

## Attachment 1 - Summary of Quick wins

Analysis of the MCC feasibility study and the City Model point to some similar issues and potential remedies. This list of quick wins represents areas for improvement that can be pursued regardless of the operating model chosen. Progress on these initiatives will be balanced with supporting further work on investigation and implementation of the CPA business model.

Topic	Description and Action
Maintaining Sound Business Practices	<p>Calgary Parking Authority seeks to have more detail in the invoicing and services received from The City. The City seeks to have more detail on Committee and Authority decisions to ensure alignment with City plans and strategies. Specific issues center around procurement and IT costs and services.</p> <p><i>Itemizing and properly costing all services provided to CPA, working towards reducing costs where possible, and establish a dedicated buyer for CPA. Work can begin in 2021.</i></p>
Improving Land Responsiveness	<p>Calgary Parking Authority seeks to use a faster land acquisition/ disposition strategy than The City normally uses to manage its lot portfolio. The City seeks to align parking provision with established city policies and plans.</p> <p><i>Create a City/CPA land asset working group to proactively identify opportunities and pending issues in order to minimize impacts and achieve faster transactions. Work can begin in 2021.</i></p>
Strategic Growth Planning	<p>Calgary Parking Authority seeks to maintain or improve financial returns as City-owned downtown parking lots are closed and repurposed over time by acquiring new property or management contracts. The City seeks to ensure that land use and transportation plans are implemented, including reducing downtown parking over time to decrease traffic and support transit use.</p> <p><i>Create a strategic growth plan for parking, endorsed by Council, to guide how to identify areas, facilities and emerging business opportunities for CPA. Work can begin by late 2022 depending on business model changes.</i></p>
Realize Cost Efficiencies	<p>Under the MCC review, Calgary Parking Authority seeks to reduce costs by exploring using different service providers and using fewer City services. Under the City model, The City anticipates that sizable cost reductions can be achieved by addressing staff and operating redundancies.</p> <p><i>Though approaches differ, there is potential to reduce costs in the parking service lines. These can be reviewed with assistance of Service Review and Improvement team in Corporate Initiatives using an approach similar to previous Zero-Based Reviews. Existing planned work, such as the Shared Services review can be leveraged. Work can be scheduled in the medium term (2-4 years) depending on capacity and business model changes...</i></p>