

# Appendix D1

## Internal Engagement: Civic Partners Ideation

THE CITY OF CALGARY

# *Action* Plan

2015 – 2018



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THE CITY OF  
**CALGARY**

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## 1.0 Background

### 1.1 engage! Policy

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

### 1.2 Council Direction

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



## 2.0 Engagement Overview

### 2.1 Engagement Goals

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

### 2.2 Challenge of Scale

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

### 2.3 Engagement Strategy

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

### 2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

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



## 2.5 Summary of Internal Engagement

The City invests significant resources in its Civic Partners' organizations, including operational and capital funding, land, buildings, artifacts and liaison support. In turn, the Civic Partners manage these resources and provide Calgarians with a wide range of opportunities and services. Consequently, it was critical that these organizations were provided an opportunity to contribute to The City's business planning and budgeting discussion.

City employees are key for many aspects of the business planning and budgeting discussion. They are already engaged by their respective departments for inputs into the development of those departmental plans. There was still a desire to understand more about their experiences in terms of what could be done to increase collaboration and efficiencies from a corporate perspective.

### 2.5.1 Civic Partners

Key representatives from a number of The City's Civic Partner groups participated (please see methodology of the final report for the list of organizations). Participants were able to simultaneously contribute thoughts and ideas through a computer in addition to voicing their options verbally throughout the session. A detailed overview of this research is included in this document.

### 2.5.2 City Employees

Provided City employees with the opportunity to share their thoughts on how to increase collaboration opportunities and efficiencies from a corporate perspective through a survey that was available both on-line and as a paper copy. Please see Appendix D2 for a detailed overview.



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# Action Plan 2015-2018

## Civic Partners Ideation

### Final Report



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## Research Overview



## Background

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

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

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



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

## Methodology

As part of a scheduled meeting with Civic Partners at Fort Calgary, the Ipsos team conducted a ninety-minute, facilitated discussion with key representatives from key organizations; they include:

### Civic Partners

Aerospace Museum

Calgary Arts Development

Calgary Public Library

Calgary Economic Development

Calgary Technologies Inc.

Calgary Zoo

EPCOR Centre for the Performing Arts

Fort Calgary

Heritage Park

Parks Foundation

Talisman Centre

Tourism Calgary

### IMPORTANT NOTE:

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

## Ideation Technology Overview

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

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



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

Each participant (or small group) has a laptop computer connected to a local area network to contribute ideas, votes and feedback. The laptops help facilitate collaboration but do not replace the need for face-to-face interaction and teamwork exercises in the session. Groups were led through a series of question exercises, breakout table discussions, and large plenary discussions all anchored against the 2013 Citizen Satisfaction Survey results and Action Plan 2015-2018 engagement framework.

## Key Observations

## Why Calgary is a Great Place

As part of a warm-up discussion, participants were asked to describe what makes Calgary a great place. As the graphic below depicts, top mentions relate to the spirit of Calgarians - a friendly and diverse population in addition to other positive sentiments including healthy and vibrant, opportunity, welcoming, educated, energetic, innovative, comfortable, progressive, safe, beautiful, lively, and fun. In addition these mentions, participants spoke about Calgary’s strong economy and business community, in addition to a “western” entrepreneurial spirit.



## Trends

Participants were asked to discuss key trends impacting their organizations. Some of the top mentions related to:

- **Shifting demographics and meeting the needs of a growing (both in size and diversity) community;**
- **The evolution of technology and how to ensure that it is an integrated into program and service delivery to maintain relevance;**
- **Decreases/ challenge of funding – finding sustainable sources;**
- **Challenges with infrastructure ;**
- **Relevancy;**
- **Experiential tourism/expectations from customers – the growing trend/expectation to be fully immersed in an experience; and,**
- **Meeting the needs related to geographical challenges (inner city/suburbia and east/west).**

## Stakeholder & Customer Feedback

Participants were asked to share insights from their customers and stakeholders; their needs and perspectives that are relevant to their organizations, impacting operations today, and useful for The City to consider as part of Action Plan 2015-2018.

Some of the key pieces of feedback included:

- **A greater need/expectation to demonstrate better/wider value for programs and services**
- **A growing expectation that programming and services are free (*fueled in part by a growing need for low income/subsidized programming in addition to a broader expectation that some programming should be available to all*).**
- **Funding challenges – more and more partners are turning to their donors for support and are seeing “donor fatigue”**
- **Challenge of collaboration in a dynamic environment that has some competitiveness**
- **A growing expectation for organizations to find efficiencies and meet evolving expectations**
- **The growing expectation for mobile-services and access to information**

## Action Plan 2015-2018 Priorities

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

The following key priorities emerged from the discussions across the room:

- **Opportunities to strengthen relationships, including with The City of Calgary and other Civic Partners;**
- **Growth and maintenance of Calgary’s public transit system;**
- **Improvements and maintenance of Calgary’s transportation infrastructure;**
- **Continuing to support and strengthen Calgary’s very strong quality of life; and,**
- **Promoting the long-term vision for Calgary.**

## Collaboration

The final group discussion focused on opportunities for Civic Partners to collaborate. The following are some key insights from this discussion:

- **The perception that collaboration leads to efficiencies isn't always true. The group believes that while that may be one aspect, the sentiment that "efficiency is not the same as effectiveness" was shared by many in the room;**
- **There may be opportunities for collaboration/efficiencies in shared support services and HR; and,**
- **Participants are open to more collaboration within the Civic Partners community, but are also looking for more opportunities to collaborate with The City of Calgary.**

## Detailed Research Findings



## Session Warm-up

### What Makes Calgary a Great Place?

Please be as specific as possible. You can enter more than one answer.

No.	Idea
1.	Parks
2.	Chinooks
3.	Mountains
4.	Location. Mountains, badlands, prairies
5.	family activities
6.	Leisure opportunities
7.	strong economy
8.	location
9.	Mountains
10.	safety
11.	quality life
12.	diversity
13.	Economic opportunity
14.	outdoor activities
15.	safe, peaceful
16.	rivers, parks, trails
17.	citizens - care, creative, supportive, collaborative
18.	people. We attract dynamic engaged talented entrepreneurial
19.	Outdoor space
20.	volunteer spirit
21.	progressive

22.	cuotural diversity
23.	big enough to have high class arts and sports but still a huge sense of community
24.	Quality of life
25.	good transit
26.	no limitations
27.	qualities of a big city but small town feel
28.	growing dining, performing arts, attractions scenes. Recognition as a great destination for travellers
29.	Opportunity for involvement in everything
30.	volunteers
31.	green space, parks
32.	Natural environment
33.	Small town feel
34.	entrepreneurial attitude people like new ideas community spirit and volunteerism
35.	strong mix of cultures
36.	The diversity of Calgary's citizenry
37.	Lively arts & culural scene
38.	Educational opportunities
39.	strong community spirit
40.	Dog parks
41.	growing infrastructure. New national music centre, public library, zoo and heritage park attractions
42.	Life long learning opportunities
43.	Recreation centres
44.	entrepreunerial spirit
45.	Beauty of the environment
46.	diversity of city culturally rich tolerance
47.	Opportunity for advancement

48.	civic partners value for small scale investment from taxes
49.	Economic driver of canda
50.	diverse population
51.	flexible working environments
52.	highly educated
53.	Economic hub
54.	Night life
55.	Stephen avenue, Kensington, 17th ave
56.	Diverse population
57.	caring communities
58.	Philithropic
59.	Restaurants and shopping
60.	destination for the world
61.	Affluent business community
62.	No limitations
63.	Economic hub
64.	diversity
65.	can do attitude
66.	world-class sport facilities, sport infrastructure major events, active city
67.	friendly
68.	Optimistic business community
69.	small town feel
70.	vibrancy - culture, sports' business
71.	lake communities
72.	food!
73.	win sport Olympic legacy

74.	philanthropic attitude
75.	good rec centres
76.	preservation of heritage
77.	Young average population age
78.	sports opportunities
79.	four season city for sport and outdoor adventure
80.	sports opportunity
81.	young demographic
82.	Understanding of the history of Calgary
83.	Everyone aspires to greatness - we want to be the best and excel at everything we do
84.	great place to visit
85.	lean
86.	clean maintained
87.	Fly fishing
88.	well maintained
89.	clean safe
90.	clean
91.	Skiing
92.	surrounded by 4 UNESCO World Heritage sites only city in Canada or North America
93.	Friendly can-do
94.	Urban forest
95.	healthy citiEns
96.	Entrepreneurial
97.	Economic engine of canada
98.	Front offices
99.	very diverse 30 immigrant population

100. Assending international reputation

101. real volunteer spirit

102. food

103. food

104. Hi everyone. Ice is cheap.

## Trends

### Key Trends Impacting Organizations

Please tell us about the biggest trends that will impact your organization moving forward...

No.	Idea
1.	Population growth
2.	Experiences
3.	Infrastructure costs and reinvestment
4.	sustainability and ability to meet mandate
5.	experantianal tourism
6.	changing demographics. Ethnicity and age
7.	Size & sustainable revenue plans
8.	visitors want to experience
9.	Experiential tourism
10.	growing separation west v east calgary
11.	New Calgarians coming from other places will have their own ideas and expectations
12.	rising expectations v ability to generate revenue
13.	Demands up funds down
14.	funding sustanability
15.	Growth in young children - higher numbers of younger children
16.	changes in technology and need for digital strategy for the city
17.	Technology - ever changing
18.	Audience contribution
19.	changing marketing trends. Big data, digital, social media expectations, service expectations
20.	social media
21.	declining government funding
22.	declining government funding

23.	More activities happening at home instead of in the community
24.	sponsorship \$ competition esp if the City starts looking to this source
25.	accommodate diversity
26.	accommodating diversity
27.	greater expectations to work with better environmental practices
28.	More competition for discretionary income
29.	car culture - not enough public transit access
30.	multi family residences and one zoned residences feeds into parking and capacity for facilities to accommodate participating in facilities and ammenities
31.	Language diversity
32.	Demographic shifts
33.	keeping up with population growth
34.	keep up with visitor expectations
35.	meeting visitor expectations and an increasingly sophisticated audience
36.	population growth - how do we meet the growing need
37.	Competition of other jurisdictions doing better things than Calgary
38.	inner outer divide in core and suburbia
39.	parking
40.	global competition
41.	moving outside our facilities and into the communities
42.	air lift
43.	competition with other destinations and cities
44.	aging infrastructure and life cycle needs
45.	growing millenial and boomer impact
46.	decentailing of services
47.	transportation issues

48.	lifecycle capital constraints
49.	Lack of creative taxation measures
50.	acity transportation design is way behind
51.	growing compensation expectations is difficult for nonprofits to compete with
52.	Health and wellness of both youth and aging population balanced with high performance sport
53.	aging buildings requiring investment
54.	the design of funding does not allow groups to be nimble, responsive and innovative
55.	aging infrastructure - we risk becoming unsafe and no longer best in class
56.	Growth of innovation in an encouraging environment
57.	growing north south interaction across border rather than east west across the country
58.	adapting to younger audiences and technology trends
59.	Balancing economic opportunity with supply of services
60.	great place to work live
61.	fiscal accountability expectations. Transparency and immediacy
62.	leisure times crunch am
63.	how do we attract the iPad generation to experience culture, history, health and wellness, increasing knowledge
64.	aging infrastructure and life cycle maintenance
65.	Looking for the cheapest way is in opposition to the desire to be a competitor on the world stage
66.	talented labor pool for non-profit sector will dwindle
67.	kids now in highly structured lifestyle. No free time
68.	quality of life needs to become priority in terms of funding
69.	competitiveness of attracting and retaining talent
70.	Funding for skilled employees
71.	using our beautiful location to inspire fitness



72.	SUBURBs & spar wall sucking all the resources
73.	invest in quality of life
74.	donor fatigue new money disengagement
75.	increasing competition for corporate sponsorship
76.	high wages in city means expect high quality of life means are divides
77.	new citizens who are unaware or i
78.	how do we allow people to create their own experiences in the arts
79.	costs for recreation and fundraising valves attached to it
80.	need for public spaces
81.	urban growth patterns challenging on many levels
82.	how do we continue to inspire and engage
83.	house poor
84.	People are not getting together (gathering) as often
85.	competition for corporate sponsorship
86.	geographic spread rather than density. Which trend will emerge
87.	challenges in attracting and retaining quality staff
88.	Growing discussion of the need for innovation and creativity
89.	less utilitarian more culture, art.
90.	edmonton v Calgary on civic investment
91.	The roads mentality
92.	lack of aland for sports facilities in some quadrants
93.	new citizens
94.	need to be great place to live and raise families
95.	East Village !!!!!!! But increasing demand for services
96.	affordible housing for workforce growth
97.	Increasing complexity of the technical platform

98.	increasing social complexity
99.	offloading of other levels of government to the municipal level.
100.	More life cycle capital funding
101.	Boldness in funding instead of apologetic
102.	Supply of sports facilities not meeting demand nor the demand for quality
103.	Demand for services increasing
104.	Having to go to other Cities to experience culture, sport because it's not in Calgary
105.	Calgary not measuring up as a "world class city"
106.	People are expecting a total experience - not just one thing
107.	People are willing to pay to go to other cities who deliver the experiences they want
108.	Need for venture capital
109.	Growing need to be collaborative to make things happen
110.	Growing cultural diversity
111.	Attempt to cross-pollinate with organizations out of our areas of focus (eg arts with innovates)
112.	Share best practices and resources, information
113.	Engage CIO from city with organizations to think about future it structures

## External Perspectives

### Stakeholder & Customer Feedback

**What are you hearing from your stakeholders/customers?**

No.	Idea
1.	Free services
2.	There is donor fatigue
3.	Divisive politics is becoming detrimental to our city
4.	Expect more for less. Longer hours, more convenience
5.	Communities want local access to all services without travel
6.	We are a world class city and expectations are very high
7.	ngos not getting money so asking for more funding for donors
8.	not enough capacity - turning people away
9.	Sponsors want the "shiny" projects not support operating costs
10.	less attention in some circumstances to price
11.	demand is higher than can be accommodated
12.	needed to change business model so not fundraising for operations
13.	need more children's, newcomers programming
14.	artists are undervalued for their expertise
15.	proving value
16.	If people were assured that the tax dollars were going to the things they want and need, they would be willing to pay more
17.	politicians who don't even try to connect w us
18.	staff engagement is huge and important
19.	Investors want to direct what and how programs are delivered
20.	non profits are undervalued for their services = government funded equates free access

21.	civic agencies must collaborate
22.	customers don't want to travel far to get to amenities
23.	free services
24.	people want convenience in sports facilities. They want facilities close to home
25.	all things mobile
26.	not willing to support operations - will support specific projects, activities
27.	it has to be technical to be valid
28.	want to have their sports facility in the community
29.	want less obstacles and barriers to access services, convenience and ease of use important
30.	airport public transportation lacking - no train access, cabs an issue
31.	the value of all our services to citizens is undervalued
32.	willing support in their immediate communities
33.	we have LOCs with city and are users concern about what city expects from us
34.	need government to value tourism as an investment not a cost
35.	tensions between partnership and collaboration. We compete on some levels but greater opportunity for efficiencies operationally
36.	what are "efficiencies" expectations when we get less than 20 support already?
37.	what are expectations of the city with us
38.	International standards for the arts
39.	are we partners or tenants?
40.	programs for low income calgarians
41.	reluctance to come to the destination
42.	continual enhancements - status quo not good enough
43.	misperception of what things cost and how they are funded
44.	high consistent service levels
45.	expectations are not lining up to funding from the city

46.	expand range of products and services but don't increase membership fee
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## Action Plan 2015-2018 Priorities

### Civic Partners' Perspective on Action Plan Priorities

As a civic leader and partner in Calgary, what do you think should be the Priorities for The City of Calgary between 2015-2018?

We'd like you to consider the following key themes:

- Calgary's communities
- Growing Calgary
- How The City of Calgary works
- Getting around Calgary
- Calgary's economy
- Calgary's environment

No.	Idea
1.	Yes
2.	Life cycle maintenance funding
3.	Economy is number 1
4.	Recreation oppotunites
5.	lifecycle and infrastructure
6.	wheres health and wellness -physical, mental health literacy
7.	keeping up with city growth. Flat budgets with growing expectations
8.	Equality in educatu
9.	We have to plan for longer terms - too much of the focus is ong day to day survival
10.	The priority is the balance - they are all priorities!,,,,
11.	good roads, city infrastructure, reliable services - police, EMS, fire
12.	equality in education
13.	Sustainable and dependable life cycle funding
14.	sustanable lace cycle funding
15.	They are all priorities

16.	access to programs and services that contribute to quality of life
17.	level funding playing field between civic partners
18.	maintenance of existing sites balanced with capital for new infrastructure
19.	arts and culture
20.	transportation systems
21.	more intention (understanding) of how the city should grow
22.	level playing field with authorities
23.	transportation
24.	aging infrastructure!
25.	greater, more consistent, predictable funding formula
26.	preventative measures will be important to mitigate health risks even though is provincial responsibility
27.	improved taxi service
28.	focusing on quality of life to retain talent that comes to Calgary to make money
29.	public transit options
30.	training ground for skilled workers who do not stay
31.	increasing revenue - the city needs more money to achieve aspirations of world class
32.	make us accessible to the rest of the world: quick access to international airport and other nearby large cities
33.	benchmarking within the city and with facilities across Canada or North America and where we want to compete against the average
34.	efficiencies in city should be looked at
35.	look forward to the demands of a growing city, how can what is done today be expanded and built upon to address the needs of the future
36.	responsive city services
37.	need to protect our green space
38.	protect our pathways and parks

39.	they are all pillars
40.	red tape
41.	improved city communication tools and access to information
42.	what legacy are we building for the long term - future calgarians
43.	what does "Calgary's communities" mean?
44.	Planning for future water shortage
45.	we all need to be working towards great public places where Calgarians can gather and enjoy
46.	define calgary's brand. What do we want to be known for. What is our vision statement.
47.	need comprehensive vision - integrated thinking
48.	cost value examination is not being made
49.	infrastructure funding
50.	transportation
51.	extreme weather preparation
52.	MONEY!
53.	capacity to expand
54.	comprehensive marketing
55.	sustainable rationale for civic partner funding allocations
56.	sustainable rationale for funding to auThorities
57.	Quality of life is key to our future
58.	alternative funding sources
59.	City support when civic partners look for provincial and federal funding
60.	environment leading to walk ability in this c
61.	Sustainable rationale for funding
62.	want calgary to be known as a world class sport training and competition setting
63.	Reporting back to the city needs to be more streamlined
64.	Access to services - hrs of operation , locations



65.	Focus on having a life not just making a living
66.	Enable every Calgarian to live a creative life.
67.	We are behind on transportation within the city, LRT to the south and airport
68.	Focus on who and what Calgary is - too much talk about being like somewhere else - build something unique
69.	city becomes known for imagination.
70.	Fostering a great city
71.	Partnering with the city- Access to resources such as strategic planning, consultation - doesn't always have to be about money
72.	privileged,fast-tracked access to City services for civic partners
73.	public support from the City to help us w profile in our communities and recognition of the role we do play
74.	Fostering entrepreneurial development
75.	incentivise - how to do more with limited resources
76.	Every young Calgarian has access to arts and cultural during their developmental years to become used to options available to them.
77.	treated more like two-way partners with the City rather than funder/funded relationship
78.	community spirit is very strong we need to keep this spirit alive and strong. Think of how we handled the flood.
79.	we need a vision for the city where we fit into it
80.	help us identify opportunities for growth, attracting world class events -need the city's "clout"
81.	sharing transforming culture, workplace of tomorrow and City service programs with the civic partners
82.	if we want to draw to the city and be a destination we need to make decisions to support it we need leadership to build the cultural center
83.	cutting red tape needs to move beyond buzz word to reality
84.	Inner city redevelopment needs to be a priority. Green field development is not always the way to go

85.	leadership breaks the risk -take small risks, baby steps towards the vision
86.	Suburban sprawl is the looming issue - it is not sustainable and diverting funds away from quality of life issues
87.	look at our relationship with city as partner not as user of city services include us in your communication , recognition for us as partners in what we do and the value we bring to the city
88.	we need to own the lack of communication in our relationship with the city -using different metrics , move to outcome based measures to show difference we make and demonstrating value.

## Collaboration

### Opportunities for Collaboration Between Civic Partners

**As we know, we continue to see a movement to encourage as much collaboration and finding efficiencies where we can. As a group, we'd like you to talk about the opportunities to work together, collaborate and find efficiencies. Please summarize your table's thoughts here and enter any interesting quotes.**

No.	Idea
1.	Collaboration costs \$
2.	Collaborative marketing
3.	Collaboration around strategic planning processes
4.	shared services
5.	Collaborative marketing TRave
6.	Synchronizing timing, priorities, and processes needs support too.
7.	We do collaborate synchronizing priorities needs support and collaboration needs investment
8.	bulk purchasing
9.	we can collaborate in r and d, marketing,
10.	Collaboration a on marketing with travel Alberta tourism calgary
11.	civic partner collaboration across org functions
12.	Collaboration can generate efficiencies between organizations than have overlap in rolls.
13.	Collaboration can eliminate overlap
14.	efficiency is not the same as effectiveness -
15.	collaboration needs time , regularized program development
16.	extending city benefit programs to civic partners
17.	Can some of our larger partner organizations support smaller groups to help them survive (and thrive)
18.	combine insurance group benefits vehicles IT and hardware

- |     |  |
|-----|--|
| 19. | Business development investment to find program linkages   |
| 20. | use CED soul of city as forum  |
| 21. | marketing collaboration for the Calgary market is an opportunity   |
| 22. | are their functions we could contribute to in order to reduce administrative costs   |
| 23. | is collacoration happen at governance level or operations ringing attractions togheter   |
| 24. | fractional services for back offices   |
| 25. | chair of the Board round table opportunity   |
| 26. | ceo round table in business is happening why not for partners  |
| 27. | Better synergy and economies of scale between civic partners, but those efficiencies should be incentivized rather than freeing up dollars to return to the City |
| 28. | fireside chats would be good   |
| 29. | group buying consortiums among civic partners  |
| 30. | rogrammarns to get together  |
| 31. | can we join together to increase buying power?   |
| 32. | cross promotion and marketing  |
| 33. | cfos get together  |
| 34. | snow removal, security, janitorial are examples of potential efficiencies and cost saving  |
| 35. | city could provide more non-monetary support / collaboration   |

## Thoughts for Council & Administration

### Final Comments from Civic Partners

**Is there anything else you would like Council and Administration to consider in developing priorities for 2015 - 2018?**

No.	Idea
1.	Be bold
2.	Everyone loves a winner, but true leadership and community comes when we support those in need
3.	We don't see any comparable date
4.	plan as if there were no barriers
5.	Leadership on the importance of life cycle maintenance for facilities
6.	How does Calgary compare in supporting civic partners compared to other jurisdictions
7.	Do you have a dog?
8.	Imagine if there were no politics, imagine if there were no financial
9.	Do not penalize efficiency by reduced funding rather reward it
10.	Leadership from the city staff
11.	acouncil to listen to administration
12.	hard to budget effectively without knowing City commitments in a timely manner. Particularly on life cycle or operational funding
13.	We got snow removal and this did not break us it will not kill us to invest in partner initiatives
14.	advocate for us!
15.	respecting the time of civic partners during presentation days
16.	Imagine a world with no fiscal constraints, imagine there is no political agenda.... It's easy if you try... Imagine all the people coming to Calgary, we are not the only one

## Additional Comments

The sharing of information, concepts,  
and suggestions great.

The whole program  
organized interesting  
input from  
partners useful  
future decisions.

*I feel that indicating on the Action Plan, the percentage of funding each Civic Partner gets from the City in a.) operating grant relative to their operating budget and b.) capital grant relative to their overall infrastructure valuation would give Council, administration and the citizens of Calgary a better, more accurate picture of how these facilities are funded and their return value. If people realize that Civic Partner XX gets a 20% operating grant on a \$20 million operating budget and is able to deliver XYZ for this amount to the people of Calgary, a better appreciation of how their tax payers dollars are spent and what that returns to them would be beneficial all around. My second point in this exercise would be to recognize the very disparate levels of funding and work towards establishing a formula based upon need that levels this currently uneven playing field.*

*The Action Plan will cost a lot of money in consulting fees, City resources and time. If the outcome is the same as the last budget cycle, it is a waste of time. The issues and lack of public knowledge surrounding the issues are very complex. It is impossible to educate the public in a meaningful way. Are roads and police really on the table? I doubt it.*

*After a lengthy process and a commitment (3 years) Council cut the Civic Partner budget.*

*Council is likely going to do what they are going to do anyway. The resources for the budget process could be allocated in a more meaningful way.*

*The Civic Partner issues are not part of the budget process. They should be addressed outside of the budget process.*

*If you must use technology, make sure it works! Don't fall in love with the gadgets.*

*The session was very successful from the perspective of connecting the partners. They are a very vibrant group who add a lot to the city -and should be funded accordingly. Continual downloading of costs has a breaking point.*

*Great session overall - very useful to have everyone on the same page!  
Thank you!*

# Appendix D2

## Internal Engagement: City Employees

THE CITY OF CALGARY

# *Action* Plan

2015 – 2018



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THE CITY OF  
**CALGARY**



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## 1.0 Background

### 1.1 engage! Policy

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

### 1.1 Council Direction

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



## 2.0 Engagement Overview

### 2.1 Engagement Goals

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

### 2.2 Challenge of Scale

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

### 2.3 Engagement Strategy

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

### 2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

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



## 2.5 Summary of Internal Engagement

The City invests significant resources in its Civic Partners' organizations, including operational and capital funding, land, buildings, artifacts and liaison support. In turn, the Civic Partners manage these resources and provide Calgarians with a wide range of opportunities and services. Consequently, it was critical that these organizations were provided an opportunity to contribute to The City's business planning and budgeting discussion.

City employees are key for many aspects of the business planning and budgeting discussion. They are already engaged by their respective departments for inputs into the development of those departmental plans. There was still a desire to understand more about their experiences in terms of what could be done to increase collaboration and efficiencies from a corporate perspective.

### 2.5.1 Civic Partners

Key representatives from a number of The City's Civic Partner groups participated (please see methodology of the final report for the list of organizations). Participants were able to simultaneously contribute thoughts and ideas through a computer in addition to voicing their options verbally throughout the session. Please see Appendix D1 for a detailed overview.

### 2.5.2 City Employees

Provided City employees with the opportunity to share their thoughts on how to increase collaboration opportunities and efficiencies from a corporate perspective through a survey that was available both on-line and as a paper copy. A detailed overview of this research is included in this document.



## 3.0 Detailed Group Overview – City Employees

### 3.1 Purpose of Tools

An internal survey was developed to provide employees with a chance to share where they saw opportunities for increased efficiencies, collaboration and community success from a corporate perspective. The questions were developed building on the Cultural Transformation work that has been underway for the last year and a half.

### 3.2 Engagement Approach

One of the things we heard in the Business Planning and Budget Cycle for 2012 – 2014 from City employees was that they felt they did not have time to participate in face to face engagement activities on top of the engagement that was asked of them through their own business units. Keeping this in mind, along with the desire for employees to participate as citizens, the internal engagement for *Action Plan 2015 – 2018* focused on some key questions to find out more about efficiencies, collaboration and community success.

Those questions were asked in a survey that was made available both as a paper copy and online through fluid surveys.

#### 3.2.1 Implementation

The online survey and paper copy of the survey were made available to City employees from March 6<sup>th</sup> until March 25<sup>th</sup>. The link was made accessible from both The City's intranet site as well as from the internet to allow access to both employees who have work access to a computer and those that do not.

83 respondents completed the survey. 37 respondents accessed the survey through the internet and 46 respondents accessed the survey through The City's intranet. There was one request for a paper survey and no completed paper surveys submitted.



## 4.0 Results Overview

### 4.1 What Input Did We Collect and What Can the Results Tell Us?

The survey consisted of five questions:

**1. How can you demonstrate your commitment to work with others to achieve citizen and community success in your Action Plan?**

There were many ideas and themes that emerged from this question with the top response being a need for increased connection across business units and more horizontal integration of business units. Following closely behind that was a response about continued commitment to doing the job the best way possible. There were also many employees who felt that a more collaborative work environment would be essential for achieving citizen and community success. “I demonstrate my commitment to work with others to achieve success by working as a part of a co-operative, respectful multi-disciplinary effort where no idea is a dumb idea and innovation is encouraged.” The other top theme was to have citizens and community be the measure of success and that everything should be with citizens in mind before any action is taken.

**2. What can you do to connect your work to the work of others that will improve the effectiveness of your service delivery?**

The strongest theme that emerged from this category was alignment of work across business units and departments. This was closely followed by increased collaboration opportunities across business units and departments as well as more networking with others in the corporation doing similar work and sharing of learning. The final top theme for this question was a need for better communication within business units, across the corporation and with our external stakeholders.

**3. What can you do to support each other to improve the citizen’s experience of our work?**

The top theme for this question was about listening effectively to understand root issues/needs from citizens and from each other (City employees). There was also a strong desire for more opportunities to share knowledge from across the corporation so that this knowledge could be shared more successfully with citizens. Another theme that was prevalent was about understanding that we are all (City employees) working for ‘the same team’ no matter where we work in The City or what job we do. It related to the recognition that citizens see us as part of The City and not connected to individual business units. The last theme was about communication being more effective and consistent with citizens and each other.



#### **4. How will we know that we've been successful? What should we measure?**

The top theme for this question was about measuring citizen and customer satisfaction. One of the ideas that connected to this theme was “Improvement on citizen satisfaction scored for specific departments who have undergone ZBRs (Zero Based Reviews) and implemented performance measurement because citizens will be able to see that service effectiveness and improvements have been made.” This was closely followed with employee satisfaction and employee turnover. These were further elaborated on suggesting that it would be helpful to measure employee engagement, productivity and innovation. The final top theme for this question was less complaints from both citizens and employees.

#### **5. Everyday, there are City employees successfully working together to make positive impacts in the lives of citizens, not just through major projects and initiatives but also in small but important ways.**

**If you have any specific examples or stories of how you and your colleagues have worked together like this, please share them with us here. This will help us learn how to encourage and support similar collaboration across The Corporation.**

There were a number of stories shared that illustrate ways employees work together to create positive impacts for citizens. Some of the common themes in those stories include: being responsive to the immediate needs of both citizens and other employees, working together to overcome issues, networking and learning from others and the ability to focus on the job in the moment. “It is all the untold heroes we work with – the behind the scenes good deeds – the quiet acts of kindness that make this team a great team and The City a great place to work at!”

