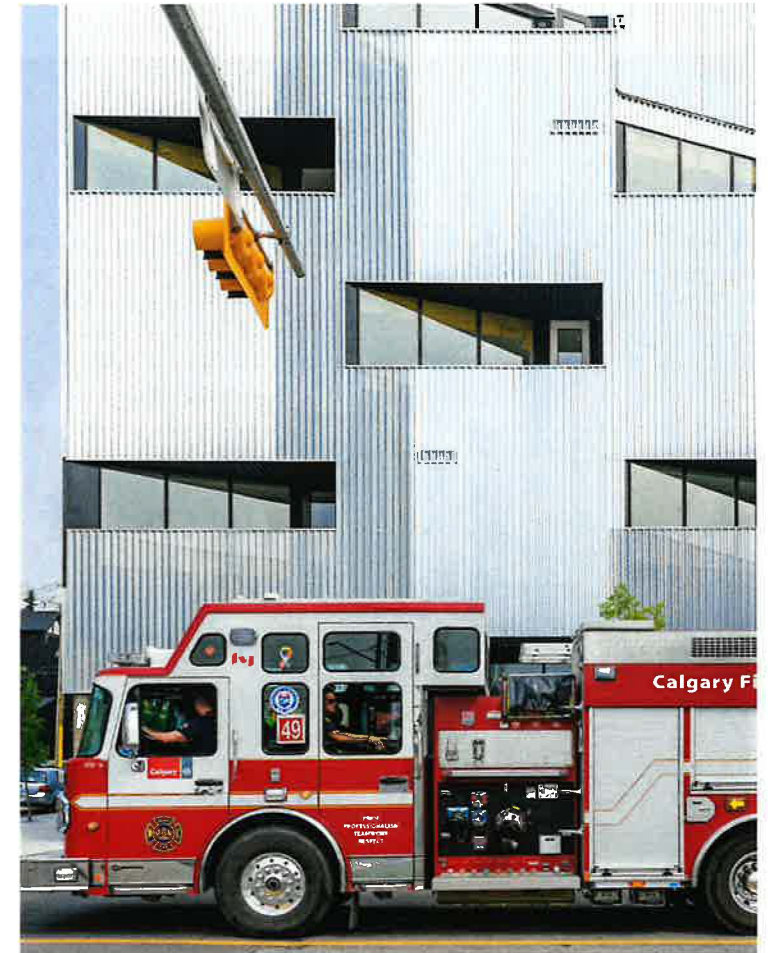




Service Name	Service Director	General Manager
Bylaw Education & Compliance	Iain Bushell	Katie Black
Calgary 9-1-1 • Increasing 9-1-1 capacity to dispatch Transit Peace Officers for emergency calls	Iain Bushell	
Emergency Management & Business Continuity	Iain Bushell	
Fire & Emergency Response • Aligning emergency response capabilities to meet rising service demand	Steve Dongworth	
Fire Inspection & Enforcement	Steve Dongworth	
Fire Safety Education	Steve Dongworth	
Pet Ownership & Licensing	Iain Bushell	



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Service Name	Service Director	General Manager
Climate & Environmental Management <ul style="list-style-type: none"> Clean Energy Improvement Program 	Carolyn Bowen	Debra Hamilton
Stormwater Management <ul style="list-style-type: none"> Drainage Facilities & Network (Program 897) 	Nancy Mackay	Doug Morgan
Urban Forestry <ul style="list-style-type: none"> Sustain tree service levels in response to significant grant to increase the urban canopy 	Kyle Ripley	
Waste & Recycling <ul style="list-style-type: none"> Waste & Recycling Services (Program 256 – Landfill/Treatment Infrastructure) Waste & Recycling Services (Program 258 – Facilities & Equipment) 	Julie Radke	
Wastewater Collection & Treatment <ul style="list-style-type: none"> Wastewater Treatment Plants (Program 894) Wastewater Collection Network (Program 895) 	Nancy Mackay	
Water Treatment & Supply <ul style="list-style-type: none"> Water Treatment Plant (Program 891) Water Distribution Network (Program 892) 	Nancy Mackay	





Service Name	Service Director	General Manager
Social Programs and Services		
Affordable Housing	Jeff Chase	Katie Black
Community Strategies <ul style="list-style-type: none"> Continuing to fund The City's Equity Program to advance equitable delivery of City services Implementing the recommendations from the Downtown Safety Leadership Table 	Erendira Cervantes-Altamirano	
Neighbourhood Support	Erendira Cervantes-Altamirano	
Social Programs	Heather Johnson	
Parks, Recreation and Culture		
Arts & Culture <ul style="list-style-type: none"> Film Friendly Program Sustainment 	Kay Choi	Katie Black
City Cemeteries	Kyle Ripley	Doug Morgan
Library Services	Kay Choi	Katie Black
Parks & Open Spaces <ul style="list-style-type: none"> Playground and Amenity Safety Inspections and Sustainment Cowboys Park Capital Upgrade 	Kyle Ripley	Doug Morgan
Recreation Opportunities	Heather Johnson	Katie Black





Service Name	Service Director	General Manager
Parking	Troy McLeod	Doug Morgan
Public Transit <ul style="list-style-type: none"> • Preparing for Green Line Operations • Public Transit Revenue Shortfall • Low Income Transit Pass Program Sustainment • Belvedere related Infrastructure including design for Max Purple • Blue Line – Additional Design and early works 	Sharon Fleming	
Sidewalks & Pathways <ul style="list-style-type: none"> • Additional 5A Network Improvement • Timber Stair Replacement Program • Public realm investments In Established Areas 	Troy McLeod	
Specialized Transit <ul style="list-style-type: none"> • Eligibility Resources for Calgary Transit Access 	Sharon Fleming	
Streets <ul style="list-style-type: none"> • Improving Pavement Quality and the 5A Network • Beaverdam Flats Slope Stability Project • MacEwan Park View NW Slope Project • Enmax High Risk Task Transformer Relay Replacement • Retaining Wall Replacement Program • Improving Pavement Quality on High-Speed Roads • Country Hills Widening (Barlow Tr to 36 St SE) • Belvedere related Infrastructure including a Stoney/Memorial flyover 	Troy McLeod	
Taxi, Limousine & Vehicles-for-Hire	Iain Bushell	Katie Black





Service Name	Service Director	General Manager
Appeals & Tribunals	Kate Martin	Jill Floen
Building Safety	Brenda Desjardins	Debra Hamilton
Business Licensing	Brenda Desjardins	
City Planning & Policy <ul style="list-style-type: none"> • A Data Foundation for City Building: Exploring a New Civic Census • Transit Oriented Design – Design & Infrastructure Study • Prairiesong Growth Application Operating Costs • Belvedere (Liberty) Growth Application Operating Costs • Hotchkiss Growth Application Operating Costs 	Kathy Davies Murphy	
Development Approvals <ul style="list-style-type: none"> • Rezoning for Housing Resources 	Teresa Goldstein	
Economic Development & Tourism	Kay Choi	Katie Black
Land Development & Sales <ul style="list-style-type: none"> • City-Wide Transit Oriented Development 	Campbell Berry	Michael Thompson
Real Estate	Campbell Berry	





Service Name	Service Director	General Manager
Tax and Property Assessment		
Property Assessment	Eddie Lee	Les Tochor (Acting)
Taxation	Eddie Lee	
Information and Communication		
Citizen Engagement & Insights	Jennifer McMurtry	Chris Arthurs
Citizen Information & Services	Jennifer McMurtry	
Records Management, Access & Privacy	Kate Martin	Jill Floen
Strategic Marketing & Communications	Jennifer McMurtry	Chris Arthurs





Service Name	Service Director	General Manager
Corporate Governance	Paul G. Taylor	Chris Arthurs
Corporate Security	Michael Tillotson	
Council & Committee Support <ul style="list-style-type: none"> Policy framework for the Remuneration and reimbursement of Expenses for Boards, Commissions and Committees 	Kate Martin	Jill Floen
Data, Analytics & Information Access	Rick Ciezki	Chris Arthurs
Executive Leadership	David Duckworth	David Duckworth
Facility Management	Ian Fleming	Doug Morgan
Financial Support	Les Tochor	Les Tochor (Acting)
Fleet Management	Majid Asefi	Doug Morgan
Human Resource Support	Greg Juliano	Chris Arthurs
Infrastructure & Engineering <ul style="list-style-type: none"> Bridge Management System Plus 15 Program Management (Inspections) Capital Cost Escalation Fund Reinvesting In Our Annual Investment Programs 	Ryan Vanderputten	Michael Thompson
Insurance & Claims	Lynne Davies	Jill Floen
IT Solutions & Support	Jan Bradley	Chris Arthurs
Legal Services	Lynne Davies	
Municipal Elections <ul style="list-style-type: none"> Bill 20 - Local Authorities Election Act Changes for Municipal Elections 	Kate Martin	Jill Floen
Organizational Health, Safety & Wellness	Christopher Collier	Chris Arthurs
Procurement & Warehousing	Amit Patil	
Common Revenue		Les Tochor (Acting)
Corporate Costs & Debt Servicing <ul style="list-style-type: none"> Corporate Inflationary Pressures 		Les Tochor (Acting)

