



Engage Resource Unit

Research and Engagement Library // Document Overview

Document Overview

Project Name: **Action Plan 2015 - 2018**

Document Type: **What we Heard Report**

What is an Engagement Plan or Strategy ?	What is a What we Heard Report ?	What is a Final Summary Report ?
<i>A document that outlines the objectives for conducting engagement, who we planned to engage with and what engagement activities were planned.</i>	<i>A document that outlines the feedback that was heard through an engagement process.</i>	<i>A document that describes the purpose for engagement, who we talked to, and how their input was used by The City to help make decisions.</i>
Why are we engaging?	To create a strategy for developing the City's four year business plans and budgets from 2015 – 2018.	
What stakeholders are involved?	City Wide (Internal and External)	
What are we talking to stakeholders about?	Feedback was sought on a variety of areas including transit, affordable housing, urban planning, efficiency, and taxes within The City of Calgary. The four key areas of Action plan include council priorities, departmental business plans, budgets, and citizen engagement.	
When did this engagement happen?	2014	

ISC: UNRESTRICTED
C2014-0349
ATTACHMENT

Action Plan 2015-2018

Engagement Results Report

THE CITY OF CALGARY

Action Plan

2015 – 2018



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I Executive Summary

Overview

The City's Business Planning and Budget Coordination process, *Action Plan 2015-2018*, presents a road-map for developing the City's four year business plans and budgets. This process combines clear Council priorities, with strategic direction from The City's long-term planning policies to ensure Calgary's future, while being efficient and accountable today.

Given the of the wide range of interested stakeholders and the potential impacts they could have on this complex project, it was determined early on that no single engagement approach on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

The Action Plan engagement campaign ran from March 3-21. The goal was to let all Calgarians know of the opportunities to participate, give them accessible ways to participate through a variety of formats, and to gather quality input from citizens to aid council and administration in its work.

The Action Plan engagement results reflect the diverse and thoughtful opinions, priorities, concerns and community aspirations of participants across multiple input streams.

Key Observations

Calgarians who participated in the Action Plan engagement provided their feedback to consider. The input gathered covers a wide-array of opinions and ideas, several key themes emerged throughout all engagement streams and revealed some consistent priorities.

- **Transit**
 - An efficient and reliable public transit network was identified as a top priority consistently across engagement input streams.
- **Affordable Housing**
 - Emerged as a priority across input streams expressed as impacting everything from cost of living, to social isolation, to job talent attraction.
- **Other Transportation**
 - While public transit emerged as a priority on its own, it is clear that how Calgarians get around is a top-of-mind priority.



- **Other Community/ Urban Planning**
 - Community safety, local parks and amenities, and urban sprawl were commonly recurring topics.
- **Efficiency/ Effectiveness**
 - There was an expressed desire for improved demonstration of spending efficiencies in municipal service delivery.
- **Taxes/ Tax Rates**
 - There was an expressed preference to maintain service levels, even if accompanied by tax rate increases. There was also recognition that property taxes could be a burden to those with lower or fixed incomes.



II Background Information

1 Action Plan 2015 - 2018

The City of Calgary Action Plan is a multi-phase, year-long process during which citizens, City Council and City staff establish future direction and find the right balance between investing in quality public service and keeping tax rates affordable.

The Action Plan includes four key areas:

- **Council Priorities** establish strategic direction for 2015-2018.
- **Departmental Business Plans** implement Council direction with strategies, actions and targets.
- **Budgets**, aligned with priorities and plans, set tax rates, utility and user fees.
- **Citizen Engagement** provides qualitative input into priorities and plans.

In March 2014, a comprehensive stakeholder engagement program provided citizens with opportunities to gain a greater understanding of The City's business planning and budgeting process and to provide input into the Action Plan. A variety of activities incorporated into the engagement plan enabled citizens to get involved in the process, providing feedback for City Council and City Administration to consider when developing Council Priorities for spending and service delivery for 2015-2018.



Figure 1: Inputs to Council Priorities



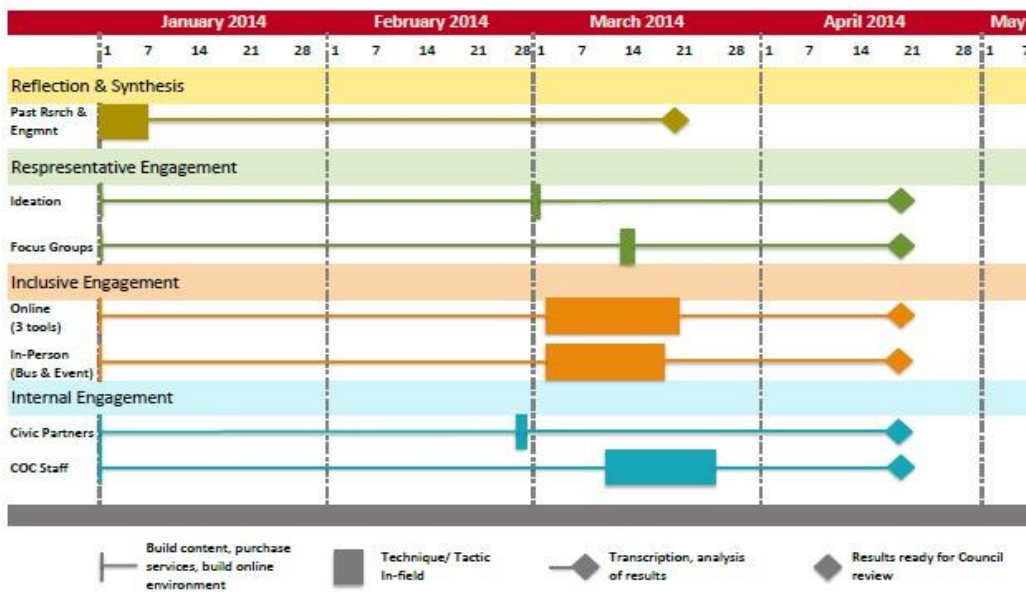
III Engagement Approach

In November 2013, City Council approved the budget, scope and scale for citizen engagement to support City Council and City staff during the planning process for the Action Plan. The engagement was directed to:

- Be comprehensive, inclusive, and provide multiple opportunities across multiple channels to participate;
- Improve access and convenience of face-to-face opportunities through locating engagement events at community gathering places such as malls, libraries, leisure centres, parks, etc.;
- Ensure citizen awareness of engagement opportunities through extensive marketing;
- Embed opportunities for education on the City's services, budgets and business planning process in the engagement tactics;
- Focus dialogue on the community vision outlined in The City's guiding strategic documents;
- Leverage existing engagement and research results in the development and implementation of the engagement strategy.

To meet Council's engagement objectives within the time frame of Action Plan, multiple engagement and research tactics were implemented simultaneously in March 2014 and organized into four input streams. The four engagement-input streams included: Reflection and Synthesis, Representative Engagement, Inclusive Engagement, and Internal Engagement.

Action Plan 2015-2018 Engagement Timeline



- **Reflection and Synthesis** involved a review of citizen engagement and research activities across the corporation conducted from 2010-2013.
- **Representative Engagement** employed qualitative research methods. Participants in this stream were recruited to ensure representation of harder-to-reach populations and the broad diversity of perspectives of Calgarians.
- **Inclusive engagement** was the core effort of the engagement strategy, which sought to reach, educate, and solicit feedback from as many Calgarians as possible regarding spending priorities and the City's long-term priority areas.
- **Internal Engagement** leveraged City staff and civic partners' specialized knowledge to generate ideas of ways to collaborate for efficiency and improved community success.

1 Strategy

Building an integrated engagement plan to meet the engagement objectives required utilizing complementary techniques and tactics that could be implemented simultaneously. In this way each of the engagement objectives could be met within the time frame for engagement and any limitations imposed by a singular engagement technique could be balanced by the use of another.

While no single engagement tactic used in the engagement plan could meet all of the Council directed objectives, together the integrated results of the four engagement streams provides a comprehensive understanding of citizen and stakeholder perspectives and priorities for City Council and staff to consider as they develop the City's four-year road map for 2015-18.

1.1 Methods of Input

Activity-based methods of input reduced the need for subject matter expertise by embedding subject complexities into the structure of the activity. Content in the activities provided something for participants to respond to which increases the clarity of input. Activity-based engagement methods constrained input to within the limitations of the activity. Input methods of this type employed in Action Plan engagement included:

- Online City Priorities Tool
- In-Person City Priorities Dotmocracy
- Online Budget Simulator

Discussion-based methods of input generated context for the input collected and contributed to transparency by encouraging participant-to-participant interactions. Discussion-based methods did not address subject-specific education nor limit input from going off-topic. Input methods of this type employed in the *Action Plan* 2015-2018 engagement included:

- Online City Talk Discussion Tool
- In-person Sticky Note Discussion Boards
- Online Open-ended comments in both Budget Simulator & City Priorities Tool
- Citizen Ideation



- Social Agency & Business Focus Groups
- Civic Partner Ideation
- City Staff Fluid Survey

Self-Selected Participation methods of input were characterized by the self-selection of participants and by reduced barriers to participation. These methods contributed to the inclusivity of the engagement process and provided the broadest reach and awareness of opportunities for input and the greatest opportunity for subject matter education. Input methods of this type included:

- Online Budget Simulator
- Online City Priorities Tool
- In-person City Priorities Dotmocracy
- In-person City Priorities Card
- Online City Talk Discussion Forum
- In-person Sticky-note Discussion Boards
- City Staff Fluid Survey

Recruited Participation methods of input were characterized by the recruitment of participants to represent a wide array of views and opinions, in addition to key socio-demographic variables. These methods contributed a balance of perspectives, as well as allowed for exploration of participant perspectives in more depth than possible in the Inclusive engagement stream. Recruiting participants limited the ability to broadly increase awareness or education on the subject matter. Input methods of this type included:

- Citizen Ideation
- Social Agency & Business Focus Groups
- Civic Partner Ideation

2 Implementation

Implementing the Action Plan engagement took the coordinated efforts of many staff across various workgroups within The City. Activities undertaken included:

- Preparation of a printed Budget Kit and project web presence for participant education
- Deployment of a multiple-channel integrated marketing and communications campaign to promote opportunities to participate
- Development and launch of the online and in-person engagement tactics
- Recruitment for qualitative research
- Facilitation of 21 engagement and 6 qualitative research events from March 1 – March 21, 2014.

The table below shows a snapshot of activities undertaken in the implementation of the Action Plan 2015-2018 engagement strategy.



A snapshot of Action Plan engagement implementation activities				
Past Research and Engagement Analysis			Inclusive Engagement	
Analysis and synthesis of City research and engagement 2010-2013	86 reports analyzed, 9 analysts		Awareness Campaign	<ul style="list-style-type: none">– 6 Ads in 3 newspapers– 640 Transit ads– 2 Ads in 127 Community Newsletters– Social Media ads promoted 14,900 times– 307 E-newsletters sent– 13 Bold Signs– 7 Fairchild Ethnic Radio Ads over 59 spots– 8 Shaw TV City Matters– 4000 Budget Kits– Posters in all City facilities– Internal & external digital displays
Representative Engagement Stream (Qualitative Research)				
Citizen Ideation	80 citizens			
Focus groups with representatives from local Community Agencies, Local Businesses, and Business Groups	40 representatives			
Internal Engagement			Face-to-Face Opportunities for Input	<ul style="list-style-type: none">– 21 Events over 18 Days with 3367 Citizens, 63 Facilitators
Civic Partners Ideation	50 representatives		Online Opportunities for Input	<ul style="list-style-type: none">– 13,222 Action Plan website visits– 7,993 visits to 3 tools over 18 Days, with 3451 submissions
Employee Survey	80 responses			

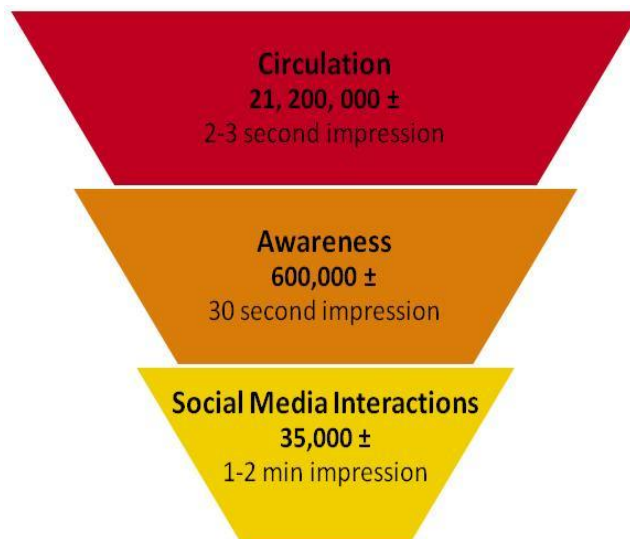
3 Engagement Reach and Participation

The Action Plan inclusive engagement saw a strong response from Calgarians. Engagement events averaged 160 participants per community session with consistent attendance up until the last event and total attendance just over 3,300 citizens. Time spent on the Action Plan website averaged five minutes per visit. Visit time spent on the online engagement tools averaged 8-10 minutes per visit with over 3,400 total submissions. In total, the website and online tools received over 21,000 visits.

This strong response was fueled by an active awareness campaign. The following figures illustrate the circulation, awareness, and rates of participation in the engagement for *Action Plan 2015-2018*. The figures also show the average interaction time of participants across engagement methods.



3.1 Marketing & Outreach



Circulation:

The total number of impressions put out through various marketing mediums to expose the message.

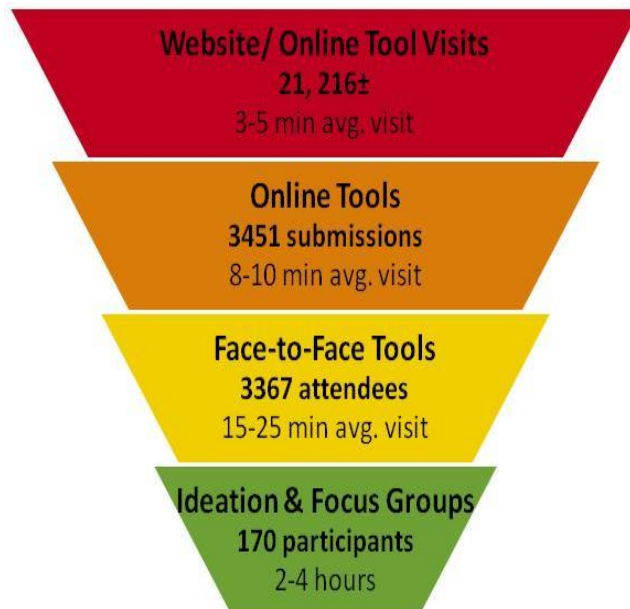
Awareness:

The likely number of times that the message is noticed based on reach and frequency of messaging.

Social Media Interactions:

The number of click-through on promoted ads, and re-sending of content.

3.2 Education & Participation



Website/ Online Tool Visits:

Unique visits to the project website or directly to each of the three online tools.

Online Tools:

Of visitors to the three online tools, describes the number of submissions received.

Face-to-Face Tools:

Visitors to the 21 in-person events held at various community locations around the city.

Ideation & Focus Groups:

Recruited participation across Citizen & Civic Partner Ideation Sessions, Social Agency and Business Focus Groups



IV Engagement Results

Action Plan engagement results reflect the diverse and thoughtful opinions, priorities, concerns, and community aspirations of participants across input streams. Without the commitment of the thousands of individuals who participated, this robust portrait-in-time of citizen and stakeholder perspectives would not have been possible.

The Key Observations from Inclusive & Representative Engagement outlines the top priorities articulated by participants of those streams. These observations are a synthesis of the input received.

Additional context for understanding citizen and stakeholder priorities is provided in the Key Observations from Past Research and Engagement Analysis.

"There's merit in doing this. There's even more merit...and value...and IMPORTANCE..in SHARING the findings/results and making it EXPLICITLY clear and transparent that this process actually contributed to and influenced policy decisions."

Key Observations from Internal Engagement provides an inside look at some of the considerations that inform opportunities for increased efficiency and collaboration within the City of Calgary.

Trends Informing Priorities articulates the trends or factors that influence consideration of what contributes to or detracts from quality of life in Calgary. These trends were articulated during the discussion in the Representative Engagement Stream.

For a detailed review of individual engagement streams, please see the appendixes.



1 Key Observations from Inclusive & Representative Engagement

The response from Calgarians who participated in Action Plan engagement provided a diverse collection of feedback to consider. While the input gathered covers a wide-array of opinions and ideas, several key themes emerged throughout all engagement streams and revealed some consistent priorities across participation.

Transit. Public transit emerged as a key priority regardless of the engagement stream, participants, or method of collecting input. Reasons submitted for the importance included: improved efficiency in the city's transportation system, a more affordable commuting option for work, and as an important asset for increasing accessibility to services and amenities across the city's vast geography.

Affordable Housing. Affordable housing was mentioned nearly as often as public transit in every input stream provided in Action Plan engagement. Businesses and Civic Partners both cited a lack of affordable housing as a barrier to attracting employees, and in particular, general labour. Social Agencies and Civic Partners mentioned the lack of affordable housing as a contributing factor to social isolation and increased pressure for subsidized access to services. Citizens cited affordable housing as a particular challenge and a leading contributor to a negative quality of life in Calgary.

"I agree with both sides - it's essential both low and high income Calgarians take Transit. I fully support a cost structure that gives lower income Calgarians a break. I think it would also be good to explore other ways to supplement funding for Calgary Transit."

Other Transportation:

- **Vehicle.** It is clear that a well-managed road network is an important priority for Calgarians. Notably however, in the online engagement, this priority showed distinct variation by geographical distance from downtown.
- **Pedestrian networks.** This showed up as a priority for Calgarians to access local amenities with improved pedestrian networks. For those areas located closer to the core, pedestrian networks were also valued as a commuting choice.
- **Bikeways.** This topic made a strong appearance in the citizen engagement results, less so in the Representative engagement streams. Like pedestrian networks, areas closest to the core tended to prioritize cycling infrastructure as a mode of transportation more so than in outlying areas.

Other Community/ Urban Planning:

- **Public safety.** Safety was identified as important across all input streams. Comments and submissions indicate a desire to maintain current priorities and service levels.
- **Local amenities.** Participants across all streams stressed the need for local parks, local cultural festivals and local access to recreation opportunities as a priority. In the case of business groups



and Civic Partners there was direct correlation between these contributing factors to quality of life and the ability to attract talent to the City. Social agencies and citizens identified how these amenities had a positive impact on social isolation, affordability and quality of life in their communities.

- **Urban Sprawl.** Across all input streams, citizens indicated a desire for less sprawl and integrated approach to planning, and to ensure a choice of housing and business facilities. Those groups familiar with The City's long-term planning documents by name encouraged continuation with implementing the Municipal Development Plan, Calgary Transportation Plan and promotion of the long-term vision of Calgary.

"I understand that whatever you prioritize, you will be unable to please everyone! It is high time that communities were not pitted against one another, fighting for limited resources."

Efficiency/ Effectiveness:

- **Collaboration.** Businesses, social agencies and Civic Partners all discussed the strong collaborative spirit in Calgary, and the importance of strong organization-to-organization relationships and partnerships. There was some caution that seeking efficiencies through collaboration required being clear about efficiency versus effectiveness. Through all streams of engagement it was noted that experiences interacting with The City highlighted a need for more collaboration between City Departments and Business Units.
- **Cut Red Tape.** Businesses, social agencies, Civic Partners and citizens all mentioned regulatory (permitting, licensing, and planning) burdens as frustrating and cost-increasing factors to many aspects of their activities.
- **Spending efficiencies.** Citizen and stakeholder comments across input streams resonated with the concept of spending efficiencies. While specific examples of efficiencies were not well defined, there was an expressed desire to see better communication of specific examples of efficiency within The City.

Taxes:

- **Maintain Services.** This was a common theme in all input streams. Comments about tax and service levels strongly suggest a preference to maintain service levels, even if tax rates increase.
- **Demonstrate Value.** Dialogue during qualitative research sessions, and open-ended comments received through inclusive engagement, that expressed preference for maintaining services were quickly qualified with a mention to demonstrate value and to educate citizens on where tax dollars are spent. Citizens mentioned the need to make this information easily available on The City's website, or by calling 3-1-1; and to ensure the information was easy to understand. Business groups suggested developing a monthly (or regular) report card to show performance measurements of City budget and activities/services targets.



- **Lower Taxes/ Lower Tax Rate Increases.** While not showing as a top priority, comments about the desire to lower taxes or tax rate increases were made in each input stream. Context given to these comments expressed recognition that Calgary's strong economy did not affect everyone evenly and that property taxes could become burdensome to those with lower or fixed incomes.

1.1 Spending Priorities

Exploration of participant spending priorities was accomplished through open-ended comments in qualitative research sessions, in-person events and through the online Budget Simulator. In addition to open-ended comments, the online Budget Simulator allowed citizens to weigh service change implications against tax rate implications in consideration of the composition of the property tax-supported municipal budget. For a detailed review of engagement specific to priorities for spending and services please see appendix C1.

While individual budget submissions reflected the entire possible spectrum of changes presented in the tool, on average the aggregate change to The City's over-all tax supported budget was 5.22 percent increase per year which was similar to the Maintain Services Scenario at 5.3 percent increase per year. Figure below shows the averaged results of all individual budget submissions received in the online Budget Simulator.

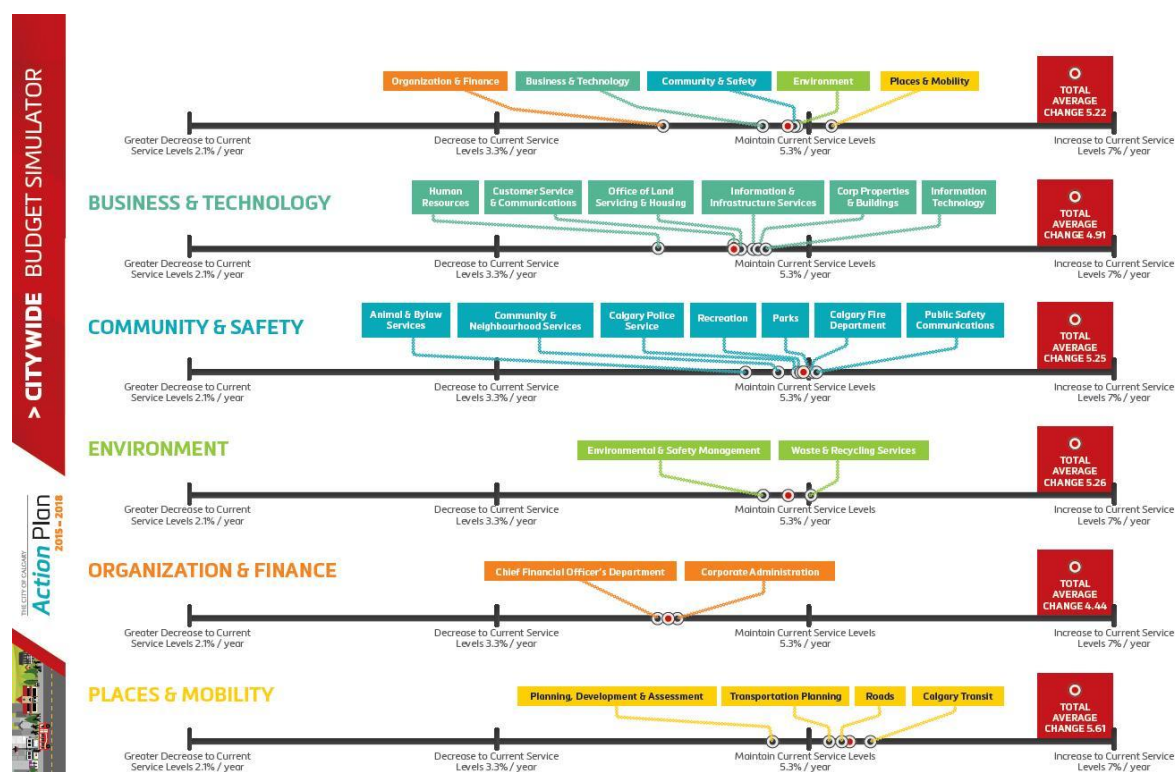


Figure 2: Citywide Budget Simulator Submissions



Comment submissions related to spending are reflected in the Key Observations on taxes and spending efficiencies noted in the preceding section. That is, modest tax rate increases to maintain services is preferred to reducing services. Also noted was the desire to see greater effort put into demonstrating value for taxes and spending efficiencies, as well as a recognition about the impact of property taxes to lower or fixed-income households. For a detailed review of engagement specific to comment submissions please see appendix C3.

1.1.1 Key Observations on Budget Submissions

Value on external-facing services. Consistently, internal-facing services saw a larger on average decrease than external-facing services.

Budget distribution across services. Larger average decreases were applied to comparatively smaller areas of the budget, minimizing impact to the overall budget.

Preferences by geography (Ward-by-ward comparison). While there is definitely variation between individual wards on spending priorities, these do not appear in well-defined patterns based on geography. Furthermore while 78% of total budget simulator submissions included location information, the tool was not designed to ensure that results reflect ward-wide perspectives.

1.2 Priorities for Community Vision

Action Plan engagement sought input from participants on priorities related to areas of focus embodied in The City's long-term guiding strategic documents, including the Sustainability Direction 2020, The Municipal Development Plan, and the Calgary Transportation Plan.

Together these documents provide direction towards The City's 100-year vision, and participants in each engagement stream were asked about these longer-term priorities for the upcoming four-year business cycle.

Exploration of participant priorities for community vision was accomplished through open-ended comments in qualitative research sessions, in-person events and through the online City Priorities Tool. In addition to open-ended comments, the online City Priorities Tool and in-person Dotmocracy allowed citizens to directly select their top three priorities within larger priority areas. For a detailed review of engagement specific to priorities, please see appendix C2, for a detailed review of engagement specific to comment submissions, please see appendix C3.



Figure 3: Relative Preference of Online Priorities



1.2.1 Community Vision Priority Areas

Across engagement input streams and methods of input, the results show a strong alignment for high-level priority areas in terms of their relative importance to citizens and stakeholders. The table below illustrates the top priorities articulated in each engagement input method across engagement streams.

High-Level Priority Areas Across Action Plan Engagement Input Methods						
Budget Simulator						
Places & Mobility		Environment	Community & Safety	Business & Technology	Organization & Finance	
Priorities Tool (Online)						
Getting Around	Calgary's Communities	Growing Calgary	Calgary's Economy	Calgary's Environment	How The City of Calgary Works	
Citizen Ideation						
Transit	Urban/Community Planning	Vehicle Flow	Affordable Housing	Pedestrian, Bikeways	Arts funding	More taxis
Business Focus Group						
Improved growth management practices (housing in particular)		Simplification (permitting, licensing)		Addressing property tax differential		
Social Agency Focus Group						
Affordable Housing		Affordable Transit		Affordable access to recreation	Planning process improvements for social care uses	
Civic Partner Ideation						
Strengthen relationships with City and between Civic Partners	Growth of public transit system		Improvements to City's transportation infrastructure	Support quality of life in Calgary	Promote long-term vision for Calgary	

1.2.2 Community Vision Priorities within Priority Areas

Variety *within* priority areas: While there is a great degree of alignment with high-level category areas, there is greater variety of priorities *within* those high-level categories across engagement input streams.

Geographic preferences: There is more variety *within* each of the priority areas than across them. Responses show consistency between where participants live in the city and with the priorities expressed *within* each category. Furthermore while 83% of priority submissions included location information, the tool was not designed to ensure that results reflect ward-wide perspectives.





Figure 4: City Wide Priorities (online & in-person)

Getting Around Calgary. The Getting Around Calgary category was chosen most frequently as a top-three priority across the city. Within this category, **Transit** was chosen most often as one of the top three priorities.

Patterns of responses by geography. Beyond Transit, there was a noticeable pattern across geographic areas of the City in terms of which differing modes of transportation were selected as one of the top three transportation priorities. Furthest away from the core, vehicle-related priorities were chosen more often than any other modes of transportation. Geographic areas closer lying, but not closest to the core, chose vehicle-related priorities more often but also showed a higher incidence of choice for alternative modes of transportation-related priorities. Areas closest to the core chose alternative modes of transportation-related more frequently than vehicle-related priorities. This pattern is discernable within the ward-by-ward breakdown of the results and may be worth further exploration in the future.



Calgary's Communities. The Calgary's Communities category was chosen second most frequently as a top-three priority across the City. Within this category **Crime prevention and enforcement** and **Affordable housing** were chosen as one of the top three priorities with nearly the same frequency.

Patterns of responses by geography. Beyond the two most frequently chosen items, priorities within this category generally show more variability area to area than those in Getting Around. Crime prevention and enforcement was chosen most often across the city as a top-three priority followed very closely by affordable housing. A notable exception to this pattern is that in areas closest to the core Affordable housing was the most often chosen top priority and Crime prevention and enforcement was more likely to show as the fourth or fifth most chosen item as a top-three priority.

"I grew up in Calgary's suburbs - Sundance. Now in the housing market myself - and employed downtown - I wish for nothing more than an apartment in a safe, WALKABLE, mixed-use community with accessible LRT or BRT service."

Growing Calgary. The Growing Calgary category was chosen third most frequently as a top-three priority across the City. Within this category **Local parks, green spaces, sports fields** was chosen most often as one of the top three priorities.

Patterns of responses by geography. Local parks, green spaces, sports fields was chosen most often across most areas of the city, however, in the least outlying areas, the most frequently chosen top-three priority was Reinvest in older community infrastructure. This pattern is discernable within the ward-by-ward breakdown of the results and may be worth further exploration in the future.

Calgary's Economy. The Calgary's Economy category was chosen fourth most frequently as a top-three priority across the city. Within this category **A diversified local economy** and **Small business growth and development** were chosen as one of the top three priorities with nearly the same frequency.

Patterns of responses by geography. Priorities within this category showed generally strong alignment across areas of the City, with a notable exception of the centre and centre-east areas of the City. A diversified local economy was the most frequently chosen top-three priority across the city, except for the centre and centre-east areas of the City where Small business development and Local economy development were chosen more frequently.

Environment. The Calgary's Environment category was chosen fifth most frequently as a top-three priority across the City. Within this category **Responsible use of water and energy** and **Plant and maintain urban trees** were chosen as one of the top three priorities with nearly the same frequency.

Patterns of responses by geography. While there is definitely variation Ward to Ward on environmental priorities, these do not appear in well-defined patterns based on geography.



How the City of Calgary Works. The How The City of Calgary Works category was chosen sixth most frequently as a top-three priority across the City. Within this category **Spending efficiency and cost saving measures** and **Funding sources other than property taxes** were chosen as one of the top three priorities with nearly the same frequency.

Patterns of responses by geography. While there is definitely variation Ward to Ward on spending priorities, these do not appear in well-defined patterns based on geography.

2 Key Observations from Past Research & Engagement Analysis

Examination of 86 research and engagement reports conducted from 2010-2013 revealed six overarching themes; for a detailed review of past research and engagement, please see appendix A. The noted themes are:

- **Service Commitment.** Calgarians consistently rate most City services as important. Of note was a lack of detailed knowledge of City services. Broad service categories such as Fire Department or Residential Garbage Collection received various ratings of importance, but specific services provided in these areas appeared less familiar to respondents leading to some inconsistencies related to Level of Service and Expectations.
- **Safety.** Overall perceptions of safety have steadily increased in Calgary from 2010-13. Citizens have expressed a lower perception of safety in the Centre City, while fewer citizens believe that neighborhood crime rates have increased.
- **Citizen Dialogue.** Survey responses emphasized the importance that citizens place on opportunities to provide feedback to The City about their preferences, priorities, habits, approach to consuming information, and opportunities to be involved.
- **Affordability and Value.** Citizens are knowledgeable about tax dollar spending and are willing to pay more taxes to expand or maintain services. In short: they will pay if they know what they are getting. Affordability of housing in Calgary is a main concern – the majority of citizens believe affordable housing is important and that The City should help fund affordable housing.
- **Equity and Fairness.** It appears equity and fairness is the one main theme area where The City of Calgary can improve. The importance of having city supported programs and services for diverse groups such as youth, seniors, persons with disabilities, those in poverty, homeless or socially isolated was also identified.



- **Quality.** Quality here refers to the direct services provided by The City and citizen expectations for quality of that service. In terms of satisfaction, research points to a growing sense of improved quality service amongst citizens.

3 Key Observations from Internal Engagement

City employees are key contributors to many aspects of the business planning and budgeting discussion at the City. There was a desire at the program level of *Action Plan 2015-2018* to explore ideas around collaboration for efficiency across the corporation. The Action Plan engagement leveraged the complementary and ongoing work of Cultural Transformation to most effectively target this stream of engagement with City staff.

- *Note: this internal engagement was not intended to replace or replicate the extensive internal engagement individual Business Units have conducted with their staff directly into Departmental Business Plans.*

Through their survey submissions City employees recognized that generally citizens do not differentiate business units, all City Staff work for “The City.” While this does not reflect the internal experience of working within business units, it can provide a basis for collaborative effort through the acknowledgement that employees are all on the “same team, no matter the job we do.” Shared outcomes can help to align efforts in a more collaborative way, and employees suggested that defining and communicating on performance measures based on citizen and community success was another way to begin to build a collaborative framework for efficiency at The City. Priorities to improve increased connection across business units and more horizontal integration of business units included:

- more networking with others in the corporation doing similar work and sharing of learning
- better communication within business units, across the corporation and with our external stakeholders
- Shared understanding of root issues/needs from citizens and from each other (City employees)

For a detailed review of engagement specific to City employees, please see appendix D2.

Another group considered in the Internal Engagement stream was The City’s Civic Partners. The City invests significant resources in its Civic Partners’ organizations, including operational and capital funding, land, buildings, artefacts and liaison support. In turn, the Civic Partners manage these resources and provide Calgarians with a wide range of opportunities and services. This unique group of stakeholders have both internal and external perspectives on business planning and budgeting endeavours at the City. A specific ideation session was conducted with over fifty representatives of the Civic Partner organizations.

Civic Partners discussed a desire for more opportunities to collaborate with The City. Participants cautioned, however, that the perception that collaboration leads to efficiencies isn’t always true, commenting that “efficiency is not the same as effectiveness” Within the Civic Partner community



there was a sentiment that collaboration and efficiencies could be found in shared support services and HR, or shared activities such as marketing and promotion.

For a detailed review of engagement specific to Civic Partners, please see appendix D1.

4 Trends Informing Priorities

In each qualitative research session in the Representative Engagement stream, participants were asked to consider major trends facing Calgarians or factors contributing to, or detracting from, quality of life in Calgary. These trends, and the strong alignment they show across sessions, can provide some context and understanding when considering the subsequent Key Observations from the Action Plan Engagement.

Diversity. Repeated across qualitative sessions, there is recognition that increasing demographic diversity in the city is, in turn driving increasingly diverse customer and stakeholder expectations and requirement; shifts in the technologies used to access services and products, as well as defining the need to leverage the contribution of diversity to the workplace in a global market.

Affordability. In each qualitative research session, discussion repeatedly visited the idea that a strong Calgary economy did not affect everyone evenly. While providing opportunities for many Calgarians, this same economy could negatively impact affordability for many others, exacerbating social isolation and increasing demand for access to free or subsidized services. There was additional concern that a lack of affordability negatively impacted the ability to attract and retain talent to the city, and increased the cost to large employers considering relocation costs.

Quality of life in Calgary. Qualitative research participants were asked to describe positive and negative factors affecting quality of life, or quality of the business environment, in Calgary. There were many similarities across sessions, and these have been compiled in the table below to illustrate the considerable alignment of the input received from session participants.



Factors impacting quality of life in Calgary across qualitative research techniques			
Citizen Ideation	Social Agency Focus Groups	Business Agency Focus Groups	Civic Partner Ideation
Positive perspectives on Calgary as a place to live and do business.			
<ul style="list-style-type: none"> – Friendly city – Diverse population – Vibrant – Welcoming – Innovative – Safe <p>Contributing factors to Quality of Life:</p> <ul style="list-style-type: none"> – Parks – Pathways – Cultural activities – Recreation facilities/ opportunities – Recycling – Dog parks <p>Citizen input into governance</p>	<ul style="list-style-type: none"> – Parks – Recreation facilities/ services – Bike paths – Libraries – Diverse population – Calgary's social heart, volunteer spirit – support in dollars and time for vulnerable Calgarians and social agencies – Increasing support for the arts – important to the social fabric of the city <p>Economic, personal success opportunities</p>	<ul style="list-style-type: none"> – City assets (Parks, Recreation facilities, bike paths, libraries, etc) assist with attracting talent – Diversity – Entrepreneurial spirit – Calgary's growth attracts young people to Calgary – requires strong cultural infrastructure – Financial opportunities – Collaborative atmosphere – Innovation – The energy sector's importance in contributing to quality of life in Calgary 	<ul style="list-style-type: none"> – Friendly and diverse population – Healthy and vibrant – Opportunity – Welcoming – Educated energetic – Innovative – Strong economy <p>Business community</p>

Factors impacting quality of life in Calgary across qualitative research techniques			
Citizen Ideation	Social Agency Focus Groups	Business Agency Focus Groups	Civic Partner Ideation
Negative perspectives on Calgary as a place to live and do business.			
<ul style="list-style-type: none"> – Sprawling – Expensive – Busy – Cold – Gridlocked <p>Opportunities to improve quality of life:</p> <ul style="list-style-type: none"> – Urban planning – Accountability – Transit – Housing – Snow removal – Secondary suites 	<ul style="list-style-type: none"> – Lack of affordable housing – Cost of living – making activities/ services accessible and affordable – Cost of living – Public transit can be expensive for low income, and become a barrier to taking advantage of opportunities in the City – Social isolation for those who cannot 'keep up' (due to affordable housing, cost of living pressures) 	<ul style="list-style-type: none"> – Affordable housing – Affordability – Permitting, Licensing and Planning processes are slow and contribute to higher costs of doing business – Not enough collaboration between City Departments/ Business Units 	<ul style="list-style-type: none"> – Challenges to meet geographic needs (inner-city vs. Suburbs, east vs. west areas of the city) – Challenges with infrastructure lifecycle needs – A growing need for free or subsidized programs related to high cost of living in Calgary



V Next Steps

The input received through the *Action Plan 2015-2018* engagement program will be provided to City Departments and Business Units for consideration in developing their four-year business plans and budgets. Departments will be presenting preliminary business plans to their respective Standing Policy Committee of Council in 2014 September, including reference to how citizen and stakeholder input was considered in their plan development.

These business plans and budgets will be coordinated and formatted into The City's *Action Plan 2015-2018*, to be publicly released in early 2014 November, followed by Council debate and approval in early 2014 December.

There will be opportunities for citizens and stakeholders to provide comments and thoughts on the consolidated draft *Action Plan 2015-2018* in mid-November. There is also a final opportunity for citizens and stakeholders to appear and present at Council's Public Hearing at the beginning of business plan and budget debates, beginning on 2014 November 24.

In the middle of each business plan and budget cycle, Council provides an opportunity to review the socio-economic outlook and other external trends, to revisit Council Priorities and citizen engagement that informed the development of the original four-year business plans and budgets, and to update the remaining two years of those plans and budgets as required to reflect changing circumstances.

The *Action Plan 2015-2018* engagement program provided opportunities for citizen and stakeholder inputs that adhered to the principles of the *engage!* Policy: transparent, inclusive, accountable, responsive, and commitment. The comprehensive and inclusive engagement approach provided multiple opportunities for citizens and stakeholders to provide input to The City's service and spending priorities. The results provide input from Calgarians that, along with other information sources, provide the necessary information to determine Council's Strategic Plan for the 2015-2018 four-year cycle, as well as set priorities and directions for Departmental business plans and budgets.



VI List of Appendices

- A. Past Research & Engagement Analysis Stream
- B. Representative Engagement Stream
 - 1. Citizen Ideation Report
 - 2. Business Focus Groups Report
 - 3. Social Agency Focus Groups Report
- C. Inclusive Engagement Stream
 - 1. Priorities for Services & Spending Report
 - 2. Priorities for Community Vision Report
 - 3. Discussion: Open-Ended Comments Report
 - 4. Verbatim Comments
- D. Internal Engagement Stream
 - 1. Civic Partner Ideation Report
 - 2. Internal Staff Survey Report



Appendix A

Reflection and Synthesis: Past Research and Engagement Analysis

THE CITY OF CALGARY

Action Plan

2015 – 2018



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THE CITY OF
CALGARY

Previous Research and Engagement Analysis – Summary Report

Date: January 3, 2014

Prepared for: Action Plan 2015-2018 Project Team

Prepared by: Research and Engagement Analysis Team

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Executive Summary

On the whole, Calgarians are satisfied and feel The City of Calgary is meeting their needs. There are no glaring areas beckoning to be eliminated. There are high rates of satisfaction with almost all City services. Areas of improvement can be found in the details however.

Upon examination of 86 City of Calgary research and engagement reports six overarching themes were noticeable in the questions and responses provided. The reports analyzed had a variety of different methodologies representing both quantitative data and qualitative citizen feedback. The six themes identified represent a general flavour of citizen perspective on areas that include: Service Commitment; Safety; Affordability and Value; Equity and Fairness; Quality; and Citizen Dialogue. Below is a summary of what was observed in these reports for each category.

Service Commitment

Observations in this category include:

- Importance of the Service;
- Level of Service;
- Expectations of service; and
- Opinions about service.

All evidence points toward the vast majority of City services being “very important” to a minimum of 40 per cent of Calgarians, with the average being mid-70 per cent and the high end ‘core’ services receiving 85+ per cent.

There does appear to be a slight disconnect between what citizens think is important and what should be done to achieve that. (For example 76 per cent of respondents rated Parks and Open Spaces as “Very Important”; however at the same time 94 per cent agree City parks and green spaces make Calgary a great place to live.)

One common theme identified when looking into Level of Service and Expectations was a general lack of awareness of the nature and breadth of City services. Broad service categories such as Fire Department, Residential Garbage Collection, or Operations of Roads received various ratings of importance, but specific detailed services provided in these areas appeared to be less familiar to respondents making an assessment of their expectations. The impact of this is inconsistencies in interpretation of specific activities related to Level of Service and Expectations.

Safety

Ninety four plus per cent of Calgarians are satisfied with Police, Fire and the quality of their drinking water.

Overall perceptions of safety have steadily increased in Calgary, with the percent of respondents strongly agreeing that “Calgary is a safe city to live in” increasing from 38 per cent in 2010 to 55 per cent in 2013.

In 2013, 8 per cent of Calgarians first mentioned “crime, safety and policing” when asked about the most important issues facing Calgarians, and as the first issue mentioned, it has consistently rated third since 2010 behind only “infrastructure, traffic & roads” and “transit”. This 8 per cent represents a significant decrease from 2012, when 13 per cent of Calgarians mentioned crime as the first issue.

Citizens have expressed a lower perception of safety in the Centre City, while fewer citizens believe that neighbourhood crime rates have increased.

There appears to be a general feeling that the CTrain system is safe (90 per cent strongly or somewhat agree); however respondents expressed significantly more concern with the limited number of Peace Officers (64 per cent) and the behaviour of other passengers.

The perception of roadway travel safety drops during winter conditions from 88 per cent to 72 per cent believing “travel is reasonably safe due to road conditions;” however with respect to the travel safety of various modes during winter conditions, pedestrian travel on sidewalks received the lowest safety rating (58 per cent) followed by bicycle and pedestrian travel on pathways (67 and 69 per cent respectively).

Affordability and Value

In reviewing the research and engagement affordability and value for tax dollars were identified as key themes running throughout.

Depending on the measure, 30 to 65 per cent of Calgarians feel they are getting good value for their property taxes overall. However, citizens are increasingly knowledgeable about tax dollar spending and are willing to pay more taxes to expand or maintain services. In short: they will pay if they know what they are getting.

Respondents were most positive about the value for money at City of Calgary Golf Courses, followed by City of Calgary Recreation, the piloted food and yard waste collection, recycling collection and water bills.

A majority would like to see more investing in the Calgary Fire Department (63%) and in Public Safety Communications (59%), while majority support was lacking for increasing the investment in Animal & Bylaw Services (34%) and Community and Neighbourhood Services (59%). Citizens also indicated support for increasing investment in Parks and tax support for City golf courses. User fees in Recreation are seen as acceptable, but citizens oppose fees for using City parks.

Affordability of housing in Calgary is a main concern – the majority of citizens believe affordable housing is important and that The City is ensuring citizens who need affordable housing have access to it. Another 91% believe The City should help fund affordable housing.

Equity and Fairness

It appears equity and fairness is the one main theme area where The City of Calgary can improve.

As the chart below illustrates Calgarians find almost every key priority area to be incredibly important however they do not feel The City is being overly successful in any of these areas.

Key Priority Area	2009 Importance	2012 Importance	2012 Success	+/- Gap
Focusing on delivering core services	97%	93%	66%	27%
Working with other organizations to improve quality and access to services	92%	91%	57%	34%
Working to establish healthy, independent and safe way of life	95%	90%	66%	24%
Safeguarding and strengthening Calgary's environment	80%	86%	67%	19%
Working closely with all sectors of the community to get involved in Calgary	80%	77%	53%	24%

Another example is illustrated by the fact that 83 per cent of Calgarians "The City has a responsibility to ensure that Calgarians of all incomes have access to recreation opportunities" while only 48 per cent of Calgarians agreed that "Today, Calgarians of all incomes have access to recreation opportunities."

Seventy five plus per cent believe the importance of having city supported programs and services for diverse groups such as youth, seniors, persons with disabilities, those in poverty, homeless or socially isolated.

Another area of focus in Equity and Fairness is related to diversity in their neighbourhood and affordable housing.

- 96% of respondents agreed with "In my neighbourhood, there should be people of various ethnicities and cultures".
- 87% of respondents agreed with "In my neighbourhood, there should be people of diverse income levels".
- 72% of respondents agreed with "In my neighbourhood, there should be affordable rental housing".
- 91% of respondents agreed with "The City should help fund affordable rental housing".
- 93% of respondents indicated that it is important for "All Calgarians, regardless of income level, have access to rental housing that does not result in significant financial stress to their households".
- 94% of respondents agreed that "Affordable rental housing is important to the overall well-being of Calgary as a city".
- 90% of respondents agreed that "Having affordable rental housing in the city is important to attract and maintain a diverse workforce for Calgary employers".

Quality

Quality refers to the direct services provided by The City and citizen expectations for quality of that service. In terms of satisfaction, research points to a growing sense of improved quality service amongst citizens.

Citizen satisfaction 2006 averaged 7.0 out of 10. In 2013 it was 7.5 with the satisfied group moving from 68% in 2006 to 84% in 2013. More importantly, 95% of citizens rate the overall quality of service as high when combining the good and very good scores.

Within the theme of Quality, two sub-themes emerged: reliability and timeliness. These were identified within the research in terms of consistency/dependability of service and whether or not services are available when citizens require them.

Key areas asking questions of reliability include Assessment, Communications, Social Services, Police, Transit, Recreation, Water and Waste and Recycling. Overall, multiple year studies show an uptrend in terms of citizen satisfaction with reliability in these areas.

Citizen perceptions of timeliness in the same areas also tend to have very high scores. 20% of all responses being in the 'very satisfied' range and overall satisfaction spanning the 70% – 95% range.

Citizen Dialogue

Survey responses often emphasized the importance that citizens place on their opportunities to provide feedback to The City about their preferences, priorities, habits, approach to consuming information and opportunities to be involved.

Key points from the public about how to engage include:

- Be open about the ability to influence the outcome and listen to everyone; not just the loudest or most organized participants; and
- Implement the City's best practices in engagement – don't do incomplete or rushed engagement.

Multiple studies indicate citizens' preference towards online communications. Parks engagement activities indicated the online environment plays a significant role in awareness and education and that it enhances two-way communication, allows stories to be told, and allows the case for parks to be made.

Feedback gained during the \$52 million engagement activity indicated that some citizens lacked confidence that council's priorities would match their own while others were opposed to spending money to engage citizens at all.

There exists a small but dedicated portion of the public who want to become subject matter experts in how The City is operated. For them, there is nearly never enough information. These individuals do not need to be actively fed information; they only need to be notified of the information's existence and the opportunity to provide feedback. This suggests that The City should focus on maximizing the contributions from individuals and groups who are already engaged.

Background

From December 16 to 20 and December 30, 2013 to January 3, 2014, an analysis team of City employees examined 274 citizen research and engagement reports from the years 2010 to 2013. Of the 274 reports provided, 86 were deemed to be relevant to the task and were included in the analysis.

The task given to the Research and Engagement Analysis Team was, “drawing on provided past reports of research and engagement results from across the corporation; synthesize a summary that provided Council a picture of “what we’ve heard” from citizens across The City’s lines of business since the last Business Planning and Budget Cycle (2010-2013).

The following summary presents they’re findings from the research as well as they’re experience in analyzing the documentation.

Scope Limits and Assumptions

In order to provide focus through the analysis the following scope limits were put in place and assumptions were made.

Scope Limits

- Used only citizen response reports run since 2010 and voluntarily provided by City business units (not necessarily authored by those units). Reports dealing with performance measures were excluded as were internal-only reports not based on citizen feedback.
- No use of performance measures to compare across jurisdictions
- No use of 3-1-1 data to provide additional perspectives due to insufficient time to do the required analysis.
- Work was completed with approximately 5.5 people in nine days working almost full time hours due to previous work commitments.

Assumptions

- Assumed that documents provided represented all valuable reports.
- Assumed that the data was valid (well-collected/well-designed).
- Assumed that themes would emerge, to allow a method of organization other than by City business unit.
- Assumed that the document provided by the analysis team would be polished and organized after submission.

Methodology

The following process was used to complete the analysis:

1. A library was created consisting of City of Calgary documents published between 2010 and 2013 containing data related to citizen satisfaction of City programs or services. The library includes publicly published documents and internal City of Calgary documents.
2. Data related to citizen commentary was extracted from reports and categorized by Business Unit(s). Particular attention was paid to responses which indicated pronounced changes in

- citizen satisfaction scores, consistently high scores, consistently low scores, and services identified as especially important to the public in the Citizen Satisfaction Survey.
3. After a mapping of all citizen-facing services in each City Business Unit of which the team was aware, influencing factors common to multiple services were identified. The factors lent themselves to the establishment six overarching themes.
 4. Data extracted from the reports in the document library were categorized and linked to one or more themes as appropriate.
 5. Data was then grouped into emerging sub-themes to aid with analysis and readability.
 6. A summary of the findings associated with each theme constitutes the body of this report.



Figure 1 Engagement Analysis Process

Reading This Report

It is highly recommended that the reader of this report not take any single piece of data contained in this summary report as representative. In many cases, to aid in readability, the data is presented out of its original context. Individual pieces of data should be used to highlight areas of interest requiring further investigation by the reader. To make fully informed decisions based on singular pieces of data, it is recommended that the original report be reviewed to understand the full details.

In reading this report it is important to note that not every line of business has done research or engagement. Also, some research may not have been incorporated into this summary report as it not being supplied. Different methodologies were used in the original reports. Data collection varied from survey to survey (or engagement) meaning it is very difficult to create cross-corporate comparisons.

All engagement and research related to public opinion are merely snap-shots in time. Additionally, the pitfall of searching out ‘non-expert’ citizen commentary should be weighed against operational expertise and industry/municipal best practices. The knowledge differential between citizens and operations can be vast. Citizen expressions should be viewed as expectations in terms of service level delivery. Gaps should be viewed as opportunities to inform/educate citizens, improve service by The City or both.

Almost all engagement and research analyzed in the preparation of this summary report was done in isolation. Aside from select engagements it appears no trade offs were provided to the participants. For example, “86% support the construction of “complete” streets that meet the needs of all users (vehicles, transit, cyclists, pedestrians, etc.);” however they may not have the same response if the research was about what real world trade-offs may need to occur in their neighbourhood to achieve a specific “complete” street – i.e. potential moving of transit routes, decrease in vehicle lanes or increase in pedestrian traffic that may result. The majority of the research and engagement supplied was about a specific issue or line of business.

Finally, it is worth remembering that citizen expressions related to particular topic areas may simply be prompted by the question and doesn't necessarily mean they hold their expectation as a key priority for The City. It is the government's role to set priorities which serve all citizens and research and engagement is merely one way of informing how priorities should be set. No consideration in this summary report was given to worthiness versus importance. Some details on this topic can be found in the Fairness and Equity section below.

Research Analysis

Upon examination of the provided research and engagement reports six overarching themes were noticeable in the questions and responses provided. These six themes provided an ability to categorize the information contained in these documents into this report. The themes are:

- Service Commitment
- Safety
- Affordability and Value
- Equity and Fairness
- Quality
- Citizen Dialogue

A short summary of each theme is provided in the Executive Summary section of this report. Below is a more detailed summary of the findings contained in each research and engagement report as it relates to each of the six theme areas.

Service Commitment

The theme of Service Commitment refers to the direct services and expectations of services provided to Citizens. They highlight items which are *important* and address the questions of *what services do we provide* and *what services should we provide*. In drilling into the details of these questions, four additional questions emerge:

- Should we provide MORE of it?
- Should we provide LESS of it?
- Should we STOP doing it completely?
- Should we START doing something we are not currently doing?

Core areas of focus used to conduct the review of metrics and measures included:

- Importance of the Service;
- Level of Service;
- Expectations of service; and
- Opinions about service.

Importance of Service

A key question asked annually as part of the Citizen Satisfaction Survey seeks to identify degree of importance for City Services. Additional research and surveys at a more detailed level help to provide additional clarity on the services. The information provided related to the Importance of Services does not, however, reflect any degree of assessed quality of service. Looking at Importance in isolation of quality allows an unbiased review of what is important to Citizens regardless of how well The City is (or is not) performing in the delivery of the service.

Quality of Drinking Water was rated as “Very Important” by 97% of respondents in the 2013 Citizen Satisfaction survey. In a 2011 Leak Campaign survey, 79% of respondents indicated it was important to invest in the water systems to improve water quality and treatment. 77% of respondents also indicated an expectation around services to promote water conservation.

Fire Department (CFD) was rated as “Very Important” by 97% of respondents in the 2013 Citizen Satisfaction Survey. Within the CS&PS 2012 Citizen Expectations and Perceptions Survey, additional information on the Fire Department included:

- 91% agree the CFD should be resourced to keep pace with the growth of The City
- 90% agree the CFD should be involved early in the community planning process to encourage designs which reduce the likelihood and impact of fire
- 85% agree the CFD should work with community organizations to drive a community centric approach to fire and injury prevention
- 83% agree the work the CFD does around community safety and fire prevention is just as important as emergency response; however only 15% indicated there was a need to educate people or have an awareness program and only 13% indicated they have expectations of a fire prevention program
- 77% agree with the expected seven minute response time
- 71% agree fire stations should be built in new communities before the majority of construction takes place to provide suitable fire protection during the construction process

Residential Garbage Collection was rated as “Very Important” by 90% of respondents to the 2013 Citizen Satisfaction Survey and both **Residential Blue Cart Recycling** and **City Operated Recycling Programs** were rated as “Very Important” by 74% of respondents. No additional research was available on residential garbage collection; however three additional studies took place based on recycling programs.

- 88% of respondents felt The City should do more to divert materials from landfills and 54% are not satisfied with the current recycling opportunities for multi-family housing.
- 94% of respondents were satisfied with the overall quality and worth of the blue-cart recycling program.
- Additional efforts should go into increasing waste diversion by Institutional, Commercial and Industrial segment through an incentive based voluntary approach involving education as well as involving small business.

City Operated Roads and Infrastructure was rated as “Very Important” by 85% of respondents.

Additional surveys provided additional information around transportation infrastructure:

- 86% support timely investments in new transit lines and services to support mobility hubs and priority growth areas.
- 86% support the construction of “complete” streets that meet the needs of all users (vehicles, transit, cyclists, pedestrians, etc.)
- 85% support optimizing the existing infrastructure to get transit to priority development, Greenfield communities and completes the Skeletal Road network.
- 80% support the use of Transit Oriented Development
- 80% support increasing mobility choices by changing the focus on transportation infrastructure to more sustainable modes (walking, cycling, transit)

On the topic of snow and ice control (2013 survey):

- Respondents reporting conditions as “Better than last year” during winter conditions gave higher responses to travelling by bicycle on city roadways (43%) and travel on main roads (33%) and lower responses to travel in and out of residential areas (26%).
- Respondents reporting conditions as “the same as last year” during winter conditions gave higher responses to travelling on main roads (91%) and being able to travel safely (91%) with the lowest response going to the ability to travel in and out of residential areas (79%).

City Operated Control of Traffic Flow was rated as “Very Important” by 83% of respondents. No additional specific research was available related to traffic congestion and focused on The City’s Service Commitment to Citizens. There is, however, a significant amount of related research in the Quality section.

Parks and Other Open Spaces was rated as “Very Important” by 76% of respondents.

- 90% agree a world class city is a city with a healthy urban forest.
- 94% agree City parks and green spaces make Calgary a great place to live.
- 95% agree as the city grows it is important to have enough public parks and green spaces.
- 93% of Centre City residents rate parks as important.

Calgary Transit was rated as “Very Important” by 76% of respondents. The 2012 Transit Customer Survey provided the following results:

- 30% rate Service Design as a top expansion priority
- 26% rate Fleet and Facilities as a top expansion priority
- 17% rate Routes and Planning as a top expansion priority
- 35% of respondents feel there are enough Peace Officers on the C-Train to ensure personal safety

City Land Use Planning was rated as “Very Important” by 63% of respondents. There is no additional research related to Service Commitment to Citizens.

Social Services for Individuals was rated as “Very Important” by 61% of respondents. There is no additional research related to Service Commitment to Citizens.

Pathway Systems were rated as “Very Important” by 57% of respondents. There is no additional research related to Service Commitment to Citizens.

City Operated Recreation Facilities (Pools, Leisure Centres, and Golf Courses) was rated as “Very Important” by 54% of respondents and **City Operative Recreation Programs such as swimming lessons** was rated as “Very Important” by 48% of respondents. The 2012 CS&PS Citizen Satisfaction and Expectations survey shows the following items rated as important:

- 94% - Cleanliness of facility
- 93% - Quality of Programs
- 92% - Quality of Instructor
- 91% - Easy to get to
- 88% - Close to home
- 83% - Variety of facilities or program offerings
- 76% - Cost of programs
- 49% - Opportunity to meet other people

Respondents to the survey agreed to the following statements:

- 84% - The City has the responsibility to create recreation opportunities to Calgarians of all ages
- 83% - The City has the responsibility to ensure citizens of all income levels have access to recreation opportunities
- 82% - The City of Calgary's recreation programs, facilities and partnerships are vital to maintaining a high quality of life in our city
- 81% - City of Calgary Recreation facilities help build healthy and active communities
- 81% - City of Calgary Recreation facilities help build healthy and active individuals
- 75% - City of Calgary Recreation facilities help build a sense of community by creating opportunities for Calgarians to come together
- 74% - City of Calgary Recreation facilities help build vibrant and creative communities
- 74% - The City has a responsibility to keep our community socially strong through enhancing partnerships with local arts and cultural organizations
- 74% - Vibrant creative and cultural communities are what make Calgary a great place to live
- 64% - Calgary is home to world class arts and cultural events and festivals
- 48% - Today, Calgarians of all incomes have access to recreation opportunities
- 26% - Calgary just doesn't have the same creative and cultural vibrancy as other major Canadian cities

Animal Control Services for Stray Animals and Dog Licensing was rated as “Very Important” by 45% of respondents. The 2012 CS&PS Citizen Satisfaction and Expectations survey reflected that 70% of citizens rated seeing City Bylaw Officers patrolling the parks and pathways as important. 66% agreed The City’s Animal & Bylaw Services encourages a safe, healthy, vibrant community for people and their pets, through the development, education and compliance of bylaws that reflect community values. When asked what services related to Animal Control were providing, the follow responses were provided:

- 66% - Animal Care and Rehabilitation
- 34% - Enforce Bylaws
- 23% - Protect citizens from animals

Bylaw Services for Things Such as Noise Complaints, Fire Pits and Weeds was rated as “Very Important” by 44% of respondents. In the 2012 CS&PS Citizen Satisfaction and Expectations survey, the following responses were mentioned when asked what services related to bylaws were provided by The City:

- 46% - Enforce Bylaws & Rules
- 36% - Enforce City’s Bylaws
- 14% - Animal related services
- 12% - Parking related services
- 9% - Issue Tickets, Warnings, and Fines.

Respondents were asked if they were aware of specific services and the following percentages reported they were:

- 28% - Support crime prevention initiatives through the Crime Prevention Investment Plan
- 25% - Collaborate with social agencies and mental health partners to address addiction issues within the community
- 23% - Work with vulnerable people in encampments

Community Services such as Support for Community Associations and Not-for-Profit Groups was rated as “Very Important” by 43% of respondents. In the 2012 CS&PS Citizen Satisfaction and Expectations survey, 49% of respondents indicated supporting additional investment in Community and Neighbourhood Services. This was down from 61% of respondents in the 2011 survey.

Respondents were asked if they were aware of specific services and the following percentages reported they were:

- 62% - Social and recreation programs within communities including Park 'n' Play and Stay 'n' Play
- 55% - Programs for seniors including help with home maintenance and snow shovelling, and recreational programs
- 46% - Programs to assist youth in general including Calgary Afterschool, Youth Employment Centre
- 45% - Programs for youth at risk or involved in the justice system such as programs that work with schools/parents to address root causes of behaviour

- 38% - Information on social issues, community profiles and community services available on the web site
- 31% - Help in planning communities so that recreational and social factors are considered in community development
- 31% - Skill building, land leases and funding to support community partners including Community Associations and community groups
- 24% - Skill building support and funding to community non-profit agencies

Services identified as important to support in the future:

- 88% - Youth programs including recreation, crime prevention, and job training
- 86% - Seniors' Programs to allow seniors to remain actively involved in their communities
- 85% - Programs to improve accessibility for persons with disabilities
- 82% - Programs to reduce poverty and homelessness
- 77% - Help in planning communities so that recreational and social factors are considered in community development
- 75% - Programs to assist neighbourhoods with high levels of poverty and social isolation
- 65% - Programs to integrate new immigrants into our community
- 63% - Support and funding to community associations and community groups
- 58% - Support and funding to non-profit agencies

In the 2013 Citizen Satisfaction Survey, the largest increases services rated as “Very Important” were found in “Open and Accessible Government” (15% in 2010 to 30% in 2013), City Operated Recreation Programs (40% in 2010 to 48% in 2013), and Transit (69% in 2010 to 76% in 2013).

The only service showing a decrease between 2010 and 2013 was “City Land Use Planning” where the “Very important” rating dropped from 76% in 2010 to 63% in 2011 and has remained at that level through 2013.

Beyond the “importance” rating on the annual Citizen Satisfaction survey, other areas of research provide indications of what citizens view as important.

There is a theme of alternate transportation options found through environmental reports, recreation (pathway) reports, and others.

The 2012 “Onward and Branding” study provides assessment of “Importance of City Priorities”.

- 93% - Focusing on delivering core services to city residents
- 91% - Working with other organizations and levels of government to improve quality and access to services and quality of life
- 90% - Working to establish a healthy, independent and safe way of life for all
- 86% - Safeguarding and strengthening Calgary’s environment

- 77% - Working closely with all sectors of the community, helping them to get involved in life in Calgary.

The top responses to helping people with being physically active are access to paths, trails, and green spaces (91%) and affordable recreation services, facilities and programs (80%).

Level of Service and Expectations of Service

Level of Service can best be visualized along a continuum ranging from “basic” to “gold standard”. This is not an assessment of how well a service provided, but is more focused on how much and what.

Expectations reflect what Citizens have reported they would like to receive in terms of service. In a strictly “black and white” sense, Level of Service is an indicator of “how much” and Expectations is more an indicator of “yes or no”.

One common theme identified when looking into Level of Service and Expectations was a general lack of awareness of the nature and breadth of City services. Broad service categories such as Fire Department, Residential Garbage Collection, or Operations of Roads received various ratings of importance, but specific detailed services provided appeared to be less familiar to respondents making an assessment of their expectations. The impact of this is inconsistencies in interpretation of specific activities related to Level of Service and Expectations.

The following observations were made related to Level of Service and Expectations for each “service area”.

3-1-1 Service

In the next 24 months, 63% of respondents are likely to contact 3-1-1 by telephone and 44% are likely to use on-line services.

83% of respondents feel having multi-lingual support at 3-1-1 is of value.

Animal & Bylaw Services

66% of respondents to the 2012 CS&PS Citizen Satisfaction and Expectations survey (up from 60% in 2011) agreed with the statement that “The City’s Animal & Bylaw Services encourages a safe, healthy, vibrant community for people and their pets, through the development, education and compliance of bylaws that reflect community values.”

However, in questions around specific services and programs provided by Animal & Bylaw Services, the reported awareness was at 28% and lower on questions of responsibilities in collaboration with communities and social agencies to address addiction issues in the communities, support of crime prevention initiatives, and work with vulnerable people in encampments. Additionally, the services perceived to be provided by Animal & Bylaw Services were not clearly recognized by respondents.

Community & Neighbourhood Services

Views about investing in Community & Neighbourhood Services were down to 49% in 2012 from the 61% support received in 2011.

Calgary Police Services

From the 2013 Calgary Police Satisfaction survey, Citizens reported their highest expectation was for Calgary Police to be there when needed (42%) followed by 39% agreement to statements of demonstrating the appropriate level of concern and responding quickly when needed.

Only 14% of respondents felt the Calgary Police Services is adequately staffed.

Specific questions on expectations of the Calgary Police Service showed the following:

- 51% Dedicated to reducing crime levels
- 50% Supports the community
- 47% to 40% - Friendly, respectful, competent, and ethical

Fire Department

Respondents to the 2012 CS&PS Citizens Expectations and Perceptions survey indicate the Fire Department should be resourced at a level which keeps pace with the growth of the city. The primary expectation of the Fire Department (51%) is to respond to emergencies. Other programs and services (fire prevention, community education programs) only received agreement by 15% of respondents. This is an interesting contrast from the 83% of respondents agreeing with the statement that Community Safety and Fire Prevention is as important as the work done with fighting fires.

Parks

There is 95% agreement around a statement of importance of continuing to ensure there are enough parks and public green spaces as the city grows. There are several detailed reports on various aspects of parks which reflect a desire for “more”, yet also recognize the changing role parks are playing including the development of the pathway network as a commuter alternative. Included in some of this research is an acknowledgement that increased services will require increased funding support.

Public Safety Communications

95% of respondents to the 2012 CS&PS Citizen Expectations and Perceptions survey indicate an expectation that 9-1-1 will be there when needed.

Recreation

Recreation has engaged in a number of reports and citizen engagements over the past few years. At the higher level there is an expectation of access to recreation facilities and opportunities for all Calgarians in general as well as more specifically for citizens in lower income groups. There is a gap between the expectation of availability and an assessment of the current degree of access (83% feel Calgarians of all incomes should have access to recreational opportunities and 48% indicate they feel Today, Calgarians of all incomes have access to recreational opportunities).

An engagement process for new recreations facilities held in 2011 reflected a strong desire for specific amenities, transportation issues related to use of the proposed facilities, affordability, and timing. In other research on recreation facilities, the same themes emerged as indicators for potential use and satisfaction.

The 2013 Golf Course fee study indicated expectations around having fees at City courses lower than those at local semi-private courses. There was also agreement around using tax dollars for the maintenance and upgrades of golf courses similar to other recreational facilities.

Roads

No specific research was identified that spoke to specific citizen expectations or expectations of service beyond assessments of quality.

Transit

35% feel there are sufficient Peace Officers on Transit to ensure personal security.

Opinions of Service

Citizen opinions were identified within the Service Commitment theme as part of the research review. They are distinct from assessments of quality and are based more on a “what do you think” style of question from a “how are we doing” question.

Environment

There is support of Greenhouse Gas and energy reduction initiatives.

Fire Department

84% support assisting outlying municipalities if they need support as long as City needs are met first.

Safety

In reviewing the past reports of research and engagement results provided, one key emerging theme is safety, over a number of different categories:

- Prevention and enforcement of crime;
- Emergency preparedness and response; and
- Perceptions of safety relating to the built environment.

Overall Safety and Crime

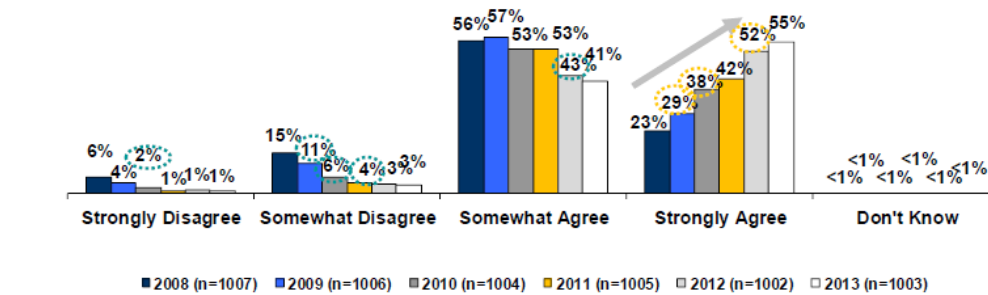
Overall perceptions of safety have steadily increased in Calgary, with the percent of respondents strongly agreeing that “Calgary is a safe city to live in” increasing from 38% in 2010 to 55% in 2013.

Perceptions of Safety in the City of Calgary



Similar to 2012, over one-half of citizens strongly agree that Calgary is a safe city to live in.

% Agreement – Calgary is a safe city to live in



B1. To begin, would you say you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the statement that "Calgary is a safe city to live in"?

7

Figure 2

In 2013, 8% of Calgarians first mentioned "crime, safety and policing" when asked about the most important issues facing Calgarians (City of Calgary 2013 Citizen Satisfaction Survey). In terms of being the first issue mentioned, it has consistently rated third since 2010 behind only "infrastructure, traffic & roads" and "transit".



Tracking Most Important Issues Facing Calgary

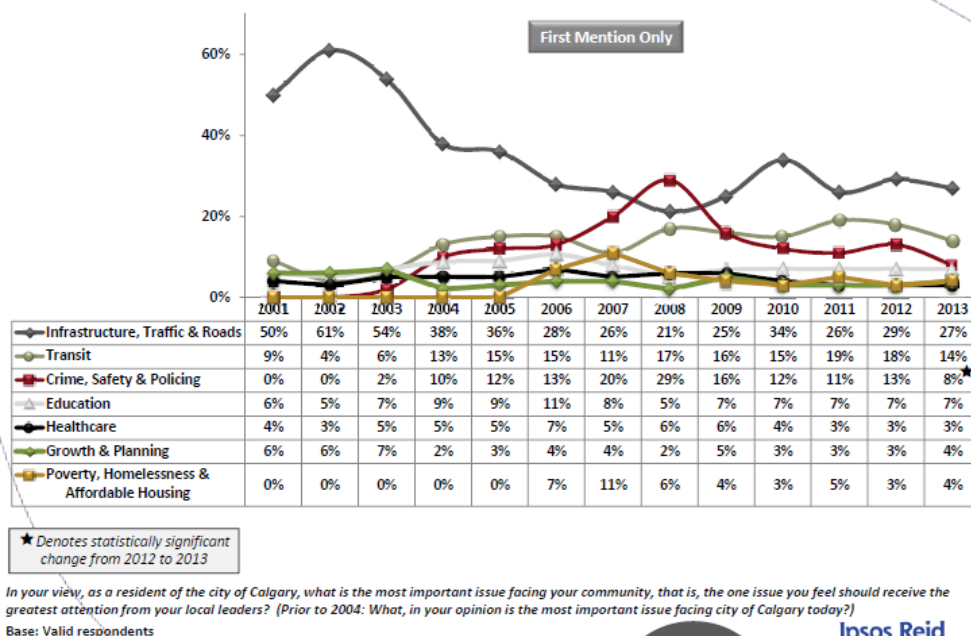


Figure 3

However, this 8% represents a significant decrease from 2012, when 13% of Calgarians mentioned crime as the first issue. Crime also showed up as both a reason for a deteriorated quality of life (increased crime: 10%) and as a reason for improved quality of life (decreased crime: 5%).

Emergency Services – Fire Department and Police Services

From 2010-2013, both the Fire Department and Calgary Police Service have been consistently rated by Calgarians in the top 3 “very important” services, along with the quality of drinking water (City of Calgary 2013 Citizen Satisfaction Survey). The 2013 ratings for importance and satisfaction are as follows:

City Programs and Services	Very Important	Very Satisfied	Somewhat Satisfied	Overall Satisfied
The Fire Department	97%	85%	14%	99%
The Quality of Drinking Water	97%	75%	19%	94%
Calgary Police Service	94%	60%	34%	94%

These satisfaction levels are supported by the results of other surveys:

- 88% of citizens are satisfied with “protective services including Fire Departments and Police” (Onward and Corporate Branding Research, 2012);
- 92% of citizens believe Calgary’s Fire Department provides good quality service (2012 CS&PS Expectations and Perceptions – Detailed Report);
- 97% of citizens were satisfied or very satisfied with the services provided by Calgary Police (CPC Citizen Survey Results – 2013).

The 2013 flood provided citizens an opportunity to comment on the City’s emergency response, with very high numbers of citizens that were satisfied or very satisfied with various aspects of the City’s flood performance.

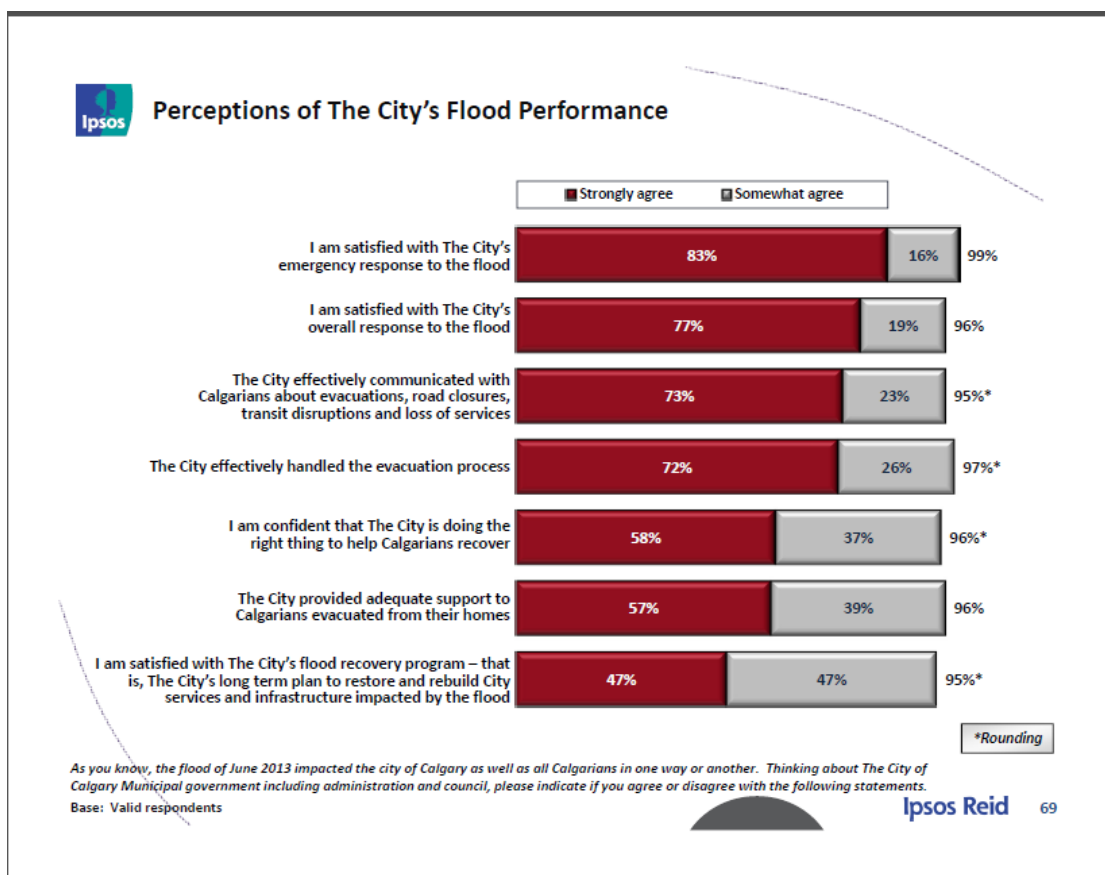


Figure 4

Centre City Safety

Citizens have expressed a lower perception of safety in the Centre City.

In 2011, people were less likely to say that safety in the Centre City had improved than they were in 2009, down from 42% in 2009 to 24% in 2011 (Centre City Perception Survey 2011). Perceptions with

Calgary Police's performance in addressing safety in downtown/city centre also decreased slightly, as 'excellent' ratings went from 25% in 2010 to 22% in 2012, and 'Poor' ratings went from 25% in 2010 to 27% in 2012 (CPC Citizen Survey Results – 2012).

Community Safety

Fewer citizens believe that neighbourhood crime rates have increased.

Citizens have expressed an increase in feelings of safety in their neighbourhood since 2010 (City of Calgary 2013 Citizen Satisfaction Survey), from 77% in 2010 to 84% in 2013.

How safe do you feel or would you feel walking alone in your neighbourhood after dark?	Overall Safe	Very Safe	Reasonably Safe	Somewhat Unsafe	Very Unsafe
2013	84%	43%	41%	11%	4%
2012	82%	40%	42%	12%	6%
2011	81%	41%	40%	14%	5%
2010	77%	36%	41%	16%	7%

This is supported by a reduction in the number of citizens who believe that neighbourhood crime is increasing, from 16% in 2010 to 11% in 2013 (CPC Citizen Survey Results – 2013).

During the past 12 months, do you think that crime in your neighbourhood has increased, decreased, stayed the same?	Increased	Stayed the Same	Decreased	Don't Know
2013	11%	76%	11%	2%
2012	14%	73%	12%	2%
2011	13%	74%	11%	2%
2010	16%	69%	12%	3%

Transit Services and Facilities

While perceptions of community safety after dark seem reasonably high, perceptions of safety with regards to usage of Transit services and facilities decrease significantly after 6PM (Calgary Transit 2012 Customer Satisfaction and Non-User Survey).

Statement	Before 6PM		After 6PM	
	Agree	Disagree	Agree	Disagree
I feel safe when I wait for a bus at a bus stop	96%	4%	72%	28%
I feel safe when traveling on buses	98%	2%	83%	17%
I feel safe when I wait for a CTrain at a CTrain station	95%	5%	65%	35%
I feel safe when traveling on a CTrain	97%	3%	71%	29%

There appears to be a general feeling that the CTrain system is safe (90% strongly or somewhat agree) and CTrain stations are well lit (89%). However, respondents expressed significantly more concern with the number of Peace Officers, and the behaviour of other passengers, as follows.

Statement	Strongly agree	Somewhat agree
I feel there are sufficient Peace Officers (fare inspectors) on the CTrain to ensure my personal security	24%	40%
Other passengers are usually well-behaved	22%	62%
Buses are generally free of nuisance behaviours (peddlers, intoxicated riders, loud or noisy talkers, rude riders, etc.)	23%	56%
CTrains are generally free of nuisance behaviours (peddlers, intoxicated riders, loud or noisy talkers, rude riders, etc.)	16%	52%
CTrain stations are generally free of nuisance behaviours (peddlers, intoxicated riders, loud or noisy talkers, rude riders, etc.)	13%	56%

Travel Safety

The perception of roadway travel safety drops during winter conditions.

Statement	Regular Travel	Winter Conditions
Travel is reasonably safe on Calgary roads due to road conditions	88% (2012)	72% (2013)

It should be noted that, while the Roads Snow and Ice Control survey asks about the safety of various travel modes during winter conditions, the Roads Citizen Survey only asks about the safety of travel on roadways. Also, neither survey requests citizens' feedback with respect to the safety of riding a bicycle on roadways, either during regular conditions or during winter conditions.

With respect to the travel safety of various modes during winter conditions, pedestrian travel on sidewalks received the lowest safety rating.

Perceptions of Various Attributes of Travel during Winter Conditions	Agree	Conditions are better than the previous year
Travel is reasonably safe on Calgary roads during winter conditions	72% (2013)	31%
Riding a bicycle on pathways in Calgary is reasonably safe	67%	No data
Riding a bicycle on Calgary roads	No data	82%
Walking, jogging or running on Calgary pathways is reasonably safe	69%	No data
Walking, jogging or running on Calgary sidewalks is reasonably safe	58%	No data
Boarding a Ctrain is reasonably safe on platforms	96%	No data
Getting on Transit buses at bus stops is reasonably safe	79%	No data

Affordability and Value

In reviewing the engagement and a research affordability and value were identified as key themes running throughout. In this context they are defined as follows:

- **Affordable:** that can be afforded; believed to be within one's financial means.
- **Value for money:** A utility derived from every purchase or every sum of money spent. Value for money is based not only on the minimum purchase price (economy) but also on the maximum efficiency and effectiveness of the purchase.

Affordability of City of Calgary products and services, for citizens means their ability to purchase these products and services within their financial means. The products and services may include such things as user fees for City-owned or partner facilities and programs, transit passes, water, waste and recycling collection, permits and licenses, property taxes, or library cards. While the available citizen engagement studies did not cover all of these areas, they help us to form a picture of where we are doing well and where there is room for improvement.

Value for money could refer to either value for money of tax dollars spent by the various City departments or of user fees charged for City-owned or partner facilities and programs as well as services supplied by City departments. Value for money was included in the Citizen Satisfaction survey as well as the CS&PS Citizen Expectations and Perceptions survey, providing a high level view of perceived value for money as well as a department-specific view.

The Affordability and Value theme contains four sub-themes:

1. Affordability
2. Value for Money of User Fees
3. Value for Money of Tax Dollars and Allocation of Tax Dollars
4. Housing

Affordability

Affordability is an important factor in citizens' choices of where they recreate and their ability to obtain housing. Various studies noted that the economy has both a positive and negative impact on quality of life because while there is much opportunity, costs are also increasing affecting those who are least able to take advantage of these opportunities.

- The 2012 Citizen Expectations and Perceptions survey showed that 19% feel the quality of life in Calgary is deteriorating because it's too expensive/cost of living is increasing. 20% of respondents indicated that cost (cheap/good price) was a reason they used City Recreation facilities, while 10% indicated that if it was more affordable/cheaper that this would encourage them to use the facilities.
- In an interesting juxtaposition the 2013 Citizen Satisfaction Survey noted that the economy was reported as both a reason for improved as well as deteriorated quality of life in the City.
- The Public Engagement Summary – Open Houses for New Recreation Facilities indicated a common concern of ensuring the facilities are affordable

- Vital Signs indicated the following things to celebrate:
 - Work: plenty of job opportunities, low unemployment rates, strong economy
 - Living standards: high standard of living and average income, abundance of opportunity, support systems available to improve financial wellbeing
- Vital Signs indicated the following things to improve:
 - Work: economic diversification
 - Living standards: affordable housing options, services to support transition from poverty to workforce
 - Food: access to affordable, nutritious food
 - Arts and culture: affordable cultural activities, funding to arts organizations
- The 2011 Strong Neighbourhoods Survey indicated that 27% worry that the money they have will be enough to support myself and my family.
- The Barlow Report on Facilities indicated that the cost of ticket prices is a concern of arts organizations.
- 2012 Recreation and Physical Fitness Syndicated Survey showed that 78% support charging user fees for recreational programs and services. 78% are also satisfied with the price of recreation services and programs that are available for children in The City of Calgary. 80% of respondents indicated that affordable recreational services, facilities, and programs are important in helping them become physically active.
- The 2012 Golf Course Satisfaction Survey indicates golfers feel that green fees are about the same or less expensive than non-City courses. Affordability and value for money are important factors in their choice to play City of Calgary courses and value City of Calgary courses for their affordability.
- The 2013 Golf Course Fee Restructure Study shows 30% of respondents indicated affordability as a main reason for choosing City courses.

Value for Money of User Fees

Few reports covered the topic of value for money of user fees; however in areas where this question was posed (including Recreation, Water Services, and Waste Collection) a majority of respondents indicated good value for money. Respondents were most positive about the value for money at City of Calgary Golf Courses, followed by City of Calgary Recreation, the piloted food and yard waste collection, recycling collection and water bills.

- The Citizen Expectations and Perceptions study reported that 72% of Calgarians feel they are getting good value for money in Recreation services, and another 72% feel that the cost of programs is important.
- The 2013 Golf Course Fee Restructure Study shows 92% of users are satisfied with value for money at City courses. The general public and golfers strongly agree that user fees should contribute to course improvements. The majority of survey respondents believe that fees should be lower at City-operated courses than at non City-operated courses. Focus group participants feel that fees paid to golf at City-operated courses offer “good value” to golfers and particularly to pass holders. Value is not just seen in the green fee, but also in the convenience of the course location and in the overall personal experience. However, for some focus group participants, the

value is becoming marginal in comparison to options at “superior” semi-private golf courses in and surrounding the city.

- The Leak Campaign Survey reports that 56% of citizens feel they get good value for their water bills.
- People overall satisfied with quality and worth of service (>90%) for the Blue Cart Recycling Program.
- 68% of respondents indicated good value for money in the Food and Yard Waste Collection Pilot Program.

Value for Money of Tax Dollars and Allocation of Tax Dollars

Citizens are increasingly knowledgeable about tax dollar spending and, overall, are willing to pay more taxes to expand or maintain services. They feel they are getting good value for their property taxes overall. A majority would like to see more investing in the Calgary Fire Department and in Public Safety Communications, while majority support was lacking for increasing the investment in Animal & Bylaw Services and Community and Neighbourhood Services. Citizens also indicated support for increasing investment in Parks and tax support for City golf courses. User fees in Recreation are seen as acceptable, but citizens oppose fees for using City parks.

- 2013 Citizen Satisfaction Survey results indicated that 62% of citizens are knowledgeable about tax dollar spending. Regarding balancing taxation and service delivery levels, 59% say the City should increase taxes to expand or maintain services, while 35% said cut services. The perceived value of property taxes was good (65%) – this was unchanged since 2012. Those who feel they get more value for taxes and those who are satisfied with the overall quality of services were more likely to say invest more.
- 2012 Citizen Expectations and Perceptions survey asked citizens about the amount of investment in various Community Services & Protective Services business units. 34% said invest more in Animal & Bylaw Services (increasing), 49% said invest more in Community & Neighbourhood Services (decreasing), 63% said invest more in the Fire Department, and 59% said invest more in Public Safety Communications.
- The 2012 3-1-1 Satisfaction Survey notes that 30% of respondents say they get good value from property tax dollars, considering the services provided by the City, with 5% indicating poor value for tax dollars. The 2012 CSC Web and 3-1-1 Measurements Survey Report findings include 85% state that the provision of online services and information represent good value for tax dollars, although this has declined since 2010.
- The 2012 CSC Communications Effectiveness Detailed Report shows that 41% of Calgarians say they receive good value for tax dollars when considering the services provided by the City, and 24% indicated poor value.
- The 2013 Golf Course Fee Restructure Study says a majority was in agreement that tax dollars should support golf courses and their improvements, similar to what is provided for other Recreation facilities
- In the \$52 Million Engagement Results, given an “other” option to provide other ideas on how to spend the money, respondents most frequently indicated they would spend the funds on sports and recreation.

- 2010 Municipal Solutions for a Greener Earth reported that 52% oppose increasing citizen's property taxes to help pay for initiatives aimed at preserving the local environment.
- Regarding arts facilities in the city, the Barlow Report on Facilities noted a concern with a lack of facilities and the cost of existing facilities.
- 2013-2014 Adjustments Engagement Results indicate that slightly more than three quarters of respondents feel that the City is doing a good job in providing the services it said it would in the 2012-2014 BPBC4. Suggested improvements included stop over/mis-spending (25%) and 23% more funding/support for CPS/EMS/Fire. 17% said better transportation planning.
- Regarding the Off-Leash Area Management Plan, respondents liked that The City is looking for ways to add and improve the current off-leash inventory, but those opposed felt that money and energy should be directed to other priorities.
- The Imagine Parks Public Engagement Results 2012 indicate that they would support increased taxes to maintain or expand parks as opposed to service cuts. There was also support for more corporate sponsorship/donations to maintain or enhance public parks.
- The Parks Internal and Community Workshop Component Summary Result and Data 2012 noted that over the past twenty years or so Calgary's park system has seen more complexity of use and operation, volume growth, and diversity of use. This growth is coupled with a sentiment that funding for parks has not kept up to the rapid pace of Calgary's overall growth.
- Leger Marketing Executive Summary Public Opinion Research Report 2012 says Calgarians would prefer to increase taxes vs. cut parks services at a ratio of almost 3:1. Compared to the results of the 2011 Citizen Satisfaction Survey, Calgarians are more likely to support increasing taxes specifically for parks (66%) than for general City services (61%). Fully eight-in-ten Calgarians are supportive of seeking corporate sponsorships as a funding option for parks, including almost two-thirds who strongly support this approach. Conversely, two-thirds of respondents oppose applying user fees to upgraded park amenities or programs.

Housing

Affordability and availability of housing in Calgary is a concern – the majority of citizens believe affordable housing is important and that The City is ensuring citizens who need affordable housing have access to it. Another 91% believe The City should help fund it.

- The 2013 Citizen Satisfaction survey showed Cost of Housing as a reason for deteriorating quality of life (7%).
- In the Vital Signs Report, housing gets a C+ grade, representing average performance and suggesting more effort is needed to address the issue. Areas of improvement included: 1) diverse housing opportunities, 2) higher density communities/limiting urban sprawl, and 3) improved programs and options for low-income affordable housing
- The OLSH Affordable Housing Citizens Perceptions Survey indicates that all citizens should have access to affordable housing that is safe and meets their needs. 91% of citizens believe the City should help fund it and 75% are satisfied that the City ensures citizens who need affordable housing have access to it.

Fairness and Equity

Fairness and equity are two values that are shared across many cultures. The meaning of fairness to citizens may stem from both concerns for self and for others. On the one hand, citizens are concerned whether the services provided are “fair to me or my family”; on the other hand, fairness can also be perceived as “to provide services to help those with need or deserving of help” for the betterment of society (Calgary). City provided Programs and Services should be fair, accessible, inclusive and relevant.

Most citizens agree that it is important that core services should be available and accessible to all. At the same time, citizens also see the importance of providing relevant services to diverse groups with specific needs, such as programs and services for seniors, youths, new immigrants and persons living with disabilities.

In 2012 research done for Onward and Corporate Branding tested Key City Priority Areas that were deemed important by over 75% of respondents. Overall, citizen's top 3 priorities include:

- "Focusing on delivering core services to city residents"
- "Working with other organizations and levels of government to improve quality and access to services and quality of life"
- "Working to establish a healthy, independent, and safe way of life for all"



IMPORTANCE OF KEY CITY OF CALGARY PRIORITY AREAS

KEY PRIORITY AREA	2009	2012
Focusing on delivering core services	97%	93%
Working with other organizations to improve quality and access to services	92%	91%
Working to establish healthy, independent, and safe way of life	95%	90%
Safeguarding and strengthening Calgary's environment	80%	86%
Working closely with all sectors of the community to get involved in life in Calgary	80%	77%

Ipsos Public Affairs

Figure 5 Chart obtained from "Onward and Corporate Branding Research Detailed Report" dated May 2012

When asked, most respondents think The City has been successful in all of the priority areas. However, a side-by-side analysis of the perceived importance of and The City's perceived success in the key priority areas shows that importance exceeds success in all areas and can benefit from improvements. The most pressing area for improvement is in "working with other organizations and levels of government to improve quality and access to services and quality of life", which has the largest gap between perceived importance and success.



IMPORTANCE VS. SUCCESS OF KEY PRIORITY AREAS

KEY PRIORITY AREA	IMPORTANCE	SUCCESS	+/- GAP
Focusing on delivering core services	93%	66%	27%
Working with other organizations to improve quality and access to services	91%	57%	34%
Working to establish healthy, independent, and safe way of life	90%	66%	24%
Safeguarding and strengthening Calgary's environment	86%	67%	19%
Working closely with all sectors of the community to get involved in life in Calgary	77%	53%	24%

Ipsos Public Affairs

Figure 6 Above chart obtained from "Onward and Corporate Branding Research Detailed Report" dated May 2012

Services Should be Accessible and Inclusive

Results from a 2012 CS&PS Survey showed that most Calgarians agree with the following two statements:

- "The City has a responsibility to create recreation opportunities for Calgarians of all ages" (2011: 80%, 2012: 84%)
- "The City has a responsibility to ensure that Calgarians of all incomes have access to recreation opportunities" (2011: 83%, 2012: 83%)

However, only 48% of Calgarians in that same survey agreed with “Today, Calgarians of all incomes have access to recreation opportunities”. This may indicate an area for improvements.

- The 2012 Recreation and Physical Fitness Syndicated Survey reported that 91% of citizens consider “Access to paths, trails, and green spaces” important in helping them become physically active. Overall, citizens are satisfied with the opportunities for cultural and creative interests that are available in The City of Calgary; however, significantly fewer respondents were satisfied with opportunities for seniors than any other group.
- The Calgary Inner City PAMA Final Report Dec 12th 2013 indicated that those who lived outside the Inner City but worked there are much less likely to say that “nothing limits my activities” (6%) than those living in the Inner City (18%). However, for those that listed barriers, residents were much more likely to indicate a variety of barriers than non-residents. A much higher proportion of Inner City residents believe new or improved recreation facilities are required in the Inner City of Calgary than non-residents.
- The 2012 Golf Course Satisfaction Final Report noted that users feel that green fees are about the same or less expensive than non-City operated courses. Indeed, they lauded the affordability and value for money at City courses. The majority of respondents continue to use non-City of Calgary courses for social reasons, convenience, cost, and course quality. Respondents value City of Calgary courses for many of the same reasons - ease of booking, affordability, course setting and upkeep, and convenience and accessibility.
- The 2013 Golf Fee Restructure Research reported that survey respondents feel that City-operated courses provide affordable and accessible golf opportunities for all Calgarians. The majority of survey respondents believe that fees should be lower at City-operated courses than at non City-operated courses.



Expectations of Recreation in the City of Calgary

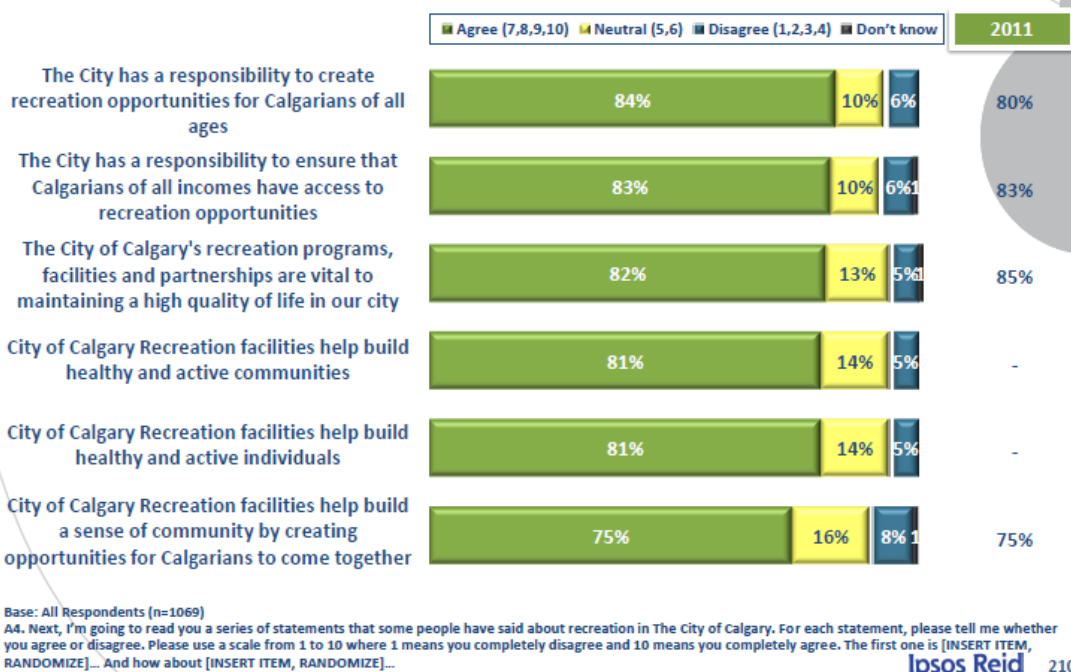


Figure 7 Above chart obtained from "2012 CS&PS Expectations and Perceptions Detailed Report" dated March 2013

Relevant Services for Diverse Groups

In a 2012 CS&PS Survey, majority of Calgarians recognize that particular groups within society will need (or deserve) more support from City programs and services. They see the importance of having City supported programs and services for diverse groups.

- 88% of Calgarians say that "youth programs including recreation, crime prevention and training" are important.
- 86% of Calgarians say that "seniors programs to allow seniors to remain actively involved in their communities" are important.
- 85% of Calgarians say that "programs to improve accessibility for persons with disabilities" are important.
- 82% of Calgarians say that "programs to reduce poverty and homelessness" are important.
- 77% of Calgarians say that "help in planning communities so that recreational and social factors are considered in development" is important.
- 75% of Calgarians say that "programs to assist neighbourhoods with high levels of poverty and social isolation" are important.
- 65% of Calgarians say that "programs to integrate new immigrants into our community" are important.

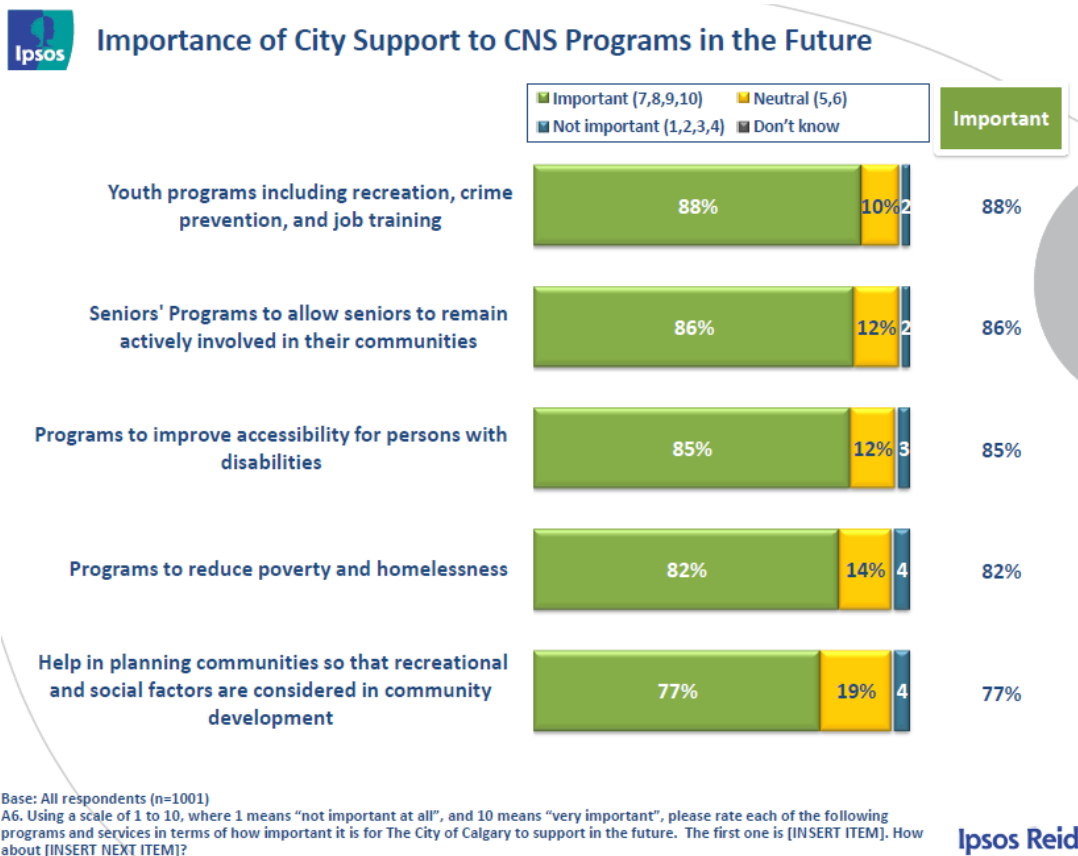


Figure 8 Above chart obtained from "2012 CS&PS Expectations and Perceptions Detailed Report" dated March 2013

When asked, 48% of respondents rate the overall quality of CNS services as good, 28% are neutral and 10% rate the quality as bad.

The chart below shows the reasons for the perceived quality rating and may reveal some key points of focus for improving the quality rating.



Reasons for Perceived Quality Rating for CNS

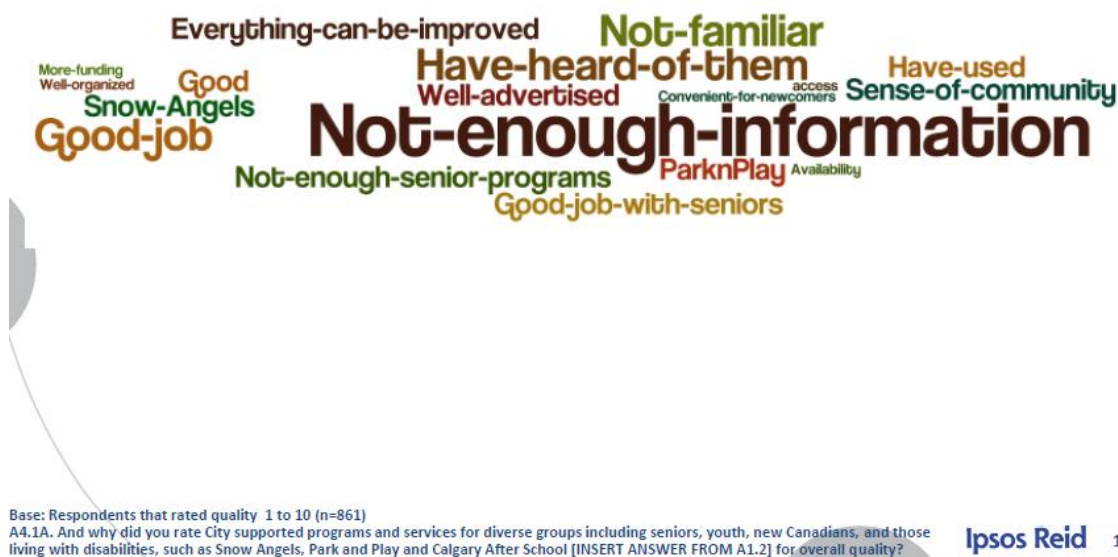


Figure 9 Above chart obtained from "2012 CS&PS Expectations and Perceptions Detailed Report" dated March 2013

Key findings from a 2012 Affordable Housing Survey indicates that most Calgarians agree with the following statements:

- 96% of respondents agreed with "In my neighbourhood, there should be people of various ethnicities and cultures".
- 87% of respondents agreed with "In my neighbourhood, there should be people of diverse income levels".
- 72% of respondents agreed with "In my neighbourhood, there should be affordable rental housing".
- 91% of respondents agreed with "The City should help fund affordable rental housing".

Furthermore, a large majority of respondents (93%) indicated that it is important for "All Calgarians, regardless of income level, have access to rental housing that does not result in significant financial stress to their households". Calgarians also recognize the benefits of access to affordable housing.

- 94% of respondents agreed that "Affordable rental housing is important to the overall well-being of Calgary as a city".

- 94% of respondents agreed that "Affordable rental housing ensures low- and moderate- income Calgarians to have enough money to spend on other household essentials, services and programs, which improves their quality of life".
- 90% of respondents agreed that "Having affordable rental housing in the city is important to attract and maintain a diverse workforce for Calgary employers".

Attitudes about Affordable Housing

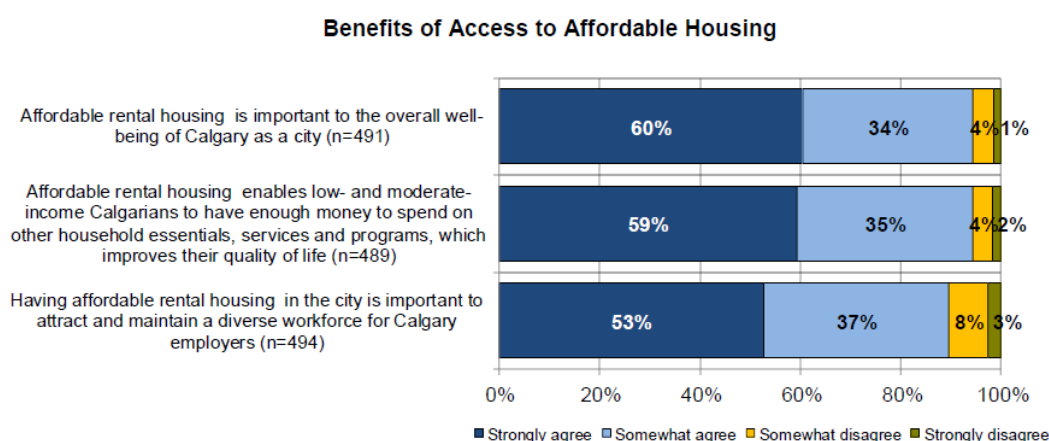


Figure 10 Above chart obtained from "2012 Affordable Housing Citizen Perceptions Survey" dated December 2012

Regarding Parks, the Internal and Community Workshop Component Summary Result and Data 2012 noted a belief that some stakeholders possess too much influence in parks planning and operations. Participants reported that parks should be designed and developed for all Calgarians. There is a concern that some stakeholders, such as the off-leash community, the development industry, and other activity-specific groups possess too much influence in the planning and operation the City's park system. Participants were clear of the need for a variety of voices such as those mentioned but wish to make sure that certain voices do dominate not to the exclusion of other voices. Conversely, in the Leger Marketing Executive Summary Public Opinion Research Report 2012, respondents like the fact that the engagement processes reflect a balanced approach and include all stakeholders. Participants feel that Parks make the City more accessible and that there should be a wide variety of parks in terms of size, and parks for all ages and seasons.

Quality

Quality refers to the direct services provided by The City and citizens expectation for quality of that service. Questions such as "How well is The City of Calgary meeting the quality expectation of the citizens?" and "What is the quality trend?" helped identify this theme.

The 2013 Citizen Satisfaction survey asked an overall question about satisfaction and quality of service provided by The City. Both found that citizens have been seeing an improved quality of service. Citizen satisfaction in 2006 had averaged 7.0 out of 10. In 2013 it was 7.5, with the satisfied group moving from 68% in 2006 to 84% in 2013. Tellingly, 95% of citizens rate the overall quality of service as high when combining the good and very good scores.



Figure 111

Most of the quality questions tend to be judge the quality based on the citizen expectation rather than setting a standard to measure against. Overall, many services are ranked very high.

- Room to improve art and culture, but even that is ranked a B in the vital signs survey.
- Quality for budgeting went up with the number of people seeing good value increasing by 14% from 2010 to 2013 and the number of people who see poor value for money decreasing by 4%.
- With an overall satisfaction with City programs and services showing a steady upward trend for the last 8 year.

What is trending up?

- City staff are courteous, helpful, and knowledgeable 2010 38/88% to 2013 42/93% strongly agree/ somewhat agree.
- The quality of service from the City is consistently high 2010 20/74% to 2013 31/85% strongly agree/ somewhat agree.
- Most items are trending up or the question may have only been one or two years.

What is trending down?

- Some of the items below seem to be contrary to other themes.
- Poor service or Program is ranked at 2% not Satisfied in the Citizen satisfaction survey – when specifically asked about certain topics we find the range up to almost 20%.

Digging deeper into questions around quality revealed the following sub-themes:

- Reliability, and
- Timeliness.

Reliability

In the data reviewed, questions around reliability were asked about some services. The questions tended to ask about the citizen's "satisfaction" with the service provided, or perception of the "performance" of the service.

1. Key areas asking about reliability were: Assessment, Communications, Social Services, Police, Transit, Recreation, Water and Waste and Recycling.
2. All multiple year studies showed an uptrend.
3. Lowest score asked was about Police presence: an "Officer is there when I needed them" for which 35% of citizens indicated satisfaction in 2010 and 42% were satisfied in 2013.

Timeliness

How were timeliness of services and information from The City reflected in the engagement results? The areas asking the questions ranged from Assessment, Communications (website, snow and ice control, 311), Roads and Transit. The results indicate high satisfaction, with about 20% of responses in the 'very satisfied' range and overall satisfaction in the 70% to 95% range.

Interesting observations:

- Notable improvements are occurring in programs available to children, for which ratings increased 14%. Other noted jumps up are operation and maintenance at Recreation facilities. Some areas consistently have 90% or higher satisfaction: Fire, Water, Waste and Recycling (blue and black cart), and Parks (space and pathways).
- Questions about staff conduct: "City Staff and Courteous, Helpful and Knowledgeable" received very high scores throughout the data reviewed.
- The broader citizen surveys like the Citizen Satisfaction Survey, which address the whole corporation, show only 2% "poor" service, but more granular business unit-level surveys showed dissatisfaction as high as 20%, indicating citizens' feelings about City services as a whole may be separated from their perception of individual services, or that particularly strong feelings about good services are overwhelming low satisfaction with specific services, when viewed from the macro level.
- Satisfaction with quality of City information and communication is trending downward, as is satisfaction with the Assessment process in terms of addressing assessment matters.
- Recreation facilities and programs were satisfactory, room for improvement exists for arts and culture and wellness programs.

In reviewing "Quality" there was a discussion around which other categories could be confused or overlap with it? Two came up consistently; "Affordability and Value" and "Service Commitment". Efforts were made to stick to the definitions to avoid any cross over in the sub categories.

Citizen Dialogue

Survey responses often emphasized the importance that citizens place on opportunities to provide feedback to The City. They place high importance on their opportunities to be involved and have distinct preferences, priorities, habits and approaches to consuming information. The engagement processes for imagineCALGARY and Plan It Calgary noted requirements for successful citizen engagement:

1. Use community organizations when engaging citizens
2. Pick venues on transit lines and in places that are well trafficked (such as malls)
3. Balance on-line feedback and face to face feedback
4. Presence of elected officials is important
5. Use City recreation facilities and libraries as a place to provide materials and collect feedback and
6. Identify the link between input and decision making for citizens.

Data from the reviewed reports can be grouped into two sub-heading questions: “What are the gaps between how The City is engaging citizens and how citizens want to be engaged?” and “Which City service areas are not engaging citizens?”

The public wants The City to engage with them by:

- Being open about the ability to influence the outcome and listen to everyone; not just the loudest or most organized participants, and
- Implementing the City’s best practices in engagement – don’t do incomplete or rushed engagement.

When asked how they would like to receive information from The City, multiple studies indicate citizens’ preference towards online communications. For example, Parks engagement activities indicated the online environment plays a significant role in awareness and education and that it enhances two-way communication, allows stories to be told, and allows the case for parks to be made. In general, citizens indicated that more communication and public education around City of Calgary Parks would be welcomed. Currently, approximately three-quarters of Calgarians feel at least somewhat informed about parks offerings. The online environment plays the most significant role as a key source of awareness of parks in Calgary among more than eight-in-ten survey respondents. Using The City’s 311 telephone line ranked a distant second as a resource among almost one-quarter of Calgarians.

Those who provided their feedback on the 2013-2014 adjustment process also indicated a strong preference to be provided with information digitally. 70% of respondents indicating the City's budget website would be their preferred source, 50% referencing the Calgary City News blog and another 26% requesting Facebook. The strength of the online preference was magnified by both the fact that the survey being responded to was itself online, and that the budget website, new blog, and Facebook were selectable options. Only 7% wanted to receive updates via newspaper, with a (possibly overlapping) 5% saying they wanted to be informed by "media."

During the engagement process for Imagine Parks, all participants concurred that communication is critical to the future of The City's park system in three important ways: enhance the already strong two-way communication between Parks and Calgarians; improve the communication of the story of Calgary's park system; and enhance communication and education to make the case for the value and role of The City's parks and open spaces to all internal and external stakeholders. A logical extension of these engagement finds would likely reflect how communication is important for all City services.

During the \$52 Million engagement activity, although some citizens lacked confidence that council's priorities would match their own, others were opposed to spending money to engage citizens at all. Some survey responses expressed frustration with a process where money was spent on engagement to determine where and how to spend the tax room. It was not clear from the responses whether the dissatisfaction stemmed from the diversion of operational dollars to public survey activities, a lack of confidence that the survey data would impact the decision-making progress, or some other factor. Also, stakeholder feedback indicates the ability to appeal The City's administrative decisions needs to co-exist with keeping the appeals process from slowing down project implementation. How best to balance these competing priorities was less clear.

Lastly, there exists a small but dedicated portion of the public who want to become subject matter experts in how The City is operated; for them, there is nearly never enough information. These individuals do not need to be actively fed information; they only need to be notified of the information's existence and the opportunity to provide feedback. This suggests that the City should focus on maximizing the contributions from individuals and groups who are already engaged.

Reports Analyzed

Below is a complete list of the 86 reports analyzed in the preparation of this summary report.

An online library to provide access to each of the reports is in process of being constructed. In the meantime to access any of the reports, please contact Noreen Rude in Customer Service and Communications at noreen.rude@calgary.ca.

- 2010 CPC Citizen Survey Results
- 2011 CPC Citizen Survey Results
- CPC Citizen Survey Results – 2012
- CPC Citizen Survey Results – 2013
- CFO - 2013-2014 Adjustments Engagement Results
- CFO - BPBC 4-year report
- CFO - C2013-0614 \$52 MILLION ENGAGEMENT RESULTS 2013
- CFO - C2013-0614 \$52 MILLION ENGAGEMENT RESULTS_ATT 1 2013
- CFO - C2013-0614 \$52 MILLION ENGAGEMENT RESULTS_ATT 2 2013
- CFO - Our-City-Our-Budget-Our-Future-Public-Engagement-Report
- CFO - Subdivision and Development Appeal Board Summary of Engagement Process and Stakeholder Input

- 2010_citizen_satisfaction_survey
- 2011 Citizen Satisfaction Survey
- 2012_Citizen_Satisfaction_survey
- CSC - Citizen Satisfaction Topline Report_FINAL (October 15) 2012
- CSC - CoC Draft Topline Report - 311 Satisfaction Survey 2012 - Norms 2012
- CSC - Communication Effectiveness Detailed Report (FINAL) 2011
- CSC - CSC Performance Measurements and Benchmarking Survey Report_FINAL
- CSC - Onward and Branding Research Report_FINAL
- CSC - The City of Calgary 2013 Citizen Satisfaction Survey Report FINAL (November 12) 2013
- CSC - Web and 311 Measurements Survey Report_FINAL 2012
- 2010_citizen_satisfaction_survey
- 2011 Citizen Satisfaction Survey
- 2012_Citizen_Satisfaction_survey
- CSC - Citizen Satisfaction Topline Report_FINAL (October 15) 2012
- CSC - CoC Draft Topline Report - 311 Satisfaction Survey 2012 - Norms 2012
- CSC - Communication Effectiveness Detailed Report (FINAL) 2011
- CSC - CSC Performance Measurements and Benchmarking Survey Report_FINAL
- CSC - Onward and Branding Research Report_FINAL
- CSC - The City of Calgary 2013 Citizen Satisfaction Survey Report FINAL (November 12) 2013
- CSC - Web and 311 Measurements Survey Report_FINAL 2012
- Barlow Report on Facilities Final
- CNS - 2012 Report on Calgary's FCSS Program
- CNS - Citizen Expectations and Perceptions - Final 2011 Research Results September 23, 2011
- CSPA 2011 Citizen Expectations and Perceptions
- CSPA 2012 Citizen Expectations and Perceptions
- Parks - Internal and Community Workshop Component Summary Result and Data 2012
- Parks - Leger Marketing Executive Summary Public Opinion Research Report 2012
- Parks - Off Leash Area Management Plan 2010
- Parks - Parks 2010 Pathway Research Intercept Report 2010
- Parks - Parks Urban Forestry - Tree Preservation Final Report 2011
- Parks - Parks Urban Forestry - Tree Preservation Research 2011
- Parks - What We Heard - Imagine Parks Public Engagement Results 2012
- 2012 CNS Citizen Expectations and Perceptions - Final 2012 Research Results - Detailed Report
- CNS - Public Engagement Summary - Open Houses for New Recreation Facilities 2011
- Recreation - (FINAL) 2012 CSPA - Recreation Regional Analysis Report
- Recreation - 2012 City of Calgary Arena Survey_Overall_Final_June19.12
- Recreation - APsSummer2012_final
- Recreation - Calgary - 2012 Recreation and Physical Fitness Syndicated Survey
- Recreation - Calgary Inner City PAMA Final Report Dec12th 2013
- Recreation - GC_FinalRpt_Nov15.12_final

- Recreation - Report - Combined FINAL - City of Calgary Golf Fees - Dec 2013
- IpsosPA_PublicPerspectives-CA-Dec2013
- IpsosPA_PublicPerspectives-CA-Dec2013-2
- DBA - Customer Satisfaction Survey - April 2013
- DBA - Customer Satisfaction Survey - May 2011
- DBA - Customer Satisfaction Survey - May 2012
- 2011 Centre City Citizen Perception Survey Key Findings Summary
- Final Report - 2010 Roads Annual Survey
- Final Report of the 2012 Roads Annual Survey
- Roads - Final Report of the 2012 Roads Annual Survey
- Roads - Report 2011 SNIC Survey (February)
- Roads - Report 2013 SNIC Survey (Telephone Survey)
- Roads - Report of the 2011 Roads Annual Survey
- Roads_2012_Survey_Report_-_PDF
- Transit - Final Report - 2012 Calgary Transit Customer Satisfaction Survey
- Transportation Planning - TT2012-0660 Att 5 - Investing in Mobility Engagement Summary
- ESM - Community GHG Reduction Omnibus Research
- ESM - Municipal Solutions for a Greener Earth
- ESM - Vital Signs
- Waste and Recycling - 2011 Blue Cart Research - Final Report
- Waste and Recycling - 2012 Food Yard Waste Research Summary - February 2013
- Waste and Recycling - CD_Waste_Diversion_Stakeholder_Engagement_Project
- Waste and Recycling - City of Calgary - 2011 Multi-Family Recycling Organics Research (Results Presentation Final)
- Waste and Recycling - City of Calgary Household Hazardous Waste MAY 2011 - RESULTS
- Waste and Recycling - Multi-Family Recycling and Food and Yard Waste Program Quantitative Research - Final Report
- Waste and Recycling - Residential Perceptions of CoC Landfills - Key Findings - January 16 2013
- Waste and Recycling - Residential Perceptions of CoC Landfills - Key Findings - PRESENTATION
- Waste and Recycling - The City of Calgary - Black Cart Program Baseline Survey - Topline Report (FINAL June 24)
- Waste and Recycling - The City of Calgary - Food and Yard Waste Collection Program - Presentation (July 5)
- Water Resources - 2011 AA Maintenance Annual Report
- Water Resources - 2011-03 Leak Campaign Survey - Final Detailed Report (IPSOS)
- Water Resources - 2012 AA Maintenance Annual Report
- Water Resources - 2012 Emergency Construction Bi Annual Report Jan-June
- Water Resources - 2012 Emergency Construction Bi Annual Report July-Dec
- Water Resources - 2013 Emergency Construction Bi Annual Report Jan - June

Appendix B1

Representative Engagement: Citizen Ideation

THE CITY OF CALGARY

Action Plan

2015 – 2018



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1.0 Background

1.1 engage! Policy

The engage! Policy CS009 states, in part: *“The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups, and commits to conduct transparent and inclusive engagement processes that are responsive and accountable.”*

1.1 Council Direction

On Nov. 18th 2013, Council, in line with the engage! Policy, provided direction for the development of an engagement strategy to contribute to upcoming budget planning for 2015-2018 stating, “The inclusion of stakeholder input as a component of the multi-year [business planning and budgeting coordination] process enhances the quality of Council Priorities, Departmental Business Plans, Budgets, and ultimately, the services delivered to Calgarians.” The resulting project, *Action Plan 2015-2018*, and its component engagement was designed to enable Calgarians the opportunity to provide their input on how The City should prioritize spending to continue to move The City towards achievement of long-term goals.



2.0 Engagement Overview

2.1 Engagement Goals

The overarching goal of *Action Plan 2015-2018* engagement was to, “Gather insights from citizens on Council approved tax rate scenarios, City services and priorities; and from staff on efficiencies and collaboration in order to inform Council decisions on indicative tax rates and Council Priorities; and, to inform Administration in the development of departmental business plans.”

2.2 Challenge of Scale

One of the primary challenges of the *Action Plan 2015-2018* engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder.

2.3 Engagement Strategy

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

- **Representative Engagement:**
Qualitative research focused on service and spending priorities with a group of citizen representatives (Appendix B1), business /business agency representatives (Appendix B2) and social agency and community group representatives (Appendix B3). Representative engagement was planned and executed in conjunction with an outside research vendor (Ipsos Reid).
- **Internal Engagement:**
Focused on identifying emergent themes and collaborative opportunities with City employees (Appendix D2) and civic partners (Appendix D1). City employee engagement was planned and executed in-house by the Engage Resource Unit. Civic Partner engagement was planned and executed in conjunction with an outside vendor (Ipsos Reid).
- **Inclusive Engagement:**
Focused on service and spending priorities with on-line and in-person activities and events open to all Calgary citizens. The input collected was organized by three primary groups:



Budget Tools (Appendix C1), Priority Tools (Appendix C2), and Discussion Tools (Appendix C3). Inclusive engagement was planned and executed in-house by the Engage Resource Unit

2.5 Summary of Representative Engagement

Following industry best practice for qualitative research, the representative engagement stream of the strategy saw Ipsos-Reid conduct dialogue sessions with groups of Calgarians that were recruited based on specific characteristics, rather than self-selected. In these sessions some of the tax-related and service-related themes that arose from the annual Citizen Satisfaction Survey were more deeply explored.

2.5.1 Citizen Ideation

120 citizens were recruited for the session with 78 individuals actually participating on the day. Participants were able to simultaneously contribute thoughts and ideas through a computer in addition to voicing their options verbally throughout the session. A detailed overview of this research is included in this document.

2.5.2 Social Agencies and Community Groups Focus Groups

10 participants from a mix of social agency sectors were recruited for each of two focus groups. Participants were asked to discuss their thoughts on a variety of themes from the Citizen Satisfaction Survey. Please see appendix B2 for a detailed overview.

2.5.3 Business Focus Groups

10 participants from a mix of business sector agencies and associations were recruited for each of two focus groups. Participants were asked to discuss their thoughts on a variety of themes from the Citizen Satisfaction Survey. Please see appendix B3 for a detailed overview.

The representative engagement sessions were designed to contextualize the inclusive engagement stream. The citizen ideation session gave a check-in point to see that the results that were coming in on-line and at in-person sessions were not dominated by any one group of voices. The focus groups were also included to ensure that those voices were not missed from the Action Plan engagement.



March, 2014

Action Plan 2015-2018

Citizen Ideation

Final Report



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THE CITY OF
CALGARY
CORPORATE SERVICES



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Action Plan 2015-2018 – Citizen Ideation - Report

Research Overview



Background

For years, private sector companies have invested millions of dollars in building and maintaining both their product/service and corporate brand in order to influence the purchase of their goods and services. In government, however, the provision of programs and services is generally done in a non-competitive environment and for some, the need to integrate brand stewardship into the day-to-day mechanics of their public sector organization is seen as a secondary priority. At Ipsos, our research continues to show that Canadians and Calgarians alike demand more from their governments. We find ourselves in an age of instant information, a growing appetite for details, and evolving expectations that are often impacted by things outside of government control. In an environment like The City of Calgary, with over 34 Business Units delivering a wide array of services through multiple channels, brands, and messaging, creating a unified vision and brand identity can be a challenging task.

One of the largest engagement initiatives at The City is the Business Plan and Budget Coordination (ACTION PLAN 2015-2018) process. It involves a wide-variety of internal and external stakeholders; the analysis of trends at a global, national, provincial, and local level; and, priorities set by citizens, Administration and Council, in addition to a number of other processes that will ultimately yield the 4-year strategic plan for The Corporation. The number of inputs is vast and the need to increase citizen input/involvement is even more important today than in previous iterations of this process. This year's program is referred to as Action Plan 2015-2018.

The ACTION PLAN 2015-2018 process, considers a multi-phased approach as outlined below (Five Phases: **1.** Prepare & Understand **2.** Explore, Discover, & Arrive **3.** Develop Goals, Actions, Budgets, & Targets **4.** Consolidate, Inform, Debate, Approve **5.** Deliver, Measure & Adjust):



The City of Calgary's Action Plan 2015-2018 team embarked on a multi-pronged engagement approach to solicit a wide array of feedback from stakeholders throughout Calgary. As part of this engagement, Ipsos partnered with The City of Calgary to conduct a citizen ideation session.



Methodology

As part of the overall recruitment strategy, Ipsos partnered with a local vendor to recruit a cross-section of Calgarians to participate in the session. In total, 120 individuals were recruited for the session and 78 individuals participated on the day.

While this exercise is qualitative in nature, Ipsos did strive to ensure that participants represented a wide array of views and opinions, in addition to key socio-demographic variables. These included ensuring a good mix of the following characteristics:

- Participant age and gender;
- Quadrant and community of residency;
- Level of education and total household income;
- Home ownership and renters;
- Ethno-cultural diversity;
- Length of time spent living in Calgary;
- Views about quality of life;
- Views about The City's overall performance; and,
- Views about value for tax dollars.

Participants were recruited using Ipsos' survey respondents to the 2013 Citizen Satisfaction Survey, the Action Plan 2015-2018 survey, our recruitment partner's panelists, and random digit dialing, to ensure that a good cross-section of individuals were invited to participate.

IMPORTANT NOTE:

The following findings are qualitative in nature. The work is exploratory as a result of the size of the groups and the method by which sample was drawn. The results should be regarded as directional and may not necessarily be projected to the larger population without further quantitative research.



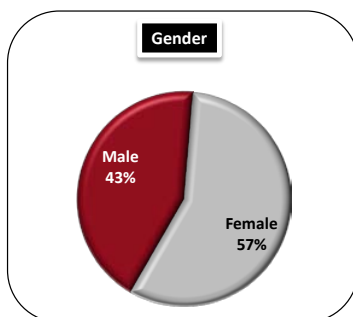
Socio-demographics

The following outlines high-level statistics related to key variables participants were screened on. Quotas were established to ensure that a good mix of individuals ultimately participated in the session. In total, 78 individuals participated in the session.

As detailed below, participants represented a broad-cross section of Calgarians:



Participant Profile – Socio-Demographics



Age

Age Group	Percentage
18 to 24	9%
25 to 34	28%
35 to 44	28%
45 to 54	14%
55 to 64	15%
65 or more	6%

Views on Change in Quality of Life

View	Percentage
Improved	36%
Stayed the same	39%
Worsened	25%

Total Household Income

Income Range	Percentage
Less than \$25,000	10%
\$25,000 to just under \$50,000	15%
\$50,000 to just under \$75,000	17%
\$75,000 to just under \$100,000	27%
\$100,000 to just under \$150,000	20%
\$150,000 and over	11%

Traveled using Calgary Public Transit in the past 12 months

Frequency	Percentage
Daily	20%
Less often than daily	62%
Never	18%

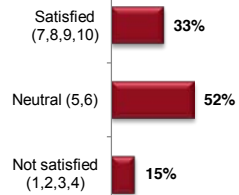


Participant Profile – Socio-Demographics

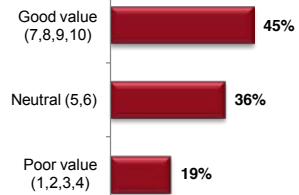
Years Lived in Calgary

Less than 5 years	5%
5 to 9 years	18%
10-19 years	27%
20 years or longer	50%

Satisfaction with Level & Quality Of City Services (10-pt scale)



Perceived Value for Taxes (10-pt scale)



Education

Completed high school or less	15%
Some post secondary or college diploma	41%
Completed university degree or post-grad degree	44%

Quadrant of Residence

Northeast	20%
Northwest	24%
Southeast	22%
Southwest	33%

Ideation Technology Overview

Ipsos developed a new technology to enhance the interactions at stakeholder workshops, and provide real-time decision making and richer outputs using a technological platform. We call this technology the Ideation Exchange.

The Ipsos Ideation Exchange bridges knowledge, ideas, people, and cultures to create an environment for open, participative and aligned collaboration. Used to facilitate brainstorming, integrated thinking, cross functional collaboration and strategic planning, the Ideation Exchange leverages technology and software to create a high-energy, interactive and efficient alternative to more traditional meeting and forum approaches.



Ideation Exchange links a group together – large or small – so that each participant can simultaneously contribute thoughts and ideas through a computer in addition to voicing their opinions verbally throughout the course of the ideation session.

Each participant (or small group) has a laptop computer connected to a local area network to contribute ideas, votes and feedback. The laptops help facilitate collaboration but do not replace the need for face-to-face interaction and teamwork exercises in the session. There were also roaming microphones to assist in the plenary group discussions.

City stakeholders were invited to view the sessions in a separate room, where they were able to view real-time video feeds of the ideation session in addition to a projected screen allowing them to view (but not participate) in the technology driven discussion.

Groups were led through a series of question exercises, breakout table discussions, and large plenary discussions all anchored against the 2013 Citizen Satisfaction Survey results and Action Plan 2015-2018 engagement framework.



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Key Observations

In 2013, perceptions about quality of life in Calgary continue to be positive.

The City of Calgary has realized significant increases in performance ratings.

In terms of top opportunities to improve quality of life, key themes included (ranked in importance as per participant responses): **Urban Planning** – road planning/urban sprawl/community planning, **Accountability** – showing the impact of services/ where tax dollars go, **Transit** – extended hours/extended lines, **Housing** – affordable housing/making rent more affordable, **Citizen feedback** – more opportunities for community input into governance of the city/balance special interest input,



Snow removal – being more proactive versus reactive, and **Secondary Suites** – Legalization/mixed housing.

City Performance

Participants in this session were positive overall (echoing the 2013 Citizen Satisfaction Survey) about how The City of Calgary delivers many of its services and programs to Calgarians. Mirroring many of the satisfaction ratings in the quantitative survey, participants spoke highly about recycling, libraries, police services, garbage collection, family recreation, park maintenance, city cleanliness, pathways, 311, recreation facilities, and the change in political leadership.

The session also allowed participants to generate and discuss areas that they would like to see The City improve their performance in including snow removal, traffic management, transit hours and reach, proactive planning and development, increasing a focus on the arts, support for older communities, affordable housing, communication about how tax dollars are spent, and bike lanes.

Action Plan 2015-2018 Priorities

As part of the exercise, participants were asked to provide input into the key priorities for The City of Calgary as they move into the Action Plan 2015-2018 process.

Seven key priorities emerged from the discussions across the room and the following list is ranked by overall importance (as assigned by participants in the session): **Transit** –More accessibility, more LRT, wider expansion, access to new developments, increase transit safety, **Urban / Community Planning** - Less sprawl, Increase Density, integrated approach to planning, **Traffic Flow Management** - HOV Lanes, round-a-bouts, better planning, **Affordable Housing** - More options, **Transportation** - Create more bike lanes, multi modal transportation methods, more parking options, **Arts Funding**, and, **More Taxis**.



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Action Plan 2015-2018 – Citizen Ideation - Report

Detailed Research Findings



Session Warm-up

Calgary in One Word

If you had to summarize Calgary in one word to someone that doesn't live here, what would that be?
Hit enter or click add after each idea.

No.	Idea
1.	Exploding
2.	home
3.	crowded
4.	Vibrant
5.	amazing
6.	Lively
7.	awesome
8.	Vibrant
9.	opportunity
10.	energetic
11.	Diverse
12.	friendly
13.	Energetic
14.	sunny
15.	Innovative
16.	Expensive
17.	vibrant
18.	helpful
19.	Frindly
20.	educated
21.	Diverse
22.	Expensive
23.	eclectic
24.	cold
25.	comfortable
26.	Disorganized
27.	evolving
28.	busy



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29.	Hospitable
30.	Simple
31.	Money
32.	Simple
33.	Vibrant
34.	Busy
35.	young
36.	Entrepreneurial
37.	sprawling
38.	Young
39.	improving
40.	sprawling
41.	Good life
42.	Growing
43.	pretty
44.	expensive
45.	congested
46.	Welcoming
47.	cool
48.	cool
49.	A life
50.	Friendly
51.	Comfortable
52.	Home
53.	transparent
54.	Gridlocked
55.	generous
56.	diverse
57.	diverse
58.	Agile
59.	Safe
60.	diverse
61.	Home, opportunity, outdoorsy
62.	big
63.	entrepreneurial



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64.	Innovative
65.	frightful
66.	vast
67.	Energy
68.	Great opportunity dynamic
69.	Sprawling
70.	friendly
71.	progressive
72.	stubborn
73.	Sprawling
74.	Cold
75.	conservative
76.	cosmopolitan
77.	lively
78.	Friendly, hospitable, diverse, comfortable gridlocked, under planned, sprawl,
79.	Safe
80.	welcoming
81.	friendly
82.	friendly
83.	Proud
84.	welcoming
85.	international
86.	Smart
87.	progressive
88.	innovative
89.	innovative
90.	opportunities
91.	fast growing
92.	fun
93.	fun
94.	Beautiful
95.	progressive
96.	progressive
97.	Prosperous
98.	Become more open



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99.	Involved
100.	Multicultural
101.	urban
102.	beautiful
103.	new
104.	distant
105.	Volunteering
106.	Opportunity, good, entrepreneur, nurturing, vibrate, lively
107.	selfish
108.	clean
109.	Old fashioned
110.	View
111.	Clean
112.	Natural
113.	Proud
114.	fun
115.	Sunny
116.	multicultural
117.	best mayor
118.	green
119.	Green spaces
120.	Clean
121.	conservative
122.	Jobs
123.	large
124.	Caring
125.	big
126.	age-divided
127.	expanding
128.	unsafe
129.	Children friendly
130.	community (once you'd find it)
131.	Sunny, educated, complete, young, pretty, generous, giving, volunteerism, tolerant, urban, progressive, sprawl,
132.	caring



Quality of Life

Positive Influences on Quality of Life

What specific things make the quality of life in Calgary positive? The answer "good parks" isn't specific enough - what is it about the parks? Either is good transit - what is it about transit?

No.	Idea
1.	Calgary is an event rich city
2.	TI
3.	Economic potential to get opportunities for every one
4.	Free activities for children ie parks wading, green spaces, park, bird sanctuary
5.	Affordable housing for every one
6.	Cleanliness - city is very clean, garbage is well taken care of, very little graffiti, we take pride in the city.
7.	Plenty of free art events.
8.	Community events, lavender festival,, entertainment ,
9.	great company and corporate sponsorships
10.	Teleride has to be one of the best systems around, wife and kid
11.	Stampede
12.	Very safe as the response is immediate
13.	s use it all the time
14.	Number and diversity of green spaces and parks and outdoor activities
15.	Good education, 2 unis and polytechnic, culture, downtown theatres, employment opportunities, proximity to mountains, friendly, nice restaurants, bike paths, man. Add lake
16.	Opportunity - able to get work, able to move up your career path, able to talk your way into a room.
17.	Police officers are very present in the city at events, supportive, and take pride in the city. It helps people feel safe and welcome.



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18.	Plots of job opportunities
19.	Handy bus to take disable children around
20.	Great park systems throughout the city, Nose Hill, Fish Creek. The city is dedicated to providing natural green spaces for the enjoyment of all the citizens.
21.	The quality of life is positive because there is ample opportunity for artistic developments
22.	Community- the way people come together and volunteer.
23.	Transit is trying to improve.
24.	The quality of life is positive because there is ample opportunity for job development
25.	Some people do not feel safe ex someone start a fire on the c train
26.	Good neighbours good neighbourhoods knowing your community makes it safe
27.	Optimistic atmosphere, can do attitude of the city
28.	Community feeling, people are friendly and welcoming, people feel safe leaving because they know their neighbours are looking out for them while they are gone. Really great community activities and meeting spaces.
29.	good police efforts
30.	Stoney Trail has really helped.
31.	Calgary is rapidly becoming more tolerant and diverse of different cultures and abilities. However, there are some problems with ageism - younger generation vs older one.
32.	good educational opportunities diversity in offerings and support for students
33.	Across street was an incident that was not response immediate
34.	Quality free activities for kids
35.	overall safety in the city is exemplary
36.	Diversity of opportunity, what one can do at night. Jobs, so many opportunities.
37.	The quality of life is positive because Calgary is in a beautiful location with easy access to the mountains
38.	Lots of diverse restaurants
39.	neighbor



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40.	Lots of large parks
41.	Believe the city has great possibilities for immigrants
42.	neighbors caring for neighbours
43.	The new ring road provides easier access to outlying communities
44.	Community spirit. Citizens get involved with naming animals at zoo. Also great community spirit seen in aid offered after the flood.
45.	library programs - great offerings and often free
46.	Shopping centers and medical centers are close to each other. Makes travel easier for seniors. No need to leave your community. Good access to services. City assistance program (311) is very helpful.
47.	Consideration for unique groups
48.	People are looking out for each other.
49.	diversity of arts and culture offering
50.	Relationship citizens and administration is open and positive
51.	feel safe walking downtown
52.	Really great Stovall, public parks, and events for families. Good support for parents in our city.
53.	When we hear stories on the news of a tragedy, we all come together to help our fellow citizens.
54.	Stampede spirit. Vibrancy and excitement felt throughout the whole city.
55.	Easy to contact city about what do you like or not
56.	sense of community
57.	People in Calgary are generally happy and pleasant to communicate with
58.	Low crime, a police force that is responsive. We are very clean, we take pride in how our city looks. Calgary attracts great people that add to the quality of life. Our western culture is an example of Calgary being unique and risk takers and leading the way.
59.	So many opportunities and resources for families and children
60.	Lots of great tourist attractions that families can go to. Lots to offer in the city for families and people looking to do things. Heritage park, the science centre, zoo, etc.
61.	Transit growth to access all quadrants of the city



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62.	Transportation like as Ivan to work by CTrain
63.	Calgarians are very polite.
64.	Excellent job opportunities.
65.	close to the mountains
66.	Cultural activities such as the glennbox
67.	City park and play summer programs are very good
68.	K
69.	Wealth in the city leads to philanthropy.
70.	Safe- Police/fire department being well trained in each individual community
71.	Proximity to the mountains is fabulous.
72.	Lots of dog parks in all areas
73.	pathways in Calgary are great for walking or biking
74.	People aren't quite rushed. People here want to go quick, but not at the convenience of someone else.
75.	Like the zoo it is big, family oriented,
76.	City has become such a diversified job opportunity, not just oil jobs. More jobs in TV, sports, business
77.	Safe, good police service, good officials, clean, volunteers, giving city, good transit system except some areas, safe transit system, good venues for events, recreation programs are great, helpful for low income,
78.	Community centres, outdoor rinks, community run programs to raises funds,
79.	We are diverse, in culture and age and ideas. We tend to share with our city on how we can grow.
80.	We attract high profile events such as music festivals, conferences, and other fun things
81.	The feeling of a small town is still very strong in our big city. People say hello, people are friendly, still feels like a small town. City feels open and not at all congested. Very well lit and lots of green spaces. River parks add to the beauty.
82.	Museums
83.	love the 311 service - very helpful and very well trained



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84.	Lots of things to do. Zoo downtown
85.	City supports arts, festival
86.	Big city but small town feel. People will smile at you on the street and help if needed.
87.	great festivals and events in the city
88.	Good relationship with police force
89.	Like the cultural events the Chinese New Year, folk festival, blues festival
90.	Canada Olympic park, sports teams
91.	lots of great golf courses
92.	good support for new immigrants
93.	311 service
94.	good neighbours who assist ones in need
95.	More diversity in politics
96.	Enjoy the path system, too rivers
97.	The economy. Jobs are not too hard to find. Lots of opportunity. And lots of educational opportunities. Great schools. Housing prices are too high.
98.	A city administration that is working for us not against each other.
99.	Integrity- organized and trustworthy programs and resources
100.	Great the recycling system feeble so far ahead
101.	Really good municipal government
102.	Arts scene is HAPPENING. Lots of amazing work coming out of Calgary. People want to stay here and create. At least the performing arts...
103.	Citizens are welcoming, easy to ask others for directions. Very accepting of our differences. The job opportunities in Calgary draw newcomers who are always welcomed by the locals. There is a big sense of community. Bike paths and city parks are very well planned and very useful. N
104.	Recycling services improving
105.	City employees in general seem happy and concerned with Calgarians
106.	BIKE PATHS!



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107.	Sense of community makes it safe, overall sense of safety with city services. The clean air and proximity to the mountains. It's a very friendly city. Topographic is very appealing not flat and boring. Culture and the Arts are prevalent . The Calgary Stampede is world renowned. Lots of green spaces and bike paths. Dynamic city now - it's A big city! Volunteerism is prominent .
108.	Olympic legacy and community



Quality of Life

Negative Influences on Quality of Life

What are the things that take away from quality of life in Calgary?

No.	Idea
1.	Traffic in Calgary is getting too crowded on the city streets.
2.	Incompetent snow removal. Not adequate equipment
3.	Cost of living has increased exponentially more than wages.
4.	Traffic, rush hour congestion, busy streets.
5.	Transit. It's slow inconsistent and I pay so high for such a poor service
6.	Transit issues, when there problems it should be communications
7.	Cost of activities specifically some arts activities such as ballet and symphony
8.	Traffic- quality of the roads
9.	Urban sprawl
10.	Calgary transit takes long and is poorly designed
11.	Renting has become very difficult. Expensive and not many options.
12.	transit is inconsistent
13.	The cold long winters prevent people from being outside and active. It makes families want to hibernate and takes away from the community feeling.
14.	Traffic, crime, cost of living, sports programs too expensive, other programs expensive for youth
15.	Transportation for people who are drinking. Cab service is awful and city transit is unreliable.
16.	Cost of living is high (housing, groceries, etc.), gap between rich and poor, snow removal extremely slow response on residential roads
17.	Calgary transit greatly negatively influences the quality of life. The Calgary transit is very unsafe in all areas of the city.
18.	Calgary is getting really expensive - regular people who don't make 6 figures a year are getting priced out of things. Homes, entertainment, bars, restaurants



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19.	What were city planners thinking when they were making deer foot. It's so dangerous.
20.	road planning, especially on Deerfoot Trail
21.	Traffic!
22.	parking is far too expensive
23.	to many truck routes on streets that are through communities
24.	More focus required for affordable housing.
25.	Calgary transit does not go to the airport
26.	bad quality of roads
27.	Transit needs to expand hours so that people don't drive drunk late at night. Cabs are difficult to find.
28.	general lack of Urban planning
29.	Education system overloaded
30.	The infrastructure of the roads makes daily commutes nightmares.
31.	Cusp of being a really large city and many are still thinking in a small town way
32.	Not enough sanding and salting of roads in the winter
33.	The division between the rich and poor in our city. The division of neighbourhood and areas of the city that are very rich vs. the ones that are not. The gap is becoming larger.
34.	Transportation needs to be improved to areas like hospitals, airport, and outer communities
35.	Income inequality
36.	Lack on integrative planning of transit and new communities
37.	So few roads going to the south.
38.	snow clearing of pathways
39.	Fight against legal secondary suites.
40.	Housing problems for the amount of people
41.	Bus times stop so early.
42.	Not many options for renting houses



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43.	transit schedules aren't as coordinated as they could be
44.	Lack of rent control in the city.
45.	Calgary needs more downtown entertainment and life
46.	Discrepancy of wealth and low income
47.	Lack of security on public transit. LRT feels unsafe, especially at night. Waits for the bus are too long and there is no visible security.
48.	Takes too long to get medical subsidies to those in need.
49.	The quality of the transit has been declining in the cleanliness and how safe you feel.
50.	Poor community snow removal
51.	Traffic is horrific now especially during rush hour but throughout the day. Higher taxation- from 2000 to 2011 population in Calgary went up 22 during the same time city spending went up 22. Inconsiderate drivers - road rage.
52.	Removal of fluoride from water.
53.	snow clearing of side streets
54.	snow removal is an issue in communities
55.	Calgary is built so everyone needs a car to get around, and that comes with a lot of problems - traffic, parking, snow removal, and sprawl.
56.	Tickets issued when cars trapped in snow drift.
57.	The urban sprawl of our city is out of control. Having to drive 30kms to access government services is too much.
58.	Lack of taxis.
59.	Mismanagement of major projects.
60.	lack of taxis in Calgary
61.	Level of crime, and inflation rate.
62.	Traffic, not as bad as some cities. Road maintenance. Snow removal. Spring road clean up. Lack of foresight in planning.
63.	Lack of effective transit to the airport.
64.	constantly raising taxes



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65.	Affordable housing, secondary suites haven't been dealt with. Readdress by laws need to be done
66.	Deficient transportation not enough buses, not good schedule, no like other cities . The interval is not good you have to wait for long time. Planning of seats is poorly done, not enough ergonomic studies for sitting. Many times the transit is unsafe ex. Me area. Not feel safe on Crain. Waiting times is long every time I have to wait like twenty minutes
67.	The quality of the pollution has inclined over the years. As our city grows the pollution has grown.
68.	Communication between road construction and transit
69.	At times the city is reactive, not proactive
70.	Residential road clearing, piling up of the snow made the city very unsafe and un accessible
71.	Community parks are lacking for children. Finding needles, condoms in parks...
72.	Taxies never come by to my neighborhood
73.	The city is growing too much too quickly. City services are not keeping up.
74.	Transit lacks vision. They want ridership before offering service. Good service needs to be provided to get the ridership.
75.	More green spaces and greenery around the city.
76.	Lack of affordable rentals.
77.	Traffic is crazy on both inner city and highways
78.	Surveillance is not enough. Demography is changing for the city and the city should adapt to provide security to the older residents
79.	Lack of Security a lrt stations - have seen harassment of riders and criminal activity
80.	Rents are rising at a ridiculous pace - sometimes it's cheaper to buy, but you need capital to do that.
81.	urban sprawl - we need more fireballs, schools, etc.
82.	there needs to be more density, taller buildings and less far new buildings
83.	Not enough support for newcomers .. People from other provinces
84.	Timing of road construction
85.	Urban sprawl
86.	Not enough downtown parking/too expensive



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87.	lack of vacancy, no affordable housing
88.	Traffic/congestion - it takes too long to get across town.
89.	lack of taxis when you need one - having to call a taxi and wait forever
90.	Disable people is not considered when there are mechanical issues and they need to get off the train for example
91.	Lack of affordable options for housing, events, food.
92.	Needs more dialog with the population about affordable housing
93.	Lack of local involvement in art projects/major projects
94.	Affordable services for social issues. Such as domestic violence, addictions, mental health.
95.	Public Infrastructure hasn't been keeping up with the growth of new communities. E.g. Libraries.
96.	Students have horrid times finding affordable housing.
97.	The development of many of the areas creates a dependence on vehicles, more walking areas are needed
98.	utilities are very expensive
99.	The outgrowth of the city in a low density fashion , it needs to stop
100.	Transit needs to be expanded
101.	The lack of school in new suburbs is a huge downside and is really affecting quality of life.
102.	Lack of schools
103.	Constant increase in utilities and natural gas.
104.	The price of transit has increased.
105.	Clearing snow and keeping it off the sidewalks and ice management
106.	Infrastructure needs to be able to scale up to match growth
107.	Transit issues - if you don't drive, it is very difficult to get around. Lack of connections.
108.	Emergency health care is wonderful, but non-emergency wait times are horrific.
109.	The north east is very neglected in way of services, and care
110.	Reusing old buildings for new things.



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111.	Lack of consultation with other cities in the world
112.	Poor forward planning in growth
113.	Minimum wage is ridiculous. Need living wage
114.	Urban sprawl
115.	Great health care but takes too long to see a specialist or getting care for minor injuries.
116.	Traffic is bad especially during rush hour. Taxation is too high e.g. From 2000 to 2011 29 population growth, 79 budget growth. Snow removal. Calgary is expensive. Housing prices are very expensive. Lack of schools in the communities. Wasteful spending. Building roads then having to add to them which means more construction and traffic problems
117.	Should not be able to construction into the evenings
118.	Urban growth run by developers pressure
119.	Limited spots on Calgary public schools
120.	Rich vs poor divide
121.	Waiting list on health system
122.	Second suits is a great concept but infrastructure does not support the practicability of it



Quality of Life

Opportunities to Improve Quality of Life

What specific things would you like to see The City do to either improve or maintain Calgary's high quality of life?

No.	Idea
1.	rent control
2.	Take trucks off roads that are through communities
3.	Extend transit hours and increase service.
4.	Focus on a snow removal plan, actually moving the roads
5.	Transit planning in coordination with new community planning. Smart planning.
6.	Go to larger cities to see how they handle things like traffic and transit issues
7.	More bike lanes and bike paths, but not to the extent of closing lanes on main thoroughfares
8.	To make the new area more integrate functionally to the city with the same technical specs ex. Train stations
9.	Density the city. Stop sprawling out. We already have functioning c train. Build where we have c train, utilize where it runs.
10.	Focus on reliving the roads congestion.
11.	Synchronize traffic lights.
12.	Extend LRT line to make it more accessible and more dependable.
13.	legalization of secondary suites
14.	Road planning should be done before the new communities are built. Road construction adds to traffic problems.
15.	Need mixed housing, expensive and affordable.
16.	Include parking in season passes for the zoo, science centre, transit stations, etc. so you don't get gauged.
17.	Need affordable housing options



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18.	Synchronize traffic lights throughout the city at rush hour, but perhaps at other times.
19.	Increase the safety of the transit, please
20.	Improve access and exit from Deerfoot trail.
21.	Transit needs a strategy to address current and future needs. Provide more regular and reliable service so citizens can use it.
22.	Road planning needs to be a top priority.
23.	Luxury standards for housing need to be lowered. Not everyone wants luxury housing or can afford it
24.	Tax control. Taxes are out growing growth and inflation.
25.	Have train service to the airport.
26.	look to alternatives around future snow issues such as snow fences etc. in problem areas
27.	Make the managers on transit and roads more conscious relate snow removal and service providers
28.	Do a better job in balancing special interest groups ie bike lane issue... Compared to car owners. Reducing the flow of traffic and parking
29.	Change thinking about building sprawl, make it easier to construct in the city instead of building in outlying areas
30.	better transit security
31.	Outdoor parks. - Lacking maintenance in many parks - squeaky parts, slides falling apart, etc. We aren't allowed to maintain according to parks staff.
32.	More snow removal equipment
33.	Need month to month rentals in Calgary
34.	More funding for schools in new neighbourhoods. Children should be able to go to community schools in elementary school at least.
35.	Fix the Crowchild/bow trail interchange to alleviate rush hour traffic
36.	We need low cost, dense housing units connected to the train.
37.	better job in helping immigrants use their skills when they come to our city
38.	Rezoning around post-secondary



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39.	Work around the clock to make more effective the fixing of roads on spring summer
40.	don't satisfy the minority at the expense of the majority
41.	More focus on suburban planning as a whole. Planning for schools, for traffic, for services, and for transit. Plan ahead instead of playing catch up later.
42.	Metro to the airport, a bus is not efficient. Should have a train
43.	Stop urban sprawl. But deal with the urban sprawl we have now by building roads and lengthening c train.
44.	Move forward on east village faster
45.	Consistent and absolute transit coverage
46.	If there were more options for transit and affordable housing bundled together, maybe traffic and parking wouldn't be such an issue, as more people could live without a car.
47.	Red tape for development - we're losing opportunities and facilities
48.	Urban expansion is happening so quickly, transit lacks. They need to work/communicate with each community building transit future plans. To commodore
49.	Bylaw officials to act on their own authority/judgment call rather than waiting for a complaint.
50.	More session like this one when people can tell the city about ideas to improve,
51.	More spread of services in suburban communities. Rec centres, libraries, medical centres, etc.
52.	Add 1 cart to c trains. Get the c train to go to the airport and to the hospital.
53.	ensure they are supporting arts and culture so our talent doesn't leave the city for other cities
54.	Exorbant rent prices
55.	Give citizens more opportunities for input in the governance to the city.
56.	Resources always not used in the best discretion
57.	Regulate suits if the city wants to continue with that
58.	Some areas of the city get better services
59.	Spreading out of houses and creating more accessible houses in new communities, please build houses that are not 30 mins away from ambulances
60.	Implementing more "kiss and drop" areas in Calgary



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61.	Management issues in snow removal area.
62.	We're the only the major city without a trauma centre downtown.
63.	better access to LRT
64.	Need more carpool lanes
65.	More pedestrian friendly.
66.	Affordable housing
67.	Parking for LRT
68.	Education system should be revamped. Dollars should follow the child.
69.	More affordable and accessible parking
70.	Plan better for health and education services before they build new communities.
71.	Citizens need to speak up more regarding negatives
72.	Lrt to the airport
73.	Do not permit the sale of public park land
74.	City planning/zoning is not being proactive.
75.	introduce designated tow trucks on the Deerfoot during rush hour to assist with breakdowns
76.	Awareness I. The community of available resources I
77.	designated bike lanes
78.	More bike lanes / cycle paths. But also the infrastructure connecting the pieces to form a complete network.
79.	Accessibility for emergency services, special lanes.
80.	Better system to improve the health waiting list
81.	City could look at other cities for successful approaches to social needs.
82.	Consultation with other large cities ie. New York
83.	Invest our tax money to people within Alberta
84.	Ensure we maintain high profile venues in city - zoo, arts centre. Heritage park, museums
85.	Community resource availability like sand at fireballs, good food box.



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86.	Planning of the city, the developers need to focus on developing communities that are accessible and open.
87.	Expanding programs we might not need or want but charge us for.
88.	Slow rate of property tax increases, don't build things we don't need (ring by the airport), green cart program could be fast tracked
89.	More community involvement
90.	More designated lanes outside of the downtown core for biking.
91.	Stop the sprawl use the land area we have more effectively
92.	Why are we not supporting Alberta artists for Calgary art
93.	More services for homeless people, more rehabilitation services.
94.	Affordable rent
95.	better city planning
96.	Transit-oriented development. But there has to be affordable options included alongside the million dollar condo developments.
97.	Better city planning regarding trains and roads.
98.	Improve quality of construction on roads, building properly
99.	Re traffic. The school and playground zone times need to be synced
100.	Better city planning. Why are our trains on the road? We were building it for now instead of tomorrow but it doesn't even work today.
101.	Cross walk with flashing lights
102.	Forming committees within each community to solve community issues
103.	Someone needs to invest into the Glenbow Museum
104.	Build roads the right size to begin with, over engineer them. Encourage or demand the developers to build the road infrastructure. Instead of a make work project and add onto the roads a few years later. Have schools located in the young communities and repurpose underused or abandoned schools. Better overpasses not the diamond used for Deerfoot Trail. Expand the recycling programs and composts. The black garbage carts aren't full on pickup days. More pedestrian walkways over roads.



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105.	Developers need to focus on the quality of life in the communities, new communities need to have standards for spacing between the houses and spacing for roads
106.	More police presence on seniors sites
107.	Add fluoride to water!
108.	Disperse varied income households throughout the city. Subsidized housing evenly throughout the city
109.	More sport facilities on the nw ex. Running tracks, soccer indoor areas
110.	The school busing is too costly.
111.	More awareness for texting and driving dangers
112.	Improve quality of design for all public infrastructure ex. Overpasses, quality do build.
113.	More resources for seniors such as safe parks, accessibility issues on transit
114.	Future composting cost decisions should be base on cost/savings analysis if it is good to do



Quality of Life

Rating Top Themes - Opportunities to Improve Quality of Life

Using the drop down menus, please indicate the importance of each of the things the group would like to see The City do to improve or maintain Calgary's quality of life.

Rank	Idea	1	2	3	4	5
Scale: (1) Very Unimportant (2) Unimportant (3) Moderately Important (4) Important (5) Very Important						
1.	Urban Planning - Road planning / Urban Sprawl / community planning	0	0	1	1	18
2.	Accountability - Show impact of services (green box) / Show where tax dollars go	0	0	3	9	8
3.	Transit - Extend Hours / Extend Lines	1	0	2	7	10
4.	Housing - Affordable Housing / Make rent more affordable	1	0	2	7	10
5.	Citizen Feedback - More opportunities for community input into governance of the city / Balance Special Interest Input	0	1	4	7	8
6.	Snow Removal - Be more proactive vs. reactive	0	3	5	6	6
7.	Secondary Suites - Legalization / Mixed Housing	1	2	6	10	1



City Performance

Things that The City is doing well

What are the things that The City is doing really well at today (for level and quality of service) and they need to continue doing those things down the road.

Please tell us the service and specifically what The City is doing well at.

For Example: Downtown - It feels cleaner and safer than it used to be.

No.	Idea
1.	Police service is getting better
2.	311 information
3.	311 is a direct connection to the city services.
4.	City is kept very clean
5.	Christmas tree removal program
6.	Black cart and blue cart services are reliable
7.	Emergency services are excellent, need more of them
8.	Good recreation programs which helps to build community
9.	311 is good service
10.	Clean to the core.
11.	communication during the flood was very good
12.	Services are very efficient and the 311 app is awesome!
13.	311 services
14.	Continual cultural development
15.	Good policing... Lots of pride
16.	snow angel program is good
17.	Excellent police services
18.	311 - It is a great service that allows citizens to communicate with the city about issues that



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	happen around town. Also includes a great app.
19.	great garbage service
20.	Police service reducing organized crime
21.	Extension of the LRT service to the west was a huge relief to the people commuting at that end of the city
22.	Transit systems are much improved
23.	Major is doing a good work promoting the city ex.always doing public presentations, people awareness
24.	public libraries are excellent
25.	Green spaces are maintained and feels safe to go to, are repaired
26.	Garbage pickup and recycling is really good!
27.	Improvement of derelict communities.
28.	Expand parks in Calgary.
29.	one of the best zoos in the country
30.	Transit is better than it was before, but keeps working on it. New stations built and older ones improved with safety and shelter. Safety improved at stations downtown, moved to safer places.
31.	police and fire stations provide a good service
32.	Recycling pick up is good
33.	Response to local emergencies ie flood
34.	Police service is getting better. More programs, more presence, feel safer. More proactive
35.	green initiatives and keeping the city clean
36.	Police and fire department responses and professionalism
37.	Keep decisions public and open. We have a very open administration.
38.	Communications within the city
39.	garbage and recycling work very well and reliable
40.	Cultural diversity has improved with more festivals and events. It would be nice to keep improving.



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41.	311 for information and bylaw issues.
42.	Communication - information sharing during the flood, more consulting sessions for planning
43.	Programs that are offered for children - day camps, recreational programs
44.	Tourism representatives get the message out that Calgary is a vibrant and a destination city
45.	When you contact the city, there is friendly customer service, they are good to talk
46.	park and play summer camps
47.	recycling program
48.	Garbage service is great.
49.	Good response with the police
50.	Recreation facilities and programs are very good
51.	Nenshi is a great ambassador for the city of Calgary
52.	The attitude of our mayor. He's inspiring and continually trying to boost and improve the sense of community within our city
53.	The city blog! Keeping people up to date via the blog is awesome! As well as the twitter account... especially during the flooding.
54.	Libraries are fantastic
55.	bike path and park systems are exemplary
56.	Seems that medical services have increased within the communities and that should continue.
57.	C city Parks and Recreation provide a good service.
58.	fire. Department helping people within community, picking up paint cans when person unable to drop them off
59.	Calling 911, the response is very good to the emergency
60.	communication from the city and city services such as police is great
61.	Police services are good
62.	Love the increased recycling services and the future composting services.
63.	support for the arts and festivals and parades. High profile support
64.	revitalization of communities



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65.	Police Force how well they decreased the crime in Calgary. Feeling safer by decreasing the organized crime, gangs and drugs.
66.	The implementation of blue bins and composting
67.	The major leadership on the flow was very good
68.	Seems to be a well running and functioning city
69.	Mayor is transparent in communication and involves citizens. Keep up the good leadership.
70.	boys and girls club, breakfast program are very good
71.	great pools
72.	cleaned up around downtown in regards to homeless hookers and taking in the hose who need help.
73.	Improvement and development of parks
74.	Our mayor is a model for other to emulate.
75.	Common sense leadership.
76.	311 svcs great
77.	Maintenance and repair of water and sewer utilities
78.	Downtown is becoming denser and better managed - more pleasurable to live in, cleaned up, less scary.
79.	Mayor is good at working with the people
80.	community pleasing
81.	Our mayor and his presence in our city is awesome. Active and friendly. Personable.
82.	311 system
83.	Festivals and fireworks. Allowing festivals in the city
84.	this focus group
85.	Mayor Nenshi
86.	The economic development authority is providing a good job promoting the city, and attracting more business to the city



City Performance

Under-Performing Areas

Where is The City under-performing right now (for overall level and quality of services) and please tell us how they are under-performing.

For Example: Downtown - It is not as clean as I would like.

No.	Idea
1.	Snow removal
2.	Snow removal in the NE area and also across the city
3.	Letting money talk
4.	The cost of school busing and supervision.
5.	Urban planning, making sure services are available to people in newer communities.
6.	garbage removal
7.	Better planning for future
8.	Transit is not as Efficient in newer areas
9.	Transit safety, peace officers not paying attention to the safety of passengers
10.	Transit needs to be better - more connectivity, better service, better hours, access to more neighbourhoods
11.	Traffic management - synchronized lighting, being up to date with traffic needs and traffic planning.
12.	Road maintenance, traffic light synchronization, snow removal,
13.	Roads need to be in place before new communities developed instead of construction after the fact.
14.	Introduce transit zoning so fares are fairer to all users.
15.	30 min wait time for an emergency calls on transit
16.	Listen more to their citizens suggestions.
17.	Transit coverage to the areas of the city



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18.	Accountability for informing bylaws
19.	traffic solutions
20.	The transit network is far too loose, we need to many more routes that can better feed the LRT
21.	More cost effective services ie less expensive recreation (focus on lower socioeconomic neighbourhoods for less expensive rec for kids)
22.	Fire and emergency services are lacking, too many code reds, response times are too high.
23.	accountability - perhaps spend too much on perceived 'frivolous' expenses
24.	Red tape for developments
25.	Safety and frequency of public transit.
26.	Understanding the bylaw balance
27.	better access to parking for LRT
28.	New schools in new neighbourhoods
29.	Green development, growth and redevelopment
30.	Poor road planning
31.	snow removal is horrible. Need to do residential neighbourhoods.
32.	Introduce c train zoning fares.
33.	Traffic issues - better synchronization of lights
34.	The attitude of city workers who work with the public
35.	remind people what is recyclable
36.	Fluoride removal from water
37.	more foresight when building roads better urban planning
38.	Always seem to be playing catchup
39.	Affordable. Housing that is not marginalized housing such as illegal suited rooms
40.	This city needs a world class museum and art gallery. The Glenbow museum is not it.
41.	Road construction at night time
42.	Consideration for aging population



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43.	Tax hike, city tax rate is higher then growth and cost of living. 29 increase in 4 years
44.	Infrastructure buracrocry
45.	The quality of the police dealing with the public
46.	variable tickets costs for train vs bus. Cheaper for bus
47.	We shouldn't raise train fares for seniors.
48.	Support of local businesses for infrastructure development
49.	stop giving funds to pro sports teams or arts groups, provide basic services!
50.	addressing weed control during the summer.
51.	How the construction of roads is performed ex. The surface of many roads is broken out not to the specs of our weather
52.	The transit department need to improve on the quality of transit and roads. Snow removal, road construction, & cost. They need to improve better on prioritization.
53.	More cloverleaf on/off ramps into communities
54.	Getting rid of dandelions. There's a big problem and they're killing gardens.
55.	focus more on water mgmt - providing rain barrels
56.	Developments should have more than 1 entrance. Better traffic flows for safety
57.	justifying tax increases
58.	Increase in arts and culture in Calgary.
59.	Accepting certain elements will exist areas and let it be there.
60.	Please focus on the satey of the citizens of the city
61.	More taxis!
62.	Build roads first into new communities
63.	Taxis service needs to be expanded. They don't run enough, there's not enough of them.
64.	Lack of customer service with Enmax.
65.	The cultural on arts is not at the top priorities of the city
66.	More artistic focus



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67.	security on transit lines, bus stops - need better lighting.
68.	Emergency services
69.	The city makes entrepreneurial life very difficult. Bureaucracies make it difficult to own a business.
70.	Increase the number of taxis
71.	Taxes being high to pay for outer communities
72.	More garbage flying around than before.
73.	Practical application of transit
74.	more infrastructure in new communities like business centres where people can live, shop and work in the community or close to the community they live in instead of having to go downtown. Deemphasize downtown!
75.	transit service needs to be improved
76.	More mixed housing
77.	Promote the safety messages in the city
78.	support arts and culture
79.	New schools.
80.	parking is too expensive and not enough parking available. Calgary is in the top three in the world.
81.	By-law are not of control
82.	Affordable housing
83.	Better weed controls
84.	City should take a larger role when new communities are being developed



Action Plan 2015-2018 Priorities

Top Priority Areas

In your view, what are the top areas of priority for City Council and Administration for the upcoming Action Plan 2015-2018, both in terms of maintaining what they're doing and areas that need growth & improvement?

No.	Idea
1.	Much better transit
2.	Urban sprawl
3.	Roads and city planning,
4.	Maintain current services and improve those
5.	Safety for the citizens in Calgary,
6.	Promoting the city to the world
7.	Tax control
8.	Transit, better access and more lines
9.	Urban planning encompassing affordable housing
10.	Expanding city services (including libraries, schools, etc) into the suburbs.
11.	Infrastructure development
12.	Affordable housing
13.	limit urban sprawl
14.	Anticipating the growth for transportation needs
15.	Slow down urban sprawl and the developers should pay more toward the community needed services such as transit, schools, fireballs, etc.
16.	Affordable high rise housing near transit station
17.	Density the transit network
18.	Roads planning. Transit planning. Expectation is city is going to keep growing and planning will help prevent grid lock.



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19.	zero based budgeting
20.	Expansion and improvement of the transit system. More routes, more hours, expansion of the LRT.
21.	Safety of the transit riders, please make the transit a safe and accessible option
22.	Make housing diverse in communities
23.	Spending more time on long term planning, more than four years ahead.
24.	Growth of the city is in huge momentum. This city has to be ready for it especially infrastructure.
25.	Transportation- more accessibility, more roads more LRT lines. More expansion in new development areas.
26.	More affordable housing, better mixed housing communities
27.	developers should be more accountable
28.	Address how this expansion will be funded.
29.	Managing current and future growth in terms of housing, transit services, traffic, police and fire departments, etc.
30.	Building affordable homes thinking on the "average Joe" the normal people
31.	Tighter control on urban sprawl. Planning in tandem with city services.
32.	Racetrack, motor sports
33.	Slow down urban sprawl, offer more social services to new communities and have the home developers pay up for it as we'll. building more tall condo towers on the c train line. Density our population. Developers need to step up and be accountable.
34.	Planning the city for years to come
35.	No cut backs in the emergency services.
36.	neighborhood schools for new communities
37.	Creative ways to reduce reliance on vehicles
38.	Improving programs for seniors... programs to keep them in their homes, keep them stimulated and happy.
39.	Effectively utilize current resources. Reinvest \$52 million into services to aid all citizens.
40.	More funding for more schools and lower costs for busing.



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41.	Less time to make decisions. Everything go to committee and takes to long.
42.	Maintaining our parks and keeping them green, and open for families to use. Encouraging park use and reminding us that they are there.
43.	Improving services for people with special needs, ie handy bus
44.	sustain funding for police fire ems
45.	Continue to eliminate red tape in the process of city business
46.	Continue improving downtown - connectivity, multimodal transportation, cleanliness , events
47.	More youth programming to keep them busy and occupied.
48.	Add another lane on deerfoot
49.	There aren't busses running late, cabs won't come outside of the city centre. What can we do? Develop local communities bus routes.
50.	making sure the people who are coming here are employed
51.	the city needs establish a new revenue income.
52.	Recognize the changing demographic on the city developments ex. Senior citizens accessibility
53.	Improving traffic flow, use traffic circles!
54.	Concentrating on continually creating a sense of community and invi
55.	Infrastructure, transportation ie roads, LRT, transit, housing, schools in communities
56.	focus on developing local communities with an infrastructure that allows easily getting from and too local amenities, I.e local buses servicing just one community.
57.	Airport - transit & connectivity. 50,000 people work there - can the train connect? Not everyone can afford to drive or take a taxi
58.	Managing infrastructure, like sewage and water pipes, getting fire halls in new areas. Maintaining older neighbourhoods.
59.	Ned to focus on community planning. Arenas, facilities, ... Work with developers to supply services within new communities
60.	parks, facilitate active healthy living
61.	more discussion before major projects are done
62.	Review of by laws, are they still valid?



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63.	Celebrating the diversity of Calgary together and not dividing the city further
64.	Try to get ahead of growth problems. Be prepared to deal with issues before they come up.
65.	Redone flood areas to prevent rebuilds
66.	Celebrating the Canadian culture
67.	Teach them how to remove snow from the city, they should be learnt of that
68.	More seniors programs
69.	Keeping property taxes manageable for homeowners. Love the yearly assessments and changes based on home values.
70.	Look for solutions to current issues from other cities
71.	As long as we are getting good value for our tax dollar
72.	Integrated and strategic in approach to city planning.
73.	city planners need to do a better job looking at the big picture. we grow faster than what they are planning for.
74.	Reassess speed limits to see if they could improve traffic flow in less busy areas.
75.	More accountability on city council decisions where the input of the people is considered
76.	Address cost of parking
77.	Better traffic flow with programming of traffic lights. More traffic clover.
78.	better municipal is not more taxation but better tax retune sharing
79.	Improve downtown living, and services in the evening, affordable parking
80.	Manage traffic flow not traffic control.
81.	Celebrating our history, and culture in Calgary.
82.	better road planning build the last leg do Stoney t
83.	community action plans to hold communities accountable for some services
84.	Spreading art venues outside of the downtown core
85.	Improvement of recycling and composting, making door to door blue bins and green bins available to people who live in condos and apartments. Garbage restrictions to encourage recycling and composting.



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86.	Make spaces obligatory to planning and give tax breaks to local business's that want to open in communities.
87.	enforce trucks to designated Truck routes and enforce the laws on the truckers traveling through communities
88.	Special interest groups have too much influence
89.	Improving enforcement of city bylaws. Less calls to make action occur.
90.	Control urban sprawl by using the area we have. More apartment towers. Create smaller city centre cores in each quadrant of the city. Then people would work closer to where they work. Look past special interest groups that say not in my back yard. We end to be progressive and look at better ways of working toward affordable housing and urban sprawl
91.	Affordable housing,, too many people struggling especially with all the money in the city. Perhaps city should supply land for use
92.	The planing should not concentrate on what we do in the next three years but what is this city going to look like in 20 to 30 years. We must invest in that future now.
93.	Focus on basic shelter
94.	ensure developers are providing all communities with similar amenities e.g. NE communities lacking parks
95.	Put limits to developers financing of city council campaigns
96.	Looking at snow removal as the same perspective as we looked at the flood. Volunteer action.
97.	A feedback system for the positive things that are happening in our city. We want to support the people who are doing a great job!
98.	Cost of parking is out of control.
99.	maintain as much green space as possible
100.	increase arts funding (to a certain extent) 1 for the arts? CADA funding frozen since 2008/2009
101.	Utilize schools in communities where all the kids have grown up and moved on. Use the buildings for other stuff.
102.	Support arts, both local and international. Make this a true city of culture!
103.	communicate what the 100 year plan for the city is. Look to the future
104.	do not remove the golf courses we currently have just for the developers to build on



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105.	Schools in older areas that are not being used could be repurposed
106.	Emergency services development, new fire halls in newer communities
107.	Lack of celebrating calgarys unique culture.
108.	Decide if we want to be urban or suburban or a mix of both
109.	ease traffic by having business centres in outlying communities so people don't have to drive downtown or across town everyday. Promote this in the oil and gas industry ex Esso
110.	finish the sw ring road.



Action Plan 2015-2018 Priorities

Rating - Top Priority Areas

Using the drop down menus, please rate each of the Action Plan 2015-2018 Priorities in terms of their overall importance.

Idea	Avg.
Transit - More accessibility, more LRT, wider expansion, access to new developments, increase transit safety	4.8
Urban / Community Planning - Less sprawl, Increase Density, Integrated approach to planning	4.7
Traffic Flow Management - HOV Lanes, Round-a-bouts, better planning	4.3
Affordable Housing - More options	4.3
Transportation - Create more bike lanes, multi modal transportation methods, more parking options	3.4
Arts Funding	3.1
More Taxis	2.7



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Rank	Idea	1	2	3	4	5
Scale: (1) Very Unimportant (2) Unimportant (3) Moderately Important (4) Important (5) Very Important						
1.	Transit - More accessibility, more LRT, wider expansion, access to new developments, increase transit safety	0	0	2	1	17
2.	Urban / Community Planning - Less sprawl, Increase Density, Integrated approach to planning	0	0	1	4	15
3.	Traffic Flow Management - HOV Lanes, Round-a-bouts, better planning	0	1	2	7	10
4.	Affordable Housing - More options	0	2	1	6	11
5.	Transportation - Create more bike lanes, multi modal transportation methods, more parking options	0	2	11	5	2
6.	Arts Funding	2	2	9	6	1
7.	More Taxis	3	4	9	4	0



Action Plan 2015-2018 Priority Strategies

Strategy for Action Plan 2015-2018 - Caring for our people and building great communities

What is the ROLE of The City and what can The City do?

No.	Idea
1.	Live by example
2.	Providing the necessary services in the most cost effective and efficient way
3.	Building full service. Communities.
4.	Advertise programs to ensure that they a
5.	Support schools, health, and seniors.
6.	Spread out housing diversity to help build community,,, diverse incomes within same neighborhoods
7.	Promote our city on an international level.
8.	The cities roll is to supporting new citizens, a great first impression help people feel welcome. Community spirt help thy neighbour.
9.	advertise assistance programs that are available to low income families
10.	Provide incentives for businesses to start up or relocate in other areas besides downtown and industrial centres.
11.	The city to organize and focus on our needs
12.	Keep crime rate low. People feel safe
13.	Providing and promoting community activities based on community input le. Community gardens
14.	Eliminate the self supporting jargon, just get the job done that you have to do
15.	Use the arts! Bring together people for events - folks fest, sled island, global fest
16.	Encouraging services in suburban areas
17.	The city can develop plans and pilot programs to aid the citizens. They need to address issues important to the citizens and their needs.



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18.	Continue to make the city safe. Have enough law enforcement on hand to deal with the gangs and drugs entering the city. As Calgary grows! the city becomes more desirable for the undesirables and the city needs to keep a lid on this whenever and wherever it can.
19.	Zero tolerance for influential groups who use money for power
20.	Better communication with the services we are currently paying for and those that are coming in the future
21.	They have to be aware of our needs - the taxes should go to our more pressing needs
22.	Think on the common citizen to provide support to his development
23.	The city should keep on taking care of those who are homeless, sick and unable to take care of themselves.
24.	Encourage seniors to stay in their homes eg. Sliding in incomes.
25.	lower cost for a block party permit - crowd sourced community parties can bring neighbours together
26.	more opportunity to participate in municipal government. Focus groups, open houses, planning groups.
27.	The city can support community halls. As community halls costs are supported by donations and the city can help with theses costs.
28.	Build mixed communities, diversity is best
29.	spread out subsidized housing.
30.	more empathy for citizens calling in to 311 or citizens in general, to show that the person is being understood.
31.	Zoning communities to have big companies to move so that people can live closer to where they work. Reducing people commutes and congestion in the city.
32.	Focusing on redevelopment
33.	Create mixed, full service communities with options.
34.	City should work with developers to supply community facilities
35.	Provide supporting infrastructure to new communities.
36.	Making sure services are accessible and timely to everyone.



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37.	Keep people housed and deal with their issues in their homes
38.	City more awareness on the people's communities
39.	Encourage more density - we get really spread out and isolated in our suburbs.
40.	Ensuring the vulnerable people in our city are cared for and protected
41.	do more for less advantaged people or those on fixed incomes.
42.	Understanding that traditional spaces might need to be redesigned.
43.	blue, black and green bin should be charged based on how many times it is picked up.
44.	The city can listen to their citizens more by encouraging them.
45.	Continue to keep the city safe. Keep up with effective law services.
46.	Supply programs
47.	Effective financial planning.
48.	need to develop programs that are on fixed incomes.
49.	Continue having focus groups like this. If you want to know what the genreal people want, talk to them.
50.	encourage development of communities like mckenzie towne
51.	Public parks and service to come together as a community.
52.	Bring experts in to give ideas on what can be done in larger systems
53.	Offering more resources to community associations so they can cater to the needs of their neighbourhood.
54.	Frequent easy access surveying if the city
55.	Plan not for today, but for 20 Years down the road.
56.	Provide more recreation facilities either private or public in new communities.
57.	Better communication tools between alderman and communities.
58.	need to look into overall family situation when deter,
59.	Continue parks and rec programs and encourage participation in them.
60.	Taxation needs to be addressed in where the money goes, are they being used efficiently.



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61.	Encourage more cultural festivals in the city by promoting these festivals and communicating to the public
62.	Encourage snow angels and similar programs.
63.	C
64.	farmers markets, casual popup markets in communities or places they are not normally - think Market Collective
65.	Be a snow angel.
66.	Never apologize, never explain, never retract, get the things done " Nellie McLung"
67.	Raise more awareness of the events or programs that are available within the communities
68.	Give builders incentives to build affordable housing,
69.	Articulate the plan to the citizens of Calgary ie the media, leaflets, etc. More transparency on what issues the city is working on
70.	Be proactive, particularly regarding traffic
71.	Promote that involve citizens to help, like snow angels.
72.	More funding and focus on mobility of people with disabilities
73.	Continue to keep green spaces, plant trees and walkways.
74.	new zooming for creative use of derelict properties - invigorate communities cheaply
75.	Volunteer opportunity. Make these this more public so we know where we can help
76.	More rec centres and swimming pools
77.	Providing equal services to all areas of the city, please stop neglecting the people in the north east area
78.	Special interest groups are getting to much preference in getting changes in communities



Action Plan 2015-2018 Priority Strategies

Strategy for Action Plan 2015-2018 - Fostering economic opportunities for our city

What is the ROLE of The City and what can The City do?

No.	Idea
1.	Give incentives to builders to provide affordable housing
2.	Make it easier for people to open up small businesses.
3.	The city can make it easier for small businesses.
4.	Use more contracting out
5.	Lower business taxes. Make Calgary more affordable to start a business in
6.	Make Calgary attractive to domestic and foreign investors. I.e. Tax breaks.
7.	Lowering business taxes to make doing business in Calgary more affordable.
8.	Keep taxes low for small businesses
9.	Encourage diversity in the types of businesses either here or that could come here - not just oil and gas
10.	Offer more services to business. Things like infrastructure.
11.	Make the city competitive so businesses to come to Calgary, proactively go after businesses they want to bring them in
12.	Continue to support the role and activities of the Calgary economic development authority such as the trade missions, showcases, energy activities
13.	Reduce red tape at city hall with an independent experts to help the city streamline services
14.	Incentives for businesses to move into communities not in the downtown core, creating more incentives for new companies to move to Calgary and grow within the city. Creating more jobs bringing more money into the city.
15.	support business, reduce red tape
16.	Lower price of business license
17.	Smart taxes system where small business do not pay like big corporations



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18.	Eliminate barriers to expansion of creative entrepreneurial business. ie bylaw relaxation and streamlining the beauracracy.
19.	more benefits for small businesses
20.	Continue to use technology progressively to decrease fees and increase efficiency.
21.	Support tech and agri-tech business ideas from local people
22.	Should incentivize more companies to come to CALGARY. Diversify the tax base.
23.	Keep business taxation low for small businesses,
24.	Supporting small local businesses, and setting up those businesses for success
25.	create a 311 equivalent for the business community.
26.	Less red tape to make it easier to do business in calgary
27.	Use technology to help the city better deliver services.
28.	streamline permits, fire code, zoning etc because it can shut down business ideas.
29.	Incentive for larger companies outside of oil and gas.
30.	Diversify where it's economic drive is coming from.
31.	promote large businesses to move out of downtown
32.	Look at quality of life indicators as a means to increase the quality of life in Calgary.
33.	Have the infrastructure to help small businesses
34.	Diversification of job opportunities.
35.	Privatization of some services (snow removal)
36.	Build Business Centres in new communities along with retail and recreation
37.	More city support for small business to grow in communities. Want to support small business in your own communities. Can't as corporations have taken over.
38.	Incentives for unique businesses that want to come to our city.
39.	Incentives for people to retire and be involved in their community
40.	Give support to improve innovation on entrepreneurs
41.	tax incentives to go into under served or areas for revitalization - "wreck city" style of creative reuse



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42.	Lower business tax
43.	Planning the city for the future, ensuring the continuous growth of the city
44.	Better planning for roads like think ahead
45.	Growing small businesses into big businesses



Value for Taxes

What's Behind Value for Tax Dollar Ratings?

One of the questions we ask in the survey is about how people feel about the value for their tax dollars today.

For the next 30 seconds, think about how you would rate the value you receive for your municipal tax dollars.

What were the things you were thinking about when you came up with your rating?

No.	Idea
1.	Good
2.	Very good
3.	Summer time fair. Winter. Poor
4.	For the services we receive we payed very little.
5.	Just okay
6.	Poor
7.	Good
8.	Accessibility to public schools.
9.	Services for our money.
10.	Moderate to poor
11.	Fair
12.	Tax value is good.
13.	Quality of services very good
14.	Relative to other cities we pay little and get more
15.	But tax rate increase is poor
16.	Recycling servies, garbage services curb side
17.	Pretty happy „it is a large city so hard for the city to do everything



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18.	snow removal
19.	Out city provides great value when it comes to programs like education, recycling and overall service.
20.	Transit services
21.	Handy buses
22.	Quantity and quality of essential services provided and funded by the city
23.	Water is good. Pleased with recycling
24.	Relative to tax rates one other municipalities we get fairly good service. We also have a decent amount of amenities and services are quite efficient with a few exceptions.
25.	Potholes in the roads
26.	fair. It would have been good until the city t
27.	Average daily activities, how much reliance is the on basic city services
28.	Police and health services
29.	level of cleanliness in the city
30.	Libraries
31.	international exposure.
32.	Good to very good. But city is too reliant on raising property taxes, it really puts a strain on people with low incomes when property values skyrocket and rates rise every year.
33.	paying for some services that we are forced to pay for that we are not using, black, green and blue bins, give us a choice.
34.	Recreation services
35.	I live in a very nice, safe community with many amenities and good roads
36.	Rating was based on roads, garbage pick up, transit, medical services and community access to services. Green spaces, police, ems and fire response. Libraries, amenities in general.
37.	too quick to increase taxes, be more efficient, look to other options to solve problems
38.	Water services world class
39.	Green spaces and parks



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40.	Quality of services is very good - cleanliness, safety all very good
41.	tourism
42.	fair - until the city kept the \$52 million from the unused education tax.
43.	Snow removal
44.	Very good. We get to see we're our tax paying is being allocated. The city overall runs transparent.
45.	good amenities
46.	Recreation and leisure services.
47.	The ring detracted but we have nice parks, blue/black bin collection is good, police/fire.
48.	traffic and urban planning
49.	great libraries, facilities, parks, bike paths
50.	Low quality of roads and transit system lower the perception of the good value we receive from our taxes
51.	excellent water
52.	\$700,000,000 water treatment upgrade. How do we pay for that With tax increases yet again.
53.	fair because of the amenities around us
54.	Unequal services for the north east area, unequal division of services
55.	Transit
56.	Based on numerous examples of the city spending money on un necessary projects I'm not getting good value for my tax dollars
57.	public art
58.	poor value in snow removal in NE does not reflect the taxes we pay



Conclusion & Wrap-up

Participant Final Thoughts (shared through the ideation portal)

If you have any questions or comments about today's session or things that you would like to share with City Council and Administration please add them here.

No.	Idea
1.	You guys are doing a great job, we appreciate what you do!
2.	Thank you for listening. I hope to see that some of the suggestions made today make a difference.
3.	The session was well organized, it is a very good work initiative. I enjoy of use of technology
4.	Less focus on curbing urban sprawl - people want to live in detached homes, it creates a higher taxbase that will stay in this city and not go to Chestermere, airdrie,etc (that still use our services ie roads)
5.	Keep up the good work and keep asking calgarians for their opinions
6.	I think this is a great avenue to get ideas from the citizens of Calgary
7.	I appreciate the opportunity to discuss city operations and how they affect me
8.	More communication and increased transparency.
9.	Make decisions quickly. Have council make decisions. Stop sending everything back to committee. You are elected to make the hard decisions. Do it
10.	Understanding that individual communities have different needs, city of Calgary needs to focus on the city as the whole.
11.	Very useful focus group, thanks for the invite!
12.	spend their money wisely
13.	Was this focus group indicative of cult
14.	Vision. Long term vision. I mean look towards 2030, 2040.
15.	Great idea for the focus! Just hope they listened and hopefully we will see results!
16.	I think city hall is doing a great job, thanks for letting me have my say
17.	Was this focus group indicative of city demographics?



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18.	Access to how tax dollars allocated, easy access on website or free newspapers. Access to expense accounts of alderman.
19.	Continue to do focus groups.
20.	Thank you to mayor Nenshi for keeping open and honest communication with the cities people.
21.	Really enjoyed the session, good to get out and hear the diversity of view points
22.	be more proactive on the money spent.
23.	When will you put fluoride back in our water?
24.	Management and accountability of the budget.. Better organization. If private business was run like the city we would be broke. We don't have the option to grab more money
25.	Your challenge as city council is to take these ideas out of the realm of mere ideas and put them into the day to day realities of the city
26.	Salaries increases should be. F
27.	V ery engaging and lively session,
28.	Great facilitator!
29.	Great example of citizen democracy
30.	Just please do something worthy we all of this
31.	City should be run as a business
32.	Love the mix of demographics of the table and the room
33.	Please keep in mind always the diversity of the city inviting young/seniors to all of these sessions
34.	There should have been a larger effort made to solicit a response from a younger generation. The wrong approach was used and was painfully obvious that it was wrong. If you need younger people reach out to them in a way that works for them, not for you.
35.	Trend is good for the city
36.	Traffic light synchronization is really needed in several locations. Minimal capital investment. Significantly improved traffic flow, lower fuel consumption for vehicles, less air pollution, less frustrated motorists. 85 st sw (old band c road to 17 av), Barlow Tr NE (memorial to 16 av), 16 av nw (Foothills Hospital to Deerfoot Trail), 32 av NE (36 st NE to Deerfoot Trail). Trevor Willson, P.Eng. cell 403-999-1018



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Action Plan 2015-2018 – Citizen Ideation - Report

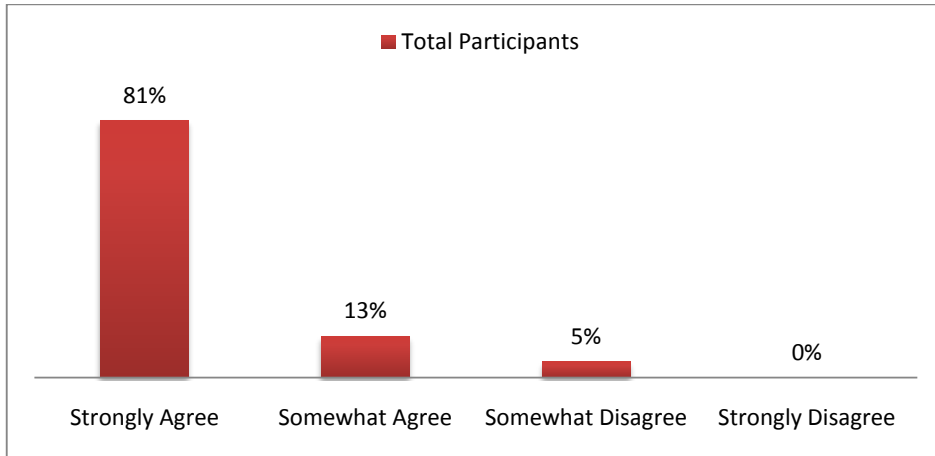
- | | |
|-----|--|
| 37. | <p>We have a wonderful city full of potential. I would strongly encourage council to pay close attention to how they pay themselves as we reflect on any sort of tax increase. Where I feel that an increase in taxes IF put towards the topics discussed today would be something that would be acceptable, I would not support a single percentage increase to one of the highest paid city councils in Canada</p> |
|-----|--|



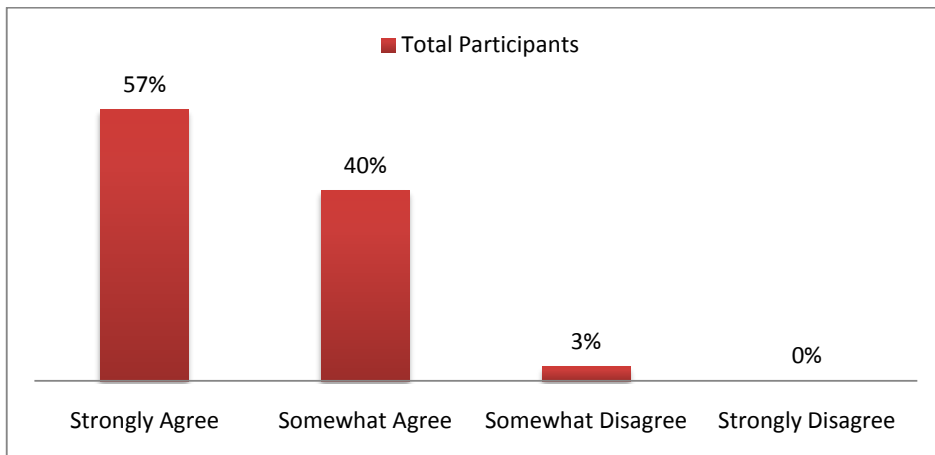
Appendix A: Session Evaluations

Ideation Session Participant Metrics

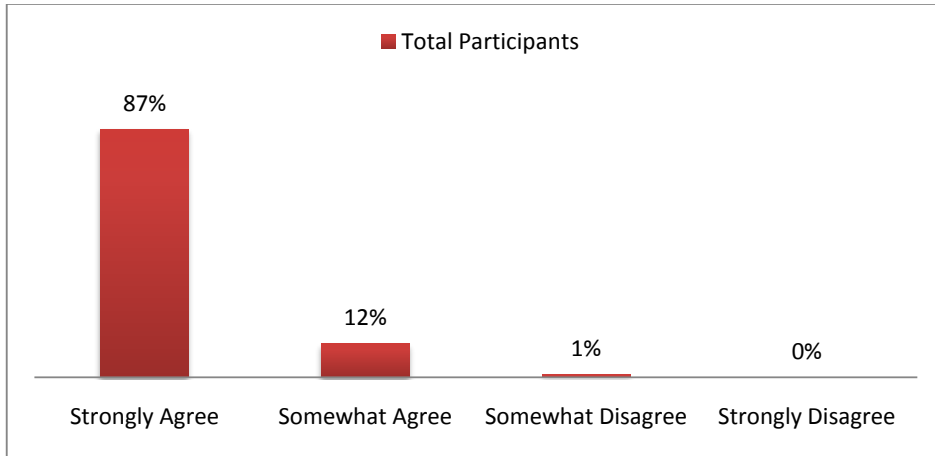
1. Today's session allowed me to openly share my views & opinions



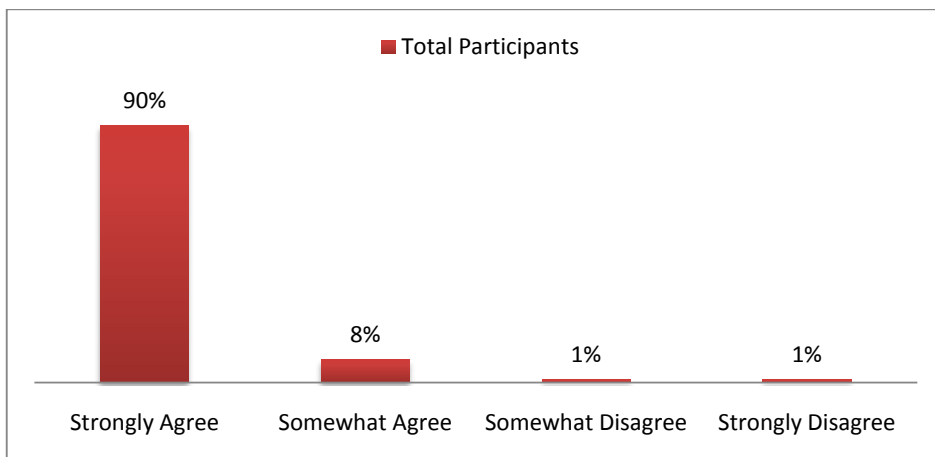
2. I learned something interesting today



3. I enjoyed taking part in today's Ideation Session

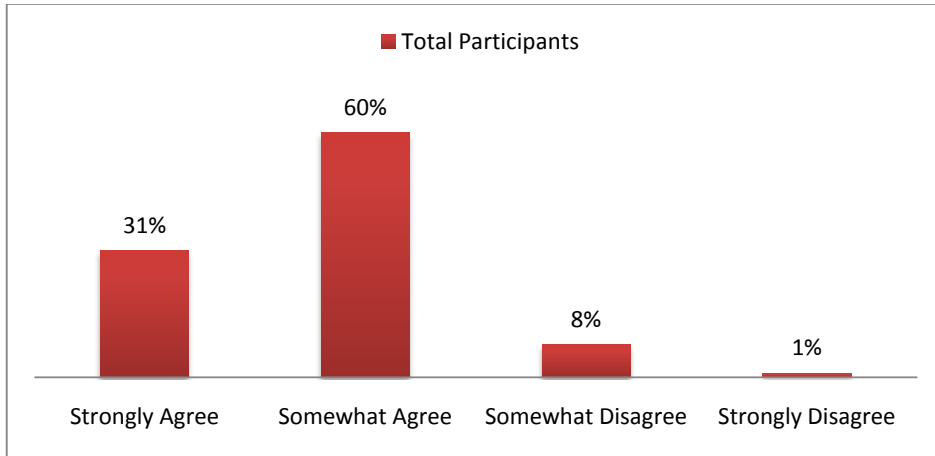


4. I would participate in this type of session again

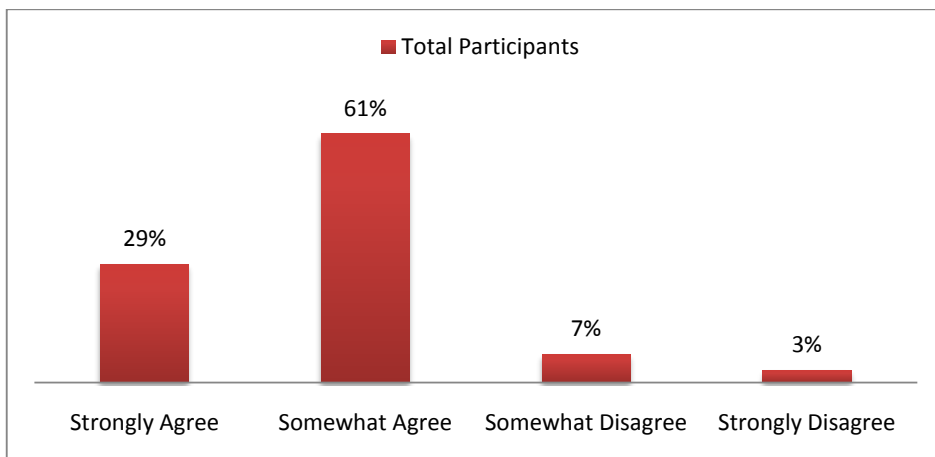




5. I believe that our opinions today will have an impact on future decisions

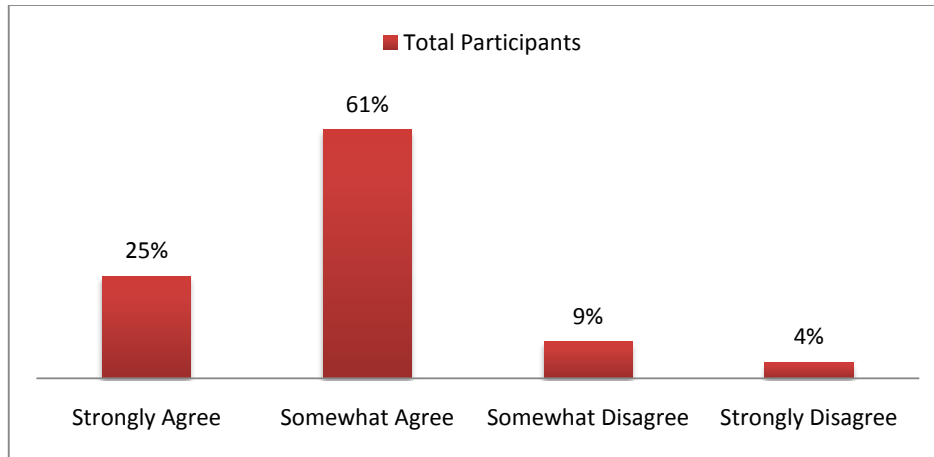


6. The City of Calgary cares about my opinion as a citizen





7. The City of Calgary practices open and accessible government





Appendix B: Session Evaluations

Participant Comments

Discussion about multiculturalism focus group did not appear very "multicultural"! Well organized
Gathering did not seem very multi-cultural
I found it very informative. Many of the topics were important to most in attendance
I was very impressed with the quality of ideas and depth of thinking from my table/group and the other participants.
I appreciate the opportunity to offer suggestions. Sessions such as these close the gap between council & the "common" people. Please remember tax dollars belong to the "citizens" of Calgary.
I feel that our City is doing a great job. It's easy to find fault, but if more people get involved and everyone is transparent, then they will know and not assume. Is there room for improvement? Yes.
City has to be more accountable and transparent in its spending, and be more fiscally responsible.
It has been so interesting to share opinions and information with others and to listen to others who have different viewpoints. I loved the small group discussion & large group sharing. We are very fortunate to have had the opportunity to participate in citizen democracy. Jamie was a really good moderator.
Very interesting - Positive experience trust that the City will study and action our suggestions.
There was not enough time to discuss the main themes. Perhaps these could be shared online with participants for further input. The negatives raised should be discussed.
Thanks! Very interesting & met new fellow Calgarians with common ideas, goals for the City they live in. Comfortable & enlightening.
Sometimes the information offered to the person using the iPad was filtered through their perspective only. Many people in the room seem to be representing self-interests rather than the interests of the City as a whole. It was awesome to be part of this process. Well run & organized. Go Calgary!
I am living in the Northeast area, and the snow removal in our place is so poor, especially inside streets where we are living. There are times that we cannot go to work because our car is in snow.
It would have been good to have the session start on time. Though weather & disruption of transit made it difficult. Facilitator was very good @ keeping things moving & having it end on time.
This has been a great avenue to express our opinion on what is good and bad about the City.
Please prohibit photo radar/speed traps/red light cameras (like Vancouver). This is unfair and not a means of justifiable income for Calgary Police.



They City will do whatever they want unless there is enough people who disagree. In my opinion we have the worst mayor that we have ever had. All he wants to do is raise taxes & tax this & that that. How about cut spending. Also get rid of that blue ring or put in over the whole road & put a but diamond on top and call it the diamond ring.

I felt that there was may umbrella terms and not enough specific ideas. Urban planning - planning for the whole City not individual communities.

Please stress participants stay on topic. Our table strayed too much. Good session and great thought sharing.

This was a well run session. It has been useful to find out what the other concerned citizens of the City of Calgary are concerned about. It will be interesting to see how the City urban planners react to this feedback. Thanks.

I feel that the use of tablets to aggregate opinions was extremely efficient and effective.

Today was an informative event. I'd love to do it again.

I enjoyed discussing my opinions and listening to other ppl's opinions with the City.

I appreciate the City of Calgary takes the time to hear from it citizens. I personally would love to see what the action plan following this survey will be.

It was interesting to hear others opinions are similar to mine regarding municipal gov't.

Great to hear the diversity of opinions on my table. Very convivial, friendly atmosphere, typical Calgary;!

I enjoyed being with such a diverse table. We had wonderful conversations and debates. I hope that our opinions are appreciated and put into consideration for what happens in Calgary. The presenter was really good. Good voice, good control of room and friendly.

Greatly enjoyed meeting new people. Learned a lot from hearing other peoples' ideas and opinions. I felt like my voice was heard.

Facilitator needed to carefully curb debate tendencies. Tips to provide as much input as possible would have helped. Fantastic experience. Very unbiased. The facilitator had a great sense of humour.

When I received the phone call to participate the lady I spoke with had mentioned they had difficulty getting people my age (21) to participate. If find this hard to believe because \$100, free coffee, food and a chance to complain about the City is every University students dream come true.

Put fluoride back in the water.

Thanks.

Well run, love the iPad & the ability to interact and talk with fellow Calgarians.

I have learned lots of things about this session through the discussions and opinions with each and everyone of us and I am for sure that I could use and put it in actions. Hope the City could help us with our voices for



building better Calgary.

I think it's critical that our whole province be as environmentally responsible as possible. We have a poor reputation internationally and deservedly so regarding pollution from the oil sands. We need to strive to do better to environmental impact & improve our reputation.

I really appreciated the opportunity to provide input on the direction the City should go. I feel it will help (my input will be considered).

Encourage people to share opinions but save the story telling or be brief in sharing stories. Very well facilitate and organized sessions. Surprising that so many strangers at a table had common concerns. Residents of Calgary who have an Alderman that picks and chooses which residents in their constituency they choose to listen too puts those residents with no voice to communicate to their Alderman things that are working or not working.

I feel that not all the necessary topic. All people to be respected as equal, but also accountable for their actions. School bus CT or private to be monitored for those driving habits. MLA's to account for their work being done etc.

This was an amazing experience. It would be great to have other similar sessions.

For qs that want us to privatize, don't allow same score for multiple issues i.e. "rank these issues 1-7" other levels of gov't are starting to rationalize their spending especially with regard to size of bureaucracy (not from lines), salaries, overtime and benefits. I'd like to see this scrutiny at City level to make sure we are not paying for an inefficient bloated organization.

Calgarians are know for their spirit of volunteerism, the City should devote time/committee to facilitate programs to sustain this spirit and teach/train the young, possibly - venues where young and the old can be together and learn.

I think the City has done a good job but I am looking to get more improvements in NE o Calgary so it and be on par with the Quadrants of the City. Because I want to live n NE in the future too, and raising my family there with the same level of services as the other part of the City will be grateful to have.

Appendix C: Participant Submissions

Additional Submissions/Notes

Content omitted to protect participant privacy

- Issue - secondary suites - need more - can hardly find places to rent & rents are exorbitant; the suites need to be legally constructed & more parking - driveways or private pads, access to park in alleys - people are still living in flood damaged accommodations (!)
- Blue Cart / Garbage - charge is same whether you use it a little or a lot - I recycle almost everything, so have hardly any garbage. I do all the work to wash, separate, haul items to appropriate carts & I have to pay for the "privilege". Similarly I economize on energy to the max., yet charges for distribution etc. don't seem to diminish accordingly. Composting should not be added - I do that myself & don't need a special bin & another extra charge! People who use the service less should pay less & or get a rebate. This is "double billing" too as we pay taxes for garbage removal.
- "Special Interest Groups" get too much preference in a lot of cases - ie community of Inglewood managed to get 150 night workers in the train yard put out of work because the noise disturbed them! The train tracks were there when they moved into the area and there are other repercussions such as waiting for the trains to shuttle to & fro in the daytime causing more traffic congestion & probably even more accidents - collisions with vehicle & more train derailments.



Help for small businesses - start up capital!

More input from citizens before projects are implemented.

2. Please share any other feedback you have on today's session.

G'ys, you are doing a very good work, collecting the "common", "the normal", "the nice citizens" on providing feedback. So please take all these comments and do some good things for the city. You can transform all of these ideas in very good projects that result in ~~a~~ great improvement of the life's quality in Calgary!

Well done,

Thank you

Content omitted to protect
participant privacy



2. Please share any other feedback you have on today's session.

VERY USEFUL FOCUS GROUP.
 MUCH MORE
 TRAFFIC LIGHT SYNCHRONIZATION IS CRITICALLY NEEDED.
 TRAFFIC IS A HUGE PROBLEM IN CALGARY COMPARED TO
 10 YEARS AGO.
 VERY HIGH RATE OF RETURN ON INVESTMENT

ADVANTAGES:

- 1) FASTER TRAFFIC FLOW
- 2) MINIMAL CAPITAL INVESTMENT
- 3) EASIER ON ROADS. LESS ICE/SLIP-STOP IN WINTER
LESS BRAKING -
- 4) LOWER FUEL CONSUMPTION BY VEHICLES IN THE CITY
STOP/START USES LOTS MORE FUEL THAN STEADY ~~ROAD~~ TRAFFIC
SPEED.
- 5) LESS AIR POLLUTION
- 6) LESS FRUSTRATED MOTORISTS

EX①85 ST SW

- * (OLDBANFF COACH ROAD TO 17AV SW)
- ② BARLOW TRAIL^{NE} (MEMORIAL TO 16 AV)
- ③ 16 AV SW (FOOTHILLS HOSPITAL
TO DEERFOOT TRAIL)
- ④ 32 AV NE (~~36 ST NE~~ TO
DEERFOOT TRAIL)

REGARDS,

Content omitted to protect
participant privacy



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Action Plan 2015-2018 – Citizen Ideation - Report

Appendix B2

Representative Engagement: Social Agencies and Community Groups

THE CITY OF CALGARY

Action Plan 2015 – 2018



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THE CITY OF
CALGARY

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2.2 Challenge of Scale	
2.3 Engagement Strategy	
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3.0 Social Agency Focus Groups Final Report (Ipsos Reid)	iv



1.0 Background

1.1 engage! Policy

The engage! Policy CS009 states, in part: *“The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups, and commits to conduct transparent and inclusive engagement processes that are responsive and accountable.”*

1.1 Council Direction

On Nov. 18th 2013, Council, in line with the engage! Policy, provided direction for the development of an engagement strategy to contribute to upcoming budget planning for 2015-2018 stating, “The inclusion of stakeholder input as a component of the multi-year [business planning and budgeting coordination] process enhances the quality of Council Priorities, Departmental Business Plans, Budgets, and ultimately, the services delivered to Calgarians.” The resulting project, *Action Plan 2015-2018*, and its component engagement was designed to enable Calgarians the opportunity to provide their input on how The City should prioritize spending to continue to move The City towards achievement of long-term goals.



2.0 Engagement Overview

2.1 Engagement Goals

The overarching goal of *Action Plan 2015-2018* engagement was to, “Gather insights from citizens on Council approved tax rate scenarios, City services and priorities; and from staff on efficiencies and collaboration in order to inform Council decisions on indicative tax rates and Council Priorities; and, to inform Administration in the development of departmental business plans.”

2.2 Challenge of Scale

One of the primary challenges of the *Action Plan 2015-2018* engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder.

2.3 Engagement Strategy

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

- **Representative Engagement:**
Qualitative research focused on service and spending priorities with a group of citizen representatives (Appendix B1), business /business agency representatives (Appendix B2) and social agency and community group representatives (Appendix B3). Representative engagement was planned and executed in conjunction with an outside research vendor (Ipsos Reid).
- **Internal Engagement:**
Focused on identifying emergent themes and collaborative opportunities with City employees (Appendix D2) and civic partners (Appendix D1). City employee engagement was planned and executed in-house by the Engage Resource Unit. Civic Partner engagement was planned and executed in conjunction with an outside vendor (Ipsos Reid).
- **Inclusive Engagement:**
Focused on service and spending priorities with on-line and in-person activities and events open to all Calgary citizens. The input collected was organized by three primary groups:



Budget Tools (Appendix C1), Priority Tools (Appendix C2), and Discussion Tools (Appendix C3). Inclusive engagement was planned and executed in-house by the Engage Resource Unit

2.5 Summary of Representative Engagement

Following industry best practice for qualitative research, the representative engagement stream of the strategy saw Ipsos-Reid conduct dialogue sessions with sample groups of Calgarians that were recruited based on specific characteristics, not self-selected. In these sessions some of the tax-related and service-related themes that arose from the annual Citizen Satisfaction Survey were more deeply explored.

2.5.1 Citizen Ideation

120 citizens were recruited for the session with 78 individuals actually participating on the day. Participants were able to simultaneously contribute thoughts and ideas through a computer in addition to voicing their options verbally throughout the session. Please see appendix B1 for a detailed overview.

2.5.2 Social Agencies and Community Groups Focus Groups

10 participants from a mix of social agency sectors were recruited for each of two focus groups. Participants were asked to discuss their thoughts on a variety of themes from the Citizen Satisfaction Survey. A detailed overview of this research is included in this document.

2.5.3 Business Focus Groups

10 participants from a mix of business sector agencies and associations were recruited for each of two focus groups. Participants were asked to discuss their thoughts on a variety of themes from the Citizen Satisfaction Survey. Please see appendix B3 for a detailed overview.

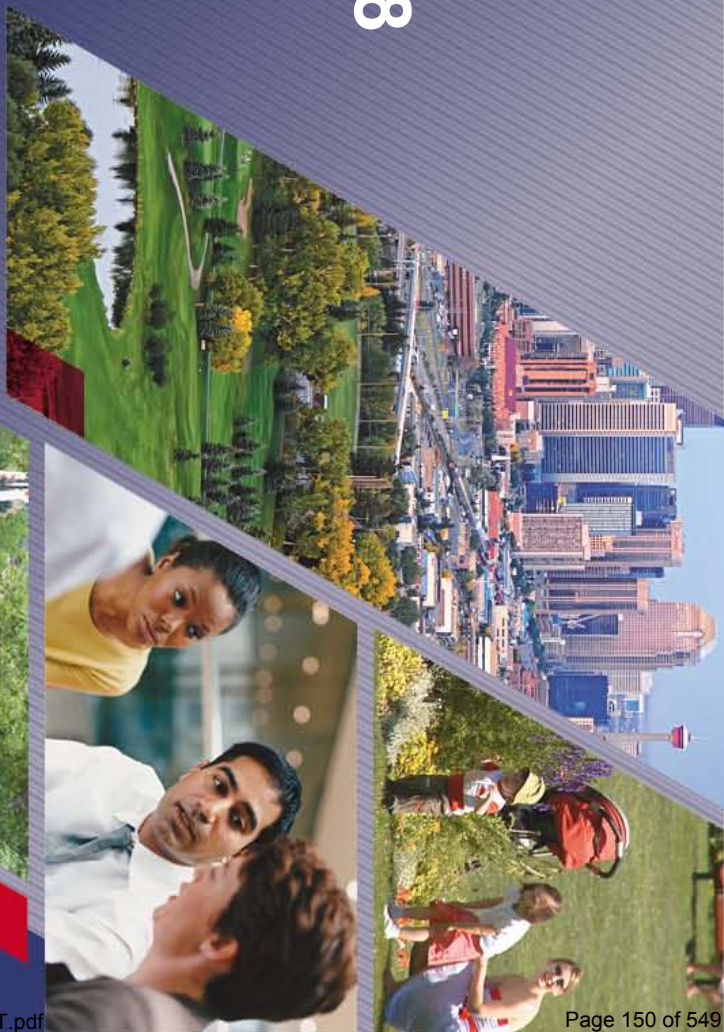
The representative engagement sessions were designed to contextualize the inclusive engagement stream. The citizen ideation session gave a check-in point to see that the results that were coming in on-line and at in-person sessions were not dominated by any one group of voices. The focus groups were also included to ensure that those voices were not missed from the Action Plan engagement.



March 21, 2014

Action Plan 2015-2018

Social Agency Focus Groups



Prepared for The City of Calgary by:



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THE CITY OF CALGARY

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Research Overview

For years, private sector companies have invested millions of dollars in building and maintaining both their product/service and corporate brand in order to influence the purchase of their goods and services. In government, however, the provision of programs and services is generally done in a non-competitive environment and for some, the need to integrate brand stewardship into the day-to-day mechanics of their public sector organization is seen as a secondary priority. At Ipsos, our research continues to show that Canadians and Calgarians alike demand more from their governments. We find ourselves in an age of instant information, a growing appetite for details, and evolving expectations that are often impacted by things outside of government control. In an environment like The City of Calgary, with over 34 Business Units delivering a wide array of services through multiple channels, brands, and messaging, creating a unified vision and brand identity can be a challenging task.

One of the largest engagement initiatives at The City is the Business Plan and Budget Coordination (BPBC) process. It involves a wide-variety of internal and external stakeholders; the analysis of trends at a global, national, provincial, and local level; and, priorities set by citizens, Administration and Council, in addition to a number of other processes that will ultimately yield the 4-year strategic plan for The Corporation. The number of inputs is vast and the need to increase citizen input/involvement is even more important today than in previous iterations of this process. This year's program is referred to as Action Plan 2015-2018.

Research Overview

The Action Plan 2015-2018 process, considers a multi-phased approach as outlined below (Five Phases: 1. Prepare & Understand 2. Explore, Discover, & Arrive 3. Develop Goals, Actions, Budgets, & Targets 4. Consolidate, Inform, Debate, Approve 5. Deliver, Measure & Adjust):



The City of Calgary’s Action Plan 2015-2018 team embarked on a multi-pronged engagement approach to solicit a wide array of feedback from stakeholders throughout Calgary. As part of this process, Ipsos and The City of Calgary partnered to conduct a series of four focus groups with two key audiences; social agencies and the business community. **This report presents the findings from the focus groups with the social and community agencies. A separate report summarizes the findings from the focus groups with the business community.”**

Research Objectives

The core underlying objectives of this research initiative included:

- To engage stakeholders in an open dialogue about their views, perceptions, and aspirations for the City of Calgary moving forward; specifically;
- To assess stakeholder views and perceptions about Calgary as a place to live and the impacts to quality of life past, present, and future;
- To explore views about the role that The City of Calgary plays in supporting social communities, the strengths/opportunities of these interactions, and opportunities moving forward;
- To explore areas of program/service delivery that are seen as both strengths and opportunities for The City moving forward; and,
- To engage stakeholders in conversations about key priority areas for the 2015-2018 Action Plan business period.

Methodology

In March 2014, a series of focus groups were conducted with a diverse cross-section of social agencies. The recruitment specifications were as follows:

- A mix of social agency sectors;
- A mix of agency sizes, both in terms of total employees and funding revenue;
- A mix of participant roles (though most participants were senior members of their organization);

A total of 10 participants were recruited for each of the focus groups, which lasted ninety minutes in length. While typical focus groups include a financial incentive participation, participants shared their views without compensation for this project.

Focus Group Session Breakdown

Social Agencies

Thursday, March 13th, 2014

Group #1 – 3:00pm

Group #2 – 5:30pm

Methodology

Focus Group Session Breakdown

Social Agencies

Thursday, March 13th, 2014

Group #1 – 3:00pm

Your role within the organization	Agency's gross annual revenues over the past 12 months	Type of Agency	Number of Employees
Conservation Specialist	\$500-1M	Education, Environment	5
Executive Director	\$5 million or more	Clothing	140
Community Engagement Coordinator	\$500-1M	Women's Services	11
Executive Director	\$50K & under	Mental Health	70
Executive Director	less than \$50K	Legal Information	8
Executive Director	\$50K	Aboriginal Services	12
Executive Director	over 5 million	Family Clothing, Community Support, Education, Employment training, Family, Food, Health clinics, Housing, Immigrant serving, Youth	136
Director	1-5 million	Community Support Agency	Full time 45, Part time 50
Executive Director	\$1-5million		30
Community Mobilization Officer	\$50K & under	Abuse/Assault	40

Methodology

Focus Group Session Breakdown

Social Agencies

Thursday, March 13th, 2014

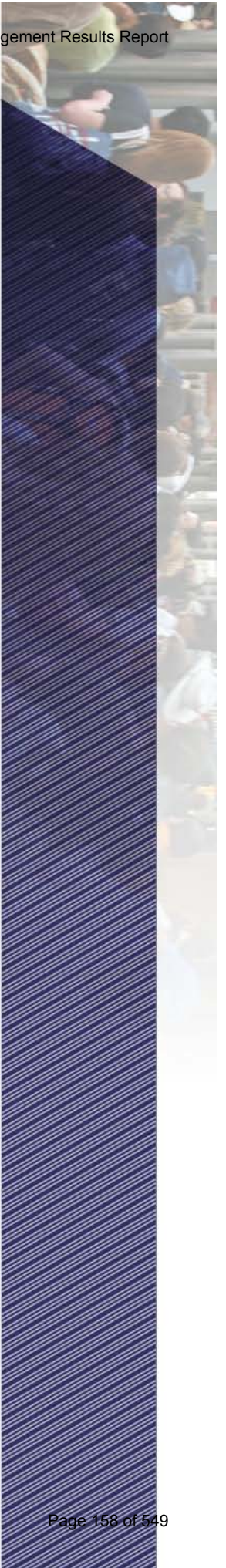
Group #2 – 5:30pm

Your role within the organization	Agency's gross annual revenues over the past 12 months	Type of Agency	Number of Employees
Director	more than 5 million	Community Support Agency	200
Assistant Principal	n/a	Education	n/a
Executive Director	\$100-500K	Employment/Training	3
Executive Director	\$100-500K	Aboriginal	59
CEO	\$50K & under	Disabilities	120
Director of Operations	\$1-5million	Seniors	80
Director of Programs	\$500-1million	Youth	6
CEO	over 5 million	Food Bank	54
Community Projects Coordinator	\$1-5million	Education/Institutional	10,000
Executive Director	\$500-1million	Addictions	12



Qualitative Research Caveat

The following findings are qualitative in nature. The work is exploratory as a result of the size of the groups and the method by which the sample was drawn. The results should be regarded as directional and may not necessarily be projected to the larger population without further quantitative research.



Detailed Research Findings

Views about Life in Calgary

Views about Life in Calgary: Positive Perspectives

- Participants were asked to discuss both the positive and negative aspects of Calgary, as a place to live.
- Top positive mentions related to a number of broad categories;
 - **Spaces & infrastructure** – participants spoke very positively about a number of City-operated/built assets including parks, recreation facilities/services, bike paths, and libraries among others.
 - **Opportunities** – both from a broader economic and personal success stand-point, stakeholders believe that Calgary is a place of opportunity for many.
 - **A Caring Community** – Participants were very positive about Calgary's overall social heart; that as a community, Calgarians care about a diverse group of individuals, are prepared to support agencies and those who are vulnerable through generous donations and volunteer time. Tied to this discussion, as a sense that support for the arts community is growing, a sector that was briefly discussed as being very important to the long-term social fabric of the city.
- **Three areas that participants spoke passionately about included:**
 - Calgary's diversity
 - Calgary's citizens
 - Calgary's collaborative atmosphere
- **Each of these areas are expanded upon in the subsequent slides.**



Views about Life in Calgary: Positive Perspectives



Views about Life in Calgary: Positive Perspectives continued

- **Diversity** – Conversations about Calgary’s diversity were varied and while participants believe that we are making strides in this area, there are opportunities to continue making gains moving forward.
 - “Different people of different cultures brings richness and depth to our communities, especially when we’re looking at the world as trying to be a global leader. The diversity really gives us an advantage.”
 - “Our diversity allows you to lose that fear of the ‘other’ and gives you the potential to be more aware of other cultures and parts of the world. It enriches you personally and makes you a better person. But we’re not always inclusive about bringing other people into opportunities.”
 - “We have a lack of diversity in decision making bodies, including City Council. If we don’t take advantage of our diversity then we could potentially lose it as an advantage.”
 - “If you look at it from what makes Calgary great – Calgary does a good job – or at least tries to do a good job – in recognizing First Nations groups within the province, but at the same time, there are an incredible number of issues that challenge first nations, not only in an urban environment, but in their home communities that surround Calgary as well. We have socioeconomic gaps between first nations and non-first nations.”
 - “At the same time that you mention there are challenges with women in leadership roles, I would argue that there are an incredible number of women that run social agencies in Calgary, fewer men in that role. But then when we look at the political structure, it’s still the same euro-centric way of thinking, it’s the man who’s driving the bus – we have to find an equilibrium to bring both sides to it.”

Views about Life in Calgary: Positive Perspectives

- **People** – Discussions about the people in Calgary focused on the good nature of citizens across the board.
 - “I think there’s a positive atmosphere in this city, with people who’re willing to talk and work on issues and see what they can do about it.”
 - “Positive peer pressure in this city, not only for personal achievement but civic achievement.”
 - “The support we receive from individuals in Calgary is amazing; the number of volunteer hours that we’ve received from the community is massive!” “Calgary is a great city for volunteering.”
 - “It goes beyond money. The people that do have it share it. And, the people who don’t contribute how and where they can.”



Views about Life in Calgary: Positive Perspectives

- **Collaborative atmosphere** – Building on experiences from the June 2013 flood, some participants felt that this is a theme that was simply strengthened due to the circumstances, others however believe that there are opportunities to strengthen this moving forward.
 - “Calgarians like to problem solve and work together – it’s very positive.”
 - “I think that there are groups and organizations and school boards working closely together to make things better for our youth. Also, agencies around the city that I know, when we have youth in trouble, we can phone each other. It’s a very collaborative as opposed to competitive social atmosphere.”
 - “In my experience, it depends where you are at. As an aboriginal organization, we have some really great partnerships. However, there has been sort of a shift lately where non-aboriginal organizations are collaborating to do work to serve aboriginal clients from the fundamental perspective of being non-aboriginal agencies.”

Views about Life in Calgary: Positive Perspectives

- Participants were asked to discuss both the positive and negative aspects of Calgary, as a place to live.
- **Top negative mentions related to a number of broad categories;**
 - **Lack of affordable housing**— Participants spoke consistently about the impact of a rental and housing market that is not attainable to those in the community who are vulnerable and/or lower income. More specifically, some participants spoke to a continued need to support affordable housing initiatives, to ensure that we address and improve opportunities for Calgarians moving forward.
 - **Cost – Quality of Life** – While participants spoke about many of the great opportunities to engage and participate in a diverse set of activities in Calgary, they believe there is more that can be done to ensure that those activities are accessible and affordable to all citizens .
 - **Impacts on People** – Participants also spoke about the impacts that a strong economy, lack of affordable housing, and a high cost of living has on some individuals in Calgary. Impacts briefly discussed included the working poor, mental illness, and addictions among other items.
- **Three areas that participants spoke passionately about included:**
 - **Cost of living**
 - **The gap between rich and poor**
 - **Social isolation**
- Each of these areas are expanded upon in the subsequent slides.



Views about Life in Calgary: Negative Perspectives

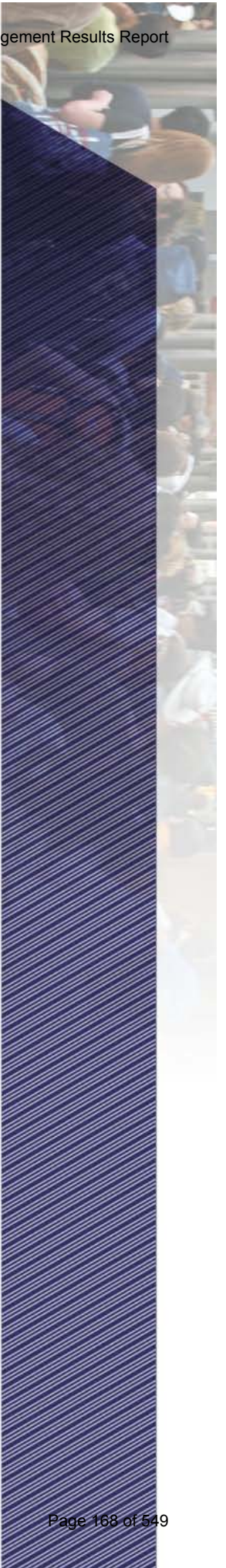


Views about Life in Calgary: Negative Perspectives

- **Cost of Living** – Participants said that this can be a significant barrier for those who are looking to improve their own personal situations.
 - “Quality of life here really depends on who you are and what your situation is. Some people find it easy to come to a place like Calgary and enjoy a great quality of life, and I think there are a lot of other people who would say that this is one of the toughest places to do it.”
 - “I put wealth on both sides because it’s very much there, it permeates Calgary; but at the same time, for a lot of people, that’s our curse. That’s their barrier.”
- **Gap between rich and poor** – Participants shared perspectives about how this can impact on many Calgarians and is not something that we speak about often enough as a community.
 - “It’s very difficult to find a middle class here in Calgary. Most of us are either on the brink of poverty and homelessness – and one paycheck away from that yourself – or you’re one of that 1%, the elite. You’re either up here or you’re down there, and there’s not a lot of middle ground there.”
 - “Calgary is a city where poverty is hidden – you don’t see it.”
 - “We can’t expect that philanthropy and corporate social responsibility will adequately address the growing problem of inequality.”

Views about Life in Calgary: Negative Perspectives continued

- **Social Isolation** – One of the more unique perspectives shared across the focus group sessions, participants provided valuable context about this important issue.
 - “Homelessness is often misunderstood – for a lot of people who become chronically homeless, the primary issue is social isolation. They don’t have contact with their family. They don’t have people who could help them. They have absolutely no one they can call.”
 - “A lot of the problems I see are still in the First Nations communities. I don’t think we’ve made great strides in assisting them. We’re, what, the third corporate headquarter capital here in Canada, and we’re pulling resources off first nation lands. They do give back to the communities, but they also have to remember that over 50% are living in our cities. And we have a responsibility to provide. I mean I look around and you have different ethnic groups with resource centres and things like that – we don’t have, you know, a first nation resource centre one-stop-shop type of thing. But we do for immigrants.”



Detailed Research Findings

Key Trends

Key Trends

Participants were asked to identify key trends impacting their work and organizations for The City's consideration in the 2015-2018 Action Plan process.

climate change
 waste management
 upstream management
 funding for pilot projects
 snow pack
 housing
 no lulls in domestic violence cases
 technology
 changing communication
 complexity
 longer life span for those with disabilities
 sprawl
 increasing demands for basic needs
 increasing need for basic services
 aging population
 dual parent working homes
 Aboriginal needs
 youth pre-gang behavior
 lack of affordable
 increasing violent crime
 land clearance
 youth homelessness

Key Trends

- “Our **aging population**. Fewer people will be able to do manual labour. The nature of volunteering is also changing as a result. People are doing less long-term volunteer work and more short-term volunteer work.”
- “Decrease in number of people willing to do **general labour** type work, like bus drivers, cleaners, caretakers; these are jobs that we need to fill, and we’re finding it more and more difficult.”
 - “This is also an outcome of the wealth affect – if you’re a bus driver and you’re trying to pay a mortgage, it doesn’t work.”
- “Land clearance – or **gentrification**. The City is very supportive of new developments. But there’s no consideration of who is living there right now and where they’re going to go. So we’re very happy to blast down Victoria Park and turn it into a huge parking lot, but there are a lot of people that used to live there, and from our point of view, every one of those people has moved into the shelter.”
- **Technological change in communications**. “The effects of us communicating differently. We’re working longer and harder. I saw a commercial and it just hit me as being so true, they showed a family sitting around having dinner and the parents were sitting there playing with their phones instead of talking to the kids. Go into any bar, restaurant or public place and you see that. I think that’ll have a long-term effect.”
- “This is a **sustainability** one, about climate change changing our snow pack, which is our water tower. Overall watershed management is just going to get more and more important to make sure we’ve got secure a water supply.”

Key Trends continued

- “**Both parents working** – we don’t have the same support for our children in the home environment.”
- “There used to be a **lull in domestic violence** cases during certain times of the year, and we don’t have that anymore. We’re at full capacity all year round now.”
- “I think we’re seeing a lot more youth involved in kind of quasi **pre-gang behaviour** than we were 5 years ago. We see that with our kids in the group homes. They’re being sought out by some of these gangs and pulled into some of that pre-gang behavior.”
- “I think there’s going to be a lot more **youth issues** in the future looking at the fact that less money seems to be put into education. That will get pushed down onto the community.”
- “Increasing **youth homelessness**. Much larger waiting list for our program than in the past. And this is directly related to dropout rates. ”
- “We’re feeding this huge, huge number of people everyday. And we’re doing that on the generosity of people who’re helping us. First of all, why are **the drop-in centre and food banks growth industries**? That in itself should be an alarm bell going off in Calgary.”
- “**People with disabilities are living longer** due to advances in medical technology. And they’re having a bigger and bigger say.”



Detailed Research Findings

Opportunities for The City of Calgary Moving Forward



City Performance – Opportunities

- And while time did not allow the group to debrief their responses, participants were asked to provide their views on areas for improvement, that will have the greatest impact on Calgary as a city moving forward.
 - Tied to their earlier discussions, the most frequently shared perspective included focusing on affordability; specifically housing, but also for transportation , recreation opportunities and overall cost of living.
 - Other mentions included supporting better walkability throughout Calgary, planning and development improvements, and greater support for social agencies moving forward.

affordable housing

lower transit costs alternative energy projects walkable amenities
 Decrease urban sprawl Get money out of elections Safe/walkable communities
 Better transit infrastructure central referral system for services support non-maturized transportation
 reduce cost of living Mandate community associations for new developments subsidized recreation Subsidies/incentives for energy reduction projects
 Inclusionary zoning Metis/First Nations land use for traditional services/ceremonies increase inner city development and infrastructure Integrated services model
 Expand low income transit program City staff force collaborations that don't always fit Sustainable funding for prevention programming for youth Get politics out of planning
 Homeless outreach increase funding for addiction and mental health housing bike lanes hold decision makers accountable
 Zone law for institutional/community use Diverse community accessible accommodation simplify FCCS funding model
 Calgary family services work services Curbside composting program
 cheaper transit respond to grass roots



Detailed Research Findings

Action Plan 2015-2018 Priorities – Top Priorities

Action Plan 2015-2018 Priorities

- **In an effort to provide each participant with the opportunity to share their views and perspectives about key priorities for The City of Calgary, time was given to allow each respondent to complete a series of workbook questions about Action Plan 2015-2018.**
 - Each participant was asked to provide their individual priorities within selected buckets from online priority tool; and,
 - Each participant was asked to provide their top priority for consideration moving forward.
- **The top priorities provided by participants in this sessions included:**
 - Focusing on affordability (with a focus on housing);
 - Continued/increased support for Calgary's social agencies;
 - Continuing to enhance Calgary's natural areas;
 - A focus on addressing mental health issues; and,
 - Poverty reduction & prevention.

Action Plan 2015-2018 Priorities: Top Priorities

- **Affordability**

- “Affordable housing for lower income families.”
- “Increasing the size of the affordable rental market.”
- “Public services need to be accessible to all Calgarians. Somebody working at a mall or fast food place should be able to take swimming lessons, etc. A lot of the people getting ticketed on the train are people who can’t afford to pay fare, and the ticket is just another huge setback.”

- **Supporting Social Providers**

- “I really believe the City should be participating and setting aside land for social health care so you don’t have to go through such a tenuous process.”
- “Just the fiscal responsibility of supporting social providers – so increasing funds available but at the same time reducing the amount of assessment and measurement tools that need to be in place. You can’t measure qualitative change overnight.”
- “There are so many simple things that we want to do, but because we’re dealing with the homeless, any practical moves will be opposed.”

- **Continuing to Enhance Natural Areas**

- “There’s big iconic ones, but I’d like them to look for other opportunities wherever they can.”

Action Plan 2015-2018 Priorities: Top Priorities continued

- **Addressing Mental Health**

- “Nobody seems to know what to do with the mentally ill. Eventually they end up in the dropout centre. And it’s unbelievable the amount of red tape you have to go through to get permits to build things to support them.”

- **Poverty Reduction and Prevention**

- “Supports need to be in place – there’s specific reasons why people are homeless and these need to be addressed.”
- “Research has shown that aboriginal youth are the fastest growing population in Canada, and in Calgary. If we don’t invest in these youth now, in authentic ways, through aboriginal specific organizations, we’ll continue to see the cycle of intergenerational trauma and homelessness. Aboriginal specific land use for ceremony and healing is vital, to support the growing aboriginal population, to help them become productive members of society. If we don’t invest in prevention for aboriginal youth and families, we’re not going to be able to stop this cycle.”
- “The growing gap between rich and poor, we need to make sure that’s addressed.”



Detailed Research Findings

Action Plan 2015-2018 Priorities

Calgary's Communities

Action Plan 2015-2018 Priorities: Calgary's Communities

- **Calgary is a vibrant, safe, healthy and socially inclusive city.**
 - “Yes, and this should continue.”
 - “No, it needs to be more inclusive.” “Diversity (gender, ethno-cultural, socioeconomic, etc.) needs to be included in all decision making bodies in order for this objective to be achieved.”
 - “Lower income earners do not have the capacity to experience the vibrancy of our city; they are not safe, healthy or socially included – they are socially isolated.”
 - “Transportation for the disabled – make the ‘handibus’ more flexible.”
- **Communities are resilient, complete and connected – built with strong social, community, recreation, arts and culture, parks and natural spaces, and public safety infrastructure.**
 - “More support for mandated community associations in new neighborhoods.”
- **Programs, services and amenities are accessible, affordable and high quality.**
 - “Continue to invest in transit, and make it more affordable for low-income earners. In an ‘un-walkable’ city like Calgary, transit should be much more affordable, if not free.”
 - “Services should be citizen-centric vs. developer based.”
 - “Social supports are easily accessible, available and visible – easy to find.”
 - “The City promotes walking/biking/transit to schools in local neighborhoods.”
 - “Access is particularly challenging in the winter for people with mobility issues. Calgary seems to be designed for the young.”



Detailed Research Findings

Action Plan 2015-2018 Priorities

How The City of Calgary Works

Action Plan 2015-2018 Priorities: How The City of Calgary Works

- **The City of Calgary continues to serve the needs of citizens by achieving a sustainable financial position. The City serves citizens through engagement, transparency, resiliency and innovation.**
 - “Our financial position should not be a barrier to addressing poverty, homelessness and affordable accommodation and transportation. We need financial resources to address these issues.”
 - “The City prevents innovation for the poor through regulations, zoning, business licenses, and access to land/resources.”
 - “City needs to work at removing obstructive barriers to workforce participation.”
 - “I think transparency is lacking, and City bureaucrats very self-serving. Every sector needs transparency – problems continue to manifest themselves when ‘people’ become ‘profit.’”
 - “The City has done well by continuing to provide recycling services and starting to provide compost services.”
 - “City continues to fund and host Imagine Calgary secretariat; continues to be an active partner in Imagine Calgary initiative.”
 - “City needs to understand that many people are only ready to become meaningfully engaged in learning & developing a career path when they’re beyond their normal interpretation of youth.”
 - “Pushing online access doesn’t work for many older adults and many of the disadvantaged.”
 - “De-compartmentalization of services needed.”
 - “We are very fortunate to have the natural resources to draw on to help provide our level of services.”



Detailed Research Findings

Action Plan 2015-2018 Priorities

A Growing Calgary

Action Plan 2015-2018 Priorities: Growing Calgary

- **Urban growth occurs in a way that fosters a more compact and efficient use of land.**
 - “Growth is money driven – short-term profits prioritized over long-term focus.”
 - “Decrease barriers to innovation in building design.”
- **Plans feature a healthy mix of land uses and creates complete communities.**
 - “City lacks diversity in land use.”
 - “Walkability is a problem, especially in new communities. They’re often not designed for older adults.”
 - “Neighborhoods should be mixed with both affordable and high-end housing.”
 - “Developers don’t bulldoze land as soon as they receive it – old growth and natural aspects of land are retained among new development.”
 - “Promote inner city living and concept of local community schools.”
- **Allow for greater mobility choices, and enhance vitality and character in local neighborhoods.**
 - “Equal access to attainable housing, and affordable housing; this needs to be addressed.”
 - “Centrally located affordable housing is very hard to find.”
 - “Planners do not like complexity, which is a major barrier for ‘outsiders.’”
 - “Grow in a way that doesn’t widen the socio-economic gap. Also, create systems/tools to address and reduce these gaps.”



Detailed Research Findings

Action Plan 2015-2018 Priorities

Calgary's Environment

Action Plan 2015-2018 Priorities: Calgary's Environment

- **The protection of air, land and water is recognized as critical for achieving healthy ecosystems within Calgary and this understanding is applied to the way we grow and operate as a city.**
 - “Set measurable biodiversity, wetlands and riparian health targets, and measure performance.”
 - “Sprawl is bad for the environment and we are sprawling everywhere.”
 - “Support for organizations such as the Good Life Community Bike Shop, which provides bikes to homeless and at risk individuals.”
 - “Gentrification pushing the poor out to the edges of the city. For example, there are homeless camps in Nose Hill park.”
 - “The air in Calgary has been improved greatly over the past 20 years, and I think the City should be commended.”
 - “Reduce GHG emissions by promoting local food production and local businesses.”
 - “More affordable and easier access to mass transportation for those who need it.”
 - “We need environmental considerations to protect all species and waterways.”
 - “Urban agriculture is lacking.” “Foster more community gardens.”
 - “Need for more safe bike paths.”
 - “Emphasize more naturalizing space opportunities with native vegetation in underused land, especially in areas where current access is limited.”



Detailed Research Findings

Action Plan 2015-2018 Priorities Additional Comments

Action Plan 2015-2018 Priorities: Additional Comments

- “FCSS funding needs to recognize the need to provide for cost of living and operational cost increases.”
- “Pay attention to the social fabric of the community and view all supporters as important partners.”
- “Increase community safety in regards to domestic violence. As much police time and energy that goes into gangs should go into prevention and response to domestic violence.”
- “Expand the incredible after-school program. Include before school, and more options in all communities for all age groups.”
- “Increase funding and commitment to the implementation of the Calgary Poverty Reduction Initiative.”
- “There needs to be advocacy at a provincial level for livable incomes, increased wages, increased social assistance, etc.”
- “Construct a tiered system of transit costs and police transit less harshly. Those ticketed for not having a ticket usually don’t have the means to buy one.”
- “Focus and plan on narrowing the divide between the ‘have’s’ and ‘have-nots’. Scale City services to be affordable to the poor: working class, single parents, etc.”
- “The City of Calgary is not transparent in the area of funding. Every citizen should be able to go directly to the City of Calgary website to see the finances of each service/department.”
- “Calgary should be a leader in ensuring that all citizens can participate in all facets of community living.”

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Appendix B3

Representative Engagement: Businesses

THE CITY OF CALGARY

Action Plan

2015 – 2018



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THE CITY OF
CALGARY

Appendix B3 – Representative Engagement: Businesses

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1.0 Background

1.1 engage! Policy

The engage! Policy CS009 states, in part: *“The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups, and commits to conduct transparent and inclusive engagement processes that are responsive and accountable.”*

1.1 Council Direction

On Nov. 18th 2013, Council, in line with the engage! Policy, provided direction for the development of an engagement strategy to contribute to upcoming budget planning for 2015-2018 stating, “The inclusion of stakeholder input as a component of the multi-year [business planning and budgeting coordination] process enhances the quality of Council Priorities, Departmental Business Plans, Budgets, and ultimately, the services delivered to Calgarians.” The resulting project, *Action Plan 2015-2018*, and its component engagement was designed to enable Calgarians the opportunity to provide their input on how The City should prioritize spending to continue to move The City towards achievement of long-term goals.



2.0 Engagement Overview

2.1 Engagement Goals

The overarching goal of *Action Plan 2015-2018* engagement was to, “Gather insights from citizens on Council approved tax rate scenarios, City services and priorities; and from staff on efficiencies and collaboration in order to inform Council decisions on indicative tax rates and Council Priorities; and, to inform Administration in the development of departmental business plans.”

2.2 Challenge of Scale

One of the primary challenges of the *Action Plan 2015-2018* engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder.

2.3 Engagement Strategy

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

- **Representative Engagement:**
Qualitative research focused on service and spending priorities with a group of citizen representatives (Appendix B1), business /business agency representatives (Appendix B2) and social agency and community group representatives (Appendix B3). Representative engagement was planned and executed in conjunction with an outside research vendor (Ipsos Reid).
- **Internal Engagement:**
Focused on identifying emergent themes and collaborative opportunities with City employees (Appendix D2) and civic partners (Appendix D1). City employee engagement was planned and executed in-house by the Engage Resource Unit. Civic Partner engagement was planned and executed in conjunction with an outside vendor (Ipsos Reid).
- **Inclusive Engagement:**
Focused on service and spending priorities with on-line and in-person activities and events open to all Calgary citizens. The input collected was organized by three primary groups:



Budget Tools (Appendix C1), Priority Tools (Appendix C2), and Discussion Tools (Appendix C3). Inclusive engagement was planned and executed in-house by the Engage Resource Unit

2.5 Summary of Representative Engagement

Following industry best practice for qualitative research, the representative engagement stream of the strategy saw Ipsos-Reid conduct dialogue sessions with sample groups of Calgarians that were recruited based on specific characteristics, not self-selected. In these sessions some of the tax-related and service-related themes that arose from the annual Citizen Satisfaction Survey were more deeply explored.

2.5.1 Citizen Ideation

120 citizens were recruited for the session with 78 individuals actually participating on the day. Participants were able to simultaneously contribute thoughts and ideas through a computer in addition to voicing their options verbally throughout the session. Please see appendix B1 for a detailed overview.

2.5.2 Social Agencies and Community Groups Focus Groups

10 participants from a mix of social agency sectors were recruited for each of two focus groups. Participants were asked to discuss their thoughts on a variety of themes from the Citizen Satisfaction Survey. Please see appendix B2 for a detailed overview.

2.5.3 Business Focus Groups

10 participants from a mix of business sector agencies and associations were recruited for each of two focus groups. Participants were asked to discuss their thoughts on a variety of themes from the Citizen Satisfaction Survey. A detailed overview of this research is included in this document.

The representative engagement sessions were designed to contextualize the inclusive engagement stream. The citizen ideation session gave a check-in point to see that the results that were coming in on-line and at in-person sessions were not dominated by any one group of voices. The focus groups were also included to ensure that those voices were not missed from the Action Plan engagement.



March 21, 2014

Action Plan 2015-2018

Business Partners Focus Groups



Prepared for The City of Calgary by:



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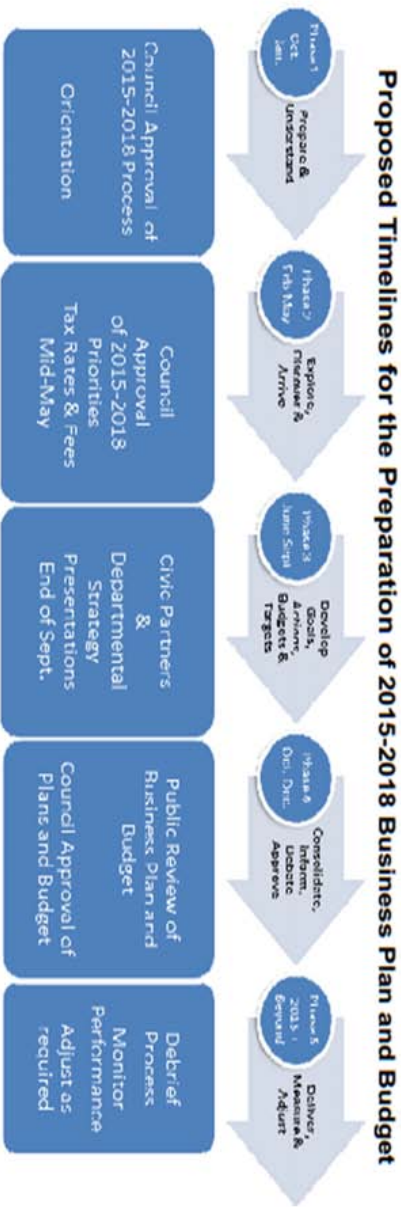
Research Overview

For years, private sector companies have invested millions of dollars in building and maintaining both their product/service and corporate brand in order to influence the purchase of their goods and services. In government, however, the provision of programs and services is generally done in a non-competitive environment and for some, the need to integrate brand stewardship into the day-to-day mechanics of their public sector organization is seen as a secondary priority. At Ipsos, our research continues to show that Canadians and Calgarians alike demand more from their governments. We find ourselves in an age of instant information, a growing appetite for details, and evolving expectations that are often impacted by things outside of government control. In an environment like The City of Calgary, with over 34 Business Units delivering a wide array of services through multiple channels, brands, and messaging, creating a unified vision and brand identity can be a challenging task.

One of the largest engagement initiatives at The City is the Business Plan and Budget Coordination (BPBC) process. It involves a wide-variety of internal and external stakeholders; the analysis of trends at a global, national, provincial, and local level; and, priorities set by citizens, Administration and Council, in addition to a number of other processes that will ultimately yield the 4-year strategic plan for The Corporation. The number of inputs is vast and the need to increase citizen input/involvement is even more important today than in previous iterations of this process. This year's program is referred to as Action Plan 2015-2018.

Research Overview

The Action Plan 2015-2018 process, considers a multi-phased approach as outlined below (Five Phases: 1. Prepare & Understand 2. Explore, Discover, & Arrive 3. Develop Goals, Actions, Budgets, & Targets 4. Consolidate, Inform, Debate, Approve 5. Deliver, Measure & Adjust):



The City of Calgary’s Action Plan 2015-2018 team embarked on a multi-pronged engagement approach to solicit a wide array of feedback from stakeholders throughout Calgary. As part of this process, Ipsos and The City of Calgary partnered to conduct a series of four focus groups with two key audiences; social and community agencies and the business community. **This report presents the findings from the focus groups with the business community. A separate report summarizes the findings from the focus groups with the social and community group representatives.**

Research Objectives

The core underlying objectives of this research initiative included:

- To engage stakeholders in an open dialogue about their views, perceptions, and aspirations for the city of Calgary moving forward; specifically;
- To assess stakeholder views and perceptions about Calgary as a place to do business and the impacts to quality of life past, present, and future;
- To explore views about the role that The City of Calgary plays in supporting the business community, the strengths/opportunities of these interactions, and opportunities moving forward;
- To explore areas of program/service delivery that are seen as both strengths and opportunities for The City moving forward; and,
- To engage stakeholders in conversations about key priority areas for the 2015-2018 Action Plan business period.

Methodology

In March 2014, a series of focus groups were conducted with a diverse cross-section of Calgary's diverse business community. The recruitment specifications were as follows:

- A mix of business sector agencies and associations;
- A mix of business/association sizes, both in terms of total employees and funding/earned revenue;
- A mix of participant roles (though most participants were senior members of their organization);

A total of 10 participants were recruited for each of the focus groups, which lasted ninety minutes in length. While typical focus groups include a financial incentive participation, participants shared their views without compensation for this project.

Focus Group Session Breakdown

Business Partners

Wednesday, March 12th, 2014

Group #1 – 3:00pm

Group #2 – 5:30pm

Methodology

Focus Group Session Breakdown

Business Groups

Thursday, March 13th, 2014

Group #1 – 3:00pm

Your role within the organization	Agency's gross annual revenues over the past 12 months	Type of Agency	Number of Employees
Urban Planning & Development	1-5 million	BRZ	5
Associate/Owner	n/a	Education/Institutional	140
Senior Policy Analyst	less than \$50,000	Business Association	11
President & Chief Staff Officer	\$50,000-\$100,000	Commercial Real Estate/Association	70
CFO/Senior Vice President	over \$5 million	Education/Institutional	8
Executive Director	\$500-1million	Building & Development Agency	12
Executive Director	\$1-5 million	Business Association	136
Manager	less than \$50,000	Business Association	Full time 45, Part time 50
CEO	\$1-5 million	Community Support Agency	30
Area Marketing Director	n/a	Consulting/Accounting	40

Methodology

Focus Group Session Breakdown

Business Groups

Thursday, March 13th, 2014

Group #2 – 5:30pm

Your role within the organization	Agency's gross annual revenues over the past 12 months	Type of Agency	Number of Employees
Executive Director	less than \$50,000	BRZ	5
Marketing Manager	over \$5 million	Retail	140
Director	n/a	Business Association	11
Executive Director	n/a	Business Association	70
Executive Director	over \$5 million	Youth Business Association	8
Executive Director	\$100-500K	Community/Business Support Agency	12
Senior Vice President	n/a	Oil & Gas	136
President	\$50-100K	BRZ	Full time 45, Part time 50
VP Sales	n/a	Building & Development	30
n/a	n/a	Media	40

Qualitative Research Caveat

The following findings are qualitative in nature. The work is exploratory as a result of the size of the groups and the method by which the sample was drawn. The results should be regarded as directional and may not necessarily be projected to the larger population without further quantitative research.



Detailed Research Findings

Views about Life in Calgary

Views about Life in Calgary: Positive Perspectives

- Participants were asked to discuss both the positive and negative aspects of Calgary, as a place to do business.
- **Top positive mentions related to a number of broad categories;**
 - **Entrepreneurial Spirit**— consistently, participants spoke to Calgary’s strong spirit of hard work and innovation as a key community asset;
 - **Sector Importance** — participants spoke to the importance of Calgary’s energy industry, both from a broad economic sense, but also it’s general impact on contributing to/donating towards Calgary’s quality of life.
 - **Spaces & infrastructure** — participants spoke very positively about a number of City-operated/built assets including parks, recreation facilities/services, bike paths, and libraries among others.
 - **Growth & People**— both from a broader workforce benefits perspective, but also that as we continue to grow and attract young people to Calgary, the need for a strong cultural infrastructure is important
 - **Financial Opportunities**— from a broad tax structure perspective, personal opportunities, and investment opportunities.
- **Three areas that participants spoke passionately about included:**
 - Positive entrepreneurial spirit
 - Taxes
 - Collaborative atmosphere
 - Young, skilled workforce & innovation
- Each of these areas are expanded upon in the subsequent slides.

Views about Life in Calgary: Positive Perspectives



Views about Life in Calgary: Positive Perspectives

- **Positive, entrepreneurial spirit**

- “Interesting to me going to Toronto and then coming back, you don’t realize – until you step out of our market – how other markets are lacking. Here, there’s always people making money, building businesses, and you just don’t experience that as much in other cities.”
- “Calgary has been through really big booms and busts, and I think it’s strengthened our spirit. I don’t think the pipelines will be a deal breaker – the oil and gas companies will find a way.”
- “I think it’s the frontier spirit.” “It’s almost like a virus that you get by osmosis.”
- “I don’t know sometimes if other demographics in Calgary experience this the same way that I do. I don’t know what a new immigrant feels, and I don’t know how different business owners or people who live in different areas view things. I would think that it’s common, but I don’t know.”

- **Taxes**

- “Right now we enjoy, I think, one of the lowest tax regimes in the country.”
- “It is very beneficial when you can depend on having a stable environment. You also know that the mayor just doesn’t have the authority to introduce a new tax that would change the landscape of business. That could include land transfer taxes, that could include a sales tax – basically any new fee that could change the landscape of business.”

Views about Life in Calgary: Positive Perspectives continued

- **Collaborative atmosphere**

- “Businesses work together in Calgary much more than in other cities, they are less competitive with each other here.” “A lot of small businesses and organizations on the same footing, so this fosters greater collaboration.”
- “A lot of public consultations – generally it’s better to have the perspective of your stakeholders.”

- **Young, skilled workforce & innovation**

- “Young people are more apt to look at things from different perspectives. From a technology standpoint, they’re more likely to be innovative.”
- “311 was a major innovation – I think the City does attempt to innovate. It’s follow through is always a problem, but the willingness to innovate and the willingness to try something different is definitely there.” “They embrace technology and social media.”
- “CPA is very innovative and lately more responsive than they’ve been in the past.”

Views about Life in Calgary: Negative Perspectives

- Participants were asked to discuss both the positive and negative aspects of Calgary, as a place to do business.
- Top negative mentions related to a number of broad categories;
 - **Cut the Red Tape/Planning Policies & Processes**— participants spent a significant amount of time discussing their challenges with planning and development processes and the impacts these areas have on business operators, both today and some speculated that it might impact the attractiveness of Calgary as a place to do business in the future.
 - **Affordable Housing & Affordability**— Tied directly to discussions about planning decisions and directions, participants spoke to the issues they see as it relates to ensuring that Calgary has a broad spectrum of affordable housing choices for residents. Participants spoke to the impacts they see regulation having on the cost of doing business in this particular area.
 - **Municipal structure/culture**— And while some participants also participate on other City of Calgary committees and recognize that some change is underway//has taken place, they believe that there are greater opportunities for City Departments/Business Units to collaborate moving forward.
- Each of these areas are expanded upon in the subsequent slides.

→



Views about Life in Calgary: Negative Perspectives

• Red Tape / Permit Process

- “Permits are taking much longer than they had in the past.” “I think a lot of issues for businesses that are just starting out struggle going through the permit process.”
- “The City has a cut red tape initiative going on, and it’s great that they recognize that they have a problem and are starting to address these things, but the committee has become more of a complaints mechanism versus a spring-board for bold new ideas.”
- “There’s been initiatives in BC where municipalities have allowed permanent business licenses, so just applying one time over the course of your business. There’s really innovative ideas - something that came out of Winnipeg, where the CRA numbers, the single identifier, through all government departments you have the same number that helps you navigate without having to remember different logins and passwords.”
- “I think the problem at this point is that they want us to do all the work. But for non-profits like us, it’s hard to take care of the scope and plan and hold their hand through everything. Departments could be innovative themselves, and it would take some pressure off us. We’re open to giving ideas, but we can’t implement and do everything ourselves.”
- “There really isn’t any serious attempt to question why certain processes exist, why they’re done. They just do them because they’ve always been done that way. If you want to think outside the box, remove the box.”

Views about Life in Calgary: Negative Perspectives continued

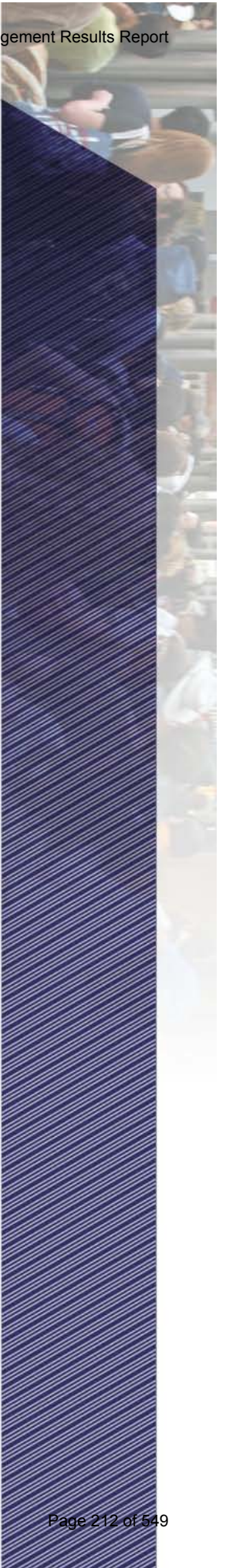
• Affordable Housing & Affordability

- “We have some of the highest commercial real estate costs, highest residential real estate costs, highest parking costs, and highest labour costs. On so many metrics, we see growing unaffordability, and if I were starting a business, that would be a major concern for me.”
- “The affordability issue is something we’re going to pay the price for in the not to distant future. If you’re a major corporation and you move 150-200 people a year, and your differential to move them to Calgary – either in income or outright dollars – starts to become astronomical, then you don’t move them here. When we start to erode away at the in-migration opportunity, growth stops. And nobody is looking at the result of what stopping the growth will do in this city. We have failing infrastructure in every part of the city that’s more than 50 years old, but no tax base and no guts to tax for it, and no way to replace it. So who are you going to penalize to get that taken care of it?”
- “We’re very interested affordable housing, yet we have a very, very cumbersome regulatory framework that does nothing but add costs, to everything.”
- “There’s countless studies indicating that the single largest contributing factor to the cost of a development is the regulatory process and the requirements of the approving authority, the lenders and the insurers.”

Views about Life in Calgary: Negative Perspectives continued

• Municipal Structure / Culture

- “I know that they’re trying to attempt a cultural transformation within the City – I don’t know if they’ve properly articulated exactly what that looks like, but there is a need for a cultural shift at the civic, bureaucratic level.” “At a certain point, if you’re trying to convince an army to move, you’ve got to burn the boats. And they haven’t burnt the boats yet.”
- “So much of this City is very silo-ed. They come together periodically for different events. Some play nicely, the others don’t as far as departments go. There’s a lot of struggle, a lot of competition. If you’re trying to negotiate your way through a process, sometimes you have to touch 5 or 6 different parts and you get 5 or 6 *completely* different answers – that in itself is very frustrating.”
- “Political interference is perceived in the regulatory process. Council is in the business of making policy. When it comes to implementing it, they need to be hands off.”



Detailed Research Findings

Key Trends



Key Trends

Participants were asked to identify key trends impacting their work and organizations for The City's consideration in the 2015-2018 Action Plan process.



Key Trends

- “**Technology creep** is translating to regulatory lag. The City actively encourages innovation, and we innovate. But there have been many innovations in construction methodologies, and the City doesn’t know how to deal with them yet.”
 - “For example, in order to change a window in a building, takes a hydraulic lift and half an hour of labour, but the City has said you need a permit to do that. The permit takes 5 weeks. Something that should take half an hour takes weeks!”
- **Difficulty of attracting talent**
 - “We’re really, really affected by not having affordable housing and rental properties. Even executive housing is lacking. You can’t grow your business if you can’t offer a city with affordable housing and affordable parking. Parking in our building is almost \$700 a month. How does that happen?”
 - “The competition for talent and dealing with compensation levels, that kills us every day. Businesses are fighting for talent, but what are we doing as a city to help?”
 - “It can be very hard for newcomers to get settled in Calgary.”
- “**Demographic shifts** – having unfunded pension liabilities is a major concern.”
- “**Commercial headquarters are moving** outside the downtown core.”
- “**Social enterprise** – I don’t think we’re leading, or remotely leading edge in Alberta. We do a lot of corporate responsibility, there’s a lot of giving and a lot of volunteering, but there isn’t an incentive to have business models around social enterprise like you have in BC and Ontario. This could negate some of the issues that Oil & Gas are facing.”
- “The **policy ‘tsunami’** – I don’t see that slowing down at all. That is affecting affordability too.”



Detailed Research Findings

Strengths and Opportunities for The City of Calgary Moving Forward

Strengths & Opportunities

- Participants were asked to discuss both the strengths and opportunities for The City of Calgary, moving forward.
- Top strengths related to a number of broad categories (these were areas that participants believe The City of Calgary should continue to focus on/or support);
 - Transit & Transportation;
 - Technology-based innovation , including the 311 app and CPA's parking app;
 - Public safety, including Calgary Police and emergency services;
 - Supporting communities; and,
 - Continued improvement with Planning & Development processes.
- Top opportunities related to a number of broad categories (these were areas that participants believe The City of Calgary should focus on/or support moving forward);
 - Continued improvement with Planning & Development processes (including Cut the Red Tape);
 - Improvements to fees for parking and other City services (to support affordability);
 - Addressing concerns with the business tax; and,
 - Continued infrastructure improvements.

[illegible]



City Performance – Opportunities





Detailed Research Findings

Action Plan 2015-2018 Priorities – Top Priorities

Action Plan 2015-2018 Priorities

- **In an effort to provide each participant with the opportunity to share their views and perspectives about key priorities for The City of Calgary, time was given to allow each respondent to complete a series of workbook questions about Action Plan 2015-2018.**
 - Each participant was asked to provide their individual priorities within selected buckets from online priority tool; and,
 - Each participant was asked to provide their top priority for consideration moving forward.
- **The top priorities provided by participants in this sessions included:**
 - Improved growth management practices and policies;
 - Simplification; and,
 - Addressing the property tax differential.

Action Plan 2015-2018 Priorities: Top Priorities

• Managing growth

- “I’d say accommodate growth, housing in particular. We want to be able to attract the talent, and we’ve got to be able to house them somewhere.”
- “If we’re going to grow and have any kind of affordability, Quarry Park is going to be the model.”
 - » “I like Quarry Park, but I’m not sure about the affordability. It’s an interesting model, you’ve got residential, the offices and entertainment. From the outside looking in, it looks like a model to follow.”
 - » “We can’t concentrate only on downtown. We need to setup other centres.”
- “Understand that the City is the steward of public interests as well as the public purse, and it has a duty to respond in a way that recognizes that everything we do is market driven. That is the reality of it. It is not right or proper to be encumbered by an incompatible regulatory environment.”
 - » “From an association point of view, we need to have the ability to respond to what market demand is. We’re keenly in favor of densification and we’re keenly in favor of green-field development.”
- “Redeveloping and investing in the inner city.”
 - » “I like the idea of densifying downtown, and I think we could be doing a better job with it. But I don’t think council should legislate choices away.”
- “We’re going to be at 2 million people before we know it, and this is the budget to be making decisions in anticipation of it, not wait until we’re at 1.5 or 1.7 when it’ll be more expensive and more of a hassle.”



Action Plan 2015-2018 Priorities: Top Priorities continued

- **Simplification** – “simplifying and consolidating processes in a way that enables growth.”
- **“Addressing the property tax differential** between what businesses and what residents pay. Head offices are free to move at any time, and right now the ratio is 5 to 1 – that’s what we’d like to see addressed.”



Detailed Research Findings

Action Plan 2015-2018 Priorities

Calgary's Economy

Action Plan 2015-2018 Priorities: Calgary's Economy

- **Calgary is a the undisputed choice for people and business, with a vibrant, resilient, environmentally sound and sustainable local economy that fosters opportunity for all to achieve individual economic well-being.**

- “Attract talent.” “Provide enough housing stock for the talent.” “Develop more housing so labour coming in can find a place to live.”
- “Recognize the global competition – preserve and enhance Calgary’s position to attract and keep new businesses and investment.”
- “Support events/initiatives that will attract expertise to come here. For example, global oil & gas forums, etc.”
- “Calgary is not the undisputed choice – environmental issues, exacerbated by growth, will make that choice less desirable.”
- “The economic juggernaut creates demands on the population that are exceptional when compared with other cities.”
- “Diversify so that we are less reliant on the O&G industry.” “Encourage business diversity – and make it easy to bring business here.” “Add/attract diversity in different economic sectors, from oil & gas to environmental.”
- “Create a better business environment to attract new businesses here.” “Make business want to be here.”



Action Plan 2015-2018 Priorities: Calgary's Economy (continued)

- **Calgary is a the undisputed choice for people and business, with a vibrant, resilient, environmentally sound and sustainable local economy that fosters opportunity for all to achieve individual economic well-being.**
 - “Support the development of post-secondary programs that aim to supply talent to the local economy.”
 - “Create a better community environment for workers to be here.”
 - “Make sure people of all ages and abilities can get around the city.”
 - “Need to address how this city will attract visitors. This helps drive the economy.”
 - “Invest in tourism”.
 - “Establish a capacity building for small business – a City department with free seminars/workshops/one-on-one consultations to help small business thrive.”



Detailed Research Findings

Action Plan 2015-2018 Priorities

How The City of Calgary Works

Action Plan 2015-2018 Priorities: How The City of Calgary Works

- **The City of Calgary continues to serve the needs of citizens by achieving a sustainable financial position. The City serves citizens through engagement, transparency, resiliency and innovation.**
 - “Focus on essential services.” “Eliminate ‘pet projects’ that benefit a small proportion of the population.” “Focus on service the majority, not special interest groups.”
 - “Consider Calgary’s uniqueness – don’t try to be another New York (or any other city) when making policy decisions.”
 - “Outsource anything that should be outsourced.” “Outsource non-core activities.”
 - “Citizens are well serviced, however, we need an exceptional level of service in Calgary.”
 - “The practice of the City has fallen behind the vision for the City.”
 - “Consult and listen without a pre-set agenda.” “Don’t engage just to tick a box – listen, act and share all info.” “Increase the use of technology to meaningfully engage citizens in the decision making process.”
 - “Don’t hide – don’t bury documents on webpages so they can’t be found, for example.”
 - “Transparency means everyone – council and staff.”
 - “Establish a customer service focus/culture.”

Action Plan 2015-2018 Priorities: How The City of Calgary Works (continued)

- **The City of Calgary continues to serve the needs of citizens by achieving a sustainable financial position. The City serves citizens through engagement, transparency, resiliency and innovation.**
 - “Flatten the organization – enable and allow people to act.” “Downsize the bureaucracy/union interference.”
 - “Don’t spend dollars that don’t belong to the City (the \$52M).”
 - “Ensure tax equity between residential and non-residential properties.” “Address inequities around disproportionate non-residential taxes which are punitive to small business.”
 - “Be open to ideas that extend beyond Calgary’s borders (regional business licensing).”
 - “Bring control over the size and cost of government (through attrition, shrink the size of civil service).”
 - “Balance needs and wants. Snow removal on side streets was terrible this year. Someone actually fell on ice at my house by the curb.”
 - “Set service delivery benchmarks (e.g. reply to request within 24 hours, approve requests within 1 week).” “Establish clear budgetary and performance metrics, and report them monthly. Basically create a monthly report card for the City.”
 - “Hire better civil servants, and pay them more. Foster less complacency among City administration.”
 - “Ensure 311 calls are followed up on in a more timely fashion. Let me know if the dog I saw was caught and safely returned to the owner.”



Detailed Research Findings

Action Plan 2015-2018 Priorities

Growing Calgary

Action Plan 2015-2018 Priorities: Growing Calgary

- **Urban growth occurs in a way that fosters a more compact and efficient use of land.**
 - “Stop the suburban sprawl and focus on more efficient use of existing land parcels within the city. Denser communities save money and create better neighborhoods (spirit).”
 - “Make transit the easy choice by improving service and service coverage.”
 - “Continue stakeholder work to develop new funding tools to enable the growth of a more sustainable city. Continue to implement MDP and CTP.”
- **Plans feature a healthy mix of land uses and creates complete communities.**
 - “This drives consumers to outlying counties; Strathmore, Didsbury, etc.”
 - “I think public art is important – I love the Peace Bridge.”
 - “Again, Calgary’s growth is, and likely will be exceptional. The urban growth policies appear to have resulted in a shortage of homes, forcing migrants to live in less desirable areas in order to live here.”

Action Plan 2015-2018 Priorities: Growing Calgary

- **Allow for greater mobility choices, and enhance vitality and character in local neighborhoods.**

- “Allow the market to dictate the product.” “Ensure choice of housing and business facilities.”
- “Promote and foster better access to affordable/attainable housing.”
- “Don’t ruin one form of transportation for another.”
- “Eliminate the Calgary Planning Commission.”
- “Increase amount of serviced land to accommodate growth.”
- “Develop an alternative funding & financing model.”
- “Transportation does not meet the needs of our growth right now.”
- “Address rental market.”
- “Allow business to know how by-laws are being interpreted.”
- “There is a need for City transit that isn’t so focused on coming into and leaving the downtown core.”
- “Better looking streetscapes in all areas of the city (e.g. Killarney).”



Detailed Research Findings

Action Plan 2015-2018 Priorities Additional Comments

Action Plan 2015-2018 Priorities: Additional Comments

- “Calgary is a great city that will continue to grow and prosper. We need to ensure that we make long-term, big-picture decisions on infrastructure.”
- “Take more of a collaborative approach to regional growth (e.g. water/sewers, transit, roads, recycling, etc.).”
- “Get policies in place that will support innovative growth.”
- “Change the culture of the municipality to meet the vision for the future.”
- “Business tax consolidation”
 - “Most cities have phased this out completely. Calgary is completing this process over several years as a marketing exercise to avoid the sticker shock of collapsing the two bills”
- “Mayor Nenshi should not treat business stakeholders with contempt by kicking them off committees. He should not be so aggressive on Twitter.”
- “Get the City Police out of the taxation business – speed traps & cameras – and focus on the root causes of crime, and gangs/organized crime.”
- “Consider how decisions will expand the economy before they are made.”
- “Don’t engage in City charters. New tax powers will not be received well by businesses.”
- “Do what needs to be done versus what you want to do. Consider the ‘biggest picture.’”
- “Address unfunded liabilities.”
- “Plan in a more long-term fashion – 10, 15, 20 years and beyond.”

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Appendix C1

Inclusive Engagement: Priorities for Spending and Services

THE CITY OF CALGARY

Action Plan 2015 – 2018



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THE CITY OF
CALGARY

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1.0 Background

1.1 engage! Policy

The engage! Policy CS009 states, in part: *“The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups, and commits to conduct transparent and inclusive engagement processes that are responsive and accountable.”*

1.2 Council Direction

On Nov. 18th 2013, Council, in line with the engage! Policy, provided direction for the development of an engagement strategy to contribute to upcoming budget planning for 2015-2018 stating, “The inclusion of stakeholder input as a component of the multi-year [business planning and budgeting coordination] process enhances the quality of Council Priorities, Departmental Business Plans, Budgets, and ultimately, the services delivered to Calgarians.” The resulting project, *Action Plan 2015-2018*, and its component engagement was designed to enable Calgarians the opportunity to provide their input on how The City should prioritize spending to continue to move The City towards achievement of long-term goals.



2.0 Engagement Overview

2.1 Engagement Goals

The overarching goal of *Action Plan 2015-2018* engagement was to, “Gather insights from citizens on Council approved tax rate scenarios, City services and priorities; and from staff on efficiencies and collaboration in order to inform Council decisions on indicative tax rates and Council Priorities; and, to inform Administration in the development of departmental business plans.”

2.2 Challenge of Scale

One of the primary challenges of the *Action Plan 2015-2018* engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder.

2.3 Engagement Strategy

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

- **Representative Engagement:**
Qualitative research focused on service and spending priorities with a group of citizen representatives (Appendix B1), business /business agency representatives (Appendix B2) and social agency and community group representatives (Appendix B3). Representative engagement was planned and executed in conjunction with an outside research vendor (Ipsos Reid).
- **Internal Engagement:**
Focused on identifying emergent themes and collaborative opportunities with City employees (Appendix D2) and civic partners (Appendix D1). City employee engagement was planned and executed in-house by the Engage Resource Unit. Civic Partner engagement was planned and executed in conjunction with an outside vendor (Ipsos Reid).
- **Inclusive Engagement:**
Focused on service and spending priorities with on-line and in-person activities and events open to all Calgary citizens. The input collected was organized by three primary groups: Budget Tools (Appendix C1), Priority Tools (Appendix C2), and Discussion Tools (Appendix C3). Inclusive engagement was planned and executed in-house by the Engage Resource Unit.



2.5 Summary of Inclusive Engagement

Inclusive Engagement was designed to be open and available to all citizens in Calgary. These engagement activities were structured to be interactive, maximize learning about how City budgets and plans impact citizens, and minimize the need for pre-existing specialized knowledge of municipal processes and corporate finance.

Each of the primary engagement groups – Spending and Services, Priorities for Community Vision, and Discussions – utilized a combination of on-line and in-person activities, as well as a combination of structured and open-ended input modes, to encourage input from a wide range of Calgarians.

2.5.1 Spending and Services

Provided citizens with an opportunity to compare how service level changes and budget allocation affect their property tax bill and then submit a budget allocation based on their preference of service and cost. A detailed overview of this engagement is included in this document.

2.5.2 Priorities for Community Vision

Provided citizens with an opportunity to share what ideas or priorities they think The City should focus its resources on over the next four years. Please see appendix C2 for a detailed overview.

2.5.3 Discussions

Provided citizens with an open forum to share ideas, concerns, or suggestions about priorities, spending, or any other related topics. Please see appendix C3 for a detailed overview.

In-person engagement was conducted at over 21 sessions throughout the city, ensuring at least one in-person event in each ward. Sessions were conducted using either a mobile booth setup or traveling engagement bus, and were planned for public spaces that received significant traffic within the community (such as shopping malls, grocery stores, leisure centers, and libraries). Activities at the in-person events collected input for each of the three inclusive engagement groups noted above.

On-line engagement was conducted through the period of March 3rd to 21st, 2014. Three online tools were developed and launched to capture input mirroring the three engagement groups – Spending and Services, Priorities for Community Vision, and Discussions – noted above.



3.0 Budget Tools Overview

3.1 Purpose of Tools

Action Plan 2015-2018 Budget Tools were developed to provide citizens with a chance to share how they would allocate The City's tax supported budget spending. Both a comprehensive online tool and a simplified in-person post card were developed for this task. Online, after making a series of changes to the budgets, aggregate changes across participants provided a rough indication of spending priorities, tax rate scenario they would consider, and what they might give up in order to spend less.

3.2 Engagement Approach

The *Action Plan 2015-2018 Budget Simulator*, was a web-based, online application that allowed users to make choices on spending priorities, comparing increases or decreases to City services with increases or decreases to their potential property tax bill.

Rather than presenting the value of the entire tax supported budget, output from the budget simulator was scaled to the level of a residential property tax bill for relatability. Users were prompted to enter the current assessed value of their property to see an estimation of their future potential tax bill; the application started with a default value of \$430,000 (the city's median property value) for users who do not own property or know their current assessed value.

Enter Your Property Value

This simulator helps to illustrate how changes to City services affect our City budget and property tax rates. Moving the sliders left or right will decrease or increase levels of individual City services, show how these changes will impact how those services are delivered to Calgarians, and calculate how those budgetary changes will affect your property tax bill.

Enter your assessed property value below to estimate your property tax bill at the end of this 4 year planning cycle (2018). If you don't own a home, or aren't sure of your property's current assessed value, you can use Calgary's median assessed property value: \$430,000.

Enter your 2014 Assessed Property Value

\$430000

Please enter the number as a whole number, without commas

**Approximate 2014 property tax bill (Municipal portion)	*Estimated 2018 property tax (Municipal portion)
\$ 1611	\$ 1975

** The calculated property tax bill for 2014 is estimated based on Council approved budget as of November 2013. The actual bill will be based on the final approved budget and tax rate that Council will approve in April 2014.
* The simulator does not predict assessed house values or tax bills for 2018. It provides an indication of the approximate order of magnitude based on your property's current place in the Calgary market. Your actual property tax bill in 2018 will be based on the actual assessed value of your property in 2018 relative to the rest of the Calgary market and the actual tax rate decisions for 2015, 2016, 2017 and 2018. This exercise is for illustrative purposes only.

[< Welcome](#) [Continue >](#)

Figure 1: Property Value Input Page



Once a property value had been entered, users were presented with a list of service areas, organized roughly by City department, a series of corresponding budget sliders, and a dashboard that displayed their current assessed value, calculated potential tax bill (based on slider positions) and +/- change from their estimated 2018 tax bill.

The budget sliders provided four potential positions, based on Council approved scenarios of 2.1%, 3.3%, 5.3%, or 7.0% tax rate increases, and labelled correspondingly as: Greatest Decrease to Current Service Level, Decrease to Current Service Level, Maintain Current Service Level, and Increase to Current Service Level. Budget sliders started at a default position of 5.3% increase, Maintain Current Service Level.

Moving the budget slider for each service automatically recalculated that department's budget using the chosen service level and updated the corresponding total tax cost. At the same time, impact statements, written by business planers within each business unit, gave participants the potential service impact of that choice.

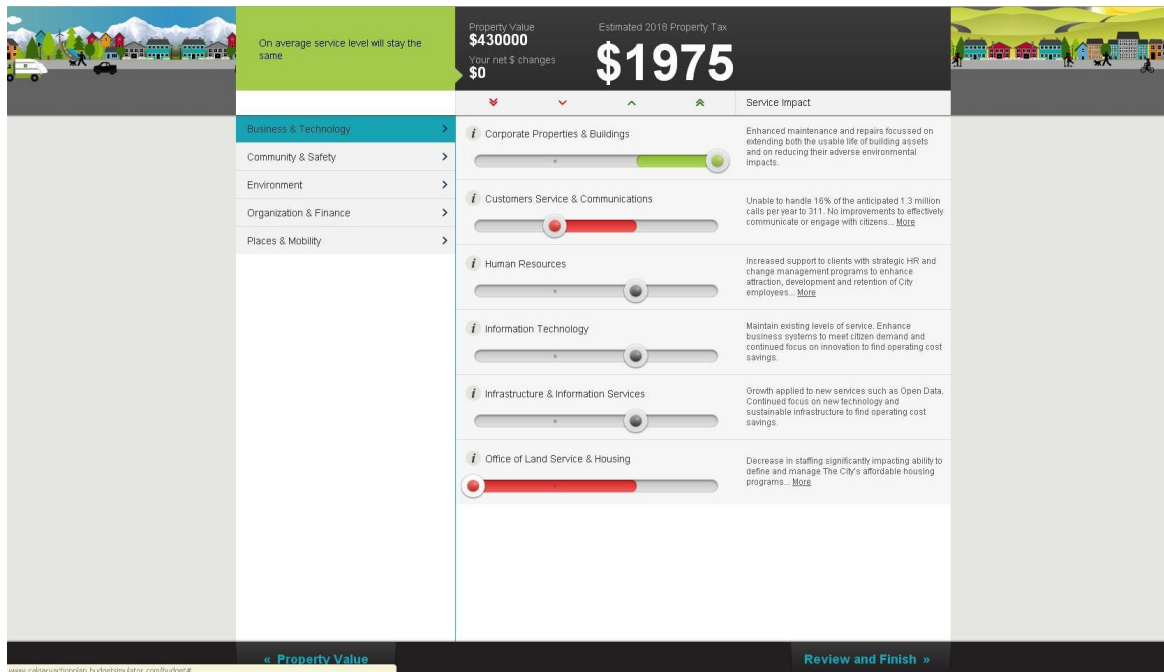


Figure 2: Budget Simulator Sliders

Once participants were finished with their budget allocation, they had the opportunity to submit their budget, make any final comments, and provide basic geographic information (community name and/or first three digits of their postal code).

Due to minimal uptake of the simplified post-card tool, in-person users were directed to the online budget simulator to provide budget-specific input.



3.2.1 On-Line Implementation

The online budget simulator was available to the public for 19 days, from the morning of March 3rd until midnight on March 21st. The simulator was hosted at www.calgaryactionplan.budgetsimulator.com and was also linked to from the *Action Plan 2015-2018* webpage at www.calgary.ca/actionplan

Over the 19 days it was live the simulator received 3671 unique visitors, who submitted 1389 budgets. 1083 of the budget submissions included optional geographic location, and 342 also included an open-ended comment.

In order to reduce barriers to participation, and in line with engagement best practices, no log-in or identifying information was required in order to submit a budget. Likewise, geographic information collected was limited to non-personally identifying values, community name and first three letters of postal code, and was completely optional.



4.0 Results Overview

4.1 What Input Did We Collect?

The online budget simulator collected users' budget choices for each of the services under the following five service groups:

1. Business & Technology

- Corporate Properties & Buildings
- Customers Service & Communications
- Human Resources
- Information Technology
- Infrastructure & Information Services
- Office of Land Service & Housing

2. Community & Safety

- Animal & Bylaw Services
- Calgary Fire Department
- Calgary Police Service
- Community Neighbourhood Services
- Parks
- Public Safety Communications
- Recreation

3. Environment

- Environmental Safety Management
- Waste & Recycling Services

4. Organization & Finance

- Chief Financial Officer's Department
- Corporate Administration

5. Places & Mobility

- Calgary Transit
- Planning, Development and Assessment
- Roads
- Transportation Planning

Responses include a slider position for each of the service areas, corresponding with the Council approved service level and budget increase scenarios of 2.1%, 3.3%, 5.3% & 7.0%. The table of results includes the slider position for each service, as well as the relative proportion of each service within the total tax supported budget. This allows us to calculate average budget allocations for each service area, as well as for the entire tax supported budget.

Responses from the online budget simulator also include optional comments submitted along with user's budgets.



4.2 What Can the Results Tell Us?

The input from the budget tool, much like the input from any of the other streams of engagement, must be considered within the context it was collected. The budget simulator results are a useful snapshot of citizens' preferences regarding balancing desired services with taxation; however, important contextual considerations to keep in mind are:

- The service levels and corresponding budget requirements (2.1%, 3.3% 5.3% & 7.0% increases) that users considered were set by prior council direction, the tool did not allow citizens to choose service and budget levels outside of those set parameters.
- Like all the inclusive engagement streams, participants in this engagement were self-selected. While that has the benefit of making participation accessible to any citizens who would like to provide input, it means that we cannot make assumptions as to the demographic makeup of respondents.
- The budget simulator results are not the only engagement results that speak to spending and spending priorities. Rather, these results should be taken as one method of input in a larger suite of engagement inputs and results.

4.2.1 Overall Budget and Service Preferences

The simplest output to report from the online budget simulator is the total average budget change. Over the 1389 budgets that were submitted, the average of all respondents' budget submission indicated an overall budget increase of 5.22

Looking in a bit more detail at Table 1 below, the average values for each of the individual service areas, we can start to see a bit more variation in how citizens balanced budget and service level changes.

Services & Service Groups	Average Budget Allocation, n=1389
1. Business & Technology	
Corporate Properties & Buildings	5.02%
Customers Service & Communications	4.91%
Human Resources	4.39%
Information Technology	5.09%
Infrastructure & Information Services	5.01%
Office of Land Service & Housing	4.98%

Table 1: Average of all Budget Simulator Submissions by Service (continued on next page)



Services & Service Groups	Average Budget Allocation, n=1389
2. Community & Safety	
Animal & Bylaw Services	4.87%
Calgary Fire Department	5.35%
Calgary Police Service	5.20%
Community Neighbourhood Services	5.17%
Parks	5.33%
Public Safety Communications	5.37%
Recreation	5.28%
3. Environment	
Environmental Safety Management	4.96%
Waste & Recycling Services	5.33%
4. Organization & Finance	
Chief Financial Officer's Department	4.41%
Corporate Administration	4.59%
5. Places & Mobility	
Calgary Transit	5.76%
Planning, Development and Assessment	5.09%
Roads	5.54%
Transportation Planning	5.48%
Total Average Budget Allocation	5.22%

Table 2: Average of all Budget Simulator Submissions by Service (continued from previous page)

It is important to note as well, that in order to calculate the total budget increase, the percentage increase or decrease of each of the services has been weighted by its proportion of the overall tax supported budget. For example, an increase in Calgary transit, at almost 15% of the tax supported budget, will have a much greater impact than even a larger corresponding decrease in a service like HR, as their budget comprises less than 2% of The City total



4.2.2 Response Frequency Distribution

Plotting the total budget allocation of all 1389 respondents as a frequency histogram visually displays the overall trend in responses.

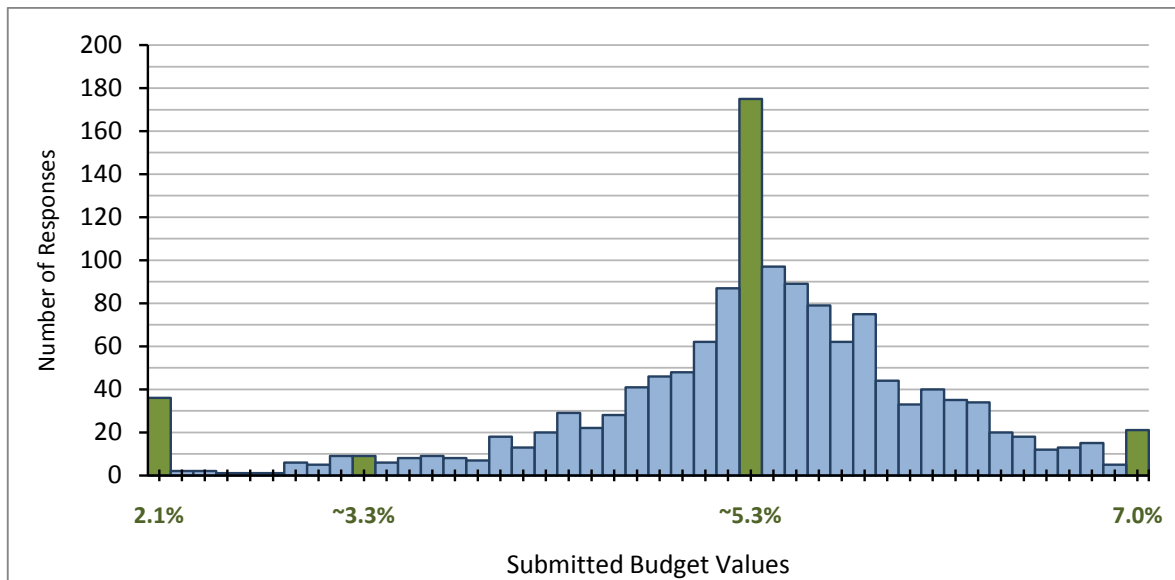


Figure 3: Response Distribution of all Budget Simulator Submissions

As suggested by total average budget change of 5.22%, the vast majority of responses land within a fraction of a percentage of the 5.3% tax increase position, with successively smaller groups of respondents choosing less services and a lower increase or more services and a larger tax increase respectively.

Small groups of outliers on each end of the distribution represent respondents who slid all sliders to either greater service decrease or service increase respectively. The distribution is slightly skewed to the right, weighted over the 5.3% level increase.

4.2.3 Variation within Individual Responses

There is variability within almost all individual submissions. That is to say, that rather than move all of the sliders to the same specific budget and service scenario point, respondents tended to make a number of incremental changes across the service areas, increasing some budget lines while decreasing others.



4.2.4 Geographic Response

Once respondents had submitted their budget preferences, they were asked for optional geographic information to let us know what ward or community they lived in. 78% of respondents provided information that allows us to attribute their submission to a specific ward. Table of detailed response sheet following shows the average budget allocation for each service area broken down by ward.

4.2.5 Open-ended Comments

All open-ended comments captured via the budget simulator tool were collated and delivered to an outside research vendor (Ipsos Reid) for organization and coding, they have been included in appendix C4.

4.2.6 Results by Ward - Table

See Table 2 on the following page.

4.2.7 Graphical representations of City-wide and Ward specific results

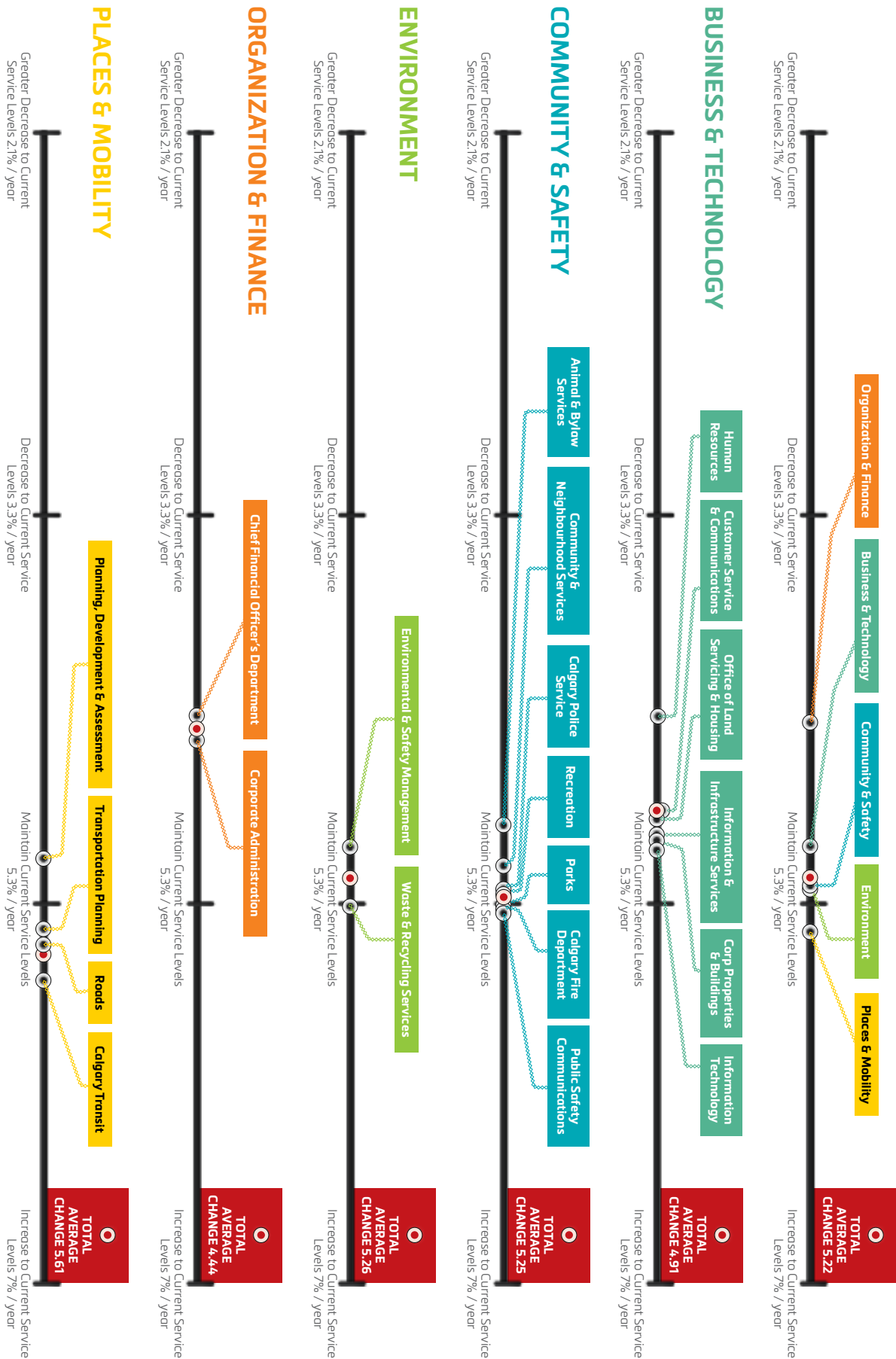
See graphics starting page 15

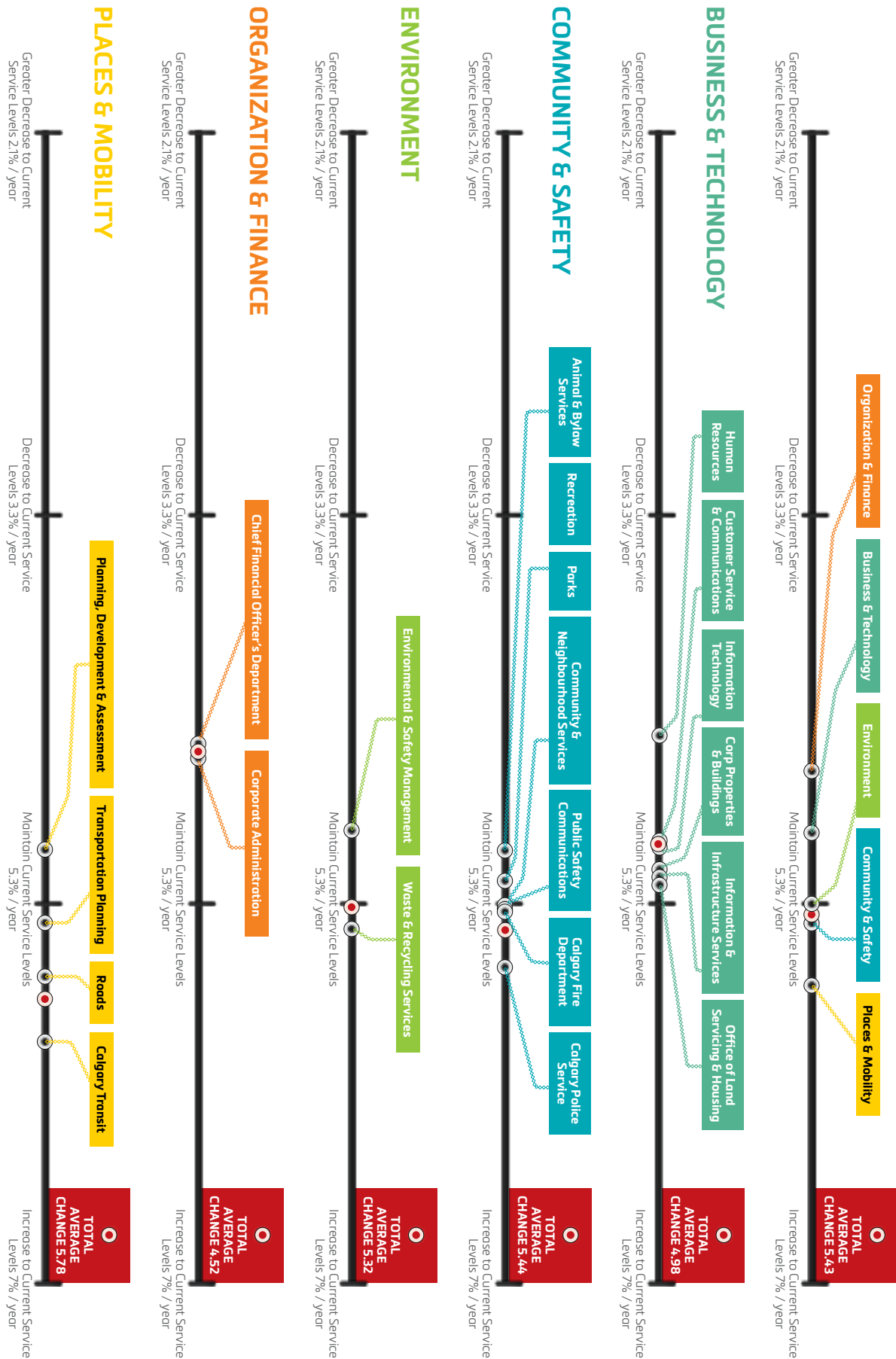


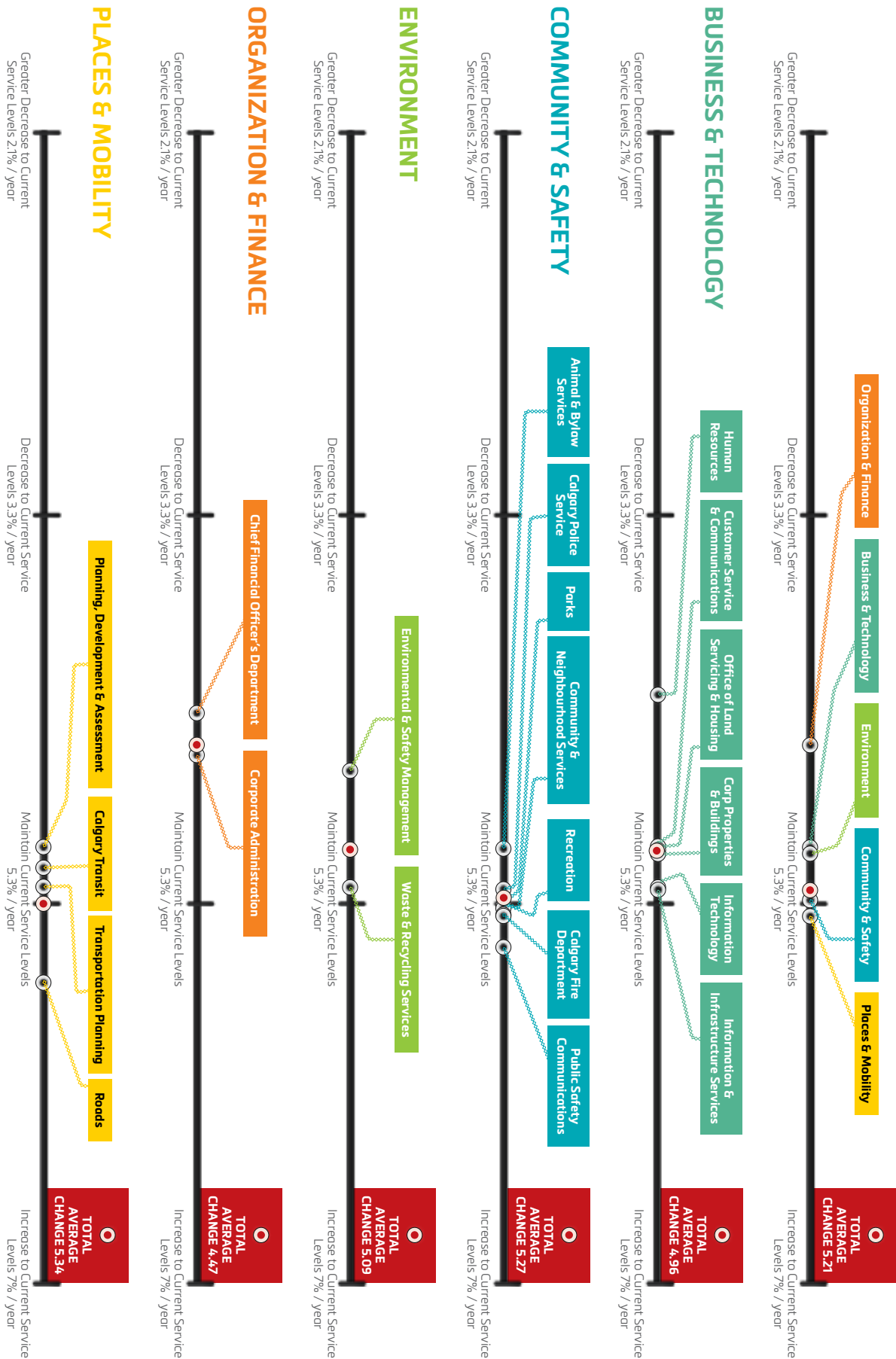
4.2.6 Results by Ward

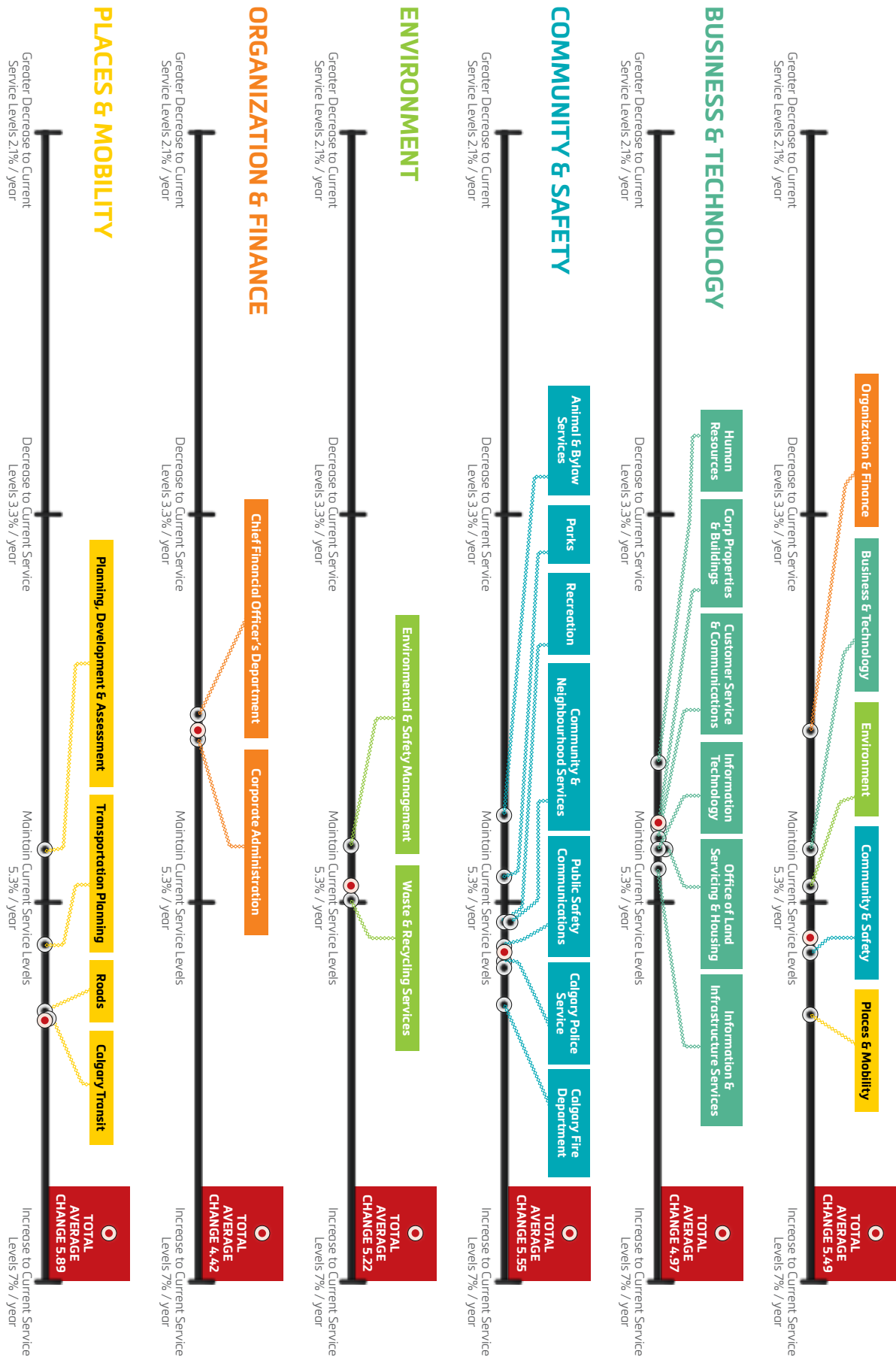
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12	Ward 13	Ward 14
Average Results per Service Areas	5.43	5.21	5.49	5.41	5.51	5.28	5.43	5.39	5.19	5.39	5.29	5.40	5.27	5.33
Business & Technology	4.98	4.96	4.97	5.05	4.81	4.83	5.24	4.97	4.94	5.02	4.85	4.96	4.72	5.01
Community & Safety	5.44	5.27	5.55	5.37	5.54	5.31	5.34	5.34	5.12	5.33	5.24	5.27	5.23	5.27
Environment	5.32	5.09	5.22	5.24	5.31	5.16	5.57	5.65	5.32	5.46	5.28	5.34	5.22	5.35
Organization & Finance	4.52	4.47	4.42	4.65	4.67	4.36	4.68	4.60	4.40	4.56	4.41	4.49	4.33	4.50
Chief Financial Officer's Department	4.49	4.34	4.33	4.51	4.67	4.36	4.72	4.56	4.38	4.50	4.42	4.43	4.32	4.38
Corporate Administration	4.55	4.57	4.49	4.75	4.67	4.37	4.66	4.63	4.41	4.61	4.39	4.53	4.35	4.60
Places & Mobility	5.78	5.34	5.89	5.80	5.92	5.58	5.79	5.77	5.53	5.77	5.68	6.02	5.71	5.69
Calgary Transit	6.00	5.14	5.90	5.90	6.12	5.74	6.07	6.08	5.82	6.03	5.87	6.25	5.98	5.87
Planning, Development and Assessment	5.01	4.96	5.06	5.29	5.34	5.12	5.42	5.31	5.27	5.27	5.26	5.28	5.16	5.27
Roads	5.67	5.70	5.86	5.69	5.80	5.48	5.49	5.45	5.18	5.54	5.52	5.89	5.47	5.56
Transportation Planning	5.39	5.21	5.52	5.73	5.62	5.34	5.77	5.88	5.46	5.46	5.52	5.73	5.57	5.46
Business & Technology	4.98	4.96	4.97	5.05	4.81	4.83	5.24	4.97	4.94	5.02	4.85	4.96	4.72	5.01
Corporate Properties & Buildings	5.14	5.03	4.89	5.04	4.92	4.96	5.36	5.07	5.13	5.31	5.12	4.83	4.94	5.05
Customers Service & Communications	4.97	4.94	4.95	5.13	4.92	4.68	5.18	5.01	5.01	5.26	4.90	4.78	4.75	5.00
Human Resources	4.40	4.23	4.58	4.68	4.54	4.15	4.73	4.44	4.26	4.36	4.19	4.49	4.10	4.41
Information Technology	5.04	5.20	5.18	5.17	4.82	5.08	5.39	5.05	5.07	5.09	5.01	5.34	4.88	5.27
Infrastructure & Information Services	5.18	5.24	5.07	5.19	4.79	4.99	5.31	5.27	5.19	5.05	4.82	4.99	4.69	5.14
Office of Land Service & Housing	5.20	5.02	5.07	5.23	4.97	4.98	5.37	5.33	5.05	5.08	4.99	4.73	4.95	4.90
Community & Safety	5.44	5.27	5.55	5.37	5.54	5.31	5.34	5.34	5.12	5.33	5.24	5.27	5.23	5.27
Animal & Bylaw Services	5.11	5.04	4.84	5.09	5.24	4.86	5.19	4.96	4.80	4.80	4.90	4.93	4.65	4.81
Calgary Fire Department	5.39	5.37	5.64	5.51	5.73	5.31	5.36	5.32	5.11	5.28	5.31	5.37	5.47	5.45
Calgary Police Service	5.56	5.18	5.60	5.25	5.47	5.21	5.22	5.26	4.96	5.35	5.21	5.28	5.13	5.18
Community Neighbourhood Services	5.32	5.32	5.44	5.38	5.04	5.46	5.43	5.40	5.29	4.93	4.97	4.97	4.84	5.12
Parks	5.30	5.31	5.16	5.50	5.67	5.60	5.63	5.64	5.53	5.64	5.33	5.16	5.17	5.19
Public Safety Communications	5.33	5.55	5.54	5.42	5.40	5.48	5.49	5.44	5.36	5.44	5.39	5.32	5.32	5.65
Recreation	5.20	5.37	5.44	5.55	5.47	5.48	5.49	5.47	5.42	5.26	5.22	5.26	5.33	5.36
Environment	5.32	5.09	5.22	5.24	5.31	5.16	5.57	5.65	5.32	5.46	5.28	5.34	5.22	5.35
Environmental Safety Management	4.80	4.65	4.96	5.15	5.14	4.95	5.40	5.30	4.84	4.88	5.05	5.11	5.01	4.76
Waste & Recycling Services	5.44	5.21	5.29	5.27	5.36	5.22	5.62	5.74	5.44	5.61	5.34	5.40	5.28	5.50
Organization & Finance	4.52	4.47	4.42	4.65	4.67	4.36	4.68	4.60	4.40	4.56	4.41	4.49	4.33	4.50
Chief Financial Officer's Department	4.49	4.34	4.33	4.51	4.67	4.36	4.72	4.56	4.38	4.50	4.42	4.43	4.32	4.38
Corporate Administration	4.55	4.57	4.49	4.75	4.67	4.37	4.66	4.63	4.41	4.61	4.39	4.53	4.35	4.60
Places & Mobility	5.78	5.34	5.89	5.80	5.92	5.58	5.79	5.77	5.53	5.77	5.68	6.02	5.71	5.69
Calgary Transit	6.00	5.14	5.90	5.90	6.12	5.74	6.07	6.08	5.82	6.03	5.87	6.25	5.98	5.87
Planning, Development and Assessment	5.01	4.96	5.06	5.29	5.34	5.12	5.42	5.31	5.27	5.27	5.26	5.28	5.16	5.27
Roads	5.67	5.70	5.86	5.69	5.80	5.48	5.49	5.45	5.18	5.54	5.52	5.89	5.47	5.56
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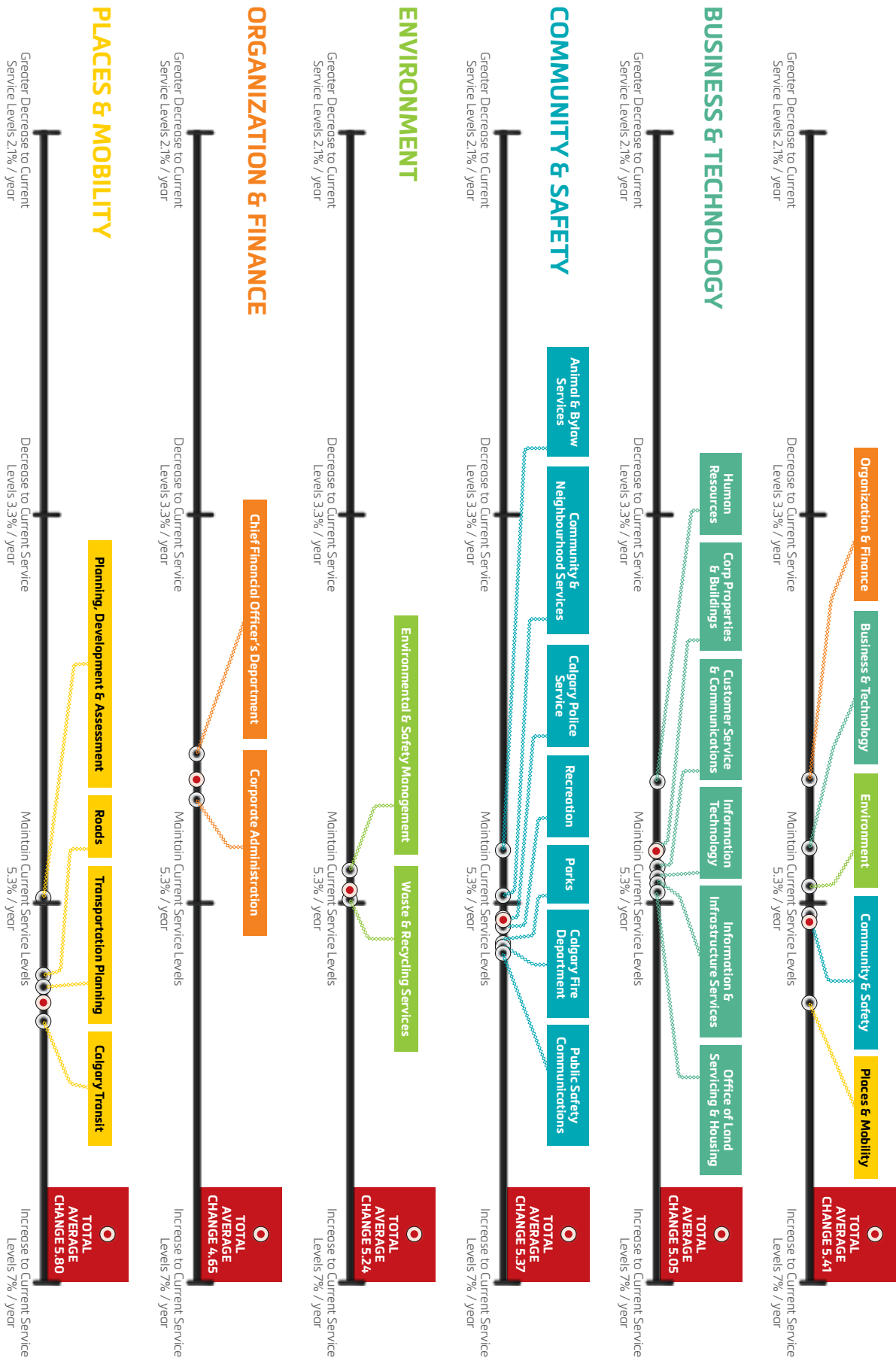
Table 3: Budget Simulator Responses by Ward

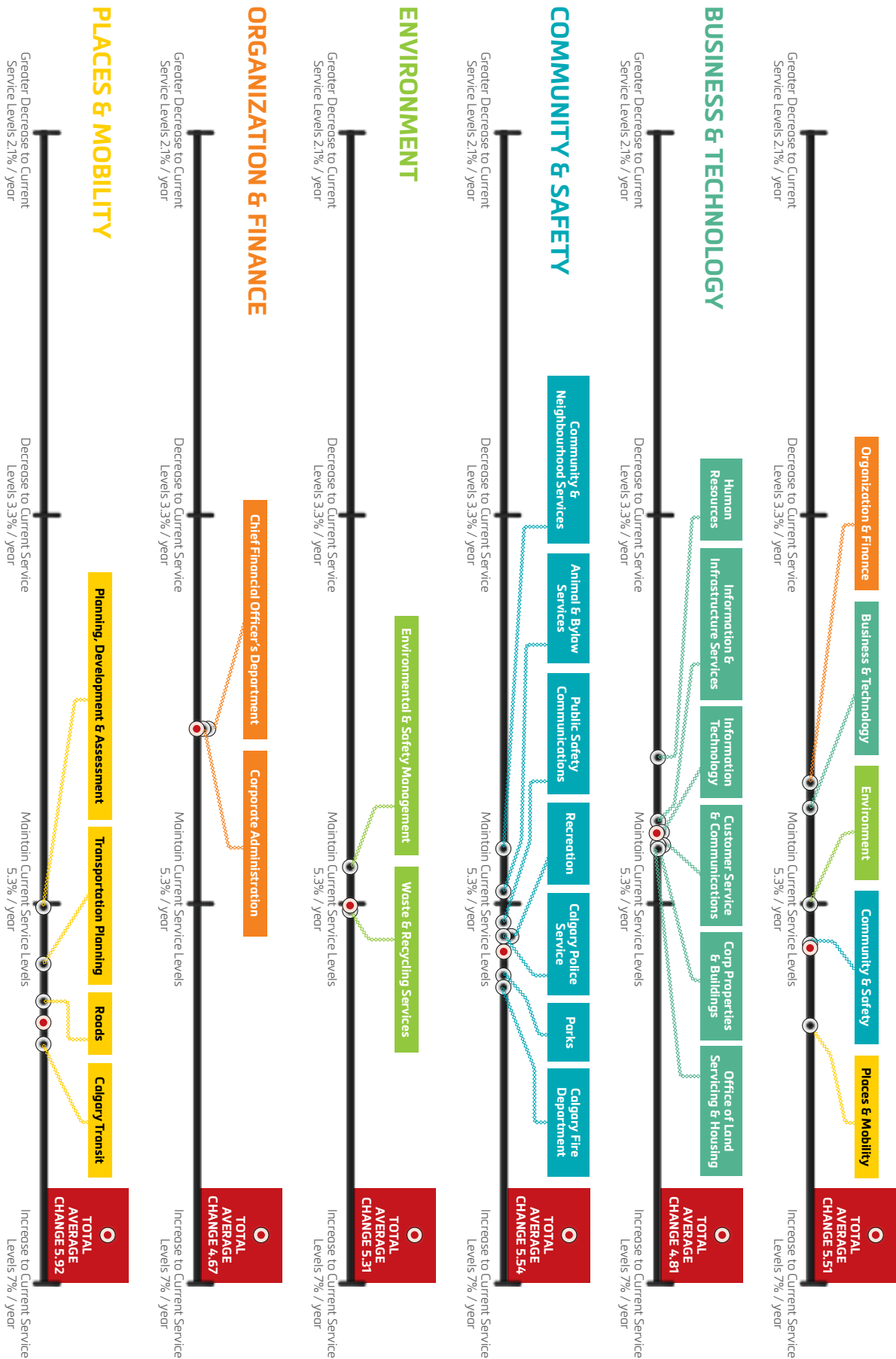


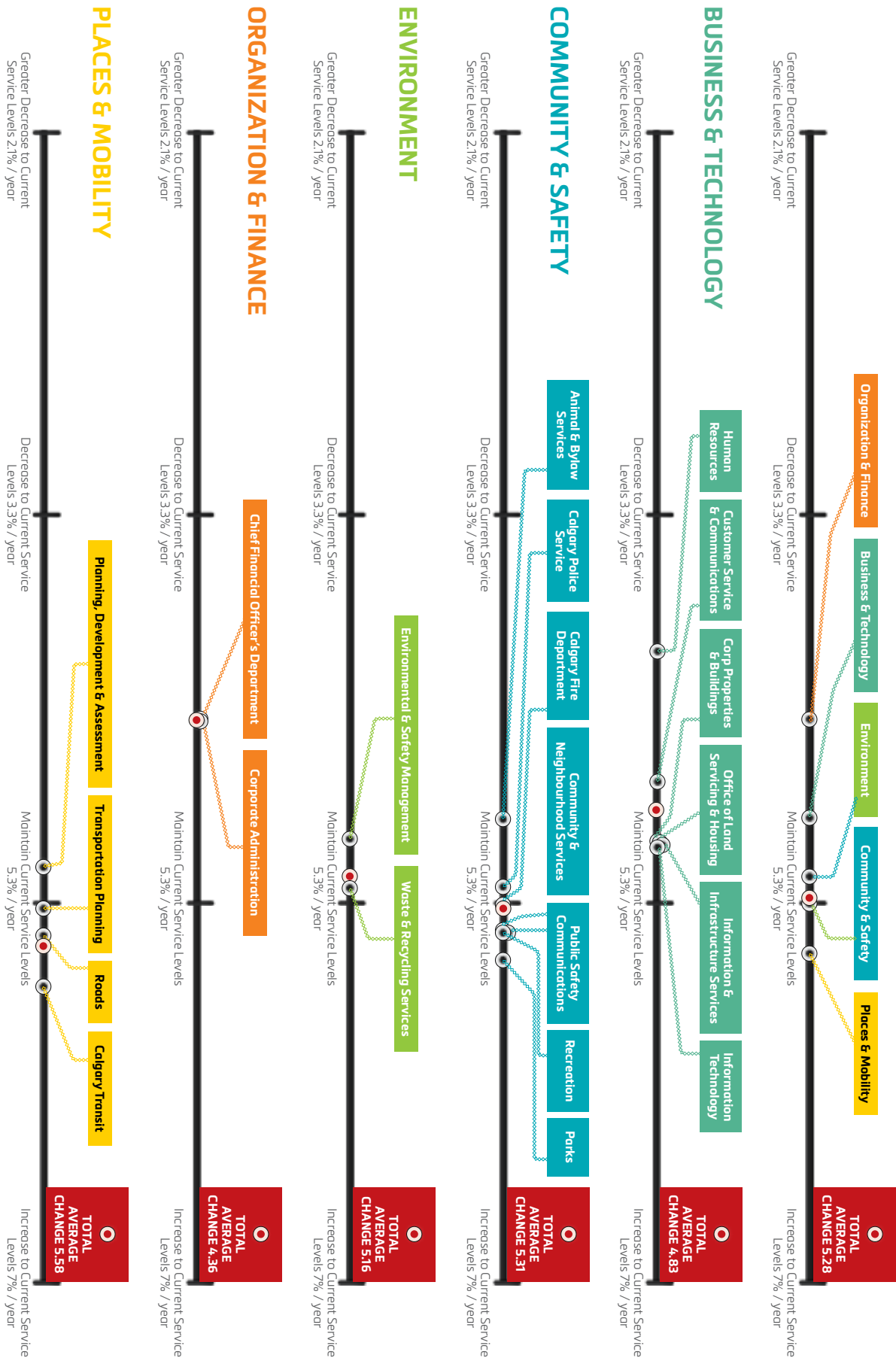


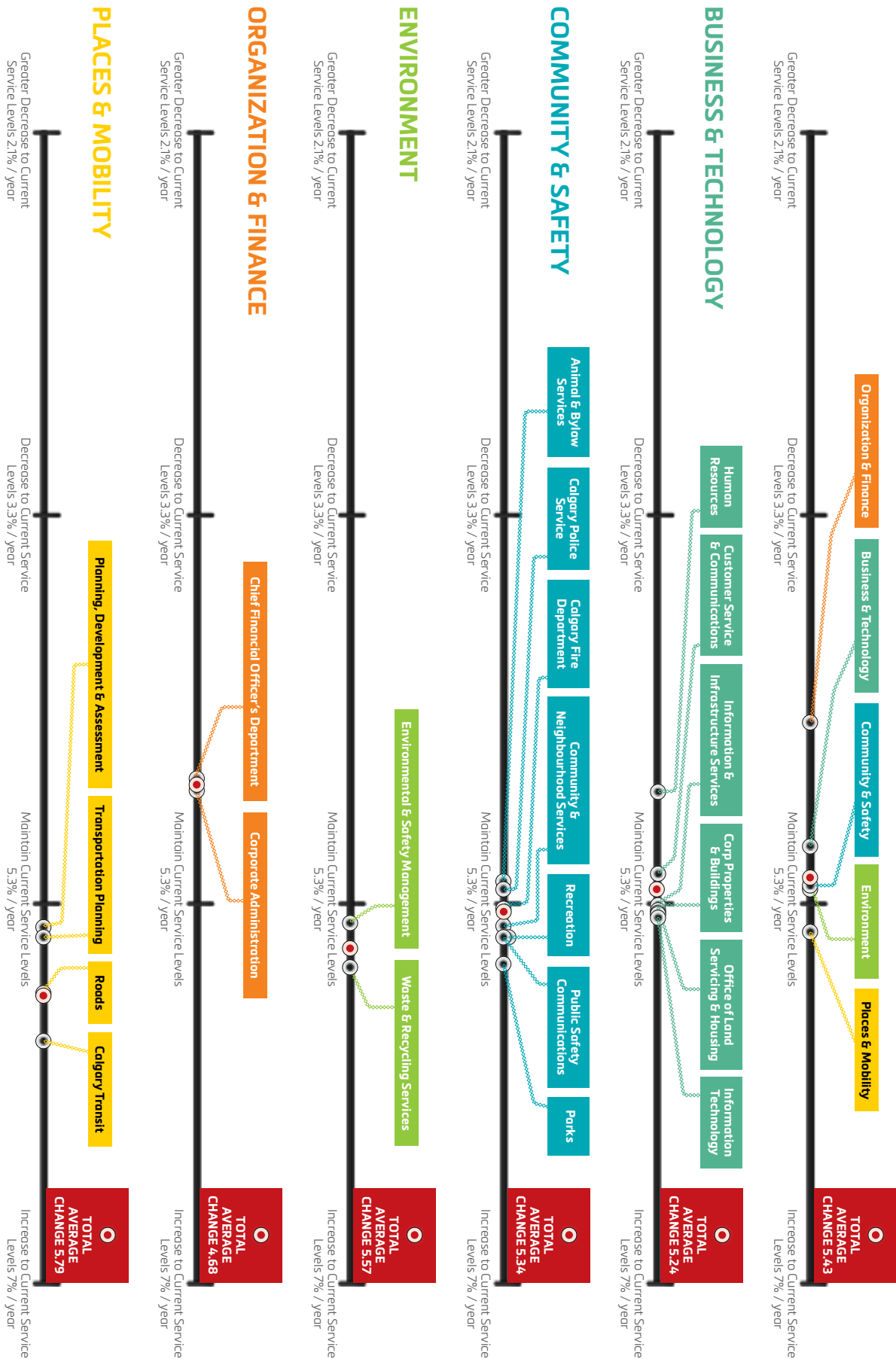


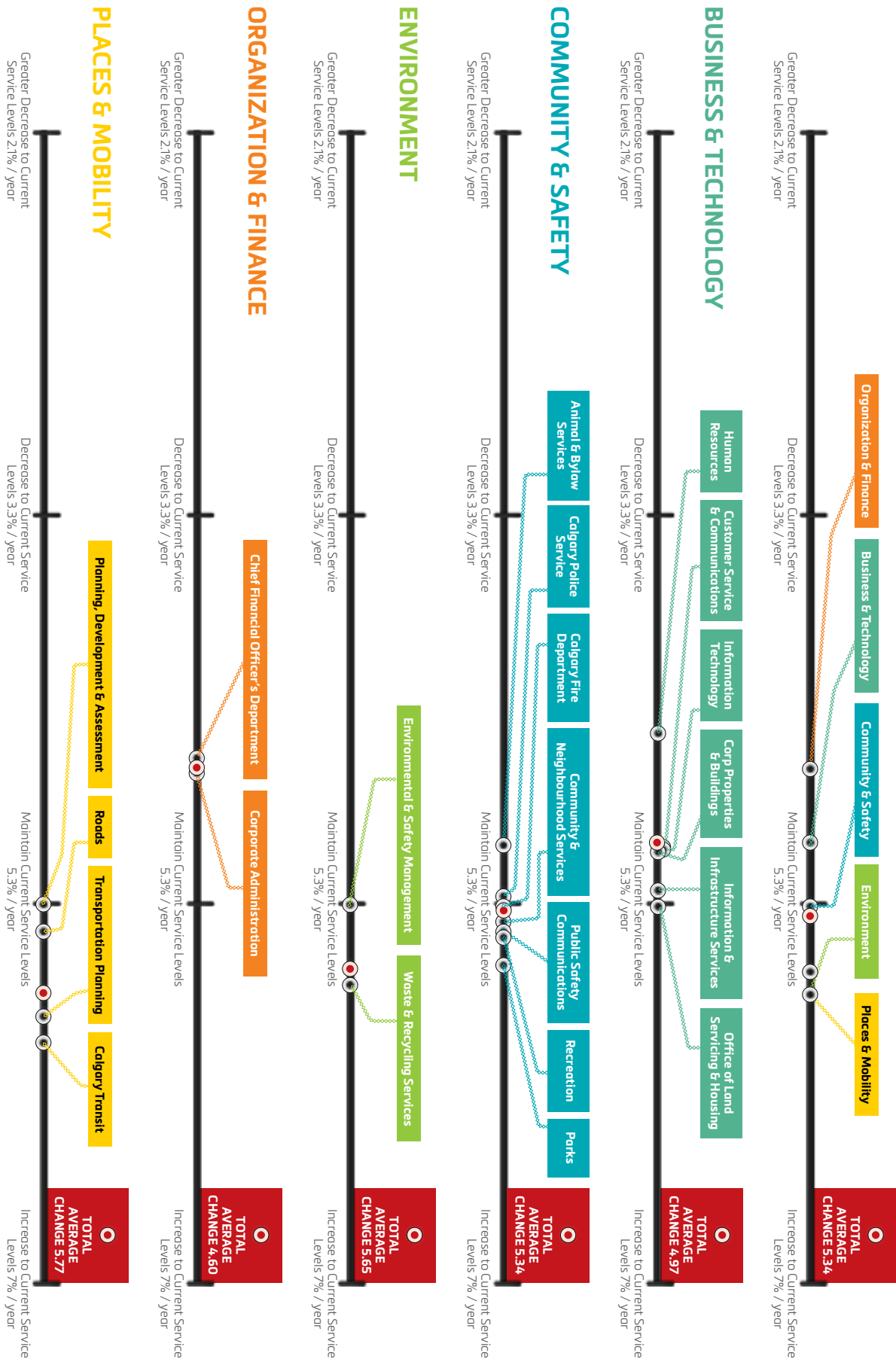


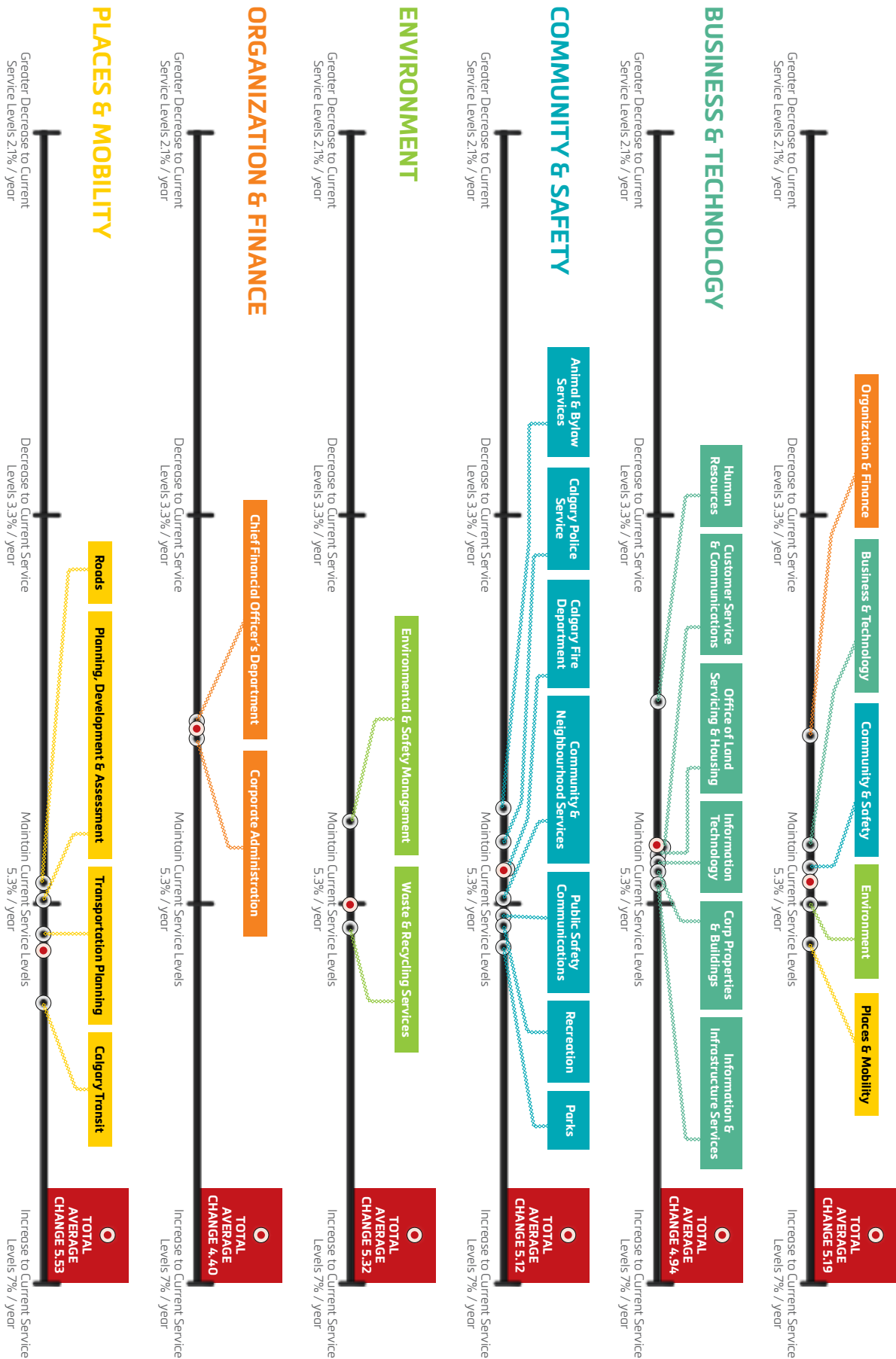


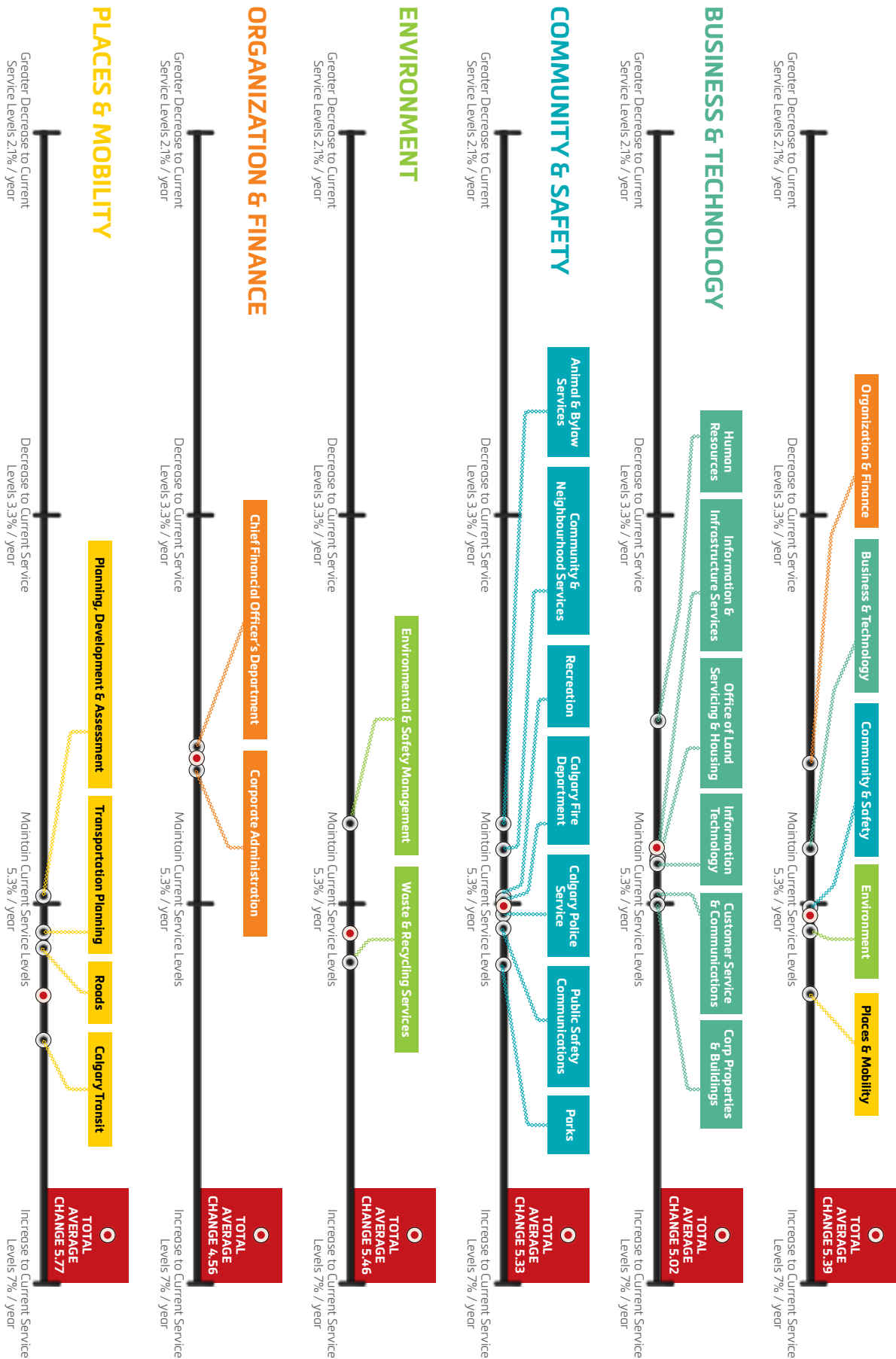


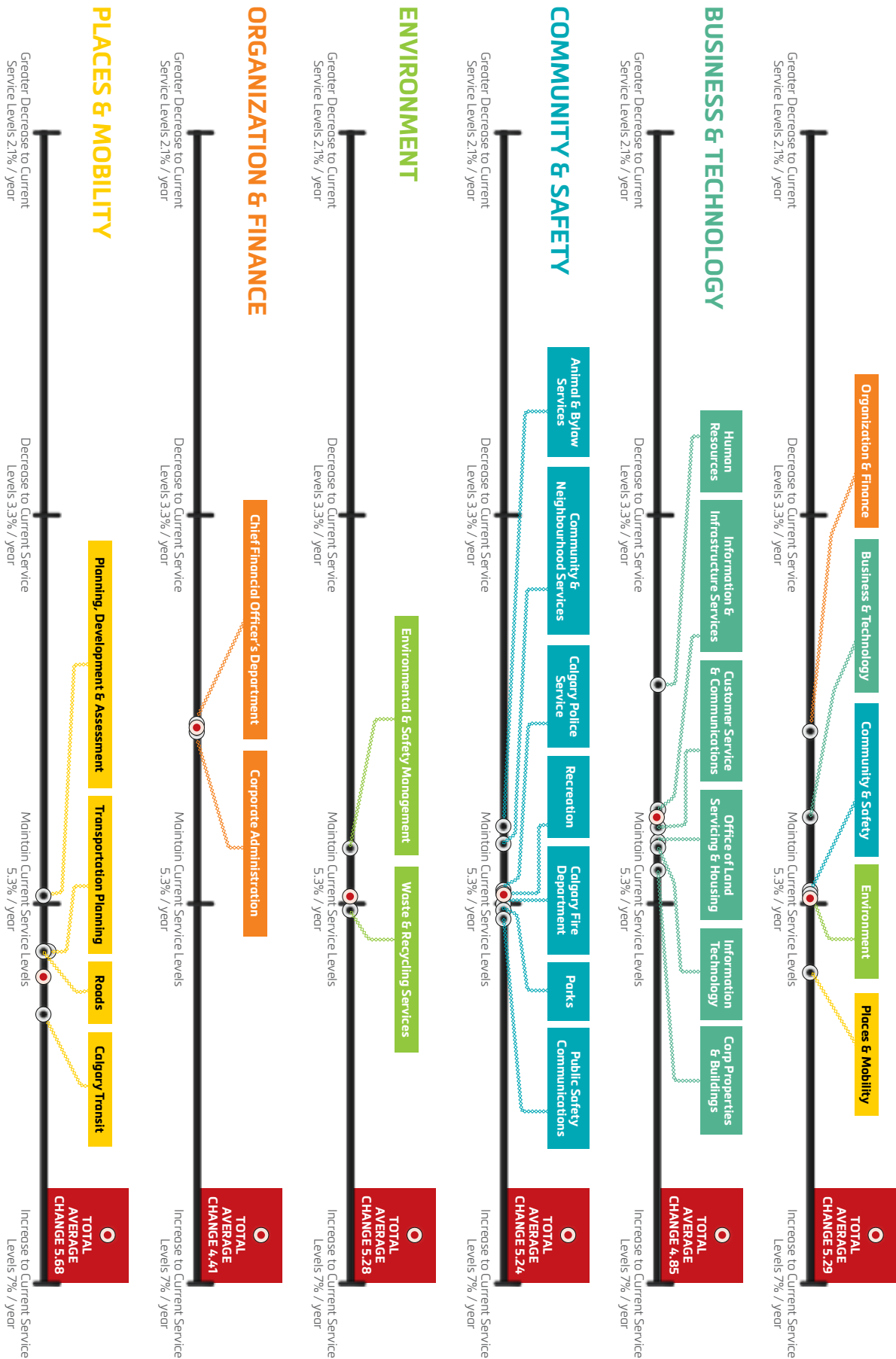


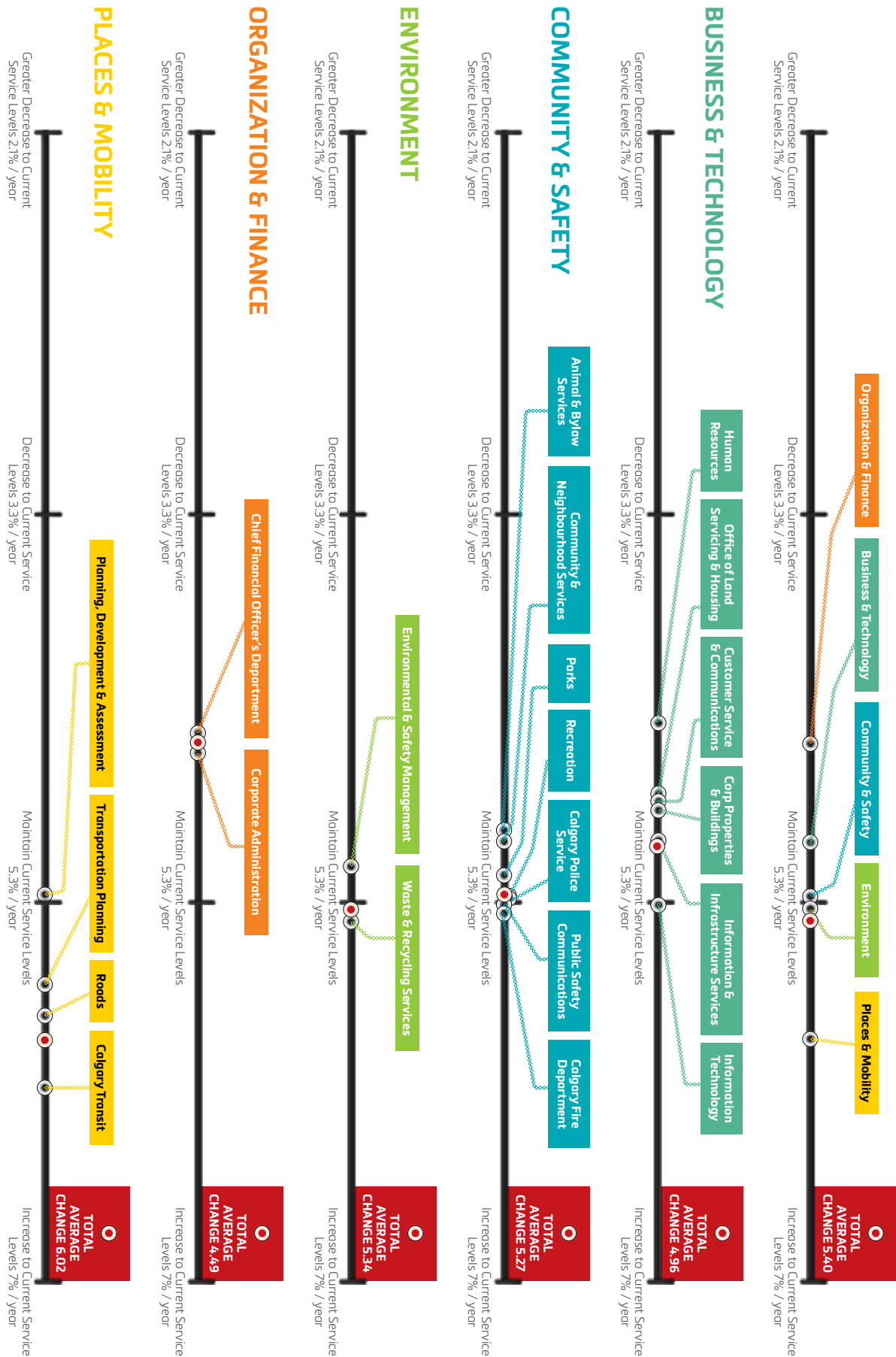


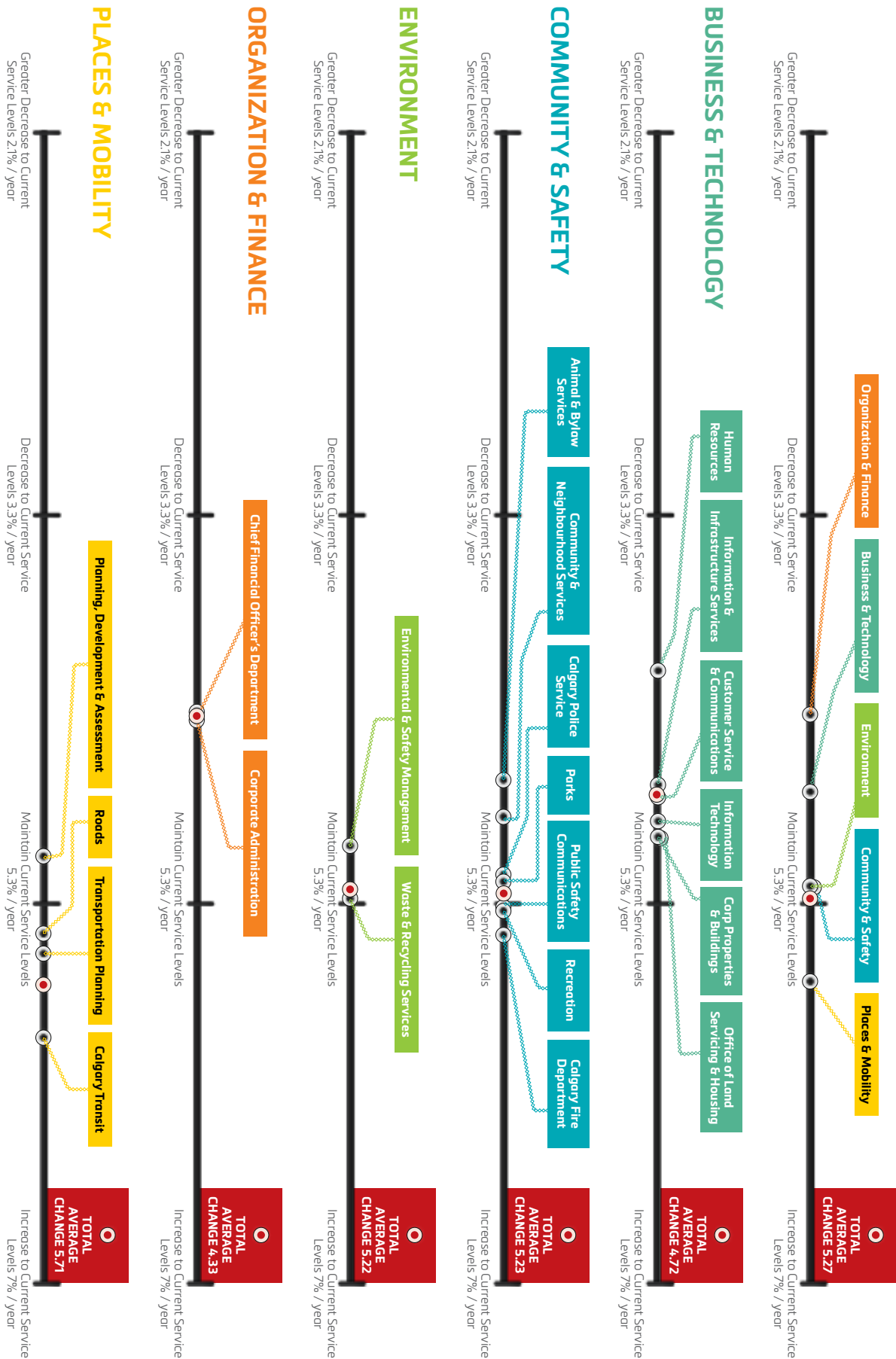


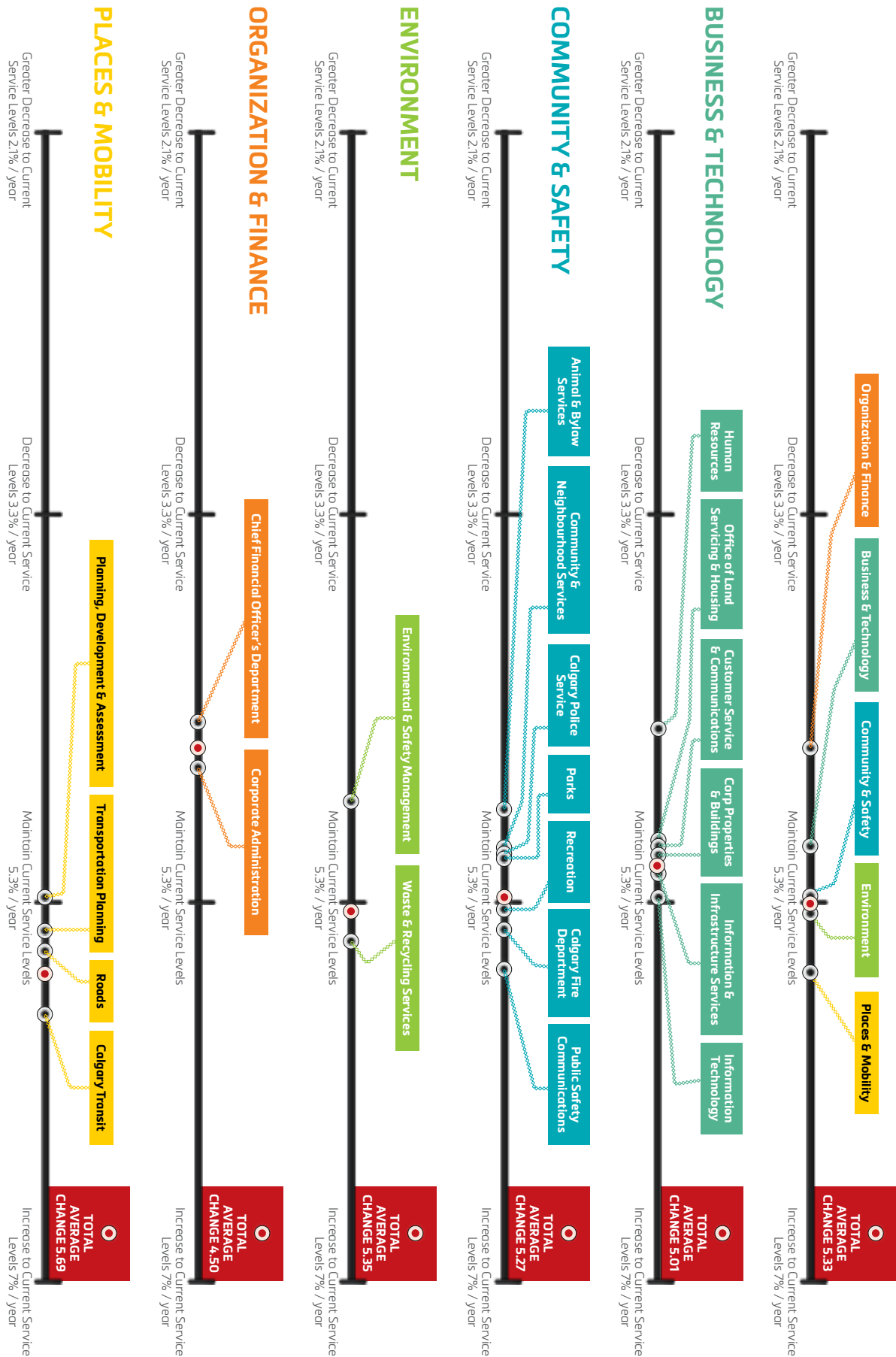












Appendix C2

Inclusive Engagement: Priorities for Community Vision

THE CITY OF CALGARY

Action Plan 2015 – 2018



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Appendix C2 – Inclusive Engagement: Priorities

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1.0 Background

1.1 engage! Policy

The engage! Policy CS009 states, in part: *“The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups, and commits to conduct transparent and inclusive engagement processes that are responsive and accountable.”*

1.1 Council Direction

On Nov. 18th 2013, Council, in line with the engage! Policy, provided direction for the development of an engagement strategy to contribute to upcoming budget planning for 2015-2018 stating, “The inclusion of stakeholder input as a component of the multi-year [business planning and budgeting coordination] process enhances the quality of Council Priorities, Departmental Business Plans, Budgets, and ultimately, the services delivered to Calgarians.” The resulting project, *Action Plan 2015-2018*, and its component engagement was designed to enable Calgarians the opportunity to provide their input on how The City should prioritize spending to continue to move The City towards achievement of long-term goals.



2.0 Engagement Overview

2.1 Engagement Goals

The overarching goal of *Action Plan 2015-2018* engagement was to, “Gather insights from citizens on Council approved tax rate scenarios, City services and priorities; and from staff on efficiencies and collaboration in order to inform Council decisions on indicative tax rates and Council Priorities; and, to inform Administration in the development of departmental business plans.”

2.2 Challenge of Scale

One of the primary challenges of the *Action Plan 2015-2018* engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder.

2.3 Engagement Strategy

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

- **Representative Engagement:**
Qualitative research focused on service and spending priorities with a group of citizen representatives (Appendix B1), business /business agency representatives (Appendix B2) and social agency and community group representatives (Appendix B3). Representative engagement was planned and executed in conjunction with an outside research vendor (Ipsos Reid).
- **Internal Engagement:**
Focused on identifying emergent themes and collaborative opportunities with City employees (Appendix D2) and civic partners (Appendix D1). City employee engagement was planned and executed in-house by the Engage Resource Unit. Civic Partner engagement was planned and executed in conjunction with an outside vendor (Ipsos Reid).
- **Inclusive Engagement:**
Focused on service and spending priorities with on-line and in-person activities and events open to all Calgary citizens. The input collected was organized by three primary groups: Budget Tools (Appendix C1), Priority Tools (Appendix C2), and Discussion Tools (Appendix C3). Inclusive engagement was planned and executed in-house by the Engage Resource Unit.



2.5 Summary of Inclusive Engagement

Inclusive Engagement was designed to be open and available to all citizens in Calgary. These engagement activities were structured to be interactive, maximize learning about how City budgets and plans impact citizens, and minimize the need for pre-existing specialized knowledge of municipal processes and corporate finance.

Each of the primary engagement groups – Spending and Services, Priorities for Community Vision, and Discussions – utilized a combination of on-line and in-person activities, as well as a combination of structured and open-ended input modes, to encourage input from a wide range of Calgarians.

2.5.1 Spending and Services

Provided citizens with an opportunity to compare how service level changes and budget allocation affect their property tax bill and then submit a budget allocation based on their preference of service and cost. Please see appendix C1 for a detailed overview.

2.5.2 Priorities for Community Vision

Provided citizens with an opportunity to share what ideas or priorities they think The City should focus its resources on over the next four years. A detailed overview of this engagement is included in this document.

2.5.3 Discussions

Provided citizens with an open forum to share ideas, concerns, or suggestions about priorities, spending, or any other related topics. Please see appendix C3 for a detailed overview.

In-person engagement was conducted at over 21 sessions throughout the city, ensuring at least one in-person event in each Ward. Sessions were conducted using either a mobile booth setup or traveling engagement bus, and were planned for public spaces that received significant traffic within the community (such as shopping malls, grocery stores, leisure centers, and libraries). Activities at the in-person events collected input for each of the three inclusive engagement groups noted above.

On-line engagement was conducted through the period of March 3rd to 21st, 2014. Three online tools were developed and launched to capture input mirroring the three engagement groups – Spending and Services, Priorities for Community Vision, and Discussions – noted above



3.0 Community Vision Priority Tools Overview

3.1 Purpose of Tools

Action Plan 2015-2018 Priority Tools were developed to provide citizens with a chance to share what they think should be City priorities over the next four years. An online city priority tool was developed to collect these preferences over the web, and two activities, Dotmocracy and “My Priority is...” cards were used at in-person events.

3.2 Engagement Approach

On-line and in-person engagement activities were designed in tandem to provide input into common streams whenever possible. Submissions were solicited around six categories and priority items, adapted from long-term planning policies such as Sustainability Direction 2020, the Municipal Development Plan and the Calgary Transportation Plan. The categories and their descriptions are included in table 1, below.

Categories	Description
Calgary's communities	<p>Priorities in this category focus on quality of life in communities. These priorities will help The City of Calgary achieve the following goals:</p> <ul style="list-style-type: none"> • Calgary is a vibrant, safe, healthy and socially inclusive city. • Communities are resilient, complete and connected – built with strong social, community, recreation, arts and culture, parks and natural spaces, and public safety infrastructure. • Programs, services and amenities are accessible, affordable and high quality.
Growing Calgary	<p>Priorities in this category focus on how Calgary is planned and built. These priorities will help The City of Calgary achieve the following goals:</p> <ul style="list-style-type: none"> • Urban growth occurs in a way that fosters a more compact and efficient use of land. • Plans feature a healthy mix of land uses and creates complete communities. • Allow for greater mobility choices, and enhance vitality and character in local neighbourhoods.
How The City of Calgary works	<p>Priorities in this category focus on the business of serving citizens. These priorities will help The City of Calgary achieve the following goals:</p> <ul style="list-style-type: none"> • The City of Calgary continues to serve the needs of citizens by achieving a sustainable financial position. The City serves citizens through engagement, transparency, resiliency and innovation.
Getting around Calgary	<p>Priorities in this category focus on the movement of goods, services, and people. These priorities will help The City of Calgary achieve the following goal:</p> <ul style="list-style-type: none"> • An integrated transportation system that provides safe, reliable and convenient travel choices.
Calgary's economy	<p>Priorities in this category focus on economic well-being. These priorities will help The City of Calgary achieve the following goal:</p> <ul style="list-style-type: none"> • Calgary is the undisputed choice for people and business, with a vibrant, resilient, environmentally sound and sustainable local economy that fosters opportunity for all to achieve individual economic well-being.
Calgary's environment	<p>Priorities in this category focus on the natural environment we live in. These priorities will help The City of Calgary achieve the following goal:</p> <ul style="list-style-type: none"> • The protection of air, land and water is recognized as critical for achieving healthy ecosystems within Calgary and this understanding is applied to the way we grow and operate as a city.

Table 1: Priority Tool Categories



Potential priority items that citizens were asked to choose from are listed in table 2, below.

Calgary's communities	Growing Calgary	Getting around Calgary	How The City of Calgary works	Calgary's economy	Calgary's environment
Crime prevention and enforcement	Communities with a variety of housing choices	Vehicle traffic flow	Public input for City of Calgary decisions	Support development and construction	Composting and green cart programs
Fire protection and safety education	Shopping and jobs close to my home	Reliable and accessible public transit	Access to City of Calgary information	Attract top talent from around the world	Preserve and restore natural landscapes
Recreation and social programs	Local parks, green spaces, sports fields	Road maintenance (snow clearing, potholes etc)	Lower tax increases rather than new or enhanced services	Attract new businesses and industries	Flood mitigation and watershed management
Accessibility to City programs & services	Building new housing in established areas	Transportation routes for goods and services	Managed City debt level	Tourism including existing and new attractions	Responsible use of water and energy
A clean, safe, vibrant downtown	Building new suburbs	Direct transit routes between communities	eGovernment and open data	Small business growth and development	Recycling programs and services
Local festivals, arts and culture	Denser development near C-Train stations	Bikeway system for cyclists	Spending efficiency and cost saving measures	A diversified local economy	New energy sources (e.g. solar, wind, etc.)
Emergency management plans and practices	Community gathering places and facilities	Crosswalks, sidewalks, and pathways	Customer service focus	Local community business development	Reduce greenhouse gas emissions
Variety of affordable housing options	Reinvest in older community infrastructure	Public parking near retail and work	Funding sources other than property taxes	Efficient business regulation	Plant and maintain urban trees
Community standards enforcement	Preserve heritage buildings and places	Taxi service availability		* Leverage international trade and economic opportunities from the Calgary airport expansion	Environmental education

Table 2: Priority Items for on-line and in-person Priority Tools



3.2.1 In-Person Implementation

Building on the lessons learned from prior engagements, in-person engagement was designed to be eye-catching, easy to interact with, and located/scheduled to capitalize on existing community gatherings. 21 individual events were planned between March 3rd and 20th, distributed throughout the city at a variety of existing community meeting places (malls, libraries, leisure centers and LRT stations). In-person events were facilitated by 63 City staff from across the corporation, and based out of either an *Action Plan 2015-2018* engagement booth or the mobile *Action Plan 2015-2018* engagement bus.

In order to capture submissions in person, citizens were invited to share their priority preferences using large-format dotmocracy sheets, figure 1. Participants were given 18 stickers and asked to indicate which three items within each of the three categories they think this City should focus on over the next four years. This mirrors the primary input from the online priority tool.

> DOTMOCRACY

What should we focus on in the next four years in order to move us towards our long-term goals?

In each category rank your top three priorities by placing stickers on each chart.

<p style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin: 0;">CALGARY'S COMMUNITIES</p> <p style="font-size: 0.8em; margin: 5px 0;">PRIORITIES IN THIS CATEGORY FOCUS ON QUALITY OF LIFE IN COMMUNITIES.</p> <p style="font-size: 0.8em; margin: 5px 0;">These priorities will help The City of Calgary achieve the following goals:</p> <ul style="list-style-type: none"> Calgary is a vibrant, safe, healthy and socially inclusive city. Communities are resilient, complete and connected – built with strong social, community, recreation, arts and culture, parks and natural spaces, and public safety infrastructure. Programs, services and amenities are accessible, affordable and high quality. 	Crime prevention and enforcement	
	Fire protection and safety education	
	Recreation and social programs	
	Accessibility to City programs & services	
	A clean, safe, vibrant downtown	
	Local festivals, arts and culture	
	Emergency management plans and practices	
	Variety of affordable housing options	
	Community standards enforcement	

Figure 1: Dotmocracy Sheet

“My Priority is...” cards (see Figure 2 on following page) were also used as a way for participants to note priorities not mentioned on the dotmocracy sheets, or to emphasize the one most important thing that they thought should receive attention over the next four years. Input from these cards mirrored the portion of the online priority tool where participants were asked if they had a priority that was not listed. At the end of each in-person session, Engage Resource Unit staff transcribed and recorded all submitted priority cards and added them to the open-ended input.





Figure 2: My Priority Is... card

Staff facilitators recorded the number of citizens who participated at each session and participants were encouraged to note where they lived on a large-format city map. Action Plan post-cards that included the URL for the Action Plan online tools were handed out to citizens who did not have time to complete the in-person activities.

In person engagement sessions were scheduled for the following 21 locations:

Stephen Avenue Mall	March 3	10:30 a.m. – 2 p.m.
Westbrook LRT	March 3	3-7 p.m.
Southland Leisure Centre	March 4	4 - 8 p.m.
Southcentre Mall	March 4	10 a.m. - 2 p.m.
Chinese Cultural Center	March 5	9 a.m. - 12 p.m.
Calgary International Women's Day	March 6	10 a.m. - 3 p.m.
Market Mall	March 7	4 - 8 p.m.
County Hills Library	March 8	12 - 4 p.m.
Beddington Safeway	March 8	10 a.m. - 2 p.m.
Crowfoot Library	March 9	12:30 - 4:30 p.m.
Signal Hills Center	March 9	12 - 4 p.m.
Marlborough LRT	March 11	3 - 7 p.m.
Northland Village Mall	March 11	10 a.m. - 2 p.m.
Peace Bridge	March 13	3 - 7 p.m.
Crossroads Farmers Market	March 15	10 a.m. - 2 p.m.
Sue Higgins off leash park	March 15	9 a.m. - 1 p.m.
Village Square Leisure Centre	March 16	12 - 4 p.m.
McKenzie Towne Sobeys	March 16	12 - 4 p.m.
Banker Hall +15	March 17	10:30 a.m. - 2 p.m.
Stephen Ave	March 17	10:30 a.m. - 2 p.m.
South Fish Creek Recreation Centre	March 20	5 - 9 p.m.

Table 3: In-Person Engagement Locations



3367 participants were counted over the course of the 21 in-person events. Participants were also encouraged to note their home location on a large city map. 683 dots were placed, indicating participation from each of Calgary's 14 wards.

3.2.2 On-Line Implementation

The *Action Plan 2015-2018* priority tool was a web-based, online application that presented some of The City's long-term goals in six key areas, and invited citizens to indicate which priorities they thought The City should focus on to meet those goals over the next four years.

An initial welcome screen provided context and instructions on how to use the app. This was followed by a second screen, figure 3, that asked participants to choose up to three of the six broad categories to indicate which they thought were the most important for the city to focus efforts and resources.



Figure 3: Online Priority Tool, Screen 2

It should be noted that this is one of the areas where the online and in-person engagement implementations differ, as the in-person engagement activities did not have a step where users prioritized the overarching categories.

Once participants had indicated their three broad priority areas, a third screen, figure 4, asked participants to choose up to three individual items from within each category that they thought should be top priorities. Potential priority items mirrored those used in the in-person, dotmocracy, exercise (Note there was an accidental omission in the online tool of "Leverage international trade and economic opportunities from the Calgary airport expansion" from the Calgary's Economy category).



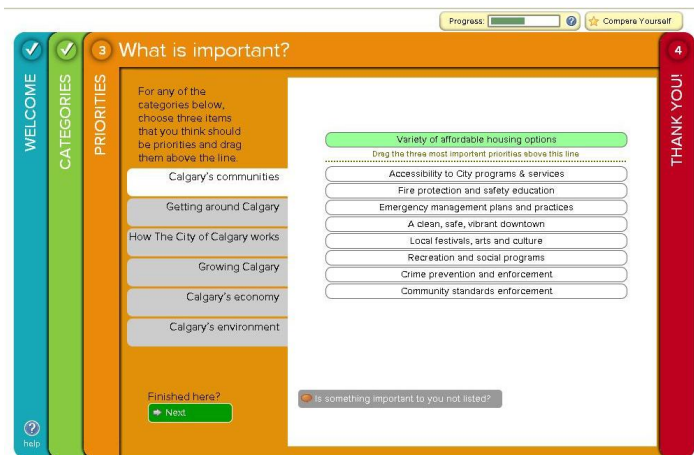


Figure 4: Online Priority Tool, Screen 3

The app also allowed participants to submit suggestions on this page for priorities that they thought were important but weren't listed, mirroring the "My Priority is..." cards from the in-person engagement.

Finally, participants were given the opportunity to submit any last comments and optional geographic information, community name and first three digits of their postal code.

The online priority tool was available to the public for 19 days, from the morning of March 3rd until midnight on March 21st. The online priority tool was hosted at www.calgaryactionplan.metroquest.com and was also linked to from the *Action Plan 2015-2018* webpage at www.calgary.ca/actionplan

Over the 19 days the priority tool received 2834 unique visitors, who submitted 2028 sets of priorities. 1679 of these submissions included optional geographic location, and 803 included either a final comment or priority suggestion.

In order to reduce barriers to participation, and in line with engagement best practices, no log-in or identifying information was required in order to submit priorities. Likewise, geographic information collected was limited to non-personally identifying values, community name and first three letters of postal code, and was completely optional.



4.0 Results Overview

4.1 What Input Did We Collect?

4.1.1 In-Person

The in-person priority submissions were collected in two formats. The total number of times that a potential priority item was chosen on the dotmocracy sheets comprises the primary input, and the verbatim results of visitors “My Priority is...” cards comprise the second.

4.1.2 On-Line

On-line priority submissions were also collected in two formats, mirroring and slightly extending the in-person formats. Along with the preferences for individual priorities within each of the categories, the online priority tool asked respondents to choose their top three of the broad categories, Calgary’s communities, Growing Calgary, How The City of Calgary works, Getting around Calgary, Calgary’s economy, Calgary’s environment. Likewise, priority suggestions and final comments make up the second set of inputs.

4.2 What Can the Results Tell Us?

The input from the priority tools, much like the input from any of the other streams of engagement, must be considered within the context it was collected. The priority tool results are a useful snapshot of citizens’ preferences regarding long-term planning priorities; however, important contextual considerations to keep in mind are:

- The priority items that users were asked to consider were dictated by long-term planning documents. While both online and in-person engagement did allow citizens to suggest priorities outside of the presented options, these have not been rolled up into the priority preference totals.
- Like all the inclusive engagement streams, participants in this engagement were self-selected. While that has the benefit of making participation accessible to any citizens who would like to provide input, it means that we cannot make assumptions as to the demographic makeup of respondents.
- Priority preference responses are not the only engagement results that speak to direction for long-term priorities. Rather, these results should be taken as one method of input into a larger suite of engagement inputs and results.



4.2.1 Overall Priority Preferences

Every one of the potential priority items within each category is an important part of helping The City achieve its long term goals. As such, even with a wide variety of choices within each category, every potential priority item was selected as important within some subset of the total submissions. As a result, we have shown priority preferences as a relative frequency of choices within each category. The least frequent chosen item is normalized at a value of 1, and items that were chosen successively more often are ranked by the number of times more often that they were chosen than the least.

Displaying these priorities as proportions within each category accurately shows relative intensity within the categories, while providing a normalized measure for comparing across geographic areas, like wards, or input modes, online vs. in-person, that may have received different total numbers of submissions. Table 4 shows the total combined priorities from both the dotmocracy sheets and the online priorities tool.

Combined On-Line and In-Person Priorities			
Getting Around Calgary		Calgary's Communities	
<i>Priority Area</i>		<i>Priority Area</i>	
Reliable and accessible public transit	6.0	Crime prevention and enforcement	3.6
Road maintenance (snow clearing, potholes, etc)	5.1	Variety of affordable housing options	3.2
Vehicle traffic flow	4.9	Recreation and social programs	3.0
Crosswalks, sidewalks, and pathways	3.1	A clean, safe, vibrant downtown	2.9
Bikeway system for cyclists	2.8	Local festivals, arts and culture	2.7
Direct transit routes between communities	2.4	Accessibility to City programs and services	1.4
Public parking near retail and work	1.6	Fire protection and safety education	1.3
Taxi service availability	1.4	Emergency management plans and practices	1.2
Transportation routes for goods and services	1.0	Community standards enforcement	1.0
Growing Calgary		Calgary's Economy	
<i>Priority Area</i>		<i>Priority Area</i>	
Local parks, green spaces, sports fields	4.9	A diversified local economy	6.3
Reinvest in older community infrastructure	3.9	Small business growth and development	6.0
Denser development near Ctrain stations	3.2	Attract new businesses and industries	5.0
Communities with a variety of housing choices	3.0	Local community business development	4.2
Shopping and jobs close to my home	2.5	Tourism including existing and new attractions	3.3
Preserve heritage buildings and places	2.5	Support development and construction	2.9
Community gathering places and facilities	2.3	Efficient business regulation	2.9
Building new housing in established areas	2.1	Attract top talent from around the world	2.4
Building new suburbs	1.0	Leverage international trade and economic opportunities from the Calgary airport expansion	1.0

Table 4: Combined On-Line and In-Person Priorities (continued on the next page)

Combined On-Line & In-Person Priorities			
Calgary's Environment		How the City of Calgary Works	
<i>Priority Area</i>		<i>Priority Area</i>	
Responsible use of water and energy	2.6	Spending efficiency and cost saving measures	3.5
Plant and maintain urban trees	2.5	Funding sources other than property taxes	3.4
Preserve and restore natural landscapes	2.4	Public input for City of Calgary decisions	2.8
New energy sources (e.g. solar, wind, etc)	2.3	Managed City debt level	2.6
Recycling programs and services	2.2	Lower tax increases rather than new or enhanced services	1.8
Flood mitigation and watershed management	2.1	Customer service focus	1.5
Composting and green cart programs	2.1	Access to City of Calgary information	1.1
Reduce greenhouse gas emissions	1.1	eGovernment and open data	1.0
Environmental education	1.0		

Table 5: Combined Online and In-Person Priorities (continued from the previous page)

Table 5, below, shows the comparison between relative priorities submitted online and collected in-person.

On-Line vs. In-Person Priorities			
ONLINE		IN-PERSON	
Calgary's communities		Calgary's communities	
Variety of affordable housing options	2.6	Crime prevention and enforcement	6.0
Crime prevention and enforcement	2.5	Variety of affordable housing options	4.8
A clean, safe, vibrant downtown	2.5	Recreation and social programs	4.6
Recreation and social programs	2.4	A clean, safe, vibrant downtown	4.1
Local festivals, arts and culture	2.2	Local festivals, arts and culture	4.0
Accessibility to City programs and services	1.3	Fire protection and safety education	2.1
Emergency management plans and practices	1.1	Accessibility to City programs & services	2.0
Community standards enforcement	1.1	Emergency management plans and practices	1.6
Fire protection and safety education	1.0	Community standards enforcement	1.0

Table 6: On-Line vs. In-Person Priorities (continued on next 2 pages)



On-Line vs. In-Person Priorities			
ONLINE		IN-PERSON	
Calgary's economy		Calgary's economy	
A diversified local economy	2.8	Small business growth and development	2.8
Small business growth and development	2.4	A diversified local economy	2.5
Attract new business and industries	1.9	Attract new businesses and industries	2.5
Local economy business development	1.8	Local community business development	1.7
Efficient business regulation	1.4	Tourism including existing and new attractions	1.6
Support for development and construction	1.2	Support development and construction	1.3
Attract top talent from around the world	1.0	Attract top talent from around the world	1.1
		Leverage international trade and economic opportunities from the Calgary airport expansion	1.0
		Efficient business regulation	1.0
Calgary's Environment		Calgary's Environment	
Responsible use of water and energy	4.3	Plant and maintain urban trees	2.3
Recycling programs and services	3.7	New energy sources (e.g. solar, wind, etc)	2.2
Flood mitigation and watershed management	3.6	Preserve and restore natural landscapes	2.0
Preserve and restore natural landscapes	3.5	Responsible use of water and energy	2.0
Plant and maintain urban trees	3.5	Composting and green cart programs	1.8
Composting and green cart programs	3.0	Recycling programs and services	1.6
New energy sources (e.g. solar, wind, etc)	2.9	Flood mitigation and watershed management	1.6
Reduce greenhouse gas emissions	1.6	Environmental education	1.1
Environmental education	1.0	Reduce greenhouse gas emissions	1.0
Getting Around		Getting Around	
Reliable and accessible public transit	5.3	Reliable and accessible public transit	7.2
Road maintenance (snow clearing, potholes, etc)	4.2	Road maintenance (snow clearing, potholes, etc)	6.6
Vehicle traffic flow	4.1	Vehicle traffic flow	6.2
Crosswalks, sidewalks, and pathways	2.8	Crosswalks, sidewalks, and pathways	3.7
Bikeway system for cyclists	2.3	Bikeway system for cyclists	3.6
Direct transit routes between communities	1.9	Direct transit routes between communities	3.3
Public parking near retail and work	1.3	Public parking near retail and work	2.1
Transportation routes for goods and services	1.0	Taxi service availability	2.0
Taxi Services availability	1.0	Transportation routes for goods and services	1.0

Table 7: On-Line vs. In-Person Priorities (continued from last page and on next page)



On-Line vs. In-Person Priorities			
ONLINE		IN-PERSON	
Growing Calgary		Growing Calgary	
Reinvest in older community infrastructure	4.0	Local parks, green spaces, sports fields	6.2
Local parks, green spaces, sports fields	3.9	Reinvest in older community infrastructure	3.9
Denser development near C-Train stations	3.1	Denser development near Ctrain stations	3.2
Communities with a variety of housing choices	2.9	Communities with a variety of housing choices	3.1
Building new housing in established areas	2.3	Preserve heritage buildings and places	3.1
Shopping and jobs close to my home	2.3	Shopping and jobs close to my home	2.8
Community gathering places and facilities	2.0	Community gathering places and facilities	2.5
Preserve heritage buildings and places	2.0	Building new housing in established areas	1.8
Building new suburbs	1.0	Building new suburbs	1.0
How the City works		How the City works	
Spending efficiency and cost saving measures	3.4	Spending efficiency and cost saving measures	4.3
Funding sources other than property taxes	2.6	Public input for City of Calgary decisions	4.0
Public input for City of Calgary decisions	2.3	Managed City debt level	3.6
Managed City debt level	2.3	Seek alternatives to property taxes as City funding source	2.7
Customer service focus	1.6	Lower tax increases rather than new or enhanced services	2.6
Lower tax increases rather than new or enhanced services	1.5	Funding sources other than property taxes	2.6
eGovernment and open data	1.1	Customer service focus	1.5
Access to City of Calgary information	1.0	Access to City of Calgary information	1.4
		eGovernment and open data	1.0

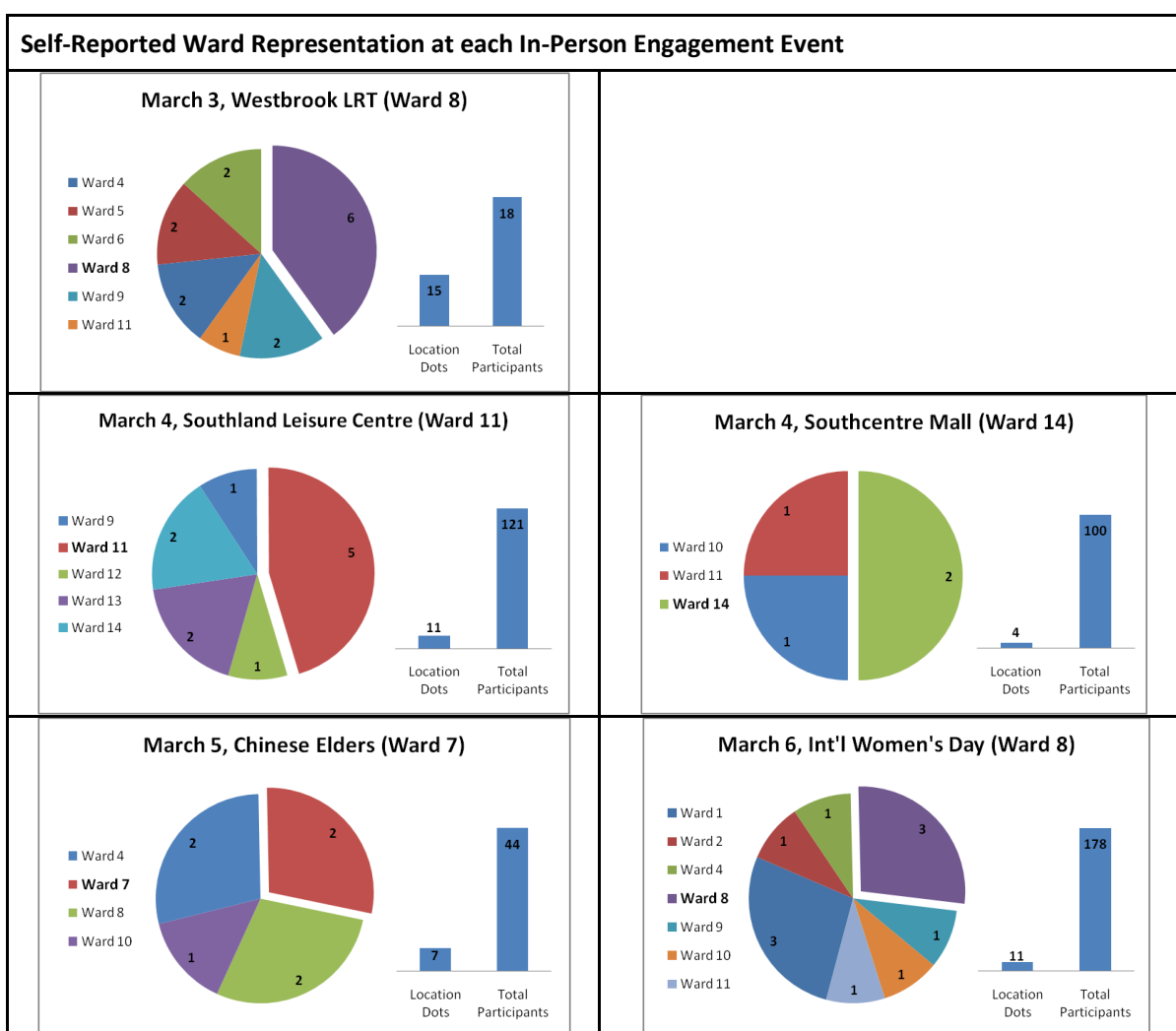
Table 8: On-Line vs. In-Person Priorities (continued from last 2 pages)

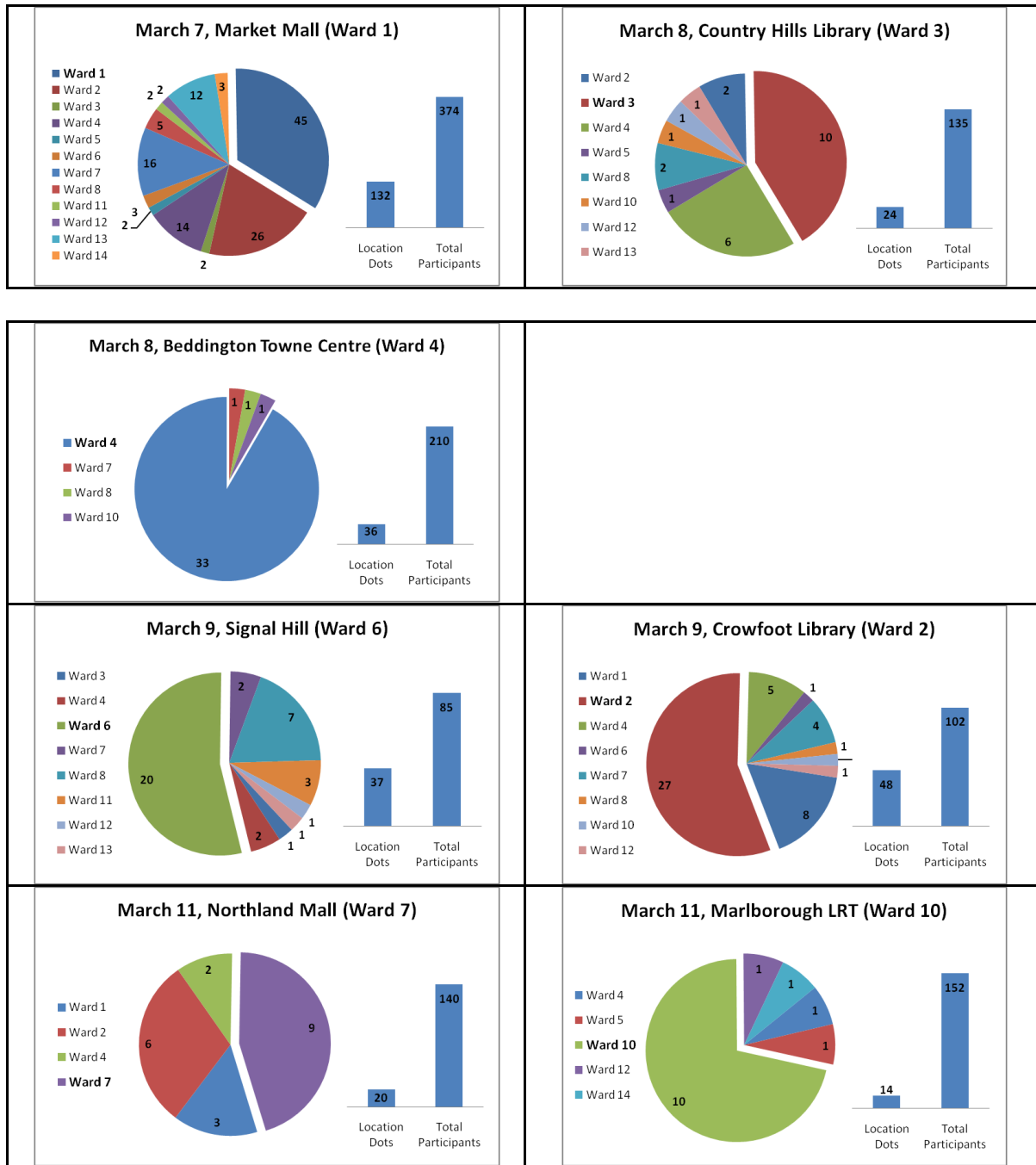


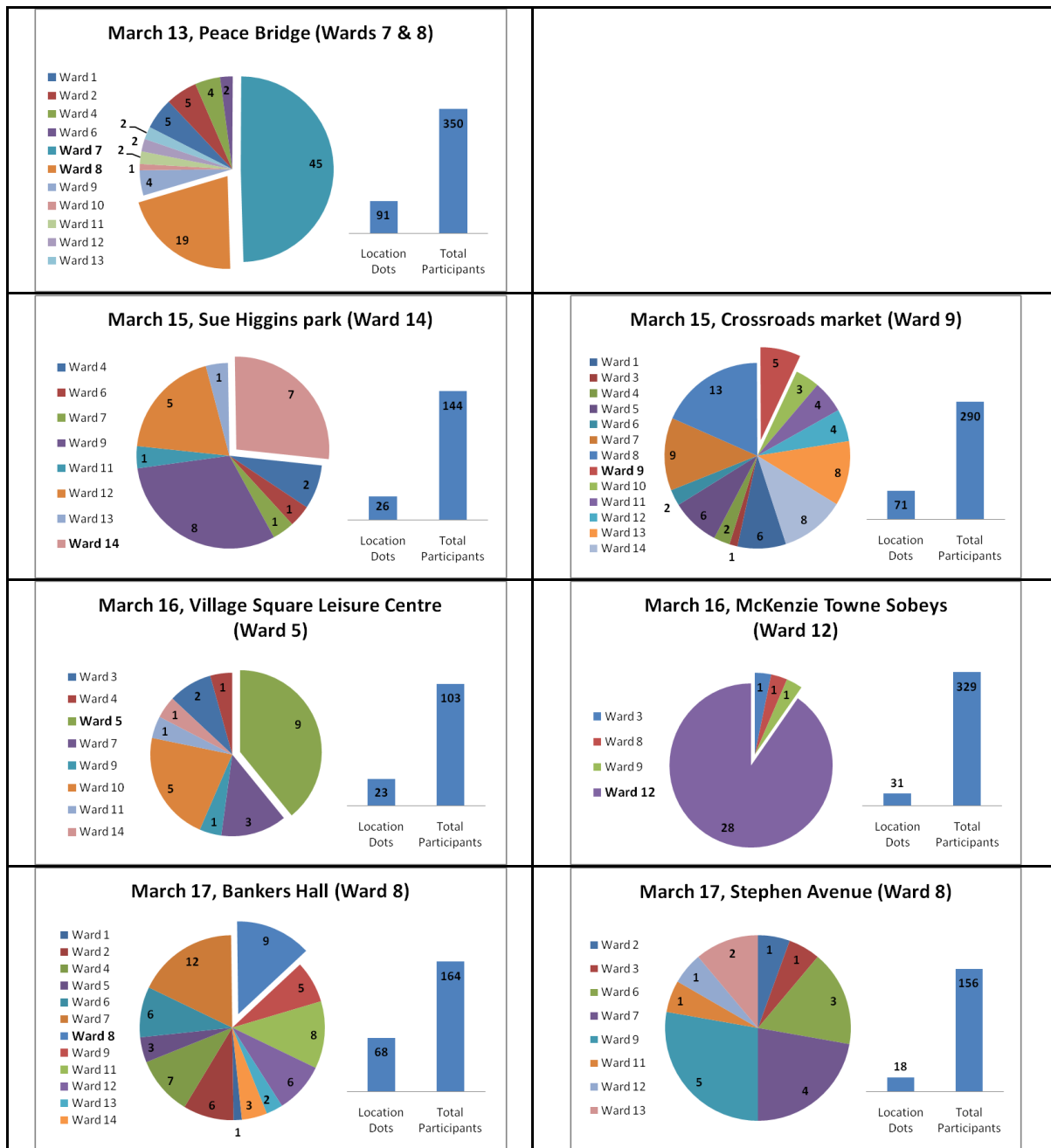
4.2.2 Geographic Reach of In-Person Events

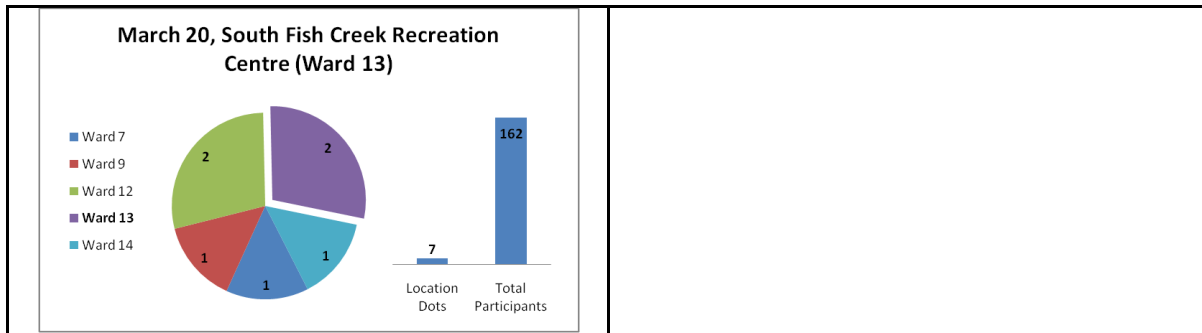
Interestingly, while in-person sessions were scheduled to ensure that at least one was planned for each city ward participants at those sessions were almost never exclusively residing in that ward. In fact, in many cases the number of visitors attending from outside of the host Ward outnumbered those who lived within. Please note: the very low percentage of attendees who provided location information. The table below reports the attendance breakdown by ward, of visitors at each of the in-person engagement events.

Table 7, below, visualizes the self-reported ward representation at each in-person event. It is important to note; however, that the proportion of participants who provided location or community data was in most cases a much smaller than proportion than with the online tools.









It should also be noted, that while the participant provided location data gives us a useful way to characterize the reach of the in-person engagement, it is dissociated from the specific preference data collected on site. That means unlike the online tool data, in-person preferences or comments cannot be broken down and attributed by ward.

4.2.3 Open-ended Comments

All open-ended comments captured via the city priorities tools were collated and delivered to an outside research vendor (Ipsos Reid) for organization and coding, they have been included in appendix C4

4.2.3 Graphical representations of City-wide and Ward specific results

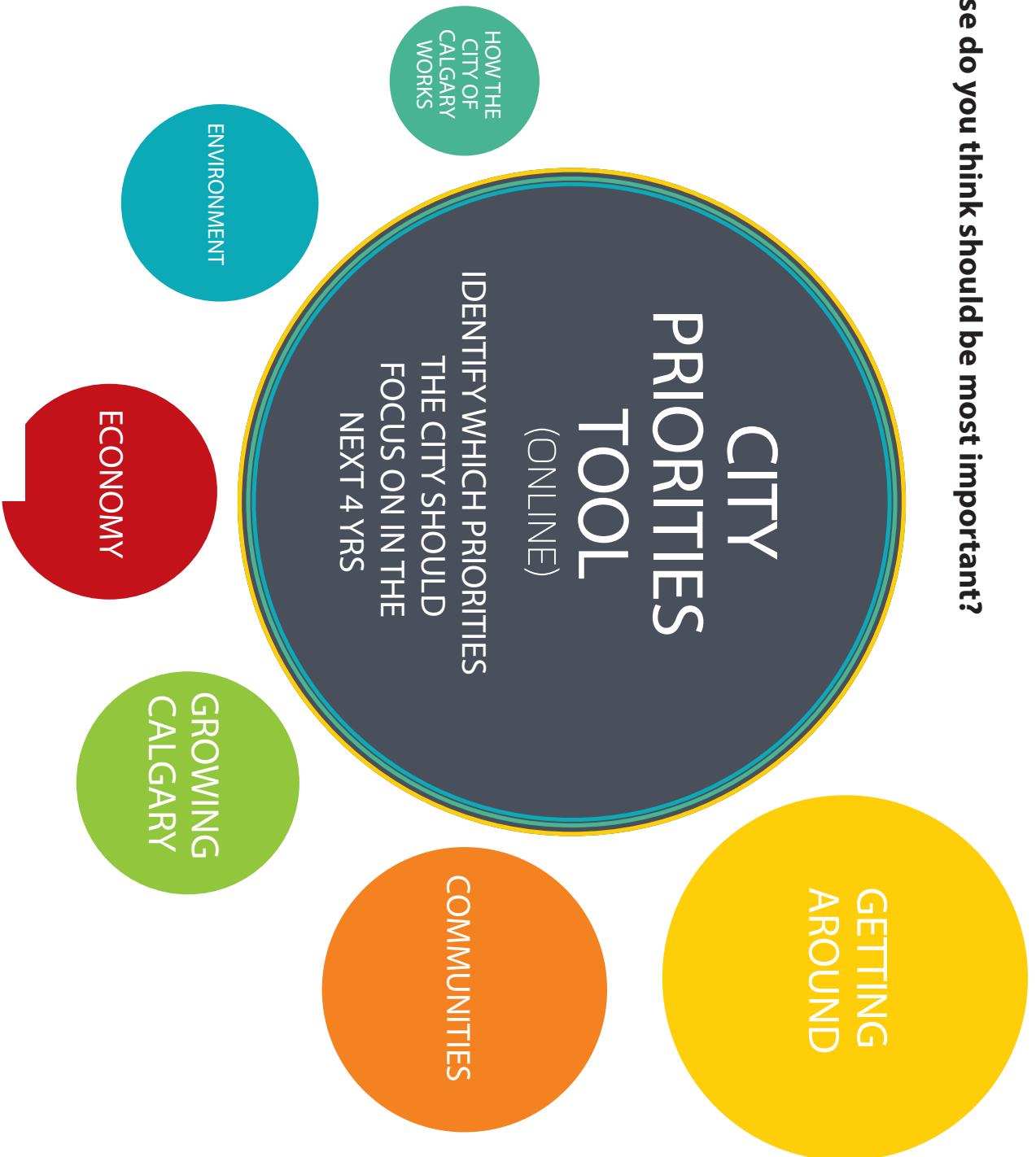
See graphics starting page 21





Question:

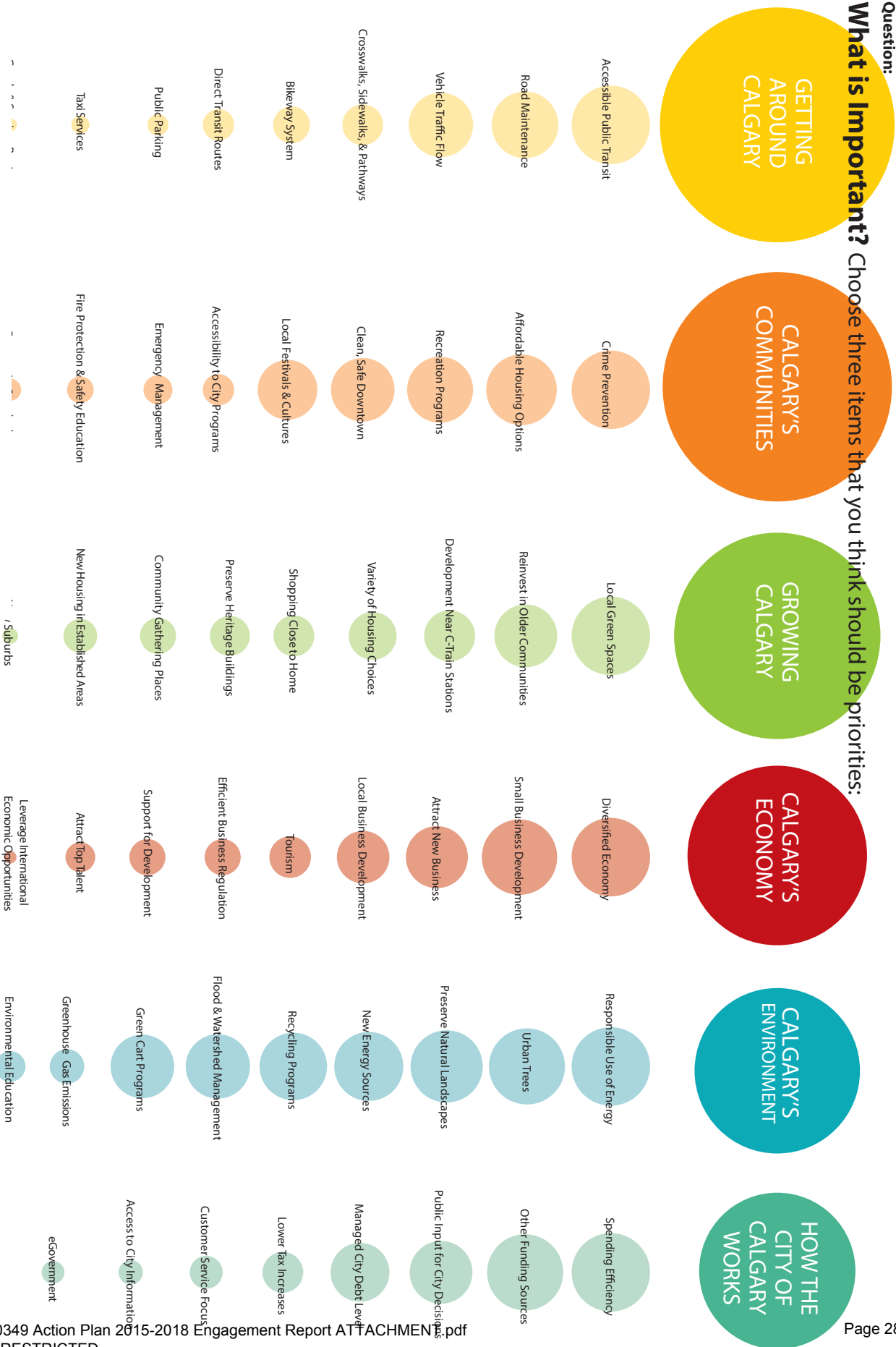
Which of these do you think should be most important?



PRIORITIES TOOL (ONLINE) > CITYWIDE

Question:

What is Important? Choose three items that you think should be priorities:





Question:

What is Important? Choose three items that you think should be priorities:

GETTING
AROUND
CALGARY

CALGARY'S
COMMUNITIES

GROWING
CALGARY

CALGARY'S
ECONOMY

CALGARY'S
ENVIRONMENT

HOW THE CITY
OF CALGARY
WORKS

Accessible Public Transit

Road Maintenance

Vehicle Traffic Flow

Crosswalks, Sidewalks, & Pathways

Bikeway System

Direct Transit Routes

Public Parking

Taxi Services

Goods & Services Routes

Crime Prevention

Affordable Housing Options

Recreation Programs

Clean, Safe Downtown

Local Festivals & Cultures

Accessibility to City Programs

Emergency Management

Fire Protection & Safety Education

Community Standards

Local Green Spaces

Reinvest in Older Communities

Development Near C-Train Stations

Variety of Housing Choices

Shopping Close to Home

Preserve Heritage Buildings

Community Gathering Places

New Housing in Established Areas

New Suburbs

Diversified Economy

Small Business Development

Attract New Business

Local Business Development

Tourism

Efficient Business Regulation

Support for Development

Attract Top Talent

Responsible Use of Energy

Urban Trees

Preserve Natural Landscapes

New Energy Sources

Recycling Programs

Flood & Watershed Management

Green Car Programs

Greenhouse Gas Emissions

Environmental Education

Spending Efficiency

Other Funding Sources

Public Input for City Decision Making

Managed City Debt Level

Lower Tax Increases

Customer Service Focus

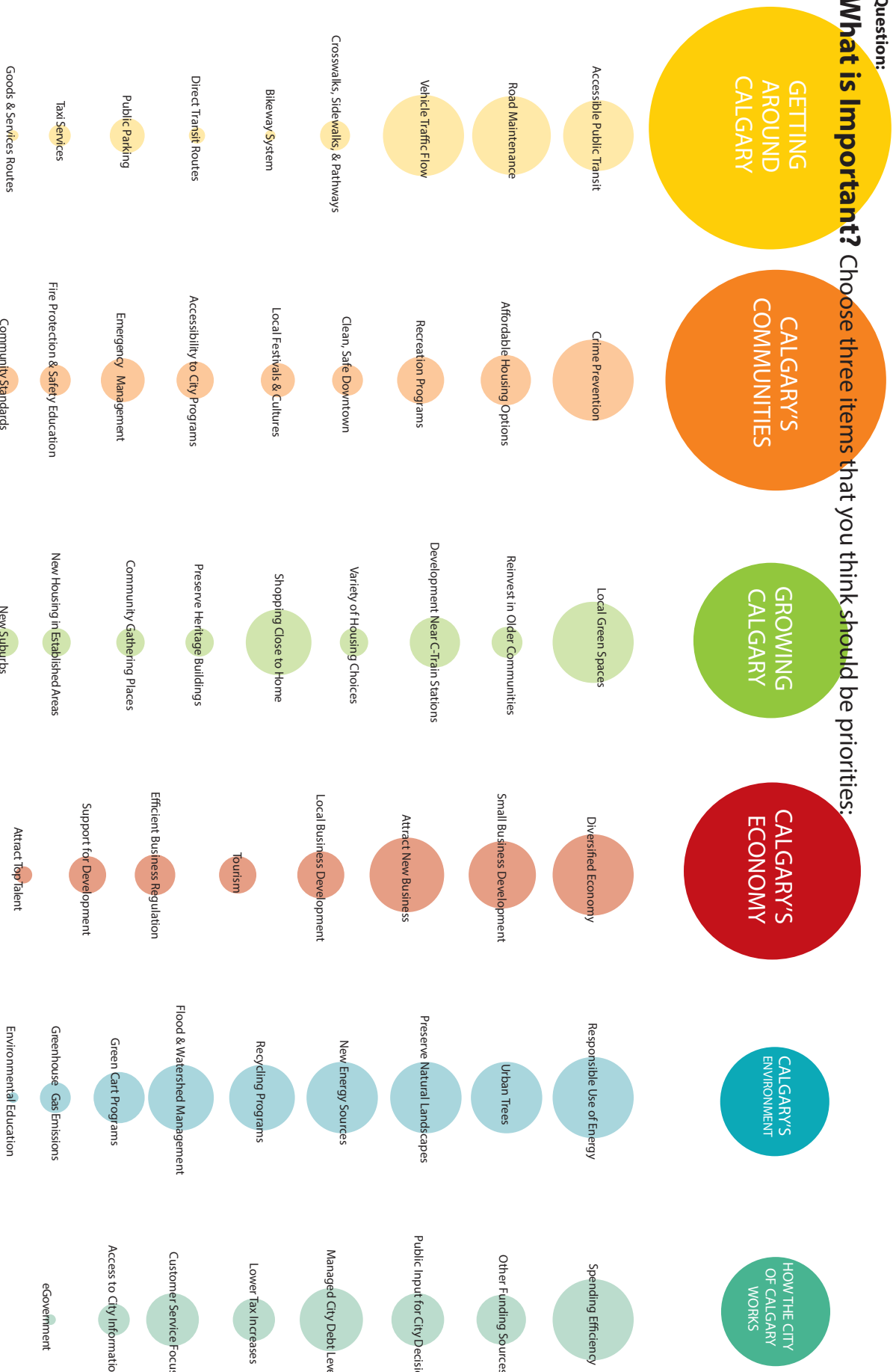
Access to City Information

eGovernment



Question:

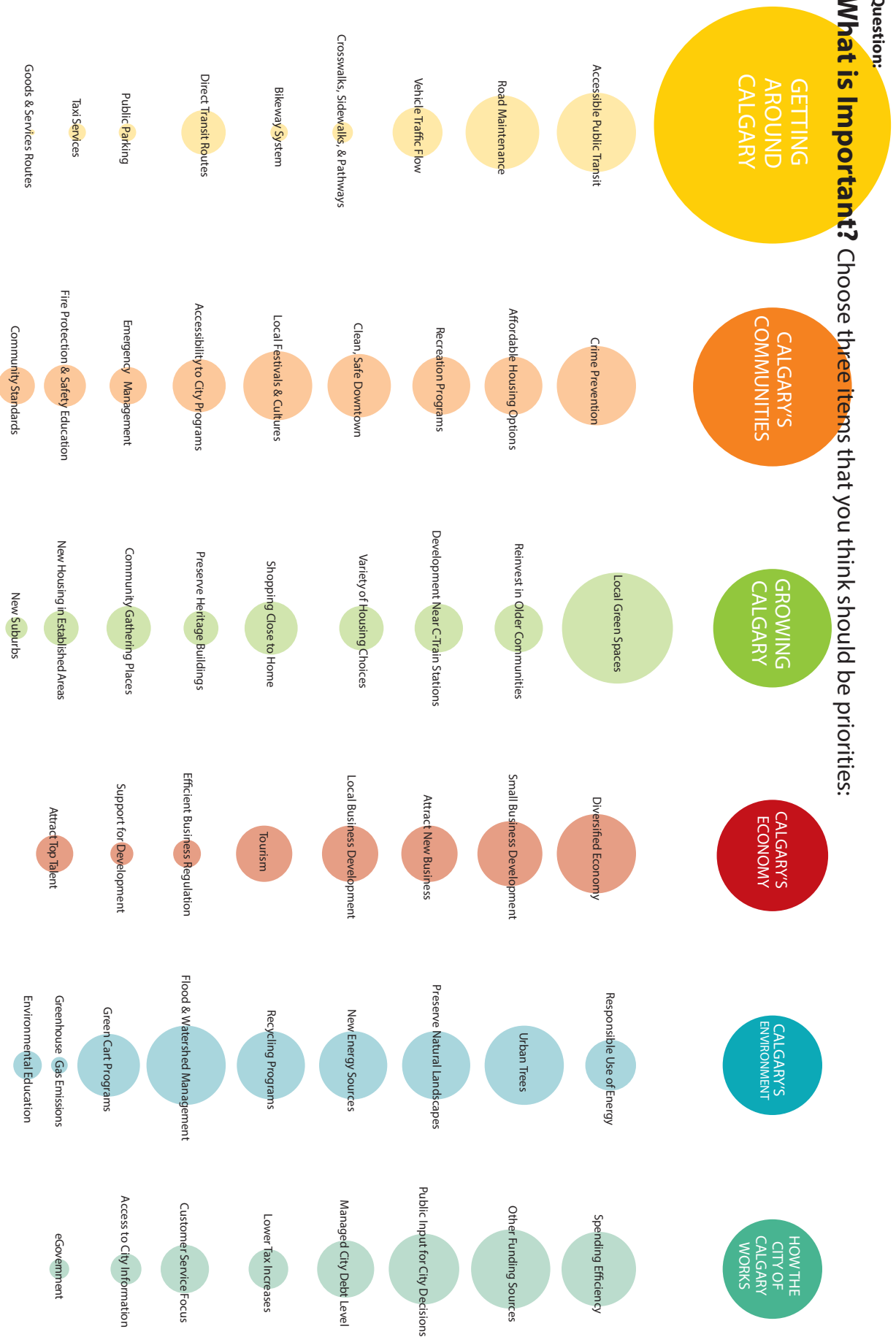
What is Important? Choose three items that you think should be priorities:





Question:

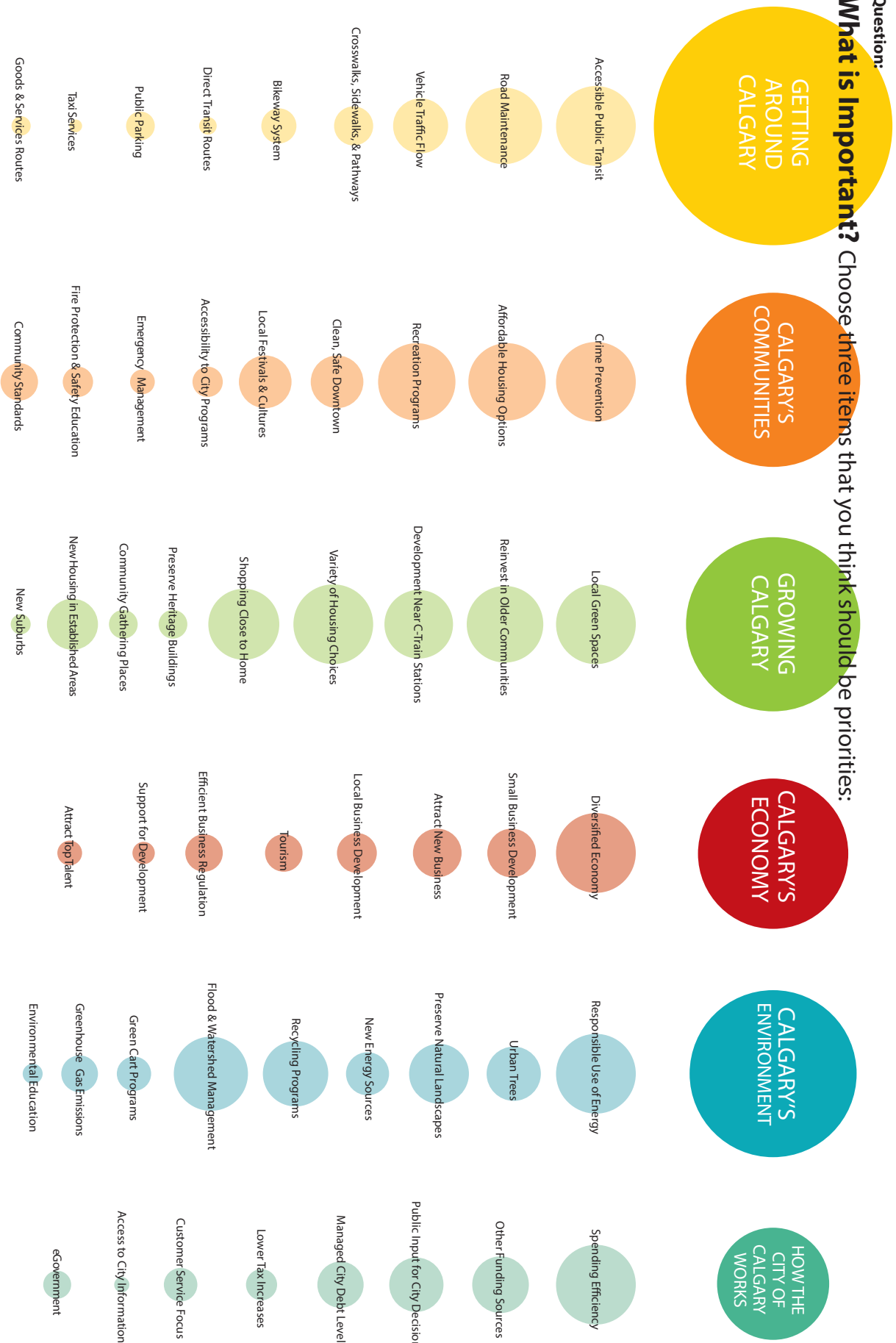
What is Important? Choose three items that you think should be priorities:





Question:

What is Important? Choose three items that you think should be priorities:





Question:

What is Important? Choose three items that you think should be priorities:





Question:

What is Important? Choose three items that you think should be priorities:





Question:

What is Important? Choose three items that you think should be priorities:





Question:

What is Important? Choose three items that you think should be priorities:





Question:

What is Important? Choose three items that you think should be priorities:

GETTING
AROUND
CALGARY

CALGARY'S
COMMUNITIES

GROWING
CALGARY

CALGARY'S
ECONOMY

CALGARY'S
ENVIRONMENT

HOW THE
CITY OF
CALGARY
WORKS

Accessible Public Transit

Crime Prevention

Local Green Spaces

Diversified Economy

Responsible Use of Energy

Spending Efficiency

Road Maintenance

Affordable Housing Options

Reinvest in Older Communities

Small Business Development

Urban Trees

Other Funding Sources

Vehicle Traffic Flow

Recreation Programs

Development Near C-Train Stations

Attract New Business

Preserve Natural Landscapes

Public Input for City Decision

Crosswalks, Sidewalks, & Pathways

Clean, Safe Downtown

Variety of Housing Choices

Local Business Development

New Energy Sources

Managed City Debt Level

Bikeway System

Local Festivals & Cultures

Shopping Close to Home

Tourism

Recycling Programs

Lower Tax Increases

Direct Transit Routes

Accessibility to City Programs

Preserve Heritage Buildings

Support for Development

Flood & Watershed Management

Customer Service Focus

Public Parking

Emergency Management

Community Gathering Places

Green Car Programs

Access to City Information

Taxi Services

Fire Protection & Safety Education

New Housing in Established Areas

Attract Top Talent

Greenhouse Gas Emissions

eGovernment

Goods & Services Routes

Community Standards

New Suburbs

Environmental Education



Question:

What is Important? Choose three items that you think should be priorities:





Question:

What is Important? Choose three items that you think should be priorities:





Question:

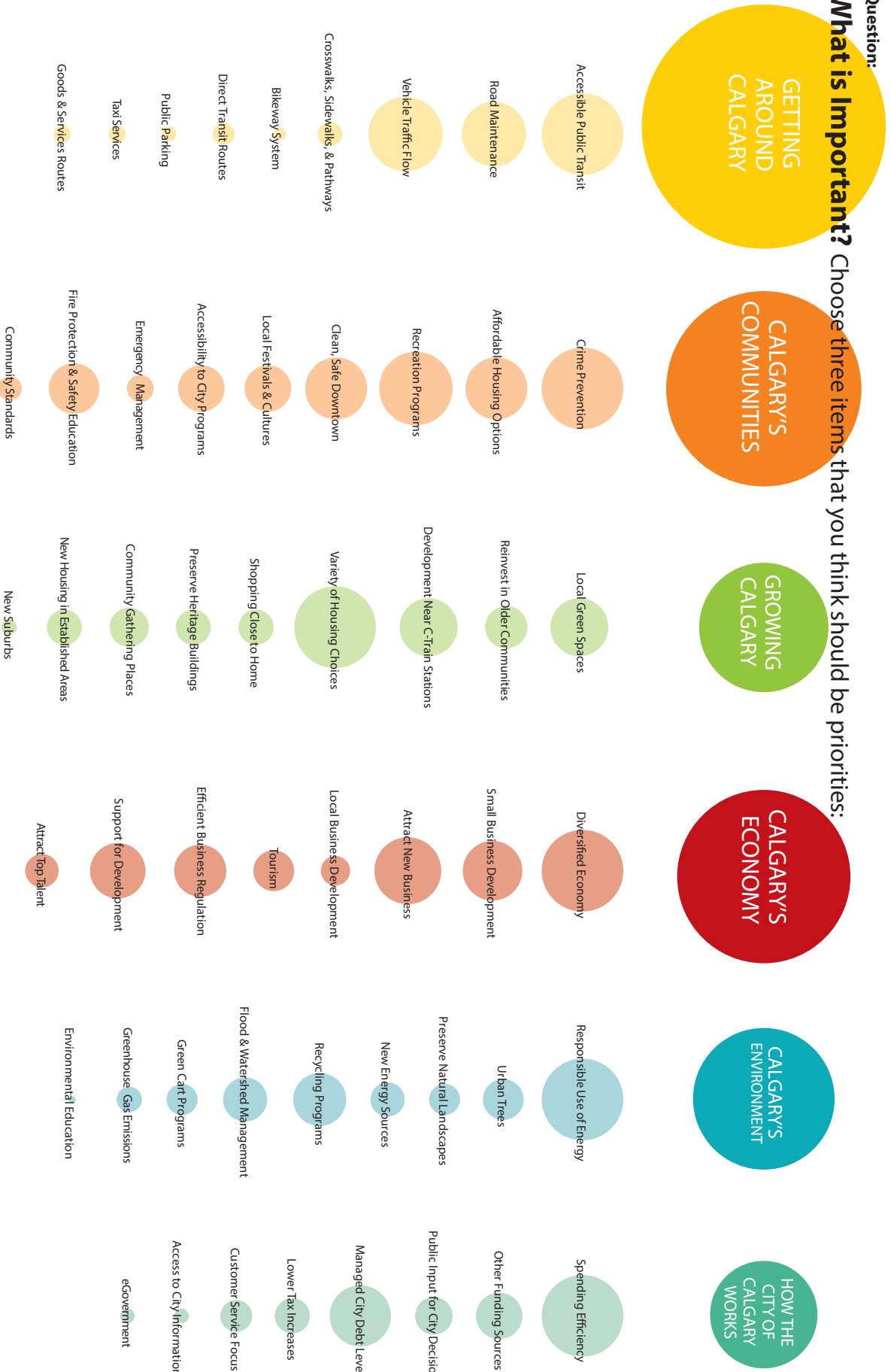
What is Important? Choose three items that you think should be priorities:





Question:

What is Important? Choose three items that you think should be priorities:





Question:

What is Important? Choose three items that you think should be priorities:



Appendix C3

Inclusive Engagement: Discussions

THE CITY OF CALGARY

Action Plan
2015 – 2018



calgary.ca | contact 311



THE CITY OF
CALGARY

Appendix C3 – Inclusive Engagement: Discussion

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1.0 Background

1.1 engage! Policy

The engage! Policy CS009 states, in part: *“The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups, and commits to conduct transparent and inclusive engagement processes that are responsive and accountable.”*

1.1 Council Direction

On Nov. 18th 2013, Council, in line with the engage! Policy, provided direction for the development of an engagement strategy to contribute to upcoming budget planning for 2015-2018 stating, “The inclusion of stakeholder input as a component of the multi-year [business planning and budgeting coordination] process enhances the quality of Council Priorities, Departmental Business Plans, Budgets, and ultimately, the services delivered to Calgarians.” The resulting project, *Action Plan 2015-2018*, and its component engagement was designed to enable Calgarians the opportunity to provide their input on how The City should prioritize spending to continue to move The City towards achievement of long-term goals.



2.0 Engagement Overview

2.1 Engagement Goals

The overarching goal of *Action Plan 2015-2018* engagement was to, “Gather insights from citizens on Council approved tax rate scenarios, City services and priorities; and from staff on efficiencies and collaboration in order to inform Council decisions on indicative tax rates and Council Priorities; and, to inform Administration in the development of departmental business plans.”

2.2 Challenge of Scale

One of the primary challenges of the *Action Plan 2015-2018* engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder.

2.3 Engagement Strategy

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

- **Representative Engagement:**
Qualitative research focused on service and spending priorities with a group of citizen representatives (Appendix B1), business /business agency representatives (Appendix B2) and social agency and community group representatives (Appendix B3). Representative engagement was planned and executed in conjunction with an outside research vendor (Ipsos Reid).
- **Internal Engagement:**
Focused on identifying emergent themes and collaborative opportunities with City employees (Appendix D2) and civic partners (Appendix D1). City employee engagement was planned and executed in-house by the Engage Resource Unit. Civic Partner engagement was planned and executed in conjunction with an outside vendor (Ipsos Reid).
- **Inclusive Engagement:**
Focused on service and spending priorities with on-line and in-person activities and events open to all Calgary citizens. The input collected was organized by three primary groups: Budget Tools (Appendix C1), Priority Tools (Appendix C2), and Discussion Tools (Appendix C3). Inclusive engagement was planned and executed in-house by the Engage Resource Unit



2.5 Summary of Inclusive Engagement

Inclusive Engagement was designed to be open and available to all citizens in Calgary. These engagement activities were structured to be interactive, maximize learning about how City budgets and plans impact citizens, and minimize the need for pre-existing specialized knowledge of municipal processes and corporate finance.

Each of the primary engagement groups – Spending and Services, Priorities for Community Vision, and Discussions – utilized a combination of on-line and in-person activities, as well as a combination of structured and open-ended input modes, to encourage input from a wide range of Calgarians.

2.5.1 Spending and Services

Provided citizens with an opportunity to compare how service level changes and budget allocation affect their property tax bill and then submit a budget allocation based on their preference of service and cost. Please see appendix C1 for a detailed overview.

2.5.2 Priorities for Community Vision

Provided citizens with an opportunity to share what ideas or priorities they think The City should focus its resources on over the next four years. A detailed overview of this engagement is included in this document.

2.5.3 Discussions

Provided citizens with an open forum to share ideas, concerns, or suggestions about priorities, spending, or any other related topics. A detailed overview of this engagement is included in this document.

In-person engagement was conducted at over 21 sessions throughout the city, ensuring at least one in-person event in each ward. Sessions were conducted using either a mobile booth setup or traveling engagement bus, and were planned for public spaces that received significant traffic within the community (such as shopping malls, grocery stores, leisure centers, and libraries). Activities at the in-person events collected input for each of the three inclusive engagement groups noted above.

On-line engagement was conducted through the period of March 3rd to 21st, 2014. Three online tools were developed and launched to capture input mirroring the three engagement groups – Spending and Services, Priorities for Community Vision, and Discussions – noted above.



3.0 Discussion Tools Overview

3.1 Purpose of Tools

Action Plan 2015-2018 Discussion Tools were developed to provide citizens with a chance to share wide-ranging ideas about City priorities, spending, or potential innovation. An online discussion tool was launched to facilitate these conversations over the web, and a large-scale idea collection board was used at in-person events.

3.2 Engagement Approach

On-line and in-person engagement activities were designed in tandem to provide input into common streams. Idea and conversations were solicited focusing on six categories: Community & Safety, Environment, Business & Technology, Organization, Mobility, and Places.

3.2.1 In-Person Implementation

- 4 Building on the lessons learned from prior engagements, in-person engagement was designed to be eye-catching, easy to interact with, and located/scheduled to capitalize on existing community gatherings. 21 individual events were planned between March 3rd and 20th, distributed throughout the city at a variety of existing community meeting places (malls, libraries, leisure centers and LRT stations). In-person events were facilitated by 63 city staff from across the corporation, and based out of either an *Action Plan 2015-2018* engagement booth or the mobile *Action Plan 2015-2018* engagement bus.

In order to capture idea submissions in person, citizens were invited to share their ideas, suggestions, or comments on sticky notes that could be attached to large-format recording sheets (see Figure 1 on following page)



> DISCUSSIONS

In each category post comments that you think we would benefit from hearing.

COMMUNITY & SAFETY

PLACES

Figure 1: Idea Recording Sheet

Staff facilitators recorded the number of citizens who were engaged at each session and participants were encouraged to note where they lived on a large-format city map. Action Plan post-cards that included the URL for the Action Plan online tools were handed out to citizens who did not have time to complete the in-person activities.

In person engagement sessions were scheduled for the following 21 locations:

Stephen Avenue Mall	March 3	10:30 a.m. – 2 p.m.
Westbrook LRT	March 3	3-7 p.m.
Southland Leisure Centre	March 4	4 - 8 p.m.
Southcentre Mall	March 4	10 a.m. - 2 p.m.
Chinese Cultural Center	March 5	9 a.m. - 12 p.m.
Calgary International Women's Day	March 6	10 a.m. - 3 p.m.
Market Mall	March 7	4 - 8 p.m.
County Hills Library	March 8	12 - 4 p.m.
Beddington Safeway	March 8	10 a.m. - 2 p.m.
Crowfoot Library	March 9	12:30 - 4:30 p.m.
Signal Hills Center	March 9	12 - 4 p.m.

Table 1: In-Person Engagement Locations (continued on next page)



Marlborough LRT	March 11	3 - 7 p.m.
Northland Village Mall	March 11	10 a.m. - 2 p.m.
Peace Bridge	March 13	3 - 7 p.m.
Crossroads Farmers Market	March 15	10 a.m. - 2 p.m.
Sue Higgins off leash park	March 15	9 a.m. - 1 p.m.
Village Square Leisure Centre	March 16	12 - 4 p.m.
McKenzie Towne Sobeys	March 16	12 - 4 p.m.
Banker Hall +15	March 17	10:30 a.m. - 2 p.m.
Stephen Ave	March 17	10:30 a.m. - 2 p.m.
South Fish Creek Recreation Centre	March 20	5 - 9 p.m.

Table 2: In-Person Engagement Locations (continued from previous page)

3367 participants were counted over the course of the 21 in-person events. Participants were also encouraged to note their home location on a large city map. 683 dots were placed, indicating participation from each of Calgary's 14 wards.

4.2.1 On-Line Implementation

CityTalk is a web-based, online application that allowed citizens to discuss ideas, present priorities, and ask questions about Action Plan on-line.

Six sub-discussion pages were set-up that focused conversation on the same six areas noted on the idea sheets above: Community & Safety, Environment, Business & Technology, Organization, Mobility, and Places

Participants could log into CityTalk using a pre-existing social media account (Twitter, Facebook, or Google) to ask or answer questions, or vote questions and responses up. No log-in was required to read or view topics on CityTalk.

The online discussion tool was available to the public for 19 days, from the morning of March 3rd until midnight on March 21st. The tool was hosted at www.calgarycitytalk.com/actionplan and was also linked to from the Action Plan 2015-2018 webpage at www.calgary.ca/actionplan.

Over the 19 days the discussion tool received 1489 unique visitors, who submitted 34 conversations with 78 responses. None of these submissions included geographic location.



4.0 Results Overview

4.1 What Input Did We Collect?

4.1.1 In-Person

The in-person discussion submissions were collected via sticky-note on large sheets. All submissions were transcribed by Engage Resource Unit staff immediately following the event.

4.1.2 On-Line

On-line discussions submissions were downloaded as a spreadsheet file following the completion of the engagement period.

4.2 What Can the Results Tell Us?

The input from the discussion tools, much like the input from any of the other streams of engagement, must be considered within the context it was collected. The discussion tool results are a useful snapshot of citizens' ideas and preferences regarding a range of budget and service topics; however, important contextual considerations to keep in mind are:

- Like all the inclusive engagement streams, participants in this engagement were self-selected. While that has the benefit of making participation accessible to any citizens who would like to provide input, it means that we can make no guarantees as to the demographic makeup of respondents.
- Discussion comments are not intended to be taken as representative or comprehensive. Rather, these results should be taken as one method of input into a larger suite of engagement inputs and results.

4.2.1 Discussion Tool Open-ended Comments

5.0 All open-ended comments captured via the discussion tools were collated and delivered to an outside research vendor (Ipsos Reid) for organization and coding, they have been included in appendix C4



Appendix C4

Inclusive Engagement: Open-ended Comments

THE CITY OF CALGARY

Action Plan 2015 – 2018



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THE CITY OF
CALGARY

Appendix C4 – Inclusive Engagement - Verbatims

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1.0 Background

1.1 engage! Policy

The engage! Policy CS009 states, in part: *“The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups, and commits to conduct transparent and inclusive engagement processes that are responsive and accountable.”*

1.1 Council Direction

On Nov. 18th 2013, Council, in line with the engage! Policy, provided direction for the development of an engagement strategy to contribute to upcoming budget planning for 2015-2018 stating, “The inclusion of stakeholder input as a component of the multi-year [business planning and budgeting coordination] process enhances the quality of Council Priorities, Departmental Business Plans, Budgets, and ultimately, the services delivered to Calgarians.” The resulting project, *Action Plan 2015-2018*, and its component engagement was designed to enable Calgarians the opportunity to provide their input on how The City should prioritize spending to continue to move The City towards achievement of long-term goals.



2.0 Engagement Overview

2.1 Engagement Goals

The overarching goal of *Action Plan 2015-2018* engagement was to, “Gather insights from citizens on Council approved tax rate scenarios, City services and priorities; and from staff on efficiencies and collaboration in order to inform Council decisions on indicative tax rates and Council Priorities; and, to inform Administration in the development of departmental business plans.”

2.2 Challenge of Scale

One of the primary challenges of the *Action Plan 2015-2018* engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder.

2.3 Engagement Strategy

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

- **Representative Engagement:**
Qualitative research focused on service and spending priorities with a group of citizen representatives (Appendix B1), business /business agency representatives (Appendix B2) and social agency and community group representatives (Appendix B3). Representative engagement was planned and executed in conjunction with an outside research vendor (Ipsos Reid).
- **Internal Engagement:**
Focused on identifying emergent themes and collaborative opportunities with City employees (Appendix D2) and civic partners (Appendix D1). City employee engagement was planned and executed in-house by the Engage Resource Unit. Civic Partner engagement was planned and executed in conjunction with an outside vendor (Ipsos Reid).
- **Inclusive Engagement:**
Focused on service and spending priorities with on-line and in-person activities and events open to all Calgary citizens. The input collected was organized by three primary groups: Budget Tools (Appendix C1), Priority Tools (Appendix C2), and Discussion Tools (Appendix C3). Inclusive engagement was planned and executed in-house by the Engage Resource Unit



2.2 Summary of Inclusive Engagement

Inclusive Engagement was designed to be open and available to all citizens in Calgary. These engagement activities were structured to be interactive, maximize learning about how City budgets and plans impact citizens, and minimize the need for pre-existing specialized knowledge of municipal processes and corporate finance.

Each of the primary engagement groups – Spending and Services, Priorities for Community Vision, and Discussions – utilized a combination of on-line and in-person activities, as well as a combination of structured and open-ended input modes, to encourage input from a wide range of Calgarians.

2.4.1 Spending and Services

Provided citizens with an opportunity to compare how service level changes and budget allocation affect their property tax bill and then submit a budget allocation based on their preference of service and cost.. Please see appendix C1 for a detailed overview.

2.4.2 Priorities for Community Vision

Provided citizens with an opportunity to share what ideas or priorities they think The City should focus its resources on over the next four years. Please see appendix C2 for a detailed overview.

2.4.3 Discussions

Provided citizens with an open forum to share ideas, concerns, or suggestions about priorities, spending, or any other related topics. Please see appendix C3 for a detailed overview.

In-person engagement was conducted at over 21 sessions throughout the city, ensuring at least one in-person event in each Ward. Sessions were conducted using either a mobile booth setup or traveling engagement bus, and were planned for public spaces that received significant traffic within the community (such as shopping malls, grocery stores, leisure centers, and libraries). Activities at the in-person events collected input for each of the three inclusive engagement groups noted above.

On-line engagement was conducted through the period of March 3rd to 21st, 2014. Three online tools were developed and launched to capture input mirroring the three engagement groups – Spending and Services, Priorities for Community Vision, and Discussions – noted above.

The verbatim comments that were collected for each of the above groups were analysed by a third party vendor (Ipsos Reid) to ensure a useable format for both City Council and City Administration in the development of the 2015 – 2018 Business Plans and Budget.



3.0 Input Overview - Verbatim Comments

3.1 Budget Simulator

Upon completion of a budget and service level set, respondents were asked if they would like to submit final comments along with their budget. Submitted comments have been cleaned and coded by our research partner, Ipsos Reid, and are presented organized according to theme.

3.2 Priority Tools

Online comments were collected in two places in the online priority tool; individual priority suggestions were collected for each category areas, as well as a final comment submission on the last page. In-person priority comments were transcribed from submitted My Priority is cards, and have been included as a separate set of inputs. Submitted comments have been cleaned and coded by our research partner, Ipsos Reid, and are presented organized according to theme.

3.3 Discussion tools

Online discussion comments were from all Action Plan conversations on CalgaryCitytalk.ca. In-person idea comments were transcribed from discussion sticky-notes, and have been included as a separate set of inputs. Submitted comments have been cleaned and coded by our research partner, Ipsos Reid, and are presented organized according to theme.



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April, 2014

Action Plan 2015-2018

Engagement Response Analysis

Final Report



Prepared for The City of Calgary by:



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Process Overview



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Background

For years, private sector companies have invested millions of dollars in building and maintaining both their product/service and corporate brand in order to influence the purchase of their goods and services. In government, however, the provision of programs and services is generally done in a non-competitive environment and for some, the need to integrate brand stewardship into the day-to-day mechanics of their public sector organization is seen as a secondary priority. At Ipsos, our research continues to show that Canadians and Calgarians alike demand more from their governments. We find ourselves in an age of instant information, a growing appetite for details, and evolving expectations that are often impacted by things outside of government control. In an environment like The City of Calgary, with over 34 Business Units delivering a wide array of services through multiple channels, brands, and messaging, creating a unified vision and brand identity can be a challenging task.

One of the largest engagement initiatives at The City is the Business Plan and Budget Coordination (BPBC) process. It involves a wide-variety of internal and external stakeholders; the analysis of trends at a global, national, provincial, and local level; and, priorities set by citizens, Administration and Council, in addition to a number of other processes that will ultimately yield the 4-year strategic plan for The Corporation. The number of inputs is vast and the need to increase citizen input/involvement is even more important today than in previous iterations of this process. This year's program is referred to as Action Plan 2015-2018.

The Action Plan 2015-2018 process, considers a multi-phased approach as outlined below (Five Phases: **1. Prepare & Understand** **2. Explore, Discover, & Arrive** **3. Develop Goals, Actions, Budgets, & Targets** **4. Consolidate, Inform, Debate, Approve** **5. Deliver, Measure & Adjust**):



Throughout the engagement period in March 2014, Calgarians were given the opportunity to provide comments and priorities through a multitude of both online and in-person opportunities.



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Methodology

The following is an overview of the process for analyzing the data:

- Raw verbatims were provided by The City of Calgary in Excel
- These were sent to our coding department and a senior Head Coder was assigned to the project. In fact, three of Ipsos' most experienced coding staff served as Supervisors and oversaw the coding for this project.
- Ipsos utilizes Ascribe™ for all our coding. Ascribe™ is provided by LanguageLogic and is a secure web-based program. Ascribe™ has much functionality to help aid us in coding. We are able to code multiple responses at once, search for similar responses, group ideas and provide multiple outputs for Data Processing in just a few clicks of a mouse. While the human eye must read and categorize each response, Ascribe™ helps facilitate the actual application of codes.
- A senior team of Ipsos' in-house coders were assembled for this project. All staff working on the study were briefed ahead of time, and given background on the study so that they were more informed on how respondents may have reacted and we better understood the responses.
- A standard add rule for creation of new codes of 1% of question total was used.
- Each verbatim response was reviewed in detail and all the relevant details/ sensible comments we assigned a code.
- Verbatim responses were reviewed by the Head Coder and the assigned coding team. Ideas and concepts were created based on what we were seeing in the responses. Common threads were grouped together.
- A draft code manual was reviewed by the Senior Ipsos project managers as well as other members of the Public Affairs team to ensure the codes were accurate and relevant – revisions to the draft manual were made as required. The same coding manual was applied across all data sources in this work.
- Once coding was completed, coders conducted a 100% self edit of their work, with a peer edit of at least 50%. Supervisors then edited all work at more than 50% of all completed work.
- Final coded verbatims and the final code manual were reviewed and approved by the project manager and other members of the Public Affairs team. Using Ascribe™, the Head Coder created a standard output for our studies in Quantum (a data tabulation program) and sent coding to Data Processing.
- A senior data analyst then created data tables for each question/Option.

**IMPORTANT NOTE:**

It is important to note the following key points when reviewing results highlighted in the subsequent report:

- This engagement exercise was requested by Calgary City Council and was designed in collaboration with City Administration. The core purpose was to solicit feedback across the key in-person and virtual Action Plan 2015-2018 Engagement tools. As such, the number of responses across the options varies significantly.
 - Given the engagement design, Ipsos is not able to compare responses for a specific respondent across online tools.
 - The engagement design (directed by City Council in collaboration with City Administration) did not allow for respondents to select their preferred option. As such, we are not able to provide analysis related to the option preferred by most respondents.
- Feedback for each option was provided on a self-selected basis by Calgarians during the two-week engagement process. As such, broader conclusions regarding the general attitudes of the public as a whole should not be made.



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Detailed Response Analysis



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Spending and Services Open-ended Responses

The following are the key responses to the open-ended comments from the online budget simulator (no open-ended spending and services comments were received at in-person events).

Note: NET is the rolled up key theme for a series of mention. All mentions in larger font are NETS and their associated percentages. The items that make up a net are listed under each theme.

Coded Response Percentage of responses over total responses provided

Fiscal Management - Net	36%
More efficient budget spending	12%
Reduced budget for the police department	6%
Reduce salaries (of city council/ city employees)/ no raises/lock salaries	6%
Less money wasted on art and culture projects	6%
All other fiscal management mentions	6%
Budget allocation/ spending	3%
Transparency in spending	3%
Reduce city pension plans/benefits/ pension plans should be comparable to private sector	3%
Money wasted on the bridge/ pedestrian bridge	3%
Money wasted on Travelling Light/ Blue Ring sculpture	2%
Allow increase in user fees to fund services	2%
Balance budget	1%
Reduced budget for the fire department	1%
Increased spending for transit system	1%
Taxation - Net	26%
Tax rates are low/ prefer higher taxes (in order to improve services)	10%
No tax increases	6%



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Limited tax increases/ should keep up with inflation rates	6%
Lower property taxes	5%
All other taxation mentions	2%
Transportation - Net	23%
Better/ improved transit/ bus services	12%
All other transportation mentions	4%
Improve/maintain bike trails/pedestrian paths/sidewalks	3%
Improve traffic/ traffic flow	3%
No bike lanes	2%
Safer streets/paths	2%
Minimize bike lanes	1%
Improve traffic signals/ intersections	1%
Street lights	1%
Infrastructure - Net	13%
Roads/ road maintenance	6%
Improve infrastructure	5%
Flood prevention/ control	2%
All other infrastructure mentions	1%
Housing Services- Net	3%
More affordable housing/rent	2%
All other housing services mentions	1%
Governance/ Bureaucracy - Net	13%
Better use of city man-power/ ensure staff are doing the job they are being paid for	6%
Lessen/ eliminate red tape/ bureaucracy	5%
Reduce city staff	4%
All other governance/ bureaucracy mentions	2%
Budget Simulator - Net	12%



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Negative survey mentions	4%
Good tool/ app	3%
All other budget simulator mentions	3%
Allows providing feedback/ makes us feel a part of the system	2%
Parks/ Recreation/ Sports - Net	7%
More recreation services/facilities	3%
More/improve parks	2%
Get out of golf course business	2%
Get out of/less involvement in recreation programs	1%
All other Parks/ Recreation/ Sports mentions	1%
Environment/ Ecology - Net	7%
Environment/ ecology issues	3%
Reduce waste management costs (garbage, recycling)	3%
All other Environment/ Ecology mentions	2%
Miscellaneous Mentions - Net	27%
Better snow removal program	4%
Better/ more public services (unspecified)	4%
More police services	4%
More control of/planning for expansion/ limit expansion/growth until services available to support it	4%
Improve emergency services (EMS/ fire/ ambulance/ PSC (911))	3%
Outsource/privatize more services/jobs	3%
Issues with 311 service/ CSC	2%
More focus on inner city/ downtown/ city core	2%
Safety (unspecified)	2%
More/ better senior services	2%
Increase use of technology	2%
Handicapped/ disability issue	1%
Animal Services/ responsible ownership of pets	1%



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Action Plan 2015-2018 – Engagement Response Analysis - Report

More schools/ funding for schools	1%
Reduce library spending	1%
Increase library spending	1%
Others	14%
None	0
(DK/NS)	2%



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Priorities for Community Vision Open-ended Responses

The following are the key responses to the open-ended comments from the Online Priorities Tool and the in-person “My Priority is....” Cards.

Note: NET is the rolled up key theme for a series of mention. All mentions in larger font are NETS and their associated percentages. The items that make up a net are listed under each theme.

Coded Response	Percentage of responses over total responses provided
Transportation - Net	30%
Better/ improved public transit/ train system	6%
Better snow removal program	5%
More buses/ transit system	2%
Lower costs/ more affordable public transport/ transit system	1%
Parking at train station issues/ concerns	1%
Bus route to/ from the airport	less than 1 percent
Heated bus/ train stations/ shelters	less than 1 percent
Transit/ transportation (unspecified)	less than 1 percent
Infrastructure/ Buildings - Net	25%
Better/ upgraded roads/ highways	6%
Improve traffic/ traffic flow	6%
All other buildings/ infrastructure mentions	3%
All other sidewalk/ pathway/ crosswalk/ pedestrian bridges mentions	3%
Reduce/ stop sprawl/ urban sprawl	2%
High/ medium density should be developed/ built within a certain distance of specific locales/ transport stations/ routes	2%



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Other downtown plans/ development/ infrastructure mentions	2%
All other suburban plans/ development/ infrastructure mentions	2%
All other spending/ costs plans/ development/ infrastructure mentions	2%
Better/ more bridges	1%
No/ less funding/ waste of money for bridges	1%
All other dense/ high density plans/ development/ infrastructure mentions	1%
All other road/ highways mentions	1%
All other water/ drains/ sewer mentions	1%
No/ less bridges being developed/ built	less than 1 percent
Roads/ highways/ infrastructure (unspecified)	less than 1 percent
All other stores/ malls/ shopping plans/ development/ infrastructure mentions	less than 1 percent
All other power supplies/ utilities mentions	less than 1 percent
Fiscal Management - Net	14%
Reduced/ more efficient budget allocation/ spending	12%
All other fiscal/ spending management mentions	2%
Increased transparency about spending	1%
Bike Lanes - Subnet	9%
All other train/ LRT (light rail transit)/ subway mentions	6%
No/ minimize bike lanes	5%
All other transportation mentions	4%
All other pedestrian mentions	3%
All other bike lanes mentions	2%
All other cyclists/ bike mentions	2%
All other bus/ BRT (bus rapid transit) mentions	2%
Better/ expand bike lanes	1%



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Better pathway system/ bike lane connections	1%
Maintain existing bike lanes	0%
Housing Services - Net	7%
Make housing more affordable/ low-cost	3%
More/ affordable housing for seniors	0%
More housing options (e.g., mobile/ modular/ manufactured homes)	2%
Housing for low-income families	0%
More/ prefers (high/ medium) density housing/ development (grow up not outwards)	1%
Better/ improve locale of work and home (closer to each other)	0%
All other housing mentions	2%
All other apartment/ condos/ suites mentions	1%
Social Services - Net	16%
Increased/ better security/ safety	4%
For/ good for all/ majority (not just a select few/ groups/ programs)	4%
All other social services mentions	3%
More/ better (social/ city) service(s)/ programs	2%
All other Police/ law/ enforcement services mentions	2%
Services for seniors	1%
All other health/ healthcare mentions	1%
All other fire services mentions	1%
All other monetary services/ welfare mentions	1%
All other spending/ cost for (social/ city) services/ programs	1%
All other literacy/ library services/ programs mentions	1%
More police services	Less than 1 percent
Services for youth	Less than 1 percent
All other homeless mentions	Less than 1 percent
All other family/ family services mentions	Less than 1 percent



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Action Plan 2015-2018 – Engagement Response Analysis - Report

All other youth services/ programs mentions	Less than 1 percent
Taxation - Net	10%
All other taxation mentions	3%
No tax increases	2%
Lower property taxes	1%
Minimal tax increases	1%
Low/ lower taxes	1%
Raise/ more taxes	1%
No new/ additional taxes	Less than 1 percent
Less taxes	Less than 1 percent
Governance/ Bureaucracy - Net	8%
All other governance/ bureaucracy	4%
Lessen red tape/ bureaucracy	1%
Zoning/ by-law issues/ concerns	1%
All other privatization mentions	1%
No more hiring of government personnel	0%
Minimal hiring of government personnel	0%
Restrictions issues/ concerns	0%
Parks/ Recreation/ Sports - Net	7%
More parks	3%
All other parks mentions	2%
More recreation facilities	1%
More sports facilities	1%
Better/ upgraded sports/ recreational facilities	1%
Do not develop McCall (Lake) golf course/ keep McCall (Lake) golf course open	1%
More/ better recreation programs	Less than 1 percent



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Parks/ recreation/ sports facilities (unspecified)	Less than 1 percent
All other sports mentions	Less than 1 percent
All other recreation mentions	Less than 1 percent
Environment - Net	5%
All other environmental concerns	5%
Arts and Culture - Net	5%
No/ less funding/ waste of money for arts	2%
Improve/ more art/ culture/ festivals	2%
All other arts and culture mentions	1%
No art	0%
Less Art	0%
Employment/ Wages - Net	3%
More jobs/ employment opportunities	1%
Higher/ better wages	0%
All other employment mentions	2%
Education - Net	2%
Build more schools	1%
More training/ apprenticeship services	-
Schools/ education (unspecified)	0%
All other education mentions	1%
Waste Management - Net	2%
Improved recycling efforts	1%
All other garbage/ recycling programs mentions	1%
Miscellaneous Mentions - Net	10%
Positive - Net	17%
Likes method that allows (public) to provide feedback/ makes us feel a part of the system	12%



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Improve/ more plans/ building for future/ long term (not just short term)	4%
Good job/ keep up the good work	3%
Thanks/ is grateful	3%
Parking issues/ concerns	2%
Flood/ flood mitigation issues/ concerns	2%
Form/ tool is good/ appealing	2%
Three choices/ options not enough/ had to pick	1%
Listen/ take into consideration/ act on input gathered/ garnered	1%
Easy to use/ user-friendly	1%
Issues/ concerns on parking costs/ value	0%
Fun	0%
Positive mentions	6%
Others	8%
None	0%



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Discussions Open-ended Responses

The following are the key responses to the open-ended comments from the City Talk Online Conversations and Sticky Note In-Person Comments.

Note: NET is the rolled up key theme for a series of mention. All mentions in larger font are NETS and their associated percentages. The items that make up a net are listed under each theme.

Coded Response	Percentage of responses over total responses provided
Transportation - Net	34%
Better/ improved access to transit/ train system/ service	5%
More schedule/ frequent transit/ train on major routes	4%
Better snow removal program	4%
More buses/ transit system	2%
Improve traffic flow	2%
Better (24) hours transit service	1%
Transit/ trains better connections/ access between communities	1%
Lower costs/ more affordable public transport/ transit system	1%
Zone system on transit fares (i.e., longer commutes should pay more for transit)	1%
More affordable bus fare/ passes for seniors	1%
Heated bus/ train stations/ shelters	1%
Improve traffic signals	1%
Real time bus information	1%
Better traffic safety	1%
Traffic bylaws	1%
More/ better sidewalks/ pathways	1%
Faster travel (e.g., fewer bus stop/ express route)	1%
Regional LRT expansion	1%



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All other transportation mentions	1%
Bus route to/ from the airport	less than 1 percent
Park and Ride	less than 1 percent
More convenient/ user-friendly	less than 1 percent
Emergency lanes	less than 1 percent
Transportation options for seniors	less than 1 percent
Handi-transits	less than 1 percent
Social Services - Net	12%
Increased/ better security/ safety	3%
All other social services mentions	2%
Services for seniors	1%
More police services	1%
Reduce the number of Bylaw officers	1%
More programs/ services for families	1%
Flood mitigation	1%
Community programs/ services	1%
Youth services/ programs	1%
Better control for dogs in leash	1%
Improve emergency management/ preparedness initiatives	less than 1 percent
More support to community associations	less than 1 percent
Zoning	less than 1 percent
Redevelop existing neighborhoods	less than 1 percent
Fiscal Management - Net	8%
Reduced/ decrease spending/ proper budget allocation	4%
All other fiscal/ spending management mentions	2%
Spend more on improving transit system	1%
Increased transparency about spending	1%
Reduced funding for law enforcement	1%



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Stop spending money on transit system	less than 1 percent
Stop spending money on bike lanes	less than 1 percent
Bike Lanes - Subnet	7%
More/ expand bike lanes	3%
No bike lanes	2%
Parking - Subnet	2%
Better/ safer bike lanes	1%
Use on low demand roads integrate not on major bus/ traffic routes	1%
All other bike lanes mentions	1%
More/ better parking	1%
More free/ affordable parking fees	1%
Remove bike lanes	less than 1 percent
Maintain existing bike lanes	less than 1 percent
More/ better transit station parking	less than 1 percent
All other parking mentions	less than 1 percent
Parks/ Recreation/ Sports - Net	7%
More parks/ green spaces	2%
More recreation facilities	2%
All other parks/ recreation/ sport mentions	2%
More/ better sport facilities (e.g., skateboard parks, soccer fields, etc.)	1%
Support public golf courses	1%
Keep/ maintain existing green spaces	less than 1 percent
More affordable recreation (i.e., leisure centres)	less than 1 percent
Housing Services - Net	6%
Make housing more affordable/ low-cost	2%
More housing options (e.g., mobile/ modular/ manufactured homes)	1%
Housing for low-income families	1%
Legalize secondary suites	1%



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More/ affordable housing for seniors	less than 1 percent
Housing facilities for homeless	less than 1 percent
Regulate senior housing for optimum care	less than 1 percent
All other housing mentions	less than 1 percent
Infrastructure/ Buildings - Net	6%
Better maintenance/ upgraded roads/ highways	3%
More/ better bridge/ overpass	1%
More/ better infrastructures (unspecified)	1%
No more (expensive) bridges	less than 1 percent
Redevelop/ invest more on existing infrastructure	less than 1 percent
Ring road connector needs to be completed	less than 1 percent
All other buildings/ infrastructure mentions	less than 1 percent
Governance/ Bureaucracy - Net	4%
All other governance/ bureaucracy	2%
Lessen red tape/ bureaucracy	1%
Minimize hiring of government personnel	1%
Elected officials should be paid based on qualifications	1%
No new council members	less than 1 percent
Better decision-making	less than 1 percent
Improve Bylaws	0%
Taxation - Net	4%
No new/ additional taxes	1%
Lower property taxes	1%
Reduce taxes	1%
All other taxation mentions	1%
No tax increases	less than 1 percent
Minimal tax increases	less than 1 percent
Waste Management - Net	4%



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Improved recycling efforts	1%
Green Cart Composting program	1%
Integrated and simple waste removal for multi-family complexes (e.g., apartments, condominiums, etc.)	1%
All other garbage/ recycling programs mentions	1%
Environment - Net	2%
All other environmental concerns	2%
Education - Net	2%
Build more schools	0%
More training/ apprenticeship services	0%
Strict/ better delivery of education	0%
Libraries	1%
Increase funding/ budget for schools (to decrease tuition fees)	0%
All other education mentions	0%
Arts and Culture - Net	2%
Local art only at lower cost	1%
No more money on art	1%
No more blue rings	less than 1 percent
All other arts and culture mentions	less than 1 percent
Employment/ Wages - Net	1%
More jobs/ employment opportunities	1%
Higher/ better wages	0%
Job qualification/ certification for foreign candidates	0%
All other employment mentions	-
Water Supply Network - Net	1%
Taking fluoride out of water	0%



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All other water supply network mentions	0%
Miscellaneous Mentions - Net	7%
More public consultation	1%
Vibrant/ lively downtown	1%
Driver education (for motorist/ cyclist/ pedestrian)	1%
Improve city website/ easier to navigate	1%
Street lighting	1%
Clean sidewalks	less than 1 percent
Better signage's	less than 1 percent
Crime (prevention/ reduction)	less than 1 percent
Solar panels	less than 1 percent
Promote sustainable development	less than 1 percent
Urban growth/ sprawl	less than 1 percent
Weed control	less than 1 percent
Positive mentions	2%
Others	10%
None	-
(DK/NS)	0%



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Verbatim Responses

The following are the cleaned verbatim comments across all of the submissions.

Note: Cleaned Verbatims – members of the Ipsos team reviewed the verbatim comments and have corrected spelling, screened out inappropriate language and personal information. Multiple codes have been assigned to each verbatim comment. Therefore, a comment may appear below more than once. Verbatim comments have been sorted by each major NET.

Budget Simulator Comments

Fiscal Management – Net (36%)

Higher taxes and better services lead to better living for all.

Human Resources is likely the biggest of waste of tax money in the organization. They are doing half the job that your managers are supposed to be doing and are often creating a morale problem in the organization by creating conflict between management and workers where none exists. Get rid of half of them, make management do the job they were hired to do and your organization will be better off.

This city is wasteful with its finances and should be ashamed. Taxes increases year over year. No one is happy about it.

There are an awful lot of missing parameters along with no vision of the future. Retaining the 'status quo' is not an option, to many city employees making too much money on the backs of the rest of us. Would love this kind of input on a federal level.

Where is the information on the transit infrastructure that we are also being taxed for the next 5 years? This survey is very selective. If we are that concerned about needing more tax dollars to maintain services, it sounds like we cannot afford to building additional bus routes and LRT lines in the city. Hold off on the expansions until we work out funding with provincial and federal governments or when we have the \$\$\$. Re-allocate the \$\$\$ to services. Where is the new development tax base factored into these calculations? Give me the proper information so can provide informed feedback. I've watched my property tax increase +47% in the last 10 years. Another 15% in 3 years is just not acceptable or affordable.

Utilize workers more efficiently. I have seen too many firefighters, city workers standing around doing nothing at scenes. Less spending on ugly art projects and bridges projects whose foreign designers are overpaid and sadly overpriced. Cut out the composting bin idea, as we are being two bited to death. Calgary seems to be run by a group in silly hall who fail to realize that a lot of us do not earn huge incomes, and seeing our taxes rise so much consecutively is not a fair or acceptable plan.

If the City of Calgary was a Private Corporation they would look for ways to cut staff, increase efficiencies and insure that all those involved in city activities work effectively. Waste is a huge issue and when it means that we the citizens need to pay more it needs to stop. Once I see that the city has increased efficiencies with staffing and programming I will agree that we need to increase our taxes. And your assessment of my taxes is already under what I currently pay!!!! Be transparent. Instead of going for the bottom assessment in who knows what part of the city use the highest so you do not



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misrepresent.

City should return amounts over collected for the province for education to the property tax payers. Disgraceful that the city would keep this money.

continued increases of property taxes well in excess of the cost of living increase is no longer acceptable. other means such as eliminating waste and increasing efficiency will have to be found.

Transportation and information services are where it's at. User pay for optional services should be allowed to increase as necessary.

Please add more neighbored boulevard bike tracks and add modern bike lockers at light rail stations.

I'm certainly biased because I'm a young Calgarian who makes use of the transit system, but I'm pretty happy with a tax increase if the services I've outlined are improved.

Out of the items listed there is nothing about what probably 70% of the costs of the City are - that is wages and benefits of City workers. Compared to the average worker (the average bottom 80%) they are high. Although other levels of government are at least attempting to rein in these costs this subject seems to be taboo when it comes to the City of Calgary administration. I am not suggesting that workers already hired should take a cut in pay but new hires should be started at lower rates and with defined contribution pension plans not defined benefit plans. A greater share of medical plans should also be paid by all workers. This is the reality in the private world for those of us that are not in the top 20% of wage earners.

Stop wasting money on arts projects and anything that is not absolutely necessary to control spending. Change pension plans/salaries to reflect those in the private sector world. City workers have too many benefits compared to similar jobs in the private sector.\

do not put bike lanes on roads that will affect traffic flow.

Taxes going up every dam year have to stop....

Reduce any further salary increases for all. A Freeze in salaries for 5 yrs. No new departments. Reduce the management to worker ratios. NEGOTIATE removal of destructive, incompetent, inefficient personal from the union ranks. NEGOTIATE reward for performance. With all the new growth and related added tax revenues create the rewards for measurable performance. Reduce the number of departments, merge related departments. GET back to looking after the infrastructure in this city. Cap all art work on new projects to a \$ value not a percentage of the project. Set the example of appreciating and respecting the taxpayer and quit cuddling up and playing nice with the unions... go on strike if you have to. Mean business and stop worrying about the social aspects of this world and this city. That is up to its citizens. It's not what you are hired to do.

I understand that fees have not changed at Animal Services since 2006. Another concern is the no cost spay neuter program where they will bump LICO to 100 percent from the current cut off of 85. Philosophy behind the program I support but do think there must be more strict checks and balances to ensure citizens who can afford the cost to spay or neuter a pet do not abuse this free service. This should be a service to those in need and it is not acceptable that people are using the program when they do not qualify. Cat licenses by far do not support this program so what is budgeted for this service and what are tax payers paying to fund it? Do veterinarians in the city know that LICO is increasing and has the city investigated to see how this will impact vet clinics and their businesses? Are citizens aware that aggressive dogs can be housed for months on end waiting for court rulings due to appeals and is Animal Services collecting payments routinely on housing these dogs to cover labor/ feeding and care if these dogs?



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Key on core/basic services. Hold tax at inflation

The categories provided are so broad as to be useless in making budget decisions. Details within each category are needed to properly evaluate the budget. Without greater detail in the budget sections this survey is biased to only provide council with the answers they want. It does not lend itself to any real evaluation of where money in the budget is being spent or where it should be allocated

This was an interesting exercise. The real purpose of this site is clearly about educating Calgarians about the monies that The City spends. I learned much. I have no issue with the city's current taxation. I trust our Mayor and city council to make decisions that are in the best interests of ALL Calgarians. Not all Calgarians are as blessed as I. I worry about affordable housing options for seniors as they begin to realize the financial costs of staying in their homes. I'm learning from my social circles that there are not enough options available for this group. More rental properties are necessary. Continued growth along LRT lines is a very good investment. Baby boomers are a huge bubble, who are aging rapidly. Can we also think 20 or 30 years ahead? I'm very pleased that I am given a platform to engage with my city. Thanks. Mike West 86 Cumberland Drive NW T2K 1T1

Other levels of government have taken severe measures affecting employees, including zero percent salary increases for periods of years and reduced staffing levels (the do more with less concept). Except for a couple of tiny measures involving a very small percentage of the city employee group, the city has not done anything to bring salary costs under control in the last 2 1/2 decades during which the other levels of government have acted. This is the single most significant area where opportunities exist to address spending yet it is never discussed or raised by any member of council and the employees happily go along, knowing that they will be getting raises every single year. I cannot believe that the city is yet again, with this financial exercise, irresponsibly avoiding the tabling of this subject.

Reduce staff/costs and eliminate waste at city hall. One example. Guy I know makes approx. \$120k. He went from working 5 days to 4 days. Then went to working of those 4 days at home. Know about 5 city employees who would tell you to a man that they don't work very hard and there is lots of room for eliminating waste.

Seems we spend money where we were never asked like to increase bike lanes, but we have less to totally fund transit, and cut service to seniors, and increase user fees every time we have a budget issue, which is mildly saying wrong on all sorts of reasons. Cut the extra user fees, and stop this growth on services like Organic Bins and then add fees to collect them. If people want bike lanes, then tell them what it will cost not just add to our property tax, Not to add a new service like Organic recycling, if they want it let them say so and make them subscribe to it, not everyone will do it but all taxpayers who live in single homes will pay for it without a choice in the matter, and not allowed to opt out. A tax grab I cannot like or afford to allow.

compared to the cost of services in the private market. I think, in general, we get a good value. I would like to see Flood prevention measures. Improved cycle commuting and recreation Routes. Legalizing Secondary suites and density on bus routes

The city is the largest employer in Calgary and should freeze wages and eliminate bonus plans including new vehicles when NOT needed. This city needs to rein in the waste and idealism of entitlement.

Our transit services and routes are severely behind when we consider the rate at which the city is growing. An efficient transit system should cut down traffic and commute times to appeal to users but it's not the case. Myself and many peers frequently opt to drive to work and either pay for parking downtown or park in neighbouring communities to get to work because it's often faster and convenient, taking only 25 min. and sometimes costs the same in fuel as a transit pass would cost. Taking transit on



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average takes up to 50 min on BRT. Buses and train cars are very full after the first two stops at each end of the routes. Adding another car plus increasing frequency would be beneficial however for every new station, there will be an increase in ridership but there is a chance there will be no room for these riders. We see is happen with every new station that opens. We get riders coming in from outlying towns who also take up space at park and ride stations. It is a collection of inconveniences that deter Calgarians from using the transit system. It seems as though the system keeps expanding but the city is expanding faster. The city's growth is way ahead of the current transit service and it seems that the transit system is always two steps behind. Even if there are plans for future transit there will still be problems accommodating the number of riders that will be using them.

Appreciate the opportunity to provide feedback.

The city needs a concrete program to serve the recycling needs of high density residential buildings. These buildings despite having more waste and more citizens than low density suburbs have almost nonexistent access to basic paper, metal and glass recycling. A definitive plan to incentivize a less expensive residential rental market needs to be put in motion. Rental accommodations are in such short supply that the consumer has no ability to choose between well maintained sites and minimally maintained near-slums. The prices are out of control, having risen far in excess of both population growth and general inflation in recent years. The situation is untenable, and is holding back families from forming, growing and prospering. Additionally Calgary Transit needs to make night time rider safety a higher priority. I have seen firsthand evidence of drug abuse (used syringes and passed out people laying around Sultana station); There are also vagrants and occasionally forceful panhandlers there on a regular basis at all hours. I consider it only a matter of time before a violent encounter takes place. Affordable Homes Calgary is not a viable solution, they only offer housing assistance to people who would already qualify for a loan through a major bank and numerous accounts of the program are circulating about how high earners (100k per annum household incomes) are being given preferential access to the program. Thanks for reviewing my suggestions/comments. If you have any further questions feel free to contact me Dan_R_Mueller@hotmail.com Regards, Daniel R Mueller Calgarian, born and raised.

All organizations are inefficient; and government operations tend to be very inefficient. Not that people are trying to be inefficient, they simply get stuck in their 8-5 it is my job mentality. Most have never had to run their own business or understand the impacts of their day to day choices. The city needs to bring in true business consultants - not big house consultants but true business people - to have a look at and shake up the status quo of the bureaucrats.

Every department needs to justify their budget every year or couple of years. The "spend it to get it again" policy is horribly antiquated and wasteful.

NW needs a recreation centre that would allow running in the winter.

Such doom and gloom predictions. The City and Council have gotten pretty fat and happy at the trough of public funds. I'm not asking for the city to do more with less, I'm asking to do the same with less. There are efficiencies to be found, so find them.

Please review the bureaucracy at city hall as 70% of cities expenses are payroll this should be looked at first before talking any property tax increases. Also please stop the insanity around bike lanes.

CPS will be unable to maintain current service levels..... Well seeing as it takes over 12hrs to get an officer to respond to a call for recovery of stolen goods. I thing it time to place pay of police based results to the people of this city and not how fast they can get new cars and response time to the local Starbucks.



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All of the areas mentioned are most directly impacted by the wages and benefits of City of Calgary Employees from the Mayor on down to those employees that earn the least. If it is anything like a private business of the same size I would imagine this accounts for close to 70% of the cost of all these initiatives yet nowhere is this addressed. Other businesses and levels of Government have finally realized this and are at least attempting to tackle this growing Tsunami of debt coming. Rarely do I hear anything about this cost from anyone on council. While Calgary is growing this will not be apparent to the public but eventually it will swallow us as it has already swallowed cities such as Detroit and Riverside. Let us get some real leadership instead of silly sliding bars that will only be used by council members to justify spending or not spending on any particular project.

1) Calgary is one of the most heavily "policed" cities (by bylaw officers) that I have ever encountered in my travels. I would hazard to guess that bylaw response times rival EMS and CPS response times. Is that really necessary?? I think that the Bylaw services budget could stand a good trimming without risking the safety and appearance of our great city. 2) It was frightening how much of a \$ impact there was when I lowered the CFO's budget priority by one notch! This money is for some very vague terms... address "innovation and resiliency"??? I am very curious about what the "initiatives to improve financial and supply chain service delivery" would include. 3) Transportation. I did not change any priorities in this area; however, I think we need to let the traffic issue settle for a while. Maintain what we have for roads, pursue the final quadrant of Stoney Trail, and that's it. We are already seeing traffic rebalance itself now that SE Stoney and 52 Street SE are complete. No more major roads projects until SW Stoney is done. Also... If Calgary is going to continue its growth to the SE, the SE C-Train needs to be a much higher priority!

We do not have unlimited funds the city needs to work within its means like we have to at home wages do not go up with the price increases as there are no employment laws for cost of living raises it becomes hard to do our budgets with continued hikes

ramp up uses of technology in order to improve efficiencies, reduce staffing, and increase productivity. I have friends that work at 311 for instance and their work week keeps getting cut back yet they make the same \$. Is it time to contract out some of these city services in order to save \$? Sears Canada just did this to save \$

I think the current snow removal program should not change. People should become more self-sufficient.

Test j

NO!! to Cycle Strategy, NO to current 'art' funding as a percent of a project, No to idiotic Wornufs(sp?). We can't afford these things when taxes have to go up and up and up just so we can maintain basic services because you spend and spend on these dumb ideas! I so resent my taxes paying for this garbage. Get your heads out of the sand please.

My model is quite simple. Keep most things the same except for transportation and emergency services. I feel those two items need to be addressed more than the others. CPS and CFD do amazing work, did amazing work during the June floods, and will continue to do amazing work. I feel that some more funding might help push them to be the #1 police and fire service in the country. Transportation definitely needs to be addressed in a more aggressive manner. LRT, BRT, buses all need to be expanded (more lines, increased frequency [during both peak and non-peak times], increased safety etc.). I also feel our infrastructure needs to be evaluated and addressed. After all, who doesn't want a city they can feel safe in? I love Calgary, and I look forward to seeing how the next 5 years play out.

Subcontract out as many services as possible to ensure the most cost effective delivery. Waster &



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Recycling services is a great example of a service that can be more cost effectively run by the private sector as is the case in many other jurisdictions in NA.

As much as I would not like to see service deteriorate, we can't fund everything. If we need to increase taxes, so be it. I heard that Calgary pays some of the lowest taxes in the country. For example, I am a passionate dragon boat coach and would love to see boat patrol and the associated cost of maintaining recreational boating on the reservoir preserved. But if we have to pay for transit and cycling (I don't drive) I would prefer that. Also flood control. Working in IT, it is also important to fund operational costs of running a business. That is also important to me.

Where's my option to save millions by not building pedestrian bridges we don't need or big blue rings?

I believe we need to focus on creating better communities. Really like organic recycling too

stop wasting money and you wouldn't need to raise taxes.

Cut back Administration numbers in City Hall to hire front-line workers.

Modest increases to property taxes are a reality, especially in light of continued population growth. A big question I have is about whether the city has any alternatives to property taxes, which is a politically charged topic and tend not to move with the market. Long term investment needs to be done but being at the borrowing and debt service limit constrains the ability to invest in infrastructure, which continues to be strained. In terms of smart growth, it's more important to realize that there are numerous academic studies that show that gross population has a stronger effect on congestion than population density - I certainly support the need to build up more than out, but if we're burst at the seams we need to realize that limitations on the market may make housing affordability worse. Given the 10% increase to home prices, the 1% rental vacancy rate in the city, continued high costs of downtown office space, and the fact that the housing market tends to lag behind the market, can the city employ strategies to incentivize a more stable development of housing, especially housing that supports affordability?

Great tool - thanks!

I want to know what is happening with the public nature of our system. Many of us are willing to pay more taxes if these go toward public schools, transportation, libraries and affordable housing. We are going in the wrong direction toward building corporations without public accountability, including the big business of selling land to developers without seeing bylaws of responsible urban planning (building schools for these new neighborhoods). Stop building new and start being more environmentally responsible to sustain the growth we have and make Calgary a more affordable place to live.

Please, for the love of all things and all people, raise my taxes.

The service impacts that apply to my budget decisions seem very definitive and more negative than what I believe is possible. For example, Calgary Fire Department has increased considerably its staff in non-front line areas. I believe more should be directed at increasing number of firefighters while reducing number of chiefs and business strategists. This survey does not provide enough info on what funds are being used for today by area of business. There should also be options available to choose from in each line of business when making service impact decisions. This is a very disappointing tool to truly obtain the public's feedback on how they would prioritize spending. I question if feedback provided will be really utilized, as well.

Over the years that I have lived in Calgary it seems like there has either been a lot of waste in Planning, Development. Community to community as Calgary has grown. Infrastructure is not in place, in part due to cooperation required for Provincial Government projects such as the Ring Road. The ASP's that are put forth by Planning seem to have a grand plan of people living downtown, people taking transit rather



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than planning for the realities. Not having adequate park and ride locations at LRT's saying this will force people to take a commuter bus to a station... what in fact it does is create more demand for people to drive and park downtown or where ever they work. Provide planning for the realities of the citizens of Calgary. Taking parking stalls away from the Anderson parking lot is not going to get more people to use commuter shuttles to get to the train station. I believe that citizens do not get and have not gotten value for what we have paid for out of the planning and development department. Increase user fees for recreation facilities; create a subsidy system for under privileged families so that everyone can still use City of Calgary facilities.

I can't find any place to reduce bureaucracy in the administration.

We need to focus on reducing waste, properly assess and select contractors, and spend less time sending Nenshi to all these conventions. We dealt with a major emergency last year and handled it well. Clearly, we are doing well as a city overall. But our roads are a joke, our culture- especially when it comes to driving- but also civic responsibility and paying our dues needs an overhaul. We need innovative solutions and new income streams to pay for this. Nenshi's focus on making us a hip, metropolitan style community isn't a fit. Less focus on these bike lanes and transit. Focus on the traffic jams at the bottlenecks on our major arteries. For God's sake don't blow \$5B on that stupid road through Indian land. Build a second bridge over the bow at Crow child. Fix Glenmore. Widen Deer foot in the middle- not on the edges. Fix the property redevelopment process. It's far too onerous. It took us 8 months to push through paperwork to legally covert a duplex to a 4-plex. That cost a fortune in unpaid rent and bureaucratic tail chasing. Get rid of such disincentives to invest in our community! Make it easy to profit and easy to contribute and you won't have to coax and cajole people into building this community. To play off the team spirit that emerges from a disaster is cheap. We need that spirit all year, every year, and Nish's oppositional tactics and focus on his own agenda won't get us there. How dare he gallivant around the globe on our dime taking credit for the flood not washing us all down river. What an academic!

I am a firm proponent of amending Bylaw 20M88 regarding the numerous sidewalks and walkways throughout the City of Calgary which are located on untitled public lands and are not parallel or directly adjacent to a street. Currently snow and ice control on these sidewalks and walkways is conducted by the Roads business unit on a request basis (which means they're never cleaned and a public hazard), since there is no regular program or responsibility assigned to the adjacent property owner(s) for snow and ice control within these areas. This means these areas are never cleaned and a public hazard. I propose amending Streets Bylaw # 20M88 to assign responsibility for snow and ice control to the adjacent property owner(s), which would then relieve City crews to attend to other areas of the City. At the January 22, 2014 SPC on Transportation and Transit committee meeting, a proposal was put forward to assign this task to City crews to clean the 78 kilometers of these sidewalks/walkways at a cost of \$3,348,000, which in my view is untenable when looking at all the other priorities this City has. Let's get the citizens of Calgary doing their part to keep this City safe for everyone. I live on such a parcel and currently do my part for the people who live in this community, why shouldn't everyone else and save the City some money (what a novel thought)?

Stop spending money on unnecessary bridges into the core. Instead invest the money on more efficient transit routes, roadways, and cycle paths. Take a page out of city development in Holland.

I am a strong believer that we need to be taxed more to help those who need it the most. Also, I believe that if we expect better service from a government, we need to pay for that service through taxes.

This is how you reduce fat. Make it so.



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The service is a joke in this city and the council thinks they have a blank cheque for the city. Not everyone living here is a 2 income family who both work for oil companies. When I spend all my money I can't go to my boss and ask for more because I blew it all on stupid crap. You have this much money to spend, don't ask for more every year. At this rate property taxes are going to be so high in a few years no one will be able to afford them. Get it under control!

NO identification as to where services such as the library, Heritage Park, the Zoo etc. are located. I would like to see some dollars devoted to these services

This is a ridiculous tool.

More potholes for more bike paths. Keep the collector roads maintained but lower level of service to residential streets.

The city spending is out of control, especially cut police, fire, and the pension plans for city employees. The city staff is paid too much.

Stick to the basics.....police, fire, roads Take profit from Enmax to fund future water infrastructure needs

I believe that funds should be directed towards transit in a fashion whereby more money is directed directly to funding the better design of buses and LRT cars. It would seem that in our cold climate (8 months of the year) the new trains cannot run and so every winter we haul out the 1970 models for riders to enjoy. Perhaps CT needs to have more of their senior staff riding the rails and buses so that they can make informed decisions to meet the needs of Calgarians. Also as far as providing by-law enforcement officers to both transit and generally, they need to be working a 24 hour shift. It is necessary for these by-law officers to be not only in uniform but to also be in plain clothes so that they can observe what does happen in parks, buses and rails as the average Calgarian. For a driver of an LRT to simply ignore an inebriated passed out person on the when a person has notified them and dispatch is aware but to state openly that as long as they aren't causing a problem to keep the train going and keep the remainder of the persons on the car uncomfortable and responsible, is simply not an appropriate response to the ridership by Calgary Transit. I've experienced this again and again. The same applies when speaking to bylaw services about dogs and their 'gifts' that they leave. The responsibility of policing is being downloaded to the individual, so the question remains, if by-law and peace officers cannot provide the service to which they have been hired which is to stop the behaviour from happening and laying charges. Not simply educating which is very limited and does very little to stop some of the behaviour from continuing. The City also needs to look at the impact that hiring limited term employees versus full-time employees in the City and how that impacts continuity and longevity in projects, and intellectual property that is lost.

Surprised that enhanced levels to a number of services translates to such a small property tax increase.

The Calgary police service is nonexistent. they do paperwork and eat donuts. Why should they get 25% of the budget? You have the same chance of seeing a police car on the road as getting hit by lightning, so they don't keep the crime down much in the district offices.

hello: I do see a need for improvement on my walk to work and the area near my work. I live in Bridgeland and I walk to work. The approach is beautiful, but once I cross the bridge at The Drop Inn center, it all goes downhill from that point, all the way to work which is at the corner of 11 ave SW and center St., right between the mustard seed and a liquor store. it's disgraceful. I see nothing but drunken transients, drug dealers, drug addicts. discarded clothes and food .empty mouth wash bottles. broken bottles, puke puddles, feces, while at work when I look out the window there is always a group partying on the sidewalk in our parking lot. it's not always the same group, different groups, but they come often



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enough that I recognize all them. there is actually a page in our employee manual on how to avoid them !!!! even when I go for lunch on Stephen avenue, you can't sit on a bench in the sun and enjoy a meal. they're all taken by homeless people. I believe that these problems stem the from the charitable organizations I mentioned. I also realize they help a lot of people and do a lot of good. but there is still a problem that needs to be solved someone needs to be held accountable. there are many who take advantage of the system. And the charities. So they don't have to work. And they can just drink and do drugs. If we can't get extra policing and extra maintenance (clean up crews). They we need new bylaws. Make the charities pay for extra security and clean up. Or get them to have their volunteers do it regularly. I would like my walk and my city to be clean and safe. Not an embarrassment.

I think The City should be looking at getting out of some of those programs that other businesses are doing better. Golf courses, recreation, health services, etc.

The city needs to look at more opportunities to cut costs to reduce property taxes. I want to see more opportunities for cost savings presented.

Infrastructure that supports 1+ million people, rather than continuing to follow a 40 year old plan that estimated Calgary to only be a population of ~550k

Start with a change to the massive public pension plan and then begin to privatize services. Then hire various services outside the public service to do the work of city workers.

This survey is flawed; it paints a picture to encourage spending. Real savings can be found, but are not presented here in a meaningful manner. In an organization as large as the City, there are ways to save money, none are presented here (I've held executive positions in large organizations and have had to implement severe cuts).

As someone who will need to access the Affordable Housing Program, I am willing to pay somewhat increased taxes to keep it operating. Also I rely on Calgary Transit to get around the city, and I think the more we can fund the Calgary Police Service, the better for this city!

Reduce redundant work, silos and inefficiencies within the City administration. Increase emphasis on transport (non vehicle), urban planning and inner city community development.

I cannot afford any more tax increases.5% plus a year is above inflation and unacceptable. You have also take 92 million dollars a year in education taxes. It is time the mayor and city council started living in the real world. I am not interested bike paths, art and another garbage bin, I also find this simulator to be loaded and skewed to get the result you are looking for. I am sure my comments mean nothing as the mayor and city council have already decided the outcome. I am amazed every election no candidate runs on the real; issue, that being are taxes going up or down. You talk about transparency, and listening to the electorate. What a joke.

Maybe CPS could sell one of their helicopters? Maybe they could reduce their WCB costs and other overhead by managing their existing employee costs?

I am willing to pay more to improve services if it means the City will be a better place in 4 years.

Waste and recycling is collected too often, should be reduced to every two weeks

Taxation – Net (26%)

Push away from the provincial government and create a spending tax (property tax sucks for all parties...). Taxing consumption is a better way of making money. That said, good luck: our right wing



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city does not like taxes.

Unfortunately, I think this calculator underplays the importance of strict budget management. There needs to be a closer eye on where spend can be reduced where services aren't impacted. Almost every single option of a reduction comes with a warning that "serious service" issues would be incurred, something I don't think is realistic, given my experience with major change/budget issues in large private companies. Infrastructure spending (including roads, transit, buildings, IT and related) are the only items which should see increased spending. HR needs to see a major reduction, including salary (and/or pension) cuts for most government employees to bring them in line with the private sector. Police, being the largest expenditure, needs to see the biggest cuts. Cyclical trends towards less crime being reported and occurring (via StatsCan), leads me to believe that there can be small, ongoing cuts to police expenditures without negatively impacting public safety. Therefore the "negative" of the budget planner which states "CPS will be unable to maintain current service levels" isn't a negative, and is actually desirable. Waste & Recycling services - again, the calculator shows that "no additional bags of garbage" as a negative, however, in this context it is a positive. By reducing what the city will collect, it shifts the burden onto the person creating the garbage. If anything, the option should be there to drastically reduce spend on waste & recycling services, offloading the cost back to the taxpayer. Private companies are able to complete these services for a far lower cost than the City (see Toronto). The Planning, Development and Assessment division needs to be reduced and streamlined. There are far too many planners chasing issues which are too small. Push these costs off onto the developers of new subdivisions (or new homes), such that the price is rolled up into a user fee type of arrangement. Massive potential here for cost reductions from the HR side of thing. Additionally, there is low demand for this job in the private sector, allowing for the potential for a large pay cut for these staff. The change to my net tax figure is low, and I'd like to see it significantly higher. I'd like to see taxes reduced by 10% by 2018, mainly by increasing spend on infrastructure and decreasing spend substantially on HR and employee costs.

Start thinking and working with innovative ideas and methods -less government "think" more in line with private enterprise mentality. Work with the citizens and businesses rather than trying to control and dictate.

I will gladly pay more for a better city.

It's pretty apparent what you guys want to do when you read the accompanying captions.

In short, deliver a lower-cost, more sustainable city, by focusing on efficiencies in service delivery and making smart planning and capital decisions that reduce our future operating burdens (transit-first, more choice and development in the established communities, etc.).

This is not a legitimate budget simulator, but I suppose it will help you to promote how open you are to the people...

Still WAY too high. Even with all alarmist bullshit. My taxes in Langdon are less than half.

Trim the incompetence out. I know for a fact some senior managers are obstacles to change and a drain on resources. Fire the bottom 10% and build a modern team to realize efficiencies. Increasing the budget of incompetent managers is not a recipe for success.

Freeze salaries that exceed \$80,000 in every dept. stop all public art and beautification projects and reroute the money to essential services. The city is pretty enough as is; the money needs to be spent on essential services and saving citizens money.

I would put everything aside & give Calgary a real TOWER Do something about the emergency services



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at any hospital & 3rd priority would be roads then everything else.

Stop spending money on frivolous things like the \$500,000 hoola hoop off Deerfoot Trail and \$22 million of downtown bicycle lanes in a climate where people won't be riding bikes 5 months of the year. This is not San Diego! I am tired of the Mayor and selected councilors who keep spending money on their pet projects. As a pensioner I am being squeezed more and more each year. Keep tax increases at a level equaling inflation!

Stop all new bicycle lane creation. These endeavors are force on us by the less than one percent who use them.

For a pretty insignificant increase in my own total tax bill, my choices should lead to a higher quality of service. The City should continue letting Calgarians see these relative impacts rather than talking to us with references to "millions of dollars".

The city has to run more like a business ... If it were a real business, they would have been closed a long time ago due to poor client relations, lack of communication (mostly between departments) and too much red tape.

Major cuts to the beurocracy at city hall would benefit all taxpayers but most aldermen are afraid to take this crucial step. Nenshi is really out to lunch when he says Calgarians will accept more tax hikes - that's his personal PROGRESSIVE agenda which most of us want nothing to do with.

It would seem as though investments can be made in certain areas which need investment at some point in the future. Assuming costs inflate at a standard rate, there seems to be an opportunity to slow or maintain the property tax rate. Alternatively, this whole complicated picture changes significantly if the provincial government and the city work out a more progressive system of taxation, thus reducing the reliance on the property tax.

The city had to stop acting like uneducated people who live in a fairy tale world. Wake up open your ...eyes, take your heads out of your and see how things affect real people who struggle to survive in Calgary. Stop giving big business incentives etc. etc. who already make millions and billions and stop stepping on the public to pay for things who have nothing to spare. We don't make \$80 000 or \$100 000 a year. STOP OVERSPENDING ON STUPID NONSENSE ART LIKE THE BIG STEEL CIRCLE ON THE RING ROAD AND OTHER USELESS CRAP LIKE THE PEACE BRIDGE....NOT WORTH THE MONEY.... THE ORIGINAL MEANING OF SUCH PROJECTS CAN BE DONE BETTER AND CONSERVE MONEY IN DOING SO

I feel the city wastes tax money. We need to look everywhere to maximize productivity and spending. I feel that area such as the SE who wants the LRT should pay higher taxes as It will benefit their property values. Why should my home in the SW pay for a benefit of the SE

Not a large enough savings to make the reductions worth doing

Leaving the Property Value settings at default and moving every single slider to the far left "the sky is falling" and "we're all going to die of neglect" setting gives a \$214.00 saving according to this tool. You know as well as I do that this is nowhere near honest. You should stop trying to pretend that you're actually soliciting opinions when what you're really trying to do is to sell tax increases.

Stop increasing taxes! I'm sick of paying for services I don't use. I am married with no children. I do not use city facilities, city transit or anything other than city roads. While I make a good living it does not mean I want to be raped on city taxes for services I do not use. Rather than increase property tax please turn things/programs in to user pay. If you use it, you pay for it and it is not subsidized by property tax. I am a born and raised Calgarian and our city has changed vastly in the past 40 years but we cannot continue to fund reckless projects like multi-million dollar fancy downtown bridges and airport tunnels,



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recreation centers and tacky art projects. Cut services and bring spending with in our mean without massive yearly increases. I in no way support the excess of spending and the poor spending decisions being made by city employees. I do not support the tax increases in the manner we have seen in the past few years and the proposed years to come.

This is a joke. A 20% tax increase in four years? Even if I make the maximum cuts the simulator will allow to all items I end up with a 10% tax increase. The City needs to do better than this.

I think savings need to be achieved in efficiency of staff, equipment and infrastructure decisions. The concept of needs vs. wants would severely reduce costs such as reducing the construction costs of new fire stations, which I understand are budgeted around \$1000 per square foot or 5 times the build cost of a new house. You can't possibly tell me a fire station constructed for \$800 per square foot would have an effect on the residents

The city is lacking recreational facilities, especially in the Deep South east(i.e. Copperfield, auburn bay, McKenzie)

Tax increases should be held to the annual inflation rate. The past few years' increases in water, sewer and property taxes are out of line with most families budgets. We don't all work for the oil companies.

I really think the city has to look at the staff they have and are they being fully used. Also technology can hinder how many devices does an employee require to do his or her job A pc, a laptop (the latest in technology, Apple IPad , In the oil Industry (private sector) you have to prove the dollar value if having these latest toys. If it isn't cost justified they do not get it, Well with all governments nobody really thinks this way No accountability The usual comment who cares the tax payers will cover it at the end of year there is a mass of spending to use up individual department budgets

No tax increases

I think redirecting tax dollars to things people can personally see and have an impact on. I believe the city administration needs to be more lean. Increase in technology to replace some jobs that can be automated or can be done by one person instead of 2.

Let's destroy our city! BURN BABY BURN

Need less red tape in all City services. Keeping the City safe is paramount. Less money toward culture and arts.

This survey sucks! Even if I would like to eliminate all my subsidies for public transit (as it should be funded by user fees only!) I can't. It also doesn't explain how growth would affect the property tax. More residents means larger tax base, hence more investment required to provide infrastructure but less taxation per capita to provide services (simple rule of urbanization: if one person needs to carry the financial burden alone he would starve, but as more shoulders carry the burden as less has each individual to pay). In summary: the suggested impact is flawed; just fire unnecessary staff and our City will just be fine!

Yes! I will happily pay more if it means the City will maintain vital services and enhance investment in social services (FCSS) and affordable housing. Some Calgarians need those of us who can to pay more.

Way too broad, cannot make a good decision

The biggest things we need to focus are the city's infrastructure and keeping it up to code by providing the necessary funds and resources for 311 service calls as well as expand the housing market making it more affordable for everyone

We pay some of the lowest taxes in the country, funding needs to be increased in order to keep up with



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growth.

This increase does not reflect actual potential tax increases due to increase in property value. Increased property values appear to impact tax increases more than budget increases & can be of greater concern to seniors & others living on pensions & fixed incomes. I could easily absorb a \$6 tax increase but on a fixed income, it would be difficult to manage annual budget increases (from \$1200 as a base to \$1478 is a 6% annual increase without including any changes in property value. This seems excessively high given that the Canadian rate of inflation over the past 10 years (2004-2014) was an average of 1.9% (Stats Can data).

Need mandatory balanced budgets, no new "trendy" unneeded bridges, no green carts, no mandatory art on construction projects. Concentrate on providing the basics to make a safe, healthy, clean city we can be proud of - prudent zero-debt fiscal policies, prioritizing expenditures based on what the citizens really need (not limited to a slate of alternatives thought up by the purple Kool-Aid gang), citizen input on all extraordinary expenditures such as major bridges/roadways/LRT expansions/public buildings/parks/water services changes/sanitation automation projects/etc., end the fighting and demonization of developers that are risking their capital to build housing we need, focus on efficient transportation not controlled transportation. Do not support any construction on floodplains - whether by allowing it to go ahead or by paying for its flood-related damage from the public purse. No more red light or speeding cameras. Make our police force a respected ally to our citizens by getting them out in the community on beat patrols rather than driving around in cars, sitting behind counters or desks or light posts with radar guns. No more cycle paths that take our limited roadway space away from cars and give it to a meagre few on bicycles, just so some publicists can advertise Calgary as trendy and eco-green. Collapse Enmax back into a responsive City service from the wasteful City-owned private company it has been allowed to become. It's a start.

I watched a 4.5 hour comedy show of snow removal in my small cull de sac in Douglas Glen. Seven pieces of equipment for a job that in other cities would have been 45 minutes with one grader and one loader. I believe there is too much waste, excess and mismanagement in most departments. It's time to look within instead of continued tax increases. God forbid we inconvenience staff!!

Please consider the idea of asking Calgarians to vote (i.e. plebiscite) about all of us chipping in the money to build the North and SE LRT lines. This could take the form of an extra tax, or some other format, but the idea is that we expedite the construction of these LRT lines through the majority of Calgarians agreeing that we're willing to pay to make it happen.

Caller would like to see citizens take more responsibility to make this city better. i.e., clean gutter in front of homes, clear pathways where you can and stop expecting the city to do it all. Caller would like to see this as educational for all citizens

There are many areas where City Council has not considered savings: increased contracting out of services, especially road maintenance and garbage pickup. When the old garbage cans were replaced with both black and blue bins, why did the number of vehicles and staff double? The amount of garbage stayed the same! Many decisions seem to be driven by union needs, not taxpayer needs. Recycling - there is no information on any city website regarding the costs and benefits of this expensive program. It's just a feel-good idea with none of the touted practical benefits. I live in an inner-city neighborhood and when it's cold I can't ever get on a bus - they just drive by full. Why should I subsidize the transit system if I can't use it? Why are my taxes based on market value instead of cost of service? Distant neighborhoods have much higher transportation costs. The new bike lane on 10th street is rarely used even on nice days - I have stood and counted only a handful of bikes on this route. Why do we spend so



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much \$ for a tiny slice of commuters who can use it? Only a few fit young men with access to showers at work will regularly bike. Homeless people - mostly with mental issues - we used to put them in institutions but then decided that wasn't right so we let them out to wander the streets. Then at night we put them in - institutions! How have we progressed? While walking to work, I have been mugged by one of these free wandering nomads. Don't ask me to support homeless programs. What does the Mayor mean by saying that tax increases should be "inflation plus growth"? Why should I pay for the city to grow - don't the newcomers pay their own way? Maybe he is mixing up his arithmetic and he means that the percentage increase should be inflation and the total take should include the population growth? So much for a Harvard education!

This survey results as shown below are not true- they are designed to frighten people into answering the way you want them to! I want less bureaucracy- more accountability and proper budget planning. You need to go back to a ZERO based budget - right now you are budgeting based on using the prior budget and finding "economies" but in essence there is no accountability and no actual savings. Our pockets have reached the bottom- it is now your turn to actually do some work. No more stupid bridges and blue circles, and millions of dollars for a rabid cycling population that represents less than 1% of the people to have to travel to get to work- how about concentrating on what we really need. An effective and cost conscious building and maintenance program for roads- decent bus service that actually runs on time and connects people to other transit like the LRT. And way less top heavy management teams. You are OUT OF CONTROL and we have had enough!!!! I repeat: The results below are not true- they are designed to frighten people into answering the way you want them to!

Transit absolutely needs to be improved, as does safe and potentially dedicated cycling infrastructure.

As much as nobody like tax increases it is becoming evident that the provincial government is offering less and less support to the municipalities. It's a simple matter of do we spend a little bit more now to save later as maintenance of building and services is easier to do in smaller more manageable upgrades than to wait for something to break down. Everybody wants to be more environmentally friendly but nobody wants to pay for it, I think it's something you can't please everybody with but it worth the investment not only for us but for future generations. \$100 dollars a year is less than 2 Starbucks a month, most people can afford that, and for those who can't, hopefully the increase to low-income family programs will balance that out.

Public transportation, congestion on roadways, bike/pedestrian pathway maintenance/accessibility and healthy parks/environment in Calgary are of the utmost importance to me. I think we need to be making our communities greener both in the "eco/sustainability" sense but also in the park/greenery/plants/trees/living walls/gardens sense; I believe these make for more livable, healthier and happier communities.

Preference is given to maintaining all. No new capital projects (other than ring road with First Nations). Let's maintain this beautiful city & keep it affordable for young adults & seniors on fixed incomes to continue to afford to live in this place called home. Only other capital expenditure I would like to see the city & province pursue is Flood Prevention (dykes, dams, barriers, water storage facilities and the like). Thank you for this opportunity. Kind regards, Kory.

We know that upward tax creep will occur, so best to aim low. Until the provincial government assesses royalties and taxes fairly the cities will be under financial strain, just like the citizens of the cities/province.

Administration costs (wage rises and related) are the biggest inflationary impact affecting citizens. The City must reduce its employer contributions to pension and health plans - private citizens earning the



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same or less than civic employees (who don't have these perks) are paying civic employees' benefits. Civic employees should be more responsible for their own financial welfare. Some of the vocabulary of this survey is well-nigh impenetrable. It seems there is little direct management in the large truck and bus repair facility. A worker there complained to me that his idea that select groups learn specific skills (e.g., bus transmissions or whatever) instead of workers with no experience on some of the myriad of mechanical problems being told to "figure it out and there's no rush" is poor and costly and potentially dangerous to everyone. The City of Calgary needs more thorough investigation with the help of "insiders". The time-wasters are everywhere in civic administration as there are not enough defined performance goals combined with a reward system of some kind. Perhaps Calgary has to move more to outside contractors. This is just one small example out of many issues in this massive collective

Need to be concerned about preventive children and youth programs to develop healthy adults that contribute to society. Programs and services for low income people that maintain dignity and respect. Quality of life is important at community and neighborhood level, build capacity and leadership skills. Take care of infrastructure, recreation, parks, cars, fire stations, etc. growth infrastructure like new recreation facilities critical. Support recovery and resilience building from flood. Invest in preparedness and resilience building not an add on side of the desk.

We need to invest now to protect our future. Better transit, particularly on-time service, should be a top priority.

Please increase Transit

I could not figure out how to provide input. It looked like there were buttons that you could slide left or right, but I could not make them move. I am on a modest pension. It increases at a rate that is one half of inflation. Last week I received my house insurance bill. It is exactly double what it was five years ago. My pension has not doubled. Similarly, my residential tax bill and utilities have been shooting upward at rates that are far above inflation. At some point, we will no longer be able to afford to live in our long-time family home. I realize that our city has to balance having the services citizens need with tax increases that are affordable but the City has been far too aggressive in its tax hikes in the past.

ESM budget should go up. The environment is important to all!!

Maybe this wasn't a good idea.

Transportation – Net (23%)

In the last 10 years our property taxes have gone from being a portion of 1 month's household net income to almost an entire month's net income. We cannot endure these tax hikes. We are not rich



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and live in a 900 square foot house built in 1956. These tax hikes might force us to leave Calgary. Council speaks of affordable housing but the biggest challenge for us is the growth in property taxes.

Please consider new immigrants, the poor - adult and children, the elderly and the handicapped first in your budget planning. I want to be part of a city that ensures the wellbeing and success of everyone. And secondly look to beautify this city - the sad state of 16th Ave NW is such an eyesore, so is most of downtown - it's truly uninspiring. Why does everything downtown have to look so awful at street level? Sure the tall tower architecture is interesting, but people don't live 20 stories up they live street level. And please pass a bylaw or put in the budget that retailers and residential buildings have to keep their window clean.

Stop wasting money on art projects and unnecessary committees. 'Moderation' in all things!

Tax rate must only cover inflation and increases due to population growth.

The City budget is indeed complex. Having said that, many citizens do not experience increases in annual take home income in the range of 5%, In fact many public sector employees will not see any salary increases for 3 years. If they are homeowners, the 5% annual increases in City taxes will require reduced spending/saving in other areas of their household budgets. I believe Council needs to look at all major expenditures - including salaries - and set clear priorities over what is most important. You can't do everything you want all at once - is it really necessary to construct 3 new leisure centres at the same time? Did we really need to spend millions on Memorial Drive upgrades only to be left with even larger annual operating expenses to maintain all of the new greenery ?? I live in the inner city and we certainly don't have any City sponsored leisure centres close by. And we certainly don't draw on City resources to the same extent as new neighborhoods. Yet our property taxes are among the highest in the City. Of course our property values are higher, but the only benefit of a higher property value is if you're in the market to sell. What if you intend to spend the rest of your life in your existing home and the taxes increase 23-25% every 4-5 years ??? And you're retirement income is increasing at the annual CPI rate of inflation of 1-1.5% ?? So even though I support providing quality services to all Calgary citizens, perhaps Council needs to take a hard look at what the City needs versus what would be nice to have. I believe we should review the provision of safety services - police and fire - to make better use of existing resources. And I fundamentally disagree with the City using "provincial tax room" to increase property taxes. Establish clear priorities, don't try and do everything at once and slow down the growth in the City's largest budget item - employee headcount and salaries.

And just where am I supposed to create a budget?

Less parties more inner-city infrastructure updates... sidewalks and street lighting please!

This process is very simplified and vague. I strongly believe there is a lot of waste at the City and re-prioritization of funds is necessary first to basic services. There should also be a suggestion area on where to cut. For example, why do we do an annual census? This is not necessary as you can extrapolate population growth. In addition, the City subsidizing things like the Calgary zoo should stop along with the city subsidizing home purchasers with down payments on homes.

I am disappointed that I was not asked to help make decisions that would have a real impact on the budget process. I can't believe that we require a city council when all they are being asked to make "tough decisions" that only reduce spending by 10% over the next 5 years. I would also like to cut council's salary by 10 - 20%, stop discussion about water fountains and shark fin soup and stop adding "art" costs to capital programs. With these additional changes in place I think we may have a bit of extra money to ensure police service remains top notch and fire fighters don't lose their jobs.



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Cut the fat

By the way, our house is not worth \$600,000 it is only worth \$450,000 and we are paying \$2784/year.

PLEASE INCREASE SNOW AND ICE REMOVAL. I will be very happy to pay more for improvements to this important service.

The city needs to do more with less! Needs to focus on what is important = Provision of services. If the city does a good job, then 311 calls drop. Fix the problem, not the symptom. All City workers need to increase productivity or see a wage drop. All city employees must live in City of Calgary and pay our taxes. Unions are too strong, politicians are too weak. Administration just wants to stay cozy. Threats to cut service do not work - find a way to make it work, or find people who will - or contract it out. Check the Fire dept. - look @ the wages - cut them back - they will not leave their cozy circumstances where they sleep on duty, then moonlight all day. I know this! Fire Dept. even has the fix in so everyone can be Capitan+ and retire with best pension. Gotta laugh - the assessment review board - There is an adventure in futility. Cancel any removal of existing roadway for any purpose - Stop the 13th Ave South foul-up -\$1 million per block = Stupidity. Cycle tracks where cyclists won't use 6-7 mos. of the year = Stupid waste of money. Stop with the useless biased surveys - Really 40% of people surveyed want to expand the Telus convention center - who did you ask. 99% of us don't care if it exists - there is the BMO center. Do put any money into a Film Studio for Private enterprise to use (and don't make films with public money either). Where did we find that Graham guy over @ Calgary Economic development - SLASH his money from the City! Get out of the Taxi business. The city continues to muck around in areas where it should not, and waste precious resources. Drop my taxes.

Fight waste, outsource. Fire incompetent and 20 % downsize. No union or management raises until budget is balanced and tax increases are below inflation. And if they strike, lockout and replace. Also reduce taxes for disabled and retired on fixed incomes.

I live in a city that's growing. Perhaps the people who live here need to be as important as the people who might be coming to those new suburbs. Build communities that have everything. Density. Crime is down; reflect that in the Police budget. Build me a GREAT CITY, Not a cheap city!

This is lame the big cost bucket of city of. Calgary wages and salaries could be included

I would have no problem paying a little more. However there needs to be transparency and efficiency with this spending. Invest now, plan for the future. Do not burden our children with the debt of paying for crumbling infrastructure. Build it now. A solid foundation for future growth and stability.

Snow removal service need to be improved, regardless of the cost associated with a better service.

Better Snow removal & will pay more for better transit services.

Why does the ~\$20 rise in property tax (for the best case scenario) not provide us with significantly better transit options? It appears that we would still be below Route Ahead targets. How much would it take to get a significant improvement?

Need to strategically look into superfluous administration services and freeze them from any growth until justification for their need is established. Police needs to get more grants from province and federal levels than from citizens as they should work collaboratively as a provincial force.

City needs to reprioritize its budgets and re-allocate them to only essentials like - improved mobility. Why does the CFO need more funding? I would rather have 311 and 911 improved! City of Calgary requires a think tank (voluntary+paid) who actually care for a better Calgary in the long term. Province needs to partner by providing more grants rather than all the costs transferred to tax payers!!!



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Standing still is not an option, we need to be doing much more than just maintaining infrastructures - you get what you pay for and we should be striving for the best

Given how new our city is we need to preserve what historical buildings we have left such as brick and sandstone schools and historical buildings in and near downtown. We should also aim to diversify the city from an economic standpoint by promoting industries other than oil and gas so Calgary can thrive even if (when) commodity prices suffer. We should also aim to further limit urban sprawl through densification and more equitable taxation. Center city residents use fewer city services like roads and utilities so they should be taxed less. Allowing developers to make a quick profit by building another boilerplate community on the outskirts of the city while overtaxing city infrastructure and introducing another car focused community with few trees is not beneficial to Calgary long term.

Traffic lights and intersections in the NW (Beacon Hill, Sherwood, Nolan Hill, Sage Hill, Kincora, Evanston, and Royal Oak etc.) is managed and planned poorly. There are too many intersections. For example to travel to Evanston while on Beddington Trail, you will pass almost 10 sets of lights (from Country Hill Blvd.). When traveling to Country Hills in the mornings, it can take up to 10-20 and this problem is going to continue to major roads like Shagganapi Trail and Sarcee. There are too many lights being put in the NW and not enough traffic circles. There are many intersections in the NW that a traffic circle can be used. This city needs to learn the benefits of a traffic circle and how to use one. The only way that can be done is if they are put in small neighborhoods. Also there are many lights that should be flashing Red/Yellow after 9PM as they are not used often, but are on timers. On a daily basis I stop at a light but there are no pedestrians or cars anywhere to be seen. This can become extremely frustrating and increases wear on my vehicle with the addition of potholes. The city is expanding and there needs to be more logical planning when it comes to how many lights to put up. The city needs to consider using more traffic circles instead of installing more lights and not maintaining them.

I would gladly pay more in property taxes to enhance the long-term infrastructure particularly around mobility throughout the city. Investing in infrastructure and mobility will support Calgary's growing economy and build our reputation as a world class city.

My husband and I will GLADLY pay a slightly increased property tax to benefit Calgarians overall.

This survey did not really offer a wide enough array of options to allow me to impart my values. It is mostly a tool to that allows the City to say they consulted residents without really offering different options.

SE Calgary needs to be the current transit priority as far as LRT, BRT, and all other transit solutions are concerned. We need to fight harder with the province to have Deerfoot widened and fixed.

I see my property taxes as an investment in the prosperity and well-being of my amazing city.

- Where is more money for community empowerment - i.e. helping community associations better deal with growth in their neighborhoods (development permits, community concerns, etc.)? - Do not need more increase to the Police budgets. Too much money spent on

Improve roads more police on roads

Would have been nice to have the option of a bit more granularity in the sliders.

Where are the options to reduce salaries and put in private workers? This is bs

City needs to be put on a diet. Too often you see 7 workers at a site of a pothole repair. Garbage pickup needs to be reduced as black cart has reduced need for pickup every single week... green cart will help. If the City won't look at contracting out non-essential services, then it should look at ways of becoming



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more efficient as clearly, it's still not doing all it could. Taxes cannot keep going up every single year. It is unsustainable.

Have I missed where cultural funding is located? I would advocate for an increase of support for this

Infrastructure – Net (13%)

Considering what a few dollars off each plate could bring to the city, I'm more than happy to pay more. I DO sympathize with those who struggle financially as it is however...

More fire, more police, more EMS, more PSC would be great for Calgary.

Please address snow removal. Give priority to people and the environment and not so much for bureaucracy.

Please raise my taxes - I don't mind funding the services that I expect to receive!

For what I consider a relatively minor increase in property tax (~6%), we can see a significant improvement to the livability of Calgary. However, this will have to be coupled with a method of assuring the majority of people that the additional funds are being used in an effective manner.

Need to improve snow removal service

My logic behind cutting fire department funding: Technological advances (stricter building codes, enhanced public education, communication/dispatch technologies) have improved the efficiency of fire departments everywhere. The trouble is that efficiency had not translated to wiser spending. The majority of calls the fire department responds to are medical in nature, and they often beat EMS to scene. A fully equipped ambulance arriving sooner would save more lives than a fully equipped fire truck. The majority of the categories in which I choose a neutral level of funding was because, let's be honest: <http://bit.ly/19TxXIK>

no raises for anybody

I believe property taxes should be on a slight sliding scale. If you can afford a 1 Million dollar house, you should be able to afford to pay a little bit more than a person/family starting out in a low income house. Same goes for if the house is worth 2 million, or 10 million. We are heading into a boom, and should be looking to increase our taxes, and pay down the debt. I personally believe that owning a vehicle is a luxury; however, transit should be free for students and lower income. The cost of reduced rider fees could be passed onto the registration of vehicles, or the property taxes. There are many other things that this could relate to as well. Better Mass transit downtown, by having a "downtown" toll for driving through downtown, or even parking lot add-ons to decrease the number of people using their vehicles to get downtown. This, however, would mean a large amount would have to be spent UP FRONT on getting transit up to snuff. Otherwise people would just try transit once, hate it, and suck up the extra cost of driving without ever trying the transit again. Very interesting simulator though! I am interested to see the results!

Unlike the "loudest voices" we seem to have in social media and newspaper comments sections, I do not believe our budget should be a race to the bottom. I'm happy to pay more for good service, provided we actually get the good service. That is a small price to pay to live in a world-class city.

Get it together.

Lets not only think of police and fire....we need to make sure we remember what makes a great city and that is also the esthetics, natural spaces, and vibrant communities...

Reduced level of service on contaminated site investigations, especially for lower priority sites. The assertion that owners of contaminated sites are not currently responsible for the costs associated with



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environmental contamination assessments and cleanup is extremely concerning. My tax dollars should not be utilized for this purpose. Transit must be a priority in Calgary. Current user fees are prohibitive. We live inner city and pay exorbitant property taxes and pay \$3.00 to get 2 stops to downtown Calgary. Further, bus routes are insufficient. Car-centric planning is not appropriate.

Calgary needs more roads, more transit, more schools and more amenities for the people who already live here. It does not need more people. We may have the room to expand geographically, but that doesn't mean we should!

And 70,000 people use center street each day (according to my bus driver) and we still don't have LRT service. I am hoping I will see the LRT within the next twenty years or before I die.

Governance/Bureaucracy – Net (13%)

I do not know how this calculates my property tax, but you guys sent to me a crazy bill around \$2000. Anyway, I look forward for lower taxes and better job pay that will help everyone to be equal and happy.

The primary thought in my mind is to fully support areas that enhance (i.e. improve) our environmental footprint, reduce environmental impact. I am not afraid of cutting "city growth" related services. City growth needs to be paced and sustainable; we do not necessarily need to keep ramping up to meet demand. Also, in some areas, I'd support increased user fees rather than tax increases.

You MUST learn to live within the federal and provincial cost of living rates and not the 12% increases you have grown accustom to for the last 3 years. It's that simple. Yes, I can live with these cuts. These cuts will still increase my taxes by over \$300 dollars in 5 years. Somehow, Toronto councilors have managed to keep taxes at around 2.5%, an enviable challenge for Calgary's city councilors.

HAWCS budget should be made public. Routine patrols are expensive and intrusive.

Recreation is a bloated organization that rewards political hacks instead of competent skills. They should not be supported as much as they are. CPS could actually enforce traffic laws and generate enough revenue to cover up shortfall...

Pretty limited here. But at least we feel like we're part of it. :-)

This tool mostly offers cut-back options (two steps) and very modest growth choice (one step)...Why? Why isn't there a balance of growth and cut options? Shouldn't this 'process' be one enabling citizens to push for their vision? This is mostly status-quo with teeny-tiny growth options. Some of us want to see a great city, doing great things that truly stretch forward - this tool doesn't seem to offer that capability (except for my disconnected comment space here).

Way too large a proportion of taxes are spent on city police. More on public transportation and development planning needed.

Where can we vote for more snow clearing?

Mobility access????? Access Calgary is horrible, Ctrain and Busses are not very accessible and training to drivers needs to be addresses. Snow clearing omfg what a horrible winter in those terms. I'm considering moving like most other disabled Calgarians as you just don't care about those that cant earn \$100k a year,

Great utility! This is a wonderful way to help disseminate complex issues.

This survey is totally inadequate and a complete waste. This is much more complex of an issue than 4 options for such large categories. This diminishes the strategic objectives of how a municipality should



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be perceived. The city employees should be ashamed for allowing such a minimalistic tool to be portrayed as the answer/voice of the people for their careers and life's work.

Transit. Transit Planning. Transit.

I find the perimeters you've set to be very rigid and the implication that anything you cut will negatively impact service to citizens to be a ridiculous fear mongering tactic to cutting anything in this budget. Not surprising with this spend crazy council.

A GREAT exercise. Thank you for your leadership.

This is a fantastic idea!!!

311 never seems to be able to really do anything important, I find it a useless service which doesn't need to be "increased". City employees are already well compensated, they don't need HR increases. If the city can't afford core things (infrastructure being #1) then why are we focusing on helping low income earners? Everyone is suffering from the cost of living in Calgary, including those of us not considered "low income".

Calgary needs a new Stadium to host concerts and sporting events. The Saddledome is poor design, and McMahon is old and needs updating. BC Place in Vancouver is prime example of what Calgary should have. For entertainment and weather accommodating events.

Less bureaucracy and middle management.

Even if I turn choose lowest option on all of these my tax bill is still going to go up over 20% in next 4 years. People who are making these scenarios aren't thinking critically or looking hard enough.

Let us not be continually afraid to increase the tax rate. Every year it is cut, cut, cut, and more sooner than later it will be a big jump vs a number of smaller ones.

Budget Simulator – Net (12%)

Water rates are not subject to comment? They are funded from ratepayers and seem to be their own little kingdom. Their increases are way out of whack - almost 10% last year will add more to my bills than all the net changes I made on this program.

I think that many of the reasoning behind some of these programs aren't necessarily the cities responsibility to fulfill. For example parents being stressed when they get home from work because there is a lack of community neighborhood services, and feeling less safe, isn't really something that the city should be prioritizing. It looks like a lot of what is considered services are things that we as a community should be willing to take up the challenge of through direct intervention or through the use of other programs that aren't funded by the city (like boys and girls club, the open door, air cadets, etc.). In fact you could probably have a lot of success in things like community clean up by offering it as a volunteer opportunity for organizations like Cadets or Brownies. Many teenagers and young adults who are considering post-secondary are looking for volunteer experience as well. That would be less costly than just outright paying people for some of these things.

If I only have to pay an extra \$41 (3.41% increase) annually and it can improve important things like transportation, safety/peace of mind and infrastructure for a city like Calgary that I believe can become even bigger and better than it already is, that is DEFINITELY worth it. Corporations make enough money that they can deal with their building deterioration themselves.

@CPS Pull them from running speed traps. Don't tell anyone. See if traffic patterns deteriorate or not. Publish results. Chances are, if they weren't stuck operating speed traps so often, they would have much



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more time for other initiatives and cases.

The cost per year to increase all services was much less than I anticipated.

Schools need an increase in funding and stricter qualifications needed for teachers.

I thought that there would be more options to choose from.

I would like to see increased maintenance on bike paths, and the green line let as major goals. An increase in property taxes for the benefit of all is worth it.

This study is flawed. Three are other areas that can be reduced like the salaries of council members, reduce at project costs like the blue ring. Other expenses could be better road equipment and better training on road construction and snow removal know of other cities I have lived in where they have less equipment and staff per capita and a significantly higher snow fall and the snow is removed faster and at a significantly lower cost. The other issue I see is property taxes are going up as budgeted but Ann increase of property value is increasing taxes too. Where is this extra money being spent? There needs to be a very enough audit of the cities expenses it seems like taxes are going up significantly but services are being reduced our the quality its decreasing. I understand the need for tax increases but there should be signs of positive improvements to the amount and quality of services provided in the city.

At present the value for money is 'acceptable' but the City is becoming cumbersome due to its large amount of 'experienced' employees awaiting their tax funded retirements. This money can be better used elsewhere. SE LRT for example. The need for recreational facilities can be filled by private sector unless it can be shown to be a money generator.

Decrease the taxes. They are out of control. We have seen a dramatic decrease in service in the Tuscany area. Cut ... Cut ...cut! Stop with such large increases.

more services is good, and we can spare the 100 bucks to make them happen except for police, they misuse the enormous funds they already have

Increase spending on transit and active transportation to reduce car dependency.

People are willing to pay for better services. You need to invest in a growing city (in things such as Technology that will allow better service for less, allowing more self-serve options, better roads and infrastructure and bettering traffic)

There is no reason to have 311open outside of regular office hours.

I do not wish to cut the overall budget to roads but would prefer that roads be funded by user fees instead of property taxes (vehicle registration, gas price surcharge, comprehensive tolling, and parking charges.)

Services, especially emergency and transit, must improve. Even if it means more tax

Parks/Recreation/Sports – Net (7%)

Parks, recreation and Transit are all important outward facing service providers which have the



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potential to significantly improve quality of life in Calgary and deserve increased funding/budgets even at the cost of reducing some other more inward facing business units.

Fees for all utility services provided by the City should be on a sliding scale based on the amount used. The less you use, the lower the rate or percentage charged. Developer levies for all services for new subdivisions should be increased to 100% of the full, life-cycle costs of City services. Those who live or have businesses in floodplains should pay the full, life-cycle costs of any government measures to alleviate damage to or provide protection for their properties. Road users must provide the revenue to pay for the full life-cycle cost of the road network including provincial projects such as the ring road. Transit fares for non-Calgarians must be increased to cover the full lifecycle cost of their use of the system. The budget must be developed so that by 2020 the transit system is achieving all objectives (short-term and long-term) of the MDP and CTP and the transit system is free for all Calgarians. Parking fees must be raised to cover the full life-cycle cost of on-street and off-street parking plus providing the subsidies necessary to achieve free transit to all Calgarians. The cost of on-street parking must include the opportunity cost of not having the road/land available for other, higher value uses. A fund for voter registration and education initiatives and financing for municipal and school board candidates who accept campaign limits must be established in the budget. The money for the fund would come from, among other things, candidates' campaign surpluses, 10% surcharge on all civil penalties and fines, penalties and fines paid by provincial and local authority candidates running in Calgary, voluntary check-off on individual and corporate provincial tax returns for \$5.00 of taxes paid to be donated to the fund in the area where the person or corporation resides, and a minimum \$0.25 per resident per year contribution from the municipality and \$0.10 per student per year for each school governing body (public, separate, Francophone, private, and charter) located in the municipality.

You could cut Bylaw out of the budget and no one would notice. They don't respond to anything, they are not polite or even remotely customer friendly. Recreation is only concerned about the money. They are slow to respond and their service quality is suspect at best.

I chose to reduce costs on waste and recycling - it states "no collection of additional bags of garbage that exceed black cart capacity" - waste management has NEVER collected additional bags of Garbage that exceed black cart capacity in either Montgomery (lived there 10 yrs. and still own this property) or Dalhousie (2 years). Community cleanup programs in Montgomery should still exist, but there is no program like that in Dalhousie. Despite opting to reduce my taxes, almost everything I chose to reduce my taxes on had an increase of fees, whether I chose to reduce my budget or not.

Why not focus on finding more efficiency in service delivery and administration (i.e. Continuous Improvement) instead of focusing on increasing costs and increasing staffing?

The Chief financial Officer's Department has always experienced budget strain. A 10% annual budget increase is required to improve financial service levels, efficiencies, and workload capacities to better meet reporting and service level demands. This will enhance the performance and cost efficiencies of all Business Units.

Please stop completely and forever the funding for the so-called Calgary Sexual Health Centre and the Abortion Counseling dis-Service. [I do] not want the young mothers to have counseling to kill their unborn children because that is an abomination before God. This is one of the big reasons that our City Council does not have enough funds to service the organizations that will truly help out the citizens of Calgary. [I] also feels that the 'rainbow flag' should not be put up and taken down because that is, again, taking staff time and money away from organizations that could use the money.

McKnight road!!!! It's absolutely terrible!



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Action plan for our beautiful city... Calgary. Thank you Mayor Nenshi!

I wonder if we should make a SimCity Calgary to test different theories of budget management and how it will effect and add extremities as an option to see how the city will fare in flood or tornado conditions

Please ask the Parks and Rec dept. NOT to waste a ton of money on any upgrades to the East Bowmont Park area...it's a flood zone and natural environmental area...let's keep it this way. Thank you very much.

16th ave. and home rd. needs a turn signal badly

No more expensive ugly art i.e. that thing that tells everyone were zero's

Environment/Ecology – Net (7%)

A decent Rec centre in central inner city Calgary. The burbs all have huge "Leisure Centres" that offer families an active respite from these long brutal winters.

Today dealing with 2 places with no heat and no water and flooding. One work and one seniors' apartment I would like to see a safe (for people, and the environment) way to prevent pipes from freezing and monitoring especially for workplaces and seniors. Loss prevention would really help all.

Implement licenses for animal owners- if harm comes to the animals, the license is revoked. Punishment follows- jail time and fines for relocation services and care provided to the animal after it is seized. Too many loving pets are being wrongfully put down because

Of irresponsible owners. Licenses for animals would help keep people in a system and therefore, aid in accountability. Just a thought!

That was fun. I cut the police budget and increased almost everything else for about \$11

Really hoping that you have to provide your address when you do it so that people not from our city don't skew the data.

Make Calgary truly bicycle friendly for commuting, recreation, wellness and sustainable future. Be the LEADER for Canadian cities. No more studies. No more debating. Step up and make it happen for real.

Overly complicated site. Flood mitigation has to be a priority for our city.

I suggest strongly, that no more ill-use of tax payers money goes towards 'old' technologies like putting 500,000 dollars into an *INCANDESCENT* dual-street lamp. That is far-outdated and painfully disgusting usage of our tax money. Don't get me started on the bridge.

How about we put the next 25 million into SOLAR energy plants... or more wind power... There was something Obama said, "We should be able to be completely transferred OFF OF USING OIL, by the years 2025". Well as farfetched as that is... ANYTHING CLOSE is only going to come about IF WE ACTUALLY START INVESTING INTO the latter. Change starts only ONCE CHANGE STARTS. So how about we start.

And I KNOW, Canada is not doing very well at that... Not after Minister Harper released over 80% of our PROTECTED land to oil tycoons... Nenshi, as a respectable man, being the Mayor in what IS THE HEART of CANADA's oil industry, it IS UP TO YOU TO SET A GOOD EXAMPLE for Canada by not being sucked into the PROFIT of following the OIL, and actually starting work on a more sustainable future.. Let me just say, wind and solar, ARE not that new of technologies. So hey, let's not even advance yet, let us CATCH UP. Make peace, not war, this means for the planet and nature, as well as the sadly oppressed humans being '@#\$%&@' by American Military... and I'm sure that hit's close to home, not just for me.

Keep working on transit! Thanks!!



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Rush hour...

This is a plea to the Parks & Recreation dept.; the planners involved with the East Bowmont Park imitative, Councilor Ward Sutherland...please do not destroy the existing harmonious balance between on and off-leash areas within this environmental park. Don't cave into those who want to micro manage one of the last natural areas in the west of the city boundaries. We will be at the meeting at the Varsity Community Centre tomorrow night. Both sides need to be heard. Thank you.

Housing Services – Net (3%)

We need to plan better snow removal. Have cars only park on one side of roads in winter to allow for easier snow removal.

Put money towards the quality of life of living in this noisy, construction and traffic dominated city. Increase green spaces; Improve the aesthetics of the city environment especially in high density areas like 17th avenue and the beltline. Improve the safety of pedestrians along and on the streets. Improve the equity on walk lights where pedestrians have 30 seconds to cross and traffic goes on for several minutes. Erect street art that is actually beautiful and worthy, not ridiculous blue rings. Clamp down on traffic that cuts through otherwise quiet residential streets. Reduce the size of city government and departments and lower taxes.

Defining 2015-18 fiscal priorities goes well w/ coffee. Nice graphic interface. Last day for input.

Miscellaneous Mentions – Net (27%)

Amazing app! Hope more citizens make use of this. Really helps to personalize the concept of budget planning

The outcomes for diminishing new spending are completely unprofessional. There is room within the system for make it services more efficient through: wage reduction, diminished spending on communications, public interaction, and marketing. We are Calgarians. Stop telling us how great we are, and show us through more efficient services costs.

Find efficiencies; sell golf courses land and buildings, fire the bike person and 10% of city hall staff who only work part time anyhow. No more tax increases!!!!!!!!!!!!

Calgary is safe and technology along with changing drug laws should allow us to reduce the police budget. Technology(camera's) would be effective in reducing nuisance crimes such as car prowling's and vandalism

This is a test

I feel the city needs to stop the urban sprawl and concentrate on getting people to move into the inner city communities. This could be done by giving people incentives to move into these communities, i.e. money to renovate the homes

Shift to user fees to make up budget short fall

I don't know exactly how taxes are calculated.... but I really do feel that inner city homes get a bit shafted as their property value is high but they don't use the services- i.e. roads, that the other areas get. I really would like it if both value of home/ area/ and a flat fee were taken into consideration...

How is it that older communities use fewer services, but because of the higher property value pay more? If we use less services then we should pay less.



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In general, it is more cost effective and sustainable to spend operations dollars to maintain public parks, buildings and spaces rather than capital spending for new builds and make overs.

CS&C - Don't use this change to reduce 311 call centre budget, use it to reduce the number of staff you have doing artwork and advertising.

Reductions to Police budget do not need to mean fewer officers. They have more Local 38 inside workers than any other BU. They should focus on trying to do work more efficiently.

The public libraries need money to modernize and renovate.

Here is an idea cut all the fat pension plans that are unfunded.....or better yet make union city workers actually DO the jobs they are overpaid for.....

Traffic optimization and light synchronization = reduced lost productivity (win-win!)

Please Mayor Nenshi, we will never be a truly world class city with no rapid connection from the city center to the airport by rail. We are still a laughing stock to global visitors. Why, oh why?

Transit improvements and LRT expansion south and north central. Thank you!

No more Stupid overpaid Art.....Put it towards roads and transit...

Mr. Nenshi. Can the city consider painting all the crosswalks in yellow paint whether they are marked crosswalks or not? People just do not pay attention to the crosswalk signs with two white lines painted for crossing. Please and thank you.

Recreation centres are overcrowded.

More before and after school care

So you are going to listen to public input like you did the 52 million dollar consultation? Why do you play the people of Calgary for suckers Mr. Mayor? Besides where is the option for a 0% tax hike I don't see that on your action plan?

Another 350 k subsidy to the EPCOR centre?

just like they wanted our input on the 52million tax grab

Not sure I am a happy camper about city of Calgary's shitty way of acting to anything especially not the snow removals 2013-2014

Not sure it should cost \$500,000 dollars to get taxpayer's opinions in this way, as they aren't listened to anyways. Save the money and use your heads on real matters, not artwork and bike lanes.

Cancel the ridiculous \$300 million Norwegian architected East village library and no tax increases are needed for the next ten years! Get out of the golf course and leisure center business; just do the key core city functions of roads, garbage, water, etc. with no social engineering. Make greater use of the private sector to cut costs. Stop ridiculous pensions to municipal employees immediately or the city will be broke pretty soon. In short, try managing the city for a change instead of just adding more costly frills every year. Then we could actually cut costs like Toronto has done so well. City hall needs to be run by a council that can cut costs, not just spend and pander to the special interest groups that knock on their doors daily. Non city pensions went up 0.4% while taxes increased by 30%. Stop the madness, seniors are losing their homes.

Since the city already sends out tax assessments/utility bills via mail and email, why not just include a survey in those items already in the process of sending out, and we can respond. Bet we could have kept the cost way under a half million dollars for this, and still had fun!



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City priorities are water, garbage, streets, transit (on self-financed fare structure) Should not be in golf course, leisure center, subsidized housing projects, etc. that should be done by private sector. Libraries should increasingly be virtual, no frills establishments maximizing computer lending of electronic books. The proposed \$300 million new East Village library is an insult to taxpayers and would pay for 30 years of proper snow clearing if cancelled. Whose name is going on the front of it? Do the basics, do them well, and then stop doing the social engineering nonsense so common in council.

Great way to get Calgarians involved in #yc's future!

Improvements in Transit. Specifically [I] takes the #3 bus route that runs along Centre ST N and [I] often do not have a place to sit on the bus because it is so packed full of people. [I] would like to see more buses for this route. Also emergency workers such as Fire and Water Services should be compensated fairly for the jobs that they do. [I] greatly appreciate their hard work. As a senior [I] would like to live a great quality of life here in Calgary.

I think we all know that our tax dollars get wasted on things like bike lanes, and @Nish legal defense

I should be able to pick up the form from a location and that if he cannot then the city should get rid of the process. I am very angry

Where's my option to save money by not purchasing giant blue rings?

Or saving money but not spending it creating games....

If a new community is planned, fire, ems, police, schools need to be thought of first, then for transit, utilities and snow removal! Just a thought before we expand farther and get to large and getting behind on it all!

And 51% of Calgarians who work in the core are constantly delayed by transit breakdowns. Would be curious to know the economic impact of the trains being broken for an hour (which exponentially impacts the outside lines) during rush hour

If only 10% of the 51% who work downtown walk or cycle, what is the actual percentage who cycle...and how does (should) that stat influence the decision about dedicated cycling lanes?

Means more redneck assholes and more traffic. So much excitement

Don't see option for not purchasing glorified bridges, building skateboard parks, saving failing golf courses, blue ring was already mentioned. If Rob Ford can do it in Toronto, can we here in oil rich Alberta?

Exactly like the last budget meetings at the hotels where the whole process was just, "Where do you want to spend money". And absolute refusal to listen, hear or discuss controlling tax increase. Then Nenshi twisted this one sided "Where to spend project" and said "Look we had open forums and the people wanted to spend the money in the following areas we are just listening. It's disgusting to my intelligence.

it means our taxes will always go up

It means we should fix our infrastructure before accepting any new applicants to live here.

How about fixing out zero vacancy rate. Affordable housing is a major need.

How about everyone that moved here goes home? The complaining is getting tiresome.

top talking privet Jett's if it's not work related

I am sorry but this sounds scary... 80,000 more ppl by 2018? When right now we can't even get our



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SNOW REMOVAL under control. The amount of houses in new communities being built but this video did not mention SCHOOLS? Personally I think they should build schools for these communities before building housing. Let's be honest here... we don't have enough schools to accommodate all these new ppl? Really I think Calgary should put a HOLD on ppl migrating to our city until we can control the growth. My Opinion anyway.....

Other (14%)

tell the provincial govt. NOW so they don't use growth as an excuse later

I want giant blue lights around ring road. Makes sense. Ring lights for ring roads.

Hahaha, it's like playing SimCity 2000. I can just see the little angry avatar screaming, "YOU CAN'T CUT FUNDS TO ROADS YOU WILL REGRET THIS!!!"

Taxes here are small compared to other cities, also one gets MUCH more for the buck. One of the reasons I moved here from SK. It's sad to see so many people complaining.

Cancel the ridiculous \$250million East village library and the books are balanced for five years. Then sell golf courses and leisure centers and cut taxes. It's not hard folks, just have to set priorities and say no to expensive fills.

Why is the Water budget not on here? 2013, water rates increased by over 9%, why are the immune to scrutiny?

Let's trim some fat off the cops and put it in the roads...

Maybe the people who are living off assistance could use a bit of that money that'll go toward bonuses for the police. Speaking from experience from when I cracked my tailbone and was out of work only receiving enough to pay rent with only \$4 to pay bills and feed myself

Calgary transit needs more improvement

Why do the police need so much?

I'd prefer to see this in percentages. But, it looks like CPS takes between 20% and 25% of the budget. Does this mean that if Criminals actually paid for their crimes my tax bill would go down by 25%? Maybe criminals should have to pay for their crimes and their lodging while locked up - use the same thing as Student Loans, they can pay it back over 10 or 15 years.

Trim the fat from the cops? Then people, including me, will be screaming about how our great city goes to crap with crime. Remember several years ago with all the gang crime? I DO and don't want it back like that again. Thank you CPS for making our city safe!

They r paying too much to the cops

If you want to get rid of gangs, legalize illegal substances. Gangs would leave overnight.

seems to me that corporate administrations is the high one, police are needed....those saying trim from the cops, will be the FIRST to cry why their homes, cars, and yards are stolen from, or when their neighborhood has more shootings, speeders hitting their kids, drug houses etc. so I suggest you be careful what you wish for

Parks and Roads should be combined

So much money goes to cps because cps produce so much money....How often is a cop there when you need one; and when you call one they might take 4 or 5 hours until they show up. Police services are primarily there to give out traffic violation tickets and any other revenue producing tickets. No money is



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made in investing in parks/recreation, no money is made in community services, and no money is made in human resources....But if they did invest in parks/recreation, community services, human resources; imagine how much less police services would be needed. kids and family's would have more options and availability to connect and exert their energy's in a more positive way then is available now.

Build tennis court/skating rink/climbing centre/swimming pools/etc.....give us more options and availability.

What percentage goes towards law suits / claims?

Transit gets that much of the pie and I can't get decent service here in the deep SE!

looks like they waste a lot of money on bacon

About trimming the police budget, it costs to keep our streets safe. It's every city's biggest expense across N. America. It's the sole reason why the conservatives are looking to remove the mandatory sentencing for marijuana possession after implementing it only a couple of years ago (along with other small misdemeanors such as trespassing etc.).

Keep the streets safe....safe from what? Dangerous people will be dangerous with or without the police. But when I'm in a dangerous position and make a call to the police and have to wait 8 hours until a police officer arrives because the police are all to occupied catching traffic violators; kinda obvious what's up.

That's another thing that complexes me....I've seen some of the world; the transit everywhere I've been has been far greater then what I see here in the city of Calgary. STILL no north central train....and this is Canada, we have harsh winters; one would think it be obvious to build shelter train stations.

Calgary has the lowest municipal taxes in the country people complain about what we don't have! If you want more, pay more! Don't like the way money is spent, run for office! We live in a beautiful city that, yes, has problems, but no city is perfect, don't believe me move! And leave our police service alone, thank you very much; they work hard to protect the citizens and assholes alike! I think they do a fine job, think you can do better, and apply for the job!!

I would like to know what proportion of the police budget is represented by the helicopter: the whole helicopter budget, including pilot, staff, fuel, storage, maintenance & salaries associated with same, tracking, software & hardware used both in the helicopter and that necessary to track/use the helicopter. Plus anything I forgot to list, as it pertains to the helicopter. Thanks.

Is there room for improvement within our services? Of course there is! Are the right people making the best decisions? I can't say, however sitting at home in front of your computer complaining is not going to solve the problems. More money is needed; I personally don't want to pay more! So unless you plan on getting involved in the process and start helping, all you are doing is wasting hot air!

Discussions and debates is a great way on shedding light on various subject matters. It gives different points of views and allows people to see things in different lights; it gives opportunity to separate fact from fiction. In truth nothing the general public thinks about the operations of our government's operations matter. I pay close attention to the way the government moves, and it's very disappointing. And as for volunteering, which has nothing to do with this; I adopt a grandparent during Xmas annually, I've volunteer with veterans in the past, I've talked with Calgary transit about a subject that they will be implementing finally soon. Now these days I work 8+ hours a day, spend 2+ hours on transit to get to work and 2+ hours to get home on transit....so I barely have enough time to make something to eat for dinner and lunch and put my feet up after a hard day's work. Now it sounds like either the system has worked out in your favor or your very sick in the head to be arguing about a better tomorrow. Not



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everyone is as fortunate or blessed as you may have been. I pay for services that aren't optimal.

Honest question: WHY does so much tax cash go to Calgary Transit when riders pay 3\$ a pop to drive a train that is run on free energy wind power? I understand new buses and fuel and platform extension but why such a large chunk and what does our transit fare go to? If THIS much money is being used by Transit, then we the citizens should have more of a say. You want to jack up price again from 3\$ to 3.50\$? Okay, fine... WE WANT 24 HOUR LRT. Even if it's just 1 north/south and 1 east/west.

If 12% is spent on roads then why are my neighborhood roads so bad? There's hundreds of pot holes and busted pavement on every street, in 6 years they only tried to fix the holes once and that fix only lasted half a year. This chart is not accurate or was made for some other city.

Found the #yyccactionplan consultation bus. Here is my priority!!! Safe transport options for ALL Calgarians! #bikeyycc

Let's start with free energy

A recycling program, like blue bins, for townhouse complexes, apartment buildings and alike. I think water quality is also something that should be discussed, especially with the ring road completion happening in the next 5-6(?) years.

Let's start at enforcement of current regulations and changing people's attitude of this in my planet

Calgary needs affordable rent, think of the environment impact when people have homes and not dedicating around the city, building tent cities where they litter. More of Calgary's people can't make rent....that's an issue.



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Priorities Tool: Online Comments

Transportation – Net

More transit service overall. More buses and other choices for transportation, especially during peak hours.

I think transit between communities should be a top priority. I live in an inner-city neighborhood and would appreciate this city a lot more if I could get around without a car and without having to head downtown getting anywhere. A 15 minute car ride should not convert to a 1.5 hour bus ride. We would have a cleaner city and less congested streets if there were more bus routes available.

More busses please. I don't mind paying more for good service. The old Indian bus driver on Route 3 is very clean and polite and safe.

I moved to Calgary in 2004 and transit fare was \$1.25, the population has continued to grow but the number of transit routes hasn't increased enough to justify the fare more than doubling; there has to be a more sensible approach to this.

Commit to developing the area around Chinook Centre. Connect the C-Train so people can go to one of the busiest mall destinations in Canada without having to brave the weather. Re-develop the whole area so it is an Urban Village where people could live, work, and play (green spaces). Yet, have a direct connection to the C-Train network. A full year weather protected way to get from Chinook to the C-Train is a must.

Accessible transit for those in the suburbs. Walkable neighborhoods/communities

My husband are completely transit bound and it would be nice to have transit in new committees as when we are looking to buy for a lower value we can't because transit has not been developed and that is really tough for first time homebuyers which would ease some of the housing concerns in this city

More frequent bus service

It's almost impossible to get north/south across the Bow. Preferred public transportation must be either CTrain or "bus equivalent" but buses get stuck in traffic too (as for Lakeview, there is no bus after hours ...). Also, adding more massive buildings downtown - some on what are or were parking lots, and with CTrains and buses totally loaded means there needs be a plan/policy that forces some new structures to locate outside the core. I can't drive and park to the SW CTrain line. We need parking near CTrain stations. I can drive around Houston, TX easier than Calgary! People and commercial movement must be top of the list - these are the commercial drivers.

Public transit in my area is horrendous, during peak time the bus 81 comes around every 30 mins. And off peak it's every hour, last bus during weekdays is at 6PM while no bus on Sundays! For a city that prides in being one of the best to live in Canada, transit sure has left too much to be desired.

inner city transportation, small buses and a proper designated bicycle lane to the downtown

Developing the C-Train line for the SE

Looking to see how the City plans to work with other funding options so that transit issues can be addressed

I grew up in Calgary's suburbs - Sundance. Now in the housing market myself - and employed downtown - I wish for nothing more than an apartment in a safe, WALKABLE, mixed-use community with accessible LRT or BRT service. 2.5 Hours of commuting each day (Sundance) is what makes me want to move closer to the city center.

Having a SE leg of the c-train line is imperative for this city to have a world class transportation system to match our world class city.

I would really like to see some kind of improved bus service between the C-train stations in the north and the 3 top employers... U of C, Children's Hospital, and Foothills Medical Centre. Service that doesn't take an hour to get to any of them.

Effective Public Transportation Systems.



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Enough with the banter about the NE-Central line!!! If we get the green trip funding, priority should be the SE - the fastest growing areas. And ENOUGH of councilors saying ridership numbers are so much higher on the 301!!! Start surveying people getting off the Somerset train taking feeder busses to communities like Cranston, auburn bay, mahogany, etc. to see the REAL picture of ridership!!!!

I honestly think that there is some serious inefficiency with the Calgary Police service. To think that it takes up almost 25% of the city's budget, and the low level of service that they provide. Sadly I don't have a solution, but I think that there must be some way to improve the efficiency of that department. Comparatively, think of what could be done on a visible basis if Calgary Transit had the same funding? Our transit would be world class. Anyway, my thoughts. Thanks for listening and for taking the time to issue this survey.

My husband are completely transit bound and it would be nice to have transit in new committees as when we are looking to buy for a lower value we can't because transit has not been developed and that is really tough for first time homebuyers

I love our city. I'd like to see continued improvement of transit and bike options, getting cars off the road. Also, sustainable expansion, focusing on increasing density and reducing urban sprawl. Not a fan of the sea of vinyl.

I try to walk most everywhere and if I can use transit and leave my car at home, I do so. This is good for the community and good for me. So policies that encourage complete streets, traffic calming and pleasant, safe and quiet streetscapes re thumbs up for me.

Frustration with inadequate bus service due to cutbacks and re-routing 112 and loss of 108 routes. Cell tower placement in parkland regardless of residents' protestations is of particular concern.

I think the city gets involved in too many priorities and should focus on what is really important. I would rather have less services and focus on keeping the roads and transit maintained, my water drinkable, my sewers working, my police and fire services great...the rest is secondary and nice to have. Keep my tax increases to a minimum and then figure out what is left over that we can spend money on. I am sick and tired of tax increases.

Calgary is a city with many younger people working every day. These are the people that spend the money and need the transportation system.

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Calgary is a good city... we need to be great. We will only get there if City staff and politicians are willing to take risks and think about long-term, progressive solutions like transportation choices (transit, cycling, walking) and enhancing established neighborhoods rather than continuous sprawl that is not sustainable economically, socially or environmentally. I want Calgary to think differently and to grow up rather than out.

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What does 'reliable' mean to the City? I feel like not enough is being done in the winter time to ensure that the public transit system is 'reliable'. It is not reliable. Another word should be used.

What does 'reliable' mean to the City? I feel like not enough is being done in the winter time to ensure that the public transit system is 'reliable'. It is not reliable. Another word should be used.

We need to stop investing in auto infrastructure. People want more opportunity to walk, bike and take transit - let's give them the healthy option and stop pushing the proverbial potato chips.

As a city over 1 million people, we need good transit and road systems and a vibrant downtown core. I love the ring round (Stony Trail) and use it whenever I can. I would like to see better bus services that go to the LRT stations as I live in North Central. As I get older I want to be able to use transit more.

Make the Transit system more efficient and people will come!



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The Symons valley NW (Evanston, Kincora, Sage Meadows and Sage Hill) area needs a close look at its transportation. More bus stops (Sage Meadows) and a shuttle to the C-train station (i.e. Dalhousie or Crowfoot). You can compare these communities with the rest of the Communities of the City and it seems like these are forgotten...the last in the list. I believe it is really necessary. The wards are not that caring. Thanks for your attention

My biggest criticism about the City of Calgary is the inefficiencies in Transit, and the lack of customer service when it comes to 311 requests. Many requests into 311online just get closed with no reason given, and no way to respond to a closed ticket. There should be a way to give a final reply or response before the ticket is completely closed. Also, many tickets I've sent in are never addressed, but then closed. For example, Snow removal plan said that Citadel was going to have snow removed. Then decided only select roads will be done. Have had to deal with 4 ft. high banks (that I didn't contribute to) on either side of my driveway for 4 months, and because of the width of the road, people parking on the opposite side of the road make it difficult to get in and out of my driveway. Then, thaw starts, and the catch basin at the end of the street is not draining the water and submitted 311 on it 3 times. It gets closed 3 times, with no action taken. Feel that my taxes are being used to subsidize other areas, rather than providing services that benefit me.

The transit system could improve a little, especially during snow, and all the buses are over an hour late,

The transit system could improve a little, especially during snow, and all the buses are over an hour late, I love Calgary though

The layout of the questions and choices could be much broader, for example there was no choice of reduction of transit rates, and the future of Calgary, what is the 'Vision'? Seems to be a fear of the future rather than a challenge and a dream. How about a vehicle free city and move the railroad out for reasons of safety rather than heritage and convenience, it is a time bomb!

Transit tickets are \$3.00 each! Wow what a deterrent, when I can drive to and from work in the comfort of my own vehicle for less gas money. Do not build the cycle track on 1st Street S.E.

Maintain the low income bus pass at current rates.

Commuting from newer areas using Public transport is a problem, efficient methods both interim and long term to tackle this issue thus lessening the burden of traffic and costs will be helpful

Improving transit that is cost effective and makes sense. I see a lot of changes in transit lately but a lot of them are wasteful. The signs in train stations rarely show estimated arrival time. Buses have digital signs that show useless information. Train shelters with extremely poor designs that do not cater to the city's cold weather. And drivers that harm the environment as well as waste gas and money while the bus is parked at one spot for ten minutes. Imagine if a thousand buses park for a long time with the bus on park while the engine is running, it is extremely wasteful. Calgary transit should be more responsible and less wasteful by using their funding wisely instead of using it to make things look pretty which does not make it practical for Calgarians. Please think wisely on what to spend funding on because it is a major waste of money.

We're doing well compare to other north American cities in terms of transit but we need the LRT to go to the airport and right into Chinook Centre as soon as possible. Why do we need to grow so much? We have a great city already and it's still manageable. Taxation based solely on property value is wrong and the province shouldn't get a dime of that money. Perhaps we could prorate the property tax based partially on property value but also on distance from the core.

Connect the C-Train directly to the airport. We live in the deep SW. and would gladly take the C-Train if it went directly to the airport. Unfortunately, many people have to drive and congest the roads because the C-Train doesn't meet the citizen's needs. The Airport connection is a no-brainer - one of the busiest in Canada. One short line off of the N.E. line to connect would have a tremendous impact on public transit use.

We need to pay MORE taxes to have sidewalks, snow clearing, services, and affordable space for entrepreneurs to start their businesses.



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I feel that there needs to be better residential snow removal

Enforced citizen sidewalk clearing. Seeing that sidewalks are not cleaned and maintained post calling the city makes walking around my community dangerous.

I am more than willing to pay MORE taxes to get better services especially relating to snow and ice removal. Every street should be cleared. Tell me how much it costs, I will open my wallet. This is a basic city service.

Continue the residential snow clearing/ removal. If additional monies are needed to fund this, reduce the amount spent on landscaping parks and grass areas. It's much more important that drivers get travel safely during our long winters rather than have short, weed free grass during our short summer months.

Snow clearing of designated bike routes.

Snow clears, snow clearing, snow clearing!

Better Snow Removal

Please... better public transit and snow removal!

Still not sure why The City is still removing snow (specifically the snow banks) from residential streets when it is going to melt in a few weeks.

Get back to the basics -- decide what services a city is supposed to deliver (Must Do/Should Do/Would Like to To) and figure out the best ways to provide those. The plan should be for the majority not the minority (e.g. Bike Lanes). We've got bigger problems that affect the majority of citizens (e.g. snow clearance, roads, public transit, etc.)

I don't mind a tax increase, but after this winter, any increase had better go to snow REMOVAL on both roads and sidewalks.

It is important that the focus is on the majority of citizens e.g. snow clearing, road maintenance, transit, security and not on the minority e.g. bike lanes, shark fin soup etc. Bring the public sector salaries and benefits more in line with the private sector. Higher salaries and perks do not necessarily attract better people, just more. It is not necessary to always spend 1% of a project on art. Art and city enhancement is good but not when too expensive, frivolous and ridiculous such as designer pedestrian bridges or, for lack of a better description, - O rings.

The City needs a workable plan, and needs to stick to it. There needs to be some flexibility for the unknowns like floods and massive snow storms, but it seems to me the City is swaying to the squeaky wheels, those that complain the loudest get their needs filled over those that try to live by the restrictions that are in place

I live in a circumlunar community with great access to services such as medical, shopping. Mobility (walking) is severely restricted in winter due to ice buildup and lack of snow clearing on the access pathways. There are three different city departments coming to clear a few feet of snow (refer to the City's snow removal map) but not where it would improve quality of life for the citizens. It is heartbreaking to watch our seniors move inch by inch along a pathway that is the only access into a community because it is so packed with ice and snow. I don't understand who determines which pathways get cleared. How much extra would it cost to clear a couple extra kilometers when you are already there in the community?

snow cleaning & removal

I'm quite surprised with the lack of snow clearing and the lack of enforcement when it comes to winter parking. Having lived in many different areas of this country this is the worst by far that I've seen regarding snow related issues. Thank you for the survey

snow removal

Snow Removal. I think if the city was to ask every citizen they would agree to pay a little more on taxes to get snow removal every year. We are one of the few cities left in Canada that doesn't do snow removal yet we are growing and have a lot more Tax Payers egg. Winnipeg, Regina, Saskatoon. Toronto and Montreal, and Vancouver, Ottawa all have snow removal. A lot of our new residents come from cities that have it and can't understand why we don't. Even \$5.00 per resident would help if necessary



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Snow removal

In late February The City came and ploughed and picked up snow - at what must have cost a lot of money. With Spring only a couple weeks away, why?! We can certainly wait when Spring is so close

Snow clearing needs improvement! Plowing all the snow into bike lanes, or the build-up of snow in these lanes, makes it dangerous for cyclists to get around the city in the winter. I know I would cycle more than I do in the winter if I was given the safe amount of space that the bike lanes provide sans-snow!

Snow removal is terrible! Recycle bins block alleys. City keeps tax dollars that don't belong to them!

You did a very bad job in snow removal and you need to find a solution for the traffic in Macleod Trail, Glenmore Trail, Crow hill Trail, etc. I think your long term best option for Macleod Trail is to build an elevated road the same as Montreal. For the snow, you need to have the appropriate equipment with front blades.

The City needs to tighten up on its use of contractors and its own workers to ensure reduction in waste and to make sure that what is done is done efficiently. Areas of concern where waste is apparent: snow "clearing"/"removal", pathway clearing, sewer and roads maintenance works (too many people leaning on shovels).

Snow removal must improve. This winter has been hard on people and cars. I have felt like a prisoner in my home because the sidewalks were in such poor condition.

Snow removal is a joke. I've lived in Alberta all my life and in Calgary since '83. We have Chinooks, why are we hauling snow across the city when it's 12C outside to increase the snow removal budget by double?? If we clear the major snow correctly the first time it doesn't accumulate. It's not that hard. Poor decisions cost tax payers millions!

Please improve winter services and reconsider property taxation.

Please improve winter services and reconsider property taxation.

In the winter please be aware that pedestrians are also important. I often walk from my home in Saddle Ridge to the Saddletown LRT station. The city-owned sidewalks are NEVER cleaned. I complained to 311 about the intersection at 80th Avenue and Saddletown Circle across from the LRT station and nothing was done to get rid of the mountains of snow I had to climb over. I am a 69 year old woman who is less than 5 feet tall. On the other hand, the transit system side of that intersection was always promptly cleared. Maureen McLeod

I wrote a long comment about the city's lack of a snow removal program for sidewalks on city property. Thank you for that opportunity. Maureen McLeod

Snow clearing is huge because our neighborhood is extraordinarily difficult to get around when the snow is at all heavy.

My biggest priorities for the city would be LRT expansion to the SE of Calgary, and attracting Technology companies to try and reduce the dependency on Oil and Gas industries

Public parking at C-Train Stations, if you want to increase ridership then you need to build multi level parkades.

PARKING AT TRAIN STATIONS

I believe more free parking around c-train stations, There used to be free parking on the streets, Beside business lots, BUT they were replaced with 2 hour parking signs. NOW No-one uses those street parking. I am not talking in front of Residential buildings. Also, maybe some small zones in residential areas for free parking? There is lots of opportunity to increase c-train ridership with little or no cost to transit, by looking for more opportunity to increase Free parking.

We need more parking at the LRT stations. We need the ability to mix vehicles with public transit. I have family commitments where I need a car after work and trying to force me to come to the LRT station on bus is a very inefficient. I have to go home by bus and then get my car. I lose at least 30 minutes a day and Calgary Transit puts no value on my time.



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Bike Lanes – Subnet**STOP DEVELOPMENT OF BICYCLE LANES, CUT BACK ON ART, IMPROVE POT HOLE FIX AND ICE REMOVAL**

The most important budgeting tool is common sense. We don't require more bicycle lanes to appease noisy interest groups, we need roads that work and keep Calgary working. Transit is a nice idea, but that fact is that most of Calgary doesn't use transit and never will. No social engineering experiments are needed just find a way to make the city work better for the people that use it. Stop trying to change your customer's minds and serve their needs. Thank you

Please stop catering to the lobbyists who are the vocal minority, such as the 1% who want bike lanes and spend tax dollars on what will help the majority of the citizens!

We spend a lot of money on bicycles and buses...bicycles are important but are a minority and they pay NO road taxes, so why do we cater so hard to them on the backs of the very people who are being inconvenienced by these decisions? I sure see a lot of buses running with hardly anyone on them; can the routes be optimized somehow? And lastly, some of the roads in Calgary are BRUTAL...McKnight Blvd comes to mind, you need a lifted truck just to drive down it things are so rough...

Look at how people commute and help bolster that. Don't spend millions on blocking congested traffic lanes on roads such as McLeod trail for a bikeway. Leverage existing bike paths and widen those. Get rid of useless bicycle lanes on roads such as 9th ave. in Inglewood and 10th as there are bicycle paths along the river and confederation park which should bolstered be used instead. The bicycle lanes just make for a bad mix of cars and bicycles. I have seen cyclists get almost hit by cars on numerous occasions. These lanes are a bad idea!

Activist type groups like the bicyclists do NOT represent the majority of Calgarians; they are great at attending public events in large numbers to get their message across, but they are still a small group of citizens; I'd hate to see the needs of the majority ignored just because certain groups have a more vocal presence at these public engagement events.

Even though our area was not flooded, it affected every single person in this city and flood mitigation is far more important than cycle or bus lanes - cyclists should be required to have a license like dogs if they want cycle lanes.

Less focus on closing down streets for bikes. Traffic is already clogged. Give us basic services,...no artsy crap...give us good snow removal, clean up our shabby looking green spaces, no high priced art, no more spending time and money on things like light pollution, shark fin soup, air conditioning noise.

How about scraping the bike lane? We don't live in Europe. It is a complete waste of money. Also, stop spending money on useless pieces of art for the city. We didn't need a stupid peace bridge that looks like a Chinese finger trap or that blue circle in the NE. Also, how about for the senior bus passes, you could have monthly, quarterly or 6 months passes as well as the annual senior pass.

I am totally AGAINST wasting money and roads for Bike lanes. This city needs traffic FLOW not traffic hindrances. You need to get your financial priorities straight and stop spending money on pet projects that cost millions of dollars for a very few. I am sickened by how the City I was born and raised in is being run and with the blatant waste of my hard earned money. It is time for common sense to run the show; we can't afford art forty big blue rings and 25 million plus bridges. PLEASE get smart!!

Enough bike paths already...

Please no more bike lanes. What a waste of tax dollars.



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Destroy any bike lanes & cycle tracks. Restore 10th street NW back to its previous state. Make bikes be licensed. Stop any further plans for bicycle transportation. Shut down the transportation department in charge bicycle strategy.

Whether "smart Growth" or not, it is not a panacea. New York, an example of vertical or smart growth, is on the verge of bankruptcy. The problem is that government seems to have forgotten that civil service jobs have great job security, and for that trade off the benefits and salary increases should be a little less than the private sector. Curtail spending of salary increases and benefits, or we will suffer the same fate as the big American cities (keep Detroit in mind). Also, if the City insists on vertical growth, the outlying cities will capitalize (as apparently Chestermere and Airdrie are now doing) on expanding their tax base. Its simple economics, maintain supply of affordable properties (suburban expansion) or turn Calgary into an unfordable city and migrate people first, then employment centers next, out of the city to the metro area, compounding our fiscal strangulation. Calgary is not an island, nor is it desirable to live in the City due to its climate, etc. Avoid fad ideals (i.e. bike lanes, right now, and 25 years ago, golf courses)

Needs to be fewer non-productive employees @ the city - fewer of them, will demand higher productivity or reduce their wage. Better planning of work will compensate. City needs to stop chasing Shark Fin soup, hiring expensive bicycle people to do silly cycle tracks that waste roadway and do not fund Film studios that Private enterprise will not. In any way - hidden or upfront! Also need to better manage Cost of Police and Fire. They are very well paid for very secure jobs + have an excellent pension. All pensions s/be Defined Contribution. City is a provider of too many services in house - should look seriously @ contracting out.

Please stop the insanity with the bike lanes! Why don't you spend the almost 3 million scheduled for the downtown bike lanes on the destroyed path systems from the 2005 and 2013 floods.

Lose the ridiculous focus on destroying traffic flow to accommodate a very few hard core bike riders. This policy is irresponsible and has long term negative implications for the livability of Calgary.

No more bike lanes. No big tax hikes - just because !!! No fancy bridges or river work let the river run its course No more pink squares on sidewalks. digging up good sidewalks just to lay pink concrete

Forget about downtown bicycle lanes, There aren't enough vehicle lanes as it is!

Overall, I am very pleased with our city & its administration. One thing I find annoying is the expense, loss of valuable downtown parking & traffic lanes, for the purpose of constructing dedicated bike lanes. Since I am a cyclist & commute to work as weather permits, I understand the intention, but to go to this trouble for dedicated lanes that only see sparse use during rush hours, is a poor use of tax dollars. There was nothing wrong with the bike route designation which has been around for years. The second issue I have is the harassment of the Street Church in down town Calgary. This organization is only trying to minister to the street people in the core and make sure they are fed. The police should be thanking them for their actions, instead of arresting them on weak charges that only end up getting thrown out of court. It wastes the tax payers' resources, as well as those of the street church.

Too much focus and money on bicycles with limited return on investment. There is a place for bicycles but integrate it with the whole Transportation network. Transit and pedestrians are more important than bicycles. What about rollerblading, skateboard as a mode of transportation, why are they left out?

We do not need any more bike lanes. There is a very small percentage of the population that rides their bikes year round. The bike paths are great but we do not need to spend millions of dollars so that 146 people a day can take their bike to work downtown (after driving to Edworthy park) in the middle of January.



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Stop wasting money on Bike Track. It is good to have some but not that proportion.

I absolutely do not want to see bikeways being created on our roadways unless you will be charging them for licenses and insurance. I have seen WAY too many bicyclists who DO NOT obey the road rules. Why should I be stopped for going through a red light or stop sign if someone on a bike thinks its ok??

I believe it would be a waste of funds to make a biking lane. Downtown you have couriers on bikes using both the street and sidewalk. 1% of Calgary's pop is 16000. Not 1600.that was reported.

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\$1 for bicycles. No lanes or impediments to vehicular traffic. Use coordinator's salary to fix potholes.

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Weary of the focus on the bike lobby. This is a small group in my estimation. The majority of my peer and age group ride bikes for recreation and are unable to ride them as a primary mode of transportation. We would never consider them in winter.

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City council needs to understand that Calgarians like to use their cars. Current council appears to hate cars and love bicycles. Being we are a northern city and having driven this past winter watching cyclists fall in the snow in front of cars I strongly suggest council start acting in a positive manner towards people driving their cars and stop the strong focus on bicycles when they only serve a select few

get rid of bike lanes and quit catering to special interest groups

I would love to have the bike paths fixed and cleared year round. I ride from Cranston to downtown; however, since the flood, it has been nearly impossible. I feel we cannot have a "river" pathway. It needs to be away from the river; otherwise, it floods often.

Would love to never be on any road with cars, need a crossover bike bridge to get to 9A street without having to go in traffic!

Keep increasing bike paths and path safety

The bike lanes on 10th street and the HOV lane on center and inability to turn right into my district at times when I need to be with my young children are absurd planning at its best. 13th ave NW and 10th street as well as 5th ave and 10th street are accidents waiting to happen. No reasonable planner would put a lane in the right lane on a road not designed for such and put the heaviest vehicles on the road with the very limited lightest vehicles (bikes) in the same lane. Please use my money more responsibly.

BIKES!! I understand some of you council members don't give a flying fuck what we want in the inner city communities but maybe you should sit down and chat with us... and not the wealthy fuckers that driver their big ass trucks two blocks to the grocery store- I mean talk to the locals that love the core!!!!!!

Building bicycle infrastructure is necessary and will improve the lifestyle and commute for Calgarians. One more cyclist = one less car = better commute for everyone.

More separated bike lanes :)

The amount of resources devoted to cyclists is disproportionate to the number of cyclists in this city. We need better planning around c-train lines and more concentration on public transit.



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More focus on delivering basic services with less focus on issues of the vocal minority lobbies e.g. Cycle lanes for a tiny group of users

Allow higher speeds on the bike pathway during peak periods Am and Pm Commute

Get that cycle track network up and running. Blue carts for all, arts and culture, make developers pay for suburban community infrastructure!

I think we are putting too much emphasis on dedicated bike lanes. We typically have snow on the ground 5 months of the year which limits use during that time to a very small number of bike riders. We are spending a lot of money to a select few can continue to cycle in the winter.

The city's cycling strategy should be reviewed. I'm tired of good four lane roads for cars being reduced to accommodate cyclists.

We need a bicycle lane that connects the bike lane alongside 26 Street SE to Elistan Park thru Forest Lawn, either preferably on 26 Avenue SE or 19 Avenue SE

Less money for bike paths and more for safer pedestrian crossings and safety.

Less spending plus on pet projects such as cycle lanes throughout downtown. Such a waste of money for a city that gets 6 months winter a year.

Less spending plus on pet projects such as cycle lanes throughout downtown. Such a waste of money for a city that gets 6 months winter a year.

Please ensure that the cycle tracks in the Beltline and Downtown are built.

I would like to see the Westbrook Redevelopment move forward, repaving for on street bike lanes (some bike routes are on deteriorated roads), and the cycle track move forward.

I would love a close transit system which ensures people cannot get on the buses and trains without paying. Once the system is closed having different fare zones where the someone coming in from further away pays more than people only going certain stops

I would love a close transit system which ensures people cannot get on the buses and trains without paying. The number of people who skip on paying is high. Once the system is closed having different fare zones where the someone coming in from further away pays more than people only going certain stops

More C-Train! Expand the existing lines, and build new lines. I'd be perfectly happy if my city ran public transit at a loss each and every year. We don't recover our costs from roads and freeways through tolls, so why must we recover all the costs from public transit expenditures? Most specifically the monthly pass. Make it a very good discount from the cost those would see if they were using it solely for work (twice a day, five times a week). Thank you for the opportunity to have my input heard.

Transit to MRU please!

The city should privatize Emma and the transit system. Government is not capable of efficiently providing any such service

Go to a zoning charge system for transit rather than a straight across the city hike in fees.



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Snow management policies need work! Instead of pushing the snow off the road and onto sidewalks (a concern because I am a transit rider/pedestrian) it would be preferable to actually REMOVE the snow as other cities our size seem to be capable of doing. Also, why not implement a zone pay system for the LRT in the downtown core? I believe the City is missing out on revenues that could be made from the current free fare zone. People have become lazy and travel one train stop downtown because it is free....as someone who is forced to pay \$96/month for less than ideal transit service, perhaps others could help foot the bill to improve the system!

Improve and invest in the transit system.

Please make this the city of alternative transport choices. I hate driving anywhere.

Please make this the city of alternative transport choices. I hate driving anywhere.

SE TRANSITWAY!!!!!!!

Quicker public transit. Having to take 3 buses, or 1h30min train rides, in order to get to one place deters many people from using transit.

Our city needs to be supportive of travel without cars. Having lived in Yokohama and never owning a car, I found it healthier, and efficient. Let's get moving in that direction. Pollution would be less, less land for parking and roads. Please get the Deerfoot fixed so there are zero areas that are two lanes. That worked with a population of 450,000. It makes us look like poor planners when I see these bottlenecks.

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Public Transportation is really need it for big city

Pedestrians should no longer have rights at every intersection. I have never seen this anywhere else What other city over 1,00,000 does this. Pedestrians need to take more responsibility. I believe it would help this city to keep moving in a more natural way. Time to grow up Calgary.

Removing at-grade c-train crossings to reduce train accidents with vehicles and pedestrians and speed up the transit system.

Pedestrian friendly redevelopment

We need more walkable communities with activities for ALL citizens. You've spent enough money on cyclists for now - how about enhancing pedestrian facilities?

The ice is causing my neighbor to fall. She is elderly and has taken 3 falls this year due to ice on the street. She as well has had a hip injury. My son is always looking for a place to skateboard. I am concerned about where he goes as well. The last two years has been frustrating because the only option he has for an indoor park is at a church where they include scripture and also it is so early that I cannot get him there in time to take advantage (he will have about 15 to skate by the time I get him there after work) Smaller neighboring cities do have facilities, the closest being Red Deer. This is my kid's outlet and it also causes much stress when he is trying to get me to travel out of the city for a couple hours of skating. Very frustrating to me that a city of our size does not have an indoor facility for youth.

Better pedestrian infrastructure.

Better pedestrian infrastructure should be #1 priority

Keep making Calgary more walkable and denser.



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walkable communities are a priority and parking in all multi unit buildings a must

Regarding public transit- how does our light rail transit system compare to other major cities in Canada and US, in terms of moving people efficiently and not just to/from work? Seattle/Tacoma is building light rail transit to its SeaTac airport. Washington DC has extensive light rail transit from Alexandria Virginia to Washington DC, including its Dulles International Airport. People there use light rail transit to go out dining, shopping ,working, sightseeing etc.

LRT lines, LRT circle route, park and go spots, and LRT airport access. LRT airport access should be a priority. LRT fees should reflect increase in cost to travel to and from airport (i.e. \$5 surcharge - affordable for those that work at the airport and also a surcharge for those that will use the LRT to get to and leave the airport for flights).

Please extend the LRT to the airport!

Crain to the Airport

Additional significant investment in Light Rail should be the #1 priority in the city

C-trains should run 24 hours

longer hours for Ctrain

We need the 4 train cars!

Build the north central c-train line underground. It's the only option that makes sense.

North central LRT line should go up center street with no vehicular traffic. It should be shared between transit line and bicycles.

Build SELRT as soon as possible.

My top priority for the city would be to complete an LRT north link as soon as possible.

Please build the LRT to McKenzie Towne or give us an alternate route to drive north other than Deerfoot.

Get the LRT underground in the downtown

I don't mind paying more taxes, but the priorities should be more CTrain lines (not bus lanes), better road systems, and DO NOT waste our money on the ridiculous downtown bike paths! It is a proven failure in cities where they have good weather, never mind spending tax money on a system that less than 1% of the population would use, less than 30% of the year! I live in Chaparral and would never use it - is that fair that my tax dollars support the very few bike riders that use it a fairly small percentage of the year? What are you going to do for my area? I end up having to pay to park at the CTrain station because the parking lot is full by 6:15 AM, mostly from people that live outside of Calgary (Okotoks, High River, etc.) - why? They don't pay taxes in Calgary! Any registered vehicle from outside of the city limits should be banned from using any parking at any CTrain station south of Fish Creek! At the very least - they should have to pay (not me), but put them in the farthest reaches of the parking area. You have it backwards by penalizing those of us that live and pay taxes in the city - but please - let's build a few bike lanes downtown! Get your priorities straight!

How about zoned transit priorities? Building LRT to the ends of the city only promote more suburban development!

LRT into the South East of Calgary!!!

Please fast track a SE leg to the LRT, expansions occur in the North and yet the SE does not have a line at



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all. Would be wonderful to connect with new SE Hospital! Thanks!

When the c-train will be extended to the somewhere close to Panorama Hills

More vibrant downtown please. Improved LRT (Green line!)

I would love for the City to start building the SE LRT line!!!

Fix the LRT traffic light system. Not set yet and crappy. More parking for LRT. Clear snow on major roads but not so much in neighbor hoods as it is melting.

Fix the LRT traffic light system. Not set yet and crappy. More parking for LRT. Clear snow on major roads but not so much in neighbor hoods as it is melting.

Need to make C-Train on 7th AVE more efficient. Having the train wait at stop lights make it no faster or efficient than a car downtown. C-Train yielding to traffic lights downtown and not in the suburbs is completely backwards.

Need to make C-Train on 7th AVE more efficient. Having the train wait at stop lights make it no more faster or efficient than a car downtown. C-Train yielding to traffic lights downtown and not in the suburbs is completely backwards.

South East LRT line

Less traffic light more C-train and parking in Ctrain station

Let's reach out for a bicycle friendly community.

Stop the fanatic push for all things bicycle!

Stop pandering to the few thousand cyclists and use resources to move the hundreds of thousands of vehicles that come into the city center every day. We don't user transit because the C-Train is unreliable and had problems every single week I took it. Now with my husband working downtown it is cheaper to pay for parking than to pay for a stall at the station and buy two bus passes on a system that breaks down almost daily.

Focus less on gay pride and cyclists and more on ALL citizens.

No more bikes that usurp cars

Safe cycling options have become a priority for me. Options that reduce direct interactions with car traffic are preferred.

Scrap the bike plans and cleans the walking areas for safety

Safety for cyclists and pedestrians!

Please work on the SE BRT! Transit times are having a huge impact on my family's quality of life (I'd really like my kids to be able to see my husband during daylight hours)

Bus fare should increase 50%. Buses are packed during rush hour so the value is there. I cannot use the bus so why do I subsidize it so much

Make it easier for inner city dwellers to take a bus or bicycle downtown. It helps everyone!

The city should focus on stopping sprawl subsidies. Transit should be focused on minimizing trip times for unscheduled trips (i.e. the wait time until the next bus is part of the calculation and thus frequency matters), extending service hours, and relieving congestion on busy routes (rather than extending lines and promoting sprawl).



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Southwood needs a feeder bus in the community. Senior and sight impaired residents shouldn't have to walk from 14 St. to Elbow Drive year round to catch a bus. Shame.

There is continuous vandalism at bus shelters costing tax payers - remove glass shelters, these are NOT necessary. Don't see the point and unnecessary money spent to rebuilding them when vandals will destroy again. Waste of money. One of the ways to keep taxes down.

The time it takes for a shuttle bus to get to a C-Train station is way too long! I will not use transit until these trips are direct to the train station.

Legalize secondary suites in every neighborhood. End the restrictions on taxi licenses. Double the amount of cabs on the road.

I have an issue with the Taxi's in this city. I believe there should be c-train access to the airport and to the Balzac Mall (Cross Iron Mills). I believe that the Taxis have a monopoly on the airport. I believe that like Toronto there should be fee's based on zones of travel in the city. I also believe that the lazy ass taxi drivers should also be "encouraged" to work evenings and weekends in the city, especially in the downtown core.

Calgary needs to take a serious look at the advantages and risks of getting out of the field of taxi licensing.

Calgary needs to take a serious look at the advantages and risks of getting out of the field of taxi licensing.

Thanks for soliciting citizen engagement, Calgary. It's easy to feel isolated down here in the south. Would be thrilled to see the city become more connected and engaged through improvements to transit and bicycle infrastructure, as well as fostering the development of arts and culture.

Building a comprehensive cycle network would put Calgary on the map. It would be good for business and for the health of our citizens. I would like my tax dollars directed to this initiative. Thank you.

Bike networks that go places I want to go to

Bike Paths, PLEASE. I come from Ottawa, and I guess I'm a bit spoiled but all the paths are connected and don't randomly stop everywhere. I'm a cyclist as well as an avid rollerblader. Your paths stop and start all over and they are often riddled with gravel or sticks. Also, housing is very difficult to find

Cycle track network downtown should be a priority and these need to cross the CPR tracks

Infrastructure/Buildings – Net

I didn't bother completing this survey. The questions do not represent the citizen's needs but only how City staff envisions its own operations. Here is my priority list: 1. Fix and upgrade roadways (for single user vehicles, not for bicycle riders or other social engineering commuter modes!) 2. Support strong community spirit, listen to and engage with citizens and not with Twitter accounts! 3. Support the local business community, i.e. Oil and gas and supporting industries! Get out of bed with David Suzuki and the like and prevent anyone representing Calgary to align with those who intent to destroy our prosperity!

Snow clearing potholes etc.: pothole fixing is infrastructure. Whereas snow melts. These should not be clumped together

Focus roads for Calgarians to move around the city. Raise transit fees substantially as they are a tax deductible expense for those able to use transit to get to work.



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Focus roads for Calgarians to move around the city. Raise transit fees substantially as they are a tax deductible expense for those able to use transit to get to work. Reduce property taxes.

Silverado residents would love better road maintenance as well as another main access road into our community please. We feel ignored and abandoned here and the proposed Stoney Trail construction plans will isolate us and make travel in and out of our community even worse. Thank you.

I would like the council to fix infrastructure before wasting tax payer money on crazy ART projects. Functioning operation of the city is why we pay taxes, fix the sewer system, pipes etc. that's what I want you to concentrate on not the "Santa Claus" list....Thanks

Upgrade major roads like Anderson, 14th Street, with over passes to promote a good grid vehicle system while continuing to upgrade the public transit system.

Denser development on all major road and C-Train stations. For example, high density down 14 ST. as long as 14 ST. is upgraded to handle the traffic.

4 months after our street was frozen over with ice and snow a plow came by. I will see your road crews here very soon to repair the damage in the road however I do have a brand new sparkling 25 million dollar bridge I'll never walk on. Priorities! Look after what Calgarians have. Upgrade as required within budgets. Police, Fire, EMS and Utility workers must be our number one priority. These are the people who become our heroes in emergencies. Do not become distracted by special interest groups. We don't need thousands of dollars in artwork to make a structure look nice, paint it blue. That is soothing enough. I am tired of waiting weeks to have a street light fixed but there is artwork to look at. Well in the daytime because the lights are not working at night.

More emphasis on maintaining infrastructure and less on pet projects like bike lanes. 5% TAX INCREASES EVERY YEAR ARE NOT ACCEPTABLE.

Stop spending money on transportation and concentrate on existing infrastructure, such as roads, sewer and water.

I want better and larger roads with fewer traffic lights. Sell Emma, put the LRT underground in downtown core, and privatize more government business.

Less city parties more core infrastructure repairs / replacement -hotdogs are gone in minutes, a community tree is an asset that last years.

Seeing as how we have six months of winter, the roads in winter need to be seriously addressed. I have never seen such horrendous residential streets as I have this year. It's appalling. I'm surprised my vehicle isn't in shreds. Would love to see a way bigger Police presence in all areas. Although I don't take transit, because I feel it's unsafe, it really needs to extend past Bridle wood quickly. Way too many growing communities in the SE off of Stoney.

Ensuring ALL road lines (Solid yellow, solid white, and dotted white) are kept up as to be easily visible. Includes adding them within a reasonable amount of time following roadwork that has removed or changed them.

Focus on building what we've GOT better, rather than spreading out even further Eliminate the cap on taxi licenses so Calgary becomes less car focused.

Raise taxes to pay for NEEDED infrastructure upgrades. The city has grown and spending on infrastructure has not kept pace. My taxes have gone up only 50% in the past 15 years- That increase does not allow the city to keep up with growth and inflation. Combine property value and INCOME to determine how much "property tax" (city tax) I pay. We need to be spending more so just collect more.



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The City of Calgary Roads department must take a detailed look at their priorities when it comes to residential roads. The Roads workers are the first to knock on your door in the spring to inform residents to remove a vehicle from the road for spring cleaning, however residents cannot even move their vehicles from the street in front of their homes to get to work during winter months as it appears the Roads department is not concerned in the least about removing the snow from the roads. This is not the 1950s. The City has grown residents; emergency and other services need vehicle access to their residential streets during the winter months. I like many other residents recognize there are costs involved in snow removal and are willing to pay a little more for the service.

I know the city has done all they can in keeping up with roads and overpasses as we had tremendous growth over the last ten years. It is time to fix roads in the city that have been ignored. Great city to earn a living/live if a wonderful way to look at Calgary however with earning a good living I would never go and buy a nice car. It would be shaken apart too quickly. Born and raised (1982).

Spend more money on cleaning and fixing potholes and streets in the older areas.

Keep going Calgary. Let's keep a good balance of suburban and Urban development and enhancement and revitalization. Roads are important (to many, whatever I think we have lots of them already) but so is a public transportation network and pedestrian and cyclist system. Please bring back the city volunteer spring cleanup! And please poke all other communities to pitch in and clean up.....and most importantly, keep the inner city alive, thriving and clean as the inner city is really the heart of ANY city. Lose that and you lose everything. Thanks, Ken

Please fix the roads we have first, getting tired of repairing my car. swerve on hole to hit another

Traffic calming within residential areas and more marked crosswalks for pedestrian safety.

De bottlenecks the increasing traffic bottlenecks. A sensible long term plan should be made. The current news? are not a long term solution. Snow cleaning must be organized to avoid the problems of this year...

Traffic flow for efficiency instead of obstruction.

Take action on Calgary's gridlocked roads

One of our greatest problems is getting out of the area especially since lots of people further south come down 24th St & onto 90th Ave then the communities here can't get out. Many years ago 37th St was to be open straight through to Glenmore which would take about 1/3 of the traffic off of 14 St. In my opinion this would make life easier for everyone trying to get out of here in the mornings etc.

Decreasing congestion on major roadways.

Better free-flow traffic to reduce emissions.

Upgrading congested intersections

Quit wasting money on bike lanes. Better traffic flow will enhance other modes ability to travel.

Please, please, please - focus on the traffic routes and flow in this city, it's getting ridiculous. I take Glenmore Trail every day - it's my only option to and from work. It's a 14 km commute and it can take more than an hour. Way worse if there is an accident. It's a problem and it's got me looking for another city to move to. Too many people and too many cars for the infrastructure - you need to really prioritize this issue. I know I'm not alone.

Build bigger traffic circles instead of putting in traffic lights or major intersections that costs millions of dollars.



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First will be very very good to stop parking cars on the street. Everyone has space on their property and not anymore on the street. It's creating a crazy traffic and accidents. The entire registry to be provincial no anymore private. The health care should be more seriously tested and not pay so high, many in this field are not well prepared but are paid to high. Schools to be more organized. not so much money on transit, Stop pay so high the property tax, Stop pay so high daycare , there I snot so great services but is charging us too much.

Stops block the traffic, everyone to park their cars on their property!!!! Put more sign, and send people to learn how to behave so can contribute to this are more. We never will be good, till people of this city will understand to respect the rules in this city. Serious rules about parking and keeping the cars on street. More sign Registry to be part of provincial government so people can not anymore get license too easy. Gas, diesel is too high, we have in our area a lot of oil and we pay so high!!! Utilities are too high in special the nonsense fees, we pay more fees then gas, water, etc... Stops give people that crazy rate.... If you really want to do something in this city then start look at the crazy prices and think that not everyone makes the same money, I snot fair to see somebody having too much and somebody working hard then you have less money... that never will help the city be better

As Calgary is growing rapidly, It needs to improve traffic flow on high volume roads (& keep them well maintained). Look at Phoenix (there's awesome).

Don't develop McCall golf course, it will create more traffic on 32 St.

This community is deteriorating rapidly, due mainly to increased traffic volumes on Charleswood Drive. I can hardly wait to see what University City will do to this once beautiful community!

Calgary needs to keep the flow of traffic moving. This includes synchronizing stop lights and banning large vehicles from the left lanes. Also need the LRT to go through the airport.

Access to the community during peak hours has been aggravating. Weather, traffic accidents on Crowchild or Glenmore immediately cause congestion. Multiple occasions in 2013/14 it has taken 30+ minutes to exit or enter community

I would love to see a more efficient use of people and vehicles on roads and construction. There is much idling of both trucks and people. Our small street has been trimmed of ice by a big truck, and sanded three times a week when the main street remained rutted and slippery. Clearly better communication is needed.

It takes more than 50 min. one way from Hamptons to Downtown. Hope the City. Will have a plan to improve the situation.

It's important to keep inner city neighborhoods intact. Don't sacrifice them to facilitate traffic to the downtown. Encourage the building of "mini" city centres in outlying suburbs in order to minimize cross-town traffic.

Reprioritize vehicle traffic flow - we have too much urban sprawl, and to cool a climate, to be prioritizing bicycle lanes and bike traffic

Improve Traffic! Improve downtown parking and access. Transit downtown ridership is high, so why can't we have additional Lanes into Downtown to improve traffic. Very few people bike in the winter, so why spend money on such a small % of population, this is not a good city for such a focus on Commuter cycling.



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Road congestion needs to be addressed now - not a 20 year plan i.e. Crowchild Trail between Stadium & Bow River!! City is sprawling as developers are granted more land further away from city center and the road system is straining to handle the daily traffic. Don't agree with more cyclists in core! Love our green spaces & want to see them protected!

SE Glenmore Trail Free flow and SE LRT should be high priorities!

Get the Traffic Flowing - get the lights in Sync if you are traveling at the Speed limit. Stop the Stop and go Traffic BS that the City now uses. The Calgary Police Dept. is sending too much money on nothing !! Get a handle on spending .. you waste so much money per year !! Stop letting them little Blue and White GO Cars use up all the parking in the downtown !! Stop being Stupid about Bikes and Bike Paths - we spend too much on this!! stop crippling the downtown core with Bike stuff its all BS!! Open up the Taxis .. we need more of them !! We need them downtown not at the airport all the time !! Put in a toll for the Bikes coming into the downtown

We need to slow traffic down on Edmonton Trail. There are NO speed limit signs on Edmonton Tr. between the Memorial Dr. and 16th Ave. N.

Focus on infrastructure

For communities, I would suggest looking at building the new communities to more closely resemble the grid system, like the older communities. With most of the new ones having only one or two ways in or out, that makes it difficult for emergency services and calgary transit to get in and out efficiently. Also, if an accident blocks up the only entrance, how are you supposed to get in or out?

Please stop taking away existing asphalt from vehicles. We do not have the luxury with the growth of this city.

I would like to see the City put a plan in place to replace the existing fences along 18th Street in Riverbend. Our property backs onto 18th Street and I would be more than willing to contribute our portion of the cost to replace that fence if the City could organize or put a plan in place to replace that fence. It is really bad shape and is built to a standard that requires a lot of upkeep such as painting and material replacement. 18th Street is the gateway to both Riverbend and Quarry Park and I feel that it would be appropriate to replace that fence to make the street more esthetically pleasing and welcoming.

Watch this video please. How to build more efficient cities.

http://www.ted.com/talks/kent_larson_brilliant_designs_to_fit_more_people_in_every_city

Updating older communities!! I live in Fairview and believe as much money should be spent on upgrading mature communities as is spent on the newer communities! We live on Farnham drive which is directly parallel to Blackfoot trail, and I believe that we need to make the noise wall between Blackfoot trail and the community much higher, possibly another 15 to 20 feet higher. With the increase of traffic on the Blackfoot, as well as all the commercial development we can't even enjoy quiet moments in our back yards anymore at any time during the day, and the noise starts with rush hour in the morning. Also upgrading our alley ways, and power lines is much needed. This is a much desired community to move into and most people who live here are long term citizens (30) years myself. I would really like my community taxes to be spent on upgrading this wonderful community

Spend tax payer's money wisely; narrowing existing road like Charles wood Dr was wasteful.

Spend tax payers' money wisely; narrowing existing road like Charles wood Dr was wasteful.



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Heritage Conservation / Preservation should be a priority. Better conservation can be accomplished by the City increasing its annual allocation to the City's Historic Resource Conservation Grant Program. Also funding to the Calgary Heritage Authority should be increased. Also more allocation to the maintenance/ repair of historic resources owned by the City as a show of conservation leadership.

I'd like to have more progressive and state-of-the-art architecture in the city

Infrastructure for Elderly community members and aging populations

Urban sprawl is my biggest concern. High density plans like Brentwood TOD need more family-friendly options, not just studio apartments.

Please stop urban sprawl. Horrible and ugly looking - affects first impressions entering the city and is an indication that the city planners took an easy way out. Commercial parks such as Quarry Park are not efficient in reducing traffic. They may help workers who live around Douglasdale, but amplify traffic problems for workers living almost everywhere else e.g. Valley Ridge. Decentralized design is least efficient for any and all purposes. Ask your mathematicians on staff for more details. Also, people from other cities who work here need to pay for using City of Calgary roads - add tolls to enter the city at all entries. Fuel taxes won't work as commuters will fill up at the gas station in Cochrane on the way in.

I'd like to see the City limit the sprawl that spills over in all directions, or at the very least make developers and homeowners pay for the cost of developing the accompanying infrastructure to support them. Why are taxes in inner city where infrastructure already exists exponentially more than taxes in the burbs?

stop expansion of the suburbs

Our downtown needs more high-density residential buildings. Urban sprawl is hurting us with increased traffic, and strain on our transit system and utilities. We need to use elevators, instead of accelerators!

Calgary is a very big city now and can't be everything to everyone. I would appreciate more concrete action to reduce sprawl and have suburban growth really pay for itself, including all externalities, not just the increased cost of infrastructure, but also the costs on the existing areas.

I think the two largest issues facing Calgary is its sprawl and the diversity of its economy. Sprawl increases dependence on roadways, strains infrastructure, and isolates Calgarians. It impacts Transit, public parking, and access to schools, retail and community spaces. The long lasting negative impact is a growing detriment to the city and needs to be curtailed as much as possible. I'm also concerned with the city's heavy dependence on the oil and gas industry. How can the municipal government encourage the development of other industries?

We need to stop growing out where we become more about our individual communities and less about our City. I do not want us to become Detroit

Defining and limiting urban sprawl.

stop urban sprawl

Enough with the urban sprawl!

I'd like the ability to go south or to the east without having to go downtown, transfer, and then reach my destination. A 15minute car drive turns into a 45 minute transit ride

Low Impact Development retro fits for existing developments and in all developments



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I would love to see more emphasis put on developing the city within the current city limits instead of continuing to expand outwards. We are expanding and expanding and expanding with no thought of the value of having the space outside the city that can be used for recreation or to get away from the hustle and bustle. By using the space within the city limits more effectively, I believe we can alleviate many of the issues that people experience (traffic, unaffordable housing etc.).

City should be developing the roads in a planned role out not piecemeal like 85 St., Bow Trail, Crowchild trail etc. Start at one point and move out don't develop in the middle and pinch it off at the ends creating backups in traffic

Access to Stoney Trail from Hidden Valley Drive West.

Access to Stoney Trail from Hidden Valley Drive West.

Need to encourage more growth in established areas and around CTrain stations and limit suburban growth. Cost of new suburban infrastructure should be passed on to those that choose to live there rather than those that chose to buy in high-density established areas.

Density, accessibility, transportation and intelligent planning. If you're going to do/build something, do it SMART! Decisions like having communities built that block high volume roads, building some communities with sidewalks on only one side of a road, constructing a road then having to go back in 4 years because it needs widening, not fully considering art or other aspects of a design plan for the area it would be located, etc., etc. Think of the long term, and how these practices would impact the Calgary of the future.

Fixing existing road bottlenecks (e.g. Langevin bridge on Deerfoot, Crowchild across the Bow)

The only current priority for this City is to establish upstream flood mitigation infrastructure...tunnel from the Dam, Dry dams' upstream and operational control. The City and Nenshi really don't seem to get how close we came to losing the entire downtown with many more Billions of dollars damage and lost productivity (to the \$6-8B we did lose). There is no more pressing priority.

DO NOT BUILD ANOTHER PEACE BRIDGE!

DO NOT BUILD ANOTHER PEACE BRIDGE!

Less photo ops more work! Stream line building and planning. Pathetic amount of red tape and time wasted trying to get anything done in this city! Are money and time is valuable too. Can't tell you how many tens of thousands of my dollars go wasted on building and planning not to mention the tens of thousands the city makes from my hard work!

The inner city is used by everyone but treated as if no one lives there. I'd like to see decisions for my community, and my neighbouring communities, have benefits and impact primarily for residents rather than those who drive through en route to and from work.

As a citizen I'm concerned about the rate of growth and how a focus on the perimeter is affecting our inner city, taxes, and priority areas for the provincial gov't to place schools. It all seems unsustainable.

Ease restrictions on development. Quit focusing on inner-city development.

There are huge opportunities along Centre Street to revitalize neighbourhoods north of downtown: Street car/train up Centre (where the people are) More mixed business on street level/residential above construction on Centre, Edmonton Trail & 4th street NW; no parking on Centre street (impedes busy traffic flow); Eliminate "traffic calming" sidewalk bubbles on 4th St. NW



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I live in the suburbs; however, I have a vested interest in the success of developing the inner city into a vibrant, multicultural one characteristic of the cosmopolitan metropolis that Calgary is.

A strong downtown that draws people from all quadrants needs to be developed. There needs to be more going on between 7pm and 10pm in that area.

We really need to focus on saving and preserving Heritage. Soon every old building in Sunnyside and Hill Hurst will have been torn down by developers. What will citizens fifty or one hundred years from now think of our actions? They will remember us as the people who did not care to look after their past!

Transportation routes for inner city communities

Halting the growth of Calgary will halt the need for excessive budget increases for infrastructure/ human resource needs. Budgets would primarily only grow by the rate of inflation.

Less taxes, less snow plowing, less expansion to the suburbs.

Less suburbia, more urban! Why am I paying more property tax than the suburbs when it costs more to service communities further away from the core?

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If I could have added more emphasis on urbanization and sustainable growth for our city, I certainly would have. It would be great to see us build toward that future with a firm and solid stride in that direction this budget cycle.

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City is moving in the right direction with transit oriented development. Diverse and exciting inner-city neighbourhoods need to be complimented with more green space - Beltline has a real lack. Suburban development is NOT sustainable.

I am concerned with developers in my neighbourhood building oversized houses that do not reflect the neighbourhood's character.

This process, while appreciated cannot represent a truly meaningful picture. The City should focus more on building CALGARY rather than imposing the values of other cities (that is not to disclaim that some of them are good). It is important that The City look at context of projects or policy such as density, within the context of the community, rather than imposing "pet" projects. Perhaps if the value was for people rather than structures, or notoriety, and respect for communities and the ability of public to truly participate.

Need stores and shopping area developed, as closest right now is out of town (Balzac)

We need to have some commercial development on the west side of Metis Tr. close to Skyview Ranch. We were told when we bought our place that there would be a Walmart, etc. and have seen nothing besides the occasional dirt being moved in that time. It would increase the value of Skyview and make shopping more accessible. Thank you!!

Make sure that developers pay enough to cover the cost of upgrading the capacity of all city utilities that their new subdivisions are putting strain on, E.g. the north west sewer upgrade now needed because of massive development in that quadrant.



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Please stop using my tax dollars to fund suburban development. There's a dearth of solid public services in the inner city, and we're creating a "donut" city, with all the new development and new/upgraded services around the outside.

We need to invest more in not-for-profit organizations and programs, and in making established areas more cost effective so we stop building out of the city.

Too much money is invested into infrastructure for new suburbs. More money should go to upgrading existing infrastructure in older neighbourhoods. There is no incentive for developers to build in existing communities, as the current cities policies make it much easier for them and more economical to build out in the sprawling suburbs. The City council needs to revise all the extensive rules that make it extremely difficult to get anything approved in the existing communities, and Invest public funds there, instead of out in the suburbs, too make it more attractive for people to want to build there.

Priority is to connect C-Train to Airport. Finish 14th Street and Anderson Road by adding overpasses and more lanes. Plant more trees in areas that have lost them (poplar tree replacement). Change the zoning in all areas that could handle a higher density zoning. It would be great to see and have a choice of condos down MacLeod Trail, 14th St, Anderson Road, Chinook Mall area, as long as the Public Transit and Vehicle Traffic systems were able to handle the higher density development. Raise taxes as need be but explain to people how tax money is being spent = show people the effective use of their contribution. Provide avenues for input and adjust as needed. If you call 311 for 3 months straight and always get a recording stating "due to unusual call volumes..." hire more staff as the service is not working the way it should. Be proud of our city and diversify and encourage other industries that are clean industries, i.e. movie production, the Tech. industries, the fine arts. The make our city unique and desirable to visit and live in.

Quit building roads - they will just fill up with cars, no matter how many you build. Quit annexing land - increasing density is much better for the planet. Quit allowing developers to do whatever they want - just because they can sell the mansions doesn't mean building them is the right thing to do. Developers say to let the market decide but the market doesn't care about society. The free market would never support money-losing social goods like fire and police departments or public transit. Government is needed to create those, against the wishes of the only-profit-is-good market. Pass laws to protect trees on private land, not just public land - if Vancouver can do it, Calgary can do it.

I think roads more important than bicycle paths focus on Ctrain and buses

The biggest things I've noticed are that 1. The eastbound route 412 could stop immediately before the lights on Bow Trail and 37 Street SW, which would be very convenient for some transit users, instead of taking out the eastbound stop immediately after Bow Trail and 37 Street S.W. and not replacing it. 2. Secondly, as one of many people who walk to Westbrook Station from the nearby residential areas west of the train station, it's disappointing to see a major lack of sidewalks. Instead, I have to walk through the mall parking lot and super sticky mud EVERY DAY. 3. Thirdly, it would be a very good idea for the City of Calgary to realize that there are people who take the C-Train from the Northwest (e.g., SAIT) to the West (e.g. Westbrook) every day. There are trains that go directly from the N.W. line to Somerset, and from the N.W. line directly to Saddletowne, but there are no trains that go directly from the N.W. line to the West line. Similarly, there are no trains that go directly from the Somerset line to the N.E. line. Please facilitate efficient navigation of Calgary by implementing these suggestions.

Invest in moving traffic around the city instead of through the city.

Need more drains for water in our area... just like several others this year. Should consider looking at



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same

Infrastructure maintenance - sewers, roads, bridges

Limiting utility cost increases

Eliminate homelessness in 6 months through the use of trailer/motor home donations and setting up infrastructure on city lands to support such homes (i.e. golf course locations).

Create a more walkable city. For example a walking pathway from the Bow River walk/bike path to the Sunalta c train station.

Create a walkable city that provides easy access from walking pathways to services. For example, there is no walkable access from the Bow River pathway to the Sunalta c-train station. That's just plain stupid.

10 St. and 4th access to river pathways. No sidewalk...safe walking route from the rear exit of the marquee to the river pathways

Need better west-east community connection with St. Andrews (no bike connections at bridges - must carry bike, strollers, forget if you are in wheelchair)

I love Calgary and think that we should focus on developing our shared community infrastructure: parks, pathways, recreation facilities and programs, public transit, natural spaces, urban forestry, and so on and so forth.

We are a well off family that has decided to make our home and invest in an inner city community that we see a lot of future potential in rather than a more affluent and well maintained neighborhood. We would love to see more investment in these types of communities that have potential - at the moment in our community sidewalks are breaking down, there is little to no planning in terms of driving healthy communities with respectful residents (there are numerous halfway houses within a few blocks of us) and more promotion to live in these types of neighbourhoods is needed. Build it and they will come - invest in these great inner city neighbourhoods and make them beautiful safe and desirable places to live!

Communities designed to allow for walkability

Social Services – Net

Communities centered at our aging population and seniors. We need to be thinking about how we are developing, and or refining our communities for the population as it ages in the best fashion.

Would love to know more about what the City is thinking about how we are building, refining or developing with our seniors and aging communities in mind to meet this changing demographic.

I would like to see the expenditures on new bicycle pathways diverted to be of use to a more diverse population, that is, older, disabled, ill, shift workers, etc. That is - almost everyone. Recreational opportunities for all should be the focus, so that safe dog parks and walking paths, playgrounds, community outdoor rinks, city golf courses and other facilities should always have a priority over bicycle commuters. Commuting in a snowbound city should be focused on the snow and attendant problems to the majority of citizens.



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I have brought up, many years ago to respect and am considerate of Seniors. Whilst there is aid for those in serious need, I feel there is little consideration for those of us who are now old and are trying not to be a burden on our communities. When travelling on the C-Train, not during rush hours, and I have to ask that someone give up there seat for my Wife I feel is indicative of Calgary's attitude to this class of seniors. We pay our taxes, are fortunate to have sufficient finances not to need to ask for subsidies and are willing to do our share, but please respect us for that and give us services to make our few last remaining years a little easier.

I'd love to see more investment in making Downtown a safer, more user friendly neighbourhood

It's time to get rid of the free fare zone on the LRT; we need turnstiles, and attendants at the LRT stations. Our LRT stations are places where crimes and assaults occur often. Drunks sleep on the train and make it unpleasant for paying customers. It's time to make our LRT system safer!!!!

I am troubled by how dirty and unsafe-feeling our LRT stations are. And they smell. There are often not enough people around on the platforms to make me feel comfortable. Sure would like to see more info officers i.e. "helpful" staff rather than "negative" enforcement officers Please spruce them up and get a more positive vibe and I might be more inclined to use the LRT.

Safety

I still have some concerns about security on our public c-train line. There are often people loitering at Sunalta station at night and evidence of drug use (syringes lying around; unconscious people lying around). I am concerned that a mugging or other violent incident is bound to happen unless security is stepped up.

I've emphasized public safety and transportation. It's not that environmental and doing efficiently aren't important, I just see them as part of the how we do business.

How about a clean, safe and vibrant city as a whole?

The bus stops along Crowchild are very unsafe they should be allocated within the community

Safe clean communities a very important to me and my family

Although it is very difficult to make these choices, we need to focus on keeping our City clean, safe and accessible for people now and in the future. Thank you for asking for input.

pedestrian safety

Feeling safe in my community and improved traffic flow are my two biggest concerns.

Preventive programs for children and youth, social inclusion is important, not everyone can afford services. Quality of life in the community, how to access services.

Neighbourhood hubs (places to meet, feel engaged and belonging, receive services and meet the neighbours and friends).

Contact more services out and hold those contractors responsible for better service

Levels of service and community standards will need to be reviewed based on the size of city and engagement by ordinary citizens. Style of development does not encourage social and caring community. Resources go to enforcement and perceived safety measure as opposed to true social community development.

I am concerned about property taxes being out of line with actual services. and actual services being a lower priority than city workers' compensation.



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Hi, I love seeing continued improvements in our neighborhood. I had seen a study once where it proven that signs of cleanliness and quality maintenance enhanced people's lives. I noticed we are having some run down looking spots in our neighborhood. For example, the ~ 4 year old Super Store on 4th has loads of garbage laying around in the parking lot and uneven pavement spots (something I would relate to while shopping in a 3rd world country). Also, there are some homes and yards that are run down and/or have decapitating fences, over use of city property (i.e. over grown gardens on corner lots), over grown brushes on corner lots invading street/traffic views to name a few. On the plus side, a lot of the new homes and most existing homes are crisp, clean and sharp looking. Let's keep the trending that way. Thanks, Faye

I think that the community we live in is the most important place to start. When we have safe neighbourhoods where people care and help one another, we have that same in our larger community-the city!

STREAMLINE "OPTIONAL" SERVICES AND RAISE BUS PASS PRICES FOR THOSE HEAVILY SUBSIDIZED IE: SENIORS SHOULD BE BASED ON INCOME NOT JUST BECAUSE 65 YRS OLD. Same for access Calg. MULTIPLE TRIPS PER WEEK TO "PERSONAL" TRIPS IS VERY EXPENSIVE AND SHOULD BE REVIEWED AND # OF TRIPS/WEEK SHOULD BE GIVEN A CEILING TO PREVENT MIS-USE/ OVER USE FOR PERSONAL TRIPS

Clean, Safe, Vibrant Neighborhoods OUTSIDE Downtown

Emergency services - Police, Fire, 911 response

The City of Calgary should be in the business of helping communities and citizens not businesses - they can take care of themselves, and the really big ones, like the oil and gas sector, and the development industry should be helping the city in this, not demanding concessions at every turn

Heritage conservation / preservation should be a priority

I'd like to see some more publicly delivered services. I'm frustrated by the state of parks. Maybe next year someone could pick up the garbage at a park without being prompted.

no new programs, optimize basic city services to be responsive and effective

I think that Community Services are also very essential to the wellbeing of our city, however given the growth rate of the city I think it is essential that we get the way we grow right. The form our city takes and the way it is built will help to address some of the issues faced in providing services. I support the inclusion of a variety of higher density housing forms, but I think we need a lot more housing that is between apartment condos and single family and duplex houses. This will add new life to inner city communities, attract shops and jobs and reduce traffic and makes communities more inclusive and accessible. It will also make our city more compact, making it easier to walk or use other low impact forms of transportation, like bikes and transit. More houses closer together also mean more people and therefore a larger tax base and more users to support community investment to improve parks, recreation facilities, upgrade infrastructure and all sorts of other community investment.

Please focus on the core services of a municipality. A clear focus with efficient delivery will help save money.

[I am] disappointed that there is no option to set higher taxes and more services as a priority. The survey is designed to get specific results rather than determining what citizens actually want.

More police vehicles on the Deer foot and Stoney trail. Stricter law enforcement on speeding



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I'd love to see more resources devoted to penalizing bad drivers. When I moved here in 2007, pretty much everyone was well behaved, but now the city is turning into Vancouver. I see unsafe lane changes, people on their phones, red light runners and tailgaters to name a few. Put the knowledge back into the populace that if you break the rules, you pay.

More red light and speed radars would be good; a cost effective way of enforcing traffic law.

I believe that all traffic fines should go directly to the city budget and that the police should have to prove the value of programs without controlling their own operating cost outside of the tax base. The system is entirely unfair for all other departments. I also like how the city looks without dandelions. I would like to insure the city does not overreact and spend too much on "once in a lifetime" or very infrequent occurrences such as the floods and heavy snow amounts.

Free parking Saturday/Sunday mornings? Keep drunks off the road!

It would be nice if the police actually enforced the playground zone in my area. There are 2 elementary schools and a community association where hundreds of kids show up every day and no police. Elbow drive in mount royal has a weekly police presence in their playground zone and I don't know anyone who's ever seen a kid in it.

Protect pedestrians. Enforce traffic laws (stop signs, yield, crosswalks)

- Calgary Police service needs a serious tune up. I am talking about a serious increase in quality, policy and work ethic for these officers. Quite frankly, I could have had a pizza delivery come faster than the police one night after a 911 call. Absolute

- Calgary Police service needs a serious tune up. I am talking about a serious increase in quality, policy and work ethic for these officers. Quite frankly, I could have had a pizza delivery come faster than the police one night after a 911 call. Absolute

Interested in the city concentrating on effective core city services (police, fire, snow removal, utilities etc.). Not interested in Green Cart (have my own compost bins), more high rise paved development (mid-rise or lower, more green permeable surfaces please). Also sufficient cycle trails and art for now (maybe look for private or corporate funding for these).

One thing that's important that wasn't listed, though I'm not sure what category to include it under, is to expand mental health initiatives (for all age groups) in the city.

Under category of community...community member wellness...individual social responsibility and contribution to the community (Calgary) starts with individual wellness...psychological, financial and health wellness.

How about training and hiring only women for fire services for the next five years or so to make these positions more reflective of the general population.

Can we not do more for the homeless? Help them to become more involved community gardens, trade skills, cleaning etc.? More hospitals for the mentally ill.

Social services (FCSS)

Please pay attention to changing demographics (e.g. growing senior population), to healthy families, to safe communities.

Defined benefits pension changes

Investing in poverty reduction programs

Prevent a gap between "wealthy" and "poor" citizens.



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We spend way too much on community associations. What is the purpose of these investments now? It is a lot to spend on work seemingly without purpose or outcomes.

I want to understand why our funding for facilities and social programs is imbalanced with the funds for Edmonton? Thank you.

I would wish for efficiencies to be found in every city department because as much as we all want services, I do not want to face tax increases the fund all these services.

There seems to be a lot of money spent on Fire and Police. I understand the need but there are other programs and services that require funding. Increased funding to social programs and other assistance programs can help reduce the need for policing. The needs to Fire and Police need to more tightly balanced with the needs of the rest of the community.

There seems to be a lot of money spent on Fire and Police. I understand the need but there are other programs and services that require funding. Increased funding to social programs and other assistance programs can help reduce the need for policing. The needs to Fire and Police need to more tightly balanced with the needs of the rest of the community.

Affordable for everybody not just those working in the oil and gas!! Not so much suing. Sticks and stones many break our bones but words can never hurt us.

These functions should all be done via city planning. All implementation should be done by the private sector. The city should not be in the golf course and leisure centre business. The proposed \$259million library is an insult to the taxpayer.

The choices in this survey were very broad, but vague. What matters to me are: schools, libraries, parks and transit. If you get that right, I'm not too fussed about the rest.

Support public services that work toward servicing all Calgarians, especially literacy programs (e.g. Calgary Public Library).

Better funded civic partners (spark, public library especially)

This poll is heavily skewed towards promoting Nenshi's personal objectives and vision for Calgary, rather than what the silent majority actually think. While this system is adequate in terms of functionality, it fails to truly reflect what Calgarians want by not providing a wider range of options. Most of the options make users choose between different aspects of the "Planit" idea, rather than actually opposing what "Planit" sets out to do in its entirety. Planit is such a poor document that caters to a select few and ignores the wishes of most. Thank you

SERVE the citizens rather than special groups and feel good projects.

I do not support reducing traffic flows for hundreds of thousands of motorists to accommodate a thousand or two thousand cyclists. Given our climate, it is not logical to assume that we will ever have cycling become a significant mode of transportation. Until we have a well-developed transit system that actually serves all communities in our city and is efficient in getting people to and from work, we cannot afford to take a lane of traffic away from cars to accommodate a few cyclists. This means not only c-train service, but also a well-developed bus system that connects communities to downtown as well as communities to each other (as not everyone works downtown). As well, we need to provide transit later into the evenings to serve people who are have been drinking, particularly since we don't have enough taxis available when the bars close. People need to have options available to get home without driving. This may also involve issuing additional taxi licenses to drivers that are willing to work later at night, especially on weekends.



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Please keep property tax increases at a reasonable level for ALL Calgarians - between 2-3%! Very stressful for those on fixed incomes, those assisting ages parents, etc.

Far too often the interests of a small vocal minority take precedence over the interests of the majority. I think all of the investment into cycling is a prime example.

It seems like Calgary is spending most of its resources focusing on attracting people to Calgary, instead of meeting the needs of the people who have lived here for a long time. Resources should be spent on making our existing community as great as possible, and not on external recruitment.

Fiscal Management – Net

I want to hear how the City Council is working to reduce expenses and to manage the budget responsibly. I suggest that tax do not increase but that individual communities pay for local parks and services

Please be more responsible with our money, we do not need any more shrines built in honor of our councilwomen (Drew)!

The City needs to concentrate on its core responsibilities to citizens before spending money on the "wish list" of activists, be they on Council or in the general public.

I am retired and my income increased only 0.7% in 2014. I have to cut back my budget just to pay for normal inflation costs and expect the city to do the same. Budget for NEEDS, not wants. Population growth ADDS to city tax coffers, so there is no defensible reason for the city to exceed normal inflation in setting property tax rates.

no more expensive bridges that are A TOTAL WASTE OF TAXPAYERS DOLLARS! STICK TO NEEDS...NOT WANTS.

Lower tax increases by using money more efficiently.

Council needs to focus on using money efficiently instead of constantly raising taxes. Force departments to find savings without cutting services - if private industry can cut budgets without compromising output, so can the city. If the City can't find cost efficiencies, maybe it's time to start privatizing services.

Not enough options on the survey that reflect the main criticisms of City council like: Why is our service procurement RFP system corrupt/non-existent? Why are we spending 3-5x more on the same thing the public sector can buy for much less? Why are we spending millions on Art looks terrible and not supporting local, new/actual talent that could do a better job for 10% of the cost????

Please work within existing budgets, curb spending & limit tax increases to the cost of inflation

Council must be fiscally accountable - no pet projects - abolish the ward system

Give back the money you stole!! Stop spending money on useless bike lanes etc... Keep your election promises!

Please stop wasting money of residential snow clearing. There is no reason to clear residential streets down to bare pavement. It's unnecessary (people can drive on ice for 100 yards until they get to the closest bus route), expensive, and running all of that heavy equipment to remove ice that is going to melt on its own in a few weeks is an environmental disaster.

Would be satisfied if more thought was put into what was done example Stoney Trail should have had clovers /no lights and the designing was a waste of tax payers money There are many ways we could improve and save money without cutting back on everything. Thanks-but like our input will really be



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taken into consideration I don't think that will happen.

Poor survey choices - we need a rational city government that generates balanced budgets at annual increases equal to Alberta's annual inflation rate, values all our citizens, reduces bylaws and regulations to a common sense level, reduces bureaucracy & public employment, builds an efficient roadway system rather than controlling and confining drivers to "concentrated traffic frustrating routes", emphasizes responsible citizenship rather than eco-trendiness(we do not need green bins or even black bins as they waste space most of the time and are cumbersome and unsightly). Just a start!

Half a million bucks seems a little excessive just to get people's opinion!

Stop the waste of my money, focus and cut the bull

Cancel the \$50 Million skate park project. If we are attempting to keep taxes from being out of control this is not a necessary investment. \$50 Million for a community of a reported 30,000 people is extremely extravagant.

Budget reduction suggestion: Require every department to reduce their spending by 5%, but let THEM figure out where the efficiencies should be. The finance department would then roll up the individual department budgets into the consolidated version. Thanks for the opportunity to participate!

Reduce administrative cost, be more open, forget about social media and interact with citizen directly in person or by phone

concentrate on necessary city services and managing costs

It is essential to give tax incentives, breaks and support to industries other than gas and oil. While these areas are integral to Calgary's success it is just as important to diversity while we are seen a place to live and to move to. Industry like Film and Movie production, the Arts (music, performing arts, and visual arts) all make a city unique. Most people want to go to Victoria, Ottawa, or Montreal for a Canadian vacation - not usually Windsor or Hamilton. If your city has a vibrant culture (ARTS) people want to visit/live there. Another area is the TECH. SECTOR. Computer and tech startups are highly sought and for good reason. High pay and educated work force. Gaming industry (Vancouver), Silicon Valley of the North (Ottawa). We could do better than any city if we provide the seeds to foster the growth of these industries. There are many others, logistics, etc. WE need to do it while we are on a role, not when it's too late...

Balanced budget Reduce debt

If you don't have the money to pay for it, you can't have it. New library, what a waste.

The budget exercise was very inaccurate. The assumption made by the city is no decrease can be offset without service level decreases. The employees, councilors and mayor must think outside the box to solution these problems within the current revenue stream. In future cutting necessary expenses like the blue circle, peace bridge should be avoided. Still no word on the # of employees making 100k +. We have a 500 million tunnel with no access - why spend the \$\$\$ if it is not to be used. Traffic congestion in NE can be fixed with limited \$\$\$ just think. I will move out of the city if this continues and will use the infrastructure with no payment to the city.

Back to basics. Reduce middle management, reduce HR by 75%, stop with the re-cycling/green crap the tax payer can NOT afford all the Agenda 21 crap. Take care of the roads, provide police protection and properly fund the fire department. Stop with the bike lanes idea... it will only hinder traffic flow ... I



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could go on for hours on the things that need to be stopped !!

You don't have an open cheque book to do what you please; you need to be more responsible with our money. So far you get the grade Smarten up

Use our money in a more effective manner ... less art better interchanges. Less traffic control... traffic light restrict traffic flow, which in turn creates more traffic congestion and greenhouse gases... get it together people

Quit worrying about stupid things like shark fin soup, water fountains, and find ways to quit spending money and time on none required things.

Millions of dollars to accommodate 12,000 cyclists seems a bit stupid to me. So does investing tax dollars in a film studio... If it's such a great investment why not encourage investment from the private sector with tax incentives rather than risking cash in hand?

It is time to get fiscally responsible and understand who we are and not who you want us to be. Enough social engineering and get on with real solutions to the cities created nonsense.

City Council seems to say yes to every capital project that comes before them. Only the highest priority projects should be approved. When Calgary's rental vacancy rate is so low this should tell council that they are spending too much money.

Government Fiscal Strength. For reasons obvious to most taxpayers, a fiscally strong government is important to the future of our community. Fiscal strength means that we are in a better position to continue and in some cases expand investments in things critical to our citizens' quality of life and future economic prosperity -- such as education, parks, infrastructure and economic development

The city needs to be more efficient with its spending. Council seems to give more priority to bike riders than trying to deal with traffic congestion - especially in the SW.

Choosing the 3 priorities under Calgary's communities is really unfair! How is it possible not to choose things related to basic safety and shelter over quality of life issues that a city as prosperous and developed as Calgary should have?!?!? It's an unfair way to set up the so called "need to haves" over the so called "nice to haves". Surely a city as well positioned as Calgary knows to always fund basic needs but that solely doing so hurts a city? Let's be fair!!

#1 priority should be reducing inefficiency in government. Threatening to cut department budgets each year if they don't spend it all is nonsense. This forces unnecessary spending at the end of each fiscal year, as each department is paranoid that their budget will be reduced the next year if they can't prove they use it all. Instead, excess money in department budgets should be saved as a "slush fund" and used only in an emergency. Over only a few short years, this could amount to a great deal of money to be spent on necessary infrastructure upgrades, or other unexpected expenses such as natural disaster remediation.

I think council needs to re-prioritize funds to basic services such as snow clearing

Cut the massive overhead costs of running this city by having an independent audit of ALL operations costs. There is only one taxpayer and we can't continually pay more taxes with less income. It's NOT a Taxing problem it's a spending problem. Peace Bridge \$250 million and an "Art Ring" for \$450,000. STOP wasting our money!

I do not want to see city budgets focused on lowest possible taxes. I prefer to see an emphasis on quality of service, with parallel efficiency of use of funds.



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Please do not try to sell the general public on taking anymore "tax room left by the province". Make a budget plan based on needs not wants. Just like in real life you can't give everybody everything they want. Sometimes you just have to say no.

Cost effective city hall without bending to special interest groups. Control signage, many temp signs are being used and are visual pollution with all bright colors in park areas. Speed and noise for traffic. Put more enforcement out there. Stop wasting time on issues that are not important like shark fin soup. Bikes should pay license fee. Motor bikes even more

No more clearing of snow removal from Residential streets. We live in a winter climate; buy snow tires and drive slower. Too much money wasted with little results.

The city should stop wasting their money on projects like the upcoming \$10 million (which is going to end up being \$30 million) Bowmont park project and use it for things that matter to citizens or reduce taxes. The Memorial Drive and 10th Street project is another example of extreme waste.

We cannot sustain the capital expenditures and service level expectations that we have spent on in the past.

Fiscal responsibility is my number one. More can be done with less. You are in place to govern with this mantra. We need transparency, but consultation does not to be overt. You will never please all.

Budget is the most important. Live within your means. No annual tax increase.

Now the Airport Tunnel drags all LRT SE funds, please it's time to start doing something for us

As a City of Calgary employee who works inside the Blue Building, and a native of Calgary owning multiple properties in Calgary and therefore paying significant property taxes, I am disheartened to see the waste of my tax dollar by City Administration. There are whole groups operating within the City of Calgary where I fail to see much value to the organization (and certainly not to Calgary as a whole) because they are so poorly run. Human Resource Services is an example, tax dollars are paying for the division of Organizational Effectiveness. When was the last time the City Manager or City Council asked if the return on investment for the division of Organizational Effectiveness exceeds the amount of money given to and wasted by this division every year?

It would be nice if the city stopped wasting so much money on adding more and more unnecessary staff every year

This city council has no idea as to how it should manage budgets and expenditures. It never talk' about saving; only spending. Never any cutbacks just pile it on. Even the miscreant Rob Ford run's a more efficient city hall than our tax and spend Mayor. It's time council come's to grips with reality. Run the city like a business not like a spoiled young child.

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Waste less time and money on silly stuff like where our food comes from, which we don't have control over anyway.

Waste less time and money on silly stuff like where our food comes from, which we don't have control over anyway.



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Council needs to be more fiscally responsible and accountable, and focus on ensuring basic services that directly impact citizens are delivered effectively and efficiently (e.g. snow removal, sewer infrastructure, road maintenance, flooding from frozen catch basins) and ensure sufficient budget is available for these services rather than spending on art and overspending on projects. Need to address the issue of housing affordability and affordable housing. The tax assessment budget tools for this action plan are misleading. You have only highlighted areas where impacts are, however, there are many areas where efficiencies can be found within the organization.

Council needs to be more fiscally responsible and accountable, and focus on ensuring basic services that directly impact citizens are delivered effectively and efficiently (e.g. snow removal, sewer infrastructure, road maintenance, flooding from frozen catch basins) and ensure sufficient budget is available for these services rather than spending on art and overspending on projects. Need to address the issue of housing affordability and affordable housing. The tax assessment budget tools for this action plan are misleading. You have only highlighted areas where impacts are, however, there are many areas where efficiencies can be found within the organization.

Stop spending money like drunken sailors!

The budget seems to always minimize the maintenance and redevelopment of current City holdings in favour of new services and development - should be changed. - ALL costs of development should be placed on the shoulders of Developers and tax rates should be based on the lifecycle of providing services and infrastructure to a home or business (i.e. if you have 50 feet of frontage on your house, your taxes are higher - more road more pipe to replace later).

I'm all for hearing public comments, AND I think expert (staff / consultant) input on most strategic, cost-effective grouping of actions should be considered.

Don't spend money we don't have on things we don't need. We don't need the city to be in the composting business. We don't need the city to be in the alternative energy business/scam.

Removing hidden subsidies to suburban development.

There's merit in doing this. There's even more merit...and value...and IMPORTANCE. In SHARING the findings/results and making it EXPLICITLY clear and transparent that this process actually contributed to and influenced policy decisions. Otherwise, it's a moot exercise.

To get support for alternative transportation, start working with the media to publish the actual cost of roads in the City and highlight how huge the roads budget is compared to everything else - most taxpayers would be shocked at the cost.

Everything is about balance. All items are important. City council needs to be transparent and accountable. Punch the bullies in the nose.

Public Education explaining where our tax dollars go would help with the "no-tax" mentality in Calgary. Most people don't understand that TAXES = SERVICE. Educate! Explain!

This process basically sucked. Budget planning requires much more detail. The budget simulator really sucks due to a lack of fine detail. The people need more details in order to make decent decisions. This process was developed in a way to tell people what to think about- influenced by others. The Mayor needs to start doing monthly town hall meetings- at least- in order to get more information on how to make the city run better.



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I understand that whatever you prioritize, you will be unable to please everyone! It is high time that communities were not pitted against one another, fighting for limited resources. It is unfair for those living closer to all the amenities downtown to be pitted against those who live in the far-flung 'burbs. Maybe it would be worth publishing a list of all the items that people want, complete with the City's reasoning for why some will be achieved faster than others (i.e. I didn't know that the LRT extension in the NE was being mostly funded by the developers - that is something that people need to know about as it informs opinions), as well as why some will never be able to be achieved. Maybe better education for all, with more openness and clarity is what I'm actually asking for? (LOL)

We need electoral reform to increase transparency and impose spending limits.

I think community should be at the forefront of the next budget cycle. Enabling communities to help drive Calgary empowers residents and make us all accountable.

Pay level and benefits of city workers outstripping private sectors though they are lower in productivity

Implement zero based budgeting for all departments. I t will save millions

Reduce staffing/costs at city hall. Tax increases above the rate of inflation are unacceptable

I am tired of my tax dollars going to service the new areas, through supporting developers to building interchanges as the city continues to promote expanding outward on my dime.

Wages for all city staff including councilors and the mayor

Eliminate the capacity for lobby groups to be funded by corporations.

Reduce the guaranteed retirement funding of city council members to the avg. family income. The better we r the better you are.

Increased share in revenue that the Federal Government collects from taxpayers should be given to municipalities as they are providing the majority of services to taxpayers.

Taxation – Net

I am so sick of 56 15 percent tax hikes every year and getting nothing for our money. The only ones that seem to get anything out of City Council are the children of high school and colleges and universities. Oh yeah and they don't pay taxes yet. It's about time City Council grows up and runs the city as a business not a hobby. Over the past 4 years are taxes have skyrocketed with little or services. I have recently purchased land outside of the city limits where I will be selling my house and moving because I can't take this crap anymore

No new taxes and no more blue rings...definitely no bike lanes

A 20% property tax raise in 4 years is unacceptable.

Continued property taxes well above the rate of inflation are just as unsustainable as the overuse of any other limited resource.

Reducing non-residential property taxes

Stop raising my property tax. Stop spending my money so ridiculously, like putting up big blue circles in the middle of nowhere. Stop worrying about bike lanes that never get used like the one on 7 St SW. Start cleaning up the streets after snow storms a little bit better. Start giving back money that is due to people instead of keeping it for yourselves. One last thing, Nenshi you can kiss my tushi!!!!!!

I would like to see the focus on other ways besides raising property taxes to obtain funding for things



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like infrastructure such as toll roads outside of Calgary, the enforcement of the banning of shark fins in Calgary restaurants and not legalizing secondary suites.

Reduce property taxes. The solution to problems is to not to spend more money. Keep McCall golf course open!

Do not increase taxes; low taxes will attract and keep citizens, allow the City to grow and not force people to move to cheaper outlying areas (Airdrie, Chestemere etc.)

No Raise in Taxes

Stop wasting taxpayers money on things Calgary DOES NOT NEED, nonstop tax increases when council wastes it on bridges, ditches, and artwork no one ever uses or see's.

Don't increase Taxes.

The constant rise in taxes isn't sustainable. I am envious of the defined benefit pensions that are primarily available in the Public Sector. In the early 90's many private sector organizations moved their employees to DC plans because they didn't want the risk, which proved wise. Had Municipal leaders done the same then, our expenses wouldn't be as high as they are now. What plans does The City have to remove this perk mostly unique to civil servants, and at the expense of taxpayers? I know that they can strike, but again the artificial economy of a union environment is also mostly unique to the Public Sector. Perhaps another brave politician like Ralph will come forwards and do the right thing for the majority of Calgarians. Greeks we are not...at least most of us... (;0(...

Cut the waste, outsource...stop the tax greed as we all do not get fat excessive government wages and increases. Just screws the low income disabled, retired to have tax gouging.

Stop annual 5% tax increases. Change City Hall culture. Performance measures must be based on expediency, accountability, effectiveness, and thrift.

Find alternative funding without continuing to increase taxes and utilities. Be more fiscally responsible as that is your worst downfall and all these increases wouldn't be necessary if the City managed finances responsibly.

Find alternative funding without continuing to increase taxes and utilities. Be more fiscally responsible as that is your worst downfall and all these increases wouldn't be necessary if the City managed finances responsibly.

I would like to see taxes stop increasing and feel we do not need to have cameras at all of the traffic intersections etc.

Less taxes

Less taxes

Stop urban sprawl. Stop subsidizing urban sprawl road infrastructure/ interchange via tax dollars (get developers to pay)

taxes so high no one can afford to live here

Ensuring people living in outlying cities are taxed for using Calgary infrastructure and services.

Freeze property taxes for the next 4 years

This doesn't seem like a very good process. Many of the categories shouldn't be the taxpayers' responsibility.

Lower taxes should be an option, not just lower increases. Find efficiencies within administration.



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No more raises for anybody. Until taxes are capped

It's time to keep tax increases at or below the CPI not the inflated city inflation index.

Taxes are always climbing to deal with "growth", but wouldn't growth mean a larger tax base as well? We have more properties to tax, and we raise those taxes, seems like a double bonus.

As a small business owner it is important that we look how we assess business taxes, it is unfair that the more efficient a business I run the higher the property tax I pay based on an income and expense ratio.

Keep taxes low - best way to attract business

Lower business taxes

I would be happy to see an increase in my property taxes if it meant improved snow and ice removal in the winter. Thank you!

I am a tad concerned about condominium taxes. Specifically where we pay taxes for things like gar bade and recycling but cannot take advantage of the programs. Currently we have to hire private firms. So we pay twice.

I have a great concern about the projected property tax for next year based on my assessment. The City needs to stay within inflation rates as population growth also provides additional revenue. Review investments and reserves, their purpose and start to use and not to just add to.

Stop the fear tactics of increasing taxes.

I support paying taxes to create a world class community

The City really needs to look at how additional tax revenue from redeveloping inner city communities like Killarney are being allocated. Every time an older house on a 50 foot lot is replaced by two new houses (which is constantly happening), the MVA on that piece of land increases four fold as does the property tax take. Some of that tax take - say 50% - should be designated for the community and allocated back to the community for infrastructure improvement and beautification. Paving and rebuilding 50 to 60 year old roads and sidewalks would be a good place to start. More trees in empty green spaces creating little parks would help. All I see now is builders tearing down old houses and building very nice new houses in Killarney and The City not doing their part - as in nothing - to complement this renewal and further enhance this community. Killarney cannot be razed like Currie Barracks and rise again from the ashes. It is being renewed bit by bit by builders on their own. It's time for The City to step up and start participating tangibly. It's time to show that inner city renewal really means something besides bike lanes and two way streets. It's time The City showed what a real renewed inner city community can be.

Keep property taxes and user fees low. Do not introduce any more.

Lower taxes!

My biggest concern as a resident of the inner City is the fact that on average, we are subjected to higher taxes yet do not receive the same level of service in terms of spending. Much of our tax dollars seems to go to community recreation facilities, roads, and other infrastructure in the suburbs, whereas our facilities are aging and underfunded. If we are expected to pay a higher burden, fine, but at least we should receive a level of service that is on par with the suburbs.

lower taxes

lower taxes



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We have a large influx of new people, can they not pay for additional services as opposed to piling on those who have paid taxes for the past 35 years

Lower taxes and more efficient use of taxpayer \$s

Keep tax increases as low as necessary!

I would gladly pay more taxes for new and enhanced services.

Please raise my taxes.

I do not mind the property tax increases, as Calgary needs to catch-up from all the years of Bronco and (do nothing) Duerr.

taxing large established organizations operating within the city/province like they do in European countries (ex. Norway)

I'm tired of people who whine the loudest getting the most attention in our City. I'm also tired of hearing how people steadfastly oppose any type of tax increase. We live in a great City, and for this to continue being a great city we all need to chip in a bit. If that involves tax increase, I'm fine with that. I would rather pay a little more, and live in an exceptional city, than to claw every penny back and live in a community devoid of public art, filled with potholes and snowbanks, having to drive on crammed roadways because we lacked the funds to invest in additional transportation alternatives, and watch our existing infrastructure stagnate and crumble. I realize that living in well-kept City costs money, I am more than willing to contribute my fair share to this. I want to make sure the money is being spent wisely, but I also don't want to sacrifice the future of my city because I couldn't stomach another property tax increase.

Property taxes cannot keep increasing every year like they have in the past four years. Think about it - when will this stop; after 10 years? Is there no accountability? Make a chart of how many taxes have gone up. My answer, spend like it is your own money. Half-a-Billion dollars for a tunnel is something "I" just cannot believe we are doing. People can drive an extra two kilometers or whatever to go around the runway. If you argue I am wrong and that I am unreasonable, then hey, let's add another tunnel at the other end of the runway since it is so important.

Why is there no option for raising or maintaining tax levels, for increased services? I am sure there are ways the city can be more efficient at providing Some services. But over all I feel we get a good value of Service for our tax dollar.

Keep property tax increases to no more than the increase in the CPI. Institute zero-based budgeting immediately! Maintain high pedestrian traffic pathways that are not currently maintained in winter. Fast track c train to airport.

Why the only two options for the budget tool are increased taxes or decreased services? How about an option of making current services more efficient for the same amount or less money?

Maintaining our property taxes at an annual increase of between 2-3%! Property taxes unreasonable increase for those on fixed incomes, those supporting elderly parents or subsidizing an aged parents care!

Governance/Bureaucracy – Net



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size, productivity, and cost of the bureaucracy

Cut the manager's bloated budgets by 5% in every department and if they cannot maintain services on that budget, replace them!! Stop, stop, and just stop spending money on 'wants' instead of 'needs'! Reduce the 1% for art on all construction to less than 0.30%. We have many great artists right here in Calgary who could produce quality art for 1/10th of the cost. Stop trying to turn Calgary into Toronto or Vancouver or whatever other city this 'silly council' thinks it should be. Stop using tax dollars to donate to groups who want to do away with our oil and gas industry. If you wish to make a personal donation, go right ahead. Just stop using taxpayer money which is mostly derived from the very industry the Pembina Institute wishes to destroy. When every councilor who is voting to waste money on new bike paths starts bicycling to work every day (including in plus 30 degrees and -36 degrees), then we can talk about bike paths. Stop breaking Calgary city by-laws. Being part of a municipal government does not give anyone the right to break city by-laws. Stop catering to the few and start paying attention to the many, many Calgarians who do not agree with the way this council is performing. Most of the twitter followers do not live in Calgary or even Canada. If Toronto wants any of you, please, please go there.

Cut down on the bureaucracy, too many tax dollars wasted. We need to plan for 20 years of infrastructure and put a freeze on new housing and developments. We also need to freeze house prices and make living in Calgary more affordable. Water and Power are the two critical things in any municipalities' infrastructure. Then roads and transportation. Tell these taxi drivers to politely "go away" and encourage them to work the evenings and weekends by running a c-train all the way into the airport terminal !!! Stop pandering to the cab drivers. Seriously encourage a transit route to the airport and to the Balzac mall. Thanx for your time, Nik Allonby

It isn't either or; we elect a council to balance priorities. We're all after the same thing; a safe, clean vibrant city. These are the goals, how we get there is an appropriate mix of all the categories and priorities you list.

Reduce any further salary increases for all. A Freeze in salaries for 5 yrs. No new departments. Reduce the management to worker ratios. NEGOTIATE removal of destructive, incompetent, inefficient personal from the union ranks. NEGOTIATE reward for performance. With all the new growth and related added tax revenues create the rewards for measurable performance. Reduce the number of departments, merge related departments. GET back to looking after the infrastructure in this city. Cap all art work on new projects to a \$ value not a percentage of the project. Set the example of appreciating and respecting the taxpayer and quit cuddling up and playing nice with the unions... go on strike if you have to. Mean business and stop worrying about the social aspects of this world and this city. That is up to its citizens. It's not what you are hired to do.

There seems very little in here that looks at efficiencies at City Hall and the various other locations where staff works. This is the biggest expense for the city and some services would be better done by contracted people at half the cost of city workers.

I would love to see an overhaul of the tax assessment system. There are so many inconsistencies within a condo complex that it makes me wonder how inconsistent it is in other homes! My tax assessor and her boss just spout "the party line" and don't see the illogical reasoning they are telling me. Something has to be done to change this so homes are assessed in a fairer way and more consistently.

Increasing property taxes are just one way of getting revenue. Why not put in toll roads and other ways of ensuring people that do not live in Calgary pay for the infrastructure and services they use on a daily basis. Time to start thinking outside the box and equalize the pain of massive growth. Perhaps time to stop the city expansion and density the population. As an inner city resident, I am confused why I pay



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the same as 2 - 3 houses in Copperfield when I do not use the same infrastructure.

Limit debate by Council members at public hearings

Please, let's see some political will and quit paying lip service to transportation modes beyond the almighty car. It's time to go from "strategy" to implementation and policy.

Complete ethics review due to appalling handling of sexual harassment complaints. Appointment of City Ombudsman that employees can go to rather than HR.

What is the average % increase for city hall staff that has been built into this plan?

Mindful leadership is required.

What about privatization of services such as trash pickup. Holding the raises for civic employees to zero much as the Province and Feds have done.

We need far less government and need to cut city jobs to save money. We are tired of overpaying in taxes to all levels of government and it needs to stop.

Enforcement of existing rules (transit lanes, car pool lanes, Speed limits)

It is not about cost savings and efficiency. It is about how government, citizens & private sector can work together and focus on shared outcomes.

Council must have a shared vision for change including a common understanding of the issues/opportunities and a joint approach to solving it through agreed upon actions. In order to create lasting solutions to city issues on a large-scale, Council, City Admin and local organizations — including those in civil society, and the business sector — need to coordinate their efforts and work together around a clearly defined goal. (which is lacking right now) No single person and organization can create large-scale, city building alone.

Governing by consensus seems like a bad plan. The purpose of municipal government is to weigh competing priorities and make decisions in the overall best interest of the City, even if it's not popular.

Streamline planning approvals by creating more permitted uses

To choose more intelligent people, that could actually do good job for the city, not just elect people that want to work for the city where they can have better money.

Fix the lobbying laws! I'm tired of developers ruining communities by buying the councilors!

Reduce number of council and increase permanent staff for continuity.

More plebiscites. No more money to go to bike paths downtown. Synchronize the traffic lights for better traffic flow.

Updated low flow fixture bylaws to capture changes since 2006 and ensure new developments are going as low flow as possible. (Set date to end once through cooling with potable water)

Calgary needs an anti-smoking bylaw - downtown in particular is too much second hand smoke everywhere! Makes it much less enjoyable to be downtown.

Privatization of Parks department, Recreation, Fleet services, Transit. Chisel the City corporation down to just essential services.



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I don't believe advertising and subsidizing big business or attracting new business's or "top talent" to Calgary is a good idea. I think that would be a huge waste of money. "If you build it they will come"... Alberta's economy is obviously booming, and Calgary will remain the capital of the oil industry. All we have to do is maintain the current infrastructure and encourage them to stay. Attracting new business is wasteful use of Calgary resources.

Efficiency review of management and elimination of any more than three levels of management - with the eye to cost cutting.

Efficiency review upon appointment of new City Manager - realignment so that no more than three levels of management in the City - target to eliminate a third of management over the next five years for operational savings so that there is no more tax increases but maintenance of services. Elimination of any bonus structures or tax payer funded perks such as health money, pension top-ups etc. These are not necessary to attract good talent into these jobs.

Parks/Recreation/Sports – Net

I would like to see more dog parks. And while we're at it tougher laws against people who abuse animals.

Keep green spaces green - losing Highland Park, McCall and Shawnee Slopes Golf Courses in Calgary is unacceptable - Must not be allowed to happen.

Accessibility to City Golf courses

Skate Parks, Invest in indoor park

My family and I believe there needs to be 2 things in the southeast of Calgary to make it a better place to live. We feel an additional sports/leisure complex in the McKenzie/Copperfield/Auburn area would be essential because currently we have to travel to southland to play squash at a decent court and there are no complexes for the kids to go to after school or to take them to on the weekends. Secondly, and most importantly for all south east communities, a c-train line to get citizens to the downtown core is essential. There has been a lot of west LRT expansion but when the fastest growing quadrant of the city is the south east, is the west expansion really the most efficient use of tax payer dollars?

One of the reasons Calgary is seen as an attractive place to live is because of the green spaces and outdoor recreation options. This will (is) eroding with the continued support of development over recreational green spaces. (Golf course closures, parks, etc.)

IF there is one thing that Calgary is missing - is planting of more trees in and around the city. Make Calgary greener for better air quality for ourselves and next generation.

Continued assault on Calgary Green spaces i.e., Golf Courses is unacceptable

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Older communities are feeling the effects of their age. Our parks, paths, roads, and walks are in rough shape requiring input to make useful again

Enhancing parks and creating additional parks for families



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Please, in the name of all that is holy, do not lower taxes. This right wing province loves to complain about "my tax dollars" so government after government lowers taxes. We need taxes, taxes are our friends. Taxes pay for things like schools and hospitals and roads. Yay taxes! Additionally; as City of Calgary employee turned teacher, I am very familiar with the activities available to children, youth, and families in this city. Young people are an important piece of community and are often the central piece of what is happening. I would love to see more of the budget put towards recreation programs and opportunities. We are in desperate need of indoor soccer facilities and hockey rinks and our existing buildings are in dire need of a facelift. Finally, more festivals like the Folk Fest. What a wonderful way to highlight our city and meet our neighbors.

Save McCall lake don't sell out!

Keep McCall Lake golf course opens for the future generations.

In summary, the City is growing so don't be selling off McCall Golf Course. The seniors need to play without driving across the city. This will add stress to them and increase traffic /emissions. With the City growing McCall will be needed by both the young and old. Don't waste money with more snow removal. I've seen trucks graveling clean roads many times late Sunday evening and statutory holiday with no snow in the forecast. Decrease the amount of non-essentials workers during Statutory vacations. Funny how City feels it needs more councilors because the city is growing but want to shut McCall lake golf course without giving it a chance. Let the golf courses keep the profits so they can reinvest it back into the courses as opposed to giving the profits to the city. That is why they now don't have the money for repairs. Thank You

Sports facilities

Calgary needs a multisport field house including a full indoor track facility. We are the only major city in Canada that does not have one.

Community Gathering Places & Facilities as well as Local Parks, Green Spaces, & Sports Fields belongs here (Calgary's communities) rather than within Growing Calgary. I would rank Community Gathering Places and Facilities second within this realm, after variety of (affordable) housing options.

More parks and green spaces please! (Always want more of these).

What's important to me is quality public spaces and infrastructure that can be shared by the entire community, such as our wonderful parks and pathways system. We have some questions about the economy in here but I do not think that the local government has much business in the local economy beyond those regulations that are necessary to maintain the community - cities just don't have the legal authority or the funding sources to be effective in this field.

"Local parks and green spaces" should not be grouped with "sports fields". They are not similar or compatible items. I would have picked the former and not the latter.

More Green Spaces, More Green Thinking.

-Get rid of unfenced dog parks at least for big dogs. - improve the Devonian gardens playground so it has more than one slide for 50 kids to play on. -Improve Sunnyside sewers so we don't flood.

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I love the parks and commitment to have every neighbourhood enjoy the outdoors. I would like to see public transit throughout the city. It is obvious by the numbers that people will use it if it is there.



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IF there is one thing that Calgary is missing - is planting of more trees in and around the city. Make Calgary greener for better air quality for ourselves and next generation.

World class sports facilities including swimming pools (in addition to the ones that are scheduled to be build) and promotion of sport, in concert with nonprofit sport clubs.

we need a new indoor tennis facility in Calgary

we need a new indoor tennis facility in Calgary

TREES: need to plant right blend of male/female mix and lots of conifers RECYCLING: so much of what we recycle in our blue bins is just put into landfill - unacceptable.

There should be more opportunities for non-profits to enter into partnerships around parks and facilities management as I believe they may be more adept at managing the pieces versus the City managing the whole.

Rooftop gardens, green spaces on roofs of all new flat topped buildings, Leeds Environmental standards mandatory on all new buildings.

Keep our Community Cluster Parks "ON LEASH" Parks are for people enjoyments and use NOT "DOGS" dump parks. Unsafe Unhealthy Dogs do not have rights >>People have rights

Parks Department, Community Association, Alderman are not listening to the citizens that EDG-004 need to be kept ON LEASH. Safety and enjoyment for our parks should be for everyone not for dog owner to bring their dogs and dump on, and exposing the rest of us to safety and health issue. Give our parks BACK to our children/family use. Dogs should be on leash in a community cluster parks,

Keeping City Golf courses open (McCall Lake). preserve this green space, trees and landscape

Please insure that North Glenmore Park remains ON LEASH for dogs. Dogs are social and lovable but are highly destructive to the environment. This area and the Weaselhead have abundant wild species (plant, animal, birds, insects, and fish) which indicate a healthy environment and a great source of pleasure for all Calgarians. Preserving species (biodiversity) is a key factor in the future of our world. As wild areas around the globe are being cleared for food production for humans hundreds if not thousands of species WILL become extinct. It is essential that natural areas within urban areas are developed to preserve wildlife. Through proper education young members of society will be environmentally conscious and make choices in their everyday life that allow wild species to live. These choices will also make the environment for humans better in every conceivable way. If we take care of the environment and the wild species in the environment then the environment will be there for the social, economic and recreational needs of humanity.

I think it's incredibly important to expand and grow skate parks in Calgary. Not only do well maintained and safe skate parks attract visitors from all over the world, skate parks are a great way to keep young kids interested in physical activity but there must be more of them in accessible and SAFE areas. I often worry for the younger children I see at Millennium due to the inconvenient location and location near major roads and downtown. Thank you!

Good morning, I notice that the trees by my two local malls are disappearing as they are being cut down by mall owners or tenants in the northland mall and across the street north of the Starbucks. Thanks
Chris 289 3482

Please preserve Car burn park, many families in our area us it as a gathering place.

More recreation and activities centers for families to enjoy during long winter in Calgary.



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Housing Services – Net

Provide affordable housing in all sectors of the City

I am willing to pay more in taxes and user fees in order to address affordable housing, social service programs, transportation and safety (police, fire, emergency and flood response, water and sanitation)

I love this city and my neighborhood. Where I live, I'm fortunate enough to be close to reliable transit. Yes, this winter has seen poor road quality in some areas, but then it's understandable, considering how messed up the weather has been. I guess my main concern in the city would be the cost of housing rentals and the availability of affordable rent. I am aware the Mayor's Office is working on the issue, and for that I am grateful. :)

How about a focus on affordability in housing in close proximity to employment areas?

Cheaper Housing

Hard to find affordable housing

Need secondary suites and affordable housing!!

I want to be able to move up in my housing - you need to open new communities also you need new communities to be able to have affordable housing for young Calgarians. We need to keep people in Calgary not in other municipalities.

Greatly increase the availability of affordable housing.

Not everyone in this city works for Energy Companies or the City of Calgary or Developers who all can make a lot of money. Many are earning minimum wage and find it difficult to maintain a living with continual increased costs in a city that caters to "high income earners". Affordable living, services and public transportation are key for these low income individuals. Let's make this city viable for everyone not only for the rich.

Please advertise and publicize affordable housing options for newly migrated young professionals. Please establish and monitor condo developers to build condos and houses with proper materials and durable interior, to meet their promise and not for a young house buyer to be on the hook for \$25000 in the first year due to a special assessment. Housing is already very expensive and once a young professional buys it (which I can't even afford at the moment despite a high paying job), they discover they need to pay more in special assessments. Have good quality, affordable rent options.

The city needs more affordable housing.

Affordable housing doesn't mean subsidized housing, it means developers building and selling at prices that the average person can afford. This doesn't necessarily mean condominiums either. It seems the only people housing is built for are people who have a very high income not the average income of most people. (housing is pricing itself out of the market so to speak) Also, houses are being torn down in older neighborhoods simply because they are old. This attitude needs to change before we lose all the older houses that tell the story of the city's history. I'm not talking about the homes occupied by some famous politician or figure; I'm talking about the houses that represent the era when they were built. Not everything is about 1905 and Heritage Park, there are many houses around the city that are structurally sound and beautiful albeit ordinary for their era. But we don't build them anymore and they are worth preserving.

Ensure housing affordability.

Senior friendly housing



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The City needs to accelerate development in both the developed and developing areas so that there is more choice for new home buyers. Eroding affordability should be a concern for all Calgarians. More housing stock will help to alleviate this real concern.

I am a Senior and want no added Tax Burden. Make developers pay for Schools, Streets, and infrastructure...Build simple 3BR bungalows like they did in the 60's...no frills and a decent price (i.e. original Engineer Homes in Lakeview) that young people can afford...add their own luxuries as income permits i.e. Granite ctr. tops and fancy appliances...check out what was in the new 3BR bungalows from 1960....

A choice of complete communities with variable housing choices and amenities.

I am in a rental property, a single mother of 3 teenagers. My rent is crippling us have a decently paid job but live month to month with no way of saving to buy for a house as everything is so expensive - our rent is \$1750! The house is NOT WORTH THIS but we had to go up against nearly 30 families to get a property that is probably worth 1400 (at best!) there is a massive shortage of 'affordable' housing, meaning housing that isn't massively overpriced. Help people that want to buy a home, stop landlords thinking its ok to charge top price for homes that have had NO WORK for 30 years. Renters are desperate - please do something!

Put an end to this idea of allowing basement suits in established areas. This has happened in our area with the addition of rental houses and basement suites which has resulted in a large number of transient people living here. These people do not respect the community as they have no investment in it, resulting in poorly maintained properties. This situation also results in an increase in traffic flow throughout the community. As a result the safety and wellbeing of young families and their children has been put at risk. A high density area is not a comfortable place to live or raise a family.

Not sure if secondary suites are included in "variety of affordable housing options" but we need to have integrated affordable housing in ALL our communities. RC-2 for all communities!!

People need a variety of housing in all areas, including suburbs. Forcing inner city development will force more people to move to Airdrie, Cochrane etc. but still utilize Calgary's roads etc. without paying for them, i.e. property taxes etc.

Managing growth in a way that provides affordable housing options for individuals earning a range of incomes, provide accessible mobility options beyond the car and doing so in a way that reduces The City's use of nonrenewable resources.

Reinvestigate and renew the principles that outline the Land Use Bylaw. Originally written in the 1970's, its mandate and guiding principles are grossly out of date. We need to allow denser housing typologies in established neighbourhoods, and open up the possibility for a diversification of housing typologies. Low-unit, medium density development, row housing, terrace housing are all typologies that are not allowed in R2 or RC2 zoning, which makes no sense in a city as sparsely densified as Calgary.

I'm concerned about my neighbourhood. We are 10 minutes from DT and 2 blocks from the river but it's still considered "the hood" and housing prices (the major investment of my life) are low. When are we going to get gentrified like Marda Loop or Inglewood? It's Time!! Lynnwood Ridge deserves a complete makeover. Please and thank you!

Halt the building of wood homes which are "fuel" sources like a forest. Switch building codes to Insulated Concrete Blocks (ICF's) which will reduce need for fire services.

Residential design Calgary doesn't have minimal residential design standards



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Thank you for the opportunity to comment. I have been watching, with much dismay, as the urban forest is rapidly disappearing in my community and in fact throughout the inner city. I would encourage you to challenge (dare I say make it law!) Developers to use some creativity in the development and design of inner city projects to save the beautiful mature trees that exist on these properties (not just the "city trees") instead of just clear-cutting the lots and building "wall to wall" monster houses and garages. Surely we can save some of the character of our beautiful, established communities and have thoughtful creative construction that honors the heritage and the natural beauty. We will all be the better for it. Thanks.

I really dislike the semi-detached homes you are approving...not only are many seriously ugly, they are built cheaply and won't stand up 50 years. Many look terrible after 5, worse at 10. Also, they are built up (cheaper) and dirt not removed so established lots get swamped in their run-off. All this gets APPROVED by City inspectors. New builds should have to remove ALL the dirt they dug out. It's unfair to the neighbours.

In regards to secondary suites in all communities, I am against it, particularly in older areas that are becoming urban. Altadore had secondary suites and affordable homes, but no longer has either.

The growth of Calgary communities is awful and I don't mean too much. How close the houses are, the small number of services in our community and the lack of soul!!

Why are you allowing monstrous new mansions to be built especially with all kinds of bylaw violations? Why is it up to the neighbours to find out which bylaws are being broken? Why are builders and architects not held to account and seriously penalized for violations? In most professions the code is also the law and violations are a serious offence.

Stop trying to crowd us in to increased density. I would not have raised my children in a condo - we need space. Make transit more inclusive. I live in the south and work in the north; I can drive to work in 13 minutes or take transit for 50 minutes - really? Calgary is not just about downtown.

All properties in Calgary should be zoned sub-dividable including rich neighborhoods in order to encourage denser developments.

keep our home prices lower by encouraging growth in new subdivisions

I would love to see the City of Calgary adopt and continue policies which focus on Calgary's status as a cosmopolitan urban centre, with growing numbers of people who depend on such things as efficient public transit and affordable, centrally-located housing.

need more apartments buildings/condos

please follow up on relaxation of zoning to allow legal suites in neighborhoods like Haysboro.

Secondary Suites to provide affordable housing within our communities

Promote the idea of people living near their work. We have people driving from Tuscany to work at the new hospital. we don't need more roads just smarter people



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Environment/Ecology – Net

Calgary's urban forest is woefully neglected and underfunded. I wish to emphasize that investment and care now will have benefits for decades.

Focus on clean, safe and healthy living. Suggest/educate the building permit seekers to the values of environmental preferences in architecture and in open air projects. Calgary is a dependent of the very volatile oil industry. As a back-up attract manufacturing industry to establish plants in our city.

Environment and pedestrian access also important

Stick to the basics of running a city! Social and environmental issues should not be the focus of a municipal government.

Implement policies to reduce the pollution cloud over Calgary.

Enough with the environmental initiatives. I get that they make you feel good and give you bragging rights, but have the users pay and not city taxes.

Mandatory Leeds standards on all new buildings, including residential and especially commercial. Require all new flat roof buildings to have rooftop green space, access, patios etc on roof.

We should consider controlling the Magpie and Crow population. No more song birds in a lot of neighborhoods

Environmental sustainability is a critical priority for any city. Recycling bins around the city are and important first step that has already been taken be many major cities.

Better subway, move toward green tech aggressively despite the overwhelming love of the oil industry, start growing food everywhere (permaculture), consider building a second downtown, support local small business instead of stifling us and helping out the corporatocracy every chance we get. Keep up the great work, but there's MUCH more we can do to help our next generations be happy with how we contributed to the shaping of human history.

The City of Calgary, including its mayor, currently supports exposure of children to herbicide chemicals. Become a leader. Calgary is a laggard. . Eliminate exposure of Calgary's citizens, and especially children and pets to City of Calgary HERBICIDE application in City parks, green spaces and tot lots. The Canadian Cancer Society has issued numerous statements in support of such a voluntary ban. Again, especially to children. Anyone up for the challenge?

As previously note, the City of Calgary continues to support a position of exposing children to herbicide chemicals. Recent herbicide application in the City, after the flood, completed by contractors was excessive, and reeked, literally, of spending a budget. Stop spraying herbicides in tot lots.

Create natural water run-off areas, local wetland infrastructure and native plant preserves throughout the city

I would like the Mayor and Counselors to hear debates on CO 2 reduction and it's effect on the environment

Create tolerance for wildlife and education about natural habitats.

Community gardens and urban farms



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I would like to see Calgary become a greener, more progressive city investing in energy alternatives. I'd like to see urban sprawl slowed down or better yet, stopped. And of course I'd like to see an LRT leg coming up to North Central Calgary. We've been neglected up here and now that most in my neighbourhood are aging it would be very helpful to have a direct and quick way of getting around. For me as a mobility impaired person, taking 2 busses and the train to get to a central location is very inconvenient and time consuming. I miss out on a lot of opportunities downtown because of either a complicated public transportation route, or that I have to drive but handicapped and affordable parking is difficult to find near my destinations.

vehicles emission control

Reducing emission of CO2 from vehicles, locating factories away from the city and planting trees close by the factories, can contribute to clean air that we inhale. During land development for housing saving the big trees is beneficial.

Too much money is being wasted on CO 2 reduction to counter perceived global warming when we have been on a cooling trend for over 16 Years. regardless the Mayor is not interested in considering the facts of climate change, which not driven by man (CO 2) but by solar activity. Council needs to hear facts from climate experts to intelligently consider the costs involved

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Environmental education should not just include the usual green/activist "propaganda". There are opposing viewpoints to the status quo. Wind energy is a complete and utter waste of tax dollars.

Environmental education that focuses on the use and reliance of residents on energy, water and waste generation.

There is not enough focus and action on environmental issues. We need to build complete communities with excellent transportation options and housing options, with services for all.



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Arts/Culture – Net

It is high time this city stopped fussing about things like water bottles and spending huge money on stupid blue rings and concentrated on improving vehicle access, this included public transportation - if you don't have the bus routed and frequency you will never get people weaned from their cars. You need to put some strict spending controls on the bureaucracy and insist they find ways to do things better and with less expense waste. We are tired of the lame ball excuses for constantly raising taxes.

privatization of many city departments - i.e.: roads, snow clearing, garbage collection, transit no more public art funding no more "festivals on major roads" get rid of bike lanes stop subsidizing inner city reorganization

I would love to see the taxi problem fixed (open it up and let people that actually want to work be able to) land released so people can build and live in the suburbs, no money spent on bike lanes, no more money wasted on useless art (travelling light eyesore), no more money wasted on stupid studies and reports (air conditioners, shark fin ban), no money spent on Nenshi's lawsuit, no new taxes (the 27 new ones that Nenshi wants pushed through). People are maxed out and don't need property taxes rising - council just needs to learn how to spend the tax dollars wisely. The amount of people living in the bedroom communities should prove that people will move to places with lower taxes and more housing choices.

Arts? If Calgary wants to become a great city, it needs great artists willing to work here. Also, the University of Calgary is growing fast and we should be proud of it

The entire funding for the Public Art program should be reviewed, this is not money well spent from the projects that have come forward. This expensive program funding could be better used for infrastructure, transit that actually serves all citizens.

stop catering to special interest groups, reduce 'art' spending, no more dedicated bike lanes, transit needs to pay for itself, consulting costs need to be reined in, no more bonuses to upper management along with reduced salaries to them and elimination of 'golden handshakes', no more secondary suites in single family areas, restriction of the 'ending homelessness' programs (which isn't working) and better roadway planning.

Change the amount of funding going towards public art: perhaps reduce the percentage or cap the total amount allowed. Also allow the public to choose the "art" (vote on final three choices via a website perhaps?) rather than have it chosen by a small, elite committee.

Stop spending money on art projects the city does not need. It is too expensive to live in this city, not everyone works in oil and gas, support the students and emergency works and the lower class that support the city on their shoulders. Stop spending tax money on your vacations and person flights around the world. I want to see your tax statement and what you're spending my money on. I want the right to vote on what's happening in my city b/c I don't trust the government to make the right decisions for me, that why you have the lowest turnout in voters!!!!

Quit wasting money on stupid looking "art" like blue rings and new spending on bike paths etc. until you get the things that are ongoing already RIGHT



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Calgary has one of the lowest levels of city support for the arts compared to cities with smaller populations/revenue across the country: 2010/2011 Calgary invested \$290K to the CPO; Edmonton granted \$340; Windsor \$305K; Quebec City \$580K; London \$480; Vancouver 1.3 million. Calgary likes to be considered a world class city which has all the things that a world class city to attract business professionals yet it doesn't want to support the things that attract those people. It's time the city recognized the value that the arts provide on every level by supporting it through CADA. Investment in the arts is good for business (hotels, restaurants, etc.), community (family, education and outreach), tourism and general quality of life. Investing in professionals in the arts supports the arts at all levels through its ability to act as a resource to all those levels. Pony up and make the city the model for other Canadian cities. Other cities have recognized the arts spinoff value by levying a tourism/hospitality tax such as San Francisco which directly funds the arts. A 1% levy on a hotel room does just that.

Libraries and other cultural facilities?

City services and attractions are most important to me. I don't care about taxes nearly as much.

I'd love to see ART based entertainment growing to be the #1 choice of Calgarians (as opposed to getting drunk)

Calgary needs to start focusing on becoming the big city that it is- world class facilities and art museums, preserve our heritage houses and districts, and preserve the character of the city- lots to do, lots to see. Grow up, not out- more high density. Roof top gardens, composting, LEEDS buildings, recycling bins downtown. Increased transit. We are making some strides, but there is a lot more to do. Make Calgary a city people want to visit and to live in.

Would love to see more cultural and grassroots amenities in communities, like farmer's markets, art shows, performers, sidewalk sales. I want a vibrant downtown that is open later and welcoming to a variety of activity.

Beyond tourists, but growing business tourism, including an expanded convention centre.

Employment/Wages – Net

The Calgary economy should be the number one priority, even if the city is thriving. Keeping jobs in Calgary and Alberta should be a top priority.

Attracting top global talent means not giving local talent a chance and the avoidance of training local people - get local on hiring and training - this 'attracting top talent from around the world' priority should be removed immediately.

to attract new business and industries you need affordable homes - affordability is not available downtown, we need suburban growth

Jobs in our current market are increasingly hard to come by for the new generation of graduate students. Considering they are to be the next technological leaders of the City, I would like to see some more jobs available for graduate students.

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Cut wages of the mayor and all his staff make too much money, it's the union staff that keeps the City running has to fight to get a raise and the mayor gives himself a pay increase without a vote from the citizens of Calgary.



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Working on bringing in industries that are flourishing to Calgary (technology related fields, video game studios)

It is OK to stop spending...freeze wages, minimize pensions. If the leaders of our community can't lead by example and stop spending and contribute by donating time, how can individuals learn...lead, don't spend

We are paying too much for our public services. If I had a choice... higher taxes or less services... I say fire the public workers and reduce some services!

Attract new industries

Keep jobs local; don't outsource things like bridge design to foreign firms. Waste of money, and Calgary talent.

You have too many employees, too many services. What's your unfunded pension liability? ya, lots! Go to DC pensions, duh!

The City needs to get back to core business and look at closing non-essential departments like CNS, fleet & privatizing recreation, parks, transit etc.

Support of Local food production

Sustainable business incentives

The city needs to realize that not everyone works downtown and doesn't need to get downtown.

Education – Net

New schools

More public schools in new growing areas, with many young families, such as Cougar Ridge.

This is a great way of involving public with the City planning. I have not seen anywhere "more public schools", which I think is major concern in Cougar Ridge community. Thank you

I currently live in Glendale but will be re-locating to one of Calgary's suburbs this coming fall. I am concerned that there are no schools in the new community for my children to attend and at the present time there are no buses either. I think Calgary should make being a green city a top priority as we have so many abundant resources to do so. I'd like to see electric vehicle rebates for Albertans including charging stations throughout the city. We need to implement strategies to reduce Calgary's waste and better sorting of waste to be up cycled and stay out of the landfill. I'd also like to see more trees planted and if I were in charge I would clear older residential areas near the city to plant "mini" forests. Also building more "urban centers" closer to suburb areas to provide work within a close proximity of one's home and reduce transportation across the city. We should aim to have excellent "walk scores" for every district, not just those who can afford it. -Tree-hugging mama of 2.

Access to local public schools. Please build more capacity and quickly. Situation in Calgary is abysmal. I pay taxes and can't get into my local school so now I have no recourse but to send my kids to a private school I cannot afford. This is so unfair. Calgary needs to catch up with its growth

Fix the lack of public schools. I talk to parents all the time who are so angry and frustrated by this problem and no one seems to be fixing it



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I keep hearing that schools are not a city issue. I understand that they are funded by the provincial government. But here's where the city should care ... The less walkable schools we have (in neighbourhoods where kids actually live), means more school buses, means more traffic on the roads, and means more congestion. It's a city issue! Also, schools serve as community gathering spots. The schooling issue affects Calgary.

I value the programs and services I get for my tax dollars, so tax reductions are NOT my priority. One of the greatest things The City can do is to invest in old infrastructure in older neighbourhoods. In particular, can The City redo the old utilities in Altadore all at once and put liens on the houses so that developers just have to pay out the lines when they tear down the old bungalows and put in infills? Also, I am looking forward to composting coming in green bins to my neighbourhood. And, I like living in a walkable neighbourhood, but could The City help convince the Province that people in walkable neighbourhoods want schools in walking distance, too?! Thanks!

Build High Schools for McKenzie/New Brighton/Copperfield...etc. - TOP PRIORITY, NO 1, DO IT NOW. Trucking kids to schools on the other side of Deerfoot very BAD. We moved because of the lengthy school bus routes, especially in bad weather.

Good idea to ask people their thoughts Education (schools) should be included

I could not vote but I trust you. You don't need to "build" a great city, you need to create a great city through affordable and strong public transformation, vibrant life attracting people, enhancing the importance of the educational institutions and placing Calgary in the artistic inter nation network. Good job!

More free educational programs. Someday reduce "tuition". One day eliminate "tuition". Educate the people, liberate the city. Reduce the debt cycle.

Partner with developers, the CBE and the province to fund school development through the developer of new communities.

Couldn't we do something to support our local schools?

With young children in school education is a priority for us. We live in Chaparral and our children go to school in Canyon Meadows.

Schools.

Schools & healthcare in the communities

Waste Management – Net

I would like to see recycle "bin" fees and "garbage bin" fees applied to folks in apartment/condo/multi-residential buildings over 4 units With the move to increase the population density and reduce the urban sprawl; we have a growing number of folks that just don't bother to recycle. Perhaps a "blue bin" like the large garbage bins can be used. I don't care if this is a city or the condo's duty to implement, I just don't think "only home residents" should be paying a cost that we ALL participate in.

Recycling is also important.

recycling for condos and townhouses

The curbside recycling program is a waste of taxpayer money.

Pick up the garbage, all else in this category is money spending fluff



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One thing I would like to see is garbage cans in the parks and along the pathways, I love our parks and pathways but I am disgusted at the amount of litter and garbage taking over...You keep taking away the garbage cans and wonder why people litter. I have spent a fair bit of time in Red Deer over the past year and in there parks and pathways they have garbage cans and lots of them, so they don't have much litter. We need to do the same in this city I get so upset that you will only but a dumpster at the off leash parks and no other garbage cans, people don't like to carry poop with them on their walks provide garbage cans so people can use them. This is very important and something needs to be done, the garbage and litter in our parks is out of hand...

City should not be paying triple time for garbage pick up during statutory holidays. We have more than enough room between the two bins to carry us the extra week.

There is so much trash lying around the city, it's embarrassing. Also, the traffic on Deerfoot Trail is problematic, especially where the road narrows to 2 lanes.

Keep costs under control. Clean up waste

Miscellaneous Mentions – Net

I am excited to see some intelligent urban planning happening at city hall. We need to continue to slow urban sprawl, offer less car-dependent modes of transportation, continue with arts funding tied to new construction, and maintain and expand our recycling services to include green carts. Calgary is on the cusp of becoming an interesting, cosmopolitan city and this can only happen with visionary planning. It also depends on increased taxes which is a cost our household is willing to pay.

All are good priorities. Let's start building Calgary for a sustainable future.

Construction spending with a long-term vision (stop the re-work and waste of money)

Concerned about the possible housing crunch given the City comments on restricting suburban growth to finite areas in Calgary and the City ability to continue to house the huge net migration of people to Calgary which supports business and growth. Development should not be artificially restricted. Current suburban development is higher density and not sprawl and future Calgarians should be given choice.

High density development (condos+Apartments) should only be built within a certain distance of downtown and train stations to promote higher density concrete construction over widespread low rise wood construction. Buildings could receive some government funding for low income housing for lower levels in the building or for entire buildings.

A vibrant core is vital to the success of a modern city. Please continue to support the improvement of public spaces in downtown and beltline. Increasing density should be a very high priority.

I can't imagine the monumental task of trying to balance all of this. I would ask for the sake of our children and grandchildren that we look at our priorities from a long term perspective. Some decisions made might make today's voter's unhappy (including me) but will keep our city and planet healthy and productive for the future generations. I think that is how we need to look at our long term planning. Calgary is a great city to live it...let's make sure it stays that way long into the future. PS...I really want the C-Train to go to the SE :)

I don't think People realize that the people who live in Calgary are the CUSTOMERS. Customer service is paramount. I am a stakeholder; I am a customer because I live in the city of Calgary. I pay my taxes and I expect efficient and effective services and infra-structure provided for me, my friends and family, and ALL the people of Calgary, now and in the future.



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How will you balance popular opinion with balanced, long-term thinking? Public engagement is great, but I think it should be coupled with public education (the balancing budget tool is a great initiative in this direction). It might help people to be better aware of the long-term consequences of decisions made today. Right now, I have a high degree of confidence in some of the leadership at the City (Mayor, City Planner, Director of Office of Sustainability), and I wonder what we can do to maintain this type of pioneer leadership. Thanks and all the best!

A forward looking city council that thinks about Calgary's needs from a longer term perspective, not just the immediate needs of today.

Forward looking council that isn't afraid to make larger investments now, for things that will have greater benefit over the longer term, rather than always picking cheapest option.

Need to work with the province on a more sustainable long-term, growth-sensitive revenue source.

The city of Calgary is great, but thinking ahead needs to be the plan, not just 4 years, but 20-50 years we still want Calgary to be a great place to live a play providing outdoor activities mixed with a healthy economy

Focus on sustainable growth.

Focus on sustainable growth.

It is important that City sticks to its core vision and long term plan by ensuring existing communities have infrastructure and services that encourage infrastructure sustainability, safety, walkability, cycling, transit to and from as well within the City. We also need to be extremely mindful of bylaw enforcement and creating mechanisms where retail, restaurant/entertainment activities do not impair night safety, neighborhood peace nor encourage crime.

Our community is in transition with single family dwelling coming down being replaced by dual family dwellings. As a result finding parking on the street is becoming difficult. And, I also notice that drivers are taking risks by making 3-point turns in the middle of the street. In addition, as a senior and user of City transit, I find that many drivers do not slow down and give the right of way to pedestrians. Not sure if that's because of an influx of new people to Calgary who are unaware that pedestrians have the right of way. Since there are more and more pedestrian involved accidents wouldn't it be important to launch an awareness campaign within the city to inform and remind drivers.

Reducing parking and taking away lanes to share with bikes isn't a great solution for traffic and parking issues. And while I respect the right to bike to work, it might be a better idea to invest in separate infrastructure for bike lanes. If the population of the city grows further on the current infrastructure, the current bike path solutions will further hinder traffic flow.

It would be useful to have a category for things which need to be actively resisted; building new suburbs or public parking near retail and work, for example.

Traffic, parking, and transit are Calgary's top priorities. Bike lanes are useless, since it is a winter city. The next biggest priority would be adequate recreational facilities. Calgary needs a waterpark, or a major tourist draw or two.

Parking is becoming a real issue in our community.

Stop giving out permits to the flood plain. We have 4 quadrants and more business buildings could be put into these quadrants to alleviate all traffic going to the city center and away from possible flooding.

I don't live in a flood prone area, but flood mitigation should be a top concern. Also reasonable housing in the inner city. A mix of R1, R2 and multifamily. Downtown Toronto, for example is the wrong way to



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go. Too many high rise condos and not enough green space.

Flood Mitigation should be the overarching priority. Not just for the homeowners but more importantly to protect all businesses in the downtown area. I find it interesting that everyone talks about the rich home owners in Elbow park buying in a flood plain...that is not the case for many of us. Many of us are working professionals who bought homes that were over 80 years old and had not flooded in over 80 years. We pay huge taxes and have horrible infrastructure - old schools, old sidewalks, no community centers etc. It is our turn to have an investment made in our community for the benefit of us and the city.

Please save our community by doing the right thing with flood mitigation

The only current priority for this City is to establish upstream flood mitigation infrastructure...tunnel from the Dam, Dry dams' upstream and operational control. The City and Nenshi really don't seem to get how close we came to losing the entire downtown with many more Billions of dollars damage and lost productivity (to the \$6-8B we did lose). There is no more pressing priority.

Beaumont park (near Bowens) needs a lot of help to get it back to what it was before the flood!

Aging infrastructure - drainage has become a priority - it has cost my neighbours and I over \$60,000 for restore from 4 overland flooding events related to rain drainage. The 2013 flood is not the only "event" that needs the City's attention. There are 27 projects on the drainage study that need to be addressed and have been on the books years before the 2013 flood and we are not getting the City's or the Province's aid in any form!

It seems to me that the multiple choices can be sorted/incorporated into categories. For instance flood mitigation should include responsible use of water resources & also pertain to the restoration of natural landscapes such as wetlands.

The future of Calgary has a lot of potential. However there are 3 separate risks that may have low probability but high consequence (black swan). The best laid plans will be nullified or worse if we do not address these 3 risks. I believe they are: 1) our dependence on energy industry and population inflow to sustain our economy. If energy ever takes a sustained downturn we will lose our two biggest industries (building and growth, and energy) and with it most of our capital inflow and jobs -The bow and elbow rivers need to have a flood management system. The flood was expensive and the costs will skyrocket as we density with high value projects in the most flood prone areas. This is foolhardy. We need a flood management system. -Suburban Sprawl. Increasingly, the top cities of the world are those that provide the best amenities and lifestyle. This is only sustainable with density, proper transit, and a diverse and robust economy. We need to encourage densification of our inner and middle communities, and create other job creation centers outside of the CBD. Parking and leased space in CBD are priced so high that many great industries cannot survive here, if they are competing with energy sector competitors. We need other business zones if we want to encourage creative, or other industrial or professional industries in Calgary.

I miss my bike paths! Since the flood :(

Too bad you can only do three items because they are all important.

-I was shocked not to see anything about poverty reduction and food security; for environmental also, community food programs. -I am proud of Calgary's access programs for low income and other to city facilities, continuing this and expanding the referral



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-I was shocked not to see anything about poverty reduction and food security; for environmental also, community food programs. -I am proud of Calgary's access programs for low income and other to city facilities, continuing this and expanding the referral

Three choices were not enough.

Three choices were not enough.

Most of the priorities listed are important. It is sometimes difficult to pick the only three.

I do hope that the city takes the time to consider what the people of the rest of city are saying and NOT JUST THE SUPPORTERS OF THE MAYOR AND DRUH FARRELL.

I hope you will act on the public's input.

I was involved in imagine Calgary years ago - I think it critical that we emphasize the plan for Calgary.

It would be nice if citizens were actually listened to...I have a feeling my input will not be paid attention to.

I really hope that these comments and suggestions are considered

I really hope that these comments and suggestions are considered

Remember the following in building the Action Plan: contracted service providers would never be required to declare their salaries, leadership development is the most critical skill in managing change in the next 10 years, it will be important to open the lines of communication with those of us that are not squeaking wheels as the squeaking wheels do a better job of lobbying in support of their own agenda. Thank you for preparing this tool it is better than last time, however, it was obvious that some scenarios in the budget tool are intended to be extreme and don't seem realistic.

Positive mentions

Thank you for the opportunity to weigh in. This was easy to use.

Thanks for this. ... I won't do the budget activity as it's the wrong set of questions for a citizen to decide on. A priority like this is the way to go.

Thank you for creating this tool. I hope it is taken into account for Action Plan 2015-2018

This was great way to gather input

Good idea to poll everyone!

Thanks for asking for my opinion. And thank you for such a user friendly system!

Thank you for giving us the opportunity to share our opinions.

Thank you for giving us the opportunity to share our opinions.

Thank you for the opportunity to offer input.

Thanks for asking for my input!

This method of expressing our ideas is excellent! Great job!

Thank you for engaging Calgarians in their city.

I sincerely hope that the City of Calgary policy-makers take to heart the feedback that Calgarians give them via this survey.

Appreciate the opportunity for input!



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Thank you for seeking my input

Thanks for the opportunity to provide input.

I think this is a great way to get input, but need to try and get as much input as possible. The transit bus is a good idea, I have not looked into its location but taking it around to communities and informing people when it is going to be there might be a way to get more input (just an idea).

Thanks for doing this!

nice to be able to participate

This is great! It's nice to have a little say in an easy fun way.

It is wonderful to live in a city that values everyone's input!

Enjoyed the opportunity to provide an opinion on priorities

Thanks. It was great to be able to see what has to be balanced in this process. I liked being able to give input. It was easy to use and a great way to do it. Thanks

While I appreciate the opportunity to offer my thoughts as an individual, I'd prefer that city council and management use cheaper resources (like town halls and election campaigns) to determine priorities and make decisions. That's why I elect city councilors - to make decisions.

Thank you for your efforts to hear from Calgarians

I think it's great that the city is reaching out asking for public opinion. It's something we need more of in all levels of government here. Maybe if you can find a way to work with school kids, you might be able to spike community interest earlier on. Maybe go to the classroom in different levels of school and take a day where you talk with kids about, say, keeping up the parks and such. Ask them why they think those things would or would not be important. Keep up the good work!

I have many ideas and comments. Thank you for allowing public input into this Planning project. Very wise in some respects. But a little costly on the advertising and collection and processing of the data.

Thanks for asking Calgary!

Thank-you for the opportunity to provide feedback.

Thank you for soliciting the feedback

This is a fantastic way to get citizens involved; however the tool may be too advanced for your average citizen.

Good engagement. Well done.

The City has been quite good in asking for public input in the past but my impression is that it is often just for the sake of appearances but does what "it" wants anyway i.e. swayed by what one or two communities want or what is going to provide the most money for the city coffers or what is the least expensive solution, not what makes the most common sense or is best for the city as a whole. Too many band aid solutions are made without doing the job as it should be done for the long-term. By postponing/delaying a proper solution, the City often pays more in the long run.

I am glad I got opportunity to provide my input.

Thank you for the engagement opportunities.

Thank you for creating a space to share my voice!

Seeking input is good; now please use it to make intelligent choices. Thank you



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Seeking input is good; now please use it to make intelligent choices. Thank you It is not clear when this process is complete on the website, no "Finished" or "complete" message

I'm really pleased that our Mayor and City Council are committed to hearing from Calgarians. This is great initiative and the innovative approach to gathering the information is great. I can appreciate that the decision making process will be difficult as I'm sure opinions from Calgarians will differ greatly. Please continue to communicate as the work progresses and be as transparent as possible in the decisions you make and why.

Great exercise. Thank you for your efforts.

Great exercise. Thank you for your efforts.

Thank you for creating this platform for engagement, and for valuing the knowledge and voices of your citizens.

Great initiative!

Love the opportunity to influence CoC decisions online as many young professionals don't have time to go to meetings to voice our opinions.

What a good idea to get citizens involved. The important part will be listening to the diverse ideas.

Hopefully you are providing opportunities for more meaningful input!

Great innovative way to get Calgarians involved in the 2015-2018 Action Plan.

This was an interesting exercise, but I would caution that my input might change if I had more contexts. For instance, if I were told that we have a problem with a particular issue I might have ranked it more highly than I did. My feedback here is based mostly on what I perceive to be issues but I do not have all the information that might be necessary. Overall I love this city and trust that elected officials and staff will argue amongst themselves to determine the best course of action. :)

Good survey

thanks for this opportunity

Thank you for the opportunity for taxpayers to share their input regarding our great city.

Thank you for the opportunity for taxpayers to share their input regarding our great city.

Good idea

Good idea

Thanks for the opportunity to provide input!

Thanks for the opportunity to provide input!

As an urban studies student, it's great to be able to apart of growth and sustainable development.

As an urban studies student, it's great to be able to apart of growth and sustainable development.

Glad to have the opportunity to be involved.

Glad to have the opportunity to be involved.

thanks for asking for input

thanks for asking for input

Thanks for asking citizens about their opinions.

Thanks for asking citizens about their opinions.



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Thank you for consulting Calgarians. I'm new to the city and I love it!
Thank you for consulting Calgarians. I'm new to the city and I love it!
Appreciate the opportunity to have some input into this process.
Appreciate the opportunity to have some input into this process.
This is a great idea!
This is a great idea!
Thanks for reaching out to the public in this way!
Thanks for making this and letting us have an input!
Glad to give my input. Consider a new software provider that supports mobile. Chaordix is an option located in Calgary, but there are a few others.
Thanks for asking the public for input!
Glad to see you doing this survey. I hope you're finding a way to ensure small, but vital parts of the Calgary community and economy are represented in the survey.
Thank you for taking the time to consider our opinions. The current council's leadership is inspiring us all!
Excellent survey, efficient and easy to use. A big improvement on the process last time around. Also glad to see way less money being spent on this process.
Thank You For Asking For Citizen Engagement
Thanks for engaging the public.
Thankful for opportunity to be heard. Online survey made it easy to participate.
Great survey
Appreciate being engaged on this....
This is a great process. I hope that more public processes like this are built-in to the planning and budgeting process!
Thank you for asking for input. I will be expecting great things for our wonderful City.
Thanks for letting me voice my opinion here. Tough to make three choices only in certain categories.
Great initiative! In my opinion we need to focus on protecting our heritage buildings and on preventing urban sprawl as well as attracting new diversified industries so that Calgary can thrive long term.
Thanks for putting this together & asking via the internet
Thank you for this opportunity to provide input. Simple to use interface. Keep up the great work!
Thanks for the input. Would love to see some of my tax dollars supporting the infrastructure in my aging neighbourhood and not the new outlying communities. Can't wait for green bins.
Thanks for the opportunity to provide feedback! Great, usable tool.
This is a wonderful on-line opportunity to provide input. Well done, and thank you!
Thanks for the chance to participate!
Thank you! It would be highly preferable for the public to have input into the capital budgets and spending in addition to the operational budgets.



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Thanks for the interactive tool

very interesting engagement tool

This is a great tool, hopefully people will use it lots!

Great tool! Hard to pick just three things :)

This form is pretty cool

This form is pretty cools

I found this tool more useful than the budget simulator.

This was a great tool - easy to use. Let's build a clean, resilient and environmentally sustainable city. We could lead the way if we wanted to...

Interesting tool. Thanks for creating this and making it available for use

This priorities tool was well designed. Thank you for the opportunity to provide this input. In future years, please ensure that the interface is accessible to people who are visually or physically disabled.

Love this tool! It is educational and really makes me aware of all the aspects of running a city

Love this tool! It is educational and really makes me aware of all the aspects of running a city

Interesting survey - understanding what people prioritize is as important as what they de-prioritize using this method.

Well-designed layout. Easy to use. Please control urban sprawl without packing us in too bad...at some point it makes people frantic.

Very interesting. Short period of time to have this survey up. Wish it was up a couple more weeks.

Great online tool! Don't listen to the people who just want low taxes.

This was a fun activity.

I think that the City is doing an overall good job, but there is still room for improvement to make our city even better.

Very impressed with several departments of the city this last 12 months including the sewer guys that came to unclog my sewer, snow plow clearing of my road, improvements to my local park and general support from 311. I would like to see home owner developer permit applications available online in the coming years and improved roadway lighting near intersections in older communities for pedestrian safety.

Thank you for making this available. I can't believe the City would be able to increase focus on and service in so many areas of government I value, with just a \$60 tax increase on my part (and others whose property value falls close to the average). That's the cost of a new sweater. Or, say, a third of a pair of shoes. Absolutely fantastic -- please go ahead!

Keep up the great work. Build more LRT!

Loving the engagement with all city projects! Keep up the great work

I love our Mayor; he is doing a fabulous job. We need communities that care real neighborhoods just like the ones I grew up here. Neighbors caring about each other and looking out for each other, after all this is Calgary, Canada.

Keep up the great work



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Keep up the good work!

I think you guys are doing a great job! And I appreciate having my opinion heard. Let's hear it for the older suburbs and more options for kids!

I believe the City is doing a good job, but I do believe in the 'user pay' philosophy.

You are doing a great job, let's keep doing what is right and be creative about fixing what isn't working.

Keep up your great work and don't let the car-driving/property developing dinosaurs get control again!

Great work in bring such information to the citizens. Keep it up.

We think you're doing a great job! We happily pay our taxes - to live in this city in this country we are grateful!

Keep up the good work on keeping our parks clean.

I believe that the City is very well run and I am quite happy with most of my services. One issue and I get that bikes have to have somewhere to go, but I really don't like the way that it is being portrayed as better than cars. I shouldn't be made to feel bad that I drive to work downtown from my home because I need my car in case of an emergency involving my elderly mother who lives in the far NW. Sure I could stick her in a nursing home but that is a greater draw on the public purse, even if it isn't a draw on the City's budget. Just give some thought to your message as one group should not be shamed in order to promote another group. Thanks.

Thanks

Thank you

Thanks for engaging Calgarians in this process. I would love my community to be more walkable and have services closer so I wouldn't need to use my car as much. I think we are very lucky to live in a city that has so many resources, but we could also well afford to make sure that everyone has a decent home and good services if we were only willing to share our good fortune.

Thanks!

Thanks for the opportunity to give input. I cannot stress more walkways and bicycle paths, also increase in cross-country ski areas at COOP. Education to walkers re crossing roads, and improvement of crosswalks with better paint on the roads and everyone should have flashing lights, but just a sign behind trees!

This priorities tool was well designed. Thank you for the opportunity to provide this input. In future years, please ensure that the interface is accessible to people who are visually or physically disabled.

I think Nenshi and his team are some of the best Calgary has had in a long time! It's great that you're getting Calgarians involved in what we desire for our own city and not just surprising us later. Thank you.

thanks

Calgary is already the most vibrant, user-friendly city in Canada. Supporting and enhancing its historic buildings and areas, its river valley and prairie/foothills environments will only make the city even better for residents and visitors. Thanks for this opportunity to give input.

Thank you Nenshi and your team of counsellor a. Keep up the good work in making our city one of the best to live in!

I am looking forward to a more vibrant, more accessibly city!



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Great tool, easy to use and informative

Love the hands on of the Nenshi government. Keep up the good work!

Great initiative city of Calgary. I look forward to the results, and whether the elected council will follow the wishes of the people!!

As an active senior city offers good quality of life. Traffic congestion in my area is an ongoing issue.

I'm very encouraged by The City of Calgary and how it is managed. Overall, I'm proud of what has been accomplished. I really value the way that our Mayor communicates to Calgarians and the transparent business operations. Thank you.

Thank you for the opportunity. I'm most excited about arts and culture in Calgary, and the new Central Library!

Moved here from Vancouver a couple years ago and I love it. Just wish this city would grow upwards instead of outwards. Would love to see more dense and affordable housing in the Beltline

I love this idea of working with the people of Calgary in such an accessible way as this. Keep up the great work; I'm excited to see the results of all this :)

Great tool! Easy to understand and use! It was fun.

I appreciate the opportunity to voice my opinion and the ease of which to use this site! Thanks to the Mayor and some of the Councilors for the continued "forward thinking."

I support the cycle tracks!

The city is on a good path keep heading in the direction set out by Imagine Calgary

Good luck!!

Keep being awesome City of Calgary

Good system. I like the fact that you are trying to get the public involved in decision making.

As of now, the city is doing a great job, and I'm proud to be a Calgarian.

My taxes are fine. I want to live in a city I love. Tax higher to do it better if needed. I can't believe how cheap it is to live here.

Great way of getting at priorities. So much better than the confusing budget simulator.

I think an allowing tax payer input into how their tax dollars are spent is a wise idea.

We are very fond of Calgary as the one of the best cities to live in. We however hate the taxi service in this city and believe that the Taxi service companies both Associated and Yellow Cabs have 0 % customer service. We would love to see it improved and deregulated so that we can avail the service of our choice.

I love the walk ability of where I live

This is a nice town but it could be a great city.

This is a nice town but it could be a great city.



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First, I'd like to say that the "new look" of the City's graphic info has really been appreciated. It's a great re-branding of the city! (unrealistically) I would like to see no more growth in the city. Constant growth is not sustainable. I'd like the city to now enhance and invest in the quality of what we now have - to nurture the development of the police department - being a bully when it is not warranted or being the cause instead of the solution is not acceptable. I would also like to see multi use areas in communities - alley houses, community gardening, community "farming", mom and pop coffee or specialty shops deep in the neighbourhoods. Encourage the communities to develop in a way that encourages aging in place. I'm thinking "warm and fuzzy" ideas. Respecting the needs and values of original inhabitants in an area about to be ravaged. Development doesn't require that the bulldozer takes all!! After all of this, I'm thinking what I really mean is we should be growing our city up, maturing, looking at quality vs quantity - we are no longer in the awkward pre-pubescent stage.

I love biking commuting!

I support funding of cycling infrastructure. It's a clean and healthy choice that is cost effective for the tax payers.

I'm certainly very proud to be a Calgarian for 37 years & appreciated our supportive Council & public services.

I love living in Calgary and am proud to be a citizen here. I like the combination of business and community caring that is found here and the focus on the arts.

Calgary has to continue to be a very well managed city by always innovating to effectively deliver services.

Other

fix Crow child

Careful of the categories - lots of overlap between them, and vague descriptions. Ensure that the benefit to cost is maximized, and that projects plan for the future - not just playing catch-up for today

Let's make Calgary an amazing place to live by building a vibrant, walk-able, beautiful inner city

Communication with Communities!!!

Communities are important building blocks of a great city. We are not a great city yet. Please bring back the heart of our community, and most communities anywhere, our elementary school so families will want to settle here and keep our neighbourhood thriving. Bring back our 3 bridges that give our neighbourhood such necessary and wonderful linkages between parts - that keep us walking around and not getting into our cars. And please do you best with flood mitigation measure upstream. Thank you. WRT the LRT, please upgrade the access to the LRT from 42nd Avenue. It is scary. Finally please lower the parking charges or remove them completely in the beltline and beyond as I just don't shop there anymore, like many friends, due to the parking costs added to the cost of, say, a loaf of bread or a bunch of flowers. Please rethink your policy for short term parkers. I don't do shopping malls and want to shop local. Thankfully you are not yet charging parking at our local little shopping area, but don't sell everything we need.

Survey never asked where we would accept decreases in services.

Other than festival support, get out of the business of business. Economic Development (where it is more than one person) is often just a corporate subsidy.

The wording is all or none. If I picked growing communities as a priority it means I want smaller



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footprints in the suburbs which I don't!

More fenced safe off-leash areas in established areas - it should not be necessary for me to drive to an off-leash area because there isn't one in my community

An economy is desired that draws on the intelligence and talents of our graduates ...Meaningful work requires meaningful industries. The world is filled with people eking out a living selling trinkets, peddling wares that people don't really need ...to selling drugs on the street. We seriously need to be considering how dollars get cycled through our economy. Silicon... do we want Calgary to be a "silicon valley"...to be technology oriented...or ... silicon glasses for drinking beer... or silicon for breast enlargement for dancing girls at casinos. What type of economy are our city leaders promoting?

Individual citizen responsibility to the well-being of the Calgary Community

Couldn't get the priorities website to drag my 3 above the line

None of this is important. It is just a look good feel good political exercise.

Calgary's economy should be stabilized as growth has been excessive. Slow down or halt the economy and population growth rates.

Halt population growth as continued growth is not sustainable.

Less Growth

Calgary is a corporation and it should expand revenues by expanding its businesses. The City could even expand into the Banking sector, gas sector, home building sector, fuel station sector, and more.

This entire format is severely slanted and biased to hear what you want to hear!

Vibrant communities whether they are suburban or established communities

People First is what we need to concentrate on when "growing" Calgary.

We need to have elected official ask big picture and probing questions. Not in the weeds questions, the people of the City and Citizens can ask those questions. Council needs to ask "why is Important?" What is at Stake" & "What can we do about it?" &

The city has become very scruffy in the ten years I have lived here money is wasted on fancy bridges and silly art work

Saving our older communities, creating more parks and golf courses for our aging population are very important to me.

Somewhat over simplified. Could have gone one step deeper with where the specific priorities would be in the second set of choices (i.e. what transit priorities like the north or southeast LRT).

I would like to live in a city where I am not defined by what quadrant my address is in.

The cost of living in Calgary has gone beyond at least one third of our citizen's ability to continue to live here comfortably or even at all. The cost of living in Calgary is our number one priority.

The cost of living in Calgary has gone beyond at least one third of our Citizens ability to continue to live here comfortably. Why try to attract more competition from around the world to move here when the citizens here can't even make enough money to live here. Why attract competition from around the world anyway. Isn't the goal that people here have the ability and skills to compete against the best anywhere, rather than have them replaced by outsiders and never get a chance to show their stuff?

Freedom to shape public space within the community and by the citizens



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I think the site works quite poorly. It does not lead me through the various levels of engagement but rather I had to start at the beginning each step. Further, Environment appeared like "greening" the community in its original description, then you find watershed mgmt. only if you'd chosen the parent category of "Environment". This is highly problematic as I'm sure many citizens would chose watershed mgmt. and flood mitigation but would not associate those activities with "Environment" / greening of the community.

I believe that the single most important priority of the city government and civil service is to change from a concentration on business to one where the individual citizen is the most important. Also, governance and leadership, even if it means that decisions are not always to the approval of many or even most are critical. We elect city council to govern, lead, and innovate for the good of all of us and not for those who make the most noise. It would be good if you remember that the common good should be the overriding principle of any city government.

I believe Dubai had a good idea when they learned they had 16 years of oil... they diversified their fishing village into a tourist attraction. I think we might benefit using existing oil royalties to further improve our infrastructure (roads/LRT, attractions, etc.). We did benefit from the Olympics in 1988 putting Calgary on the world stage -what have we done in the past 26 years? And please, please, please, don't spend sssooo much money on airport tunnels and peace bridges (we can drive around a new runway rather than going under it). I don't have a gold-lined front driveway and I am doing just fine - spend the money like it is your own.

Reduce the onerous regulation. Strive for efficiency. Find new efficient ways to deliver services. Manage to eliminate contingent liabilities.

Community enhancement. More active enhancement of people coming together in common spaces like in South America.

Leave us alone. No new programs.

This continues to be a very troubling format. If I don't choose crime prevention as a top priority is it because I don't value it or because I feel current resources are sufficient? Not sure that this is really a useful investment of my tax dollars. None the less, I took the time to do it so I'm submitting it anyway.

Get on a gold standard.

Being engaged EARLIER in the process.

Citizen engagement happens after many decisions are already made. I don't want density development around Ctrains. I don't want my parks developed.

please keep the north lrt line off of centre street, there is no room and we don't want this community to go ghetto like Whitehorn. We moved from the ne to get away from the drama that comes with an lrt line, we are already having more issues right now with more homeless people here and junkies. Please help keep Thorncliffe nice and not ghetto please

Animal Welfare issues. Better system to provide for animals.

Please don't game the data...citizens have seen enough of that with how the 1st Street SE Cycle track was handled!

A vibrant Downtown and reduced reliance on single occupancy vehicles are the key to reducing sprawl and allowing a relocation of money from development subsidies (via water and sewage infrastructure) to transit in a way that can build capacity without having to serve an even larger area.

would like to see Calgary be more of a high tech environment with a focus on services to the citizens



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Lifelong Calgarian who wants to see Calgary reach it's potential as a World-Class City.

Sustainability will only come if we care for what we have. If we want to sustain the beauty and livability of our city, we need to be sustainable.

Poorly designed survey; It is not explained how the data will be used or affect planning. There are many other problems in this city

How to establish community identities

I want to see a Calgary that is more than oil and gas work - it is happening, but would be great to see Calgary as a destination for people in other industries. The sprawl is getting ridiculous - yes houses in places that people want to live, but how come it cannot develop into a bedroom community style - not Calgary. Let other jurisdictions start taking over development. Calgary doesn't need a larger footprint. Focus on what works in other cities, don't reinvent the wheel. Get people around the city centre more efficiently. Stop focusing on the smaller % of population coming in from outer communities. Implement staggered pricing for transit, the further out your coming from the more you pay - it works in many other cities. Public consultation is good, but the \$ spent on projects before they even start is sometimes too much.

I want to see a Calgary that is more than oil and gas work - it is happening, but would be great to see Calgary as a destination for people in other industries. The sprawl is getting ridiculous - yes houses in places that people want to live, but how come it cannot develop into a bedroom community style - not Calgary. Let other jurisdictions start taking over development. Calgary doesn't need a larger footprint. Focus on what works in other cities, don't reinvent the wheel. Get people around the city centre more efficiently. Stop focusing on the smaller % of population coming in from outer communities. Implement staggered pricing for transit, the further out your coming from the more you pay - it works in many other cities. Public consultation is good, but the \$ spent on projects before they even start is sometimes too much.

This survey format is confusing and will surely reduce the number of respondents.

The city economy is extremely reliant on oil. Anything than can be done to diversify should be done.

Let's get back to basic priorities before launching new 'nice to have' initiatives.

The choices presented do not represent what I feel are the most important issues for our city to be looking at.

Too general to make informed decisions

Healthy and vibrant open spaces and excellent public transit will make Calgary a desirable destination for visitors and new residents alike. These will also create a stress relieving environment which will improve the quality of life and the benefits on living and working in Calgary.

How will these comments be used in assisting Council and Admin make decisions? Nowhere are the answers correlated back to demographics and sample size. My biggest concern is that a citizen has no idea how the categories and priorities they have chosen relate to the associated costs, i.e. how much are they willing to pay for their choices. The City continually fails in forget to ask people "how much more are you willing to pay". Thank you.



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Priorities Tool: In-Person Comments

Transportation – Net

Expanding city: transit needs to expand to accommodate a growing population.

More transit.

More frequent buses.

Transit - more frequent, on-time, reliable, with direct access to work, shops and restaurants.

More transit.

More transit routes.

More transit and running later.

More frequent bus service.

Better transit: more buses, longer hours.

More buses: increase frequency.

Better transit - more after hours and more connections.

Public transportation: easy of bus routes are required to encourage riders.

Service bus from transit operations going from point A to point B.

Better transit.

No improvement to transit at 29th and 16th, and Shaganappi turn off to hospital - more building going on with little infrastructure (we need more than a traffic light).

Improve transit (embarrassing how bad it is), station issues, level crossings.

Transit along Glenmore trail - Signal Hill to Macleod Trail - review routes.

Better and more efficient public transportation.

Transit - some improvements with fewer breakdowns.

Better transportation.

Better transit - from different areas.

Better public transit.

Decrease in transit ticket cost.

Increased Public transportation coverage.

LRT Stations upgrade and repair. Make public transit free or reduce the price.

Bus tickets should have discount rides as they are pricey. Have a real time announcement on train stations, lots are after the fact or just noise. Better schedules for buses that can be met.

C-train fares.

Keep maintain transit at an affordable level.

Transit station heating - need more.

Need to do more snow removal, so we can minimize the accidents.

Snow removal in communities.



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Snow removal.

Snow removal.

Snow removal/Streets/Roads

Roads (in particular, snow removal).

Snow removal for walking paths. Parks with trees.

Snow removal - 4 days blocked in residential street.

Snow removal.

Snow clearing.

Street cleaning in winter.

Better snow removal.

Focus on snow removal on smaller roads.

Snow removal plan.

Clearing neighbourhood roads in winter.

Snow removal. More trees.

Removal of snow in back alleys.

Snow removal.

Snow removal, Roads, Streets.

Snow removal on paths and main sidewalks (Southland drive).

More snow removal.

Snow clearing.

Snow clearing!

Snow removal.

Snow removal - systematic for money being spent.

This winter could have better now/ice removal.

Snow removal in the communities.

Snow removal improved this year.

Snow removal.

Clean the streets from snow.

Snow removal.

Better snow ploughing.

Transit.

Transit.

Transit.

Transit infrastructure.

Transportation, recreation and events. Train, community services like the cleanliness.

Transit and Parks.



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Transit and Path system.

Transit.

Transit.

Transit.

Transit.

Transportation, train, bike.

Transit: more buses and LRT roads. Flood protection.

Transit.

Transportation. Bus services in suburban communities (Chapparel Valley).

Transit and roads.

Transportation: long distances increases pollution.

Bike Lanes – Subnet

Reliable and accessible public transport. Direct transit routes between communities. Crosswalks, sidewalks, and pathways plus bike paths.

More pathways for bikes so they aren't on roads.

Separate lanes for pedestrians and bikes, too many users on one pathway.

Bike lane on the pathway for safety. Festivals

Pathways for bikes and walking.

Want dedicated bike lanes on 17th Avenue.

Bike paths in new communities should be a top priority.

Safe bike paths.

Bike lanes: usage lacking doesn't equal to amount. Transit/roads. More money invested in arts/events/sculptures, less on police.

Bike paths.

Affordable housing and accessible public transport.

Calgary transit = better flow in the winter.

Don't like transit seats that face each other.

More transit routes in industrial area.

Waste of money to put Ctrain underground. Instead extend service to East.

Reliable transit.

Regional transportation. Complete communities - pathways. Connected - easy movement.

New transportation policy.

Family friendly transportation.

Transit (overcrowding).

Sustainable transportation, infrastructure for alternative transportation (outside of cars).

Transportation.



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Transportation.

More reliable transit, not breakdown, on-time.

Transportation.

Transit to be on time.

Safety on transit at night.

Transit needs to be "on time".

Transit to SE.

New transportation policy.

Earlier transit: work starts at 6 and I need to be downtown. All day and night service.

Pathways: designated for pedestrians and cyclists.

Pedestrians, cars, cyclists, dog walker interactions, more respect for each other.

Improve pedestrian routes - crosswalk light in Shawnessy.

LRT to deep South.

Trains (4-year old).

LRT: consistent fees for every rider (no senior's \$50/year).

Mirror Toronto's transit/subway system.

LRT to the airport.

SE Transit - LRT needed today

Extending the train line (Cranston).

Transportation - C-Train extension to the North.

C-Train expansion to SE.

Longer hours for C-Transit/LRT operation (early mornings and alter at night).

Make LRT loop/meeting point at City Hall (3 line train) = whole lane will be shorter.

Better LRT service.

Roads and LRT.

CT Train to Airdrie.

Get LRT to airport.

South East LRT - promised for 2002, where is it??

Transportation and access to the C-Train.

Bikes on the LRT!

SE C-train.

Somerset train track intersection is very dangerous for pedestrians.

I would like bus route 108 back. It'd save me and hour a day!

Buses to go to High Schools.

Better/frequent bus service between trains (feeder buses).

School busing. Pathways.



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Shuttle bus routes and frequency of routes has to increase for more smooth operation in the winter.

Wait times at Bus stops.

Buses running later at night.

Cleaner buses.

Buses need to wait at spots for other buses for transfers.

Bus lane on Crowchild trail needs to be dedicated to buses only and carpool.

Cost of seniors bus pass is too much.

Keep the bus ticket prices down.

Buses need to be on time.

Transit buses need to stop and wait.

Debit cards on buses.

Buses to new communities as soon as possible.

Allow for more taxi cabs.

Better administration of Taxis - track cabs to access and reaction to demand.

Bicycle lanes - downtown and everywhere.

Bike paths off the roads.

Infrastructure/Buildings – Net

Stop annexing, city is big enough.

Road Conditions.

Roads: repairs, potholes, old concrete (is killing my car).

Better Roads.

Transportation infrastructure = fix Deerfoot.

Better roadways - more laneways - possible Deerfoot lanes.

Infrastructure - fix roads.

Spend it on roads.

Road conditions: patching potholes in a bandage solution, fix the road completely.

Maintenance of existing infrastructure. Painting - general maintenance.

Better roads infrastructure that supports cycle track. Walkable city.

Roads infrastructure, less potholes. Public Transit.

Roads (conditions) neighbourhood services education.

Road renovations.

Better roads.

24th Ave - Bow River is clogged up on Crowchild trail, Crowchild upgrade is needed.

Road maintenance.



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Roads - maintenance.
Cleaning all side streets properly.
Paint lines on the roads.
Roadwork.
Roads - improve quality.
Roads. Frost Heaves. Pot holes.
Roads - potholes, better maintenance. LRT - security.
Road management in the suburbs.
Paint lines on the roads.
Condition of the roads.
Street lights - need the bulbs to be replaced more in a timely manner.
Cleaning of roads.
Fixing potholes.
Roads: lines (maintenance) - roadwork overall.
Condition of roads.
Better roads near schools (safer pickup and drop-off).
Fix the potholes.
Better infrastructure.
Safer roads.
Safer roads.
Clear off the rocks from roads and sidewalks.
Back lane: major pot holes due to industrial traffic.
Potholes.
Roads, fix potholes.
Fix potholes. I hate potholes.
Recreation programs. Traffic flow.
Road traffic, less traffic lights (congestion. More pedestrian bridges.
Valley ridge resident: need to give attention to neighbourhood design. Access/traffic: one entry/one exit - not enough alternative routes.
Expand the roads in more congested areas.
Improve traffic control.
Less time in traffic, more time with family.
Traffic flow.
Reduced speed in neighborhoods and enforcement of speeds. Neighbourhood roads no different than artery roads to downtown!



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Implement a system that caps the cost of keeping a home affordable that keeps it low. Houses are built so poorly that affordable houses need to be renovated before mortgages are up. Affordable busing. Better regulations around building codes.

Synchronize lights on the main routes (non-peak times).

Managed development in urban areas.

Street signage. Avenue signs downtown are too small.

Better traffic light synchronization.

Do something about building across from Sandman on 8th Street and 7 Avenue near transit station. Thank you.

Synchronize the lights.

Enmax south leg expansion I see the "preferred expansion" a complete waste of money when the alternate route will sustain future support by reducing maintenance on the new 138Kv line to tie in with existing 138kv service lines. By 88st South.

Fewer road collisions.

Roads Parks.

Roads!

Roads.

Infrastructure.

Infrastructure - roads.

Infrastructure - transit.

Roads and parking.

Infrastructure.

Roads - Traffic lights.

Roads - sewers backing up.

Roads.

Roads, sidewalks.

Infrastructure.

Roads and transit.

Roads.

Roads!

Downtown core needs more of voice.

Inner city community development. Transit, parks.

Downtown parking, Peace Bridge crosswalk (Memorial).

Remove cycle lanes from downtown.

Walkability and preservation of the downtown core.

More inner city development.

Need a dog park downtown.



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Increase the expansion of suburbs to keep lower housing costs.

Higher density - a fundamental flaw because cost of housing is too much, this is short-sighted.

Making sure infrastructure is in place to support urban densification.

Increase density.

Get rid of pawn shops and put in different types (shops in Forest Lawn).

Keep Eauclair Market.

Roads - Traffic lights. Information Tech.

Roadwork. Crosswalks.

Water flow Management.

Correct follow through on complaints - notice but lack of drain (Stratford place).

Installation of drains where needed (Stratford place).

Divert the water from the Glenmore other than the dam to mitigate floods.

Correct drainage on road.

Utilities costs - reporting.

Pedestrian bridge over Memorial and Peace Bridge.

Over ramp (ped) from Peace Bridge over Memorial.

Pathways, parks, golf courses

Pathways.

Need a Peace Bridge crosswalk across Memorial.

Bikes off the sidewalks (bike messengers).

Bow river pathway. Shaganappi golf course.

Flashing overheads lights - crosswalks.

Reviewing cycle path and no room on the roads! Too congested.

Clean all city sidewalks.

Crosswalk from South Fish Creek Rec to Home Depot: it is not safe!

More sidewalks and crosswalks.

Social Services – Net

More recreation programs for youth and seniors.

Transportation, roads, traffic, safety.

Safety. Education.

More police presence to deter drug dealers in communities (and help youth stay away from this).

Patrol transit at night for drunks.

Increased police presence in Montro.

Schools, kids.



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To fund programs like Salvation Army Children's Village or fund programs based on support and help for foster children and homeless; teens and troubled (or abused) children.

More focus on Youth.

Accessible/cheaper programs for youth and children.

12-18 - more youth oriented programs.

Teen clubs.

Too much construction, need to space it out.

Emergency services and crime prevention.

Social services (Women services) - rehabilitation services/resources/education about the available services.

Cut taxes...Ok to provide fewer services.

Fewer services (less tax).

Police: The service is vital but education in communication, listening then action, force leads to force - should be last resort.(us vs. them) mentality better to see it like if this was me "how can I help". The corporate structure should be more informed on "sharing " excessive resources", redistribution of". This will bring more \$ to community needs. They can afford it. Parks, green areas with flowers, cleaning crews, public bathrooms open to public.

Police - would like more money instead.

Less in Police investment, more in recreation.

Better by-law enforcement in parks.

Less police, more housing. Low income regulations for renting shared accommodations should change, so roomers have more rights or same as any renters.

Police.

Calgary police.

Police services.

Police.

Police.

Cops stop harassing youth.

Health - know it is provincial but what else can city do?

Educations, health system, keep transit fees low.

Health.

Health care.

To improve healthcare system.

Accessibility for wheelchairs.

Homeless people.

Need more support for homeless.

Homeless - very aggressive here... programming??



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Decrease homelessness.

Decrease of homeless.

More family things to do.

Programs for low income (more programs).

Bills - supporting households (too expensive to live here).

Fee assistance programs.

Welfare.

More money invested. Rec. plexus (over crowded limited availability).

Snow report, additional funds for safety/accidents.

More money in Social services. Pull it out of police.

The library.

Bunker for 55% of population.

Affordable and accessible childcare.

Before and after school care programs. Accessibility.

After school program in Mount Pleasant.

Better early childhood programs.

Fiscal Management – Net

Set budgets for specific services and work within (example: Police not to take away budget from roads if there is a surplus.)

Efficiency and cost effective City services.

Quit spending money!

Not overspending funding efficiencies = spending smarter. Education, health care, wellness. Multi-family recycling.

Fiscal responsibility.

Fiscal prudence.

Consider maintenance cost 10 years from now.

Taxation – Net

Too many taxes on everything.

Keeping taxes low.

Keeping taxes low.

Lower taxes.

Reduce taxes. Lack of road cleaning. Better Road pavement.

Governance/Bureaucracy – Net



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Listen to the people - too much administration

Keep cutting the red tape.

Government isn't accountable.

Difficult negotiations between city and M.D. Rockyview. City want the tax base, we need sewage services.

New mayor.

Sharing leads to trust; this in turn leads to Justice (Redistribution of excessive resources). If you want an open, honest, inclusive, responsive/able city. Try it. The elected personnel of any Government are here for the people. There needs should be uppermost. Communication will keep everyone informed, and input two-way street (NOT one way) - action plan is great. Sufficient living, parks. Places to play, relax, coordinated pathways/lights, bike paths, organized community neighborhood services. A "Tsuman" type warning in the mountains (this informs crews to respond) as run off builds.

Infrastructure is not keeping up with development and building permits.

Accountability.

Quality of City managers decisions vs. City services. Researching and prioritization.

Clear direction from City manager to all BU working on directives.

Chain Nenshi to his desk and so he stays - don't leave Calgary.

Revisit current Mayor and Council.

Replace Mayor and Council.

New council.

Management needs to walk the walk (and the talk).

Legalize weed.

Get rid of Redford.

By-law enforcement: make equal for everyone current system of 1 complaint having all the power.

Change R2 by law so garage suite on 12.5 m lot instead of 12m.

Parks/Recreation/Sports – Net**Playgrounds.**

More facilities like Village Square Leisure Centre.

Recreation facilities in the south suburbs.

More recreation facilities.

More recreation centres.

More recreation centres - ones we have are full!



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More pools for kids and disabled. More services for disabilities (walkways, etc.) More money for schools, after school programs. Programs for tax breaks, suite for disabled.

More recreation.

Extra entertainment in the Southeast pool arenas.

More recreation facilities. More swimming pools.

More pools and arenas for kids.

More skate parks.

Keep green spaces, safer, Nose Hill needs review.

Fix up the water Centre.

Continue with the improvements to parks and transportation.

Better parks, more to do.

Recreation and social programs

What is going on with Glenmore recreation plan?

Something for older teens: with nothing to do in the suburbs I go smoke and get into trouble.

After school programs (accessible) in new communities.

Stuff to do.

Affordable programs for Recreation/Kids.

More recreation programs for kids.

More recreation programs.

Affordable recreation, bike path system.

Parks and playground.

Parks, Bike paths

Parks, Bike paths, Transit

Rec. centres, cycle track

Parks.

Pathways. Golf courses. Green cart program.

Playgrounds.

Soccer fields.

Swimming (Rec).

Swimming pools (rec).

Recreation.

Playgrounds.

Skating.

Health and playgrounds.

Parks/green space and Roads.

Hockey rinks.



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Parks.

Recreation and transit.

Parks and affordable housing.

More trees!

More parks and recreation - upgrade the park.

Parks to enjoy the weather.

More outdoor basketball courts.

Hockey rinks in the SE.

Keeping our parks well-kept/maintained.

Wheel chair accessible parks.

Parks (more money invested).

Public Park and green space maintenance and cleanup.

Improve Prices Island Park.

Green space maintenance.

More subsidized Recreation programs.

More affordable recreation (Southland).

Lower prices for rec. centres (\$31 per day is reasonable).

Housing Services – Net

Communities with variety of housing choices. Affordable, not subsidized!

Affordable housing.

Really provide affordable housing is foremost necessity and would be welcomed most.

Affordable housing, urban agriculture.

Top priorities: 1) sustainable housing costs, property taxes, utilities, transportation; 2) Build out expansive growth is costly.

Housing - affordable, better living.

More affordable housing.

Affordable housing.

Sustainable housing where senior/individuals can age in place.

Communities with a variety of housing options - right now it's very difficult to buy (limited options).

Growth + housing.

Rent controls and unified cycling plan.

Live and work closer. Offices, shops at ground level, apartments on the upper level.

Secondary suited in context of density - good idea but not everywhere.

Recycling for apartments/condos.

Environment/Ecology – Net



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Compliance with environ policies.

Arts/Culture – Net

No more "o" type of art.

Stop wasting money on Art.

Stop wasting money on art.

More festivals, more culture.

More public art.

City run festivals in Confederation park.

Public art wastefulness.

Arts funding.

Use local artists for public art.

Employment/Wages – Net

Make office space Westbrook (park).

Get your in-house labour situation under control. Don't waste money asking stupid questions, like do you want to cut fire.

Employment sustained.

Hire more police.

How do we sustain wages and benefits without raising taxes?

The city needs to realize that not everyone works downtown and doesn't need to get downtown.

Education – Net

Complete communities (more local schools and services).

Education costs especially for universities to encourage students to finish their studies and build their careers.

Schools in the West End - waitlists!! (Wentworth area).

Bigger classroom!

Multi-use/mixed development to make services and schools more accessible to community.

Post-secondary.

Improved Education and healthcare.

Better education and healthcare.

Lack of teachers and classrooms.

Education - capacity of class rooms are too high.

An educational event like Stampede which makes Calgary distinct.

More focus on education.

Education.



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Schools! Kids are on a bus for an hour!

Education.

Schools.

Education.

Schooling for kids.

Education.

Education.

SW and SE schools.

Public schools in area Millrise.

Educations.

Waste Management – Net

Better waste and recycling services to ensure garbage and recycling bins are emptied.

More efficient recycling.

No door to door composting. Sidewalk replacement only when necessary.

In 2020 vision - for landfill diversion - focus on industry, not the households, they put hazardous stuff in the landfill.

Miscellaneous Mentions – Net

How do we think of our city as a society first - not a business - long term vision.

Flood Water mitigation.

Risk mitigation for future flooding,

Flood.

Replacing the pedestrian bridges that were destroyed by the flood.

Flood prevention.

Parking (everywhere)

Parking prices.

More parking at South Fish Creek Rec centre.

Rule where there are garages, no parking on the roads.

Cheaper parking at University.

Positive mentions

It's all good.

If you ask for input from people... use it.

Overall good job. Snow removal needs improvement, transportation and cycle.

Keep up the good work!

Looks good to me. I'm ok with taxes.



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I can't think of anything the City can do better.

Achieving our vision a great place to make a living, a great place to make a life. Opportunities for all.

Responsible development and reducing urban sprawl. The core of Calgary is great, let's use it better!

I trust your decisions.

Love the Peace Bridge!

Transit is great but need overnight service - don't raise fees!!! Reduce!

Parks and recreation are awesome. Pathways that support the Peace Bridge.

Give City staff a big raise - great work!!

No complaints, the City is great!

Happy with recreation facilities and cycle paths.

Love.

Happy citizens!

Keeping Calgary Great.

Capitalize on great ideas of city staff and communities. Cost savings, etc.

Other

Developing New/Emerging Technologies and finding efficiencies.

Citizen involvement.

Vibrant, blended, diverse communities everywhere!

Oversight and public art.

Attracting Top talent from around the World.

Calgary needs roads "graders" with blades instead of just dumping sand, etc. (take a lesson from our Northern City!) Far too many needless accidents here, e.g. the Glenmore Trail.

We have to start actually planning ahead. We've spent 15 years trying to catch up to where we've needed to be; we need to commit to building what we will need in future; if we are spending on pets and not on kids.

To have nicer downtown: more trees, flowers and cleaner streets. More focus on the older, dirtier parts of town rather than the rich clean areas.

Poop page stations.

More clarity for home buyers in flood zones. More reader friendly maps.

Complete work that is started in communities.

Treat all communities equally.

Dog perks - garbage cans.

More snowplows.

More efficient planning!

Maintain the "old" and historic aspects of the city.

Improve Deerfoot (and more North-South connections).



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Be willing to make changes to improve things.

Find a middle ground between the "haves and "have nots".

Many things to balance.



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City Talk Online Comments

Transportation – Net

A few years ago I started to work in the downtown area on the east side of downtown. I live in Mckenzie and had been taking my car to work at my former job. Option 1: Regular bus out of the community to Anderson. Less than a 5 minute walk. Should be easy but will not get a seat. Standing room only by the time the bus gets to our stop. Okay for trip into downtown but wait about an hour at Anderson for a 96 bus that takes close to an hour to wind through Douglas Glen and Douglas Dale. Option 2: Express bus out of McKenzie Town - Still gets me into my car. No local service between McKenzie Town and McKenzie Lake. So either drive to McKenzie town transit parking lot or walk across (about 35 min). Ride home often involves standing in the bus on the Deerfoot on a lot of days. Option 3: Drive to Shawnessy station, park in overflow and go downtown by train. So far the best option but still involves car and transit and an elapsed time of about an hour to get from McKenzie Lake to downtown. On the trip home boarding at City Hall is nearly impossible. Solution go west to 7th St and get a seat. I would love to ditch the car; I'd just need a viable transit option to my community. I have limitations in mobility so standing on bus or train or walking between McKenzie Town and McKenzie Lake are not really very good options. On many days that has been the reality.

Toronto like Vancouver has adopted fee payment by zoning. I think this is a great idea. It should also be implemented for the taxi cab services in our city, and they should be encouraged to work more evenings and weekends.

Totally the wrong approach, especially if you are low income! Transit costs are fictionary when you consider the big picture. The most efficient way for people to be moved around is a 'system' not a personal auto. All those cars are adding to a global addiction to oil, global cooling/warming aside, this 1 pony economy has resulted in the big problems the world faces today. Our transit system should be such that the 'rich' will leave their cars at home. We have the people the educational institutions and the materials to build a system that is easy to maintain and lasts forever. Hyper Loop would be a better alternative for people transport and is such a system that requires minimal maintenance, totally automated and would requires pennies (we no longer have) to run. And if we took up the challenge of Elon Musk and build this open source, the prize will pay for the plans and prototype. This Earth does not belong to us; it is entrusted and to be left for those who come after, let's be thoughtful! We need to share these thoughts and ideas and get a dream for tomorrow, to grow free from the prison money create's!

I like where you're going with this, however the parking fees could be less say \$2 peak, \$1 off-peak and free after 10am - 3am. And build some proper parkades with underground heated spaces for a couple of dollars more at the busier stations. The trains should also run 24 hours.

Well this is great, thank you for allowing us this forum !!! One of my ideas is based upon Calgary showing the rest of the world how 'progressive' thought with respect to humanity can save lives. Basically, here in Calgary we have 7th avenue downtown where the LRT/C-Train runs through the core and only City Transit and emergency vehicles are allowed to drive on that road. I think if Calgary had a 'grid' interspersed within the city roads where there were North-South and East-West roads that ONLY emergency vehicles were allowed to drive then Police, Ambulance and Fire vehicles could avoid the mess and stress of making their way through traffic, lights, etc. and many lives could be enriched and even saved. Just a thought. Thanks again, Neal Visher



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Yep, and a congestion tax similar to London during rush hour would dramatically reduce congestion for those going downtown.

Not a bad idea, perhaps we could allow taxis to use them too to speed up taxi service.

1) Free parking is a resource misallocation. 2) Reserved parking is prejudicial and a potential waste of available parking until 10 am. 2) Some park and rides (I'm going to pick on Crowfoot as my example) are oversubscribed. Solutions: Go back to scramble pay lots but if lots are oversubscribed (100% full on a regular basis), either raise rates until lots are consistently 85% full or have graduated rates based on time (from 2am-8 am make it \$5, 8-10 am \$3, after 10 am and weekends are free. What does this address? Particularly in those lots frequented by people who do not pay city taxes (Cochrane commuters for example), they pay their fair share, every spot is a potentially paid spot instead of only half of them improving City revenues reducing subsidies by taxpayers, and there are in fact spots available for those people (stay at home moms, seniors, etc.) who use the transit system during the day for appointments, etc. Space is also more efficient, rather than seeing half of a reserved lot empty in the morning, the majority of space will be used. We can't expect the province to meet our needs and City Council wants smart spending. This may be an unpopular idea, but it is fair - that people pay for a resource and that the system is fair on a first-come, first served basis. Staggering the costs on an incremental scale might also improve traffic congestion as some people may elect to wait later and gamble for a cheaper parking space. Further, as to congestion taxes on roads to the downtown. Congestion taxes should be implemented similar to London on roads leading to downtown during rush hours. The problem: too many cars with single passengers converging on downtown create heavy congestion and pollution in am and pm. Building more or bigger roads will only result in more vehicles on the road as any closed traffic system will continue to fill until saturated regardless of capacity. The only way, other than take roads away, is to influence people to not be on the road as it is costly to do so. Some people will elect to pay the fee, providing revenue for the City; others will choose to take transit, increasing the goal of more transit rides. Those 45 cars per bus we take off the road will result in less congestion and better transit efficiency as there are less cars and the buses run more efficiently. Less is more. And then you take the congestion tax revenue to pay for those additional buses and trains and improve your transit system and this results in a transit system less subsidized by taxpayers and supported by users of the transportation system. I fully support that car drivers should help pay for public transit.

Parking costs money to build and maintain.... you don't get much for \$2 a day. If trains run 24 hours a day that would cost more (fewer customers late at night same operating cost) and when would they maintain the tracks?

Park and Ride parking should be free, but not to out-of-town commuters. Calgary taxpayers heavily subsidize transit, so those who pay their taxes elsewhere should also pay higher fares as they typically travel a longer distance on transit. (akin to the zone fare idea) I like the idea of a Park-Plus type of system for Park and Ride. If your license plate is registered to an address that does not pay Calgary Municipal taxes (Cochrane, Okotoks, Airdrie yadayada) to use Park and Ride you have to enter your plate and pay at the machine or activate your pre-paid parking account. Not from Calgary? Cameras see your plate and you're not paid up = ticket in the mail. That type of system could also extend to driving an automobile into the inner city core at peak hours. Out-of-towners must pay to enter the core at peak congestion times. Not from Calgary? Cameras see your plate and you're not paid up = ticket in the mail.



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Please snow plow the paths in Cranston. Hiring more Park Patrollers, year around, to educate people would be great. The dogs off leash parks need staff to patrol once in a while. They could hand out dog poop bags and educate dog owners on proper dog etiquette in parks (not allowing their dogs to jump on you, picking up after their dogs, not allowing their dogs to harass people, other dogs, or wildlife) and possibly enforce the not picking up rule. Too much dog waste being left behind and people aren't voluntarily picking up. Thank you for all your hard work.

Well another snow storm and another round of salting the roads that makes them worse than if they did nothing. The city of Calgary policy of using salt / "pickle" to deal with snow is ludicrous. One only has to drive on Crowchild today and float around in the slop, and then go onto a major side-street that has NOT been salted to see the difference. Crowchild was dangerous even at 50K in my AWD car with topline snow tires. The non-salted streets where snow packs down are fine. Please City road snow management; please review the policy of salting roads to deal with snow. No.1 should be to plow and sand. Creating slushy slop, will if temps stay about -5ish create dangerous slop for a period after the storm stops (couple of hrs. on major roads, longer on less travelled roads). If gets cold, the slop gets rutted and then freezes making far worse for travel on non-major roads. I know others on my street feel same way, and many of us have called only to get the same message; roads have their "procedure". It is time to review that procedure, and you don't have to listen to US just get out and see for yourselves the difference in travel safety on salted versus non-salted roads. Plow and Sand Please!!!

Bike paths are a wonderful idea... however I do not agree with bike ONLY lanes downtown. What a complete waste of real estate! I agree that cyclists need to be protected from idiotic drivers. But I also agree that drivers should be protected from idiotic cyclists. When a bicycle is using a roadway such as downtown, then the cyclist should occupy an entire car space much the same way a motorcycle does. My biggest gripe with cyclists is that there are a number of cyclists (I do not know if they are the minority or the majority) who ignore traffic lights, use sidewalks and crosswalks selfishly to ensure that their personal commute is uninterrupted. It's like they have their cake and get to eat it too! That's my opinion... It is my right to choose to have an opinion! Just saying...

And bicycles, and couriers, and delivery trucks... No! Silly idea to allow taxi's into those "emergency vehicles only" lanes. Have you ever witnessed those clowns doing pickups and drop offs? Changing lanes and blocking traffic while they are on the phone? I have, many times... many (not all) cab drivers are arrogant enough to think that normal driving rules of the road and legislation does not apply to them, because it's their job! Much like some of the downtown couriers and delivery drivers. An Emergency lane should be solely for emergency vehicles. That being said, it's a fairly moot point, because of the layout and infrastructure of the downtown core. There is also the "how do I prevent the public" and "how do we prevent law breakers" from using these rapid access routes? Emergency vehicle lanes are a fabulous idea on the highways and main connecting routes...

Emergency lanes or an emergency policy to enforce the existing laws. My son-in-law is a fire fighter and friend is EMS. They say that the number of drivers that simply ignore emergency vehicles is astonishing. Flashing lights, sirens and blaring horns won't budge some folks. Maybe dashboard cameras (to record license info) would make a difference if the fines were significant - really significant!!

Although There are many bus shelters, and other changes being made to improve the system, the service isn't great- As a student (during winter) I end up waiting outside in the cold for sometimes as much as 1 hour (for a bus that comes every 10 minutes), thus I am late for school. Even on summer days I sometimes have to wait up to 30 minutes for a bus. Taking Calgary transit doesn't necessarily have a great environment, there are those rude individuals on there too, and also a lot of the times it is crowded for me. Being forced to take it, without any other means of transportation is bad enough, and



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the cost isn't doing that well for me.

I think that seniors should be able to drive cars. I mean, it won't be fair for me to be let's saying 80, and have my license taken away. It just won't be fair because now, I will need to get around the city other ways. Public transit is sometimes unreliable and if I'm 80 and I am waiting for a bus to come and pick me up, it will be a long wait especially for a senior. And I think seniors should be able to get around the city just like 18 year olds. It won't be as easy as hopping into a vehicle and just driving away. And same goes with parking. You should designate special places near the front for seniors, so that they don't have to walk too long. I'm only 14, but I have seen these poor seniors having not much to do, yet so far to go. The ones in powered wheelchairs, that's ok because they can effortlessly get around but the ones who need to walk, well it will be hard for them. I think that special senior groups are good, I have seen great things, but in terms of having to do things, I think school choirs should go to these places regularly because as a senior, you don't do much. And this will only make them happier, and that is in my opinion the most important thing.

Hey folks, here's an idea that was submitted through one of our online tools: "Commit to developing the area around Chinook Centre. Connect the C-Train so people can go to one of the busiest mall destinations in Canada without having to brave the weather. Re-develop the whole area so it is an Urban Village where people could live, work, and play (green spaces). Yet, have a direct connection to the C-Train network. A full year weather protected way to get from Chinook to the C-Train is a must." What do you think? Do you agree? Disagree? How do you think the city could address this?

I live in Cranston and had the same issues. I wish we can have an option Auburn Bay - Cranston - Mackenzie direct to DWTN. I know there is one but is so slow and the buses are so uncomfortable and then there is so crowded that you really do not enjoy the trip. Cutting the Mackenzie town and Riverbend part will take more than 20 minutes in the ride. The schedule could go every half an hour till 900 and then started again at 330 to 7 pm. I do sometimes take the early ride in the morning but afternoons better take the train and come back through the bus. Trying to park in Somerset is nearly impossible for us, as you have to be there before 615 am and with kids is not an option. I wonder is there is a study to build more parking space in Somerset and Shaughnessy. It will at least a temporary solution

I think Transit is an important public service and should be accessible to all, but how do we keep up with a city whose boundaries keep growing so fast with no end in sight? Calgary train service also provides transportation to neighboring communities like Okotoks and High River. Anyone who has gotten on to a full train in the deep south will know how many people from these outside communities take the Calgary train to get to work in downtown Calgary. My suggestion is to go more of a Vancouver way of charging. Implement a Zone system where charges are increased the further out you get from the centre of the city. The costs go up exponentially as we implement transit in new communities and taking trains out to service every corner of the city. Inner city congestion will rise if a user has to pay too much for 1 to 5 stops of transit. They may vote to drive instead because the cost does not make sense. We have to create a system that takes into account day time, evening and part-time users. The train is busy all day, not just servicing full-time workers with full-time salaries. Over 3 dollars for one ride becomes unaffordable for many of these riders.

Where are the zones? Would this not just cause people making the longest trips to use their cars - they would have to pay more than now.



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It costs a lot of money just to provide basic transit service. Not sure where or how you would establish a zone fare system in Calgary. Bottom line is you would just discourage people from using transit for the longer trips since they would have to pay more. Calgary transit fares are cheaper than most other cities in Canada. Fares for some customers are too cheap..... If everyone paid their fair share there wouldn't be a concern over rising fares.

Zone based system will greatly increase the complexity of the system in terms of more resources required to manage it, even pay per stop will increase the complexity. Now we pay for a piece of paper, pay at kiosk per trip or use the card book. The systems and resources supporting them are not so much but having zone based means you need exponentially more. Take just the card and reader needed, the simplest method is a card with some sort of memory chip like a sim card on it to contain your balance and then use a manual insert action to validate the data on it. This means every person needs to scan when entering the train. It takes a bit now to get everyone on and off the train (peak times) imagine everyone needs to put their card into scanner now. For this method you will need people or devices that can reload your card with more money this will not be available online. The more advance system will have barcode/Rfid/etc. type of system that links with an online account and used in a similar way except you can just touch the card to a reader. Still everyone will need to scan to get onto the train making some line-ups. The other solution would be to implement some sort of access control to the platforms where you scan going into the station and going out to calculate the zone. All of this will need more resources in terms of staff and infrastructure and this will somehow need to be recovered. Zone based system would be difficult to implement in terms of cost as well. If we say it takes you \$3 now to go anywhere within 90min how will you translate that back to someone taking 2 stops to get downtown. This cost is like 3c per min (guestimate), it takes you about 5 min to get downtown with 2 stops and you pay 15c or something like that. This will increase use for sure but will dramatically reduce CT income even though there are more people. Now it takes someone from way south to downtown let's say 40min. (about \$1.2) Everyday work commute makes for \$50-\$60 so no one will take month pass anymore. That is just taking figures as it is now they will increase it to ensure operations with let's say max value of \$3 per trip no matter how far you go. (They will have long discussions about the calculation of this). It's doable but complex and will increase operating expenditure that will directly impact us. If you pay now \$1 less for a short commute but someone else \$1 more all that will happen is everyone will take their car closer to downtown and take train from there. This will have repercussions on traffic again.

Bike Lanes – Subnet

I have great difficulty understanding the obsession that Council has with the never ending creation of new bike lanes particularly when we have many other priorities. I accept that the lanes are fairly well used in summer but poorly in winter which is often 8+ months long. Compared to those of us using cars the bike population is small yet there seems to be a feeling that bikers have a right to have it all irrespective of how much we can afford. The latest theme of barriers for bike lanes in my mind is just ridiculous at this time!

The SE is underserved by bike lanes and paths, no doubt. At 30 km out of a total of 7,000 km of roads, only the brave can get around Calgary by bike right now. Make it safer and more people will use it.

Bike lanes take away from roads moving traffic more freely...use the bike paths, that's what they're meant for...bikes and pedestrians. I don't think my tax dollars need to go to bike lanes...maybe that money should be going to fixing the existing bike paths that were destroyed from the flood.



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I think that if successful, the establishment of safe bike lanes would encourage many people who would like to ride their bikes. The use of bikes reduces the amount of wear and tear on the infrastructure. Who knows - smart transit and bike lanes may actually lower our taxes and your car insurance rates by not driving your car to work every day. Just a thought!

We need a new bike lane connecting the bike path alongside 26 Street SE to Elistan Park thus connecting Forest Lawn and Dover to both recreational areas and the downtown safely. Ideal streets to convert are 26 Ave SE, 19 Ave SE, and 14 Ave SE.

There is a better alternative for the proposed 1 street bike lane which is presented here: Promenade As far as "needing" bike lanes goes, given the extraordinary pollution issue facing our present day, every effort should be made to find alternative ways of transporting people downtown. If you are not convinced that 150,000 combustible engines congregating downtown poses any kind of health problem, I'd like to remind you that 45 minutes of "alone time" with your car in a garage will kill you.

I mostly drive in the city, but if there were more bike ONLY lanes I would bike much more frequently in the city: I'm frankly terrified of the aggressive and inattentive drivers out there (and there are far MORE of them than poor commuting cyclists, we ALL know that. Can you say TEXTING DRIVERS). We NEED to get more vehicles off the road for a variety of reasons. This city does NOT cater to cyclists although they have been open to the discussion of improving the "cycle-ability" of Calgary; many large urban centres have MUCH better and advanced cycling infrastructure than Calgary and we definitely could do a lot better. If we had more bike only lanes and more completely separate bike pathway systems, I believe drivers would have less issue with cyclists being "irritating" to them. Of course, a few bad cyclists wrecks it for the rest, but as I said, there are far more poor and dangerous drivers and really, we all know who will win out between a car and a cyclist.

Despite what the attitude of your average cyclist would lead you to believe, there is no such thing as a "bike path" in Calgary. Calgary has over 260 kilometers of "on street bike routes" and 550 kilometers of "pathways", and another 80 kilometers of "pathways" in Fish Creek Provincial Park. Wherever a pathway goes through an off leash area, the pathway effectively splits the "off leash area" into two "off leash areas." Because according to the Bylaw, pathways are "on leash". The Bylaw needs amending. For the very few kilometers of pathways that run through off leash areas, shouldn't the pathways there also be off leash? Admittedly, I can kinda see the City's logic on this. 'Dogs should be the ones looking out for the bikers, not the other way around, 'cause dogs are nowhere near as self-absorbed as bikers'.

The idea that bike lanes "take away" space from gasoline-powered vehicles, and therefore makes their trips longer (which by the way is not accurate), implies that existing road space belongs to those vehicles to begin with. In fact, road space "belongs" to everyone, and we need to find ways to accommodate different modes of transportation. Bicycles have many social benefits over gasoline-powered vehicles: They don't pollute, including greenhouse gas emissions, they don't kill or severely injure anyone (when was the last time you heard of someone killed by an impaired cyclist?), they don't waste valuable real estate for parking. And of course the same goes for pedestrians. For a large city, Calgary is unusually unfriendly to cyclists and pedestrians. That needs to change.

I second that bike lanes will only be used by majority of cyclists in nice weather. There are still many individuals who are uncomfortable sharing the road with vehicles even with dedicated bike lanes. The proposed lanes are limited to certain streets. That's not enough to convince a lot of people to feel safe using the roads. We could use the money towards improving transit frequency and efficiency, and is used year round. Has there been a poll on how many Calgarians would cycle to work if there were bike lanes and what the frequency of use would be? I'm curious to know the results.

Social Services – Net



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I think more thought needs to be given to making it possible for seniors to live in Calgary during our long, cold winters. This past winter it was very dangerous for seniors to walk. The snow piled in the curbs melted and then froze on the sidewalks making them treacherous. Snow piled on the curbs made it impossible at times to access buildings such as public libraries. Seniors, for the most part, can't climb over snow banks. This is one example of the need to give more thought to making Calgary a good place for seniors to live.

I would like to see the SCAN program continued. We have had much better results with SCAN than the CPS regarding a persistent neighbourhood problem. Community involvement was required.

I understand there are already programs such as AISH, but I am curious to know if Calgary has, or will have, a program in place for someone unable to work due to struggling with some mental illness issues. I have a relative who suffers with depression and anxiety which holds her back from finding work. She's 50 years old and not able to do most 'physical labor' jobs. Will there be low-income housing supplied specifically for this type of individual? As well, are there any municipal Financial Assistance programs in place for such a situation?

Hey folks, here's an idea that was submitted through one of our online tools:
 "Communities centered at our aging population and seniors. We need to be thinking about how we are developing, and or refining our communities for the population as it ages in the best fashion." What do you think? Do you agree? Disagree? How do you think the city could address this?



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Fiscal Management – Net

You don't "need" a bike lane, you want one. I don't. Why should you get to spend my money for your recreation? Is your recreation a critical need that taxpayers must supply? No.

I don't understand why the City thinks there is a direct correlation between the budget and service levels. Why can't you operate like a real business - the budget may be cut, but each person needs to carry a bigger load? What has happened to increases in efficiency and productivity? Are you implying that the City workers are not able to do their jobs more efficiently? Do they only have one level of productivity? Is there no innovation or creativity at the City?

Action-plan: organization SHIFT TO NON TAX REVENUES The City of Calgary is a corporation and it should act like one that generates revenues should it not? For example, the City of Medicine Hat owns its own natural gas fields in order to generate revenues and provide low cost price secure energy for the citizens and businesses. This socialist model is similar to Enmax. Calgary should expand such business opportunities for the benefit of the long term budget and the citizens. The City of Calgary fleet and buses all could be run off of cheaper natural gas in order to save millions of dollars in fuel costs. In Vancouver, Vedder Trucking which hauls garbage from Vancouver to Cache Creek 350 kilometers away, pays about \$0.45/ litre for natural gas. That is one hell of a savings and they don't even own the natural gas fields like Medicine Hat does. The City of Calgary owns many tracks of land, many of which could have natural gas fuel stations built on in order to provide low cost clean burning greener vehicle fuel to citizens while generating non tax revenues. This would support the natural gas industry while reducing the brown pollution cloud over Calgary as Calgarians shifted over to cheaper greener natural gas. The City of Calgary could even start a credit union or bank (provided there are no fascist federal laws around that sort of thing) in order to generate non tax revenues. If Montreal, Toronto or Nova Scotia formed banks well over 100 years ago, the City of Calgary could do the same with proper expertise. The Bank of Calgary has a good ring to it and why let the other banks earn all those billions of dollars when we could have a slice of the pie for our City revenues? According to the Calgary Herald, solar power has reduced in cost by 1/2 in about the last 3 years. Profits are looking not bad in the solar industry. The City of Calgary socialist Enmax corporation should look at the new economics of solar to determine if suitable profitable revenues can be generated. Solar panels can be erected on City lands and City buildings in order to generate revenues and cleaner energy. The City should rent out lands to the urban farming industry that is "growing quickly" and in some cases be involved in urban farming. The City could start commercial nurseries to sell trees and other plants to residents for profit. Most trees and plants sold in the City are being imported from as far away as western BC and the USA as well as from around Alberta. There are profitable opportunities here as a result of high transportation costs to import product. The City has an economical comparative advantage in this area. Lands could also be rented to urban food growers to supply produce to food joints as well as homeless shelters. Why do we need real estate development home builders to build communities? If the City annexes lands, do we really private real estate development corporations to develop the lands? Could the City of Calgary not be the big land developer in Calgary in order to generate non tax revenues? Do we really need corporations like Shane Homes to control various developments? The City is subsidizing various real estate developments which do not make economic sense. Perhaps the City should start a vertically integrated business which goes from land annexation to home building/ shopping mall building. If foreign corporations can make a good buck at it, there is no reason why the City could not. Now I do not suggest Calgary should get into all sorts of businesses- maybe not even real estate developments. My intention is to encourage people to think out of the box and brain storm in order to develop ideas that may be suitable in order to expand non tax revenues. Everything we think of, Calgary could do though. The possibilities are endless for



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generating non tax revenues if the Corporation of Calgary and the people think like all other corporations. Make way for less taxes in the long run and more non tax revenues. Think out of the Conservative box.

The City of Calgary is a corporation and it should act like one that generates revenues should it not? Answer: No, it is a tax free non-profit corporation whose only legal, and moral, purpose is to provide services to Calgarians that the private sector cannot. For example, the City of Medicine Hat owns its own natural gas fields in order to generate revenues and provide low cost price secure energy for the citizens and businesses. This socialist model is similar to Enmax. Calgary should expand such business opportunities for the benefit of the long term budget and the citizens. The City of Calgary fleet and buses all could be run off of cheaper natural gas in order to save millions of dollars in fuel costs. In Vancouver, Vedder Trucking which hauls garbage from Vancouver to Cache Creek 350 kilometers away pays about \$0.45/ litre for natural gas. That is one hell of a savings and they don't even own the natural gas fields like Medicine Hat does. Answer: These ideas are purely horrible. The city can out compete private sector suppliers because it has free capital. There is no long term record of government run business being cheaper or more efficient than private industry. Quite the reverse. The City of Calgary owns many tracks of land, many of which could have natural gas fuel stations built on in order to provide low cost clean burning greener vehicle fuel to citizens while generating non tax revenues. This would support the natural gas industry while reducing the brown pollution cloud over Calgary as Calgarians shifted over to cheaper greener natural gas. Answer: Once again, horrible. The land was not free. The cost of these stations will be paid by taxpayers. None of it will be done efficiently. The money will be thrown away. If people really wanted compressed methane fuelled vehicles, some sharp businessman would be selling the gas and the motors. If you think this is such a great idea, why don't you round up money from friends and family and git 'r done. Because you know there is no demand, it won't work and it will burn money. The City of Calgary could even start a credit union or bank (provided there are no fascist federal laws around that sort of thing) in order to generate non tax revenues. If Montreal, Toronto or Nova Scotia formed banks well over 100 years ago, the City of Calgary could do the same with proper expertise. The Bank of Calgary has a good ring to it and why let the other banks earn all those billions of dollars when we could have a slice of the pie for our City revenues? Answer: Once again, why should the bottomless well of tax money go to compete with real banks? Do you not understand that real banks are owned largely by pension funds and similar, that if you use tax money to destroy them, old people are going to pay for it when the banks share price drops? According to the Calgary Herald, solar power has reduced in cost by 1/2 in about the last 3 years. Profits are looking not bad in the solar industry. The City of Calgary socialist Enmax corporation should look at the new economics of solar to determine if suitable profitable revenues can be generated. Solar panels can be erected on City lands and City buildings in order to generate revenues and cleaner energy. Answer: Solar power, even at reduced costs, is still far more expensive than conventional energy, as is wind energy and all the other supposed renewable sources. Money spent to subsidize alternative energy just causes utility rates to rise, often by 3 or 4 hundred percent. Even the Germans have given up. The City should rent out lands to the urban farming industry that is "growing quickly" and in some cases be involved in urban farming. The City could start commercial nurseries to sell trees and other plants to residents for profit. Most trees and plants sold in the City are being imported from as far away as western BC and the USA as well as from around Alberta. There are profitable opportunities here as a result of high transportation costs to import product. The City has an economical comparative advantage in this area. Lands could also be rented to urban food growers to supply produce to food joints as well as homeless shelters. Answer: Another great idea to use endless free tax money to compete with local citizens. If you want to be a tree farmer, go ahead, but use your money please, not mine. Why do we need real estate



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development home builders to build communities? If the City annexes lands, do we really private real estate development corporations to develop the lands? Could the City of Calgary not be the big land developer in Calgary in order to generate non tax revenues? Do we really need corporations like Shane Homes to control various developments? The City is subsidizing various real estate developments which do not make economic sense. Perhaps the City should start a vertically integrated business which goes from land annexation to home building/ shopping mall building. If foreign corporations can make a good buck at it, there is no reason why the City could not. Answer: pure unadulterated idiocy. The city subsidizes no developer, at all, ever. The city has tried to be a developer and has failed miserably. The East village, Calgary Housing, all hyper expensive boondoggles. The east village would have built out by private developers years and years ago. Now I do not suggest Calgary should get into all sorts of businesses- maybe not even real estate developments. My intention is to encourage people to think out of the box and brain storm in order to develop ideas that may be suitable in order to expand non tax revenues. Everything we think of, Calgary could do though. The possibilities are endless for generating non tax revenues if the Corporation of Calgary and the people think like all other corporations. Make way for less taxes in the long run and more non tax revenues. Think out of the Conservative box.

No more grabbing vacant tax room. Plan you're spending, then take that hike. Or take a hike. Also, start educating all workers to spending smarter. The least cost alternative is usually best. When one can build a crosswalk to stop jaywalking for a few hundred thousand vs reorganize and entire area for millions, as a taxpayer, I say go smart with the spending. Sometimes the best solution is the simplest. Planning needs to start to think of the money being spent as their own (as it really is!) and really need to start innovating. That way we get the best bang for the buck. 5% minimum increases every year for the foreseeable future is simply unsustainable.

I feel that we need to use some of our budget towards updating our older communities. I live in the community of Fairview which is very desirable community, however with the increase of neighbourhoods in the deep south and commercial properties and spaces being created there is way more traffic noise coming from Blackfoot trail. Raising the height of the sound barriers along Blackfoot trail would help the citizens of 4 communities with that noise. Something else to be considered would be to start burying our power lines, that unfortunately is a much bigger fix.....



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I understand your point Mr. Kohut, but the issue with your ideas lies in the feasibility and in the values that they represent. For instance, if the city were to attempt to build a refinery or gas plant it would take their entire budget for a year and then some just to build it i.e. your taxes would be significantly higher. Urban farming is a great way of producing very small quantities of produce but is not commercially viable. It is an activity that should be designated to roof-tops and I agree that promoting it is a superb idea. In reviewing your solar power idea, again it is a very good idea for the city to promote urban solar energy generation and Enmax currently has a program to promote people to install these on their roofs to help improve our sustainability, but again, it is not competitive commercially. As for your comment relating to the city being a property developer, they actually are already. The entire east village development is being undertaken by the City of Calgary's wholly owned development firm, which is allowing them to tightly control the progression without outside influence, very necessary for our city. But I feel that it would be a conflict of interest if the city were to try to derive the majority of their revenue from development, as the most ludicrous form of development is the unsustainable one. Ultimately, all of these plans require huge amounts of tax payer dollars to fund and sustain, and would not successfully fulfill the goals you have proposed. Thousands of cities around the world need to fund themselves and the vast majority have found taxation to be the absolute best method of doing this. It is my personal opinion that a higher property tax, especially on outskirt new developments, is the best way possible of contributing to the healthy and sustainable growth and development of our city. The types of development that are not sustainable or beneficial to the city's development should be taxed disproportionately and ultimately we will be able to build the infrastructure to make our city great (new rail transit please).

I'm endlessly hit by the amount of upgrades to our transit system. New stations, new cars, new locations. But as I look at the costs I worry that the costs are getting away from us. As a low-income Calgarian I need to argue we need to reign in and recoup our costs for a while before constantly shoveling out more. The costs are heavy right now.

I completely agree with you Laura Seymour and disagree with Frosted panda. The costs of improving the transit system are really getting out of hand and this comes from someone who takes transit to work every day. Transit isn't a pleasure to take, the rich will never want to take it, and people only take it because they're forced to. These days, Calgary tries to "force" people to take transit by making other options less attractive in comparison. What a terrible approach.

I agree with the original poster that the numbers put forward by the City are confusing and seem, in some cases, totally misleading. I don't know where the quoted 5% annual increase would come from, unless it is the annual increase in the combined tax collected by the City before the City purloined the province's \$50mm-ish refunds? That is a set of numbers I do not have. But I do know that from 2010 to 2013 my assessment went up an average 5.1% (finally back to the 2008 level), my combined taxes went up an average of 7.7%/yr., the province share (as collected from me by the City) a much lower +2.3%/yr., and the City's share a whopping +12.0%/yr. or 40.3% for the 3 years. For reference, Stats Canada lists Alberta at a 1.7% CPI annual increase for the same period (122.7 in 2010 to 128.9 in 2013). The province's increase is 38% higher than CPI but the City share increased far faster at 723% of the CPI increase. So far as I know I haven't gotten value for the City's massive increase. Not yet anyway. And I do agree with blaming it on the immigrants to the City - I believe they pay their share too. Tax increases need to make sense, expenditure programs need to make sense and our elected debt must be eliminated. And I would like to find out who supported many of the programs we now have? The Spanish ped bridge & the other one being built downstream, the big O monument, the creation of Enmax, the mandatory art expenditure on major projects, traffic calming/frustration projects, etc. <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/econ09j-eng.htm>



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Looking at the City's budget breakdown, Police services require the biggest proportional slice of the pie. Safety and security are important. However, the helicopter is unnecessary. The fuel, piloting, servicing, storage, security, infrastructure, software, and other costs are huge. The line items representing everything-supporting-the-helicopter part of the Police budget could be better put to use via feet on the ground, neighbourhood beats, increased FRIENDLY presence of police, and the support of strong communities. What is the cost of the everything-related-to-the-helicopter portion of the police budget? Please break it down to different line items so Calgarians can be clear on exactly what we're paying for with the helicopter.

I agree with both sides - its essential low and high income Calgarians take Transit. I fully support a cost structure that gives lower income Calgarians a break. I think it would also be good to explore other ways to supplement funding for Calgary Transit, for example, a percentage of \$ received from parking lots downtown.

I am not familiar with the location but can see that riders would want a safe off-road connection to connect existing bike paths (not on-road lanes). Can you propose one that does not entail significant taxpayer expenditures or taking useful road space away from powered vehicles? I'm not in favor of your first proposal - conversion of an existing road space into a new on road bike lane.

For people complaining about spending the pittance currently planned on bike lanes: even going by the low bar of "current usage", the transportation budget doesn't give cyclists anywhere close to their "share". If we were to bring spending up to the lowest estimates of just downtown-destined riders, we'd still have to double or quadruple bike spending. That doesn't count all the recreational riders heading out of town, the suburban riders going from home to grocery store or anyone working outside the core. If we want to go waaaay out on a limb and actually *encourage* cycling by spending slightly a higher percentage than current ridership, we'd be spending much, much more. Put that beside things like a \$45-million "temporary interchange" recently built or the \$5 *billion* final leg of the ring road and you're arguing about dropped pennies while your house burns down. Many more cars simply can't fit downtown and the majority of Calgarians want to ride their bikes more. As great as they are, the *recreational* pathways don't typically go to places you need (grocery store, office, etcetera) and even when they do happen to head in the general direction, you still need to use roads -- sometimes even relatively busy ones -- to get where you're going. Spending on transit is nice, too, but at this point in Calgary's cycling culture we can make *huge* gains in ridership (doubling or tripling is still under 10%) for (by comparison) basically zero dollars. Let's pick that low-hanging fruit, spend a *very few* dollars now which will see gains in safety for ALL road users.

Parks/Recreation/Sports – Net



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I'd like to see parks that were outsourced by the city brought back into the city. Garbage in parks should be picked up without prompting or having to call 311.

All new recreation facilities are being operated by the YMCA. This means no affordable fitness and recreation options for many residents. The proposed Seton facility is also going to be operated by YMCA along by Riverbend and Quarry park and the existing YMCA in the new hospital. If the City really needs to operate the facilities through a third party then the City should regulate the fees for drop in and programs as the price comparison to the YMCA is HUGE! The only option for City priced facilities for South Calgary residents is Southland Leisure Centre and Canyon Meadows which is very far from many Southeast communities.

Sky robber, that is brilliant! I agree that the YMCA rec options are very expensive. I also don't need such a grand facility - I kind of like the more humble City pools.

These are your very words: "McCall Lake Golf Course, located in Northeast Calgary, is an oasis in the middle of the City featuring an 18-hole course, and a 9-hole Par 3 course perfectly suited for family golf and a driving range. Amenities also include a license snack bar, golf lessons, practice putting greens and a chipping area along with club and cart rentals. A family of four can golf for \$36 including club rentals at McCall Lake Par 3. This 9 hold Par 3 is easy enough for beginners and great for experienced players wanting to improve their short game. The family rate is reduced to \$32 if all four players have their own set of golf clubs and bags. The City's commitment to continue providing high-quality, affordable golf and recreational opportunities contribute directly to City Council's Fiscal Plan priority of making Calgary "a great place to make a living' a great place to make a life". Now here are my words. The city of Calgary plans on getting rid of this valued golf course and green space because you plan on making a great deal of money by selling it for unwanted development. This is hypocritical at its finest.

City golf courses provide an excellent opportunity for newbies, such as myself, to learn to golf without spending a fortune. It would be a shame to lose McCall Lake.

Housing Services – Net



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I think a lot of that has to do with housing rental rates being so astronomically high! I think the City should look at ways to provide people with more affordable rentals: I most recently lived in a house in Rosedale which had been divided into 3 separate and nice apartments, and our landlord didn't charge an arm and a leg. More opportunities like that would be great.

Affordability is a serious issue for Calgarians across the board. BMO's First-time homebuyers report noted that the average price for a single-detached home in Calgary was now \$482,530, while first time homebuyers are setting a budget of \$363,400 on average. Not only would that, but over half of first time buyers go beyond their budget to purchase their first home. While first time buyers probably won't be looking at single detached homes, CREB notes approximately a 10% year-to-year increase on multi-family dwelling prices. As a recent first time homebuyer, my fiancée and I have gross debt service costs on housing around 26% AFTER a 20% down payment, and we are both employed with reasonably comfortable incomes. Looking at rental affordability from the CMHC, Calgary has lost its affordability advantage, and the low vacancy rate as a result of the flood is making find affordable accommodation difficult or not without significant trade-offs that require increased commute costs. Is Calgary in a better economic situation than the rest of the country? Without a doubt yes. But home prices and demand due to population growth is driving housing and rental prices above even what should be considered affordable for Calgary. We also need to keep in mind that not everyone works in an exceptionally high paying industry, and continued pressure will artificially inflate wages beyond manageable levels, hurting both residents' ability to live and the ability of businesses to operate.

A few ideas on rental affordability: Inclusionary zoning practices - Canada tends not to mandate these things and it does create a bit of a deadweight loss economically, but if you provide an option to avoid inclusionary zoning through cultural or green space contributions you kind of miss the end goal. I'm all for cultural support and parks, but not in lieu of building affordable housing. The portion of required affordable housing shouldn't be overly burdensome. Secondary suites - seriously, this has been an ongoing debate. I seriously doubt that every community will suddenly be negatively impacted if secondary suites are allowed. I don't really imagine people looking for affordable housing plan on living in pump hill anyway, nor do I think the individuals who live in these types of areas would build a secondary suite for any other than to serve as a "granny suite." If it meets code and there's some kind of parking accommodation they should be allowed tax incentives/subsidies - The city will eventually make back the revenues off long-term property taxation. Provide some incentive for developers to consider affordable housing developments. Encourage rental development - not really a solution so much as a comment, but housing development is a fairly reactive industry. Rental starts dropped off after the recession when growth slowed and is only picking up now AFTER we've seen a bump in our population growth. It's a factor of the way the market is constructed but we also need to avoid incentivizing condo conversions. Identify what affordable really means - the basic definition that gets thrown around is housing that costs less than 30% of gross income. But what about the form and level of quality? We don't want paper-thin houses, but affordable housing doesn't need granite countertops either.

I totally agree that the cost of living has increased. Not just housing but the price of gas and the price of groceries. We are a double income family in a middle class neighborhood and I have watched things like the price of bread go from 89 cents a loaf 10 years ago go to over 4.00 in some instances, same can be said for milk and most basic needs. We struggle every month to make our funds last. Also to live in a country so rich in oil we sure don't see much relief in the price of gas. A possible resolution would be for the city to enforce a cap on gas prices, and possibly some sort of regulation for grocery prices???

Infrastructure/Buildings – Net



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While I do agree with both of you, if you look at our downtown from a historic (10-25 year) perspective we are actually making steady progress towards having a more lived in and vibrant downtown. One of the issues I see recently is the manner in which the entrances to our towers are set back from the street, with "free space" for meeting and sitting outside. While this is nice, it also strongly contributes to the feeling of vacancy in our core, and I feel we would be much better served by taking this space and perhaps having 1 or 2 story shops, small food stores, consultancies, etc. so that we could have a higher density of commerce and diversity in the core and to contribute to the "busy downtown" feel. If these stores are designed properly they could even include green/meeting space on their roofs, which would increase the space for both purposes. This allows us to build for the future, where there are enough people downtown to fill the stores and smaller streets as well as to use the green upper spaces. Personally I am picturing brick, to warm the downtown (steel-glass monoliths above, brick shops below).

Calgary DOES NOT need a new convention centre. The facility we have sits mostly empty, most of the time. How much money, to date, has the City spent on the "planning process" for a new one. .. Before a shovel goes in the ground?



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Taxation – Net

You always come up with these little plans or consultations as you like to call them but they are useless at best. Here is my action plan stop raising tax every year. Your plan for 5% every year is not sustainable. Try a tax of 0% and try to get by with what you have.

I think the tax should only be raised because if calgary spends that money well, it will be worth having it go higher. I do agree that yes it is unsustainable with your home, but like I said, if that money is going to be used well, then it is well worth it.

How about starting with maximizing existing non-tax revenue. Earl Grey (private) Golf Club has exclusive use of a 135 acre chunk of City-owned land on beautiful Glenmore Lake yet pays the City a mere \$400,000/year (+/-) in lease payments. Average & LT; \$1,100.00/day. A simple picnic site in North Glenmore Park will set you back \$60.40. And that's just for 1 of the 2 daily six - hour slots To reserve all 14 sites for BOTH six - hour slots; you would be forking over \$1,691.20 for the day. You could fit a helluva lot more than 14 picnic sites on Earl Grey's 135 acres. No need for perfect greens and fairways, just a couple of Forrest Gump types to keep the grass less than knee -high around the picnic tables. Or, sell McCall Lake golf course to be able to afford to continue subsidizing the elite at Earl Grey.

Hi Mevyck, A \$400,000 house would currently pay about \$1518 in municipal property tax and \$1010 in provincial property tax (total property tax = \$2528). An individual homeowner's property tax increase will reflect both the average rate increase that Council sets, as well as the change in value in their property compared to the rest of the City. For example, if Council sets the property tax at 5% and the average change in property value is 10%, then anyone whose property assessment increased by 10% would face a 5% tax increase. If their property value increased by more than 10%, their property tax increase would be higher than 5%, while if their property value increase by less than 10%, their taxes would increase by less than 5%. Because property assessment is based on market value as determined by actual sales, an individual property can increase by more than the city average if it has characteristics that are particularly desirable in the current market. You may want to check with Assessment, but one of the major factors is location. If you live in a particularly popular area in a given year, your property value is likely to rise by more than the city average, meaning your tax increase will be higher than the Council set tax increase. I hope that helps clarify things. Please don't hesitate to post again if you have more questions.

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I believe the property tax system needs significant reform. Without proper assessments of homes, we should not be using a property valuation system to determine taxes. Assessors use incomplete



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information to value homes that results in deeply skewed and unequal assessments both across the city and within neighbourhoods. The system should develop a rate per neighbourhood based on location, green spaces, age, amenities, etc. that is multiplied by square footage of your home and lot so that taxes are mathematically determined as opposed to determine at the discretion of assessors with incomplete information as they have not been in 95% of the homes in Calgary. Many people enjoy assessments well below their property value and subsequently pay very low taxes, while people in recently purchased or renovated homes often suffer from taxes far above average for their neighbourhood despite a similar home. Our home is valued \$130,000 above average for our street. A neighbour who purchased their home for the same price in the same year has an assessment \$80,000 below ours. Over the 20 year term or my mortgage, I will pay \$20,000 more than many of my neighbours in property taxes for the same city services and benefits. That should be addressed. I believe in taxes and paying for the services I enjoy, but the current system in place is deeply arbitrary, unequal and in need of reform. Having a more equitable system will balance out the range of taxes paid in a neighbourhood so that everyone contributes to the development and maintenance of their neighbourhoods and from the excellent services provided by the City. Yes, many people will see increases, but the current system is only increasing taxes for select homes that are bearing the burden for the increased revenue needed by the city to deliver the services Calgarians both want and expect.

I would like to suggest that property owners who own houses which are rental properties, be taxed as a business. They write off taxes, etc...All services as businesses do. They make use of City services as residential tax payers but are profiting from these properties. If someone owns an apartment building they are taxed as commercial business, only logical rental property owners should pay the same taxes. The City should take some of the taxes and increase the tax assistance to low income home owners and other services for lower income Citizens. City services regarding sewer backups, where City responds, should be at a charge to the homeowner (user pay), when not caused by City. When bylaw goes to a home where the snow hasn't been cleared, the homeowner should be ticketed - they shouldn't be given time to comply. (If someone is speeding, they get a ticket not time to slow down), all property owners should know the bylaws! Logic. We need to spend money on road maintenance, facility maintenance, new parks, etc...Not let our investments deteriorate so that we can expand in other areas as quick as possible. We need to increase the size of our police force, bylaw forces, senior services, recreation programs for children....availability of these services makes our City one of the best Cities to live in.

In yesterday's Calgary Herald article it states "... the property tax bill for the average Calgary house - assessed at \$430,000 - would go from \$1,611 this year to \$1,975 by 2018, the budget website says." I find this information from the City's budget website confusing as our house is assessed below \$400k yet we are paying over \$2,500. Further, in previous years when the city has been announcing that average houses would be seeing increases of 5%, etc. our house has been seeing increases closer to double that rate. Can someone tell me, why is there continually such a discrepancy between what is being announced by the city and what our below-average house is experiencing?

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Waste Management – Net

I do agree that some people don't need their carts being taken once a week, but people like me, (area newspaper distributors) we need that. I get about 5-15 extra copies of newspapers and depending on how thick they are, they may use at least 1/2 of the cart. And I have many problems with the distributing job. If you would like to hear them, you could send me an email @ michalbysterskya380@gmail.com. But like the recycling, without me doing this job, I don't think we need the once a week collection. Maybe we could do a vote on that for everyone in the city.

Having moved here from overseas, where we had a one week recycling, one week green waste bin collection, I was baffled as to why this isn't the norm here. I think it would be a great way to go. The green waste can then be composted and available for use by community gardens and/or gardeners. Is also find the massive size of your black (rubbish) bin does nothing to encourage people to think about how much waste they are creating. I would strongly suggest the consideration of making these bins smaller, or collecting it less often also. It can take my family of four a whole month, or more to fill a black bin.

I completely disagree with moving away from recycling cart weekly pickup. My family of 4 fills probably a cart and half to two carts a week and need it picked up weekly. We would even be better served to have a larger blue cart. This is with regular recycling, nothing extra like newspaper distribution.

Hey folks, here's an idea that was submitted through one of our online tools: "Blue carts do not need to be collected every week. Money saved from this could be used for green cart program. I do not want to pay any more." What do you think? Do you agree? Disagree? How do you think the city could address this?

Environment – Net

I don't know about you, but I have been feeling utterly depressed lately when on most days I can see a very visible, dense layer of brown smog over our city. I have lived in Calgary for most of my 31 years and it has just seemed to have gotten a lot worse in even the last 5 years. Perhaps the City could organize for some incentives for individuals and businesses to reduce their emissions.

I have lived in Vancouver and now in Calgary as of 2010. I moved to get away from the craziness of Vancouver and the poor air quality there. My better half has asthma which was made worse living in Vancouver. Now, Calgary doesn't seem much better. If you drive West just to the top of the hill past Spruce Meadows, and look towards the city, on most days the air quality looks terrible, brown smog! We really need to think about this and possible solutions. I'm sickened watching air quality warnings in Asia and I hope we won't let ours become this way. Calgary is lucky it has wind that blows most of the smog away but, this isn't the answer!!!! PLEASE plant more trees and look into more green solutions. For example: Greenhouses on top of every school. Teaching kids about growing their own food. Solar panels. Promoting NON GMO Foods and Farming, this creates less pollution in our water and earth.



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One of the biggest contributors to air pollution is wood smoke. As Brian Moench writes, wood smoke pollutes more than cars: Studies show that depending on the type of wood stove or fireplace, a home using wood for heat will emit between 3,000 and 90,000 times more pollution than a natural gas furnace. No one disputes that reduced vehicle use is critical to reducing air pollution. But burning one cord of wood produces as much carcinogenic particles as 1,000 cars during a 65 mile commute. Wood smoke also emits more carcinogens than cigarette smoke. As California's South Coast Air Quality Management District announced last year, an average wood-burning fire pit emits as many fine particles – per minute – as 800 cigarettes. Burning clean, dry wood emits over 100 toxic substances, including PAHs, VOCs, and large amounts of soot and CO₂. Other major municipalities in Canada have educated the public about the dangers of wood smoke and introduced appropriate legislation, such as bans on fire pits. If the City of Calgary is serious about air quality and public health, it needs to look at the scientific evidence on wood smoke and legislate accordingly. Links:
<http://www.deseretnews.com/article/865588859/Wood-burning-pollutes-more-than-cars.html>
<http://lethbridgeherald.com/commentary/letters-to-the-editor/2014/03/16/permitting-outdoor-burning-a-mistake-that-needs-to-be-corrected/>

Wood burning in any form should be banned from residential areas. Back yard fire pits, Wood Stoves even Epa approved stoves which spew highly toxic dioxins at greater levels than conventional stoves. There is no reason to burn wood in modern society there are far too much other forms of pollution in our air, and wood burning is totally unnecessary in today's society.

Residential wood burning is a major source of air pollution which should not be permitted in urban zones, where homes are close together, and where everyone is sharing the air. Calgary City Council should consider the benefits of protecting clean air with an immediate ban on wood burning fire pits in residential areas, and a ban on new installations of wood burning appliances. Because of the serious health risks posed by wood smoke - especially the fine particulate matter wood smoke contains in large amounts, municipalities like Montreal are taking action. The City of Montreal bans new residential wood burning appliance installations, and plans to prohibit the use of existing wood stoves and wood burning fireplaces in the city by the end of 2020.

Green roofs anyone? They reduce smog and improve air quality. We only have about 40 of them so far in Calgary - they can be fairly low maintenance too.

Salt is not a good solution, both in its feasibility and its impact on the environment.

I've noticed downtown Calgary gets more 'smoggy' especially in summer/fall season...I would agree that the air quality has become poorer... may have correlation with the city growing rapidly. I really hope our leaders in City Hall not only think about the 'wealth' but the 'health' of its citizens by promoting a Greener Calgary! I think the city can introduce greener programs and promote eco-friendly activities such as the green roof mentioned above, more tree planting, conservation of energy and water use programs...

Wood burning needs to be ended. There is no other option if cleaner air is a priority. Why should anyone have to deal with wood burning pollution in this day and age especially in residential areas? I suggest that you form a group and get on the council agenda and let them know that you will not put up with it. You have the right to clean air in your home. People who know their smoke is affecting their neighbors and yet continue to burn should be sued. Those that can afford it should not delay another minute because wood smoke has now been proven to be cancer-causing. Health or money?



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I agree with the wood burning sentiment in that something has to be done about it. Though banning the burning of wood would help this, I would instead suggest a by-law which requires any residents with a wood-burning stove, fireplace, etc. to either convert to natural gas/electric OR to install a filtration/catalytic converter system to improve the output. For me, fires have always been a part of growing up and a portion of the Canadian identity. My grandmother lives in northern Canada and relies exclusively on a wood burning stove for heat and cooking, and they present both an important historic aspect of our culture and a positive activity to share with friends and family. I think we should retain the right to practice these traditions and enjoy the practice but that we need to be accountably managing our emissions.

I have seen this mentioned a few times throughout the threads but I feel it deserves mention on its own: Green roofs should be integral to the urban design policy of Calgary Green roofs have a plethora of valuable benefits to the city, including water management, air filtration, and beautification. Looking at the downtown roof tops south of the Suncor building, or south of the west leg of the Ctrain line at all of the barren brown roofs, they could easily be fitted with even potted plants, grasses, or mosses to drastically improve our skyline aesthetic. This would have practically no cost and would not compromise the integrity of the buildings' structures. On new buildings I believe that a tax incentive to implement green roofing should be offered to compensate for the green roofing. The result would be an increase in green spaces, an improved "roof-top culture" (think West by Stephen Ave.), reduced loading on the water treatment facilities with our increasingly erratic weather, and cleaner air. Imagine how it would play into Calgary's public image, national image, & international image. We consistently have to fight against the "Dirty Energy" stigma that faces us, what would be better than being one of the greens, beautiful, and sustainable cities in North America. Think about it. More information: <http://greenroofs.org/>



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Education – Net

I agree with you that they should upgrade the schools. I think it is great that you joined the discussion because you provide a young perspective. I think having the perspective of the young people is even more significant than that of the older generation. The young minds are going to build this city in the future, which is why I feel we should pay more attention to schools and the young people in our city. Adults can only really speculate about what young people need regarding education and life skills. The students know best what is important to them and what they want to get from their city and their life. I feel it is a misunderstanding that students do not like learning and education. I think everyone when they are born is interested in the world around them and motivated to understand that world. However, if schools do not meet a student's learning needs, or creative needs, that student might lose their innate drive to learn.

I think schools play such a large role in the community. I would even argue that people overlook how school shapes both the community and the individuals within the community. Speaking from a personal standpoint, I can say that school shaped the adult I am today, both the good sides and the bad sides of me. In school I was a very creative thinker, but schools do not always encourage this type of thinking, so my creativity was very much repressed or ignored. However, on a positive note, I had some teachers who were very warm and loving with their teaching, and I have adopted a similar approach when teaching my son in the present. I think this type of gentle teaching should be encouraged more in schools so that creative and sensitive souls, such as myself, have more of a hopeful attitude toward school. I believe schools cannot be thought of as separate from the communities in which they exist. I have seen schools that were largely ignored by the community, giving the schools less power and less identity. However, I have also seen schools which were the cornerstones of their communities, which were very attractive to onlookers and drew students in. Personally I want schools to reach out to all types of students and encourage creativity, love and respect that extends beyond the classroom. This is my hope, however naive it sounds.

I have to say though that most students don't want to learn. Calgary, I think the strictness level for elementary should be raised to more work and more strictness because when you give us little homework, we will get lazy, therefore we will not do anything. Nowadays, the schools are being too soft on us and well I think that that spoils us. We need to have new better rules in terms of the internet, and I have to say I have an old phone that talks too long to text, and doesn't have internet. I get yelled at for not putting it into the phone basket but it's always off and the reason I don't want to put it into the basket is because I either forget that it's there or, the teacher forgets to give them back. It's just so unfair. Another thing I see is that some students text during classes and it is really unfair to me because I am doing what the schools are asking of me by completely turning it off, and I get yelled at by my teachers because I can't have it on me at all. And what's worse is that some students keep their phones and pretend not to have it at all, but instead of listening to what the teacher has to say, they play games on it. I think that there should be a new rule for this because it's unfair to me and surely I am not the only one with this kind of problem. So, in my opinion, schools should have more requirements (so they don't spoil the students) and the teachers need to be fairer to their students.



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Schools should be stricter too. We get spoiled, that's why we complain a lot. If we want to have a better city in about 80 years, the schools should be stricter, and should work the students harder. I am trying to get unspoiled, but it's hard now because this is the way I have been treated all my life. Nowadays, students don't care about school and I think that this will be a major blow to Calgary's future because if this continues, students will be even more spoiled, and they will be complaining to the teachers about giving them little work. Look at the history of schools. Back about 50 years ago, no one ever complained at all. Sure there will always be those trouble makers, but they will always be there. In those days, all the work was completed in time if not before, and students knew the requirements and school was the first main priority. The school board of education is now spoiling all of us, but if you want to get better results from us, have higher expectations and make sure that everyone is working hard. It seems to me that most students are putting school to the very last priority and therefore incomplete work, late work, misread instructions, and little effort. This needs to be looked at really badly and if not, there will be terrible results.

I think you are all correct in this. It is not in the city's mandate to regulate the schools, we do need a stricter (i.e. more challenging and less "everyone passes, even if they don't pass") mentality. It is important to stimulate dialogue about it but this is perhaps not the forum. Keep thinking about it.

Schools are now the responsibility of the Province to fund and manage: 40 years ago cities were responsible for schools, but since Alberta has a lot of rural communities, the Province took over the funding of schools to make sure they were "evenly distributed". I'm not sure how the location of a school is determined (I think the community developers have to set the land aside?). As far as I understand, the City itself has minimal involvement when it comes to the schools within it. If anyone can confirm or clarify, I would be grateful! I guess what I'm trying to say is, a conversation concerning schools should probably go before the Province, not necessarily the City.

Arts/Culture – Net

My understanding is that at one point the City sports and recreation facilities operated at a constant loss. The arts and cultural programs operated with a profit. They could pay for themselves. I agree that the fees charged by the Y should be affordable. Maybe a % of the profits from the games and concerts etc. at the Saddle dome (or whatever it's called today) could be a requirement in the rental/lease/use agreement. Those monies could offset the costs of operating the Y facilities.



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Employment/Wages – Net

Do you ever get pay cuts at work and have more of a work load? Would you stay in a place like that? What drives you to work harder, faster, more efficient and be more productive? For most it's getting a raise every once in a while to know that your work and you are appreciated, getting new projects to work on (in the City's case that would be new programs and/or construction), and of course having some job security. If you cut their pay and give them more work to do, who's going to stay in those conditions? Also, there can't be new projects, your pot holes will take longer to get fixed, Calgary Transit will get even slower due to less maintenance with less money for parts and labour, your roads will take longer to get cleared, the grass in parks will grow longer before they can finally get to it...really? The City IS running a business...

It is very difficult to make a career working in a place where people can insult you and treat you poorly because you work for the City; they threaten you with complaints, etc...I know people who make more than what a City employee makes after only working for a few years in their chosen field, the City employee has been working for more than 15 yrs. (almost 55% of their check goes to taxes, union dues, health insurance, etc... The City has some great employees, it's keeping them which is difficult -

Water Supply Network – Net

I think that if the water situation isn't addressed first, then everything else really doesn't matter. I don't mean at the turn-off-the-tap-when-you-brush-your-teeth level, not even at the what-fracking-does level (which is substantial) or the fishing-brings-in-huge-dollars-so-save-our-lakes/rivers-for-fishing level. The global water concerns and trends should be known, good and bad (how we treat our water regarding- oil/gas, fertilizer, chemical and mammalian waste etc. selling water and the private ownership of municipal utilities... and what would happen if these issues were addressed) Where does the city stand on this issue? I have talked to folks at all levels of gov't about this and have been told, " Yeah, things are really bad" BUT that it's not their responsibility to deal with the issue. National and provincial governments have their own agendas and private citizens have taken on different aspects of the problem (at great cost to themselves)... We city folk require water for our survival, so as I see it, water IS a city issue!

Make it easy to collect and store water with affordable access to large water tanks and to skilled installers. People should be able to grow and sell whole foods in their own neighborhood. Make it easy to form neighborhood based markets. Community gardens and community chickens will go a long way to creating sustainable healthy access to local food. Create policy that supports local food producers including honeybees, chickens and maybe the odd goat if it works with the property.

It is easy to collect and store water. You buy a concrete or PVC cistern from any one of a dozen suppliers, and then you run your eaves troughs into it. You're just too lazy and cheap to do that and you want me to pay for your pet enthusiasms. People can grow and sell whole foods, whatever that means, and they can form neighbourhood markets. It takes some rented land and lots of work. Once again, lazy and cheap. This buy local ides is nuts. If you insist on only buying local when non-locals can sell the same produce for less, you are subsidizing the inefficient. Worse, if we do that, why should non-locals buy what we produce? Ricardo proved mathematically 200 years ago that trade enriches, it creates wealth and value, and it still hasn't sunk it to some people.



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With you on this one Skyrobber! Water is a global issue but it is quickly becoming a HUGE issue in Alberta. The BC government recently changed laws with regards to water, which I was happy to see. What can we as a city do to mitigate this issue? The water problem is quite vast and I'm really noticing it on my bills as of late, despite newer lower usage fixtures; what can we do?

It is my hope that as a world culture we can avoid too much fear and greed in our address of water issues. Water is a fundamental human right, with intrinsic goodness - perhaps if we celebrated that more, we would be able to make headway more easily. Appreciate your water!

Miscellaneous Mentions – Net

Some really good ideas there, I like the solar panel ideas, I think for a start all schools, C-train stations, fire halls and hospitals should be 100% solar/wind enabled and is adding to grid when possible. Solarized schools could then safely function as community emergency shelters if ever required. Good points on the under exploited LNG fuel option too.

That is a good idea to perhaps take a vote.

I think that it's good to have decorations in the city. But I think that our taxes could go to other good places. Now, I don't know if Calgary has any role with this, but I think schools should be upgraded. I mean, they are not bad and I like to learn new things, but if you have a school that has cables everywhere and if the water fountains are leaking, like it's a type of hazard. Another thing you could send your taxes to is roads. I just turned 14 and I am a driver now, but at some intersections, it just doesn't feel quite right. Now, it's not like I don't know the rules of the road. I am still young and can't judge what to do in some situations. Traffic light. If you can, I will ask that you look at how many vehicles are there at a red light turning left, the flashing green is only on for about 7 seconds. At the end of 14't street by sandstone, if you go there, you will see that only about 1/2 of the vehicles go thru the intersection, and the rest have to wait until the next flashing green comes on. The timing of the traffic light did go a bit longer, but it would be great to see this problem fixed. And this problem is not just in one place. There are many just like this, and I think you could see which intersections have this problem. Also street cleaners. I have noticed that this year's salt and rocks are getting cheaper. Now I know that you need some more money for this and that's why you have these budget cuts, but I would rather buy the more quality type of salt and rocks because this year, the salt portion was either small, or really non quality because the snow didn't melt a bit. I also think that taxes for everyday items should go up by about 5%. I mean, I really want to support Calgary for change and I think that for bigger change you will need more money. Back to the roads, there are bumps in the road that just make me worry. Especially while turning. And with building things, I will rather pay 50% more for a product that will last longer, be better, and more quality.



Ipsos Reid

Action Plan 2015-2018 – Engagement Response Analysis - Report

Some of the things I would like to see in the next few years by the city are a continuation of inner city development and creating a vibrant downtown. The city has already done a great job over the last few years in pushing development downtown. Let's continue pushing in that direction. More hi rise condo development in the downtown area (West End, Victoria Park, Connaught, Eau Claire, Bridgeland, Kensington) I think 10th avenue is going to be the next popular downtown spot in the next 5-10 years. The city should have some sort of "Master Plan" or "Public Corridor Plan" similar to 8th street. It has the potential to become the next Robson Street or Younge Street with careful planning. More Retail, Bars, Coffee Shops, Boutiques, Restaurants downtown. The city needs to encourage more mixed used development so that downtown doesn't die down after 6pm on a weekday. More things to do as well. The Art Gallery going in the old science centre is a good start, and the National Music Centre is great too. How about the relocation of the Glenbow Museum to the old CBE site? Or use the old CBE site for a public space for something fun? Whether the old building gets torn down or not, it would be nice to have something there for people rather than another corporate building put in its place. More amenities downtown which are found typically in the suburbs (Future shop, Canadian Tire, Target etc.), which would help decrease the amount of driving involved to get to these type of amenities Can we please start the construction of the NC/SE LRT line? This 20-30 year timeline is unacceptable. Transit is already at capacity in this city, so this cannot come sooner. Not only has that, but the underground line under Stephen Avenue needed to happen as well. It would also be nice to have a circular line (preferably LRT, or street car could work?) around the downtown area connecting all the boroughs (Eau Claire, West End/Village, Connaught, Vic Park, East Village, Chinatown) This will also decrease the need for cars.

It's about building better cities and using our streets to move people: Calgary continues to grow and our city centre and downtown (DT) are becoming increasingly crowded. We'll need to find ways to move people using more efficient & compact methods. These include allowing for more transit, cycling and walking and our streets (sidewalks & roads) need to reflect this. Currently less than 40% get DT in cars but more 80% of the streets are devoted to cars. We need to reconfigure our streets to reflect not only how they are being used now but also for how they will be used for decades to come.

Vibrant , liveable great cities (think Europe or to some extent even Eastern Canada and USA) have people friendly, liveable, downtown cores that are used not only as places for work , but recreation, leisure, festivals, arts, meeting areas etc. . Calgary's downtown seems most geared to accommodating 9-5 office work and can seem sterile and deserted at night. Pervasive tall intimidating steel and glass office towers built to maximize their function as offices block the little sun and warmth the climate allows for, and creates an uninteresting, sterile streetscape to the pedestrian that is not conducive to these other activities. The few public spaces that exist are uninteresting and little used outside of office hours and occasional special events. This also discourages people living downtown which further contribute to the deserted atmosphere. How can we re engineer our downtown core and encourage future development to create a more livable, people friendly, vibrant downtown?

We do need more public spaces at street level including 'warmed-up' spaces for winter (in Norway they use heaters and blankets to keep outdoor restaurants open). And we need to shift our indoor public spaces (plus 15s) to being less commercial and more public art/engagement oriented.

For starts, how about identifying the search box as a search box. And, when you do a search, e.g. "Seniors", maybe it would pull up all threads containing the word "Seniors", not just the first one it runs across. And maybe somewhere they could list the total number of threads. Maybe work on getting that "next" button working.

I've been trying to post a question to this forum, but it isn't posting. How the City could improve this forum? Take the bugs out of the software. Big waste of time to type stuff in and not be able to post it.



Ipsos Reid

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I'd just like to say that I'm very, very happy with the number and quality of our City parks. In the summer I frequently and spontaneously just stop at any number of them as I make my way around the city. Thank you - keep up the great work!

Other

My boo - at the end of para 1, I meant to say "...I do NOT agree with blaming it on the immigrants to the City..."

I'm curious about how the city decides where to build new bike paths?

Good question. Personally I think the city just caters to the pro-bike lobbyists. Whatever they want, they seemingly get.

Hey folks, here's an idea that was submitted through one of our online tools: "The cost of living in Calgary has gone beyond at least one third of our citizens' ability to continue to live here comfortably or even at all. The cost of living in Calgary is our number one priority." What do you think? Do you agree? Disagree? How do you think the city could address this?

It may take some work, generosity and wisdom to get things back on track for us to experience an equitable, prosperous and healthy human experience. We live in one of the richer parts of the world and I am happy to invest what I have into more sustainable systems.

The Helicopter is used to spotlight preps. who break the law.



Ipsos Reid

Action Plan 2015-2018 – Engagement Response Analysis - Report

Discussion Comments: Sticky Notes

Transportation – Net

I was part of the trial green cart program, I want it back, it was great

More park and ride options. Better design Westbrook and warm it up. More frequent buses, better connections between communities

Budget increases in roads and Calgary transit

Lower parking rates - mostly downtown. Also, more parking options need to be made available

Snow removal - transit

Complete the ring road

Ctrain from NW to NE and from North Central to downtown

Buses that are "limited stops" (more buses on that)

Make direct traffic routes i.e. Stop funneling traffic thru residential from major routes

Maintaining existing bike paths (winter snow removal)

Consider 'out of the box' solutions; such as eliminating left turns during road construction for better traffic flow

Ctrains should have priority in downtown so train frequency is more uniform

Thank you for access Calgary

#6 route was changed after West LRT. Makes it more difficult and inconvenient for seniors and school kids who depend on the bus

Fix sidewalks

Feeder routes from LRT stations i.e. Summerset. Not enough service and waits are too long. Rush hour perfect, all other times awful

Do not build bike lanes where traffic/parking lane exists today. Need users all day all seasons to be of value

Improve Calgary Transit for 24/7

Introduce Transit zoning (fare zoning)

Affordable public transit

Heated bus shelters

I think the bike tracks are a waste of money. How are they going to be maintained in the winter? The whole CO2 reduction issue is nonsense. The earth has not had temperature increases for the past 17 years.

To educate Calgary citizens and develop people's awareness and habits in energy/water preservation and proper use of sewer and drainage systems. You can give monthly tips/information on utility bills. For example: If you throw your brush hair in the toilet it will block the screen downstream, you can say what's going on in the system so people understand why to do or not do something. Or: if you use your Xmas lights 8:00 - 10:00 instead of 6 - 11 pm you will save that much more money. Or: please shut the tap off while flossing your teeth. Repeating tips/information every few months, with repeated comments, more people will act responsibly. People do not know enough, if they knew they would do better



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Pay attention to a balance between buses and trains
No more garbage bins - seniors cannot drag them
Train to the airport
New Ctrain lines north and new communities in SE
Quit using diesel buses, LNG is far cleaner
Machine dispenser doesn't work for Calgary Transit - better customer service
Lynneridge clean up
More frequent transit on major routes
No bike lanes, too expensive
Roads after snowfall are bad, especially side roads, more money spent there
Provide park and ride lots at outlying LRT stations
Bikes get licensed? Allows to fund for up keep - tracks rider safety
Ctrain early evening needs to be improved, frequency
Transit - reliability - can be 10 -15 min late on a regular basis. Late night service is awful. Real time information is critical
Ctrain service to airport
More park and ride spots
Too many pot holes and limited maintenance for alleyways
Use the technology we have to its best advantage. Sync traffic later
Traffic flow must be improved! Safety first
Continue to include a % of all development as affordable housing
Safety
Parkade for 69th St LRT station (in green space near 85th St) So people out of city don't need to drive to downtown
Need to improve both Crowchild and Glenmore Trails (free flow)
Parking at Ctrain stations is horrible. We need more of better shuttles to the stations
Parkades at Ctrain - need to build up, not sprawling parking lots where if you don't have a reserved spot you can't park
Clear snow so people are safe
Don't need bike lanes
More bike paths like the fantastic 7th Street one
Transit need more so it runs on schedule and has enough space for everyone
Overpass on 19th St & 16th Ave SW
Recycling services for businesses
IT - City website hard to navigate - transit - more user friendly
Public safety issue with hit and runs at: 17th Ave & 14th St SW, 17th Ave & 4th St SW
Synchronize the traffic signals



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If you live in MacEwan and you want to go further north west by transit you have to go east, then south, the west, often with 3 bus transfers. 14th Street NW is a major artery, why not have buses to the LRT at North Hill for access to the North West and rest of Calgary?

Expand the Ctrain north central and south east

Snow clearing - better traffic management - transit issues - electrical problems

More underpasses for CN/CP trains (Better traffic flow)

Too many parasites doing nothing (city staff & police)

When we design - design for 50 to 100 years. LRT - double decker to increase capacity, Sydney Australia

Don't increase the cost of senior's passes. Space for seniors not bikes

Make Calgary an "eco-city" - Global strategy to reduce carbon footprint.

No accommodation for those on a fixed income or who are ill

Some tax money for golf courses, other recreation not required to pay all

Secondary suites need to check out the ones in operation to make the community safer

Since Nenshi my taxes have gone up huge!

Need more community facilities in Tuscany. 'Village of 20,000. People that doesn't have a library/fire hall/ police and ambulance station

Fix crosswalk lights

Make it permissible for apartments in more homes rather than spending further outside Calgary with big new wasted space homes

More LRT routes sooner

Snow removal at bus stops/transit

Subway downtown (underground LRT)

Use existing bike paths, DO NOT build cycle tracks

NE/SE LRT leg! More train stops inner city

Driver education for cycling and pedestrian

Snow removal - didn't see anyone in their cul-de-sac this winter

Public input on added/deleted bus routes/stops. More transparent planning of transit

Calgary Transit - there should be an application on the phone to update the wait times for buses in live environment

Rapid access to Quarry Park from other parts of the city

More transit station parking

Snow removal up to curb level, city sidewalks cleaned

Do not remove land on heavily traffic area to put a bike lane, but do have options for bikes to go separately from cars and pedestrians

Empower transit drivers

Too many city employees. Process services is duplicated if it wasn't we could reduce cost toward employee salary



Ipsos Reid

Action Plan 2015-2018 – Engagement Response Analysis - Report

Transit, bus schedule timing to train
All of the new condo buildings don't have enough parking - no plan to deal with this issue
Why: City workers standing around. Perception: cost control
Make traffic lights more efficient
Roads - pot holes ex. Merge lane east 17 Ave to NB Stoney needs to be expanded, keep in mind for future
Sand and salt impact environment - grass, lawns, water - is there something better we can do? Natural? Spring cleanup is too long
I'm not keen to have the City given new taxing powers. There never seems to be a program that the city is not keen to undertake
LRT expansion, more routes for buses
Bike lanes that get to significant places in the city
LRT to SE
SE LRT and fast track Quarry Park BRT (new). If you build it they will come
SE Transit
Maintain no increase to taxes next business cycle
Where are aboriginal issues in the city plan?
Council needs to ride transit so they know what it's like
BRT - Please bring in more bus rapid transit lanes. They work great! Bring more buses in until the LRT system is built
Improve money from public transit by increased fare checking. Too many take advantage of honour system
Transit subsidized by tax payers - 25% of those using it are from outside of the City, why are we paying for them?
Pathways need to be cleaned more often, citizens have to clean sidewalks but the City doesn't do the same. Not cleaned at all. Ramps to get on sidewalks from road never cleared.
Public transit positive - eco buses are quiet - More!!!
Reduce burden on taxpayer re: salaries for councilors, managers - use to fund other programs
Affordable housing
Need more specialists in elementary schools. Technology lacking, no computers or teachers
Seniors bus passes continue to be increased and they are driving more so what is transit gaining by losing this revenue?
Better transit from Oakridge, Palliser, Cedarbrae, Woodbine to Rockyview Hospital
Transit - more bus routes - better service
Promotion of cycling but in addition must educate "rules of the road". Do not run red lights, use SW's "I'm on a bike, I have my own rules" - take responsibility with the privilege being given
Bus stop 3872 should be come under bus 110, 117. There should be more buses on Route 41, 36
Parking at Crowfoot Library becoming a real issue. Needs to be expanded



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Provide more support to community associations

Late night bus and train frequency

Airport - for a new person to in and out - the signage is awful. The Deer foot is a total chock point - only way

Delivery/pick up services (i.e. Groceries, dry cleaning) at transit hubs via lockers

Better transit services

Separated bike lanes - remember older people, kids and babies travel by bike too

Time Crain and intersection lights on Bow Trail/Christie Park Gate. Intersections and trains do not time correctly

Active publication of construction/development by laws so developers cannot bully next door property owners

Flood mitigation i.e. 50th Ave tunnel - prevent flood plains from flooding - cheaper and permanent - learn from Winnipeg

Delivery trucks impact pedestrians/drivers - change traffic flows?

Better transit during the day for seniors & moms/kids

Decrease number of undesirable people downtown - safety for family

A city with dynamic transit options is needed. I want to ride my bike to work, and then take my bike on the bus home with my wife & kids. We did this in Vancouver = happy family

Better transport options: improve bike lanes and transit

East portion Bowmount Park - minor upgrades to drainage ponds, leave rest of park natural

I want to take my bike on buses and trains at all times

Bike lanes are not required

Westbrook poorly designed - can't see buses from inside. Invest in cameras or real time bus information or have all buses pull up in same location so you can see all

Finish upgrading of Beddington Trail West

Improve bussing McEwan to U of C and LRT

Cheap transit fares

Transit reliability - need real time for me to plan. Heated shelters, need to be warm, critical for 8 months of year

Before raising taxes, look at how to operate better. Zero bases budgeting NOT continuous % increase

#39 bus route - need direct transit access to Farmer's Market on Blackfoot. More access to Deerfoot Meadows than just 72/73 from 39

Using private car with one person going to work every morning will increase pollution and carbon footprint and energy, We must think about "eco-city" and decrease this issue effects.

Increase public transit

Payment plan for low income senior transit passes - the amount paid is reasonable but many low income seniors can't pay it all at once as they have little money left at the end of the each month once rent, food and medications paid for. Raise threshold of income for low income seniors to match qualifying amount for Alberta Seniors Benefit



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Have buses and trains running later
Downtown bike lanes
Expansion of the bike trail system through Calgary, less walls everywhere
Balance of cycling and motorists accommodation of aging motorists no longer comfortable or able to cycle
Increased access to low income students/adults
Transit fare could be lower
Bike trails - a lot are discontinuous. Needs improvement
Bus traps should have gates on them so people don't get stuck
Snow removal city does major roads & contract out side streets
24 hour transit service
Remove the snow! Don't just push it to the side of the road. Very dangerous
No bike lanes
LRT expansion
CADA is great! Keep up the good work
Continue with cut red tape and reducing bureaucracy
CT should have bigger piece of budget
Flexibility on how my tax dollars are spent
Council - cut salary - taxpayers shouldn't be paying for their expenses
Bikes should carry insurance and need licenses
Need to improve traffic flow and gas emissions
Public safety - wants interval on amber lights increased
Real time for bus. Where is it? Why so long? Connect - use same principles as successful cities - we need our transit card
Library programs - add more, critical to communities, willing to pay a small portion i.e. Spring break - offer more programs - resources are important
Bike lanes cause major congestion for minimal users. Use on low demand roads integrates, not on major bus routes, traffic routes. Today's examples complete after thought
Buskers who use or need amplification should be allowed
Reduced Sunday bus schedule #81
Making secondary suites legislation more common sense - encourage secondary suites
Take a closer look at certain Ctrain stops ex. Marlborough - where buses stop, lighting, and benches. University - deadly slope on steps
Priority for buses over cars in lanes
Fix the Ctrain so it's above ground. We have one of the slowest train systems in the world. The train should never have to stop for traffic and traffic shouldn't stop for the train
More access to recreation programs for children (difficult to get children registered).



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Fewer bus stops for faster travel
Functionality of transit connectivity and convenience
Thank you for all of the bike paths, more please!! Thanks for the snow clearing on bike paths
A plan for more rapid transit, less cars, more trains and buses
Snow plowed/sidewalks cleared
Express route from North Point to downtown, direct, no stops, peak rush hours
Put snow tires on buses so they can maneuver the streets in the winter
Improve Crowchild congestion
East to west bus route - need a direct route across the City
I think more public places that are safe, accessible and fun would be a good idea
No lights at overpasses - use yield signs
Mobility - roads are in bad shape and need to be improved
Notice to plow, snow removal, like you do for spring cleaning
Unnecessary work, roads worse
More Ctrains on the SW-NE route. Prioritize the centre street green line over the completion of ring road
Educating the public on the cost of running a city, raising taxes to pay for services is a viable solution
Prioritize - better road and services vs. bike lanes. The former is needed the latter is a nice to have
Bus routes - do not circle go back the same way. Long routes are great #2, #20, #72/#73, do not want go get on/off - #1 bus is a gift
#6 must go to Westhills - many seniors need one bus, transferring is difficult. Access to Westbrook Mall is awful - very hard for seniors
Instant payment on LRT and bus can swipe card or picks it up from wallet without taking card out.
The system doesn't work for citizens who have jobs. Forced to quit job over \$75 ticket because he has to go to court
Encourage volunteer opportunities for citizens to contribute to the parks well-being and community gardens
Cranston is inaccessible from Stoney Trail East - poor infrastructure in the cities SE
Improve transit service (frequency)
Spend more money on improving transit rather than adding more useless bike lanes
Bike trail on Country Hills turns into sidewalk, unsafe for bikes on roads
Building new suburbs and local parks and green spaces
Not in favour of bike paths downtown. Thinks numbers are inflated. Roads are already too narrow
Expanded Ctrain services with real time bus and train location information
Dedicated free fare train (those who want to take it can)
SE LRT, let's do it! Prepped at Stoney Trail
Heated shelters at bus stops. Real time information for when buses will arrive



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Have more sidewalks in industrial areas

Affordable housing

Enough with the bicycle paths

Blue carts do not need to be collected every week. Money saved from this could be used for green cart program. I do not want to pay any more

Smart growth with respect to local character. Mixed density (families) is preferable for community vibrancy

Snow Route - snow event issues. Accessibility to bus route residents lack locked

Hospital parking needs to be reduced or free

Plows and infrastructure sold off to privates

Bike paths in conjunction with LRT lines, etc. Down expressways i.e. Bike path in LRT corridor down Crowchild expressway, along Deerfoot etc.

Add sidewalks, Cambrian Heights to DT not a complete line

Keep opportunities open to buy housing for all age groups and price ranges in desirable locations

Warm stations! Brrrr...

Better city transportation - city and suburbs

Does the City have an environmental management plan?

Bike Lanes – Subnet

Quit bowing to small groups of people i.e. Bicycle routes

Ctrain ensure it runs on time (on schedule)

Pathway education is needed

Overall the City needs to be more efficient, for example, police number of officers who arrive there we could cut dept. budgets and therefore reduce taxes

HOV lane education

Bike lane not economically justified. Bike program is waste of money. Those who want to cycle have numerous cost free alternatives

Create bus lanes downtown - more people will ride buses

Transparency and more prudent use of taxpayers money

Ctrain reliable usually - Ctrain expanded SE into the north

More skateboard parks

Either work on improving transit times to be able to move from extremities in the 90 min transfer time or think of alternatives. The goal of transit is accessibility and usability, right?

Inner city train loop connecting boroughs (Eau Claire, West end, Connaught, etc.)

Zone system on transit fares

Flood plain hazards owners on flood plains should be totally responsible for flood damage based on means test



Ipsos Reid

Action Plan 2015-2018 – Engagement Response Analysis - Report

City should be clearing sidewalks of snow - worth the investment of taxes
More bike lanes downtown. Wider sidewalks
I support the north central LRT line if it runs up Centre St. Not if it uses the Nose Creek route
I'd love to see the North Central Ctrain
Get suburban developers to pay the full costs of Greenfields development. Invest in Calgary as a whole city.
The north end of the Peace Bridge is a dead end - how annoying
Traffic calming in Hillhurst, 11th, 11A, 12th streets are cut throughs
Cycle tax
Biking!
Let's work to find a road paint that's more durable and lasts longer
Expand Ctrains
Use rail along Deerfoot instead - no rail way through City is dangerous
Bike lanes are impractical for a city like Calgary, extreme weather, extreme elevation
More accessibility for handicapped
Reduce recycle pick up to every other week and put cost savings towards snow removal
Elect to level bureaucrats
Bike network from all areas of the city
Bike parking, bike paths along Ctrain lines. Bike change facilities for buildings
20% of budget should be spent on transit
More LRT and buses
Stop spending money on LRT
More traffic calming, more pedestrian crosswalks
Trains are too crowded, more frequent or more cars
Construction management is very poor. Stop/start/stop. Repair vs. replace. Starting late in season. Lazy workers
Make Calgary the world's recreational centre
Keep going with the downtown cycle tracks
Accountability for politicians
Transit - raise fees so self-sufficient
Eliminate tax licenses and let free market reign
More playgrounds like in Regina (the most amazing playground ever)
Cheaper bus tickets
Drinking fountain discussion is a joke! Who knows when and how they will be cleared
Ticket gates - advanced payment system. Less focus on fines and more focus on secure honest entry for transit Ctrain
Walking bridge over Memorial from Peace Bridge



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No bike lanes, what is the point people go where they want anyway

SE LRT to Seton would help the most populated communities

Bike lanes are too costly for the small minority who will ever use them

Social Services – Net

City should clear out their own properties before ticketing, especially seniors!

Community and safety youth programs

Keep McCall Lake Golf Course open, seniors use it, plan improvements on an annual basis not every 10 years

City transit fees are too high

Oh yes we do need good police!!! Safety

More courses to help youth and young adults find employment

Have more police on streets and less photo radar. This is how you improve driver safety

Bridge to Peace Bridge across Memorial

Beautification of neighbourhoods i.e. Fixing up Kensington Rd from Crowchild to 10 St NW

Turn cars into revenue service according to the pollution they create

Snow removal - we had to pay for removal

Community neighbourhood services needs to be increased

"Yield to buses" legislation important to delays

Well prepared for emergency, especially for flood

Organizers from community for response

Applaud the emergency management/preparedness initiatives - keep up the good work

Find a better solution for line painting on roads. The current paint wears off too quickly

Mental health services to all who need

More funding for community education and engagement around important topics like crime and safety and opportunities for youth success

More information about what to do in Calgary - events, cultural, history (recreation should provide)

Increased safety downtown for families and kids

Maintain 1% for community art program - city needs more than roads to make it vibrant

More information and programs for anti-bullying/anti-gang and pro-family

Connect NE to NW Calgary with a bike path - perhaps along McKnight Blvd

Planning - better funding for development and existing communities

Reduce service duplications

Programs for professional immigrants to blend into Canadian workplace - yes!

Programs for professional (doctors, engineers specially) immigrants to blend into Canadian workforce



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Hard to find information re: steps required to get what's needed for a D.Rvel permit (especially if you represent a community association - volunteer run with little money)

Make community connections easier

Not as much funding for law enforcement and more on community services

Follow up planning with foreman to check on work

We need to continue with the focus on decreasing poverty - mental health, abuse, support, literacy. Thanks

Lots of skateboard parks all over the city

I work retail and rent by myself. Rent has gone way up. Transit up, pet licenses up, everything up. Running out of money

Easier solutions to reduce litter in my neighbourhood. More accessible trash cans that are emptied often. And more education on cleaning up after your dog.

Police budgets should not be reliant on fines (speeding tickets, etc.)

Safe transportation, bus/cycle/pedestrians

Taking fluoride out of water was smart!

Affordable housing

Promote sustainable development. Offer better incentives for green initiatives

Use paint on the roads so motorists know they are in a turn lane

Spending money on consulting for various citizen issues could be more efficient

Calgary Public Library is where I'm happiest to have my tax dollars spent

Road maintenance and snow removal from community roads

Strategies to enliven downtown core after business hours to make it a destination for citizens and tourists

Remove bike lanes downtown (especially 8th Ave)

Invest more into existing structures that can address social, educational and recreational for communities

Science and technology programs through parks and recreation

Proactive by law enforcement, not just reactive to 311 calls

Please keep more funds for recreation in NW. Similar to Village Square or South Leisure Land. It would be great to have an indoor recreation like West Edmonton Mall

Make the right choice the first time

The City of Calgary wastes money - stop reinventing the wheel - eliminate consulting fees. Mayor should have less authority as he is not a team player

Transit peace officers need to be seen after business hours and on social assistance pay days actively on the LRT and in plain clothes. IF this is not their mandate, reduce the number of peace officers

Snow clear pathway, make snow removal done correctly

Public art - shouldn't have to spend 1% - don't think a good job is being done with 1%



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Building and developing areas where people can age in place. Communities that are more sustainable for people who do not want to live in two story homes or condos

School buses parking in residential areas - exhaust, leaking oil, eyesore

Snow budget transparency for CPS - where does it go?

Taking fluoride out of tap water was dumb, dumb and dumb

Crime prevention and fire protection

Upgrade inner city infrastructure a larger priority than upgrading for new 'burbs' that pay lower taxes

Inner city upgrades over urban sprawl

More children's parks downtown, I want to come downtown with my kids but feel I am limited to Prince's Island

Library/gym

City Hall services should be available in the community

Improve building codes

I was out running today (along river) and haven't seen a single water fountain. Could you install some?

Need fenced area for dog training at Sue Higgins Park

Need more affordable housing...there are too many people in our cities shelters

Reduction in tax contribution for inner city livens

Training apps for women and support for children

Spend less on police

Inclusionary zoning

Animal control! Too many loose dogs!

Affordable housing, especially in city centres

Hire local architects for mega projects. Europeans can be expensive

Fiscal Management – Net

Department heads need to stick to budget amounts "no surprises"

Reduce spending, get it under control

Reduce spending especially with it incurring debt for Capital Projects

Ensure we show responsibility once we have the money; we put it where we said it would go, not into a general fund.

Fiscal responsibility. Prius are a statement about environment but not economical

Accountability with tax dollars

Watch and control the expenses

Find efficiencies and cost savings with in the BU. For example: why are all city vehicles parked inside

Reduce debt accumulation, invest and generate revenue

More money



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Action Plan 2015-2018 – Engagement Response Analysis - Report

Find a way to avoid money waste on road and sewer repairs. Better oversight
Council should show more restraint on how they spend my money
Don't steal my \$52 million. Build schools!
Accountability in spending - appreciate that mayor's office is transparent; would like to see councilors do the same
Limit spending and reduce taxes for seniors
Reduce cost and size of administration
Each office in downtown should nominate few staff to get fire drill training certified from fire department and hence lower the fire department costs
Pay mayor and councilors reasonable salaries - not what they're getting now
Support small businesses in inner city and downtown
Improved storm sewers - Sunnyside
Invest in family friendly services and schools downtown and inner city
Snow removal not efficient use of resources
Need to increase efficiency at City Hall, to do this we should get rid of the union, not needed in this day and age
52 Million we want the money
Police - overtime pay - lots of hours - control overtime better
Beaver Rd - who lives here that they got their snow cleared. Snow plows clearing - not snow route
311 service is helpful and appreciate 24/7 service
More buses, handi buses specifically, with 24 hour service, midnight to 6 am no handi bus service at all
Off peak seniors bus passes
Share information in ways that I understand where my money goes
How does City of Calgary spending in different areas compare to other AB cities?
Upset about \$52 million, what happened to the money?
Every expense should be posted online
Open and transparent bidding system on city contracts
Support public golf courses
Snow clearing
The City needs to educate citizens in how to get the City to do even simple things (e.g. fix potholes)
More inclusive communities
Be more efficient and cost effective on projects. Suppliers tend to double their price and timelines when doing projects for the City due to bureaucracy
Calgary Police is a waste of money. Increase spending on finding people with warrants, not trustworthy
More focus on prevention rather than enforcement



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#1 in prevention - kids active in school! PE every day. Helps health, learning and self-esteem. Education for things like smoking. This will decrease cost in police services, crime and drug rates

Need to encourage programs for people to be more active. A lot cheaper than having people in hospitals

Fix signals

Reduce taxes, I am retired

WHY!!! Does council get parking and bus passes free, while increasing costs to seniors, poor, low income? Council should not receive any more benefits than the citizens they are supposed to serve

Why would we participate no one will pay attention, council is out of touch and reality

Allow "peak time" cab permits for more cabs during stampede, holidays, Halloween.

Lack of adequate detour signage. Need more warning for detours for safety reasons

More east-west bike paths

SE LRT

52 million should go back to citizens, Mayor should give it back

52 million belongs to tax payers must be challenged

Financial stability - development vs. sustainability - balanced growth

Asset building

Bring down the budget of City's Chief Financial Officers (CFOD) and the City Manager's office

Need value for money audits

Support for new financial systems and reduced business regulation for small companies

Glenmore Recreation - missed the interim plan?

McKenzie Towne LRT was promised, where is it? Not right

Provide sufficient pumping at B48 to stop flooding

Taxes going up too quickly

Too many basement suites. Are they legal? Are they taxed? Don't they require parking for their tenants

Snow clearing - reaction too late, need more immediately. Street lights on during the day - why? - this is a waste of money

Parks/Recreation/Sports – Net

More amusement parks (6 flags)

Concerns green box cost not an option for home/condo owners

Build better communities and density the inner city

More affordable recreation (i.e. Leisure centres)

More public/private partnerships with development of rec facilities

More signage in parks and pathways guiding to nearest Ctrain station

LRT - better access



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Outdoor pools/sprinkler parks - we need many, many more, does not need to be big - small and local
Consider Ctrain stations around ring road so we don't have to go through downtown. More options for transit on perimeter of city limits
I want better information for newcomer to settle in Canada. People should not misuse Canada's real immigration policy.
Need better faculties/fields for sports/soccer
Great hiking areas of Kensington
Nenshi, you are not that great of a mayor, please keep your early promises. PS. Your tweets are not funny and you're a dud
Ctrain accidents - too many
Bad drivers, pedestrian safety
Keep existing green spaces
Government monitored senior housing & care
More outdoor space and more recreation places in the NE
In this economic time we shouldn't be spending money on public art i.e. decorating bridges
Snow clearing - research different plow on rear so the plow doesn't leave tire tracks
Affordable housing - mobile/modular/manufactured owns by the City. Allow people to buy the lot and pay property tax on the lot. This is opposed to privately owned mobile home parks
No downtown bike lanes - spend on road enhancement
Later Ctrain times. More bike paths/lanes
Revisit southland road extension. Is this necessary for functionality of ring road? Preserve parks.
Enforcement of on leash pathways
There are many people who came to Canada, graduated, they are prepared to work. I think the insertion on this society could be easier. They could increase the productivity
Less protection of low density residential in established community
SE recreation facility
Kingsland School, reopen for use
More affordable housing
Parks
Funding for senior citizens (nursing home, hospice, assisted living)
We need a crackdown on cars going through crosswalks when people are crossing. Let's get some big fines in place and start making some news about how much a fine is for failing to stop at crosswalks. (much the way they did when the 60km/hr. limit was set for passing emergency vehicles on safe roads)
More bylaw on pathways for bikes who are speeding
Parks with invasive species infecting properties
Green bins and community composting initiatives
More recycling bins on streets, libraries and public buildings



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Roads - potholes

Loosen dollars for golf courses

Revitalize NE, new parks, paths, roads, rec facilities, etc.

Free recreational activities for young families

More fenced off leash dog parks

City Hall doesn't need a gym

Remove redundant traffic lights

More investment in recycling

Sidewalks in all communities standard

Do something about homelessness

Put cameras on Crow child S on 17 Avenue because cars using the bus lanes

More pop up parks in the city

Affordable and appropriate housing

Local art only at lower cost, no more blue rings!

Where do dog licensing dollars go? How are they spent?

Housing Services – Net

Housing affordable

We really need to focus on affordable housing and transportation options for seniors

Job opportunities and training

Actual snow removal from KERBS

Good job cleaning roads

Secondary suites

Lots of parking space in downtown

Don't sell parks and/or golf courses for more development

Seniors housing and services

Preserve heritage buildings

Source out local artists - blue rings - bridges

Proud of the Peace Bridge

Less money spend downtown, and more to rapid transit in SE

Developers of new communities need to pick up infrastructure costs

Place a foot bridge over the Bow near the Inglewood Bird Sanctuary for NE/SE access to Bow Bike Path

Planning is not done for future. We only think about what we want/need today

Transit service - less wait times

BRT is poor. Direct from McKenzie to downtown 35 mins.

Build out if people want to. Don't worry about pushing density



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More affordable housing, especially houses, not just multi-family dwellings

Create more tourist destinations within Calgary - look at all the spin offs for the hospitality/travel industries

Community engagement/community building

Not on bicycle lanes

Take leadership for affordable housing

Spruce Drive SW, no round about as a calming measure. No 4 way stop signs. Use increase police presence with radar.

Rent control, rent caps, more building affordable rentals

Nose Hill Park - Leave as is

Accessibility to strip malls & shopping

Sidewalk clean, snow removal

Vibrant and lively downtown. More things to do

No more money on Art. Snow removal

Developers need more low cost housing options

Doing a bad job of getting them to repair i.e. 16th Street - do a hold by Rundell back for reclamation

House empty for 15 years, they don't maintain - how long should that go on?

No more blue ring lights or expensive bridges - cap on arts funding. Concern around cut funding for recreation - facilities are starting to look worn

Replace 100 year old storm sewers

Do a trial of cycling infrastructure on a pilot project to see which routes work best for all forms of traffic

More off leash parks

To other homes in the area

Keeping natural green spaces, community gardens

Marda loop - main intersection is getting loaded due to increased density

Downtown there is not a lot of green space, we need to add more

Build more inner city - not out

If every year we need to repair concrete on roads that snow plows have broken, why don't we change the design so we aren't spending money to fix the same thing

Multi-family, mixed use

More opportunity to get group home approvals. Difficult to get approvals. Seems like there is more incentive for City to say no than yes

Ensure that access to all areas of the city is available by foot. Especially across major thoroughfares e.g. Deerfoot



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Infrastructure/Buildings – Net

Public safety campaign for motorist safety

Education for cyclists on rules of the road

Is there a way to reflect a senior's previous contributions to current taxes?

Variety of homes/property types in communities

School and park zones - can't we just standardize the times and speeds

Transit senior passes start at 65, reduce cost every 5 years until 80 - free

Stop spending money on bike lanes, only useful 6 months/year

No bike lanes

Fix Sunday transit service (instead of waiting 1 hr. before the next bus is coming, this should be reduced - at least to 20 mins. or less waiting.

Rec facilities with more than 2 ice surfaces

Reinvest in older communities snow clearing and vehicle traffic flow

More bicycle lanes downtown

Drop off for recycling in downtown/eau claire

Build the train to move people not stop traffic

Roads, roads, roads, plan properly ahead not behind

Don't raise taxes. Is money properly spent? IF yes, we can raise taxes

Roads - pot holes filled - Deerfoot wider - way behind should be 4 lanes in each direction

Transit - more often, later at night

Ctrain expansion needs to continue and go up north

Transit needs to take people to destinations in Calgary

Live centre city and are happy with transit and pathways

Fix the roads, McKnight by airport is as mess

Roads - improve design - better flow

Convert all buses from diesel to natural gas (as they have done in LA)

Privatize targeted services - open the discussion

Concerned with preventing a pension crisis down the road

Quit building mausoleums, to the city fit for purpose buildings

Multi-use facilities (smaller and more of them, less mega facilities)

Affordable housing

More downtown trees and gathering places

More walkways and bike paths

Cars, bikes and pedestrians need their separate paths for everyone's safety

More inner city bike paths

Leave McCall Lake Golf Course as it is



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Improve roads, less potholes, better snow removal

Build more unique infrastructure to help identify Calgary in other parts of the world, i.e. "Amphitheatre in Australia"

Snow removal

Improved storm sewers

Poverty reduction programs/focus

Encourage retail and mixed-use development in east beltline/Victoria Park. You now have condos but no grocery stores, etc. Eliminate the vast surface lots

The City should not be asking for more money to look after our parks when they get \$65 Million from Enmax for these parks

Better snow clearing

Affordable housing for vulnerable families

Put a bike lane survey in all local papers. I heard there was one in a fringe publication and I was unable to offer my input

Lower cost of parking

Bus from Crowfoot to airport please

LRT/public transit system is not bad, but needs to be expanded

Governance/Bureaucracy – Net

Reduce, reduce, reduce city bureaucracy

I think all councilors should go to a Calgary Housing project or Discovery House and see the needs of the City

Hold competitions for bright ideas in the 6 discussion categories

We live in a condo and there is no recycling program

How about reducing the amount of limited term positions in the City. TESA is a more financially prudent choice

Why so many consultants being used when we have 15,000 employees?

Increase ward size, down size City Hall

Stop light counters - bring in more of the pedestrian counters at stop lights - very helpful

Start treating all employees' expenses like business does. Receipts for everything and limits on meals, travel, etc.

Accountability of decision making, if wrong, admit, fix it, move on

Why does the City always do corporate re-orgs? That costs money!

311 system access government services too slow and time consuming especially in crisis or busy times. Need direct access phone numbers to various departments

Need property tax reductions

I want my money back, on the refund

The city needs its charter so it can have flexibility in taxation and other matters



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Affordable housing for those who can't afford it - lower cut off

Council - cut salary - don't give them tax breaks

City Hall needs more common sense

Green space - inner city needs to be improved, under passes under 8th Street

Street lights - please repair burnt out street lights quickly. I see burnt out lights on every street I drive on

Give the mayor credit for a job well done (perhaps use him for marketing our tourism industry) The Herald reported that Hilary Clinton hadn't heard of him

Get rid of all the high paid councilors

Mosquito control, especially construction areas

Likes Mayor Nenshi and what he does

Make bylaws that are logical - stop by lawing us to death

Regulate senior's lodges for optimum care

Additional transparency about staff (non-elected) roles and processes could be improved. E.g. City managers are more powerful than the mayor.

Elected officials should be paid on qualifications - re-evaluate

No new taxes, keep to rate of inflation plus growth, cut waste!!

No new councilors

Assessment - doesn't like that it's based on market value

Taxation – Net

The City should not be increasing our taxes each year beyond the cost of living increase and into the future as it has been doing.

Conflict of interest with Enmax, just another tax

More parks and cleaner city! (People don't appreciate how clean this city actually is)

Tough to get to University on the bus. Buses are full and take a long time. Bigger buses and more frequently

In order to have a better infrastructure to do all the things the people want, raise property taxes

Start taxing new communities and stop taking property taxes from older places to provide services to the new

"Alternative funding sources" - sustainable - local jobs - local food growing - invest in building jobs that create local wealth

Provide leadership to end homelessness

More policing, community police response (stampede especially)

More programs for single parent (incomes) that do not meet the low income bracket (not eligible for programs but struggle) are turned down

Less councilors - we aren't getting money out of the ones we have now



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Use municipal money to help fund educational decision making in each individual city

Critical to stick to the 5% over the next 4 years

Taxes (property) must be lowered. We pay double what Vancouver pays per house for property tax

The City of Calgary is doing a great job.

The City needs to cooperate with the school boards to build schools and improve traffic safety

Advertise/enforce minimal vehicle idling. Many ignorant neighbors back vehicles into parking spots in front of the condo idle for 25 - 30 minutes

Pedestrian education

Make things nice but we don't need to go over and above, be prudent

Return my tax money

Free property tax, find 5% efficiency gains per year

Implement state of the art flood mitigation (business & environment categories)

Utilize local talent rather than spending outside Calgary or Alberta

Maintain and increase cycling paths, routes thru whole city especially making downtown core safer and more accessible - keep up the good work so far

If city charter is approved I want the tax burden reduced at the provincial level. Some money change in collector

Don't feel a need for green bins. Citizens already compost (gardens)

Lower taxes, city needs to live within their means, free for all spending

Taxes way lower, but want more services

Less tax

No more council members, more female would be better

Be more frugal

Doing a pretty good job

Snow removal. Private contractor upsets over. Seasonal positions optics/hr. pay machines

Waste Management – Net

Geothermal energy

Thank you City of Calgary Fire Dept !! Xoxo

Put the green bins at apartments and not make households pay for something we are already doing

Rewrite bylaws and close loopholes

Further develop downtown green spaces. Expand Prince's Island Park.

Physical barrier between bike path and car (road) for new bike paths

Money for art needs to be put toward more practical areas

Integrated & simple (at source) waste removal (compost, recycle, trash) for multifamily complexes

More free programs for children 6 to 16



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More parks and green space
Research top cities to add more recycling options
Pressure provincial government to lower university tuition
Likes recycling
Green energy encouraged for environmental reasons
Eliminate mandatory fees for recycling. IM good with taking my recycling to the depot!
Programs for solar panels on the roof
Need more bylaw officers
Make use of schools that sit vacant and we continue to pay for. Use these schools rather than build new ones
Be more practical in dispensing money to arts
Traffic lights need to be improved and or added, especially 16th Ave
Try to find economic incentives to create and implement green practices on a personal level. And especially on a business level
Use process redesign technology to eliminate waste and improve efficiency, effectiveness and reduce costs
Green cart should be bigger
We pay for garbage pickup in our taxes, for blue and black carts and will for green. The City sells some of the recyclables yet there is no credit of such sales on our Enmax bills, why?
Thanks for the great parks
New subdivisions. Less concrete and more green to mitigate flooding, water control. Use drives that have block with grass inserts
Why can't we have a composting, recycling system like Edmonton? No need to reinvent the wheel, we have technology and knowledge right next door
No rails along the bike paths - these are dangerous
Use of electricity only when needed. No use of electricity at off time in offices or in commercial places this way we can save lot of electricity
LED street lights
Garbage cans/recycling boxes at transit stops
Structural over nonstructural controls. Flood mitigation



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Environment – Net

No sprawl - use the land we have (protect farm and wetland)

More initiatives like the river clean up

Build mini nuclear plants to show hippies how to reduce CO2 emissions, defend oilsands

I don't know well whether this city uses wind power right now or not, if it makes use of it could reduce energy cost in a long term

Safe locations for longboarding

Proper maintenance of median islands (boulevards). Temporary toilets at parks

Need more recycling and composting

Need zoning for places of worship, churches, mosques, temples

Actually having a bike way system that's efficient and keeps me safe

City wide compost pick up

I'd like to see better lighting on pathways and clearing of ice/snow & gravel from bikes lanes all year

Solar panels for street lights, traffic lights. Solar panel opportunity for relocate on power if I invest in personal solar

Protecting and funding heritage buildings

Increased funding for snow removal for roads and sidewalks. It will increase public safety and lower costs to society from injuries.

Affordable housing strategy. Legalize secondary suites.

Education – Net

more recreation facilities

Encourage local community composting efforts & no studies and costly city collection for composting

Fund elder abuse prevention.

New housing should have some smaller housing choices for seniors/downsizers/1st time buyers

Library upgrade - books; conventional - conversational courses - digital books

Recreation centre in NW. Recreation programs NW for kids that don't fill up 10 min after registration opens

Transit fares - longer commutes should pay more for transit

Parking problems caused by adding more basement suites

Work hard to diversify our economy. More diversity of industries



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Arts/Culture – Net

Job easy and fast

We need better education and healthcare

More housing for low income seniors

More housing for the homeless

City pools - lack of facilities, public need access as well as programs - more private support i.e. Talisman/west side great facilities

Make understanding of historical sites easier, as in how they are chosen

Extend LRT to airport and/or more taxi licenses

Do we need to be spending so much on arts (Peace Bridge, Circle Blue) could that not be going somewhere else

In case of emergency needs more structured communication. Planned response. Leverage other agencies

Existing neighborhoods should be redeveloped but still affordable

Safe infrastructure for cyclists

8th Ave SE, 12th and 11th - no lighting, 3 lights are out

Invest in activities for youth and youth engagement

More art and entertainment focus especially for families

Less budget towards artwork/peace bridge

Why does a busy crosswalk have to achieve a score of 82 before it can receive a consideration for a flashing light?

Employment/Wages – Net

More employment opportunities (IT, anything)

Job qualification and certification for foreign candidates

More money spent on public art

Job opportunities plus training

Park system, in the communities with park systems should have some lighting. Communities should have community centers

Would love to see more poop drop off containers inside the park. Maybe people would be more diligent picking up

Make shopping, work near transit stops. Make LRT stations active with lots of people so I feel safe at all times

Living wages

Cut wages, perks at all levels

Job qualifications for foreigners

Parks and recreation



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Water Supply Network – Net

Use environmentally friendly products on roads, especially in winter

Flood mitigation product, check out the gunny sack gel products

Garbage collection: set up incentives for reducing waste generation! Collection schedule of once every two to three weeks

Go to xeriscaping, versus watering wastage

No bike lanes

Miscellaneous Mentions – Net

Long term Calgary residents should have a weighted say in City issues

Citywide plans should be tied and measured against quadrant and neighborhood plans. Greater input needs to happen at community level and build up to Citywide priority top up approach rather than top down

Bylaw animal services should actively pursue animal bylaw infractions in parks that are not designated as off leash parks. If they cannot without a 311 request - reduce the number of bylaw officers

Hours of late night transit service should be extended

Roads need more painted lines

Complete technical assessments (instruments - not just visual) of bridges over Bow River (10th, 14th Street, Centre St and underpasses - 8th St CPR) and Crowchild and 16th Ave

Vibrant communities

Decent dog parks please. Increase free City of Calgary activities for families/kids

Making Calgary more beautiful - parks

Cycle tracks, let's make roads for everyone

Bicyclists should need licenses which should pay for bike lanes. Against motorists paying for it

More inner city development downtown. Stop suburban sprawl

Roads - potholes - grater on residential scratched cars - low quality when they do plow

Signal Hill Circle & Sarcee overpass to Optimist Park - formalize and design a safe student pick up zone at T3H 3N8

a better bikeway infrastructure - have continuous lanes

Less bullshit, more arithmetic

This engagement is a great idea

Affordable housing in the inner city

Driver (motorists) education regarding cyclists

Cycling lanes that are painted on the road don't work in residential neighbourhoods

Reduce the taxes on properties that are not for profit organizations

Improve Centre Street for bikes and buses

North Central LRT! Sooner rather than later



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HOV lanes are confusing around Northland Village Mall

No more bridges across the Bow River

More enforcement on bike paths

South LRT and better transit to deep SE

Westbrook Station - why not an escalator? - all shopping bags, strollers, elder people need escalator, elevator takes a long time must call security

Bow Trail & Crowchild north traffic flow

Send info on bylaws to every household and then charge instead of all warnings

We pay too much tax for what we get

Composting and recycling for condo buildings

Clamp down on motorist using cell phones

Approve secondary suites across the city

Plant more trees. Improve land stability

Overpass (ped) over Memorial by Peace Bridge

SE LRT, let's see it!

Invest in arts and festivals

Better snow removal, less resident dependent

Make walkability a priority. Livable, walkable and workable communities should be the end goal

Weeds!

Manage your weeds better on public property

Don't stress over weeds

Make things easier to find on the website

Improve city website, difficult to use, especially on mobile devices. Information updates take too long. Listed snow events during flood recovery instead of road closures

SDAB website hard to find section with reports/submissions re active appeals

Keep up with the good work on process and information transparency

This city is well run already - refine and keep looking for improvements

Thank you for the amazing parks, confed lights at xmas and splash parks, library and zoo

Safety, comfort, friendliness has been lost

Ensure community green space planned appropriately. Parks and pathways included in every community, especially new communities

Riverfront traffic control

Domestic violence education, youth, male/female

Use CofC buses to help homelessness for basic needs, including outreach, hygiene, temporary respectfully reach out to them

Please focus on making Calgary's public transit system for efficient. Less focus on cars more focus on encouraging public transit use



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Don't waste money/time on minor issues

Dogs: Better management in multi-use parks when it comes to dogs/people - too much litter left behind

Design Calgary for the future, not the past. Demographics are changing

Multifamily residences shouldn't have to pay for garbage pick up

Poor land use planning too much priority on cars here

New laws and higher standards for politicians

Generally happy

New councilors. Fix roads. Focus on basics

Number of new properties continues to rise - new money coming in needs to stop at some point or no one will be able to afford to live here

Other

It has been too expensive to live in Calgary. People are starting to move out is that good for Calgary?

Does the City really need to provide all of these services?

More diversity

Customer service

Keep things the same, same services

Vote for change, no to purple

Insurance costs should not go up for everyone, I did not live in any flood zone

Planning dept. needs to improve development and building process

Would like to know what proportion of services is contracted out

Set limits on ridiculous pensions, benefits and salaries

Linkage between aldermen and city manager - multi channel dialogue seems to have disappeared

No response from questions asked to aldermen. What is the job description for the city manager?

311 - great interaction (Wayne) escalation if dept. does not respond to 311 ticket then ensure acted on

Provide access to some city services at non-city locations (i.e. Apply for building permits & provide permit information at home building stores)

Research and development on City issues

Diversify our business sector by means of tax incentives for a variety of companies

Encourage small/local business

Better public maps

Access to information for small business

Build street design to help identify community or quadrant of the city

More things through 311

Finding energy efficiencies third fuel

Plant more trees along boulevards and along pathways



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Invest more on transport for people to use less car for green environment
Recycling for both, outer areas as well
More affordable adult focused introductory programs to build community and meet neighbours
We need to start paying Alberta Health Care again - discount for those who are physically active/participate in exercise
Snow and ice removal on Willow Park side streets
Follow up big plow with small to clean to curb to free up driveways
Municipal financial empowerment office (Calgary being a nationwide leader)
More performance arts, multicultural
Building permits process was not clear & complex, review before submitting
Support nonprofits especially giving community service (Calgary Wildlife)
Get proper snow removal equipment
Glenmore Recreation - dormant for 6 years - what is the game plan?
Encourage people to come to the core/downtown Calgary
Recreation facilities in south east
More public approval toward selected art work
Affordable housing and low income housing
Calgary Housing is required - this is needed to help decrease poverty
Need affordable seniors housing in neighbourhood
More affordable housing - basement suites, garage conversions
Keep tax increases to a minimum
Money to the kids that have no food and disabilities
Open Edmonton Trail NE to 4th NE
Affordable housing
Education re: car drivers using/interfering in bike lanes
Involve citizens in activating and designing great public spaces through engagement and small scale, citizen led placemaking
The City needs to address its large pension liability (as do the province and feds) First step should be to make all new hires have a defined contribution pensions plan (like 95% of private industry)
Don't forget that cyclist include children. Also, keep lands in mind when designing inner city public spaces
Downtown housing for new families - clean, small, safe, affordable
I'm waiting to see more blue bins and addition of compost bins
Flood mitigation for Sunnyside - back flow prevention valves at 3rd Ave and 8th Street NW (Before June)
Catch basins on 1st Ave/6th Street NW need to be replace with catch basins that are below the frost line (7' underground) (not above frost line)
Build a vibrant city centre that creates community and brings people of different backgrounds together



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Partnership with Tourism Calgary e.g. How to touring downtown on a bike or transit with online guides

Fiscal responsibility in all departments of the City

Alternate route for transit when Deerfoot is blocked

Implement composting and recycling programs in all communities, apartments and condos ASAP!!

More options (affordable) for youth 10 - 18 years

Police need to focus more on crime prevention in neighbourhoods

Artsy fartsy is waste of tax payers money

Keep community systems open for lower income families ie. Libraries and McCall Golf Course

Stop complaining. If we (citizens) paid for snow removal we would get it. Citizens are willing to pay for what they want

37th ring road connector needs to be completed

Roads - paint lines

Transit travel times over double car travel times is not acceptable - improve travel time

Calcium builds up in (heavy minerals in our water) need to accommodate within our treatment plants?

Dual flush toilets, can we do more? Education - bills, transit, let people know how much it costs and how valuable it is. Treatment costs, pipeline, distribution

Do a better job of picking up litter in public places and communities

More emphasis on enforcing distracted driving

Register all bikes using city roads. Enforce the law regarding stop signs

Use local artists for art projects

Access to LRT stations very slippery. SW's slippery and citizens do not have a chance when I walk in morning if happens overnight

More public restrooms

Bikes allowed on Stephen Avenue anytime

Refocus on renewable energy sources. Stop the oil and gas propaganda please

More arts and culture funding it attracts and keeps creative and innovation in this city

Arts development, education, community building

McCall Lake golf - keep a 9 hole, par 3 course there (for families)

Appendix D1

Internal Engagement: Civic Partners Ideation

THE CITY OF CALGARY

Action Plan

2015 – 2018



calgary.ca | contact 311



THE CITY OF
CALGARY

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1.0 Background

1.1 engage! Policy

The engage! Policy CS009 states, in part: *“The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups, and commits to conduct transparent and inclusive engagement processes that are responsive and accountable.”*

1.2 Council Direction

On Nov. 18th 2013, Council, in line with the engage! Policy, provided direction for the development of an engagement strategy to contribute to upcoming budget planning for 2015-2018 stating, “The inclusion of stakeholder input as a component of the multi-year [business planning and budgeting coordination] process enhances the quality of Council Priorities, Departmental Business Plans, Budgets, and ultimately, the services delivered to Calgarians.” The resulting project, *Action Plan 2015-2018*, and its component engagement was designed to enable Calgarians the opportunity to provide their input on how The City should prioritize spending to continue to move The City towards achievement of long-term goals.



2.0 Engagement Overview

2.1 Engagement Goals

The overarching goal of *Action Plan 2015-2018* engagement was to, “Gather insights from citizens on Council approved tax rate scenarios, City services and priorities; and from staff on efficiencies and collaboration in order to inform Council decisions on indicative tax rates and Council Priorities; and, to inform Administration in the development of departmental business plans.”

2.2 Challenge of Scale

One of the primary challenges of the *Action Plan 2015-2018* engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder.

2.3 Engagement Strategy

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

- **Representative Engagement:**
Qualitative research focused on service and spending priorities with a group of citizen representatives (Appendix B1), business /business agency representatives (Appendix B2) and social agency and community group representatives (Appendix B3). Representative engagement was planned and executed in conjunction with an outside research vendor (Ipsos Reid).
- **Internal Engagement:**
Focused on identifying emergent themes and collaborative opportunities with City employees (Appendix D2) and civic partners (Appendix D1). City employee engagement was planned and executed in-house by the Engage Resource Unit. Civic Partner engagement was planned and executed in conjunction with an outside vendor (Ipsos Reid).
- **Inclusive Engagement:**
Focused on service and spending priorities with on-line and in-person activities and events open to all Calgary citizens. The input collected was organized by three primary groups: Budget Tools (Appendix C1), Priority Tools (Appendix C2), and Discussion Tools (Appendix C3). Inclusive engagement was planned and executed in-house by the Engage Resource Unit.



2.5 Summary of Internal Engagement

The City invests significant resources in its Civic Partners' organizations, including operational and capital funding, land, buildings, artifacts and liaison support. In turn, the Civic Partners manage these resources and provide Calgarians with a wide range of opportunities and services. Consequently, it was critical that these organizations were provided an opportunity to contribute to The City's business planning and budgeting discussion.

City employees are key for many aspects of the business planning and budgeting discussion. They are already engaged by their respective departments for inputs into the development of those departmental plans. There was still a desire to understand more about their experiences in terms of what could be done to increase collaboration and efficiencies from a corporate perspective.

2.5.1 Civic Partners

Key representatives from a number of The City's Civic Partner groups participated (please see methodology of the final report for the list of organizations). Participants were able to simultaneously contribute thoughts and ideas through a computer in addition to voicing their options verbally throughout the session. A detailed overview of this research is included in this document.

2.5.2 City Employees

Provided City employees with the opportunity to share their thoughts on how to increase collaboration opportunities and efficiencies from a corporate perspective through a survey that was available both on-line and as a paper copy. Please see Appendix D2 for a detailed overview.



March, 2014

Action Plan 2015-2018

Civic Partners Ideation

Final Report



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THE CITY OF
CALGARY
CORPORATE SERVICES



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Research Overview



Background

For years, private sector companies have invested millions of dollars in building and maintaining both their product/service and corporate brand in order to influence the purchase of their goods and services. In government, however, the provision of programs and services is generally done in a non-competitive environment and for some, the need to integrate brand stewardship into the day-to-day mechanics of their public sector organization is seen as a secondary priority. At Ipsos, our research continues to show that Canadians and Calgarians alike demand more from their governments. We find ourselves in an age of instant information, a growing appetite for details, and evolving expectations that are often impacted by things outside of government control. In an environment like The City of Calgary, with over 34 Business Units delivering a wide array of services through multiple channels, brands, and messaging, creating a unified vision and brand identity can be a challenging task.

One of the largest engagement initiatives at The City is the Business Plan and Budget Coordination (BPBC) process. It involves a wide-variety of internal and external stakeholders; the analysis of trends at a global, national, provincial, and local level; and, priorities set by citizens, Administration and Council, in addition to a number of other processes that will ultimately yield the 4-year strategic plan for The Corporation. The number of inputs is vast and the need to increase citizen input/involvement is even more important today than in previous iterations of this process. This year's program is referred to as Action Plan 2015-2018.

The Action Plan 2015-2018 process, considers a multi-phased approach as outlined below (Five Phases: **1. Prepare & Understand** **2. Explore, Discover, & Arrive** **3. Develop Goals, Actions, Budgets, & Targets** **4. Consolidate, Inform, Debate, Approve** **5. Deliver, Measure & Adjust**):



The City of Calgary's Action Plan 2015-2018 team embarked on a multi-pronged engagement approach to solicit a wide array of feedback from stakeholders throughout Calgary. As part of this engagement, Ipsos partnered with The City of Calgary to conduct an ideation session with Civic Partners.



Methodology

As part of a scheduled meeting with Civic Partners at Fort Calgary, the Ipsos team conducted a ninety-minute, facilitated discussion with key representatives from key organizations; they include:

Civic Partners
Aerospace Museum
Calgary Arts Development
Calgary Public Library
Calgary Economic Development
Calgary Technologies Inc.
Calgary Zoo
EPCOR Centre for the Performing Arts
Fort Calgary
Heritage Park
Parks Foundation
Talisman Centre
Tourism Calgary

IMPORTANT NOTE:

The following findings are qualitative in nature. The work is exploratory as a result of the size of the groups and the method by which sample was drawn. The results should be regarded as directional and may not necessarily be projected to the larger population without further quantitative research.

Ideation Technology Overview

Ipsos developed a new technology to enhance the interactions at stakeholder workshops, and provide real-time decision making and richer outputs using a technological platform. We call this technology the Ideation Exchange.

The Ipsos Ideation Exchange bridges knowledge, ideas, people, and cultures to create an environment for open, participative and aligned collaboration. Used to facilitate brainstorming, integrated thinking, cross functional collaboration and strategic planning, the Ideation Exchange leverages technology and software to create a high-energy, interactive and efficient alternative to more traditional meeting and forum approaches.



Ideation Exchange links a group together – large or small – so that each participant can simultaneously contribute thoughts and ideas through a computer in addition to voicing their opinions verbally throughout the course of the ideation session.

Each participant (or small group) has a laptop computer connected to a local area network to contribute ideas, votes and feedback. The laptops help facilitate collaboration but do not replace the need for face-to-face interaction and teamwork exercises in the session. Groups were led through a series of question exercises, breakout table discussions, and large plenary discussions all anchored against the 2013 Citizen Satisfaction Survey results and Action Plan 2015-2018 engagement framework.



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Key Observations

As part of a warm-up discussion, participants were asked to describe what makes Calgary a great place. As the graphic below depicts, top mentions relate to the spirit of Calgarians - a friendly and diverse population in addition to other positive sentiments including healthy and vibrant, opportunity, welcoming, educated, energetic, innovative, comfortable, progressive, safe, beautiful, lively, and fun. In addition these mentions, participants spoke about Calgary's strong economy and business community, in addition to a "western" entrepreneurial spirit.



Trends

Participants were asked to discuss key trends impacting their organizations. Some of the top mentions related to:

- **Shifting demographics and meeting the needs of a growing (both in size and diversity) community;**
- **The evolution of technology and how to ensure that it is an integrated into program and service delivery to maintain relevance;**
- **Decreases/ challenge of funding – finding sustainable sources;**
- **Challenges with infrastructure ;**
- **Relevancy;**
- **Experiential tourism/expectations from customers – the growing trend/expectation to be fully immersed in an experience; and,**
- **Meeting the needs related to geographical challenges (inner city/suburbia and east/west).**



Stakeholder & Customer Feedback

Participants were asked to share insights from their customers and stakeholders; their needs and perspectives that are relevant to their organizations, impacting operations today, and useful for The City to consider as part of Action Plan 2015-2018.

Some of the key pieces of feedback included:

- **A greater need/expectation to demonstrate better/wider value for programs and services**
- **A growing expectation that programming and services are free (*fueled in part by a growing need for low income/subsidized programming in addition to a broader expectation that some programming should be available to all*).**
- **Funding challenges – more and more partners are turning to their donors for support and are seeing “donor fatigue”**
- **Challenge of collaboration in a dynamic environment that has some competitiveness**
- **A growing expectation for organizations to find efficiencies and meet evolving expectations**
- **The growing expectation for mobile-services and access to information**

Action Plan 2015-2018 Priorities

As part of the exercise, participants were asked to provide input into the key priorities for The City of Calgary as they move into the Action Plan 2015-2018 process.

The following key priorities emerged from the discussions across the room:

- **Opportunities to strengthen relationships, including with The City of Calgary and other Civic Partners;**
- **Growth and maintenance of Calgary’s public transit system;**
- **Improvements and maintenance of Calgary’s transportation infrastructure;**
- **Continuing to support and strengthen Calgary’s very strong quality of life; and,**
- **Promoting the long-term vision for Calgary.**



Collaboration

The final group discussion focused on opportunities for Civic Partners to collaborate. The following are some key insights from this discussion:

- **The perception that collaboration leads to efficiencies isn't always true. The group believes that while that may be one aspect, the sentiment that "efficiency is not the same as effectiveness" was shared by many in the room;**
- **There may be opportunities for collaboration/efficiencies in shared support services and HR; and,**
- **Participants are open to more collaboration within the Civic Partners community, but are also looking for more opportunities to collaborate with The City of Calgary.**



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Detailed Research Findings



Session Warm-up

What Makes Calgary a Great Place?

Please be as specific as possible. You can enter more than one answer.

No.	Idea
1.	Parks
2.	Chinooks
3.	Mountains
4.	Location. Mountains, badlands, prairies
5.	family activities
6.	Leisure opportunities
7.	strong economy
8.	location
9.	Mountains
10.	safety
11.	qualityf life
12.	diversity
13.	Economic opportunity
14.	outdoor activities
15.	safe, peaceful
16.	rivers, parks, trails
17.	citizens - care, creative, supportive, collaborative
18.	people. We attract dynamic engaged talented entrepreneurial
19.	Outdoor space
20.	volunteer spirit
21.	progressive



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22.	cuotural diversity
23.	big enough to have high class arts and sports but still a huge sense of community
24.	Quality of life
25.	good transit
26.	no limitations
27.	qualities of a big city but small town feel
28.	growing dining, performing arts, attractions scenes. Recognition as a great destination for travellers
29.	Opportunity for involvement in everything
30.	volunteers
31.	green space, parks
32.	Natural environment
33.	Small town feel
34.	entrepreneurial attitude people like new ideas community spirit and volunteerism
35.	strong mix of cultures
36.	The diversity of Calgary's citizenry
37.	Lively arts & culural scene
38.	Educational opportunities
39.	strong community spirit
40.	Dog parks
41.	growing infrastructure. New national music centre, public library, zoo and heritage park attractions
42.	Life long learning opportunities
43.	Recreation centres
44.	entrepreunerial spirit
45.	Beauty of the environment
46.	diversity of city culturally rich tolerance
47.	Opportunity for advancement



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48.	civic partners value for small scale investment from taxes
49.	Economic driver of canda
50.	diverse population
51.	flexible working environments
52.	highly educated
53.	Economic hub
54.	Night life
55.	Stephen avenue, Kensington, 17th ave
56.	Diverse population
57.	caring communities
58.	Philithropic
59.	Restaurants and shopping
60.	destination for the world
61.	Affluent business community
62.	No limitations
63.	Economic hub
64.	diversity
65.	can do attitude
66.	world-class sport facilities, sport infrastructure major events, active city
67.	friendly
68.	Optimistic business community
69.	small town feel
70.	vibrancy - culture, sports' business
71.	lake communities
72.	food!
73.	win sport Olympic legacy



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74.	philanthropic attitude
75.	good rec centres
76.	preservation of heritage
77.	Young average population age
78.	sports opportunities
79.	four season city for sport and outdoor adventure
80.	sports opportunity
81.	young demographic
82.	Understanding of the history of Calgary
83.	Everyone aspires to greatness - we want to be the best and excel at everything we do
84.	great place to visit
85.	lean
86.	clean maintained
87.	Fly fishing
88.	well maintained
89.	clean safe
90.	clean
91.	Skiing
92.	surrounded by 4 UNESCO World Heritage sites only city in Canada or North America
93.	Friendly can-do
94.	Urban forest
95.	healthy citiEns
96.	Entrepreneurial
97.	Economic engine of canada
98.	Front offices
99.	very diverse 30 immigrant population



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100.	Assending international reputation
101.	real volunteer spirit
102.	food
103.	food
104.	Hi everyone. Ice is cheap.



Trends

Key Trends Impacting Organizations

Please tell us about the biggest trends that will impact your organization moving forward...

No.	Idea
1.	Population growth
2.	Experiences
3.	Infrastructure costs and reinvestment
4.	sustainability and ability to meet mandate
5.	experiential tourism
6.	changing demographics. Ethnicity and age
7.	Size & sustainable revenue plans
8.	visitors want to experience
9.	Experiential tourism
10.	growing separation west v east calgary
11.	New Calgarians coming from other places will have their own ideas and expectations
12.	rising expectations v ability to generate revenue
13.	Demands up funds down
14.	funding sustainability
15.	Growth in young children - higher numbers of younger children
16.	changes in technology and need for digital strategy for the city
17.	Technology - ever changing
18.	Audience contribution
19.	changing marketing trends. Big data, digital, social media expectations, service expectations
20.	social media
21.	declining government funding
22.	declining government funding



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23.	More activities happening at home instead of in the community
24.	sponsorship \$ competition esp if the City starts looking to this source
25.	accommodate diversity
26.	accommodating diversity
27.	greater expectations to work with better environmental practices
28.	More competition for discretionary income
29.	car culture - not enough public transit access
30.	multi family residences and one zoned residences feeds into parking and capacity for facilities to accommodate participating in facilities and amenities
31.	Language diversity
32.	Demographic shifts
33.	keeping up with population growth
34.	keep up with visitor expectations
35.	meeting visitor expectations and an increasingly sophisticated audience
36.	population growth - how do we meet the growing need
37.	Competition of other jurisdictions doing better things than Calgary
38.	inner outer divide in core and suburbia
39.	parking
40.	global competition
41.	moving outside our facilities and into the communities
42.	air lift
43.	competition with other destinations and cities
44.	aging infrastructure and life cycle needs
45.	growing millennial and boomer impact
46.	decentailing of services
47.	transportation issues



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48.	lifecycle capital constraints
49.	Lack of creative taxation measures
50.	acity transportation design is way behind
51.	growing compensation expectations is difficult for nonprofits to compete with
52.	Health and wellness of both youth and aging population balanced with high performance sport
53.	aging buildings requiring investment
54.	the design of funding does not allow groups to be nimble, responsive and innovative
55.	aging infrastructure - we risk becoming unsafe and no longer best in class
56.	Growth of innovation in an encouraging environment
57.	growing north south interaction across border rather than east west across the country
58.	adapting to younger audiences and technology trends
59.	Balancing economic opportunity with supply of services
60.	great place to work live
61.	fiscal accountability expectations. Transparency and immediacy
62.	leisure times crunch am
63.	how do we attract the iPad generation to experience culture, history, health and wellness, increasing knowledge
64.	aging infrastructure and life cycle maintenance
65.	Looking for the cheapest way is in opposition to the desire to be a competitor on the world stage
66.	talented labor pool for non-profit sector will dwindle
67.	kids now in highly structured lifestyle. No free time
68.	quality of life needs to become priority in terms of funding
69.	competitiveness of attracting and retaining talent
70.	Funding for skilled employees
71.	using our beautiful location to inspire fitness



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72.	SUBURBs & spar wall sucking all the resources
73.	invest in quality of life
74.	donor fatigue new money disengagement
75.	increasing competition for corporate sponsorship
76.	high wages in city means expect high quality of life means are divides
77.	new citizens who are unaware or i
78.	how do we allow people to create their own experiences in the arts
79.	costs for recreation and fundraising valves attached to it
80.	need for public spaces
81.	urban growth patterns challenging on many levels
82.	how do we continue to inspire and engage
83.	house poor
84.	People are not getting together (gathering) as often
85.	competition for corporate sponsorship
86.	geographic spread rather than density. Which trend will emerge
87.	challenges in attracting and retaining quality staff
88.	Growing discussion of the need for innovation and creativity
89.	less utilitarian more culture, art.
90.	edmonton v Calgary on civic investment
91.	The roads mentality
92.	lack of aland for sports facilities in some quadrants
93.	new citizens
94.	need to be great place to live and raise families
95.	East Village !!!!!!! But increasing demand for services
96.	affordible housing for workforce growth
97.	Increasing complexity of the technical platform



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98.	increasing social complexity
99.	offloading of other levels of government to the municipal level.
100.	More life cycle capital funding
101.	Boldness in funding instead of apologetic
102.	Supply of sports facilities not meeting demand nor the demand for quality
103.	Demand for services increasing
104.	Having to go to other Cities to experience culture, sport because it's not in Calgary
105.	Calgary not measuring up as a "world class city"
106.	People are expecting a total experience - not just one thing
107.	People are willing to pay to go to other cities who deliver the experiences they want
108.	Need for venture capital
109.	Growing need to be collaborative to make things happen
110.	Growing cultural diversity
111.	Attempt to cross-pollinate with organizations out of our areas of focus (eg arts with innovates)
112.	Share best practices and resources, information
113.	Engage CIO from city with organizations to think about future it structures



External Perspectives

Stakeholder & Customer Feedback

What are you hearing from your stakeholders/customers?

No.	Idea
1.	Free services
2.	There is donor fatigue
3.	Divisive politics is becoming detrimental to our city
4.	Expect more for less. Longer hours, more convenience
5.	Communities want local access to all services without travel
6.	We are a world class city and expectations are very high
7.	ngos not getting money so asking for more funding for donors
8.	not enough capacity - turning people away
9.	Sponsors want the "shiny" projects not support operating costs
10.	less attention in some circumstances to price
11.	demand is higher than can be accommodated
12.	needed to change business model so not fundraising for operations
13.	need more children's, newcomers programming
14.	artists are undervalued for their expertise
15.	proving value
16.	If people were assured that the tax dollars were going to the things they want and need, they would be willing to pay more
17.	politicians who don't even try to connect w us
18.	staff engagement is huge and important
19.	Investors want to direct what and how programs are delivered
20.	non profits are undervalued for their services = government funded equates free access



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21.	civic agencies must collaborate
22.	customers don't want to travel far to get to amenities
23.	free services
24.	people want convenience in sports facilities. They want facilities close to home
25.	all things mobile
26.	not willing to support operations - will support specific projects, activities
27.	it has to be technical to be valid
28.	want to have their sports facility in the community
29.	want less obstacles and barriers to access services, convenience and ease of use important
30.	airport public transportation lacking - no train access, cabs an issue
31.	the value of all our services to citizens is undervalued
32.	willing support in their immediate communities
33.	we have LOCs with city and are users concern about what city expects from us
34.	need government to value tourism as an investment not a cost
35.	tensions between partnership and collaboration. We compete on some levels but greater opportunity for efficiencies operationally
36.	what are "efficiencies" expectations when we get less than 20 support already?
37.	what are expectations of the city with us
38.	International standards for the arts
39.	are we partners or tenants?
40.	programs for low income calgarians
41.	reluctance to come to the destination
42.	continual enhancements - status quo not good enough
43.	misperception of what things cost and how they are funded
44.	high consistent service levels
45.	expectations are not lining up to funding from the city



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46.	expand range of products and services but don't increase membership fee
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Action Plan 2015-2018 Priorities

Civic Partners' Perspective on Action Plan Priorities

As a civic leader and partner in Calgary, what do you think should be the Priorities for The City of Calgary between 2015-2018?

We'd like you to consider the following key themes:

- **Calgary's communities**
- **Growing Calgary**
- **How The City of Calgary works**
- **Getting around Calgary**
- **Calgary's economy**
- **Calgary's environment**

No.	Idea
1.	Yes
2.	Life cycle maintenance funding
3.	Economy is number 1
4.	Recreation oppotunites
5.	lifecycle and infrastructure
6.	wheres health and wellness -physical, mental health literacy
7.	keeping up with city growth. Flat budgets with growing expectations
8.	Equality in educatu
9.	We have to plan for longer terms - too much of the focus is ong day to day survival
10.	The priority is the balance - they are all priorities!,,,,
11.	good roads, city infrastructure, reliable services - police, EMS, fire
12.	equality in education
13.	Sustainable and dependable life cycle funding
14.	sustanable lace cycle funding
15.	They are all priorities



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16.	access to programs and services that contribute to quality of life
17.	level funding playing field between civic partners
18.	maintenance of existing sites balanced with capital for new infrastructure
19.	arts and culture
20.	transportation systems
21.	more intention (understanding) of how the city should grow
22.	level playing field with authorities
23.	transportation
24.	aging infrastructure!
25.	greater, more consistent, predictable funding formula
26.	preventative measures will be important to mitigate health risks even though is provincial responsibility
27.	improved taxi service
28.	focusing on quality of life to retain talent that comes to Calgary to make money
29.	public transit options
30.	training ground for skilled workers who do not stay
31.	increasing revenue - the city needs more money to achieve aspirations of world class
32.	make us accessible to the rest of the world: quick access to international airport and other nearby large cities
33.	benchmarking within the city and with facilities across Canada or North America and where we want to compete against the average
34.	efficiencies in city should be looked at
35.	look forward to the demands of a growing city, how can what is done today be expanded and built upon to address the needs of the future
36.	responsive city services
37.	need to protect our green space
38.	protect our pathways and parks



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39.	they are all pillars
40.	red tape
41.	improved city communication tools and access to information
42.	what legacy are we building for the long term - future calgarians
43.	what does "Calgary's communities" mean?
44.	Planning for future water shortage
45.	we all need to be working towards great public places where Calgarians can gather and enjoy
46.	define calgary's brand. What do we want to be known for. What is our vision statement.
47.	need comprehensive vision - integrated thinking
48.	cost value examination is not being made
49.	infrastructure funding
50.	transportation
51.	extreme weather preparation
52.	MONEY!
53.	capacity to expand
54.	comprehensive marketing
55.	sustainable rationale for civic partner funding allocations
56.	sustainable rationale for funding to authorities
57.	Quality of life is key to our future
58.	alternative funding sources
59.	City support when civic partners look for provincial and federal funding
60.	environment leading to walk ability in this city
61.	Sustainable rationale for funding
62.	want calgary to be known as a world class sport training and competition setting
63.	Reporting back to the city needs to be more streamlined
64.	Access to services - hrs of operation , locations



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65.	Focus on having a life not just making a living
66.	Enable every Calgarian to live a creative life.
67.	We are behind on transportation within the city, LRT to the south and airport
68.	Focus on who and what Calgary is - too much talk about being like somewhere else - build something unique
69.	city becomes known for imagination.
70.	Fostering a great city
71.	Partnering with the city- Access to resources such as strategic planning, consultation - doesn't always have to be about money
72.	privileged, fast-tracked access to City services for civic partners
73.	public support from the City to help us w profile in our communities and recognition of the role we do play
74.	Fostering entrepreneurial development
75.	incentivise - how to do more with limited resources
76.	Every young Calgarian has access to arts and cultural during their developmental years to become used to options available to them.
77.	treated more like two-way partners with the City rather than funder/funded relationship
78.	community spirit is very strong we need to keep this spirit alive and strong. Think of how we handled the flood.
79.	we need a vision for the city where we fit into it
80.	help us identify opportunities for growth, attracting world class events -need the city's "clout"
81.	sharing transforming culture, workplace of tomorrow and City service programs with the civic partners
82.	if we want to draw to the city and be a destination we need to make decisions to support it we need leadership to build the cultural center
83.	cutting red tape needs to move beyond buzz word to reality
84.	Inner city redevelopment needs to be a priority. Green field development is not always the way to go



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85.	leadership breaks the risk -take small risks, baby steps towards the vision
86.	Suburban sprawl is the looming issue - it is not sustainable and diverting funds away from quality of life issues
87.	look at our relationship with city as partner not as user of city services include us in your communication , recognition for us as partners in what we do and the value we bring to the city
88.	we need to own the lack of communication in our relationship with the city -using different metrics , move to outcome based measures to show difference we make and demonstrating value.



Collaboration

Opportunities for Collaboration Between Civic Partners

As we know, we continue to see a movement to encourage as much collaboration and finding efficiencies where we can. As a group, we'd like you to talk about the opportunities to work together, collaborate and find efficiencies. Please summarize your table's thoughts here and enter any interesting quotes.

No.	Idea
1.	Collaboration costs \$
2.	Collaborative marketing
3.	Collaboration around strategic planning processes
4.	shared services
5.	Collaborative marketing TRave
6.	Synchronizing timing, priorities, and processes needs support too.
7.	We do collaborate synchronizing priorities needs support and collaboration needs investment
8.	bulk purchasing
9.	we can collaborate in r and d, marketing,
10.	Collaboration a on marketing with travel Alberta tourism calgary
11.	civic partner collaboration across org functions
12.	Colaboration can generate efficiencies between organizations than have overlap in rolls.
13.	Collaboration can eliminate overlap
14.	efficiency is not the same as effectiveness -
15.	collaboration needs time , regularized program development
16.	extending city benefit programs to civic partners
17.	Can some of our larger partner organizations support smaller groups to help them survive (and thrive)
18.	combine insurance group benefits vehicles IT and hardware



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19.	Business development investment to find program linkages
20.	use CED soul of city as forum
21.	marketing collaboration for the Calgary market is an opportunity
22.	are their functions we could contribute to in order to reduce administrative costs
23.	is collacoration happen at governance level or operations ringing attractions togheter
24.	fractional services for back offices
25.	chair of the Board round table opportunity
26.	ceo round table in business is happening why not for partners
27.	Better synergy and economies of scale between civic partners, but those efficiencies should be incentivized rather than freeing up dollars to return to the City
28.	fireside chats would be good
29.	group buying consortiums among civic partners
30.	orogrammars to get together
31.	can we join together to increase buying power?
32.	cross promotion and marketing
33.	cfos get together
34.	snow removal, security, janitorial are examples of potential efficiencies and cost saving
35.	city could provide more non-monetary support / collaboration



Thoughts for Council & Administration

Final Comments from Civic Partners

Is there anything else you would like Council and Administration to consider in developing priorities for 2015 - 2018?

No.	Idea
1.	Be bold
2.	Everyone loves a winner, but true leadership and community comes when we support those in need
3.	We don't see any comparable date
4.	plan as if there were no barriers
5.	Leadership on the importance of life cycle maintenance for facilities
6.	How does Calgary compare in supporting civic partners compared to other jurisdictions
7.	Do you have a dog?
8.	Imagine if there were no politics, imagine if there were no financial
9.	Do not penalize efficiency by reduced funding rather reward it
10.	Leadership from the city staff
11.	acouncil to listen to administration
12.	hard to budget effectively without knowing City commitments in a timely manner. Particularly on life cycle or operational funding
13.	We got snow removal and this did not break us it will not kill us to invest in partner initiatives
14.	advocate for us!
15.	respecting the time of civic partners during presentation days
16.	Imagine a world with no fiscal constraints, imagine there is no political agenda.... It's easy if you try... Imagine all the people coming to Calgary, we are not the only one



Additional Comments

The sharing of information, concepts,
and suggestions great.

The whole program
organized interesting
input from
partners
useful
future decisions.

I feel that indicating on the Action Plan, the percentage of funding each Civic Partner gets from the City in a.) operating grant relative to their operating budget and b.) capital grant relative to their overall infrastructure valuation would give Council, administration and the citizens of Calgary a better, more accurate picture of how these facilities are funded and their return value. If people realize that Civic Partner XX gets a 20% operating grant on a \$20 million operating budget and is able to deliver XYZ for this amount to the people of Calgary, a better appreciation of how their tax payers dollars are spent and what that returns to them would be beneficial all around. My second point in this exercise would be to recognize the very disparate levels of funding and work towards establishing a formula based upon need that levels this currently uneven playing field.



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The Action Plan will cost a lot of money in consulting fees, City resources and time. If the outcome is the same as the last budget cycle, it is a waste of time. The issues and lack of public knowledge surrounding the issues are very complex. It is impossible to educate the public in a meaningful way. Are roads and police really on the table? I doubt it.

After a lengthy process and a commitment (3 years) Council cut the Civic Partner budget.

Council is likely going to do what they are going to do anyway. The resources for the budget process could be allocated in a more meaningful way.

The Civic Partner issues are not part of the budget process. They should be addressed outside of the budget process.

If you must use technology, make sure it works! Don't fall in love with the gadgets.

The session was very successful from the perspective of connecting the partners. They are a very vibrant group who add a lot to the city -and should be funded accordingly. Continual downloading of costs has a breaking point.

*Great session overall- very useful to have everyone on the same page!
Thank you!*

Appendix D2

Internal Engagement: City Employees

THE CITY OF CALGARY

Action Plan

2015 – 2018



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Appendix D2 – Internal Engagement – City Employees

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1.0 Background

1.1 engage! Policy

The engage! Policy CS009 states, in part: *“The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups, and commits to conduct transparent and inclusive engagement processes that are responsive and accountable.”*

1.1 Council Direction

On Nov. 18th 2013, Council, in line with the engage! Policy, provided direction for the development of an engagement strategy to contribute to upcoming budget planning for 2015-2018 stating, “The inclusion of stakeholder input as a component of the multi-year [business planning and budgeting coordination] process enhances the quality of Council Priorities, Departmental Business Plans, Budgets, and ultimately, the services delivered to Calgarians.” The resulting project, *Action Plan 2015-2018*, and its component engagement was designed to enable Calgarians the opportunity to provide their input on how The City should prioritize spending to continue to move The City towards achievement of long-term goals.



2.0 Engagement Overview

2.1 Engagement Goals

The overarching goal of *Action Plan 2015-2018* engagement was to, “Gather insights from citizens on Council approved tax rate scenarios, City services and priorities; and from staff on efficiencies and collaboration in order to inform Council decisions on indicative tax rates and Council Priorities; and, to inform Administration in the development of departmental business plans.”

2.2 Challenge of Scale

One of the primary challenges of the *Action Plan 2015-2018* engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder.

2.3 Engagement Strategy

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

- **Representative Engagement:**
Qualitative research focused on service and spending priorities with a group of citizen representatives (Appendix B1), business /business agency representatives (Appendix B2) and social agency and community group representatives (Appendix B3). Representative engagement was planned and executed in conjunction with an outside research vendor (Ipsos Reid).
- **Internal Engagement:**
Focused on identifying emergent themes and collaborative opportunities with City employees (Appendix D2) and civic partners (Appendix D1). City employee engagement was planned and executed in-house by the Engage Resource Unit. Civic Partner engagement was planned and executed in conjunction with an outside vendor (Ipsos Reid).
- **Inclusive Engagement:**
Focused on service and spending priorities with on-line and in-person activities and events open to all Calgary citizens. The input collected was organized by three primary groups: Budget Tools (Appendix C1), Priority Tools (Appendix C2), and Discussion Tools (Appendix C3). Inclusive engagement was planned and executed in-house by the Engage Resource Unit.



2.5 Summary of Internal Engagement

The City invests significant resources in its Civic Partners' organizations, including operational and capital funding, land, buildings, artifacts and liaison support. In turn, the Civic Partners manage these resources and provide Calgarians with a wide range of opportunities and services. Consequently, it was critical that these organizations were provided an opportunity to contribute to The City's business planning and budgeting discussion.

City employees are key for many aspects of the business planning and budgeting discussion. They are already engaged by their respective departments for inputs into the development of those departmental plans. There was still a desire to understand more about their experiences in terms of what could be done to increase collaboration and efficiencies from a corporate perspective.

2.5.1 Civic Partners

Key representatives from a number of The City's Civic Partner groups participated (please see methodology of the final report for the list of organizations). Participants were able to simultaneously contribute thoughts and ideas through a computer in addition to voicing their options verbally throughout the session. Please see Appendix D1 for a detailed overview.

2.5.2 City Employees

Provided City employees with the opportunity to share their thoughts on how to increase collaboration opportunities and efficiencies from a corporate perspective through a survey that was available both on-line and as a paper copy. A detailed overview of this research is included in this document.



3.0 Detailed Group Overview – City Employees

3.1 Purpose of Tools

An internal survey was developed to provide employees with a chance to share where they saw opportunities for increased efficiencies, collaboration and community success from a corporate perspective. The questions were developed building on the Cultural Transformation work that has been underway for the last year and a half.

3.2 Engagement Approach

One of the things we heard in the Business Planning and Budget Cycle for 2012 – 2014 from City employees was that they felt they did not have time to participate in face to face engagement activities on top of the engagement that was asked of them through their own business units. Keeping this in mind, along with the desire for employees to participate as citizens, the internal engagement for *Action Plan 2015 – 2018* focused on some key questions to find out more about efficiencies, collaboration and community success.

Those questions were asked in a survey that was made available both as a paper copy and online through fluid surveys.

3.2.1 Implementation

The online survey and paper copy of the survey were made available to City employees from March 6th until March 25th. The link was made accessible from both The City's intranet site as well as from the internet to allow access to both employees who have work access to a computer and those that do not.

83 respondents completed the survey. 37 respondents accessed the survey through the internet and 46 respondents accessed the survey through The City's intranet. There was one request for a paper survey and no completed paper surveys submitted.



4.0 Results Overview

4.1 What Input Did We Collect and What Can the Results Tell Us?

The survey consisted of five questions:

1. How can you demonstrate your commitment to work with others to achieve citizen and community success in your Action Plan?

There were many ideas and themes that emerged from this question with the top response being a need for increased connection across business units and more horizontal integration of business units. Following closely behind that was a response about continued commitment to doing the job the best way possible. There were also many employees who felt that a more collaborative work environment would be essential for achieving citizen and community success. “I demonstrate my commitment to work with others to achieve success by working as a part of a co-operative, respectful multi-disciplinary effort where no idea is a dumb idea and innovation is encouraged.” The other top theme was to have citizens and community be the measure of success and that everything should be with citizens in mind before any action is taken.

2. What can you do to connect your work to the work of others that will improve the effectiveness of your service delivery?

The strongest theme that emerged from this category was alignment of work across business units and departments. This was closely followed by increased collaboration opportunities across business units and departments as well as more networking with others in the corporation doing similar work and sharing of learning. The final top theme for this question was a need for better communication within business units, across the corporation and with our external stakeholders.

3. What can you do to support each other to improve the citizen’s experience of our work?

The top theme for this question was about listening effectively to understand root issues/needs from citizens and from each other (City employees). There was also a strong desire for more opportunities to share knowledge from across the corporation so that this knowledge could be shared more successfully with citizens. Another theme that was prevalent was about understanding that we are all (City employees) working for ‘the same team’ no matter where we work in The City or what job we do. It related to the recognition that citizens see us as part of The City and not connected to individual business units. The last theme was about communication being more effective and consistent with citizens and each other.



4. How will we know that we've been successful? What should we measure?

The top theme for this question was about measuring citizen and customer satisfaction. One of the ideas that connected to this theme was "Improvement on citizen satisfaction scored for specific departments who have undergone ZBRs (Zero Based Reviews) and implemented performance measurement because citizens will be able to see that service effectiveness and improvements have been made." This was closely followed with employee satisfaction and employee turnover. These were further elaborated on suggesting that it would be helpful to measure employee engagement, productivity and innovation. The final top theme for this question was less complaints from both citizens and employees.

5. Everyday, there are City employees successfully working together to make positive impacts in the lives of citizens, not just through major projects and initiatives but also in small but important ways.

If you have any specific examples or stories of how you and your colleagues have worked together like this, please share them with us here. This will help us learn how to encourage and support similar collaboration across The Corporation.

There were a number of stories shared that illustrate ways employees work together to create positive impacts for citizens. Some of the common themes in those stories include: being responsive to the immediate needs of both citizens and other employees, working together to overcome issues, networking and learning from others and the ability to focus on the job in the moment. "It is all the untold heroes we work with – the behind the scenes good deeds – the quiet acts of kindness that make this team a great team and The City a great place to work at!"

