

Calgary Fire Department Zero-Based Review Deferral

EXECUTIVE SUMMARY

At the request of the City Manager, the Administration is seeking a deferral of the Calgary Fire Department (CFD) Zero-Based Review (ZBR) Final Report from June 2015 to October, 2015. This will provide more time for the Administration to further engage members of Council and other stakeholders and to coordinate the Fire ZBR with the CS&PS departmental review.

ADMINISTRATION RECOMMENDATIONS

That the Priorities and Finance Committee recommend that Council approve a deferral of the Calgary Fire Department Zero-Based Review Final Report to no later than October, 2015.

PREVIOUS COUNCIL DIRECTION / POLICY

In November 2012, Council approved the ZBR review schedule for 2013 and 2014, which identified Fire as one of the ZBR subjects starting in 2014 (PFC2012-0713).

In June 2014, Council approved the 2014 Zero-Based Review Program Update (Fire and Water Services) (PFC 2014-0471), which included the Calgary Fire Department Zero-Based Review Project Initiation Document. This document indicated that "the City Manager will report to Council via the Priorities and Finance Committee by the end of June, 2015, with a Final Report that includes recommendations and business cases for improvements, including productivity and cost savings for one or more services".

BACKGROUND

Zero-Based Reviews are a part of the Corporate Strategy for Efficiency and Effectiveness (C2011-55) and respond to Council's direction to transform government. ZBRs ask fundamental questions about City services, examining *what* products and services are provided as well as *how* they are provided, to ensure that resources are used well in creating the kind of city that citizens have said they want to live in.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Administration is requesting a deferral of the Fire Zero-Based Review Final Report to an October 2015 Priorities and Finance Committee meeting for the following reasons:

- In light of the size and complexity of fire operations and the service's impact on public safety, there is benefit in providing time for additional stakeholder consultation (including consultation with Council members) to ensure Administration's final recommendations have considered all stakeholder points of view.
- The City Manager considered a deferral to July 2015; however given the number of reports coming forward in July, prior to the summer recess, a fulsome dialogue with Council may not be possible for this earlier date.

Concurrent with the Fire ZBR, the Community Services & Protective Services department has undertaken a department-wide review which is now in its final stages. An additional benefit of the deferral is that the recommendations related to the Fire ZBR can be evaluated to ensure alignment with the department-wide review.

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Stakeholder Engagement, Research and Communication

Stakeholder engagement has occurred throughout the ZBR process. More than 50 interviews have been conducted with members of Council, Local 255 representatives, Calgary Fire Department management team members and staff, as well as corporate enabling service providers. More than 300 Calgary Fire Department staff were also engaged through a survey conducted earlier this year. As part of the development of the Administration's response to the external consultant's report, additional follow-up discussions with stakeholders are required.

Strategic Alignment

The Zero-Based Review Program responds to the Council Priority for a "Well-Run City" and addresses the following strategic actions specifically:

- Be as efficient and effective as possible, reducing costs and focusing on value-for-money.
- Examine opportunities for alternative service delivery.

Consistent with the ZBR method, all Calgary Fire Department services and sub-services have been assessed for their alignment to Council's strategic goals and objectives by reviewing each service in light of their contribution to long-term planning documents, specifically Council's Fiscal Plan (2012-2014), the Municipal Development Plan (MDP), Calgary Transportation Plan (CTP) and the 2020 Sustainability Direction.

Social, Environmental, Economic (External)

The Calgary Fire Department plays an important social role in the in providing emergency response and public safety services to Calgary, and supports surrounding communities as a secondary responder. As such, the Department contributes to the health and safety of citizens.

Financial Capacity

Current and Future Operating Budget:

There are no operating budget implications related to this deferral request.

Current and Future Capital Budget:

There are no capital budget implications related to this deferral request.

Risk Assessment

There is a risk that, without additional stakeholder consultation, Administration's final recommendations on the Fire ZBR would not fully consider stakeholders' opinions. Deferral of the Fire ZBR report helps to manage these risks. There is also a risk that, without additional time to ensure alignment, the Fire ZBR would not be coordinated with the CS&PS departmental review.

REASON(S) FOR RECOMMENDATION(S):

The primary reason for this request is to provide more time for the Administration to coordinate the ZBR findings with the CS&PS departmental review, and to further engage stakeholders.