



ZBR program status update

Highlights

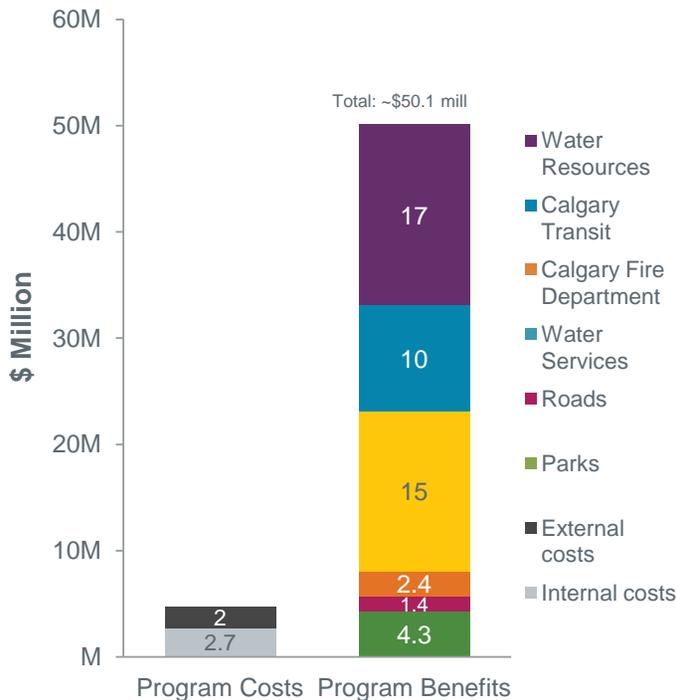
\$50M in total financial gains – most of which are ongoing (annual savings).

\$11 savings per **\$1** spent.

64% of City services have been the subject of a ZBR: on track to meet the goal of 80% by 2020.

How well did we do it?

ZBR Program Costs and Benefits



Is anyone better off?

- About \$50 million in annual financial gains, including capital cost avoidance of \$22 million annually and operating savings of \$28 million annually.
- Improved customer understanding to better align service delivery with the expectations of customers
- Clearer service standards, with results-based performance measurement, in order to improve service delivery.

How much did we do?

