AGENDA

STRATEGIC MEETING OF COUNCIL

July 16, 2019, 9:30 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER

2. OPENING REMARKS

3. QUESTION PERIOD

4. CONFIRMATION OF AGENDA

5. ITEMS FROM OFFICERS AND COMMITTEES

   5.1 Initial Work Plan for Sub-Service Reviews, C2019-0883
   Attachment 3 held confidential pursuant to Section 24 (Advice from Officials) of *FOIP*.

6. CONFIDENTIAL ITEMS
   None

7. ADJOURNMENT

One Calgary Report to
Strategic Meeting of Council
2019 July 16

ISC: UNRESTRICTED
C2019-0883

Initial work plan for sub-service reviews

EXECUTIVE SUMMARY

Since 2014, The City has been moving towards a service-based approach. A key goal of this work is to better understand and articulate our services and sub-services. The first service-based plans and budgets were presented to Council in November 2018. This new format communicates more clearly to citizens the value they receive for their tax dollars and supports Council to make investment choices from a perspective of citizen services rather than organizational structure. The next goal of the One Calgary program was to go deeper on services: to define sub-services, and leverage this more granular view to enhance our ongoing work to review and improve services.

Council has identified sub-service reviews as an important tool to identify service areas that municipal government does not need to provide or could reduce to decrease expenditures. The potential of these reviews to reduce cost makes them a high priority for 2019.

For Council to identify which sub-services they wish to review, a list of them must first be created. This report brings forward an initial sub-service list with some initial service-related information, and a proposed work plan for sub-service reviews for 2019. Reviews conducted in 2019 will be completed in time to inform adjustments to The City's plan and budget for 2020 and beyond.

The work plan proposes that 6 sub-service reviews be completed in 2019. It further outlines different types of sub-service reviews that could be undertaken. A review may focus on whether The City should provide a given sub-service at all, or it may focus on the impacts and trade-offs of implementing a material reduction in service levels that results in significant savings. All sub-service reviews will include a high-level investigation of the impacts on The City's citizens/ customers, expenditures, revenues, performance measures and risks of eliminating a sub-service altogether or implementing a material reduction.

The proposed plan is informed by some of the results, approaches and lessons learned from service review programs in other Canadian municipalities. An overview of some information which would enhance and inform The City's process is included in this report.

ADMINISTRATION RECOMMENDATION:

That Council:

1) Approve the sub-service reviews contained in Table 1 of Attachment 3 (Confidential) to be completed for the November 2019 adjustments to the One Calgary 2019-2022 Service Plans and Budgets.
2) Direct that Attachment 3 be held confidential pursuant to Section 24(1)(d) of the *Freedom of Information and Protection of Privacy Act*, until it is approved by Council.

PREVIOUS COUNCIL DIRECTION / POLICY

At the Regular Meeting of Council on 2018 November 30, Council approved the One Calgary 2019-2022 Service Plans and Budgets (C2018-1158). At the same meeting, Council also approved the following motion:

> To better inform mid-cycle budget considerations and to shape the focus of anticipated Zero-Based Reviews, direct Administration (specifically Corporate Initiatives and

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Intergovernmental & Corporate Strategy) to work with Mayor Nenshi and Cllrs. Colley-Urquhart and Gondek in drafting the agenda and outcomes for the January 28, 2019 Strategic Meeting of Council that will accomplish the goals of:

a. setting Council strategic priorities for the remainder of the term;
b. discussing the major unfunded capital projects; and
c. inform the agenda and outcomes for a subsequent session to conduct a review of the 61 service lines (and subsets) before the end of Q3 2019.

On 2019 May 28, Council approved the recommendation from the 2019 May 14 Priorities and Finance Committee meeting, that Council:

1. Reconsider and rescind its motion on 2019 April 01 "That Council direct Administration to provide operating budget reduction options/scenarios (equating to a budget freeze) as part of the One Calgary mid-cycle budget deliberations."
2. Bring reduction package options for tax supported services equivalent to tax increases of 2%, 1.5%, 1.0%, 0.5% and 0% to Council's budget deliberations in 2019 November for the 2020 tax year including, but not limited to impacts on services, wages and head count;
3. Direct Administration to deliver on the next steps to streamline costs, as follows:
    a. Develop the City's portfolio of sub-services (May-Sept 2019).
    b. Support Council to review the list of sub-services and identify areas for further investigation where scope could potentially be reduced and budget targets for 2021 and 2022
    c. Undertake service reviews in the areas selected by Council (2020-2022+).
    d. Deliver existing efficiency and saving commitments already approved within the plans and budgets, and continue delivering the ZBR program (2019-2022).
    e. Bring forward targeted budget reduction information to the mid-cycle adjustment in November 2020. Work with Council to determine an appropriate magnitude and scope for these reductions (Nov 2020).

BACKGROUND

Citizens can best understand value when it is clear what their tax dollars are invested in and what they received in return. A service-based approach is critical to successfully communicate value to our citizens. It also guides us to increase that value, both through refining our investments and improving our service delivery.

Development of sub-services is the next step in the maturation of The City's service-based approach. It builds on the service identification work that The City has been doing since 2015 and that was the basis of the One Calgary 2019-2022 Service Plans and Budgets.

The purpose of developing the sub-service portfolio is:

1. **Informing:** Give Council and citizens a deeper line of sight into the services The City provides and communicate the value they deliver more effectively.
2. **Decision-Making:** Give Council the opportunity to make decisions about whether they want to continue offering each sub-service, and at what level of service.
3. **Improving**: Give Administration a useful tool to drive service improvement into the future.

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Initial work plan for sub-service reviews

As of 2019 June 28, 245 sub-services within 58 services have been identified. These 245 sub-services are listed in Attachment 1, with details of how the portfolio was created. There are three services, also listed in Attachment 1, that did not identify any sub-services: Insurance & Claims; Police Services; and Property Assessment.

Administration accelerated the development of a basic sub-service list (and initial related information) to meet Council's need to move forward rapidly with sub-service reviews. It requires further refinement to meet the quality and consistency needed to fully achieve all the purposes for which it was created. It will therefore be subject to change as this further work is completed.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Experience of other municipalities

To inform the development of a sub-service review workplan, Administration conducted a high-level web-based scan of publicly-available information from other municipalities that have completed service reviews to reduce the cost of government. Municipalities reviewed include Toronto, Vancouver, Regina, Saskatoon and Nanaimo.

There is diversity in the approach, length of time, depth and extent of reviews across the municipalities. There are also differences in the definitions of savings and efficiencies across municipalities. A large range of savings are reported per municipality online and, in interpreting these numbers, it should be noted that the operating budgets of each municipality reviewed vary widely.

Publicly-available reports identified that successful reviews require ample time for a thorough review process, and that a focused and prioritized scope of review with clear and specific targets is necessary. Some municipalities used external consultants for the service reviews (e.g. Toronto and Regina), while others did the reviews in-house (e.g. Saskatoon) or used both approaches (e.g. Regina). Some municipalities reported that dedicated resources for managing the process helps advance the initiative, and a strong engagement approach with business units and unions is important. A summary of the high-level scan can be found in Attachment 2, along with specific references to the information gathered for each municipality.

Experience at The City of Calgary

Service review and improvement has been long-practiced at The City and includes a wide range of activities from formal, corporate review processes like the Zero-Based Review (ZBR) program, significant programs conducted by departments and business units, and the continuous improvement activities that are an integral part of our day-to-day work. Through intentional management, The City achieved $607 million in savings, efficiencies and reductions in 2015-2018. The creation of the sub-services list gives The City an additional avenue for service review and improvement using a more granular service-based lens.

Proposed sub-service review workplan

The information gathered from other municipalities, along with The City's own experience with continuous improvement initiatives and service reviews (including the ZBR program), suggests that conducting successful sub-service reviews will require a significant commitment of staff resources and time across various teams including Corporate Initiatives, Human Resources, Finance, Law, and the sub-service operating units undergoing a review. It is estimated that each sub-service review will require approximately $50,000 to $100,000 in staff labour time. The

time requirement, and thus cost of each sub-service review, will vary depending on the scale of the sub-service, complexity of operations and reporting structure, as well as ability to access the right information in a timely manner. Re-assigning staff from the ZBR program will provide enough resources to conduct six sub-service reviews between 2019 July 16 and the November budget adjustment deliberations.

This proposal will leave sufficient resources for Administration to move forward with two ZBRs already underway this year – Shared Challenges of the Internal Services (including Internal Recoveries) and Law – though not the full four that were originally planned. It will also ensure Administration has capacity to pursue other cost reduction strategies alongside sub-service reviews. Increasing the number and/or scope of sub-service reviews is possible with additional delays to ZBRs currently underway or planned, or to other cost-reduction work.

The proposed work plan is based around two different types of review that a sub-service could undergo:

- The first type of review seeks to address whether The City should provide a sub-service (i.e. determine whether to stop providing a sub-service altogether or not).
- The second type of review seeks to address the impacts and trade-offs of implementing a material reduction in level of service, and thereby achieving significant savings (for example, 20% of the tax-supported operating budget for the sub-service). This type of review may include consideration of contracting out all or a portion of the sub-service, service level or scope reductions or many other options. The focus of these reviews will be to identify what services citizens value most and identify significant reductions in other areas, so as to materially reduce the tax-supported operating costs while minimizing impact to those most valued services.

A wide range of factors were considered in choosing areas for review:

- Preliminary research into municipal government service areas that may yield cost savings, for example, recent municipal government service improvement case studies completed through the Harvard Kennedy School - Ash Centre for Democratic Governance and Innovation.
- Where an external change is anticipated that would significantly impact the sub-service, a more detailed consideration of the sub-service is required and therefore makes a good candidate for a review.
- Areas of interest to Council members, including topics that have arisen in debate and individual Council members' thoughts about potential areas to reduce expenditures which were recently shared with Administration as part of the exercise to find $60M in cashable savings in 2019.
- In this first round of sub-service reviews, Administration also placed weight on choosing sub-services that could be completed in time for the November budget adjustments. To enable work to proceed quickly, synergies with existing or planned reviews that could be leveraged were considered. Existing information and data about those sub-services may be more easily accessed or developed.
- Conversely, avoiding overlaps with existing work, such as the ZBR program, was a factor. Where savings are already being pursued through one method, further resources are not required and can be directed to other areas. Since 2016, the ZBR program has turned its attention to The City's internal services, currently including Law.

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- Opportunities that apply to the entire corporation or to multiple sub-services were not selected and will be considered through a different review method. For example, the Shared Challenges of the Internal Services ZBR will address various different cross-corporate opportunities.

Topics for the six 2019 proposed sub-service reviews are listed in Attachment 3 (Confidential).

Stakeholder Engagement, Research and Communication

Service owners, supported by service teams, were provided guidance to help identify sub-services and complete the sub-service profiles required by 2019 June 14. Members of Council were invited to provide their suggestions to the Chief Financial Officer for expenditure reduction opportunities that could be implemented for further savings, as part of the exercise to find $60M in cashable savings in 2019. The Administrative Leadership Team reviewed the initial list of sub-services and related information and the proposed 2019 work plan for sub-service reviews.

Strategic Alignment

The identification of sub-services supports the One Calgary vision of presenting services from a customer-centric – or "outside in" – perspective that expresses the value received by customers. It supports Council to make thoughtful and deliberate decisions about where to eliminate or reduce service level or scope to provide greater overall value for citizens. The service-based approach in general, and identification of sub-services specifically, help Administration and Council ask key questions to inform decision making, such as:



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This supports the organization in achieving all Citizen Priorities while striking the right balance between the costs of providing the services and the benefits they provide with the goal of making life better every day for Calgarians. In particular, this work contributes to "A Well-Run City: Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others", and specifically Council Directive W2: "We need to shift our understanding and focus from how services are delivered to why services are delivered. The City must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing. Beyond removing barriers, The City must move to a culture that actively promotes businesses."

Social, Environmental, Economic (External)

Social, environmental and economic guidance is provided through City policies, Citizen Priorities and Council Directives, all of which will guide Administration when proposing plan and budget adjustments to Council, including prioritization of potential budget reductions.

Financial Capacity

Current and Future Operating Budget:

There are no budget implications as a result of this report, but the proposed sub-service reviews may inform future operating budget decisions.

Current and Future Capital Budget:

There are no budget implications as a result of this report, but the proposed sub-service reviews may inform future capital budget decisions.

Risk Assessment

Sub-service reviews are an important part of Administration's response to Council's direction to find cost savings and review the value of services delivered to citizens. Nonetheless, there are pressures and constraints that expose sub-service reviews to certain risks.

The sub-service list is newly created and foundational information for each sub-service has not yet been corporately compiled. This includes: rationale for why the service exists including any legislative requirements, statements of current and planned service levels, activity volumes, measures of current performance (including how much, how well and is anyone better off), benchmarking data, and budget estimates. It is therefore impossible to use a robust, data-driven analysis of potential benefit to inform the selection of sub-service review topics, and consequently an increased risk that The City will not achieve the desired savings. For the selected areas, some of this foundational information will be gathered as part of the sub-service reviews in 2019. Attachment 4 provides an outline of the information that Council may expect to receive for the six sub-service reviews to be conducted in 2019.

The short timelines mean that sub-service reviews in 2019 will not be as comprehensive or thorough as Council has come to expect from previous service reviews such as ZBRs. Attachment 4 provides an outline of the level of detail and analysis that will be possible for these reviews given the timelines. The analysis of the impacts of reductions may not be sufficiently

thorough in the time available. This may result in actions that are designed to produce savings but when implemented lead to unanticipated consequences, which may include higher costs.

Addition of a significant review program to the Corporation's work plan displaces other work. The impact on the ZBR program, refinement of the sub-service list and compiling comprehensive foundational information, is already noted in this report. In addition to these impacts on corporate projects, there will be impacts felt in other areas of the organization. These impacts are not visible at the corporate level, opening the risk that some may have significant consequences that may not be anticipated.

If The City is to divest from certain sub-services, or significantly reduce their scope, this can have an impact on The City's risk profile. On one hand, no longer offering a sub-service or program may reduce The City's overall risk profile (any associated risks with that work would no longer be managed by The City). However, any changes to public-facing services carry the risk of reducing citizen satisfaction and may increase The City's reputational or political risks. Similarly, The City may also increase some risk by creating a gap between service delivery and partner expectations.

REASON(S) FOR RECOMMENDATION(S):

This approach addresses Council's desire to move forward rapidly with sub-service reviews. The creation of the sub-service list and the proposed sub-service review workplan for 2019 will empower Council to make thoughtful and deliberate decisions about where to eliminate or reduce service scope in ways that reduce costs with least harm to citizens.

ATTACHMENT(S)

1. Attachment 1 – Sub-Service List
2. Attachment 2 – Experience of Other Municipalities
3. Attachment 3 – Sub-Services Review Work Plan (Confidential)
4. Attachment 4 – Deliverables for Council – November 2019



Attachment 1:
Sub-Service List

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Introduction

The City provides a wide range of services to Calgarians. In 2018 November, Council approved the Service Plans and Budgets for The City's 61 services. These services can be further broken down into sub-services. This attachment provides the list of 245 sub-services that are delivered to Calgarians to make life better every day.

The main focus for creating the sub-service portfolio was to define a sub-service in a customer-centric way that is focused on the customer, their need and the output provided to satisfy the need. To achieve this, The City defined a sub-service as a: *"service offering that specializes the output and/or customer of its service."*



By defining sub-services in this way, Administration and Council can focus on results and whether or not citizens are better off, rather than on processes and activities.

Definition of terms

The following information about each sub-service is included in this document:

Services	The commitment to deliver outputs that meet the needs of customers and contributes to results (Citizen Priorities).
Sub-services	A service offering that specializes the output and/or customer of a service.
Outputs	The final product of a service delivered to a direct customer. It addresses the customers' needs fully and is tangible and quantifiable.
Customer	An individual or organization that benefits from the service output.
Needs	A lack of something requisite, desirable, or useful to an individual or a group of people.
Output Type	A categorization (see Appendix) of an output that classifies public sector services according to the type of service output that is produced according to the Municipal Reference Model[1].
Service Rationale	A description of why The City offers the sub-service.

[1] KMPG, *Municipal Reference Model Definitions - A Glossary*, 2013.

Further review and refinement is required for the sub-service portfolio to fully achieve its stated purpose. The refinements are expected to begin in 2020 and include:

1. More consistency across the corporation in how they have been segmented from services;
2. Improved descriptions of the components of sub-services (customers, needs, outputs);
3. Estimating sub-service budgets; and
4. Corporately compiling service standards, performance measures, and benchmarks for sub-services.

Affordable Housing

City Affordable Housing Development, Regeneration & Repair

Parent Service: Affordable Housing **Led by: Calgary Housing & Facility Management**

Description:

Leverage provincial & federal funding to build new/redevelop affordable housing. Operate, renew/restore City-owned buildings to increase the lifecycle of City affordable housing operated by Calgary Housing Company to ensure the health/safety of residents.

Output Type:

Interventions

Outputs:

New and regenerated City-owned affordable homes

Service Rationale:

Operations of City-owned social housing are mandated by provincial and federal operating agreements expiring by 2024. New affordable housing development delivers Corporate Affordable Housing Strategy, Objective 3.

Sub-Service Start Date:

1978

Initiatives to Improve the Housing System

Parent Service: Affordable Housing **Led by: Calgary Housing**

Description:

Policies and programs to improve the housing system such as partnering with Community Housing Affordability Collective, efficient use of existing stock, resident well-being support, private sector engagement, off-reserve housing and coordinated access.

Output Type:

Implemented Changes

Outputs:

One Window initiative; Home Program; Inclusionary Housing policy; CHAC support; Indigenous Housing Framework; Research; Intergovernmental relations

Service Rationale:

This sub-service is directly related to the delivery of Foundations for Home -Calgary's Corporate Affordable Housing Strategy (2016-2025), Objectives 5 and 6, approved by Council in July 2016.

Sub-Service Start Date:

2014

Silvera for Seniors (Partner)

Parent Service: Affordable Housing **Led by: Calgary Housing & Civic Partners**

Description:

Silvera's Senior Lodge Program provides 777 affordable supportive-living homes, seniors care programs and recreation programs for low income seniors.

Output Type:

Interventions

Outputs:

Affordable housing for low income seniors; Seniors care programs and recreation programs

Service Rationale:

Under the Alberta Housing Act and Ministerial Order H:029/16 from the Government of Alberta, Silvera has authority to requisition (essentially in perpetuity) The City for operating losses and capital reserve contributions related to the Lodge Program.

Sub-Service Start Date:

1950

Support Non-Profit and Private Affordable Housing Development

Parent Service: Affordable Housing **Led by: Calgary Housing & Real Estate & Development Services**

Description:

Provide City land at below-market cost, streamline planning service, fee rebates and pre-development grants to support and scale-up non-profit housing providers to develop affordable homes. Encourage private sector involvement in affordable housing.

Output Type:

Resources

Outputs:

City land at below-market cost; Planning advice; System navigation; Expedited approvals process; Fee rebates; Pre-development grants

Service Rationale:

This sub-service is directly related to the delivery of Foundations for Home -Calgary's Corporate Affordable Housing Strategy (2016-2025), Objectives 1 and 2, approved by Council in July 2016.

Sub-Service Start Date:

2016

Appeals & Tribunals

Assessment Review Board

Parent Service: Appeals & Tribunals **Led by: City Clerk's Office**

Description:

Provide Administrative support to The Assessment Review Board (ARB), which provides an impartial process for citizens to challenge property and business assessments.

Output Type:

Rulings & Judgments

Outputs:

A decision of the Assessment Review Board.

Service Rationale:

Municipal Government Act (Alberta) - Section 454

Sub-Service Start Date:

1985

City Appeal Boards

Parent Service: Appeals & Tribunals **Led by: City Clerk's Office**

Description:

Provide administrative support to the Subdivision and Development Appeal Board and License and Community Standards Appeal Board, which provide an impartial process for citizens to challenge planning and regulatory decisions made by The City of Calgary.

Output Type:

Rulings & Judgments

Outputs:

A decision of the Calgary Subdivision and Development Appeal Board or decision of the Calgary License and Community Standards Appeal Board

Service Rationale:

Municipal Government Act (Alberta) - Section 547;
Municipal Government Act (Alberta) - Section 627;
Municipal Government Act (Alberta) - Section 8(d); and,
Weed Control Act (Alberta) - Section 19(1)

Sub-Service Start Date:

1972

Arts & Culture

City-delivered Festivals & Events

Parent Service: Arts & Culture **Led by: Calgary Recreation**

Description:

City-delivered Festivals and Events, like Canada Day, New Year's Eve, Reconciliation Bridge and Grey Cup celebrations bring Calgarians together to celebrate, with a focus on community, heritage and culture.

Output Type:

Recreation & Culture

Outputs:

Programming and delivery of events such as Canada Day Celebrations; New Year's Eve Celebrations; Culture Days Celebrations; Grey Cup Festival; Reconciliation Bridge Renaming.These events bring Calgarians together to celebrate, with a focus on community, heritage and culture.

Service Rationale:

The City has hosted and supported festivals and events in sport, culture and entertainment since 1970. Through the Festival & Events policy, The City supports opportunities for Calgary's on-going development as an active and creative city.

Sub-Service Start Date:

1970

Busking Coordination

Parent Service: Arts & Culture **Led by: Calgary Recreation**

Description:

Busking adds interest and energy to public places and spaces by providing buskers opportunities to showcase their art and talent for Calgarians to enjoy.

Output Type:

Periods of Permission

Outputs:

Street entertainment; dancing; singing; reciting; mime; comedy; juggling; magic.

Service Rationale:

This sub-service has facilitated the application and approval processes for busking since 2007. We continue to support busking as an art form that contributes to our city's identity, culture and spirit.

Sub-Service Start Date:

2007

Calgary Arts Development Authority (Partner)

Parent Service: Arts & Culture **Led by: Calgary Recreation**

Description:

Calgary Arts Development Authority supports & strengthens the arts to benefit all Calgarians. Funding is leveraged to provide resources to the arts sector, supporting arts organizations, individual artists, artist collectives & ad hoc groups.

Output Type:

Recreation & Culture

Outputs:

Variety of programs and initiatives that advocate for the arts; Investment programs for art organizations and individual artists; Access to affordable and suitable creation space, rehearsal space, production space, warehouse and storage space, office space.

Service Rationale:

Wholly owned subsidiary that provides targeted investment programs for arts and culture operations, artists, and projects to strengthen the sector. Supports economic development by enhancing art and culture opportunities for Calgarians and visitors.

Sub-Service Start Date:

2005

City-supported Festivals & Events

Parent Service: Arts & Culture **Led by: Calgary Recreation**

Description:

City-supported Festivals & Events provide organizations, including not-for-profit, support through subsidies and/or production aid for events. Events provide Calgarians social and economic opportunities, attract visitors and increase job creation.

Output Type:

Recreation & Culture

Outputs:

Production and/or coordination support for events such as; Chasing Summer Music Festival; Country Thunder Alberta; Oxford Stomp; The Roundup Musicfest; Calgary Women's Run; Calgary Minor Football Jamboree; Punjabi National Mela.

Financial and production/coordination support for over 100 not-for-profit festivals and events such as; GlobalFest; Calgary Marathon; Beakerhead; Calgary Folk Festival; Pride Parade; Lilac Festival; Annual Sikh Parade; Mac's Midget Hockey Tournament; Shaw Charity Classic; Sport Chek Mother's Day; Downtown Attractions Rope Square; Calgary International Children's Festival; Mayor's Environmental Expo; CIBC Run for the Cure; Central Memorial Remembrance Day.

Service Rationale:

The City has hosted and supported festivals and events in sport, culture and entertainment since 1970. Through the Festival & Events policy, The City supports opportunities for Calgary's on-going development as an active and creative city.

Sub-Service Start Date:

2009

Public Art

Parent Service: Arts & Culture **Led by: Calgary Recreation**

Description:

Public Art facilitates access to art in the public realm through commissioning, acquiring, and maintaining the City of Calgary's Public Art. Public Art enriches quality of life and place for Calgarians and visitors.

Output Type:

Recreation & Culture

Outputs:

Art Curation; Public Art Collection; Civic Art Collection; Art commissioning; Public Art programming; Artist development and mentorship; Artist residencies; Artist and community member workshops; Tours and art maps publications.

Service Rationale:

This sub-service supports the MDP, Public Art & Civic Arts Policies that advocate to protect historic resources;promote public art; and integrate works of art within the public realm when designing new public buildings, infrastructure & public spaces.

Sub-Service Start Date:

1914

Visual & Performing Arts Programs and Activities

Parent Service: Arts & Culture **Led by: Calgary Recreation**

Description:

Visual & Performing Arts Programming and Activities provides Calgarians opportunities for self-expression through painting, sculpting, dance and drama programs, art exhibitions, and bookings.

Output Type:

Recreation & Culture

Outputs:

Pottery, Clay, and Sculpture classes; Drawing and Painting classes; Crafting classes; Drama and Performing Arts classes; Mixed Media classes; Fibre arts classes; Printmaking classes; Arts Studio memberships; Artist residencies; Clay firings; Private rentals and bookings; Day Camps; Art and Dance shows.

Service Rationale:

Provides affordable, fee-based opportunities for Calgarians to be creative and develop creative literacy throughout their lifespan. Access to visual and performing arts increases quality of life and is traditionally provided by Canadian municipalities.

Sub-Service Start Date:

1978

Building Safety

Occupancy Approvals and Inspections

Parent Service: Building Safety **Led by: Calgary Building Services**

Description:

The sub-service inspects construction to ensure safety standards are met and then grants permission to occupy.

Output Type:

Rulings & Judgments

Outputs:

Occupancy permit for buildings; Development Completion Permit; a Permit Service Report for Plumbing, gas, electrical, and/or mechanical permits

Service Rationale:

The City is obligated to provide this service as legislated by the Safety Codes Act and federal safety, trades and energy codes.

Sub-Service Start Date:

1941

Permit Approvals

Parent Service: Building Safety **Led by: Calgary Building Services**

Description:

The sub-service reviews permit applications for adherence to safety codes and standards, then issues permits which gives permission to start construction or alterations to buildings of components within buildings.

Output Type:

Periods of Permission

Outputs:

Building Permit; Electrical Permit, Plumbing Permit, and Gas Permit, Mechanical Permit

Service Rationale:

The City is obligated to provide this service as legislated by the Safety Codes Act and federal safety, trades and energy codes.

Sub-Service Start Date:

1941

Business Licensing

Business & Citizen Protection

Parent Service: Business Licensing **Led by: Calgary Community Standards**

Description:

Peace officers deliver prompt response/resolutions to citizen complaints or violations committed by businesses, and illegal operations/services. Safety is created through compliance and enforcement.

Output Type:

Interventions

Outputs:

Business operators found in conflict of the Business License Bylaw receive guidance to become compliant or undergo enforcement; Citizens' complaints are resolved; Risks to citizen safety are investigated and rectified.

Service Rationale:

The Province stipulates that municipalities pass bylaws regarding businesses and provide a system of licensing as outlined in the Municipal Government Act; (RSA 2000, c. M-26).

Sub-Service Start Date:

1998

Business Licence Guidance & Approvals

Parent Service: Business Licensing **Led by: Calgary Community Standards**

Description:

Business owners seeking to open/operate a business receive guidance and permission to operate/deliver services to citizens. Citizens are ensured a level of safety and compliance by The City.

Output Type:

Periods of Permission

Outputs:

Business owners receive a licence enabling them to conduct operations; Standards for health, building codes/permits and Fire safety are established for citizen welfare; Online access to licence renewal and registration; Business 101 offers education and guidance regarding licence requirements.

Service Rationale:

The Province stipulates that municipalities pass bylaws regarding businesses and provide a system of licensing as outlined in the Municipal Government Act; (RSA 2000, c. M-26).

Sub-Service Start Date:

1998

Bylaw Education & Compliance

Community Compliance & Investigations

Parent Service: Bylaw Education & Compliance **Led by: Calgary Community Standards**

Description:

Peace officers deliver resolutions/compliance to citizens based on community issues such as snow and ice, untidy properties, smoking, graffiti, weeds, noise violations and lewd behaviour.

Output Type:

Interventions

Outputs:

Response to reported incident by citizen;
Resolution/containment of community issues which impact overall safety; Engagement and education of citizens regarding community bylaws and best practices.

Service Rationale:

The Province stipulates that municipalities pass bylaws regarding the safety, health and welfare of people and protection of people and property outlined in the Municipal Government Act; (RSA 2000, c. M-26).

Sub-Service Start Date:

2004

Calgary 9-1-1

Emergency Call Dispatch

Parent Service: Calgary 9-1-1 **Led by: Calgary Community Standards**

Description:

Citizens seeking emergency assistance are connected with life-saving services and provided support over the phone.

Output Type:

Interventions

Outputs:

Emergency services arrive at the appointed location; Life-saving actions/instructions address impacted citizens; additional threats/risks are identified.

Service Rationale:

Emergency 9-1-1 call evaluation and dispatch service is critical to public safety. Interuption of this service will result in significant risk to the safety and security of Calgarians.

Sub-Service Start Date:

1970

Non-Emergency Call Dispatch

Parent Service: Calgary 9-1-1 **Led by: Calgary Community Standards**

Description:

Citizens reporting or observing non-emergency situations are provided support over the phone, while re-directed to the appropriate resource for assistance.

Output Type:

Interventions

Outputs:

Assessment of issue/situation; Information collection/assessment of non-emergency issue; Redirection of call to the appropriate service for resolution.

Service Rationale:

Non-emergency call evaluation and dispatch represents a key component to the public safety network, as many of these situations can deteriorate into emergencies without appropriate intervention.

Sub-Service Start Date:

1970

Citizen Engagement & Insights

Citizen Engagement

Parent Service: Citizen Engagement & Insights **Led by: Customer Service & Communications**

Description:

This sub-service facilitates conversations with citizens on behalf of The City by providing opportunities for meaningful input into City decision-making.

Output Type:

New Knowledge or Intellectual Property

Outputs:

In person engagement events; online engagement; reports on citizen input (What We Heard Reports, What We Did Reports)

Service Rationale:

This sub-service is responsible for the execution and adherence to Council's Engage Policy; ensuring community aspirations and feedback help shape City decision-making. Engagement is a planned activity that enables the delivery of long term plans.

Sub-Service Start Date:

2003

Corporate Research

Parent Service: Citizen Engagement & Insights **Led by: Customer Service & Communications**

Description:

Provides citizen and customer research for service owners and the Corporation, delivering data, analysis and insights based on inputs received.

Output Type:

New Knowledge or Intellectual Property

Outputs:

Corporate research and data (citizen satisfaction surveys, citizen and business panels, customer journey maps and segmentation); Corporate Research and Engagement Library; Customer Experience Index.

Service Rationale:

This sub-service addresses The City's need for insight into quality of life, citizen and customer perspectives, measurement of City performance and provides research for enabling and citizen services. It is delivered by virtually all large municipalities.

Sub-Service Start Date:

1995

Citizen Information & Services

311

Parent Service: Citizen Information & Services **Led by: Customer Service & Communications**

Description:

24/7 citizen access to City information and services via 311 call centre, 311 online, 311 app and 311 social media. Includes knowledge base and system intake and workflow. Provides sustainment and maintenance of service requests and system training.

Output Type:

Advisory Encounters

Outputs:

Two-way information and access to service transactions (answered citizen phone calls, online and social media inquiries responses); configured workflows; 311 metrics and reporting, new 311 mobile app service requests.

Service Rationale:

311 is necessary to the functioning of The City and supports critical and mandatory services. In the event of an emergency 311 plays a critical role in keeping citizens safe and informed.

Sub-Service Start Date:

2000

Web & Digital

Parent Service: Citizen Information & Services **Led by: Customer Service & Communications**

Description:

This sub-service provides citizens with convenient digital access to City services and information via Calgary.ca and subdomains. Includes maintenance and sustainment, web content, development for new sites and ensures accessibility standards are met.

Output Type:

Advocacy and Promotional Encounters

Outputs:

Calgary.ca (web editing; content design and optimization; user experience; search and navigation); digital strategy and projects; citizen feedback for service improvements; mobile and emerging platform development and continuous improvement.

Service Rationale:

The City's web presence connects citizens with information and services as mandated by the MGA (Sec. 638.2). Communication via the web is essential during times of crisis and plays a necessary role in delivering municipal services (e.g. Census; Election)

Sub-Service Start Date:

1995

City Auditor's Office

Whistle-blower Program

Parent Service: City Auditor's Office

Led by: City Auditor's Office

Description:

Receives confidential reports of suspected acts of waste/wrongdoing, and independently and objectively investigates allegations. As appropriate, the Whistle-blower Program Manager raises corrective action recommendations to Administration.

Output Type:

Findings

Outputs:

Confidential investigation report; corrective action recommendations

Service Rationale:

Council established the Whistle-blower Policy CC026 and assigned responsibility for the execution of the Whistle-blower Program to the City Auditor. A confidential employee reporting program is a best practice and critical to good corporate governance.

Sub-Service Start Date:

2007

City Cemeteries

Active Cemeteries

Parent Service: City Cemeteries **Led by: Calgary Parks**

Description:

The City provides interment services (i.e. burials and cremations) and memorialization products to families and their deceased loved ones. The City will operate two active cemeteries in 2019-22 at Queen’s Park and the new south cemetery.

Output Type:

Funds

Outputs:

Cemetery customer service; interments (including low-cost options); memorialization products; maintained public space and heritage sites; future cemetery sites.

Service Rationale:

The Province's Cemetery Act stipulates that cemetery services only be provided by faith-based organizations or municipalities. The City's provision of this service is directed by The Cemeteries Strategic Plan (2010-20) and the Open Space Plan.

Sub-Service Start Date:

1890

Historic Cemeteries

Parent Service: City Cemeteries **Led by: Calgary Parks**

Description:

The City maintains almost 100 hectares of culturally significant public open space at our city’s four historic cemeteries (Union, Burnsland, Chinese and St. Mary’s cemeteries) as required by the Province of Alberta's Cemetery Act.

Output Type:

Care and Rehabilitation

Outputs:

Cultural and historic cemeteries; maintained public open space.

Service Rationale:

The City's four historic cemeteries must be maintained in perpetuity by either a faith-based organization or a municipality, per the Province of Alberta's Cemeteries Act.

Sub-Service Start Date:

2000

City Planning & Policy

Calgary Heritage Authority (Civic Partner)

Parent Service: City Planning & Policy **Led by: Calgary Growth Strategies & Civic Partners**

Description:

Mission: To identify, preserve, and promote Calgary's diverse heritage for future generations.

Output Type:

Advocacy and Promotional Encounters

Outputs:

Tools for preservation of heritage assets
Inventory of heritage assets

Service Rationale:

Supports The City's implementation of the Calgary Heritage Strategy. Provides advice to Council on heritage matters, and manages tools and incentives to preserve heritage properties. Similar partnerships in other major Canadian municipalities.

Sub-Service Start Date:

1985

City Growth Strategies and Funding

Parent Service: City Planning & Policy **Led by: Calgary Growth Strategies**

Description:

In conjunction with communities, the land development industry and other stakeholders, we collaborate to ensure the city meets the demand for growth in residential and non-residential areas.

Output Type:

Rules

Outputs:

Strategies; Policies; Tools; Bylaws; Information

Service Rationale:

This subservice delivers on Council direction for a city-wide growth strategy. It aligns with the MDP for coordinated leadership on growth & change to achieve the best possible economic, social & environmental outcomes within The City's financial capacity

Sub-Service Start Date:

2011

City Vision and Community Planning

Parent Service: City Planning & Policy **Led by: Calgary Growth Strategies & Community Planning**

Description:

This subservice provides communities and investors with policy tools and guidance towards developing safe and vibrant communities that meet Calgarians' lifestyle needs. It works with the community to set the vision and direction of Calgary's growth.

Output Type:

Rules

Outputs:

Policy; bylaws

Service Rationale:

The Municipal Government Act of Alberta requires every municipality to adopt a muncipal development plan.This sub-service creates and maintains that plan.

Sub-Service Start Date:

1967

Heritage Preservation

Parent Service: City Planning & Policy **Led by: Calgary Growth Strategies**

Description:

This subservice is a partner to communities and landowners. It delivers heritage bylaws and grant funds that support private landowners toward the preservation of our heritage.

Output Type:

Rules

Outputs:

Plans;
Policies;
Bylaws;
Grants

Service Rationale:

This service supplements the Calgary Heritage Authority's advocacy by creating bylaws to protect Calgary's heritage sites. It also provides tools and policies to external partners and other service lines for the preservation of our heritage.

Sub-Service Start Date:

1985

Urban Initiatives and Implementation

Parent Service: City Planning & Policy **Led by: Calgary Growth Strategies**

Description:

This service works with communities, the business community and City partners to deliver redevelopment plans, streetscape design plans and investment strategies to support economic and community activity in Downtown and Main Streets.

Service Rationale:

This subservice implements city planning policy by planning and designing capital projects in collaboration with other service lines. Its implementation focus is on downtown recovery and Main Streets.

Output Type:

Rules

Sub-Service Start Date:

2007

Outputs:

Plans;
Strategies

Community Strategies

Calgary Local Immigrant Partnership (CLIP)

Parent Service: Community Strategies **Led by: Calgary Neighbourhoods**

Description:

The City is the backbone organization for this federally-funded, multi-sectoral partnership designed to help improve the integration of immigrants in the city as well as strengthen Calgary's ability to better integrate and address the needs of newcomers.

Service Rationale:

The City has a 3-year agreement with the Government of Canada through Immigration, Refugees and Citizenship Canada to improve the integration of immigrants and strengthen Calgary's ability to better integrate and address the needs of newcomers.

Output Type:

Advocacy and Promotional Encounters

Sub-Service Start Date:

2016

Outputs:

Administration; Organizational support; Community liaison; Immigration/newcomer data.

Indigenous Relations

Parent Service: Community Strategies **Led by: Calgary Neighbourhoods**

Description:

Develops and sustains relationships between Indigenous Nations and The City. Facilitates truth and reconciliation in core practices and decision-making, and coordinates City Indigenous relations initiatives.

Service Rationale:

Calgary Aboriginal Urban Affairs Committee was established by Council in 1979. Indigenous relations support has increased to respond to municipal obligations established in Council-approved White Goose Flying Report and Indigenous Policy.

Output Type:

Implemented Changes

Sub-Service Start Date:

2017

Outputs:

Corporate cultural training; Cultural advice; Legal advice; Indigenous-City relationship management.

Social Wellbeing Initiatives

Parent Service: Community Strategies **Led by: Calgary Neighbourhoods**

Description:

Council-directed social/community policies and strategies used by City departments, community partners, non-profit social service providers, industry, and the public to advance common goals and vision around social wellbeing.

Service Rationale:

Changing social conditions sometimes require strategies to address issues of wellbeing. This service provides a coordinated approach to Council-directed strategy scoping, development and implementation that address emerging social needs.

Output Type:

Implemented Changes

Sub-Service Start Date:

1967

Outputs:

Coordinated action plans to support Mental Health and Addiction; Accessibility; Gender Equity, Diversity and Inclusion; Seniors Age Friendly; Relationship management for Social Wellbeing Advisory Committee and Advisory Council on Accessibility.

Vibrant Initiatives Ltd. (Vibrant Communities Calgary) (Partner)

Parent Service: Community Strategies **Led by: Calgary Neighbourhoods**

Description:

Works to achieve a substantial and sustained reduction in the number of Calgarians living in poverty.

Service Rationale:

In 2015, Vibrant Communities Calgary (VCC) became stewards of the Council-approved Enough for All strategy & continue to receive operational funding for implementation. A Memorandum of Agreement between VCC, The City, United Way and Momentum is in place.

Output Type:

Advocacy and Promotional Encounters

Sub-Service Start Date:

2015

Outputs:

Coordination of Enough for All poverty reduction strategy implementation; Convening community conversations; Advocacy;

Corporate Governance

Administration Governance

Parent Service: Corporate Governance **Led by: Deputy City Manager's Office**

Description:

Identifies the need for and provides guidance on the development of strategies, policies, procedures to minimize The City's exposure to legal, financial, reputation, health and safety risks.

Output Type:

Rules

Outputs:

Policies; processes; procedures; plans; frameworks; standards; rules; strategies;

Service Rationale:

Provide leadership for the development of policy, frameworks and strategies ensuring they focus on areas of high risk and/or strategic importance such as legislative requirements, and changes required to move The City in a new strategic direction.

Sub-Service Start Date:

2018

Intergovernmental and Corporate Strategy

Parent Service: Corporate Governance **Led by: Deputy City Manager's Office**

Description:

Intergovernmental and Corporate Strategy provides guidance for interactions with other orders of government and external organizations.

Output Type:

Advocacy and Promotional Encounters

Outputs:

Interactions; Correspondence; Responses to other orders of government and external organizations;

Service Rationale:

Provincial and federal decisions often have profound effect on The City. This sub-service works closely with the Corporation to foster relationships and promote cooperation to ensure provincial and federal initiatives benefit Calgarians.

Sub-Service Start Date:

1894

Corporate Security

Security Investigations and Forensics

Parent Service: Corporate Security **Led by: Corporate Security**

Description:

The delivery of investigations and forensics support as required, for a wide variety of reported incidents allegedly conducted by employees or contractors either off or on City property and during or outside of work hours.

Output Type:

Findings

Outputs:

Forensic investigation support for Freedom of Information and Protection of Privacy Act requests, privacy breaches and other Cyber Security incidents; and policy breach investigations.

Service Rationale:

The FOIP Act, The City of Calgary Information Management & Security Policy, Industry Standards for Information Security, NIST 800 Series and NIST Cybersecurity Framework and the ISO IC 27000-27004 best practices, are aligned with this sub-service.

Sub-Service Start Date:

2000

Security Monitoring and Response

Parent Service: Corporate Security **Led by: Corporate Security**

Description:

The delivery of various services that provide security monitoring and the appropriate response when required to help protect people, information, assets and infrastructure safe and secure within The City.

Output Type:

Periods of Protection

Outputs:

24-hr security monitoring of Enterprise Physical Security Systems; Information Security Incident Response; Information Security network & tech. monitoring; Mobile Guard Patrols; Guard Services; Personnel Support; and Safe Walk & Work Alone Safely Programs.

Service Rationale:

Trespass to Premises Act, the Occupational Health & Safety Act, the Occupiers Liability Act, the FOIP Act, The City's Info Mngt & Security Policy, Industry Standards for IS, NIST 800 Series, NIST Cybersecurity Framework & ISO 27000 IS sec. controls align.

Sub-Service Start Date:

1978

Security Risk Assessments and Mitigation

Parent Service: Corporate Security **Led by: Corporate Security**

Description:

The delivery of Security Threat Risk Assessments in response to an identified problem or proactive security services provided to mitigate risks and help ensure compliance to policies, legislation and standards, to help keep employees and others secure.

Output Type:

Findings

Outputs:

Event Threat Assessments & Intelligence; Cash Advisory Services; Security Consulting; Site Threat Risk Assessments; Emergency Response & Business Continuity; Technology Risk Assessments; Database Checks; Travel Advisory Services; Domestic Violence Support.

Service Rationale:

This sub-service is aligned with the Occupational Health and Safety Act, Occupier's Liability Act, and the PCI DSS 3.2 (security requirements for credit card payments)

Sub-Service Start Date:

1978

Security Technical Applications and Support

Parent Service: Corporate Security **Led by: Corporate Security**

Description:

The commissioning, service and maintenance of enterprise security systems and hardware for buildings, including the training for employees to manage these systems.

Output Type:

Resources

Outputs:

Access Control Systems (including access ID cards); Intrusion Alarm Systems; Video Surveillance Systems; Intercom Systems and other devices; Mobile Trailer Units; Locks and Keys

Service Rationale:

The Occupational Health and Safety Act and the Occupiers Liability Act, both align with this sub-service.

Sub-Service Start Date:

2012

Security Training and Education

Parent Service: Corporate Security **Led by: Corporate Security**

Description:

The delivery of educational sessions through face-to-face or online e-modules re various topics pertaining to both cyber & physical security. Topics from workplace violence, addressing aggressive behaviour to educating users re phishing attacks & malware.

Output Type:

Educational and Training

Outputs:

Cyber Security Awareness City-wide annual education campaign; Information Management and Security face-to-face course; Information Security topics via e-learning modules on myLearning; Face-to-face sessions re: various physical security topics.

Service Rationale:

The FOIP Act, ISO27000 Information Security controls (based on Internal Audit recommendations), The City's Information Management & Security Policy and the creation of Information Calgary all align with this sub-service.

Sub-Service Start Date:

2000

Council & Committee Support

Legislative Meetings

Parent Service: Council & Committee Support **Led by: City Clerk's Office**

Description:

The Legislative Meetings subservice provides the structure by which the City of Calgary’s legislative meetings are conducted and decisions recorded.

Output Type:

Advisory Encounters

Outputs:

Execution and support of legislative meetings; agendas; minutes; bylaws; executed agreements and contracts.

Service Rationale:

Municipal Government Act (Alberta) - Section 208(1)

Sub-Service Start Date:

1884

Protocol

Parent Service: Council & Committee Support **Led by: City Clerk's Office**

Description:

Protocol services enhance Calgary's reputation by providing an avenue to recognize citizen achievement, contribute to civic pride, and supporting the appropriate standards of conduct in official affairs.

Output Type:

Recreation & Culture

Outputs:

Protocol activities including flag raisings; proclamations; recognitions by Council; and official ceremonies.

Service Rationale:

Protocol services are standard in large municipalities in Canada. Related City of Calgary Council Policies include:Proclamation Policy (CC015), and the Swearing In Ceremony (CP2016-06), among others.

Sub-Service Start Date:

1894

Data Analytics & Information Access

Advanced Data Analytics

Parent Service: Data Analytics & Information Access **Led by: Corporate Analytics & Innovation**

Description:

This sub-service works across organizational boundaries analyzing different data sources to develop insights to help services make data-based decisions and achieve operational savings.

Output Type:

Advisory Encounters

Outputs:

Cognitive Analytics; Statistical Modelling; Descriptive Analytics; Competency development

Service Rationale:

Supports the implementation of the Digital Strategy (Approved by Committee and Council in 2014) by promoting data sharing and data-based decision making to achieve operational efficiencies.

Sub-Service Start Date:

2015

Geospatial Analysis & Solutions

Parent Service: Data Analytics & Information Access **Led by: Corporate Analytics & Innovation**

Description:

Delivers customized analysis and locational data supporting City of Calgary services, operations and applications including emergency vehicle routing for Calgary 911 and CPS evidence packages and subpoenaed expertise for Court cases.

Output Type:

Advisory Encounters

Outputs:

Geographic Information and Routing Data; Geospatial products; Evidentiary evidence for use in Court of Queen's Bench; Geospatial analysis; Geospatial reports.

Service Rationale:

Reduces operational costs and efforts, delivers value through location-based intelligence. Provides fastest, safest route for first responders. GIS service is the same as the cities of Vancouver, Edmonton, Ottawa, Toronto, Regina and Winnipeg.

Sub-Service Start Date:

1991

Imaging and Content Delivery

Parent Service: Data Analytics & Information Access **Led by: Corporate Analytics & Innovation**

Description:

Digitization of physical documents to produce electronic copies for retention of The City's records. Also provides easy access to users for retrieval of City records from Corporate repositories.

Output Type:

Resources

Outputs:

Digital records

Service Rationale:

Supports increased operational efficiencies by creating electronic versions of physical documents and consolidating the documents in a central location complying with the Canadian Standards for Digital Records by the Canadian General Standards Board.

Sub-Service Start Date:

2007

Innovation

Parent Service: Data Analytics & Information Access **Led by: Corporate Analytics & Innovation**

Description:

Innovation sub-service fosters collaboration and builds systemic design capacities in all City staff to spark innovation for the next generation of civic services.

Output Type:

New Knowledge or Intellectual Property

Outputs:

Professional Development Training; Innovation Insights; Intentional Collaboration

Service Rationale:

Provides an intentional focus on promoting innovative thinking and practices to support Council Directive (W4) to create a culture of risk, innovation and experimentation.

Sub-Service Start Date:

2015

Intellectual Property Management and Access

Parent Service: Data Analytics & Information Access **Led by: Corporate Analytics & Innovation**

Description:

Ensures protection of Corporate interests for intellectual property, and provides managed access to the Corporate Open Data repository and other high-value intellectual property products.

Output Type:

Periods of Permission

Outputs:

Open Data portal
Intellectual property licenses and protection
Data access for approved consultants and contractors

Service Rationale:

Allows The City to meet MGA 299 and 300 obligation for citizens to obtain tax and property reports. Aligns with:
Info Mgnt and Security Policy (IM-IT-003)
IP Standard
Access and Sharing Standard
Imagine Calgary (2006) goals and 2014 Digital Strategy

Sub-Service Start Date:

1991

Development Approvals

Development Applications

Parent Service: Development Approvals

Led by: Calgary Approvals Coordination & Community Planning

Description:

This sub-services reviews applications for development, including outline plans, land use amendments and development permits to ensure objectives of planning policy and legislation are achieved.

Service Rationale:

This sub-service ensures that legal requirements contained in the Municipal Government Act are met in relation to authority for developments to exercise development powers and perform duties on behalf of the municipality.

Output Type:

Rulings & Judgments

Sub-Service Start Date:

1967

Outputs:

Outline plans; land use amendments; development permits

Subdivision & Public Infrastructure

Parent Service: Development Approvals

Led by: Calgary Approvals Coordination & Community Planning

Description:

This sub-service ensures that legal requirements contained in the Municipal Government Act in relation to the efficient subdivision of land, servicing and the implementation of the off-site levy bylaw and infrastructure standards are met.

Service Rationale:

This sub-services reviews applications for subdivisions of land and the construction of new communities, ensures that contractural obligations are met, including levy payments, infrastructure standards and security requirements.

Output Type:

Rulings & Judgments

Sub-Service Start Date:

1967

Outputs:

Construction drawings; subdivision endorsement; development agreements; permission to construct

Economic Development & Tourism

Aero Space Museum of Association Calgary (The Hangar Flight Museum) (Partner)

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

Mission: To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

Output Type:

Recreation & Culture

Outputs:

Museum about the history of flight in Calgary and Southern Alberta; Event space; Education programs; Retail space

Service Rationale:

Stewards City-owned artifacts. Operations contribute to the local economy and provide culture, education and recreation opportunities for Calgarians and visitors. Protects and promotes Canadian aviation heritage and history.

Sub-Service Start Date:

2003

Business Improvement Areas

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

A Business Improvement Area (BIA) is an independent group of businesses in a defined geographical area that come together to improve and promote their businesses. There are currently 12 BIAs in Calgary that the City supports.

Output Type:

Advocacy and Promotional Encounters

Outputs:

Advocacy; Economic development activities; Promotions and marketing; Public realm improvements; Research and data; Public safety; Neighbourhood collaborations.

Service Rationale:

Networks of businesses that support Calgary's Economic Strategy through local economic development, placemaking and revitalization. Promote local businesses areas and advocate for policies that support economic vitality and beautification.

Sub-Service Start Date:

1984

Calgary Centre for Performing Arts (Arts Commons) (Partner)

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

Mission: To foster, present, and promote the arts; to provide and care for our assets; to ensure optimal utilization of our assets.

Output Type:

Recreation & Culture

Outputs:

Performance and engagement spaces and venues; Events space; Administrative space for resident companies;Arts Commons Presents program.

Service Rationale:

Manages and operates a City-owned facility. Supports the arts and cultural sectors by providing performance, rehearsal and office space. Adds vibrancy to the downtown core and supports the Economic Strategy, Centre City Plan, and Cultural Plan.

Sub-Service Start Date:

1983

Calgary Convention Centre Authority (Calgary TELUS Convention Centre) (Partner)

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

Mandate:Manage, market and operate the Calgary TELUS Convention Centre in an efficient and market competitive manner in order to maximize overall economic benefits to the city of Calgary while maintaining financial performance within an acceptable range.

Output Type:

Resources

Outputs:

Convention centre services including meeting and social spaces, technology, lighting, housekeeping, food services, and related services.

Service Rationale:

Established by Council with an economic development mandate. Manages and operates a City-owned asset. The Calgary TELUS Convention Centre has a significant economic impact and activates the downtown core. Supports implementation of the Economic Strategy.

Sub-Service Start Date:

1974

Calgary Economic Development Ltd. (Partner)

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

Mandate: Work with business, government, and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade, and growing Calgary's workforce.

Output Type:

Advocacy and Promotional Encounters

Outputs:

In-market and out of market economic development services; Early stage startup services (Startup Calgary); Calgary Film Commission and Calgary Film Centre; Global Business Centre; Research and data about Calgary.

Service Rationale:

Wholly owned subsidiary established to lead Calgary's economic development work. Stewards Council approved Economic Strategy & promotes Calgary as the location of choice for business and talent. Similar organizations in all major Canadian municipalities.

Sub-Service Start Date:

1999

Calgary Science Centre Society (TELUS Spark) (Partner)

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

Mission: Bring people together to learn, play, and create with science, technology, engineering, arts and math.

Output Type:

Recreation & Culture

Outputs:

Science centre, Events space, Restaurant, Education programs, Open space and playground, Retail space.

Service Rationale:

Manages and operates a City-owned asset. Operations contribute to the local economy by drawing visitors and tourists to the city. Provides culture, education, and recreation opportunities for Calgarians and visitors and promotes science and innovation.

Sub-Service Start Date:

1984

Calgary Technologies Inc. (Platform Calgary) (Partner)

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

Mission: Empowering people building the next economy. Diversifies Calgary's economy by facilitating, fostering and promoting the development, growth or commercialization of technology companies and the knowledge-based industry generally.

Service Rationale:

Minority owned subsidiary of The City. Supports economic development by focusing on development and growth of technology and knowledge based industries through programs, services and innovation space. Leads innovation work under the Economic Strategy.

Output Type:

Educational and Training

Sub-Service Start Date:

1989

Outputs:

Acceleration services to support start up formation and growth; Advocacy for the innovation ecosystem; Placemaking including co-working space.

Calgary Zoological Society (Partner)

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

Mission: Take and inspire action to sustain wildlife and wild places.

Service Rationale:

Manages and operates a City-owned asset. Operations contribute to the local economy by drawing visitors and tourists to the city. Promotes conservation and provides culture, education and recreation opportunities for Calgarians and visitors.

Output Type:

Recreation & Culture

Sub-Service Start Date:

1917

Outputs:

Zoo; Events space; Education programs; Retail shopping; Restaurant; Advocacy, Green space and playground.

Fort Calgary Preservation Society (Partner)

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

Mission: To create a place where people and history intersect to rebuild Fort Calgary as the centre of Calgary.

Output Type:

Recreation & Culture

Outputs:

Museum on site of Fort Calgary; Events space; Education programs; Restaurant, Green space and playground.

Service Rationale:

Manages and operates a City-owned asset. Operations contribute to the local economy by drawing visitors and tourists downtown. Provides culture, education and recreation opportunities for Calgarians and visitors. Protects cultural and indigenous heritage.

Sub-Service Start Date:

1974

Heritage Park Society (Partner)

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

Mission: Connecting people with the settlement of Western Canada and preserving our culture and heritage.

Output Type:

Recreation & Culture

Outputs:

Museum of settlement of western Canada; Events space; Education programs; Retail shopping; Green space, Restaurant.

Service Rationale:

Manages and operates City-owned asset. Operations contribute to the local economy by drawing visitors to the city. Protects western Canadian cultural heritage and offers culture, education and recreation opportunities for Calgarians and visitors.

Sub-Service Start Date:

1961

Tourism Calgary – Calgary Convention & Visitors Bureau (Partner)

Parent Service: Economic Development & Tourism **Led by: Calgary Neighbourhoods**

Description:

Mandate: Increase the economic impact of the tourism economy to Calgary.

Output Type:

Advocacy and Promotional Encounters

Outputs:

In-market and out of market destination marketing services; tourism industry advocacy; special events attraction, development and hosting (including the Calgary Sports and Major Events Committee); Meetings and Conventions Calgary; White Hat program.

Service Rationale:

Leads destination marketing for the city and attracts major sport, recreation, and cultural events. Drawing tourists, visitors, business travelers and events to Calgary has a significant economic impact, and supports the Economic Strategy.

Sub-Service Start Date:

1958

Emergency Management & Business Continuity

Business continuity

Parent Service: Emergency Management & Business Continuity

Led by: Calgary Emergency Management Agency

Description:

Oversight of business continuity planning in the Corporation to support delivery of essential services during and after emergencies. This contributes to the resilience and faster economic recovery of businesses and the city.

Output Type:

Interventions

Outputs:

Continuity of city services to businesses and citizens during emergencies and disasters; Corporate business continuity strategy; business continuity emergency coordination; Business Continuity Task Force transition; analytic and information reports.

Service Rationale:

Service is necessary to support ongoing functioning of essential City services during and following an emergency.

Sub-Service Start Date:

2013

Community preparedness

Parent Service: Emergency Management & Business Continuity

Led by: Calgary Emergency Management Agency

Description:

Evaluates and communicates Calgary's disaster risk to increase individual, business, non-profit, and community preparedness. Preparedness helps communities and businesses become self-sustaining, resilient and able to bounce back after a disaster.

Output Type:

Interventions

Outputs:

Small business resilience and Emergency Operations Centre support; emergency preparedness courses, materials, engagement sessions, and plans; disaster risk analysis, packages and communication; citizen, employee, and business preparedness; Calgary risk environment understanding and awareness.

Service Rationale:

Risk analysis, education and preparedness are important due to Calgary’s volatile climate and historically disproportionate frequency of disasters. Provincial legislation requires emergency plans be developed, and this work requires risk analysis.

Sub-Service Start Date:

2011

Emergency management

Parent Service: Emergency Management & Business Continuity

Led by: Calgary Emergency Management Agency

Description:

Coordinates and trains City business units, businesses, non-profits, government agencies and citizens to prepare for, respond to and recover from disasters. Maintains Canada Task Force 2 to provide all-hazard emergency management for disasters in Canada.

Output Type:

Interventions

Outputs:

Incident management support; emergency coordination; recovery operations; disaster response.

Service Rationale:

Section 11 of the Emergency Management Act requires a local authority to be responsible for the direction and control of the local authority's emergency response.

Sub-Service Start Date:

2008

Environmental Management

Climate and Energy Management

Parent Service: Environmental Management **Led by: Environmental & Safety Management**

Description:

Implementation of the Climate Resilience Strategy, supporting the organization and community with direction and opportunities for energy management and risk reduction, including preparing for service disruption and energy efficiency to reduce costs.

Service Rationale:

This sub-service aligns to the City Charter, requiring the creation of a climate plan by 2020, with annual progress reporting. It also aligns to Council Directives, Administration Commitments and the Calgary Climate Resilience Strategy and Action Plans.

Output Type:

Interventions

Sub-Service Start Date:

2003

Outputs:

Climate direction (e.g. policies, plans); consulting support (research, awareness, expertise); corporate performance reports; engagement opportunities (e.g. Climate Symposium); education; funding support (e.g. Federal Climate Lens Assessments).

Contaminated Land Management

Parent Service: Environmental Management **Led by: Environmental & Safety Management**

Description:

Contaminated Land Management identifies City-owned contaminated land, assesses the risks associated with that land, and manages it on behalf of numerous City services to be legislatively compliant and support decision-making for future development.

Service Rationale:

This sub-service aligns to various legislation including: Environmental Protection and Enhancement Act, Municipal Government Act (brownfield sites), Occupational Health and Safety Act (contamination exposure), and Contaminated Sites Policy Framework.

Output Type:

Findings

Sub-Service Start Date:

1989

Outputs:

Technical advice and expertise (e.g. technical memos, environmental site assessments, reports); Policy development and implementation (Environmental Development Review policy, SALE policy, Environmental Agreements Bylaw, Administration policy for PS3260).

Corporate and Community Environmental Management

Parent Service: Environmental Management **Led by: Environmental & Safety Management**

Description:

Environmental strategy and action plans to protect the environment, improve performance and reduce risk. Including reporting; inspections, audits, expertise and capital construction risk support. Community outputs: Mayor’s Environment Expo, Eco Leaders

Output Type:

Periods of Protection

Outputs:

Outputs include community outreach events (Mayor’s Environment Expo, Environmental Construction Operation Plans-ECO Leaders, Earth Hour); Developing a city-wide environment strategy and action plans; as well as environmental performance and risk reporting; verification inspections and audits; programs related to regional air management (regional airshed management plan), procurement (Sustainable Environment and Ethical Procurement Policy (SEEPP) expertise, criteria guidance and tender evaluation) and capital construction (ECO Plan reviews, project manager training, construction checklist).

Service Rationale:

This sub-service aligns to various legislation including the Canadian Environmental Assessment Act, Water Act, Wildlife Act, Public Lands Act. It also aligns to The City's Sustainable Environmental and Ethical Procurement Policy and the ECO Plan Policy.

Sub-Service Start Date:

1989

Executive Leadership

Corporate Leadership

Parent Service: Executive Leadership **Led by: City Manager's Office & GM - CFOD**

Description:

Ensure the actions and directions of management support Council's direction and the corporate vision and strategies. This includes articulating common objectives and ensuring individual actions support organizational effectiveness.

Output Type:

Implemented Changes

Outputs:

Vision; Common Purpose; Values; Service Promise; Employee Promise; Code of Conduct; Administration's Commitments; leadership messaging and communication

Service Rationale:

Municipalities are required to have a Chief Administrative Officer (or City Manager) in the MGA, Section 205

Sub-Service Start Date:

Integrated Risk Management

Parent Service: Executive Leadership **Led by: Corporate Initiatives**

Description:

Enhance The City of Calgary's planning and decision making through proactive and corporate-wide analysis and management of risk.

Output Type:

Implemented Changes

Outputs:

Principal Corporate Risks; service risk registers; training sessions; consulting sessions; tools for managing risk

Service Rationale:

Integrated Risk Management Council Policy (CC011). Integrated Risk Management is part of The City's Performance Management System approved by Council (Leadership Strategic Plan) and continued in Administration's Commitments (One Calgary).

Sub-Service Start Date:

Performance Measurement, Benchmarking and Reporting

Parent Service: Executive Leadership **Led by: Corporate Initiatives**

Description:

Support the organization to develop and track meaningful performance measures, indicators and benchmarks, using a performance measurement framework. Provide regular updates to Council on how services are performing and how the community is doing.

Service Rationale:

Multi-Year Budgeting Council Policy (CFO004), Transparency and Accountability Policy (CC039). Part of The City's Performance Management System approved by Council (Leadership Strategic Plan) and continued in Administration's Commitments.

Output Type:

Advisory Encounters

Sub-Service Start Date:

Outputs:

Accountability and other performance and governance reports; benchmarking reports; dashboards; training sessions; consulting sessions

Planning and Budgeting

Parent Service: Executive Leadership **Led by: Corporate Initiatives**

Description:

Support Council to make decisions on strategic priorities, four-year business plans and budgets (including associated rates and fees), and annual adjustments to the plans and budgets.

Service Rationale:

Multi-Year Budgeting Council Policy (CFO004), User Fees and Subsidies Policy (CFO010), Transparency and Accountability Policy (CC039). Part of The City's Performance Management System approved by Council (Leadership Strategic Plan).

Output Type:

Implemented Changes

Sub-Service Start Date:

Outputs:

Plans and budgets (including rates and fees); strategic priorities

Service Review and Improvement

Parent Service: Executive Leadership **Led by: Corporate Initiatives**

Description:

Conduct reviews of whether The City is delivering the right services in the right way, and make recommendations to improve service efficiency and effectiveness.

Output Type:

Implemented Changes

Outputs:

Service reviews (including ZBRs); consulting sessions; recommendations for service improvement

Service Rationale:

Multi-Year Budgeting Council Policy (CFO004), Council approved Corporate Strategy on Efficiency and Effectiveness (C2011-55). Part of The City's Performance Management System approved by Council (Leadership Strategic Plan).

Sub-Service Start Date:

Facility Management

Facility Delivery

Parent Service: Facility Management **Led by: Facility Management**

Description:

Facility delivery sub service manages contractors to build, renovate, restore and repair civic facilities that meet the needs of citizens and employees.

Output Type:

Resources

Outputs:

Public and employee facilities; new builds; renovations; restorations; and lifecycle repairs.

Service Rationale:

The City's facilities must align with Part 1, Section 3, of the MGA, municipal purposes: (b) to provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality.

Sub-Service Start Date:

1894

Facility Operations

Parent Service: Facility Management **Led by: Facility Management**

Description:

Facility Operations maintains and operates civic facilities through contract management to ensure facilities are safe, accessible, and functional for use by citizens and employees.

Output Type:

Resources

Outputs:

Facility operations and maintenance; property management; lifecycle repairs, preventative and predictive maintenance.

Service Rationale:

Provides cost-effective, well operated and maintained civic facilities and ensures that all required legislation and codes are adhered to (e.g. National Building Code, National Energy Code, Alberta Fire Code, Building Envelope Bylaw.)

Sub-Service Start Date:

1894

Facility Portfolio Planning and Management

Parent Service: Facility Management **Led by: Facility Management**

Description:

FM delivers short- and long-term strategies and plans for investment in and divestment of City facility infrastructure to enable service delivery to citizens and ensure best value for investment

Output Type:

Resources

Outputs:

Plans, reports; strategies; policies; frameworks; processes; business cases; investment budgets; agreements

Service Rationale:

FM must continuously assess the state of facilities and make prudent investment decisions as outlined in the Corporate Facility Planning & Delivery Policy.

Support's MGA Part 8, Section 283.1(3) to provide a minimum 5 year written capital plan.

Sub-Service Start Date:

1894

Financial Support

Financial Monitoring & Reporting

Parent Service: Financial Support **Led by: Finance**

Description:

Provide sound leadership in reporting, measuring business units' financial performance and monitoring adherence to financial plans, and ensuring finance related MGA and legislative requirements are met.

Output Type:

Advisory Encounters

Outputs:

Budget Control Book; Monthly Internal Management Report (IMR); Monthly Executive Information Report (EIR); Mid-year and Year-end Budget Revision Reports; City of Calgary Annual Report; Annual Investment Report; Year-end and Periodics Financial Statements; Audited Financial Statements for City Employee Benefit Plans; Audited Supplementary & Elected Official Pension Plans; GST remittances; Pension & Benefit remittances; Completed Statement of Funding and Expenditures (SFE) for Provincial/Federal Grants; Payment Card Industry Audit Report (PCI); Reserve and Long Term Liability Report; Trienniel Reserve Review Report; Long term capital debt report (blue book); Successful implementation of new MGA legislation and accounting standards; Economic Reports: Labour Market Review (monthly), Inflation Review (monthly), Current Economic Analysis (monthly), Housing Review (quarterly), Residential Property Taxes and Utility Charges Survey (annual)

Service Rationale:

This sub-service is required to meet various legislated requirements as set forth in the Public Sector Accounting Standards as well as Section 8 of the Municipal Government Act (Sec. 75.2, 241-283.1)

Sub-Service Start Date:

1980

Financial Planning & Budgeting

Parent Service: Financial Support **Led by: Finance**

Description:

Ensures The City's financial position is stewarded and economic assets are safeguarded for long-term sustainability by providing leadership in budgeting and guidance on sound financial practices.

Output Type:

Advisory Encounters

Outputs:

Submission and tracking of applications for Municipal Sustainability Initiative (MSI) and Federal Gas Tax funding; Allocation of corporate grant funding to business units and ongoing reconciliation of capital deposit balances; Long Range Financial Plan; Mitigated risk of vendor relationships through Credit application reviews; Economic analysis and forecasting reports: Spring & Fall Calgary Economic Outlook; Property Tax Related Bylaws Report; Service plans & budgets

Service Rationale:

This sub service provides strategic financial planning, budgeting and forecasting advice to ensure The City's financial position and its economic assets are safeguarded for long term sustainability.

Sub-Service Start Date:

1980

Financial Transaction Processing

Parent Service: Financial Support **Led by: Finance**

Description:

Administers payment of goods & services provided to The City, non-tax revenue billings & collection, payments processed by Corporate cashiers, and recording of financial transactions.

Output Type:

Funds

Outputs:

Non-tax revenue billing and collection; Payments for goods and services provided to The City; Payments processed by Corporate cashiers; Complete and accurate financial transactions in the General Ledger

Service Rationale:

This sub service is critical to the ongoing functioning of The City as a corporation. It ensures timely collection of revenues and timely payment for goods and services received by The City.

Sub-Service Start Date:

1980

Fire & Emergency Response

Critical Medical Incident Response

Parent Service: Fire & Emergency Response **Led by: Calgary Fire Department**

Description:

Provision of basic life support at critical medical emergencies dispatched as Delta or Echo (high-priority / life risk) until Alberta Health Services - Emergency Medical Services (AHS-EMS) arrives and advanced life support begins.

Output Type:

Interventions

Outputs:

Scene safety; vital signs assessment; circulation assessment; airway control; pulse oximetry; control bleeding; medication administration; defibrillation/resuscitation; oxygen provision; glucose testing; spinal motion restriction; obstetric management; IV preparation; patient comfort; patient history; lift assistance; assistance with family.

Service Rationale:

Critical, time sensitive, life-saving function until AHS - EMS arrives and advanced life support begins. SLRTT (Service Level Response Time Target) and Bylaw 55M2014.

Sub-Service Start Date:

1951

Fire and Rescue Response

Parent Service: Fire & Emergency Response **Led by: Calgary Fire Department**

Description:

Efforts by Fire Fighters to mitigate the impact of an emergency incident (i.e. fire, motor vehicle collision, explosions) on human safety and property.

Output Type:

Interventions

Outputs:

Mitigation of the impact of an emergency on human safety and property.

Service Rationale:

Reduce the impact of an emergency or disaster through response, recovery and mitigation services on scene. The interruption of service could result in a significant risk to the safety of person(s), property and environment. SLRTT and Bylaw 55M2014.

Sub-Service Start Date:

1885

Hazardous Materials Response

Parent Service: Fire & Emergency Response **Led by: Calgary Fire Department**

Description:

Trained hazardous materials technicians respond to environmental spills, accidents and the aftermath of fires and other disasters to protect the public and environment from the outcomes of hazardous chemicals, toxic gases and releases.

Output Type:

Interventions

Outputs:

Environment and public protection from spills and contamination; protection at large incidents; post-incident fluid management; management of hazardous releases from storage tanks or rail cars; air monitoring / gas detection; household materials drop-off

Service Rationale:

Public and environmental protection from dangerous chemicals and poison through appropriate emergency response, recovery, and mitigation services. Bylaw 55M2014.

Sub-Service Start Date:

1977

Non-Emergency Response

Parent Service: Fire & Emergency Response **Led by: Calgary Fire Department**

Description:

Efforts by first responders to mitigate the impact of a non life threatening incident on human or animal safety or property. Will respond to special requests for assistance when feasible.

Output Type:

Interventions

Outputs:

Animal rescues; environmental protection (i.e. flood mitigation/clean up); EMS/Police assistance (I.e. crowd control; on-scene traffic management; heavy lift assists); controlled burns in green spaces; needle/condom pick up.

Service Rationale:

Calls are assigned by dispatch based on information provided from caller, and skill and equipment needs, or may be requested by Councillor or other City business unit (i.e. pop-up water parks as part of hudrant checks.)

Sub-Service Start Date:

1950

Surface Water Rescue Response

Parent Service: Fire & Emergency Response **Led by: Calgary Fire Department**

Description:

Firefighters trained in fire and aquatic rescue, respond to emergencies and body recovery on or near Calgary's rivers, lakes, and canals; During peak periods promote safe practices while patrolling city's waterways.

Output Type:

Interventions

Outputs:

Patrol of waterways; mitigation of emergencies on or near Calgary's rivers, lakes, and canals; rescue of people in severe storms and heavy rains.

Service Rationale:

Moving water is a very powerful force that is easily and often underestimated by those involved. When water-related issues arise, there is a significant life safety risk that often requires a timely, skilled rescue response. Bylaw 55M2014.

Sub-Service Start Date:

1979

Technical Rescue Response

Parent Service: Fire & Emergency Response **Led by: Calgary Fire Department**

Description:

Firefighters with specialized training and equipment respond to emergencies requiring advanced technical rescue skills.

Output Type:

Interventions

Outputs:

Vehicle and machinery rescue; confined-space rescue; rope/high-angle rescue; trench and excavation rescue; structural collapse rescue; woodland search and rescue; glass stabilization or removal that threatens public safety.

Service Rationale:

Save/protect lives in situations requiring specialized rescue and response skills, equipment and apparatus. An inappropriate response may further endanger the lives of people/firefighters involved/nearby. Bylaw 55M2014.

Sub-Service Start Date:

1983

Underwater Dive Rescue Response

Parent Service: Fire & Emergency Response **Led by: Calgary Fire Department**

Description:

Firefighters trained in underwater aquatic rescue, respond to emergencies, body recovery, and evidence gathering on or near Calgary's rivers, lakes, canals and other bodies of water.

Output Type:

Interventions

Outputs:

Underwater emergency response; body recovery; evidence gathering.

Service Rationale:

Underwater rescues require a highly specialized emergency response. Trained responders also gather evidence in support of CPS crime scene investigations. Bylaw 55M2014.

Sub-Service Start Date:

1979

Fire Inspection & Enforcement

Compliance and Hazard Audit

Parent Service: Fire Inspection & Enforcement **Led by: Calgary Fire Department**

Description:

Firefighters conduct assessments of businesses to identify issues or concerns with compliance to the Alberta Fire Codes and regulations, as well as to detect unsafe hazards that can jeopardize public safety.

Output Type:

Care and Rehabilitation

Outputs:

Fire code compliance monitoring, identification of safety hazard(s); pre-incident planning for fire crews; increased awareness by business/property owners of emergency procedures and fire hazard control responsibilities.

Service Rationale:

Safety audits by firefighters provide more protection for firefighters & the public through pre-incident planning; increases code compliance; identifies properties where more detailed SCO inspections are advised; Part of business licensing. Bylaw 55M2014

Sub-Service Start Date:

1960

Fire Cause and Origin Investigation

Parent Service: Fire Inspection & Enforcement **Led by: Calgary Fire Department**

Description:

Determination of a fire's origin and cause for mandatory Provincial reporting with circumstances, recommendations, insurance information, resulting in possible recalls, orders/charges.

Output Type:

Findings

Outputs:

Determining and reporting the origin and cause of a fire or explosion.

Service Rationale:

To meet legal, regulatory and insurance requirements and protect the public, a documented method of analysis for fire-related incidents is conducted to determine the origin and cause of the fire or explosion. Bylaw55M2014.

Sub-Service Start Date:

1886

Fire Code Compliance Inspection

Parent Service: Fire Inspection & Enforcement **Led by: Calgary Fire Department**

Description:

Under The City Accredited Quality Management Plan, this sub-service inspects buildings, reviews fire plans, administers activity permits and provides regulatory oversight to the Alberta Fire Code to ensure public safety.

Output Type:

Findings

Outputs:

Fire Safety Code inspection reports; compliance monitoring; fire code education; activity permit/permission issuance; occupant load certificates; enforcement orders and charges (where required).

Service Rationale:

The City of Calgary Quality Management Plan, approved by the Alberta Safety Code Council outlines the minimum level of fire safety services for the municipality. Bylaw 55M2014.

Sub-Service Start Date:

1951

Special Events Safeguarding

Parent Service: Fire Inspection & Enforcement **Led by: Calgary Fire Department**

Description:

Depending on circumstances, event plans and layouts are reviewed and Fire Safety Codes Officers may attend an indoor and/or outdoor special event before and/or during the activity to monitor fire and safety code compliance and life safety protection.

Output Type:

Periods of Protection

Outputs:

Safeguarding of safety and property for special and temporary events with the Alberta Fire Code and or safety hazard(s).

Service Rationale:

Running events can present additional fire and safety code challenges. When risk is elevated, fire inspectors may attend before and/or during the activity to ensure fire and safety code compliance and life safety protection.

Sub-Service Start Date:

1985

Fire Safety Education

Community Safety Education

Parent Service: Fire Safety Education **Led by: Calgary Fire Department**

Description:

Community Safety Officers and firefighters share home safety information, inspect smoke alarms and promote home escape planning, through door-to-door campaigns and community events.

Output Type:

Educational and Training

Outputs:

Fire safety education and awareness presentations; escape planning and practice; smoke and CO alarm testing/installations; trust building with firefighters through library /literacy programs; fire-truck demonstrations; and safe-proofing homes.

Service Rationale:

Fire safety education can save lives & property as much as suppressing a fire after it starts. People want to protect themselves & heed the advice of the fire service who is seen as the expert when it comes to fire protection. Bylaw55M2014.

Sub-Service Start Date:

1973

School Fire Preparedness

Parent Service: Fire Safety Education **Led by: Calgary Fire Department**

Description:

Firefighters interact with children, teachers, and administration to increase fire safety awareness and to increase everyone's ability to escape during an emergency.

Output Type:

Educational and Training

Outputs:

School fire evacuation drill training; fire safety education and prevention; smoke alarm installs/checks; escape planning and practice; trust building with firefighters.

Service Rationale:

Knowledge is key to preventing serious fire-related accidents and developing life-long safety skills. This needs to be reinforced throughout the formative years. Children take lessons learned home which increases fire safety protection. Bylaw55M2014.

Sub-Service Start Date:

1980

Targeted Fire Safety Education

Parent Service: Fire Safety Education **Led by: Calgary Fire Department**

Description:

Specialized fire and life safety education is delivered to high-risk groups to enhance their knowledge of and protection from fire-related incidents. We align with corporate strategies and frameworks.

Service Rationale:

Fire & life safety education is targeted at high-risk Calgarians to increase their knowledge & protection from fire-related incidents. People considered vulnerable are the very young & very old, new immigrants & people with mobility issues. Bylaw 55M2014.

Output Type:

Educational and Training

Sub-Service Start Date:

1973

Outputs:

Delivery of fire/hazard safety and household protection awareness and behavior change.

Youth Firesetter Intervention Referral & Education Service (Y-Fires)

Parent Service: Fire Safety Education **Led by: Calgary Fire Department**

Description:

Referral-based behaviour modification fire safety program for children and teens who have set fires or are drawn to playing with fire.

Service Rationale:

Behaviour modification through participatory education increases the protection of the individual, family, and public. Saves significant property and environmental damage and loss. Bylaw 55M2014.

Output Type:

Educational and Training

Sub-Service Start Date:

1991

Outputs:

Educational intervention to reduce or eliminate recidivism of fire setting/play behavior.

Fleet Management

Fabrication

Parent Service: Fleet Management **Led by: Fleet Services**

Description:

Fabrication sub-service acquires and creates customized fabricated parts, specialty tools, and equipment for The City of Calgary, and other City and government related agencies.

Output Type:

Resources

Outputs:

Fabricated items

Service Rationale:

This sub-service supports the ongoing functioning of the City by designing, manufacturing and installing cost-effective specialized components. This service performs critical emergency fabrication and welding for water services plants and water mains.

Sub-Service Start Date:

1894

Fleet Acquisition

Parent Service: Fleet Management **Led by: Fleet Services**

Description:

Fleet Acquisition sub-service acquires, commissions, and decommissions vehicles and equipment to optimize the City's fleet while meeting operational needs for City of Calgary services.

Output Type:

Resources

Outputs:

Contract to Acquire

Service Rationale:

This sub-service is necessary to the ongoing function of The City, as the right vehicles and equipment need to be procured to optimize critical and front-facing service delivery.

Sub-Service Start Date:

1894

Fleet Maintenance and Repairs

Parent Service: Fleet Management **Led by: Fleet Services**

Description:

Fleet Maintenance and Repairs sub-service provides the ongoing maintenance and repair of fleet vehicles and equipment to City of Calgary, Enmax and Alberta Health Services.

Output Type:

Resources

Outputs:

Operating vehicle and equipment

Service Rationale:

This sub-service provides safe and cost-effective fleet management, minimizing downtime and ensuring operational and operator safety ensuring vehicles meet required regulations and the mandatory Commercial Vehicle Inspection Program.

Sub-Service Start Date:

1894

Fleet Operator Regulation

Parent Service: Fleet Management **Led by: Fleet Services**

Description:

Fleet Operator Regulation sub-service ensures operators for the City of Calgary are trained, licensed and meet all provincial on-road requirements.

Output Type:

Periods of Permission

Outputs:

Permit; Investigations; inspections;

Service Rationale:

This sub-service provides permits for operators, ensuring they adhere to applicable municipal by-laws and meet requirements of the National Safety Code and Occupational Health and Safety Act.

Sub-Service Start Date:

1894

Human Resources Support

Employee Pay

Parent Service: Human Resources Support **Led by: Human Resources**

Description:

Employee Pay issues wages and salaries, including premiums and required deductions, to employees on a bi-weekly basis as fair and equitable remuneration and that supports the need for financial well-being.

Output Type:

Funds

Outputs:

pay cheque

Service Rationale:

This service aligns with Employment Standards legislation relating to pay, hours of work and time off provisions, with 10 collective agreements that govern terms and conditions of employment between the respective union and The City, and with policy.

Sub-Service Start Date:

1900

Employee Support Services

Parent Service: Human Resources Support **Led by: Human Resources**

Description:

Employee Support Services deliver accurate, timely employee and position information, including records management, to HR colleagues, leaders, Council, and employees, and postings for job boards, that enables other critical services to function.

Output Type:

Advisory Encounters

Outputs:

job postings; human capital data

Service Rationale:

This service aligns with Payroll standards, Employments Standards, collective agreements, Canada Revenue Agency and policy. The service ensures other critical systems (e.g. financial, payroll, workforce planning) function properly.

Sub-Service Start Date:

1900

Human Resources Advisory Services

Parent Service: Human Resources Support **Led by: Human Resources**

Description:

HR Advisory Services provide Leaders, Employees, Unions, and Council with advice, recommendations and solutions guided by best practice that create and sustain an engaging workplace and a healthy productive workforce.

Output Type:

Advocacy and Promotional Encounters

Outputs:

advice; insight; perspective

Service Rationale:

The service aligns with employment and labour legislation, collective agreements and Administration policies. The City is highly complex with multiple unions, businesses, occupations, and working conditions with both common and unique needs.

Sub-Service Start Date:

2004

Labour Relations

Parent Service: Human Resources Support **Led by: Human Resources**

Description:

Labour Relations Service collectively bargains with unions, and provides Leaders, Employees, and Council with guidance and decisions to ensure compliance with applicable collective agreements, legislation, and case law.

Output Type:

Rulings & Judgments

Outputs:

governance; recommendations; collective agreements

Service Rationale:

The service is driven and guided by Alberta Labour Code, Alberta Employment Standards, Alberta Human Rights Legislation, Collective Agreements, case Law, Arbitration Decisions. Staff have authority to make decisions that are actionable by leaders.

Sub-Service Start Date:

1960

Learning and Development

Parent Service: Human Resources Support **Led by: Human Resources**

Description:

Learning and Development service provides programs, needs assessments, consulting and coaching that improves the capabilities and skills of our workforce, including leaders and employees.

Service Rationale:

Learning and Development aligns with policy and Administration direction (Leadership Strategic Plan) to enable a career organization, and build public service knowledge, technical skills, cultural awareness and leadership capability.

Output Type:

Educational and Training

Sub-Service Start Date:

1975

Outputs:

learning programs; needs assessments; advice; solutions

Talent Planning and Acquisition

Parent Service: Human Resources Support **Led by: Human Resources**

Description:

Workforce Planning and Acquisition Service delivers information and talent management solutions to leaders, employees, Council, that support strong talent acquisition, and that inform business planning and decision making.

Service Rationale:

Service aligns with Administration direction to support staff planning and intentional management, understand demographic shifts, create and execute hiring strategies, and find technology-enabled solutions to create more efficient service delivery.

Output Type:

Advisory Encounters

Sub-Service Start Date:

1960

Outputs:

Information; technology solutions; advice; recommendations; performance measures

Total Rewards

Parent Service: Human Resources Support **Led by: Human Resources**

Description:

Total Rewards Service, including Compensation, Benefits, and Pension provide programs, plans, policies, advice and governance in conjunction with MEBAC, vendors, Council, governance committees, unions and leaders, that help attract and retain employees.

Output Type:

Rules

Outputs:

programs; rules; regulations; advice; governance; policies; plans

Service Rationale:

The Service aligns with collective agreements, MEBAC agreement, pension legislation (EPPA), Pension Governance Committee and Council direction from Bylaw 8M2001

Sub-Service Start Date:

1960

Workplace Culture

Parent Service: Human Resources Support **Led by: Human Resources**

Description:

Workplace Culture Service coaches and consults with Leaders, Employees, Council using tools, programs, methodologies, policies and models that reinforce desired culture and behaviors, consistent with an inclusive, respectful and ethical workplace.

Output Type:

Advocacy and Promotional Encounters

Outputs:

advice; policies; tools; programs; methodologies; models; findings

Service Rationale:

Service aligned with KPMG ethics report to Audit Committee in 2014, Administration direction to reduce costly external consultant fees, and the Leadership Strategic Plan to build an inclusive and respectful workplace culture

Sub-Service Start Date:

2003

Infrastructure Support

Asset Drafting / Base Mapping

Parent Service: Infrastructure Support **Led by: Corporate Analytics & Innovation**

Description:

Asset Drafting and Base Mapping provides design, drafting, mapping, record management and analysis to support the lifecycle of The City's infrastructure assets; it updates and maintains The City's Base map and provides addressing services.

Output Type:

Rules

Outputs:

Drawings, plans, models, reports; City of Calgary Base Map; municipal addresses

Service Rationale:

The provincial Survey Act requires geographical positioning and mapping systems within municipalities. This work is completed by The City under agreement with the province.

Sub-Service Start Date:

1920

Asset Management

Parent Service: Infrastructure Support **Led by: Corporate Analytics & Innovation**

Description:

Provides direction to services to realize optimal value from each asset over its life-cycle by promoting effective budgeting and decision making regarding risk and levels of service.

Output Type:

Advisory Encounters

Outputs:

Reports; Resources

Service Rationale:

Supports adherence to the Asset Management Policy (GN-001) and the Municipal Naming, Sponsorship and Naming Rights Policy (CP2016-01)

Sub-Service Start Date:

2006

Energy Services

Parent Service: Infrastructure Support **Led by: Corporate Analytics & Innovation**

Description:

Secures the Corporation's energy needs; analyses and develops energy conservation and efficiency strategies and on-site energy projects to reduce energy consumption, cost and associated environmental impacts.

Service Rationale:

This sub-service is responsible for the implementation of the Energy Management Strategy (LAS2005-29), the Energy Supply Agreements (LAS2005-124) both approved in March 2005; and the Sustainable Building Policy (CS005) - USC2019-0083.

Output Type:

Advisory Encounters

Sub-Service Start Date:

2007

Outputs:

Energy Contracts; Energy Reports; Energy Advice

Engineering Services

Parent Service: Infrastructure Support **Led by: Corporate Analytics & Innovation**

Description:

Provides building engineering advisory and quality assurance design review services; facility condition assessments building system audits and retro-commissioning and maintains The City’s Engineering Design Guidelines for City of Calgary Funded Buildings.

Service Rationale:

Minimize the risk of failure City infrastructure which could lead to life safety issues. Ensures the Corporation adheres to its requirements as infrastructure owners. Ensures compliance to the Sustainable Building Policy (CS005)- UCS2019-0083.

Output Type:

Advisory Encounters

Sub-Service Start Date:

2004

Outputs:

Technical building assessments; Design recommendations

Field Survey

Parent Service: Infrastructure Support **Led by: Corporate Analytics & Innovation**

Description:

Delivers Government mandated survey control and positioning services, along with responsive, cost effective engineering and legal surveys for City infrastructure and land development projects.

Service Rationale:

The City assumed the development and maintenance of Calgary's survey control networks as per the Alberta Surveys Act, Section 7. These services are provided internally as a result of decisions regarding a cost-effective way to access them.

Output Type:

Resources

Sub-Service Start Date:

1995

Outputs:

Field Survey Reports; Legal Plans

Project Management

Parent Service: Infrastructure Support **Led by: Corporate Analytics & Innovation**

Description:

Provides project management expertise and direct assistance to project managers to mitigate risk and ensure value of project investments realized.

Service Rationale:

Implementation and monitoring of Corporate standards to ensure projects and risks are well managed and align with the Project Management Policy for Capital Projects (GN-036)

Output Type:

Advisory Encounters

Sub-Service Start Date:

2007

Outputs:

Reports; Project Plans; Resources

Utility Right of Way Management

Parent Service: Infrastructure Support **Led by: Corporate Analytics & Innovation**

Description:

This sub-service manages industry and City access to municipal rights of way through the evaluation and approval of utility line assignment applications.

Output Type:

Periods of Permission

Outputs:

Utility Alignment Permit

Service Rationale:

The CRTC requires Municipalities to grant access to City ROWs, if the telecom infrastructure does not interfere with the public use and enjoyment of the roadway. Aligns with the Municipal Rights-of-Way Bylaw and Municipal Consent and Access Agreements.

Sub-Service Start Date:

1959

Insurance & Claims

There are no sub-services under Insurance & Claims.

IT Solutions & Support

Business Systems & Consultation

Parent Service: IT Solutions & Support **Led by: Information Technology**

Description:

Develops and maintains both corporate-wide and line-of-business applications and improves and automates business processes to enable City business units to deliver internal and citizen-facing services.

Output Type:

Advisory Encounters

Outputs:

Technology applications, tools and standards / frameworks that leverage technology to help business units improve their delivery of services to citizens.

Service Rationale:

There are 50 applications identified as essential technology dependencies (CEMA BIA), including those that support Calgary 9-1-1, CEMA, Fire & Emergency Response, Streets, Wastewater Collection & Treatment, and Water Treatment & Supply.

Sub-Service Start Date:

Infrastructure & Platforms

Parent Service: IT Solutions & Support **Led by: Information Technology**

Description:

Technology infrastructure that underpins the delivery of all technology solutions for The City.

Output Type:

Movements

Outputs:

Technology infrastructure that supports City business activities.

Service Rationale:

IT plans, builds, and operates technology assets that support over 50 essential services, including Calgary 9-1-1, Calgary Police Service, CEMA, Fire & Emergency Response, Streets, Wastewater Collection & Treatment, and Water Treatment & Supply.

Sub-Service Start Date:

Technology Infrastructure for Future Economic Development

Parent Service: IT Solutions & Support **Led by: Information Technology**

Description:

Researches and identifies new and emerging technologies by City business units to enhance citizen services and experiences. Promote connectivity between City services and the broader community.

Output Type:

Findings

Outputs:

Proof of concept and implementation guidelines for new and emerging technologies. Expanding infrastructure to support network / connectivity required for emerging technology.

Service Rationale:

IT's fibre-optic network has been identified as critical infrastructure.

Sub-Service Start Date:

Workforce Productivity

Parent Service: IT Solutions & Support **Led by: Information Technology**

Description:

Provides computers, mobile devices, network accounts and technology tools that enable staff to conduct their day-to-day business activities.

Output Type:

Resources

Outputs:

Technology tools (PCs, laptops, devices, office productivity software) and network access to perform day-to-day business activities.

Service Rationale:

Sub-Service Start Date:

Land Development & Sales

Land Development

Parent Service: Land Development & Sales **Led by: Real Estate & Development Services**

Description:

This sub-service advances local economic development and diversification and optimizes the value and financial return on City-owned lands under its stewardship through the development of industrial land and strategic redevelopment of mixed use lands.

Output Type:

Resources

Outputs:

Serviced land available for sale

Service Rationale:

The City has been In the industrial land development business since 1959 to develop and sell our land holdings to stimulate economic growth and diversification. The 2013-22 Industrial Land Strategy further reinforced this corporate need.

Sub-Service Start Date:

1959

Land Development Analysis

Parent Service: Land Development & Sales **Led by: Real Estate & Development Services**

Description:

Land Development Advisory Services provides civil engineering and planning expertise that explores the full development potential of City-owned lands optimizing economic, social and environmental values.

Output Type:

Advisory Encounters

Outputs:

Analysis; assessment; recommendations; project management

Service Rationale:

Responding to both planned land development, Notice of Motions and other corporate priority requests to evaluate the development potential of a broad range of current and future City land holdings.

Sub-Service Start Date:

1969

Legal Counsel & Advocacy

Advocacy

Parent Service: Legal Counsel & Advocacy **Led by: Law**

Description:

Support the protection, defence and advancement of City and public interests before courts, boards, tribunals and other decision makers

Output Type:

Advisory Encounters

Outputs:

Representation in legal proceedings

Service Rationale:

Provide The City of Calgary with legal representation in accordance with the Legal Professions Act.

Sub-Service Start Date:

Corporate Counsel

Parent Service: Legal Counsel & Advocacy **Led by: Law**

Description:

Identify and evaluate corporate risk by providing strategic, business and legal advice, supporting all service lines in the execution of Council's strategic directives including (ALT, GMSGC, HRCC, and steering committees

Output Type:

Advisory Encounters

Outputs:

Provide legal, strategic and business advice; Attend critical executive and project steering committees

Service Rationale:

Provide The City of Calgary with legal representation in accordance with the Legal Professions Act.

Sub-Service Start Date:

Legal Business Transactions

Parent Service: Legal Counsel & Advocacy **Led by: Law**

Description:

Negotiate, draft and advise on the enforcement of contracts and policies that further City interests.

Output Type:

Advisory Encounters

Outputs:

Provide legal and strategic advice

Service Rationale:

Provide The City of Calgary with legal representation in accordance with the Legal Professions Act.

Sub-Service Start Date:

Municipal Counsel

Parent Service: Legal Counsel & Advocacy **Led by: Law**

Description:

Draft municipal bylaws and provide advice to the Corporation and City Council on a wide array of issues unique to municipalities

Output Type:

Rules

Outputs:

Draft municipal bylaws; provide legal and strategic advice

Service Rationale:

Provide The City of Calgary with legal representation in accordance with the Legal Professions Act.

Sub-Service Start Date:

Regulatory

Parent Service: Legal Counsel & Advocacy **Led by: Law**

Description:

Advise on corporate regulatory obligations and proposed actions to satisfy them

Service Rationale:

Provide The City of Calgary with legal representation in accordance with the Legal Professions Act.

Output Type:

Rules

Sub-Service Start Date:

Outputs:

Provide legal and strategic advice

Library Services

Calgary Public Library Board (Partner)

Parent Service: Library Services **Led by: Calgary Neighbourhoods**

Description:

Manage and operate a library system with 21 locations. Mission: Empower community by connecting you to ideas and experiences, inspiration and insight.

Output Type:

Resources

Outputs:

Community libraries; Mobile Library truck; Events space; in-library and community-based education programs; access to technology; Sun Life Financial Arts + Culture Pass; research services; newcomer services.

Service Rationale:

Libraries are community hubs that provide equitable access to educational, social, and cultural opportunities. Programs and services for individuals and businesses support economic development, tourism, community building and neighbourhood vibrancy.

Sub-Service Start Date:

1908

Mayor & Council

Audit Committee

Parent Service: Mayor & Council **Led by: Audit Committee**

Description:

Audit Committee oversees the integrity of the City's annual financial statements, internal control processes, integrated risk management, Whistleblower program and the performance of internal and external auditors.

Output Type:

Findings

Outputs:

As per its Mandate, the Audit Committee is responsible for the following:
(a) overseeing the integrity of The City's annual financial statements;
(b) recommending the selection of the External Auditor;
(c) recommending the selection of the City Auditor;
(d) overseeing the performance of the External Auditor and the City Auditor;
(e) overseeing, reviewing and assessing the relationship between the Administration, the External Auditor and the City Auditor;
(f) overseeing the process of The City's Integrated Risk Management System;
(g) overseeing The City's compliance with laws, regulations and internal policies including disclosure and internal financial controls, legal compliance and codes of conduct;
(h) overseeing, through the City Auditor, the Whistleblower Program;
(i) overseeing its governance responsibility with audit committees of The City's major autonomous civic entities;
(j) conducting special reviews as recommended by the Audit Committee or Council.

Service Rationale:

The Audit Committee plays a critical role in oversight, risk management, internal control and corporate governance as well as ensuring the integrity of The City’s annual financial statements.

Sub-Service Start Date:

1972

Ethics Advisor

Parent Service: Mayor & Council **Led by: Integrity and Ethics Office**

Description:

Ensures Council meets the highest standards of conduct when carrying out public functions, including acting with integrity; avoiding conflicts of interest and improper use of influence; and arranging private affairs so to promote public confidence.

Output Type:

Advisory Encounters

Outputs:

The Ethics Advisor provides advice and guidance to members of Council on matters of conduct that create a legal risk for a Council member, or a risk to a Council member’s public reputation; the Ethics Advisor provides advice to members of Council individually, but also advises on general questions of conduct relevant for all members of Council; the Ethics Advisor will not provide an opinion on the appropriateness of a Council member’s conduct unless asked to do so by that Council member, but can provide advice to all members of Council where it appears to her to be appropriate or useful to do so; the Ethics Advisor may assist in the resolution of complaints about Council member conduct referred by the Integrity Commissioner after assessment; the Ethics Advisor will provide training and education, as required.

Service Rationale:

Appointed by Council to fulfill Council approved obligations (Terms of Reference for the Ethics Advisor) and fulfills advsiory; policy; education; training & reporting roles. Guided, in part, by Bylaw Number 26M2018, Code of Conduct for Elected Officials.

Sub-Service Start Date:

2016

Integrity Commissioner

Parent Service: Mayor & Council **Led by: Integrity and Ethics Office**

Description:

Ensures Council meets the highest standards of conduct when carrying out public functions, including acting with integrity; avoiding conflicts of interest and improper use of influence; and arranging private affairs so to promote public confidence.

Output Type:

Rulings & Judgments

Outputs:

Complaints about Council members conduct will be received and reviewed by the Integrity Commissioner who, in the Integrity Commissioner's sole discretion, will decide how or whether such complaints should be pursued; options for the Integrity Commissioner on receiving a complaint about Council member conduct will include dismissing the complaint, further investigation of the complaint, adjudicating the complaint or referring the complaint to the Ethics Advisor for resolution; the Integrity Commissioner will make recommendations to Council on the appropriate consequence or sanction for improper conduct by a Council member; the Integrity Commissioner will not consider complaints about City Administration or the City Auditor.

Service Rationale:

Bylaw Number 26M2018, Code of Conduct for Elected Officials establishes the rules a Member of Council must follow in discharge of their office and the powers and procedures of the Integrity Commissioner in exercising oversight over Members of Council.

Sub-Service Start Date:

2016

Mayor's Office

Parent Service: Mayor & Council **Led by: Mayor's Office**

Description:

In support of "a well-run City", the Mayor's Office provide an opportunity for meaningful engagement with Calgarians.

Output Type:

Advocacy and Promotional Encounters

Outputs:

Advocating the best interests of Calgary in provincial, national and international forums; better serving citizens, customers and communities in a way that is cohesive, collaborative and integrated and to show how citizen tax dollars are adding value to the city in which we live; Members of Council will approve initiatives from City Administration that support the Council directives.

Service Rationale:

Mayor is the chief elected official. As the chief elected official, the Mayor's roles and responsibilities are governed by the Municipal Government Act - Alberta (MGA). The MGA is reviewed and updated on a regular basis, so has no specific expiry date.

Sub-Service Start Date:

1894

Office of the Councillors

Parent Service: Mayor & Council **Led by: Office of the Councillors**

Description:

Responsible for creating the vision for Calgary and working with Administration to execute that vision and deliver services to Calgarians. In support of “a well-run City”, the Office provides an opportunity for meaningful engagement with Calgarians.

Output Type:

Advocacy and Promotional Encounters

Outputs:

The Office of the Councillors provide direction for City Administration, aligning the 2019 – 2022 Council Directives for One Calgary; responding to constituent or community calls or concerns; advocating the best interests of Calgary in provincial and national forums; better serving citizens, customers and communities in a way that is cohesive, collaborative and integrated and to show how citizen tax dollars are adding value to the city in which we live; Members of Council will approve initiatives from City Administration that support the Council directives.

Service Rationale:

A Councillor's duties and responsibilities are outlined in the Municipal Government Act - Alberta (MGA). The MGA is reviewed and updated as necessary.

Sub-Service Start Date:

1894

Municipal Elections

Census

Parent Service: Municipal Elections **Led by: City Clerk's Office**

Description:

Collects demographic data from residents of Calgary in order to compile an annual municipal census. Provides aggregated information and raw population data for analysis and research.

Output Type:

Findings

Outputs:

Demographic data.

Service Rationale:

An annual municipal census is not performed in all large Canadian cities.

The Civic Census Policy (CC005) is related to this subservice.

The validation of petitions, which is mandatory, is also part of this subservice.

Sub-Service Start Date:

1958

Elections

Parent Service: Municipal Elections **Led by: City Clerk's Office**

Description:

Conducts elections in a manner trusted by the public to elect candidates to office, and allows all eligible electors to cast a ballot. Local elections fulfill the need for a fair and transparent democratic process.

Output Type:

Implemented Changes

Outputs:

A municipal body, democratically elected in accordance with legislation; an elected school board of trustees.

Service Rationale:

Municipal Government Act (Alberta) - Section 147(1);
Local Authorities Election Act (Alberta)

Sub-Service Start Date:

1884

Neighbourhood Support

Capital Conservation Grant

Parent Service: Neighbourhood Support **Led by: Calgary Neighbourhoods & Facility Management**

Description:

Provides capital lifecycle and preventive maintenance funding to community groups operating on City-owned land to help ensure residents have a variety of inclusive public spaces in which to build connections with their neighbours.

Output Type:

Funds

Outputs:

Technical consultations; Grants for facility condition assessments; Grants for life-cycle plans; Grants for asset management plans; Grants for capital facility lifecycle and preventive maintenance; Grants for facility management training.

Service Rationale:

Through the Community Capital Conservation Grant Policy, The City provides lifecycle funding to ensure residents have access to public spaces, and community assets on City land are safe and maintained.

Sub-Service Start Date:

2002

Community Association Support

Parent Service: Neighbourhood Support **Led by: Calgary Neighbourhoods**

Description:

Connects over 170 independent community associations with resources that help them to build organizational and economic capacity, and to better reflect and respond to the diverse needs of local residents.

Output Type:

Advisory Encounters

Outputs:

Community Association-City relationship management; Advisory support for Lease/License of Occupation compliance; Community information; Board orientations; Business plan facilitation; Workshops; Training sessions; Small capacity-building community grants.

Service Rationale:

The City supports organizations with assets on City land to be organizationally and financially sustainable. By managing our legal agreements (LOC) with these groups, The City ensures compliance and accountability to lower its risk.

Sub-Service Start Date:

1967

Community Social Work Program

Parent Service: Neighbourhood Support **Led by: Calgary Neighbourhoods**

Description:

Works with and supports residents and other community stakeholders in targeted neighbourhoods to foster social inclusion, economic participation and an increased sense of belonging.

Output Type:

Resources

Outputs:

Opportunities for vulnerable residents to participate in civic life; Community development projects; Community assessments; Activated spaces; Leadership opportunities; Skill-building workshops; Referrals.

Service Rationale:

The FCSS Policy (CP2016-05) and related framework identifies two funding priorities: strengthen neighbourhoods and increase social inclusion. The CSW program both fulfills the FCSS framework and enhances community safety and economic opportunity.

Sub-Service Start Date:

1970

Organizational Health, Safety & Wellness

Employee Health and Wellness

Parent Service: Organizational Health, Safety & Wellness

Led by: Human Resources & Environmental & Safety Management

Description:

An integrated approach to optimizing the health and wellness of all City employees, supporting psychological, physical and mental health, including corporate programs, initiatives, outreach and support services.

Output Type:

Care and Rehabilitation

Outputs:

Corporate wellness programs (e.g. Employee Family Assistance Program, crisis management services); consulting expertise to employees, leaders and executive leadership; corporate strategic direction (aligned to legislation and policy); reporting.

Service Rationale:

This sub-service aligns to Bill 30, the Occupational Health and Safety Act, Regulations and Code, the Human Rights Act, the National Standard for Psychological Health and Safety and The City's Healthy Workplace Strategy and Health and Wellness Policy.

Sub-Service Start Date:

1960

Employee Injury and Illness Case Management

Parent Service: Organizational Health, Safety & Wellness

Led by: Environmental & Safety Management & Human Resources

Description:

Employee Injury and Illness Case Management (WCB) provides case management, claims monitoring, return to work and accomodations processes to support employees who are injured or ill. This promotes employee health, productivity and compliance.

Output Type:

Care and Rehabilitation

Outputs:

Employer claim reports; Workers' Compensation Board claim reports; consulting expertise to employees, leaders and executive leadership; corporate strategic direction (aligned to legislation and policy); reporting.

Service Rationale:

This sub-service aligns to the Workers' Compensation Board Act, the Occupational Health and Safety Act, Regulations and Code, the Human Rights Act and internal City policy.

Sub-Service Start Date:

1900

Employee Safety

Parent Service: Organizational Health, Safety & Wellness

Led by: Environmental & Safety Management & Human Resources

Description:

Provides corporate-wide safety and wellness services to support all employees, contractors and volunteers in managing safety risks in our operations.

Output Type:

Findings

Outputs:

Corporate safety programs; safety compliance consulting expertise and assurance support (including the Safety Data Management System); corporate strategic direction (aligned to legislation and policy); reporting.

Service Rationale:

This sub-service aligns to Bill 30, the Occupational Health and Safety Act, Regulations and Code, the Human Rights Act, and The City's Healthy Workplace Strategy and Occupational Health and Safety Policy.

Sub-Service Start Date:

1970

Parking

Controlled Parking

Parent Service: Parking

Led by: Calgary Parking Authority & Transportation Planning

Description:

Controlled Parking is responsible for activities supporting parking as a limited resource, including permits and paid parking.

Service Rationale:

This service is required by the Calgary Parking Authority Bylaw (28M2002) and supports the Calgary Parking Polices (TP017).

Output Type:

Resources

Sub-Service Start Date:

1968

Outputs:

On-street paid parking; Off-street paid parking; Permit parking

Parking Enforcement

Parent Service: Parking

Led by: Calgary Parking Authority

Description:

Parking enforcement is responsible for all activity in relation to the enforcement of parking bylaws, including issuing tickets, administrative reviews and impounding vehicles.

Service Rationale:

This service is required by the Calgary Parking Authority Bylaw (28M2002), supports the Calgary Parking Polices (TP017) and is integral to the enforcement of the Calgary Traffic Bylaw (26M96) and the Calgary Parking Bylaw (41M2002).

Output Type:

Penalties and Periods of Sanction

Sub-Service Start Date:

1968

Outputs:

Parking bylaw enforcement; Administrative reviews; Municipal Impound Lot;

Parks & Open Spaces

Destination Parks

Parent Service: Parks & Open Spaces **Led by: Calgary Parks**

Description:

Destination Parks (e.g. Bowness Park, Prince's Island, Stanley Park, etc) attract Calgarians from across the city for diverse, high-quality leisure opportunities (e.g. skating ponds, spray parks, river valley access, special events and more).

Output Type:

Recreation & Culture

Outputs:

A diverse park and open space system to meet the varying needs of citizens (as per the Municipal Development Plan); regional parks, plazas, and public event spaces; cultural landscapes (as per the Municipal Development Plan); healthy lifestyles.

Service Rationale:

The provision of this service is directed in: imagineCALGARY (Recreation and Social System 100-year goals); the Municipal Development Plan (2.3.4 Parks, Open Spaces and Outdoor Recreation); and, other long-term plans such as the Open Space Plan.

Sub-Service Start Date:

1910

Environmental Stewardship

Parent Service: Parks & Open Spaces **Led by: Calgary Parks**

Description:

Volunteer and public education programs empower citizens to be knowledgeable stewards of our parks system. The City also stewards our parks system to manage issues (e.g. invasive weeds, pests, etc.) and protect biodiverse, healthy ecosystems.

Output Type:

Advocacy and Promotional Encounters

Outputs:

Integrated Pest Management (invasive weeds, mosquitos, etc.); park stewardship education for citizens (as directed by imagineCALGARY); volunteer park programs (e.g. Pathway and River Clean Up); Inglewood Bird Sanctuary / Ralph Klein Park visitor centres.

Service Rationale:

The Government of Alberta's Weed Control Act requires the control of invasive species in our city. The direction for public education, which fosters park stewardship, is noted in imagineCALGARY and other long-term plans, including Our BiodiverCity.

Sub-Service Start Date:

1994

Local Parks

Parent Service: Parks & Open Spaces **Led by: Calgary Parks**

Description:

Parks should be within a five-minute walking distance for all Calgarians to enjoy outdoor leisure opportunities. Local Parks typically include amenities to meet local/community needs (such as playgrounds, benches, sport fields, off-leash areas, etc.).

Output Type:

Recreation & Culture

Outputs:

Public parks within a five-minute walking distance of a citizen's home (as directed by the Municipal Development Plan); amenities for community-based leisure activities; healthy lifestyles; gathering places in new and established communities.

Service Rationale:

The provision of this service is directed in: imagineCALGARY (Recreation and Social System 100-year goals); the Municipal Development Plan (2.3.4 Parks, Open Spaces and Outdoor Recreation); and, other long-term plans such as the Open Space Plan.

Sub-Service Start Date:

1910

Natural Areas

Parent Service: Parks & Open Spaces **Led by: Calgary Parks**

Description:

Calgarians can experience and enjoy Natural Areas (e.g. Nose Hill Park, Inglewood Bird Sanctuary, Griffiths Woods, etc.) within our city limits. Natural area parks contribute to healthy ecosystems and biodiversity in Calgary.

Output Type:

Care and Rehabilitation

Outputs:

Access to nature within the city limits for current and future generations of Calgarians; healthy ecological networks and biodiversity; protected and conserved natural landscapes (as directed by imagineCALGARY and the Municipal Development Plan); Natural Infrastructure (Climate Resilience Strategy).

Service Rationale:

The direction to maintain and protect our natural landscapes is echoed in: imagineCALGARY (Natural Environment System 100-year goals); the Municipal Development Plan (Ecological Networks); and other plans such as the Natural Area Management Plan.

Sub-Service Start Date:

1994

Parks Foundation Calgary (Partner)

Parent Service: Parks & Open Spaces **Led by: Calgary Parks**

Description:

As a non-profit organization working with donors and supporters, Parks Foundation Calgary exists so all Calgarians can enjoy a healthy lifestyle by providing easily accessible and unique sport and green spaces.

Output Type:

Resources

Outputs:

Development of community playgrounds and parks through Project Gift Administration program

Bench and picnic table dedication; Saddledome Amateur Sport Grant; Art Smith Amateur Sport Legacy Fund; Bob Freeze Sport Grants; John Currie Amateur Sport Legacy Fund.

Service Rationale:

Supports The City's Open Spaces Plan by leveraging community, philanthropic and public funding to develop new parks and open spaces including community playgrounds. Enhances recreational opportunities for Calgarians and contributes to quality of life.

Sub-Service Start Date:

1985

Pet Ownership & Licensing

Animal & Community Relationships

Parent Service: Pet Ownership & Licensing **Led by: Calgary Community Standards**

Description:

Peace officers create resolutions for citizens and pets by responding to animal complaints/concerns. Reported animals/pets are recovered, sheltered and returned to owners or harbored until adopted.

Output Type:

Interventions

Outputs:

Animal transport; Recovery of lost pets and animals; Return of lost pets to owners; Peace officer intervention/response for incidents between animals and people; Safety for animals and citizens; Evaluation of vicious animals.

Service Rationale:

The province stipulates that municipalities pass and create compliance of bylaws dealing with the licensing and regulation of animals outlined in the Municipal Government Act; (RSA 2000, c. M-26).

Sub-Service Start Date:

2006

Animal Clinic Services

Parent Service: Pet Ownership & Licensing **Led by: Calgary Community Standards**

Description:

Recovered animals and pets receive humane clinical treatment/intervention for preservation of the animal's welfare. Animal's health is improved and maintained with intent of adoption by citizens. No cost spay/neuter services for Fair Entry citizens.

Output Type:

Care and Rehabilitation

Outputs:

Spay and neuter surgeries; Emergency care and treatment clinic for recovered pets and animals.

Service Rationale:

Municipalities spay or neuter recovered animals in an effort to lower pet population and aid with adoption.

Sub-Service Start Date:

2006

Shelter & Animal Welfare

Parent Service: Pet Ownership & Licensing **Led by: Calgary Community Standards**

Description:

Citizens seeking to adopt/recover a lost pet or animal receive information and education. License services conducts engagement/education for new/returning pet owners; reconnecting lost pets with owners.

Output Type:

Matches & Referrals

Outputs:

Housing of lost pets and adoptable animals; Citizen retrieval and drop-off location for animal adoptions and recovered pets; Education and registration area for new/renewing pet licences; Emergency animal shelter for animals owned by displaced citizens in times of emergency; Containment of vicious animals.

Service Rationale:

The province stipulates that municipalities pass and create compliance of bylaws dealing with the licensing and regulation of animals outlined in the Municipal Government Act; (RSA 2000, c. M-26).

Sub-Service Start Date:

2006

Police Services

There are no sub-services under Police Services.

Procurement & Warehousing

Asset Disposal

Parent Service: Procurement & Warehousing **Led by: Supply Management**

Description:

Asset Disposal is centrally coordinated to realize value from assets at end of life. It is the sale and/or disposal of all surplus assets, recyclable materials, lost property and court seizures.

Output Type:

Funds

Outputs:

Surplus assets sold

Service Rationale:

The value of end-of-life assets is maximized while managing associated risk and completing the appropriate financial transactions. Once scrapped or sold, asset disposal opens up storage capacity.

Sub-Service Start Date:

1894

Inventory

Parent Service: Procurement & Warehousing **Led by: Supply Management**

Description:

Inventory is a centrally managed service which facilitates the provision and distribution of goods, ensuring that goods are available as required.

Output Type:

Resources

Outputs:

Goods

Service Rationale:

Inventory is available for front line services. Through stocking decisions, inventory receipt, control, and issue, financial accountability and transparency is maintained. Processes comply with environmental, safety and asset security requirements.

Sub-Service Start Date:

1894

Procurement

Parent Service: Procurement & Warehousing **Led by: Supply Management**

Description:

Public procurement is the acquisition, through public funds, of construction, consulting, and goods and services by public bodies. It is based on the principles of fairness, transparency, openness, and best value.

Output Type:

Periods of Permission

Outputs:

Executable Contracts

Service Rationale:

Public procurement is highly regulated and at all times subject to public procurement law which includes trade agreements, Administrative law, the Municipal Government Act R.S.A. 2000 Chapter M-26, as well as public audits.

Sub-Service Start Date:

1894

Property Assessment

There are no sub-services under Property Assessment.

Public Transit

Bus & CTrain Operations

Parent Service: Public Transit **Led by: Calgary Transit**

Description:

Operating buses and rail vehicles, and supporting management and professional functions such as supervising, training hiring and dispatching.

Output Type:

Movements

Outputs:

Bus service; CTrain service; Low Income Transit Pass Program;

Service Rationale:

This service is required to deliver transit service every day.

Sub-Service Start Date:

1909

Bus Maintenance & Servicing

Parent Service: Public Transit **Led by: Calgary Transit**

Description:

Maintenance and servicing of buses used for transit service and auxiliary vehicles used to support the service.

Output Type:

Movements

Outputs:

Bus fleet;

Service Rationale:

This sub service is required to maintain buses and keep them in good working condition to provide transit service. It is necessary for all cities with a transit system.

Sub-Service Start Date:

1932

Cleaning Services & Outside Maintenance

Parent Service: Public Transit **Led by: Calgary Transit**

Description:

Cleaning and outside maintenance related activities for Calgary Transit vehicles, buildings, and stations.

Output Type:

Resources

Outputs:

Clean facilities;

Service Rationale:

This sub service supports one of the customer commitment measures of CT and is required to maintain a certain level of cleanliness on CT vehicles, stations, buildings, etc.

Sub-Service Start Date:

1909

Customer service, technology, scheduling & planning

Parent Service: Public Transit **Led by: Calgary Transit & Transportation Planning**

Description:

This subservice is back bone of providing customer service and other support functions that are required for delivery of transit service, from customer service & support functions to efficient scheduling & planning of service.

Output Type:

Movements

Outputs:

Safe service; Reliable service; helpful service; easy to use service; Informative services; Web & information systems; Call Center; Customer Service Centers; Scheduling & Planning; Data Analytics;

Service Rationale:

This sub service is essential as it supports the transit customers by providing them important information regarding service, ensure efficient service delivery, and analyze data.

Sub-Service Start Date:

1909

Non-Fare Business Opportunities

Parent Service: Public Transit **Led by: Calgary Transit**

Description:

Managing revenue opportunities from streams other than fares, including advertising.

Output Type:

Funds

Outputs:

Safe service; Reliable service; helpful service; easy to use service; informative service; and clean service

Service Rationale:

This sub service is essential to support delivery of transit service by contributing the revenues collected.

Sub-Service Start Date:

1909

Station & Building Maintenance

Parent Service: Public Transit **Led by: Calgary Transit & Transportation Infrastructure**

Description:

Maintenance and construction of all buildings managed by Calgary Transit, including administration buildings, stations, sub-stations, and park and ride lots.

Output Type:

Movements

Outputs:

Facilities;

Service Rationale:

Buildings or yards are required by all cities with a transit system.

Sub-Service Start Date:

1909

Track & Rail System

Parent Service: Public Transit **Led by: Calgary Transit & Transportation Infrastructure**

Description:

Construction and maintenance of track and rail systems and their related assets.

Output Type:

Movements

Outputs:

Reliable rail service;

Service Rationale:

This subservice is essential in to ensure provision of safe and timely CTrain service, in compliance with federal and provincial railway legislation.

Sub-Service Start Date:

1909

Train Maintenance & Servicing

Parent Service: Public Transit **Led by: Calgary Transit**

Description:

Maintenance and service of LRVs used for CTrain service.

Output Type:

Movements

Outputs:

Rail fleet;

Service Rationale:

To provide uniterrupted CTrain service LRVs are required to be in good working condition. This is a necessary component of any rail system.

Sub-Service Start Date:

1909

Transit System Safety

Parent Service: Public Transit **Led by: Calgary Transit**

Description:

Ensuring the safety of the citizens while they're using transit service.

Service Rationale:

This sub service is essential to ensure safety of customers while they're onboard CT vehicles.

Output Type:

Penalties and Periods of Sanction

Sub-Service Start Date:

1981

Outputs:

Safe service; Public Safety & Enforcement;

Real Estate

Land Administration

Parent Service: Real Estate **Led by: Real Estate & Development Services**

Description:

The City provides this internal service to administer and effectively manage the Corporation’s land inventory, provide land titles services, and manage encroachments.

Output Type:

Rules

Outputs:

Utility right of way agreements; land titles; encroachment agreements

Service Rationale:

Legislated: Municipal Government Act, Corporate Land Management Framework, Land Title's act. Other municipalities like Vancouver, Edmonton, Ottawa, and Toronto provide these services.

Sub-Service Start Date:

1970

Real Estate Transactions

Parent Service: Real Estate **Led by: Real Estate & Development Services**

Description:

Completion of real estate transactions on behalf of the city while providing recommendations and advice supporting City decision making processes around real estate.

Output Type:

Resources

Outputs:

Leasing agreements; sales agreements; notice of intention to expropriate; land reports; land authorization reports; transfer of stewardship documentation.

Service Rationale:

Internal real estate fees cover costs associated with the transaction, internal process and approval requirements, and legal fees; and are lower than external commission rates. Adheres to the Expropriation Act and the Real Property Bylaw.

Sub-Service Start Date:

1970

Records Management, Access & Privacy

Archives

Parent Service: Records Management, Access & Privacy **Led by: City Clerk's Office**

Description:

The archives subservice stores, preserves and provides public access to City information of historical significance.

Output Type:

Advisory Encounters

Outputs:

Archived documents; items of historical significance.

Service Rationale:

A public archives is a service provided by Canadian cities.

Sub-Service Start Date:

1884

Information Access

Parent Service: Records Management, Access & Privacy **Led by: City Clerk's Office**

Description:

Processes access to information requests (FOIP requests) for The City, and encourages routine disclosure of City information.

Output Type:

Advisory Encounters

Outputs:

Public access to information within the custody or under the control of The City.

Service Rationale:

Freedom of Information and Protection of Privacy Act (Alberta)

Sub-Service Start Date:

1999

Privacy Services

Parent Service: Records Management, Access & Privacy **Led by: City Clerk's Office**

Description:

Protects an individual's right to privacy by evaluating and making recommendation about the privacy impacts of City projects, initiatives, and IT systems, and coordinating management of privacy breaches for The City.

Output Type:

Advisory Encounters

Outputs:

Privacy impact assessments of City projects, initiatives and IT systems; managing privacy breaches for The City, and notification to the Office of the Information and Privacy Commissioner of Alberta.

Service Rationale:

Freedom of Information and Protection of Privacy Act (Alberta)

Sub-Service Start Date:

1999

Records Management

Parent Service: Records Management, Access & Privacy **Led by: City Clerk's Office**

Description:

Records management provides the framework and tools for the effective management of records and information by The City of Calgary.

Output Type:

Rules

Outputs:

Managed records and information.

Service Rationale:

Records and information management, and archives are standards in Canadian cities.

Municipal Government Act (Alberta) - Section 208(1)(b) - keeping documents and records safe;

Records Management Bylaw (53M99).

Sub-Service Start Date:

1894

Recreation Opportunities

Aquatic Programs and Activities

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Aquatic Programs and Activities provide a variety of swimming lessons, fitness programs and leisure activities accessible to all ages and abilities for enjoyment, to keep active or gain the skills and confidence needed to stay safe around water.

Output Type:

Recreation & Culture

Outputs:

Swim lessons; Open swimming; Parent & Child programs; Springboard diving; Adapted Water Polo; Lane Swim; Drop-in water fitness classes.

Service Rationale:

Provides affordable, fee-based opportunities to access pools and to learn swimming and water-safety skills. Access to leisure activities increases quality of life and is a service traditionally provided by Canadian municipalities.

Sub-Service Start Date:

1940

Calgary Sport Council Society (Partner)

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Sport Calgary assists, supports, and influences the growth of sport in Calgary. As the voice of amateur sport, it connects Calgarians and Sport by working across all sports, helping individuals, teams and organizations learn, improve and grow.

Output Type:

Recreation & Culture

Outputs:

Sport opportunities and events; advocacy; funding; free sport programming.

Service Rationale:

Stewards the Council approved Sport for Life policy and supports the Recreation Master Plan. Supports the sports sector and offers programs to increase participation. Advocates for sport policies including plans for facility development and enhancement.

Sub-Service Start Date:

2005

Certification and Leadership Programs

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Certification and Leadership Programs provide youth and adults specialized training and education in lifesaving, first aid, and fitness. These activities support confidence building, skill development, lifelong learning, and leadership.

Output Type:

Educational and Training

Outputs:

Junior Lifesaving Club; Bronze Star; Bronze Medallion; Bronze Cross; Lifesaving Instructor Certification; Standard First Aid / CPR; Volunteer opportunities; National Lifeguard; AFLCA (Alberta Fitness Leadership Certification Association) Certification.

Service Rationale:

Offers fee-based programs for youth and adults to build skills and education in lifesaving, first aid, and fitness.

Sub-Service Start Date:

1950

Day Camps and Play Programs

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Day Camps and Play Programs provide a variety of fun, creative, active, and educational programs for children and youth. Participation supports the building of friendships, self-confidence, independence, healthy living, and leadership skills.

Output Type:

Recreation & Culture

Outputs:

Arts and crafts; Dance; Golf; Sports; Swimming; Sailing; School Break; Fire Bucket Brigade; Pre- and Post Care; Active Play; Tot's Gym time; Seasonal playschool; Mobile Adventure Playgrounds.

Service Rationale:

Provides access to affordable, fee-based children's programming opportunities, including during vacation months. Access to supervised play activities increases safety quality of life for children and families.

Sub-Service Start Date:

1912

Fitness and Wellbeing Programs and Activities

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Fitness and Wellbeing Programs and Activities provide a variety of fitness, strength and wellness opportunities for all ages and abilities, to support active lifestyles, improve health and overall wellbeing.

Service Rationale:

Provides affordable, fee-based opportunities to participate in fitness and other leisure activities. Access to leisure activities increases quality of life and is a service traditionally provided by Canadian municipalities.

Output Type:

Recreation & Culture

Sub-Service Start Date:

1950

Outputs:

Yoga, Pilates and Wellness classes; Fitness Centre drop-in; Martial Arts programs; Dance classes; Strength classes; Personal Training; Parent & Child classes; Adapted fitness; Alberta Cancer Exercise program; Sport training classes; #GetMoving YYC; All Sport One Day; Community active living events.

Golf Programs and Activities

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Golf Programs and Activities provide Calgarians affordable and accessible outdoor opportunities to learn how to and play golf, offering an effective way to connect with others, and stay healthy and active.

Service Rationale:

Uses municipally-owned land with minimal opportunities for other development to offer golf as part of a broad range of affordable, fee-based recreation opportunities to Calgarians. This is usually land that would otherwise be park or open space.

Output Type:

Recreation & Culture

Sub-Service Start Date:

1915

Outputs:

Golf lessons; Tee time access; Driving range access; Special event rentals; Golf special events.

Ice Programs and Activities

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Ice Programs and Activities provide a variety of skating programs and ice leisure activities for all ages and abilities that range from building fundamental skating skills-to-playing recreational hockey.

Output Type:

Recreation & Culture

Outputs:

Learn to Skate; Figure Skating; Public skating; Hockey skill lessons; Shinny Hockey; Sledge Hockey.

Service Rationale:

Provides affordable, fee-based opportunities focused on children and families to develop skating skills and participate in ice activities. Access to leisure activities increases quality of life and is provided by most large Canadian municipalities.

Sub-Service Start Date:

1962

Lindsay Park Sports Society (Repsol Sport Centre) (Partner)

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Repsol Sport Centre provides training and competition services for the development of Calgary's high-performance athletes in dryland and aquatic sports and provides programs and services for the wellness and recreational sporting needs of Calgarians.

Output Type:

Recreation & Culture

Outputs:

Recreation facility (swimming pool, gym); recreation programs and services.

Service Rationale:

Manages and operates a City-owned asset and supports Recreation Master Plan. Provides programs and services to Members, Sport Partner Athletes, and public. Operations contribute to the local economy by offering a large-scale venue for sporting events.

Sub-Service Start Date:

1983

Program and Service Delivery Partnerships (Partners)

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Program and Service Delivery Partnerships provide facilities as well as targeted capital and operating funding to independent organizations to deliver leisure, sport, arts, and recreational programs and services to enhance quality of life for Calgarians.

Output Type:

Recreation & Culture

Outputs:

Multipurpose sporting facility; recreation and leisure facilities; barrier free recreation facility; competitive tournament ice facility; outdoor swimming pools; community and cultural hub; structured and unstructured swimming, gym, ice, sports; arts; cultural and recreational activities, programs and services. Partners include; McMahon Stadium; Calgary Rotary Challenger Park; Calgary Outdoor Swimming Pools Association; Westside Recreation Centre; Vivo for Healthier Generations; Genesis Centre of Community Wellness; Cardel South; Great Plains Recreation Facility; Melcor YMCA at Crowfoot; Saddletowne YMCA at Genesis Centre of Community Wellness; Remington YMCA at Quarry Park; Shawnessey YMCA at Cardel South; Shane Homes YMCA at Rocky Ridge; and Brookfield Residential YMCA at Seton.

Service Rationale:

Since 1960, independent organizations have partnered with The City. They continue to play an important role in delivering leisure, sports, arts, cultural, recreational and competitive programs and services that increase the quality of life for Calgarians.

Sub-Service Start Date:

1960

Rentals and Bookings

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Rentals and Bookings coordinate access to recreation and other amenities for individuals, community groups and sports organizations to participate in, or conduct a range of sport, social, fitness, and leisure activities.

Output Type:

Periods of Permission

Outputs:

Rental of: Arenas (dry pad or ice); Rectangular Fields; Ball Diamonds; Pools; Meeting Rooms; Multipurpose rooms; Gymnasiums.

Service Rationale:

Groups/organizations access City spaces to deliver sport, social, fitness, and leisure activities. This sub-services coordinates scheduling and booking for recreational amenities (e.g., ice, pools, gymnasium) based on Council-approved rates.

Sub-Service Start Date:

1915

Reservoir Water Safety

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Reservoir Water Safety patrols the waters of the Glenmore Reservoir and provides water safety education, environmental stewardship, and first response to water rescues throughout the boating season.

Output Type:

Periods of Protection

Outputs:

Boat patrol ; Water rescues; Water safety education; Bylaw education; Dock maintenance; Boat mooring and parking lot maintenance.

Service Rationale:

Ensures recreational safety of all user groups, environmental stewardship and maintenance of the reservoir and monitoring compliance to Bylaws 9018 & 9084.

Sub-Service Start Date:

1964

Sailing Programs and Activities

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Sailing Programs and Activities provide Calgarians with active leisure opportunities including sailing lessons, camps, recreational racing and access to watercraft and stall rentals.

Output Type:

Recreation & Culture

Outputs:

Sailing lessons; Sailboat, canoe, kayak rentals; Stall/Rack rentals; Racing opportunities; Special events.

Service Rationale:

Provides affordable, fee-based opportunities to develop skills, learn boating safety, and use the reservoir recreationally.

Sub-Service Start Date:

1964

Social Recreation Group Support

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Social Recreation Groups are independent organizations (90), that partner with The City through Leases/Licenses of Occupation or other forms of investment, to provide sport and leisure programs that enhance quality of life for Calgarians.

Output Type:

Recreation & Culture

Outputs:

Soccer; Rugby; Baseball; Softball; Tennis; Badminton; Boxing; Skiing; Cricket; Track & Field; Cycling; Sailing; Rowing; Supporting organizations such as; Calgary Minor Soccer Association; Baseball Calgary Amateur Association; Centennial Little League; Calgary Slow Pitch Society; Calgary Beach Volleyball Association; Glenmore Canoe and Rowing Clubhouse Foundation; Tennis Alberta Acadia Tennis Centre; Alberta Badminton Association; Calgary Ski Club; Calgary Track and Field Council; Calgary & District Cricket League; Calgary Bicycle Track League; Calgary Rugby Union; Glenmore Canoe and Rowing Clubhouse Foundation; Glenmore Sailing Club.

Service Rationale:

Since 1930 social recreation groups have partnered with The City. They continue to be an important player in delivering sport and leisure programs, services and opportunities to increase the quality of life for Calgarians.

Sub-Service Start Date:

1930

Sport Programs and Activities

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Sport Programs and Activities provide indoor and outdoor opportunities for all ages and abilities to participate in recreational leagues, court/field sports, wheeled sports and rock climbing for fun, relaxation, social interaction, health, and wellness.

Output Type:

Recreation & Culture

Outputs:

Badminton; Basketball; Floor Hockey; Pickleball; Squash; Racquetball; Wallyball; Volleyball; Indoor Soccer; Indoor Rock Climbing; Adapted Sports – various; Floor Curling; Outdoor Soccer; Basketball; Outdoor Rock Climbing; T-ball; Sport Tournaments; Sport Hubs; Community Mobile Skateparks; Lessons at Skateparks.

Service Rationale:

Supports Council approved Sport for Life Policy, offering affordable fee-based opportunities for Calgarians. Access to sport activities increases quality of life and is a service traditionally provided by Canadian municipalities.

Sub-Service Start Date:

1950

Vecova Centre for Disability Services and Research (Partner)

Parent Service: Recreation Opportunities **Led by: Calgary Recreation**

Description:

Vecova Centre for Disability Services and Research is an accredited organization that has been meeting the lifelong and changing needs of persons with disabilities and the community-at-large since 1969 through services, research, and enterprises.

Output Type:

Recreation & Culture

Outputs:

Recreation centre; living support services; employment services; community access; and professional support.

Service Rationale:

Supports the Recreation Master Plan and Sport for Life Policy. Provides access to recreation opportunities for all Calgarians. Targeted programs and services for people with disabilities related to recreation, housing, employment and community access.

Sub-Service Start Date:

1986

Sidewalks & Pathways

Barriers & Fencing

Parent Service: Sidewalks & Pathways **Led by: Roads & Calgary Parks**

Description:

Installation and replacement of protective barriers and fences.

Output Type:

Movements

Outputs:

Fences; Barriers.

Service Rationale:

This function is carried out in all cities worldwide.

Sub-Service Start Date:

1894

Boulevards & Naturalization

Parent Service: Sidewalks & Pathways **Led by: Roads & Calgary Parks**

Description:

Providing permeable surface and environmental features adjacent to sidewalks and pathways for integration, drainage and asthetics.

Output Type:

Movements

Outputs:

Permeable Surface.

Service Rationale:

This function is carried out in most areas with man-made infrastructure.

Sub-Service Start Date:

1894

Lighting

Parent Service: Sidewalks & Pathways **Led by: Roads & Calgary Parks**

Description:

Lighting the sidewalk & pathway system to providing visibility at night for safe mavement.

Output Type:

Movements

Outputs:

Streetlighting.

Service Rationale:

This function is carried out publicly or privately in all cities worldwide.

Sub-Service Start Date:

1889

Pedestrian Bridges & Tunnels

Parent Service: Sidewalks & Pathways **Led by: Roads & Calgary Parks**

Description:

Providing travel opportunities across water, between buildings, under and over major roadways and up/down slopes.

Output Type:

Movements

Outputs:

Grade-separated crossings; retaining walls; tunnels; staircases; +15 bridges.

Service Rationale:

Bridges, tunnels and related networks are approved by Council in 30 and 10 year network plans.

Sub-Service Start Date:

1910

Permitting & Detours

Parent Service: Sidewalks & Pathways **Led by: Roads**

Description:

Providing special use of, or access to the space on, under or above the sidewalk & Pathway system.

Output Type:

Periods of Permission

Outputs:

Permits; Detours

Service Rationale:

There is Council direction that governs the conditions that permits can be issued, and the number and location of detours.

Sub-Service Start Date:

1920

Sidewalks, Pathways, Bikeways & Walkways

Parent Service: Sidewalks & Pathways **Led by: Roads & Transportation Infrastructure**

Description:

Construction and ongoing maintenance of linear infrastructure for walking and biking.

Output Type:

Movements

Outputs:

Sidewalks; Urban braille; Pathways; Protected bikeways; Walkways; Boardwalks;

Service Rationale:

This function is carried out in all cities worldwide.

Sub-Service Start Date:

1885

Sign Manufacturing

Parent Service: Sidewalks & Pathways **Led by: Roads**

Description:

Manufacturing, installation and replacement of traffic control signs and wayfinding signs.

Service Rationale:

Sign resourses are required, but jurisdictions use a variety of procurement methods.

Output Type:

Resources

Sub-Service Start Date:

1920

Outputs:

Signs; Stickers; Wraps;

Slope Stability

Parent Service: Sidewalks & Pathways **Led by: Roads & Calgary Parks**

Description:

Protection of property above or below a slope from naturally-occurring erosion

Service Rationale:

This function is carried out in all areas with man-made infrastructure.

Output Type:

Periods of Protection

Sub-Service Start Date:

1894

Outputs:

Managed slope.

Snow and Ice Control

Parent Service: Sidewalks & Pathways **Led by: Roads & Calgary Parks**

Description:

Clearing sidewalks, pathways and bikeways of snow and ice buildup to allow for safe and accessible use of the service during winter conditions.

Output Type:

Movements

Outputs:

Sidewalks cleared; pathways cleared; wheelchair ramps cleared; bikeways cleared.

Service Rationale:

Council has provided explicit direction and assigned targets for improving snow clearing on pathways and sidewalks.

Sub-Service Start Date:

1894

Street Furniture

Parent Service: Sidewalks & Pathways **Led by: Roads & Calgary Parks**

Description:

Amenities added for the comfortable and accessible use of the Sidewalk & Pathway system.

Output Type:

Movements

Outputs:

Benches; Garbage and recycling receptacles; Newspaper boxes; Bike racks.

Service Rationale:

This function is carried out in most cities worldwide.

Sub-Service Start Date:

1894

Sweeping

Parent Service: Sidewalks & Pathways **Led by: Roads & Calgary Parks**

Description:

Removing dirt and debris from sidewalks, pathways and bikeways to ensure safe travel and to prevent overburdening the storm sewer system.

Output Type:

Movements

Outputs:

Debris removed.

Service Rationale:

This function is carried out publicly or privately in all cities worldwide.

Sub-Service Start Date:

1894

Traffic Management & Safety

Parent Service: Sidewalks & Pathways **Led by: Roads & Transportation Planning**

Description:

Providing infrastructure supporting the rules and legislation for moving safely on the sidewalk & pathway system.

Output Type:

Movements

Outputs:

Pedestrian signals; Pedestrian corridors; Rectangular Rapid Flashing Beacons; Traffic control signs; pavement markings; crosswalks; temporary traffic calming

Service Rationale:

This function is carried out in all cities worldwide. Some elements are required under the Traffic Safety Act and associated legislation.

Sub-Service Start Date:

1931

Transportation Data & Evaluation

Parent Service: Sidewalks & Pathways

Led by: Transportation Planning & Transportation Infrastructure

Description:

Collecting data, and conducting forecasts and analyses for external customers, and for internal future planning needs.

Output Type:

Advisory Encounters

Outputs:

Transportation Data; Transportation Forecasts;

Service Rationale:

This subservice is provided in most cities and is a necessary input into other subservices.

Sub-Service Start Date:

1951

Transportation Planning & Policy

Parent Service: Sidewalks & Pathways

Led by: Transportation Planning & Transportation Infrastructure

Description:

Transportation plans, policies, strategies and studies provided to customers or used in the planning of system expansion.

Output Type:

Advisory Encounters

Outputs:

Transportation plans; Transportation policies; Transportation strategies; Transportation studies;

Service Rationale:

This function is carried out in most cities worldwide.

Sub-Service Start Date:

1951

Social Programs

Calgary AfterSchool

Parent Service: Social Programs **Led by: Calgary Neighbourhoods**

Description:

No-cost, supervised, drop-in afterschool programs targeted to reach vulnerable children and youth with a concentration on social emotional learning and physical literacy.

Output Type:

Recreation & Culture

Outputs:

Recreational programs; Social recreation programs; Art programs; Healthy living programs; Access to community partner programs.

Service Rationale:

Calgary After School provides a safe environment for children during the period of day when they are at greatest risk (between 3 and 6 pm). This supports vulnerable children and their families.

Sub-Service Start Date:

2009

Child and Youth Crime Prevention Programs

Parent Service: Social Programs **Led by: Calgary Neighbourhoods**

Description:

A continuum of crime prevention/intervention programs to reduce risk factors and increase protective factors in vulnerable youth. Includes Gateway, MASST, RAFT and YARD. Provided in partnership with the Calgary Police Service and other community agencies.

Output Type:

Care and Rehabilitation

Outputs:

Counselling and advisory support for children, youth and families; assessment, case-planning and program delivery; referrals to additional community supports.

Service Rationale:

Provided in partnership with the Calgary Police Service and as a component of The City's agreement with the Province, these preventive programs avoid increased downstream costs and social impacts of crime.

Sub-Service Start Date:

2005

City Hall School

Parent Service: Social Programs **Led by: Calgary Neighbourhoods**

Description:

A week-long, customized educational program for students in grades 3 to 12. Students and teachers participate in the public realm to learn about services, municipal governance and what it means to be civically engaged citizens.

Service Rationale:

City Hall School was established in 2000 with the approval of operating funds (C2000-07). Run in partnership with Campus Calgary/Open Minds, both Calgary school boards can send students to learn about municipal government for a fixed fee.

Output Type:

Educational and Training

Sub-Service Start Date:

2000

Outputs:

Custom-designed classes; Professional instruction.

Community-based Summer Programs

Parent Service: Social Programs **Led by: Calgary Neighbourhoods**

Description:

Free community programming and events for children, youth and their families. Includes Park & Play, Stay n' Play, LEAD, Lawn Chair Theatre and various other seasonal community programs.

Service Rationale:

Provides access to free opportunities for children and families seasonally. These programs activate community space and increase safety and quality of life for Calgarians.

Output Type:

Recreation & Culture

Sub-Service Start Date:

1965

Outputs:

Social recreation programs; Leadership development programs; Neighbourhood programs.

Crime Prevention Investment Plan (CPIP)

Parent Service: Social Programs **Led by: Calgary Neighbourhoods**

Description:

Funding for social development projects that seek to influence the root social and economic causes of crime. The long-term goal of CPIP is to reduce criminal offending or re-offending and enhance the well-being of individuals.

Output Type:

Funds

Outputs:

Grants; evaluation and prioritization of grant recipients; outcome evaluation models and tools.

Service Rationale:

CPIP was established in 2005 (CPS2005-67) to support crime prevention efforts through funding of evidence-based, community initiatives. The funds are distributed to community partners based on the Terms of Refernece.

Sub-Service Start Date:

2005

Fair Entry

Parent Service: Social Programs **Led by: Calgary Neighbourhoods**

Description:

Application process to provide low income Calgarians with equitable, one-window access to reduced rates for City services. Also includes timely response and referral support to City Councillors who receive calls for assistance from citizens in crisis.

Output Type:

Matches & Referrals

Outputs:

Access to low-income transit passes; Access to Recreation fee assistance; Access to no cost spay/neuter program; Access to seniors home maintenance services; Access to waste and recycling subsidies; Access to property tax assistance program; Response and referral support.

Service Rationale:

Established in 2015 as a Cut-Red Tape initiative to reduce barriers and streamline City processes for low-income Calgarians.

Sub-Service Start Date:

2015

Family and Community Support Services Funding Program (FCSS) (Partners)

Parent Service: Social Programs **Led by: Calgary Neighbourhoods**

Description:

A provincially and municipally supported funding program that funds preventive social services to enhance the lives of Calgarians.

Output Type:

Funds

Outputs:

Grants; evaluation and prioritization of grant recipients; outcome evaluation models and tools.

Service Rationale:

The Government of Alberta provides a maximum of 80% of FCSS funding as per an agreement with The City. Funds are administered based on the Family and Community Support Services Policy.

Sub-Service Start Date:

1966

Seniors Home Maintenance

Parent Service: Social Programs **Led by: Calgary Neighbourhoods**

Description:

Yard and home maintenance services for low-income seniors to live safely and securely in their own homes. The City coordinates and administers the service but will transition direct delivery of the service to community partners over the next 4 years.

Output Type:

Care and Rehabilitation

Outputs:

Minor house repairs; Sidewalk clearing; Interior painting; Exterior painting; Basic yard care; House cleaning.

Service Rationale:

The City has committed to the Council-approved Seniors Age Friendly Strategy with a local priority area centered on aging in place. This service also supports seniors to adhere to Community Standards Bylaws around grass length and snow removal.

Sub-Service Start Date:

1970

Youth Employment Services

Parent Service: Social Programs **Led by: Calgary Neighbourhoods**

Description:

Career planning and employment services for youth ages 15 to 24.

Output Type:

Matches & Referrals

Outputs:

Career counselling and advisory support; Career workshops; Onsite hiring events; Annual youth hiring fair; Employer referrals; Industry training referrals; Career and labour market information.

Service Rationale:

The City provides youth employment services as a result of contracts with the Government of Alberta and other funding partners.

Sub-Service Start Date:

1987

Youth Probation Services

Parent Service: Social Programs **Led by: Calgary Neighbourhoods**

Description:

Anchoring the crime prevention continuum, Youth Probation Officers supervise justice-involved youth to reduce risk factors and increase protective factors. Contracted through Alberta Justice & Solicitor General.

Output Type:

Interventions

Outputs:

Regular supervisory check-ins; Pre-sentence reports and recommendations; Counselling and advisory support on the youth justice system for youth and families; Justice program referrals.

Service Rationale:

Since 1920 The City has been the primary provider of youth probation services on a contractual basis funded by the Government of Alberta.

Sub-Service Start Date:

1966

Specialized Transit

CT Access Customer Service

Parent Service: Specialized Transit **Led by: Calgary Transit**

Description:

Providing support to Calgary Transit Access customers with customer service, determining eligibility of service and providing information.

Output Type:

Advisory Encounters

Outputs:

Helpful service; easy to use service; informative service; Call Center; Eligibility assessments; Planning & Scheduling;

Service Rationale:

This sub service is essential in providing that critical support to customers to ensure that their questions are answered. Most cities operate a paratransit type service.

Sub-Service Start Date:

1971

Service Delivery - Contracted Providers

Parent Service: Specialized Transit **Led by: Calgary Transit**

Description:

Providing specialized transit service to customers by using contracted service providers.

Output Type:

Movements

Outputs:

Specialized Transit Service;

Service Rationale:

This sub service is essential to provide the front line specialized transit service to the citizens. Most cities operate a paratransit type service using various means.

Sub-Service Start Date:

1971

Service Delivery - Internal Resources

Parent Service: Specialized Transit **Led by: Calgary Transit**

Description:

Providing specialized transit service by using internal Calgary Transit Access operators and vehicles.

Output Type:

Movements

Outputs:

Specialized transit service;

Service Rationale:

This service is essential to provide the front line transit service to specialized transit service customers. Most cities operate a paratransit type service.

Sub-Service Start Date:

1971

Stormwater Management

Natural and developed area flood resiliency

Parent Service: Stormwater Management **Led by: Water Services & Water Resources**

Description:

Natural and developed area flood resiliency provides rain and melting snow collection and diversion, flood preparedness and readiness, and flood mitigation to all Calgarians to protect property, ensure public safety and allow mobility across the city.

Output Type:

Periods of Protection

Outputs:

Property is protected from flooding; stormwater collection and diversion; flood preparedness and readiness; flood mitigation.

Service Rationale:

Service is critical to protect property. An interruption in this service would result in risk to Calgarians.

Sub-Service Start Date:

1905

Stormwater treatment and river health protection

Parent Service: Stormwater Management **Led by: Water Services & Water Resources**

Description:

Stormwater treatment and river health protection provides treatment and movement of rain and melting snow (stormwater) through stormdrains, pipes and ponds to our rivers and creeks for all Calgarians to maintain a healthy river.

Output Type:

Resources

Outputs:

Healthy watershed; stormwater treatment and retention.

Service Rationale:

Service is critical to the community. An interruption in this service would result in risk to Calgarians.

Sub-Service Start Date:

1905

Strategic Marketing & Communications

External Communications & Marketing

Parent Service: Strategic Marketing & Communications **Led by: Customer Service & Communications**

Description:

Executes communications and marketing strategies to increase citizen awareness of City initiatives, influence behavioral change and drive revenue. Includes crisis and issues communications, and public communications as per the Municipal Government Act.

Output Type:

Advocacy and Promotional Encounters

Outputs:

Media relations tactics (news conferences and releases, City Newsroom); newsletters; TV (Report to Calgarians), corporate social media; digital displays; creative services (e.g. brand/visual identity, photo/video and printed and digital graphic design)

Service Rationale:

This sub-service is critical to the ongoing functioning of The City, providing support for critical services. It is integral to The City's crisis response, ensuring that citizens have the information they need to stay safe

Sub-Service Start Date:

2000

Internal Communications

Parent Service: Strategic Marketing & Communications **Led by: Customer Service & Communications**

Description:

Provides internal communications to City staff to support an informed, engaged, and equipped City workforce.

Output Type:

Advocacy and Promotional Encounters

Outputs:

myCity intranet; employee newsletters; printed materials (brochures, posters etc.); videos; digital displays; safety and policy communications (Code of Conduct etc.)

Service Rationale:

This sub-service provides employees with the information they need to fulfill approved strategies and policies. It is provided by virtually all large municipalities.

Sub-Service Start Date:

2000

Streets

Aggregate Mining & Production

Parent Service: Streets **Led by: Roads**

Description:

Producing aggregates that are used in the construction of streets sidewalks and pathways, and in the maintenance of sanitary landfills.

Output Type:

Resources

Outputs:

Aggregate;

Service Rationale:

Aggregate is required for maintenance and construction, but jurisdictions use a variety of procurement methods.

Sub-Service Start Date:

1950

Asphalt Production

Parent Service: Streets **Led by: Roads**

Description:

Producing asphalt for road and pathway construction and repairs.

Output Type:

Resources

Outputs:

Asphalt;

Service Rationale:

Asphalt is required for constructing and maintaining paved surfaces, but jurisdictions use a variety of procurement methods.

Sub-Service Start Date:

1950

Boulevards & Naturalization

Parent Service: Streets **Led by: Roads**

Description:

Providing permeable surface and environmental features adjacent to Streets for integration, drainage and asthetics.

Service Rationale:

This function is carried out in most areas with man-made infrastructure.

Output Type:

Movements

Sub-Service Start Date:

1894

Outputs:

Permeable surface;

Lighting

Parent Service: Streets **Led by: Roads**

Description:

Lighting the street system to providing visibility at night for safe mavement.

Service Rationale:

This function is carried out publicly or privately in all cities worldwide.

Output Type:

Movements

Sub-Service Start Date:

1889

Outputs:

Streetlighting;

Permitting & Detours

Parent Service: Streets **Led by: Roads**

Description:

Providing special use of, or access to the space on, under or above the street system.

Service Rationale:

There is Council direction that governs the conditions that permits can be issued, and the number and location of detours.

Output Type:

Periods of Permission

Sub-Service Start Date:

1920

Outputs:

Permits; Detours

Roadways

Parent Service: Streets **Led by: Roads & Transportation Infrastructure**

Description:

Construction and ongoing maintenance of linear infrastructure for vehicles.

Service Rationale:

This function is carried out in all cities worldwide.

Output Type:

Movements

Sub-Service Start Date:

1885

Outputs:

Roads; Alleys; Curb and gutter;

Sign Manufacturing

Parent Service: Streets **Led by: Roads**

Description:

Manufacturing, installation and replacement of traffic control signs and wayfinding signs.

Service Rationale:

Sign resourses are required, but jurisdictions use a variety of procurement methods.

Output Type:

Resources

Sub-Service Start Date:

1920

Outputs:

Signs; Stickers; Wraps;

Slope Stability

Parent Service: Streets **Led by: Roads & Transportation Infrastructure**

Description:

Protection of property above or below a slope reom naturally-occuring erosion.

Service Rationale:

This function is carried out in all areas with man-made infrastructure.

Output Type:

Periods of Protection

Sub-Service Start Date:

1894

Outputs:

Managed slope;

Snow and Ice Control

Parent Service: Streets **Led by: Roads**

Description:

Clearing streets of snow and ice buildup to allow for safe and accessible use of the service during winter conditions.

Output Type:

Movements

Outputs:

Streets cleared;

Service Rationale:

The city is obligated to manage segments of the provincial and national highway networks to a certain expected standard of care.

Sub-Service Start Date:

1905

Sound Barriers & Fencing

Parent Service: Streets **Led by: Roads & Transportation Infrastructure**

Description:

Installation and replacement of protective barriers and fences.

Output Type:

Movements

Outputs:

Fences; Sound attenuation walls;

Service Rationale:

This function is carried out in most cities worldwide

Sub-Service Start Date:

1894

Sweeping

Parent Service: Streets **Led by: Roads**

Description:

Removing dirt and debris from streets to ensure safe travel and to prevent overburdening the storm sewer system.

Output Type:

Movements

Outputs:

Debris removed;

Service Rationale:

The city is obligated to manage segments of the provincial and national highway networks to a certain expected standard of care.

Sub-Service Start Date:

1905

Traffic Management & Safety

Parent Service: Streets **Led by: Roads & Transportation Planning**

Description:

Providing infrastructure supporting the rules and legislation for moving safely on the street system.

Output Type:

Movements

Outputs:

Traffic control signals; Traffic control signs; Traffic Management Centre; Real-time information systems; pavement markings; crosswalks; temporary traffic calming

Service Rationale:

This function is carried out in all cities worldwide, and are required under the Traffic Safety Act and associated legislation.

Sub-Service Start Date:

1931

Transportation Data & Evaluation

Parent Service: Streets

Led by: Transportation Planning & Transportation Infrastructure

Description:

Collecting data, and conducting forecasts and analyses for external customers, and for internal future planning needs.

Output Type:

Advisory Encounters

Outputs:

Transportation Data; Transportation Forecasts;

Service Rationale:

This subservice is provided in most cities and is a necessary input into other subservices.

Sub-Service Start Date:

1951

Transportation Planning & Policy

Parent Service: Streets

Led by: Transportation Planning & Transportation Infrastructure

Description:

Transportation plans, policies, strategies and studies provided to customers or used in the planning of system expansion.

Output Type:

Advisory Encounters

Outputs:

Transportation plans; Transportation policies; Transportation strategies; Transportation studies;

Service Rationale:

This function is carried out in most cities worldwide.

Sub-Service Start Date:

1951

Vehicle Bridges & Tunnels

Parent Service: Streets **Led by: Roads & Transportation Infrastructure**

Description:

Providing travel opportunities across water, between major roadways and under/over obstacles.

Output Type:

Advisory Encounters

Outputs:

Grade-separated crossings; retaining walls; tunnels; staircases; +15 bridges;

Service Rationale:

Bridges, tunnels and related networks are approved by Council in 30 and 10 year network plans.

Sub-Service Start Date:

1910

Taxation

Tax Account Maintenance

Parent Service: Taxation **Led by: Finance**

Description:

Promote Tax Instalment Payment Plan (TIPP) to ensure stable and predictable cash flow and provide owners with a convenient payment option. Collect and report school supports.

Output Type:

Funds

Outputs:

Timely and accurate TIPP agreements and bank invoices; Accurate school support information reflected in customer accounts

Service Rationale:

Part 10 of the Municipal Government Act prescribes taxation powers and processes for municipalities (Section 340).

Sub-Service Start Date:

1980

Tax Advisory Services

Parent Service: Taxation **Led by: Finance**

Description:

Provide timely accurate information in response to tax inquiries from Citizens and solicitors via 311, email, in person, City On Line, and mail.

Output Type:

Advisory Encounters

Outputs:

Resolution of citizen and Councilor inquiries within terms of Service Level Agreement; Tax documents required to support customer real estate transactions

Service Rationale:

Sub-service exists to facilitate customer service in support of legislated taxation requirements.

Sub-Service Start Date:

1980

Tax Billing & Systems

Parent Service: Taxation **Led by: Finance**

Description:

Provides timely accurate annual and supplementary billings of Property and Business Improvement Area Taxes. Develop and maintain systems to ensure integrity, responsiveness and legislated/bylaw changes are supported.

Output Type:

Funds

Outputs:

Timely and accurate tax bills and supplementary notices; Accurate tax accounts, financial transactions and financial records (as they relate to property tax)

Service Rationale:

Part 10 of the Municipal Government Act prescribes taxation powers and processes for municipalities (Section 333).

Sub-Service Start Date:

1980

Tax Collection

Parent Service: Taxation **Led by: Finance**

Description:

Ensure compliance from citizens to resolve outstanding tax receivables by following legislation.

Output Type:

Funds

Outputs:

Accurate customer account balances; Timely and accurate information available and provided to support customers in resolving outstanding account issues

Service Rationale:

Part 10 of the Municipal Government Act prescribes taxation powers and processes for municipalities (Division 8).

Sub-Service Start Date:

1980

Taxi, Limousine & Vehicles for Hire

Passenger and Driver Protection

Parent Service: Taxi, Limousine & Vehicles-for-Hire **Led by: Calgary Community Standards**

Description:

Peace officers deliver prompt response/resolutions to complaints or violations committed by drivers or passengers. Safety is achieved through compliance and enforcement.

Output Type:

Interventions

Outputs:

Taxi, Limousine or Vehicle-for-Hire operators found in breach of the Livery Transport Bylaw receive guidance to become compliant or are subject to enforcement measures; Citizens complaints are resolved; Risks to citizen safety are investigated and rectified; Driver safety is enhanced through training and communication with Peace Officers; Complaints made by drivers are investigated.

Service Rationale:

The Province stipulates that municipalities pass bylaws regarding business, business activities and persons engaged in business and the safety, health and welfare of people as outlined in the Municipal Government Act; (RSA 2000, c. M-26).

Sub-Service Start Date:

2007

Taxi, Limousine and Vehicle-for-Hire Licensing

Parent Service: Taxi, Limousine & Vehicles-for-Hire **Led by: Calgary Community Standards**

Description:

Drivers seeking to offer Taxi, Limousine and Vehicles-for-Hire services receive guidance, training and permission to operate/deliver services to citizens. Citizens are ensured that drivers/vehicles meet high safety standards and abide to rules.

Output Type:

Periods of Permission

Outputs:

Drivers receive a licence to operate; E-learning/in-person education, awareness of safety standards and vehicles requirements; Wheelchair accessible transportation services for citizens; Industry is regulated and taxi fare maximums are mandated.

Service Rationale:

The Province stipulates that municipalities pass bylaws regarding business, business activities and persons engaged in business and the safety, health and welfare of people as outlined in the Municipal Government Act; (RSA 2000, c. M-26).

Sub-Service Start Date:

2007

Urban Forestry

Tree Advocacy and Partnerships

Parent Service: Urban Forestry **Led by: Calgary Parks**

Description:

The City partners with various groups to increase tree care knowledge and tree planting initiatives. In the coming years, we will work to develop new public and private sector partnerships to grow and sustain Calgary's urban forest.

Service Rationale:

The growth, health, retention and protection of the urban forest is directed by long-term plans including the Municipal Development Plan (Section 2.6.4), Our BiodiverCity and the Urban Forest Strategic Plan.

Output Type:

Advocacy and Promotional Encounters

Sub-Service Start Date:

1895

Outputs:

Public tree care education; tree advocacy with public and private sector partners; tree planting programs for citizens; greening the city (Municipal Development Plan); natural infrastructure and carbon sequestration (Climate Resilience Strategy).

Tree Planting

Parent Service: Urban Forestry **Led by: Calgary Parks**

Description:

The City plants trees in public spaces such as in parks and along streets to sustain and grow the urban forest canopy. Additionally, public trees are removed at the end of their natural lifecycle or when damaged (e.g. by construction or weather events).

Service Rationale:

Planting public trees is directed by long-term plans such as The Municipal Development Plan (Section 2.6.4), the Urban Forest Strategic Plan and the Climate Resilience Strategy (Natural Infrastructure).

Output Type:

Care and Rehabilitation

Sub-Service Start Date:

1895

Outputs:

Trees in public spaces (parks, streets, Centre City, etc.); community aesthetics and ecological corridors (as per Municipal Development Plan); urban forest canopy (as per Urban Forest Strategic Plan); natural infrastructure (carbon sequestration); removal of dead trees.

Tree Protection Bylaw

Parent Service: Urban Forestry **Led by: Calgary Parks**

Description:

The City works with public and private landowners to protect trees during construction or other activities that could harm trees (as per the Tree Protection Bylaw).

Output Type:

Periods of Protection

Outputs:

Tree Protection Bylaw inspections (education and enforcement); Street Bylaw tree compliance; tree retention and protection; natural infrastructure and carbon sequestration (Climate Resilience Strategy).

Service Rationale:

The retention and protection of the trees is directed by long-term plans including the Municipal Development Plan (Section 2.6.4) and the Urban Forest Strategic Plan.

Sub-Service Start Date:

1899

Tree Pruning and Resilience

Parent Service: Urban Forestry **Led by: Calgary Parks**

Description:

The City inspects and prunes established public trees. Newly planted trees are watered to help them survive and grow. This work grows the urban canopy and increases the resilience of our urban forest to extreme weather events, pests and disease.

Output Type:

Care and Rehabilitation

Outputs:

Healthy and resilient public trees (as per the Municipal Development Plan); increased urban forest canopy (as per Urban Forest Strategic Plan); natural infrastructure and carbon sequestration (Climate Resilience Strategy).

Service Rationale:

The maintenance of a healthy urban forest is directed by long-term plans including the Municipal Development Plan (Section 2.6.4), the Urban Forest Strategic Plan and the Climate Resilience Strategy.

Sub-Service Start Date:

1911

Waste & Recycling

Community-wide Waste Management Programs and Initiatives

Parent Service: Waste & Recycling **Led by: Waste & Recycling Services**

Description:

Community-wide programs offers recycling, composting and garbage disposal and diversion services to a range of customer groups for community-wide benefit.

Output Type:

Movements

Outputs:

Collection; tax-supported diversion programs (festivals and events, community clean-ups, spring and fall yard waste, Christmas tree drop off); Community Recycling Depots; Household Hazardous Waste Depots, education; outreach; governance; policy development.

Service Rationale:

Waste & Recycling Bylaw via the MGA. The City provides a “public utility” to provide waste management. Community programs support progress towards the 70 per cent waste diversion across all waste sectors by 2025. Major cities offer these programs.

Sub-Service Start Date:

1991

Residential Cart Programs

Parent Service: Waste & Recycling **Led by: Waste & Recycling Services**

Description:

The black, blue and green cart programs provide approx. 330,000 single family homes in Calgary with collection of garbage, recyclables and food and yard material. This service safely removes waste from homes to protect public health and the environment.

Output Type:

Movements

Outputs:

Collection; education; communication; enforcement; landfilled waste; landfilled waste; contract management; processed and marketed recyclables; composted food and yard material; compost giveaway.

Service Rationale:

Waste & Recycling Bylaw via the MGA. The City provides a “public utility” to provide waste management. Council approved a target for Calgary of 70 per cent waste diversion across all waste sectors by 2025. Major cities offer these programs.

Sub-Service Start Date:

2009

Waste & Recycling Container Collection

Parent Service: Waste & Recycling **Led by: Waste & Recycling Services**

Description:

Container collection removes garbage, recycling and food and yard material from multi-family, businesses and organizations. Customers select The City as a service provider.

Output Type:

Movements

Outputs:

Collection (Front End Loader (FEL) bins, roll-off bins, and carts); education; communication; enforcement; landfilled waste; processed and marketed recyclables; composted food and yard material.

Service Rationale:

This service is provided by The City as an option for non-residential customers in addition to private sector offerings. The City also provides waste management service for the Corporation.

Sub-Service Start Date:

1966

Waste Management Facilities

Parent Service: Waste & Recycling **Led by: Waste & Recycling Services**

Description:

Waste management facilities receive garbage, industrial waste, recyclables and yard material from Calgary and the region where it is processed in compliance with regulatory requirements to protect public health and the environment.

Output Type:

Resources

Outputs:

Landfilled waste; composted yard materials; waste diversion programs (Construction & Demolition, paint, tires, household Hazardous waste, appliances, textiles, and electronics); education; communication; enforcement; long-term care of closed sites.

Service Rationale:

Waste & Recycling owns and operates waste management facilities ((3 active, 5 closed) to meet our obligations under the MGA to provide waste management. The City operates these facilities in compliance with our provincial approvals to operate.

Sub-Service Start Date:

1925

Wastewater Collection & Treatment

Wastewater collection

Parent Service: Wastewater Collection & Treatment **Led by: Water Services & Water Resources**

Description:

Wastewater from toilets, sinks and drains is collected from homes and businesses for all Calgarians to maintain public health.

Output Type:

Resources

Outputs:

Collection of wastewater from homes and businesses.

Service Rationale:

Service is critical to the community. An interruption in this service would result in risk to Calgarians.

Sub-Service Start Date:

1890

Wastewater treatment and resource recovery

Parent Service: Wastewater Collection & Treatment **Led by: Water Services & Water Resources**

Description:

Wastewater treatment and resource recovery provides treatment of wastewater and responsible management of energy and biosolids, before it is returned to the river in order to protect public health and our rivers for all Calgarians.

Output Type:

Resources

Outputs:

Wastewater treated; wastewater returned to the river; wastewater disposal location for industrial customers; resources recovered from treated wastewater, resources responsibly managed.

Service Rationale:

Environmental Protection and Enhancement Act Wastewater Approval No. 17531-01-00

Sub-Service Start Date:

1901

Water Treatment & Supply

Drinking water distribution

Parent Service: Water Treatment & Supply **Led by: Water Services**

Description:

Drinking water distribution provides safe drinking water to all Calgarians and regional customers to ensure public health.

Output Type:

Resources

Outputs:

Safe drinking water delivered to customers.

Service Rationale:

Environmental Protection and Enhancement Act Water Operating Approval No. 476-02-00

Sub-Service Start Date:

1901

Water treatment

Parent Service: Water Treatment & Supply **Led by: Water Services & Water Resources**

Description:

Water treatment provides high quality, safe drinking water, for now and in the future, for all Calgarians and regional customers to ensure public health.

Output Type:

Resources

Outputs:

High quality treated drinking water; protected water supply for the future.

Service Rationale:

Environmental Protection and Enhancement Act Water Operating Approval No. 476-02-00

Sub-Service Start Date:

1901

Appendix

Output Types

Output Type	Output Type Description	Service Output Type Usage
Advisory Encounters	Services that provide an encounter during which data, information, or advice is conveyed to a party or a system; At one extreme, a lawyer advises a recipient, while at another extreme, a recipient acquires information from an online database, publication, etc.	A standard advisory encounter is any advisory encounter where information is supplied from a database or through a prescriptive (computational, finite) analysis (either self-determined by the recipient or determined by the provider); A custom advisory encounter is any advisory encounter where information is supplied after a skilled but non-prescriptive analysis of the recipient‘s requirements.
Advocacy and Promotional Encounters	Services that advocate or argue for positions or market government policies, programs, and services by influencing, persuading, or increasing awareness in people.	Outputs of this type are used to bring about a change in behaviour, decision, action, etc.
Care and Rehabilitation	Services that provide social or medical care or rehabilitation to people or that repair, upgrade, maintain or renovate property and natural features.	Outputs of this type are used to improve the quality of life and health of people or extend the lifespan and usefulness or appearance of things
Educational and Training	Services that provide educational and training experiences to people.	Outputs of this type are used to improve the capabilities of recipients
Findings	Services that inspect, investigate and analyze to uncover information and prepare findings and recommendations consistent with criteria and constraints such as the law, policy, approved standards and guidelines, etc., or consistent with credible opinion.	Repeatable and periodic finding following a prescribed procedure, e.g. safety inspection, purchase recommendation; Finding prepared to a specified requirement, e.g. crime investigation
Funds	Services that acquire or dispense money.	Outputs of this type are used to give the recipient the power to act on the intended purpose of the requested funds, or to fulfill their obligation to provide funds
Implemented Changes	Services that create new or elicit changes to existing organizations, programs, services, practices, systems, and property.	This output is used to establish a different operation of the organization

Output Type	Output Type Description	Service Output Type Usage
Interventions	Services that intervene, respond to threats and emergencies, give aid, and restore order. This service output type provides reactive protection, which is delivered in the form of an alleviating response to a specific request for assistance for people or property experiencing real or potential risk, violence, accidents, natural or synthetic hazards, and includes the stewardship measures necessary to ensure its continuance.	This output type is used to ensure the continuance of the state and society by intervening to remove or reduce manifest threats or mitigate their effect
Matches & Referrals	Services that match, refer or link one party (requestor) to another party (responder) and in which the provider has an explicit or implicit duty to both parties in the match.	Prescriptive (computational) match between a requestor and known and finite range of responders; Non-prescriptive match between a requestor and an unknown or partially known range of responders may require locating additional responders as part of service delivery
Movements	Services that move people and resources from point to point (includes energy, moveable assets, supplies, funds, information); At one extreme, energy, materials, and people are moved, while at another extreme, information in the form of letters, email, and messages are moved.	Scheduled transport and standard route (e.g. subway service, pipeline); Scheduled transport and custom route (e.g. limousine service, postal service, email service); Scheduled custom transport and route (e.g. military transport service, shipping service); Immediate standard transport and custom route (e.g. own vehicle); Immediate custom transport and custom route (e.g. Apollo moon shot)
New Knowledge or Intellectual Property	Services that conduct research and produce information that was not known or derivable through computation or procedural means.	Outputs of this type are used to advance the public good, solve a problem related to the public good
Penalties and Periods of Sanction	Services that sanction, force compliance, mete out punishment, and apply penalties.	This output is used to enforce compliance
Periods of Agreement	Services that resolve disputes or create agreements between parties.	Immediate response—for instance in dispute resolution in potentially harmful circumstances; Routine response—for instance in agreement renewals

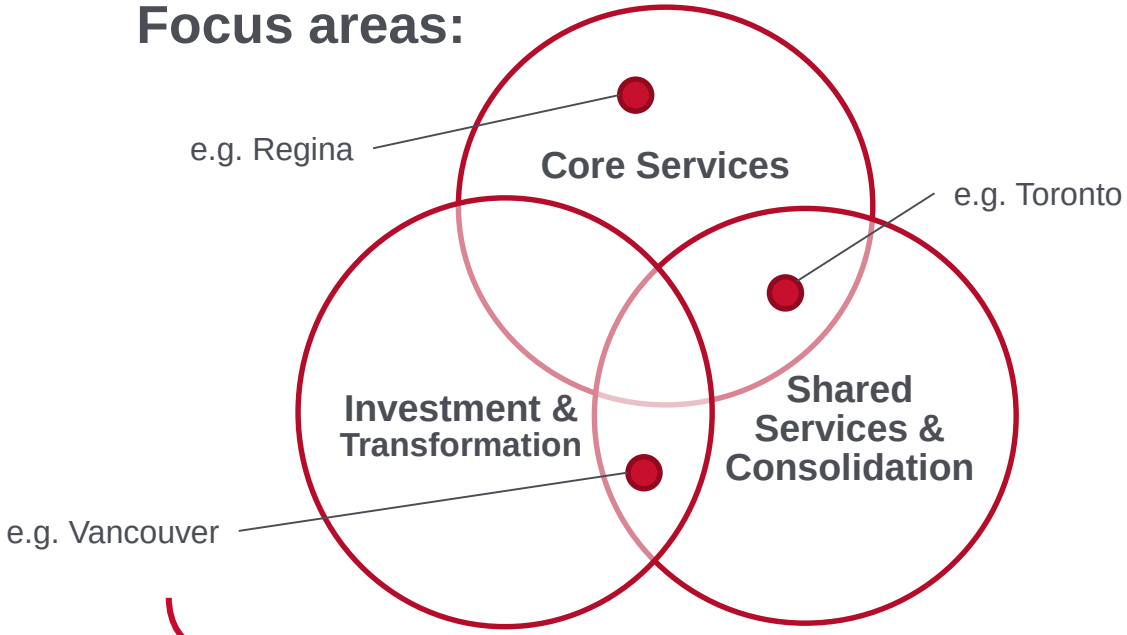
Output Type	Output Type Description	Service Output Type Usage
Periods of Permission	Services that express government authority by granting permission for a period of time to engage in activities, possess or control property or resources, or hold status, authority or privileges.	Recognition of revocable privileges or status, e.g. pilot's license, landed immigrant, heritage site; Recognition of inalienable rights, e.g. citizenship, marital status; Immediate permission granting special powers, e.g. deputizing; Immediate permission for an irreversible action, e.g. search warrant
Periods of Protection	Services that guard people and resources from threats. (Includes land, facilities, movable assets, supplies, funds, and information, from threats; This service type provides proactive protection: monitoring, warning, guarding, storing, eliminating threats and reducing risks; Protection is delivered in the form of surveillance and guarding of people and property against real or perceived risk, violence, crime, accidents, natural or synthetic hazards, and includes the stewardship measures necessary to ensure its continuance.	This output type is used to ensure the continuance of the state and society by safeguarding people and property from potential threats
Recreation & Culture	Services that provide experiences of a recreational or cultural nature to people.	Outputs of this type are used to improve quality of life, create enjoyment, better health, personal growth, pride in heritage, awareness of civic role, etc.
Resources	Services that acquire or dispense units of resource or periods of use of a resource (includes labour, energy, land, facilities, movable assets, supplies, but excludes funds, information, rules— the latter are treated as distinct types of output [services]).	Outputs of this type are used to equip the recipient to carry out activities whose purposes are consistent with the terms under which the resources are provided
Rules	Services that create or amend laws, regulations, policies, strategies, standards, plans, and designs.	This output type is used to govern
Rulings & Judgments	Services that apply rules and dispense impartial decisions.	This output type is used to ensure fairness and justice

Experience of Other Municipalities

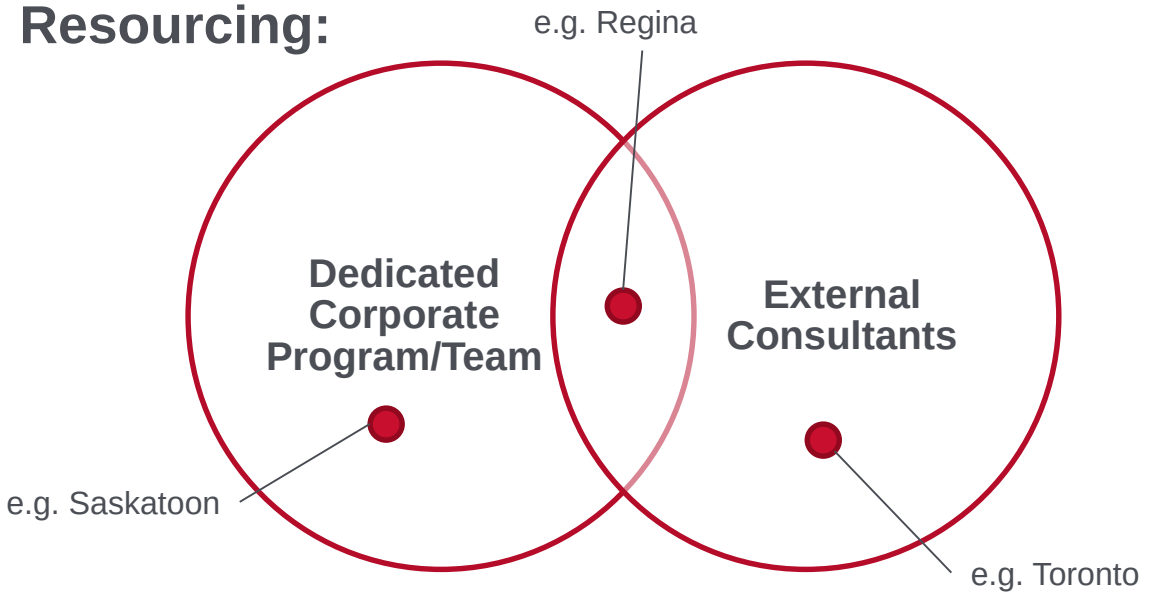
Scan of Service Review Programs across a Selection of Canadian Municipalities*

Other Canadian municipalities have conducted service reviews with similar objectives of lowering costs and finding efficiencies. The approaches used have varied in terms of focus and resourcing.

Focus areas:



Resourcing:



All have adopted ongoing continuous improvement strategies on a go-forward basis.

***** *Notes: Information based on web-based research of publicly-available information. There is diversity in the approach, length of time, depth and extent of reviews across municipalities. There are also differences in the definitions of savings and efficiencies.*

Results from Other Municipalities

Year of start of review and estimated savings* in years reported



Source: Toronto.ca: 9503-2014 Service Review Update, 2014, Page 1.

Year of start of reviews

2009

2011



Shared Services & Consolidation (2010-2013) - $60M
+ Investment & transformation (2014-2015) - $3M

Source: Vancouver: Vancouver Services Review (VSR) Update, March 2016, Page 17.



Source: Saskatoon: “A culture of continuous improvement”, 2017, Page 3.

* Note: Total operating budgets vary widely across municipalities.

Strategies for Achieving Identified Savings (Examples)



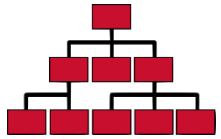
Business process re-engineering



Shared service models, including cross-corporate functions



Technology and automation



Revised organizational structure for some services



Outsourcing options for some services



Service reductions



Increased leverage on partnerships

Lessons Learned from Other Municipalities

- Ample time for thorough service review process
  - (e.g. 1 – 2 years would have been useful).
- Reviews should be focused and prioritized in scope.
- Phase process in manageable segments.
- Service reviews to be integrated into plans and budgets, with specific targets.
- Dedicated resources for managing service reviews beneficial.
- Better engagement and approach with business units.
- Improve engagement with unions.
- Have strong sustainment plans in place.

Deliverables for Council – November 2019

Every sub-service review will:

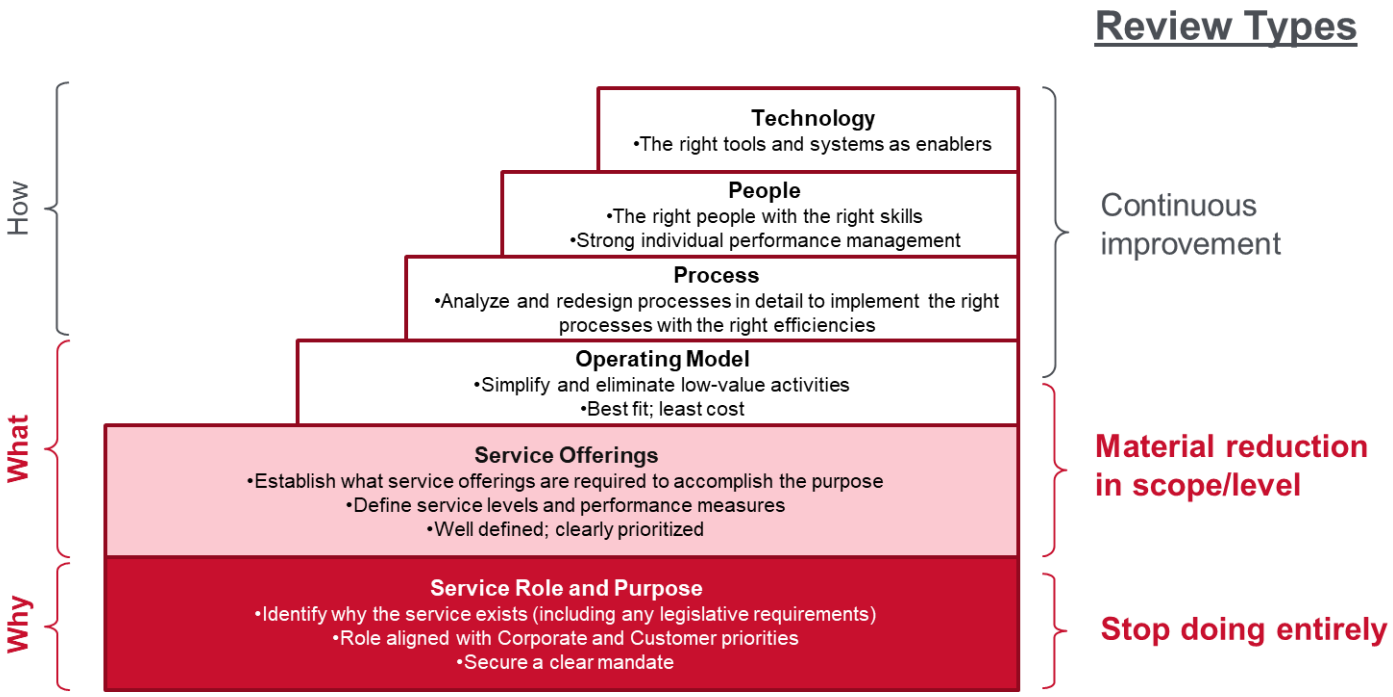
(1) Compile key foundational information about the sub-service:

- Why the service exists, including any legislative requirements
- Number of customers that use the service
- Alignment with Citizen Priorities and Council Directives (as modified through any recent Council motions)
- Description of planned and current level of service
- Performance measures (how much, how well, and is anyone better off)
- Benchmarking with public and private sector (if available)
- Estimated budget, expenditures and revenues (if any)
- Impacts on assumed risk for The City and citizens/customers
- Availability of alternatives

(2) Develop options and recommendations consistent with the type of review undertaken:

- **Why** is the service offered, and could The City stop? **OR**
- **What** part of the service offering should The City reduce/change to attain significant savings?

Steps to Increasing Service Value



The first step in improving service value is defining what that value is. This flows from clarity of purpose and mandate, or “Why the service exists”. From this foundation of understanding, an effective and efficient service can be designed. Each step is a prerequisite for the next. In other words, clarity about purpose and leads to an informed choice of service offerings and service levels that align with customer, community and corporate requirements. Design of a well-aligned operating model is needed before investing resources into optimizing delivery, through process, people and technology improvements.

Aligning operations to purpose, and focusing resources on the most effective service offerings, delivers significant increases in service value to customers and tax payers. By increasing the activities are most important and should be continue, while getting out of what should be reduced or stopped, this approach maximizes value by not just reducing cost but simultaneously increasing benefit.