

Practice Name:**Date Created:** 26-May-09**Author:****Last Updated:****Abstract:****GENERAL INFORMATION**

Name of Practice	Clean to the Core
Date	30-June-08
Name of Municipality	The City of Calgary
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THE ISSUE**Abstract:**

What is the practice you developed or are developing (brief abstract)?

Please briefly describe the final practice developed. (e.g. if you developed a new Council agenda, list the agenda items, or if a new communications plan was created, provide a summary of the plan's goals, objectives and highlights.)

Clean to the Core, launched by Mayor Bronconnier in 2006, is an “all fronts,” multi-business unit program linked to community partners and stakeholders to restore pride in Calgary’s Centre City. The program enhances safety, adds vitality and makes our city an appealing and exciting place to visit, explore and enjoy.

The goals of the program are to:

- improve cleanliness.
- ensure safety and quality of life.
- develop a graffiti abatement program.
- enhance the aesthetic appeal of downtown.
- expand communications, partnerships and programming.

The Clean to the Core initiative is a targeted investment using a three-phase implementation approach:

2006 Phase I - Call to Action focused on program development/collaboration.

2007 Phase II - Building Momentum focused on program refinement, further program development and determining performance measures.

2008 Phase III - Long-Term Sustainability will focus on sustainment, accountability, communication, growth, budget development and best-practice opportunities.

Further, this initiative was captured in the May 2007 Council approved Centre City Plan (CCP). The Plan has provisions for a Sustainment Strategy (Chapter 3) and Community Building (Chapter 9 - including Clean to the Core, Safety, etc.). As part of the sustainment initiative, the City Manager and the Administrative Leadership Team approved the formation of a small scale business unit to implement the CCP including overseeing and reporting on the Clean to the Core initiative. The Centre City Implementation Business Unit was established with a goal to keep the Centre City clean, green, safe and dazzling.

Clean to the Core is now entering the third phase of the implementation of the program, which means a focus on ways to sustain the program new projects and

Need:

Please describe (just a couple of sentences or bullet points) why you needed to create this practice (policy or process).

What issue made it necessary? (e.g. “We needed a comprehensive plan to deal with...”, or “We needed an annual forecasting tool because...”)

We needed to introduce a program that coordinated City and partner resources as City of Calgary business units realized, in conjunction with external partners, that the core needed to be made a priority. A vibrant Centre City is important for the enhanced development of business, tourism, recreation and culture.

Current resources were not deployed to the Centre City in a coordinated fashion and increasingly were directed towards Calgary’s new communities, while the existing downtown infrastructure began to deteriorate. In the Centre City, park spaces were being neglected, graffiti was a growing concern, the cleanliness of transit stops, LRT platforms and open areas was slipping, the overall appeal of the area was declining and Calgarians perceived a disintegration of safety in the Centre City. The Clean to the Core initiative is a refocusing of resources in the Centre City to improve cleanliness, ensure safety and create an appealing place to live, work and play.

CREATING YOUR PRACTICE**Research:**

How did you obtain information to help design your practice (including consultation with stakeholders, formal and informal research)?

Please include any research documentation you can share, or give us a source reference (e.g. Web site, literature, “We reviewed the bylaws from other municipalities in the area...”).

A review of 'Best Practice' cities was undertaken to determine if other cities had programs similar to what Calgary had as a vision. Finding that there was no such initiative, The City of Calgary launched a made-in-Calgary program ultimately named the Clean to the Core initiative as it was found that no other city was found to have such an 'all fronts' approach.

In addition, City Administration conducted an internal review of resources, projects and initiatives that were dedicated to enhancing the Centre City (projects, programs, initiatives, etc.) Those initiatives were reviewed and aligned according to the activity. From that information, the City was able to align resources, look at performance measures and coordinate initiatives.

Please refer to the attached documents.

Process:

How did you go about designing your practice? For instance, did you create a team, hire a consultant, borrow something ready-made from another jurisdiction?

Describe briefly who did the design work and what process they followed.

The City of Calgary's Centre City Integrated Action Team (CCIAT) formed a small working group to review all of the activities and initiatives that were underway or proposed for the Centre City. From there a review was conducted of all of the separate initiatives underway and an alignment of the initiatives was conducted so that business units that were working on similar initiatives would coordinate and start to work together (e.g., activities such as graffiti abatement, cleaning, beautification, etc. were reviewed and aligned). Common themes from the research were grouped accordingly and used to set the goals for the Clean to the Core initiative.

In late 2006 Phase I of the implementation of the Clean to the Core (C2C) project was launched. Following that, Council approved the Centre City Plan (May 2007, Chapter 9 - Community Building of which Clean to the Core was included). Furthermore, in August 2007, the Centre City Implementation Business Unit was established to provide guidance and further refine the goals of Clean to the Core, and from there, in the Fall of 2007, the sub-committee of Clean to the Core was established, known as the Centre City Safety Impact Team (CCSIT - an action oriented team formed to more efficiently deploy resources and tackle Centre City issues).

Subsequently, a SharePoint website for the Centre City Safety Impact Team (CCSIT) has been set up to assist with the collaboration, scheduling and execution of the operation plans.

Please refer to the inventory, performance measures and governance documents and reports attached.

GETTING APPROVAL FOR YOUR PRACTICE

Authority:

Whose/what approval did you need to create and implement the practice?

Clean to the Core was a Council approved initiative led by Mayor Bronconnier. This initiative was further endorsed by Council approving the Centre City Plan that calls for action to be taken on Community Building matters that are set out in Chapter 9 of the Plan. Further, Chapter 3 in the Plan calls for a sustainment strategy and through the leadership of the City Manager and Administrative Leadership Team, a small-scale business unit was established to oversee the implementation of the Centre City Plan, including the Clean to the Core initiative. Budgets, business plans and work plans of stakeholder business units (where appropriate) now reference Clean to the Core and community building initiatives.

Reporting:

How did you inform the decision-maker(s) about the practice and your need for their approval?

Please note the name of any documents provided to the decision-makers that you would be willing to share.

A notice of motion was introduced by Mayor Bronconnier and Council approved the development of the Clean to the Core initiative. Furthermore, annual Clean to Core Reports are published (listing accomplishments of the project and goals for the future) and the Centre City Congress and Centre City Report Card provide Council and Stakeholders with a status update.

Please refer to the attached documents.

Consultation:

Did you consult with stakeholders as part of your approval process?

If so, how? If possible, attach a copy of templates, surveys or other documents you used as part of your consultation.

Through the Centre City Integrated Action Team business units and partners were consulted and formed a sub-committee to set priorities and themes for the Clean to the Core initiative. Partnerships have been formed with Business Revitalization Zones (BRZs) for example, and these partners participate in the Clean to the Core initiative.

Please refer to attachments, including the C-Biz Annual Report.

IMPLEMENTING YOUR PRACTICE

Plan:

Describe the process you went through to implement the practice. If you used an implementation plan, please note it here.

3. Council approval granted
4. Business units and stakeholders aligned to address Centre City issues and to coordinate resources (graffiti, cleaning schedules, etc.)
5. Initiative launched with some branding August 2006
6. First annual report published April 2007, further alignment, performance measures set, themes and goals set.

Determined that Clean to the Core is a targeted investment initiative, with a three-phase implementation approach, as follows:

2006 Phase I - Call to Action focused on program development/collaboration.

2007 Phase II - Building Momentum focused on program refinement, further program development and determining performance measures.

2008 Phase III - Long-Term Sustainability will focus on sustainment, accountability, communication, growth, budget development and best practice opportunities.

The goals of the program were determined to be:

- improve cleanliness.
- ensure safety and quality of life.
- develop a graffiti abatement program.
- enhance the aesthetic appeal of downtown.
- expand communications, partnerships and programming.

7. Centre City Plan approved May 2007

8. Centre City Implementation Business Unit formed August 2007

9. Centre City Safety Impact Team formed October 2007

10. Communication materials developed (e.g. newsletter, WebPages produced, etc.)

11. Centre City Congress and Centre City Report Card February 2008

12. Second Annual Clean to the Core Report released May 2008

13. Launch of the preliminary partnership and marketing program (recognition certificates and 311 stickers on waste bins) July 2008.

Please refer to attachments.

Policy:

What changes to bylaws, regulations or procedures were needed to implement this practice and how did you deal with them?

Please attach a copy of the change in bylaw, policy or procedure.

Work plans, budgets and business plans are being reviewed and adjusted where appropriate to recognize funding and reporting on the geographic area of the Centre City as set out in the Centre City Plan. This is being addressed through the normal business planning and budget process.

311 (information hotline) reporting was adjusted to include the Centre City as a recognized geographic area for dispatching and reporting. This is being addressed through collaboration with stakeholders and the 311 advisors.

When:

When did your municipality begin to use the practice?
Was it implemented all at once or in stages?

Council allocated the funding for the initiative in the Spring of 2006 and Clean to the Core was launched by Mayor Bronconnier in August 2006.

Clean to the Core, a targeted investment initiative, uses a three-phase implementation approach:

2006 Phase I - Call to Action focused on program development/collaboration.

2007 Phase II - Building Momentum focused on program refinement, further program development and determining performance measures.

2008 Phase III - Long-Term Sustainability will focus on sustainment, accountability, communication, growth, budget development and best practice opportunities.

To further enhance the support of Clean to the Core and the Centre City, Council approved the Centre City Plan (CCP) in May of 2007. That plan made provisions for a Sustainment Strategy (Chapter 3) and Community Building (Chapter 9 - including Safety, Cleanliness, Clean to the Core, etc.). As part of the sustainment initiative, the City Manager and the Administrative Leadership Team approved the formation of a small scale business unit to implement the CCP including overseeing and reporting on the Clean to the Core Initiative. As a result the Centre City Implementation Business Unit was established with a goal to keep the Centre City clean, green, safe and dazzling.

Clean to the Core is now entering the third phase of the implementation of the program, which means that a focus on ways to sustain the program, new projects and establishing additional partnerships in the community is now underway. In this phase initiatives to further community building and Clean to the Core include a feature presentation at the first annual Centre City Congress, a blog developed to provide a forum to discuss Centre City issues, and a SharePoint site set up for internal stakeholders and business units to collaborate and share information. The Clean to the Core initiative is in the beginning stages of implementing an

Who: Each Business Unit and partner retains control over their contribution to the Clean to the Core initiative however, the Centre City Implementation Business Unit is responsible for overseeing the coordination, implementation and reporting of the Clean to the Core initiative.

Who was responsible for implementing the practice?

If someone else is responsible for ongoing management, who is it?

RESOURCES REQUIRED

Budget: Clean to the Core received \$10.1 million in 2006 (\$3.7 million per year 2006-2008). Enhanced funding was received for initiatives related to the Closed Circuit Television Camera initiative, Public Washroom Strategies, increased number of Bylaw Officers, etc. Those numbers will be reported at a later date. In the fall of 2008, budgets will be set for 2009-2011.

How much did it cost you to design and implement your practice (i.e. We saved/spent \$XX per year)?

What are your ongoing operational and capital costs, if any?

Please refer to the Clean to the Core Annual Reports for more information.

Staff: What human resources did you need to design, implement and manage your practice? (e.g. "It took X staff member (s) X months on this" or "This is part of normal staff duties.")

The implementation and development of the Clean to the Core initiative was the part of the normal duties of staff. This initiative was led by the Office of the Mayor and through recruiting members of stakeholder business units (through the Centre City Integrated Action Team) and interested partners such as the Business Revitalization Zones (Calgary Downtown Association, UpTown17, etc.)

As part of the implementation of Phase II and III of Clean to the Core, a project manager was put in place in the Centre City Implementation Business Unit to oversee this and other initiatives found in the Centre City Plan. The project manager oversees the development and execution of strategies, committee meetings, performance measures identification, develops marketing and communication opportunities (i.e, website development, the blog, reports, marketing, etc.) and provides project leadership. The Centre City Implementation Business Unit Director meets with leaders and stakeholders to further develop support and alignment for the initiative.

In the implementation phases as well, partner business units (over 15) and stakeholder agencies provide resources for committees and initiatives as part of their normal staff duties.

Please refer to the attachments and the Centre City website for more information.
www.calgary.ca/centrecity

Infrastructure:

What “capital costs” (such as information technology, other equipment or building assets) did you need to design, implement, manage, and/or evaluate your practice?

At this time there have been relatively few capital costs as the Centre City Implementation Business Unit has been chosen as a pilot project for several initiatives such as the blog development, the SharePoint website, etc. and as a result has not had significant capital costs.

EVALUATING YOUR PRACTICE

Formal:

If you did a formal evaluation (e.g. user satisfaction survey, analysis of annual expenditures or number of rate

payers served) for your practice, please describe the evaluation tool and the process used.

Tell us who was involved.

Informal:

If you did an informal evaluation, describe what you did (such as discussing the practice with people in the office or on the street, or letters/comments received).

Performance measures:

Please list the performance measures for this practice (i.e. reduced number of complaints, money saved, or change in equipment life expectancy.)

Please list the process you used for measuring performance, (i.e. We do annual surveys on...) examples include:

- collecting data
- establishing a baseline
- applying the measures
- results
- follow up

Changes:

(a) Based on the evaluation (formal or informal), describe any changes you have made, or would like to make, to your practice as a result. (e.g. "After implementing this practice, we decided that it would be better if...")

-or-

(b) Has your practice met your expectations and if so, how?

Feedback was provided through the Centre City Congress. Please refer to the Centre City Report Card.

Surveys will follow, if appropriate, after the initial three phase implementation (following 2008).

No alarming or negative trends with 311 calls or reporting (e.g., the Public Washroom Strategy and the Automated Public Toilet Pilot) has been identified.

Positive feedback has been received after the release of the annual reports and during the Centre City Congress.

Recently, businesses in receipt of recognition certificates reported an improvement in their neighbourhood as a result of the Clean to the Core initiative.

As reported in both of the published annual reports, we are collecting data.

We have also conducted analysis on the types of measures that we could use in the future such as 311 calls, surveys etc.

Calgary Police Service reports on calls for service regarding social disorder.

Please refer to the annual reports and the attached documents.

Expectations have been met or exceeded however, based on the feedback from stakeholders, we continue to look at opportunities to increase awareness about the program.

As we are in the implementation phase we continue to align and bring on new partners on an on-going basis as our goal in this phase is to develop partnerships. Partners will be the theme and focus of our next congress and will be reported on in the next Clean to the Core report.

LESSONS LEARNED / BENEFITS RECEIVED

Benefits:

What are the benefits of this practice to your municipality? (eg. Preparation of Council agenda packages now requires less time, etc.)

The efforts of the municipality (all of the stakeholder business units) are now coordinated and reported. For example business units and stakeholders take a coordinated approach to some of the scheduling, uniform purchases, training, cleaning, graffiti abatement, reporting, etc.

By having Clean to the Core and introducing initiatives such as the Centre City Safety Impact Team, the public and Council now have the ability to provide feedback to one group and be assured that all partners are aware of the concerns.

As the Centre City is a defined geographic area in the Centre City Plan, prior to the Centre City Plan and the Clean to the Core initiative, Business Units were and some continue to report, based on their operation's needs. Preparing the 311 and annual reporting to produce performance measures and reporting can be time consuming. We had anticipated this and are introducing a geolayer that will capture the ten Centre City Neighbourhoods that we wish to report specifically on.

Key Lessons:

What key lessons have you/your municipality learned through the process of:

- designing;
- obtaining approval;
- implementing; and
- evaluating your practice?

Include any problems, surprises, and unanticipated benefits. (e.g. "We realized that we needed to spend more time...")

Advice to Municipal Peers:

What advice would you give to another municipality that is considering adopting your practice? Is there anything you might have done differently?

Having the commitment from members of Council, senior administration and department leaders is crucial. A champion from Council (Mayor, area aldermen) is also required. Also, champions from the business community (Business Revitalization Zones, Chamber of Commerce, Associations, etc.) are important as you need their support to succeed.

Having a Business Unit (Centre City Implementation business unit or some form of governance) responsible for the initiative or, as the case may be, a Project/Program Manager with the authority to direct or act is also advised.

An added benefit that the City of Calgary has, is a Council approved plan (Centre City Plan - with a chapter dedicated to Community Building). This Plan provides leaders, politicians and stakeholders with the needed authority to act and the guidance necessary to implement such an initiative and related strategies.

Also, having two types of committees operating increases the efficiencies of the groups (i.e. Centre City Safety Impact Team - a small working group, dedicated to taking immediate action and coordinating schedules and the Clean to the Core Team - a larger group, meeting less often, provides overall support to the initiative on an on-going basis).

Leadership from Calgary Police Service through chairing the Centre City Safety Impact Team and by working collaboratively on issues of safety and social disorder is a very strategic approach that allows for the group to successfully execute operational plans.

One of the biggest challenges is to support the committees and schedule meetings. A municipality should make certain that the appropriate administrative resources are in place to support the work of the stakeholder committees and to report on the accomplishments of the initiative (e.g. note taking, scheduling, minutes, publishing reports, performance measure gathering, etc.)

PRACTICE UPDATES**New Information:**

There may be some new information to add since this practice was first posted. This is especially true if:

- a new process has been implemented in your municipality;
- there are new practice evaluation results; or
- there has been a change affecting organizational direction. For example, explain how new economic conditions or a new vision/strategy affect the practice.

Please indicate those changes here. Don't forget to list any new documents that may be useful to your peers. Then go to "Other Information" to attach the new documents.

As part of the Clean to the Core Initiative, we are exploring options around potential partnership programs, educational campaigns and investigating options around social responsibility contracts as used in Vancouver. This work is in the preliminary investigation stage. Please find a sample social responsibility contract attached.

OTHER INFORMATION**Suggestions:**

Please list relevant information sources that others might use or you would be willing to share (courses, Web sites, literature, experts).

www.calgary.ca/centrecity
www.centrecitytalk.com
www.calgary.ca/DocGallery/BU/planni

www.c-biz.ca/
www.rhinetwork.org/
www.nyc.gov/html/planyc2030/html/pla

www.toronto.ca/litter/pdf/2006_toronto

www.downtowndc.org/
www.ida-downtown.org
www.ceosforcities.org/

Documents & Attachments:

Please attach (using the "Browse" button below) any documents you would be willing to share with others interested in your practice (e.g. a bylaw, a policy, approval documents, templates).

* Note: If you do not have an electronic copy of a document, please send Municipal Excellence a paper copy for scanning to:

Alberta Municipal Affairs
 Municipal Excellence Network
 17th Floor, Commerce Place
 10155-102 Street
 Edmonton, AB
 T5J 4L4

Analysis of potential performance measures tools that could be used on Clean to the Core initiatives.

Phase I Implementation of the Clean to the Core Report 2006

Phase II Clean to the Core 2007 Annual Report

Business Revitalization Zones - C-Biz - Annual Report - 2007 Results

Chapter 9 Congress Presentation - Clean to the Core and Centre City Safety Impact Team (CCSIT), etc.

Research Other Cities Initiatives

Scan of Centre City Initiatives underway by various business units

Draft proposed governance of Clean to the Core / Centre City Plan Implementation

Sample Best Practice - good neighbour policy

Chapter 9, Centre City Plan, Clean to the Core Presentation

Sample Certificates for Clean to the Core Partner Recognition

Sample Waste Bin Stickers - Pilot Program

2008 Report Card - chapter 9 clean to the core - community building

Clean to the Core Theme Development, Centre City Activities, Performance Measures

Media story on Clean to the Core program

Nominations:

Do you have any suggestions of other individuals or municipalities with municipal practices that we should add to the Municipal Excellence network? Please list their practice, municipality, and contact information.

Or, e-mail menet@gov.ab.ca and let us know about a municipal colleague that has a really good way of doing things.

COMMENTS

Have we missed something; anything you'd like to add to the areas we have touched on, or an area we have not mentioned?