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

EFFECTIVENESS

📈 Service outcomes

👍 Customer satisfaction

👥 Employee morale

🦺 Safety

🤝 Partner relationships

CAPACITY BUILDING

🏠 Continuous improvement

Calgary

ZBR Initiative

Homeowner Permit Journey Simplification & Support

❶ Opportunity

- Opportunity to simplify the application process and offer greater convenience to homeowners so that they do not need to come to City Hall for their permits, reducing customer stress (travel, wait time, and printing).
- Improve homeowners' understanding of technical permit requirements.
- Enhance the customer's experience by providing more information access channels while maintaining customers' ability to access personalized advice.

❷ Action

- Disparate application forms were combined into one easy to use online service for application submissions, document uploads, and payment.
- Homeowner permit requirements were elaborated with drawings and detailed information. Some drawing requirements were reduced.
- Live chat replicated the personalized front-counter experience in a digital format.

❸ Is anyone better off?

- Many application steps can now be completed online, using live chat to provide a virtual front counter experience that allows customers to be served more quickly.
- Live chat served 1,653 customers from inception in Feb. 2018 to Apr. 2018, and the average response time is within 23 seconds.
- Straightforward application process that consolidated 51 applications into a single online application form.
- The new approach takes the guesswork out of permitting requirements.
- On average, 53% of homeowner plumbing and electrical permits were submitted online since the go-live in Dec. 2017, saving customer time and effort.

EFFICIENCY

- $ Cash savings
- ⚙ **Productivity gains**
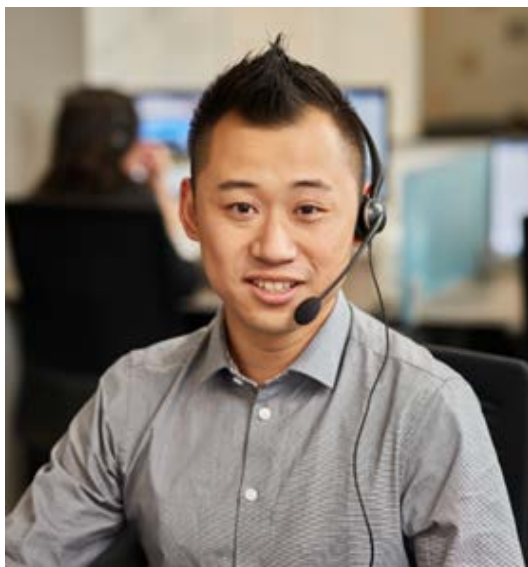- 🐖 Cost avoidance

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Online Retail Application Process

1 Opportunity

- Create an integrated process for customers to apply online for a Development Permit, Building Permit, and Business Licence to start a Cannabis Store in Calgary.
- The online cannabis retail application is one response to the CBS ZBR's recommendation to, "provide services to home/small business owners that enable customers to be self-directed," resulting in more efficiency and effectiveness for both The City and customers who are creating a safe city.
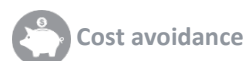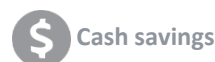
2 Action

- In anticipation of an influx of applications on April 24, 2018, the self-directed online application tool was ready for citizens to do a dry-run of the tool a week prior, and the Live Chat function was available to the public who had questions regarding the application process.
- Customers were able to apply for all products (Development Permit, Building Permit, and Business Licence) on a single application.

3 Is anyone better off?

- Of the 226 applications received, 199 of those were done online. Since customers didn't have to apply in person they saved time and travel.
- Majority of the applications were received within the first 17 minutes of opening the online site. The opportunity for customers to tryout the online application tool a week prior proved to be effective.
- Between 6:00am and 1:00pm on April 24, there were a total of 45 Live Chats related to cannabis store inquiries. The Live Chat was a crucial way to communicate with the customer, for example, some encountered errors that were solved immediately, allowing them to continue with the application. The Live Chat helped to reduce customer concerns and resolve challenges.
- Calgary is the only municipality with online Cannabis applications. Quebec City has reached out to Calgary to learn about ePermits.

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New Approach to Rail System Communication

① Opportunity

- Calgary Transit's (CT) communication systems provide critical customer services, such as passenger announcements, station Help Phones, monitoring and control systems for LRT stations (elevators, escalators, doors, etc.) and train tracking technology.
- These systems were maintained through a contracted external service provider.

② Action

- Rigorous analysis prompted by CT's ZBR considered costs, cost avoidance, metrics and sustainment.
- As a result of this review, CT brought some of the work in-house, replacing the contracted external service provider.
- Five business-critical roles in CT's Infrastructure group were created in Q4 2017 to handle the new and existing work.

③ Is anyone better off?

- The result was a total of $500,000 in annual cost savings and avoidance starting in 2018.
- Not only does sourcing maintenance services internally make financial sense, it also boosts CT's internal flexibility, capability and capacity, allowing CT to take on new maintenance services at no additional cost (such as the opening of CT's new Operations Control Centre in 2017).
- Other benefits include faster response times and reduced downtime of critical customer facing systems.

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Dynamic Deployment and Performance Metrics

❶ Opportunity

- Calgary Fire must make the most of its stations, apparatus, and first responders to ensure each Calgarian receives the emergency response service they need, when they need it, against a backdrop of smaller budgets and a changing city.
- As our city grows, Calgary firefighters must respond to larger, more diverse areas, and must understand which risks exist in order to respond effectively.
- As part of the Fire ZBR, a recommendation was made to continue Dynamic Deployment implementation, where planned levels of staffing can be tailored to station location or time of day, balancing resources, risk and public safety.

❷ Action

- Dynamic deployment system further enhanced by predictive modelling software.
- Implemented Initial Positive Action (IPA), a new performance metric which measures how soon after arriving on scene firefighters take the first action to mitigate an emergency, whether fire, medical emergency, or motor vehicle collision.

❸ Is anyone better off?

- Citizen Satisfaction Survey results increased to 100% from 99% in 2016.
- IPA at fire incidents in 2017 was, on average, 6:05 – this means it took 6 minutes and 5 seconds to begin fighting the fire, once scene safety was established, water supply was secured, and the right resources were on scene.
- IPA at medical incidents was 2:23 – firefighters took action to help the patient within 2 minutes and 23 seconds of arriving.
- IPA at motor vehicle collisions was 1:42 – firefighters took action to help the patient within 1 minute and 42 seconds of arriving.
- From 2013-2017, call volumes have increased by almost 13%, while first-in unit response times to fire-suppression incidents also improved by 9%, or 42 seconds. CFD also continues to monitor IPA to determine the impact densification and building type has on scene mitigation.

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Service Improvement Case Studies:
Continuous Improvement Initiatives

SECTION OVERVIEW

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.

Service Review & Improvement

Service Plans & Budgets

Performance Measurement & Accountability

Integrated Risk Management

Individual Performance Development

In-house Enhancements to Advanced Traffic Information System

ALERT: Multi-vehicle incident, EB Airport Tunl NE #yyctraffic #yycroads

11:42 AM · 03 May 18

❶ Opportunity

- Roads' Advanced Traffic Information System (ATIS) identifies detours and lane closures due to construction, major events, accidents and road conditions.
- ATIS information is shared with citizens through the travel advisory radio, City website and Twitter feed, but reporting an incident was manual and took seven minutes to process.
- Enhancements to ATIS were needed as part of the Next Generation Traffic Management Centre (TMC) project.
- TMC handled six thousand incidents in 2017, and this number continues to increase.

❷ Action

- Information Technology (IT) worked with Roads to incrementally implement the ATIS enhancements versus rebuilding the entire system.
- Enhancements to the system included twitter automation, automating 911 and Calgary Police Service data feeds with ATIS, 311 data integration, fire truck location integration and integration with The City's map layers to retrieve construction, signal lights and camera data.

❸ Is anyone better off?

- IT, not a third party vendor, completed the enhancements in-house, and as a result the Roads business unit realized cost avoidance of $1.2M.
- Enhancements to TMC's workflow processes resulted in a 600 per cent efficiency gain in dealing with incidents; processing an incident went from seven minutes to one minute.
- Faster access to data to help TMC staff with decision-making.
- Benefits to Calgarians include: more accurate and up-to-the-minute information on detours and lane closures, improved ability for citizens to plan for traffic incidents in real-time, and reduced time spent in traffic.
- Improved partnership between Roads and IT.

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Helping Business Units Manage their IT Costs

① Opportunity

- DeptID owners are responsible for reviewing the charges listed on their monthly IT Investment Statement.
- DeptID owners must manage their monthly IT costs to ensure the charges accurately reflect the technology products and services used and needed by their team.

② Action

- IT raised awareness with DeptID owners and highlighted four areas for cost savings, including removing inactive network accounts, reviewing unused remote access accounts, reviewing wireless account changes (smartphones, tablets and air cards) and reducing colour printing.
- IT presented scenarios which included the situation, the action needed by the DeptID owner and cost savings/cost avoidance that could be realized.

③ Is anyone better off?

- The number of overall coloured printouts decreased by almost 20 per cent in the two quarters following this initiative.
- In the two months following this initiative, the number of inactive accounts was reduced by 14 per cent, resulting in approximately $9000 savings monthly. One business unit achieved a 76 per cent reduction rate.
- Disabling inactive network accounts allows for a more measured use of software licensing and helps reduce information management security risk related to unreviewed files of employees who have left The City.

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