

Moving towards Service Plans and Budgets for 2019-2022

Overview and approach



Background

Council has established five imperatives for Administration:

1. Integrated Service Delivery - Council is consistent in its view that the Corporation needs to provide services in a much more coordinated and integrated way
2. Engaged Leadership - Council wants collaborative organizational leaders and managers that function together as a team
3. Trust and Confidence - Council is asking for an organization that is reliable, honest, effective, and has Council's confidence and trust
4. Public Service Culture - Council wants the organization to deliver its services with a citizen and customer focused approach
5. Investment and Value - Council expects a sustainable financial plan from Administration that is responsible and creates value.

In order to address these imperatives and to develop a more meaningful relationship with Council, Administration developed the Leadership Strategic Plan (LSP), approved by Council on September 15, 2014.

Since this time, Administration has been re-focusing on how to better serve our citizens, communities and customers. One way to do this, was to develop and implement a Performance Management System as directed in the LSP, which builds upon a solid foundation of work already underway across The City. Through the Performance Management System, Administration will be changing the way we present business plans and budgets for Council's review and approval– from a traditional department-based approach to a service-based plan and budget. Moving to a service-based approach is a way for Administration to further Council's imperatives on integrating service delivery, creating a public service culture within the organization and focusing on investment and value.

Across the organization, work is already in progress to prepare for this transition. The purpose of this attachment is to provide information on what Administration plans to bring forward for the 2019-2022 business cycle, and to get feedback on Council's expectations in order to make appropriate changes, leading up to next cycle deliberations.

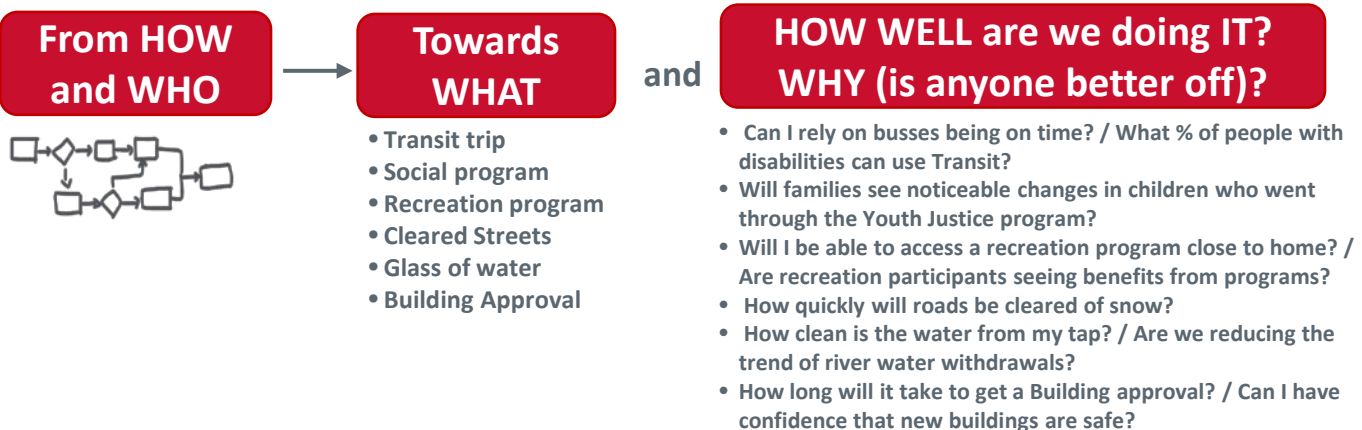
Moving to a service-based and results-based approach is becoming a leading practice for many cities across Canada including Toronto, London, Winnipeg and Burlington. The approach that The City is adopting, while a made-in-Calgary solution, is leveraging on the experiences of these other cities that have already moved in this direction.

The following pages outline why Administration is making this change, the expected benefits that address Council's imperatives, the proposed approach and the information that will be presented to support Council's decision-making.



What Are Service Plans and Budgets?

Traditionally, Administration has presented plans and budgets based on our organizational structure: by department and business unit. For the 2019-2022 cycle, we are looking to present plans and budgets by service – a move from focusing on *who* delivers services and *how*, focusing on *what* we deliver, how well, and why – that is, is anyone better off as a result? A focus on results versus who, forces Administration to collaborate and better integrate service delivery.



A better understanding of what we deliver to our citizens, why we are delivering it and how well, allows us to determine how to maintain or change a service and how to address service gaps. Planning and budgeting by service also helps foster a public service culture.

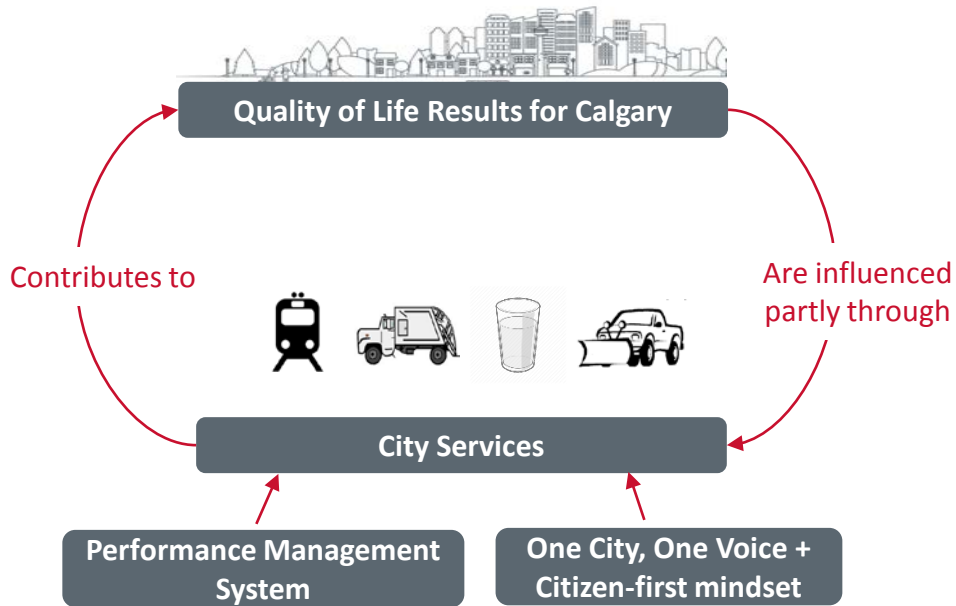
Benefits of a service-based approach

Enables Integrated Service Delivery	Planning by service, budgeting by service and being held accountable for service results enables a better understanding of the various groups involved to provide a service end to end, and enables better collaboration across the organization to achieve desired results.
Reinforces a Public Service Culture within Administration	Focusing on what we provide, how well and if anyone is better off helps increase Administration focus on citizen needs, their expectations, service delivery and results.
Equips Council with more complete information on Investment and value	A clear understanding of the results being achieved, the benefits of the service compared to the cost of each service. Fosters discussions around the financial impact of making changes to services and the expected results.
Demonstrates value to citizens	A better understanding of the services received for their tax dollars. Clear understanding of what to expect when using/receiving a service.



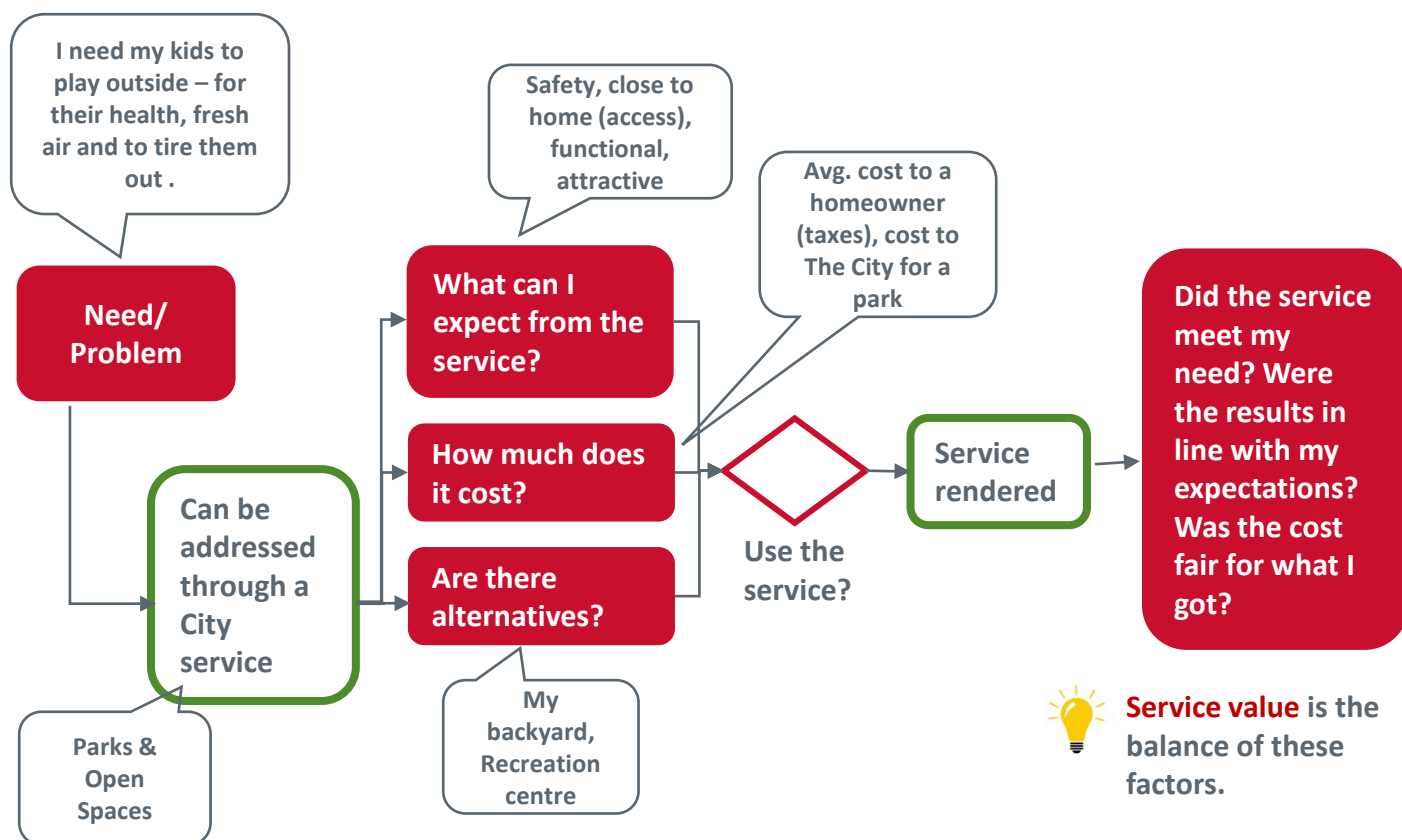
How does a service-based approach contribute to Quality of Life Results?

The City provides services that contribute to the quality of life of Calgarians, working along with other partners (including other governments, community agencies and the private sector). Service-based plans and budgets will explicitly demonstrate how each service contribute to one or more quality of life results. Planning and prioritizing investments by service will enable The City to intentionally manage decisions and maximize contributions to Quality of Life results.



What is service value?

Service value is the balance between the need for the service (or problem that the service solves), citizen expectations of the service, the results achieved and the cost of the service. It is the combination of all of these factors – needs, expectations, costs, alternatives and results -- that contributes to service value.



Note - For illustration only. Some services do not follow this chain – some are mandatory, such as permits. In others, such as safety services like Police, Fire & Emergency Response, service engagement may occur right after the need is identified.

The example above is shown from an individual citizen perspective. As a larger community this concept works as well. We may have community needs such as environmental sustainability or economic prosperity. We provide services that support and contribute towards these needs and can measure results that determine our effectiveness in contributing towards these.

Service Plans and Budgets will define each component of service value for each service. Council discussions can then be focused on achieving the right balance between results, costs and the need addressed, considering other external factors.



Demonstrating service value through the 2019-2022 plan and budget

Each service will be accompanied with a plan and budget. The following are key pieces of information that will be presented for each service. This information will enable meaningful conversations on service priorities including where The City should invest/divest in order to maximize the benefit to citizens and for The City.

Need addressed and value proposition



The need that is met directly or indirectly by the service. Why The City provides this service and why citizens should use the service.

Customer/Council expectations (service levels)



What citizens and customers can expect from the service. The measureable levels of performance we are committing to.

Results achieved



Using the Results Based Accountability Framework to determine how well we are performing against stated service levels. Are the customers we serve better off? The measureable results we are achieving towards long-term outcomes and Quality of Life results.

Service cost



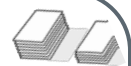
- Service operating budget
- User fees
- Some service unit cost estimates as an illustration of value in the context of what benefits the service provides

Service comparison



How well are we performing against other municipalities where data is relevant. How well we are performing against private industry if and where data is available.

Four-year strategies



Key strategies for the next four years, influenced by many factors such as:

- Council Directives
- Corporate strategy and priorities
- Economy, trends, performance data, plans, and regulations.

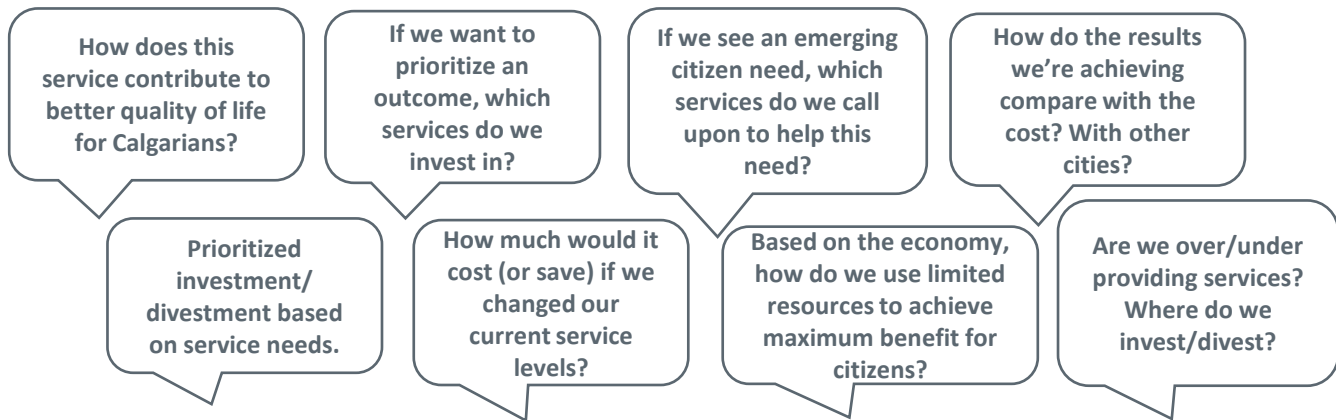
Service cases



With an understanding of the current situation, an opportunity to provide an analysis of the implications of changing service levels (add or subtract, financial impact, effect on service level and results, risks).



Questions/decisions that a service-based approach can support



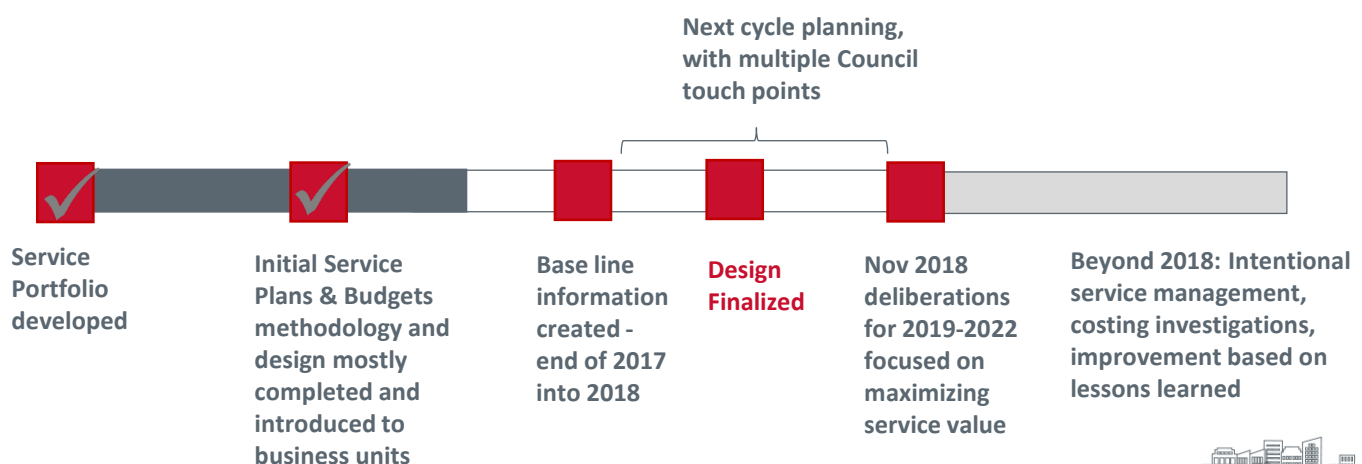
Progress to Date and Next steps

Over the past 24 months, Administration has:

- completed an initial design of service-based plans and budgets (including most of the components shown on the previous page),
- developed a “services portfolio” (i.e. a list of services that The City provides), and
- shared and collaborated with business units on the initial design, which continues through 2017.

Service owners will be developing the initial “base line” service information through the remainder of 2017 in order to be ready for the next business cycle of planning in 2018 for the 2019-2022 cycle.

Developing service information timeline



Mapping the journey

With the shift to Service Plans and Budgets, we continue the journey of intentionally managing the services we deliver to better understand the benefits of those services and how they improve the quality of life for our citizens. Many elements of service-based plans and budgets will be in place in time for the next (2019-2022) plan and budget cycle, which will be brought to Council for approval in late 2018. Other elements will take longer to fully research and implement. The chart below shows what is expected to be in place in the next cycle, and which elements may take longer.

Today	2019-2022 cycle	Future Cycles
<ul style="list-style-type: none"> Plans and budgets by organizational structure. Performance measurements and outcomes framed primarily around organizational (department/business unit) lines. 	<p><i>Many elements of the vision are expected to be included in the 2019-2022 Service Plans and Budgets, including:</i></p> <ul style="list-style-type: none"> Service-based plans, performance measures and costs (operating budgets). Service cases (options to change service levels, with cost implications). Link between services and community “Quality of Life” results. <p><i>Some aspects of the long-term vision may not be fully achieved in the next cycle:</i></p> <ul style="list-style-type: none"> The degree to which capital budgets will be service-based in 2019-2022 is not yet known. Enabling services will have separate plans and budgets (they will not be included in front-line service costs). 	<p><i>All elements of the 2019-2022 cycle and:</i></p> <ul style="list-style-type: none"> Investigate options for maturing service costing and service cases – e.g. Front-line service costs include information on enabling services costs. Investigate further integration of capital budgets organized by service, depending on how it is organized for 2019-2022. Implementation of a service sustainment plan for both planning and financial reporting. Further focus on intentionally managing by service. Refinement and improvement based on lessons learned.



What we heard through Council engagement

Theme	How we are addressing the comment
Plans and budgets should be easy to read and navigate.	<p>Service-based plans and budgets will present information in the way that makes most sense to citizens – based on the services that they use. All relevant information – performance measures, service levels, plans and initiatives and costs (operating budgets) will be presented together, along service lines. This will make the plans and budgets document structure simpler and easier to navigate, in contrast with previous documents, where information was often presented in multiple places.</p> <p>We will work on using common language throughout the document and will limit the content to that which supports decision-making.</p>
Contribution to outcomes	Within the plans and budgets, there will be information on the quality of life results to which City services contribute. Within each service plan, the contribution of the service to these results will be described.
Full costing (possibilities of including enabling services, operating costs and capital costs).	<p>For the 2019-2022 cycle, Administration will focus on determining the operating cost of services without incorporating the enabling service costs. Taking enabling service budgets and accurately attributing costs to front-line services, requires a rigorous method and testing.</p> <p>Administration acknowledges the need to understand the full cost of services. After the approval of the 2019-2022 plans and budgets, Administration will investigate the option of taking the next step into full costing, and what full costing means.</p> <p>For the 2019-2022 cycle, internal, enabling services such as HR Support, Facility Management and Legal Counsel & Advocacy will have their own plan and budget for Council approval. These costs will not be incorporated into the public-facing services for this cycle.</p>
Labeling services as core/non core	Determination of what services should be provided, and to what level, is a decision made by elected officials, reflecting values and preferences, and based on what citizens say. The information presented in service plans and budgets will demonstrate the value of each service by articulating benefits, results and costs. Council's role will be to determine where service levels and investments need to be made or changed.
Level of financial detail available	Managers and supervisors will continue to have access to existing internal budget management reports in order to answer questions Council and the public may ask.



Making the transition: What's changing, what's staying the same for 2019-2022

What's changing?	What's staying the same?
<p>Plans and budgets will be presented for approval by service, rather than by department and business unit:</p> <ul style="list-style-type: none"> • Each service will have its own performance measures (previously, performance measures were presented at the department level). • Information on service levels will be presented within the service pages. • Services will be more directly linked to long-term quality of life results. • Strategies to achieve results will be presented by service (previously, these were at both the departmental and business unit level). • Operating budgets will be presented for approval at the service level (rather than the business unit level). • Service cases will be provided, giving options to change service levels with information on the impacts to budgets and service performance. <p>Annual Adjustments will be presented by service.</p> <p>Accountability reporting will be presented by service.</p>	<p>Plans and budgets will still be prepared and approved under the multi-year business plans and budgets framework.</p> <p>Plans and budgets are still informed by key influences, including Council's priorities, long-term policies and plans.</p> <p>Plans and budgets will remain integrated – service levels and plan outcomes will still be achievable within the approved indicative tax rate and limits of a service's budget.</p> <p>Adjustments will be presented to Council annually for approval.</p> <p>Accountability reports will continue to be provided two times per year (but in a service view).</p> <p>Managers and supervisors will continue to have access to existing internal budget management reports (e.g. monthly variances, which reflect the organizational structure).</p>



Introduction to the Service List

The City of Calgary's service portfolio provides a list of the wide range of services, we as a City, provide to our citizens and the customers we serve. For example; we provide and maintain Parks and Open spaces that Calgarians can enjoy, essential services such as Water Treatment and Fire & Emergency Response, and services that make our city great, like Affordable Housing and Neighborhood Support.

The list presents our services from a citizen and customer point of view so we can better demonstrate the value they get for their tax dollars and how we are improving the city that they know and love.

How did The City of Calgary develop its Service Portfolio?

Developing the service portfolio was a cross-corporate, collaborative effort between business units over the course of a year. The result is a unique, made-in-Calgary list based on industry best practice, input from other cities' findings on similar initiatives and Calgary's unique perspective.

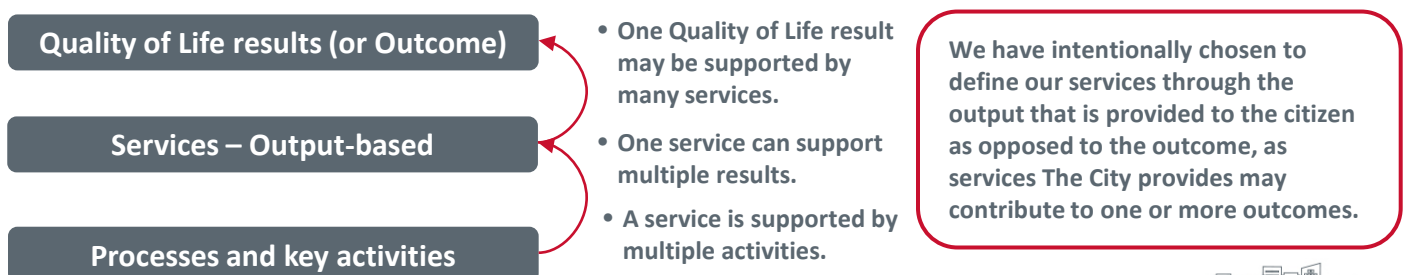
One major consideration for creating the service portfolio was how to define a service in a way that is focused on what is delivered, what need or problem is solved and who receives the service. To achieve this, The City defined a service as a:

"Commitment to deliver outputs that meet the needs of customers and contributes to outcomes (Quality of Life results)."



By defining 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.

Comparing outcomes to services to processes and activities



Introduction to the Service List

Processes/key activities vs. services: Example

The City provides and maintains Parks & Open Spaces to serve the need for respite, festivals, activity, environmental/cultural programs and events. The key here is the delivery of Parks & Open Spaces that are accessible, safe and aesthetically pleasing. Activities and processes that support this delivery include grass cutting and weed control. Because we are focusing on the output and results, we've defined the service as Parks & Open Spaces, and grass cutting and weed control as key activities that support this delivery.

Service vs. outcome: Example

An outcome that The City may be looking to contribute towards is "A safe city". The City plays a significant role in contributing towards a safe city, along with other partners. While achieving the outcome is a joint effort, The City is fully accountable to provide services such as Police, Fire Safety Education, Fire Emergency Response and Fire Inspections that contribute towards this outcome.

Service types

During the project, three main categories of City services emerged:

- **Public-facing services:** Services that are provided directly to Calgarians and resonate most clearly with citizens such as: Public Transit, Social Programs, Parks & Open Spaces, Fire & Emergency Response, and Water Treatment & Supply.
- **Governance services:** Internal services that set the framework, policies and conditions by which internal City services operate, in relation to such business unit areas as Legal, Finance, Information Technology, Communications and Human Resources. There are a few external services, such as Mayor & Council and Municipal Elections, that are part of this category because they are part of the governing framework for The City.
- **Support services:** Internal services that provide the foundational support for the delivery of public services such as Financial Support, Fleet Management, Facility Management and Legal Counsel & Advocacy.

Following is the list of City services.



Service Portfolio – City Services

GOVERNANCE

Mayor & Council ♦ Executive Leadership ♦ Appeals & Tribunals ♦ City Auditor's Office ♦ Municipal Elections ♦ City Planning & Policy ♦ Corporate Governance

COMMUNITY LIVING

Affordable Housing
Bylaw Education & Compliance
Pet Ownership & Licensing
Community Strategies
Neighborhood Support
Investments in Community
Social Programs

LEISURE, ARTS & CULTURE

Recreation Opportunities
Parks & Open Spaces
Arts & Culture
Investments in Culture & Recreation

TRANSPORTATION

Streets, Sidewalks & Pathways
Street Clearing
Parking & Enforcement
Traffic Operations
Public Transit
Specialized Transit
Taxi, Limousine & Vehicles-for-Hire

PUBLIC SAFETY

9-1-1
Fire & Emergency Response
Fire Inspections & Enforcement
Fire Safety Education
Emergency Mgmt & Business Continuity
Police

ENVIRONMENT

City Cemeteries
Water Treatment & Supply
Wastewater Collection & Treatment
Stormwater Management
Urban Forestry
Waste & Recycling

LAND & ECONOMIC DEVELOPMENT

Business Licensing
Development Approvals
Building Approvals
Land Development & Sales
Investments in Economic Development

INFORMATION & COMMUNICATIONS

311 & City Website
Citizen Research & Engagement
Communications Support
Data Analytics & Information Access
Records Management, Access & Privacy

SUPPORT SERVICES

Corporate Security & Insurance ♦ Council Committee Support ♦ Environmental Management ♦ Facility Management ♦ Financial Support ♦ Fleet Management ♦ Human Resources Support ♦ Infrastructure Support ♦ Information Technology Systems & Support ♦ Legal Counsel & Advocacy ♦ Organizational Health, Safety, and Wellness ♦ Procurement & Warehousing ♦ Property Assessment ♦ Real Estate ♦ Taxation



Service descriptions

Service Name	Service Description
COMMUNITY LIVING	
Affordable Housing	This service provides safe and affordable housing solutions to low and moderate income citizens.
Bylaw Education & Compliance	This service develops and maintains community standards in Calgary in order to promote healthy and safe communities. Provide bylaw education, enforcement, licensing that encourage compliance with bylaws
Community Strategies	The City provides a development, coordination and implementation service around policy and systems change strategies for specific populations in response to social issues, and to increase social inclusion and community well-being.
Neighbourhood Support	The City builds the capacity of residents and organizations in neighbourhoods by working with community stakeholders to foster a sense of safety and belonging and offers everyone the opportunity to participate socially, recreationally and economically.
Investments in Community	The City provides access to funding and subject matter expertise to non-profit organizations for preventive social services to increase social inclusion, foster strong neighbourhoods and prevent crime.
Pet Ownership & Licensing	This service regulates and encourages responsible pet ownership in order to protect residents, visitors and animals from pets. This includes educating pet owners about the Responsible Pet Ownership Bylaw.
Social Programs	The City provides social recreational programs for children, youth and seniors; career planning for youth; and assistance programs for vulnerable populations. These programs provide Calgarians with support at the local level and opportunities to thrive.
ENVIRONMENT	
City Cemeteries	This service provides final interment (burial) options and services, both at-need and pre-need, including the perpetual care of interment space to cemetery clients and their families, ensuring compliance with the provincial Cemeteries Act.
Water Treatment & Supply	This service manages the water supply. It protects public health and ensures long-term sustainability of precious water resources.
Wastewater Collection & Treatment	This service collects and treats sewage. It protects public health, property and the environment.
Stormwater Management	This service collects and manages stormwater. It protects public safety, property and our rivers.
Urban Forestry	This service plants, maintains and protects public trees to create a sustainable urban forest for all to enjoy. Trees provide environmental and aesthetic benefits to the community, both individually and collectively.
Waste & Recycling	This service includes waste collection, management of landfills and operation of waste diversion programs to protect public health and the environment.



Service descriptions

Service Name	Service Description
INFORMATION & COMMUNICATIONS	
311 & City Website	This is a public service provided to citizens, through connecting with the appropriate business unit, that ensures that they are able to access information through the communications channel of their choice (311 call centre, social media or Calgary.ca). This service ensures that citizens are able to access the information they need, when they need it, in addition to providing interaction points with The City.
Citizen Research & Engagement	This internal service gathers information, analytics, input and feedback from citizens and customers to inform decisions, policies, programs and services. It also collects information to understand citizen perceptions and aspirations on Calgary's overall quality of life.
Communications Support	This service ensures transparency by providing citizens and customers with information about The City's state of affairs, programs and services. It provides employees (wired and non-wired) with knowledge and information about The Corporation as well as access to tools and resources to support them in day-to-day work.
Data Analytics & Information Access	This service collects, creates, and connects data, analysis, tools and technology to provide customers and citizens with consistent and reliable information.
Records Management, Access & Privacy	This service administers the Alberta <i>Freedom of Information and Protection of Privacy</i> (FOIP) Act in reference to The City of Calgary. This service also manages, protects, and preserves City records and documents.
LAND & ECONOMIC DEVELOPMENT	
Business Licensing	This service reviews new and renewal business license applications, with the goal of enabling businesses to operate in Calgary, and for Calgary citizens to be assured that businesses have met standards such as public safety, health, zoning compliance, security clearances, etc.
Development Approvals	This service reviews development applications, including outline plans, subdivision, land use and development applications, with the goal of providing approvals to enable growth and development in Calgary.
Building Approvals	This service reviews building applications, including building, plumbing and gas, and electrical applications, with the goal of providing approvals to ensure safety for users and occupants of new buildings and buildings undergoing modifications and renovations.
Land Development and Sales	This service develops and sells City-owned land for economic uses, such as industrial and commercial parks, and transit-oriented developments.
Investments in Economic Development	The City provides operating and capital grants, resources and other investment to external partners to operate business-oriented facilities and organizations; attract individuals and businesses to Calgary; and encourage innovation, tourism and economic development.



Service descriptions

Service Name	Service Description
LEISURE, ARTS & CULTURE	
Recreation Opportunities	This service offers a variety of affordable and accessible recreation opportunities and amenities for all ages, skill levels and abilities.
Parks and Open Spaces	This service plans, builds and maintains accessible parks and open spaces; and conserves the city's natural open space system and cultural landscapes.
Arts & Culture	This service delivers arts & cultural experiences by supporting the production and delivery of festivals and events, by acquiring and maintaining public art, and by offering a variety of visual and performing arts programming at Arts Centres.
Investments in Culture & Recreation	The City provides operating and capital grants, land, assets, and other investment to external partner organizations to achieve shared cultural, recreational, and artistic outcomes and strategic objectives.
PUBLIC SAFETY	
9-1-1	Calgary 9-1-1 answers emergency and non-emergency calls and supports emergency responders by designing solutions to enhance response, resource deployment and service to citizens.
Fire & Emergency Response	This service provides emergency response services, including responses to fire, fire-related and medical incidents, as well as motor vehicle accidents, hazardous material releases, among other specialized rescue services in order to save lives, protect property and the environment for residents, businesses, and visitors to Calgary.
Fire Inspections & Enforcement	This service provides fire inspections and enforcement, and saves lives, protects property and the environment by providing services to business and property owners to ensure compliance with <i>Safety Codes Act</i> regulations to minimize fire-related risks to Calgarians.
Fire Safety Education	This service provides home safety and injury prevention education and initiatives to citizens in order to increase knowledge and awareness of safety, and promote behaviours that contribute to safe living in our communities.
Emergency Management & Business Continuity	This service coordinates preparedness for, response to, and recovery from major emergencies and disasters in the city by integrating the efforts of The City of Calgary, government agencies, businesses, non-profit groups, first responders and citizens.
Police	This service provides police services for the citizens of Calgary to maximize public safety.



Service descriptions

Service Name	Service Description
TRANSPORTATION	
Streets, Sidewalks & Pathways	This service provides a network of streets and pathways that people can use to move throughout Calgary.
Street Clearing	This service clears streets and sidewalks of snow and ice, debris, and other materials to enable safe and accessible travel.
Parking & Enforcement	This services offers paid parking and permit parking, particularly where the parking space is a scarce commodity, across the city. This meets the needs of individuals needing to park their vehicles and/or have parked vehicles managed. It provides enforcement services to manage community concerns and expectations while supporting traffic management and congestion issues.
Traffic Operations	This service supports safe, efficient, and reliable travel throughout Calgary by monitoring traffic conditions and managing traffic signals, streetlights, signs, road markings and detours.
Public Transit	This service provides train and bus transportation for citizens to get from place to place safely, reliably and affordably.
Specialized Transit	This service provides transportation through specialized buses, vans and taxis for Calgarians with disabilities, in order to support mobility from place to place safely, reliably and affordably.
Taxi, Limousine & Vehicles-for-Hire	This service regulates and licenses the taxi, limousine, and Transportation Network Company industries, including investigating and resolving complaints related to livery services.



Service descriptions

Service Name	Service Description
SUPPORT	
Corporate Security & Insurance	This service protects City information, assets and employees from risk.
Council Committee Support	This service manages meetings, events and protocol of City Council and its Committees, providing the ability for the public to participate in meetings and enables access and certification of Corporate Record documents.
Environmental Management	This service provides corporate level leadership and support to business units on managing environmental risks, issues, opportunities, and trends.
Facility Management	This service plans, builds, and operates safe and productive facilities and workplaces to enable business units to deliver services to citizens.
Financial Support	This service provides reporting of financial information and performance, development of financial plans and budgets, and the monitoring of budget against actuals. This also includes billing and collection of non-tax revenues and the payment for goods and services bought by The City.
Fleet Management	This service provides City vehicles & equipment that enable City business units to deliver internal and citizen-facing services via life cycle management, maintenance & repairs, training and compliance. This service also involves manufacturing services for internal and external partners.
Human Resources Support	This service provides HR strategies, programs, and client- focused services in culture and change management consulting, recruitment, workforce planning and analytics, learning and development, business consulting, labour and employee relations, compensation and benefits and payroll to enable business objectives, and support the lifecycle of the employee.
Infrastructure Support	This service supports civic infrastructure projects and operations to ensure they are safe, reliable, sustainable and that they adhere to corporate standards. It also ensures that outside utilities accessing City infrastructure do so in a safe manner, adhering to standards.
Information Technology Solutions & Support	This service 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. This service provides the technology infrastructure that underpins the delivery of all technology solutions for The City.
Legal Counsel & Advocacy	This service provides expert legal advice and representation.
Organizational Health, Safety, and Wellness	This service provides corporate level leadership and support on organizational health, safety and wellness needs of employees in order to optimize the productivity of our human capital.
Procurement & Warehousing	This service is provided to all business units and ensures the proper purchase of all consulting, construction, goods and services, as well as the storage, distribution and disposal of all inventory.
Property Assessment	This service prepares property value assessments in order to distribute local taxes.
Real Estate	This service sells City-owned real estate that is no longer required for municipal purposes. It also purchases real estate that is required for future municipal purposes.
Taxation	This service is provided to The City of Calgary and ensures taxes are properly billed and collected.



Service descriptions

Service Name	Service Description
GOVERNANCE	
Appeals & Tribunals	This service provides an impartial process for citizens to challenge property and business assessments, decisions of the development and subdivision authorities, and certain other decisions made by The City of Calgary.
City Auditor's Office	This service provides independent and objective assurance, advisory, and investigative services to improve governance, risk management, and control processes at The City of Calgary and enhance public trust.
Corporate Governance	This service provides the corporate policy frameworks, rules and standards by which the municipality must operate, primarily focused on how the corporation can best manage its assets – people, infrastructure, information, capital – and execute Council priorities and strategic direction.
Executive Leadership	This service provides strategic direction and supports the implementation of the vision set out by Council.
Mayor & Council	TBD
Municipal Elections	This service enables citizens to vote for Mayor, Councillors, School Board Trustees, and questions on a ballot.
City Planning & Policy	This service creates long range plans and policies to shape the long-term vision for Calgary's growth, sustainability, and land use planning, while also providing the tools for implementing this vision, through development and re-development. These plans are used by development applicants, industry, City departments, community associations, and citizens as growth and development applications advance through The City's approval processes. This service also fosters partnerships among key internal and external stakeholders to create synergies between the public and private sectors, in order to ensure the return on city building investments.

