



# Solutions for Achieving Value and Excellence (SAVE) Overview and Business Case Summaries



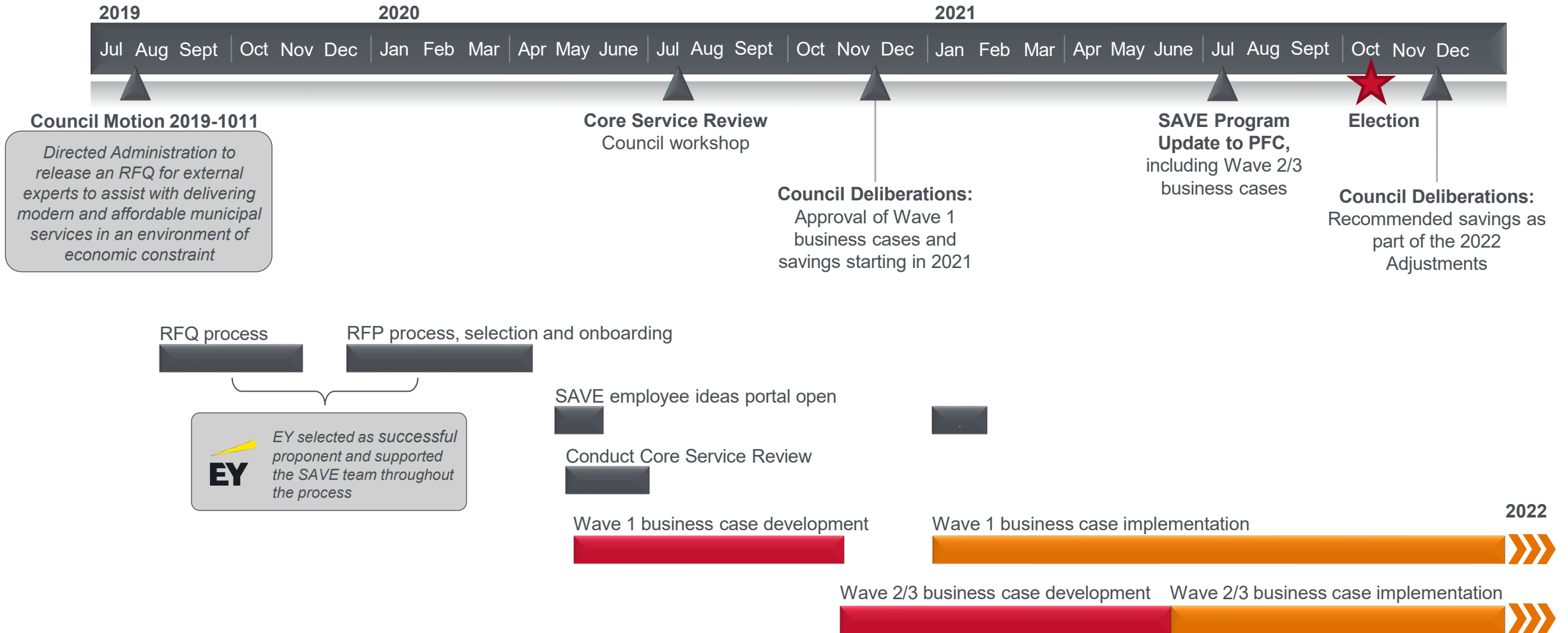
# SAVE Approach and Accomplishments

The Solutions for Achieving Value and Excellence (SAVE) program was designed to enhance The City’s financial sustainability, drive innovation, and modernize service delivery.

Approach	Accomplishments	
<p>The diagram illustrates a funnel-shaped process. At the top, three boxes labeled 'City Leadership Ideas', 'Employee Ideas', and 'SAVE Team (City/EY) Ideas' point into the top of a red funnel. The funnel narrows through three stages: 2634 IDEAS (represented by lightbulb icons), 70 OPPORTUNITIES (represented by thumbs-up icons with stars), and 34 BUSINESS CASES (represented by document icons). A dashed box labeled 'Previously assessed ideas' points to the top of the funnel. Text boxes describe each stage: 'SAVE team collected ideas from various sources into one central location' for the first stage; 'Ideas were validated, selected, and prioritized for the development of opportunities' for the second; and 'Opportunities were reviewed by ELT, with the most promising built into business cases for ELT approval and presentation to Council' for the third. Below the funnel, a box labeled 'IMPLEMENTATION' leads to a final box labeled 'BENEFITS REALIZATION'.</p>	<ul style="list-style-type: none"> <li>✓ Successfully achieved the program’s financial targets for savings in base operating budgets by 2021 and 2022.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Identified opportunities that featured <b>environmental benefits and improved technology use</b>.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ <b>Cross-corporate engagement</b> to solicit buy-in and build implementable business cases with leadership and staff support.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Business cases built on <b>robust and thoughtful analysis</b>, including cross-jurisdictional research on leading practice.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Created a <b>balanced portfolio</b> of initiatives <b>aligned with the organization’s Rethink to Strive strategy</b>.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Worked with other City teams to <b>conduct meaningful citizen engagement</b> on business cases with citizen impacts.</li> </ul>



# SAVE Program Timeline







# Approved SAVE Business Cases

## Wave 1 Business Cases

Budget Modernization	External Counsel
Business Meetings & Travel	External Memberships
Bylaw Enforcement & Animal Services CSR Worker App	Financial Reserves Optimization
Category Management & Strategic Sourcing	Fleet Operational Change
Civic Census	Fleet Operator Management
Civic Partnerships Funding	Fleet Utilization
Contract Compliance	Future of Remote Work
Data Sales	Insource Maintenance of Fire Department Light Fleet
Digital Service Enablement	Process Automation
Duplicate & Fragmented Functions	Span of Control
Energy Budgeting	Value-Added Fitness & Nutrition for Firefighters

## Wave 2/3 Business Cases

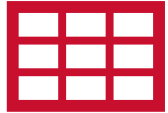
Centralized & Consistent Fuel Budgeting
Corporate Wide Route Planning
Employee Kilometrage Expensing
Inventory Transformation
Learning & Development
Manchester Shuttle Service
Public Art Program/Reserve
Reduced External Consulting
Reservoir Safety Funding Model
Scheduling & Time Tracking
Cash & Liquidity Management
Management of Transit Parking



# **SAVE Wave 1 business case summaries**

*Implementation underway since 2020 December*

# SAVE Wave 1 business cases



## **Budget Modernization**

Modernize the budget allocation and management processes, optimize the level of flexibility budget owners need to operate efficiently and effectively in conjunction with the corporate oversight needed to make strategic financial decisions, and shift the culture towards explaining budget variances across management layers.



## **Business Meetings & Travel**

Reduce the amounts incurred on catering at internal meetings and for business travel (excluding training and conferences).



## **Bylaw Enforcement & Animal Services CSR Worker App**

Adopt a CSR Worker App for Bylaw and Animal Services Peace Officers to use in the field, in order to streamline business processes and allow officers to work more efficiently. The app will allow officers to complete activities, upload pictures, and close requests from a mobile device.



# SAVE Wave 1 business cases



## Category Management & Strategic Sourcing

Implementation of category management, which is a holistic approach to managing spend and proactively monitor and manage procurement in a strategic manner. Strategic sourcing is an output of the category phase and is executed as a series of sourcing projects, to realize and sustain benefits across each spend category.



## Civic Census

Given reduced need for the census and the fact that most municipalities in Canada do not conduct a civic census, this business case recommends eliminating the civic census. A post-elimination evaluation will be conducted by Q4 2022, per Council direction (2020 February 3).



## Civic Partnership Funding

Reduce Civic Partner funding for 2021 by the inflationary increases approved through One Calgary. This approach aligns with the overall approach The City has taken to cost control in an environment of economic constraint.



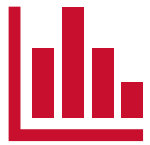


# SAVE Wave 1 business cases



## Contract Compliance

Use Real Time Contract Management using automated contract compliance solutions to eliminate the manual effort associated with contract/invoice due diligence, detect deviations or errors with better accuracy for follow-up to prevent over-payment, and allow employee time to be focused on analytical tasks rather than repetitive data management.



## Data Sales

Generate additional revenue by increasing the price of property information reports (including Tax Certificates, Assessment Information, etc.) based on jurisdictional benchmarking.



## Digital Service Enablement

Increase the number of City services (both transactional and informational services) delivered through digital channels (apps and web), thus reducing the reliance on cost- and resource-intensive traditional channels (phone or in-person).





# SAVE Wave 1 business cases



## Duplicate & Fragmented Functions

Conduct a detailed analysis of existing shared service functions to identify areas of duplication and opportunities for centralization. This work is being performed in conjunction with the Organization Realignment initiative.



## Energy Budgeting

Engage in a higher degree of energy consumption forecasting to establish an energy consumption budget, and then set financial budgets for business units and services based on the forecasted consumption, to be right-sized as actual energy prices change.



## External Counsel

Shift some legal work in-house that currently relies on external counsel. This is specifically related to work directed by the Gas, Power and Telecommunications Committee (regulatory group).

# SAVE Wave 1 business cases



## External Memberships

Reduce the number of discretionary memberships The City pays for, including corporate and individual memberships, registrations and licensing with accredited associations, and similar professional and technical organizations. Develop an inventory of memberships held across The City as well as procedures guiding the categorization and approvals of these memberships.



## Financial Reserves Optimization

Review reserves for their purpose, utilization, funding sources, adequacy and the reasonability of their balance, with an eye towards identifying areas where The City can capture excess annual contributions or other ongoing savings.



## Fleet Operational Change

Move all light duty fleet vehicles from a time-based to a use-based preventative maintenance schedule, to ensure vehicles with low utilization are not over-maintained.

# SAVE Wave 1 business cases



## Fleet Operator Management

Leverage vehicle telematics solutions to improve fleet operator behaviour through enhanced reporting, accountability practices and targeted training, with particular focus on reduced discretionary idling and avoidable collisions.



## Fleet Utilization

Implement FlexFleet (a system where vehicles are shared amongst services in order to avoid underutilization of vehicles), multi-purposing and standardization of vehicles and equipment to improve utilization and reduce the size and cost of fleet.



## Future of Remote Work

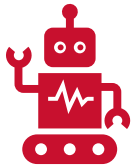
In light of the recent shift to remote work due to the COVID emergency, consider how The City can intentionally maximize the advantages of greater mobile work adoption going forward.

# SAVE Wave 1 business cases



## Insource Maintenance of Fire Department Light Fleet

Insource maintenance of all Calgary Fire Department light fleet vehicles, which is currently outsourced to the private sector. Note there are no contractual obligations to continue using the current provider in place and there is no impact to citizens expected from this change.



## Process Automation

Automate processes within four key areas: Accounts Payable, Position Change Requests, Inventory Management, and Purchase Order Management. Establish a Centre of Excellence to identify/sustain ongoing process automation opportunities.



## Span of Control

Align The City's span of control and managerial layers to leading practice. This work is being performed in conjunction with the Organization Realignment initiative.





# SAVE Wave 1 business cases



## Value-Added Fitness & Nutrition for Firefighters

Reduce the volume of some discretionary fitness and nutrition services (e.g. individualized nutrition counselling, weekly workout plans) currently provided to firefighters and other efficiencies within the Wellness Centre. This will lead to cost savings without having a significant impact on the range of services provided to firefighters.



# **SAVE Wave 2/3 business case summaries**

*Implementation underway since 2021 July*



# SAVE Wave 2/3 business cases



## Centralized & Consistent Fuel Budgeting

Create a centralized and consistent fuel budgeting system where business units forecast fuel expenditures in volume, and where a central office forecasts fuel prices and manages the fuel budget through a contingency account.



## Corporate Wide Route Planning

Review feasibility of adopting a corporate-wide route optimization solution for performing scheduled maintenance and maximize the number of appointments that can be completed by crews in the field using GIS based route optimization tools/GPS enabled systems.



## Employee Kilometrage Expensing

Implement a new policy to reduce personal vehicle kilometrage expenses, and right size the budget for kilometers reimbursed. The policy will require employees to attend meetings virtually or use a FlexFleet vehicle where possible.



# SAVE Wave 2/3 business cases



## Inventory Transformation

Modernize inventory management at Calgary Transit through improved planning and technology-driven process transformation that reduces manual touchpoints in handling inventory and helps the City avoid losses due to write-offs of obsolete materials and supplies.



## Learning & Development

Develop and enforce a cross-corporate policy and centralize decision-making for employee participation in professional development programs. Leverage the Learning Management System technology to track and report on learning and development outcomes.



## Manchester Shuttle Service

Elimination of the Manchester Shuttle service (which connects employees between the Municipal Building and the Manchester complex) given the significant drop in ridership as a result of the pandemic, which has led to increased adoption of virtual meetings and work from home policies.





# SAVE Wave 2/3 business cases



## Public Art Program/Reserve

Deliver cost savings as a result of transitioning the Public Art Program operations to a third-party non-profit organization, per Council direction (2020 April 6).



## Reduced External Consulting

Reduce expenditure on external consulting through increased coordination of upcoming work and by leveraging internal consulting. This business case is focused on “management consulting” as opposed to technical, engineering or construction specialties.



## Reservoir Safety Funding Model

Transfer the cost of Recreation’s water safety Boat Patrol on Glenmore Reservoir to the Water Utility. The Boat Patrol provides water safety education, environmental stewardship, and first response for water rescue operations throughout the boating season.



# SAVE Wave 2/3 business cases



## Scheduling & Time Tracking

Modernizing the Time and Attendance process to reduce errors and time spent manually performing tasks and increase productivity. This business case seeks to create a uniform adoption of an Ultimate Kronos Group (UKG) solution to drive efficiencies.



## Cash & Liquidity Management

Review The City of Calgary's cash and liquidity management strategy and processes to improve the ability of Treasury to forecast cash-flows, optimize cash balances and reallocate cash to longer-term investments that could potentially generate additional revenue.



## Management of Transit Parking

Consider new or improved revenue streams related to Calgary Transit park and ride fees. Due to downtown vacancy rates, parking surplus in the core, and reduced ridership, the environment is not appropriate for action at this time. However, Calgary Transit will continue to monitor and determine when conditions are appropriate for implementation of pay-for-parking in the future.