



**THE CITY OF CALGARY
OFFICE OF THE MAYOR**

Application to the City of Calgary Council Innovation Fund

Date: October 30, 2018

Name of Project: Policy Review Proposal

Sponsor: Councillor Peter Demong

Phone Number: 1-403-268-5633

Address: Office of the Councillors, 4 Floor Administration Building, 313-7 Avenue S.E.

Affected Business Unit(s) and/or Departments: TBD (Chief Financial Officer's Department; Deputy City Manager's Office)

Amount of Funds Requested: \$525,000

Summary Description of Project (Max 1 page)

The goal of this application is to secure funding to develop and execute a policy review pilot (prototype) which will develop a scope and method for reviewing Council and Administration policies through a service-based lens. This service-based approach, along with an increasing focus on "outside-in" customer-service orientation, "One City" thinking across departments, and a desire to support innovation, provides the context to review policies from a renewed perspective to ensure they enhance the process and the outcome for the customer. This review will provide an opportunity to look at policies from an integrated, customer-focused view to support a balance between costs and service value added.

Key to the project will be the acquisition of an independent consultant to support the review and bring an external perspective to the pilot. The results of this work can potentially be applied to other service lines for a broader impact.

Proposed Timeline (including proposed date of final report):

The review is expected to be completed within 18 months. Below is the timeline of milestones and deliverables.

Date	Milestone	Deliverable
March 2019	Presentation to Priorities and Finance Committee and Council	-Develop scope and method -Identify potential review subject matter -Recruit independent consultant
April 2020	Presentation to relevant Standing Policy Committee and Council	-Develop policy recommendations based on review.
June 2020	Presentation to Priorities and Finance Committee and Council	-Report back on learnings from review -Identify potential next steps for any continuation of the work.



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Attach 1
PFC2018-1300

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How does this project meet the criteria of the fund as set out in the Terms of Reference for the Council Innovation Fund?

This project will by definition have the potential to change city-wide policies. Should the review be deemed successful there is the potential to go on to either review other services lines or develop a framework for ongoing policy reviews, making the money requested in this application potential “seed” funds for a broader initiative.

Given the number and wide variety of documents relating to City Council and Administration’s operations, this application has the potential to support or contribute to all of Council’s priorities, organized under the five Citizen Priorities. The intent of this project, however, supports three of the Citizen Priorities in particular: A Prosperous City, A Healthy and Green City, and A Well-Run City. First, a renewed focus on customer experience will help ensure that City policies allow businesses and Calgarians to prosper. Second, any policy reviewed by the project would be reviewed for its alignment with the City’s new Climate Resilience Strategy satisfying the priority of A Healthy and Green City. Third, the project will help to satisfy the priority of A Well-Run City by reviewing policies to make sure they are customer-oriented and modernized where needed.

What does success look like and how will it be measured?

Success for this exploratory phase is improved customer experience, more efficient City of Calgary operations, and the potential for the adoption of an informed extended policy review program.

This will be measured in a few different ways:

1. Greater customer satisfaction with City services, measured by customer feedback;
2. Reduction in complexity for customers reaching their outcomes, measured by customer feedback;
3. Reduced time for customers reaching their outcomes (increased efficiency);
4. Better links between City polices and services where relevant; and
5. Any cost savings associated with policy amendments adopted by Council as a result of the project.



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