

PFC2021-0787 Presentation

Solutions for Achieving Value and Excellence (SAVE) Program Update and Results

Priorities and Finance Committee

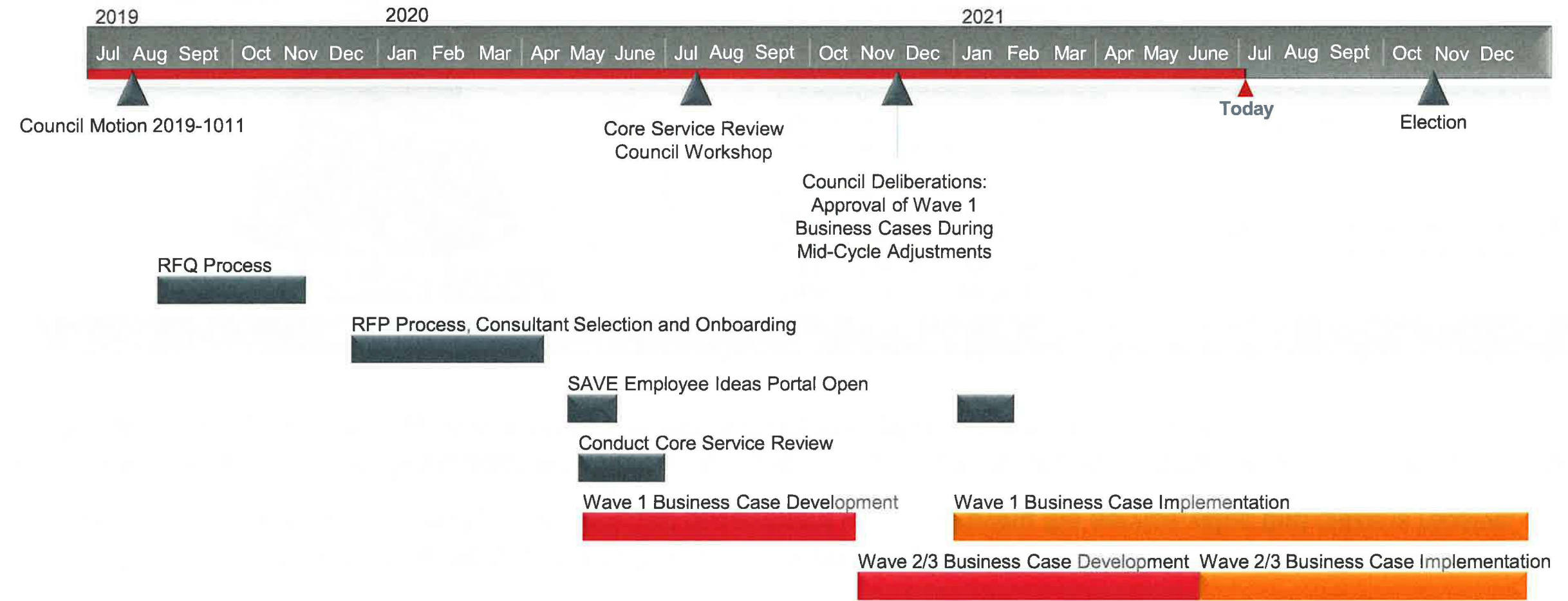
2021 July 20

Notice of Motion C2019-1011

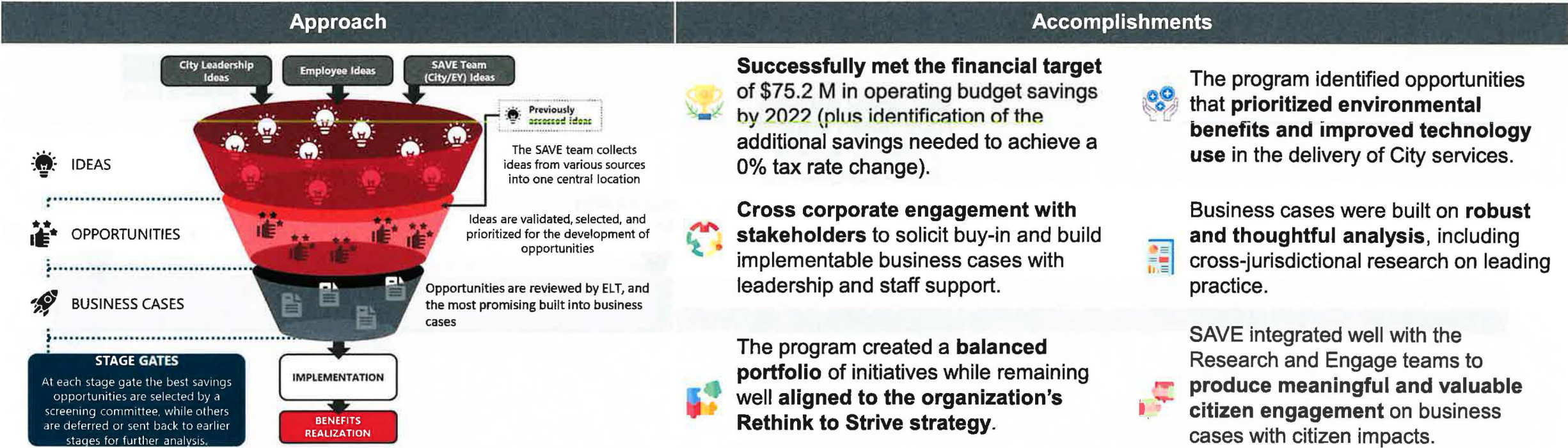
Delivering Modern and Affordable Municipal Services in an Environment of Economic Constraint

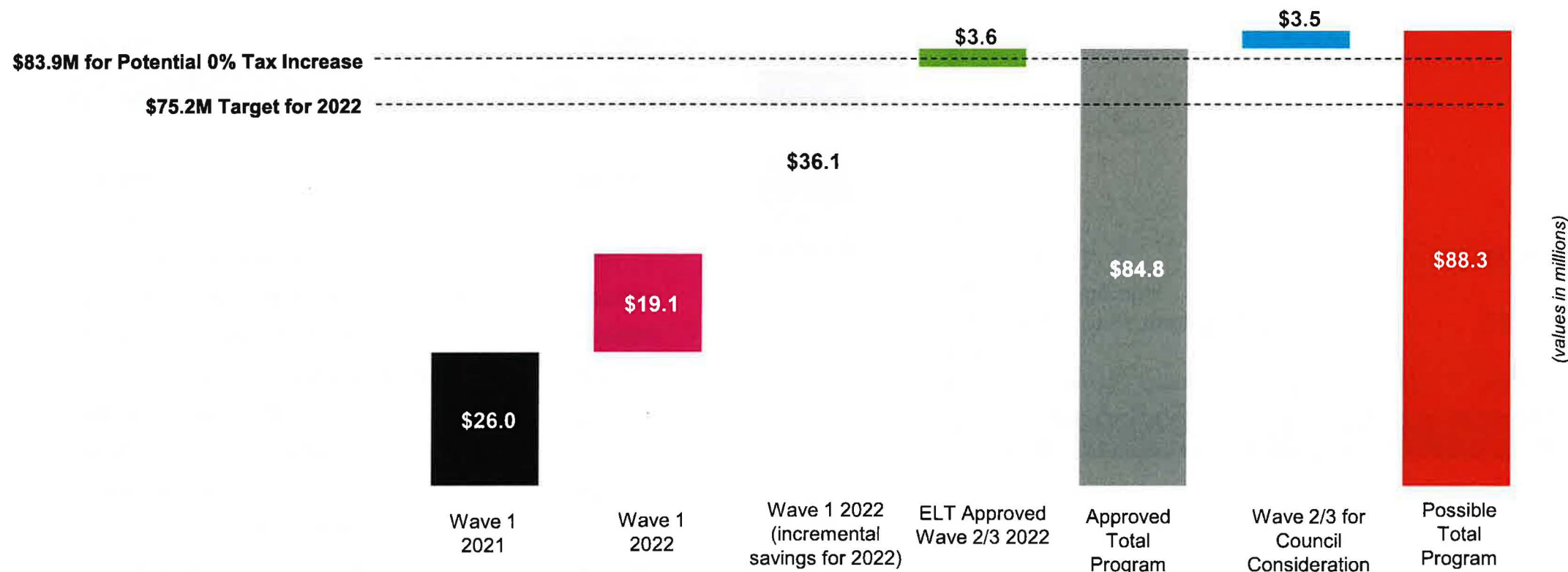
On 2019 July 29, Council unanimously directed Administration to release a Request for Qualifications to seek proposals from external experts about services available to assist Council and Administration with:

- a. Delivering on Citizen Priorities and Council Directives within an environment of economic constraint;
- b. Mechanisms for reducing the cost of delivering municipal services while taking into account Administrative initiatives and projects already underway and intended to contribute to this objective;
- c. Capitalizing on revenue generating opportunities available to The City; and
- d. Developing solid business cases for short and longer-term efficiencies across the Corporation that advance the achievement of Citizen Priorities and Council Directives within an environment of economic constraint.



- The SAVE program was designed to enhance The City’s financial sustainability and increase service efficiency and effectiveness. SAVE aims to modernize municipal government while improving the service value that citizens receive.
- To meet these objectives, SAVE adopted a “funnel approach” for considering and developing ideas from different sources. Below is a snapshot of this approach along with the overall accomplishments of the program.





- 2022 savings target was increased from \$74M to \$80M during the Mid-Cycle Adjustments, then decreased to \$75.2M as a result of the property tax bylaw passed by Council on 2021 March 22.
- Wave 1 business cases (\$26.0M +\$19.1M) are being implemented; some are complete, some are in progress and some will begin soon. The \$19.1M was part of the original business cases and reflects additional savings in 2022 as full implementation occurs and up-front costs incurred in 2021 are no longer applicable.
- Wave 1 incremental savings (\$36.1M) for 2022 were newly identified during implementation and will be presented during the November 2021 adjustments process.
- ELT's approval of Waves 2/3 (\$3.6M) business cases has secured the 2022 target. Council approval of additional contingency would ensure financial targets are met or would provide further financial options.



Business Cases Approved by the ELT	Estimated Savings for 2022
Corporate-wide Route Planning	\$290,000
Learning & Development	\$200,000
Reservoir Safety Funding Model	\$370,000
Scheduling and Time Tracking*	\$0
Public Art Program/Reserve	\$350,000
Reduced External Consulting	\$250,000
Manchester Shuttle Service	\$140,000
Centralized and Consistent Fuel Budgeting	\$920,000
Employee Kilometrage Expensing	\$710,000
Inventory Transformation – Calgary Transit	\$370,000
Cash and Liquidity Management	N/A
Management of Transit Parking	N/A
TOTAL	\$3,600,000

Business Cases for Council Consideration	Estimated Savings for 2022
TOTAL	\$3,490,000

Business Cases	Estimated Savings for 2022
Business Cases Approved by the ELT	\$3,600,000
Business Cases for Council Consideration	\$3,490,000
TOTAL	\$7,090,000

That the Priorities and Finance Committee recommends that Council:

1. Consider approving the two business case summaries presented in Attachment 3 for implementation and inclusion in the 2022 Budget Adjustments in 2021 November;
2. Direct that this report be forwarded as urgent business to the 2021 July 26 Combined Meeting of Council; and
3. Direct that Attachment 3 remain confidential pursuant to Section 24(1)(a), (d) and (g) of the Freedom of Information and Protection of Privacy Act to be reviewed by 2026 July 20.



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ITEM: 28 PFC2021-0787

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