

CITY COUNCIL ORIENTATION

**CORPORATE FOCUS AREA:
SERVICE DELIVERY**

ITEM 7.3 OCM03244 | November 24, 2025

Agenda

Service Delivery

- The City delivers efficient and sustainable services
- The community receives the services it needs

- 1. City Services**
- 2. Service Perception**
- 3. Service Levels**
- 4. Going Forward**

Service Delivery

Benefits for Edmontonians

- Increases public trust by providing high-quality services that respond to community needs and expectations
- Improves Edmontonians' quality of life through reliable, effective and accessible public services
- Increases confidence by demonstrating accountability and effectiveness in daily operations

Benefits for the City

- Ensures that every tax dollar is used wisely through continuous optimization of processes and resource allocation
- Sustains the long-term viability of services by implementing relevant and effective delivery models
- Reinforces the City's mandate to serve the public efficiently, which is the core driver of the municipal organization

Roles & Responsibilities

Council Governance Perspective

Establishes Service and Performance Mandates

Establishes Policy for Cost Recovery and Revenue Generation

Provides Oversight to Ensure Effective and Sustainable Service Delivery



Administration Operational Perspective

Delivers Municipal Services that Create Community Value

Set Service Levels within Approved Budgets

Implements Cost Recovery and Revenue Generation Strategies

Continuously Improves Efficiency and Service Outcomes



Common Objectives Between Council and Administration

Deliver efficient and sustainable services that maximize value for residents and businesses.

Align service levels and budgets to ensure transparency and fiscal responsibility.

Enhance accountability and performance through clear measures and continuous improvement.

Ensure every service delivers clear community value and contributes positively to quality of life.

Service Delivery Outcomes

**The City delivers
efficient and
sustainable services**

Service levels are clearly communicated and aligned to budgets. We generate revenue and recover costs where possible, and continuously deliver services efficiently to maximize value.

**The community
receives the services
it needs**

Every service delivers clear value and a positive impact for Edmontonians.

City Services

SERVING EDMONTONIANS: SERVICES AND SUBSERVICES

CITY OF EDMONTON SERVICE LIST 2023-2026

Edmonton

CORPORATE PROMISE

Working together, we enable
a better life for all Edmontonians.

OUR CULTURAL COMMITMENTS

Safe Helpful Accountable
Integrated Excellent

Click on links below to view
the Corporate Business
Plan and the Corporate
Business Plan Placemat.

RECREATION AND CULTURE

Events Service

Events Hosting
and Attraction

Interment and Perpetual Care Service

Cemetery Sales
and Operations

Recreation and Cultural Programming Service

Attractions

Recreation and
Sports Centres

River Valley Parks

Recreational and Sport Facility Access Service

Community Centres

Golf Course
Operations and
Programming

Partnership
Development and
Support

Stadiums and
Sports Fields

SOCIAL SUPPORT

Affordable Housing and Homelessness Service

Housing

Social Systems Navigation and Support Service

Community
Collaboration and
System Change

Individual Care

CIVIC SERVICES

Census Service (Paused)

Census

Customer Access Service

311

Service Centre

Election Service

Elections

Municipal Administrative Tribunals Service

Tribunals

Municipal Governance Service

Civic Agencies

Corporate
Memberships

Councillor's Office
Liaison Team

Governance and
Legislative Services

Office of the Integrity
Commissioner

Records Access Service

Access and Privacy

Records Management

PUBLIC SAFETY

Animal Welfare Service

Animal Welfare

Bylaw and Provincial Act Enforcement Service

Bylaw and Provincial
Act Enforcement

Safety Codes
Compliance and
Enforcement

Zoning Inspections
and Enforcement

Community Safety Service

Community
Safety Clean Up

Community Safety
Prevention and
Response

Fire Investigation Service

Fire Investigation

Fire Prevention, Inspection and Enforcement Service

Fire Prevention
Inspection and
Safety Education

Fire Rescue Service

Accreditation
and Continuous
Improvement

Emergency
Event Response

Emergency
Systems Support

Engineering, Learning
and Innovation

Fire Dispatch

Logistics Management

Professional
and Technical
Development

Recruitment and
Community Outreach

Workplace Safety,
Mental and
Physical Health

Pet Licensing Service

Pet Licensing

Safety Code and Inspection Service

Building Permits
and Inspections

Traffic Safety Service

Automated
Enforcement

Safe Mobility
Engineering

Safe Mobility Planning
and Community
Activation

COMMUNITY DEVELOPMENT

Community and Neighbourhood Services

Community and
Neighbourhood
Capacity Building

Community Granting Service

Community Grants
and Funding

MOVEMENT OF PEOPLE AND GOODS

Active Pathways Service

Multimode Pathway
Maintenance

Parking Service

Off Street Parking

On Street Parking

Roads Service

Bridge and Structure
Maintenance

Road Maintenance

Snow and Ice Control

Street Sweep

Traffic Control

Traffic Signals and
Street Lights

Transit Service

Bus and Light Rail
Transit (LRT)

Paratransit

LAND DEVELOPMENT

Development Service

Development
Approvals

Subdivision
Coordination and
Development

Land Use Planning Service

Planning Coordination
and Operations

Urban Growth and
Open Space

Urban Strategies

Zoning Bylaw
Maintenance

Residential, Commercial and Industrial Land Development Service

Land
Development

ECONOMIC DEVELOPMENT

Business Licensing Service

Business Licensing

Business Retention and Investment Service

Local Economy
and Investment

Regional Development

Strategic and
Emerging Investment

ENVIRONMENTAL PROTECTION

Park and Open Space Access Service

Parks and Open
Space Management

Urban Forest
Management

Waste Collection Service

Communal Residential
Collections

Commercial Self-Haul

Curbside Residential
Collection

Litter Bin Collections

Non Residential
Collection

Waste Drop Off

Waste Education
and Outreach

Wildlife Management Service

Wildlife Management

Edmonton

Service Delivery

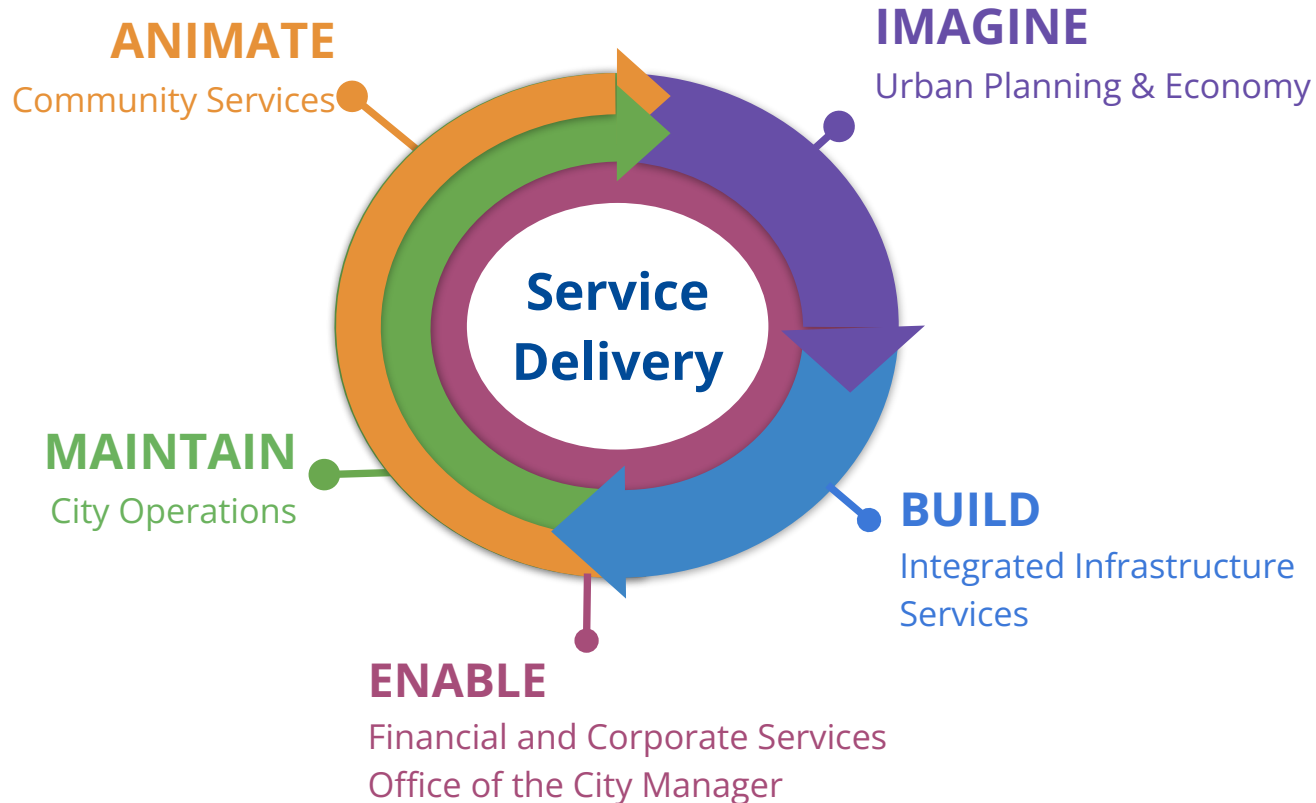


Inputs

Processes and activities

Public receives service outputs

Cross Functional Service Delivery

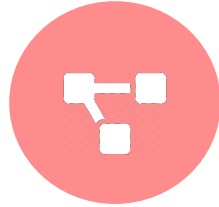


Cross Functional Service Delivery

		Imagine	Build	Maintain	Animate		Enable	
Service Outputs	Customer Goals	I want to provide feedback on the location and design of Recreation Centres		I want the Recreation Centres to be well maintained	I want to have a great experience by being able to book and attend various amenities and programs		I need information or help	
	Customer Channels/ Touchpoints	Public engagement Insight survey		Recreation Centre Attraction	Move.Learn.Play Recreation Centre 311 Edmonton Service Centre		Recreation Centre Edmonton.ca 311 Service Centre	
Service Inputs	Service Stages	<u>PLAN</u> Plan, Design, Develop, Deliver, Public Infrastructure		<u>MAINTAIN</u> Maintain and operate Recreation Centres	<u>INFORM</u> Update website and 311 scripts	<u>TRANSACT</u> Provide customer service	<u>DELIVER</u> Provide programming and animation of recreation and sport spaces	<u>HELP</u> Respond to suggestions or complaints

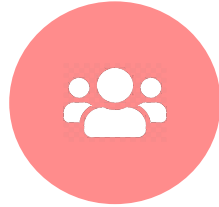
Service Improvement and Innovation Levers

Technology



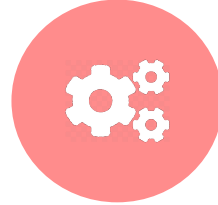
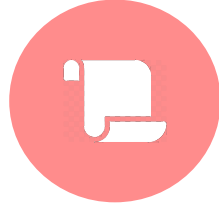
Human Centered Design

Partnerships



Data

Policy



Processes

Service Perception

2025 Service Satisfaction



Core & Discretionary Spectrum

Public Services

City Planning

Waste Collection

Housing & Homelessness

Census

Infrastructure

Bylaw Enforcement

Environment & Climate

Automated Enforcement

Preventative Maintenance

Bus Service

Transit Safety

Vehicle for Hire

Clearly Core

Discretionary

Supporting Services

Budget Development

Procurement/Contracts

LRT Infrastructure

Land Development (RE)

Payroll

Legal Services

Equity & Social Inclusion

Business Planning & Performance

Emergency Activation

GIS Services

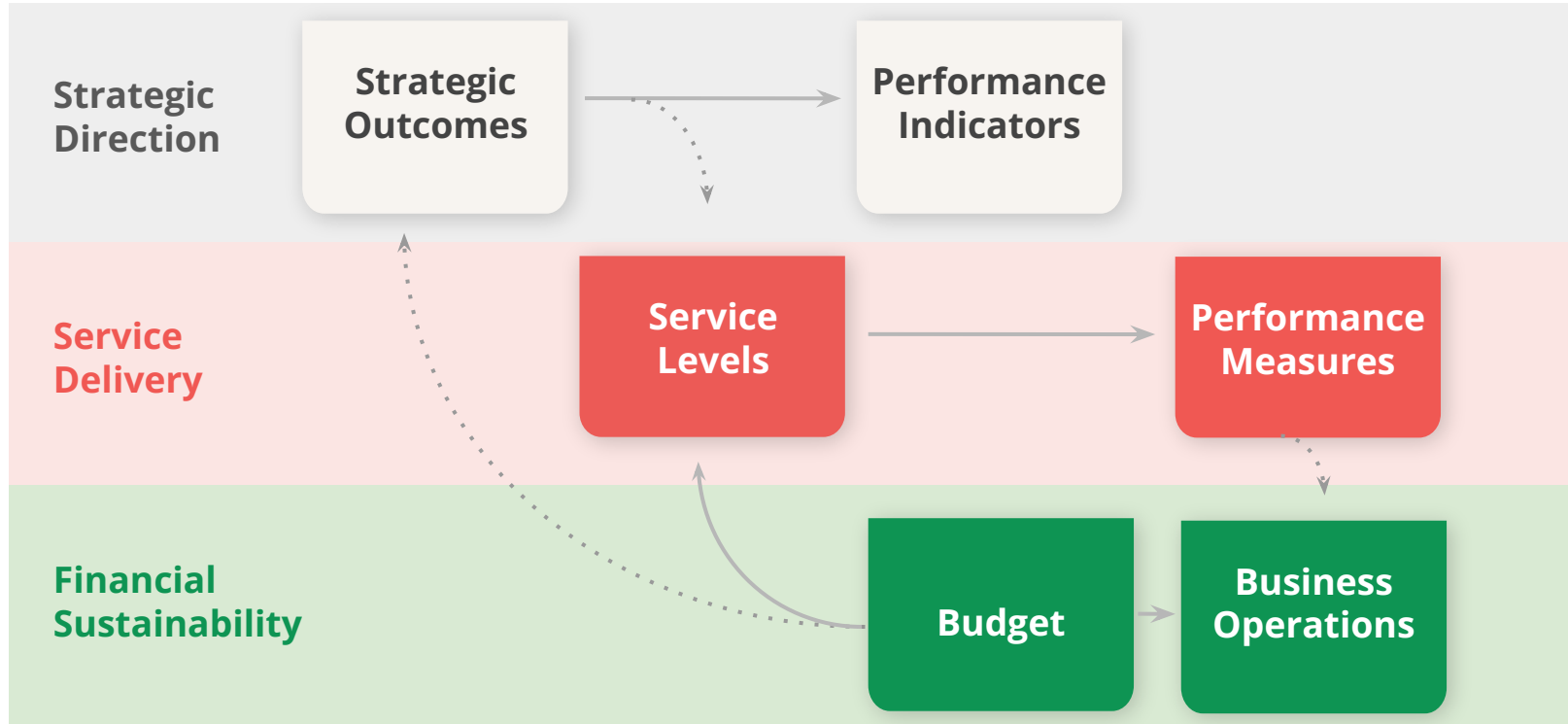
Natural Areas

Organizational Development

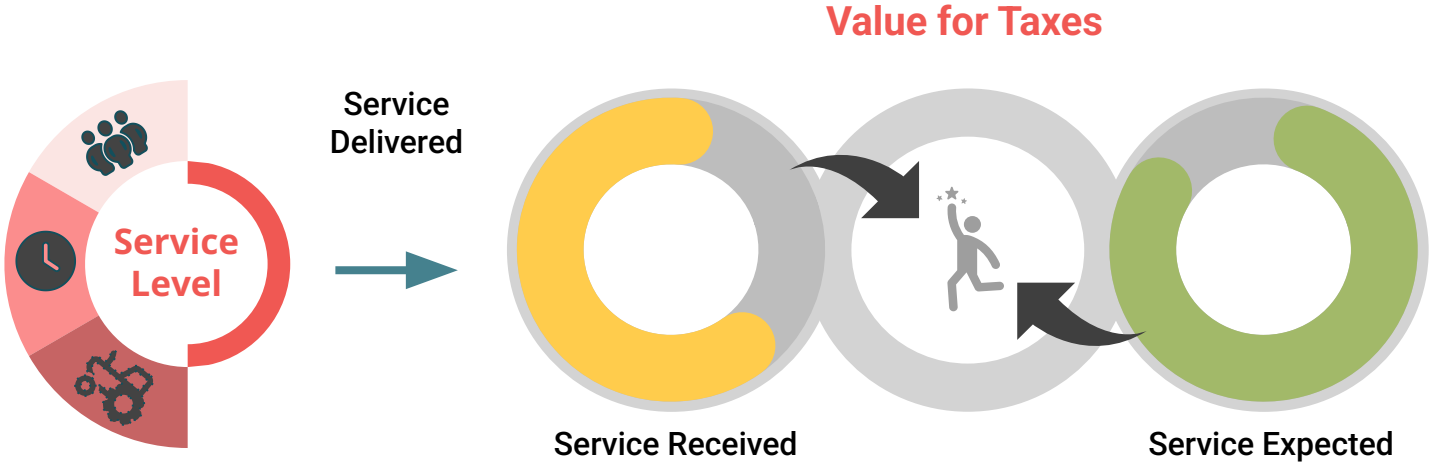
Edmonton

Service Levels

Service Levels - Strategic Perspective



Service Levels



Revenue

City Policy C624: Fiscal Policy for Revenue Generation

	 PUBLIC SERVICE	 PUBLIC UTILITY	 MUNICIPAL ENTERPRISE	
Who benefits?	Community at Large 	Service Consumers, Stakeholders, Certain Properties, etc. 	Utility Customers 	Consumers 
Who pays?	Tax Base 	Benefiting Parties 	Utility Customers 	Consumers 
How do they pay? [Examples]	Property Tax M&E Tax Business Tax 	User Fees, Regulatory Charges, Development Charges, Local Improvement Tax, etc. 	Utility Rates 	Purchase of Goods/Services Sold By Municipal Enterprise 

The Path Ahead



Results Based Budgeting

The implementation of **Results Based Budgeting** formally embeds quantifiable Key Performance Indicators (KPIs) and performance measures into service level discussions.

2027-2030 Budget Deliberations

During the **2027–2030 Budget Deliberations**, council will establish service mandates based on financial resources required for their maintenance or adjustment.

Department & Branch Presentations

The March 2026 **Department and Branch Presentations** will offer information sessions explaining the services delivered by each department and branch.

Council Reports

Throughout the year, council will receive routine **Council Reports** that often contain specific data and commentary on the current performance of various services.

Focus Area

The Focus Area presentation provides the foundational context by broadly defining the outcomes that the service levels are designed to achieve.

What We Need from You

- What did we miss that you feel is important or other insights you have on this topic?
- What is important for you to know/what criteria is important for you to support service delivery outcomes?
- Is there anything we've shared with you today that doesn't align with what you heard during the election?
- What does success in service delivery look like?

Thank you.

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