

BRIEFING

Chief Financial Officer's Briefing to
Priorities and Finance Committee
2019 October 08

ISC: UNRESTRICTED
PFC2019-1246

Update on Activities Related to the Strategy for Improving Service Value

PURPOSE OF BRIEFING

This briefing provides updates on several related service efficiency and effectiveness initiatives and tools that are proceeding in parallel this fall within the wider context of the Strategy for Improving Service Value (SISV). The briefing ties together activities under the Zero-Based Review program, Sub-Service Reviews, the Request for Information resulting from Council's Notice of Motion C2019-1011 – *Delivering Modern and Affordable Municipal Services in an Environment of Economic Constraint*, as well as other activities to streamline the cost of government services.

SUPPORTING INFORMATION

Attachment 1 presents a timeline that demonstrates how the following SISV initiatives will work together to contribute to savings and other goals in 2019 and beyond:

- The **Sub-Service Review (SSR) Program**. Approved by Council on 2019 July 16 (C2019-0883), this program is underway and findings and recommendations on the first reviews will be presented to Council on 2019 November 12.
- The **Request for Information (RFI)**. Originally articulated as a Request for Qualifications (RFQ), resultant from NOM C2019-1011 – *Delivering Modern and Affordable Municipal Services in an Environment of Economic Constraint* (2019 July 29). The RFI seeks to understand what external advice may be available to support The City in delivering modern and affordable municipal services in an environment of economic constraint.
- The **Zero-Based Review (ZBR) Program**. Initiated in 2011, the program has identified \$60.4 to \$71.5 million in annual financial gains after full implementation. For an overview of the ZBR program, please visit www.calgary.ca/ZBR. Two additional ZBRs --Calgary Fire Department and Calgary Parks are now completely implemented and updates are provided in Attachment 2 and Attachment 3, respectively. An initial ZBR implementation plan from Calgary Recreation can be found in Attachment 4. Financial information on the ZBR program is updated once per year with the next update scheduled to be presented to the Priorities and Finance Committee on 2019 December 3. The December report is also anticipated to present the results of two ZBR reviews conducted in 2019: Law and Internal Recoveries (part of the Shared Challenges of the Internal Services ZBR).
- Service improvement **case studies**. Case studies (Attachment 5) are regularly collected to evidence The City's capacity for continuous improvement work and the role of the ZBR program in helping to improve it.

The conversation with Council will continue in Q4 2019 and Q1 2020 around the future focus for all these streams of work and how they work together towards The City's goals, within the wider context of the SISV.

BRIEFING

BACKGROUND

The new Strategy for Improving Service Value (SISV) was introduced to Council at their Strategic Meeting on 2019 July 16 (C2019-0883). Today, many service review and improvement initiatives are undertaken across The Corporation and help The City balance changing citizen priorities with available resources. Existing and new initiatives are being brought together under the umbrella of the SISV, which will provide better coordination of cost-streamlining strategies and better tracking of progress towards savings and other targets. The SISV includes five levers or topic areas: Service Efficiency and Effectiveness, Procurement and Vendor Management, Financial Management, Workforce Management, and Technology and Automation. This briefing provides further information on some of the key work that is part of the Service Efficiency and Effectiveness lever, which focuses on the continuous improvement of our services and includes service-by-service and sub-service-by-sub-service reviews.

ATTACHMENT(S)

1. Attachment 1 – Service Value Improvement Timeline 2019-2020
2. Attachment 2 – Calgary Fire Department ZBR Final Implementation Update
3. Attachment 3 – Calgary Parks ZBR Final Implementation Update
4. Attachment 4 – Calgary Recreation ZBR Implementation Update
5. Attachment 5 – Service Improvement Case Studies