



C2018-1148 Attachment 1: September 25 Service Plan Preview Feedback on the Enabling Services

Special Meeting of Council
October 11, 2018



Drivers

- The complex nature, volume and sophistication of cyber attacks – cyber attacks are now considered one of the largest global risks
- Terrorism attacks are increasing in frequency and expanding beyond sites previously identified including large-scale events and uncontrolled spaces
- Increase in identified privacy breaches
- Recent changes to provincial anti-bullying legislation increasing investigations

Intended service emphasis



Preliminary service level



What we propose to do

- Maintain proactive Information Security program
- Maintain proactive Physical Security program
- Continue to provide training courses and awareness campaigns related to various security topics
- Increase investigative capacity
- Enhance fraud management program

What we heard

- Investment in Physical and Cyber Security was made in Action Plan and additional investment is required in One Calgary.
- When required in response to an issue, Corporate Security’s service has been excellent across the entire program.

Key action items

- Technology use and capabilities are changing at an exponential rate and will require continued focus on cyber security for The City to remain effective.
- Enterprise security risk management including a proactive approach will remain a key part of Corporate Security’s vision for One Calgary
- Although downward trend in service is identified, our security program continues to be one of the most mature and leading programs in municipal government across the country



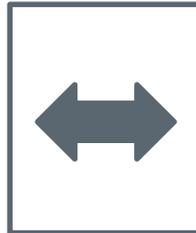
Drivers

- Corporate Analytics & Innovation business unit stewards the Data Analytics & Information Access service line
- Citizen’s growing need for access to trusted, single source data, supporting the transparency of City operations
- Technology development, analytics and integration to optimize City operations
- Compliance with existing policies and strategies including, Information Management and Security Policy, Open Data Strategy, Digital Strategy, GIS Roadmap

Intended service emphasis



Preliminary service level



What we propose to do

- Continue to expand the use of The City's location-based and open data portals, recognizing the power of place, to enable an open and transparent city
- Develop and manage the Corporation’s geospatial technology infrastructure and advanced analytics, providing guidance and sharing best practices
- Continue to nurture a culture of innovation and expand human centered design and prototyping, to bring together people and technology to develop the next generation of civic services

What we heard

- *Describe the rationale for charging fees versus releasing as Open Data.*
- *Continue and expand partnerships with post-secondary institutions and private sector*
- *Would investment in Open Data result in a decrease in FOIP requests?*
- *Edmonton’s ranking in open data initiatives compared to Calgary*

Key action items

- Continued refinement of criteria to balance open vs. revenue-based enhanced data set access
- Priority to continue focus on Post-Secondary Institute engagement and leverage private sector participation in collaborative projects(e.g. Urban Alliance-a research partnership with University of Calgary)
- Continue to make data available via active dissemination and routine disclosure, to lessen requests for public information (e.g., FOIP, 311, etc.)
- Continue to monitor national benchmarking in support of continuous improvement



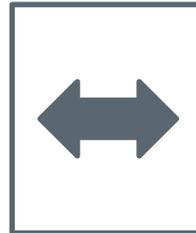
Drivers

- Balancing the environmental, social, economic & cultural needs of employees, communities & citizens, including heritage preservation, climate resilience and aging infrastructure through planning, building, and operating The City’s civic facilities
- Mandates to deliver two key transformational corporate initiatives to integrate civic facility planning and centralize facility operations and maintenance
- Reduced investment in aging facilities accelerates deterioration and compounds future capital costs

Intended service emphasis



Preliminary service level



What we propose to do

- Collaborate with Service Owners in the planning, building & operation of multi-service sites and facilities
- Strategically invest in existing civic facilities to optimize the portfolio and realize efficiencies
- Reduce comprehensive facility maintenance services including janitorial and low impact on-demand maintenance
- Strategically plan and prioritize deferred, preventative and predictive maintenance activities including climate change resiliency actions

What we heard

- Continue to develop cost savings through various initiatives such as the centralization of operations and maintenance, providing consistent facility standards, and procurement opportunities to ensure best value for service.
- Ensure the Facility Condition Index for Facility Management’s portfolio, including Historic assets, remains in good standing with a focus on critical building systems while considering impacts to quality of life in City facilities.
- Continue working with partners to further development of multi-service site opportunities and ensuring facilities are inclusive to all Citizens.

Key action items

- Continue to strategically plan and invest, where possible, in preventative, predictive, and deferred maintenance while addressing on-demand maintenance.
- Continue to collaborate with partners through two Corporate transformational initiatives – integrated civic facility planning (such as multi-service sites) and centralized operations and maintenance.



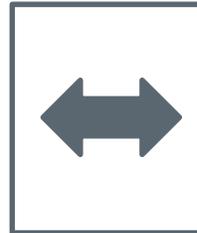
Drivers

- Economic environment impacting The City 's finances and long range financial planning and resilience;
- Provincial Government capital funding reductions, many potential new capital projects and implications to The City's debt financing and ability to maintain infrastructure;
- Operating and capital budget impacts of Council decisions and service level changes;
- Legislative requirements impacting City compliance, processes and systems;
- Increasing demand on sound financial leadership and information to minimize risks to financial sustainability and resilience.

Intended service emphasis



Preliminary service level



What we propose to do

- Continue to ensure economic assets are safeguarded for long term sustainability;
- Continue to prepare reports and analysis that meet or exceed all legislated requirements;
- Continue to monitor and respond to the changing economic and political environment impacting The City's finances;
- Develop a strategic plan for financial support that aligns with customer service expectations and Council expectations;
- Redirect resources from improvement initiatives not directly tied to corporate strategic goals.

What we heard

Received no questions or comments on the service.

Key action items

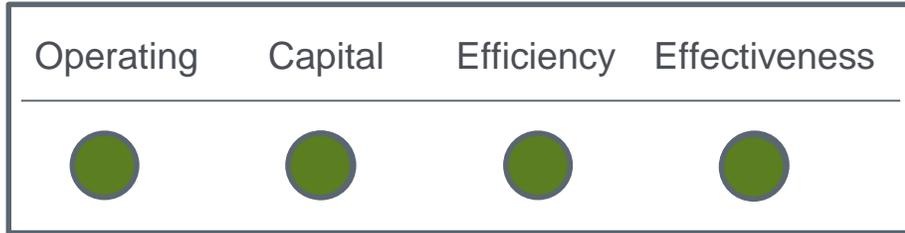
Not applicable



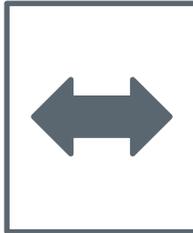
Drivers

- Increasing demand for innovative products/solutions
- Increasing use of smart infrastructure and technology
- Compliance with evolving environmental and safety regulations and standards

Intended service emphasis



Preliminary service level



What we propose to do

- Reduce costs to City front-line Services via improved availability, reduced collisions and maintenance
- Focus on training on safe driving techniques
- Ensure appropriate fleet composition to support safer and greener operations
- Investigate Flexible Fleet and Hired Fleet options

What we heard

Opportunities exist for increased collaboration between City fleets.

- *Fleet's impact on the environment must be considered in decision making.*
- *There is a need for fleet right-sizing and reduced fleet composition to achieve efficiencies.*

Key action items

Creation of a Fleet Leadership Forum will provide opportunities to share best practices and KPIs.

- *Fleet will continue to evaluate opportunities to pilot green fleet technologies.*
- *Fleet will leverage fleet management technologies, such as asset management and car share software to help reduce fleet size and ensure purposeful unit acquisition.*



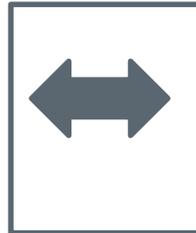
Drivers

- HR is actively pursuing opportunities for efficiency, self-service and using technology to improve the value of service and the customer experience.
- There is an increased demand for HR services to build workforce capacity, leadership effectiveness and a workplace that is welcoming, equitable and inclusive
- The economy and demographic shifts influenced by immigration and age are some of the trends impacting HR Support

Intended service emphasis



Preliminary service level



What we propose to do

- Improve inclusiveness by developing programs to: remove barriers, increase understanding, and enable staff to raise and resolve concerns.
- Increase data accessibility and provide integrated workforce analytics to inform customers' evidence-based decision making.
- Increase technology-enabled, self-service options for customers to create efficiencies, reduce wait times and optimize resource allocation.
- Strengthen services to meet growing customer demand for: workplace investigations and restoration, change leadership and succession planning.
- Improve employee effectiveness and accountability through individual performance development.

What we heard

Received no questions or comments on the service.

Key action items

Not applicable



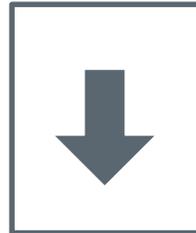
Drivers

- Corporate Analytics & Innovation business unit stewards the Infrastructure Support service line
- Risks: public safety and transparency, significantly reduced infrastructure (capital) investment, balancing economic growth with infrastructure maintenance.
- Legislation, bylaw and policies: Rights-of-Way bylaw, Survey Control, asset & project management, sustainability, climate change, resiliency, engineering oversight.
- Reliance on technology that enables analytics: infrastructure data that is accessible and accurate at all times.

Intended service emphasis



Preliminary service level



What we propose to do

- Sustainment of only essential technology/software. Reduced investment in non-critical software enhancements..
- Reduced service levels including, but not limited to: engineering consultations; energy audits and education; asset and project consulting; infrastructure investment prioritization, survey control; utility right-of-way approvals; infrastructure information access.
- Focus on development of practices for critical infrastructure and Council priorities, including the City’s Climate Change and Resiliency strategies and Infrastructure Calgary.

What we heard

- *Public Safety is the top priority;*
- *Council is concerned about the Infrastructure Gap, the assets in “Poor to Critical” condition and service implications;*
- *Council needs more information to better understand how the City is managing the risks associated to the Infrastructure Gap.*

Key action items

- *Provide information to Council regarding the “Poor to Critical” condition infrastructure prior to November 2018, including:*
 - *An Infrastructure Risk Assessment;*
 - *Recommended action, including proposed budget.*
- *Continue with asset and risk management practices to enable infrastructure investment planning, resiliency and climate change strategies, specifically for critical infrastructure and services.*

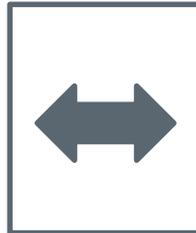
Drivers

- Large weather events are occurring more frequently and impact on insurance rates
- The velocity and complexity of claims is increasing
- The impact and risks associated with technological advances
- The current economic climate and its impact on Calgarians
- Legislative changes, including the Municipal Government Act, cannabis, etc.
- Planning around The City's aging infrastructure

Preliminary service level

Intended service emphasis

Operating	Capital	Efficiency	Effectiveness
	N/A		



What we propose to do

- Update transparency of claims information on ClaimsWeb
- Update the information system to handle incoming claims data while adjusters are in the field
- Prepare for paperless claims handling
- Create templates for risk management and claims forms
- Modify internal processes relating to claims costs in favour of direct billing

What we heard

- What role are you playing in the Climate Change Mitigation Strategy? How are you working together on this now and in the future?

Key action items

- We will continue to improve the Catastrophic Claims Management System (CCMS) in the event of a large weather event
 - We will continue working with CEMA in business continuity planning
 - We will continue working with Resilience & Infrastructure (Chris Arthurs)
 - We will continue working with Environmental & Safety Management (Chris Collier)
- There are no changes needed to the two first pages of the service pages.



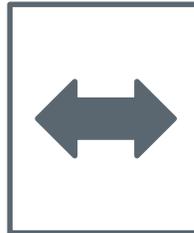
Drivers

- Deliver on-demand self-serve access to municipal services expected by citizens.
- Manage risks related to technology security, business disruption due to system failure, and sustaining the increasing pace and demand for technology.
- Focus constrained capital investments on maintaining service for essential lifecycle activities for software, network, server, storage, and end-user devices.
- Anticipate advancements in the Internet of Things and robotic process automation in emerging software / technology.

Intended service emphasis



Preliminary service level



What we propose to do

- Leverage efficiencies through technology and service contracts, digital services, resilient infrastructure, an agile workforce, and opportunities identified through the IT Zero-Based Review.
- Adapt to shifts in the software industry from purchased licenses to subscription-based software and hosted cloud solutions.
- Offset constrained capital by extending technology lifecycles where possible and minimizing impact to front-line City services.

What we heard

- *Mayor Nenshi asked “Are there any cost savings with open source software?”*
- *Councillor Colley-Urquhart asked “Are you collaborating with ENMAX?”*

Key action items

- *Open Source is already included in The City’s IT environment. Through the IT Vendor Management team, open source is considered as part of every solution.*
- *We will continue to collaborate with ENMAX on key initiatives including Living Labs, 5G, Smart Cities, etc.*

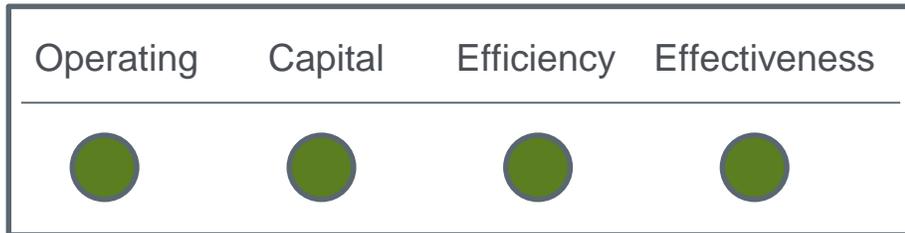


Drivers

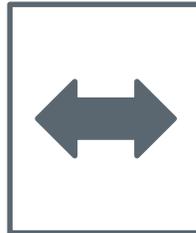
Need to respond to issues generated by:

- Emerging industries, social media and technology
- Trend of increasing number of legal proceedings involving The City
- Legislative and regulatory change
- Increasing volume, velocity and complexity of work
- Workforce management and capacity for change

Intended service emphasis



Preliminary service level



What we propose to do

- Implementation of continuous improvement initiatives including business process review and ZBR opportunities
- Improve delivery of service to clients through modernization of technology
- Continued incorporation of service characteristics valued by clients

What we heard

Received no questions or comments on the service.

Key action items

Not applicable



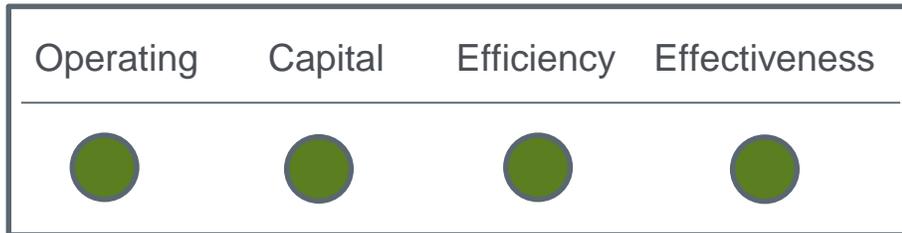
Drivers

- Changing federal and provincial legislation
- Increased attention on emerging areas such as psychological safety and mental health, the opioid crisis, cannabis legalization and radon exposure
- Changing workforce demographics that highlight evolving needs of employees

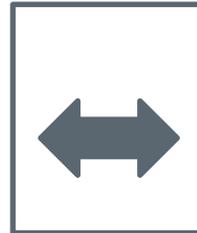
What we heard

- *Ensure to keep stress-related mental health management of employees a priority*
- *Continue to monitor rates of Sickness and Accident information, which is inclusive of short-term and long-term illness and injury*

Intended service emphasis



Preliminary service level



What we propose to do

- Oversee service line, ensuring legislative compliance, risk mitigation and safe work practices
- Provide all leaders and employees with services to address overall health, safety and wellness, while nurturing a positive organizational culture
- Increase understanding and support for mental health and psychological safety
- Use data to inform strategic decision-making and performance

Key action items

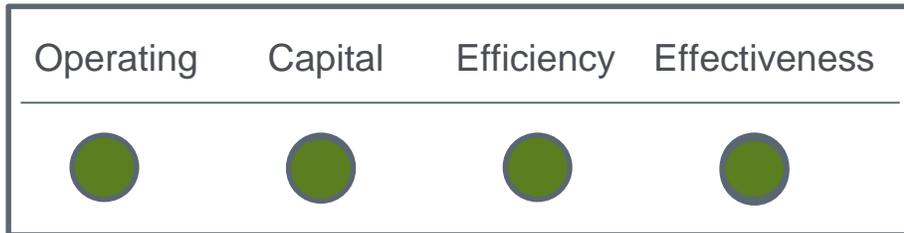
- *Increase understanding and support for employee mental health and psychological safety in the workplace*
- *Continue focus on understanding root causes of employee absenteeism and safety incidents, as well as their impact to The City's delivery of services*
- *Advance analytics and reporting to make evidence-based recommendations on employee wellbeing*
- *Finalize and implement Healthy Workplace Strategy*



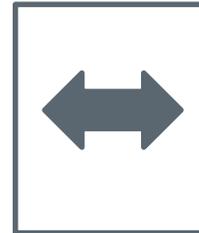
Drivers

- Protecting The City interests and gaining best value for taxpayers' dollars by monitoring and adjusting to the evolving public procurement landscape
- Exploring increased community benefit from procurement dollars: business friendly and social procurement
- Further strengthening this Service's *5 Point Plan* (Agility, Alignment, Standardization, Effectiveness & Efficiency, Competition) to enhance service value

Intended service emphasis



Preliminary service level



What we propose to do

- Maintain current service levels (procurement, inventory and warehouse services) to enable customers to fulfill their operational and/or community outcomes
- Reflecting the proposed operating budget, this Service will leverage technology from capital investments and implement alternative service delivery
- Continue the transformation of the Service (*5 Point Plan*) creating a modern, efficient, automated, and streamlined process for customers

What we heard

- *Will ethical and social procurement be combined with the green initiatives?*
- *Are we looking at "excellence in design"?*
- *What is your relationship with Calgary Police Services?*
- *What relationships do you have with other jurisdictions?*
- *Is it difficult to be a "provider" to The City?*

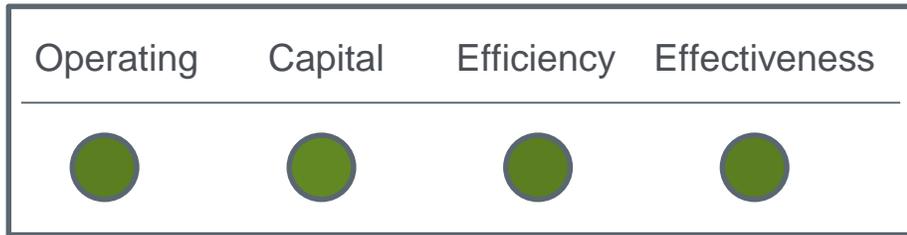
Key action items

- *Social Procurement and the SEEPP policy are currently being reviewed and will be coming back to Council by the end of the year.*
- *Meeting with Community Planning and Engineering to further explore opportunities with Excellence in Design.*
- *We will continue to support CPS.*
- *We have regular contact with Edmonton and the Province. Additionally, we participate in Collaborative Procurement and have signed the National Master User Agreement allowing us to access the Federal Standing offers.*
- *We will continue our work on being business friendly (eg. market-led), streamlining our processes (eg. Pre-qualification) and engaging with industry groups.*

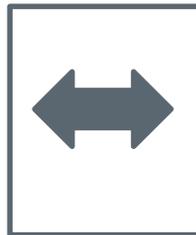
Drivers

- Council-approved projects require aggressive land acquisition programs.
- Fluctuating market conditions affect both land acquisition and land sale programs.
- Increased land acquisition needs for unfunded projects and challenges to repayment impact the sustainability of the Revolving Fund.
- Shortage of affordable housing.

Intended service emphasis



Preliminary service level



What we propose to do

- Enhanced land rationalization to identify surplus properties to raise funds for future land acquisition, increase property taxes and lower maintenance costs.
- Standardize leasing processes to reduce liability to The City.
- Increased land sales to Non-Profit housing providers.

What we heard

- *Support from the Mayor in strategically treating our land holdings as assets, achieving City building goals, and finding land for Affordable Housing.*
- *Strong support from Council in the direction that our service is taking.*
- *Question on disposing surplus land including rights-of-way.*

Key action items

- *Increase surplus land sales to support economic development and Affordable Housing, while sustaining the Revolving Fund for General Land Purchases.*
- *Through our proposed Enhanced Land Rationalization program, identify high value/high potential properties, opportunities to cut maintenance costs and generate property taxes by selling surplus land.*
- *Continue to look for opportunities to maximize the value of City land through the Circulations process.*



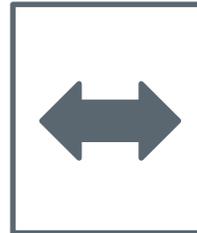
Drivers

- Increased expectations for transparency and access to information
- Demographic shifts (accessibility, translation, interpretation needs)
- Expectations around ease and timeliness of information in relevant channels and greater shift to digital channels (as reflected in the updated changes to the MGA)
- Helps Council and Administration speak in a collective voice to improve communication with Calgarians.

Intended service emphasis



Preliminary service level



What we propose to do

- Manage communication needs, including: issues communications, media relations, social media, employee communication, and creative services
- Develop and execute marketing strategies and tactics
- Less mass communications versus targeted marketing and communications
- Increase digital marketing to align with MGA, and reduce use of print
- Support City policies such as plain language, multi-lingual needs and The City's Culture Plan

What we heard

- *The need for additional information about the plan to engage and communicate with Calgary's multi-lingual and multi-cultural populations.*
- *How is this work being resourced?*
- *The importance of supporting the Council Directive related to Truth and Reconciliation recommendations.*

Key action items

- *A report shared with Council in October outlines a communications and engagement strategy related to the Notice of Motion Multi-lingual Communications and Engagement Policy.*
- *The resourcing requirement for this work will be presented in the November One Calgary service based budget. The resourcing identified will support the strategy, training, tools and technology required to reach all segments of Calgary's diverse population.*
- *There is a communications plan in place that applies a targeted marketing and communications approach that will help influence a positive and enduring relationship with Calgary's indigenous populations.*