

### Calgary Transit Efficiency and Effectiveness Improvements

The table below outlines improvements to the efficiency and effectiveness of Calgary Transit service delivery and back-of-house support over 2017- 2019 Q2.

Category	Initiatives
<b>Structural Cost Reduction</b>	<ul style="list-style-type: none"> <li>• Organizational restructuring</li> <li>• Deferred hiring and reprioritization of functions</li> <li>• Strategic reductions in positions</li> <li>• Significant savings in wages, benefits and materials across divisions</li> <li>• Cutting discretionary spending</li> <li>• Zero Based Review Recommendations Implementation:               <ul style="list-style-type: none"> <li>○ Fleet service lane and reliability improvements</li> <li>○ Outsourcing outside maintenance functions</li> <li>○ In-housing rail systems communications maintenance functions</li> </ul> </li> </ul>
<b>Service Optimization</b>	<ul style="list-style-type: none"> <li>• Improved productivity and optimization of Operator scheduling</li> <li>• Increased adjustments to schedules for lower performing routes and time periods to better match ridership demand and productivity</li> <li>• Increased realignment of service between regular and community shuttle buses based on ridership demand for operating cost savings</li> <li>• Growth service hours eliminated in 2017 and 2018</li> <li>• Savings of 35,000 service hours in 2017 for Budget Savings Account</li> <li>• Service hour efficiencies and reinvestment through 2018 Transit Service Review to fund 57% of annual operating cost of the MAX network</li> <li>• Savings of 25,700 annual service hours in 2019</li> <li>• Service efficiencies and reinvestment for improved productivity through the 2019 Transit Service Review</li> </ul>
<b>Process Optimization and Continuous Improvement Initiatives</b>	<ul style="list-style-type: none"> <li>• Operating cost and productivity improvements from changes to cash boxes on buses</li> <li>• Workforce savings and productivity improvements through process reviews and new technology in Operations Control, Recruitment and Training</li> <li>• Fuel and vehicle operating cost savings from installation of fueling stations at Spring Gardens garage</li> <li>• Savings from improved inventory controls, vendor performance monitoring, contract negotiations and cost-effectiveness for Operator and Outside Maintenance supplies</li> </ul>

	<ul style="list-style-type: none"> <li>• Improved effectiveness of Peace Officer deployment through Downtown Outreach Addictions Partnership</li> <li>• Improved productivity of trip booking, scheduling and dispatching through new technology in Calgary Transit Access</li> <li>• Cost savings and mitigation through fuel diversification and replacement of diesel buses with Compressed Natural Gas</li> </ul>
<b>Total Approximate Savings Amount</b>	\$19 million