



### Document Overview

Project Name: **Our City Our Budget Our Future**

Document Type: What we Heard Report

What is an **Engagement Plan** or **Strategy**?

*A document that outlines the objectives for conducting engagement, who we planned to engage with and what engagement activities were planned.*

What is a **What we Heard Report**?

*A document that outlines the feedback that was heard through an engagement process.*

What is a **Final Summary Report**?

*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.*

Why are we engaging?

**To develop a program to deliver The City of Calgary’s 2012-2014 business plans and budgets.**

What stakeholders are involved?

**City Wide (Internal and External)**

What are we talking to stakeholders about?

**Identifying values, priorities, and making choices that matter regarding the 2012-2014 City of Calgary business plans and budgets.**

When did this engagement happen?

**2011 - 2012**

***“What Was Said” Report***  
**Community Workshop**  
February 23, 2011  
7:00 – 9:30pm  
Number of participants: 27

## INTRODUCTION

### How you feel about the start of the process?

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- Open minded
- Timing issue; found out about session at 3:30 today
- Quite excited, but it is pathetic that so few people are here
- I'm with her
- Soccer coach, huge focus on hockey vs. soccer in city
- Canadian Soccer Association, kick some butt re: facilities; coaching extraordinary athletes in poor facilities
- Calgary Soccer Club, curious to hear what said; trying to find out why focus on indoor fields is miles behind Ontario
- Calgary Minor Soccer, 109,000 people play soccer; soccer vs. hockey facilities
- Evergreen Theatre, Youth centres, lack funding for youth that sing and dance; here to get feel for what can do
- Representing self, retired; want vibrant, well run, safe city; no increase in taxes, especially for fixed income people; should benefit all city
- Citizen, first time involved
- Soccer player, youth
- Father of 2 soccer players; disappointed with facilities; hard to believe Calgary rated as 5<sup>th</sup> most livable city
- LRT, transit
- Semi retired citizen, former oil patch; frustrated with City re: services; taxes; need sustainable budget and city; City rejects seniors
- Taking notes (from Alderman's office)
- Interest, hear what is said
- Urban Calgary Student Association (3); not just student interests; infrastructure
- Curious re: process; excited about number of soccer people here
- Interest in public engagement; referenced celltower.ca
- Hope this is a constructive dialogue

## QUESTION 1

Think of the best public engagement experience you have been involved in.  
What made it meaningful?

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- Provide info on how decision was made. Why something is funded and others not
- We need to know HOW decisions are made
- Values on which decisions are made must be known (what are the sacred cows)
- How do strategic plans for organizations fit into the City budget
- City Council meetings – process was unfair, time limits imposed
- Brentwood TOD process – process clarification, not clearly communicated led to anger and frustration
- House of Commons question period – Experienced MPs can publicly present information very efficiently or very poorly
- Last mini-election
  - Many forums, social media activity
  - Advertising all sorts a lot more attention.
  - Feeling involved was much higher and the turn out was better
  - Amazing engagement process
- Plan It Calgary
  - Large group session at Round-Up Centre
  - Multi-stakeholder range of interests
- Cross-section
  - downside was cost - \$250K
  - Facebook page not set up
- Learning and developing youth
  - going away with skills
- Other people engaged (adult/volunteers)
- Resolution seriously considered
  - democratic approach
  - leadership to really listen- minds aren't made up
- Being able to listen to both sides
  - people feel listened to
- Having programs that are rewarding and contributing to society
- Going the distance people will contribute
  - leading by example
  - taking control of own actions
- Leaders need to be trusted and respected
  - back to listening
- Leaders need to be honest
- Everything treated equally
  - not deciding before meeting happened
- Decision-making process needs to be democratic. Not being democratic leads to frustration
- Little more open-door policies
  - be heard by the public and making it accessible to citizens
- Have leadership of city attended sessions and be willing to answer questions

- Council session – had information needed to make informed commentary (did homework, had information to be informed)
- People doing backyard research, information exchanged, people changing stances based on informed input
- Adequate time for discussion that is needed
- Being clear re: limitations, parameters
- Public participation where decisions aren't already made
- Tap people's creativity, brainstorming
  - building relationships first, opportunity to find common ground, opportunities to talk to others with different viewpoints (may take longer, but better in the end)
- Be sensitive to time constraints
- Use volunteers
- Alderman meetings
  - helps facilitate action
  - results
- Listen to people
- Get a feel for what is going on
- Leaders come out to events
- Social media may not be for everyone
- Act quickly on input
- Synthesize input into actionable items

## QUESTION 2

### What has been your experience with City of Calgary engagement activities in the past?

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- Participant in Plan It
  - received no information on how or what decision was made
  - no direct communication (via email would be best)
  - don't know how input was used
- Certain expectations from the process were not met
- Direct experience was great
  - attended City Hall with daughter
  - good attendance from Alderman
  - some dialogue was effective
- Direct communication with citizens (assessment process) was effective for providing information and answering questions
- Process after process – nothing is done then new issues come up and get priority (airport tunnel)
- Generally good mixed, depends on Alderman. With Administration, it's been very good
- Plan It Calgary
  - very negative, contrary views were ignored, they degenerated and vanished
- Social engineering rather than meeting the desires of the citizens
- With Plan It, it felt guided, but I appreciated the opportunity
- Heavy-handed on preconceived notions

- Facility discussions
  - Follow-up/explanation was poor with regards to results and recommendations put forward
- Disappointed with turnout. People feel turned off
- Need feedback and documentation of sessions
- Difficult to engage in cell phone tower location issues
  - because economics differ
  - who to talk to
  - how to have not circular discussions
- Not having enough knowledge on topics or trust (Alderman's)
- Demanding citizens/don't raise taxes (balance)
- Feel like the City doesn't listen about spending (bridge example)
  - some things on really firm agenda
- Don't understand how budget dollars are allocated and spent
  - don't understand silos in budgets
- Communication issues
  - people not attending events (not advertising)
  - not listening to people
- Sometimes things need to be done for the greater good
- Very easy to email people and get a response (email, twitter)
- For years I thought I couldn't go talk to the Alderman. They don't always remember people. Experienced that Aldermen are really passionate about issues
- Generally ignore input
- Felt discussion had been made
- Got good information on path forward
- Senior people attended and heard comments. This added credibility. They must be serious
- Could have focused sessions instead of just general public
- Need to publicize
- Phone survey – kept to time
- Community centres bad, didn't follow mandate
  - kicked singing group out and increased rent
  - no consultation, no support from City councilors
- City doesn't involve public enough; would like to see more use of things like e-voting, plebiscites that are easier to use; smaller, ongoing vs. major long-term process
  - continuous cycle; have people ready at time want to do public participation
  - may not be aware, now know what can provide
  - not enough lead time now; if regular routine process can be better prepared (polarized, i.e. Fluoride – only hear from people who are upset; not like how handled
- Process great in theory, but new Council and Mayor have done opposite (i.e. Tunnel information not available – not transparent!)

### QUESTION 3

**What 'ground rules' for participation would you suggest for participants in this conversation over the next few months?**

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- No name calling
- Don't focus on computer related tools
- Look at principles and concepts – step back from positions
- Look for common ground
- Keep in mind the parameters when considering your wish list
- Release the result. You come with your wish list. What is decision? Result.
- Come with solutions
- Come prepared
- Make the budget easier and more simple to understand and make it available
- Be innovative and creative – get out of the box and break the rules
- Be aware of economic constraints and the limitations
- Stay involved
- Look for what's good for the whole city
- Invite others to get involved
- Stay on Twitter
- Always pull back to see why we are funding certain things
- Think long-term
- Be cognizant of special interest groups and lobbyists
- Invite under represented groups
- Respectful participants should identify themselves, anonymous input are not accepted
- Platform should be clear, timelines to be expected
- Find more focus group for major issues i.e. Seniors, arts, soccer to stress top priorities they have
- People need to show why their priorities should be at the top
- Vision of what the City should look like in 10 years. Other cities like Chicago are very impressive in terms of vibrancy and cooperation to grow
- Provide constructive feedback and solutions
- 'Board' system would be best
- Not a fiefdom for anyone person with their own agenda
- Friction can be good as can dissenting views
- Focus group can provide more detail
- People need to have done homework to have an informed comment – it's work
- The City can help with this – information all in one place
- Good facilitation
  - participant can't hijack meetings
  - limitation on speaking (time limits)
- Respect and openness for multiple viewpoints
- Believe in hiring outside of the City (auditing). All departments audited for best practices
- Keep it from being overly simplistic
- Keep the participation meaningful
- Important to bridge the gap of knowledge. You don't want to exclude. You want to bring people up to speed
- Graduated process to bring people through
  - help develop understanding, looking to find out more
  - education process that moves people through
- Need to come to meetings prepared to listen and not just wait until they stop talking

- Bring out as much information that you feel is important
  - sometimes people hold back
  - find out what people are feeling
- Want to debate instead of argue
- Want feelings tempered with good facilitation
- Reasonable expectation on the part of the participants
  - just showing up doesn't mean that you're ideas are the only ones that are important
- People come in being reasonable with the expectations of outcomes
- Focus on a topic
- Respectful conversation
- Everyone can have a voice
- Open minded
- Decision has not already been made
- Diversity of opinion makes it interesting
- Need to have respectful conversation without polarizing people and issues
- Skilled facilitation is important
- Democracy is messy
- Not a destructive process
- Don't simplify positions
- OK to disagree
- Outcome – plan it in place
- Input used
- No fist fights
- Be open minded
- Commitment has to be followed through on. Timelines have to be established
- If the City has committed to seriously consider input and will advise how input will be weighted in decision-making, then the City needs to act on it; clear understanding of what commitment needs; accountability
- Respect for others
- Communication has to be 2-way and timely (re: answers from City on questions raised)
- Direct answers needed, not politically correct ones
- Need clear reasons, response re: why funding proposals are not accepted so that any concerns can be addressed

#### QUESTION 4

Please rate the importance of the following engagement goals on a scale of zero to five.  
Zero: low importance – Five: high importance

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NOTE: Listed below are the Engagement goals were participants were asked to rank:

- 1) **Gathering values-based input that will be used and considered in decision-making on the trade-offs and priorities for City services and budget.**
- 2) **Providing multiple meaningful and appropriate opportunities to engage staff, citizens and Council in constructive dialogue about issues, priorities and ideas that are important to them.**

- 3) **Delivering a transparent, accountable and inclusive engagement process that builds relationships, trust and credibility with stakeholders.**
- 4) **Raising awareness and understanding of City services and budget allocation.**
- 5) **Building capacity, skills and knowledge of citizens, staff and Council to engage and participate in dialogue about important issues.**
- 6) **Building relationships and partnerships with organizations, stakeholders and citizens and creating an increased feeling of involvement on important issues.**
- 7) **Providing all participants with the information they need to participate in a meaningful way.**
- 8) **Building understanding of the foundation and vision of Imagine CALGARY and the context of this conversation as the path towards beginning the journey of implementation towards that vision.**

### **Group 1**

*Most important engagement goals:*

- 1) 17/20
- 2) 18/20
- 3) 14/20
- 4) 15/20
- 5) 20/20
- 6) 16/20
- 7) 17/20
- 8) 5/20

### ***How do we make these goals a reality?***

- Provide useful information, not data
- Provide education to help understand information
- Reach everyone – media, social network
- Available to everyone – increased awareness of process
- International outreach
- Make people aware of civic duties and opportunities
- Clear, concise information (summary and detail)
- Encourage working as a group

### **Group 2**

*Most important engagement goals:*

- 1) 13/25
- 2) 20/25
- 3) 16/25
- 4) 16/25
- 5) 16/25

- 6) 19/25
- 7) 22/25
- 8) 17/25

***How do we make these goals a reality?***

***#7 – Providing information to people***

- Send information out to citizens about what is the ImagineCalgary findings
- Get website address out to people
  - through bills
  - news, TV, newspaper
  - use existing means of communication
  - use Metro
  - use transit advertising
- People need to understand which services the City is responsible for

***#2 – Multiple opportunities to participate***

- Face to face meetings (not at expensive hotels)
- Website that is easy to navigate
- Communicate through schools

**Group 3**

***Most important engagement goals:***

- 1) 16/30
- 2) 24/30
- 3) 28/20
- 4) 27/30
- 5) 27/30
- 6) 16/30
- 7) 30/30
- 8) 21/30

***How do we make these goals a reality?***

- Open up the books and leave them open
  - stonewalling – airport tunnel, ENMAX
  - cell tower application fees
  - Peace Bridge, Triangle Bridge
  - Eav Claire Ane Hill density are examples
- Council agendas and information more than 2-4 days beforehand. Presenting in City Council not having to hang around all day
- Techniques cannot be novelties
  - every once in a while embed this process in all City projects – it has to be a regular tool
- Participatory democracy with voting technology is there
- Deep pockets can supersede all the good engagement that goes on. Need transparency to keep it accountable and raise awareness
- Notice of Motion – Admin report – report dropped in bureaucrats hands – bureaucrat decides (filters) How/who/what of the report (Flawed – citizens are not involved) – report goes to

supervisor for amending and approval – report presented to committee or council – Citizen can speak to report for 5 minutes only

#### **Group 4**

*Most important engagement goals:*

NOTE: This group chose not to vote on engagement goals

#### ***How do we make these goals a reality?***

- My goal is not on the list
  - I want to see more soccer facilities built
- Will this process be any different? Show me that something will happen this time
- What is the connection to decision-making?
- For this process to be different I need to know what that means for City council to “consider” the input?
- If you ask to provide opinions, get ready to be held accountable
- Chance of being effective – need to participate in the first part and get ready for the next steps
- Don’t see why we need to talk about the process
- Council disregards what they are hearing
- At some point, isolate key groups/special interest
  - one groups’ objectives can’t be overridden by others
  - possibly council meets with different groups
- Process – listening to all citizens as well as listening to specific groups (i.e. Soccer groups)
- What forum will the conversation occur in? There must be multiple opportunities and cater to many different lifestyles

### **QUESTION 5**

#### **What information is critical for consideration in this process?**

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- Define entire revenue stream for YYCCC i.e. Taxes – MST – FEDS. All finances and schemes
- What level of budget detail should be available and who can be trusted to organize it
- Where could the City build soccer fields in the inner city, and could user fees support construction?
- Representative from the City presenting this information from their perspectives
- Reconciliation of budget with actual expenditures and what was achieved
- How are budget priorities set?
- What are the priorities and how were they obtained?
- All income sources declared
- Core essentials and related costs. What is absolutely necessary to run Calgary?
- Details and money associated with all other functions
- Total budget amount
- What has already been committed and what is discretionary? Of the discretionary funding, what areas of expenditure would be considered and how would this process impact these decisions?
- How do councilors decide on what criteria to use to determine what to spend money on?
- How does the work from ImagineCalgary get included?
- Will facilities in Parks and Rec budget dedicated to new facilities be a fixed item into future budgets?

- What is the total income from cell/telecom tower installation and app fees?
- High level budget allocation (i.e. % of available funds for sports and arts)
- MD&A (Management discussion and analysis) giving context to the budget data (i.e. Trends, commitments, risk analysis, etc.)
- Revenue generation and expenditures must be dealt with simultaneously
- Result of budget with long-term estimation of effects on community
- How much money do we have access to for recreational facilities and how many programs and facilities will this be used for?
- Will the budget for facilities be considered outside of other areas such as policing and community services?
- Last budget
- What the budget dollars are
- City initiatives and reasoning
- Where does the money come from, reasoning for each of those parts
- Are there budget sacred cows and how do we find out what they are?
- Crystalize the needs and wants of a specific, but it's ability to function in a greater pool of resources
- What are the political sensitivities that average people don't know (i.e. Agenda of developers etc.)
- What are interests of committees for immediate results and long term accountability
- Will you commit to fixed monetary commitment in your budget plan?
- A comprehensive breakdown of allocated funds!
- Accountability trail. Not just from the top but from the whole process
- Disclose all wages and salaries for everyone!
- What does the City need from an organization to actually make their voice heard?
- Who are 'movers and shakers' in Calgary?
- Better understanding of where funds come from the City Budget
- Short term (1-3 yrs.)
- Mid-term (3-7 yrs.)
- Long-term (7-10 yrs.)
- City vision (city council vision)
- Look at all items on a "full cost/ full cycle" basis

## QUESTION 6

### What can we do to ensure that you continue to participate?

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- Ability to give concrete ideas on how I want the money spent
- I'd like to see an aggregated information site with information posted within 24 hours
- Public commitment from City Council
- To obtain a timely summary report after the quadrant meetings of the stages after two-week period
- Don't over amalgamate feedback and make it meaningless (give credit to various groups and situations)
- Have a solid commitment from the City to address the priorities raised throughout the process have been taken into account (build soccer fields)
- Brevity: one session to get input in effectively with opportunity for continued participation
- Specific forums on specific topics of interest (i.e. Public sports facilities – soccer)
- Good feedback summary

- Lots and lots of appropriately targeted advertising
- True commitment
- Have a City Council or administration rep attend the meeting
- High level involvement
- Councillor participation
- Commitment to action based upon what is heard
- Validation by Council for this process with possible vision of end results
- Break out sessions on session results
- Show that there will be room in future budgets for changes and improvements
- Immediate evidence that ideas are being used
- Innovative support using assets already in place
- Adaptability
- Accountability to the youth of our city (soccer facilities for growth)
- A more specific structure (specific topics with info available ahead of time)
- Action to meet the needs of less fortunate organizations (like soccer)
- Coordination with other organizations
- Participating and advertising
- Quick turn around of our words and “say” being transcribed and posted
- Evidence of where they are, that the decisions have not already been made, that input really is affecting the outcome
- Orientation towards making people think they are actually being heard/making a difference
- Having themed events on particular topics associated with the budget, making it easier to make concrete decisions on that topic
- Reports created as they come from different stakeholders. Don’t over-merge diverse opinions into meaningless data (i.e. Food groups, Oil Barons, Cell Tower people)
- Organigraph
- Visual optics
- Analytics
- Coffee
- Preparation material for each session so people can be prepared to communicate effectively

## QUESTION 7

### What stood out for you?

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- How reasonable everyone was
- We haven’t really discussed why we came
- We share the same views on certain topics about soccer, looked for solutions and have been ignored
- Several people didn’t seem to have a good experience with previous process
  - Would be good to have a more direct voice
- Has to be reasonable expectations on both sides

## ***“What Was Said” Report***

Community Workshop

February 26, 2011

9:30 am – 12:00 pm

Number of participants: 19

### INTRODUCTION

#### How you feel about the start of the process?

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- Been telling Council that they need to spend money on infrastructure first
- Women in poverty; important to engage women with special needs in the process
- Problem dealing with the City on various issues
- See what process all about
- Work with City to get resources for all needs; work to find consensus moving forward
- Talk to people; hope to change
- Lack of facilities & resources in soccer programs
- Citizen, background in water issues around the City; going to be a tough equation if we don't put enough money into one end; won't get results at other end
- Momentum (poverty organization) - ensure poverty voices are heard; also need more art spaces in City; stoked to be here - great meeting is one that I can be at
- Sport (soccer) has social and physical benefits for kids and City needs to pay more attention to benefits of soccer; hope can make a difference by being here; dismayed more people not here today
- “Volun-told” to attend
- Ditto re: benefits of soccer
- Adult soccer group, support comment re: benefits of soccer
- Community association; diving into public policy issues, see how interconnected issues are (e.g., secondary suites with transportation; sports with transportation, etc.) gain appreciation for process and big picture thinking
- Chamber of Commerce - optimism re: engaging citizens in budget conversation; excited about process
- Excited; focus on 65+ independence
- Alderman Low: Confirm core services linked to mayors vision; observe & listen

## QUESTION 1

Think of the best public engagement experience you have been involved in.  
What made it meaningful?

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- Diversity of people that were involved
- Genuinely heard and was not tokenism (listened to)
- Public perceived process is real, need follow up results and how voice was heard
- Go Plan: 3 elements, City was open to input, massive public involvement, did lead to change/plan on shelf
- This is my trial run
- Results at the end will be used to determine success
- Having meetings in your community
- Notices come directly to your house
- Provided information sheets
- Petitions/meetings/options to get involved
- Being able to talk to Alderman/leadership
- Spending time talking to lots of people
- Want things to happen from discussions/engagements
- Imagine Calgary: good quality info, facilitation, engagement of so many people, multiple opportunities to participate, accessible, celebrated success at end, shared results/feedback, ongoing engagement
- Make sure have broad range of representation at table, cross section of views
- Make sure to record conversation
- Understanding rationally regarding decisions, how made, why input used or not used, feedback re why and why not
- Hawkwood: Ward 4 OLT's, 150 community participants, range of participants, input collect, measured feedback, could see how used
- Election: exciting, people were engaged, talking on bus etc., people talked about what they wanted, very organic, covered a broad base, interested in results, sensed vote counted, used social networking, youth
- Mission Road: good meetings, designs, but City ran out of money and dropped things, didn't share why, ended up bad
- City often lacks resources (\$, skill sets)
- Citizens want to be engaged-give us the chance even on Saturday mornings, online, etc.  
Political leadership, alderman should get involved, mayor should build on political capital started in January

## QUESTION 2

What has been your experience with the City of Calgary engagement activities in the past?

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- Experienced in several processes, each process had good points but also painful
- People willing to give up time and others being paid, not equitable regarding how time is used (administration often not keeping up with volunteers)
- Bureaucracy/admin resources not being used as efficiently as could be

- Brentwood: change in development plans and not sharing info in advance of meetings re: change in plans very different focus; not adequate timing re: geological studies; development of infrastructure; info didn't get presented to council until the morning of council; petitions 2.5 years later; limited consultation/communications between communities, administration and council; alderman don't represent interests of communities
- Squeaky wheel gets the grease
- Lakeview-land crescent
  - Water drainage pilot was cancelled
  - Neighborhood not consulted-opposed to the project
- Development Process-Bridge Design
  - Very interesting/education about process
- Fluoridization
  - Fought it 20 years ago/petition
  - Plebiscite many opposed
  - Goal is to get it to happen
- Previous budgeting: no opportunity to schedule, no block times, understanding how feedback is recorded, understanding why decisions are made to incorporate or not
- Go Plan: good, massive public engagement, city was looking for input, there was change based on input, the bad parts of the plan not implemented because of lack of resources
- Sometimes the Engage Calgary is called "enrage Calgary" process is all about checking boxes instead of really hearing people
- Vista heights: good- individuals could make a difference, sending people into community (city admin), many workshops and summarized results
- West LRT: process easy to understand and information widely available, knew what's happening and now I can see the results of citizen input
- When English is the only language consultation is delivered in (does this suit the other cultural communities)
- Seniors aren't engaged
- Access to information is important
- Hearing different opinions and perspectives is important
- Not having enough people to provide a representative group
- Find solutions for those who are isolated, don't have childcare (parallels between people in poverty and seniors)

### QUESTION 3

**What 'ground rules' for participation would you suggest for participants in this conversation over the next few months?**

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- Hospitality (beer and pizza)
- Time limit on conversations; let everyone talk
- Listen; what is other person saying and why
- Need a good moderator to guide conversation
- Respect
- Clear information (in advance if possible)

- Focused information and discussion (not broad based)
- Have info from previous meeting to build on in advance of meetings (available on line)
- Agenda and purpose of session in advance
- Snapshot of where the city budget goes (put through the FCC)
- Be respectful not distracted, like side conversations
- Time limits, fair division of time
- Good sets of information, decision of council based on good info because has been increased education on the process
- Face to face ward meetings with Alderman in attendance, a couple of times in the process
- Listen to the questions and stay on topic
- Not have preconceived notions. Stay open minded
- Discuss issues and facts and not make it personal
- Transparency-what is said and done needs to be related, need to know the decision criteria and how things are done
- Don't want to only have the squeaky wheel heard
- Ways to ensure all people are heard
- Respect: listen to all voices, ensure all people are heard, limit time and find the balance between people
- Find ways to engage seniors/disabled/etc., all people are important
- Need to have enough time for people to engage
- Turn off your cell phone
- Segmenting groups to talk about what you want to talk about (like interests together)
- Need to deal with the competitive nature for air time
- Finding a balance between your interests and others interests
- Need to find the link between issues and how they are connected and integrated
- Need to develop an understanding of the issues and how they are related and impact on another

#### QUESTION 4

Please rate the importance of the following engagement goals on a scale of zero to five.  
Zero: low importance – Five: high importance

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NOTE: Listed below are the Engagement goals were participants were asked to rank:

- 1) **Gathering values-based input that will be used and considered in decision-making on the trade-offs and priorities for City services and budget.**
- 2) **Providing multiple meaningful and appropriate opportunities to engage staff, citizens and Council in constructive dialogue about issues, priorities and ideas that are important to them.**
- 3) **Delivering a transparent, accountable and inclusive engagement process that builds relationships, trust and credibility with stakeholders.**
- 4) **Raising awareness and understanding of City services and budget allocation.**
- 5) **Building capacity, skills and knowledge of citizens, staff and Council to engage and participate in dialogue about important issues.**

- 6) **Building relationships and partnerships with organizations, stakeholders and citizens and creating an increased feeling of involvement on important issues.**
- 7) **Providing all participants with the information they need to participate in a meaningful way.**
- 8) **Building understanding of the foundation and vision of Imagine CALGARY and the context of this conversation as the path towards beginning the journey of implementation towards that vision.**

### **Group 1**

*Most important engagement goals:*

- 1) 27/30
- 2) 20/30
- 3) 25/30
- 4) 20/30
- 5) 25/30
- 6) 30/30
- 7) 26/30
- 8) 19/30

### ***How do we make these goals a reality?***

- Who do we really have to engage, work harder to get them involved (ESL, single moms, lower income, people with disabilities)
- Use different methods that would cater (maybe an issue with budget)
- Engage the media more
- Multi-stakeholder sessions
- Need info so that allocation of budget understood
- Your tax bill community city should use that service
- Get youth involved-the way they want to be involved
- Issue of trust when dealing with The City
- Has not been a good experience, bureaucracy gets in the way, no reward to be efficient
- Budget digest speaks to transparency of the process
- Need objective relative data and true information
- Poor idea of who is living in our communities
- Calgary.ca is a few years old
- Need to reach out and touch people to get involved
- Getting into a venue can be difficult so go to them where they are using the services (feel empowered in their own turf)
- Need to revisit the 100 year plan (Imagine Calgary) i.e. Urban sprawl leads to increased infrastructure costs like water pressure

## **Group 2**

*Most important engagement goals:*

\*\*Did not want to rate the goals

### ***How do we make these goals a reality?***

- raising awareness: reach through the bubble of people not getting involved, people come home and are tired, have to find a way to reach them
- Need to create a sense of urgency: share challenges with the budget, explain this is how we are going to find, why this conversation needs to happen now
- Need to use plain language
- Using TV news broadcasts-to get people aware
- Proposing the idea of a “citizens tour”. Various events held at city locations to allow people to gain an appreciation of what it takes to run a city well, go to a water treatment plant, go to landfill; show how much organization goes into managing a city; this should be a family type event
- Inclusiveness: involving younger people through twitter, Facebook, YouTube, involving the 65+ with phone calls, posters and print media
- Some ways to get youth involved: using podcasts, get them engaged in discussion/treating youth the same way as adults, work with the Calgary Board of Education, find ways to fit into the curriculum
- Build momentum and getting other people to share the message and information

## **Group 3**

*Most important engagement goals: Ratings*

- 1) 17/20
- 2) 17/20
- 3) 20/20
- 4) 17/20
- 5) 16/20
- 6) 19/20
- 7) 20/20
- 8) 11/20

### ***How do we make these goals a reality?***

- Accessible venues, daytime sessions for seniors, plain language, interpretive services
- Alderman should have frequent/regular meetings in their ward in different communities
- Dialogue across communities, keep conversations open (i.e. City of Calgary-not just limit to members, eg. Issues such as ring road important to all Calgarians)
- Process to think about what we want as a city overall promote Plan it
- Accessible online as well as face to face, choice and multiple opportunities regarding how want to participate, all input valued equally
- City planning did breakdown of budget re: services, how get there, pie charts
- Community papers-not equal distribution
- Need info in advance re: meetings and process happenings
- City departments need to work together, communicate with each other re: projects and timing

- Verbal communication is not dead; hard to find info on Calgary website
- Info out through alderman officers
- Need to invest resources into process i.e. Advance awareness of meetings and information needed

## QUESTION 5

### What information is critical for consideration in this process?

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- Create an APP that clearly shows where our personal taxes go (yourtaxbill.com is a great example)
- Demographics, financial information, budget, stakeholders involved
- Prioritizing infrastructure projects, understand how projects are chosen and prioritized
- Understanding how services are funded, greater clarity about true costs
- Summary of specific services
- Understanding city responsibilities, services provided by the city, province and federal
- Understanding how council sets its priorities by using high level vision (Imagine Calgary, Plan It Calgary) flows into Council priorities then into budget decisions
- Facts and figures: demographics, geography (neighbourhoods, transit lines, etc.), where are recreation facilities currently located
- Resources required to build and service new communities
- Long term projects
- Easy to understand, breakdown of the city budget
- Main contact for an issue or project
- How do monies allocated align with values and priorities identified in Plan It and CTP
- Information on the projected demographics of Calgary and area (housing, transit, services)
- Breakdown of where our money goes (i.e. pie chart by percentages, transportation, emergency services)
- Criteria for decisions
- Detailed budget available to all Calgarians-make it searchable
- Minimum 2 weeks advance notice of any meetings
- Playfields-who looks after the grass and upkeep of the fields
- Focus on tax competitiveness-comparison of property and non-residential and business tax
- Service efficiency and performance-benchmarking services on cost and performance against other CDN cities
- What we currently spend on what services, current \$ allocation
- What funds come from the provincial and federal government to support city projects and programs
- How do we best involve ourselves to make positive changes?

## QUESTION 6

### What can we do to ensure that you continue to participate?

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- A sense that the info gathered will be viewed and valued the same way by elected officials and senior bureaucrats
- Find more people in their 20's who care and will engage

- Publicize feedback
- Have a process that shows how the feedback will be used
- Meetings for smaller community groups
- Better notification of upcoming meetings
- Broader communication
- Proof that my previous input has been considered in the decision process
- Proof of personal relevance to individuals
- Breakdown conversations to be more specific, gives chance to drill down
- Should be specific institution engagement as well as for Calgary citizens
- Bring the conversation to different venues to encourage different perspectives (theatre's, pub, parks)
- Getting information out thru pamphlets, public notices, radio, public service announcements
- Break down the budget into segments that resonate with different interest and concerns with different areas and people
- Open honest location communication
- Citizen tours
- Know what the city will do with these meeting findings
- Like the opportunity to host own discussion with membership
- Email, website, TV, newspaper, Facebook
- Because relying on volunteer time need a forum (in person, online) that is convenient, user friendly, productive and not too time consuming
- Location and accessibility to transit
- Meeting in subsidized buildings include LICO seniors and low income individuals, include everyone

## QUESTION 7

### What stood out for you?

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- Met someone her interested in water sustainability, great to see, need to follow up with the Bow River Basin Council
- Verbal communication is not dead
- Amazing how many similar issues come up in different communities
- Concern how little know about different parts of the city
- Concern received a letter from City administration to not contact Alderman (i.e. Go to Alderman first)
- Sitting Alderman should represent people in the ward, not act politically
- Don't use skill sets of volunteers to extent they should be used (volunteer list not comprehensive)

***“What Was Said” Report***  
Community Workshop  
February 25, 2011  
9:30 am – 12:00 pm  
Number of participants: 35

## INTRODUCTION

### How you feel about the start of the process?

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- Like what read re: issues; huge need for more facilities (soccer parent/coach)
- There is a lot of demand for limited resources; want our voice to be heard (e.g., soccer facilities)
- Need sports (soccer) facilities
- Senior advocate; how seniors being treated
- See if generate process for city to mature, to ensure generate sustainable tool/process for politicians to use
- Need for facilities (soccer)
- Shortage of facilities (soccer)
- Facility shortage
- Find out how budget works
- Restore/preserve parks and heritage: City has been supportive; initiated by Mayor Klein; process interesting and want to be part of the process
- Calgary Heritage, curious re: start of the process
- Calgary heritage, information gathering; confusion re: how the process dovetails with Mayor Nenshi's call for community engagement
- Opportunity for improved citizen engagement re: how develop/deliver community services; also curious re: public engagement process
- Find out more; work with families in poverty; they need to have a voice
- Seniors, concerned about City not aware of negative impact of increased property tax on fixed income people; focus too much on frills
- Concern re: impact of increased taxes/fees
- Find creative ways to finance indoor soccer facilities
- Skeptical re: process; different interests & priorities
- Interested re: how dovetail with Council and Mayor decisions; curious re: process
- Soccer interests
- Learn about process; input to engagement
- Also interested in process and how to input

- Interest in process; learn how civic partners can be part of the process; how can sustain their operations
- Calgary Sport Council - fair and equitable development for all sport; maintenance / renewal of all facilities
- Move process along to more wholesale community development
- Trying innovative things for seniors; process piece of how can do things better
- Deficit in City re: soccer facilities
- Many perspectives important to process

## QUESTION 1

Think of the best public engagement experience you have been involved in.  
What made it meaningful?

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- Formed organization to discuss and identify needs put forward as a group
- Good media coverage of issues and perspectives
- Collaborative effort by individuals and spokespeople for groups. Able to get the ear of the government, but unfortunately we do not always get the results we want.
- Having an Alderman that will listen
  - actively involved in the community
  - opportunities to talk and discuss issues with them
  - willing to represent constituents concerns
  - building relationships and understanding
- Having a result/solving a problem as a result of public participation
- Being able to connect with City reps
- Mayoralty campaign
  - well controlled meeting
  - forum allowed for a leader emerge
  - have to believe you can really be heard
- Discussion with Minister
  - directly to him, not through bureaucracy. Meaningful to the Minister too
- Difficult to remember a positive experience
- Series of smaller meetings direct contact with leader. Direct contact is important
- Face to face interaction. Lots of energy
- Partnership with community leaders
- Collaborating with others in the government, private sector, etc.
- When the host of the conversation and engagement process is directly involved – when it's their JOB to engage
- Getting information from the source
- Must have measurable outcomes for accountability
- Surveys
- When people really want to hear out perspective and they care about it
- Advocates that go out and get people in their areas involved
- When people in power recognize our needs

- When the culture of the organization is echoed through the business plan. When they really believe in it
- Identifying the steps of the process to make it less overwhelming
- Smaller organizations are better at it unless areas are compartmentalized to deal with such a large issue
- Go plan – participants has a vote in the decision
- Different people in the room (council, admin, citizens)
- PlanIT was very effective in data because decision-makers were involved
- Good questions get asked – need “good” answers (usually political response)
- Group was able to work through an item and then requested to come up with an action plan
- Real collaboration between sponsor and community which sparked additional collaboration amount other groups
- Community organization started a process
  - weakness is they need support – who do you talk to?
- When participants were able to help define potential solution
- Participants have a sense of ownership
- On-line
  - broad experience of engagement
- 10 year plan
  - took politics out of the process
- Better if it’s done before the decision is made
- Genuine
- Sequence of events
- Key stakeholders
- Willing to listen
- Willing to use input

## QUESTION 2

### What has been your experience with City of Calgary engagement activities in the past?

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- Successful when community led the process. More collaborative – it worked
- Not successful when City led the process (very focused, not receptive to changes in the process)
- Mixed messages from City re: how to work with the City and community groups (communication issues, politically driven)
  - no continuity between political level and administration
- Lack of understanding of realities of how community groups operate; resources not available to produce documents, etc. (unlike City resources) and to be able to participate in the process
- Open houses – usually too late in the process and only to inform, not consult
- Active member (West LRT) community engagement around development
- Civic Camp Calgary ongoing since 2009
- As a Civic Partner, this process is potentially much better. Will take time to change.
- Top down – little guy does not have a voice
- What part of the pie can we influence? Perhaps the pie should be bigger
- Calgary pathways – special interest groups were more organized and had a head start

- Involved down the process minimal ability to influence
- Presented with a 'fait a complis' way too often
- Having the support of the City in the past on certain projects has been good
- Collaboration with other community organizations
- What hasn't worked – when the City already makes the decision before engaging. Driving the process by engaging later
- Dilemma of knowing where to go to try and address my issues
  - Needs to be accessible and clear. Having the information on how to engage is important
- If too intent on data fathering, the decision-making and implementation doesn't follow. From data gathering to implementation, these actions must be clear
- Getting feedback is essential
- Listening to the loudest voice as opposed to the best or silent voices is dangerous
- Everybody has something to say
- Any big decisions that take a lot of money need to be public
- Accessibility is important. City hasn't done a good job of providing ways for these to be accommodated
- Line staff more willing to engage more than more senior staff
- Sometimes staff feel unable to make change
- Already an agenda and end goal in mind
  - engagement only to support agenda
  - not meaningful
- Delusional
- Like the opportunity for input
- Bureaucracy gets in the way
  - an excuse
- Inconsistency in the way departments consult
  - they don't talk to each other
  - scope is narrower and input not passed on
- Some departments have an us vs. them attitude
- PlanIt – lots of great involvement, lots of Twitter, at the last minute the City inserted changes (stepped away from the table and made a decision on their own)
- The City is not providing the representation we deserve
- Difficult to identify progress when they aren't listening
- Wide, diverse representation on committees
- Barriers to participation:
  - transportation to get there
  - child care
  - timing of meetings
- Have no participated because of work
- Perception is that the City only has short term goals
- Maybe in this process we can identify what can't be funded, and find vehicles to do that
- Often seems like the decisions are already being made

### QUESTION 3

#### What 'ground rules' for participation would you suggest for participants in this conversation over the next few months?

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- Get people involved early (at a more appropriate stage in the process)
- Set the agenda to fill special interests at certain times
- Multi-pronged approach
  - diverse participation
  - use social media
  - mail out
- City has forgotten who is the boss (taxpayers, citizens)
- Process needs to be able to give time to various interests
  - fair weighting
- People need to represent their interests but must also be open to common good (bigger picture)
- Simple English (no Twitter language, no newspeak)
- Not just web based engagement – make sure everything is available in a wide variety of ways (ages, languages etc.)
- Not so singular, respect differences in ways of engaging
- Allow all voices to be heard
- Respect where people are coming from and the differences in priorities and values
- Clarity, notice of agendas re: meetings (purpose, agendas posted in advance)
- How publicize, how we hear about events (advertise on CBC, especially if people don't belong to an organization)
- Take responsibility for own involvement in the process and share this responsibility
- Bring back to core issues like healthy communities instead of just soccer
- Be forward focused in discussion, not just on a single issue
- Accessibility for all demographics – single parents, homeless, etc. Provide childcare
- New Canadians, low income, don't know how to engage. Engagement culture is not there – soccer parents for instance
- Written word probably best way
- Find ways to have people with different perspectives
- Don't penalize those that are mobilized
- Let's not let groups hijack the process
- This is one of the few processes that we can be involved in
- Remember volunteers most likely will make up the majority, plan around that
- Use computer forums as a technique
- Share the 'airtime'
  - everyone has the right to be heard
- Calm, clear and fair facilitation
- Control the 'off the wall' people
- Stick to the topic
- Don't interrupt
- Equal representation
- Enable dialogue for those with communication problems (translation, microphone for sound levels)
- More of the average citizen

- Need all perspectives
- Don't allow groups to over power individuals
- Stay focused on the question at hand
- Civility with others and their perspectives
- Accessibility – going out to communities and considering mobility issues
- Provide information beforehand so that people can participate well
- Making input public is key
- Providing sessions and ways to participate in different languages and continuing it
- Hear everyone and allow everyone to participate
- Providing an opportunity for different types of people to engage
- A way to provide input AFTER the sessions are over – following up
- Defining a road map of the process. Where we are going in the process as well as the objectives for specific sessions
- Provide people with the knowledge of where the process is going and how it will influence and impact decisions
- Release that everyone can make a difference
- Must be meaningful
- Acknowledge the little successes, ideas and consensus that happen throughout the process

#### QUESTION 4

Please rate the importance of the following engagement goals on a scale of zero to five.  
Zero: low importance – Five: high importance

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NOTE: The goals listed below are the public engagement goals participants were asked to rank:

- 1) **Gathering values-based input that will be used and considered in decision-making on the trade-offs and priorities for City services and budget.**
- 2) **Providing multiple meaningful and appropriate opportunities to engage staff, citizens and Council in constructive dialogue about issues, priorities and ideas that are important to them.**
- 3) **Delivering a transparent, accountable and inclusive engagement process that builds relationships, trust and credibility with stakeholders.**
- 4) **Raising awareness and understanding of City services and budget allocation.**
- 5) **Building capacity, skills and knowledge of citizens, staff and Council to engage and participate in dialogue about important issues.**
- 6) **Building relationships and partnerships with organizations, stakeholders and citizens and creating an increased feeling of involvement on important issues.**
- 7) **Providing all participants with the information they need to participate in a meaningful way.**
- 8) **Building understanding of the foundation and vision of Imagine CALGARY and the context of this conversation as the path towards beginning the journey of implementation towards that vision.**

### **Group 1**

*Most important engagement goals:*

**\*\*This group chose not to rate the goals**

#### ***How do we make these goals a reality?***

- All the goals say the same thing
- Too verbose
- Lack of definition makes it too general, too loaded, too high level of language. Should be a grade 8 level
- Advertising is very important
  - mass media, newspaper, TV, news editorials, bold signs, news, etc.
- Additional printing on bill inserts
- Email lists, community newsletters
- Give people a template to work with. Research how to present their ideas
- Agenda available in advance
- Raw data immediately via smart boards
- Word of mouth is very important too
- Aps
- Information on every item so that I can determine where the fluff is in the system
- Know how to access information about the City of Calgary initiatives
- Details on monetary decisions to make people more accountable
- Transparency
- Strategic projects when, what, already held
- ImagineCalgary vs. PlanIT, GoPlan

### **Group 2**

*Most important engagement goals:*

- 1) 20/25
- 2) 22/25
- 3) 23/25
- 4) 17/25
- 5) 14/25
- 6) 17/25
- 7) 17/25
- 8) 14/25

#### ***How do we make these goals a reality?***

- Consolidate # 4 and # 7 – they are very similar
- In the long-term, some of the lower rated ones will rate higher
- Some of this is the citizens' responsibility
- Events are scheduled for times when people can attend
- Leverage technologies
  - use it to bring people into the process
- Youth shouldn't be targeted
- Perhaps in a school program
- Civic Camp – having trouble building down to a CA level

- Need to look at language issues
- Older people not “connected”

### **Group 3**

*Most important engagement goals:*

- 1) 22/35
- 2) 24/35
- 3) 31/35
- 4) 26/35
- 5) 31/35
- 6) 31/35
- 7) 33/35
- 8) 22/35

#### ***How do we make these goals a reality?***

- Communication of established timelines
- See more councilors present at sessions (and accessible)
- How does the average citizen get info on the budget
- Didn’t hear about these dates. They need to be published and shared much earlier (3-4 weeks)
- Providing information in advance
- Use variety of means to advertise
- Tap into existing communication vehicles
- Beginning of a long-term project to change the budget process
- Focus on budget quality, not just quantity
- Connect with faith and culture based groups
- Need to be accountable about what was said at sessions. A chance for the public and participants to review what was said to make sure it was accurate

### **Group 4**

*Most important engagement goals:*

- 1) 31/35
- 2) (combine with 7)
- 3) this is an outcome
- 4) combine 4 and 5
- 5) combine 4 and 5
- 6) take feelings out of it
- 7) take off # 8 – too many goals

#### ***How do we make these goals a reality?***

- Get the word out, market the opportunities
- Engage a wide audience
- Look at media and advertising, not just electronic
- Use community associations to spread the word
- Use community vehicles that communities and groups use
- Bull stuffers
- Hold meetings of civic partners and others who receive funding
- Better understanding goes both ways

- City people involved with citizens/groups in Dialogue Partners synergy and partnerships with the communities at large

### **Group 5**

*Most important engagement goals:*

All goals are equally important

### ***How do we make these goals a reality?***

- Raise awareness about where the money is allocated. Have information available all the time, not just around election time
- Spending money across the board – prioritizing
- Make the entire budget available
- Council must communicate with the public better
- Identifying budget timeframes
- Doing what is best for individual citizens as best they can
- Provide a way for citizens to inform them about monitored progress and how money is being spent
- Assessing the input in a way that the public understands
- Different avenues to look at different interests as well as the large picture
- Provide opportunities that take different amount of time, levels of engagement, etc.
- We want to know what the City is thinking
- What methods are there to increase the City's pot? Where can we get more money?
- Partnering with other companies that are local so that profits going back into the City. Explore options
- What sort of projects does the City have in mind for the future? Engage when possible
- Use the media (TV, radio, newspapers, mail outs, inserts in bills, emails) to get the message out

### ***Additional comments:***

- Dialogue means engagement with the City
- Talking with City staff, remember to deal with the fear of job loss
- Would like to see a City staff person here to listen
- Add numbers to the goals to correspond to engagement goals
- Concern between “feeling” involved and actually being involved
- Similarities between awareness and capacity
- Process – open, authentic, transparent
  - does the process matter if the outcomes aren't reflective?
- Too many goals to have priorities
- “feeling” word throws people off
- 2,6, and 7 re-worded to become one

## **QUESTION 5**

**What information is critical for consideration in this process?**

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- Who drives the decision – council or administration?
- Budget summary discretionary vs. non

- Inventory of all sports facilities by type and quality
- What relationship exists between City and sports associations
- Results from previous surveys about the values and priorities of Calgarians
- Budget breakdown
- How much is going to civic partners?
- What is required in the City
- More information that the property tax bill, less than the entire budget
- Sources and revenue (provincial funding)
- What is negotiable amongst the topics?
- Who votes?
- Categories of services provided
- Can the City help with facility utilization or scheduling
- What will happen to our information? Who will handle it and will it actually get to who needs it?
- Information about tax revenue streams relative to other cities
- Organize information to suggest what the potential trade-offs are
- How are new community infrastructures financed?
- Communication of timelines
- Streamlining of information so it's somewhat transparent
- Accessibility to more info for those who want it
- Convey the rationale for decisions
- How much money does each department have?
- Alderman's opinions
- Compare sport facilities to other cities
- 5 year business plan
- What can and can't be changed
- Expenditure details
- What is the budget figure
- Benchmark information other City services vs. Calgary
- Operating budget and capital budget
- Revenue/sources
- Allocation of money in accessible English
- Criteria and formula used to make decisions
- Budget decision-making process
- Benchmark information: other city taxes vs. Calgary

## QUESTION 6

### What can we do to ensure that you continue to participate?

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- Follow up with stakeholder dialogue
- Open house
- We are being listened to
- Implementation of recommendations
- Regular process updates sent to us
- Progress
- Convenient location and time

- Well defined timelines
- Free parking
- Evening and weekend forums in the 4 quadrants of the cities (locations and times are crucial)
- Specific topics of interest covered in the forums (we need a voice without being perceived as hijacking the agenda) Note: This doesn't preclude forums that are general and over all topics and interest groups – these general meanings are a necessary part of the process
- Feedback
- Know that our input will make a difference
- Circulate the information we've asked for
- Response of bureaucrats to citizen input
- Questions before meetings
- Have everyone from today's meeting share their experience with others so that they can ignite further involvement – grass roots explosion
- Develop action plan and responsibility assignments
- Hand out tasks or homework (talk to neighbours, bridge club, book club, dinner groups, expanded social networks, etc.)
- Trust that the exercise will influence the budget
- Ways to continue the conversations beyond just being there (Twitter hashtag, online forum, coffee shop discussion)
- Place to post independently organized opportunities
- Make the final reporting into a podcast
- Sufficient notice of opportunities to participate
- Clear description of the *value* to my group or me from participating “why does this really matter to me?”
- Strait forward communication to invite people to stuff
- More social networking and media coverage to deliver messages about sessions
- Support from staff and contractors
  - questions, information, advice on project
- Feedback within a week – 10 days
- Meeting with City on budget for civic partners

## QUESTION 7

### What stood out for you?

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- Inefficiency and division
- Some frustrated by their ability to engage. Be more inclusive
- Try to include the people that aren't here or able to attend because of jobs and other commitments
- Moving data collections toward implementation. Make sure the loop connects. We must know how decisions are being made and how they link to the input
- Encountered no other way to engage with decision makers. No ways of accessing them.
- We aren't here to hijack the situation, but to ensure that we are heard
- Looking at healthy communities as a whole is the #1 priority
- Hijacking meetings – it shows how passionate people are about the issues
- There are a lot of people that aren't being heard. The ability to be heard is so important

## ***“What Was Said” Report***

### **Staff Workshop**

February 24, 2011

9:00 – 11:30 am

Number of attendees: 25

## **INTRODUCTION**

### **How you feel about the start of the process?**

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- Curious, skeptical
- Interested in what is going on
- Very excited for the opportunities to contribute
- Excited to see what it's all about and to voice my opinion
- Not sure why I'm here. To see what it's all about. I was "voluntold" to come.
- Curious
- Curious
- Curious, and glad for the opportunity to participate
- Curious, interested
- Curious and interested in process and the vast amount of complex factors to synthesize
- Curious
- Interested to see the input and to see what power can change
- Curious about the process
- Curious. Hopeful for process but somewhat skeptical
- Curious about the process. Very complex process and subject matter. Good opportunity to have a say and look at integrated services across the city and at new ideas
- Skeptical, willing to learn
- I'm a gossip, I want new information to circulate at the base
- Interested in process - complex. How much it is costing?
- Curious and interested. Hopeful that the results will create a new way of doing things
- Curious
- Nervous
- Interested, curious, interested. First time with such a large public participation process re: budget
- No thoughts

## QUESTION 1

Think of the best public engagement experience you have been involved in.  
What made it meaningful?

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- Lots of social media, marketing was diverse (reached more people)
- Demographics were correctly identified
- Ability to review what happened and provide input
- Research prior to the process provided the framework. Identified stakeholders, issues etc.
- Constant communication. Identify gaps and provide information on how they will be addressed
- Hearing from a broad range of people
- Gathering a wide range of opinion and considering it in implementing change (legislation)
- Important to have a report on the outcomes and share the results with participants and allow them to understand how the input impacted the decisions
- Comprehensive, small scale
- Stakeholders felt engaged
  - Appreciated the opportunity
  - Saw change
- Clear expectations
  - Manage expectations
- Clear process. Get buy-in
  - How will stakeholders influence decision?
- Trust established
  - Transparent process
- Decision not made
- Follow through
- Context
- Report Back
- Rules of engagement
- Deal fairly with all, not just loudest
- Define scope
- Rejig of a school division
  - World café process
  - Level of engagement of the community
  - All stakeholders involved
  - Three year process, core group with drafts back three times
  - When I see my input has been heard/captured/reflected back to me somehow
  - Contribution to community get some personal satisfaction
  - Internal public survey: quantity, data, presenting and seeing programs to implement change
- What does the city do with employee surveys?
- Need to get into the conversation time for this process so tight how can we get into the details? Allow for the conversation to get deep for it to be meaningful.
- Guest speaker was very motivating
- Looked at what we are doing, recognize we make a difference
- Our standards- the discussions around those standards

- Lengthy process
  - Spent time upfront
  - Thinking about which stake
  - Direct input from stakeholders got implemented
  - Stakeholders expectations, what they would contribute
  - Joint vision for the park (goals and visions, actions)
  - Has to be adopted by council and implemented
- Town hall meetings
  - Leadership listings to general public
  - Seeing comments from different demographics and areas of the city
- Looked at cities best interests with limited to residents
  - Short and long term
- People know what's going on
  - How city infrastructure operated/ developed
  - Having things explained to people in detail
  - People understand fully what's going on
- Taking time to make sure people understand
- Have a facilitator for the process
  - Neutral, recorded everything
  - Saw immediate impact of input
  - Continuous
- (Campaign Manager) Hearing variety of different viewpoints
  - Bring them together and encourage people to be involved
- Internal employee engagement
  - Input from employees, financial benefit, communication to City staff
  - Recognition that an individual can influence the demonstration and commitment of organization
  - The whole organization is in. Feedback to staff regarding 'what changed'
- (Fire) One-on-one follow up to fire events (curiosity, educate)
  - Door to door, personal – relationship building
  - Opportunity to talk about safety (i.e. fire detectors)
- Fire hall consultation- bring community into the discussion
  - Re-assess and get community involvement early in process

## QUESTION 2

### What has been your experience with City of Calgary engagement activities in the past?

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- I and other people are questioning if it is worthwhile to be engaged
- Reporting back is so important
- Manager of City of Calgary can say we were engaged by you, so 'I did my job'
- Engagement needs to be defined and there needs to be success to keep people involved in the future
- Citizen surveys take too long to respond to!
- Recreation finds that people respond well to surveys and provide lots of useful information
- Different ways to measure - beyond the survey is better (recreation has an award winning I-phone app)

- What are the right forms of media
  - Land lines are not representative
  - New social media - Twitter can be very effective in its reach
- You have to be careful (consider FOIP)
- Recognize whatever its PR or PE creates lots of frustration
- Articulate the criteria (scope) of the project
- Building awareness and increasing education helps people understand
- Allow people to be hands on when possible
- Inform the public
  - Need both the why, what and how
- People pay lip service to employ engagement (nothing really changes)
- Concept discussed
  - Difference between satisfaction vs. engagement
  - Take out what questions were or what answers meant
- Other experiences where it feels like changes will take place (dependent on the manager/ person implementing)
- Only involved in staff survey
  - Not breadth or depth
  - No opportunity for real dialogue
  - Never hear the results
- Want to know the end results/outcomes of discussion
- Want to know what would have changed
  - Tell us what you've done with the input
- Things happening in my department with the survey
- Underlying cynicism or skepticism
- How do we engage and/or empower people to make a difference?
- Want to see cause and effect
- Want to see engagement at all levels of the organization
- Feel empowered
- Employees feeling free, like they can do things. You have good ideas and we want to see them. Seems to come from top-down instead of bottom-up.
- People need to understand what to do and how to do it
- This process is a reflection of different thinking
- Why don't we go back to the take and look at what can we develop together
- Authentic engagement
  - Building trust and transparency
- City looked at as the bad guy; always on defense
  - i.e. open house- dog users/face. Controversies
  - Tend to bring out nay-sayers
  - They think they have all information, but an outside issue can change opinions- squeaky wheels get voiced
- Need to get out to new populations who don't usually participate
- Need good facilitators
  - Understanding of all parts of process
- Multiple/different ways to participate
  - Need to make sure it is representative of the voice of citizens; there is unfortunately a history of squeaky wheels who have loudest voice influencing decisions

- How to manage competing public values
- Imagine Calgary- good process, lot of excitement
  - Opportunity to shape vision
  - Virally people got excited and brought in different ethnic communities
  - Allowed long time for consultation, allowed them to be thoughtful, and talk to neighbours
- Didn't get emails regarding this until Tuesday, not enough time to think about it to participate in session
- Has been pleasant, so far so good. Employee development days have been nice
- Confusing in general when purpose is not explained and you don't see follow through or results. Time is an after-thought, not making sense.
- Too many people have been involved so wonder about their contribution, increased salary impact
- Opportunity to complain
- Fragmented, people working in silos leads to duplication
- Needs assessment, generally good but disappointed with apathy would like to have seen 10% participate, but only 2-3% did
- Various techniques and tools can increase participation
- Smaller families, less children so less involvement in the community
- Clear scope
- Level of trust
- Saw change
- Not all like this
- Hijacked processes
  - Special interest groups
- Which 'voice' is heard
- Check box – didn't use information
  - Not meaningful
- Over-engage but not thoughtfully executed
- Vary good to poor
- Need to define stakeholders and their roles
- Good when result in actions
  - Implement quickly
  - Stakeholder kept informed/involved
- Has the decision been made?
- Heard when the public is upset or polarized- many agendas
- Political interference
- Polarization detracts from process
- Need to have the right stakeholders
- Lack of detailed/right information
- Resourcing impacts the process
- Time constraints
- Scheduling- long time lag a problem

### QUESTION 3

What 'ground rules' for participation would you suggest for participants in this

## conversation over the next few months?

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- Outreach to stakeholders should represent all viewpoints
- Open and honest
- Keep it factual
- Deal properly with vocal groups
- Provide a 'voice for all'
- Depth of authenticity
- Good facilitation
- Ask questions that matter to people
- Respectful environment, no degrading comments
- Opportunity to both talk and listen
- Open to other people's thoughts and ideas
- Look at consequences
- Not just a ranting session
- Have experts available
- Have *conversations* about priorities
- Stay on topic
- Process to deal with 'off topic' concerns
- Have an agenda and stick to it
- Share discussion time
- Multiple (easy) ways to participate
- No retaliation for input/participation
- Clear expectations for meetings
- Output of information to citizens is very important
- How will decisions be made? Consensus, majority vote?
- Participants need to be clear on what is being discussed
- Create access for all (allow for 'air' time for people)
- Communicate to people in the medium they understand (translation, visually impaired, hard of hearing, youth)
- Need to find out what the priorities are and be able to align them with the needs in the City
- Who pays?
- Share information (i.e. when Mayor spoke about A/P tunnel, it helped to understand the issue)
- Provide unbiased, up to date and understandable information
- What services are the city responsible for
- Tremendous opportunity for people to learn more about what the City does
- Citizens – stress the avoidance of "Not In My Backyard" and not want to see the big picture
- Respect other people's opinions
- Must be open-minded
- Education – people should educate themselves so they can have informed input
- So much more information is available in all ways. Phone, etc. Don't assume that everyone is online
- Triple bottom line has to be a part of this especially social along with economic and environmental
- Essential services should be untouchable
- Hard to pit departments against each other. It drags everyone down
- Values based process
- We need to be flexible to meet unique needs

- Have less than platinum options and explain the trade-offs
- What does the implication impact of decisions lead to? A lot of work, but it's worth it
- Infrastructure is aging. We need water services and clean portable water for many uses. This is a reality people need to recognize
- Tax discussion is such a challenge in terms of pragmatics
- Going to lead to public/private sector debate
- Number of different ways to contribute
  - not always comfortable sharing out loud
- All voices are heard and valued equally
- Voices may not be representative
  - it's important that groups show up, but maybe not all at once
- Having a facilitated process to help with continuous issues
- Process needs to be a 2-way dialogue
  - people are informed
  - people have opportunities to shift perspectives
  - can change
- Commitment from the City to feedback
  - must be aware of how the input is being used
- Provide information to help people know about ALL departments
  - informed of "non-sexy" services. Know all the information on how to determine budget allocation
- Need facilitator to dictate meetings norms
- Information must be detailed and make thought patterns progressive
- Facilitator needs to tell the 'givens'
  - is it ImagineCalgary
  - this can be difficult
- Ask important questions to what you want to get out of meetings
- Need to pull out "meat of the matter" and get to the public in a sound way
- Responsibility of administration to provide information to citizens to make informed decisions and participate in meaningful conversations
  - there are certain mandated issues that are givens
- Clearly outline what the purpose and timeframe of this whole exercise
  - what are we asking people to do
  - how to deal with dichotomy of citizens wants vs. Council requirements
  - who will look at competing values and input?
- How much of an impact will the input have?
- What is the measurable impact for citizens and staff?
- What extent does this input effect the next 3 year budget process ( to what extend is this influencing the budget)
- What is this costing?
  - time spent with staff and departments
  - cost of dialogue partners
- Need to know who makes final decisions
  - what's the process and criteria to make the final decision?
- Need to understand what concept of budget process means and how it is put together
- Balance between behind the scenes infrastructure and flashy visible services
- Need definition of what services are provided by what department
- Critical services are important. We can't prioritize essential services

- Staff need to come to the table recognizing that everyone works for the Corporation, not just specific departments
- No new money (shuffling deck, no new deck), trade offs
- Be honest about parameters, amount of money, what is on the table that can be influenced
- Need to know the costs of basic services
- Need a way for the homeless, language, mobility, single mom etc. to be engaged
  - need equal opportunity to be engaged
  - don't want 1 voice to be over represented
  - don't want same people only to participate
- Need clear statement of the role of civic government (this is what the City does, then have the discussions about costs, necessities and luxury)
- Staff need to recognize that it is one pot of money
- The internal process is so confusing (departments charging other departments)
- Full disclosure of earnings (IT, supply management, utilities, etc.). How money is made and how resources are allocated
- Citizens – when participating, need to 'self-declare' to make sure that we are reaching all the demographic groups. There needs to be full representation

#### QUESTION 4

Please rate the importance of the following engagement goals on a scale of zero to five.  
Zero: low importance – Five: high importance

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NOTE: Listed below are the Engagement goals were participants were asked to rank:

- 1) **Gathering values-based input that will be used and considered in decision-making on the trade-offs and priorities for City services and budget.**
- 2) **Providing multiple meaningful and appropriate opportunities to engage staff, citizens and Council in constructive dialogue about issues, priorities and ideas that are important to them.**
- 3) **Delivering a transparent, accountable and inclusive engagement process that builds relationships, trust and credibility with stakeholders.**
- 4) **Raising awareness and understanding of City services and budget allocation.**
- 5) **Building capacity, skills and knowledge of citizens, staff and Council to engage and participate in dialogue about important issues.**
- 6) **Building relationships and partnerships with organizations, stakeholders and citizens and creating an increased feeling of involvement on important issues.**
- 7) **Providing all participants with the information they need to participate in a meaningful way.**
- 8) **Building understanding of the foundation and vision of Imagine CALGARY and the context of this conversation as the path towards beginning the journey of implementation towards that vision.**

## **Group 1**

*Most important engagement goals:*

- 1) 22/25
- 2) 20/25
- 3) 22/25
- 4) 12/25 (short timeline)
- 5) 17/25
- 6) 16/25
- 7) 24/25
- 8) 19/25

### ***How do we make these goals a reality?***

- Information handouts with good visuals that provide information on current services and allocations
- Background on ImagineCalgary etc. (high level vision)
- Provide purpose of process
- How does this feed into decision making and priority settings
- Simple fact sheets on key topics
- Quick response to questions
- Clear and concise questions given in advance
- Acknowledging staff contribution to information and the opportunity to contribute this information
- Opportunities to ask experts
- Follow City 'Engage' process
- Provide information back
- Engage those who aren't linked (language, seniors, community)
- Ways to get involved in open forum (phone in)
- Work through other organizations
- Traditional and new media
- Use 311

## **Group 2**

*Most important engagement goals:*

- 1) 19/30
- 2) 21/30
- 3) 23/30
- 4) 25/30
- 5) 23/30
- 6) 16/30
- 7) 20/30
- 8) 23/30

### ***How do we make these goals a reality?***

- Create a partnership with administration for checks and balances
- Mayor/Council need to walk this talk
- Communicate to a large, diverse group - not just special interest
- Employees should be given opportunities to host their own conversations
- Really need to be clear on HOW decisions will be made
- Make it basic – clear, concise, plain language

- How do we deal with hidden agendas?
- Need to be able to say truthfully and confidently that citizen and staff engagement was part of the process
- Must be metrics associated for measurement
- Need to be clear on the meaning of “ this is going to affect jobs”
  - maybe the conversation is about job transformation as opposed to loss
- The process needs to be a safe place to participate
- People need to access the process from a variety of ways
- Identify barriers and remove them
- Provide an understanding and link to ImagineCalgary, 10 year plan and 30 year plan
- Carry on current public engagement initiatives

### **Group 3**

*Most important engagement goals:*

- 1) 15/20
- 2) 19/20
- 3) 17/20
- 4) 18/20
- 5) 18/20
- 6) 14/20
- 7) 18/20
- 8) 18/20

### ***How do we make these goals a reality?***

- May be best to manage meaningful expectations
- These goals don't align with mine – they're generalizations
- Waiting for true partnership – when and how to assist
- Use ImagineCalgary data – 18,000 consulted, consultants, City employees, public education campaign
- Need to make clear what the current state of municipal government is and the spectrum of services
- City staff need to be asked to put information together and we haven't
- Easily understood information
- Need overview of services that are provided
- Put into context for people in bite size chunks. How do you do that?
- Increase budget process and allocation awareness
- ImagineCalgary blue sky without trade-offs
- Curious about reach i.e.: demographics – who are we missing and respond quickly
- Is municipality to respond to the vulnerable population? How to be creative strategists to hear from this population.
- Build capacity with staff beyond this project on an ongoing basis re: engagement

### **Group 4**

*Most important engagement goals:*

- 1) 6/25
- 2) 14/25
- 3) 23/25
- 4) 23/25
- 5) 25/25

- 6) 12/25
- 7) 25/25
- 8) 5/25

***How do we make these goals a reality?***

- Don't talk down to people
- Reduce the number of goals, simplify them and make them more succinct (the vision/mandate is cloudy)
- Communicate expectations and understanding that these might change
- Put out the questions and create an environment for Dialogue Partners to have realistic expectations about targets
- Willing to answer all questions, not just right away
- City communication starts more than 2 days prior
- Understand that there is value in whatever we can do
  - can have good goals but it's hard to have high expectations since we haven't done this before
- Social media and different messages – impact on election
  - people heard something different and new and it made them curious
- Be more creative with how the information is presented (think back to why more people got involved in the election)
- Why no media coverage re: sessions?
- New norm – need to collect input and have dialogue more than once. The process is very citizen centric
- Engage all demographic groups

**Group 5**

***Most important engagement goals:***

- 1) 18/20
- 2) 17/20
- 3) 16/20
- 4) 16/20
- 5) N/A
- 6) N/A
- 7) N/A
- 8) N/A

***How do we make these goals a reality?***

- Being clear
  - distinct elements with goals, especially for rating
- Amount of information:
  - know what we're talking about
  - tell citizens what the assets of the City are that we need
  - tell them what services and business units, core/central services, components of services
  - easy information they can understand
- Need to know about their taxes
  - how is the money allocated and how much is given to each business unit and the provincial government
  - relationship between outward and inward facing services and the link of support services
- People need to understand impacts of decisions with budgets
- Goals are inter-related

- Caliber of information is what is important
- Goals need to have measures
- Construct and build on one idea
- Linked to raising awareness
- Understanding service expectations and what is required to maintain this service
  - both short-term and long-term
  - look at the differences between the 1980's and 2011
  - the stresses of increased populations and where it's distributed and associated costs
- People need to know how their lifestyles impact the budget
  - too expensive to just keep adding money into infrastructure to service suburbs
  - time period needed to recoup those investments
- Sustaining levels of service implications
  - paid for by everyone in the city – your taxes!
- Understand shared responsibilities with autonomous bodies (Calgary Zoo, Heritage Park, etc.)
- City is given a bunch of assets by developers each year
  - pathways, parks
  - conditions in which we get it in/restrictions
  - timelines of when this information about assets becomes available
- Citizens need to understand how much we don't know

## QUESTION 5

### What information is critical for consideration in this process?

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- Actual implications for cuts to budgets. What does the base level of service look like, mean and cost?
- Citizens need to know that there are 2 budgets (capital, operating). The two are related and needs to be coordinated
- How do Council and Administration collaborate?
- Workforce breakdown
- Where does the final decision get made? Who ultimately says yes or no?
- Where do cities get their money for the budget? (pie chart)
- How will this process influence council priorities?
- Fact sheets on subjects as they emerge
- All of the elements or pieces required to deliver a particular service (enabling services)
- Existing policy – ImagineCalgary, MDP, TCP
- City departments and business units and their roles
- High level budget overview
- How much is this costing?
- Here's the pot of money, now what is NOT the right question
- Budget allocation
- Openness
- Building trust
- Partnering and establishing
- Budget information in a useable format
- Options

- Total dollar amounts
- What is ImagineCalgary (FAQ)
- Current dollars per line of business
- Who are the stakeholders?
- How does this affect federal and provincial funding
- Police notably absent from the process – if we're not all here, the process seems contrived and set up for failure
- Information about this process and the clarity of goals
- What are the current allocations for services (snow removal, garbage collection)
- Where does the money come from?
- List of all city services
- Role of municipal government (Mission, mandate, who we are serving)
- How the budget process works
- How much money is currently out there, and where is it distributed?
- ImagineCalgary goals
- How the input is being used
- Timelines
- Roles of Council members (information sessions and reaching out to citizens)
- Assets, asset conditions, lifestyle costs
- Services – number, core, customer facing, internal, etc.
- Budget separated from core services
- Outcomes/Outputs from each business unit
- Summary of ImagineCalgary
- Dollars, man-hours, conditions associated with assets and service levels
- City challenges in Canada and Calgary
- Beware of cost of service
- How does this process tie into ImagineCalgary?
- Provide the City of Calgary vision, mission and values
- Business unit goals
- What currently exists?
- What are the mandates of the Council members and Mayor?
- Current City priorities

## QUESTION 6

### What can we do to ensure that you continue to participate?

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- Clear, concise information in a timely manner
- Clear and concise process
- Transparency
- How can I play a role in citizen engagement
- The opportunity to influence and participate in a meaningful way
- Advance notice for participation
- Asking me 'how' encourages me to come back already
- Results of conversations

- Understanding my role vis a vis colleagues. How is the employee process happening?
- Public, meaningful recognition from managers
- Explain the process
  - 3 year cycle
  - explain priorities
  - outcome
  - identify opportunities for input
- Detailed plan for the whole process
  - information packages developed
  - regular feedback after each meeting
  - know how/who makes decisions and at what point
- I would like to see what came out of Phase 1 today
- How do we proceed
- Information and results
- Less information and more meaning
- More concrete words, less buzz or corporate words
- Summary information provided after each stage with comments provided by Mayor on the value being seen in the process so far
- Build my capacity to educate and create awareness about the process
- Check in regularly
- Simplify the message and the process
- A direct line of sight between my suggestions and decisions made
- What is the immediate feedback loop?
- What are the concrete goals?
- What is success?
- Summarizing/synthesizing today's information in a way that shows me it will be used and that I was heard (don't waste my time)
- Passionate about this process
- Need notification and as much information ahead of time as possible
- Expectations clarified
- Multi-pronged approach to communication
- All City employees engaged together (police, zoo, etc.)
- That the process is clearly set out and on track
- Who am I representing?
- Clarify employee role in participating
- How much does management know about the process?
- Allow us to participate in 'content' (what), not just process (how) conversations
- Next topic more concrete
- Ability to provide meaningful information
- Participation and support of our management in process
- Contextual framework
- Information about how many people are participating for the concept of building momentum – put your money where your mouth is
- Convenient location (parking, Fort Calgary is always good)
- Clear outcomes
- Clear metrics
- More timely notification and clearer context upfront before the sessions

- Clearer understanding of where this is going
- How are departments represented? How many people per department?
- Recognize that employees are perceived as City of Calgary along with the Council, therefore we need to be considered differently from citizens. We are more involved in supporting the process as partners. This will make citizens confident with the process
- Manage expectations

## QUESTION 7

### What stood out for you?

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- How cynical and/or realistic we are
- Confidence in the process, consultants and leadership
- There are lots of common themes (equal representation of demographics)
- Sense of unknown about how the City works
- How to get people to continue to be involved and keep talking
- We don't have all the answers
- Don't think there is enough time to engage people
- Late notification of this process, maybe we don't have all the right people in the room
- Need to have upfront information about the session
- Want to know why I was chosen to attend this session (how are departments deciding who to send?)
- Is the process set up for failure because of the short timeline?
- Can provide challenges from our perspective and your perspective (Dialogue Partners)
- Administration want to be a part of the engagement process
  - need the information for citizens
  - treated as participants vs. partners
- Try to do process that is driven by the 3 year budget cycle
  - experiment and take risks

## ***“What Was Said” Report Community Workshop***

February 24, 2011

7:00 – 9:30 pm

Number of attendees: 7

### **INTRODUCTION**

#### **How you feel about the start of the process?**

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- Learning as much as sharing
- Voice for soccer has not been heard
- Encouraging to be part of the dialogue and promote sport opportunities in Calgary
- Experience of under-represented populations
- Advisory Committee of Accessibility
- Always have opinions

### **QUESTION 1**

#### **Think of the best public engagement experience you have been involved in. What made it meaningful?**

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- Glenmore Park Master Plan
  - By invite:
    - Need for facilities was her approach
    - Blue Sky/ conversation occurred
    - Tangible outcome
- Nose Hill Project
  - Designated as a park
  - Pathways/ regional pathways
  - AC opposed to pathways
  - Friends of Nose Hill
  - City agreed to have public meetings
  - Public wanted pathways
  - 17 years led to semi-positive result

- 2000 Visioning Workshop- Ramsay
  - No agenda
  - Neighbors talking to each other
  - Many positive outcomes over the last 11 years
  - Tangible outputs
  - Same information at the same time in a timely manner
- Community Presidents
  - Strategic planning sessions
  - Broad reach

## QUESTION 2

**What has been your experience with City of Calgary engagement activities in the past?**

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- Special Needs Taxi: Accessible Services
  - already decided what was going to happen
  - false consultation/became cynical about the process
  - no open dialogue: only talking to city staff. One-way conversation
  - staff does not encourage dialogue
  - waste of time
  - not hearing what we are saying
  - no feedback
  - closed to input
- St. Patrick's Island
  - Bridge to nowhere
  - Process gives you input
  - Style of island, what is going to be used for
  - Communication back was as the consultant wanted

## QUESTION 3

**What 'ground rules' for participation would you suggest for participants in this conversation over the next few months?**

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- See where other people are coming from. What is the raw input?
- City needs to step back, let there be different groups and diverse perspectives but with commonality
- Need to have a better solution, not just a quick win
- Advisory Committees working together for a common goal
- Need progress, respecting everyone's time
- Accountability; consider input converted into principles.
  - Define positions to develop into principles

- One principle for short terms wins
- Another principle for multiuse, accessibility
- First choice mutual win or does not negatively impact other groups
- Quantity of input validation results move forward
- Allow people to put things on the table
- Acknowledge that the input was heard and say what you did with it and rationalize decisions made
- Engage end users in design and final design
- Ex: soccer fields

## QUESTION 4

**Please rate the importance of the following engagement goals on a scale of zero to five.  
Zero: low importance – Five: high importance**

---

NOTE: Listed below are the Engagement goals were participants were asked to rank:

- 1) **Gathering values-based input that will be used and considered in decision-making on the trade-offs and priorities for City services and budget.**
- 2) **Providing multiple meaningful and appropriate opportunities to engage staff, citizens and Council in constructive dialogue about issues, priorities and ideas that are important to them.**
- 3) **Delivering a transparent, accountable and inclusive engagement process that builds relationships, trust and credibility with stakeholders.**
- 4) **Raising awareness and understanding of City services and budget allocation.**
- 5) **Building capacity, skills and knowledge of citizens, staff and Council to engage and participate in dialogue about important issues.**
- 6) **Building relationships and partnerships with organizations, stakeholders and citizens and creating an increased feeling of involvement on important issues.**
- 7) **Providing all participants with the information they need to participate in a meaningful way.**
- 8) **Building understanding of the foundation and vision of Imagine CALGARY and the context of this conversation as the path towards beginning the journey of implementation towards that vision.**

Ranking of goals:

- 1) 30/35
- 2) 26/35
- 3) 33/35
- 4) 26/35
- 5) 27/35
- 6) 31/35
- 7) 33/35
- 8) 18/35

### ***How do we make these goals a reality?***

- City staff needs to be at meetings during the process
- Representative process
  - Inclusive and diverse
- Information on the web
  - Data and summary
- Present information in a usable format
- Social media
  - Mayor's Facebook
  - City's Facebook
- Is this authentic?
- Early wins
- Show commitment
- Mix city and public
- Have senior people, Alderman and Mayor attend but not take control
- Go where people are, i.e. malls
- Provide feedback on-line

## **QUESTION 5**

### **What information is critical for consideration in this process?**

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- Major budget categories- how they break things down
  - Services
  - Types of costs
- Operate/ maintain/ sustain/grow/enhance/new
- The allocations of the categories
- What are the departments and the accountabilities of departments (What service provide or support?)
- What are the budget allocations for each department?
- What are the long-range trends in expenditures and what projects are already committed to?
- Demographic Trends
- Who was invited to the process and who had attended
- Where is the discretion in the budget?
- Salary scale disparity (lowest to highest)
- What is the breakdown of revenue?
- How much allocated to debt repayment?
- What benefit do departments gain by coming in under budget?
- Population statistics demographic
  - Percentage of youth
  - Percentage of transit users
  - Percentage of soccer players
- How does the budget reflect Calgary's values as a city?

## QUESTION 6

### What can we do to ensure that you continue to participate?

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- Short term gains- show some immediate results that are apparent
- The meeting to be well documented and acknowledged by the City
- Definitions of the problem we're trying solve
- Support for that problem at the highest levels
- Materials that are easily accessible and easy to read in a variety of media. Seniors are not necessarily on social media.
- Sufficiently timed and convenient locations.
- Demonstrate value for time with meaningful gestures for buy in. Something that shows, this is not a waste of time.
- Bite size chunks
  - Brief engagement
  - Make it easy to engage
- Would be great if the input would have impact on this year's budget.
- The opportunity to voice organizational/personal concerns and how these concerns will be addressed
- A clear summary level map of the process. That shows participation by citizens and the city.
- Extend the process to where people are.
- Bring a portion of the process into other meetings
  - Community association
  - Parent council
  - Sports groups etc.
- Recognition of volunteer time (besides cookies)
- Identify special interest groups impact of budget/ bylaw considerations
- Summary of activity readily available on web

***“What Was Said” Report***  
**Staff Workshop**  
February 23, 2011  
2:00 – 4:30 pm  
Number of participants: 22

## INTRODUCTION

### How you feel about the start of the process?

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- The way it should be
- Interesting, first time I have attended a workshop
- Hopeful that ideas get filtered up
- Here to listen, see what happens
- Curious how things will turn out
- I’m here for the cookies
- I feel engaged
- Excited and curious
- Anxious to find out the results
- Short notice about the session, but interested
- Interested in the process
- Face to face dialogue preference over online survey
- Voluntold, perhaps because I have valid ideas
- Here to make sure the room safe (Fire)
- Hesitant of process; concerns re: engagement and budget
- No opinions yet
- Being inclusive and involved
- “Voluntold” to attend, curious how it will unfold; both employees and public
- Hesitant and curious re: how decisions being made and how feed into the decisions being made
- Curious

## QUESTION 1

**Think of the best public engagement experience you have been involved in.  
What made it meaningful?**

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- Most useful would be a narrow, deliberate focus
- Given guidance on options/choices
  - when it's too broad, it's more difficult
  - option to provide suggestions
  - good when decision makers were in the room to hear the discussion
- Process leads to the outcome
- People are educated on the issues and able to make informed decisions
- Experts need to be in the room
- Variety of opportunities to participate
- The Smoke Alarm Blitz
  - positive public response
  - good attitude and buy in from staff
  - inclusive attendance
- Calgary Afterschool
  - engaging stakeholders
  - valued input and expertise of stakeholders
  - challenge – managing expectations
  - used input to inform the program
  - gap between input and action was short
- CSPA
  - Citizen Expectations Focus Group
  - need level of info to provide input
  - need information in advance
  - need the background of the project
- Understanding of the process, answering questions in advance
- Discussion with HR about inclusion/diversity in the workplace
  - Well nurtured
  - Room for feedback
  - Good session design and facilitation
  - Lots of written notes
  - Very engaging
  - Proper logistics
- Listening to concerns
- Follow up from the session with participants. Providing us with the report
- Answering questions and information sharing made satisfied participants
- Providing information at the start at a basic level (City services)
- Ensuring that the space is safe (i.e. cater to hearing problems by providing translators)
- Ensuring that something will be done with the input. To know that our voices will be heard
- Smaller workshops – a place to have a conversation outside of a large group. More 1 on 1 with consultants and experts
- Understanding what is feasible
- Small charettes with lots of communication
- Face to face is what makes people feel valued. It can be a fulfilling experience. Face to face with people in power is even better
- Alternate means of communication (online, door to door, mail-in, phone, etc.)
- Positive outcome for people deeply affected by an issue
- Intense experience

- 2 engagements and then a vote to take down the fence
- Need to have stakeholders involved with a wide range of stakeholders
- Boundaries need to be defined
- Outcomes need to be communicated
- Capture input in some way
- Being a part of a community-wide special event/balance with regular customers
- Being able to work through it so that both sides are understood
- Understand what each group is working for
- Open houses
- People not afraid of joining in (people know each other)
- Small community events
- Had professional person presenting the information and assisting in explanations
- Specific question people can answer or something for people to relate to
- Needs to be something that people care about
- Comment were published so we could see what was stated
- Common list of questions so that you're not answering the same questions over and over
- Someone writing down comments/answers
- Having something developed, so that we don't have to do the leg work and we have time to think
- How does it affect the mean – we need to know this (i.e. How much of my money goes where?)
- Really like face to face
- Someone who knows the answers to the questions in the moment
- Different options for feedback
- Dealing with issues in person
- Emails can be quick and tangible
- Helpful to have options to answer questions about what's meaningful to you

## QUESTION 2

### What has been your experience with City of Calgary engagement activities in the past?

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- Inherited the result of the process x2
- Being involved in results to send to several departments
- Had input
- Reacting to the engagement decisions (i.e. Budget process)
- Sometimes realize after the fact that you were involved
- Engaged in planning process (i.e. Fire hall locals)
- Extensive dialogue but then the outcome is different from the input. Pre-determined outcomes
- Lengthy process without implementation
- Surveys don't allow flexibility. Offering a variety of ways to participate makes it more complete and inclusive
- The public will see it as a positive step, the public sticks with high level, media driven ideas.
- Need for a detailed understanding for the public to participate. Will the city act on this if it isn't informed input?

- Time requirements can be tricky
- Right forum depending on the level of engagement (lectures, open houses, more or less facilitation, newspaper articles). Determine it first.
- Outline the intent of the process
- Good to be in the room with “end users” to see how they respond
- Continual engagement (ongoing and responsive)
- Working in collaboration with partners
- Engaging staff
- Engaging corporate management team (trans gap analysis)
- It’s good when you can respond to issues quickly and you can anticipate issues and speak to the community quickly (with the right facts)
- Be clear with expectations on what the engagement process is trying to achieve: Inform, involve, etc.
- Using stakeholders for continuing engagement
- Not much experience with the City of Calgary
- Need parameters on process or it can go wrong
- How will input be used? What will it mean?
- What is on the table and what is realistic?
- Focus meeting for staff
- Q+A session
- Need to manage meeting needs by having info available
- City calls it engagement, but it’s information because the decision is made
- Doesn’t seem genuine
  - process aligns with outcomes
  - already frames questions and possible answers
- Survey monkey
- Inclusive perspective. Not reaching all communities is dangerous.
- Accessible facility and tools
- English and other languages
- Ask if anyone has issues with transportation or childcare
- If they don’t want to hear or participate at what extent or effort do you pursue it?
- What to do when people aren’t engaging?
- Maybe we aren’t accessing everyone
- Same people’s voices are heard all the time
- Some voices are very well organized and we hear from them
- Community below the poverty line – we don’t hear from them
- There is a passion piece linked to this. When people really care, they focus.
- How do we make this process important?
- Stakeholder buy-in is really important. They need to understand and be educated with the information.

### QUESTION 3

**What ‘ground rules’ for participation would you suggest for participants in this conversation over the next few months?**

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- No idea is a stupid idea

- Big piece of a little pie – this is political
- Process could get hijacked by the loudest voice
- Every voice matters. Focused on voices of citizens instead of interest groups
- Individual interests to drive the budget agenda
- An opportunity for everyone to voice his or her thoughts. Everyone is heard equally
- Organized groups can have more information ahead of time and can change the conversation
- Have a free voice, what's said in the room
- Let people leave written ideas and suggestions
- Emotion driven topic (budget)
  - need to manage this
  - can become very tense
  - keep the discussion on track
- Respectful
  - Give people an opportunity to give respectful opinions
- Provide parameters for discussion
- Different ways to participate (small group vs. large group)
- Have an open mind
- Support your ideas
- Have a facilitator that is able to handle a diverse group
- Link back to main topic and agenda
- Record the discussion
- Set timelines and agenda, but be flexible
- Inform the public about what we [the City] do, how we do it, and what we don't do
- Accommodate all public (translation, plain language, organizational partnerships, reaching out, culturally diverse media)
- Keep people on track. There needs to be a good purpose statement for the whole project as well as specific conversations.
- Respectful. Sharing of opinions. Agreeing to disagree.
- Equal opportunity to participate
- Eliminate duplications where possible
- Examine what has worked in the past and what hasn't (Look at Imagine Calgary)
- Good reporting system and sharing of next steps
- Control air time damage to discourage 'dominance'
- Respectful of other people's opinions
- Appropriate agenda defined by department consultants
- Budget timelines, dollar amounts, completion dates, etc.
- Be specific, set parameters
- Chair facilitators required
- Participants need to be clear on the focus, what is expected. It needs to be managed
- Punctuality
- Mutual respect is a must. No racial or sexual discrimination
- Focus on the topic
- Need a good mix of 'reactors' and 'observers'
- Be respectful
- Ask questions
- Creating a safe environment for participants
- Focus on the issues, not the people

- Enter with good intentions
- Deal with the facts, leave out rumours
- Create space for emotion
- Listening and learning
- Allow time for discussion, which may be necessary to help people focus
- Be honest with your interests (employee, union, special interest)
- Balance the discussion, provide opposing views
- Understand the path (journey)

#### QUESTION 4

Please rate the importance of the following engagement goals on a scale of zero to five.  
Zero: low importance – Five: high importance

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NOTE: Listed below are the Engagement goals were participants were asked to rank:

- 1) **Gathering values-based input that will be used and considered in decision-making on the trade-offs and priorities for City services and budget.**
- 2) **Providing multiple meaningful and appropriate opportunities to engage staff, citizens and Council in constructive dialogue about issues, priorities and ideas that are important to them.**
- 3) **Delivering a transparent, accountable and inclusive engagement process that builds relationships, trust and credibility with stakeholders.**
- 4) **Raising awareness and understanding of City services and budget allocation.**
- 5) **Building capacity, skills and knowledge of citizens, staff and Council to engage and participate in dialogue about important issues.**
- 6) **Building relationships and partnerships with organizations, stakeholders and citizens and creating an increased feeling of involvement on important issues.**
- 7) **Providing all participants with the information they need to participate in a meaningful way.**
- 8) **Building understanding of the foundation and vision of ImagineCALGARY and the context of this conversation as the path towards beginning the journey of implementation towards that vision.**

#### Group 1

*Most important engagement goals:*

- 1) 14/20
- 2) 15/20
- 3) 20/20
- 4) 13/20
- 5) 15/20
- 6) 16/20

- 7) 18/20
- 8) 12/20

### ***How do we make these goals a reality?***

- Need follow up and reporting back on a regular basis – perhaps monthly
- Bullet form is fine
- Accessible to all, plain language in a way that is easily understood
- Not a lot of transparency and inclusiveness. Starts well, but then the decision is made and you lose trust
- Need to communicate and really show staff that their opinion might really have an impact on what happens
- Engagement process needs to be acted on – don't reinvent all the time
- Must be an implementation phase
- Last goal is too broad and is wordy which leads people to go off on their own path with their own voice
- Too many goals. Up to 3 is better. Too many leads to failure/half of the stuff is not really done
- Short statements on a slide is better than full goals
- Found the 1st survey confusing
- Then special interest groups will respond, they have the knowledge, organization and they understand the process
- Average citizen needs clear survey that's not too confusing
- Although ImagineCalgary goals are wordy and confusing, most important for her department (i.e. design for parks not aligning with imagine Calgary vision)

### **Group 2**

#### *Most important engagement goals:*

- 1) 22/30
- 2) 22/30
- 3) 27/30
- 4) 25/30
- 5) 17/30
- 6) 24/30
- 7) 29/30
- 8) 20/30

### ***How do we make these goals a reality?***

- Total community awareness
- Disclose ultimate vision of ImagineCalgary. This sets the direction
- Supplying a path
- Using plain language (layman's terms)
- Identifying opposing opinions
- Document all records and conversations
- Providing options for ways for people to leave input
  - Not everyone will be able to go to meetings
  - options with survey/email
  - Input options that they can easily access. Fair shake.
- Posting the information on the project
- Chance to add input after reviews
- Collection of results from sessions that way people can build on first sessions
- Difference of feeling included and being included (this is in your head)

- People who gather in common place are more ready to share ideas
- Expectation to feel included (this will be different between each person)
- Respect for people's opinions, even opposing ones
- Need to be able to express your opinions freely
- Being aware of the audience and how processes/questions are developed

### **Group 3**

*Most important engagement goals:*

- 1) 12/15
- 2) 11/15
- 3) 15/15
- 4) 15/15
- 5) 15/15
- 6) 14/15
- 7) 12/15
- 8) 15/15

***How do we make these goals a reality?***

- We can no longer work in silos – not everyone knows everything
- Educate employees
- Business units can take what they've learned and incorporate their own information into it
- Good about invisible services – this is important in this process
- There is too much. A purpose statement is needed to prepare people.
- This is good in theory, but pragmatically, what would it look like?
- Difference between goals for employees and senior administration? There should be
- Create a more two-way street between lower level and senior administration
- There needs to be an internal dialogue and a room for explanation
- Some goals need to be distinct for senior management
- Must pick a few topics and focus on them so that it doesn't get out of control
- Reaching a wide variety of people with easily understood information is what stands out. The City doesn't do a good job at this right now.

### **Group 4**

*Most important engagement goals:*

- 1) 15/30
- 2) 25/30
- 3) 24/30
- 4) 27/30
- 5) 19/30
- 6) 18/30
- 7) 29/30
- 8) 14/30

***How do we make these goals a reality?***

- Need a purpose statement
- Do evaluations of what info they have what they need

- Information is not always shared
- Can't always carry through
- Fear of reaction (politics) is a challenge
- Need to explain the services
- Who is providing the information? It may be out of context which can be dangerous
- Experience with online has been bad, who do you get information from if you have a question (interpretation)
- May need to cater to the lowest common denominator

### **Group 5**

*Most important engagement goals:*

- 1) 5/15
- 2) 15/15
- 3) 15/15
- 4) 10/15
- 5) 0/15
- 6) 0/15
- 7) 15/15
- 8) 15/15

***How do we make these goals a reality?***

- Providing multiple, meaningful ways to participate
- Go big – make it public (advertise on busses) - make it look like it isn't the City
- Make sure people understand expectations
- Go where people are if they can't come to you
- Deliver a transparent process by making it public and sharing information and results

## **QUESTION 5**

### **What is working well?**

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- Cross functional teams working towards common goals
- Arts and Culture has excellent facilities now. We have the opportunity to deliver more programs.
- Positive, safe work environments
- Committed, passionate, engaged staff
- Recreation programs
- Good city service scores (91%)
- Responding to emergencies (311, fire, police)

## **QUESTION 6**

### **What could we transform in order to achieve the City we want?**

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- We could work in partnerships with non-for profit organizations to deliver, but often the procurement system is rigid.

- If you want me to change my position on an issue I have worked on for 2 years, have a face-to-face conversation with me instead of just changing the business unit position. How about engaging your employees?
- Question assumptions – that the current process does not reflect priorities – perhaps it does.
- GM's value the input and expertise of staff
- Our financial system does not allow acquiring financial resources from year to year. If we could, we could plan more sustainable initiatives
- Encourage use of Job Shadow wing, Work Experience Programs to extend out services and build succession plan in staff development

## QUESTION 7

### What could be improved?

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- Being proactive in preparing people for crisis situations
- Privatizing certain businesses. Is being a public entity always the right choice?
- Reallocation of budget dollars so that it better funds the front facing staff providing the services rather than excessive management and support staff
- Communication – our website needs redesign and needs to include accommodations for people with disabilities. Right now it is difficult for anyone to find information
- Recognize all the things that the City does well
- Develop zero based budgets to reflect more accurate operating costs
- Streamline the amount of mid management to allow us to be more cost effective
- Lack of leadership impacts vision/budget
- Encourage new, innovative ideas and processes (union)
- Communication and the way in which it is delivered
- More engagement to determine what exactly we want (priorities)
- More transparency at the highest level
- City must communicate the priorities/vision of ImagineCalgary and make the principles mandatory guidelines for all developers of new communities (i.e. stop urban sprawl and/or make it align with ImagineCalgary in some way)
- Clear goals set out by management
- Need to upgrade our facilities, take better care of life cycle needs, new attractions (water features, etc.) to be able to provide the high quality service/experience to Calgarians
- Always seem to be competing with facilities (Talisman, West side, etc.) for City funds.
- Need to recognize City operated facilities that need the upgrades and dollars as well
- Culture change/shift within the organization
- Transparency, implementation, tracking, evaluation and accessibility of specific policies
- Stop being so reactive to issues. Knee jerk reactions don't make good public policy.
- Trust in senior management as a whole. There isn't enough transparency
- Make communication policies less complex. Simple language.
- Top down vs. bottom up
- Senior admin and Union (inefficient means of production)

## QUESTION 8

### What information is critical for consideration in this process?

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- Services provided vs. budget
- Priority and vision of ImagineCalgary communicated to all City employees, contractors and partners
- Communicate the priorities and goals. Often priorities are dependent on other factors (budget, life cycle needs, unclear communication, different BU needs)
- Public awareness/education on critical projects in timely fashion
- Better public communication policies
- Need to ensure citizens understand breadth and complexity of the any “essential” services the City offers and its impact on their lives
- Get each BU/Division to develop a synopsis of what services they provide and value to Calgarians so everyone understands what we do!
- Allow everyone to be heard and feel validated
- Council needs to understand what the limitations/pitfalls of the public engagement process are
- Is anything ‘out of scope’ or off the table?
- Consideration into cost-implications, timelines and personal involvement
- People need to know priorities of ImagineCalgary
- Senior management buy-in
- Current City procedures
- Are we a service or are we a business, or both?
- There is a need to reestablish the face to face information centre at municipal building or other City building with good parking
- We cannot assume that website and 311 serves all Calgarians. The info centre would play not only the role of information provision but also gather feedback from the public.

## QUESTION 9

### What stood out for you?

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- Everyone agreed, or were not too far apart
- Take learning from ImagineCalgary
- Inform the public FIRST on “what we offer” so they have an understanding. This goes for employees too.
- Must be inclusive, have a broad reach and be delivered in plain language

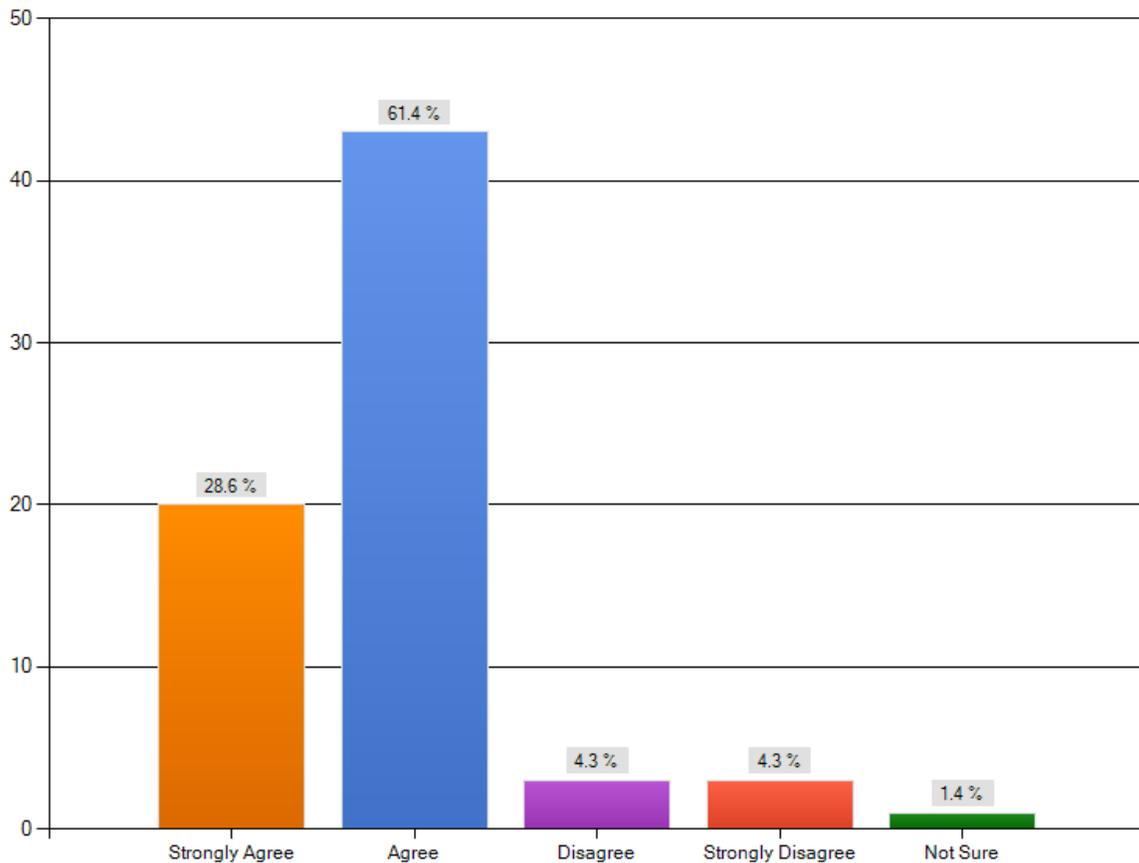
## Making Choices That Matter Phase 3 Community and Staff Conversation Cafes May 2012 Evaluation Results

Total Number of Participants: 216

Note: Not all respondents answered ALL of the questions.

### 1. The purpose and objectives of the Conversation Café were clearly explained.

(70 responded and 3 skipped)

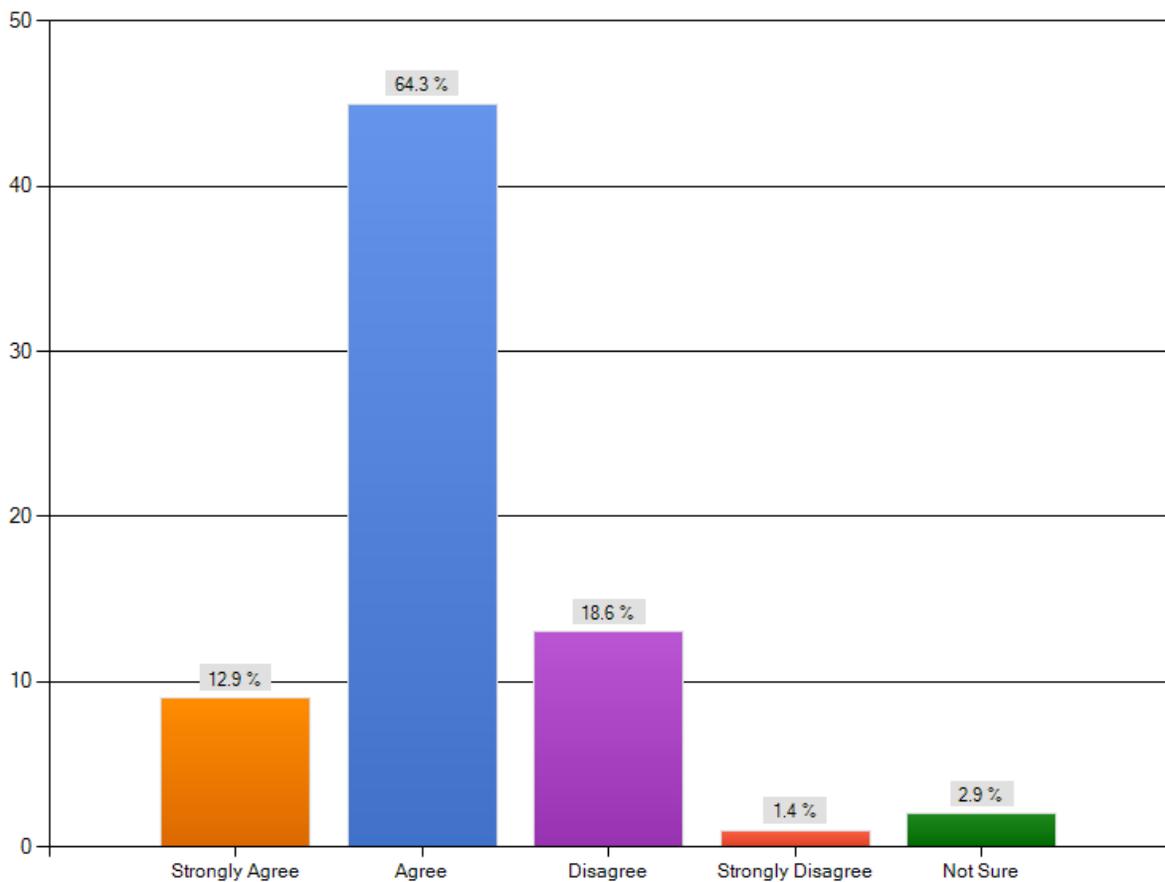


Please Explain :

- Was easier to follow than the online process.
- Not sure if this was same as on-line process.
- Arrived late so can't comment.
- I don't feel the options are true choices. We cannot eliminate work departments do, so we cannot eliminate departments. All budgets could benefit from an increase in the short term to create long-term savings.
- But not really a cafe format; more a do it yourself.
- Personal, one on one & round tables - great! Encouraged discussion.
- Explained in advance.
- I really was not sure what to expect!
- Expected more facilitation/organized discussions.

## 2. The information presented today was clear and easy to understand.

(70 responded and 3 skipped)

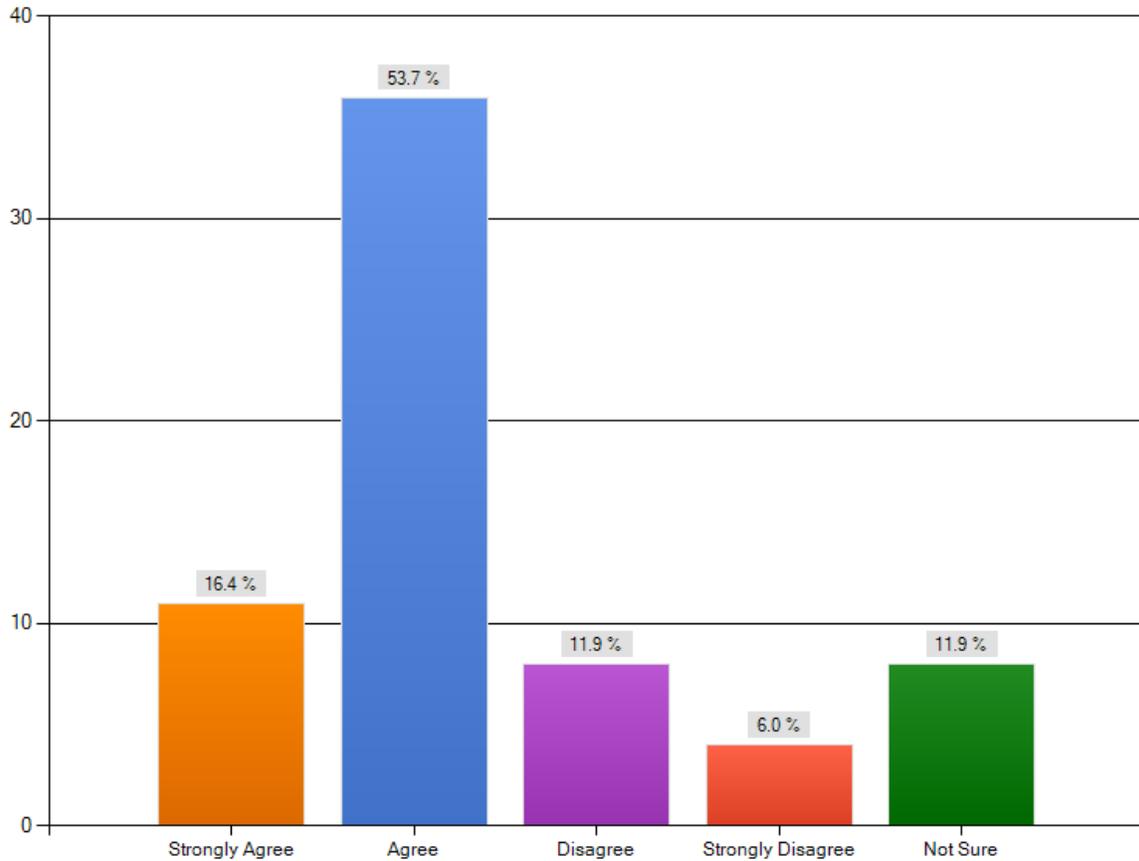


Please Explain :

- I did not understand the purpose of the smaller pieces of pages in addition to the booklet/budget template. Seemed like I was duplicating my info.
- There is a lot of information to absorb & digest prior to meaningful participation in the session. Participation in previous sessions is almost a prerequisite.
- Knowing how effective the budgets were being spent would help.
- I feel I heard departments bunkering in defense of what they do rather than explaining metrics of how they deliver services. My observations are but they don't always align with what I've heard.
- No facilitator sat with us. Our table was quiet.
- The budget template was a slightly different order than the budget kit.
- Good detail & opportunity to be specific but also open ended.
- Facilitator helpful, provided good explanations.
- Could have had more interaction.
- Agree & disagree circled.
- This is the one barrier I see. Someone uneducated or weak in English may struggle.
- Some was missing - city department reps were absent.
- Could have used comparative budget per prior years or comparatives to other cities
- The literature provided was clean and easy to understand.
- Each group could have given a 5 min. presentation about their services.

**3. The session today increased my understanding of the City of Calgary Budget Allocation Process and how my input will be used.**

(67 responded and 6 skipped)



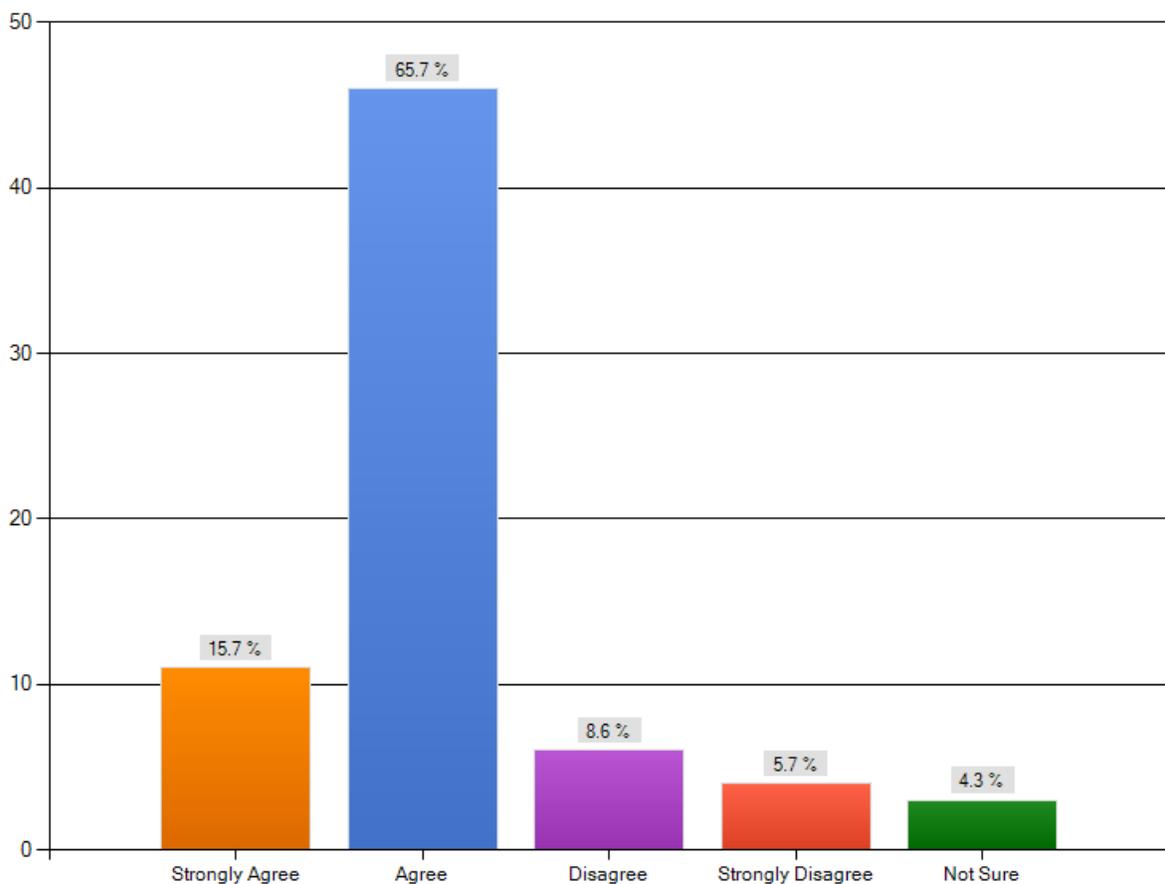
Please Explain :

- Need better understanding of mill-rate VS user fee supported services.
- Allocation process - I understand. Unsure as to how my input will be used.
- It was not explained HOW my input would be used! Today's process was explained well though.
- About the same
- It is a lofty goal to think that the general population can realistically make decisions on increase or decrease without having a discussion on the efficiency of the present budget.
- I don't really believe that this process will effect the budget allocation.
- Agree & Disagree.
- How my input will be used?
- Sounds good, see what comes out of it.
- Yes.....input welcomed....to be rolled up....for consideration.

- I had such a great opportunity to read through the budget.
- This was more of a voting opinion than a session.
- Not sure how input will be analyzed & used to contribute
- Agree/Disagree - increased understanding of scope of budge but am not clear how input will be used.
- Not sure what city will use/discard.
- How will info be shared?
- Neutral - between agree & disagree

**4. I now have a better understanding of the complexity of issues, values and perspectives to be considered in budgeting for City programs and services.**

(70 responded and 3 skipped)



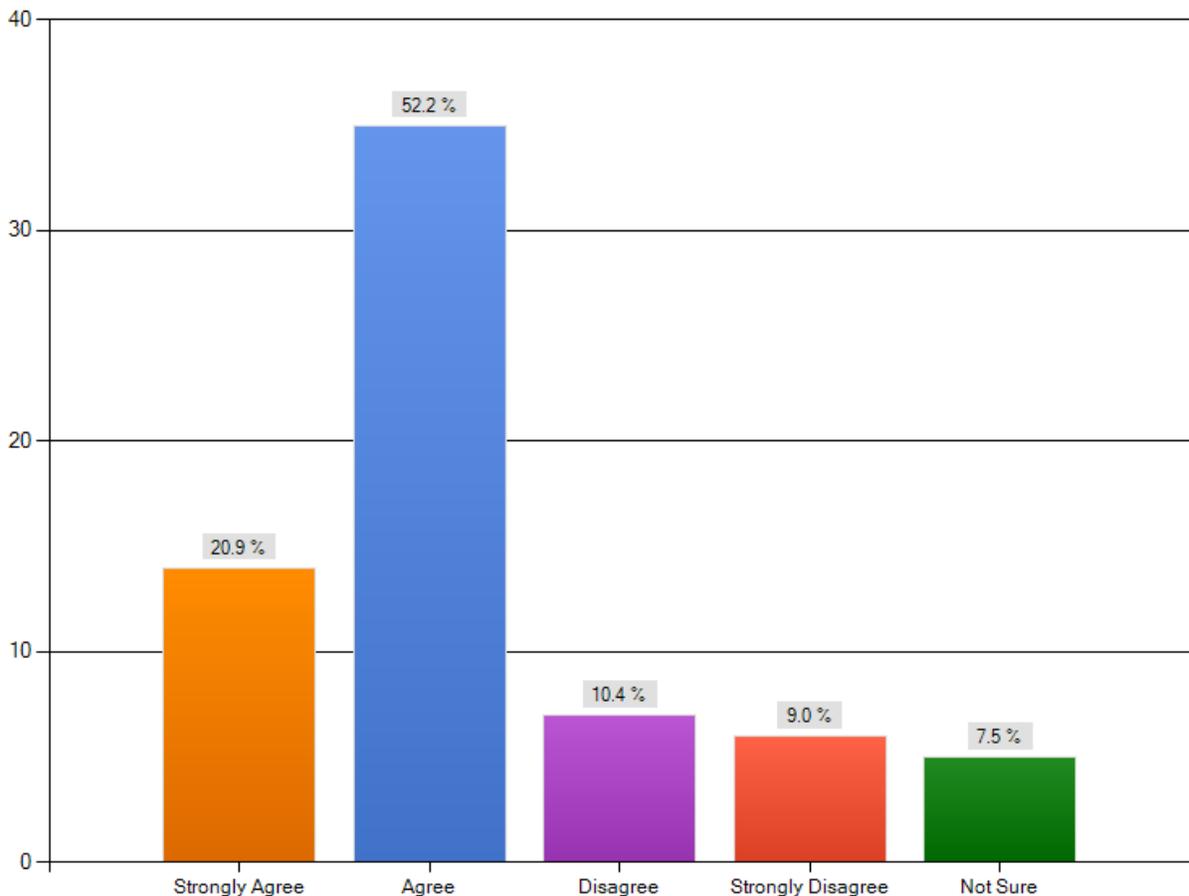
Please Explain :

- No real consultation or meaningful evaluation of present community services. Response with increase VS decrease appears to be leading toward increase in taxes.
- I think I have always had an excellent view of the complexities.
- Understand content - but not challenges, etc.....

- Useful to engage citizens in this process.
- I had an understanding of the complex issues before today.
- The breakdown of the budget explains clear concept.
- I had a good understanding prior to this exercise, it now worries me about the time and money being spent to do this when council could not possibly do all that is being asked without some "groups" being affected by decision.
- Refreshing process, although I am a little pessimistic findings will be used to influence decisions, based on previous administrations' behaviour.

**5. The session today provided good opportunities for dialogue and sharing of ideas about how to allocate the City budget.**

(67 responded and 6 skipped)



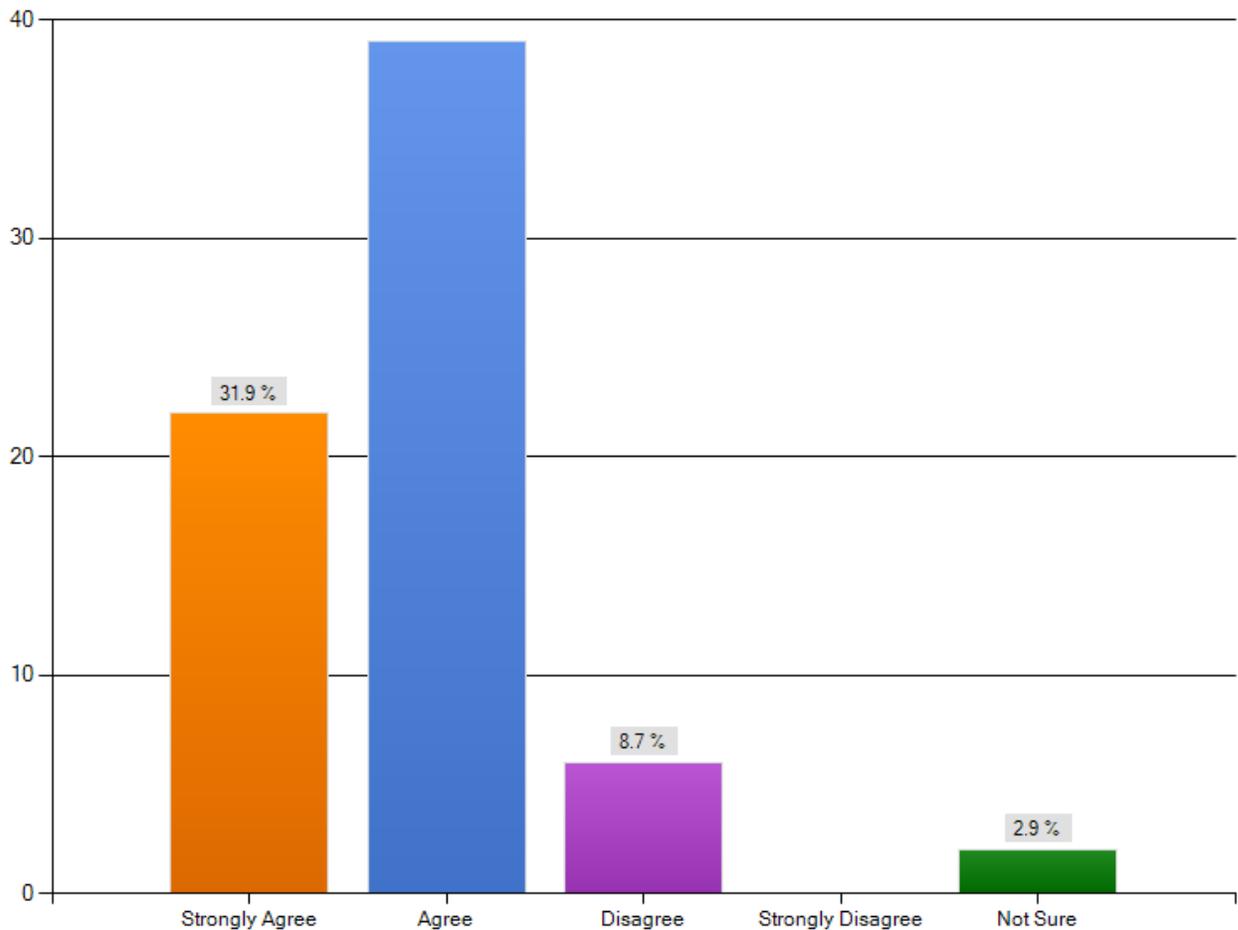
Please Explain :

- Would have, if more people attended! However, it was good to have the opportunity to speak to department representatives.

- If I wanted - took so much time to do, little time to talk.
- No real parameters for a meaningful discussion.
- No facilitator at table.
- I did not participate in discussion or dialogue. I was seated at a table on my own and asked to complete forms.
- Absolutely! See above.
- Minimal dialogue.
- There was little dialogue at my table.
- There was no interaction with other attendees.
- More discussion would expand the learning.
- Our table was not facilitated & no one shared or compared or debated.

**6. The facilitators encouraged everyone to participate.**

(69 responded and 4 skipped)

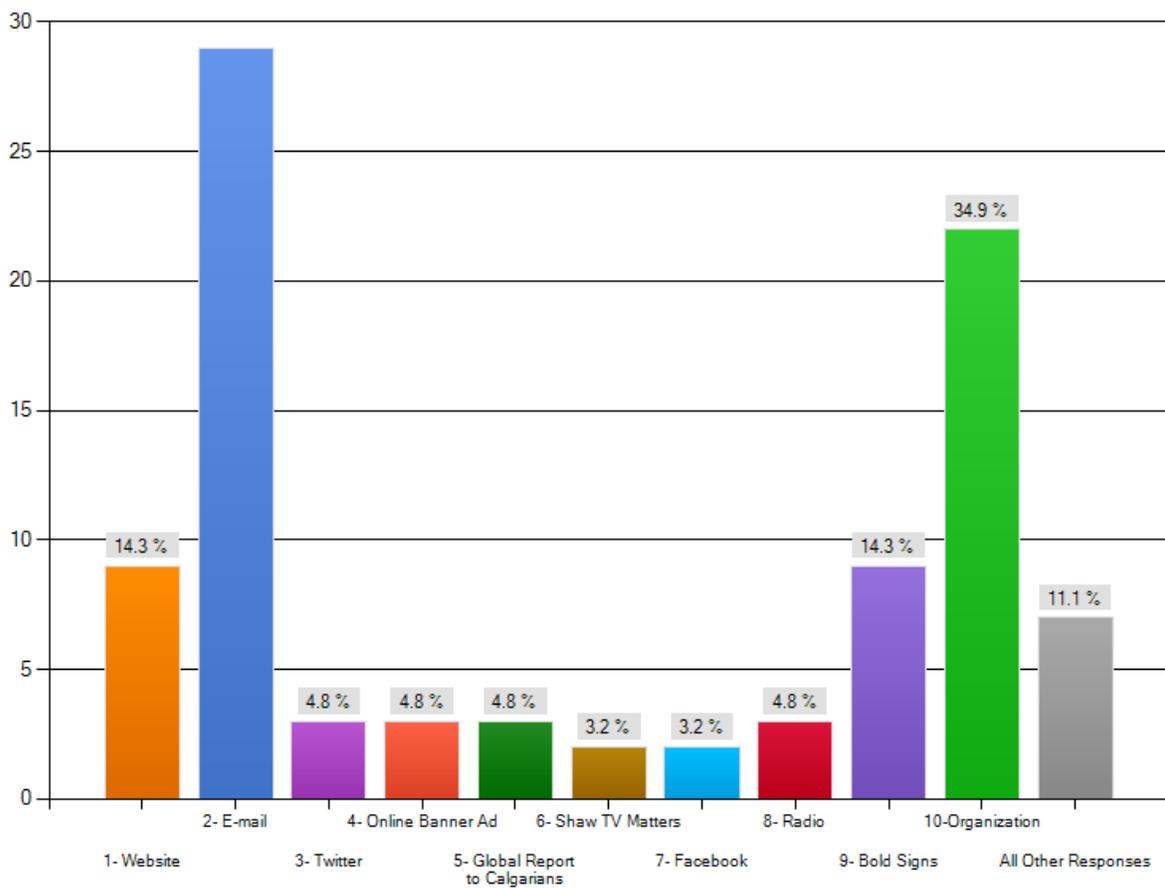


Please Explain :

- Facilitators worked hard to be welcoming & helpful!
- No facilitator at table.
- Lacked the opportunity for facilitated discussion.
- Very good, again see above!
- Mostly a paper exercise.
- But this did not happen.
- N/A
- Not really, use cafe model of "talking stick" would help.

### 7. Please tell us how you heard about the session today?

(63 responded and 10 skipped)



Please Explain :

- Personal interaction
- Fellow staff member

- I only know about this event because I work in a department that is responsible for putting up this event on a city calendar.
- FCC
- Alexander Centre & Inglewood Community Association
- Civic Camp Calgary
- Co-host - Federation of Calgary Committees
- FCSS
- City
- Contact at City
- Well marketed.
- Encouraged to attend by our CEO Paula Wesley @ Families Matter Society
- Thrive
- Invitation from city planner.
- FCSS
- FCSS e-mail
- FCSS
- Parkdale Nifty Fifties
- Friend
- Calgary Sun
- Calgary Chamber of Commerce

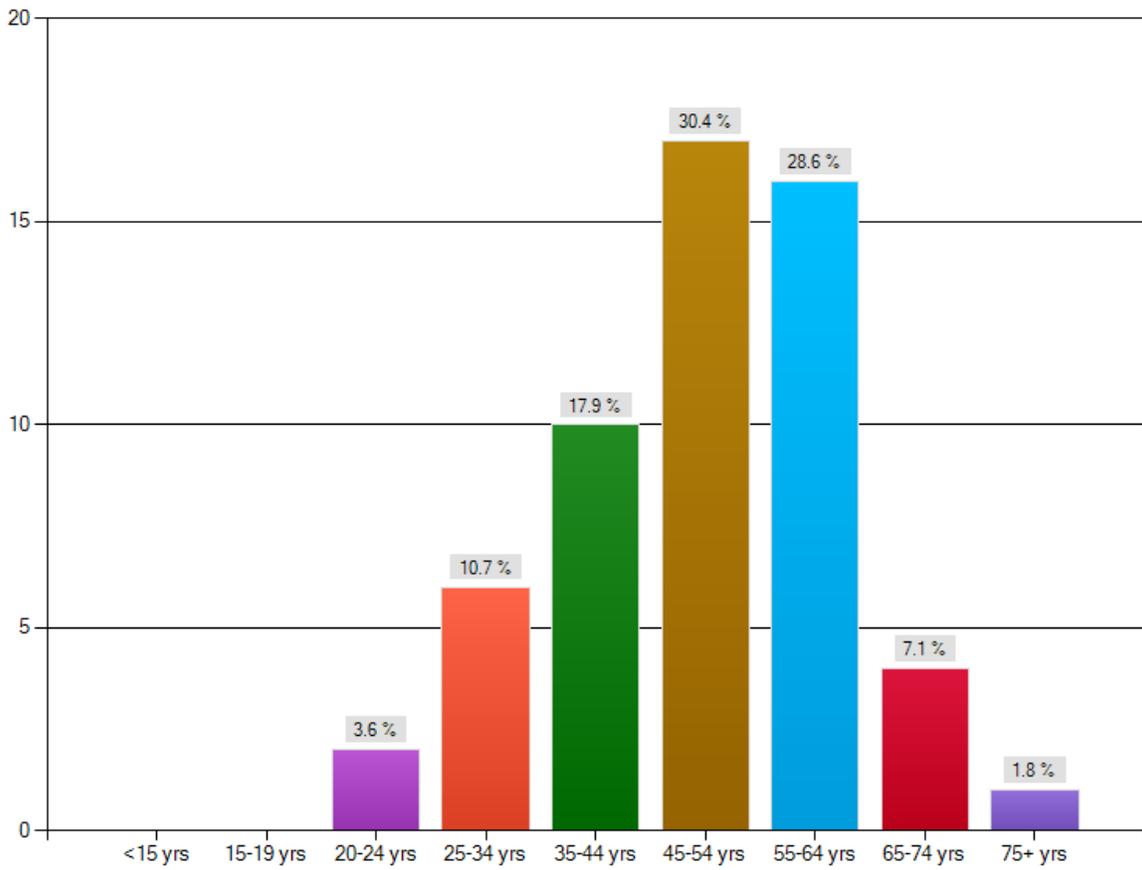
**8. Please provide any comments or suggestions you may have regarding the Calgary Budget Engagement Process. (36 responded and 37 skipped)**

- Appreciate opportunity to participate. Until now - budget process was opaque to me.
- Hope to see similar process for capital budget as well.
- Provide additional background on prior budget/changes over time. Provide more detail on operating VS capital costs. Explain, i.e. budget of zero/provide more detail on how this can happen.
- Why am I filling out the same information on the "service bills" & template? Seems a waste. There is no option to suggest improved service which may not show a \$ increase (or decrease) but may raise service levels & quality.
- Way MORE advertising both internal & external - emails to staff, signage in dept. Obviously not well advertised as there were 4 people participating at session today - that's it!
- I would like to see how Calgary's departments compare to other similar Canadian cities (Edmonton, etc). This will give us an idea of how efficient some departments are.
- The in person have been much better than on-line.
- It is always an easy fix to say budget increases will help - but not necessarily true if the culture of civic management does not change. This consultation is a step towards change but we are not quite there.
- Let's in future consider talking about the CAPITAL budgets as well as the OPERATING. Need to continue the engagement efforts AFTER May 2011 and into fall 2011 and 2012.
- Great session! & good Job!
- Are these groups heard - or does City Council just vote as they choose?
- Could have benefited from a cafe format that ensured conversation.

- Balance the usage of online tool & face to face meetings.
- The process is transparent and provides space for feedback.
- A good start for direct public input.
- More discussion for entire group. Sharing of findings.
- Need to be mindful of org & peoples time.
- Great start - again see what comes out of it. How is it used - will it make a / some difference.
- Process as whole - very thorough and engaging of many.
- Engage "Everyone" including marginalized groups, homeless, disabled, religious groups, etc.
- How much demand for specific feedback, more value to seek principles on how to proceed, then city can focus within a narrower inclusion process. Why only less/more. How about differently? More effectively/outcomes. More efficiently.
- N/A
- This is an excellent opportunity to engage with my city government as an individual & on behalf of clients my FCSS funding organization supports.
- Too costly in facilitation costs. Too much paper.
- Loved this opportunity!
- I hope that this is useful for you and I really like the attempt to engage. Use Bob Chartier for engaging engagement.
- It is flawed in the process, but I am happy to see the city engaging the citizens in the budget.
- Budget discussions in seniors centers and 60+housing.
- Report back to public on how input has been used.
- N/A
- It was very easy, pleasant & open atmosphere to speak out your mind.
- It is a good idea and should be carried on in future and more involvement of community.
- Good Idea.
- It is a good idea and should be carried in future and more involvement of community.
- Good idea to involve citizens of Calgary to involve in budget the process.
- More Benchmarking - just numbers till I can compare my level of service to other jurisdictions.

**9. Please circle the age group that best describes you.**

**(56 responded and 17 skipped)**



**10. What is your gender?**

**(64 responded and 9 skipped)**

Female	41	Male	23
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**11. In what neighborhood or community do you live?**

(63 responded and 10 skipped)

Abbeydale	Lynnwood
Airdrie	Macewan
Albert Park	Martindale
Belfast/Cossroads	Mountview
Beltline	Mt Royal
Beltline	Mt. Pleasant
Braeside	N/A
2 Bridgeland	North-East
Calgary Varsity Work Calgary NE	Northwest
Cedabrae	Outside of city - Lake @ Heritage Pointe but work
2 Connaught	NE
Coventry Hills	Panorama Hills
Douglasdale	Pineridge
Dover Glen	Ranchlands
Downtown	Richmond Hill
Edgemont NW	Rosemont
Garrison Woods	Scenic Acres
Glenmorgan	Silverado
Hamptons	Somerset
Harvest Hill	South Calgary
2 Hawkwood	2 Strathcona
Hidden Valley	Sunalta
Hillhurst	2 Sunnyside
Huntington Hills	Thornccliffe
5 Inglewood	Tuscany
Lake Chapassal	3 Whitehorn
	Willow Park

**12. What is your postal code?**

(61 responded and 12 skipped)

T0L	7 T2G	2 T2T	2 T3C
3 T1Y	T2J	2 T2W	2 T3E
2 T2A	3 T2K	2 T2X	3 T3G
T2B	2 T2M	T2Y	2 T3H
T2C	4 T2N	T2Z	T3J
3 T2E	3 T2R	5 T3A	4 T3K
			2 T3L

**13. If you represent an organization, which one?**

**(17 responded and 56 skipped)**

N/A  
Civic Camp Calgary [www.civiccamp.org](http://www.civiccamp.org)  
Children`s Cottage Society  
City of Calgary  
Huntington Hills Community Association  
Catholic Family Service  
Calgary Seniors Resource Society  
Hull Child & Family Services  
Immigrant Services Calgary  
Life Transitions Association - self employed  
Renfrew Educational Services  
Inn from the Cold  
Calgary Seniors Resource Society  
Calgary Women's Emergency Shelter  
Families Matter Society of Calgary  
Martindale Community Association  
Calgary Chamber of Commerce

## Understanding Values & Priorities Phase 2 Community Forum April 5, 2011

### *What city services are most important to you?*

#### By-law

- By-laws
- Animal services
- Noise attention
- Sound barriers

#### Community Services

- Libraries
- Libraries
- Affordable services
- Programs for people in need
- Community programs (before and after school care)
- Look after homeless better especially better services for single parent low income
- Planning for the future of Calgary (socially, environmentally, economically)
- Library
- Proper funding to the different organizations - community services
- Libraries

#### Corporate Services and City Planning

- 3-1-1
- (Social, Environment) Policy development and implementation
- Mixed neighborhoods
- Good long term planning

#### Recreation and Parks

- Live/work/play neighborhoods
- Off-leash parks
- Green space, parks, trees
- Ravines

- Community gardens
- Gathering places i.e. community gardens
- Accessible recreation (parks, gyms, pools)

### Safety

- Fire
- Police
- Public safety (Police, Fire, EMS)
- Safety

### Transportation

- Integration of transit and services
- Transportation
- Transit
- Access roads/transport
- Transit
- Pot hole repair
- LRT stop station heaters
- Snow removal
- Walking, cycling paths
- LRT
- Pathways/cycling routes
- Effective transportation
- Bus only
- Bike only
- Car pool lanes
- Reverse lanes
- Transit
- Utilities
- Improvements to Glenmore Trail
- Roads
- Roads
- Snow Removal

### Waste and Recycling

- Water/Sewers
- Blue Box
- Water
- Recycling
- Why do we have weekly recycling collection?
- Landscaping
- Green spaces

- Lane-ways/Meridians
- Homeless employment

***What improvements, enhancements or changes would you recommend for these city services?***

**By-laws**

- Animal services work great. Drive-home services save them from housing them overnight. Efficient for both sides. We are not running around looking for our dogs
- I have not used many of these services
- Neighborhood services - I am a mom - we did not need before/after school care. The city should not be funding this. If you have kids, you are making a commitment to raise them
- There are too many by-laws, e.g. spitting on the sidewalk is a by-law, but no one does anything about it
- By-laws give police a reason to stop you and bug you about other things
- Gives police a tool to address citizens directly
- Certain by-laws that are not enforced should not exist
- Parking enforcement - zero tolerance for people parking on streets
- By-law enforcement could not have allowed illegal suites to exist
- City should provide additional parking
- Each unit should be designated a certain amount of spaces
- Building permits should not be approved without parking spots
- People should have parking options (building underground). Logical for apartments, not residential. Exceptions for churches, etc.
- There is a flaw in how you allow people to park
- If you cannot afford a pet, do not buy one. The city should not pay for spaying, neutering, blood work and dental work for pets. Absolutely not!
- We have citizens, generations that cannot afford all this work. The city should not cover this either, but it should hypothetically come before pets
- Many by-laws are too straight
- Picking up after your dog - it is important, but they have never enforced. What is the point? No one knows what all the by-laws are. Educate people. Some by-laws (noise from events should not be weighted so heavily)
- Let us have a 'get out in your neighborhood and clean it up'. Use volunteerism. Why not
- Make people clean up themselves too
- Communities could arrange activities to encourage the proactive citizen
- People ignore speed signs - no enforcement in smaller neighborhoods. Red light enforcement. No way of identifying them
- Bikes should have licenses of some kind in order to enforce by-laws

**Community Services**

- Services need to be affordable for low income families and accessible in their community

- Mary Dover House is an excellent program for providing life skills and support.
- The amount of dollars the city puts into FCSS pays huge dividends - great services provided
- On-going evaluation of social services is commendable
- How do we make it less painful for people in distress to come forward and get support?
  - better public education
  - educate children
  - resiliency programs
- How do we stop the cycle of what other cultures see as normal or ok when they come to this country?
- Our library system is very good, community programming is convenient and free (fantastic)
- Downtown library needs to be built - should be a community gathering place
- Meeting space for rent
- Mixed use building/apartments/shops/gym
- What about East Village location
- Library downtown is number 1 priority
- Housing for the homeless
- Affordable housing for low income families

#### Corporate Services and City Planning

- Would like our city to be planned in a way that is financially and environmentally sustainable, cost of a new neighborhood is recoverable
- Integrated planning is important
- All services need to be available in a community, including different level of government, combining community facilities, i.e. a school uses a recreation centre for a gym
- Linking communities
- Work/live/play communities adds to integration
- Build it in early
- Put in good common sense leadership
- City corporation services have an important part to play in keeping the city functioning
- It is very difficult to get information from the city, they are not transparent
- Plan- it was a good process - too bad Council watered it down; stick to the plan that is initially approved
- Developers seem to be able to overrule what communities engage on
- 3-1-1 is good for dealing with issues, provides one stop shopping, gets questions answered
- Planning more efficient buildings (LEED level) puts Calgary on world scale
- Monitoring traffic signals via IT is helping to move traffic better
- Garbage pick up could be improved by picking up on both sides of the alley/street at the same time, a strong value is to make services more efficient

## Recreation and Parks

- Quality of life issue
- Health/fitness provided by facilities and parks
- Park maintenance is very important
- Some communities pay extra levy-voluntary. Feels it would be better run by the city
- Bike paths, would appreciate better system in Aspen Woods
- Having different types of parks in the city - off-leash walking areas
- On Springbank Drive/Springbank Blvd. Glacier erratic
- Signage/interpretation need some bugs worked out
- Multiplicity of uses i.e. connecting facilities like schools, senior facilities to community centers to get away from silos
- Protect our ravine system more i.e. Strathcona & Christie areas
- Stay protected - wild life corridor. Right from the start in new communities
- Having ravine system next to LRT (west) is calm before the storm
- Lack of programming in our large number of green areas organized or unorganized
- Over reliance of public provision of recreation spaces takes pressure of public sector. For example, private ice spaces
- Allow for private enterprise
- Appreciate lower prices for public facilities
- Private offerings can help bring price down
- Safety benefit. If services are not offered, keeps youth occupied. Higher degree of problem behavior
- Ways for the city to work better for the private sector on partnering with building facilities sooner

## Safety

- Notice in increased police presence at transit system. I feel safer during my early morning commute
- There is a summary of current crimes that have taken place and where they take place. I value that information
- Used EMS very good experience. 5 Stars. Positive feedback. Adds to my feeling of safety
- Police chief is doing a good job. Mentally and physically handicapped groups are being paid attention to
- Police chief is easily accessible
- Police are good for a security system in my neighborhood
- Drug houses and problems associated with them are not being addressed quickly enough (3-year cycle is too long)
- Having these in neighborhoods creates a feeling of unrest, grow-ops (mold-infested), meth-labs (toxic), places that are shut down are un-secure. Houses that are abandoned and buildings drag down the property value. A risk to children

- EMS - ambulance drivers are doing too much. Waste of dollars to have them sitting and waiting
- EMS need to be obliged to do this because they are legally responsible. Could get sorted out
- Fines should be implemented for citizens who do not move aside for emergency vehicles
- Police presence has increased, less violence and drug-dealing at stations. Big improvements
- Value not seeing it during the commutes
- Camera presence has increased, which I appreciate
- Bike safety presentation which took place at my work. It was great. Preventative suggestions and education. Why fight fires when they can be prevented?
- Education about building codes, fire, carbon monoxide monitoring. All houses should have it
- Clean up illegal suites - these are problem areas
- If I know about illegal suites, I do not want to report it because it makes me feel unsafe and afraid
- Living in a single-dwelling, close neighborhood makes me feel safe. We have great communities in the neighborhood
- We would like to feel a bit safer, knowing our neighbors better would be great

### Transportation

- Lack of access outside of normal hours
- Addiction to transit into the core - need more to hospitals/universities
- Value transit that is more dispersed
- Robust systems to deal with traffic accidents
- System failing
- Need to serve more than the core
- Need thoughtful planning - seems like band-aid of quick decisions, want transportation routes
- West LRT needed to go to Mount Royal, value long term planning and needs to be re-configured regularly, transportation routes moving throughout the city, dealing with traffic issue
- During off hours using smaller, utilizing budget dollars for transit more effectively
- Value long term planning, value responding to changes
- More innovation needed, e.g. load card to different zones for fairs, looking at different cities, having more options
- Value ability to plan
- Comfortable, user
- Value reduces need to drive
- Transit allows me to read/relax
- New innovations e.g. feeder buses come through specific area

- Value environment, environment friendly
- Value long term plan and vision for roads, it has been a long time since then
- Trail system (major roadways) have been effective - set up for people to go in specific directions, some failure (Sarcee/Blackfoot) and some success
- Transit not current priority, need to make easy between neighborhood/community/across city
- Safety with transit - not comfortable standing downtown at 5:30 a.m., not safe, feels like no choice when live in suburbs
- Do not use transit - does not go where I want to go, major transit nodes like Foothills Hospital not well served, does not go to colleges/hospitals/airport, need to go where people work
- Need to also consider economic issue, currently designed for M-F b/c that is where economics are
- Want planning for connecting major nodes e.g. administer transit/LRT to hospital and increase in ridership
- Where do you park, transit allows to not have to park
- Nodes or transfer points that would have shuttles to various locations, access to major working location
- More predictable transit is the more people use it (timing, routes), how to use and when to use is very important
- What consumption of energy/transport passenger mile vs. private automobile?
- Zone tickets for traveling to different zones
- Clear information about transit schedules at specific spots, easy to plan
- Options for people, do not have cell phones
- Comfortable LRT stops, heaters could be installed. Simple, but would please a lot of people. This would increase ridership, would encourage people to choose this option
- User-friendly transit systems
- No one should have to suffer when using transit
- Development around transit lines and stops. Accessible services nearby
- Our doctor is in the square. Parking machines are frustrating (paying excess fees for extra hours should not be necessary)
- Seniors have a good deal because costs are reasonable

## Roads

- Need 10-15 year plan or vision
- Dealing with volume in high density areas
- Ring Road will be a great idea when SWIS organized and decided, takes stress off volume on existing roads, cuts commute time, speed and less time
- Building roads in eco-sensitive areas (positive value) e.g. good job over Bow River, surprisingly limited impacts, built with limited impact to citizens and knowledge of construction going on
- Especially on double turns in construction zones, need painting lines, this would increase safety

- In the years I have been driving, I have never been hit considering the number of km's I put on. I see very little problems, city dealing with it
- Accessibility to move people, reduce time for working people (travel)
- Up-keep and maintenance, with climate, we need plan for pot holes, lines, especially around construction roads
- Safety
- Signage, people can recognize where they are going, larger importance of making it visible, very important during construction times
- Lights, traffic
- Synchronized machine, more synching, give better movement of traffic, need to use sensors at intersections when no one is there, may reduce road rage and frustration
- By in large do a good job of maintaining roads
- Value long-range planning, do not know how this is done, seems the city builds roads and then later they are torn up, e.g. If you know they are building West LRT, why make all improvements to Bow Trail?
- Sidewalks, good. Called 3-1-1 on leaving, response has been good
- General public getting ready to value road system, prior to Brone, there was not much. He provided good vision for roads
- Glenmore - improvements on intersections e.g. McLeod & Glenmore
- Tensions between building new and reducing lanes, then needs to catch up
- 

- ***Why is Waste/Recycling Important?***

- **Waste and Recycling**

- More efficient use of services. Be efficient. Less often with recycling pick-up now
- Recycling and garbage pickup every second week
- Very expensive service, let us drive down costs
- Extended to condo's and apartments to increase usage of recycling
- Unsure of composting bin addition
- Pick-up compost at condo's
- Less land-fill use with recycling program
- Do not require service on Statutory holidays extra hourly wage
- Smaller department with every other week service
- Residential collection should be contracted out on a competitive bid basis
- Why does the city not provide recycling for gated communities with private access?
- Calgary has great water
- City should bottle water for profit
- Adjustment on sewage out vs. water in
- Water meters should be phased in
- Some sort of marker for pick-up vs. no marker like a flag on mailbox
- Tipping fees at land-fill sites so to keep a reasonable balance

- Water is a crucial issue. I agree with storm run-off, treatment, etc. recycling to minimize draw of water from rivers
- Inserts the city includes in utility bills is very good
- Hard to find information on line, toxic water, drop off (electronics)
- Need calendar of events
- Keep getting that information out there

***What questions or comments do you have?***

- Why does it take so long (3 years) to clean up former drug house?
- Do waste and recycling services staff get paid more on statutory holidays?
- Does the city have a mandate for the amount of parks in communities? Why the difference and in some cases, a significant difference in the amount of parks in communities.
- Do the numbers in the budget kit add up to 2.6 B? If not, why not?
- Why do we have weekly recycling collection?
- How do we make it less painful for people in distress to come forward and get support?
- How do we stop the cycle of what other cultures see as normal or ok when they come to this country?
- What consumption of energy/transport passenger mile vs. private automobile?
- If you know they are building West LRT, why make all improvements to Bow Trail?
- Why does the city not provide recycling for gated communities with private access?

***Comments***

- Want to discuss the 3 year budgeting process (do not want to keep 3 year budget cycle)
- Seems like reality is that City Hall does not want input from public. We are being misled

***What stood out for you?***

***Round 1***

***(After Transportation/Safety/Waste and Recycling/Corporate Services and City Planning***

- Idea that there needed to be a long term plan. Felt city did not have a long range plan
- Need to streamline and be more efficient in terms of cost
- Making transit services more responsive to the needs of its users
- Having different levels and deliveries of service

***Round 2***

***(Community Service/Parks and Recreation/By-Law)***

- Other services embedded in library
- Problems and ways for community and city to support victims of abuse (women and children)

- Commend Social Services Department

## Understanding Values & Priorities Phase 2 Community Forum Focus : Youth

April 6, 2011

What city services are most important to you?

- Recreation
- Parks
- Great off-leash parks
- Youth Probation Programs
- Seniors Help
- Homeless Issue
- Women
- Families in Need
- Disabled
- Community and Protection Services
- Seniors Housing
- Community Services
- Boys and Girls Clubs
- After School Programing
- Community Services and Protective Services
- Seniors Facilities
- Library - keep it up!
- Get rid of Community Associations and have Community Centers for all of the community e.g. Confederation Park
- Community Services - avoid duplication with recreation and AHS, Provincial and NGO Services
- Community Association Programs like community kitchen, support for elderly, day-care, sports programs, programs like Youth-Works
- Affordable, accessible pools and recreation facilities (and subsidized or free for low-income)
- Cost of Housing
- Council should not be political. We are a family for all citizens
- Performance
- Efficiency of contractors and city crews

- Free street festivals and events (continuing subsidies for road closures and police)
- Finance
- Don't say it, but we seniors told you, budget (add 50% in today's world) after you think it's right
- Regular funding for business revitalization zones (BRZ) to help address aging public realm (sidewalks, street lamps)
- A green Calgary
- Utilities and environment protected
- Do not mess with established communities if it does not fit e.g. (high-rises)
- What I want in a place to live (City of Calgary), to live in a diverse, mixed-use, pedestrian friendly community
- Planning. Stop patching, plan projects, stop gaps instead of actual repair or replacement
- Master planning
- PDA
- Planning development assessment
- Calgary Police Service
- Police
- Efficiency of services. Police helicopter - is it needed?
- Access to local farmers' markets (local food supply)
- Renewable energy supply for the city (particularly solar heating and solar electricity, because these can fit into rooftops and parking areas in the urban landscape)
- A compost and a recycling can beside all city owned garbage cans
- Opportunities for urban food production e.g. community gardens
- Graffiti abatement (through community and protective services). Fines, by-law enforcement and free removal grants to BRZ
- Free spaying and neutering (if owner is low income), Community and Protective services
- By-law
- Transport Mobility
- Transit efficiency
- Use natural gas fuel
- What I want in a place to live (City of Calgary), what is important to me, to live in a community that is pedestrian friendly (20 minute walk to moist amenities) and well served by bicycle routes and public transit
- City transit
- More trains and more buses more often. Schedules (even paper on street poles) at all stops (see Toronto)
- Calgary transit
- Efficiency of transit - use smaller vehicles and run more often
- Transportation before more people web-wide over city
- Blocked streets through communities, unblock, remove 90% of "stop" signs

- Infrastructure (roads, sidewalks, other capital maintenance)
- Shoveling sidewalks in business revitalization zones (BRZ) (snow banks left after plowing so shoppers can park and walk)
- School zones and playground zones - I lived in Toronto for several years and at that time there was no separate speed for these zones. There were school patrols much like ours, but there was definitely no stopping in these zones. I feel these are very good regulations
- Efficiency of services - paving of residential streets when not needed
- Roads before more people
  
- What improvements, enhancements or changes would you recommend for these city services?
- Community Services
- Value
- Quality of life
- Reach marginalized people
- Community Associations - gone
- Community Centers - greater balance of outreach
- Strong active volunteer base
- Livability
- Seniors' facilities - deal with numbers (increase)
- How to keep seniors in home (independent living)
- Youth/services (kids at risk)
- 2,000 homeless kids in Calgary
- Housing - how can young people afford a house
- Needs vs. wants
- Shortage of affordable housing (homeless foundation)
- Kids at risk - church groups/organizations, after school programming
- Programs for at risk kids and access to them (AARC)
- Programming youth that have been identified as at risk
- Difference in life
- Quality of life - everyone i.e. pool, dog walk, ballet lessons, inexpensive workouts, free dental visits
- Subsidy for low income
- Libraries - access for everybody
- Access - affordable services, free internet, library, medical care, free glasses
- But process is bad
- Result - better children, better adults

#### Five Things Most Important

- Quality of Life
- Ask - What do you want? i.e. seniors (provide choices)
- Youth

- Tremendous pressure
- They determine the future of the city
  - Huge issue
  - Turn them around while young
- Accessibility
  - Library
  - Transportation
  - Whole community
  - Pool, etc., library
  - Medical care
  - Recreation/pools
  - Free events
- Parks and Recreation
  - Health and Fitness

#### Finance, Performance and Efficiency

- In a real world, a family must work within its budget. Spend what we have, not more
- Sacrifices need to be made when there isn't enough money
- City should not spend beyond its means
- Everyone must tighten their belt
- Budgetary trade-offs must be made
- City officials need to be reviewed, individual departments on a yearly basis
- Yearly reviews must be done to improve efficiencies
- Less money for the officials at the top, more for unions
- Less bureaucracy would improve efficiency of all departments
- Empower workers to do the work that needs to be done
- Unions are barriers to efficiency. Essential, but inefficient
- If you treat all employees fairly, you don't need unions. Management will focus on other things
- Looking at wants vs. needs in the city
- Recycling, up to citizens to monitor, pick it up too often
- Change the mindset from revenue generation to reducing spending
- Do more with less
- If contractors are not supervised, they'll take a ride. If this is not monitored by the city, there is a finance problem
- East village re-developed. If taxes paid for it, why? Developers should pay for this
- Education about who pays for what within the city related to development
- Build maintainable buildings
- Keep taxes at the same rate and do what can be done with the budget
- Need to know how much contractors are paid
- Elected officials have too much privacy - salaries should be public knowledge

- Key Points
- Don't spend more money than we have. Do more with less
- Less bureaucracy within the city. Allow workers to get the job done
- The city is like a family. Work within the current budget
- Outsourcing jobs to smaller companies is a way to save money. Make the city stick to it, no cost, aim for under-budget (e.g. Gardiner Expressway was under budget - they did this by outsourcing)
- Fire
- Offers piece of mind related to the safety of the city. Parks, buildings, retail space, etc.
- Protection
- Attended to in a fair time, never heard of something not being attended to
- Efficient, e.g. 911 was called after me in an emergency, and they made it there first
- It puts our priorities in the right place, human life should be a priority over other city services
- Fire's presence made it more possible for EMS to do their job better
- Too much management. Could open another Fire Hall if we had less management level chiefs. Went from 5 to 6 a few years ago to 18 in 5 years (just on management side)
- We could get rid of 20-25% of city managers and manage things well
- Fire gets called out if engine coolant is on the road. This is not necessary. You could get others to do this. It does not make sense. This puts more of a strain on them when they could be focusing on other things
- They should always be reliable
- Preparing for emergency is important
- They are professionals
- They offer peace of mind, good level of service
- They talk to us, care for family members during emergencies
- Direct people to the right frame of mind in a crisis
- Fire staff need to be treated well. They put their lives on the line for us. They need to be respected and treated properly for their service
- Having them available is very important. They have a good response time
- There have been problems in the past about access, snow can impact their ability to access emergency areas, which is a problem
- Too much management in the city in general, with fire too. This is inefficient

#### Highlights

- Increase in Fire administration over the last years has been too much. This should be allocated to front-line workers, not increase in management
- Firefighters and staff should be primarily focused on saving lives, not other services like cleaning fire coolant up off streets. They must always be accessible, not busy all the time

### Planning and Green City

- Have a plan for a vibrant city. More educated, arts, equal access, diverse. Allowing citizens to fully engage in the city and have access to services they need
- Diverse, mixed use community - that is what urban living means to me. Services and facilities within 20 minutes
- Context for planning approach that is about segregation is wrong. Focus on community within the city
- No more expansion outwards anymore, too much already
- Really have never had a master plan. Designing community with vibrancy has never been done. Aren't finding the right mix of infrastructure to bring things alive
- Mixing a competency for making that vibrancy and master plan. Could be people, techniques. Need an assessment of where we really are right now
- Stop and really assess, is it working? No, it is not. Why?
- Missing a competency, maybe it is about a local intelligence that drives the development of this place
- Need an assessment of what is working and not
- Plan it, etc., aren't making it real. How do we actually fulfill the vision? Long term funding. Smart use of resources
- Kind of decision making that results in capital investments that are huge. Why are we making those decisions?
- What is development meant to mean in the name of PDA?
- Have to change our view of how we deliver a way of life in Calgary
- It is not about specific services, but about a way of life
- Why are we all together and have chosen to live this way?
- Requires a change in mindset. How do we make it happen? Is this change imposed by elected officials?
- There are many things not working. Need to acknowledge that
- Not sustainable - the way we are living
- Quality of life is becoming more important to people, younger people are changing focus and priorities are different
- Affordability
- Tax rates in suburbs should be higher than inner city
- Don't view ourselves as one whole conglomerate, picture of how we see ourselves isn't clear
- It isn't all about the core, old mindset

### Key Things For Others To Hear

- We do not have a core competency in planning and developing our city
- Have to change the mindset of citizens. More participation, nature of city focused on making money versus as a commodity

- Need a true assessment of the city. Self assessment of where we are at, who we are and what are the pitfalls and how to avoid them e.g. city state management (what the Mayor is talking about)
- Different more effective governance and service delivery e.g. 1 Mayor, 4 Councillors
- Focus delivery of services in more efficient fashion e.g. 4 quadrants (efficient service delivery in quadrants), quadrant focus (more than our Mayor) focus on community
- Organization model of the city does not work effectively to implement the vision. It is organized like a business versus a social enterprise

#### Police Services

- Think they do an incredible job
- You get what you pay for
- Look at size, population of city, very little crime
- Need to keep resources for police
- Good job of policing without creating fear, not viewed negatively, viewed as friend in Calgary, comes from morale, training tools to do job
- Police service downtown is under a serious level of stress and impacts their actions on citizens
- Two-way street, to having respect for police and citizens
- Want to get closer to citizens, visible representation reduces crime, increase in front-line workers, walking around, bike riding

#### Recycling Waste/By-Law

- By-law, animal services/animal care, blood work/spaying, etc., fewer homeless animals helps quality of life
- Graffiti, BRZ, very important
- Grant programs working well
- Utility boxes painted
- Canada Post, etc.
- Local artists paint utility boxes
- Safer/clean business environment
- Place where people want to go
- Perception of lack of safety
- Pay for vandalism
- Recycling waste, environment is important
- Environment stewardship
- Respect
- Global demand for commodities increasing
- Recycle
- City makes you pay if weight increases
- Encourage multiple trip
- Recycle/reuse important

- Services must be easy to use
- Animal care, quality of life (spaying), challenge is balance (budget)
- Graffiti by-law, if working, better communities (free services)
- More sustainability (business/residential), recycling , more bins, organics, need city-wide program
- Impact on landfills
- Better recycling, behavioural change
- Behavioural change, public city awareness, apply to all citizens

#### Transit

- For retired people (suburbs) almost free for individual, affordable service
- Existence of service (compared to not having)
- Allows you to get around
- Requires time to travel to places, to have the time to get to places and can exchange time for less cost
- Also good for environment (less green house gases)
- Can park for free in evenings and able to go downtown (park and ride is good)
- Concern with train rides at night, not sure if real or perceived, do not feel very safe
- Buses have driver and phone, can call if there are issues
- Improve buses run on natural gas (cleaner)
- Smart scheduling with different sized vehicles, other than rush hour, not full and large vehicle, some times totally empty or totally full (can't get on)
- Pay attention to particular routes
- Need to compare costs of vehicle/costs of driver
- Improve use of bus lanes downtown, could reduce public travel time/commute time, reduce green house gases by less idling
- Speed of service, time service available, area coverage, key improvements
- Not sure about bike racks on buses, not sure of effective use of money
- Surprised at distance between last two stops, not serving the people in the in-between suburbs/community
- Find transit great, we only have one car. Allows us to work with financial restrictions
- Transit can take too much time, time is important, feel like wasting in traffic
- Prices too high for transit passes, ratio of service to cost
- Transit prices quite reasonable
- Faster service and better service
- Value transit/buses in city - gets to where I want to go
- Depends on where you are going, coverage is decent but spotty, good going to core but no other areas, coverage not good to industrial areas
- I am really satisfied with service, difficult to get passes, relationship with community serving social needs
- Advertising on transit open to small business and community organizations
- Want to have LRT to airport

### Key Things

- There is room for improvement - area coverage, times available, speed of service
- Having good transit service is crucial to having a city people want to live in
- Transit creates opportunity to be inclusive across economic groups (various levels of ability)
- Safety is a concern and continually needs to be worked on

### Transportation Mobility

- Transportation/Mobility needs to be incorporated into master plan
- Critical when you have IM people
- Stress, emotional computations
- Has social implications and unintended consequences
- Mobility, also how we use goods and services around the city
- Struggle with cyclists, are they biking or a vehicle
- Need to be clear about what they are and how they are part of transportation
- Heavy construction on all our roads, feels like all of them all the time. Is there a methodology to what roads worked on and when? It is a performance issue, what gets done and when
- Grid system does not work efficiently. Think differently, diagonals. Work with design elements like rivers, hills
- Need new ideas about how we move around
- Recognize the impact on taking streets out of service for construction, not thinking about people and impact
- Attitude, that transportation can inconvenience citizens without thought
- Lane taken out of 9th Avenue
- Design around people and their routines (construction)
- Construction, why does it take so long?
- Why so many lights in certain areas? Impact on traffic flow, makes little sense
- Crowchild to be free-flowing except for small section
- Transportation planning focused on flow versus supporting access to communities
- City focused on appeasing everyone and making them all happy, but sometimes need to focus on the greater good
- More transit only lanes, more of them on different routes
- Quadrant system, focus on the core causes unnecessary congestion, causes stress on bus drivers and riders
- Create a transit hub within quadrants, all focused on going downtown now, utilize smaller shuttles, stop thinking that downtown is only destination, impact on youth, will require more car transport to access schools

### Things Others Should Know

- Focus on quadrants and stop thinking about the core as the focus, does not work to focus transportation this way
- Shorten the distances between where people live and work. Transit friendly development not just downtown. Choose an area well served by transit and focus on development there
- Linking transit nodes together, not focused on going downtown
- Timing of last trains does not coincide with bar closing. Impact on university students. Maybe 24 hour train or close bars earlier
- Attitude, e.g. new years schedule
- Safety, e.g. Toronto allowing women and youth to get off transit anywhere, good for those with mobility issues

What questions or comments do you have?

Are the city books on finance available for viewing? Would like to see the breakdown of the budget

How does the City Council set its pay raise? Is there tax payer input to this process?

Efficiency of services. Police helicopter, is it needed?

Kind of decision making that results in capital investments that are huge. Why are we making those decisions?

What is development meant to mean in the name of PDA?

Why are we all together and have chosen to live this way?

Requires a change in mindset. How do we make it happen? Is this change imposed by elected officials?

Heavy construction on all our roads, feels like all of them all the time. Is there a methodology to what roads worked on and when?

Construction, why does it take so long?

Why so many lights in certain areas? Impact on traffic flow, makes little sense

## Understanding Values & Priorities Phase 2 Community Forum April 7, 2011

### ***What city services are most important to you?***

- Animal by-law enforcement
- Community service
- Vibrant accessible public spaces
- Public library
- Arts
- Human infrastructure - people versus computer, social contact
- Arts/culture - performance space, citizens can be creative
- Community and neighborhood services
- Libraries
- Libraries
- City center evening/weekend programming for vibrancy
- Parks
- Levy placed on new residential development to help fund lighting and infrastructure
- Parks and community services - maintenance of parks, support of neighborhood organizations
- Walkways
- Parks and green space
- Parks and recreation
- Parks
- Business Revitalization Zones
- Land use planning
- Development control
- Control development
- Efficient IT infrastructure
- Allow an increment tax for funding services
- Accessibility for all citizens in daily living
- Comparative values (past years/other municipalities)
- Calgary Police services

- Police services
- Calgary Police services
- Emergency services
- Fire Department
- Fire Department
- Safety in communities for much crime and home invasions
- Community safety
- Beat cops
- Water resources
- Waste and recycling
- Utilities
- Recycling
- Water quality
- Garbage collection
- Utilities
- Waste reduction
- Recycling
- Utilities and Environmental Protection
- Utilities - water, power, sewer
- Active transport
- Transit
- Roads and maintenance
- Transit - bus only lanes, more train service, free transport for seniors
- Roads
- Always have minimum 2 exits in community
- River bend problem
- Only 1 entrance/exit on 18th street for years
- Now have 24th open
- Allows congestion
- Unsafe if congestion
- Allows air pollution
- HOV
- Lanes
- Roads
- Transit - better bus lines
- SE LRT
- Timely completion of bridge construction
- Graves Bridge
- Major traffic

- Congestion here
- Transportation - planning (future flow, bikes, etc.)
- Calgary Transit
- Transit
- Traffic merging off ramps
- Slow traffic to 60 km on Glenmore to allow safe merging off side roads
- Graves bridge problem again
- Managing traffic congestion e.g. 14th Street, 24th Street, Crowchild Trail
- Traffic
- Road maintenance - in good condition, snow removal
- Road maintenance

***What improvements, enhancements or changes would you recommend for these city services?***

**Animal/By-law Animal Control**

- Many people, makes life better
- Need control for the protection of animals
- Need laws to provide guidance (education and awareness)
- By-law. Sets a community standard. Education and awareness of how to live together. What makes a good neighbor
- Responsibility. Graffiti - contagious (negative and positive)
- Importance. Sets community standards. Need laws to provide guidance. Education and awareness

**Community Service**

- Access to information, neutral community space, free
- If want vibrant community, need publicly owned spaces (libraries, community centers, parks, squares) provide service in those spaces, bring people together
- (1st Thursdays) - not always provided by city - enabling community initiative
- Quality over quantity e.g. parks with meaningful use/development versus just open field, plus all community services/facilities/arts/culture, etc.
- Accessibility and affordability for all (new Canadians, seniors, moms and tots, ethnic, language, hearing mobility, shut-ins) more understanding of people's diversity, shopping centers for walking. Need to "engage" all, provide opportunities for all
- Increase funding for the arts (federal, provincial, private) together to increase access
- Library. "Arts and Recreation Pass" pilot Calgary Foundation
- Libraries have increased range of community activities/services, not just books
- Exercise. Need to make everyone welcome e.g. fitness facilities, hard for hard of hearing to have social interaction
- Sensitize people to "needs" of others e.g. support
- Need to consider revenue/costs regarding providing this range of services

- If want community services, we need revenue to pay for them
- Need rationale for cutting taxes
- Make sure (access to universal engagement) accessibility happens by adding value, investing in community brings results
- Libraries good place to bring people together to share, build on each others ideas
- Recognize value of arts and culture contribute to health, well being of community, also economic benefit through business, tourism - element of resilience, critical mass, builds on itself, if you can get more people into theatre's, facilities would be good
- New central library
- Diversification from OG to other sectors
- Business/corporates should also be involved in community services; needs to be fairly shared with public sector

### Parks and Recreation

- Tremendous resource for all
- Oasis in a crowded urban area
- Accessible and multi-functional
- Pathways promote fitness
- Very well maintained
- Can be destinations
- Terrific sailing program on Glenmore res.
- Like Bowness Park because it is natural - do not change it
- Appreciate and support given to communities by FCC
- Great programs at pools, after school programs, etc.
- Places to go as a family
- Able to learn skills and activities e.g. swim, sail
- Keeps kids out of trouble - keeps adults sane too
- Destination for kids, safe
- Increases value of property, near parks
- Provides a gathering place, meet neighbors
- More green space, plant more trees
- Require new development to have more mandatory green space
- Safe walkways east of downtown
- Stop growth and put park land around the outskirts
- Do not charge for parking at parks
- Developers be responsible for maintenance and improvement of green space for life
- More indoor gardens like Devonians
- Shuttle buses at the Zoo
- Liaison between Zoo, Heritage Park and Science Centre - passes for all

- Key Points
- Keep Bowness Park as a natural environment
- More green space for communities - increase the minimum required
- Develop a method of sharing maintenance costs for parks e.g. developers
- More indoor parks/gardens

## Planning

- Clarity, transparency re: decisions, also effort to educate
- Fairness in dealing with applicants, process - rules fairly clear generally better than other systems
- More efficient process
- Predictability regarding policies, what is possible regarding how to present projects
- Long range planning/future look before community actually build
- Access to information
- Helpful people who help you understand process, go beyond their “duties” (where it happens), holistic approach
- MDP, CTP - glad council approved documents being implemented in all 10 BRZ’s
- City improve department communication regarding services (do all services at same time when break up road - sewer, water, etc.)
- Continued focus on community oriented development (BRZ complete) long term health of community (Imagine Calgary)
- How combine/provide different experiences - people came to Calgary to have (3 car garage acreage versus too high density)
- Change in 70’s away from serviced development in neighborhoods
- Charge developer 100% of water/sewer/roads/utility costs and full life cycle dependency to maintain parks, they create job force incentivize to have multi-family as part of development
- Could be a sliding scale regarding % developer pays away from city center (city pays 0 if for affordable housing)
- Consider policies regarding incentives for developers to build high density and mixed housing - complete communities
- Secondary suite policy for city - allow across the city, owner needs to live in house (or responsible tenant)
- Are issues really any different between secondary suites or rental properties (parking, noise, etc.)?
- Parking needs to be on property
- Secondary suites closer to LRT
- Integration of bicycle use and lack of parking for bikes (lane separation, rental)

## Finance, Performance and Efficiency

- Less tax control (increases or no increases)

- Less waste
- Accountability
- Reporting - accuracy, availability
- Better decisions
- Better services
- Better understanding - informed citizens - more clarity
- More transparency
- Appropriate systems and technology
- Maximize technology for efficiency, but not at the expense of human contact/service
- Accessibility for all
- Comparisons to other relevant urban centers, fair comparisons
- Show costs associated with performance
- Incremental costs for service improvements e.g. how much to increase response time by x minutes
- Informed decision making
- Process for complaints
- Maximize the use of technology for efficiency
- Show costs associated with performance stats
- Transparency
- Accountability
- More clarity/informed citizens/better understanding

#### Police - Fire

- Safety
- Basic need
- Police - also safety/control of city
- Police budget constantly being questioned
- We live in a very safe city
- Police are there to protect you
- If safety increases, people want to cut budgets (short-sighted)

#### Community

- Fire safety/education
- Checking fire systems
- Pro-active
- Education - K-12
- Graffiti control
- Get to each child, stay safe
- Makes it a livable city
- Community liaison offices, with police pool district

- Business liaison offices, with police pool district
- Goes way beyond fire and police, touches whole community
- Awareness - fire/crime safety
- **What to Enhance**
- Dollar increase
- Focus on educational aspects
- Block parent - shut down no dollars
- **Why this service is important**
- Holistic - makes the city better - way beyond fire/police - whole community livability
- See police/fire as a safe to go part of the community
- Strong emphasis on beat cops on the ground (strong community based)
- Because it is working - do not cut the budget

### Recycling/Utilities/Energy

- If we did not have them, it would be horrible
- Black, blue boxes. The green box initiative
- Anti-black box. The cost of it is costing us money
- Other cities use bags, not boxes - it is cheaper
- The city took it over (recycling) - there went a lot of business for people. Now the revenue stream is costing us money
- Green bins is ridiculous
- If it is not located properly, it is not picked up
- Notify us if the recyclables are not picked up - had to chase down city employees
- We are charged monthly (standard), but I do not recycle that much. Those that recycle - there should be a user pay system
- The city does not touch it unless the lid is closed. Communicate the problem to citizens
- To add a green bin at this point is too much. What happens to the money that we pay. Be transparent about where the money is
- Green bin - if I put food in my front yard, more wildlife come in. This is a safety issue for families
- \$8.00 per bin, per month
- Compost - why do I need a green bin if I compost?
- Safety in the streets, parking is difficult
- Takes up space, is unattractive
- Garbage men - if it spills, no one picks it up
- Transparency in fees. Where the money is going. What do we pay for and why? We get paid for what we do not use
- Salt that the city uses goes into the sewers. This affects the water quality
- Look at industrial areas, water contamination is probably still an issue. How are we making sure it is dealt with?

- Value knowing where my water is coming from
- Sewer is a direct dump into the river. Look at alternative ways of cleaning it (use holding tanks, other options) what is better?
- Rainwater goes into ponds, gives nature ability to conserve
- Creating man-made ponds
- Wildlife an opportunity to be a part of the city
- Could look nice, dogs, off-leash area
- Promotion of solar power, look at subsidies. We could supply power instead of using it all
- Wind turbines could be used as alternative energy sources
- Builders must look at land, must include a % of green power. Promote this
- People are looking to green. Sell this to people, an incentive program. Promote this life style
- 3 feet apart, or they will not pick them up
- Overboard on garbage collection
- City refuses to accept good ideas

#### Key Points

- Cost associated with recycling bins. Used to pay for just garbage, now it is both garbage and recycling. Transparency and accountability related to what exactly we are paying for. Garbage, recycling, compost - it is expensive. Where is the opt out option? Go purchase the bins, if you want them
- Encourage more run-off spaces. Promote secondary uses for run-off water. For uses (community, gardens, sprinklers, etc.). Use it in an innovative way
- Promotion of green. Development, rebates to promote the use of these. Solar, wind, etc. Produce alternative energy, do not use up what we have
- Maximizing space for the city to produce energy (solar panels on roofs and wind turbines)

#### Transportation/Transit/Roads

- Decongestion (14th Street) disaffects the quality of life. Cannot move during rush hour. The Glenmore cannot hold the traffic, need for the ring road. Cannot talk about widening 14th Street
- Make it easier for people to get around without cars. Public transit, skateboard, foot, bike, etc. long boards, scooters
- Bad experience during traffic. Deerfoot is a parking lot. Once people head south, it is not as bad.
- Nightmare
- Larger roads - other roads beyond the Deerfoot. Great in theory, but with too few lanes, it is inefficient
- More policing on these roads to increase safety

- Deerfoot Trail is so sunny, accident prone. Traffic accidents on the bridge in all seasons (ice or sun). No off-ramp until the next exit
- Lack of maintenance of roads. City workers need to be accountable for what they do not do. Must start doing their jobs (plowing instead of salting). This would cut budgets down
- Garbage pick up would clean the city up
- Plowing would solve pot hole problems
- Trucks always have room for garbage. Computer screen sitting on the road for 3 months
- Added loss to the budget
- We have to look at it
- Huge inefficiency - call the city and we hear "it is not our department". Lack of team work between city workers. If we ran our homes like this, we would be bankrupt
- Bus sign has been down for months
- City should be doing this more efficiently/crew to do the job properly
- Make sure projects are done in a timely fashion. Get the bridge finished
- Safety on the LRT. Women after hours are at risk
- Use Toronto as example. Gated entries and exits. It creates safety. Prevents people from hanging out. Prevents graffiti
- Would like to see a long term plan based on research
- Busses at rush hour are crowded
- Making sure people are paying like the Stampede grounds. Bar code activated
- Look at other municipalities
- Use bigger busses on larger routes
- Larger bus lanes into communities
- Long, efficient transit. People are not using it. People need to get to work. There are people driving, but if it is quick, efficient ridership will increase
- Transportation to industrial areas. If you do not have a car, you can not work there
- More options in transit
- Insert car pooling lanes on Deerfoot - this would release congestion
- Insurance goes up, if you are car pooling
- Parking incentives, make it cheaper for those that car pool
- Traffic congestion in city center
- Coordinate the traffic lights in the core to reduce traffic congestion
- Minimum of 2 roads to get in and out of cities, otherwise, it is dangerous and inefficient

#### Key Points

- Efficiencies must be found in transit planning, road planning and what we have (dollars - lots of spending)
- Making it easier to get around the city. Having alternatives. (car pooling, better routes, less traffic, etc.)

- Maintenance of roads - city workers must be more efficient. This will save money.  
Education
- Safety (LRT) should be addressed. Ridership would increase, would feel safer (me, my children, seniors). Should make people comfortable
- Make it desirable to take the public transit. Must be a viable choice if ridership is going to increase

***What questions or comments do you have?***

- Are issues really any different between secondary suites or rental properties (parking, noise, etc.)?
- Compost - why do I need a green bin if I compost?
- Look at industrial areas - water contamination is probably still an issue. How are we making sure it is dealt with?
- Sewer is a direct dump into the river. Look at alternative ways of cleaning it (use holding tanks, other options, what is better?)
- Cost associated with recycling bins. Used to pay for just garbage, now it is both garbage and recycling. Transparency and accountability related to what exactly we are paying for. Garbage, recycling, compost - it is expensive. Where is the opt out option? Go purchase the bins, if you want them

## Understanding Values & Priorities Phase 2 Community Forum Focus : Seniors April 8, 2011

### *What city services are most important to you?*

- Age friendly city
- 3-1-1
- Social services
- Arts
- Libraries
- Library - needs more books
- Library
- Library services
- Fitness and activity as a way to wellness and to reduce the demands on health care
- Health and physical fitness
- Immigrant services
- FCSS
- Services and programs for new Canadians
- Seniors community support
- Community supports
- Services and housing for low-income
- Inner city family housing (not only apartment)
- Family housing
- Low income housing for our disadvantaged citizens
- Seniors housing
- Senior housing
- Home care
- Child care
- Regulation child care
- Subsidized housing
- Affordable housing
- Housing services
- Low-cost housing
- Supports for family members - looking after a family member who is a senior in need

- Volunteer recruitment and incentive
- Culture and recreation
- Fitness centers
- Calgary Public Library
- Access to more doctors
- Education
- More youth family doctor facilities or buses (e.g. Alex Health Bus to practice in - The Alex Health Center for youth and seniors)
- More doctors
- Health services
- Health services
- Walkable communities
- Reduce electrical rates
- Lower taxes for seniors
- Reduce property taxes - cost benefit analysis
- Infrastructure
- Stop the sprawl - build up the inner city (lots of empty space)
- Keep the developers out of city planning
- More private development responsibilities (East/West Village) - sub-urban communities
- East Village Development
- More recycling
- Wind power solar panels
- Communal gardening
- Water and waste
- Water services, "no fluoride"
- Waste/recycling
- More Green initiatives (less reliance on oil)
- Advocate for local organic food
- Blue cart recycling
- Reduce rates for water
- Blue cart recycling
- Help local businesses reuse recycled goods
- Recycling programs
- Recreational services
- Parks
- Parks
- Sports facilities/arenas
- More cycling/walking paths
- Fitness centers
- ENMAX
- Public space (parks, pathways, etc.)
- Parks - availability of public space for recreation

- More hockey rinks
- More ball diamonds
- Maintenance of Green spaces
- EMS
- East Village security
- East Village security
- More security - PATIO at Golden Age Club funding for so seniors can socialize at night
- Fire
- Police services
- Police
- Emergency services 911
- Police
- Police
- Inner city policing (vagrancy - public drinking/drugs)
- Public safety (fire, police)
- Police services
- Transit
- Public transport
- Transit
- Access for clients calling times
- Safety of transit system
- Snow clearance
- Infrastructure (roads, transportation)
- Environment is important to me here (car pool lanes, bike lanes)
- Fast and special transit lanes
- Free and/or affordable parking
- Access transport
- Foot bridges (our two expensive ones)
- Roads and snow removals
- Transportation (access Calgary)
- Roads
- Improve traffic flow on residential streets
- More lanes on residential streets
- Transportation (Calgary transit)
- More LRT (less on roadways and bridges)
- Calgary transit
- Seniors transportation - pass for seniors
- Transportation
- Transit
- Snow removal services

***What improvements, enhancements or changes would you recommend for these city services?***

**Community Services**

- Safe, affordable homes are important
- Need a change in mind-set to bring Calgary forward as a model for an age-friendly city
- Reaches everyone, one with most needs rely on services
- Move forward with initiatives
- Creates a co-ordinated effort to meet needs
- Creates gathering place - libraries, seniors centers
- Life long learning/support at every stage of life
- Information and outreach
- Provides volunteer opportunities and supports volunteerism
- Supports multiculturalism, outreach to seniors
- Outreach and support in social setting
- Lots of age-friendly support, support to 'aging' in place
- Improvement
- Accessing into support available
- Need a one-stop shop for information on services
- Better co-ordination - focused, targeted, better services, more efficient
- Better design of low-cost housing - universal design concepts
- More efficient ways to handle utilities/heat
- Different funding model needed for community services e.g. FCSS
- Funding - holistic focus
- Management of low-cost housing - improvement needed
- Need improve child care - impact on immigrants

**Key Points**

- Transitional services needed
- Need safe, affordable well-built and maintained housing
- Need better co-ordination of support services, collaboration not duplication
- Make information available, one stop for services
- Age friendly and inclusive city

**Development Planning and Finance**

- Cost of urban sprawl, dollars increased
- Inefficient
- Need financial planning (cost benefit analysis)
- How much will this cost?
- Developer driven
- Better land use analysis
- Single-family homes versus row housing
- Encourage in-fill

- Access to financial information
- ENMAX set rates too high
- Overhead wiring, ugly (what is the cost)
- Affordability is key (reasonable tax rates)
- Seniors, difficult as costs increase
- Why shovel sidewalks
- Culture/parks/livability
- Better public/private partnership
- How does consultation feed into decision-making?
- Election financing (needs to change)

### **Key Points**

- Affordability (everybody)
- Stronger financial analysis for development issues
- Transparency (Finance)
- Consultation needs to be considered in decision-making
- Feedback from elected officials - accessible/accountable

### **Green Community/Recycling**

- Not good value from recycling program
- Option re: dry; not re: organics
- Blue, do not need weekly pickup
- Need options regarding how often bins picked up
- Not paying for weekly service
- Not rewarded for reducing garbage and water
- Winter access to lane a problem with snow
- Blue bags like Edmonton (better)
- Issue regarding amount of consumables
- Have we reduced garbage? Need to hear how
- Successful program
- Electronics an issue
- Garbage near schools, educate regarding garbage litter
- Rebate program regarding use of electricity, water, garbage collection
- Analysis of options, one truck pick up versus one individual car to recycling depot
- Support for initiatives that support seniors regarding snow cleaning, in addition to 'Your Neighborhood'
- Use students in neighborhood to help clean snow, check in on seniors
- Easier/more accessible process to connect with city regarding services
- Packaging, put onus on industry regarding recyclable packaging, municipal fee on disposable items
- Reuse/recycle
- Support charities with useable items

- Wind power, needs towers
- Solar panels, obstacles, getting off grid, expensive to go off grid, need policy regarding alternative energy sources
- Any initiative that encourages decrease use of water, energy. Also include centers for apartment buildings
- Communal gardens
- Green initiatives applicable to apartment buildings
- Tangible rewards for those who want to recycle e.g. regarding how often pick up, etc.
- Billing through email bill as universal service charge, pay even if you do not use service
- Evaluation of efficient recycling program (blue, black, green) etc. Need reward/incentive to reduce
- What works in Calgary not Phoenix
- Education programs in schools regarding litter waste management - schools need to take responsibility

### Parks and Recreation

- Natural areas
- Parks for people (not dogs)
- Dogs jumping on seniors, runners
- More smaller parks (inner city) (non-secure)
- Bike paths
- Health and fitness, value load off health care system
- Healthier population
- Use community centers for health activities
- Better use of recreational facilities
- More facilities for seniors - easier access, safer parks, convenient
- Continuation of access
- Cycling lanes in consistent safety, but system is improving
- Look at Portland bike paths
- Land use policies need to be reviewed
- Demographics change, policies must be reviewed
- Perception change (leisure versus activity)
- Cadillac versus smaller parks (Shepherds Stew) cost benefit
- Citywide health and wellness
- Less drivable, more walkable
- Free parking, encourage driving
- Design bike paths (covers)

### Key Points

- Health and wellness
- More use of community centers (sports centers), promotion
- Proximity to facilities/parks (access)

- Protection of natural spaces
- People first, family use, something for everybody
- Safety, dogs, family use, wide-spread use

### Public Safety (Police, Fire, EMS)

- Police efforts on organized crime - bringing it out into the public, it is safer for the city to expose them
- Spend so much time on administration work, they are not using technology. This is not efficient. Technology needs to be used
- Police management issues, they are unpleasant. They are unfriendly to those they interact with. This might be because of their stress. They need better and more socially competent management
- Policemen walking the beat are not approachable - if you do not know them, you cannot interact with them
- Beat cops were known in the community, were present and people knew them
- Accessibility and familiarity with front-line workers (Beat cops)
- Too much turn over with employees. Once you get to know them, they are gone
- More messages to young people about respect and proper behavior. Education - this would shine a more positive light on them
- American police state in Calgary (bad)
- CLO's should be required to go out and meet people, be a presence
- They get wrapped up in administration, so they do not have time for human interaction
- Both sides (police/citizens) would get to know each other
- Pushing the drug issues into the suburbs is a problem
- Categories and different crimes are public, it looks like the police cannot handle the crime rates. Everyone is too passive. Instead of making it public and leaving, go into the communities and teach people about safety and prevention. Solve the problems
- Citizens have a role in their own safety. Clubs on cars, locking doors and windows, etc.
- Fire reaction times are great
- Both police and fire is good
- EMS people in emergency rooms, should be a system so that EMS people can leave. Avoid those lines. This takes them off the road
- 911 - good response times for all calls
- They are attentive to all Calgarians (homeless)
- EMS/Fire look at you as a person
- Recycling of hazardous materials, maybe they could collect it. If they pick it up, we do not have to go there. Could be expanded
- Some do not mind driving to drop off
- More education about how to dispose of these materials - police officers teaching
- Community papers to get the word out
- 3-1-1 is great
- Community and river clean ups - these should be expanded

- All city centers deliver to clean up jobs - all departments
- Police brutality is an issue - they need to be better with those that they take in
- Open house at district police stations
- **Key Points**
- Tours of city services as a form of education
- Tours of police stations for a greater understanding
- Use technology to increase efficiencies, save money, give better service and decrease administration
- Expansion and education about disposing of hazardous materials
- Greater focus on the positive side of policing. Building relationships through more community involvement. We want to know our officers (schools, communities, youth)
- Expand community policing
- Fire and EMS should continue their great service

### Transportation Transit and Roads

- If you cannot get around Calgary, you cannot participate. Leads to isolation, depression, etc.
- Accessible, affordable alternatives and convenient, reliable
- The Handibus is not reliable
- Gas prices are rising, without planning, we will not be able to get around. Put money into this. Better for the atmosphere
- Car pooling and bike lanes - encourage more cycling
- Cover the pathway systems with sheeting for year long use
- It is about commuting
- People are healthier when biking
- Reduce urban sprawl and address transportation. Makes transportation more affordable
- Hundreds of people out there, far from the city
- Public transit should reflect citizen needs
- Airport access is tough
- West LRT extension was not required
- South East LRT would have been better. Would alleviate bottlenecked traffic problems
- LRT must go to Mount Royal
- Increase availability to increase ridership, not the reverse
- Employer discounts for transit systems. Incentives for employers (less parking space)
- Put money into LRT
- Do not build bridge in across Weaselhead. We value green space
- Instead of Ring Road expand the LRT mainly for business transportation
- Inter-community busing needs to improve. Schedules made are not good for seniors
- Safe, accessible busing will be better for communities
- All buses should be Green to reduce emissions

- Mobility issues must be considered
- Efficiency of routes
- Operating costs of transportation. The salary structure of transit workers
- Be efficient, do not run long buses if they are empty, waste of fuel and money
- Drive smaller buses, win/win
- Spread out times. Scheduling is not well planned. Buses all follow each other
- Transit system is called 'welfare transit'. Must get out of this mindset
- Bike safety, cars must be aware and have respect for others
- Seniors bus passes are best in Canada. Negotiate prices for them
- Do not increase prices. No-means testing to get them
- Free transit for everyone. This would increase ridership
- If you are not used to using the bus before 65, you will not want the bus pass
- Aim for younger people to encourage busing
- Accessibility for all Calgarians to different modes of transportation
- Seniors are still paying lots of taxes
- Seniors have already paid for all city services for years
- Access Calgary: prevents low-mobility, citizens are not catered to. To apply and have interviews, they must get there. Injuries, elderly, lower income, or other access issues have this barrier to access (Access Calgary)
- It is indignant. The interview process is degrading
- Measure the caring of a city as how we treat our most vulnerable citizens. Take care of the disposed. This is essential
- Seniors passes do not work on all buses in Calgary. If prices increase it must incorporate this sense
- More accessible transit for new communities
- There are always complaints about access to communities (immigrants and seniors)
- Expectations for quick transit are too high
- Easier for some to take public transit

### **Key Points**

- Understand access Calgary and what services are provided. Seniors bus passes
- Decrease reliability on the private automobile and associated infrastructure, replace with public transit options that can serve all Calgarians
- Encourage bicycles and other transit options. Decrease urban sprawl and increase on health
- Put money now being used for road and bridge expansion and put this into LRT expansions

### ***What questions or comments do you have?***

- Can you give us an example of a city of who is doing a good job of engagement and budget
- Talk about risks of asking citizens for their input and then not do anything about it

- What are some tools that have been very successful in engaging front-line staff
- Do not have access to regular means of engagement. How to get them interested? How do you build trust?
- How do you see the overlap between working well and not working well?
- How do you reconcile this?
- Who do citizens think need to answer the questions?
- Should we give them some structure as to who will be answering the questions?
- How do we continue this process of engagement?
- In other municipalities, how have they successfully engaged highly unionized environment?
- How have they done this well?
- What is experience with other municipalities?
- What do we do with the people who are happy with the services receiving?
- How do we get them engaged?
- There was a very large dollar decision made recently (\$42M) and how this impacts citizens/staff in engagement process?
- How far apart do you think that gap is between what they expect us to do (services from city) and what citizens are willing to pay?
- Delay due to election/engagement process: any advice during this period of transition?
- How do we keep moving forward?
- Business moving forward?

***What stood out for you? (Report Back) Question # 1***

- What medium are the most successful?
- Who are we hearing from?
- How to make relevant/broad/representative?
- Representative - listen to whom - who provided input?
- Having logic behind the suggestion, not make assumption (details of topic)
- Connect made between vision of service on how we pay (capital projects and maintaining later)
- Citizens allowed to tell us what is “core services”
- More representative voice coming from community
- Data on public notions of social issues - value of supportive services, supporting invisible services
- Ways technology can be used - change from just informing citizens
- Hanging notion of standing session with council
- Maybe use webinars or others
- Governance - GM’s do not own department
- Work more collaboratively
- Board of Directors Model - directors align function
- Go back to balanced score card

- West Jet example - customer service increase - good investment
- Investing in things that pay dividends
- Investments in technology
- Broad banding of jobs
- Notion by managing by FTE's
- FTE are valuable commodities and not to be shared
- Let the managers manage with less focus on FTE's (hold us accountable)
- Taking fear out of losing budget and losing services
- People willing to pay users fees and other funding sources
- Getting good analysis of data - more than raw data
- Conversation about outcomes from outputs
- Not a one-time conversation. How do we continue dialogue and in what context?
- Need to quantify data and how do we use this for implementation?
- How will data come back to us?
- Community level is an interest. How do we keep the momentum up? (trust building)

***What stood out for you? (Report Back) Question #2***

- More expertise on why to call meetings?
- Service focus is a real opportunity and evolve into new level of service
- Internal transfers done (annual budgets)
- Examine where business units inter-connect and more collaboration
- Link of what is being requested and what the director really wants
- Know what problem we are solving
- Streamline process, internal process bog us down
- Internal regulations do not always help us create/manage innovation
- Learning ways of getting around "no". Need to do in order to be successful
- Transparency initiatives
- Examine expenditures in communication
- Find ways to communicate transparency
- Review data we have from 3-1-1
- Assessing by activity-based sourcing
- Balance between in/out source
- Find the right mix between these
- Need for all of us, social media
- Do
- Need to put honesty with people, previously not telling the who story
- Need to share the message
- Citizens need to know how the people is being dealt with and that it is being dealt with
- Separate budget and FTE's
- Constrained by balancing budget to FTE's



## Understanding Values & Priorities Phase 2 Community Forum April 9, 2011

### *What city services are most important to you?*

#### By-Law

- Public consultation
- Communication 911, 311
- Enforce By-laws (no point having them)
- Free spaying and neutering program for low-income pet owners
- Stop panhandlers walking in traffic at intersections (every day, same locations)
- Skate boarding
- Bike licenses
- Community Standards By-laws

#### Community Services

- Community links to help most vulnerable e.g. senior
- Children and youth services
- Recreation prevention/future
- Community/neighborhood services
- Programs targeting vulnerable and at-risk youth
- Community youth programs
- Support community associations
- Support local volunteer organizations
- Small operator care facility for seniors
- Access to education
- Arts and culture
- More access to sport programs for low income
- Single parent support
- Seniors support
- Community gardens
- Support local farmers
- Community associations, get rid of community associations
- Get community centers for all ages
- More city partnerships with cultural events and venues

- The health system has to improve
- Housing managing (landlord and tenant)
- More programs for seniors
- Community and protective services
- 911 and Fire
- Graffiti removal and enforcement
- Recreation
- Parks (maintenance and beautification)

### Corporate Services

- 311
- Affordable housing
- Direct access to city departments (311 run arounds are frustrating)

### Finance and Economic Development

- Lower property taxes for seniors
- Accountability
- Budget discussions
- How the city can help people find jobs in Calgary
- Continue grants to assist Business Revitalization (BRZs) to help city keep BRZs
- Clean, safe shopping/living/working areas
- Improve our city to other places inside the country
- Sad to say, this process has cost far more than the value it gives. Only about 1% of people have been involved
- Lower taxes for seniors
- Supports for community associations and groups that provide services at relatively low cost
- How to help single people to live in the city by improving the tax
- Remember a penny earned is a dollar saved
- Less money on roads, more money on people

### Infrastructure

- Street lights always out of order
- Assistance on provision for persons experiencing tree root problems
- Upgrades to aging recreation centers
- Heritage - city needs to maintain city-owned heritage buildings
- Sustainable building technology
- Repair inner-city public realm (crumbling sidewalks, rusted out bases on street lamps)
- Proper lighting
- Sidewalks - more people friendly
- Sidewalks
- Infrastructure - All

### Parks and Recreation and Planning

- Parks
- Support for free events for all Calgarians
- Street festivals
- Free road closure, free police, free by-law
- Urban agriculture development
- Ignoring older neighborhoods
- Affordable and accessible health and fitness programs at city recreation facilities
- Parks and pathways
- Plan-it Calgary
- Improvements on sports/recreation facilities
- Recreation center in the inner-city
- Consult with residents before associations - when ideas are put out
- Complete new communities (do not need to travel by car - more walking)
- Planning development and assessment (support for BRZs)
- Long term planning - (Imagine Calgary and Plan-it)

### Public Safety

- Police (safe city)
- Public safety (police, fire)
- Police services
- Safe city - crime, personal, injury, violence, built environment, natural environment
- Policing - crime has increased outside downtown since pressure was put there
- Fire and police need increase in outer inner-city area
- Better lighting in residential areas
- Youth probation programs are important, the cycle needs to be interrupted early

### Transportation Transit Roads

- Winter road maintenance (using snow for water)
- Public transit
- Public transportation
- Parking
- Better public transit (people friendly, reliable, convenient)
- Bike lanes
- Better bus service more often
- Smaller busses only
- 2 car LRT during off-hours
- Bus lanes
- More trains, more buses (posted schedules at bus and LRT stops)
- Fix the website, it sucks!
- More efficient transit, both inner and outlying areas

- Transportation transit public realm
- Street cleaning winter
- Snow removal and road maintenance
- Remove snow plowed into banks at edge of sidewalks in shopping districts - people park on street then climb over snow banks to get to sidewalk to shop
- Bike paths
- Transit - reduce travel times
- Transit safety
- We need road maintenance to be improved
- A train needs to run later (Thursday, Friday, Saturday) to encourage youth not to drink and drive. Trains stop at 12:30. Bars close at 2:30
- Pot holes
- Traffic light coordination
- Left and right hand turns
- No parking on major roads
- With every new street, we need a bus lane
- Bike friendly streets

#### Waste/Recycling/Energy/Utilities

- Recycling and compost for apartments, buildings, etc.
- Clean water
- Waste disposal
- There needs to be recycle and organic waste (compost) bins next to all garbage cans on sidewalks. Make it easy for people
- Too many garbage pick-ups. Try every other week
- Access to alternative energy sources
- Turn off lights in downtown office buildings at night whenever possible
- Anti-idling
- Recycling - reduced packaging, reuse
- Pick up of compostable materials
- Improved recycling and garbage collection
- Recycling services for multi-family buildings

#### ***What do you really value about this service?***

##### By-Law

- Graffiti abatement
- Stop the pan-handling in intersections
- Issues with by-law officers not looking at more than one issue
- Not having synergies between areas of by-laws
- Could do cross-training of by-law officers
- Community standards/CPTED property standards
- Makes notes/notices of issues that are in surrounding areas

- Value brings value of home up
- Neighborhood have to become whistle blowers, want citizen and employee participation
- Improved/expand education to citizens, match tools to community
- How much education is too much, personal responsibilities
- More by-law officers, resolutions come early, people not as frustrated
- Same properties always have the same problems
- Opportunity to read flag
- Properties,- zero tolerance
- Good job of animal services. Known world-wide. Licensing of animals. Investing in less costs down the road (staff/taking care of animals)

### Community Services

- Library services
- Important to create vibrant city
- Connect with others, how people connect with each other
- Community centers for all ages (connect youth and seniors), citywide
- Have in place, but need dollars and co-ordination
- Aging population, many live on own
- Remain in home
- Need some place to go/something to do
- Fee - do great job, but could use more dollars
- Link seniors to youth
- Youth - more Outreach programs. Tell directly and get involved
- Senior nursing/dementia care needs to be smaller, more personal care, smaller facilities versus larger, tap into senior recreation/programming care
- Local produce - community gardens, encourage awareness growing/buying local, licensing farmers markets
- Connect people with ideas and those who can implement, do paperwork
- Assist/support with accountability
- Concern regarding conflict of interest, city does this
- Could offer training regarding what is needed and how to
- Awareness by city regarding how people can help
- Youth programs e.g. 3-6 pm, key youth crime times, get them involved in programs
- Operating service hours of libraries, art galleries, etc.

### Priorities

- Building awareness (outreach to all groups regarding visibility of programs) (youth, seniors)
- Youth programs (support and awareness of after school, vulnerable youth prevention)
- Senior support (family awareness) language, information, access
- Affordable housing/subsidized housing

- Support funding regarding arts and culture (organize, host)

### Corporate Services

- 311 is very cumbersome
- Would rather not pass problems along
- Work as a fire-wall
- Just passing pieces of paper
- Good luck with 3-1-1
- Not sure how information is used
- Do council members receive information/data from topics at 3-1-1
- 3-1-1 is supposed to report back on solving/dealing with issues
- Website should show if you have issues where to call, who to call
- Would like to use website to voice issues/concerns and get response back
- Website not overly user-friendly e.g. finding this meeting was very difficult
- City should not look at themselves as “business”
- They provide services to citizens
- Impacts the way the employees think
- Need to provide services cost-effectively
- Finding balance for whole city of Calgary
- Equitable treatment that is provided cost effectively

### Finance and Economic Development

- Taxes for seniors keep going up. Fixed income. Applies to all. Not everyone is making 80,000 graduated taxes according to income
- Because of lack of improvement, taxes do not improve over years
- Living is not improving over the years
- Provide your income statements
- BRZ’s. 10 zones in city. Provide services to clean sidewalks, graffiti, etc. We can work cheaper than the city can do it. Clean the core was started by BRZ’s. Small businesses pay a levy on top of taxes in order to be a BRZ
- Fee events are part of what makes Calgary great
- Should encourage more of these BRZ’s throughout the city
- Support community
- Police service should be cut in half, speeding tickets
- City should provide services related to employment, help people find jobs
- City needs to look at what is needed before they start adding
- City should spend focus on tourism and image, use resources to improve whole city
- In older neighborhoods houses are over-valued and houses are not really worth that
- Impact of condos and apartment development in inner-city areas
- Build affordable homes, have developers encouraged to do this
- Developers encouraged to build low income houses, work together to do this
- Amount of affordable housing should be higher

- Seniors being forced out of their homes because of cost
- Need supporting community services and centers in inner city too, to go along with condo development
- Could School Board be using closed schools for other purposes (still our taxes)
- Couldn't the city put in programs into closed schools, they could be affordable
- Social problems created by people having to access programs and shelters
- Make things more affordable in the first place so we do not need so many social programs - buss passes, recreation programs
- Our taxes should include access to recreation programs
- No further increases for 10 years, cut things and not add them
- Once you have made the budget, add 40% to address problems

### **Top Things**

- Property taxes should not increase every year, live within their means, no tax increase is necessary
- Property taxes could be based on taxable income, people cannot afford to pay higher taxes
- Affordable programs
- Affordable housing (not subsidized but built by developers)
- Infrastructure up to par before any new development
- Assessment - people should be accountable, fair and responsible

### **Infrastructure**

- Business putting up their own money to keep areas looking good
- They organize free events for Calgarians
- Dollars to spend doing this
- When not revitalizing older areas - people move and leave to newer areas, then the newer areas do not have, and then ask for
- Want transit orientated development
- Increase densification
- Encourage people to live in inner city
- Stop making the city bigger
- Make smaller/units/affordable homes (good for young people starting out)
- Look at goals in Imagine Calgary and Plan-it
- These have terrific ideas and need to see some implementation
- Width of sidewalks
- More than one person can walk
- Sidewalks to be more "walkable"
- Someone has to get off sidewalk in order to pass
- In new communities, look at width of the roads, this encourages speed, has impact on safety of residents
- Vibrant downtown creates a great city

- New recreation facilities are less expensive and, therefore, people are going there
- Houses are not built to standards as they should be
- Codes should be increased
- People live in houses that use less energy
- Spend less on utilities
- Expand the life expectancy/usability of the home
- Develop/revitalize library, how changes
- More people could use it
- New Canadian could get more serious there
- Good facility to bring people together
- Can increase literacy
- Dis-service to neighbors, you are a poor neighborhood (who cares?). Makes me sad to see community crumbling
- Feels cyclic
- Old building being torn down, give idea that people do not really care
- Look of neighborhoods makes a difference e.g. Kensington looks shabby
- These areas create vibrancy
- Outdoor shopping districts can make the city great
- People do not want to hang out in malls
- Inner city suffering because of work done in outlying
- Sidewalk crumbling/lamp post falling
- Businesses paying into a fund to maintain
- Value infrastructure brings people together
- Think of roads/sidewalks
- Too much dollars spent on roadways, not enough on ways that bring people together
- Really concerned about inner city/older neighborhoods
- Buildings aging
- Dollars to revitalize recreations in these communities
- This is a great disappointment
- Accessibility and scaled user fees, vital for great city and inclusive
- Infrastructure lacking
- Need to walk and ride a bike, good lifestyle
- Do not need multi-million dollar facility to maintain healthy lifestyle
- Older buildings/recreation centers becoming an eyesore
- When looking un-inviting, people do not want to be part of it
- This causes resentment in the community/people living there
- Feels like city does not care about them
- Feels like and becomes, we do not have enough income for city to pay attention
- Roots of trees, damaging homes, puts one department against each other, it is “their” tree and your expense

## **Key Points**

- Fix public realm (maintenance program) rusted/aging infrastructure
- Appropriate care/attention/resources to older neighborhoods in order to maintain vibrant communities
- Want to be free and equitable between neighborhoods
- Make desirable/attractive/place to live in older neighborhoods
- City departments to work together in older neighborhood to solve problems (regarding trees)

## **Parks and Recreation and/or Planning**

- Important to sit, relax
- Casual sports
- Fields and rinks etc. available for low cost
- Rinks/facilities/library at Cardel Place
- Festivals we do have are awesome
- Arts and culture scene
- Great job of providing green space and comments from visitors
- Enjoy trees, enjoy natural environment rather than built space
- Need a stronger, livelier core - more vibrant, more affordable
- Older neighborhood needs revitalization library, recreation center, schools are closing
- Older buildings are eyesores - starting to look like ghetto

## **Key Points**

- City services need to drive communities towards supporting revitalization of older neighborhoods. Involve communities and encourage them to bring ideas forward
- Urban agriculture growing in city - many benefits for health, fitness, nutrition
- Improve awareness of seniors facilities, pool to avoid closure
- Continuing support for existing new city's subsidy to offer free festivals and events i.e. road closure, permits. Most run by BRZ's /business owners
- Recreation facilities are affordable, less than \$5.00/class and subsidy for low income families. Need for awareness that is available (that are for Inglewood)
- Planned communities - services and facilities in the neighborhood so you do not have to depend on your car (make them more walkable)

## **Public Safety**

- Makes me feel safe and secure
- Want to be able to go out at all times e.g. at night
- Make an assumption that our homes are fire safe when they are built
- Concern about icy sidewalks in front of people's houses
- Point of contact for any contentious issues
- Feeling that if something happens, the city will look after you
- Not moving the crime around

- Police officers are more crime fighters, but would rather see them focus on preventive services
- Resources spent on issues may not be warranted
- Not communicating to neighbors what is happening
- More police officers and firefighters living in the community, actively participate in neighborhoods
- One-on-one relationship between police officers and youth and community, focus on building relationships
- Value and expand the role of community police officers instead of going from crisis to crisis
- Expand bike patrol
- Figure out a way to have police really know what is happening right in the community
- More officers in High Schools, actively involved with you
- Use resources of fire to close down illegal and unsafe suites, homes, apartments. They have the ability to do that. They become unsafe for neighborhoods. Too many people in a home
- Illegal suites can be a wonderful thing, but cannot always determine who owns house
- Per capita police per citizen low, but high cost per officer
- Very cost inefficient
- However, focus on crisis versus prevention and policing
- Fire - high level of response in non-critical situations, better deployment of resources, public safety, cost effectiveness
- Performance measurement, what are they responding to?
- Number of calls, but what kind of calls?
- Education component, they go door to door, preventive e.g. police and fire cars idling, now cost effective is that?
- Attitude that those who deliver essential services should not be questioned
- Police should be valued based on time actually spent policing, how would we gauge effectiveness, different priorities in different districts
- Attitude of police services is a concern, public dictators, District 4, peace officers need to like people
- Prevention - work with 12 communities safety initiatives, more police presence, more accessible e.g. funding for Power Play 1 x week, hockey program with volunteers
- Not in cars, in the community e.g. role of the police education tool, "You and the Law" is very police-sided. Should be plus the community
- Parent involvement more important
- Civic government has most impact on our lives and get value for my tax dollar

### Transportation Transit Roads

- Transit very important. Helps get cars off the road, reduce pollution, etc.
- Do not have car prefer transit
- Real bike lanes not shared with cars and buses

- Train is improving
- Transit important for youth choice
- More money on people, not roads
- Snow removal is good but road maintenance is poor
- Make transit more friendly, more attractive to use
- Design new communities to more transit oriented versus car oriented
- Extend to bedroom communities to alleviate Park and Ride congestion
- Poor transit service does not encourage use
- Spider web versus spoke and wheel type design
- Run C-Trains later (before 1:00 a.m. is too soon, run later)
- Vancouver (other towns) late night service
- Turnstiles paid for riders at C-Trains
- Why free fare downtown?
- Signage so we would know when to expect next bus's GPS stop information on bus (see Vancouver, Ottawa)
- TTC dark between stop, drop off service to improve safety
- Street lights too dark, poor safety 224 and 88 street SE
- Traffic light coordination poor e.g. Northmount Drive/Northland Drive, particularly Saturday
- Airport tunnel not necessary Metis Trail etc. maintenance problems how can you maintain a tunnel?
- Bike land operation problem on Home Road
- Support free fare downtown
- Main arteries should have bus lanes and all new roads so equipped
- Snow clearing and street cleaning in communities needs improvements
- Pothole complaints need to be fixed in 24 hours

### Waste/Recycling/Energy/Utilities

- Environment protection crucial to healthy city. Waste reduction/recycling. Are we doing enough with waste collection? e.g. sorting, distributing
- Company's who make plastics etc. should be accountable, help regarding recycling
- Business, apartments not necessarily recycling, how to entice to do, incentives, bounty, dollar value for efforts
- Compost bins, need bins, collection, concern regarding increase in costs, trucks
- Increase education regarding cost of landfills, benefit of recycling, show real costs, decrease use of landfills
- City put recycling bins beside every garbage can, needs to be sorted, increase awareness, make it easy to recycle
- Garbage trucks need blades for snow clearing at same time
- Protect waterways, stop building along rivers, wetlands
- Education regarding waste management/recycling through parks, community centers. Mandatory waste reduction

- Need compliance, sort at source e.g. Dubai
- Flush out compliance issues, legislation and enforcement
- Education/incentive, do not charge for waste management/recycling. Youth seem to be more aware
- Keep utilities as publicly-owned services
- Need to build more sustainability, more to code, longer life expectancy, inspection
- Easier to implement alternative energy (solar panels on houses)
- Policy and incentives regarding developing/using alternative energy sources, garbage into energy
- Anti-idling by-laws
- Pollution control equipment installed at source level to help insure compliance. Needs to be in place before licensing

### **Priorities**

- Recycling - incentives, education/awareness, accountability
- Alternative energy - policy, incentives, education
- Protect waterways - no development by rivers/streams, education
- Sustainable development - building codes, policy/by-laws, inspection
- Keep publicly-owned utilities

### ***What questions or comments do you have?***

- What support is available to assist with creation of affordable housing?
- What is philosophy regarding city wanting to keep senior people in own homes, but raising taxes, service fees, etc.?
- Should be able to deal with city at City Hall and not in NE Calgary (e.g. tax assessment appeals). Why are not city services available at City Hall?
- Why are we talking about adding services when we should be cutting spending?

### ***What stood out for you?***

- Red flag of properties
- More pro-active work by by-law officers
- Crossing training of by-law officers
- Maintain pro-active approach to animal services
- Corporate services - user-friendly
- Accountable of what was said from public
- 311 user friendly, not have to adopt to bureaucratic processes

## Making Choices That Matter Phase 3 Community Conversation Cafes May 2012

### Additional Comments from "City service bills" submitted at face-to-face sessions

Total Number of Participants: 203

Note: Not all respondents answered ALL of the questions.

#### OVERALL PROCESS

##### COMMENTS:

- The entire budget process does not affect politician's performance. As long as the budget is "one bit of here and a bit of there", this process has no meaning. The city is supporting a system where it has to constantly raise taxes. It does not know how it intends to keep costs in check. Too often, politicians see short-term gains as a way to run the city, but only its employees that benefit. The large sector is left out just to pay for it.
- Run a proper poll on spending. One citizen, one vote instead of this free of all exercise.
- Past Engagement Experiences - River Park - Britannia Beach. More people airing their beefs instead of coming up with ideas. Online forums and open houses - we got bogged down. Dog walkers versus people who wanted to restore the park, this was not productive. Constructive methods for improvements, restoration and sustainability.
- No discussion on budgeting is complete without discussing mill rate supported VS user fee supported services. Services of private benefit (i.e.: pet licensing and bylaw enforcement) should be entirely fee-based.

#### PHASE 3 PROCESS AND MATERIALS

##### COMMENTS:

- There cannot be Leave It As Is Bill because it does not address the need for leaner and more sustainable government. The city is relatively well run but it loves on borrowed time and borrowed money. Future generations will be saddled with huge tax bills precisely because the city wants to be everything to everyone.
- The one thing that wasn't emphasized was the relative breakdown of the city budget. A graphic reflection of this would have been helpful.
- This Current Process - Notification process for events isn't good enough. Third phase has been the first experience. Phase 1 and 2 - didn't see signs.
- Hard to believe no one from Transportation, one of the most expensive services could be found to attend this meeting. This is an indication of how airport issue overwhelms all other transportation for the future.

- I respectfully decline to put forth a number for increase or decrease. This is too important for such a quick budget allocation.
- All BU's information is confusing e.g.: regarding capital budgets. Capital must be re-allocated.
- I notice this discussion focuses on the operating budget. What about the capital budget? When citizens think about their city, they're thinking about big capital projects, in addition to the day-to-day work. Will there be another consultation on the capital budget?
- The city budget should be put on line in full. Possibly line by line, itemized in detail.
- Find this process difficult without meaningful input into present city efficiencies. Would like to see a process that includes community groups as assets. Present city services could be more efficient if communities were truly partners. Not considered to be antagonists.
- Interesting to note that many departments have identifies impacts to their 311 responses as the item that would be impacted by small % increases/decreases. It appears they see this work as an add-on in their departments. Why isn't it more integrated into their regular work?
- This process is flawed as there is the absence of information related to 1 - No information related last year's budget - areas of increase - areas of decrease. 2 - No information related to city growth or population density. 3 - No information related to cost per person or service per person (re: number of police officers on shift to population) 4 - Lack of sub line item areas in budget. 5 - Absence of demographic information.
- It would have been good to have data to 2010 budget amounts, how much Calgary has grown (increase in population, increase in square miles, etc.)

## **CITY STRUCTURE AND GOVERNANCE**

### **COMMENTS:**

- We have a great city. I think our Mayor is doing a great job. I would like to see each department more accountable for their budget. I know people who work for the city, phone in sick a lot, on the Internet while they should be working, and these people are stealing my tax dollars. City needs to have a by-law where neighbours who choose not to take care of their properties are fined. Why should our property value be affected by a bad homeowner?
- Cut the middle management!
- The amount of time, paperwork and bureaucracy it takes to "pay" for internal services, from marketing to communications to IT service. Is there a way to efficiently streamline budgets so this bureaucracy stops? So this affects multiple businesses and internal systems that is a system within itself.
- The best government is a government that has to do the least. In that basis, I tend to suggest that government should outsource/contract out as much services as possible. Don't try to get the hands into everything, let the private sectors (in their expert areas) do their work. I much prefer paying a private company to do their job for me than paying taxes.
- Privatization of Services. Government having their hands in everything is inefficient. Privatize more services. Privatize IT, Parks/Recreation, Waste/Recycling. Let private companies run public transit. Union wages are too high for many services
- Turn off the money tap; cut funding to departments across the board. Freeze hiring. Bring wages into line with

private sector

- Government Structure (unions) Unions have a place. They provide workers with a wage that allows them a relatively good standard of living. Keep city unions in place. Government in certain businesses is good in order to regulate services. The bureaucratic mindset develops and the government grows. No need to grow it more than necessary.
- All positions vacated, either by retirement, quits or termination must be reviewed prior to filling.
- Development policy at the city needs to change. We talk about the Province and its responsibility for building codes, but it is the city that approves the development plan for new communities. Yes, building codes are set in Edmonton; but the city can say to developers, build with a larger setback, exceed codes for materials or your plan does not get approved. If it means residential costs go up, they go up. It costs all taxpayers for Fire/Police to respond to disaster or more for LRTs to be built to communities because that was in the developer's sales pitch to homebuyers. We need leadership here.
- One thing that has long baffled me is the number and frequency of consultants the City hires. During my brief stint with the City in LUPP, they retained consultants to lead participants through Planning "Charades". Why on earth don't we build that capacity among City staff and stop hiring the bloody consultants!
- Cross department problems exist. Example - On 40th Avenue, by the graveyard/confederation park, the snowplows come and pile snow on the sidewalk. After the park/graveyard clear the sidewalk, this makes elementary students occasionally choose to walk on the road. I cannot say anything because I am walking to work on the road too. Summer comes and the street cleaners come before the sidewalk is cleared of gravel. The sidewalk was once cleared, but now it is difficult to run on for fear of slipping on the gravel.
- Various - get out of other levels of government's areas i.e.: affordable housing, social services, and environmental regulation. City needs to stand up to downloading from other levels of government without attendant financial tools.
- Curious as to a City of Calgary "Learning Strategy" Depts. /BU's are very siloed in their approaches PTO Also - a conversion? LMS - or learning management system. Purchasing of pieces of software e.g.: Adobe captivate for developing new generation training. Piecemeal & ad hoc process currently. Kudos - lots of learning & growth opportunity @ COC!! Thank you.
- As the aging workforce retires, the city needs to be involved in succession planning. However, the city must also prepare for a scenario in which the tax base shrinks as retirements increase. The younger generation will lack the capacity to absorb tax increases without serious economic impacts. This means the city must plan for a smaller workforce and a smaller budget. A smaller budget and workforce cannot be circumvented with expensive contractors. Already the city uses too many contractors ineffectively. In the future, city employees will need to be equipped with a greater skillset to take on multiple roles within their job title, reduce the consultant budget and increase the staff career development budget. Use consulting dollars not to get stuff done but to train and monitor city employees.
- Calgary is great at creating plans and not following through. We need greater integration; we need much better cooperation between departments. I'm frustrated seeing roads ripped up after being resurfaced. Much of that waste could be eliminated with planning & foresight. Structurally our city is functional and workable, but we clearly have problems. Sprawl affects the entire city; older neighbourhoods need attention & renewal. Strong community plans are essential to prevent a block of mansions changing the character of a community or a neighbourhood falling into disrepair or neglect. Planning, density in a smart way. In the long haul it will reduce our costs. Have the courage to establish a plan and ACT on it to make it happen. Departments cannot be increased or decreased in

isolation, they each need to work towards the plan we intend to work towards.

- The city should - through all Business Units - ensure customer service so timely response to Calgarians whether by email or phone are met.
- Treat tax dollars as if it were your own. Careful and cautious, but with compassion for people who have less. Demand that managers be held to account for performance, demand that employees be regularly evaluated - get rid of dead weight, but always treat everyone in fair and transparent manner. Live fine values of a great city. More dollars need to go to areas of the city that are behind Forest Lawn. Encourage developers to provide services to suburbs. Have tax incentives, etc.

## BUDGET

### COMMENTS:

- All the Items: How much is this costing per tax dollar - that would help. Example - \$294.7 M - Is this net? We should see net, expense, etc.
- I think that there should be flexibility in the budget process so that dollars can be moved around between expenditures instead of using dollars just because we can. For example, put more money into direct services and be able to add to the budget from the "furniture" budget. Every year we have "extra" money we must spend before year-end. This leads to a rush on spending on unnecessary items i.e. no program dollars for the community, but we can buy new desks/chairs, etc. The focus should always be services for Calgarians not to support the bureaucracy.
- What about revenue? The corporation does a good job with its operating budget. However, the biggest issue is the transformation of urban infrastructure over the long term. Over time, we will need massive increases to the capital budget, in order to invest in new capital, equipment, utilities, and other critical services. If these investments are deferred, operating costs will escalate over time. There is only one taxpayer who pays for operating & capital costs. Taxpayers don't care about provincial/municipal jurisdiction. Further, an aging workforce with retirements will shift the tax burden onto the younger workforce. There will be less ability to raise taxes without crippling the economy. My solution is to fund long-term infrastructure through IMAGINE CALGARY BONDS, available for purchase by Calgarians. I think Calgarians would welcome a safe, secure, low-risk, low-interest 20-30 year bond as part of their investment portfolio. Imagine what these bonds could be used for: - High speed magnetic? Trains along the "ring-road" and other regional corridors. - New infrastructure within the City for freight transport to get heavy trucks off our roads. - Expanding the community & health services network. - Upgrading our water systems to ensure we better manage our most fragile resource. Think outside the box when it comes to revenue!
- You tell us how much a service costs but not how you can make more to help pay for the service. I believe in lower taxes & more user fees.
- It is unrealistic to believe that funding can stay at current levels without deterioration of services and a reduction in quality of life. The current budget percentages are probably where they need to be. I believe that some "nice to haves" may have to go in order to support critical services such as fire, over transport, roads, etc. I would prefer to see cuts to public art, golf courses, etc. and more money toward public libraries, parks, etc. that can be accessed by more people for a variety of purposes rather than facilities & services that only fill one niche need. Multi-use facilities can serve a variety of needs (community space, public art, programs & recreation). The city should encourage partnerships between funded arts groups with libraries for example to make the most of its resources. I would be willing to pay more taxes to support budget items that I care about: green space, parks, off-leash, better transportation, snow removal, libraries, etc.

<b>COMMUNITY AND NEIGHBOURHOOD SERVICES</b>
<b>COMMENTS:</b>
<ul style="list-style-type: none"> <li>Arts and Culture (Recreation - CSPS) The city needs to attract and retain top quality staff. However, the amount of travel, including international travel that is done by the Manager of Arts and Culture is shameful. These are tax dollars, not monopoly money. How can the city justify regular travel for no good reason? With social media (especially Skype) there is no reason for face-to-face meetings between Arts and Culture representatives and international artists, period. Not on the tax papers dollars.</li> <li>I would really like to advocate for the city to create poverty policy, especially with a gendered lens. It is a fact - women are more likely to be poor than men. I also believe that increased police presence and visibility is not the answer to preventing crime, but creates a culture of distrust. I believe the answer lies in strengthening communities and community supports.</li> </ul>
<b>RECYCLING</b>
<b>COMMENTS:</b>
<ul style="list-style-type: none"> <li>Regarding the waste collection and recycling - Those who generate excessive garbage should be penalized. We recycle and put out one bag every two weeks. The recycling bins seem to go out every week if they are only half full, then we are spending way too much on this service.</li> </ul>
<b>PARKS</b>
<b>COMMENTS:</b>
<ul style="list-style-type: none"> <li>Doing well with off leash areas for dogs. Just wish you had enclosed runs and I would pay to use it.</li> <li>If all citizens have access to active places, they will become contributing citizens. This links with recreation, health, policing and community spirit.</li> </ul>
<b>TRANSPORTATION</b>
<b>COMMENTS:</b>
<ul style="list-style-type: none"> <li>Senior bus passes a really good thing! There is discussion on increasing senior bus passes. Just because some people choose to work or must work past age 65 is no excuse for a substantial increase. Seniors using bus passes of necessity or by choice keep cars off the road. Increase the cost and you will have people returning to use the car. At the most \$40.00 per pass if increases are needed. Do not increase low-income subsidized passes.</li> <li>Interchange at Glenmore and 37th Street, SW. The guy who designed this should be crowned "King of Calgary" and put in charge of budgeting.</li> <li>T15s cast shadows and make it much darker. When streetlights are out of order, it takes a long time to fix. If I report it, it takes too long. Streetlights should be numbered - much easier to report broken ones. It is a waste of time right now. Light in China Town has been burnt out for over a year. We walk, so this is important.</li> <li>More spacious LRT stations would increase safety, especially during rush hour. Stations are overcrowded. Put up safety bars at stations. Use turn dials or some sort of gate. Would avoid mad rushes of people - that is scary. I don't think the C-Train is the only choice. We should think about subways for new communities from suburbs to inner city or a sky-train like Vancouver.</li> </ul>
<b>ELIMINATION</b>
<b>COMMENTS:</b>
<ul style="list-style-type: none"> <li>I don't have a specific service in mind, but I think there should be a review to eliminate unnecessary services.</li> </ul>

- Eliminate nothing, but reduce administrative costs to make more efficient.

### SERVICES THAT AREN'T WORKING WELL

#### COMMENTS:

- The city website is horrible. How much dollars has been thrown at this so far?
- 311 - Personally, I found it really hard to make an online complaint. I wanted to submit a complaint about a neighbor's un-shoveled sidewalk, it was nearly impossible. Being tech savvy, I found a round-a-bout way, but I'm not someone that wants to call. Blame it on my technically inclined generation. Personally, I think all budgets should start at 0 and peens should have to be justified so that all costs are required rather than people making up ways to spend the dollar. Then you aren't spending ridiculous money on useless furniture and rather on useful costs. I think every single department should be required to do so. It will require a bit of paradigm shift, but it needs to happen. IT should just be how much is spent, but rather how well it's spent. Charities are held to account to where every dollar goes and how effectively it is used. Shouldn't the city be too? The value given by each dollar should be considered. I don't feel money is really valued by the city and its departments.

## Making Choices That Matter Phase 3 Conversation Cafes May 2012 Staff Responses for All Departments

Total Number of Participants: 13

Note: Not all respondents answered ALL of the questions.

WASTE AND RECYCLING (U&EP)	Increases: 4	Decreases: -	Leave as Is: -	Eliminate: -	N/A: 1
<b>COMMENTS RELATED TO INCREASES:</b>					
<ul style="list-style-type: none"> <li>• Would like to see a multi-family housing recycling program folded out in next 2 - 5 years. Why a majority of inner city population lives in multifamily dwelling &amp; do not have a program for recycling in place creates an unnecessary amount of waste going to landfills.</li> <li>• W&amp;RS needs to be a high-priority for the city if we are going to be viable as a community for any length of time. Our waste management &amp; diversion streams/systems need to be well funded &amp; on top of emerging trends. This is not to detract from the importance of water!</li> <li>• Increase 5%. Find a way to get household to separate the waste form recyclables.</li> <li>• Increase mill rate support to waste and recycling. Decrease/eliminate user fees for W &amp; R. The user fee is highly regressive and citizens have no CHOICE about whether to use the service of not, in contrast to choices about behaviour leading to speeding or parking tickets, or how much water you use.</li> </ul>					
<b>ADDITIONAL COMMENTS:</b>					
<ul style="list-style-type: none"> <li>• Is it feasible to address recycling from the source (product packaging...) Can the city influence how products reach consumers to help reduce the amount of plastic, paper, cardboard that required recycling? I am looking forward to having curbside organic recycling. I was disappointed when council rejected it a few years ago.</li> </ul>					
WATER RESOURCES/SERVICES (U&EP)	Increases: 1	Decreases: -	Leave as Is: -	Eliminate: -	N/A: -
<b>COMMENTS RELATED TO INCREASES:</b>					
<ul style="list-style-type: none"> <li>• Water 20 % Inc. Water safety and conservation are becoming increasingly important globally. We need to protect our resources - youth and younger population is very aware of the importance of water to their future.</li> </ul>					
CITY CLERK'S OFFICE (CA)	Increases: -	Decreases: 2	Leave as Is: -	Eliminate: -	N/A: 1
<b>COMMENTS RELATED TO DECREASES:</b>					
<ul style="list-style-type: none"> <li>• No noticeable impact on citizens</li> </ul>					

- City Clerk's Office can apparently absorb a 5% reduction with "no noticeable impact".

**ADDITIONAL COMMENTS:**

No change in \$ but in some quality. Over all these areas appear to serve the corporation reasonably well. Which would suggest appropriate levels of funding, however the City clerk's office needs to do a MUCH better job of making their information (the corporate record) accessible - self-directed navigation. It is way too obtuse a system as it stands for staff, let alone citizens to find pertinent information.

<b>FINANCE AND SUPPLY (CA)</b>	<b>Increases:</b> -	<b>Decreases:</b> 1	<b>Leave as Is:</b> -	<b>Eliminate:</b> -	<b>N/A:</b> 2
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**COMMENTS RELATED TO DECREASES:**

- Need to find some efficiencies There is too much duplication in administration
- Teleworking. Human Resources advocate this option but Finance managers are not seriously considering the dollar savings as well as the employee retention and job satisfaction.

**ADDITIONAL COMMENTS:**

- All very important. Potential decrease can be affected by an online census. F&S should do more collaborative efforts. "Supply" policies are not well communicated. Coding for TCA should be done at the "purchasing" level.

<b>PLANNING, DEVELOPMENT AND ASSESSMENT</b>	<b>Increases:</b> -	<b>Decreases:</b> -	<b>Leave as Is:</b> -	<b>Eliminate:</b> -	<b>N/A:</b> 1
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**ADDITIONAL COMMENTS:**

- Budget has to shift to align with tents of MDP. Drastic measures are needed to focus energy/resources on inner-city issues & take away from suburban sprawl.

<b>CORPORATE PROPERTIES AND BUILDINGS (CS)</b>	<b>Increases:</b>	<b>Decreases:</b> 2	<b>Leave as Is:</b>	<b>Eliminate:</b>	<b>N/A:</b>
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**COMMENTS RELATED TO DECREASES:**

- With so many different services sharing one budget amount, it is difficult to choose any functions/BU's where small dollar changes will make noticeable differences. Perhaps a 5% reduction of the overall \$145 Million is not easy to achieve.
- Don't see the value for the citizens of have some of these services.

<b>CUSTOMER SERVICE AND COMMUNICATIONS (CS)</b>	<b>Increases:</b> 1	<b>Decreases:</b> 3	<b>Leave as Is:</b> 1	<b>Eliminate:</b> -	<b>N/A:</b> -
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**COMMENTS RELATED TO INCREASES:**

- Customers Service & Communications - much of this dept. does not have funded FTES - would like to see more FTE's allocated here so this dept. can have the ability to work more with other city dept. for engagement initiatives on key projects. Will increase the public's perception that the city does want to hear & take into consideration their opinion.

**COMMENTS RELATED TO DECREASES:**

- With so many different services sharing one budget amount, it is difficult to choose any functions/BU's where small dollar changes will make noticeable differences. Perhaps a 5% reduction of the overall \$145 Million is not easy to achieve.
- CS&C - too many communications staff - we do not need to "manage issues" with spin-doctors. Focus on

products that add value for citizens - not on defending the city. City is NOT a business. Public criticism is good in the city.

**COMMENTS RELATED TO STATUS QUO:**

- No change in overall \$ but change in internal workings. Communications - is plagued by a lack of leadership. Very bright people leave or are not fully employed (their skill set) because the leadership team has great ideas but no real strategy or administrative capacity to manifest those ideas. The service is valuable to the corporation & citizens but needs restructuring more than any increase or decrease in \$

<b>FLEET SERVICES (CS)</b>	<b>Increases:</b> -	<b>Decreases:</b> 1	<b>Leave as Is:</b> -	<b>Eliminate:</b> -	<b>N/A:</b> -
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**COMMENTS RELATED TO DECREASES:**

- With so many different services sharing one budget amount, it is difficult to choose any functions? BU's where small dollar changes will make noticeable differences. Perhaps a 5% reduction of the overall \$145 Million is not easy to achieve.

<b>HUMAN RESOURCES</b>	<b>Increases:</b> -	<b>Decreases:</b> 2	<b>Leave as Is:</b> -	<b>Eliminate:</b> -	<b>N/A:</b> -
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**COMMENTS RELATED TO DECREASES:**

- Too many useless programs (outreach, succession, etc.) Not enough value added for citizens
- HR - is not useful to employees. They are often an obstacle to hurdle & are extremely abrasive to deal with. I feel there is a lot of improvement in service here to be achieved that isn't necessarily fixed by more \$

<b>INFORMATION TECHNOLOGY (CS)</b>	<b>Increases:</b> 1	<b>Decreases:</b> 1	<b>Leave as Is:</b> -	<b>Eliminate:</b> -	<b>N/A:</b> 1
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**COMMENTS RELATED TO INCREASES:**

- IT is moving in towards more citizen employee self serve i.e.: government, etc. Money should be spent on new technologies, but also on education and awareness. Employer's demographics play a big par in how technology is used. All generation can use technology for education, information & knowledge.

**COMMENTS RELATED TO DECREASES:**

- There seems to be a lot of waste in this Department.

**ADDITIONAL COMMENTS:**

- IT - technology at city is out of date.

<b>INFRASTRUCTURE &amp; INFORMATION SERVICES (CS)</b>	<b>Increases:</b> -	<b>Decreases:</b> 1	<b>Leave as Is:</b> -	<b>Eliminate:</b> -	<b>N/A:</b> -
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**COMMENTS RELATED TO DECREASES:**

- This seems so nebulous where is the value for citizen?

<b>OFFICE OF LAND SERVICE AND HOUSING (CS)</b>	<b>Increases:</b> -	<b>Decreases:</b> 1	<b>Leave as Is:</b> -	<b>Eliminate:</b> 1	<b>N/A:</b> -
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**COMMENTS RELATED TO ELIMINATE:**

<ul style="list-style-type: none"> <li>Eliminate OLSH. Why is the city a developer? Get out of affordable housing. NOT a city responsibility.</li> </ul>					
<b>LAND USE PLANNING AND POLICY (CS)</b>	<b>Increases:</b> 4	<b>Decreases:</b> -	<b>Leave as Is:</b> -	<b>Eliminate:</b> -	<b>N/A:</b> 1
<b>COMMENTS RELATED TO INCREASES:</b>					
<ul style="list-style-type: none"> <li>Focus on innovative policy for redevelopment/TOD areas. Allow for proactive policy work. Promote historic resources &amp; downtown. Shift \$ from CPAG (transportation engineers, urban development) to sustainability-focused projects.</li> <li>Need more focus on established communities.</li> <li>To ensure we are well prepared for Calgary's next boom, it would be nice to have planning and policies in place and ready in advance of new development. More focus on land uses planning and its operational impacts could help in: - ensuring future communities are more sustainable (include all services needed in short distances), require less infrastructure (big roads, fire stations, water...) and are cheaper to maintain - more Calgary towards IMAGINE CALGARY ideals.</li> </ul>					
<b>ADDITIONAL COMMENTS:</b>					
<ul style="list-style-type: none"> <li>Status quo is OK, especially for self-funded units like DBA. However, I like that we are pushing accountability to the builder/development communities. Pay their share of the infrastructure and manage their risk better.</li> </ul>					
<b>CALGARY POLICE SERVICE</b>	<b>Increases:</b> 1	<b>Decreases:</b> 2	<b>Leave as Is:</b> -	<b>Eliminate:</b> -	<b>N/A:</b> -
<b>COMMENTS RELATED TO INCREASES:</b>					
<ul style="list-style-type: none"> <li>Normal cost of living of living allowance for police officers. Policing services are a non-negotiable item! With Calgary's population increasing, need more policemen. Focus more on preventative measures, especially for traffic cops. E.g.: youth, more awareness around consequences of speeding, etc. and relevant diversity training for community policing.</li> </ul>					
<b>COMMENTS RELATED TO DECREASES:</b>					
<ul style="list-style-type: none"> <li>Many areas, municipalities in the province or country use a provincial or federal police service - this could be further explored. An increase in community-based policing could reduce pressure on other units by improving a preventative crime approach.</li> <li>I would like to see more dollars spent on developing environments that discourage illegal behavior through design (i.e.: better lighting, public spaces promoting more eyes on the street, roads designed to promote slower speed, so less traffic stops required, roundabouts instead of signals). I would prefer to see more police services focused on criminal behaviour (corporate, violence) rather than on traffic speed. I would also like to see more investment in social services, education. (Prevention that may help reduce future issues)</li> </ul>					
<b>TRANSIT</b>	<b>Increases:</b> 1	<b>Decreases:</b> -	<b>Leave as Is:</b> -	<b>Eliminate:</b> -	<b>N/A:</b> 2
<b>COMMENTS RELATED TO INCREASES:</b>					
<ul style="list-style-type: none"> <li>More people would consider using transit if the buses were less full and more frequent during peak hours. Better "commuter" service to the train stations on way. Decrease Calgary's environmental footprint, promote a more "healthy" Calgary - more walking to the bus!! Provide better service for the existing urban sprawl. Consider a pay-more-for-distance fare structure (like London transit) to discourage more urban sprawl.</li> </ul>					
<b>ADDITIONAL COMMENTS:</b>					
<ul style="list-style-type: none"> <li>Facilities and services may need to be in place before ridership is to establish travel habits &amp; patterns, as areas develop to help reduce auto dependency. To meet target goals, this service will likely require a</li> </ul>					

ton more subsidy. Extra dollars could also be spent in improving/augmenting transit planning since transit service will increasingly become a key focus/need for Calgary.

<b>ROADS</b>	<b>Increases:</b>	<b>Decreases:</b>	<b>Leave as Is:</b>	<b>Eliminate:</b>	<b>N/A:</b>
	-	1	-	-	2

**COMMENTS RELATED TO DECREASES:**

- Limit new growth & therefore new roads/maintenance costs. Put increased responsibility on users or developers. Taxes/fees on suburban communities.

**ADDITIONAL COMMENTS:**

- Roads - ensure there is enough money to operate & maintain existing and planned infrastructure. (Operational expenses need to be considered when making capital spending decisions)

<b>TRANSPORTATION PLANNING AND DEPARTMENT-WIDE SERVICES</b>	<b>Increases:</b>	<b>Decreases:</b>	<b>Leave as Is:</b>	<b>Eliminate:</b>	<b>N/A:</b>
	3	-	-	-	1

**COMMENTS RELATED TO INCREASES:**

- The current state of public transportation in this city is lacking. Public transit is much of the time unreliable & does not reach many of the communities in the city (C-train service). Allocate \$ to build the North Central LRT SE LRT in a time frame less than 5 years. It is needed now. Widen Deerfoot trail - It's a major thoroughfare and does not have the capacity to handle the amount of traffic.
- Planning increase - enough resources to ensure plans/policies in place in advance of the next boom.
- Transportation Planning & Department-wide Services – increase.

**ADDITIONAL COMMENTS:**

- Re-allocate. Invest in established communities/inner city. Live up to existing policies. Actually put pedestrians first.

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## Making Choices That Matter Phase 3 Complete Budget templates Community and Staff Conversation Cafes May 2012

Total Number of Participants: 216

Note: Not all respondents answered ALL of the questions.

### PHASE 3 My Budget Template

POLICE	Increases: 41	Decreases: 40	Leave as Is: 53	Eliminate: 0	Other: 8	Total: 142
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#### COMMENTS RELATED TO BUDGET INCREASES:

- It is always a good thing to have more police (protection for the citizen). General Service
- One of the most important services provided by the city. If this service is underfunded, the quality of life in Calgary becomes questionable
- Specifically in community policing and investigative services.
- Increase bike patrols in inner-city communities Expand beat patrols to outlying inner-city communities
- Bureau of Community Policing Specifically educational programs and working with external partners regarding homelessness, drug addiction and mental illness. This would be for more effective in preventing crime, so that we won't have as much need to react.
- Try to hire more police, especially for people who come from minority group
- High school stationed police are excellent. Sometimes they have such a high workload, extras are pulled in to help. We are only growing in population so taking from one area to add to another means lack of cops to do the work in areas such as gangs, family violence issues, and thefts.
- More diversity training Aboriginal awareness, etc.
- All areas
- Increase relating to population. Should increase community supports in line with population increase. Preventative policing. Ensure focus is on perpetrators in cases of prostitution (Johns & Pimps) can work with community on this.
- Need for additional positions so education & enforcement can be provided. We need greater presence @ the community level. Early intervention may pay off in the end.
- Investigation services need increases to keep up with increase in number of cases.

#### COMMENTS RELATED TO BUDGET DECREASES:

- Too much administration
- Bureau of Organizational Support, Office of the Chief I worked at the Calgary Police Services and I know that they don't need their

own Human Resources, Finance, Audit, Fleet, IT and probably other Divisions. It is just paranoia. There are probably a few managers that could be cut through amalgamation. Could cut enforcement in Bureau of Community Policing by adding more preventive social services.

- Bureau of Organizational Support Office of the Chief
- More and more move to, back to, community based services. Saving in the correction services. Stop idling of all service vehicles. Implement strict environmental standards for savings.
- Office of the Chief
- I think saying cuts will be so horrible is fear managing. They should be more accountable and responsible for the dollars.
- Decrease city contribution but recover costs from policing Calgary Stampede. Other non-profits pay for policing at \$100/hour/officer, for instance Mother's Day run paid for 100 officers.
- A bit of streamlining could be found.
- According to the provided document, decreasing the budget by 20% would curtail police ability to focus on prevention, however, I do not see prevention as a police role. I see prevention as a role that communities and educators have. Less dollars spent on police services gives more to allocate on community services
- Calgarians expect the best to tackle major and organized crime. More funding needed for educational programs for crime prevention and early intervention. Less funding for unnecessary "paramilitary" technologies (crowd control, riot gear, stun guns, etc.) Calgary is a safe city with good citizens – we don't need expensive equipment that is rarely or ever used.

**COMMENTS WITH NO INCREASE/DECREASE SPECIFIED**

**COMMENTS RELATED TO STATUS QUO:**

- Perhaps have more "police presence" during the winter months to look out for speeders on the roads.
- More constables and less supervisors.
- I think the Calgary Police Service does well focusing many efforts on prevention, etc.
- Continue to support Calgary Police Services at the current funding level. Within Calgary Police Services look for greater efficiencies and if possible, greater emphasis on prevention and early intervention.
- I appreciate the awareness programs that the City Police present in our schools. I hope that their school programs can continue. There has been recent budget increases, hopefully, a holding pattern can be maintained. Maintain prevention.
- Leave as is – focus on prevention services rather than reactive services. Crime prevention
- . Get the police to take the complaints of assaults against women more seriously and actually charge the perpetrators instead of just calming down the situation and leaving the women (and children) exposed to more violence.
- The police do a great job. It is great and important how much they focus on community, strong neighbourhood ties key.
- In my opinion, there is an allocation of resource issue
- Police is essential Should not be increasing at a rate greater than population growth
- Police do a brilliant job, if there were to be an increase I would suggest only in keeping in line with inflation and population (ie:3.5 annually for inflation, increase proportionately as pop. Rises).
- Use resources that we have in effective ways. Collaborate with all services that prevent crime & violence – training, employment, housing.

**COMMENTS RELATED TO ELIMINATION**

**ADDITIONAL COMMENTS:**

CS&PS	Increases: 83	Decreases: 18	Leave as Is: 31	Eliminate: 0	Other: 14	Total: 146
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**COMMENTS RELATED TO BUDGET INCREASES:**

- Parks Mowing, planting trees (plant more native trees) Plant hardier grasses Utilize volunteers more
- After reducing budgets of other BU's, I find an excess that could go to Community Services and Protective Services. Community Services and Protective Services and Parks especially dollars for civic partners!
- Need to increase investment in Community and Neighbourhood Services and Public Safety Communication adjusting budget from other sections.
- More people doing the work and less people ensuring the work gets done.
- Community based health care. Try and provide personal doctors for all residents, in co-ordination with Federals. Vastly improve transportation as a way to improve community living/healthy low crime high involvement scenarios.
- I think that investing farther in Community and Neighbourhood Services is money well spent and could be key to keeping the police budget lower – it seems it could promote a more lawful society.
- This Department is really important to community well-being and livable communities. Community and Neighbourhood Services is a key to supporting the less fortunate people in Calgary and there are more and more less fortunate people. Need research and community engagement re: social issues in Calgary to help make decisions.
- Investing in community social services, parks, and recreation, especially for youth – reduced need for police services. Prioritize prevention
- Community and Neighbourhood Services Increase of FCSS funding Prevention programming
- Community services are an essential part of Calgary, ensuring all Calgarians have access to basic needs. Calgary has many gaps in its social services which need to be addressed.
- Community and Neighbourhood services is drastically underfunded. Calgary needs more youth probation programs, more services to marginalized populations, and more support for community associations. Reduce funding for Animal & Bylaw services through increased reliance on user fees. Parks needs to partner more with the community, and work with volunteer
- It is vitally important to enhance and grow community support. Increased funding for FCSS benefits the families in Calgary community. Capacity to support non-profit groups that work with risk groups must expand or risk increases and negative impact to @ risk families will occur.
- Community & Neighbourhood – since no increases \*2 years need to make up for cost of living/general operational costs. Need to ensure that if investing in a resource to provide on going support of funds to ensure quality service remains. \*Increase in programs as prevention will reduce other service needs.
- Quality of life is just as, if not more than, important as roads, transportation, etc. We need to ensure that people – especially diverse and vulnerable communities are not just surviving, but thriving, and that our city is welcoming accessible and green (parks

**COMMENTS RELATED TO BUDGET DECREASES:**

- Parks Longer grass is fine
- Calgarians should not be hit twice. As taxes go up – service charges should not!
- Look at privatizing animal services
- Manage, but assess for effectiveness and focus, need to be covetal re: city administration costs VS community service! Do we need public golf courses.

**COMMENTS RELATED TO STATUS QUO:**

- Calgary Fire Department By-Law Services
- To improve employment protective services to persons with barriers to employment, to provide home maintenance services to low income and inform seniors.
- Reallocate from Sports to Arts and Culture More user pay – no subsidized pet services Reallocate from Social Services to Arts and Culture Social Services are provincial responsibility Decrease Fire Department. With Plan It, we need fewer new stations Buy smaller equipment
- Leave this as is, but make it much more efficient. Reduce middle management. Reduce Arts and Culture mandate and putting funding into CADA. Public Art is great, but not consistent with greater vision, then becomes hodge podgy of single art 'pieces' around city.
- Stop managing the minutia of our lives with By-laws. Bring wages into line with private sector. Focus on the big issues and do

them right. Stop hiring.

- Especially would like to see more community support so that communities and their volunteers can produce their own visions for their neighbourhoods. More parks! Reasonable rates for access to city pools and rec centres.

**COMMENTS RELATED TO ELIMINATION**

- Eliminate programs that are responsibility of other levels of gov't ie: social services. With Plan It fewer resources will be required.

**ADDITIONAL COMMENTS:**

CORPORATE SERVICES	Increases: 27	Decreases: 47	Leave as Is: 52	Eliminate: 0	Other: 6	Total: 132
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**COMMENTS RELATED TO INCREASES:**

- These services have been cut too much already. Things like Communication, Human Resources, IT especially are strategic and affect the quality of other services. Cutting them just downloads onto front line staff. Office of Land Servicing and Housing – affordable housing should be more tied in with Community Neighbourhood Services – lots of expertise there. Decrease but could aspects of Fleet, Corporate Properties be privatized?
- To update the IT with time. Timely recruitment of required human resources
- Calgary has become an expensive city – providing affordable housing options is a great service for low income people. I believe that investing the Fleet Services budget more towards “green” units, will pay dividends as fuel prices continue to rise.
- I believe the city is well run and administered. I appreciate the good quality of information on the website.
- Specifically, the Office of Land Servicing and Housing Our homeless population is unacceptable. The recent success of housing first from the 10 Year Plan proves the need for more affordable housing. Studies show it is more economically beneficial to provide housing than to continue with responsive services (emergency shelters, health care, police, etc.)
- 311 is an essential way in which community members can gain information about the city.
- Increase funding to maintain the heritage building inventory. Increase revenue through sale of legally protected heritage properties. Increase revenue by ceasing subsidies to new development on the city fringes
- IT Improvements constantly needed to drive efficiencies & eliminate redundancies. Better maintenance on existing & more new affordable housing units required.

**COMMENTS RELATED TO DECREASES:**

- Human Resources Information Technology Seems to be a lot of duplication and programs no one uses. Information Technology costs need to be reined in.
- Human Resources Their role is over-stated Succession planning and career development can be handled mainly by the Bus who understand what is needed to do the jobs in their areas.
- Land Department should be supervised and made to operate in more of the manner of a buyer and a biller.
- I find 311 does not make city departments accountable. There are no call backs. 311 operators sometimes fill out the form....on to the next call, no answers provided.
- Cut the “dead weight” in office environment. Move towards more and improved sustainability of property.
- Too much spent on unions. Unions have a place, but I don’t feel we get enough return when most laws are properly enforced.
- Immediate reduction in communication staff by 50% Reduce off-hour 311 Reduce IT programs Get out of land development Outsource property management
- This could be streamlined and made more efficient. Too many “communicators” way too many! Too much dollars spent in intra-city communication.
- Less IT development. Fewer communications. Staff – city does not need to create its own YouTube channel. Way too many spin doctors – too much command and control. More freedom of information. Radical open data. Eliminate OLSH why is city a developer?
- The decrease should occur in customer services and communications.
- Seems like an overly complex organization & very high relative budget – these services tend to expand & increase without clear cost benefits. Eg communication & IT – need to be streamlined.
- Had to cut something to counter all my increases. Admin is a good place to start.
- Need to invest in services – verses the bureaucracy of city: \*There is room for a more lean & efficient operation.
- More privatization

**COMMENTS RELATED TO STATUS QUO:**

- Sustain funding to Customer Service and Communications. Audit Corporate Services to determine whether they deliver at a competitive price. Contract majority of IT Service to a private service provider. Contract Human Resources Services to a private service provider with exception of upper management and labour relations.
- 311 is a great service – leave as is. Always more need for affordable housing – grow this program for all ages. More initiatives related to sustainability and efficiency.
- All business units provide valuable services and should not be decreased, but I believe they are doing a satisfactory job on current issues. I would, however, like to see a bit more of the funds used for affordable housing.
- Why not invest in young potential long term employees especially with that investment cost.

- Repurpose and retrain or rehire some of the Communications staff to be able to run public participation processes. Build capacity within the staff of the corporation and STOP hiring the consultants.
- Move some more dollars to Human Resources for diversity
- Should not increase at a rate greater than the rate of population growth
- HR could be greatly improved w/o “throwing money” at it. Perhaps a process efficient? (Now that we have a real auditor?) Communications is lacking internal cohesion & leadership that inhibits service levels & quality. Again – improvement can be made without increasing budget dollars.
- Strengthen customer service & communication & HR support to employees. Work differently to reduce bureaucracy & increase direct services to customers & strengthening the workforce to promote efficiencies.
- Redistribute – increase CS & C and decrease HR

**COMMENTS RELATED TO ELIMINATE:**

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**ADDITIONAL COMMENTS:**

CORPORATE ADMIN	Increases: 6	Decreases: 51	Leave as Is: 60	Eliminate: 0	Other: 5	Total: 122
<b>COMMENTS RELATED TO INCREASES:</b>						
<ul style="list-style-type: none"> <li>Finance and Supply need better tooth when dealing with big spending departments. Spending for spending sake is not acceptable.</li> <li>Specifically, I would like to see an increase to the City Manager's Office in the area of public policy. It is imperative that the city develop a poverty policy with a gendered lens. More needs to be done to eliminate poverty in Calgary. Those affected by poverty, 50% of which should be women should be an advisory committee to the city.</li> <li>City Managers Office</li> </ul>						
<b>COMMENTS RELATED TO DECREASES:</b>						
<ul style="list-style-type: none"> <li>Find efficiencies Small decrease won't impact citizens.</li> <li>Finance and Supply Eliminate inefficient and ineffective positions Focus on strategic roles that add value to the city and business unit operations.</li> <li>All Departments</li> <li>Improve administrative efficiencies in these Departments. Cut red tape.</li> <li>City Clerk's Office They state 5% would make no difference! Customer Service and Communication don't think the impact would be too huge.</li> <li>This could be streamlined and made more efficient.</li> <li>Business planning staff in Finance are not needed. Department Heads of Business Units should be able to do their own business planning</li> <li>Law – Highly ineffective &amp; confrontational on dealings with community groups.</li> <li>Finance &amp; supply need to be more transparent. Would like to see a focus on saving money e.g.: reducing # of consulting contracts &amp; give priority to local experts. Coordinate with province &amp; city of Edmonton in purchasing to get better prices.</li> <li>Reduce pyramid structure of organization &amp; flatten structure with better connections – front line to senior administration. Finance should be managed by individual departments as part of their administrative functions. Reduce layers. Work differently.</li> <li>Focus on efficiency. Reward innovations from employees with better ideas. Less hierarchy, authoritarian structure more action groups.</li> </ul>						
<b>COMMENTS RELATED TO STATUS QUO</b>						
<ul style="list-style-type: none"> <li>These services seem pretty strategic. Maybe Law could be outsourced, but I doubt it would be cheaper.</li> <li>Reduce funding to City Manager's Office by 2% and increase funding to Law by that 2%. Maintain Finance and Supply funding.</li> <li>Again, create more efficient office and fleet operations. Decrease unionization. Create involved workforce.</li> <li>I have loved the videos i.e: The West LRT information. I appreciate that the city is comprised of a skilled, competent, effective and highly unionized environment. I am proud of well maintained city properties and some of the beautiful new buildings like the Water Centre.</li> <li>Should not increase at a rate greater than the rate of population growth</li> <li>We can't afford to be without infrastructure to run the city.</li> <li>Appears to be working well, although an efficiency audit wouldn't be a bad thing.</li> </ul>						
<b>COMMENTS RELATED TO ELIMINATE:</b>						
<ul style="list-style-type: none"> <li>More privatization</li> </ul>						
<b>ADDITIONAL COMMENTS:</b>						

PDA	Increases: 32	Decreases: 23	Leave as Is: 55	Eliminate: 0	Other: 8	Total: 118
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**COMMENTS RELATED TO INCREASES:**

**Theme Summary: Match population growth, use \$ for high density planning, sufficient levels of support, community engagement for planning, find efficiencies within system**

- To cope with increased population, it has to increase activities accordingly
- Increase the planning and development to provide an opportunity to curb the city's growth. Higher density neighbourhoods
- Increase staffing levels of assessment so that staff are not stressed out and burned out.
- LUPP I am interested in seeing an increase to the planning for integration of community services/land use moving in the direction of cultural vitality and urban sustainability. I think the improved integration of services and higher density areas can help develop the city's viability and desirability improving overall standing across the board.
- Engaging citizens in community planning and visioning for the future is so important. Protecting and managing places of historical significance, especially enhancing the inner city is crucial.
- No more sprawl
- Need to focus on sustainable communities VS expansion.
- Cut red tape in this Department. Divisions in this Department need to talk to each other more

**COMMENTS RELATED TO DECREASES:**

**Theme Summary: Streamline, costs to developers, use of user fees, make bureaucracy simple and user friendly**

- Seems to be a lot of inefficiencies and focus not on value added to citizens.
- Land Use Planning and Policy and Development and Building Approvals Land Use Planning and Policy - standardize planning process and increase engagement. Development and Building Approvals - increase fees from industry.
- Have questions about LUPP resources being used to best advantage? Should improve engagement processes - need to be more inclusive (Community Neighbourhood Services can help). I'm not convinced of the utility of the big multi-million dollar planning processes e.g. Plan It, Imagine Calgary. Nice plans, but we have no "teeth" to implement through MDP
- All Business Units
- Streamline the permit process to make it affordable and easy to understand.
- Streamline business licensing and approval process by utilizing more online services. Allow the community association to have more authority in the approvals process.
- I would like to see developers pay the full cost for infrastructure and utilities in new communities. As a resident in an older community, I do not want to subsidize new communities
- Serious process inefficiencies. Over-reliance on stop-gap solutions and rotating contractors instead of a strategic focus on core citizen needs. LUPP needs to better align to Calgary Economic Development to develop plans that are more strategic. DBA needs more of an outcome-focus to reduce excessive (and expensive!) process complexity.
- Product bigger picture guiding principles that developers must follow & let them develop plans to follow but that they are investing in minutia. Pass development planning costs to developers.
- There appears to be too much time and money spent on planning committees such as Imagine Calgary and Plan It. These were long term planning committees whose benefit did not match the time and money spent. It appears that a lot of the recommendations have never been implemented. This is frustrating to the tax payer and committee members. There needs to be a quicker and more efficient way of gathering citizen in put and doing planning.
- Add to efficiency by resourcing levels of management. The development & regulatory approval process is ridiculous as the assessment appeal process. These bureaucracies can be made simpler, user friendly and much faster.

**COMMENTS RELATED TO STATUS QUO**

**Theme Summary:**

- LUPP budget should increase to allow for proactive development of innovative policy/urban design standards/heritage. DBA budget should decrease policy or be covered fully by application fees. CPAG business office's scop' staffing should be reduced. \*reallocation \$ from greenfield development resources to inner city development - align with MDP.
- Please seek efficiencies from streamlining all these processes less red tape
- Appears to meet the need
- I liked this budget process & I liked imagine Calgary & plan it Calgary. There must be a less costly way of getting input. Using media -

phone in to RV on topics or post comments. Try to use local consultants to do the work.

**COMMENTS RELATED TO ELIMINATE:**

**ADDITIONAL COMMENTS:**

TRANSPORTATION	Increases: 76	Decreases: 20	Leave as Is: 34	Eliminate: 2	Other: 9	Total: 141
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**COMMENTS RELATED TO INCREASES:**

**Theme Summary: need creativity, improvement of systems moving Calgarians around, transportation to match population, more pedestrian/cycling walkways, citizen input into design/strategy, transit to airport, family rate transit, increase access to ALL areas of city via transit**

- Traffic and transit need substantial improvement. Citizens are spending too much time getting around the city.
- Transportation Planning and Department-Wide Services Improving Calgary Transit Expansion of road network
- Increase road network. Improve public transport.
- Calgary Transit
- Increase C-Train, run times to 3 am to prevent drunk driving.
- Unfortunately Calgary blew it when growing up. We have a lot of design "catch-up" to do. We have a long way to go to be not a car-only city.
- We would like greater funds allocated towards implementing a comprehensive cycling strategy.
- We need some creative thinking to move people in Calgary from place to place. Snow removal is a must
- I believe that all busing units should be increased. Transportation is used by every citizen almost every day and has a large impact on our lives. I believe that transportation is having trouble keeping up with the population in the current budget.
- Specifically increase the number of over-passes and LRT lines.
- Improve citizen input to transportation planning & transit to improve relevancy of these services.
- Transit is a joke! Other major cities have transit links to their airport!
- Increase service and deadlines to position transit as a legitimate alternative to personal vehicle. Look at monthly family transit rates
- This is a critical area that supports people in getting to work and enhances their ability to access resource support. Currently there are several areas of the city that have transportation challenges and limit the ability of people to seek employment in those areas.

**COMMENTS RELATED TO DECREASES:**

**Theme Summary: integration planning and transit, more privatization, find more efficiencies, implementation of Plan It,**

- Transportation Planning and Department-Wide Services Calgary Transit
- Transfer all Transportation budget to Planning Department. Invest in public transit. I don't feel able to comment about specific budget issues. In principle, Planning should be in charge of city budget to implement Plan It.
- C-Trains and Bus operations to be gradually contracted out to private sectors. Civic government needs not participate in the daily operations of public transit
- Synchronize traffic lights Put accurate speed limits on main routes Contract out for snow removal
- Our city has had its fair share of transportation growth and repairs depleting resources from the people sector.
- Transfer resources to focus on Plan It implementation, public transit. Eliminate Parking Authority completely. Need RADICAL reallocation. We WILL be building fewer routes to implement Plan It.
- Reallocate funds from roads to pedestrian & cycling, corridors. Maintain funding to Calgary Transit.
- Roads - Maintain road pavement, street cleaning and street repairs. Improve to skills on street repairs. Not necessary to repair every couple months. We should have best methods and techniques on it.

**COMMENTS RELATED TO STATUS QUO**

**Theme Summary: change working patterns, think out of the box, lobby funding sources, transportation impacted by sprawling city,**

- Continue to press for Calgary's fair share of Provincial and Federal tax dollars.
- Stop building roads and cul-de-sacs on outskirts, start investing in sustainable infrastructure and communities.
- Massive increases required for the capital budget. Operating budget probably OK
- Work differently. Think big picture & don't repeat mistakes of the past. eg: LRT VS underground subway system, city planning, smart growth. Implement plans carefully.
- Integrate with planning. Waterworks less silos between departments.

**COMMENTS RELATED TO ELIMINATION:**

- Airport tunnel too costly.

UEP	Increases: 40	Decreases: 23	Leave as Is: 55	Eliminate: 1	Other: 9	Total: 128
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**COMMENTS RELATED TO INCREASES:**

**Theme Summary: promote 3 R's, find revenue from developers in Greenfield development, environmental concerns,**

- Increase greenery Promote reduce, reuse and recycle
- I think that Waste and Recycling should be expanded to include apartments. In addition, construction waste programs should be initiated to require the recycling of construction waste.
- Increase cost to green field developers to cover all costs of green field development.
- As we advance into the 21st Century, the environment is becoming a big issue and the city needs to keep up. Specifically issues are safety management and better resources.
- Curbside composting.
- Waste & Recycling Services - Continue to educate community members on recycling concept. Provide more facilities for community members to practice on recycling concept.

**COMMENTS RELATED TO DECREASES:**

**Theme Summary: more privatization, new communities pay for utility/infrastructure cost, too much attention, find ways to reduce costs,**

- Consider outsourcing the blue box program to private organizations.
- Waste and Recycle has been initialized and started up by the city. Now it is time to start letting the private sectors take over.
- Put wages in line with private sector Don't make the "environment" a huge cost
- New communities should be paying their full costs for utilities and infrastructure.
- This area is receiving too much attention and funding as it is a hot topic in our world. The garbage collection and recycling is very good in Calgary.
- Decrease the weekly blue cart to a bi-weekly service.

**COMMENTS RELATED TO STATUS QUO**

Theme Summary:

- These services are well looked after and seem to be okay at this time.
- I am happy with our good quality water and recycling services. Anything more we can do to save water and lessen our environmental impact, I'm all for it.
- Current programs are successful and want to see results of upcoming pilot projects before deciding on whether to increase.
- Increase user fees if necessary (for recycling services/landfill use. Lobby provincial gov't for legislation on environmental issue (greenhouse gas, standards, etc.)
- Just don't add any more charges to my monthly bill for waste & recycling.
- Work "smarter" within existing resources. Does everyone need weekly garbage collection? Black carts/blue carts? Fees to those who are producing the recyclables that seem to be increasing to the consumer.
- Has fully committed to a recycling program which, though limited to individual homes, seems to be working well. City also has a well developed water treatment. The City of Calgary is leader in purchasing green power & is to be commended.

**COMMENTS RELATED TO ELIMINATION:**

- 

**ADDITIONAL COMMENTS:**

## Additional/Overall Comments

- Stop spending so much money on consultants.
- There is so much information to absorb, and so many cross-connections between services, that providing valid and useful feedback is difficult if not impossible!
- Capital Projects should also be included in this process, no? Example - the airport tunnel seems like a lot of money, but I would support it if it were only for service vehicles and Calgary transit.
- Thank you for the on-going opportunity to have input.
- This exercise has limited value with the information provided. Asking citizens to raise, lower or leave funding as is depends largely upon how the current funds are being spent. Is the B.U. budget number mostly due to salaries, fixed capital costs, operating, discretionary, does it involve financing? Further, is the 2011 budget value derived from the 2010 value with a CP1 inflator applied? What is the 2010 budget based on? What I am saying is that it is a low value activity to make budget suggestions without knowing how/where/why money is spent. Tell us what the dollar values imply.
- Thank you for the opportunity to share my input on those areas of the city that matter the most to me.
- I am encouraged by the general tone and direction I see instigated by Nenshi and Gian Carlo Carra.
- I hope this opportunity will be available every budget. Process, material needs work.
- Listen to more opinions from the people before making any decision in a more easy accessible way to the public.
- Great conversations! Will fill out remainder on on-line budget allocation.
- Appreciate this opportunity & attempt at transparency. Would like to see city evaluate the efficiency of its services presently and involve public and comm groups as assets.
- Brilliant to see the engagement, and the effort to make it accessible.
- This process is FLAWED as without more background info (ie historical budgets, growth, population base) needs to be provided to make informed decisions.
- Thanks for including us in a consultation.
- Need to do more benchmarking, evaluation of programs and services. The city lacks capacity for this type of "evidence based" resource allocation. We don't have the best information to make the above decisions.
- I am in favour of paying extra tax as long as I get what I pay for with minimal waste or frivolous spending.
- The best government is a government that has to do the "least". The government's role should just be to provide guidelines and regulations.
- Need better understanding of mill-rate VS user-fee supported services. Need to understand capital budget and funding options, what about a 20-30 year IMAGINE CALGARY BOND to fund long-term infrastructure need, available for purchase by Calgarians? Also shift dollars away from consultants to career development of City Employees.
- In general, re-allocation of existing budgets is required if City is to fulfill aspirations of Plan It.
- Need to work 'smarter' not create bureaucracy, better communication between front lines & senior administration.
- We want to see a green sustainable city - Calgary.
- For increased spending, we need to charge people for unfavourable way of living. Tax for non-sustainable behaviour



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## Understanding Values & Priorities Phase 2 Online Survey “Is the Website Meeting Your Needs” Answers provided between March 22<sup>nd</sup> to April 21<sup>st</sup>, 2011

Total Number of Opens: 131

Note: Not all respondents answered all questions. The response numbers ranged from 52 to 131.

1. Would you like to join the email list so that you can stay informed about the budget engagement project?

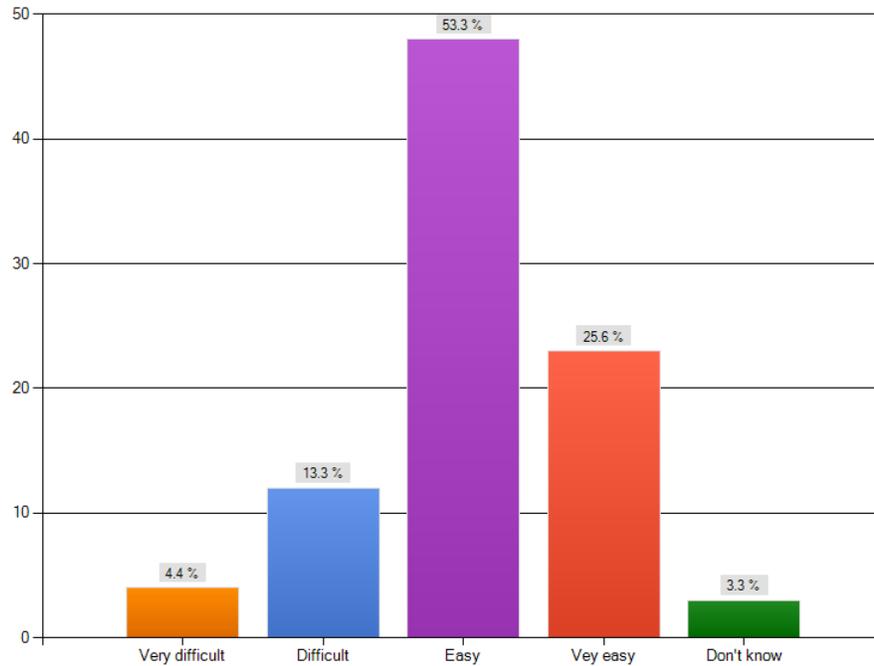
**(131 respondents, required response to proceed)**

Yes 56

56 participants provided their emails

No 75

## 2. How easy as it for you to find the project website? [www.calgary.ca/ourfuture](http://www.calgary.ca/ourfuture)



### Is there a way this could be easier?

Links from Calgary.ca website. I had to search and search again.

List as ad on to city website.

Highly visible link off Calgary homepage.

Have more clear links to survey.

Highlight in separate box on City webpage.

The link should include the word 'budget'.

More direct links.

Advertise it!!

I think many seniors would be unable to use this.

Searching google, website wasn't one of the hits.

### 3. Was the site easy to navigate and do the materials load quickly without broken links?

	Very Good	Good	Needs work	Much work needed	Unsure
Site loaded Quickly	39.8% (35)	52.3% (46)	3.4% (3)	0.0% (0)	4.5% (4)
Helpful navigation tabs	13.8% (12)	54.0% (47)	20.7% (18)	4.6% (4)	6.9% (6)
Easy to navigate	12.6% (11)	50.6% (44)	24.1% (21)	5.7% (5)	6.9% (6)
Landing page informative	14.1% (12)	49.4% (42)	20.0% (17)	5.9% (5)	10.6% (9)
Links work	30.7% (27)	55.7% (49)	3.4% (3)	2.3% (2)	8.0%(7)

#### Do you have a suggestion for a change you would like to see?

An online survey on the budget, tabulated results and actions that will be taken because of the survey.

Links to items reported in the news, for example, properties for sale was commented on in today's Herald - where are the properties on this site.

KISS principal - major issues, questionnaires and surveys all should be on first page.

I was looking for the link to the survey and it was the same size as everything else on the page - bigger and easier to find please!

More basic but still informative layout.

Very confused about where I should go to fill in online citizen guide.

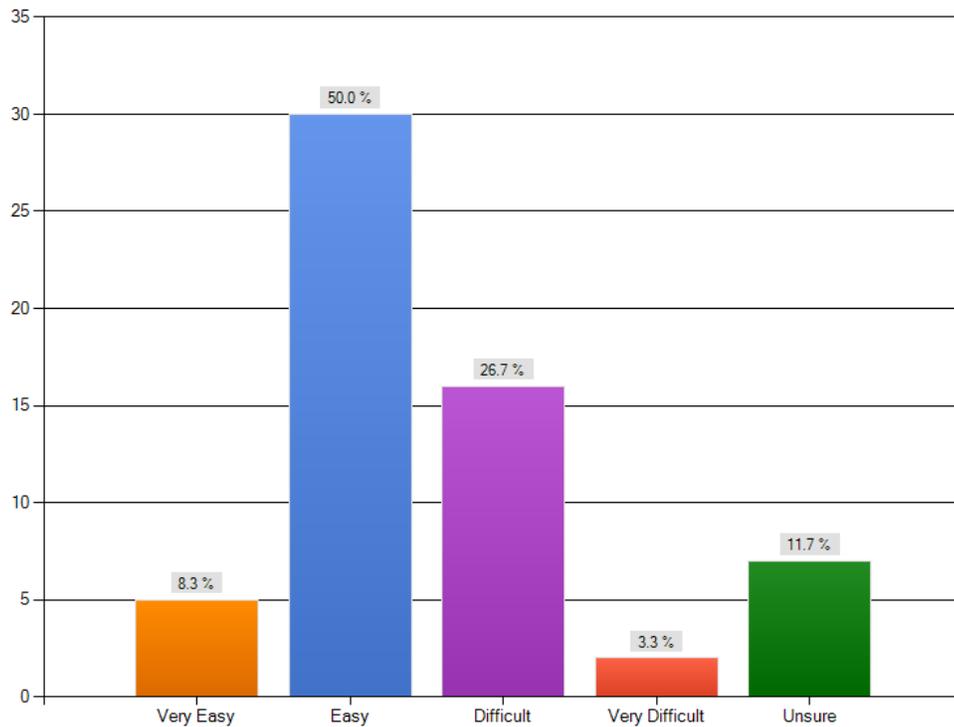
Too much clutter - you need to be much more concise with your information - walls of text are tedious to read - SIMPLIFY!

It seems like I can have a say, but there is too much text and its not clear enough what you are suppose to do in what order.

Think of people's time, make it simple and easy.

Notes on how to host discussion, more clarity employee vs citizen.

4. The website provides a range of information, from when the next events are happening to outlining the process and how you can be involved. Can you find the information you need on the website?



**How could we make it easier?**

Get rid of social media...just want a website with info.

It's good.

Higher profile on web site.

There was too much info on one page - spread it out more over a few pages.

Hard to find links to the topic.

Why would I go one place over any other, what is the difference, it reads like a big jumble of things, not like some kind of planned and purposeful attempt to gather input, the right hand green box is particularly unhelpful.

5. The website has a number of pages and a blog feature. How well does it support your information needs?

	Very Good	Good	Not so much	Not very well	Unsure
Information is where I expect	15.5% (9)	39.7% (23)	32.8% (19)	5.2% (3)	6.9% (4)
Site is well labeled	10.7% (6)	51.8% (29)	19.6% (11)	8.9% (5)	8.9% (5)
Information is well labeled	14.0% (8)	47.4% (27)	26.3% (15)	5.3% (3)	7.0% (4)
There is enough info to support my needs	14.3% (8)	39.3% (22)	30.4% (17)	5.4% (3)	10.7% (6)
Language and tone	19.3% (11)	54.4% (31)	15.8% (9)	3.5% (2)	7.0% (4)
Materials help me to participate	19.3% (11)	40.4% (23)	14.0% (8)	14.0% (8)	12.3% (7)

6. There is a blog feature on this site.

	Yes	No
Have you visited the blog?	35.1% (20)	64.9% (37)
Is it engaging?	28.6% (10)	71.4% (25)
Will you visit the blog in the future?	41.7% (20)	58.3% (28)
Do you usually read blogs?	37.3% (19)	62.7% (32)

**How could we improve the Blog page?**

I don't care what people are blogging. I want information.

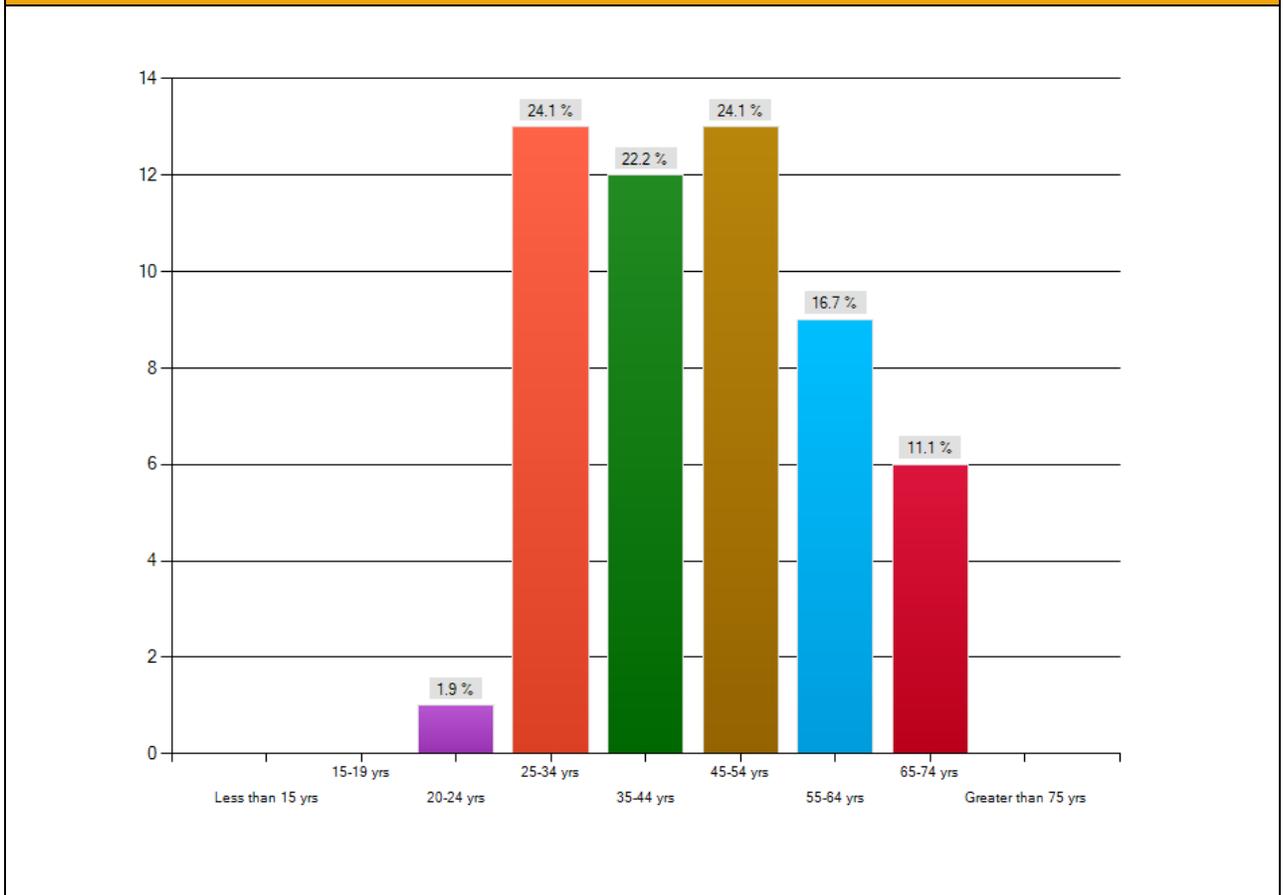
The site is fine to navigate, but the survey to provide feedback is extremely manipulative. "Which is more important to you" of 2 totally unrelated ideas. How do you know either are important to the respondent? The options for providing feedback on spending priorities should be more open. Where can I say spend within your means for the love of God and keep the tax rate as low as possible. The arrogance of some council members in spending taxpayer's money for their pet projects is astounding.

This survey is getting somewhat confusing. Budget info vs web site layout - which is it?

7. Please tell us your Postal Code. This is the only information we ask for.

3 T1Y	1 T2K	4 T2T	1 T3B
1 T2A	1 T2L	2 T2V	1 T3C
1 T2C	3 T2M	1 T2W	5 T3E
2 T2E	3 T2N	1 T2X	3 T3G
1 T2G	5 T2P	4 T2Y	1 T3H
2 T2J	2 T2S	4 T2Z	5 T3K
		2 T3A	1 ZZZ

8. What age group best describes you?

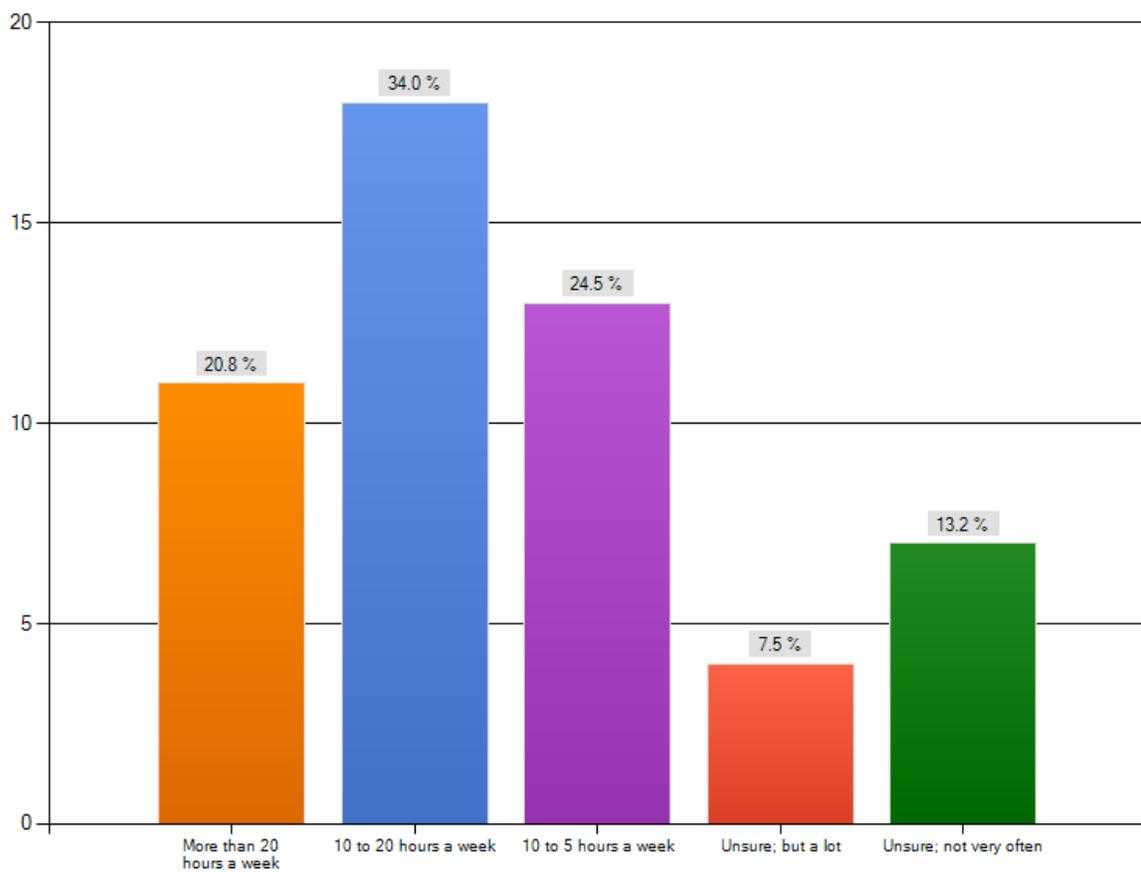


9. What is your gender?

Female 27

Male 25

10. How much time do you spend surfing the web (being online) a week?



11. Tell us a little bit about your familiarity with technology.

	<b>Yes</b>	<b>No</b>	<b>Unsure</b>
<b>I use social media</b>	66.0% (35)	32.1% (17)	1.9% (1)
<b>I write a blog</b>	18.9% (10)	79.2% (42)	1.9% (1)
<b>I read blogs and comment</b>	42.3% (22)	57.7% (30)	0.0% (0)
<b>I am part of an online community</b>	58.5% (31)	39.6% (21)	1.9% (1)
<b>I use my smart phone to go online</b>	48.1% (25)	51.9% (27)	0.0% (0)
<b>I run/support websites</b>	32.7% (17)	63.5% (33)	3.8% (2)

## Summary of Community Forum Evaluations - Hardcopy and Keypad Polling

Hardcopy : April 4<sup>th</sup> and 12<sup>th</sup> , 2011

Total Number of Participants: 80

Number of Participants completed evaluation :32

Keypad Polling : April 5<sup>th</sup> , 7<sup>th</sup> , 8<sup>th</sup> , 9<sup>th</sup> , 11, 2011

Note: Evaluations were not completed at staff sessions

For keypad polling, no comments were collected, as evaluations were done by keypad

### 1. The information presented at the session was clear and easy to understand

Scale	Community Forums hardcopy		Community Forums keypad polling		Total Forums	
	#	%	#	%	#	%
Strongly Agree	18	56	37	44	55	47
Agree	13	41	43	52	56	48
Disagree	1	3	2	2	3	3
Strongly Disagree	0	0	2	2	2	2
Not Sure	0	0	0	0	0	0
<b>Total Responses</b>	<b>32</b>	<b>100</b>	<b>84</b>	<b>100</b>	<b>116</b>	<b>100</b>

Please explain:

- Clear, straight-forward
- There was no explanation of the purpose of the budget kit
- Budget kit document is excellent. Break and sessions sometimes bit off topic
- The powerpoint presentation was clearly developed

### 2. The session today increased my understanding of the City of Calgary Budget Engagement Process and how to participate in it.

Scale	Community Forums hardcopy		Community Forums keypad polling		Total Forums	
	#	%	#	%	#	%
Strongly Agree	10	31	20	24	30	26
Agree	17	53	52	62	69	59
Disagree	5	16	7	8	12	10
Strongly Disagree	0	0	3	4	3	3
Not Sure	0	0	2	2	2	2
<b>Total Responses</b>	<b>32</b>	<b>100</b>	<b>84</b>	<b>100</b>	<b>116</b>	<b>100</b>

**Please explain:**

- Concise, clear intro and willing to answer questions
- Already knew
- Process of engagement is clear
- The handout book is really helpful and a great takeaway

**3. I now have a better understanding of the complexity of issues, values and perspectives related to City programs and services.**

Scale	Community Forums hardcopy		Community Forums keypad polling		Total Forums	
	#	%	#	%	#	%
<b>Strongly Agree</b>	7	22	23	27	30	25
<b>Agree</b>	15	47	47	55	62	53
<b>Disagree</b>	9	28	13	15	22	19
<b>Strongly Disagree</b>	0	0	0	0	0	0
<b>Not Sure</b>	1	3	3	3	4	3
<b>Total Responses</b>	<b>32</b>	<b>100</b>	<b>86</b>	<b>100</b>	<b>118</b>	<b>100</b>

**Please explain:**

- Good to hear other thoughts and opinions. Good way to network and sense emerging priorities
- Some pre-reading about this would have been helpful. Still not entirely clear on the complexity of the true budgeting process.
- Already knew
- Had good understanding previously
- The workbook does a good job delineating competing priorities
- Already did
- Learned mainly through dialogue

**4. The session today provided good opportunities for dialogue and sharing of ideas.**

Scale	Community Forums hardcopy		Community Forums keypad polling		Total Forums	
	#	%	#	%	#	%
<b>Strongly Agree</b>	18	58	51	59	69	58
<b>Agree</b>	12	39	31	36	43	36
<b>Disagree</b>	1	3	3	3	4	4
<b>Strongly Disagree</b>	0	0	0	0	0	0
<b>Not Sure</b>	0	0	2	2	2	2
<b>Total Responses</b>	<b>31</b>	<b>100</b>	<b>87</b>	<b>100</b>	<b>118</b>	<b>100</b>

**Please explain:**

- I felt open to sharing ideas but not necessarily dialogue- this was ok due to time constraints
- Enjoyable and energizing
- Good to hear what community members had to say.
- The stickies were helpful - pointing out provincial versus city was good

5. The facilitators encouraged everyone to participate.

Scale	Community Forums hardcopy		Community Forums keypad polling		Total Forums	
	#	%	#	%	#	%
Strongly Agree	21	68	59	69	80	69
Agree	10	32	21	25	31	27
Disagree	0	0	0	0	0	0
Strongly Disagree	0	0	1	1	1	1
Not Sure	0	0	4	5	4	3
<b>Total Responses</b>	<b>31</b>	<b>100</b>	<b>85</b>	<b>100</b>	<b>116</b>	<b>100</b>

Please explain

- Would have been better to have facilitators at each table (could have used CNS staff for this)
- Very friendly facilitators - great paraphrasing and capturing ideas

6. Please tell us how you heard about the workshop? (Circle all that apply)

Source	Community Forums hardcopy		Community Forums keypad polling		Total Forums	
	#	%	#	%	#	%
Website	3	8	3	3	6	5
Email	15	39	14	16	29	23
Twitter	2	5	1	1	3	2
Facebook	3	8	1	1	4	3
Newsletter	1	3	not asked	-	1	3*
Organization	9	24	9	10	18	14
Other	5	13	12	13	17	13
Newspaper	not asked	-	18	20	18	20*
Radio or TV	not asked	-	2	2	2	2*
Bold Sign	not asked	-	11	12	11	12*
More than 2 of the above	not asked	-	19	22	19	22*
<b>Total Responses</b>	<b>38</b>	<b>100</b>	<b>90</b>	<b>100</b>	<b>128</b>	<b>119*</b>

\* numbers adjusted for not having asked same sources at all sessions.

If you said Organization or Other, please specify:

- Organization
- City of Calgary - 4 respondents
- Social Outlook Network - 4
- Thrive email. Also saw signs for other sessions in my neighbourhood, received emails and had contact from City
- Email forwarded by someone who was emailed by Thrive
- Alberta Health Services
- Hull Child and Family Services
- Thrive network - 3
- Client with an organization that provides service to those with disabilities - 2
- Momentum
- VIA ECCC

## 7. Please provide any comments or suggestions you may have regarding the Calgary Budget Engagement Process.

- This is an exciting process and I encourage more of this. For the future, continue to ensure marginalized communities are engaged.
- Thanks for helping to revolutionize the budget process through more proactive, inclusive citizen engagement, and sessions like today.
- It was amazing how much information was pulled out of us in such a short time. I'm very interested to see how it translates and where it goes from here.
- Great the city is doing this, please continue this in other areas.
- This session did not make good use of people's time
- Began 30 minutes later than advertised on the invitation and ended 15 minutes early, and that was after 10-15 minutes to discuss additional ground rules.
- It was difficult to move from station to station, especially after everyone had already commented. It would have been good to see earlier feedback. Some of the values were interesting; it is better to stay there but when we get specific, I begin to wonder if this is where we should be; is this actually something we should invest in. For example, I don't believe that safe communities require more policy. I believe there are other ways to achieve safe communities.
- I really like conversation model. Calgary Foundation hosts Vital Conversations using libraries - consider adding to the options
- Structure it somehow, to see how City can form partnerships and alliances with corporations and private sector e.g. Use empty buildings to respond to housing space needs. Take holistic view and match needs, number of resources and money = result.
- Identify waste
- Excellent venue for participation
- Thanks for the opportunity
- Promote to citizens who are not part of the groups - community newsletters to start.
- Separating value and budget leads to increased expectations. We should have been considering cost and value.
- I'm not sure how many people from general public are aware of engagement process.
- My own contacts are not aware. How to get the information out further to public?
- Concerned re: balancing of this information with statistically valid surveys.
- Session was very noisy - difficult to hear comments.
- I'm hoping for more Calgarian participation. This is a great community forum!