CITY OF ST. ALBERT

CITY COUNCIL POLICY

NUMBER	TITLE
C-CAO-15	Program and Service Review

ORIGINAL APPROVAL DATE	DATE LAST REVISED
September 6, 2011	May 5, 2026

Purpose

To have in place a framework for the ongoing review of City programs, services and associated service levels to ensure that the City is responsive to community needs and to maintain and optimize program and services efficiency.

Policy Statement

Program and service reviews are a regular part of the City's ongoing operations. The services and existing service levels are documented in the "Service Level Inventory" which is reviewed and as required, updated on an annual basis.

Definitions

"City" means the municipal corporation of the City of St. Albert.

"continuous improvement" means the process of systematically analyzing and reducing redundancies, raising productivity, and adjusting practices to complement the changing organizational environment (including the needs of residents, clients, businesses, visitors and employees).

"review" means an analysis of programs and services, service levels, procedures and operations and/or performance of an organization to evaluate the adequacy of resources, processes and systems, the service or program offering.

"program" refers to a collection of services that contribute to achievement of shared outcomes. Programs may be external (resident/community) facing or internal (employees) facing.

"service" means a commitment to deliver outputs that contribute to program outcomes. A service delivers an output that meets the needs of a client or target group. Service may be delivered to external (residents/community) or internal stakeholders (employees)

“service level” is a statement that tells clients what level (usually in measurable terms) of service they are receiving. It is a service promise to a client/customer.

“service standard’ is a defined quality of service that a service recipient may expect. This quality of service may be defined by a recognized external organization.

“Service Level Inventory” is a Council-approved document that contains an inventory of services delivered by the City to the community and associated service levels.

Responsibilities

City Council shall:

a. Annually review the Service Level Inventory and provide input for the review of external programs, services and service levels, at a time appropriate for inclusion into the business planning and budget processes.

b. Provide sufficient resources to support all Council-approved reviews.

c. Provide support and funding for implementation of Council approved reviews and subsequent recommendations through the budget process.

d. Approve external services and service levels, by resolution.

The Chief Administrative Officer or designate shall:

a. Foster a culture of continuous improvement within the City and initiate the review of internal and external programs/services to continually improve service delivery.

b. Maintain a minimum three-year rolling plan for service reviews, which is used to inform the annual presentation of any proposed external program and/or service review(s) to Council during the annual Council Strategic Planning or proposed budget meeting.

c. Ensure there is a systematic process in place that assists Council in determining a schedule of matters to be reviewed.

d. Ensure approved program and/or service reviews have a detailed schedule and/or project plan and where appropriate, a stakeholder participation plan.

e. Ensure that Council is informed of all schedules and plans referred to in Chief Administrative Officer Responsibilities, section (c) above.

f. Identify resources required to implement recommendations based on review findings, and if required, prepare a business case or capital charter for Council's consideration during the City's regular business planning and budget process in cases where the requirements of a Council-approved review exceed Administration's existing budget or resources.

g. Ensure that, when deemed appropriate, residents, clients, stakeholders and administration have opportunities to provide input during the review process.

h. Ensure an updated Service Level Inventory, amended to include service and service level changes enacted by Council resolution, is presented to Council for their consideration and approval, annually, by the end of quarter one.

i. Facilitate ongoing communication with Council by presenting business case(s) and plans for approval and providing information about reviews, including progress updates and where appropriate, final reports with recommendations, which may include changes to services and service levels.

j. Share the three-year service review plan with the Internal Audit Steering Committee for information and to avoid duplication with the Internal Audit Multi-Year Plan.

Service Standards/ Expectations

a. Council members may, by resolution, initiate a program/service review of external or internal program/services, provided that requests by Council for review of internal program/services are limited only to those matters that have not been delegated to the Chief Administrative Officer by Council or long as the requested review of internal programs/services is consistent with other Council Policies.

b. Public participation and resident/stakeholder feedback/input may be one of the inputs used to establish priorities for service review(s).

c. Administration shall prepare business cases or capital charter(s) for Council's consideration during the regular business planning and budget process when the resources or budget required to conduct a review exceed the existing resources or for implementation of recommendations from Council approved reviews.

d. Timing for Council's input or reviews requiring approval of, or requests for additional resources, are preferred to align with the business planning and budget process so, if resources are approved, a review can take place the following year.

e. Implementation of recommendations requiring funding will proceed once the funding is approved by Council.

f. Program and service reviews may include formally establishing service levels of existing services, adding new services based on community needs or Council direction or review for efficiencies and consideration of a different operating model.

g. Reviews shall utilize performance data and where comparable data exists, may include periodic benchmarking with other comparable municipalities as a means of identifying areas in need of further investigation of potential service standard or level.

h. Updates on the progress and/or outcomes of reviews shall be provided to Council either through a final report following the review or through corporate quarterly reports.

Cross References

1. City Council Policy C-CG-02 City of St. Albert Strategic Plan
2. City Council Policy C-CG-06 City of St. Albert Strategic Framework
3. City Council Policy C-FS-05 Budget and Taxation Guiding Principles – Appendix: Services and Service Levels Inventory
4. Chief Administrative Officer Bylaw 12/2002

DATE REVIEWED	NEXT REVIEW DATE	REVISIONS
January 2017 – Strategic Services and Information Technology **December 2023 – Financial and Strategic Services** **January 8, 2024 – Financial and Strategic Services** **April 17, 2026 – Financial and Strategic Services**	**2021 – Strategic Services and Information Technology** **2028 – Financial and Strategic Services**	**January 23, 2017 – AR-16-517** **January 21, 2019 – AR-19-003** **February 20, 2024 X AR-24-110** **May 5, 2026 – AR-26-197**