

CITY OF CALGARY
RECEIVED
IN ENGINEERING TRADITIONS ROOM
JUN 17 2014
ITEM: PFC2014-0471
CITY CLERK'S OFFICE

zbr | zero~based
review program

**2014 Zero-Based Review
Update
(Fire and Water Services)**

PFC2014-0471
Report to the Priorities & Finance Committee

Prepared by: Corporate Initiatives (CFOD)
2014 June 17

1 ISC: UNRESTRICTED **zbr** zero~based
THE CITY OF CALGARY

Project Initiation Document (Attachment 1)

- Consistent with Council Direction on method and timelines (PFC2012-0173) - June 2015 completion
- Cost-savings and efficiency gains
- Scope of review to include all CFD services, except CEMA
- Focus areas for in-depth analysis to be determined
- Implications of providing medical response services and balancing Calgary's different growth patterns will also be considered

2 ISC: UNRESTRICTED **zbr** zero~based
THE CITY OF CALGARY

Goals for Successful Outcomes (Focus Areas)

1. Understand operational value of funding areas (value to citizens)
2. Optimum balance between capital infrastructure and operating resources
3. Relationship between Alberta Health Services and Fire Practices
4. Clearly defined metrics / benchmarking
5. Examination of risk and exposure
 - What do we do?
 - What are the critical success factors?
 - How do we get there?
 - How do we minimize exposure from future service demands?

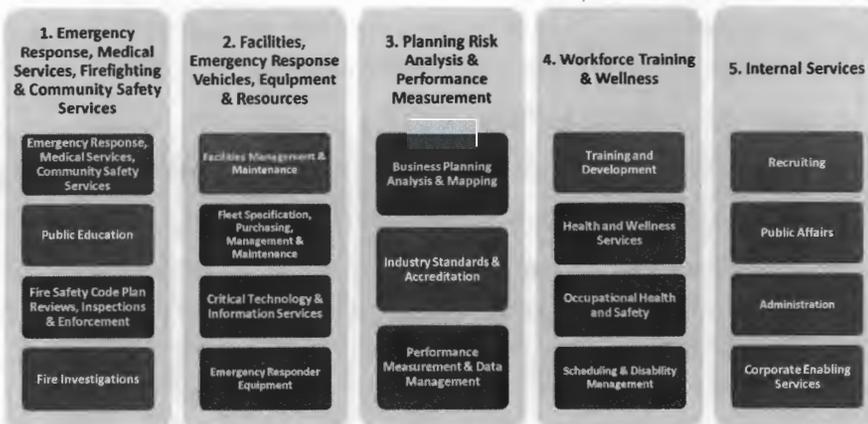
3

ISC: UNRESTRICTED

zbr City-Driven
Smart Solutions

THE CITY OF CALGARY

CFD Services & Sub-Services (Attachment 2)



4

ISC: UNRESTRICTED

zbr City-Driven
Smart Solutions

THE CITY OF CALGARY

Recommendations

That the Priorities and Finance Committee recommend that Council:

- Approve the Calgary Fire Department Zero-Based Review Project Initiation Document (Attachment 1); and
- Approve a deferral request to bring forward the Water Services ZBR High Level Results Report to the 2014 September 16 Priorities and Finance Committee.