



# Continuous improvement: Delivering faster, better, more effective services for Calgarians

EC2024-0342

2024 April 16

## Previous Council Direction

On 2023 January 24 (EC2022-1304), Council approved Administration's recommendation to close out the Zero-Based Review program.

The report also outlined a new continuous improvement program supporting the corporation with foundational systems, expert advice, and internal consulting services to help ensure the success of 2023-2026 service improvement initiatives and beyond.

# Recommendation

## RECOMMENDATION:

That the Executive Committee recommend that Council:

1. Receive this report for the Corporate Record.





# Highlights



\$226 million in savings and reductions since 2019



Improving services increases value for Calgarians



New collaborative continuous improvement approach



New program: Elevate Calgary





# Zero Based Review (ZBR) program

## 2011-2022

- 12 ZBRs covering 76% of operating budget
- Ongoing financial benefits: \$64M-80M annually



**Water Resources ZBR:**  
\$30.4M capital avoided  
\$25.3M capital saved.



**Fire ZBR:** \$14.1M in savings and cost avoidance.



**Roads ZBR:** Reinvested \$11.4M savings into service delivery.



Direct Budget Cuts [2019]



SAVE Program [2021-2022]

## 2019



- \$60M cut from approved budget
- Some cut services reinstated due to demand from Calgarians
- Learnings: renewed focus on continuous improvement approach



SAVE Program  
[2021-2022]

# Solutions for Achieving Value and Excellence (SAVE) program

## 2021-2022



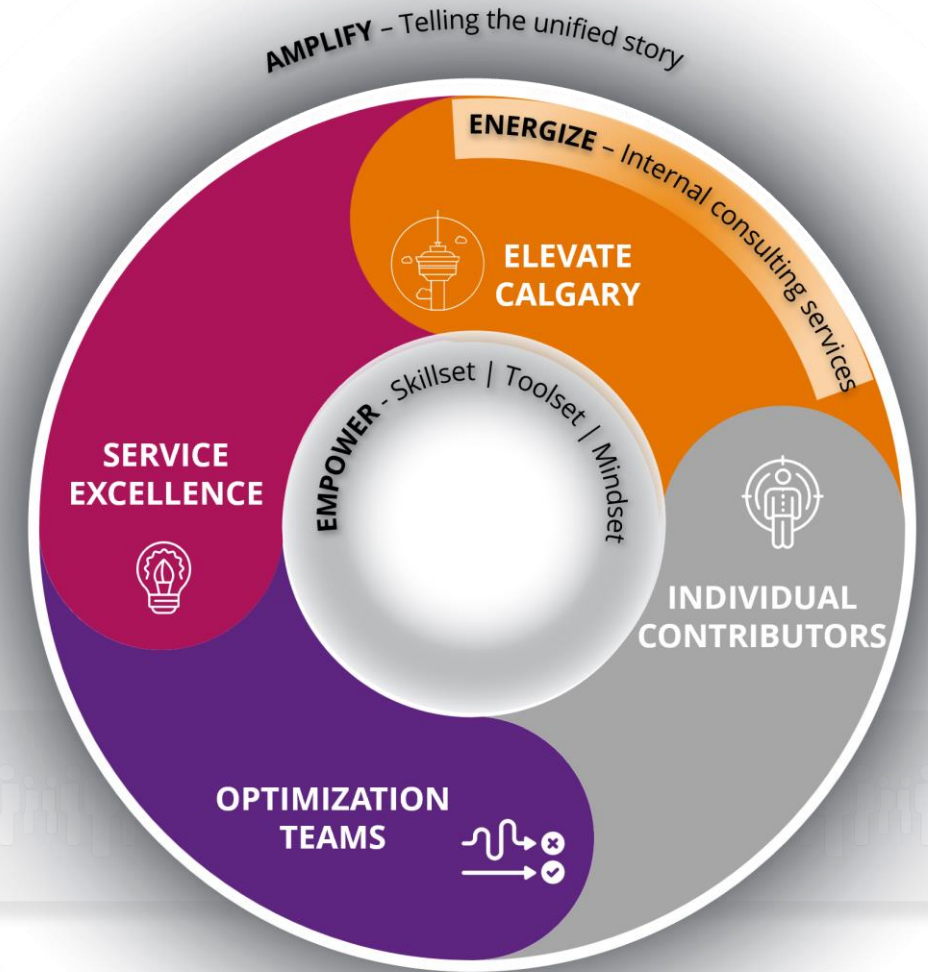
- \$78.6M saved in base operations
- Decisions prioritized needs of Calgarians
- Pursued most viable opportunities





# A new era: continuous improvement ecosystem

Anchored by the new Elevate Calgary Program, the **new approach to continuous improvement harnesses the passion and wisdom of 15,000 City staff** to make life better every day by increasing the value for our services.







# Continuous Improvement in this budget cycle: Elevate Calgary program



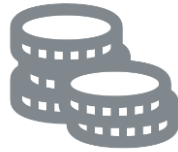
**Energize**  
Expertise through consulting services



**Empower**  
Training and resources



**Amplify**  
Sharing a unified story



**\$3.9M**  
costs avoided

Completed 22 continuous improvement projects to date.



**Management consulting strategy**

Elevate Calgary is part of a suite of internal consulting services that leverage City expertise.

# Continuous Improvement Spotlight

## Waste & Recycling Services – Too Many Carts

### Analysis

- Over 1 million carts
- 311 geospatial analysis of cart congestion
- Bylaw & Policy review
- Interviews & ride along

### Outcomes

- Provided proactive solutions to avoid cost and resource requirements of a pilot.
- Leveraged current mitigation practices to help address the issue.


# Continuous Improvement Spotlight

## Actions

- 311 call-back feature
- On-call agents

## Outcomes

- Reduced 311 wait times by 5 per cent
- Enhanced accountability through public real-time dashboards



**Modernizing 311 user experience**

# Continuous Improvement Spotlight

## Actions

- One-stop solution for all business types
- Dedicated representatives from application to approval

## Outcomes

- Expanded program due to success
- Simplified process with self-serve option
- Increased webinars and participation from businesses



**Business Experience  
Improvement program**

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