

## 2. Council's Leadership Role

### a/ Issue Statement:

Aldermen and the mayor are elected to direct the operation of municipal services for the benefit of the citizens of Calgary and to plan for the needs of the city and its citizens. Municipal governments are a child of the Provincial government, under the Canadian Charter and constitutional agreement, so these tasks are defined and authorized currently by the Alberta Municipal Government Act. As elected municipal officials you must establish policy for the civic administration, set standards, determine financing options, and respond to citizen concerns. To this end you must direct civic administration in their tasks, their goals, their financial needs, and balance the priorities between various departments against the funding available. This management of the administration appears to be lacking in coordination, in setting priorities, and in assuring efficient and effective operations.

*We believe that Council should be setting the priorities and provide clearer direction to civic administration and related civic authorities and organizations.*

### b/ Background:

There have been many instances where administrative sections appear to be making decisions that conflict with or are counter to Council directions. Budget and policy issues on policing, transit funding, Calgary Parking Authority, Calgary Housing, Calgary Properties, Enmax, Calgary International Airport, Convention Centre, Stampede Board, and even Parks seem to arise continually with various managers proceeding with apparently independent actions. For example the Airport Authority appears to be telling Council how it will arrange airport access for its citizens rather than Council providing leadership. Or Parking Authority setting their own rates, system options, and uses of parking in-lieu grants. Or Enmax profits staying with corporate structures rather than active programs on energy options and costs reductions for citizens. Or Police Department indicating what they won't do if their funding isn't to their liking. Or a new Land Use Bylaw that is tremendously complex, convoluted, inefficient and unintelligible to all but the most experienced and expensive of consultants (over a thousand pages when in 1960 36 pages did the job for its citizens then). Yes many of these Boards and Committees are independent or semi-autonomous and have provincial charters or authorizations, but they often have tax breaks, council membership, funding independence, and other benefits not available to normal businesses or citizens.

### c/ Questions for the Candidate:

How would you, as an elected alderman or mayor of Calgary manage to direct these various entities to the benefit of all the citizens and the future of Calgary?

How would you assure the citizens that they are being treated fairly, efficiently, and honestly by these various organizations and their processes?