Tomorrow’s Workplace
City of Calgary

National Executive Forum on Public Property
National Symposium
Tools for successful portfolio management today
May 10 & 11 2012
Vancouver

Session #1 Realigning the portfolio to meet new program needs
By Sandy Virgo & Laurie Boucher
Tomorrow’s Workplace Business Drivers

**Real Estate Savings & Cost Avoidance**
Reduce Real Estate Footprint; optimize asset; avoid future need for space

**Citizen/Tax Payer Centric**
Innovative means to increase access to services while reducing cost of delivery

**Attracting & Retain Talent**
Less need to relocate; increased recruitment pool. Work remotely, Competitive advantage for top talent Flexible work environment

**Social Responsibility**
Carbon footprint savings; Energy and Environmental Design (LEED); Traffic congestion and vehicle emissions

**Business Continuity**
Seamless operations; Incorporates mobility in emergency preparedness strategies

**Innovation & Collaboration**
Flexible workforce; Reduce absenteeism; Electronic collaboration – leverage technologies. Innovation

**Results Oriented Workforce**
Virtual teams; Distributed and cross-functional collaboration technologies in a matrix or process based org structure. Agile

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Tomorrow’s Workplace - The Assignment

- Implement a corporate wide program of **innovative workplace initiatives** in order to:
  1. Avoid future real estate costs & optimize existing real estate assets;
  2. Attract & retain an engaged, accountable & citizen centric workforce through flexible workstyles;
  3. Enable the corporation to provide more accessible and convenient services to citizens;
  4. Reduce the Corporate environmental footprint;
  5. Enable an innovative & collaborative workplace

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**What is Tomorrow’s Workplace?**

<table>
<thead>
<tr>
<th>Today’s Workplace</th>
<th>Tomorrow’s Workplace</th>
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<tbody>
<tr>
<td>Dedicated office space (1:1)</td>
<td>Shared/distributed/reduced office space</td>
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<tr>
<td>Hard wired PC’s/ terminals/land lines</td>
<td>Wireless laptops, virtual desks/mobile technology</td>
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<tr>
<td>Customer are served “face-to-face” in central locations</td>
<td>Customers have multi-channel service offerings in decentralized locations</td>
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<tr>
<td>Limited geographic recruitment pool</td>
<td>Remote Recruitment</td>
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<td>Admin support “outside the door”</td>
<td>Shared/remote admin support</td>
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<td>Team meetings local-travel Physical workgroups</td>
<td>Electronic collaboration plus on-site collaboration when needed – virtual teams</td>
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<tr>
<td>Classroom based learning</td>
<td>Knowledge networks &amp; info portals</td>
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<tr>
<td>Hierarchical structure with command and control culture (input based performance measures)</td>
<td>Flat, matrix or process based org structure with greater empowerment (Output based performance measures “ROW”)</td>
</tr>
</tbody>
</table>
TW Program Framework

Organization, People & Culture
- Work structure & Job description/function
- Mobile/Resident mix
- Performance measurement
- Training & Change Mgmt
- Rewards Structure
- Organizational Culture
- Mgmt behavior & attitudes

Processes & Policies
- Job/Role Participation
- Training processes
- Meeting & People Mgmt
- Records management
- BYOD/technology benefits
- Labour relations
- HR Policy review

Systems & Technologies
- Meeting technologies
- Connectivity
- Bandwidth; Networks
- Unified Communications
- Digitizing documentation
- Collaboration; Social Networking
- The Cloud
  - WiFi

Real Estate
- Collaboration space
- Physical layout
- Space utilization
- Space Standards
- Relinquishing 3rd party leases

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TW – Benefits Continuum

The Innovation Phase
- Tactical connectivity tools
- Short term benefits – “quick wins”
- Low-Medium ROI
- Small “pilots” to focus on learning
- Build the case for change
- “Hands-On” Project support

The Growth Phase
- Higher investment for support tools
- Longer term benefits
- Cost avoidance/lease relinquishments
- Larger numbers of people
- Optimization of space
- Changing behaviors
- Program Coordination and “Coaching”

The Maturity Phase
- Real estate savings
- Job re-tooling, Change Management
- Longer term benefits
- Continuing ROI
- Critical mass
- Sustainment

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Building a Case for Change

A case for change, starts by articulating the answer to following questions:

- What goals will we achieve?
- What difference will we make?

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## Program Outcomes & Benefits

<table>
<thead>
<tr>
<th>TW- Program Outcomes</th>
<th>Benefits/Success Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avoid future real estate costs &amp; optimize assets</td>
<td>• 10% reduction or avoidance of conventional workspaces (750)</td>
</tr>
<tr>
<td></td>
<td>• X number of relinquished 3rd party leases</td>
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<tr>
<td></td>
<td>• X number of oversubscribed admin moves</td>
</tr>
<tr>
<td>An agile workforce working flexibly to serve citizens</td>
<td>• X number of remote recruitments</td>
</tr>
<tr>
<td></td>
<td>• X number of employees working flexibly (telework/workshare)</td>
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<tr>
<td></td>
<td>• WiFi connections</td>
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<td></td>
<td>• Online booking reservation system</td>
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<td></td>
<td>• Unified communications</td>
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<td></td>
<td>• X number of training modules on remote supervision</td>
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<tr>
<td>More accessible &amp; convenient services to citizens</td>
<td>• X number of online services</td>
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<tr>
<td></td>
<td>• X number of decentralized or shared locations</td>
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<tr>
<td>A smaller environmental footprint</td>
<td>• X number of reduced car trips</td>
</tr>
<tr>
<td></td>
<td>• X number of parking spots relinquished</td>
</tr>
<tr>
<td></td>
<td>• X number of “start from home”</td>
</tr>
<tr>
<td>An innovative &amp; collaborative workplace</td>
<td>• collaborative workspaces</td>
</tr>
<tr>
<td></td>
<td>• X number of applicant ions to the TW innovation fund</td>
</tr>
<tr>
<td></td>
<td>• X number of training hours on collaborative technology</td>
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TW- CHALLENGES

- Metrics are key. How do we show quick results & demonstrate ROI?
- Senior executive support and corporate governance is essential.
- Choosing the right pilot group and leveraging the lessons learned.
- Communication and change management