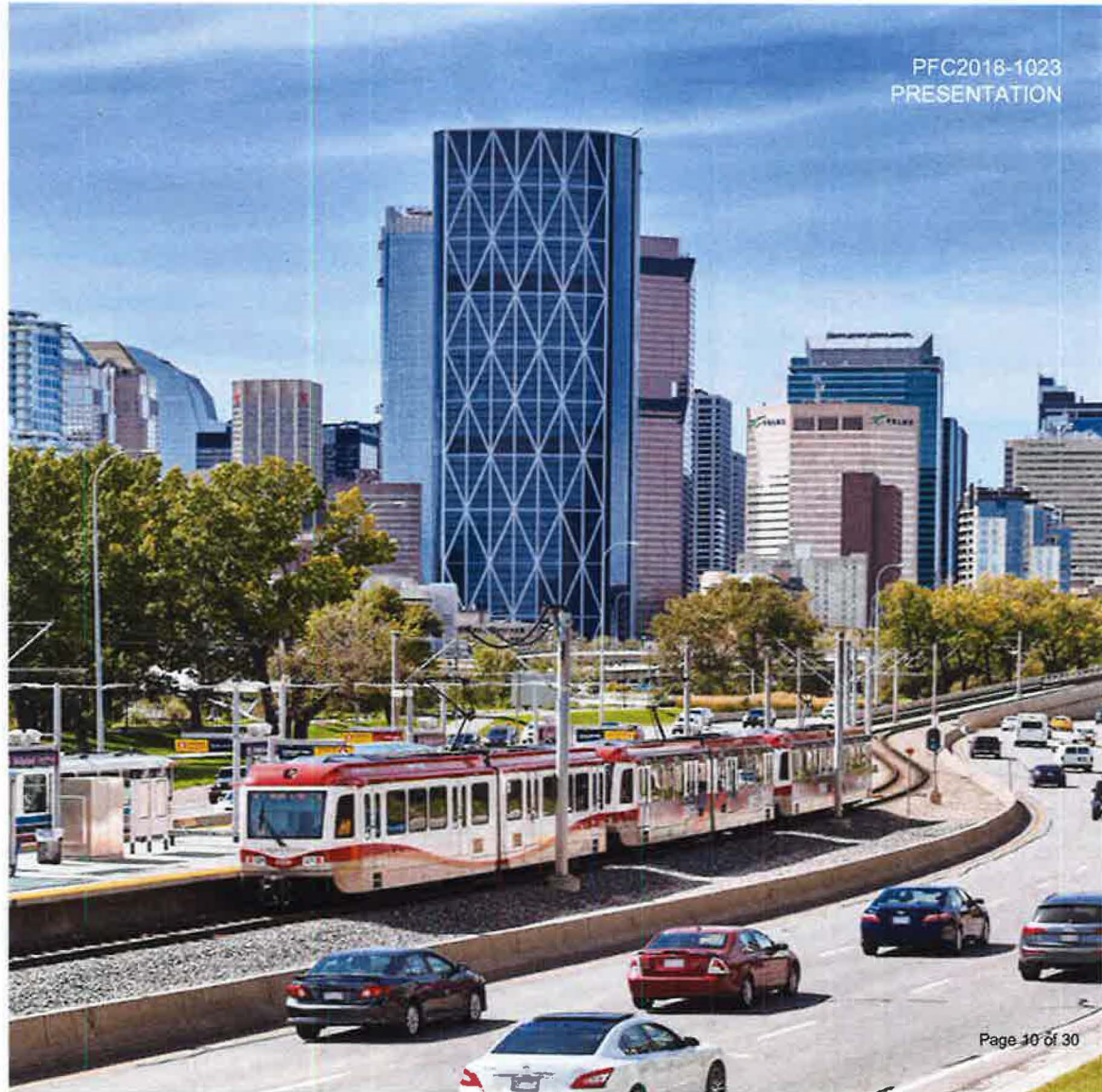
Mayor & Council

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## Delivering value to customers (2017 data)



**65%**

agree that The City allows citizens to have a meaningful impact in decision-making



**79%**

agree that The City practices open and accessible government



**60%**

of respondents say that they receive good value for property tax dollars



**62%**

Citizens trust in The City of Calgary



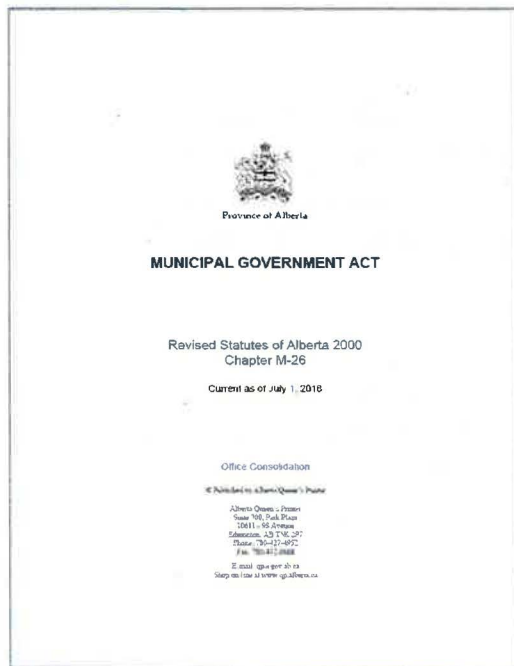
**128.5**

Corporate Employee Survey Employee Satisfaction Index (2005 = 100)



# Long-term plans and policy

## Municipal Government Act



## Code of Conduct





## What Council has directed



- Improve communication with Calgarians
- Learn from Calgarians through meaningful engagement



- Improve the value of municipal services delivered
- Move to a culture that actively promotes businesses



- Validate rules and processes that support community engagement and activism while eliminating impediments to citizens



- Create a culture that embraces appropriate levels of risk, innovation and experimentation
- Embrace lessons learned as opportunities to improve



- Develop a positive, strong and enduring relationship with all Indigenous Calgarians
- Build capacity among all Calgarians to foster cultural humility and competency



# What we heard from Calgarians

## Importance

The services where 90% or more citizens say this service is **very or somewhat important** are:



Municipal elections



Property tax management



Corporate citizen engagement to give opportunities for citizens to provide input into City decision-making



311 services



Property assessment

## Investment

The services where 90% or more of citizens wanted **the same or more investment** are:



311 services



Corporate citizen engagement to give opportunities for citizens to provide input into City decision-making

Source: 2018 Spring Pulse Survey



## What we are watching



### Changing City

- Evolving citizen needs and expectations



### Evolving Legislation

- Pace of legislative and regulatory change



### Changing Economy

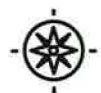
- Effects on businesses
- Effects on citizens
- Economic fluctuations



### Changing Risks

- Increase volume, velocity and complexity of issues
- Monitor Principal Corporate Risks
- Capacity to respond





## What we propose to do

Summary of each service within A Well-Run City







# Executive Leadership

## Drivers

- Changing citizen expectations
- Pace of change and organizational capacity to respond
- More efficient, integrated service delivery

## Intended service emphasis



## Preliminary service level



## Key service highlights



**81%** Calgary is a great place to make a life



**85%** Employees who say they are proud to work at The City

## What we propose to do: Administration's Commitments

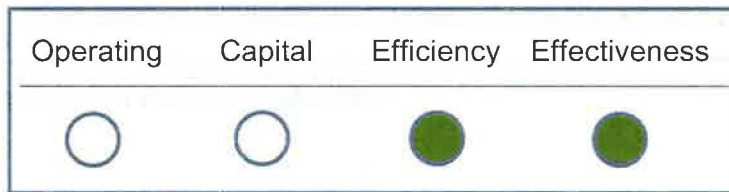
- Sustain a cooperative and meaningful relationship with Council
- Foster a safe and respectful workplace for all employees
- Continue to promote a progressive public service culture through One City, One Voice
- Focus attention on planning and building a resilient city, including flood mitigation and climate change
- Enhance service to our customers and communities, including citizens and businesses
- Further strengthen the Corporation's financial position



Drivers

- Essential Service – defined by Council through Audit Committee - Bylaws and Policy
- Increased Service Demand – by Council, Administration and Calgarians
- Resilient to Risks – service risk, reputational risk, talent risk

Intended service emphasis



Preliminary service level



What we propose to do

- Increase the level of essential service by improving the City Auditor's Office assurance coverage
- Improve audit efficiency through increased resource investment in data analytics, continuous monitoring and desktop auditing
- Improve risk-based audit, advisory, and investigative responsiveness to risks
- Provide continuous improvement of service through utilization of best practices, software tools and technology

Key service highlights



**95%** annual audit plan completion



**95%** client satisfaction

What we heard from Clients

- Audit client surveys have acknowledged the value of our collaborative approach and expertise
- External quality assessment in 2017 identified high stakeholders' confidence in City Auditor's Office role as a trusted advisor and providing value



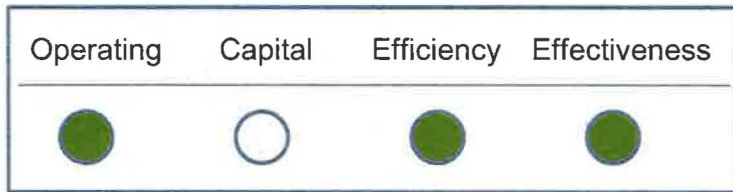


# Appeals & Tribunals

## Drivers

- Legislative and regulatory changes
- Cannabis retail and secondary suite applications
- Legal challenges to Board decisions

## Intended service emphasis



## Preliminary service level



## What we propose to do

- Provide impartial process for residents to challenge specific City decisions
- Implement the recommendations of the 2018 business process review
- Reduce printing, newspaper advertising and courier use
- Required increase in board member working hours to address increasing complexity and volume of files

## Key service highlights



**3,008** files on which decisions were rendered



**4,353** cases filed across all administrative tribunals

## What we heard from Calgarians

Three most important value dimensions of this service are:

- Legislative Compliance
- Responsiveness
- Informs.

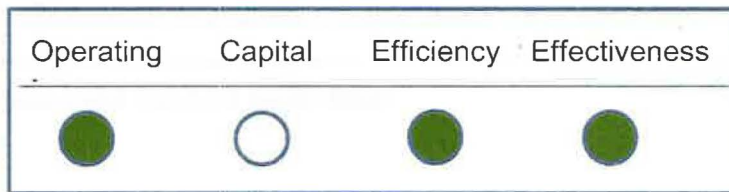


# Citizen Engagement & Insights

## Drivers

- Increased and changing expectations: citizens are asking for increased opportunities to provide input in their channel of choice
- Data versus insights: providing data with context and understanding
- Funding constraints will limit the service line's ability to respond to these evolving needs

### Intended service emphasis



### Preliminary service level



## What we propose to do

- Provide safe, fair and accessible opportunities for citizens to provide input on City programs, services, and quality of life
- Provide meaningful and actionable insight to inform City decision making, mitigate risks, and drive continuous improvement
- Collaborate with administration to report back to citizens and stakeholders on how input was used

## Key service highlights

Citizens who agree The City practices open and accessible government (2017)



**79%** Calgary  
**82%** Average nation-wide



**68%** citizens believe input informs decisions

## What we heard from Calgarians

**65%**

of Calgarians agreed The City provides opportunities for meaningful input

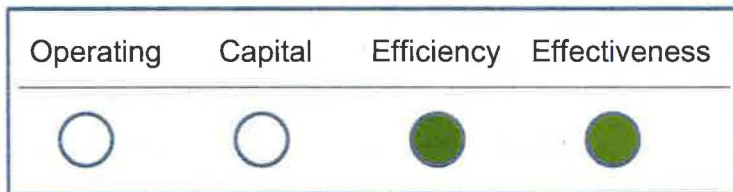




## Drivers

- Increased expectation of intuitive, easy access to information and services to meet demographic shifts and accessibility needs
- Citizen expectations of increased communication and interaction in online and social channels
- Conflicting information and misinformation from external sources about The City

### Intended service emphasis



### Preliminary service level



## What we propose to do

- Provide 24/7 Access to City information and services through 311 and calgary.ca
- Continue to migrate service requests to digital platforms
- Continue to use scripts to manage call volumes at 311
- Reduce standalone mobile applications and integrate them with calgary.ca as web applications

## Key service highlights

**16.2M** visits to Calgary.ca in 2017

**1.2M** 311 calls received in 2017

## What we heard from Calgarians

**92%** of Calgarians view 311 as an important service

**82%** of Calgarians view calgary.ca as an important service



## Drivers

- New and ongoing shocks and stressors requiring increased resilience
- Rapidly evolving legislated requirements and scrutiny of self-regulated professions
- The need to balance innovation and higher risk tolerance with transparency, greater complexity and public scrutiny
- New charter authorities and regional issues

### Intended service emphasis

Operating	Capital	Efficiency	Effectiveness
	N/A		

### Preliminary service level



## What we propose to do

- Develop and embed the resilience strategy within The City and the Calgary community
- Advance The City's interests with higher levels of government and the Calgary Metropolitan Regional Board
- Strengthen governance practices within the organization
- Initiate more cross-collaborative approaches to corporate governance
- Optimize the administrative policy library and improve adherence to internal policies, frameworks and procedures

## Key service highlights



**67%**

of employees know where to find resources when faced with an ethical dilemma



**14**

areas contribute to deliver this service

## What we heard from Calgarians

**81%**

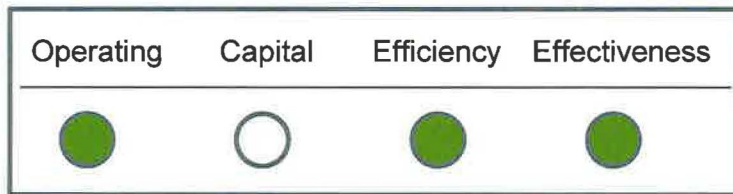
of Calgarians are satisfied with Administration's management of The City



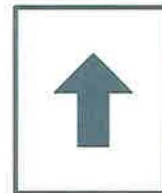
## Drivers

- Desire for transparency and accessibility of legislative process
- Increasing volume, complexity and velocity of requests & special projects
- Maintain public trust

## Intended service emphasis



## Preliminary service level



## What we propose to do

- Provide the structure by which The City's legislative decision-making meetings are conducted
- Enhanced protocol support for visiting delegations, indigenous relations, and dignitaries
- Improve use of technology in BCC recruitment and legislative meetings
- Implement the recommendations of the 2018 business process review

## Key service highlights



**84%** on-time minutes publication



**698** hours of Council & Committee meetings

## What we heard from customers

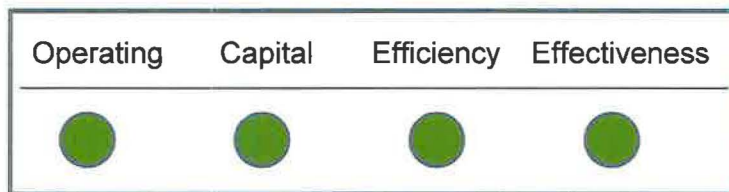
Priority areas should be:

- Easier access to the legislative process
- Accessibility of legislative meetings
- Increase the availability of archived video

## Drivers

- Public/media expectation of transparency of process
- Changing communication expectations
- Increasing use of online census
- Maintaining public trust in electoral process

## Intended service emphasis



## Preliminary service level



## Key service highlights

 **35%** of households completed census online

 **58%** voter turnout

## What we propose to do

- Develop new partnerships to administer elections
- Conduct annual census
- Reduce administrative costs while expanding use of technology

## What we heard from Calgarians

Three most important value dimensions are:

- Accuracy
- Impartiality
- Transparency



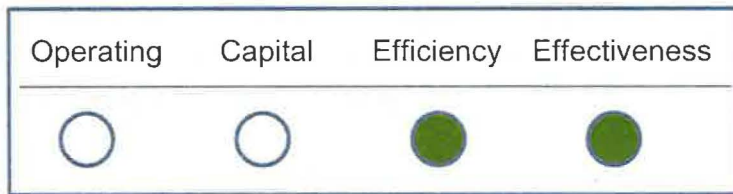


# Property Assessment

## Drivers

- The need to increase the focus on non-residential property assessment processes and customer service
- The impact of recent legislative changes which will require implementation and have a substantial impact on operations
- The operating budget not keeping up with workload growth and essential capital budget requests not being fully funded

### Intended service emphasis



### Preliminary service level



## What we propose to do

- Focus resources on pre-roll consultation in order to collaborate with customers and reduce non-residential assessment value under complaint
- Improve products, processes, and systems to deliver better service to increasingly engaged and educated customers
- Prioritize process and system improvements to set Property Assessment up to be efficient and effective now and in the future

## Key service highlights



**\$46**

Calgary cost per property

**\$51**

average cost per property of similar cities



**98.8%**

of the annual property assessment base maintained

## What we heard from Calgarians

**79%**

residential assessment customer satisfaction score

**50%**

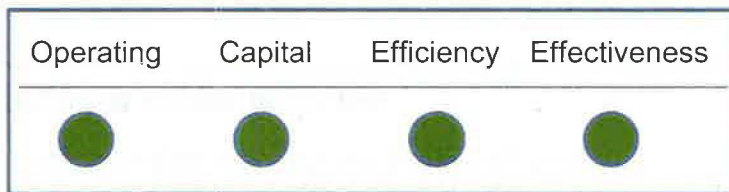
non-residential assessment customer satisfaction score



## Drivers

- Increase in volume of electronic records
- Greater expectation of transparency
- Appropriate protection of private information

## Intended service emphasis



## Preliminary service level



## Key service highlights



**97.9%** of FOIP requests completed within legislated timelines (2016)



**95%** records management training satisfaction rate

## What we propose to do

- Provide the framework and tools for the management and preservation of records
- Administer the FOIP program and complete access requests within the legislated timelines
- Complete Privacy Impact Assessments in a timely manner
- Implement the recommendations of the 2018 business process review

## What we heard from Calgarians

Three most important value dimensions are:

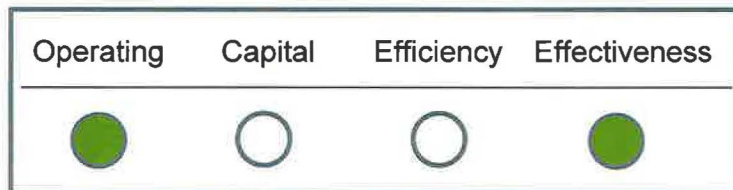
- Legislative Compliance
- Availability
- Reliability



## Drivers

- Continue to simplify and streamline processes to enhance customer service
- Continue to actively monitor the economic environment to identify sectors at risk to manage tax accounts at greater risk of non-collection
- The legislative environment contains changes which will impact our capacity and functioning of systems and resources

## Intended service emphasis



## Preliminary service level

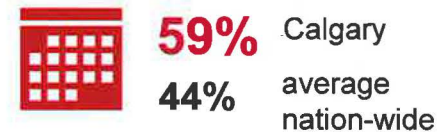


## What we propose to do

- Leverage technology to create capacity to accommodate rise in transactional volumes
- Enhance cross-training and develop more androgynous positions
- Offer compassionate property tax penalty relief under certain circumstances

## Key service highlights

% of accounts on tax payment plan



Current year's tax arrears



## What we heard from Calgarians

- Tax bills are timely and accurate
- Tax bill inquiries are resolved in a timely manner



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