



Services for Further Discussion

Based on Council members' discussions, three main types of concern were identified that led Administration to suggest the following services for further discussion. These are explained below. The table on the final page summarizes all the services that may require further discussion, for any of the three reasons.

Items for Potential Additional Investment

A number of issues were identified as potentially requiring additional investment. These issues are listed in Attachment 4, together with the services impacted.

Service Plan does not reflect Council's discussions

Two services were identified where the plan was misaligned with Council's past discussions.

- Arts & Culture
- Economic Development & Tourism

These plans will be re-written before November, to ensure they better reflect past direction.

Candidates for discussion or review during 2019-2022

Some services and topics arose during the previews that Council may wish to consider for further discussion or a service review during the 2019-2022 cycle (as opposed to discussing with a view to changing the service plan and/or budget). Eight such areas emerged:

- Arts & Culture – Should The City adopt a different delivery model, for example an arms-length arrangement that depoliticizes this function?
- Calgary 911, Police, Fire, Emergency Response, Other? – Could mental health support for frontline staff be better coordinated across all relevant services?
- Citizen Engagement & Insights – Should The City be the ones who facilitate Citizen Engagement, or should this be done by a 3rd party?
- City Cemeteries – Beyond MGA requirements, are there different ways in which the legislative requirements can be met e.g. through Faith-based organizations or the private sector?
- City Planning & Policy – Should Planning be organized differently, and potentially away from city sections (e.g. centre city)?
- Neighborhood supports - How do we better handle certain issues (e.g. lifecycle maintenance, maximizing wider social good) at facilities that we own but third parties (especially smaller groups) operate?
- Various services - Where should we sit on the social programs/prevention spectrum?
- Various services: Engagement on major thematic areas (e.g. climate change) - How do we get more sophisticated about reaching out for external expertise and integrating it into our internal efforts? Do we have a consistent, effective corporate approach to convene panels?

Summary of services for further discussion

A City of Safe & Inspiring Neighbourhoods	A City That Moves	A Healthy & Green City	A Prosperous City	A Well-Run City		
<ul style="list-style-type: none"> • Building Safety • Bylaw Education & Compliance • Calgary 9-1-1 • City Cemeteries • City Planning & Policy • Development Approvals • Emergency Management & Business Continuity • Fire & Emergency Response • Fire Inspection & Enforcement • Fire Safety Education • Neighbourhood Support • Pet Ownership & Licensing • Police Services 	<ul style="list-style-type: none"> • Parking • Public Transit • Sidewalks & Pathways • Specialized Transit • Streets • Taxi, Limousine & Vehicles-for-Hire 	<ul style="list-style-type: none"> • Environmental Management • Parks & Open Spaces • Recreation Opportunities • Stormwater Management • Urban Forestry • Waste & Recycling • Wastewater Collection & Treatment • Water Treatment & Supply 	<ul style="list-style-type: none"> • Affordable Housing • Arts & Culture • Business Licensing • Community Strategies • Economic Development & Tourism • Land Development & Sales • Library Services • Social Programs 	<ul style="list-style-type: none"> • Appeals & Tribunals • City Auditor’s Office • Citizen Information & Services • Citizen Engagement & Insights • Corporate Governance • Council & Committee Support • Executive Leadership • Mayor & Council • Municipal Elections • Property Assessment • Records Management, Access & Privacy • Taxation 		
<p align="center">Enabling Services (foundational to all five Council Priorities) <i>*to be discussed 2018 September 25, report C2018-1080)</i></p>						
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