



# Service Improvement Case Studies: ZBR Initiatives

## SECTION OVERVIEW

These case studies illustrate the wide range of tangible benefits being delivered for Calgarians as a result of the ZBR program.

Each case study highlights the opportunity that was identified, the action taken and the result. The results include cost savings as well as service effectiveness gains, such as better customer service or reduced environmental impact.

The effectiveness gains are diverse in nature and may be harder to quantify than financial gains, making it difficult to present them as a single headline metric. Administration is developing performance measures to better capture the effectiveness gains in future reports.

The ZBR program is mandated to deliver improvements in:

### EFFICIENCY

 Cash savings

 Productivity gains

 Cost avoidance

### CAPACITY BUILDING

 Continuous improvement

### EFFECTIVENESS

 Service outcomes

 Customer satisfaction

 Employee morale

 Safety

 Partner relationships



# Customer Segmentation in IT



## 1 Opportunity

- The ZBR program, in partnership with CSC’s Customer Experience Team, piloted a customer segmentation approach during the Calgary Building Services Review.
- Customer segmentation offers new perspective on how to think about customers either externally or (as in the case of IT internally).
- Even though the IT ZBR hasn’t been completed yet, benefits of customer segmentation are already being realized.

## 2 Action

- Segmentation created a robust picture of each role in the organization and how they consume technology.
- This proved especially valuable when rolling out technology upgrades to field staff – New understandings of this nomadic group allowed IT to hone their engagement plan and very selectively target this audience.

## 3 Is anyone better off?

- Client segmentation significantly enhanced the reach of the IT client satisfaction survey from 1,500 to over 5,000 City staff which means better customer insights, which can be applied to future improvements.
- Recognizing the need to service field staff in-person led to pop-up events at locations with large numbers of staff who work remotely – the most effective way to reach them. In total 18 events were held in 15 locations reaching 1,800 people.
- Customer insight work, based on the understanding of different segments, is continuing with customer journey mapping (in partnership with IT’s enabling partners in Corporate Analytics & Innovation, Supply Management and Corporate Security) for investments in technology.

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## 1 Opportunity

- Develop a street light maintenance strategy that supports multiple service providers through a competitive bidding process, places defined standards of service and performance measures into the contract, and addresses inventory costs.

## 2 Action

- The purchasing strategy for materials was changed to bundle street light components with similar traffic signal components.
- Specialized street light maintenance services (e.g. critical pole replacement) were tendered separately from the primary 'lights out' contract.

## 3 Is anyone better off?

- The new purchasing strategy resulted in an average 37% reduction in the cost of steel poles and 19% reduction in the cost of concrete bases.
- In 2015, by coordinating the purchases of streetlight poles and bases with the Traffic Signal program, an estimated \$1 million in capital was saved compared to 2014 costs. Maintaining this purchasing strategy in 2016 resulted in an estimated savings of \$1.6 million that was invested back into the streetlight maintenance program.
- Contractors that have focused on specific types of work have worked more efficiently, giving Roads better value and increasing the impact of our budget on our critical maintenance backlog. For example, with the same budget Roads has been able to increase the rate of critical street light pole replacement by a factor of three.

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# Service Improvement Case Studies: Continuous Improvement Initiatives

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The ZBR program draws on all elements of the Performance Management System to identify efficiency and effectiveness improvements. It has the greatest intersection with the “Service Review and Improvement” strand, where the ZBR program complements The City’s other continuous improvement activities.

These case studies provide examples of service improvements undertaken outside of the ZBR program, which demonstrate Administration’s increasing capacity for continuous improvements in line with the second purpose of the ZBR program.

The **Performance Management System** is a disciplined approach to continuous improvement designed to better serve our customers, communities and citizens.





# Transit going Wireless for Maintenance



## 1 Opportunity

- Maintaining Transit’s 220 ticket vending machines is a big job!
- In the past, getting repair details on the machines required being at Spring Gardens Transit Technology Building and travelling from there to any of Transit’s 45 C-Train stations.
- This required Fare Service Technicians to spend significant time in-transit (pun intended) between locations.

## 2 Action

- Since August 2016, field technicians have adopted network-connected iPads that provide real-time information on the status of ticket vending machines.

## 3 Is anyone better off?

- The iPads provide technicians with much better information to plan their days – they significantly reduce travel time, speed up response time and improve capacity which means more repairs per day.
- Technicians are, on average, completing 10 to 15% more tasks per day which represents a productivity gain of more than \$2400 per month. This results in a better customer experience as more machines are brought back into service every day while also freeing up time for this team to complete other tasks.

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# Water Services Energy Use



## 1 Opportunity

- Reduce energy usage or explore options to generate additional energy to offset commercial energy usage.

## 2 Action

- In 2016, the Bonnybrook Wastewater Treatment Plant began generating its own electricity using natural gas and biogas, a product of the wastewater treatment process available at no cost to The City.
- The Glenmore Water Treatment Plant has completed the installation of a 291kW solar photovoltaic power generation system.

## 3 Is anyone better off?

- On-site power generation at the Bonnybrook plant has resulted in savings of \$3 million and a reduction in greenhouse gas emissions.
- Although only a small portion (2%) of the Glenmore Water Treatment Plant's total electrical loads is anticipated to come from the sun, it will offset the power demand of over 45 average Calgary homes (330,000 kWh/year).

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# Reducing Red Tape for Secondary Suites



## 1 Opportunity

- Calgary has a large number of existing illegal secondary suites with a high risk of being unsafe.
- One of the reasons owners choose to keep a suite illegal is that the development permit process is time consuming and costly.
- A building permit and safety inspections cannot be obtained without a development permit.

## 2 Action

- As of March 2017, a development permit exemption program for secondary suites that comply with all the rules in the Land Use Bylaw was standardized.
- A new way of processing secondary suite permits was created that saves customers an average of 30 days of application processing time and saves staff an average of 5 hours per application.

## 3 Is anyone better off?

- Since the development permit exemption was standardized, 129 secondary suite owners have made a building permit application to make their suite safe for their tenant.
- This has saved 3,870 days of processing time for the owners of suites who want to make them safe and legal. This also saved 645 staff hours because of faster permit processing time.
- This eliminated one disincentive related to cost and time for homeowners, which is a major factor in seeing an increase in the number of legal and safe suites in Calgary.

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