

City of Edmonton Service List and Classification

Program and Service Review uses the Municipal Reference Model to catalogue all City of Edmonton services. The Municipal Reference Model is used by a number of other Canadian cities and orders of government and allows for consistent benchmarking. This approach enables Administration to define City of Edmonton services in an objective way and identify opportunities for improved integration across the Corporation.

Each individual service can be categorized using the following definitions:

- **Mandatory:** The service is mandated or required by legislation from a higher order of government. Each service / program classified as mandatory is deemed to be a required service. It is then examined to determine whether the existing level of service exceeds the required level or “standard” level.
- **Essential:** The service is critical to the operation of the City. Without the service, the City would stop functioning. Each service / program classified as essential is deemed to be a required service. It is then examined to determine whether the existing service level exceeds the required level or “standard” level.
- **Traditional Municipal:** The service is provided by virtually all municipalities for many years. Each service / program that falls into this classification is further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.
- **Other / Discretionary:** The service is provided by the City to respond to particular community needs, based on a positive business case, or other specialized purposes. Each service / program that falls into this category is further reviewed to determine if the business case is still valid and the service is still required or appropriate.

Legislated mandatory services are required by the City to provide to the requirement of legislation. A municipality may choose to offer service levels that exceed the legislated requirement. The Program and Service Review will examine mandated services based on service levels offered and for improvements in effectiveness and efficiency.

Service List Classifications (Total of 73 services):

- Mandatory - 18 services
- Essential - 20 services
- Traditional Municipal - 27 services
- Other / Discretionary - 8 services

City of Edmonton Service List:

Service Name	Classification
Archive Service	Traditional
Asset Management Service	Essential
Business Solution Service	Essential
Geographic Information Systems & Spatial Analytics Service	Essential
Communications Service	Essential
Corporate Leadership Service	Essential
Corporate Policy Development Service	Essential
Strategic Initiative Management Service	Traditional
Customer Access Service	Essential
Data Management Service	Essential
Facility Management and Maintenance Service	Essential
Fleet Management and Maintenance Service	Essential
Human Resources Management Service	Mandatory
Information Technology Hardware Infrastructure Service	Essential
Infrastructure Delivery Service	Mandatory
Infrastructure Planning and Design Service	Essential
Internal Audit Service	Traditional
Legal Service	Essential
Intergovernmental Coordination	Traditional
Purchasing Service	Essential
Records Access	Mandatory
Risk Management	Traditional
Workplace Health and Safety Service	Mandatory
Corporate Accounting and Reporting	Mandatory

Attachment 5

Financial Planning and Analysis Service	Mandatory
Property Assessment Service	Mandatory
Tax Collection Service	Mandatory
Treasury Management Service	Essential
Census Service	Traditional
Election Service	Mandatory
Municipal Administrative Tribunals	Mandatory
Municipal Governance Service	Mandatory
Environmental Strategy and Policy Development Service	Other / Discretionary
Park and Open Space Access Service	Traditional
Waste Collection Service	Essential
Sustainable Waste Management Service	Traditional
Development Service	Mandatory
Land Use Planning Service	Mandatory
Housing Service	Traditional
Animal Welfare Service	Traditional
Safety Code Permission and Inspection Service	Essential
Community Safety Program Development Service	Traditional
Community and Neighbourhood Capacity Building Service	Other / Discretionary
Community Granting Service	Traditional
Bylaw and Provincial Act Enforcement	Essential
Emergency Management Service	Mandatory
Fire Investigation Service	Traditional
Fire Prevention Inspection and Enforcement Service	Mandatory
Fire Rescue Service	Mandatory
Individual Care and Support Service	Other / Discretionary
Interment and Perpetual Care Service	Traditional

Attachment 5

Landlord and Tenant Advisory Service	Other / Discretionary
Pet Licensing Service	Traditional
Recreation and Cultural Programming Service	Traditional
Recreational and Sport Facility Access Service	Traditional
Special Event Coordination / Hosting Service	Traditional
Active Pathways Services	Traditional
Parking Service	Traditional
Road Service	Mandatory
Transit Service	Traditional
Business Licensing Service	Traditional
Residential, Commercial and Industrial Land Development Service	Other / Discretionary
Wildlife Management Service	Other / Discretionary
Business Retention and Expansion Service	Traditional
Engagement Service	Mandatory
Employee Development and Training Service	Traditional
Street Animation Service	Other / Discretionary
Corporate Property Management and Leasing	Essential
Information Analysis Service	Traditional
Security Service	Traditional
Warehousing and Inventory Management Service	Traditional
Community Education Service	Other / Discretionary
Traffic Safety Service	Essential