	Program and Service Review	
	Policy Type:	Governance Process
	Number:	GP-E-2.1
	To be Reviewed:	Once per term
	Approval Date:	May 27, 2024
	Motion Number:	24.C.175
	Revised Date(s):	

Policy Statement


Under the *Municipal Government Act* one of the purposes of a municipality is “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”. Service reviews are a regular and important part of Council’s role.

This policy sets out the framework for the ongoing review of Town of Okotoks (Town) programs, services, and associated service levels to respond to community needs and optimize program and service efficiencies.

Services and service levels are documented in Appendix A - Services and Service Level Inventory, which forms of this policy.

1. Definitions

- 1.1. Continuous improvement - the process of systematically analyzing and reducing redundancies, raising productivity, and adjusting practices to complement the changing organizational environment (needs of citizens and partners).
- 1.2. Review - an assessment of programs and services to evaluate the adequacy of resources, processes, and systems and the service offered by the Town for our citizens and partners. A review will vary depending on the type of program or service and findings of a review may inform strategic planning, budgeting decisions, policy changes, and/or service delivery changes. Reviews may utilize performance data and where comparable data exists, may include benchmarking.
Program and service reviews may include formally establishing service levels or existing services to ensure that Appendix A continues to evolve.
- 1.3. Program - refers to a collection of services that contribute to achievement of shared outcomes. Programs are external or citizen/community facing.
- 1.4. Sub-Program - further specializes the target group to provide more clarity around the program and who may need to be engaged on specific topics
- 1.5. Service - the provision of specific outputs for external delivery that address the needs of clients (citizens/partners, etc.) and/or identified program goals.
- 1.6. Sub-Service - further specializes the target group to provide more clarity around the service and who may need to be engaged on specific topics.

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- 1.7. Service level - the expected level of performance of a service to be delivered. It is a statement that tells clients (citizens/partners, etc.) what level (usually in measurable terms) of service they are receiving. It is a service promise to clients.
- 1.8. Service standard - the defined quality of service that a service user may expect.
- 1.9. Services and Service Levels Inventory - the Council approved document that contains an inventory of services delivered by the Town and documents the associated service levels as contained in Appendix A.


2. Responsibilities

Council shall:

- 2.1. Approve services and service levels.
- 2.2. Review annually Appendix A and identify priorities for review of external programs, services, and/or service levels by resolution at a time appropriate for inclusion into the business planning and budget processes.
- 2.3. Provide sufficient resources to support all Council approved reviews and service level changes.

The Chief Administrative Officer shall:

- 2.4. Foster a culture of continuous improvement within the Town and initiate the review of external programs/services to continually improve service delivery.
- 2.5. Assist Council in determining reviews of Appendix A and maintain a schedule in alignment with the approved budgeting cycle. This schedule will be used to inform the annual presentation of any proposed external program and/or service reviews to Council during the regular budget priority setting meeting/check-in.
- 2.6. Ensure that when deemed appropriate citizens, partners, and Administration have opportunities to provide input during the review process.
- 2.7. Identify resources required to implement recommendations based on review findings if within Administration’s existing capacity or resources. When required, prepare a budget

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request for Council’s consideration during the Town’s regular budget process meeting if a Council approved review exceeds Administration’s existing capacity or resources.

- 2.8. Present an updated Appendix A to Council for consideration and approval annually and is amended to include service and service level changes enacted by Council as required.
- 2.9. Provide updates on the progress and/or outcomes of reviews to Council.