

Background and Previous Council Direction

Background

From 2019-2022, The City achieved approximately \$226 million in base reductions from originally approved operating budgets. In 2023, the Zero-Based Review Program was approved for close out by Council and the Solutions for Achieving Value and Excellence (SAVE) program reached its conclusion. Built from the learnings of those two programs, a new continuous improvement initiative was launched called Elevate Calgary.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 January 24	EC2022-1304	Service Improvement in 2023-2026 Moving into the 2023-2026 Service Plans and Budgets cycle, the Zero-Based Review (ZBR) and Solutions for Achieving Value and Excellence (SAVE) programs reached their conclusion, and a new approach to service improvement for 2023-2026 was launched. Council approved closing-out the ZBR program.
2021 November 08	C2021-1436	Approval of SAVE results in 2022 Adjustments As part of the 2022 Adjustments to the 2019-2022 Service Plans and Budgets, Council approved a total of \$52.2 million in base savings resulting from the SAVE program. This report articulated a total approximate of \$226 million in operating budget savings since 2019 through directed budget cuts and programs intended to enhance service value, of which the total \$78.6 million from the SAVE program was included.
2020 November 09	C2020-1215	Approval of SAVE results in Mid-Cycle Adjustments As part of the Mid-Cycle Adjustments to the 2019-2022 Service Plans and Budgets, Council approved a total of \$26.4 million in base savings resulting from the SAVE program.
2020 April 06	PFC2020-0284	Recommendation to pause ZBRs to support SAVE Council approved the recommendations from the Solutions for Achieving Value and Excellence Program Update, which included “that Council commit to trust the processes and endeavor to provide confidence to citizens and encouragement to staff”. Council also directed Administration to: 1. Pause new Zero-Based Reviews (ZBRs) for the duration of 2020 and 2021;

		<p>2. Incorporate reporting on prior ZBRs into SAVE program updates; and</p> <p>3. Direct all savings-seeking initiatives into SAVE.</p>
2019 July 29	Notice of Motion 2019-1011	<p>Direction to seek external consultant support for SAVE</p> <p>This Notice of Motion directed Administration to seek proposals from external experts to assist Council and Administration to achieve savings on the delivery of municipal services, capitalize on revenue generation opportunities, and identify short and longer-term efficiencies, all while considering Citizen Priorities and Council Directives within an environment of economic restraint.</p>
2019 July 16	C2019-0883	<p>SAVE program introduced to Council</p> <p>The Solutions for Achieving Value and Excellence (SAVE) program, previously known as the Strategy for Improving Service Value, was introduced to Council.</p>
2016 November 15	PFC2016-0883	<p>Approval of new ZBR approach</p> <p>Approval of a new ZBR program mandate and reporting approach to enable the program to continue delivering results in the face of changing circumstances and new requirements.</p>
2011 June 14	C2011-55	<p>Establishment of ZBR program</p> <p>Council approved Administration's proposed strategy for ongoing improvements to service efficiency and effectiveness, which included a "zero-based" review approach.</p>

Bylaws, Regulations, Council Policies

None.