

## **Proposed Zero-Based Review (ZBR) Program Mandate**

### **Purpose**

The ZBR program exists to:

1. Increase the value Calgarians get from their tax dollars by improving the efficiency, effectiveness and sustainability of services.
2. Build the organization's capacity for continuous service improvement.

### **Objectives**

The ZBR program complements The City's other continuous improvement activities by adding a periodic, more thorough review of whether the right services are being provided in the right way.

The program will:

1. Review services in the light of existing and emerging customer, internal client and/or citizen needs and priorities, organizational goals and legislative requirements;
2. Identify any aspects that are not aligned with these requirements; and
3. Consider options, and make recommendations, for improvements to the service and/or its funding arrangements.

The program will also help to support internally-driven continuous improvement by developing skills, tools and other resources.

### **Results and Benefits**

The ZBR program will deliver:

1. Substantial efficiency gains, including:
  - a. Cash savings (i.e. delivery of the same volumes with a reduced budget)
  - b. Productivity gains (i.e. delivery of a greater volume with the same budget)
  - c. Cost avoidance (i.e. delivery of the same volume with the same budget against a background of rising costs)
2. Tangible improvements in service effectiveness, including:
  - a. Service outcomes
  - b. Customer satisfaction
  - c. Employee morale
  - d. Safety
  - e. Partner relationships
3. Increased internal ability to continually identify and deliver efficiency and effectiveness improvements outside of the program itself.

### **Reporting arrangements**

Reports will be presented to the Priorities and Finance Committee of Council no less than three times per year, to enable Council to hold Administration collectively accountable for the program's results. These reports will:

1. Present new and cumulative results, together with the opportunities Administration are pursuing to deliver further results in future;
2. Be strategic, with a level of detail consistent with Council's role (with full details of any specific review or opportunity available to Council members on request); and
3. Clearly and concisely communicate the benefits the program has delivered for Calgarians.