

**One City One Voice**  
**Calgary Recreation - Strategic Foundation**  
 aligned with  
**The City of Calgary's Corporate Direction**

<b>City of Calgary Values</b>	<ul style="list-style-type: none"> <li>Individual responsibility and collective accountability</li> </ul>
<b>City of Calgary Vision</b>	<p>Calgary Recreation makes Calgary “A great place to make a living, a great place to make a life” because the <b>benefits of recreation:</b></p> <ul style="list-style-type: none"> <li>Promote both individual and community health and well-being</li> <li>Strengthen social connections</li> <li>Enhance cultural vitality</li> <li>Drive economic prosperity</li> <li>Encourage environmental responsibility</li> </ul>
<b>City of Calgary Purpose</b>	Calgary Recreation, “ <b>Making life better every day</b> ” by: <b>Enhancing individual, family and community wellbeing</b>
<b>Mandate</b>	<ul style="list-style-type: none"> <li>Calgary Recreations’ mandate is to: <b>Shape Calgary’s recreation landscape, create vibrant communities, and inspire people to be active and creative by leading and investing in Calgary’s recreation sector</b></li> </ul>
<b>Quality of Life Results to which Calgary Recreation contributes</b>	<ul style="list-style-type: none"> <li>Calgary is an inclusive city</li> <li>Calgary has a prosperous and resilient economy</li> <li>Calgary is an innovative city that thrives on knowledge</li> <li>Calgary is a city of safe and vibrant neighbourhoods</li> <li>Calgary has a sustainable natural environment</li> <li>Calgary is a healthy and equitable city</li> </ul>
<b>Value to Calgarians</b>	<p>Calgary Recreation provides:</p> <ul style="list-style-type: none"> <li>Affordable and accessible recreation, arts and cultural opportunities</li> <li>Quality service provision and skill development opportunities</li> <li>A range of engaging opportunities that inspire individuals, families and communities to lead healthy, creative and active lives</li> </ul>

<b>Where we play</b>	<ul style="list-style-type: none"> <li>• Priority customer segments <ul style="list-style-type: none"> <li>- Families with children</li> <li>- Youth</li> <li>- Underserved Calgarians</li> </ul> </li> <li>• Primary service focus <ul style="list-style-type: none"> <li>- Introductory and entry level skill development</li> </ul> </li> </ul>
<b>Where we lead</b>	<ul style="list-style-type: none"> <li>• Calgary Recreation’s role is to shape Calgary’s recreation landscape by leading and investing in the sector. Our job is to: <ul style="list-style-type: none"> <li>- Understand the recreation needs and wants of Calgarians</li> <li>- Understand the spectrum of arts, culture, recreation and sport opportunities within the city and who provides them</li> <li>- Identify gaps in service provision</li> <li>- Continually evaluate how to bridge the gap between what is being provided, what is accessible, and what is needed</li> <li>- Be accountable and responsible for how The City invests in the recreation sector to achieve desired outcomes</li> </ul> </li> <li>• Service delivery – Calgary Recreation may: <ul style="list-style-type: none"> <li>- Enable others to achieve our common outcomes</li> <li>- Facilitate connections between providers and promote the efforts of other providers delivering common outcomes</li> </ul> </li> <li>• Utilize alternate service delivery methodologies to achieve specific outcomes</li> </ul>
<b>Organizing Principles</b>	<ul style="list-style-type: none"> <li>• Leadership is driven by purpose</li> <li>• To create a healthy and vibrant city requires involvement of the community and community organizations</li> <li>• Direct service delivery extends beyond the walls of City of Calgary facilities</li> <li>• Consistent high-quality customer service can never be compromised</li> <li>• Calgary Recreation has a positive and proactive disposition to “possibility thinking” – adaptive/innovation</li> <li>• Apply a business minded approach to sustain the delivery of recreation, arts and culture services</li> </ul>