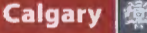
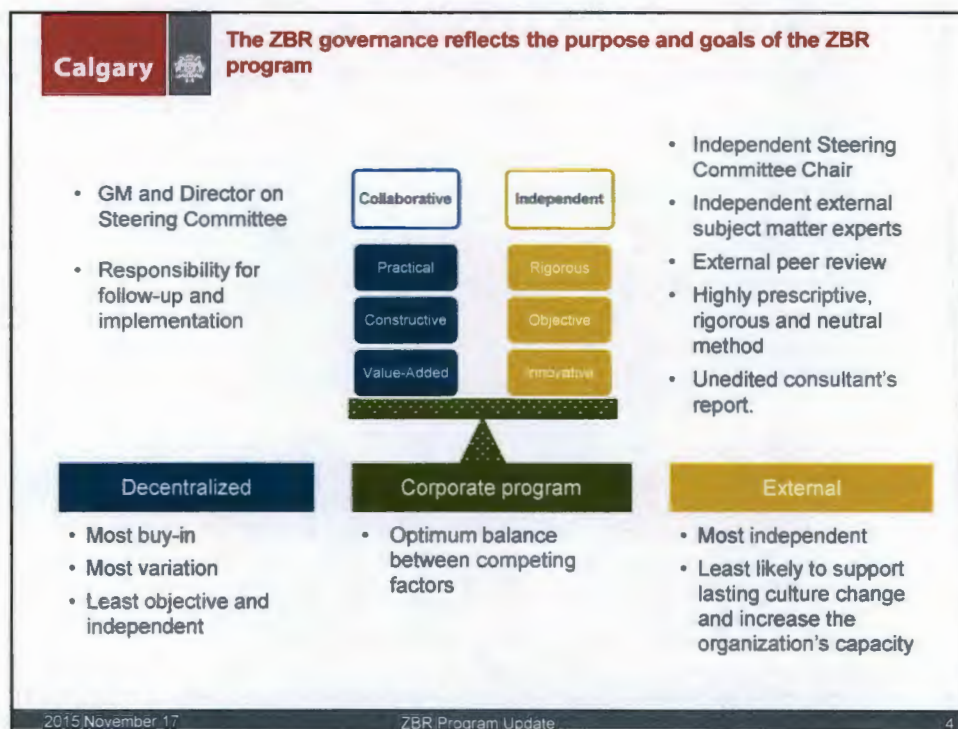
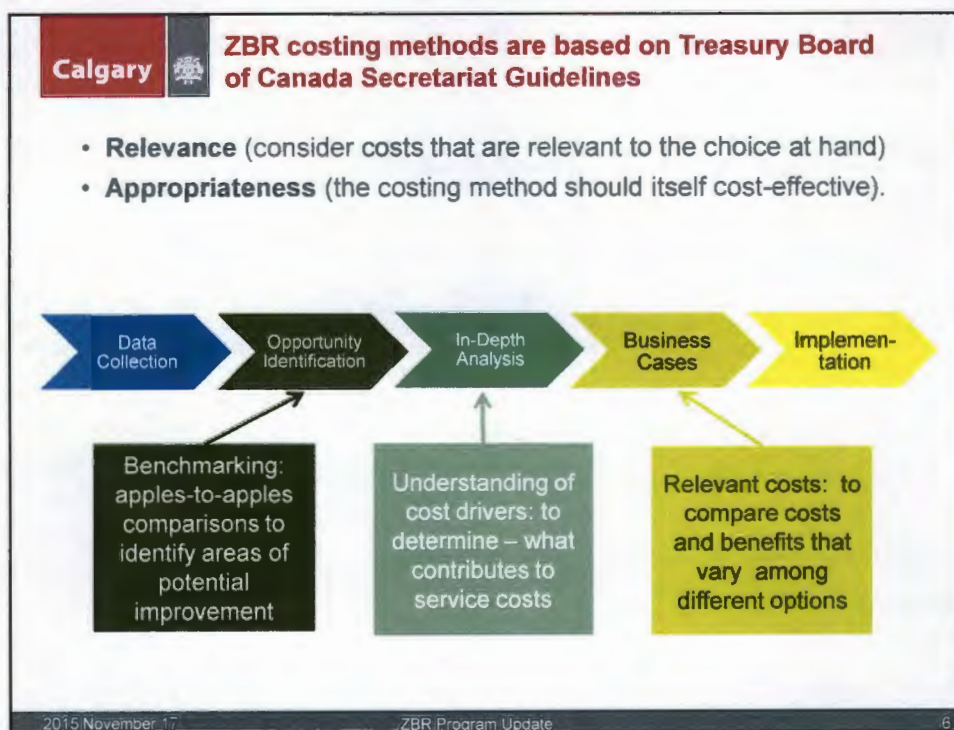
	<p>CITY OF CALGARY <b>RECEIVED</b> IN ENGINEERING TRADITIONS ROOM NOV 17 2015 ITEM: <u>Distribution</u> <u>PFC2015-0903</u> CITY CLERK'S OFFICE</p>				
<table><tr><td><b>Zero-Based Review Program Update</b></td><td>Report to Priorities &amp; Finance Committee 2015 November 17</td></tr><tr><td><b>PFC2015-0903</b></td><td></td></tr></table>		<b>Zero-Based Review Program Update</b>	Report to Priorities & Finance Committee 2015 November 17	<b>PFC2015-0903</b>	
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<b>PFC2015-0903</b>					

	<b>Questions At 2015 September 14 Council</b>
<ol style="list-style-type: none"><li>1. Where should the Zero-Based reviews report in order to get the best result and ensure independence?</li><li>2. Do the reviews do "true costing"?</li></ol>	
<p>Report draws on updated information from stakeholders, best practices research and previous reports.</p>	
<p>Concludes with proposals for further program enhancements.</p>	
2015 November 17	ZBR Program Update



<b>Calgary</b>		<b>ZBRs serve a different purpose than audits</b> It is common for organizations to run both service improvement and internal audit programs, to capture the benefits of both.
	ZBRs	City Auditor's Office Audits
<b>Role</b>	Assist City Manager to improve services and to further develop organizational capacity	Assist Council in oversight of administration
<b>Purpose</b>	Identify improvements to service efficiency or service effectiveness	Provide independent and objective assurance and advice, guided by a philosophy of adding value to improve operations
<b>Focus</b>	Areas with greatest potential for improvement	Areas of high risk
2015 November 17		ZBR Program Update 5





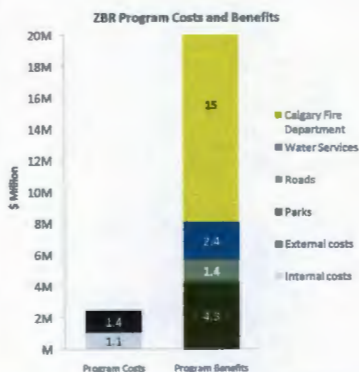
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## The ZBR program has so far met its goals and delivered significant benefits

### How much did we do?

On track to meet the target of reviewing 80% of City operations by 2020.



### Is anyone better off?

- \$23 million on ongoing (annual) financial benefits.
- Environmental, customer service, diversity and inclusion improvements.
- More relevant (e.g. outcome-based) performance measurement.

### How well did we do it?

- The ratio of financial benefits (ongoing) to program costs (one-time) is approximately 10:1
- Feedback from managers: the process has been a catalyst to ongoing service improvement, and has provided information and tools that will be used over a long period.

November 3, 2015

ZBR Program Update

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## Consistent with the program philosophy, further improvements are proposed

### Additional role for Council members

- New advisory committee
- Opportunity for all Council members to provide input to each ZBR

### Improve Visibility and Rigor of Follow-through

- Tracking milestones until complete
- Embed follow-up into performance goals
- More explicit information in business plans and budgets
- Progress overview to Advisory Committee

### Refine Costing

- Obtain further advice on costing methods

2015 November 17

ZBR Program Update

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## Recommendation

That the Priorities and Finance Committee recommends that Council receive this report for information.

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