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# Action Plan 2015-2018

## Citizen Ideation

Final Report



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THE CITY OF  
**CALGARY**  
CORPORATE SERVICES

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## Research Overview

## Background

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

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

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



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

## Methodology

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

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

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

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

### IMPORTANT NOTE:

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

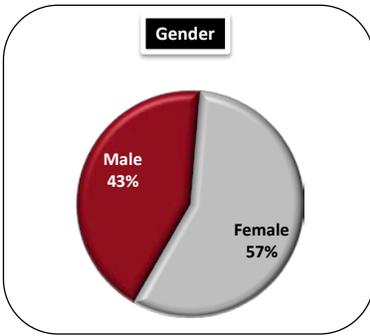
## Socio-demographics

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

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



### Participant Profile – Socio-Demographics



**Age**

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

**Views on Change in Quality of Life**

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

**Total Household Income**

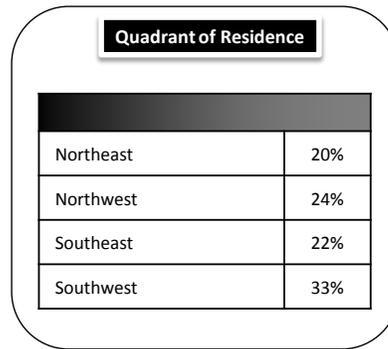
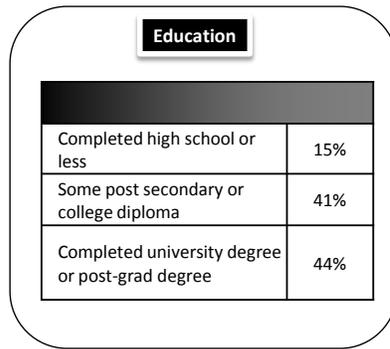
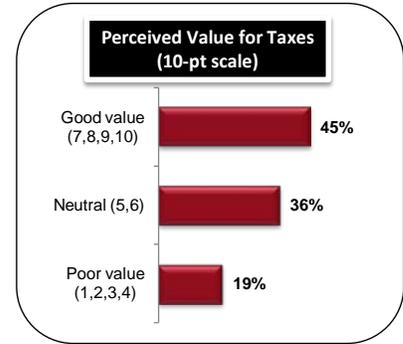
Income Bracket	Percentage
Less than \$25,000	10%
\$25,000 to just under \$50,000	15%
\$50,000 to just under \$75,000	17%
\$75,000 to just under \$100,000	27%
\$100,000 to just under \$150,000	20%
\$150,000 and over	11%

**Traveled using Calgary Public Transit in the past 12 months**

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



## Participant Profile – Socio-Demographics



## Ideation Technology Overview

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

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



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

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

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

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

## **Key Observations**



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

## City Performance

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

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

## Action Plan 2015-2018 Priorities

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

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

## **Detailed Research Findings**

## Session Warm-up

### Calgary in One Word

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

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

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

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

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

## Quality of Life

### Positive Influences on Quality of Life

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

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

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

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

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

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

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

## Quality of Life

### Negative Influences on Quality of Life

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

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

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

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

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

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

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

## Quality of Life

### Opportunities to Improve Quality of Life

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

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

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

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

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

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

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

## Quality of Life

### Rating Top Themes - Opportunities to Improve Quality of Life

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

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

## City Performance

### Things that The City is doing well

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

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

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

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

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

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

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

## City Performance

### Under-Performing Areas

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

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

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

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

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

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

## Action Plan 2015-2018 Priorities

### Top Priority Areas

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

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

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

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

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

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

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

## Action Plan 2015-2018 Priorities

### Rating - Top Priority Areas

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

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

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

## Action Plan 2015-2018 Priority Strategies

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

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

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

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

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

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

## Action Plan 2015-2018 Priority Strategies

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

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

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

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

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

## Value for Taxes

### What's Behind Value for Tax Dollar Ratings?

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

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

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

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

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

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

## Conclusion & Wrap-up

### Participant Final Thoughts (shared through the ideation portal)

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

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

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

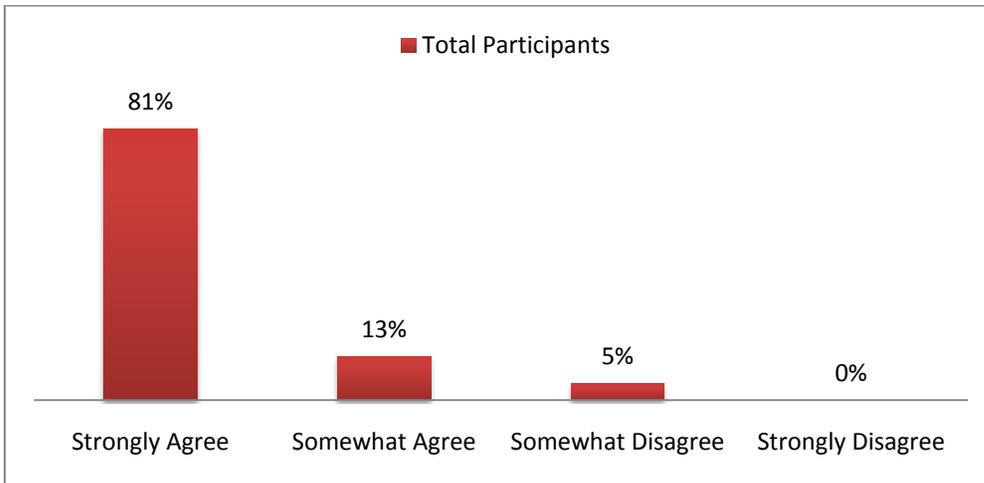
37.

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

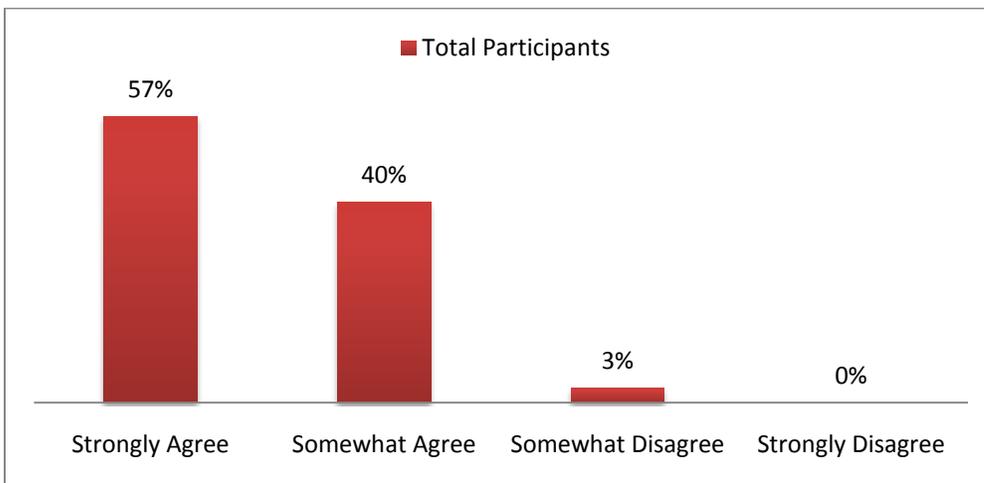
## Appendix A: Session Evaluations

### Ideation Session Participant Metrics

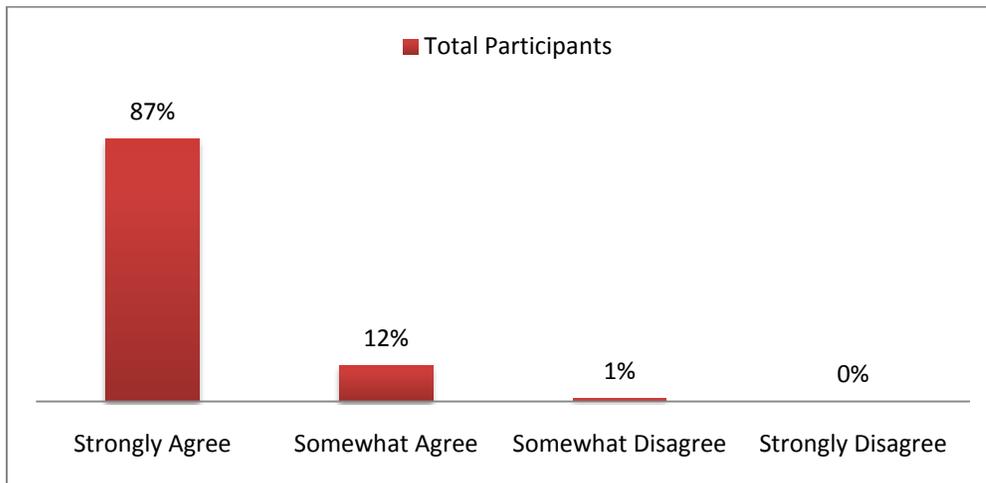
#### 1. Today's session allowed me to openly share my views & opinions



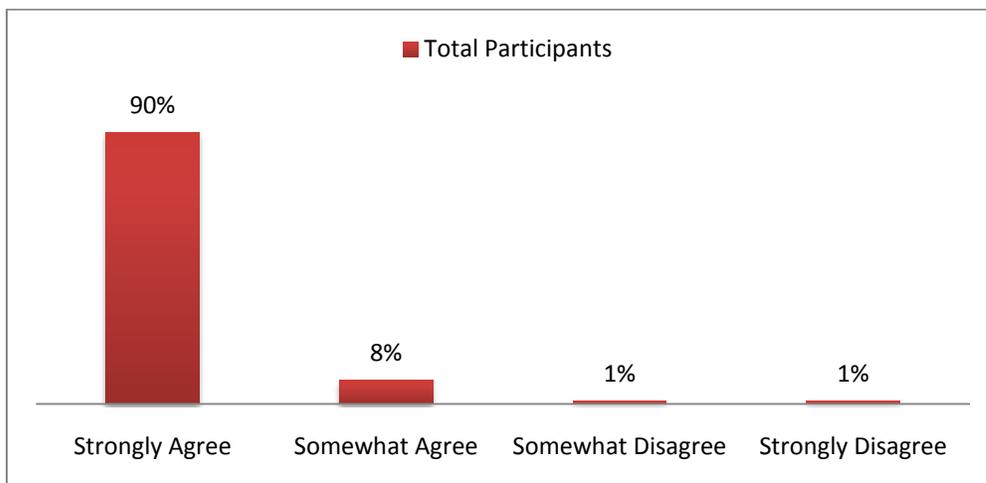
#### 2. I learned something interesting today



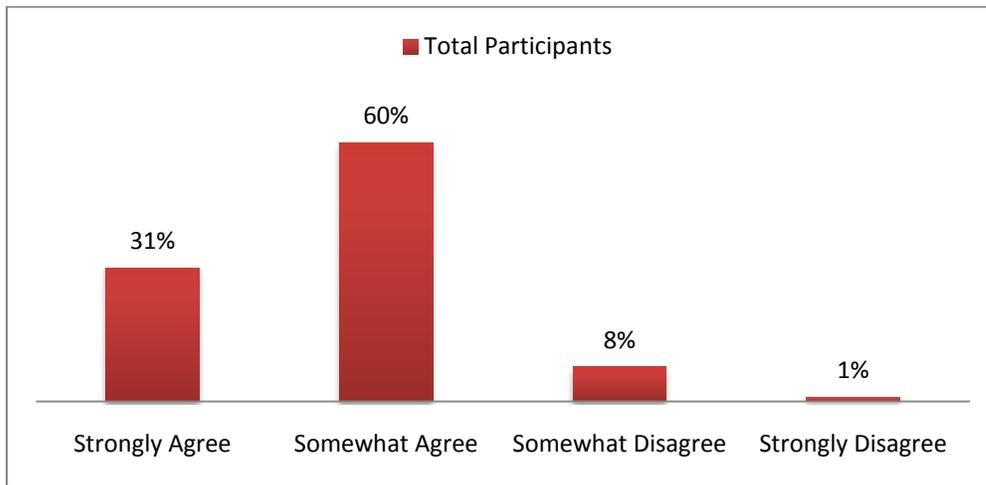
### 3. I enjoyed taking part in today's Ideation Session



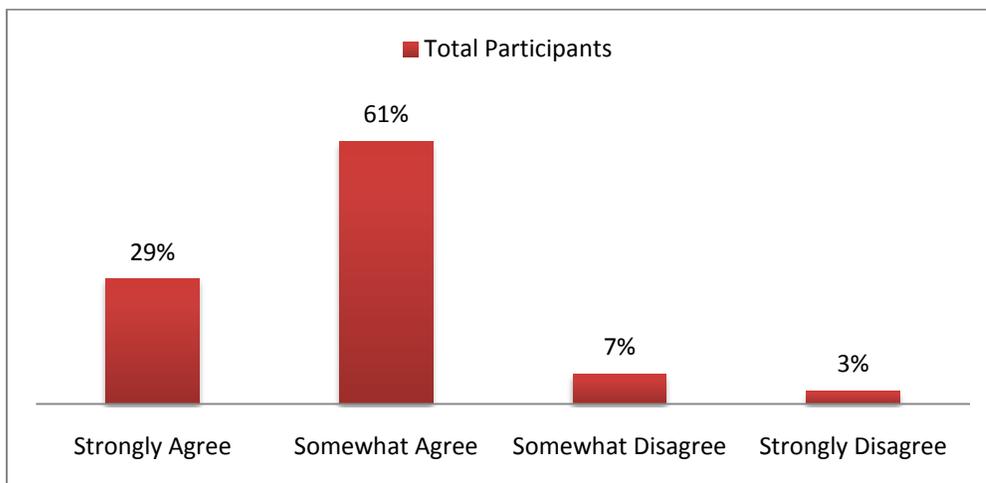
### 4. I would participate in this type of session again



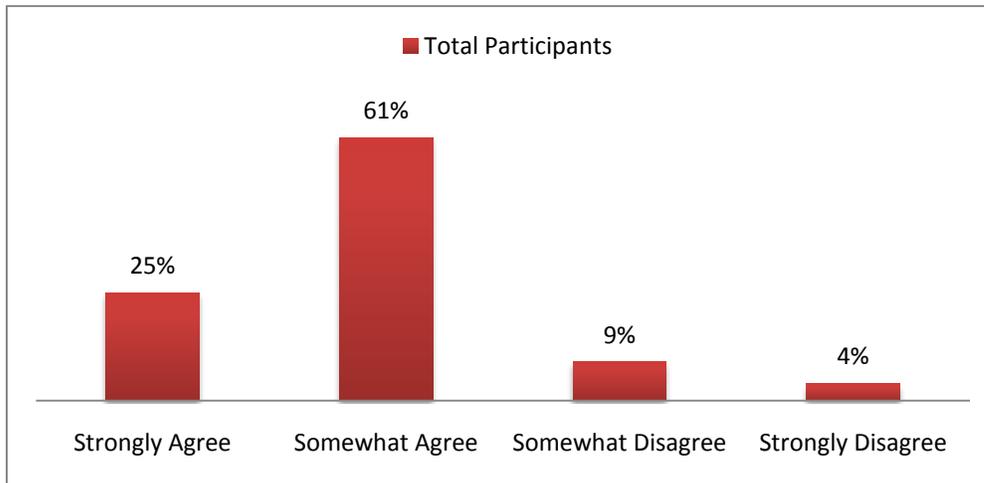
### 5. I believe that our opinions today will have an impact on future decisions



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



## 7. The City of Calgary practices open and accessible government



## Appendix B: Session Evaluations

### Participant Comments

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Put fluoride back in the water.

Thanks.

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

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

**building better Calgary.**

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

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

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

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

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

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

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

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

## Appendix C: Participant Submissions

### Additional Submissions/Notes

Content omitted to protect participant privacy

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

Help for small businesses - start up capital!

More input from citizens before projects are implemented.

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

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

Well done,  
Thank you

Content omitted to protect  
participant privacy

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

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

ADVANTAGES:

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

EX 185 ST SW

- \* (OLDBANFF COACH ROAD TO 17AV SW)
- ② BARLOW TRAIL<sup>NE</sup> (MEMORIAL TO 16 AV)
- ③ 16 AV SW (FOOTHILLS HOSPITAL TO DEERFOOT TRAIL)
- ④ 32 AV NE (~~36 ST NE~~ TO DEERFOOT TRAIL)

REGARDS,

Content omitted to protect participant privacy

