



AGENDA

BUSINESS ADVISORY COMMITTEE

December 6, 2019, 10:30 AM

LEGAL TRADITIONS COMMITTEE ROOM

Members

Councillor W. Sutherland, Chair
Councillor P. Demong, Vice-Chair
City Manager D. Duckworth
Mayor N. Nenshi, Ex-Officio

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Business Advisory Committee, 2019 September 20
5. CONSENT AGENDA
 - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
None
 - 5.2 BRIEFINGS
None
6. POSTPONED REPORTS
(including related/supplemental reports)
None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 7.1 Business Advisory Committee Opinion on Social Procurement, BAC2019-1524
 - 7.2 Water Utility report back to the Business Advisory Committee on Indemnified Contractors, BAC2019-1484

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS
None

8.2 NOTICE(S) OF MOTION
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2 URGENT BUSINESS

11. ADJOURNMENT

Members of Council may participate remotely, if required.



MINUTES

BUSINESS ADVISORY COMMITTEE

**September 20, 2019, 10:30 AM
ELECTRIC LIGHT COMMITTEE ROOM**

PRESENT: Councillor W. Sutherland, Chair
Councillor P. Demong, Vice-Chair
City Manager D. Duckworth
City Manager Designate S. Sharp

ALSO PRESENT: General Manager S. Dalglish
City Clerk L. Kennedy
Acting City Clerk L. McDougall
Legislative Advisor J. Palaschuk

1. CALL TO ORDER

Councillor Sutherland called the Meeting to order at 10:30 a.m.

2. OPENING REMARKS

No opening remarks were provided.

3. CONFIRMATION OF AGENDA

Moved by Councillor Demong

That the Agenda for the 2019 September 20 Regular Meeting of the Business Advisory Committee be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Business Advisory Committee, 2019 July 30

Moved by Councillor Demong

That the Minutes of the Regular Meeting of the Business Advisory Committee held on 2019 July 30 be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Business Advisory Committee Update, BAC2019-1193

A Revised Attachment 2, which is to replace Attachment 2, was distributed with respect to Report BAC2019-1193.

Moved by City Manager Duckworth

That with respect to **Revised** Report BAC2019-1193, the following be approved, **after amendment**:

The Business Advisory Committee recommends that Council approve the amended Terms of Reference as outlined in **Revised** Attachment 2.

MOTION CARRIED

7.2 City Manager Delegate (Verbal), BAC2019-1211

Moved by City Manager Duckworth

That with respect to Report BAC2019-1211, the following be approved:

That the Business Advisory Committee accept the Verbal Presentation for the Corporate Record.

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Demong

That this meeting adjourn at 10:34 a.m.

MOTION CARRIED

THE FOLLOWING ITEM HAS BEEN FORWARDED TO THE 2019 SEPTEMBER 30
COMBINED MEETING OF COUNCIL:

Consent:

- Item 7.1 Business Advisory Committee Update, BAC2019-1193

The next Regular Meeting of the Business Advisory Committee will be held at the Call of the Chair.

CHAIR

ACTING CITY CLERK

City Manager's Office Report to
Business Advisory Committee
2019 December 06

ISC: UNRESTRICTED
BAC2019-1524

Business Advisory Committee Opinion on Social Procurement

EXECUTIVE SUMMARY

Through a Motion Arising, The Business Advisory Committee (BAC) is to provide an opinion on whether the Social Procurement Pilot project should continue, be postponed, or stop. BAC further tasked the BAC working group, which includes industry external stakeholders, to provide feedback regarding the Social Procurement Pilot project and to assist in the development of BAC's opinion back to Council.

This report provides a summary of the feedback received from external stakeholders, which assisted BAC in developing the opinion to continue the Social Procurement Pilot project.

ADMINISTRATION RECOMMENDATION:

Business Advisory Committee recommends that Council:

1. Continue with the Social Procurement Pilot project as considered in Report PFC2019-0384,
2. Reduce the number of pilot projects to two; and
3. Change the name of the Policy from Social Procurement Policy to Benefit Driven Procurement Policy.

PREVIOUS COUNCIL DIRECTION / POLICY

In the Combined Meeting of Council 2019 June 17, Council adopted, through a Motion Arising, "that Council request the Business Advisory Committee to consider Report PFC2019-0384 and provide an opinion to Council no later than Q4 2019". Through Council's direction, BAC in the 2019 July 02 meeting, directed the BAC working group to review Report PFC2019-0384 and develop an opinion and report back to BAC no later than 2019 October 31.

BACKGROUND

At the Combined Meeting of Council 2019 June 17, Council directed the Business Advisory Committee (BAC) to review Report PFC2019-0384, which further detailed the Social Procurement Pilot project concepts, application by other municipalities, along with an implementation work plan strategy for The City to consider. For further analysis of the report, Council requested BAC provide an opinion with respect to the Social Procurement Pilot project relative to The City and the continuance of the initiative. In addition to this request, BAC was also asked by the Social Procurement Advisory Task Force to provide feedback on direction of the project and the potential name of the policy.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The working group is mostly encouraged by this initiative and sees this as an opportunity for The City to further invest in the growth of the local economy. Social Procurement is more than a financial transaction, it is a tool for building community capital and using The City's resources to achieve greater community and social benefit. It will further advance The City's objectives to reduce barriers, so citizens who are part of a marginalized community, such as Indigenous peoples, women and immigrants, have better access to do business with The City. The increased access to City contracts will help it build a more inclusive economy, benefiting local businesses and at the same time creating local social, community and environmental value.

**City Manager's Office Report to
Business Advisory Committee
2019 December 06**

**ISC: UNRESTRICTED
BAC2019-1524**

Business Advisory Committee Opinion on Social Procurement

The working group identified a few matters they would like the Social Procurement Pilot project team to take into consideration:

- The City must be cost effective in its Social Procurement decisions and be fiscally responsible in its spending.
- There could be a delay in certain competitions and eventually City projects to accommodate the Social Procurement principles.
- Below Trade Agreement Threshold opportunities, specifically small to medium-sized businesses, should be considered first in order to create opportunities for local businesses, which would allow them to gain experience and the expertise needed to grow their business.

The working group raised concerns regarding what the driving factor would be for Social Procurement. They are questioning whether social procurement directly benefits local business and growth to local economy or creating social value for the community. If The City can incorporate a procurement process that will do both and be fiscally responsible, it will achieve greater benefit to Calgary.

As stated in Attachment 1 of Report PFC2019-0384, moving forward and implementing the pilot project framework will further test and provide measuring outcomes, and will assist in providing the basis for permanent Social Procurement processes and procedures. It will further identify any risks or benefits of Social Procurement to The City in a measurable way.

With the current state of resources at The City of Calgary, proceeding with three pilot projects may not be reasonable. To ensure that each project could be completed in a thoughtful manner, BAC recommends reducing this to two pilot projects.

Proceeding with the Social Procurement Pilot project will keep Calgary at par with other jurisdictions in Alberta and Canada who have benefited from their Social Procurement policies.

Stakeholder Engagement, Research and Communication

The City's Supply Management business unit presented information to the working group regarding Social Procurement on 2019 July 24, including the scope of the pilot project and the business case for Social Procurement at The City. They also provided further information based on the feedback from the presentation, which was distributed to the working group to assist them in formulating an opinion on Social Procurement initiatives, specifically the continuance of the Social Procurement Pilot Project.

The working group included representatives from:

- Calgary Chamber of Commerce
- Calgary Economic Development
- Canadian Federation of Independent Business
- BILD Calgary
- NAIOP – Commercial and Industrial Sector

City Manager's Office Report to
Business Advisory Committee
2019 December 06

ISC: UNRESTRICTED
BAC2019-1524

Business Advisory Committee Opinion on Social Procurement

The consensus among the working group is to move forward with the Social Procurement Pilot project as long as certain principles, as stated previously, are taken into consideration throughout the process.

Strategic Alignment

Social Procurement aligns with many Council priorities including a commitment to creating and sustaining a vibrant, healthy, safe and caring community. Confirmed through policies, plans and strategies including the Triple Bottom Line Policy Framework, The City's Resiliency Strategy, imagineCALGARY plan, and the 2020 Sustainability Direction. In addition, this report connects to business-friendly initiatives with increased participation of small and medium sized businesses and non-profit businesses.

Social, Environmental, Economic (External)

Social

As stated in Report PFC2019-0384 Social Procurement policies and standards will integrate social and community value into the procurement process. The report further states that a Social Procurement policy will:

- Increase the access of City contracts to a more diverse and socially inclusive business sector ranging from small to medium size, who may not have had the opportunity to be involved in the City's procurement processes.
- Increase economic opportunity and integration for marginalized groups in Calgary.
- Increased opportunities with respect to apprenticeship, paid work-experience, and entry-level opportunities in the trades and other career-traced employment, especially for marginalized community members.

Environment

No known environmental impacts

Economic (External)

The economic impact will be more locally apparent as it is expected that Social Procurement will provide more opportunities and reduce barriers to City contracts to the local small and medium sized businesses, and to social enterprises. This will allow them to succeed and have a larger impact to the economy. Social Procurement will provide opportunities to grow local commerce and do it in a manner that will provide a social, economic, and community value for Calgary.

Financial Capacity

Current and Future Operating Budget:

There are no current operating budget impacts.

City Manager's Office Report to
Business Advisory Committee
2019 December 06

ISC: UNRESTRICTED
BAC2019-1524

Business Advisory Committee Opinion on Social Procurement

Current and Future Capital Budget:

There are no current and future capital budget impacts.

Risk Assessment

The main risk identified is the potential increase to cost from The City's perspective. Monitoring of 'true' costs of goods, services, and construction during the pilot projects and assessing against the social value creation of new policy will allow true cost/benefit analysis.

There are risks and costs with not moving ahead with a Social Procurement policy, as The City will be entering into several high value infrastructure projects in the coming years. It is important to proceed with the pilot projects now to ensure that the procurement process for the upcoming City projects brings local, social, community and environmental benefits to Calgary. Social procurement further connects The City to local businesses and communities and shows that The City is investing into the local economy.

REASON(S) FOR RECOMMENDATION(S):

BAC sees the value of Social Procurement, especially if it means investing in small and medium size local businesses, which in turn will promote growth to the local economy.

With the current state of resources at The City, proceeding with three pilot projects may not be reasonable. To ensure that each project could be completed in a thoughtful manner, BAC recommends reducing this to two pilot projects. BAC also recommends that the Social Procurement Policy Task Force change the project name, that would best fit the policy for The City to adopt.

**Utilities & Environmental Protection Report to
Business Advisory Committee
2019 December 06**

**ISC: UNRESTRICTED
BAC2019-1484**

Water Utility report back to the Business Advisory Committee on Indemnified Contractors

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the Business Advisory Committee (BAC) process and actions undertaken by the Water Utility since July 2019 to resolve issues raised in ongoing dialogue between the Water Utility and Indemnified Contractors (ICs). An approach for a corporate-wide process for continued improvement of the IC experience is also proposed. The corporate-wide process will be coordinated by the Civic Innovation team and The Business and Local Economy Program and will include Water Services, Water Resources, Roads and other Business Units, as identified.

The Water Utility has undertaken several initiatives to address the key concerns raised by the IC community which can be summarized by the following key updates:

- Scheduling IC Appointment Process: 92% of requests were accommodated on or before the requested date
- City Resources: More Water Utility crews are available and increased scheduling flexibility is offered to address IC requests
- Roles and Responsibilities: Roles and Responsibilities between the Water Utility and ICs have been clarified
- City Operational Practices: The Return to Service procedure has been streamlined and new ways to address requests have been implemented

Going forward, the proposed corporate-wide process for continued improvement of the IC experience will focus on a design-thinking. This approach involves delegates from the IC community working collaboratively with representatives from Water Services, Water Resources, Roads and other Business Units to examine and improve processes at The City of Calgary (The City).

The Water Utility is committed to providing safe, clean, reliable, and affordable drinking water to all Calgarians while complying with provincial and federal regulations. ICs help to reinforce this mandate, as they are indemnified by The City to work on public water, wastewater, and stormwater infrastructure. Therefore, it is important for ICs to receive the support required to do their jobs in a timely, efficient and organized manner.

ADMINISTRATION RECOMMENDATION:

That the Business Advisory Committee (BAC) recommends that Council:

1. Approve the proposed corporate-wide process for continued improvement of the Indemnified Contractor experience, and
2. Direct the Business and Local Economy Program to report back to the BAC with an update on the corporate-wide improvement process by the end of Q2 2020.

PREVIOUS COUNCIL DIRECTION / POLICY

On July 30, 2019, the BAC approved the following recommendations (BAC2019-0974):

**Utilities & Environmental Protection Report to
Business Advisory Committee
2019 December 06**

**ISC: UNRESTRICTED
BAC2019-1484**

Water Utility report back to the Business Advisory Committee on Indemnified Contractors

1. Report back in Q4 2019 on the resolved actions as a result of ongoing dialogue between the Water Utility and the ICs; and
2. Engage as part of a corporate-wide process to identify opportunities for improvement to the ICs customer experience across The City of Calgary.

BACKGROUND

Contractors need to be indemnified by The City to work on public drinking water, wastewater, and stormwater infrastructure. This agreement with ICs:

- Ensures that construction on City property complies with City standards, and most importantly, ensures public health and safety.
- Requires the person or company who enters into the agreement to maintain the work for up to two years.
- Protects The City from potential legal actions that could arise in response to private work performed on City property.

The number of ICs has remained relatively steady over the last several years, while the amount of work they undertake has increased and has been subject to the ups and downs of the economy. This changing demand along with an overall increase in assets (kilometers of mains), and operating and maintenance requirements for an aging system, have challenged The City's Water Utility to respond to all system needs in a timely manner.

In July, the Water Utility committed to meet, investigate and implement a list of actions raised by ICs due to increasing demand. Attachment 1 outlines the progress made since July and other updates.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Water Utility is continuously working with ICs to improve their experience with The City. Engagement with ICs occurred in June and July of 2019 to identify potential improvements and additional sessions were held in October 2019 to provide updates.

The Water Utility proposed four focus areas to address key barriers identified by ICs. Update highlights are summarized below and can be found in more detail in Attachment 2.

Focus area	Highlights	Results
Scheduling Process for IC Appointments	The process has been reviewed and improved. Escalation procedures have been clarified.	For July and August 2019: <ul style="list-style-type: none">• ~80% of requests accommodated on request date• ~12% accommodated earlier than requested
City Resources	Appointment flexibility has been improved with ability to accommodate some evening and weekend appointments.	Improved ability to address increased demand for appointments.

**Utilities & Environmental Protection Report to
Business Advisory Committee
2019 December 06**

**ISC: UNRESTRICTED
BAC2019-1484**

**Water Utility report back to the Business Advisory Committee on Indemnified
Contractors**

Roles and Responsibilities	Clarification of roles and responsibilities between the Water Utility and ICs were presented at engagement sessions and will also be shared within the Monthly Industry Bulletin in 2019.	Clearer understanding of operation of private-side valves and boundary valve operation. An internal process for contractors to conduct job-related repairs to valves is also underway.
Review City Operational Practices	Return to Service for controlled mains no longer requires lab testing. Improved clarity on after-hour calls and internal communications.	Able to address significant backlog of mains that needed to be returned to service. Implementing new processes to limit backlog in future.

Most ICs agreed the progress made by the Water Utility improved their experience in 2019 construction season.

Going forward, the proposed corporate innovation method for improving ICs experience will take a design-thinking lens to explore and surface new possibilities. This approach looks at the following key areas:

- Solve the Right Problem - allows for deep exploration; surfacing new possibilities and latent needs.
- Integrate Diverse Perspectives - feedback from all groups of our solutions.
- Test Assumptions - prototype and test ideas quickly which allows for a process to fail efficiently and to modify solutions to get to the best, lasting results.

Further information about the proposed corporate- wide process for continued improvement of the Indemnified Contractors experience can be found in Attachment 3.

Stakeholder Engagement, Research and Communication

The Drinking Water Distribution division of the Water Utility conducted several productive working sessions with the ICs in June, July and October of 2019. These working sessions are expected to continue to advance the work towards improving the customer journey and process. Attachment 2 provides an overview of attendees for the October engagement sessions.

Through the engagement sessions ICs requested and have begun similar engagement opportunities with other City Business Units, including Roads. Any further improvements will require collaborative efforts from all parties involved (including other Business Units and ICs). The corporate-wide process for continued improvement of the IC experience is intended to address the needs identified by the ICs at these engagement sessions.

Strategic Alignment

This work aligns with the One Calgary Citizen Priorities of “A Well-Run City”, and “A Healthy and Green City”. This work also aligns with Council’s directive of improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, and eliminating service silos and Administration’s corresponding commitment to enhance service to our customers and communities, including citizens and businesses.

**Utilities & Environmental Protection Report to
Business Advisory Committee
2019 December 06**

**ISC: UNRESTRICTED
BAC2019-1484**

**Water Utility report back to the Business Advisory Committee on Indemnified
Contractors**

Financial Capacity

The Water Utility is working to find solutions that will improve the ICs experience within the approved One Calgary budget and will return to Council for approval if changes cannot be accommodated within current budgets.

Risk Assessment

To deliver the services that Calgarians are expecting, the Water Utility must balance the input from the “What We Heard” report with risks to the operation of the drinking water system.

These overall risks include:

- Regulatory risk – non-compliance with Approval to Operate from Alberta Environment and Parks.
- Safety risk – ensure safe drinking water for the public.
- Environmental risk – ensuring activities, such as discharging chlorinated water, do not pose a risk to the environment.
- Financial risk – further analysis is required to fully determine the extent of financial risk.

The Water Utility recognizes the importance of the work ICs undertake and is working to improve the IC experience without compromising other services delivered and the oversight provided by the Water Utility. Within these constraints, several mutually beneficial outcomes have been achieved.

REASON(S) FOR RECOMMENDATION(S):

Ongoing working group sessions with ICs and participation in a corporate-wide process to improve the IC journey will continue to advance a stronger level of service, improve customer satisfaction, and resolve service delivery issues. The recommendations will help The City achieve improvements and will identify opportunities for Corporate-wide solutions.

ATTACHMENT(S)

1. Attachment 1 – Update on the actions underway in the Water Utility to address Indemnified Contractors’ concerns
2. Attachment 2 – October Engagement Sessions Summary
3. Attachment 3 - Proposed corporate-wide process for continued improvement of the Indemnified Contractor experience



Update on the actions underway in the Water Utility to address Indemnified Contractors' concerns

The Water Utility has undertaken several initiatives to address the key concerns raised by the IC community. These actions are broken down into four focus areas which are intended to increase customer satisfaction and deliver fair, flexible and functional customer service experience to ICs.

Timeframe for completion:

- Immediately – action is underway
- Short term – up to 12 months
- Long term – 1 to 2 years

Focus Area 1: Scheduling changes-improved appointment process	Timeframe for completion	November 2019 status update	Additional information
1.1 Increase available appointments during contractor work day	Complete	Complete	Changed crew shifts to start earlier and allow for more flexibility in appointment scheduling (including accommodating some evening and weekend appointments).
1.2 Create appointment service level agreement	Short term	In Progress	Drafted, to be provided to ICs in February 2020.
1.3 Allow some work to be scheduled without an appointment	Short term	Complete	When there is no availability for valve crews, trouble crews can perform controls. This is to be used as an additional method to address urgent demands on a case-by-case basis.
1.4 Review current appointment window	Short term	Complete	Appointments are now booked for the appropriate amount of time based on the type of work needed (i.e. main control, main shutdown, main flush).

1.5 Implement an online appointment booking system to increase visibility and autonomy	Long term	Connected to outcome of another longer-term project	The Water Utility is currently working on a program to improve several existing data management systems. The outcome of this program will inform technical capabilities for an online booking system.
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Focus Area 2: Use City Resources Differently	Timeframe for completion	November 2019 status update	Additional information
2.1 Increase appointment flexibility	Immediately	Complete	Appointment valve crew changes can be accommodated up to 2 days in advance. Others will be evaluated on a case-by-case basis. Evening and weekend appointments are being scheduled as well.
2.2 Provide Contractors access to an electronic map of the Water Utility system	Short term	Not Feasible (currently)	Current technology limitations do not allow sharing of live maps externally. This would be labour -intensive and would not provide current live valve status.
2.3 Use additional methods/crews for controlling mains	Short term	In progress	As the Water Utility's Field Operations reorganization progresses, the potential for additional crews will be evaluated.
2.4 Involve Inspectors in limited valve operations	Short term	Not Feasible (currently)	Valve Operators and Inspections have different required certification and are under different unions. Labour Relations advised against further engagement on this initiative.
2.5 Investigate a fee structure	Long term	In progress	Internal discussions will be held to determine what the outcome of the fee will be (cost recovery of existing crews vs hiring additional crews).

			Update on approach will be provided to ICs in May 2020.
2.6 Certify Inspectors as operators	Long term	Not Feasible (currently)	Valve Operators and inspections are under different unions. Labour Relations advised against further engagement on this initiative.

Focus Area 3: Review Roles and Responsibilities	Timeframe for completion	November 2019 status update	Additional information
3.1 Provide information on operation of private- side valves	Immediately	Will be completed by 2019 Year End	Provided information at October engagement sessions, will also be part of a Monthly Industry Bulletin by the end of 2019.
3.2 Provide clarity on boundary valve operation	Immediately	Will be completed by 2019 Year End	Provided information at October engagement sessions, will also be part of a Monthly Industry Bulletin by the end of 2019.
3.3 Request that Contractors conduct job-related repairs to valves	Short term	In progress – implementation in 2020 season	Business Case was approved by Supply Management, Drinking Water Distribution is developing the internal process for implementation in February 2020.
3.4 Increase work that Contractors are able to do on the system	Long term	No update	As the other actions on this list are implemented the Water Utility will continue to engage ICs on corporate process to look for more opportunities for improvement.

Focus Area 4: Review City Operational Practices	Timeframe for completion	November 2019 status update	Additional Information
4.1 Increase engagement (including an ICs survey and meetings)	Immediately	Complete	14 out of 22 companies attended October engagement sessions with the Water Utility.
4.2 Clarify processes related to issues that occur after hours, including details on what number to call	Immediately	Complete	For emergency shutdown on weekends and after hours, contact is 311. 311 will direct dispatch to a Water Trouble crew. Average response time is 1 hour.
4.3 Streamline Return to Service procedure	Short term	Complete	Return to Service procedure for controlled mains was changed to exclude lab testing, as existing data supports this approach. The mains are now flushed and opened without testing, which provides significant time savings.
4.4 Review when controlled mains are required	Short term	In progress – implementation for 2020 season	Proposed approach includes working without a control on metallic mains less than 300 mm in diameter. ICs were interested in exploring this option, process to be developed by February 2020.
4.5 Improve internal processes	Short term	Complete	Implemented: text messaging crews for emergency shutdowns, flushing and opening controlled mains without lab samples, steps for escalations and resolution of requests. Others mentioned above are in progress.
4.6 Reduce time to control mains	Long term	In progress	Proposed as an idea to contractors; however, to fully benefit from this initiative, unidirectional flushing needs to be

			completed across the city, which will take several years.
4.7 Reduce Return to Service times	Long term	In progress	As the Field Operations reorganization progresses, this will evolve by using other crews. Also, as more unidirectional flushing is done, less flushing will be necessary, and it will reduce the time it takes to return a main back to service.
4.8 Continue to privatize low risk, simple maintenance where system operation is not required	Long term	No update	As the other actions on this list are implemented, the Water Utility will continue to engage ICs on corporate process to look for more opportunities for improvement.

October Engagement Sessions Summary

Three engagement sessions were held in October 2019 to provide an update to Indemnified Contractors (ICs) on progress made by the Water Utility since Spring 2019 and to provide an opportunity for check in and feedback. The table below summarizes both internal and IC attendees. The Water Utility was represented by Water Services Drinking Water Distribution (DWD), Operations Services (OS), and Water Resources Inspection Services (IS).

Date	October 24, 2019 (morning)	October 24, 2019 (afternoon)	October 30, 2019
Contractor Attendees	Jasmine Harvey (Thuro), Corey Batt (Thuro), Daryl Galambos (Kobi Construction), Wade Ferguson (Precision), Joanne Slack (Precision), Chad Phillips (Calgary Aggregate Recycling Ltd), Ferlin Kang (Kang Construction), Alvin Kang (Kang Construction), Mike Kolonik (Peak Contracting Services), David LePage (Peak Contracting Services), Dave Schmitz (Peak Contracting Services), Doug Kiemeny (Peak Contracting Services)	Mike Desrosiers (Remis Mechanical), Adrian Gaucher (Cannex Contracting), Roger Gautreau (Slimdoor), Joe Berard (Slimdoor)	Will Trevenen (Standard General Inc.), Kassem Hammisi (Kidco Construction Ltd), Jimmy Borhot (North Star Contracting), Evan Friesen (Volker Stevin Contracting), Peter Principalli (Volker Stevin Contracting), Dan Finlayson (Standard General Inc.), Jaime Watt (Whissell Contracting Calgary Ltd)
Internal Attendees	Chris Huston (DWD), Natasha Kinloch (DWD), Jason Truong (IS), Tyler Johnson (IS), Brad Forsyth (DWD), Sclater Paterson (DWD), May Cayanan (IS), Maria Wolfs (OS), Michele Botha (DWD)	Chris Huston (DWD), Natasha Kinloch (DWD), Jason Truong (IS), Tyler Johnson (IS), Brad Forsyth (DWD), Sclater Paterson (DWD), May Cayanan (IS), Maria Wolfs (OS), Michele Botha (DWD)	Chris Huston (DWD), Natasha Kinloch (DWD), Jason Truong (IS), Tyler Johnson (IS), Brad Forsyth (DWD), Sclater Paterson (DWD), May Cayanan (IS), Frank Mosca (DWD), Maria Wolfs (OS), Michele Botha (DWD)

Overall feedback on appointment availability, booking process and on-site meetings was positive. ICs expressed appreciation for engagement opportunities and for progress to date. In addition to the proposed innovation process for improving ICs experience, the Water Utility plans to hold engagement sessions with the ICs in February 2020 to discuss the upcoming construction season.

Proposed corporate-wide process for continued improvement of the Indemnified Contractor experience

Through the Business Advisory Committee (BAC), Administration was asked to find ways to improve Indemnified Contractors' (ICs) experience. Thus far, through this process, an improved dialogue has been initiated with the ICs by providing check-ins, updates on the internal changes and identification of further improvement opportunities. As such, several opportunities have been investigated and implemented in both the short and long-term by the Water Utility and have shown significant progress to alleviating ICs concerns.

To fully streamline the IC experience across the corporation, there is a need for a coordinated approach, which will require various Business Units to engage and work together. The following approach is proposed.

PROPOSED APPROACH

The proposed, innovative process for improving ICs experience will take a design-thinking lens to explore and surface new possibilities. This approach looks at the following:

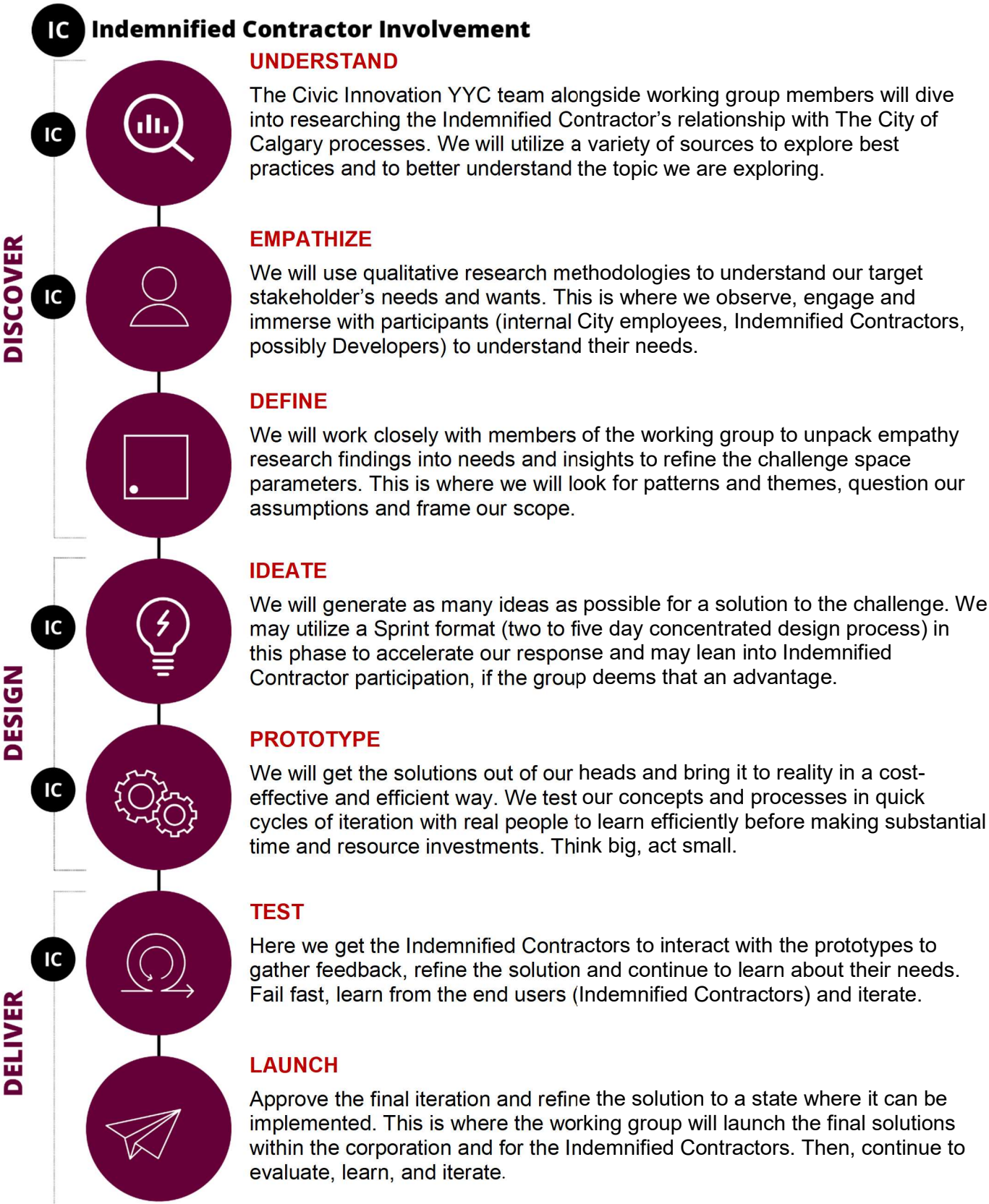
- Solve the Right Problem - allows for deep exploration, surfacing new possibilities and latent needs, and re-framing issues to ensure we are solving the right problem
- Integrate Diverse Perspectives - feedback from all groups working towards our solutions
- Test Assumptions - prototype and test ideas quickly, which allows for a process to fail efficiently and for the solution to be modified to get to the best, lasting result.

This approach includes delegates from the IC community in collaboration with representatives from Water Services, Water Resources, Roads and other Business Units all working together to improve processes at The City. Overall, we anticipate that this process will take nine months to undertake with a final report back to the BAC in June 2020.

Specifically, the following groups will be playing the following roles in this proposed approach:

Role	Group
Coordination	Business and Local Economy Team
Facilitation	Civic Innovation Lab
Participants in the continued improvement Indemnified Contractors experience process	<ul style="list-style-type: none"> - Delegates from the IC community - Water Services, Drinking Water Distribution - Water Resources, Infrastructure Delivery - Roads, Traffic - Planning - Other BU's as identified

THE PHASES



TIMELINE

