

**Deputy City Manager's Office Report to  
Strategic Meeting of Council  
2018 January 31**

**ISC: UNRESTRICTED  
C2018-0115  
Attachment 1**

**Attachment 1: Council Directives to Administration for 2019-2022 Service Plans and  
Budgets (One Calgary)**

**imagineCalgary – 100-Year Vision and Goals**

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together, we have built a city of energy, born of a powerful convergence of people, ideas and place. Together, we continue to imagine a Calgary and a community where:

We are each connected to one another. Our diverse skills and heritage interweave to create a resilient communal fabric, while our collective spirit generates opportunity, prosperity and choice for all of us.

We are each connected to our places. We treasure and protect our natural environment. Magnificent mountain vistas and boundless prairie skies inspire each of us to build spaces worthy of our surroundings.

We are each connected to our communities. Whether social, cultural or physical, these communities are mixed, safe and just. They welcome meaningful participation from everyone, and people move freely between them.

We are each connected beyond our boundaries. We understand our impact upon and responsibility to others. Our talent and caring, combined with a truly Canadian sense of citizenship, make positive change across Alberta, throughout Canada and around the world.

We can make it happen!

With purpose, drive and passion, Calgary will be a model city, one that looks after the needs of today's citizens and those to come. We make imagination real; it's the Calgary way. It's what we've always done and will always do.

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

<b>A Prosperous City</b>	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
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<b>Council Directives</b>	<p>The City needs to continue building a local economy that is more resilient to changes in commodity prices. Although Calgary continues to diversify its economy and reduce dependency on the resources sector, Council acknowledges that more work is required. We need to update and implement Calgary's economic development strategy while maintaining support for our energy and technology industries.</p> <p>Recently Calgary Economic Development identified six potential industries that will drive economic growth and spur job creation. These all require attention and nurturing. For example, one of those growth industries, travel and tourism, needs to move to a new level with an enhanced focus on arts, culture, festivals, and winter activities.</p> <p>Accordingly, Calgary's new economic strategy must include policies that will attract these growth industries to Calgary, support Calgary's existing businesses, enhance support for entrepreneurs, and revitalize the city's downtown core. At the same time, The City needs to methodically remove red tape and barriers that impede businesses from locating to Calgary or interfere with existing businesses and new business start-ups.</p> <p>Many Calgarians continue to struggle with housing, income, and food instability. We must continue to implement Enough for All, Calgary's Poverty Reduction Initiative. Enhancing our partnerships with other orders of government, the nonprofit sector and businesses, will be critical to fully implement this initiative, and provide equitable access to services for all Calgarians.</p> <p>Finally, The City needs to deliver programs (including public-private partnerships) to provide a sufficient supply of affordable housing, while maintaining the safety and quality of the existing affordable housing stock.</p>
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<b>A City of Safe and Inspiring Neighbourhoods</b>	Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.
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<b>Council Directives</b>	<p>Calgarians want neighbourhoods and public spaces that are safe, accessible and inclusive for all Calgarians, including seniors and people with disabilities. The City needs to work with community partners to address social issues impacting older Calgarians enabling them to receive the services they need to age in place.</p> <p>Our current method of relying on the community associations as the voice of the community must be re-examined. We need to engage Calgarians at the neighbourhood level in a way that encourages local community connections and active participation in civic life across all ages, cultures and stages of life. Calgarians have a vibrant community oriented culture that The City will support by improving connections among neighbours through community hubs and partnerships that support vulnerable individuals and families.</p> <p>Cherishing and protecting our heritage will enrich the sense of place in our communities. We need to ensure that The City's heritage processes are suitable to improve the protection and enhancement of heritage assets.</p> <p>We must also ensure that all communities are complete communities. Greenfield communities need to quickly grow to a scale where they can support community services such as transit. Developed communities need to be encouraged to re-develop sustainably and sensitively, in a way that accommodates changing community needs, and supports the public investment in them. Making it easier to build development that meets our Municipal Development Plan and the Calgary Transportation Plan will be essential to achieve this.</p> <p>Growth of the city needs to be managed in a way that achieves the best possible social, environmental and economic outcomes within financial capacities. The cost of growth needs to be minimized for The City while maximizing housing choice and affordability within these constraints.</p>
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<b>A City That Moves</b>	Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.
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<b>Council Directives</b>	<p>Council's primary concern is with the safety of all Calgarians, therefore all modes of transportation must be safe.</p> <p>All options for mobility should be desirable. We want to make walking, cycling, and transit attractive choices for Calgarians while not unduly penalizing motorists.</p> <p>Innovative technology partnerships can help to build, fund and sustain a resilient transportation network. We need to recognize that The City cannot solve all transportation connectivity issues on its own – we need to identify and form partnerships with public, private sector and nonprofit entities to improve our transportation network, adopt new transportation business models, and position Calgary as a city that moves into the future.</p> <p>We need to develop and implement innovative and technological solutions with respect to existing and new transportation infrastructure that both enhances Calgarians' safety and reduces peak-hour traffic congestion.</p>
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<b>A Healthy and Green City</b>	Calgary is a leader in caring about the health of the environment and promotes resilient neighborhoods where residents connect with one another and can live active, healthy lifestyles.
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<b>Council Directives</b>	<p>Calgary needs to address climate change in a way that engages Calgarians, resonates with the majority, and doesn't alienate people. We need to lever incentives that focus on the economic benefits of addressing climate change (such as business diversification, job creation, opportunities for small businesses and all Calgarians) and align The City's climate change strategies with other orders of government and industry initiatives.</p> <p>Calgary and The City should become nationally and internationally competitive by embracing a low carbon economy, fostering alternative energies and developing strategies to reduce adverse impacts and vulnerabilities resulting from climate change.</p> <p>We must also develop strategies to create communities that support healthy lifestyles and interaction amongst residents (walkability, pedestrian, bike and public transit connections) to reduce and prevent social isolation. Partnerships with community groups, not-for-profits and businesses will encourage the development of public meeting places that can be used by Calgarians of all ages, abilities and during all seasons.</p> <p>We need to continue to implement a range of accessible and affordable recreational programs and opportunities that encourage active daily living. Continuous investment in indoor and outdoor recreation facilities that address the changing needs of Calgarians will be important to support healthy lifestyles for all.</p> <p>Finally, we must continue to make parks and green spaces a priority and proactively seek to increase green space in neighbourhoods.</p>
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<b>A Well-Run City</b>	Calgary has a modern and efficient municipal government that is focused on continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.
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<b>Council Directives</b>	<p>Council and Administration need to speak in a collective voice that improves communication with Calgarians to help them understand: the services The City delivers; how their taxes are invested; that their municipal government functions to serve Calgarians; and that their municipal government is well-run and efficient. We need to learn from Calgarians through meaningful engagement to fully understand and respond to their service requirements and needs.</p> <p>We need to shift our understanding and focus from how services are delivered to why services are delivered. The City must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing.</p> <p>We need to validate those rules and processes that support community engagement and activism while eliminating impediments to citizens who are trying to help make improvements in their communities.</p> <p>We need to recognize that we miss opportunities for innovation in management, service delivery and planning because of an existing culture of risk avoidance. We need to create a culture, including City Council, that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve.</p>
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## **Council's Five Guidelines to Administration**

Council's Five Guidelines to Administration outline the strategic objectives and expectations for the City Manager with respect to his leadership of The Corporation, his strategic priorities regarding culture, investment and value, and his operational focus on services delivery.

Council's Five Guidelines thus describe Council's expectation of Administration with regards to how it delivers services to citizens and customers. Following a model of integrated service delivery, working collaboratively across the organization, fostering a trustworthy relationship with Council, providing services with a customer focus in mind, and basing this all on a sustainable financial plan are overarching principles that Council expects Administration to follow while delivering on every Directive set by Council for the 2019-2022 One Calgary Program.

The following five Guidelines therefore define the high level "how" of Administration's Actions towards delivering on Council's Directives.

Council's Five Guidelines to Administration are:

1. **Integrated Service Delivery** – Council is consistent in its view that the corporation needs to provide services in a much more coordinated and integrated way
2. **Engaged Leadership** – Council wants collaborative organizational leaders and managers that function together as a team
3. **Trust and Confidence** – Council is asking for an organization that is reliable, honest, effective, and that has its confidence and trust
4. **Investment and Value** – Council expects a sustainable financial plan from Administration that is responsible and creates value
5. **Cooperative Alliances** – Council endorses strategically important relationships that promote community and city building.