



# 2019-2022 Service Plans & Budgets

Stakeholder Report Back: What we Heard

November 13, 2018

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## Executive Summary

We held 14 in-person pop-up engagement sessions, one in each City Ward between October 13 and 25 and had an online survey that was open from October 10-23, 2018. We received 1755 comments through online and in-person engagement.

Overall there was limited understanding of all of the services that The City provides. Even with service definitions and service level explanations outlining what is being proposed, many participants struggled with the volume of information and the variety of services.

Despite this overall struggle with the volume of information, there were clear patterns in preference shown throughout both the online and in-person engagement. Calgarians mostly talked about the services they actively interact with.

We heard the most about streets and pathways and sidewalks. There was an interesting conflict between the two priorities. Participants who commented about streets talked about the importance of driving safely and easily, with some comments about the need for better cycling although cycling was also talked about in pathways and sidewalks and the conversation was polarized.

Overall, participants who talked about sidewalks and pathways mostly talked about pedestrian safety. They wanted to see a priority placed on getting around safely on foot, especially in intersections and crossings. This was also related to comments on Public Transit where participants liked the current level of service or wanted it improved but many indicated that getting to and from stations on foot needed to be better.

Arts and culture received a lot of polarized comments online. Most of the comments were not about the proposed service level but about Public Art. There was an interesting polarity in comments about specialized transit between the comments online and those received in-person. In-person, especially at accessible locations, we heard a need to increase this service level because of the impact on the person or family members whereas online we did not hear the same sentiments.

In conclusion it can be summarized that for participants services they interact with every day are those they wanted to talk about most. Overall, participants wanted to see The City continue to provide services that affect them, and overall they wanted to see an improvement in the safety and effectiveness of how they get around the City. They also sought better understanding of the services and what Administration and Council are doing and the decisions they are making.



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## Project overview

The services The City provides each day to citizens contribute both towards the Council Priorities and the overall quality of life for Calgarians. Every 4 years The City of Calgary develops service plans and budgets to deliver on the services Calgarians value in our community. Calgarians' input is an important part of this process. For more information on the project visit the project website [www.calgary.ca/yourservices](http://www.calgary.ca/yourservices)

## Engagement overview

As part of the project, 3 phases of engagement were done. This report covers phase 3 of the engagement. For a summary of each of the phases see [Appendix A](#) or visit the [project website \(www.calgary.ca/yourservices\)](#) for the detailed What We Heard reports for each phase. To see the engagement principles used in shaping and executing the engagement process for this project see [Appendix C](#).

### In-person and online engagement

In this phase of engagement we held 14 pop-up sessions from October 13-25, 2018 across the City. We had 727 conversations with Calgarians about the project. For a detailed breakdown of all of the locations by ward and the number of participants see [Appendix D](#). We also ran an online engagement survey from October 10-23, 2018 asking the same questions on the [Engage Portal \(https://engage.calgary.ca/yourservices\)](#) where we had 2,922 visitors and 522 contributions from 187 contributors.

In total we had 1755 comments across online and in-person engagement.

### Promotion and marketing

For this project, pop-up dates were listed on [www.engage.calgary.ca/yourservices](http://www.engage.calgary.ca/yourservices) in advance, and marketing of the engagement directed Calgarians towards the webpage. This provided Calgarians with the opportunity to select whether they wanted to participate in-person or online. This marketing occurred through the One Calgary E-newsletters, organic and paid social media, internal digital display units and online advertisements from October 10-23, 2018.

Pop-up engagement sessions were scheduled in each Ward. We aimed to host engagement sessions in a variety of different locations including recreation facilities, shopping centres, grocery stores and transit facilities.

## What we asked

In September City Administration made recommendations to Council about the service levels for each Service. They recommended that services either increase, decrease or remain the same over the next four years. This phase of engagement sought to understand how service level recommendations for each of the non-enabling (citizen-facing) services would impact Calgarians.



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Based on these recommendations we asked Calgarians to help us understand how these recommendations would impact them. Services were divided into three categories for Calgarians to provide input. These are:

- Increased Service Level
- Decreased Service Level
- Service Level staying the same

A table of the services was used at in-person pop-ups and for online engagement. The full list of services by category can be found in [Appendix E](#).

In-person participants were asked to either write the name of the service or the corresponding number on their feedback form so that we could ensure their comment was connected to the service that they were referencing. The online feedback form had a drop-down list of each service for participants to select from.

We made sure that participants had as much information as possible both online and in person. And provided the following information both online and at each event:

- Citizen Satisfaction Survey results by Ward.
- Descriptions of each service level. Summaries of service level descriptions that were available throughout the engagement are included in [Appendix B](#).
- One-page summaries of each service shared during the committee meetings.
  - A Well-run City [short](#) or [long](#) version
  - A Prosperous City [short](#) or [long](#) version
  - City of Safe and Inspiring Neighbourhoods [short](#) or [long](#) version
  - A City That Moves [short](#) or [long](#) version
  - A Healthy and Green City [short](#) or [long](#) version

## What we heard

We received 1755 comments through online and in-person engagement. We heard appreciation for providing the opportunity to provide input from a number of Calgarians at each of the pop-ups. There appeared to be significant positive response to connecting in-person, even for those who then chose to provide their feedback online. In some instances, people reviewed the content online and then attended a pop-up to provide feedback and speak with City staff. In other cases, people attended the pop-up to discuss services that were important to them, learn more about the recommendations and then chose to provide their input online.

Interesting observations to note:

- Where people shared that something was important to them, this was often followed up with a preference for more of the service.



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- Where people commented that something was a 'nice to have' there appeared to be an impression that if it was not deemed important than the budget would decrease.
- General comments were more likely online and were usually recommending a desired change to the service, whereas in-person feedback was more likely to indicate a specific recommendation to the service level.
- People who participated online were interactive with the tool and each other's ideas. This was demonstrated through the use of the thumbs up and thumbs down buttons.
- People often commented most when they were concerned about service levels decreasing. If they were alright with the service level, they were less likely to comment.
- People were more likely to comment on services that they either interacted with most or know someone that does.
- On some comments that were received, there appeared to be some lack of clarity on service definitions and service level comprehension.

For a detailed summary of the input that was provided in this phase of engagement, please see the [Summary of Input](#) section on page 5. The verbatim comments are included in a separate document and can be found at [www.engage.calgary.ca/yourservices](http://www.engage.calgary.ca/yourservices).

## Next steps

On November 14, City Council will be presented with the proposed 2019-2022 Service Plans and Budgets. Calgarians will have an opportunity to provide additional feedback by either emailing or delivering it to City Clerks between November 14 and 21. Feedback will then be packaged and provided to Council on November 22 for consideration during their deliberations. Calgarians will also have the opportunity to attend the public hearing on November 26 and present their feedback to Council in person.

More information about how input will influence The City's next four years and the services Calgarians use every day, can be found on the [project page](#).



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## Summary of Input

The table below is a summary of what we heard in phase 3 of the engagement. See [Appendix A](#) or visit the project website for all other phases of engagement. All verbatim comments are included in a separate document that can be found at [www.engage.calgary.ca/yourservices](http://www.engage.calgary.ca/yourservices).

The table is divided into 4 parts. We have provided Administration’s current service level recommendation followed by suggested service level changes/agreements driven by the sentiment we garnered from Calgarians’ input. In instances where we were unable to garner an overall sentiment and therefore a suggested service level change, we have left the box blank. Each service also has a more detailed explanation of the sentiment.

The online feedback form promoted interaction of Calgarians with each other by allowing participants to give a thumbs up or thumbs down to comments that were shared. This tool was used to help guide our understanding of general sentiment though we could not interpret a participant’s intent on why they disliked a comment in the going down or staying the same comments. We were unable to attribute that to liking or disliking the proposal, but rather liking or disliking the comment.

### Summary of input table

Service	Current Service Level Recommendation	Sentiment we heard through engagement	Detailed explanation
Environmental Management	↑		Not many people selected this service, however those that did indicated suggestions they felt could improve the service. This included a no car idling bylaw, prorated fees, reducing GHG emissions, and working with external partners to promote renewable resources.
Sidewalks and Pathways	↑	↑	Of the people that suggested that this service level should increase, most were referencing pedestrian safety, especially snow clearing by Calgarians and The City. There was some mention of cycling, bike lanes and Main Streets program funding, specifically to the effect of getting around safely besides driving. People indicated that it was misleading to include cuts to Main Streets and Complete Streets in the increased service level tab. Of the people who wrote about Main Streets, there was a concern that the proposed service level was going back on pre-existing policy (MDP), past promises or Council Direction. Plus 15’s and connections were other matters that respondents disagreed



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Service	Current Service Level Recommendation	Sentiment we heard through engagement	Detailed explanation
			with as many valued more reliable service. There appeared to be disagreement between those who support cycling infrastructure and those who do not. Those who do support it want to see the network extended and better connections and safety. Those who don't support it want to see better bylaw enforcement and challenge the need for it.
Specialized Transit	↑	↑	Of the people that agreed with the proposal in the comments on specialized transit there was strong support for this service to increase. Few people indicated that there is not a need for the service. The value indicators were improved quality of life for themselves and their family. There was an interesting discrepancy between in-person and online comments because many people at in-person/accessible facilities indicated support, whereas, online there was lower support for an increase in this service.
Taxi, Limousine and Vehicles-for-Hire	↑	↔	Most people that responded to this service sought additional insight into The City's role in the service. In general, comments demonstrated agreement to redefine the industry's regulations. Overall, comments referred to accessibility and affordability when referencing this service.
City Planning & Policy	↑	↑	People shared that they believe increased density is more cost-effective and as a result, we should be investing more in increased density and supporting infrastructure. Investing in heritage is considered to be a positive. Some responses indicated that they want Area Redevelopment Plans to be respected.
Pet Ownership & Licensing	↑	↑	Concern about whether pet licensing fees are increasing was identified. Of the comments supporting increased service level, there was a desire for improved enforcement of bylaw infractions and more education on responsible pet ownership.
Affordable Housing	↑	↑	There was significant support for this service level increasing, however there was misunderstanding as to the delineation of roles and responsibilities between the City and the



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Service	Current Service Level Recommendation	Sentiment we heard through engagement	Detailed explanation
			Province in relation to this service. General comments around housing types, maintenance of facilities, safety, income levels and subsidized housing were shared.
Arts & Culture	↑	↓ or ↔	This service proposal was significantly divided when considering both comments made and likes/dislikes of those comments. Many of the comments were about Public Art rather than the proposed service level. Generally the comments and sentiments indicate a division between the service level staying the same or decreasing for economic development purposes, beautification/ community pride or for perceived cost-efficiencies or spending trade-offs with other services.
Business Licensing	↑		Responses indicate that people want to see less business tax, making business licenses easier to get and some specific preferences about cannabis legalization/regulation.
Community Strategies	↑	↑	Generally we heard agreement with the recommendation for a service level increase. People expressed value of the equity and accessibility this service provides. However, there was some disagreement with these comments and concerns that some of the service level was out of scope of municipal government or should be a service on their own.
City Auditor's Office	↑		This service was not often commented on so a summary of the overall sentiment isn't possible. However, those who commented said that transparency and accountability are valued and perceived to come from this service, and some participants indicate that if citizens are currently satisfied then no increase is necessary or that an increase is only warranted if more of the audits are made publicly available. Others indicated there are higher priorities than this service.
Council & Committee Support	↑	↓	Generally we heard this service should go down, not increase. There were concerns that this would be an increase to bureaucracy. Concerns were also raised that Council meetings should



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Service	Current Service Level Recommendation	Sentiment we heard through engagement	Detailed explanation
			not be in-camera and that participants wanted more information on this service and its service level.
Municipal Elections	↑		This service was not often commented on so a summary of the overall sentiment isn't possible. Generally we heard suggestions or preferences in service that were beyond the service level description that was provided. People shared that the additional priorities they identified would be good to increase, but not necessarily the service level that was provided.
Records Management, Access & Privacy	↑		This service was not often commented on so a summary of the overall sentiment isn't possible. However, those who commented said that transparency was important.
Parks & Open Spaces	↔	↑	Generally we heard a preference for this service level to increase because it would help ensure good maintenance and provides good opportunity for social and recreational activities. Some comments indicate a desire for playgrounds for a wider age range and increased focus on safety.
Recreation Opportunities	↔	↔ or ↑	Generally we heard people say this service level should go up or stay as proposed. People shared they value this service and wanted it to be equitable and wanted to ensure that facilities were well maintained. There were many suggestions for specific additional activities or facilities (i.e. programs) while others noted another priority (i.e. streets) was more important and should have an increased service level instead of this service.
Stormwater Management	↔		This service was not often commented on so a summary of the overall sentiment isn't possible. The comments mentioned things that are a part of other services and are captured in those service summaries.
Waste & Recycling	↔		There were very few comments that had to do with the service proposal so it's not possible to provide a summary on the overall sentiment. The reliability of this service was considered important. Many people suggested and



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Service	Current Service Level Recommendation	Sentiment we heard through engagement	Detailed explanation
			supported a “pay by use” strategy of user fees or were concerned about costs of the service and size of bins. Other comments were about preferences for pick-up schedule.
Wastewater Collection & Treatment	↔		This service was not often commented on so a summary of the overall sentiment isn’t possible. The comments mentioned were mostly concerns about fees.
Water Treatment & Supply	↔		This service was not often commented on so a summary of the overall sentiment isn’t possible. There were some comments about fluoride in water (to have and not have) or concerns about fees.
Parking	↔		There were very few comments that had to do with the service proposal so it’s not possible to provide a summary on the overall sentiment. There were suggestions that parking revenues should subsidize transit but also concerns that parking user rates should be more affordable/lower cost.
Public Transit	↔	↑	Generally we heard people say this service level should go up. Reasons focused on increased reliability and equitable service, improved safety and maintenance, and improved accessibility by improving snow clearing at transit stops/stations. We also heard specific comments about cost of service, specific routes and desire for electronic payment cards. Specific to the service level, there were concerns about not having 4-car trains and timely replacement of fleet.
Building Safety	↔		This service was not often commented on so a summary of the overall sentiment isn’t possible. There were some comments about safety and accessibility being important.
Bylaw Education & Compliance	↔		This service was not often commented on so a summary of the overall sentiment isn’t possible. Generally, there were suggestions relating to specific bylaws that should have increased enforcement and reliability in this service is valued.
Calgary 9-1-1	↔		This service was not often commented on so a summary of the overall sentiment isn’t possible.



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Service	Current Service Level Recommendation	Sentiment we heard through engagement	Detailed explanation
			Generally people note concerns about or appreciation for shorter response times. Some suggestions were provided to have a text-based service.
City Cemeteries	↔		This service was not often commented on so a summary of the overall sentiment isn't possible. Some suggestion to have less or privatize this service were received.
Development Approvals	↔		This service was not often commented on so a summary of the overall sentiment isn't possible. However comment themes included topics related to City Planning & Policy and indicated a lack of clarity between City and private responsibility.
Emergency Management & Business Continuity	↔		This service was not often commented on so a summary of the overall sentiment isn't possible.
Fire & Emergency Response	↔		This service was not often commented on but there were mostly comments in agreement with the proposal or to increase this service. Reliability was indicated as a value for this service.
Fire Inspection & Enforcement	↔		This service was not often commented on so a summary of the overall sentiment isn't possible.
Fire Safety Education	↔		This service was not often commented on so a summary of the overall sentiment isn't possible. People commented about specific concerns or topics of fire safety education.
Neighbourhood Support	↔		This service was not often commented on so a summary of the overall sentiment isn't possible. However, few comments provided specific examples of where more support from this service may be needed.
Police Services	↔	↑	Generally we heard that people wanted to see an increase to this service. Specifically people mentioned increased staffing and training.
Economic Development & Tourism	↔		This service was not often commented on so a summary of the overall sentiment isn't possible. We did hear that people valued stimulating the economy and some comments were received about the relationship of sport to tourism.



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Service	Current Service Level Recommendation	Sentiment we heard through engagement	Detailed explanation
Land Development & Sales	↔		No comments were received on this service.
Library Services	↔	↑ or ↓	Opinions on this service were conflicted. We heard that people felt this service should both increase and decrease, but also some agreement with the proposal of staying the same. Where people suggested an increase they suggested locations for new libraries or programs. When people indicated decrease they wanted to save money from being spent. Those who agreed with the proposal indicated services they liked/used.
Social Programs	↔	↔ or ↑	Generally we heard that people thought this service should go up and some agreed it could stay the same. Values about this service included equity and comments about the positive impact this service has on individuals using it. Some suggestions were made about specific or new programs.
Executive Leadership	↔		This service was not often commented on so a summary of the overall sentiment isn't possible. Some comments were made about organizational structure and wage related cost-savings.
Appeals & Tribunals	↔		No comments were received on this service.
Citizen Engagement & Insights	↔		This service was not often commented on so a summary of the overall sentiment isn't possible. People suggested that engagement is important but that data should be used better in decisions. Additionally, equitable service is valued.
Citizen Information & Services	↔		This service was not often commented on so a summary of the overall sentiment isn't possible.
Corporate Governance	↔		This service was not often commented on so a summary of the overall sentiment isn't possible.
Taxation	↔		This service was not often commented on so a summary of the overall sentiment isn't possible. Many comments understood this service to mean tax rates as opposed the service level that was described.
Urban Forestry	↓	↑	Those who found this important indicated that trees improved quality of life, environmental



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Service	Current Service Level Recommendation	Sentiment we heard through engagement	Detailed explanation
			value, and beautification. People supported the maintenance of old trees and supported watering of young trees so they take better. People did not support the reduction in planting new trees. They wanted to see more trees planted especially since they felt the tree canopy has not yet recovered from past weather events.
Streets	↓	↑	Maintenance, especially snow clearing and surface maintenance was identified as top concerns for this service. Similar to Sidewalks & Pathways, there were many comments regarding Main Streets, and it appeared there was a lack of understanding of where this program would fit. Another main theme is that people identified specific problem areas which are captured in the verbatim comments. There were also competing interests for snow clearing between downtown and suburban areas. There was a general theme regarding the conditions of the interface between Streets, Sidewalks & Pathways, and Transit for people not in vehicles (e.g. wheelchairs, bikes, pedestrian, etc.). Interestingly there were a handful of comments that asked for a reduction in snow clearing. They indicated that if a trade-off needed to be made, essential services should be prioritized over snow clearing.
Property Assessment	↓		General comments suggested that people wanted to see a change from the proposed recommendation but were unclear what this change should be. Equitable service was identified as an area of importance.

## Verbatim Comments

Verbatim comments are included in a separate document that can be found at [www.engage.calgary.ca/yourservices](http://www.engage.calgary.ca/yourservices).



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## Appendix A – Summary of past engagement

### Engagement Phase 1

In April 2018, City Administration did engagement for Service Plans & Budgets 2019-2022. Feedback was used by Administration and Council to inform the decisions on the service plans and budgets. Calgarians were asked to rank value dimensions for public-facing services. This was based on what values within each service were most important to them. Engagement for this phase was city-wide and was publicly available online and through 3-1-1. The results of this engagement were shared with Council at the May Strategic Session and can also be found on the project website [www.calgary.ca/yourservices](http://www.calgary.ca/yourservices).

### Engagement Phase 2

Phase two of engagement was targeted. It was done May 31, June 6, 18 & 21, and July 17. The aim was to understand what specific groups value about each of the lines of service and their personal experiences with these services.

#### Overarching themes - Phase One

Efficient operations and processes to ensure getting the most value for tax dollars.  
 Safety for families, children and individuals was identified as important to ensuring inclusive, vibrant and strong communities for all Calgarians. Many participants were concerned about undesirable behaviour, such as loitering, drug use, criminal activities and lighting.  
 Focus on raising awareness and education and preventative programs and services.  
 Ensure that rules, processes and bylaws are applied in a consistent, fair and transparent way.  
 Focus on programs and services that are affordable, inclusive and accessible for all Calgarians.  
 Improve snow and ice control efficiency, responsiveness and funding to allow for accessible and safe roads, sidewalks and parking throughout the city.  
 Engage with and listen to Calgarians in a meaningful way on various projects, services and programs. Provide more information about the decision making process; share what feedback was heard and what feedback was used in the decision.

#### Overarching themes - Targeted groups

We heard from students at City Hall School that communication, accessibility and meeting community needs are important.  
 We heard from the religious leaders group and the immigrant community group that they add value to relationships with the community and consider opportunities to collaborate with The City as important.  
 Recreation, art, housing, safety and lines of service that care for, and provide opportunity to enjoy nature are considered important to students who attended The Mayor’s Environmental Expo.  
 Most comments from those who attended the Ward 5 session primarily shared areas of concern and offered suggestions. Engagement asked what they valued about the lines of service that they interacted with. For those that shared what they valued, access to information, meets a community need, safety, and efficient process were identified.



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## Appendix B – Summary of services

The chart below is a summary of each service, a brief description of the service and the corresponding service level descriptions. We have outlined the services according to the service level recommendation (increase, stay the same, decrease). While some services cross between more than one Citizen Priority, we have attributed each to the most relevant priority. They are color coordinated as follows: **A Healthy and Green City**, **A City That Moves**, **A City of Safe and Inspiring Neighbourhoods**, **A Prosperous City** and **A Well-run City**.

 <b>Proposed service level increase</b>		
Service	Definition	Service Level Description
<b>Environmental Management</b>	Addresses environmental issues, risks, opportunities, and trends related to delivery of your services	<ul style="list-style-type: none"> <li>Undertake comprehensive environmental audits to ensure legislative compliance, reduce risk and support implementation of standards</li> <li>Address climate change through appropriate energy management, greenhouse gas reduction and risk reduction from severe weather events</li> <li>Implement corporate wide environmental programs and improve education within communities to improve environmental protection and enhancement</li> </ul>
<b>Sidewalks &amp; Pathways</b>	Plans, designs, builds and maintains sidewalks and pathways that help you where you want to go	<ul style="list-style-type: none"> <li>Implement Step Forward, improving the safety, accessibility and attractiveness of walking</li> <li>Increase maintenance along Main Street corridors</li> <li>Increase investment in targeted safety improvements</li> <li>Reduce investment in new public realm improvements like complete streets and main streets</li> <li>Reduce investment in maintaining the +15 network</li> <li>Invest more in clearing snow and ice from sidewalks and pathways</li> </ul>
<b>Specialized Transit</b>	Safe, reliable and affordable transportation through specialized buses, vans, and taxis for differently abled Calgarians	<ul style="list-style-type: none"> <li>Increase investments in evaluating Public Transit and Specialized Transit trip integration</li> <li>Increase investments in strategies to improve customer commitment</li> <li>Increase the number of trips provided</li> <li>Continue to optimize the system of services to consistently maintain directness and on-time performance</li> <li>Reduce investment in asset management</li> </ul>
<b>Taxi, Limousine &amp; Vehicles-for-Hire</b>	Regulates drivers, vehicles and companies to ensure you have a safe ride	<ul style="list-style-type: none"> <li>Support the livery industry to help increase accessible services for all Calgarians</li> <li>Conduct a review of the Livery Transport bylaw to promote a level playing field of all livery stakeholders</li> </ul>



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		<ul style="list-style-type: none"> <li>Replace in-person training for taxi drivers with an online platform</li> </ul>
<b>City Planning &amp; Policy</b>	Give land-use policies, guidelines and plans to inform and guide the development of Calgary from homes and businesses to communities and industry	<ul style="list-style-type: none"> <li>Enhance Calgarians' ability to participate in planning through more accessible events and tools</li> <li>Provide more communities with new local area plans that are modern, enabling tools</li> <li>Increase funding to the Heritage Restoration Grant Program to support our communities' culture</li> </ul>
<b>Pet Ownership &amp; Licensing</b>	Regulating and ensuring pet ownership while providing many animal-related service	<ul style="list-style-type: none"> <li>Continue to promote responsible pet ownership practices through community advocacy and engagement</li> <li>Conduct a review of the Responsible Pet Ownership Bylaw to meet citizens' evolving needs</li> <li>Review Animal Shelter Operations to focus on improved service delivery for the recovery, socialization and adoption of pets</li> </ul>
<b>Affordable Housing</b>	Safe and affordable homes for lower-income Calgarians	<ul style="list-style-type: none"> <li>Get the Calgary community building by providing incentives and expediting approvals for the development of affordable homes</li> <li>Regenerate and maintain City-owned affordable housing to ensure the health and safety of residents</li> <li>Support development of seniors lodge and off-reserve Indigenous housing in Calgary</li> </ul>
<b>Arts &amp; Culture</b>	Creating vibrant, unique and community based public art and cultural opportunities to enhance and engage you	<ul style="list-style-type: none"> <li>Address increased security demands at festivals and events</li> <li>Develop and implement a Winter City and Event strategy</li> <li>Support implementation of the Cultural Plan</li> </ul>
<b>Business Licensing</b>	Grants licenses and inspects business operations to ensure public safety and regulatory compliance	<ul style="list-style-type: none"> <li>Be ready for growth within sharing economies such as short-term rentals</li> <li>Increase use of online platforms to promote greater flexibility</li> <li>Implement the Calgary-specific regulatory response to the legalization of cannabis</li> </ul>
<b>Community Strategies</b>	Planning and policies that support all Calgarians' social wellbeing	<ul style="list-style-type: none"> <li>Advance key actions from the Enough for All, White Goose Flying and Seniors Age Friendly strategies</li> <li>Establish an Indigenous Relations Office to support the advancement of Truth and Reconciliation</li> <li>Develop a community-wide mental health, addictions and crime prevention strategy and a gender equity and diversity strategy to support Calgarians' social wellbeing</li> </ul>
<b>City Auditor's Office</b>	Provides independent and objective assurance, advisory and	<ul style="list-style-type: none"> <li>Increase the level of essential service by improving the City Auditor's Office assurance coverage</li> </ul>



	investigative services to improve governance, risk management, and control processes at The City of Calgary.	<ul style="list-style-type: none"> <li>Improve audit efficiency through increased resource investment in data analytics, continuous monitoring and desktop auditing</li> <li>Improve risk-based audit, advisory, and investigative responsiveness to risks</li> <li>Provide continuous improvement of service through utilization of best practices, software tools and technology</li> </ul>
<b>Council &amp; Committee Support</b>	Provides the structure by which the City of Calgary's legislative decision-making meetings and protocol functions are conducted.	<ul style="list-style-type: none"> <li>Provide the structure by which The City's legislative decision-making meetings are conducted</li> <li>Enhanced protocol support for visiting delegations, indigenous relations, and dignitaries</li> <li>Improve use of technology in BCC recruitment and legislative meetings</li> <li>Implement the recommendations of the 2018 business process review</li> </ul>
<b>Municipal Elections</b>	Empowering you to cast a ballot for municipal candidates through a fair, transparent and balanced process	<ul style="list-style-type: none"> <li>Develop new partnerships to administer elections</li> <li>Conduct annual census</li> <li>Reduce administrative costs while expanding use of technology</li> </ul>
<b>Records Management, Access &amp; Privacy</b>	Provides the structure and tools to manage, protect, preserve and release records by The City	<ul style="list-style-type: none"> <li>Provide the framework and tools for the management and preservation of records</li> <li>Administer the FOIP program and complete access requests within the legislated timelines</li> <li>Complete Privacy Impact Assessments in a timely manner</li> <li>Implement the recommendations of the 2018 business process review</li> </ul>



**Proposed service level to stay the same**

Service	Definition	Service Level Description
<b>Parks and Open Spaces</b>	Caring for Calgary's green spaces to ensure a green future for our city, and make your life better, every day	<ul style="list-style-type: none"> <li>More inclusive and accessible play spaces where feasible to address changing demographics</li> <li>Realign service levels in strategic areas</li> <li>Focus capital funding on maintaining existing assets</li> </ul>
<b>Recreation Opportunities</b>	Providing you accessible places and affordable spaces to play, work out and relax	<ul style="list-style-type: none"> <li>Meet new industry standard for lifeguard to participant ratios</li> <li>Support Fair Calgary initiatives to ensure accessibility for low income Calgarians</li> <li>Develop a service delivery model capable of responding to ongoing growth and change in the industry</li> </ul>
<b>Stormwater Management</b>	Collection and management of rain and snow/ice melt, protecting	<ul style="list-style-type: none"> <li>Invest in flood resiliency and improvements to river and riverbank health</li> </ul>



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	you, your property and our environment	<ul style="list-style-type: none"> <li>Collaborate with citizens and partners on flood mitigation and preparedness</li> <li>Continue to evolve stormwater management practices</li> </ul>
<b>Waste &amp; Recycling</b>	Collects and manages waste, landfills, recycling, and composting programs	<ul style="list-style-type: none"> <li>Provide residential blue, green and black cart based programs</li> <li>Engage with customers to optimize waste reduction and diversion</li> <li>Manage landfills and waste diversion programs and facilities for waste generators and haulers in Calgary and the region</li> </ul>
<b>Wastewater Collection &amp; Treatment</b>	Capture and treatment of Calgary's wastewater; protects public health, property, and the environment	<ul style="list-style-type: none"> <li>Invest to maintain regulatory compliance and accommodate growth</li> <li>Implement energy efficiency and alternative energies</li> <li>Improve approach to prevent and respond to sewer back-ups in homes</li> </ul>
<b>Water Treatment &amp; Supply</b>	Treatment and delivery of your drinking water, ensuring public health and long-term sustainability of a precious resource	<ul style="list-style-type: none"> <li>Improve operational practices and communication during service interruptions</li> <li>Continue to assess and mitigate water quality risks to our source water</li> <li>Collaborate with stakeholders to evaluate impacts of climate change</li> </ul>
<b>Parking</b>	Provides on- and off-street public parking and enforcement of Calgary's parking policies and bylaws	<ul style="list-style-type: none"> <li>Implement tactics to optimize parking revenue</li> <li>Enact operational efficiencies</li> <li>Pursue workforce efficiencies</li> </ul>
<b>Public Transit</b>	Safe, effective, reliable and affordable public transport	<ul style="list-style-type: none"> <li>Increase investments in public safety, evaluating new technologies and more-efficient service delivery</li> <li>Increase investment to sustain low income transit passes, supporting vulnerable Calgarians</li> <li>Increase investments to improve customer commitment</li> <li>Expand BRT service, the Primary Transit Network, and service to developing communities</li> <li>Reduce investment in asset management</li> <li>Manage the impact of U2 fleet retirement (may result in impacts to 4-car CTrain service)</li> </ul>
<b>Building Safety</b>	Reviews and issues building permits, inspects projects under construction, and deals with site safety concerns	<ul style="list-style-type: none"> <li>Expand the use of alternate methods of verifying safety to reduce the number of inspections while maintaining service levels</li> <li>Increase site safety through education and collaboration with industry partners</li> <li>Ensure existing buildings are safe through a Building Maintenance Bylaw audit process</li> </ul>



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<b>Bylaw Education &amp; Compliance</b>	Maintains standards in your community for safe, healthy and harmonious neighbourhoods	<ul style="list-style-type: none"> <li>• Implement Calgary-specific regulation for cannabis legalization</li> <li>• Enhance customer interaction through implementation of a Hybrid Officer Program</li> <li>• Address the evolution of sharing economy and assess additional enforcement activities based on changes</li> </ul>
<b>Calgary 9-1-1</b>	Connects you with emergency services from your phone	<ul style="list-style-type: none"> <li>• Implement Next Generation 911 system, adapting to advances such as texting, video and social media</li> <li>• Reduce total number of call transfers by optimizing Public Safety Answering Points</li> <li>• Implement call processing and technology changes to reduce call answer and dispatch times, while maintaining high quality service to citizens</li> </ul>
<b>City Cemeteries</b>	Burial options and perpetual care services. Mandated by the provincial Cemeteries Act	<ul style="list-style-type: none"> <li>• Shift casket burial sales to the new south cemetery</li> <li>• Pursue opportunities for new cemetery space in north Calgary</li> <li>• Customers are assured quality cemetery services with a variety of affordable options</li> </ul>
<b>Development Approvals</b>	Reviews and approves all land development proposals to align with regulations, legislation, bylaws and community fit	<ul style="list-style-type: none"> <li>• Work with industry to understand their business imperatives, reduce barriers and enhance responsiveness through continuous process improvements</li> <li>• Strengthen the urban design review of applications</li> <li>• Enhance digital and online service offerings and leverage technology to improve service delivery and strengthen collaboration</li> </ul>
<b>Emergency Management &amp; Business Continuity</b>	Handles preparation of and response to major emergencies, disasters, and City business disruptions	<ul style="list-style-type: none"> <li>• Collaborate with partners and customers to reduce the impacts of disaster through risk prevention and mitigation</li> <li>• Support partners before and during smaller events that may impact their operations or reputations, or that have the potential to escalate</li> <li>• Host fewer in-person citizen preparedness sessions in cases where content can be delivered through other mechanisms, such as online methods</li> </ul>
<b>Fire &amp; Emergency Response</b>	Responds to and addresses fires, medical emergencies, car accidents, hazardous spills and specialized rescues	<ul style="list-style-type: none"> <li>• Focus on improving response times, including the effective response force target to have 12 firefighters on scene in 11 minutes</li> <li>• Increase frontline prevention and safety awareness in the community</li> <li>• Continue efforts to improve psychological and physical wellbeing of staff</li> </ul>
<b>Fire Inspection &amp; Enforcement</b>	Enhancing your safety by ensuring compliance to fire codes, minimizing fire risks and protecting lives, property and the environment	<ul style="list-style-type: none"> <li>• Continue to provide inspections, permits and enforce compliance to meet the legislated standards within the Quality Management Plan</li> <li>• Increase the number of risk based inspections on high risk commercial and industrial properties</li> </ul>



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		<ul style="list-style-type: none"> <li>• Increase the number of Safety Codes Officers to address risks and stay compliant with the Quality Management Plan</li> <li>• Reduce the number of reinspections on non compliant occupancies through behavior modification</li> </ul>
<b>Fire Safety Education</b>	Providing fire and life safety education and prevention to you, to create safer living in Calgary	<ul style="list-style-type: none"> <li>• Provide education programs, resources and intervention programs to efficiently reduce community risk and to ensure Calgarians are safe</li> <li>• Develop tools and training and programs for frontline firefighters and citizens to increase citizen education at the community level</li> <li>• Focus delivery of specialty education to high risk Calgarians</li> <li>• Develop relationships with partners to maximize educational reach</li> </ul>
<b>Neighbourhood Support</b>	Fostering social inclusion, participation and a sense of belonging	<ul style="list-style-type: none"> <li>• Provide support for community groups to be more accessible and representative of the diverse needs of residents</li> <li>• Develop additional resident-informed community hubs by leveraging City facilities and existing partnerships</li> <li>• Reprioritize the Capital Conservation Grant investment with an increased focus on preventive maintenance</li> </ul>
<b>Police Services</b>	Crime prevention and education, law enforcement and criminal investigations to make Calgary a safer place to live	<ul style="list-style-type: none"> <li>• Deliver police services to keep our communities and roads safe</li> <li>• Strengthen partnerships to prevent crime, disorder and victimization</li> <li>• Apply innovative approaches to maintain investigative excellence</li> </ul>
<b>Economic Development &amp; Tourism</b>	Supporting a vibrant, diverse and resilient economy, building Calgary's global reputation and encouraging entrepreneurs. A Calgary Civic Partner	<ul style="list-style-type: none"> <li>• Using existing resources in the lifecycle capital funding program to further integrate climate change adaptation considerations into lifecycle projects to improve resilience and sustainability</li> <li>• Invest operating funding in Civic Partners to support the implementation of a refreshed economic strategy for Calgary to diversify and build a resilient local economy</li> </ul>
<b>Land Development &amp; Sales</b>	Development and sales of City-owned land	<ul style="list-style-type: none"> <li>• Support transit-oriented development intensification around CTrain stations</li> <li>• Continue to develop industrial land</li> <li>• Develop a stronger partnership with Calgary Economic Development</li> <li>• Implement an effective marketing program</li> </ul>
<b>Library Services</b>	Loaning books and other materials, while supporting learning, discussion, and	<ul style="list-style-type: none"> <li>• Maintain current levels of service at 21 locations (estimated 65,000 hours annually) including year-round Sunday service at 13 locations</li> </ul>



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	community programs. A Calgary Civic Partner	<ul style="list-style-type: none"> <li>• Deliver programs focused on inclusion, reconciliation, connectedness, early literacy, life-long learning support, and personal empowerment</li> <li>• Assess communications priorities and channels to reduce printing and distribution expenses</li> </ul>
<b>Social Programs</b>	Delivering services in communities to support, protect and enrich Calgarians' lives	<ul style="list-style-type: none"> <li>• Provide access to subsidized City programs and services for low income Calgarians by maintaining the current service level of Fair Entry</li> <li>• Deliver programming that provides cultural opportunities for children and youth</li> <li>• Offer programs for youth who are not equipped to access traditional employment services</li> </ul>
<b>Executive Leadership</b>	Works to secure the trust and confidence of citizens and Council by setting strategic direction and priorities, ensuring financial sustainability and proper use and management of public resources through Corporate oversight.	<ul style="list-style-type: none"> <li>• Sustain a cooperative and meaningful relationship with Council</li> <li>• Foster a safe and respectful workplace for all employees</li> <li>• Continue to promote a progressive public service culture through One City, One Voice</li> <li>• Focus attention on planning and building a resilient city, including flood mitigation and climate change</li> <li>• Enhance service to our customers and communities, including citizens and businesses</li> <li>• Further strengthen the Corporation's financial position</li> </ul>
<b>Appeals &amp; Tribunals</b>	An impartial way to challenge City assessment, development, subdivision & more	<ul style="list-style-type: none"> <li>• Provide impartial process for residents to challenge specific City decisions</li> <li>• Implement the recommendations of the 2018 business process review</li> <li>• Reduce printing, newspaper advertising and courier use</li> <li>• Required increase in board member working hours to address increasing complexity and volume of files</li> </ul>
<b>Citizen Engagement &amp; Insights</b>	Safe, fair & accessible feedback & participation in our government	<ul style="list-style-type: none"> <li>• Provide safe, fair and accessible opportunities for citizens to provide input on City programs, services, and quality of life</li> <li>• Provide meaningful and actionable insight to inform City decision making, mitigate risks, and drive continuous improvement</li> <li>• Collaborate with administration to report back to citizens and stakeholders on how input was used</li> </ul>
<b>Citizen Information &amp; Services</b>	Public information & City service delivery support	<ul style="list-style-type: none"> <li>• Provide 24/7 Access to City information and services through 311 and calgary.ca</li> <li>• Continue to migrate service requests to digital platforms</li> <li>• Continue to use scripts to manage call volumes at 311</li> <li>• Reduce standalone mobile applications and integrate them with calgary.ca as web applications</li> </ul>
<b>Corporate Governance</b>	Works to build a resilient city and organization by executing the strategic	<ul style="list-style-type: none"> <li>• Develop and embed the resilience strategy within The City and the Calgary community</li> </ul>



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	direction established by Council and Executive Leadership.	<ul style="list-style-type: none"> <li>• Advance The City's interests with higher levels of government and the Calgary Metropolitan Regional Board</li> <li>• Strengthen governance practices within the organization</li> <li>• Initiate more cross-collaborative approaches to corporate governance</li> <li>• Optimize the administrative policy library and improve adherence to internal policies, frameworks and procedures</li> </ul>
<b>Taxation</b>	Ensures property taxes are correctly billed and collected	<ul style="list-style-type: none"> <li>• Leverage technology to create capacity to accommodate rise in transactional volumes</li> <li>• Enhance cross-training and develop more androgynous positions</li> <li>• Offer compassionate property tax penalty relief under certain circumstances</li> </ul>
 <b>Proposed service level decrease</b>		
Service	Definition	Service Level Description
<b>Urban Forestry</b>	Cares for, and grows your urban trees for improved quality of life and environmental benefits	<ul style="list-style-type: none"> <li>• Prioritize protection of existing trees, over tree planting</li> <li>• Focus on watering to establish young trees</li> <li>• Utilize technology to monitor and manage tree care</li> </ul>
<b>Streets</b>	Building and maintaining your network of Calgary streets to keep you safe with reliable roads throughout Calgary	<ul style="list-style-type: none"> <li>• Reduce investment in major road construction and new infrastructure</li> <li>• Increase investment in targeted safety improvements</li> <li>• Reduce lifecycle maintenance on streets, interchanges and bridges</li> <li>• Increase the amount of traffic signal optimization on major corridors</li> <li>• Continue to clear snow and ice in accordance with Council's policy</li> </ul>
<b>Property Assessment</b>	Prepares property value assessments to distribute local taxes	<ul style="list-style-type: none"> <li>• Focus resources on pre-roll consultation in order to collaborate with customers and reduce non-residential assessment value under complaint</li> <li>• Improve products, processes, and systems to deliver better service to increasingly engaged and educated customers</li> <li>• Prioritize process and system improvements to set Property Assessment up to be efficient and effective now and in the future</li> </ul>



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## Appendix C – Engagement Principles

In alignment with City Council's [Engage Policy](#), all engagement efforts, including this project are defined as: *Purposeful dialogue between The City and citizens and stakeholders to gather meaningful information to influence decision making.*

As a result, all engagement aligns with the following principles:

**Citizen-centric:** focusing on hearing the needs and voices of both directly impacted and indirectly impacted citizens.

**Accountable:** upholding the commitments that The City makes to its citizens and stakeholders by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement.

**Inclusive:** making best efforts to reach, involve, and hear from those who are impacted directly or indirectly.

**Committed:** allocating sufficient time and resources for effective engagement of citizens and stakeholders.

**Responsive:** acknowledging citizen and stakeholder concerns.

**Transparent:** providing clear and complete information around decision processes, procedures and constraints.

For more information about engagement at the City of Calgary, please visit: [engage.calgary.ca](http://engage.calgary.ca)



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## Appendix D – Pop-up schedule, locations, and numbers

A schedule of the pop-up dates, Wards, locations within the Wards and the number of conversations is summarized in the table below.

<b>Date of pop-up</b>	<b>Ward (in order of occurrence)</b>	<b>Location</b>	<b>Number of Conversations</b>
Oct 13	Ward 10	Sunridge Mall	15
Oct 13	Ward 11	Chinook Centre	71
Oct 15	Ward 8	Beltline Safeway	37
Oct 15	Ward 2	Edgemont Superstore	46
Oct 16	Ward 13	Cardel Recreation Centre	73
Oct 17	Ward 12	Remington YMCA	62
Oct 18	Ward 3	Vivo	53
Oct 19	Ward 4	Beddington Town Centre Safeway	30
Oct 20	Ward 1	Market Mall	90
Oct 21	Ward 9	Crossroads Market	47
Oct 22	Ward 14	Walden Save on Foods	54
Oct 22	Ward 6	Westside Recreation Centre	75
Oct 23	Ward 7	SAIT/Jubilee/ACAD LRT Station	56
Oct 25	Ward 5	Genesis Centre	74



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## Appendix E – Table of services

The table below was used for the in person engagement sessions. It was explained to participants that services were not in a ranked order.

		
The recommendation is for the level of service for each of the services listed below to <b>increase</b> .	The recommendation is for the level of service for each of the services listed below to <b>stay the same</b> .	The recommendation is for the level of service for each of the services listed below to <b>decrease</b> .
1. Environmental Management 2. Sidewalks & Pathways 3. Specialized Transit 4. Taxi, Limousine & Vehicles-for-Hire 5. City Planning & Policy 6. Pet Ownership & Licensing 7. Affordable Housing 8. Arts & Culture 9. Business Licensing 10. Community Strategies 11. City Auditor’s Office 12. Council & Committee Support 13. Municipal Elections 14. Records Management, Access & Privacy	15. Parks and Open Spaces 16. Recreation Opportunities 17. Stormwater Management 18. Waste & Recycling 19. Wastewater Collection & Treatment 20. Water Treatment & Supply 21. Parking 22. Public Transit 23. Building Safety 24. Bylaw Education & Compliance 25. Calgary 9-1-1 26. City Cemeteries 27. Development Approvals 28. Emergency Management & Business Continuity 29. Fire & Emergency Response 30. Fire Inspection & Enforcement 31. Fire Safety Education 32. Neighbourhood Support 33. Police Services 34. Economic Development & Tourism 35. Land Development & Sales 36. Library Services 37. Social Programs 38. Executive Leadership 39. Appeals & Tribunals 40. Citizen Engagement & Insights 41. Citizen Information & Services 42. Corporate Governance 43. Taxation	44. Urban Forestry 45. Streets 46. Property Assessment