

THE CITY OF CALGARY

# Action Plan

2015 - 2018

Development of Council's Priorities  
for 2015-2018

May 5, 2014

CITY OF CALGARY
<b>RECEIVED</b>
IN COUNCIL CHAMBER
MAY 05 2014
ITEM: <u>2014-0401</u>
CITY CLERK'S DEPARTMENT

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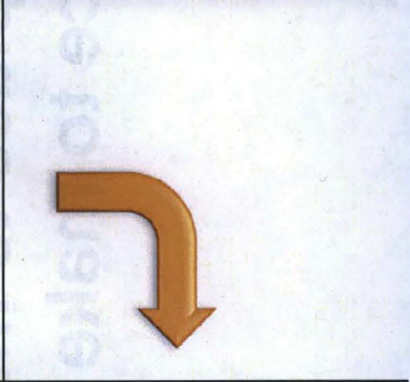


## How we arrived at this point

<b>November 2013</b>	Initial sharing of issues heard during the election campaign
<b>December 2013</b>	Individual conversations
<b>Jan. 14, 2014</b>	Trends event
<b>Jan. 17, 2014</b>	Initial sharing of ideas and possible directions
<b>Jan. 31, 2014</b>	Review of other cities' strategic plans; continued discussion of ideas
<b>March 17, 2014</b>	Discussion of draft priorities
<b>April 28, 2014</b>	Engagement results



## An abstract geometric design featuring a large green diagonal stripe running from the top-left to the bottom-right. This stripe is bordered by a blue stripe on the left and a white stripe on the right. The green stripe has a fine, repeating pattern of small, dark, horizontal lines. The blue and white stripes are solid-colored.



**DRAFT Report on Strategies for 2015-2018**

**Priority – Make Central Street Calgary to be a 2015 Strategic – to repair and restore the old and to be there.**

**Priority 1: A progressive city**

Calgary remains the best place in Canada to start and grow a business, a place where those in opportunity pay for all.

**Strategies:**

1. Foster economic diversification, business growth and business attraction through the implementation of an updated Calgary Economic Development strategy.
2. Cultivate the city's talent, diversity, and creativity for employment strategy.
3. Foster a learning environment for education by increasing child spending on library system, enhancing access to technology and education throughout the city, and providing a variety of early learning and affordable child related programs for youth.
4. Support core, business and community programs, as well as business revitalization zones, to support economic growth.
5. Supporting more for expenses through implementing the Calgary Priority Reinvestment Strategy.
6. Work with community and government partners to increase housing options in all neighbourhoods that are affordable and support a variety of lifestyle.
7. Complete the restoration of the business core and turn for a competitive tax environment for

**Priority:** A preposterous city  
Calgary remains the best place in Canada to start and grow a business, a place where there is opportunity for all.

1. Foster consistent identification, business growth and business attraction through the implementation of an updated Calgary Economic Development strategy.
2. Capture the city's talent, diversity, and creativity by implementing Calgary's Arts Development Strategy.
3. Partner a business environment for everyone by maintaining and expanding our library system, enhancing access to technology and information throughout the city, and providing a treasury of early learning and affordable after school programs for youth.
4. Support cities, business and community partners, as well as business development teams, to collaborate and interact and to global investment.
5. Supporting success for everyone through implementing the Calgary Real Estate Strategy.
6. Encourage and support all business and community partners to support all business and community partners.
7. Make the city a place where everyone can thrive by supporting all business and community partners to be financially viable and support a variety of lifestyles.
8. Complete the evaluation of the business tax and return for a competitive tax environment for small business.

Every Calgarian lives in a great neighbourhood, one that is safe, mixed, and just

1. Maximize investment in providing and ensuring partnerships while ensuring cost effectiveness to address issues prevention, education and enforcement. Focus on community involvement and public participation.
2. Establish a working partnership with related community and city agencies.
3. Utilize the City's public works department to encourage, and to support and maintain to support citizens in recovery of resources.
4. Invest in technology to generate future annual revenues.
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6. Systematically invest in other neighborhood-based to maintain and upgrade infrastructure.
7. Create a series of targeted citizens in neighborhood, including a clear role for community involvement.
8. Develop and implement a "recovery strategy" across the Corporation to prepare for an aging population.
9. Implement the Growth Management Framework and a new funding framework to pay for infrastructure in new neighborhoods.
10. Continue to transition the planning process to make it easier to build projects that meet our objectives under the Municipal Development Plan.
11. Provide good public space and public realm improvements across the city to foster opportunity for the use of public space and places for citizens encounters and urban vitality.

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**Council's  
Fiscal Plan  
(CFP)**

**Ensuring every Calgarian lives in a safe community and has  
the opportunity to succeed**

2020 Sustainability Direction (SD)	Community Well-Being Equity   Diversity   Inclusiveness & Creativity
1. Environmental Stewardship	1. Environmental Stewardship
2. Social Responsibility	2. Social Responsibility
3. Economic Viability	3. Economic Viability
4. Governance & Transparency	4. Governance & Transparency
5. Innovation & Resilience	5. Innovation & Resilience
6. Community Engagement	6. Community Engagement
7. Digital Transformation	7. Digital Transformation
8. Talent Development	8. Talent Development
9. Supply Chain Sustainability	9. Supply Chain Sustainability
10. Risk Management	10. Risk Management

**Safety and Resiliency |**

### Safe Communities

- Maintain safety in Calgary (police and fire)
- Review resourcing, location and size of fire halls
- Examine and expand citizen notification systems for emergencies

- Examine and evaluate citizen notification systems for emergency
- Crime prevention
- Expanded beat cop

- Shift from protection to prevention
- Encourage police to better monitor residential speed zones
- Radio frequency during emergencies

### Diverse and Inclusive Communities

- Develop and implement strategies to enable "aging in place"
  - Comprehensive senior strategy
  - Preparation for aging tsunami (housing and other systems)

- *Building conservancy for aging demographics*
- *Building conservancy for materials*
- *Develop a structure to rebuild institutions and build capacity of*

- Expand the Strong Neighbourhoods Initiative
- Develop and expand the Neighbourhood Initiatives program

- Inclusiveness (community, CoQ)
- Aboriginal and diversity strategies

- **arts funding**
- **Reinforced libraries**
- **Cultural activities**

- Cultural activities
- Arts and culture in communities, not just downtown

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## Vision

**Calgary: a great place to make a living,  
a great place to make a life.**



# Priority Themes



**A prosperous city**



**A city of inspiring neighbourhoods**



**A city that moves**



**A healthy and green city**



**A well-run city**



## A prosperous city

**Calgary remains a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.**

### **Economic Growth and Competitiveness**

- Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.
- Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.
- Cut red tape and foster a competitive tax environment to help small business succeed.

### **Community Well-Being**

- Increase affordable and accessible housing options in collaboration with other governments and community partners.
- Reduce the number of people living in poverty.
- Respond to the needs of an aging population.
- Empower all Calgarians to live creative lives.
- Expand our library system and enhance access to technology and information.
- Invest in programs and services for children and youth, including providing a variety of affordable after school programs.



# A city of inspiring neighbourhoods

**Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.**

## **Public Safety**

- Keep communities safe by maintaining standards for crime prevention, fire response, and enforcement.
- Build resiliency to flooding.
- Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.

## **Quality of Place**

- Revitalize the role and ability of community associations.
- Systematically invest in older neighbourhoods as they evolve to accommodate changing community needs.
- Manage growth to achieve the best possible social, environmental and economic outcomes within financial capacities.
- Develop a new funding framework to provide for infrastructure in new neighbourhoods.
- Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.
- Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.



# A city that moves

**People and goods can move well and safely throughout the city, using a variety of convenient, affordable and efficient transportation choices.**

- Implement and accelerate RouteAhead as transit funding becomes available.
- Maximize the flow of traffic on the existing transportation network through the application of technology.
- Invest in strategic road improvements in priority growth areas as funding becomes available.
- Invest in active transportation infrastructure, including cycling and pedestrian networks.
- Improve the taxi system.



# A healthy and green city

**We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.**

## **Natural Environment**

- Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.
- Encourage a broader range of innovative and clean energy technologies.
- Manage the interrelationships between flood protection, water quality and quantity, and land use.
- Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.
- Protect and enhance our urban forest and natural landscape throughout Calgary.
- *Continue to build public awareness and understanding of our shared responsibility to conserve and protect our environment.*

## **Healthy Living**

- Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.
- Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.
- Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.



## A well-run city

**Calgary's government is open, responsive and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.**

- Finalize a new City Charter with the province.
- Be as efficient and effective as possible, reducing costs and focusing on value-for-money.
- Examine opportunities for alternative service delivery for competitiveness.
- Balance demand for quality City services with affordable taxes.
- Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.
- Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.
- Continue to transform the organization to be exceptionally citizen-focused in its approach and delivery of service.
- Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.
- Strive to be an employer of choice with a focus on addressing The City's aging workforce.





## Recommendation

That Council:

1. Approve its priorities for 2015-2018 as reflected in Attachment 1 of C2014-0401.



C5014-0401

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That Council: