



# Attachment 1: Sub-Service List

Strategic Meeting of Council  
2019 July 16

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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 <sup>1</sup> .
Service Rationale	A description of why The City offers the sub-service.

<sup>1</sup> 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. Interruption 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 municipal development plan. This subservice 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.

### Output Type:

Advocacy and Promotional Encounters

### Outputs:

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

### 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.

### Sub-Service Start Date:

2016

## 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.

### Output Type:

Implemented Changes

### Outputs:

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

### 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.

### Sub-Service Start Date:

2017

## 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.

### Output Type:

Implemented Changes

### 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.

### 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.

### Sub-Service Start Date:

1967

## 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.

### Output Type:

Advocacy and Promotional Encounters

### Outputs:

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

### 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.

### Sub-Service Start Date:

2015

# 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.

### Output Type:

Rulings & Judgments

### Outputs:

Outline plans; land use amendments; development permits

### 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.

### Sub-Service Start Date:

1967

## 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.

### Output Type:

Rulings & Judgments

### Outputs:

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

### Service Rationale:

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

### Sub-Service Start Date:

1967

# **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.

### Output Type:

Educational and Training

### Outputs:

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

### 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.

### Sub-Service Start Date:

1989

## 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.

### Output Type:

Recreation & Culture

### Outputs:

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

### 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.

### Sub-Service Start Date:

1917



## 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.

## Output Type:

Interventions

## 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).

## 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.

## Sub-Service Start Date:

2003

# 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.

## Output Type:

Findings

## 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).

## 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.

## Sub-Service Start Date:

1989

# 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.

## Output Type:

Advisory Encounters

## Outputs:

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

## 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.

## Sub-Service Start Date:

# 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.

## Output Type:

Implemented Changes

## Outputs:

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

## 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).

## Sub-Service Start Date:

# 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; Triennial 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 hydrant 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. Bylaw 55M2014.

### 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.

### Output Type:

Educational and Training

### Outputs:

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

### 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.

### Sub-Service Start Date:

1973

## 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.

### Output Type:

Educational and Training

### Outputs:

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

### 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.

### Sub-Service Start Date:

1991

# 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, Employment 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.

### Output Type:

Educational and Training

### Outputs:

learning programs; needs assessments; advice; solutions

### 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.

### Sub-Service Start Date:

1975

## 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.

### Output Type:

Advisory Encounters

### Outputs:

Information; technology solutions; advice; recommendations; performance measures

### 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.

### Sub-Service Start Date:

1960

# 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.

### Output Type:

Advisory Encounters

### Outputs:

Energy Contracts; Energy Reports; Energy Advice

### 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.

### Sub-Service Start Date:

2007

## 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.

### Output Type:

Advisory Encounters

### Outputs:

Technical building assessments; Design recommendations

### 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.

### Sub-Service Start Date:

2004



## 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.

### Output Type:

Resources

### Outputs:

Field Survey Reports; Legal Plans

### 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.

### Sub-Service Start Date:

1995

## 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.

### Output Type:

Advisory Encounters

### Outputs:

Reports; Project Plans; Resources

### 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)

### Sub-Service Start Date:

2007

# 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

## Output Type:

Rules

## 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:

# 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 advisory; 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 accommodations 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.

### Output Type:

Resources

### Outputs:

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

### Service Rationale:

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

### Sub-Service Start Date:

1968

## 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.

### Output Type:

Penalties and Periods of Sanction

### Outputs:

Parking bylaw enforcement; Administrative reviews; Municipal Impound Lot;

### 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).

### Sub-Service Start Date:

1968

# 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 uninterrupted 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.

## Output Type:

Penalties and Periods of Sanction

## Outputs:

Safe service; Public Safety & Enforcement;

## Service Rationale:

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

## Sub-Service Start Date:

1981

# 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.

### Output Type:

Recreation & Culture

### 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.

### 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.

### Sub-Service Start Date:

1950

## 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.

### Output Type:

Recreation & Culture

### Outputs:

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

### 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.

### Sub-Service Start Date:

1915

## 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 aesthetics.

### 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 movement.

## 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.

## Output Type:

Resources

## Outputs:

Signs; Stickers; Wraps;

## Service Rationale:

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

## Sub-Service Start Date:

1920

# Slope Stability

Parent Service: Sidewalks & Pathways

Led by: Roads & Calgary Parks

## Description:

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

## Output Type:

Periods of Protection

## Outputs:

Managed slope.

## Service Rationale:

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

## Sub-Service Start Date:

1894

## 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.

### Output Type:

Educational and Training

### Outputs:

Custom-designed classes; Professional instruction.

### 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.

### Sub-Service Start Date:

2000

## 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.

### Output Type:

Recreation & Culture

### Outputs:

Social recreation programs; Leadership development programs; Neighbourhood 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.

### Sub-Service Start Date:

1965

## 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 Reference.

### 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 aesthetics.

### 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: Streets

Led by: Roads

### Description:

Lighting the street system to providing visibility at night for safe movement.

### Output Type:

Movements

### Outputs:

Streetlighting;

### Service Rationale:

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

### Sub-Service Start Date:

1889

## 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.

### 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

## Roadways

Parent Service: Streets

Led by: Roads & Transportation Infrastructure

### Description:

Construction and ongoing maintenance of linear infrastructure for vehicles.

### Output Type:

Movements

### Outputs:

Roads; Alleys; Curb and gutter;

### Service Rationale:

This function is carried out in all cities worldwide.

### Sub-Service Start Date:

1885



# Sign Manufacturing

Parent Service: Streets

Led by: Roads

## Description:

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

## Output Type:

Resources

## Outputs:

Signs; Stickers; Wraps;

## Service Rationale:

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

## Sub-Service Start Date:

1920

# Slope Stability

Parent Service: Streets

Led by: Roads & Transportation Infrastructure

## Description:

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

## Output Type:

Periods of Protection

## Outputs:

Managed slope;

## Service Rationale:

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

## Sub-Service Start Date:

1894

## 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.

## Output Type:

Advocacy and Promotional Encounters

## 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).

## 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.

## Sub-Service Start Date:

1895

# 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).

## Output Type:

Care and Rehabilitation

## 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.

## 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).

## Sub-Service Start Date:

1895

# 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
<b>Advisory Encounters</b>	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.
<b>Advocacy and Promotional Encounters</b>	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.
<b>Care and Rehabilitation</b>	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
<b>Educational and Training</b>	Services that provide educational and training experiences to people.	Outputs of this type are used to improve the capabilities of recipients
<b>Findings</b>	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
<b>Funds</b>	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
<b>Implemented Changes</b>	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
<b><i>Interventions</i></b>	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
<b><i>Matches &amp; Referrals</i></b>	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
<b><i>Movements</i></b>	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)
<b><i>New Knowledge or Intellectual Property</i></b>	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
<b><i>Penalties and Periods of Sanction</i></b>	Services that sanction, force compliance, mete out punishment, and apply penalties.	This output is used to enforce compliance
<b><i>Periods of Agreement</i></b>	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

<b>Output Type</b>	<b>Output Type Description</b>	<b>Service Output Type Usage</b>
<b><i>Periods of Permission</i></b>	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
<b><i>Periods of Protection</i></b>	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
<b><i>Recreation &amp; Culture</i></b>	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.
<b><i>Resources</i></b>	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
<b><i>Rules</i></b>	Services that create or amend laws, regulations, policies, strategies, standards, plans, and designs.	This output type is used to govern
<b><i>Rulings &amp; Judgments</i></b>	Services that apply rules and dispense impartial decisions.	This output type is used to ensure fairness and justice