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## **ZBR – Calgary Building Services**

### **Final Report to Priority & Finance Committee**

Kogawa Consulting  
November 15, 2016



## **Kogawa Consulting Ltd**



### Senior Consultants

- Steph McIntyre
- Susan Keen

*Small, local & specialized  
consulting company*

### Kogawa Partners

- Sandra King
- Wanda Micheals

*Extensive experience in  
municipal Government*



## Findings

	CBS Business Model Simplification	PD Portfolio Management
One Time Investment	\$12.9M	\$100k
Accumulated Avoided Costs Over 5 Years	\$7.5M	\$5.7M
Annual Avoided Costs After Year 5	\$3.5M	\$1.14M
Business Case Implementation Timeline	Year 1-3	Year 1
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Total Investment		\$13M
Total Accumulated Avoided Costs Over 5 Years		\$13.1M
Annual Avoided Costs After Year 5		\$4.7M

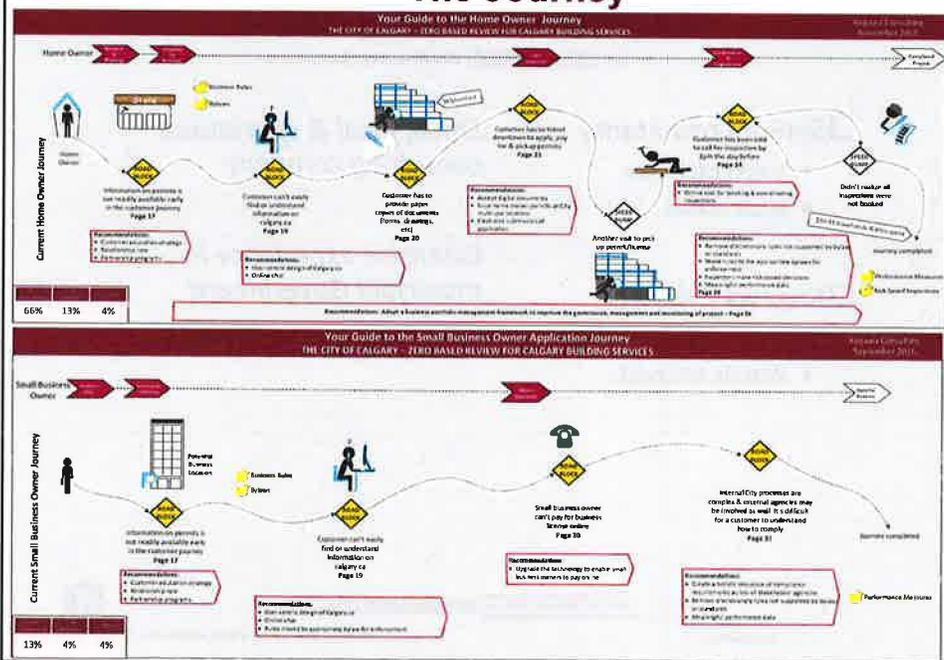
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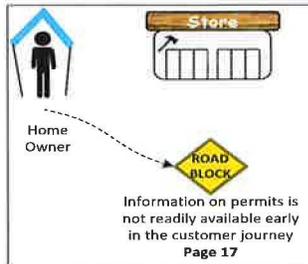
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## The Journey



## Home/Small Business Owner Customer Journey



- Recommendations:
  - Customer education strategy
  - Relationship role
  - Partnership programs



- Results/Benefits
  - Consistent understanding of what customers need
  - Support in the community and an advocate at City Hall

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## Home/Small Business Owner Customer Journey



- Recommendations:
  - User centric design of Calgary.ca
  - Online chat



- Results/Benefits
  - Self-directed customers
  - Customers find what they need, when they need it and why they need it

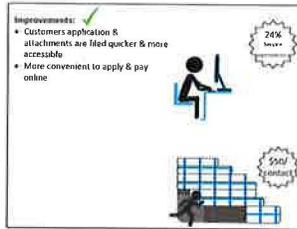
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## Home Owner Customer Journey



### Recommendations:

- Accept digital documents
- Issue home owner permits at multi-use locations
- Electronic submission of application
- Remove discretionary rules not supported by bylaws or standards
- Move rules to the appropriate bylaws for enforcement

### Results/Benefits

- Drop in cost per contact from \$65 to \$50
- Increased convenience for customers
- Lower cost to customer



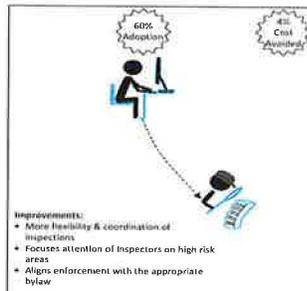
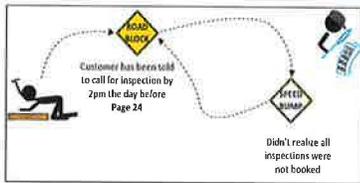
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## Home/Small Business Owner Customer Journey



### Recommendations:

- Online tool for booking & coordinating inspections
- Inspectors make risk-based decisions

### Results/Benefits

- Improved inspection process
- Reduced costs for inspections
- Timely inspections for customers



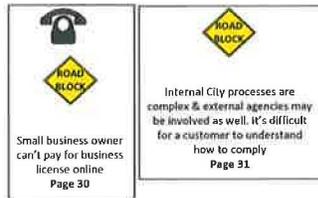
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## Small Business Customer Journey



### Recommendations:

- Upgrade the technology to enable small business owners to pay online
- Create a holistic sequence of compliance requirements across all stakeholder agencies

### Results/Benefits

- Coordinated process across all governing bodies
- Avoided costs to customers
- Increased small business owners

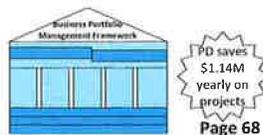
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## Focus Area: Portfolio Management PD Business Portfolio Prioritization & Commitment

### Recommendations:

- Establish clear terms of reference for strategic vs. execution portfolio governance
- Include and prioritize all business planning, operations and portfolio projects
- Adopt corporate project management and governance standards across all projects
- Develop performance measurement strategy and discipline
- Develop portfolio management roles and responsibilities



### Results/Benefits:

- Avoids project delays and resulting costs through efficient and timely decision making
- Reduces duplicate work effort due to lack of clear direction on scope and mandate
- Avoids costs for unplanned projects that are not driving towards PD outcomes
- Department wide understanding of priorities and expectations

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## Conclusion

### □ Business Model Simplification

- Implement the recommendations as a cohesive set of projects
- Implement based on the roadmap to reduce rework and overlap
- Monitor & measure regularly to ensure reaching expected benefits
- Timing of implementation needs to coincide with commitment to complete the work (3-5 years in duration)

### □ Portfolio Management

- PD Business Portfolio Framework enables PD to be in a position to meet expectations of next business cycle
- Clarity and understanding of department priorities