

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

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