

Understanding Values & Priorities Phase 2 Online Discussion Guide Answers provided between March 15th to April 22nd, 2011.

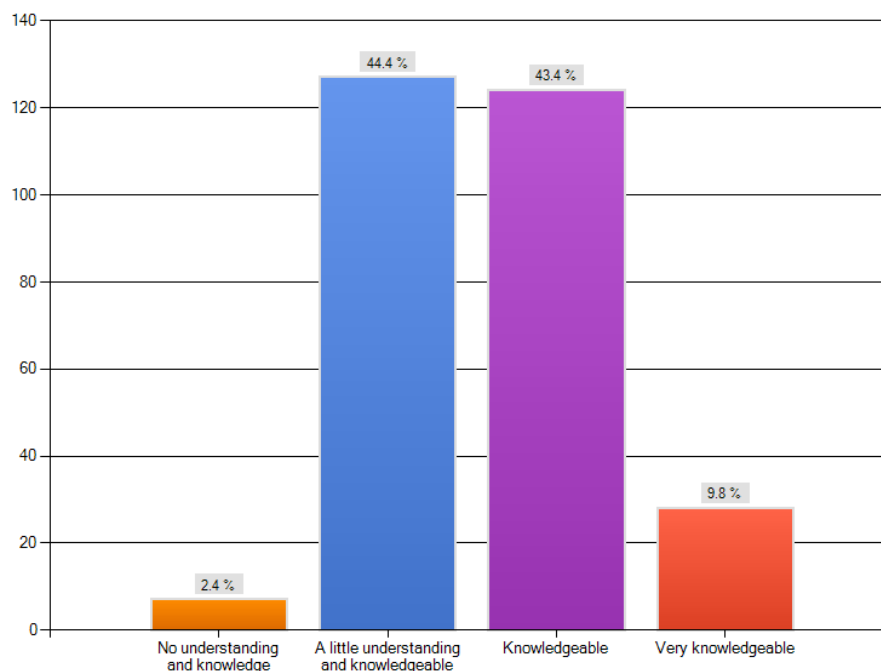
Part: 1 of 4. Responses Question 2, 3 and 4.

Total Number of Opens, 365 (responded to the first question).

Note: Not all respondents answered ALL of the questions. The questionnaire page concerning Calgary Budget Engagement Process had response numbers ranging from 154 to 286 participants.

2. Before you answer the questions and review the booklet, please tell us how you rate your understanding and knowledge of services provided by the City.

(286 responded and 79 skipped)



3. Tell us about your hopes and expectations for this conversation on City services and budget. What do you hope it will achieve?

(228 responded and 137 skipped)

Equitable distribution of City resources and avoidance of a disproportionate distribution of those resources to vociferous special interest groups that comprise a minority of the City's population.

Help ensure that the priorities and initiatives that I voted for the in the recent election are translated into concrete plans and actions.

My expectation is that this will be a total waste of time - little more that a PR exercise, like imagineCalgary. But I always hold out a glimmer of hope that maybe, this time, a meaningful exercise has been devised (but I doubt it).

I hope that including more public consultation in the process will aid the city in establishing priorities, particularly around where federal and provincial infrastructure money should be spent.

I hope that my input will enhance the quality of life for the citizens and the integrity of our environment.

I hope this conversation streamlines our expectations, clarifies the focus on priorities, and helps to improve City efficiencies.

My hope is that citizens can help the City of Calgary recognize opportunities that are important to quality of life.

Focus more on greening Calgary (and usual green solutions are \$\$ saving in the long run); provide long-term infrastructure and ensure support for arts, culture, parks and recreation activities.

I applaud the effort to encourage greater citizen engagement and dialogue. My hope is that this will provide citizens with an opportunity to understand their city and it services as an organic whole instead of looking at it piece meal.

A better alignment between community goals and aspirations to become an even better place to live and Civic expenditures.

We have a world-class city so obviously the City of Calgary people are doing a good job. I would like to see if there are duplications of services in some of the areas. The Land Use Planning area and the Office of Land Servicing and Housing seem to both be involved in affordable housing. Is there an overlap? The two areas where Calgary falls short in the International studies is weather and transportation. Can't do much about the weather but I do have to say that there was a great improvement in snow clearing this past winter. Thank you for that. Transportation usage could possibly be improved by making the stations more apparent in the safety composure. I have talked to a number of people who will not use the LRT because they feel vulnerable in the stations. So much of our budget goes to the Calgary Police Services that I might suggest that the Police have an obvious presence in the stations at all times.

I hope to achieve a community that is more integrated and provides more for its citizens; Calgary is currently extremely sectioned and needs to be balance out.

Cut back on unnecessary services.

Increase citizen's awareness of the complexity.

Input from ordinary taxpayers.

I have a very broad view of the future, a city that matches the wonderful people who live here, the growth and beauty thriving.

I hope I can contribute some new ideas and additional areas the city can focus on improving.

To ensure ongoing and meaningful citizen involvement in the City's decision making process.

As I am presently very new to involvement with Calgary services, budget, and local issues, the main achievement I am hoping for is continued and increased transparency in the manner of this very site. However, in terms of issues directly associated with budget, I am a young Calgarian planning to live here permanently and build a family. As such my main concern is that Calgary manages its expansion such that (1) housing for young families becomes and remains accessible, and (2) suburban expansion is controlled and

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moderated to establish new *livable* neighbourhoods. I do not consider the majority of current suburbs livable, not in the way Bridgeland/Renfrew, Sunnyside/Kensington, and other old downtown regions are. I realise one cannot expect the same variety of service in a new area, but the current cookie-cutter suburbs are barely a place to get out of the rain in comparison. New neighbourhoods need greenspace, walkable areas, cultural injection (neat shops, restaurants, things to do, et cetera), and transit access at the very least.

Lower taxes. Less intrusive government. More user-friendly municipal services and employees.

My fear is that it will achieve absolutely nothing. It is a purely CYA process which will result in a document which no one will use anyway. If you really want to see how to engage in this type of process have a look at the Vote Compass questionnaire on the CBC New web site. It is simple, direct and informative.

Provide a voice in our city.

More people feeling like they can influence government. More people participating. More points of view heard and considered when making decisions.

Hope that the City will identify expenditures according to actual needs.

Smarter spending: more money going to focus areas, less money going to waste. Net reduction in budget.

I would like to see a greater emphasis on public transportation. It needs to be more efficient before ridership is likely to rise, and it needs to be affordable so that people will be more willing to put up with a bit more inconvenience.

That the budget priorities shift toward people needs over infrastructure.

1. A greener, more environmentally sustainable city 2. A city that is pleasant, aesthetic, enjoyable, and refreshing 3. Solutions to the bizarre transportation problem 4. Enhanced concern and caring for the least privileged and most vulnerable of our residents.

Keep the focus of city services on community social support and enhancement.

Zero based budget. User pay for services. Stop useless expenditure of funds e.g. "Peace Bridge", removing fee for Park & Ride, which had over 80% out of city users and removal cost Calgary taxpayers millions of dollars. Stop overbuilding e.g. articulated buses running 24/7 with few if any riders for most of the time, millions on enlarging LRT platforms to allow for 4 cars when most cars are empty outside of 2 or 3 hours per day. Increase density and reduce sprawl. Developers pay for infrastructure and roads not taxpayers. Stop immoral deals like the Peter Lividitis land/building swap downtown. Don't spend our money for the purpose of re-election but for prudent fiscal oversight. Be brave and proud to be upright, honest and hard-nosed business people who are transparent and fully accountable to the public for saving us money not spending more than you already have. Be open and honest and accountable. This is a business not a welfare organization. Create through reallocation of people and funds and other resources a city we can be proud of for what it is, what it does and HOW it accomplishes it. Be intelligent and not just swayed by the innumerable special interest groups.

A better conversation regarding how the city delivers services and how innovation is given incentives within the budgetary process.

I hope more citizens will become engaged in the budget process and citizens whose interests are not usually well represented will take this opportunity to speak up!

I hope that this conversation will show Calgarians' care about more than potholes and police. I want it to reflect that community that we saw through imagineCALGARY and the recent PlanIt exercise.

Just leading to a better city in general and moving toward a positive exciting future

Clear objectives laid out by the city.

Identify the priorities that are important to Calgarians in order to ensure that a limited financial resource is utilized in the most intentional and efficient manner.

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I hope that this process will engage Calgary residents so that Calgarians can start thinking of themselves as part of a community rather than a disjointed fend for yourself city. I also hope that City Council will apply the information provided by residents when determining the budget and not worry about how it will affect their political careers. Be a public servant not a politician.

More understanding from the citizens and for the elected officials.

I hope to see changes in the way that growth and transportation issues are addressed by the city. Thanks to the investments made over the past 10 years, we have an excellent road network that serves existing commuters very well. If the city continues to expand in the traditional way, this network will be quickly overloaded again, requiring additional investment. I would like to see the ring road become the outer limit of development and future infrastructure investment dedicated to reducing automobile usage - specifically transit and cycling alternatives need to be beefed up.

I hope that this process helps to redirect more funds toward downtown and inner city projects such as bike lanes and other infrastructure projects. I also hope to see more priority placed on public transportation and affordable housing.

I hope that this conversation will highlight the importance of investing the city's arts and culture and all the benefits this investment provides. I hope my voice is heard.

I hope that we are able to maintain the excellent services that we currently have and prioritize potential expansions of these services while increasing efficiency to make tax increases as minimal as possible.

I hope that this conversation highlights the importance of investment in arts and culture for city-building.

A better understanding of City services and a better knowledge of where the fiscal dollars need to go.

I hope that the City will review the needs and wants of the population rather than making ad-hoc decisions without citizens' input.

A more livable city: a place with arts and culture, great public transit, and a vibrant identity.

I hope it will help city administration and council be in step with what the citizens of Calgary value and what they want for their city.

A "grand-slam", knocked-out-of-the-park, victory or positive outcome would be to get sufficient public involvement, engagement and education to generate support for an ongoing, sustainable suite of funding options for The City, allowing Council to be proactive, plan ahead and set its own priorities according to the democratic will of the citizens and the public good. The current situation is reactive, unpredictable and subject to the priorities and interests of other governments (i.e. "politics").

A better understanding of how each business unit is allocated taxpayer's dollars every year. Hopefully the taxpayer can provide more input on how our money. Viewing past history of how the dollars are spent and also future considerations in what is required for growth will be beneficial.

Agenda for social infrastructure and related programs are seen at the same level as physical infrastructure projects. The city needs to think about, plan for and act on the social ramifications of all it does. Gain more knowledge about services. That the info is heard and used. Council tends to engage public and administration and come across that they are using and hearing info when really they already know what they intend to do. A broad understanding of what the city as an entirety does - not just the high "glamour" units, and guns and uniforms. Decisions made that also reflect the value of so-called "soft services" and prevention, also importance of social inclusion: "EQUITY"!

As an employee of the City of Calgary, I would hope to keep my job. I believe I make a difference in the great work all of the City's Employees do. I would like to see less privatization (I believe you cannot do a better job at a price that you can with government workers once you have to make a profit the cost goes up no matter what and Who makes the profit not the employees of the company.).

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Clear purpose.

Fairer allocation of funds where they are needed most. Prioritizing and streamlining budget allocation and improve efficiency while minimizing waste.

I am currently employed with the City and I hope to increase my understanding when it comes to budgeting. I would like to understand how these impact my career here at the City and how this would affect my work life. I would also like to understand why the City does some of the work and some is contracted out, looking at the pros and cons of the process. I would like to see the bigger picture of the City.

I hope it gives a good "pulse check" on what citizen's priorities are and also more information to citizens about what different City services are available.

I hope it will create better City services for the public.

I hope that it provides the opportunity to let Council know what is important to Calgarians and give them high-level information with which to plan for delivering municipal services.

I hope that the budget discussion will help Calgarians to understand all of the services provided by the City and the need to change the way we are doing things.

I hope the process will result in a prioritized list of services that represent the requirements of the majority of the public that the City can then develop a budget for implementation. I hope the services will not reflect campaign promises and agendas of politicians but the real requirements for City services from the public.

I would like to see the streamlining of service provision in building and license approvals. As well, there are many opportunities to expand our service offerings to make City services for residents better.

Inform citizens that what goes into planning a budget is not that simple. Everyone has their special interest, but what is categorized an essential good and what is categorized as a merit good or service that people are willing to pay for. Standards and values are different for everyone. How can governance and administration work together to deliver the optimal goods and services to a large diverse population.

Learn more about process.

My hope is that the average person will better understand how the City works; the various processes and why they are important for all of us.

Part of it is considered in budgeting.

That my input will be considered.

That the high level of service that the City provides can be effectively maintained and improved.

The City should focus on core services in determining the budget.

Unsure if I hope it will achieve anything.

Our hope is that participants are listened too. That the budget reflects population demographics and will provide services so those with large populations i.e.: seniors and women are represented. That all discussions will be inclusive of the cities marginalized populations. Finally, that this process will encourage new, innovative ideas.

Individuals have more say and not just people with money and power and connections to city council.

Clarify the priorities of the taxpayers of Calgary.

Transparency with the values and how the budget reflects it.

Greater understanding of the budget structure of Calgary and feeling that my input matters to civic politicians.

Hope it will bring about a more responsible civic government willing to owe up to its mistakes in planning and become much more transparent in its dealings and let us citizens in on projects before they get started- no more closed door planning. What have you got to hide? Everything out on the table we the people are getting a

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little sick of the politics of the egomaniac spin-doctors. Up to this point my knowledge on city services was low now with this up front in my face it's clearer so I believe I will continue on with the survey.

I hope that it develops a budget balanced by the needs of the city, without sacrificing all the good things that have been built.

I hope it will reflect areas that I value and areas that I would like to see my taxes used.

I believe that the budget needs to be trimmed in most services. Raising taxes is not the right way to go. Scaling back on services is what needs to be done. Fixed income families or pensioners will not be able to pay property tax increases. It is time to tighten the belts not only in the homes of families, but in our City services as well.

More soccer venues. There are many cities far smaller than Calgary with way better and more numerous indoor fields.

I hope the leadership at the City will listen to my priorities for Calgary.

That citizen input will influence City decision-making. That it will work toward achieving the goals of imagineCALGARY.

That the public's views upon what is important in a city are identified. That the public can reach a clear consensus about the most pressing sector for the budget. That transit concerns and opinions on the ring road come to light. That faith in municipal politics will be restored.

I hope that it will fulfill its goal of providing the City with the insight into people's priorities. The Council making the decisions is a relatively small amount of people who can't be everywhere and see everything that is happening in the City. Hopefully lots of people will participate and give the Council lots of useful information and insight.

I hope that the priorities of Calgarians will become clear to Council, enough that they are able to effectively move forward and budget appropriately, to take this city into a future with vision.

I will be interested in seeing what other Calgarians value. Hopefully they will align with my values.

Prioritize the needs of Calgarians.

Stop doing so much useless nonsense, and start spending money on things that are important.

I would like to convey my thoughts on City services and champion ones I consider to be important to family members, my fellow citizens and myself.

I hope that through this conversation and feedback, the budget for the City of Calgary will better reflect the true needs and wishes of Calgarians. I hope that this includes increased interest in public art and education. Most importantly however I hope other Calgarians take the time to provide the feedback that this survey is looking for.

It is my hope the people's voices will be heard so that we can create a culturally rich and diverse city. A city that is "connected" and exciting!

A road map for the city that positions our town as world class, innovative, and the envy of Canada for its cultural sector and community spirit.

An identification of the key services the city should provide. We need to eliminate the "nanny-state" model currently in place where tax dollars support every cause that comes along. There is a complete lack of focus on priorities and too much waste on peripheral issues.

No tax increases.

My primary concern is a recreation/community facility in Bowness. The refurbishing of Shouldice Swimming Pool as a community recreation and resource centre.

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Enable the City to raise appropriate revenue over time to match services provided, with the support of citizens.

I want DBA to be funded properly and given a mandate to clean up the illegal suite problem!

That the city will listen!

Reduce services not required by most Calgarians in an effort to reduce property and business taxes. Provide means for more public/private partnership to deliver services provided by the city.

I hope it will allow citizens to be heard and the alderpersons to listen.

I hope to be able to provide my input on budget priorities.

Consensus on the need for controlling the growth in the size and cost of Calgary's city government, and rebalancing the tax burden paid by residential property taxpayers compared to small business.

Input into priorities and laying the groundwork for building a better city.

That someone will listen and that North Central Calgary will finally get some attention.

I hope that the city will listen to its informed citizens.

There have been many 'conversations' about City services, but funding for the fine and performing arts has tended to get lost in the mix. We need to pay attention to the voices of the arts professionals and leaders in the community so that the value of performing arts - music [especially classical and choral which have been absent as a priority in our public schools for over a decade], theatre, dance, visual arts - will be emphasized in what should be our vibrant community.

Balance and accountability for all aspects of the City budget-operating and Capital.

An understanding of the budget process for each department. How provincial and federal contribution dollars to the city are evaluated for priority and use and council's approval process for expenditures with these dollars. Council's ongoing discussion on reducing expenditures which will reduce annual tax increases. Identify who in the city departments and council is responsible and accountable for expenditures. Project cost control to eliminate cost over runs. City staffing numbers in all departments and the method that council uses as a yard stick evaluate efficiency with in each department.

The city will have more transparency and accountability in its policy development and budget process.

Help the city avoid wasteful spending and keep taxes low.

Balance of services vs. property tax increase.

Contribute my thoughts on what services I believe my tax dollars should support.

Lower expenditure for the same services, lower capital costs.

Input on how the budget is allotted; want to make sure the city is being responsible with our taxes and as cost effective as possible.

I hope that citizens take advantage of this unique opportunity to have input into city services and the budget. I also hope that City Council really takes into account the opinions of its citizens.

We hope that the importance of investing in the city's arts and culture will be highlighted.

Greater balance in our city between economic prosperity and social infrastructure.

We hope that the City will make informed decisions. We hope the data from this process will be released to the public.

Engaging citizens in the budget process. Hearing from citizens who don't have lobby groups before council and taking their needs and wishes into consideration.

I hope it will achieve a more 'sustainable' plan. Local business support/ funding. More awareness and

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participation by Citizens. More awareness of the need of urban dirt environment/ trees, alternate transport. In the end that I have a better understanding of the City support and that the City has more insight into citizens views. Possibly some good ideas and initiative ideas on how we can become more sustainable.

I hope that this is the start of an improved system when the City more effectively addresses the needs of the ratepayers.

I hope the City will listen to the concerns of its citizens and not just make this example of "window dressing" by collecting opinions, then ignoring what citizens say.

Focus spending on items that will make Calgary great! A city that gets compared to other great cities!

Collaboration community/senior centre.

I hope that it will allow Calgarians to feel more engaged in the process instead of feeling like their opinion doesn't matter. I hope that it will encourage Council to use this type of process for future decision-making.

A priority on what Calgarians need to enhance and maintain a quality of lifestyle and comprehensive responsibility to achieve those expectations.

There has always been too much emphasis on City Council and City Managers protecting "the status quo" and then trying to expand on it. There has never been any serious discussion about eliminating services or programs, or even any serious attempts to reign in the costs of the services being provided. City Council always wants to build, but doesn't seem to understand (or care) that dollars spent on capital projects also require dollars to be allocated for operations: to operate and maintain these facilities. I am hoping for a serious look at doing business differently, with the results of any initiatives and pilot projects to be scrutinized by external independents that are not interested in the status quo or protecting the current "empires". For example, if this document is similar to previous documents, there will be questions about current services and how well they are working, and questions about possible new services, but there will not be any questions about which current services can and should be eliminated (which all helps to perpetuate the status quo for City Council and City Managers). Unless, there is as much attention in this survey to services that can be eliminated, as there is to possible new or enhanced services, the information from this survey is unreliable as the expectations of the citizens have been unfairly channeled toward one possible result.

I am hoping that the community (people) helps to decide where the monies are most utilized. What are the priorities of the people of Calgary.

I just think it's great that citizens have a chance to have input into the process. I hope our feedback is used to help make a budget that really reflects Calgarians' values.

To ensure we continue to provide quality dependable and necessary services for the citizens of Calgary

Less frivolous capital expenditure on discretionary projects and events. More focus on the Calgary's heritage buildings, homes and cultural landscapes.

Fair and accessible services with adequate funding.

I hope that it encourages people to become more actively engaged in the civic process and understand the difficulties experienced by managing a large infrastructure such as the city.

Awareness of the interests of all residents.

I hope that this helps produce a better result.

Connect a user of services with the provider i.e. the City and give feedback to let the City know how much I value the services that are provided.

Two-way conversation about services and budget.

Greater attention paid to heritage issues.

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I hope that the city will continue to develop and plan for a better run, denser and more sustainable Calgary.

I don't have high expectations that things will change, but I think having citizens involved in the process is a good place to start.

Emphasis on making the city most livable.

I hope my opinion about what matters will be considered.

I hope that this will enable Calgary to become a truly great city, to be more than "keep the taxes low", to meet the needs of all Calgarians.

Improve my understanding of the process. A chance for me to become directly engaged.

Better allocations of funding within the various departments such that tax increases are not necessary.

I hope that by participating I can provide a view that is important: that responsible spending is important, but investment in infrastructure and services that make Calgary a better and more attractive place deserves equal consideration.

City Council will understand that the Arts are a vital part of the cityscape and that they will remember that a hundred years from now it's much more likely that a beautiful bridge still spans the Bow River than that the potholes were all filled.

I hope that this process will help to hold the costs to Citizens to what they are currently as a minimum goal OR to reduce the costs over time. Policing of UTILITIES is important; there are too many arbitrary add-ons.

Hopefully common sense will return to the budgeting process and Council deals with current economic realities rather than trying to please special interest groups.

I hope that the city council will better understand the issues from the many perspectives in the city.

Greater understanding of both citizens and members of Council about our social and built infrastructures.

I hope we will stop spending money on pet projects that are not valued by most of the citizens, like the bridge for example.

I hope that people will get engaged and it will generate real discussion. I hope that we will end up with clear priorities that the city can move on and we can really see change in this city.

I hope Calgarians realize that we have a very high standard of living, and instead of wanting more, we should acknowledge and appreciate what we have and consider what our expectations should be. I hope Calgarians understand how interconnected the services are and enter in this conversation with a systems perspective of the services the city provides. I hope this conversation results in citizens providing strong support to strengthen the services that ensure a good quality of life for ALL Calgarians, especially low income and under privileged people (e.g.. homeless, woman & children in need, seniors, lonely single people - any one who does not fit the mainstream "family model"). I hope Calgarians realize how unsustainable the growth and sprawl of this city is and has been for the past several years. I hope Calgarians realize the importance of increasing the city's focus on sustainability - care and restoration of the environment. I hope the results of this conversation is a shift to focusing energy and attention to solving the root causes of the problems that City Services target instead of continuing to deal with the symptoms by delivering services that are increasingly expensive and unsustainable.

I hope that this conversation / consultation will result in better solutions and priorities that reflect the needs of Calgarians. I also hope that health and safety will be at the forefront of the City of Calgary's priorities.

The desire to be sure the Arts in our City, a MAJOR economic engine do not become ignored or short changed by the budget process.

I hope it will get people more engaged, so that they see that 'The City' is we.

I'm hoping we will achieve services and a budget that reflect what Calgarians want.

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Qualified, knowledgeable, responsive and helpful employees in positions. (Speaking from personal experience, much time and money could be saved if employees understood other industry standards and practices)
Supportive change to office cultures - a flatter hierarchy of positions and support for new ideas. Realistic expectations and results. City master plan that will help communicate the reasons for direction and budget decisions. Solid base to build future policy based on the environment, common sense and social policy. Listen to the people that do the work - an example being the EMS call centre - to find solutions. Lead by example - make it easy for citizens to do the right thing.

I like the idea that citizens deserve to be informed about the details of our city budget.

A chance for citizens to be heard, Hopefully develop "themes" as to the major concerns.

I see a bright future in Calgary's Arts scene - but a serious lack of spaces for rehearsals, and shows. I am hoping that our budget will include funding for arts spaces!

It's a great idea to involve citizens in decisions. I want to take this opportunity to have my say. I am hoping Mayor Nenshi will continue to do a great job at the City Hall.

Better public transit, more renewable energy investment, more affordable housing.

Increase my knowledge of the topic.

A tax agenda that limits increases to no more than the rate of inflation.

Better transportation, more vibrant communities, less spending on needless things, more supports for barriered citizens and more support for local business.

I hope that this engagement process produces a budget that is in tune with Calgary's priorities.

My expectation is that there will be a balance between the various groups and departments within the city vying for funding and that there will be a recognition that recreation facilities and parks for allowing our youth to be active are as important if not more so than footbridges and art centres. Ensure the majority of our tax money is spent on the majority not the small interest groups

The construction of more skateboard parks is top priority. 24-hour transit is a close second.

The budget items those are most important to Calgarians.

I hope to find out more about how a city functions and how it determines its priorities. Ideally it will allow me to engage in phase 3 with confidence, and provide insight into how property taxes are allocated and spent.

I hope that this will achieve a citizen oriented budget - one focused on creating a Calgary that is headed towards a family friendly, sustainable city that considers effects and outcomes on whole-systems instead of just blindly charging ahead.

I hope that it will convince the City to "live within its means" by undertaking significant cost cutting prior to any future tax increases, and then limiting tax increases to 2% or the inflation rate, whichever is less.

Get city officials to implement performance measures so objective indicators can be used to assist in making budget decisions.

I'd like to see a more livable, walkable city.

My hope is that Calgary continues to grow in all ways, not just physically, and that the next 5 to 10 years reveal what a beautiful, positive, and welcoming place the heart of the new west is.

More efficient use of city funds.

Improve the efficiency of city spending: I believe money is wasted within the city departments and services. They all need tight scrutiny to improve efficiency.

Prioritize within existing financial framework. Invest in self-sustaining facilities that cater to the majority of

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citizens. Ensure multiply uses by various users.

A continued movement of the City services towards creating more sustainability in the City of Calgary; where generations to follow will be able to continue to inhabit this space with an abundance of resources.

A budget that is more representative of Calgarians needs. An opportunity for the citizens of Calgary to provide input.

I hope it will provide clearer insight into the needs and priorities for Calgarians as per the budget.

Results, more than just a political soother.

1. Better understand what services are offered by the city. 2. Provide my priorities of the various services to the city i.e. where tax \$ are allocated. 3. Provide ideas for making the city a better place to be. 4. Understand the city's challenges and offer possible solutions where I see them.

I hope this Budget will minimize our debt while maintaining or improving on city services.

I think city politicians can get consumed with being seen as having the sole role of prudent fiscal managers. Of course, nobody wants their tax dollars wasted so this role is critical but where it fails is when we have scraped so close to the bone that the city is starving. We need a BALANCE in my opinion, and it is my hope to strike that balance here.

To see the city eliminate the waste and right size staff.

Change. For the better. Many of the City's services could use improvement.

To communicate with council how to spend my money.

Achieve recognition for the need to keep public services public and to assist families with childcare, senior care and to assist the homeless.

A budget that reflects the public interest rather than special interests and ensures that Calgary and its government are sustainable.

I hope this conversation serves to engage a public on issues that are important to all Calgarians. Thank you for providing this forum, it is a valuable initiative.

A balanced approach on services delivered to the right areas.

I would like to see a more efficiently run civic program that among other things reduces administrative costs. The entire world has too many managers and not enough workers.

I hope my priorities for the city will be heard - I have a great knowledge of my area of expertise - the arts. I hope by participating in this budget process, I achieve my goal of having the city give greater recourse to the arts in Calgary.

I hope that it will result in a more transparent and open budget process. With the money spent truly reflecting the concerns and needs of the citizens.

I hope it will get us engaged, help us understand what goes into budgeting and the competing priorities (to make us better informed about what our demands require) and also that it makes what is really important to Calgarians clear.

Re-allocation of fiscal resources.

Get myself, and many others, less cynical and more productively engaged in the political process.

To make Calgary the best city to raise my family in. I understand that it costs money to provide services and facilities, so I'm not against raising taxes as I feel that the municipal taxes are relatively low.

More transparency and accountability moving forward. Focus on priorities and making choices.

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A sustainable and efficient City that supports economic growth while leaving no one behind.

I hope to see the City communicates with respondents so that citizens know exactly how their input has had an impact.

Inform, educate and allow me to voice opinion and approval on civic financial decisions.

More efficient use of public resources, taxes and fees, manpower, capital assets, and services. Move towards a more ethical governance, less window dressing. A higher level of follow thru and commitment to the public.

Increase my understanding of how my taxes are spent. Potentially help the City reduce expenditures.

A reasonable, honest assessment and understanding of where the money goes and why it's important or not in each budget item.

That we will better be able to consider our real needs vs. our wants. And that we will start thinking about how we can become the best city for the world rather than the best in the world.

Focus diverse and stove piped organizational units on citizen services. Some of the "services" in the Budget Kit read more as self-serving activities. Where is the value in statements like "...you will need to work with us...". Sounds more like a threat than a service.

End wasteful spending and get the most value for taxpayer money.

The city's budget will come into line with my priorities as a taxpayer.

A safer LRT System for everyone.

It will find an effective way to reduce waste and increase efficiency without losing the long-term perspective and focus to the city growth and modernization.

I hope that this would be a way for all citizens to get a word into the mayor and council about how THEY want their money spent. Because it is ours not theirs

An engaged consensus of the values and priorities of Calgarians in general. I would hope that through this process we are able to get a very clear picture of what is truly important and dear to us in this city. I also think that by engaging the public in this process it will serve to better educate the average citizen in what responsibilities and decisions must be made every day in a city the size of Calgary.

Align city priorities with needs of Calgarians to make Calgary a more livable city.

That the public will provide new information and that it will prove useful to City staff and Councillors.

A greater level of engaged citizenry that feel they are key component to our city's quality of life and that The City recognizes the value of diverse citizen opinion rather than the appeal of special interest groups.

I would hope that the city would actually implement policies that meet the needs of the citizens.

I hope that the city will strike a balance between the need for budget discipline and the need to treat and pay workers appropriately.

I hope that Calgary will become more forward thinking and pro-active in its future budget.

I would like the city to improve its essential work without financial constraints. The city has the property tax base almost as a monopoly - the only other competition is the provinces education-funding source. I would like the city to know that you may double my property taxes from the present \$2,000 area to \$4,000 providing the money is spent wisely. I would like planned and maintained roads etc. Scrap the notion of wasted resources on the 2010 Druh bridge, even though the funding was a gift from the province, and 1992 era Saddledome upgrades for the corporate boxes funded by the federal government. Lets see needed infrastructure & maintenance, funded by the appropriate mil rate. Stop the whining about the city being broke and having no money. Raise taxes please and fulfill your part of the social contract, which is responsibly running a city.

3. Tell us about your hopes and expectations for this conversation on City services and budget. What do you hope it will achieve?

(228 responded and 137 skipped)

A more informed discussion of city services amongst Calgarians.

I hope to become more aware of the issues, which face this city, and therefore me.

Reduce excess spending so that quality spending can increase while taxes go down.

I hope it will reflect the desires of the people that use the city's services on a regular basis and then after that is understood, we can make it better for those who don't access the city's services as often. I think it's important that Calgarians have a say on crucial sections of the budget such as infrastructure, transit and recreation (personal importance).

4. What services provided by The City are most important to you? Think about the services you value and that make up the City you envision. Please identify them and explain why they are important to you. Please remember to review the Budget Kit Booklet before you answer these questions.

(154 responded and 211 skipped)

Transportation - impacts me every day, plays a key role in creating choices for all Calgarians. Planning, Development, and Assessment - shapes the city we live in now and well into the future, at all levels. Community Services, Recreation and Parks are important to my family.

Calgary Transit - I am a daily LRT rider. My household only needs one car because of the availability of good public transit. Parks - I put over 1,500 recreational kms on my bicycle last year on the trails. Calgary Police Services - I live in the East Village. Crime is still a concern. Calgary Fire Dept. - Along with the police, CFD is our best investment in public safety. CS&C - 311 is an important resource for Calgarians to get answers about the City.

Community and Protective services - are doing excellent work with animal licensing and bylaws, Calgary Fire Dept. and parks. These services are needed and visible without glaring deficiencies. Planning Development & Assessment - rather important in continuing to manage or mis-manage city's growth. Transportation - epic fail, but very important. Utilities and Environmental Protection - for managing waste - a big issue.

I think the planning, development and assessment group is very important, as there are impacts on every other service as a result of this.

The funding that the City provides to various arts groups to cover their operating costs and assist with their venues. The arts to me are the measure of our community and help us to define ourselves. Without a vibrant arts community we cease to have any definable identity. Also important is our transportation and public transit in particular. Calgary made a critical mistake years ago in opting for urban sprawl as opposed to intelligent density. Now that we are stuck with the negative affects, we need to make smart decisions to favor public transportation over private vehicles. Finally I would emphasize the importance of parks and recreation - the bike paths, dog parks, Heritage Park, Millennium Park - all add much to the enjoyment of our community outside the confines of our work world. Investment in the arts through research, advocacy, partnership (with tourism and economic development) and promotion. The investments in dollars, subsidy of services and other support that the City makes in supporting our nonprofit festivals and events, ensuring that Calgary is a city known for its great events. The leadership role that The City is playing by investing capital dollars in the creation of cultural spaces that build a cluster of signature destinations in our city centre and the development of cultural facilities as a core part of complete communities.

In order to have a thriving community, it is apparent that all of the departments are of the utmost importance.

Police services, fire services, corporate services and communications.

Police (safety) parks & rec (arts) including Public library support for the homeless transportation such as

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(154 responded and 211 skipped)

LRT.

The city thriving depends on a few key factors. In my mind safety and security are paramount to a healthy city. Following safety are the development of a long-term plan for city development and the divisions that work to achieve the long-term plan.

Key services for me are parks, recreation, Calgary Transit and the transportation Planning and department-wide services. I utilize a large number of the services provided by the service departments mentioned above. I use the transit system daily along with Calgary roads and other infrastructure. I feel it's important to offer things like the arts and libraries to Calgarians. We need to be a well-rounded city in order to be world class and the services noted above will help to achieve that.

Some services at absolute top priority I consider self-evident: Calgary Fire Department, Public Safety Communications, and Calgary Police Services should be considered the city's number one priority. Given its relatively small impact on the budget and conditional importance, the Emergency Management Agency should also fall under these critical core services for reasons I consider intrinsically obvious. Next up are infrastructures the city cannot function without. Roads, Waste and Recycling, and Water Resources. These should be nearly as high priority as emergency services. In terms of "non-core" services, I think Calgary Transit is one of our city's greatest strengths and must be fostered and grown to enable Calgary to maintain its current "rising star" status on the national and international playing fields. Calgary is a city that relies heavily on non-walking modes of transport, and CT is an excellent institution, making this sprawling city pretty navigable without a vehicle, but it could still be a lot better. CT must be fostered and grown. Another strong point in Calgary is our Parks and our Recreations departments. Calgary parks are many and all the parks I frequent have been very nice. I don't know that Parks nor Recreation need substantially more money, at least not in my stomping grounds in Centre-North, but they should not be cut. Areas I feel strongly about but have very little understanding of the workings are the various planning and organising divisions. I feel unqualified to comment specifically on these, as they are far out of my expertise. However, I do like to complain about the planning of roads and new communities. As such I think Calgary needs to develop and work on these areas. New communities in Calgary should be "brilliant". I once spoke to Alderman Carra of Ward 9 about this at length and agree completely with everything he told me: Basically anything he tells you about urban planning is what I feel Calgary needs. In the following 'top 5' I have left out the "core services" listed first in this section (police, fire emergency response, and safety communications) as I place them at the top of the list. Were I to rank those services separately I would rank them: 1) Calgary Fire Department 2) Safety Communications 3) Calgary Police 4) Emergency Management Agency.

Utilities & Environment, Parks & Recreation, Transportation, EMS, Fire Department, Customer Services.

Calgary Transit and Access Calgary - I use transit to get around. I'm a social worker and these transportation services are important for people I provide service to. Community associations and recreation programs planned by the community and supported by the City because they help people meet their neighbours and provide informal supports. Parks, arts programs and support for arts because they increase our quality of life. Calgary Housing and supports to social services that provide services to people who are living in poverty. Sewer, water, garbage collection, recycling - all those services that we need to make our city work.

The following services are important to us because we are heavy users of them: Calgary Transit, Recreation, Library, Other Transportation services e.g. Planning, Infrastructure, Roads and Parks.

Leisure & Recreation, public transit.

Most city services are important to another or me at one time. While the Fire Department is not important to me today because my house isn't on fire doesn't mean that I don't see its importance. As such, it's extremely difficult to "rank" your top 5 in order of priority. Priority can change based on circumstances.

4. What services provided by The City are most important to you? Think about the services you value and that make up the City you envision. Please identify them and explain why they are important to you. Please remember to review the Budget Kit Booklet before you answer these questions.

(154 responded and 211 skipped)

They are all important.

Social Services, Affordable Housing, Arts, libraries and Parks, emergency services, public transportation and recycling.

Public Transit, Public Library, Public recreation.

Security a.k.a. Police services, Environmental protection: green spaces, protection of wildlife corridors and habitats, planting trees and shrubs. Reduce expenditures not increase them. Live within your means a.k.a. today's budget. Review and cut programs that are not efficient, no longer relevant, not priorities and cut, cut, cut (zero-based budgeting). Clean roads and streets ensure good lighting. Instill public civility & manners, especially for youth and immigrants e.g. seating on public transportation, garbage, helping others, not spitting and do smile. Stop urban sprawl. Go vertical. Those outside the city pay for the city funded services they use at fair market value e.g. Park & Ride, LRT. Developers pay full price for infrastructure. We need concentrated vertical development not overrunning the natural habitat with urban sprawl.

Calgary transit is the most important to me.

Services that assist in Calgary achieving a thriving cultural sector, which can promote wellness and a higher quality of life for the large working sector of Calgary. These services include: the operating grant money that Calgary Arts Development receives from The City of Calgary to fund not-for-profit arts organizations; the subsidy of city services to promote great Calgary festivals and events; the continued capital investment for cultural infrastructure, to promote engagement in cultural activity by Calgary's citizens and attraction to visit from tourists; Public Art Programs which makes access to art easy for those from disadvantaged social groups and daily art exposure for all citizens; support for the East Village revitalization to create a vibrant, unique neighbourhood that can attract families to reside in the city centre and create a magnetic culture and shopping district; support of civic partners such as the Calgary Public Library to sustain and expand their many community programs; investment into the transit system to make it a viable and affordable option of transit in the city; city support for bids to major festivals and celebrations (Junos, Geminis, Calgary2012, Olympics).

Services that contribute to the Quality of Life for Citizens and help Calgary achieve status as a must-live-in City in Canada. Many of these services are tied to having a strong and vibrant arts community. Specifically: the City's investment in the growth and vitality of the arts through support of Calgary Arts Development Authority; flow through services for citizens delivered by the non-profit arts organizations supported by The City through CADA and by the other civic partners such as Heritage Park and the zoo; the prioritization process for building community and cultural infrastructure and the dedication of MSI funding for cultural and recreation facilities.

Parks and Recreation are very important to me more than anything else, I think Calgary is such a young vibrant city and we need to set up our city and make it beautiful for the future and also show that we are moving forward not backward. I also value the police service because they keep our city safe and I believe there is no price tag on that.

Police Services, Fire Department, Parks, CEMA, Planning, Development and Assessment, Transportation Infrastructure, Transportation, and Utilities.

The services that are the most important to me are ones that keep my city a safe and healthy place to raise a family: police services, emergency services, emergency call centres, safely constructed and maintained roads and infrastructure, clean parks, recreation activities helpful for meeting other Calgarians, garbage and recycling services to keep the city clean, and safe and reliable public transit.

Police, Fire, Arts (recreation) Parks, Transportation planning, Safety and communication.

Parks, fire and safety, waste and water services.

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Police and fire: maintaining order is critical for society, fire services are to everyone's safety. Planning: providing vision and direction are key to improved urban form and cultivating vibrant communities. Transportation infrastructure: specifically pedestrian and bicycle infrastructure. Public transit services: everyone should be able to move around the city quickly, efficiently and affordably without requiring private vehicles, mobility is necessary for almost everyone. Affordable housing and animal services: these groups have fewer options and can benefit from public assistance - a little money can make a lot of difference in the lives of people and animals. Water and waste and recycling services: clean water and a clean environment are important for health and well being.

In order to create high quality of life for the citizens of Calgary, we must invest in the city's arts and cultural scene. Calgary's investment in this critical sector remains significantly lower than in other major cities like Toronto, Vancouver, Montreal, Ottawa and Edmonton. We need to continue growing the investment as investment in this sector has a tremendous return on investment. It is also important to continue to invest in the Calgary Arts Development, which can advocate for the sector, serve as a force to bring together the various arts groups and build relationships with other key civic groups that work towards making Calgary a more livable city.

Community Development/Quality of life for citizens - investment in the arts i.e. development of a public live art program. Support for cultural tourism. Intelligent City Planning and thoughtful development. Community Services - Protection, Emergency, Safety Utilities.

Essential services (police, fire, 911).

I think all City services are important. The City cannot function without all of the services, and I think it is unfair to value one service over another.

Land Use Planning & Policy [without a sustainable vision of community, we're just an extended suburb - planning is the most important thing the city does]; Animal Services [public funding for spaying and neutering companion animals is vital to controlling the overpopulation problem and preventing abuse]; Community and Neighbourhood Services [my neighbourhood community association needs to work in partnership with the city]; Parks [I use these daily, and they need an integrated vision for functionality and usage]; Recreation [encouraging arts and culture, small and large, professional and amateur, is the only way to make people want to live here instead of just work here]; Calgary Transit [the most important service the city provides]; Waste and Recycling [needs to be more sustainable - our landfills are a disgrace and so far behind the technologies used in other municipalities]; Water Use [needs to crack down on overuse and waste].

Policing, garbage and recycling services, water and sewer, transit, road maintenance, public recreation facilities.

Any services that produce results that has to do with public safety (i.e. Police, Bylaw, PSC), Building & Maintaining certain public works (i.e. Roads, water) and Building & Maintaining very select public institutions that benefit Calgary society as a whole.

I believe all services add to the quality of life in Calgary.

I picked Fleet Services, one because I work here and I feel that we provide an essential service to all of the departments for the City, in providing maintenance services and vehicle, plus overseeing the training and safety related to all vehicles and equipment in the City. Of course Police and Fire protect the citizens of Calgary in the work that they do. Water Services provide the water that we drink and use and it is something that needs to be maintained at a high standard. Roads Maintenance helps to provide the travel on the roads that keep the City moving. Lastly Recreation and Park provide the beauty in the community and provide a healthy lifestyle the people of Calgary.

I truly believe every service The City provides is necessary and therefore is important to me as a citizen. In my particular situation, I value Protective Services - including police and fire. Parks, animal services and

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transit.

Police/Emergency/Fire, Roads, Transportation and also communication of all city services provided.

Public utilities: Power, water, and sewer. No modern community could thrive without these services; leaving them in the public realm ensures accountability and control, protects us from a volatile market that is at time prone to speculation, and ensures that any profit made from providing the necessities of life is returned to the people in the form of public service/works (at least for Enmax). Public safety: I'm not sure I even need to say why it's important! If The City + CPS didn't do this, someone else would have to. The idea of a two-tier fire department, for example, is repugnant. Public transportation: Aside from the fact that trying to run a major city on single-occupancy vehicles alone is utterly laughable, the environmental and social effects of public transit are hugely positive. For many people, Calgary Transit is their sole link to the wider community. Public spaces: Because endless tract housing won't do. What is a city without parks? Public roads: In spite of the best efforts of the weather, I still get to work – that's worth something. Public programs: I am fortunate enough to be able to afford many things. For others, though, Recreation and Community & Neighbourhood Services provide massive benefits. No Calgarian should be denied a childhood on account of their family circumstances. And this is to say nothing of the health benefits. Public standards: My house didn't collapse on me. Here's to Development & Building Approvals for making sure no-one's does, and to Land Use Planning & Policy for giving a plan to everything.

a. Safe pathways (walk ability and not need a car) b. Social Inclusion – equal opportunities to meet basic needs of Calgarians with affordable housing in every quadrant of the City for lower income working people [living wage], accessible taxis, food bank, parks [green and sport spaces], recreation [facilities, leisure centres), quality of life and everyone is able to access all services and no disparity c. Off leash dog parks d. Civic partners (library, zoo, Heritage Park, Fort Calgary) e. Clean water with fluoride f. Safety (911, quick response, fire, police, by law, with planned responses with quick access) g. Recycle (expanded to everyone) h. Office of Sustainability – social/environment/financial i. Vibrant City – culture, attractions, festivals, variety of events and not just sports and music, work with other organizations, make downtown more appealing and safer j. Mobility – roads, pathways, snow removal (roads, walkways, pathways, sidewalks, to make it more of a walk able community, e.g. Montreal & Winnipeg, so citizens are not house bound), transportation (transit with more seating, 24 hour access) k. Environmental – sustainable services, garbage, recycling l. Access Calgary.

Safe, clean drinking water and treatment of sewage, Protection of life and property, Provide a transportation system that meets the needs of all Calgarians.

Top Services Essential Services such as Police, Fire, EMS. Why? They respond in emergencies and we should think of them as a top priority. Without their services, our City would fail in the safety factor. Services that enhance the Essentials PSC,CS&C,IT Why? Frontline responses. IT provides the technology to become more efficient in provisioning a frontline response whether it is EMS, CPS or FIRE. Without the latest technology, our services would become inefficient and outdated.

Transit - this is extremely important to move us away from our car dependent city. Recreation/Parks - it is important to have fun! Police and fire - essential

Transit/Transportation - Roads, Recreation/Culture, Recycling/Waste Management/Water, Parks, Police and Fire.

Water Resource, Water Services, Waste & Recycling, Fire, Police, Roads.

Water Services - Providing the City with clean, safe drinking water is a basic foundation of life for us all. Police and Fire - keeping us safe in our communities. Recreation - providing an opportunity for Calgarians to stay healthy and socialize with others is an important contribution the City makes. Providing the opportunity at an affordable rate is an important piece for the City to provide. Social Services - through funding and supporting community agencies, providing support directly as well as looking to partner with the

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(154 responded and 211 skipped)

community, it is important for the City to provide support to Calgarians who are disadvantaged and at risk. As the province re-trenches, it is absolutely essential that the municipality ensure the Calgary is the best place it can be for everyone, not just those who can afford it. Planning - we need to be thinking about how we can be sustainable now and more importantly into the future. The market, left to its own devices, will simply keep growing our City outward and this is unsustainable. The City needs to take the role of overseer to ensure we can be sustainable. Relatedly, Transit, ensuring we can move people in an affordable, sustainable way.

Water, sewer, waste, security, transportation, recreation & culture.

PUBLIC SAFETY COMMUNICATION - response time of 911. POLICE - particularly Transit policing. TRANSIT - ACCESS CALGARY - getting low-income seniors, most with mobility issues around to decrease isolation. Accessibility, safety and that transit are available to all the communities. PLANNING TRANSIT - planning for safety and lighting around bus stop. RECREATION - creating complete, walkable communities. PDA - environments and communities designed to recognize an aging population with mobility issues. HOUSING - shorten waiting lists - allow people to stay in their own community and make it more affordable.

I believe infrastructure is very important, sports facilities and green open spaces.

Recreation, Police, Libraries, Fire, Sanitation, Parks.

Infrastructure and Public Transit.

LRT, Roads, Police, pathways.

The city is doing a good job managing the city and overall services. There are few services that appear optional.

The most important areas are Police Services, Animal and Bylaw Services, Calgary Fire Department, Roads, Waste and Recycling Services, Parks and Recreation. These are all important services that affect your daily life.

I value transit and other services to improve cycling and pedestrian networks. Recreation is also important.

Parks and Recreation.

Calgary Public Library, Calgary Fire Department, Calgary Police Services, Community and Neighbourhood Services, Parks, Office of Land Servicing and Housing, Land Use Planning & Policy (particularly heritage planning), Calgary Transit.

Community Services and Protective Services.

Safety services - police and fire fighting ; transportation services - roads, public transit ; recreational services - libraries, gyms, swimming pools, skating rinks, soccer fields, etc.

The services I consider to be important are transit service, advocacy and promotion arts and culture, family and community services, management of roads and infrastructure, emergency services such as the police and fire departments, and parks and recreation.

While I think that every single one of the services provided by the City are important and vital, the most important City services to me are Transportation and Community Services. I rely on the LRT every single weekday to get me to and from work. We need public transportation to get this city moving! Likewise, snow clearing is very, very important. My crescent never, ever gets plowed. I enjoy the parks in this city, like Fish Creek Park, and believe these green spaces are what make Calgary so attractive. Likewise, I enjoy the Leisure Centres and swim there often. I definitely make use of city services daily!

Arts and culture matter to me a lot and need to be better supported by our government as private sector funding will not sustain the kind of opportunities we want for our children.

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(154 responded and 211 skipped)

The format of the booklet is not legible.

All services are of equal importance. City planning and visioning are important so the PDA department and Corporate Administration and all of the individual departments involved in strategic planning are crucial.

Illegal suite removal, police, fire, animal control, roads, and at the very very last snow removal.

Police, fire, animal control and bylaw enforcement for Illegal secondary suites DBA.

Roads, fire, police.

Transportation, Police, Community Services and Protective, Corporate Services (love 311!), Utilities.

Recreation facilities and programs, water, special needs housing, water, transit, roads, and environmental protection.

All the City Services are important to me.

Police services are important because I value living in a safe community. I do not want my family to be a victim of a violent crime. Bylaw services are important because they will help prevent my community from deteriorating due to neglectful or inconsiderate owners. Fire department services are important to me because they are front-line responders to emergencies. I would expect that if I were to experience an emergency I would receive timely and efficient care. Parks services are important to me, as I believe that well maintained public outdoor areas will be used more frequently than poorly maintained areas. The pathway system is very important to me, as I use it as part of my daily commute. Sport fields are also used on a weekly basis in the summer. Public safety communications are important, because every second matters in an emergency and I expect to be connected to help when I need it. Transportation planning is important because our current road system can always be made to operate more efficiently, without necessarily building new roads. Calgary Transit is important to me as I use it twice daily during the winter for my commute. It is important to me that the C-Train runs on time, and delays of service (usually downtown) are increasingly frustrating. Roads are also important as they provide access to all corners of the city.

The service, which provides the most to me personally - with an intense interest and career direction in the classical music performing arts - is Calgary Arts Development. Although it has been given more prominence and influence in recent years, in my view it should be given even more. Other major Canadian cities have significantly more support/investment in their fine arts than Calgary and I wish to see this rectified. I travel annually to Europe and witness vibrancy in cities such as Barcelona, which have raised them up, from a position that I see Calgary in at the moment - with the financial resources, but without the push to action.

Environment, roads, parks, protective services (police, EMS, Fire), garbage & recycling, water, sanitary storm.

Services that need to continue: a) Police/Justice services; Public safety, infrastructure safety, a justice system needs to put criminals in prison for a very long time and in murder cases capital punishment. b) Fire Department; An essential service to the City and public. c) Public Safety Communications; An essential service to coordinate emergency call. d) Finance & Supply; an absolute service, but needs to be responsible and accountable to the taxpayers! e) Customer Service & Communication; Essential to provide a means of communication with the public. f) Human Resources; An essential service to ensure city staffing are qualified for the position, honourable with no criminal records, honest, credible, dedicated and committed to full fill there obligations (Including the mayor and council members). g) Information Technology; A key service to all city departments with the latest hardware/software and security to maximize on the most effective and efficient means to manage the city departments. h) Calgary Transit; Very important for the city to provide a safe, efficient and quality means of transportation. i) Roads; As a volunteer driver and for personal travel and for walking around the city this is certainly a priority. Vehicle traffic needs improvement, too may stop lights on main arteries. Road maintenance never gets caught up! Eliminate the high costs for

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walk bridges and use common sense! j) Water Resources/Water Services. A good supply of water and of good quality is essential! Management of sewage and wastewater also of importance. 2. Which ones need to Change; a) Immediately have each of the 29 city departments evaluate the number of staff and reduce accordingly. (Est. 14000 city staff divided by 29 departments = 483 staff per department) 12000 staff in 29 departments = 414 staff per department! b) City Managers Office; Delete this department as it is obviously not getting the job done! or consolidate with the Law Department. c) Fleet Services; It appears that a number of the departments operate their own fleet of vehicles? i.e. Police, Fire, Water Recycling. Would it not be economics to allow Fleet Services to manage and maintain all vehicles? d) Infrastructure & Information Services; Consolidate this department with Transportation Infrastructure.

All services are important to me from the police to waste. The service that needs the most improvement or change is recreation.

Calgary Police Services, Transportation, Corporate Services, Community Services and Protective Services.

Police services--safety issues, Fire department--safety issues, Public Safe Communication--safety issues, Recreation--community and individual health and wellness issues, Planning Development and Assessment--having a vision for the future, Transportation--quality of life issues and business opportunities as a metropolitan center, Customer Service and Communication--access to information, services and appeals, Animal and Bylaw services--helping everyone to get along by living up to common expectations, without risking conflict from face to face confrontations.

Calgary's investment in quality of life for its citizens includes a thriving and accessible arts scene. The City's commitment to fund the arts thru CADA provides strong returns to Calgary's social and economic future. Calgary's investment in the arts sector is significantly lower than other cities-Toronto, Edmonton, Vancouver Montreal and even Ottawa and Winnipeg. This needs to increase and become properly funded. As important is the long-term investment in space, funding etc. City services that are important for the continued growth and development of Calgary's arts sector are: Support of CADA. The civic partner grant to the Epcor Centre. Support for the Public Library. Support for cultural tourism. Support for film and creative industries thru CED. Civic art collection. Museum of historical artifacts. New facilities for 700-900 patrons for musical events.

FCSS, Calgary Library, Police, Fire, Parks, Recreation, Roads, Transit, Community & Neighbourhood Services.

Fire Department – obvious, Police Department – obvious, Utilities - obvious. Need water, sewers, and garbage collection. Land Use Planning - someone's got to regulate and monitor development. Transportation - I take transit, and I ride my bike on roads and pathways, so I like the CTrain to run and bike-lanes to be marked. Parks - for the bike paths, and the nature.

Roads - as a cyclist who has lived and cycled in a few different cities. Calgary needs to make city road biking and driving more harmonious. This includes drivers ed. re: cyclists, ed. re: driving and cyclist rules. It would be perfect if both cyclists and drivers all knew how to do both - but that is impossible. This is a department that I will pay close attention to. Waste and recycling -- in comparison to the fire dept. is important to me because of present state in the world -- plastic islands . http://en.wikipedia.org/wiki/Great_Pacific_Garbage_Patch. There are better solutions we could help work towards -- including recycling -- more education and composting! \$34 mil in comparison to \$134 mil for Fire Department? Surely the gap could be smaller. A number or email/ forum where citizens (pedestrians, cyclists and drivers) can let workers know what blockade set-ups are dangerous or well planned -- and the dept. can let citizens know what's going on. I didn't see any mention of who really takes care of urban infrastructure, such as urban gardening (although I read this quickly to get it in before midnight!).

Infrastructure (utilities, roads, pathways, etc.) - policing - fire protection services - garbage & recycling services - parks & sports fields - recreation facilities (i.e. sports & fitness centers) - planning department

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(future development, building permits/inspections) - transit.

Fire. Police. Water. Sewer. Transit. Roads. Garbage collection.

Public transportation -- every world-class city has great public transportation -- and it starts from when you arrive at the airport! The C-train needs to go to the airport! Parks -- every great city has wonderful parks and public spaces -- Calgary is getting better, but needs to do more, recreation -- critical for everyone's health! Great cities have excellent land use planning and policy. Community and neighbourhood services -- we have to support everyone -- not just those who have lots of money. Another comment -- as a society we have to get our heads around the fact that raising taxes is ok. Everyone seems to think that all money spent by governments is wasted. Also way too many people want all the services but are not willing to pay!

Recreation - The operating grant from the City of Calgary to Calgary Arts Development funds a portion of the operations of Calgary's non-profit arts organizations. These organizations are integral in shaping Calgary as a vibrant and culturally engaged city and increasing the quality of its citizens. The support the City provides through subsidies and investment in dollars to festivals and events is integral in making Calgary a destination for tourists, which in turn boosts the economy in many ways. The capital dollars invested in the creation of cultural spaces will provide much needed space for our artists and cultural workers. This will create more complete communities and will provide more opportunities for Calgarians to participate in arts and culture events.

Policing because we need protection and safety. Fire department because they save people and property. Recreation because we need to have places to challenge and develop our health and mind. Infrastructure because it is the link for Calgarians' to be connected. Calgary Transit because we need another option of transport. Recycle because it is the right thing to do.

Calgary Police Service. Calgary Transit. Roads and Snow Removal. Public Safety Communications. Recreation. Water and Sewer. Waste and Recycling.

Transit, recycling, roads, policing, fire protection.

Transit, Parks (specifically bike paths, dog parks and other city parks), Animal and Bylaw Services, Calgary Fire Department, Calgary Police Service, Waste and Recycling, Land Use Planning.

Community Policing - safety and crime prevention in the inner city, LUPP - Heritage Planning and resource protection, Corporate Properties - maintenance of city owned heritage buildings, Roads - maintenance of sidewalks & boulevards, Parks - maintenance of natural areas & urban canopy.

Transportation, community services and protective services, 311, CPS, Utilities and Environmental Protection - These are services, which affect my life everyday and make our city an enjoyable and safe place to live.

The most important services to me are PDA and Utilities and environmental protection - because if we don't look after our resources we don't have a city to enjoy.

Calgary police services - specifically community policing as we have a need to feel safe and that our rights are being protected; community services and protective services specifically fire department to control emergencies; community and neighborhood services; parks to maintain our open spaces and recreation as they provide reasonable, fun activities for families; planning, development and assessment as we are a growing city and need to ensure we grow in a smart, sustainable way; transportation as a growing city need to ensure people can get around to where they need to be; and utilities and environmental protection to manage our waste and resources (i.e. water) to minimally impact our environment as possible.

Calgary police services, community services and protective services (fire department, parks, public safety communications, recreation), Corporate administration (finance and supply, law), Corporate services (customer service and communication, office of land services and housing), Planning, development and

4. What services provided by The City are most important to you? Think about the services you value and that make up the City you envision. Please identify them and explain why they are important to you. Please remember to review the Budget Kit Booklet before you answer these questions.

(154 responded and 211 skipped)

assessment (Land use planning and policy, development and building approvals), Transportation (Transportation planning, Calgary transit, roads), Utilities and environmental protection (waste and recycling services, water services).

Land Use Planning and Policy - they can design and help to plan for greater sustainability. Transportation Planning are responsible for Transit, which can have the greatest affect on sustainability. Parks provide the open space, allow for passive and active uses that a more dense population require. Transit -see above. Water Resources are effective in influencing Calgarians to use less water -which we know will be required in the future. Waste and Recycling. Calgary Police Services and the Calgary Fire department are services that we each require from time to time to ensure we are safe and have the services we need.

The two services that the city provides that are most important to our organization are: Planning Development and Assessment -Land Use Planning and Policy (LUPP) and specifically the historic planning function that works to identify, protect and manage Calgary's historic resources. Community Services particularly Parks and their role in preserving and improving cultural landscapes.

Transit, recreation centres, parks, anything connected to arts and culture, services provided in the community for youth, seniors, etc., police and fire transit - I'm currently taking the C-Train downtown almost daily; I haven't had any huge issues although the trains are packed and when it's really cold I seem to have to wait forever to get out of downtown. It seems there might be some planning issues that could resolve when trains run that may not cost additional dollars. I do believe that more attention needs to be paid to transit and transportation because if that's not working, a lot of other things aren't working. Rec centres - I think these are vital for communities and need to be kept affordable for everyone. Parks - I think any great city has a good amount of green space and Calgary has done a good job at the amount and quality of space. Arts and culture - this feeds a city's soul even if you get the people that say they're a frill; how can something that feeds a soul be a frill? It's vitally important that The City invests more in arts and culture and integrates into everything it does. I want to live in a great, vital, world-class city and what makes it that way? Great arts and culture, the spin-offs cannot be understated. Police and fire - of course these are vital when you need them; that being said, crime is dropping. I think that police and fire seem to have the loudest voices and the best scare tactics but frankly, I've seen some pretty wasteful actions by the fire department in particular in my job and I'm quite certain some better planning and reining in could be occurring.

Transportation.

Police Services. Fire Department/Services. Recreation. Customer Service & Communications. Calgary Transit. Roads. Waste & Recycling Services.

Police & Fire for the safety and security of the city. Bylaw services to deal with signage and graffiti violations. Roads - snow removal, street cleaning and repairs.

Calgary Police Service, Animal & Bylaw Services, Calgary Public Library, Calgary Transit, Calgary Fire Department, Parks, Infrastructure Services (Roads, etc.), Waste & Recycling services, Water Services, Emergency Services, Land Use, Planning & Building Permits.

Parks and recreation, transportation (roads, not bike paths).

This is very hard to answer. I certainly feel there are certain services that I really care about as a citizen. But, for example, I don't think anyone gets excited about the City's corporate administration, but you have to have it, you know? And just because I wouldn't put the Fire department as one of my top priorities, doesn't mean I want its budget to be slashed, obviously we need a good Fire Department. With that preamble out of the way, essentially what I want to see is a more community focused City. I want people to get out of their houses and get engaged. I want good public transportation, strong recreation programs and community and neighbourhood support. These things are important to me because I want to live in a City where downtown doesn't shut down at 5pm and where everyone drives to the mall on the weekend.

4. What services provided by The City are most important to you? Think about the services you value and that make up the City you envision. Please identify them and explain why they are important to you. Please remember to review the Budget Kit Booklet before you answer these questions.

(154 responded and 211 skipped)

The services that are most important in my personal life and I use regularly are the essential services provided by Water Resources/Services and Waste & Recycling Services. I also rely on Calgary Transit & Roads daily to move around the city by foot, bike, bus and car. Another service that I use regularly and absolutely cherish is the beautiful parks, pathways, urban forest and green spaces through out the City. I need to be close to nature daily to thrive and the Parks BU makes this possible. I appreciate the diversity of the major parks in Calgary. They provide different experiences of nature. 2.) Although I don't personally use the following services often (and some not at all) I realize they are critical for building strong, caring, inclusive communities and quality life for all Calgarians (especially underprivileged people): Office of Land Servicing & Housing providing safe and affordable housing, Community & Neighborhood Services, a variety of public transit, a wide variety of recreational opportunities, access to nature via parks, pathways, open spaces and an urban forest, Animal & Bylaw Services. Collectively these services address some of the root causes of societal problems that will reduce the need of expensive police services. 3.) It provides myself and many Calgarians with peace of mind and quality of life knowing that emergency services are readily available by calling 911 (PSC) which will result in access to Police, fire, EMS and animal & bylaw services. It's good to know that CEMA is ready to respond to disasters. 4.) I understand that in order to provide all these citizen facing services, there are many necessary and important supporting service providing governance (Corp Admin) and all the necessary infrastructure, information, technology, people and other resources required to provide the services (Corporate Services, Assessment, ESM). 5.) I also realize the need for planning and monitoring/controlling growth through the services provided by LUPP, DB an Office of Land Servicing.

Essential services – Fire, Police, Health Care, Emergency services – these services are important to any community or city and often taken for granted. 2. Infrastructure – Roads – Everyone needs to get around, and when people can do it pleasantly and efficiently, this makes for a quality city. Calgary has problems such as congestion and lack of snow removal – besides the inconvenience, these are also safety concerns. 3. Information – provide information services, often taken for granted 4. Water management / Recycling and waste management – I was very pleased when the city finally provided a city wide recycling program. The environment is important to everyone and I would put water management and waste management high on the list. 5. Recreation – parks/community/library/zoo – fun things to do in the city. Recreation and green space are part of healthy living and quality of life. 6. Transit – should be efficient, accessible and reliable. It should also be affordable and encouraged (I'm very happy to see parking is free again at c-train stations). 7. Assistance for Calgarians – affordable housing, Access Calgary (transit for people with disabilities). I believe as a responsible society, we as a whole, need to help those that may be less fortunate or struggling due to circumstance outside of their control. 8. Choice – availability of quality childcare and schools – give our next generation a good start. The availability of childcare gives people (usually women) the choice to work or stay home. With our limited availability of quality childcare, there is often little choice. 9. Urban Sprawl – this is a very real concern for a city like Calgary. I support that the city should NOT be paying for water and infrastructure for new developers (especially when this money is not recouped through property taxes). I also support the suggested changes to Secondary Suite regulations. 10. Airport tunnel – glad we are doing it. I don't believe it should be a toll road, unless you plan to make other city roads toll as well (poor idea). Why should roads for some be paid for with city dollars/taxes, and others have to pay tolls?

Effective Police and Fire dept., Road Maintenance, Recycling/Landfill services, 911, Support for the Arts, Parks & Recreation, Transit, and 311.

Police, because they maintain the order that makes everything else possible. Utilities and Environmental Protection. Community and Protective services, esp. Fire and Parks. Transportation, esp. transit. Planning and development approvals, because they help maintain the feel of the community as it develops, esp. heritage. Corporate Administration, esp. purchasing and archives.

Library, arts and culture including public art, bike paths/routes through the city.

4. What services provided by The City are most important to you? Think about the services you value and that make up the City you envision. Please identify them and explain why they are important to you. Please remember to review the Budget Kit Booklet before you answer these questions.

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Police, transportation, particularly transit, parks and airport.

Police, Community, Services, and Transportation.

Infrastructure - services - culture.

Public transportation, renewable energy, and fire department.

Police, Fire, Transit, Garbage removal, Roads, Recreation, Water services.

Customer Service & Communication. Waste & Recycling Services - recycling in buildings please! Land Use Planning & Policy - More parks, rec space, mix, and beauty through either heritage or art. Transportation planning - more sidewalks and transit services. It would be nice to have the option to not own a vehicle. Information Technology - it would be great if all services were accessible for booking/application online, instead of the strenuous paper way.

Police services and recreational services.

Skateboard Parks. It is where thousands of kids as well as myself spend every breathing moment if the weather permits.

Emergency services. I feel it is of the utmost importance for citizens to feel safe and protected. In a growing city, their budgets should NEVER be cut.

Water and Sewage Waste and Recycling programs. Fire Departments. Police services. Parks. Roads. Bylaw

Generally, most of the City Services perform a function of some benefit, but they are over staffed, and over paid relative to wages and benefits (especially when compared to the public domain).

Library..recreation...garbage.

Transportation is my priority. I'd like to see a pedestrian-oriented city and more roundabouts for traffic. My second priority would be planning, development and assessment for the reasons above.

The development of Calgary's "cultural infrastructure" is very important - it is what will take Calgary to the "next level" of world cities. One example of this would be the construction of a new central library that is representative of a young, progressive city, i.e.. modern.

Recreation, Police, and Fire.

Community and Neighborhood Services - the more we build community, the more resilient we become. Recreation - having facilities easily available. Parks - Natural green spaces are invaluable, along with the few groomed areas. Land Use Planning and Policy - It is critical Calgary uses its land in an effective way in regards to appropriate planning that is conducive to building communities (ex things within walking distance!), transit accessible, friendly to a diverse amount of people (pet owners, gardeners, seniors), and sustainable (water capture, local food production, trees to promote clean air and water cycles, etc.). Calgary Transit - I LOVE Calgary transit! Environmental and Safety Management (need I say more?). Police and Fire for when things go wrong. Animal and Bylaw Services - Calgary is blessed by our progressive Animal Services department. As we continue to move towards local food (including things such as chickens and bees) Animal Services will be critical in ensuring there is a balance to protect the community and protecting the owner; just like for dog and cat owners. Lastly, Corporate Administration is necessary, and therefore appreciated.

Calgary Police Services - important to have a safe community. Animal/Bylaw Services - we have a dog and I feel better knowing that he has a license and if he ever goes missing there is an agency that would look after him and contact us to let him know that he has been found. It's also important to ensure that people are responsible pet owners. Calgary Fire Department - Safety. Parks - We make good use of the parks

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that are provided in Calgary. They are valuable for maintaining a healthy population (space to walk & play) as well as for building community. They also add beauty to our neighbourhoods. Recreation - for promoting inexpensive options to maintain a healthy lifestyle, and encouraging people to engage in their communities. Calgary Transit - important to provide options to Calgarians other than driving. The city that I envision is walkable and has many alternative ways of transportation. Roads - necessary to maintain our city. Environmental Safety and management - important to make changes to the way that we live in order to preserve our clean environment for future generations. Transportation planning - important to be constantly striving to improve our options in this city, as well as monitoring what is working. With the expanding population, it is important to have a plan in place. Development & building approvals - important to maintain standards and safety. Infrastructure and information services - important to have a system for gathering information and making measured decisions. Community & Neighbourhood Services - I believe strong communities are very powerful for quality of life as well as crime reduction. Many of the other services are necessary for our city to function properly, but the services above are the most important to me. Some of the other services listed support other areas listed above.

Police Services, Planning, Development and Assessment, Fire Department, Transportation, Environmental and Safety Management, Waste and Recycling Services.

EMS, Police, Fire, Transportation, Library, Parks, and responsible-efficient Council.

Emergency Services, Parks and Recreation, Transit, Affordable Housing, Infrastructure (Roads, Buildings, Housing).

Police Services, Fire Department, Recreation, Transit, Roads.

Education.

Transportation: Believe that public needs a reliable system with enough buses and trains to accommodate Calgarians needs. Finance and Supply: The city to have enough money to run the budget, but also to avoid waste so taxes do not increase. Calgarians need responsible fiduciary spending by the city. Human Resources: To hire enough employees to take care of all the public services and resources within the city, from parks to public transit. Calgary Emergency Management: To enable the EMS paramedics to better cope with the increasing demand for emergency treatment. To have a hiring practice that covers all shifts and to have the teams be available instead of being expected to "treat patients" once they bring them to the hospital. Community and Neighbourhood: To assist youth in having programs that enable participation, even when they cannot afford it. Something beyond hockey, swimming and sports that cost a lot of money. To enable youth to be involved rather than hang out at the malls and on the streets.

Calgary Police Services - a key element in controlling behavior that is unsafe or detrimental to communities. Community and Neighborhood Services - the area where we can get the biggest bang for our buck in terms of increasing economic productivity, helping people improve themselves, and strengthening our communities. Calgary Fire Department - an essential service. Public Safety Communications - an essential service. Parks & Recreation - key in maintaining health and happiness. Land Use Planning & Policy - the way we ensure the most productive and sustainable city. Calgary Transit - the area of greatest benefit in terms of increasing mobility, saving tax dollars, making efficient use of land, and increasing productivity. Water Resources/Water Services - essential services.

Utilities & Environmental Protection. Transportation. PDA. Corporate Services. Corporate Admin Community & Protective Services. Calgary Police Services.

Most of them are equally important and necessary.

Calgary Police Service and Calgary Fire Department - safety is vital to any city; Recreation - encourages families to get involved in their city at a young age; CS&C - citizens feel their opinion matters through 311; Calgary Transit - having a world class transit system will bring and keep people in this city!

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All of the services the city provides are of course important. For me, the ones that I think about a lot are the recreation services -- particularly art, public art, and funding for arts in Calgary because it makes Calgary vibrant and interesting and attracts the Creative Class; also the Library is very important to me; and another is Communications because Open Data is very important to me and I think with widening the amount of open data some other city issues could be alleviated. Some of the communications functions and building of specific communications could be taken on by citizens. Transit is also very important to me as I am an avid transit user. I have a problem with the next question because there are like 800 ways that each service is important. Policing is important etc., I'm not going to say it isn't, but do I think a lot of extra spending there is the best way to improve Calgary? No. So there are services that are vital but that don't need as much improvement. So that's reflected in my list.

Essential services (fire, police, waste); parks (create beautiful, livable city); transit (use daily).

Calgary Public Library: Libraries are so important to society and are central to democracy and centres of lifelong learning. We NEED a new central library. Calgary Fire Department: The fire department is a key city service. We need more firehalls, resulting in better response time. The fire department provides so many services to the community. Land Use Planning and Policy: Heritage Services are so important for a vibrant exciting city. More resources need to be directed to this area, to preserve our historic resources for future generations. Calgary Police Service: Safety is often dependent upon beat cops walking the streets, and the more beat cops we can have, the better off we are. Parks: Green spaces are important public gathering places, and necessary for quality of life in a growing urban city. Community and Neighbourhood Services: Community Associations are the heart and voice of the community, and need continual support. They should also feed into the city planning and decision-making. Calgary Transit: A future centred city is one that has amazing public transit. It is available 24 hours a day, in all the neighbourhoods of the city, and is a viable choice instead of driving. Transportation Planning: We need fewer roads, and more bike paths and bike corridors. Streets need to be designed for people and not cars. Waste and Recycling Services: We need to up our recycling initiatives, so that we have composting and recycling for apartment buildings.

Police & Fire - safety & security are important to my family and me. Good quality drinking water and regular garbage pick-up with good recycling options. (Although it may be worth looking at making garbage pick-up less often. With the intro of the blue-cart, as a family of 4 we rarely have a black cart full on garbage day once per week.). Environmental protection especially ensuring that old contaminants don't affect new developments. What's happening at the Gas Plus in Bowness? Quality green spaces and recreation facilities. Probably need an Assessment group to collect taxes. Quality green spaces and recreation facilities. We live in the SE (Douglasdale) and must travel across the city to have access to fields and rec facilities. We have a wonderful home - pay significant taxes but feel like 2nd class citizens when it comes to having access to even basic rec facilities without significant travel. Don't really like the next question. We need a bundle of services - one isn't necessarily more important than the other but those listed reflect my bundle.

The most important municipal services for the Calgary Heritage Initiative Society (CHI) are those that focus on maintaining and preserving the city's built heritage. These fall primarily under Planning, Development & Assessment. The Calgary Heritage Strategy, published in 2008, provided a solid heritage framework. Citizen engagement through "Imagine Calgary" and "Plan-it Calgary" created a foundation for what the city can be in the future. These documents form the basis for subsequent initiatives that ensure the integration of Calgary's built heritage into its future. Also of importance to CHI is oversight of the city's inventory of heritage resources. Currently the city's heritage department manages this, and the process of nominating buildings and sites to city council for the heritage inventory is facilitated through the Calgary Heritage Authority (CHA). The inventory identifies sites that may be eligible for historic designation, which is another significant step to ensure historic preservation. The services provided by Corporate Properties & Buildings (CP&B) are also of importance since this department has responsibility to ensure the ongoing maintenance and viability of city-owned heritage properties. The work of the Parks Department, particularly with cultural

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landscapes, has been of great importance in recent years related to projects like Central Memorial Park, Reader Rock Garden and the 13th Avenue Heritage Greenway. These projects are both valuable in their own right and complementary to related built heritage.

Public transit, parks and rec., library and senior services.

Road transportation infrastructure maintenance and upgrade - The foundation: commercial arteries of a city cannot function without good roads!

Safety, transportation, planning.

Forcing a selection from a list defined by city bureaucrats will not likely lead to any significant changes in behavior or improvement in service delivery. The big opportunities will result from identifying organizational redesign to improve Citizen focused responsiveness across business units. Why don't you start by listing all of the services in a single list (not according to organization), then group them by value provided (as seen by citizens, not vested city hall managers entrenched interests). The results of the current approach are already biased to maintain the status quo, with maybe a little tweaking, but more likely people patting themselves on the back and saying "we're OK Jack".

Transit, police, parks, 311 and planning.

The services that provide essential basics to a community (roads, infrastructures, water, communications, safety, library).

All the services within the city of Calgary are important. The ones that keep us safe such as CPS and Fire Department. The ones that keep us moving like Utilities and Transport. And even the ones that collect our money in taxes.

Parks - I have 2 children who are involved in many sports and recreation activities. Well-maintained facilities and parks are important. Police services: obviously important to maintain safety and order in a large city. Community and Neighborhood services: Important to assisting those most vulnerable in our society, elderly and youth. Planning, Development and Assessment: important in keeping a balance between growth and change vs. sustainability and realistic growth. Recreation: Facilities to service the growing population are important. Fire Department: again obviously needed to respond to emergency situations.

Obviously fire and police. Parks - places to walk, natural areas, off-leash parks. Waste and Recycling services - moving to more recycling and less waste. 311 - love the one-stop shopping. Much more efficient and comfortable to talk to someone (who can direct me to the right place, answer questions, solve problems) rather than searching phone books, online, etc. only to start at the wrong place anyway. Transportation - primarily public transit. Recreation - quality pools and fitness centres at a manageable price.

I don't think it's appropriate to create a hierarchy of city services. All city work is important.

Transportation.

Community & neighbourhood services, parks & recreation, transit, land use planning, transportation infrastructure, waste & water.

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Understanding Values and Priorities Phase 2

Online Discussion Guide

Answers provided during March 15th to April 22nd, 2011.

Part: 2 of 4.

Responses Questions: 5 to 8.

Total Number of Opens, 365 (responded to the first question).

Note: Not all respondents answered ALL of the questions. The questionnaire page concerning Calgary Budget Engagement Priorities had response numbers ranging from 123 to 163.

5. From your list above, please rank the top five City services in order of priority (1 being most important)

(161 responses to the first priority, drifting downwards to 141 respondents for the last. 204 participants skipped the question)

First Priority	
19 Calgary Police Service	Cultural and community services
16 Calgary Transit	DBA illegal suite enforcement with fines
8 Police, fire and all emergency responders	Duty to provide protective and safety services
7 Transportation	Education
5 Land Use Planning and Policy - LUPP	Emergency Services
5 Recreation	Emergency Services - Fire and EMS, Communication Centres
4 Fire	Essential public services-police
3 Police Services & Fire Department	Essential services for all Calgarians: Water, Waste & Recycling, Transportation
3 Public Transportation	Family and Community Support Services
3 Roads	Fire & EMS
2 Calgary Arts Development Authority - CADA	Fire/Police/Emergency/Health Care services
2 Calgary Public Library	Fleet Services
2 Calgary Transit & Access Calgary	Increased Support for CADA distribution
2 Community & Neighbourhood Services	Infrastructure
2 Community Services and Protective Services	Investment and support of Calgary Arts Development
2 EMS	Library and low cost senior services
2 Library	Live within current budget and rationalize expenditure.
2 Parks	Avoid buying votes with taxpayer dollars. Alberta is known as a fiscally responsible province that creates surpluses for the hard times and rebuilds them as soon as it can not a pigs' trough where "taxpayer money" is considered a free good. Dare to be intelligent and responsible not necessarily popular, even if you are
2 Parks and Recreation	
2 Planning Development and Assessment	
-LUPP - Heritage Planning and preservation	
2 Policing/Ambulance/Fire	
2 Public safety	

<p>2 Water 2 Water and Sewage 2 Water Resources/Water Services Arts Arts and Culture BYLAW DBA illegal suite enforcement Calgary police services - community policing Community Services Community Services -Protection, Emergency, Safety Coordinated infrastructure development in response to population growth. This means all infrastructure - roads, water, sewer, waste, data communications, public transit, parks, security, libraries, shopping, Corporate Administration Corporate Services (this is building the base Foundation for the city and it provide important info to the public on the different available services, etc.).</p>	<p>elected there may be enough intelligent electorate to re-elect you and create a legacy to be proud of in the process. A.K. Ralph Klynn LRT growth PDA Planning Planning, Development & Assessment (PDA) Police & Fire Department/911 Police and safety Protective services Prudent use of tax dollars Skateboard parks Sports facilities - Especially soccer and hockey. The City's grant to Calgary Arts Development and it's flow through impact into Calgary's arts sector. The continued capital investment for cultural infrastructure, to promote engagement in cultural activity by Calgary's citizens and attraction to visit from tourists. Transit/Transportation Transportation - cycling infrastructure and Calgary Transit (and integration between the two). Transportation Planning Water sanitary storm</p>
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Second Priority		
<p>11 Police 10 Fire Department 7 Transit 6 Parks 6 Transportation 5 Waste & Recycling 4 Calgary Fire Department 4 Calgary Transit 4 Water Community services and protective services – 3 fire dept. 3 Planning 3 Planning Development & Assessment 3 Recreation 2 Arts and Culture 2 Community Services 2 Finance & Supply 2 Infrastructure 2 Police/Fire 2 Roads 2 Sewer 2 Utilities and Environmental Protection 2 Waste 311 24 hours transit 700-800 seat music hall Allocation of funding to highest value projects across business units. The current approach of giving each BU a bag of money for their own</p>	<p>Fleet management/roads Housing Infrastructure - Roads Infrastructure in General Leisure & recreation Libraries LRT Parks - clean, accessible Parks & rec and arts support Parks and rec. - trails and free access to facilities. Planning and development Planning for a sustainable city Providing city services at no cost to festivals and events. Public Library Public Safety Public transit Public transportation, including roads Recreation - arenas, pools/leisure centres Recreation Services Recycling Renewable energy Road Maintenance Roads - Snow removal, street cleaning, and repairs Roads – congestion, snow removal, safety Services that makes quality of life accessible to many Calgarians: affordable housing, community & neighborhood services, a variety of recreation opportunities, nature & beauty through the urban forest, parks, pathways and open spaces. Social Inclusion</p>	

<p>personal disposal every 3 years is wasteful. Arts and culture investment and integration Bylaw Calgary arts Calgary Heritage Authority/Heritage Planning & Land Use Policy Calgary Police Service Calgary Public Library Civic partner grants to the EPCOR Centre Community Services and Protective Services - Fire Community and Neighbourhood Services Community Planning and Development Community Policing Community Services – Parks Planning and Preservation Corporate Administration Corporate Properties & Buildings Corporate Services Cycling Duty to provide utility and transportation services. Education Environment Environmental protection & enhancement (look it can be your legacy!).</p>	<p>Special needs housing Supports to social services The city's commitment to an infrastructure prioritization process that includes community infrastructure – CPRIIPS, MSI cultural and recreation funding. The operating grant money that Calgary Arts Development receives from The City of Calgary to fund not-for-profit arts organizations. Transportation - Transit Transportation (Transportation planning, Calgary transit, roads) Transportation planning Transportation Services (this connects the different communities to each other) Utilities & Environment - specifically Water Services, Waste & Recycling. Utilities & Environmental Protection Water and sewer Water services</p>
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<p style="text-align: center;">Third Priority</p> <p>14 Fire 11 Roads 8 Parks 7 Recreation 6 Community Services and Protective Services 5 Parks & Recreation 5 Police 5 Transit 5 Transportation 5 Waste & Recycling Services 4 Calgary Transit 3 Calgary Police Service 3 Community and neighborhood services 3 Environmental services/protection 3 Public Safety Communications 3 Water 2 Calgary Housing Authority 2 Fire and police 2 Land Use Planning and Policy 2 Land Use Planning and Policy - Heritage Planning 2 Snow clearing 2 Transportation Infrastructure 2 Utilities and environmental protection 911 Bike friendly city Calgary Arts and Culture Department through ArtsCan and This is My City.</p>	<p>Increased funding for Calgary Zoo Infrastructure - Water/Wastewater Services Infrastructure and waste management Investment into the transit system to make it a viable and affordable option of transit in the city. Library Low cost public transit fares for seniors. Mobility Open green spaces Parks - pathways, parks, playing fields PDA - Planning Planning Development and Assessment – Development and Building Approvals – review of development proposals and oversight to protect heritage resources. Planning, development and assessment. Police and EMS Prioritization process for community and cultural infrastructure through CPRIP and CADA's Art Spaces Strategy. Protection of precious things, specifically people, water, air and land resources. Provision of parks and public gathering spaces that can support the activity of community led festivals and events. Public Utilities Recreation - Socializing activities for Calgarians of all ages. Recreation/Culture Reduce/eliminate Urban sprawl (connects with # 1 & 2). Roads – congestion, snow removal, safety.</p>
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<p>Calgary Public Library City Planning and Development Community infrastructure Construction Corporate Services Customer service and communication Development & Building Approvals Drop In Centre and services for homeless people Duty to provide information and access information for Citizens. Education Emergency call centre. EMS Environmental and Safety Management. Family and community services Garbage & Recycling Human Resources</p>	<p>Safety communication Services that provide peace of mind and safety: 911 access to Animal & Bylaw services, Fire and Police as well as planning for & responding to disasters. Street and facility maintenance Support for Arts & Recreation Transportation - both Roads and Transit Transportation - Transit Transportation infrastructure and funding Transportation Planning Utilities Utilities & Environmental Protection Services (this provides life to the city) Utilities and environmental protection (waste and recycling services, water services) Waste Youth, education, health & fitness, employment, safe Environment.</p>
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<p>Fourth Priority</p>	<p>New main public library Other Transportation services e.g. Planning, Infrastructure, Roads. Parks & Recreation (more facilities & spaces not more programming staff). Parks/bike-paths Planning Planning Development and Assessment –LUPP – developing plans and policies to permit new development that supports existing buildings and communities Police Services - keeping Calgarians safe in their Communities. Police/Fire Public Safety Communication Public standards Rec facilities and programs Recreation/Parks (equal priority) Recreation/Parks/Community Roads and Snow Removal Security Senior care and access Services that plans for, directs and monitors/controls growth of the City: LUPP, DBA and Office of Land Serving Sewer Social Services Stimulation of business development by providing a single wicket to help a business get started and become fully productive. Need to act as a coach through the whole life cycle, not just constantly refer people to "next wicket". Service needs to be proactive with the end in mind of getting the business to be successful, rather than showing the sequence of hoops that need to be jumped, and saying good luck with that.</p>
<p>10 Parks 10 Transportation 9 Roads 7 Transit 6 Calgary Police Services 6 Fire 6 Police 5 Recreation 4 Utilities & Environmental Protection 3 Calgary Fire Department Community & Protective Services 3 (CSPS) 3 Parks and Recreation 3 Waste & Recycling Services 2 Animal and Bylaw Services 2 Bylaw enforcement / Services 2 Emergency Services 2 Land Use Planning & Policy 2 Planning, Development & Assessment 2 PSC 2 Public Transit 2 Recycling 2 Road Maintenance Affordable housing and animal services Airport Calgary Emergency Management Calgary Festival and Event Policy support – especially reduction of rental costs for new music festivals. Calgary public libraries City Transit Civic partners - libraries, zoo, museums, parks Corporate Services CPS & CFD</p>	

<p>Customer Service & Communication Development & Building Approvals Duty to collect taxes to pay for services Education Efficient management Enhance safety & security Environmental Fire, Emergency Services, Police Garbage and recycling services Grant support for all civic partners Information Technology Land use planning - long range planning to reduce impact and infrastructure cost. Landfill and Waste Management</p>	<p>Support for civic partners (EPCOR, Calgary Tourism, CED, Library) Support of civic partners such as Calgary Public Library, EPCOR Centre for the Performing Arts, Calgary Tourism, Calgary Economic Development and Calgary Arts Development. Supports for arts Services provided by Community & Neighbourhood Services The Public Art Program & Civic art collection Traffic Transportation - roads & transit Transportation - specifically Transit Transportation planning and department-wide services Utilities Utilities - water, sewer, waste, electricity Water</p>
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<p style="text-align: center;">Fifth Priority</p> <p>9 Parks 8 Recreation 7 Transportation 5 Community and Neighbourhood Services 5 Planning, Development and Assessment (PDA) 4 Police 4 Utilities and Environmental Protection 4 Waste and Recycling Services 3 Animal services 3 Calgary Police Services 3 Calgary Transit 3 Corporate services 3 Customer Service & Communication (CS&C) 3 Fire 3 Land Use Planning & Policy 2 Garbage & recycling 2 IT 2 Planning 2 Recreation Facilities 2 Recycling 2 Roads 2 Snow removal 2 Transit 2 Utilities 2 Water Resources / Water Services Animal and Bylaw Services Arts Assistance Programs for Calgarians Be transparent and accountable a.k.a. no P. Lividitis deals that cost taxpayers and minimize objectives, in this case low cost housing, or the unwanted, unnecessary "Peace Bridge" as a lasting tribute to a Mayor who exemplifies what you should abhor. By-law enforcement City planning</p>	<p>Duty to expend revenues in a effective and efficient Manner. Education Emergency services such as police, fire and EMS Engage citizens in the choices to be made in a manner that encourages participation. As an example, this activity started off on the right foot, but to expect citizens to invest the time to read 18 pages of status quo statements is going to lose most participants for 2 reasons. First, they will see that it is just an exercise to justify what city hall is already doing, second it hinders creative thought. Environmental Protection EPCOR Centre ESM (Safety Management section) Finance and Supply Fleet Garbage Removal and Water services Heritage and parks management. Library Planning, development and assessment (Land use planning and policy, development and building approvals). Police and fire Police Services (too much into self-advocacy). Protective services Public Art Program Public Health Public Safety Communications Public spaces Recreation and Parks Recycling/environment Recycling/Landfill Sanitation Support for civic partners Support for the East Village revitalization to create a vibrant, unique neighbourhood that can attract</p>
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<p>City recycling program Community Services & Protective Services (this completes the whole picture). Corporate Corporate Admin Corporate Services - specifically Customer Service & Relations Corporate Services –Corporate properties and Buildings – management of city owned historic properties. Council's strategic Initiatives fund for supporting one off events and celebrations. Customer Service & Communications, Land Use and Planning, Development approvals - ensure high quality, sensible, progressive development. Disaster planning</p>	<p>families to reside in the city centre and create a magnetic culture and shopping district. The city administration The City of Calgary's work including the arts such as the City's Art Centres, ArtsCan and This is My City, which builds more complete communities. The various planning divisions (I don't know enough to rank them individually) Transportation planning Transportation, bike lanes Utilities & environmental protection Vibrant City Water Resources Water Services Water, waste and recycling Without the following important support services none of the above would be delivered as well as they are not (or at all): Corporate Services and Corporate Administration.</p>
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6. Which City services do you think are working well? Why do you think they are working well?

(160 respondents and 205 skipped)

Recreation. Why are there 57 Ice Arenas (serving ~13,000 minor Hockey players) and only 7 indoor soccer fields (serving ~10,000 minor soccer players)? The quoted 660 outdoor soccer fields are used for a MINORITY of the calendar year, and are subject to inclement weather. A significant portion of the 2010 outdoor season (for minors) was rained or snowed off (April, May and June 2010) and the 2011 season has already been delayed until mid-May 2011 due to frozen, snow covered fields. There is a significantly unmet need for more indoor soccer facilities in Calgary!

Transportation - follow through on stated priorities of bike and pedestrian traffic with concrete action. Land use planning - translate the long range planning exercises carried out into tangible policy/bylaws and real action.

Garbage collection - seems to me to be run inefficiently.

Transportation and land use need to work together to reduce urban sprawl and reduce Calgary's reliance on automobiles by providing more and better transportation options in line with Plan It Calgary.

First and foremost is transportation. It is beyond pathetic. I take a bus and train for my commute every day, and EVERY day the transit service has a breakdown of some sort. It costs me so much money every month in lost wages, that I'd be better off parking downtown. The frequency with which the LRT is derailed is astounding and pathetic. How do other cities do it? I'm sure there are other northern cities that have figured out transit logistics and we should benchmark after them. I don't know enough about transit to suggest meaningful improvements, but something needs to be done. I'm assuming the Planning, Development and Assessment Department is responsible for approving city planning, and if so they get a big F both for urban sprawl, but worse for incomprehensible urban design, such as the horror show and laughingstock that is Westhills. To navigate that area without a GPS and a prayer is ridiculous. The fact that is what was built recently is embarrassing. To reduce congestion on city roads, the lights should all be analyzed by a traffic flow specialist, and lights should be synchronized. I cannot stress enough how much time is wasted slowing and stopping every 50 feet because someone can't figure out how to manage lights and traffic. Never mind greenhouse gases. We also seem to be the only city in the world that builds a lovely overpass and sticks four sets of lights on it. Who is the logistical genius behind that one? Or the memorial to Deerfoot interchange, or I could go on. The Corporate Services Department has a lovely story about helping a low income citizen, but from having low income friends I know for a fact what a bureaucratic nightmare it is to apply, get approval for, and move into affordable housing. So bad that it's not even worth it. And if the Homeless Hilton was this departments responsibility, then thanks for making us an expensive laughingstock. Calgary Police Service - I'm on the fence about. I know they're necessary, but anecdotal evidence suggests that they purposefully seem to hire unintelligent bullies, who fail to understand who pays their salaries, and whose motto is too often forgotten. Room for improvement, starting with an independent investigative body for allegations of misconduct. Police policing themselves is a sick joke.

6. Which City services do you think are working well? Why do you think they are working well?

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I'd like to see more planning for the SE LRT, and studies with PD&A as well as transportation to address long term mobility needs.

When I see the amount per capita the City spends on arts and culture compared to other major cities in Canada, it is an embarrassment. Even Edmonton spends more. Clearly this is an obvious area for improvement. 2. Having spent time in a number of major North American cities, we need to emphasize the things that make Calgary a more affordable and walkable place to live. Lets get people biking to work, spend on our parks so that they are viable recreational opportunities and encourage green space downtown near cultural and arts venues.

I mentioned above that there might be a greater ridership on the LRT if people didn't feel vulnerable in the stations. I have recently had reason to be connected with the City's development and planning department and found that I had to call several different people before I could get an answer and even then it was far too awkward. Other areas for forms are also difficult. For example, you can get criminal checks by going downtown only which takes a great amount of time out of a person's day and is costly. Why wouldn't all of the police district stations be able to handle those requests? I often hear from people that forms are far too complex--unnecessarily.

Transportation and infrastructure, it should be self-sustaining.

Parks & Rec (more arenas) & arts/theatre/film/etc. They definitely need to enter the future and develop more LRT/fast transit/airport train etc. We are behind on these for a modern city.

Specific to my neighbourhood (Montgomery), I notice lots of graffiti, which I believe could be abated by an increased police presence specifically Fri-Sun 1-3am. As well, I notice that streets/sidewalks and other public features are getting quite run down.

Transportation Planning and Department-wide Services: I'd like to see this department expand the cycling infrastructure of the city in order to encourage more people to cycle into the downtown and around in general. We seem to be lacking quality bike infrastructure to get cyclist around the downtown and surrounding area in a safe and organized manner.

Waste & Recycling Services: I'd like to see them expand into some sort of composting program across the city in order to harness this resource, which is currently ending up in the city's landfill. Infrastructure & Information Services: It would be interesting to see this department or others invest in developing this city's energy generation capacity through subsidies for renewal energy likes solar.

Calgary Transit! As the city grows, transit must grow. Despite performing well, it will need to continually expand. Better transit will also allow for higher population density, as we all know. Calgary needs this, badly. The entire PDA department. *I realise this may be unfair* as I know next to nothing about urban planning, but as I am starting a family and looking for an affordable place to live, I can't help but remark that the new communities in Calgary are... well, hideous. Old communities downtown are too expensive to live. There are nowhere near enough nice, livable condominiums and townhouses near transit. I rent in Renfrew/Bridgeland currently and don't see any reason newly built communities cannot have this level of engagement for their residents. Drive into Calgary from the West, watch the cookie-cutter houses roll out as far as the eye can see, and tell me honestly if that is somewhere you want to live. Environmental & Safety Management is also critical to the success of this city. Economically it does not make sense to continue on the "non-green" course we are taking. As a wealthy city based in oil, Calgary really ought to keep working on improving our green policy for when that bubble bursts. This is a long-term goal.

Land Use Planning & Policy - Implement the concept of developer/owner pays when it comes to the expansion of the City. Specifically the City should have a policy outlining all infrastructure reasonably required for a new community and the organization proposing development of the community should build that infrastructure to City standards. e.g. Recreation Centres, Ice Rinks, Community Halls, Real Parks (not linear parks), Fire Halls, Local Police Stations.

Parks - continued focus on alternative/sustainable/healthy maintenance regimes. Parks & Transportation - work on supporting bicycling and alternative transportation - making transit efficient and user friendly. Parks & Recreation - continuing to expand, develop & maintain indoor & outdoor recreation & sports facilities. Water - focus on education on stress on the water supply. Waste & Recycling - implement organics/composting program.

More support is needed to social services. Calgary Housing has a long wait list. More housing and more subsidies are needed. More support for arts is needed - more money to grassroots arts organizations. More subsidies are needed for recreation programs, arts programs, so people living in poverty can access programs. Some people can't afford to pay anything but a nominal fee. Low-income bus pass is very important and the fee should be low enough for people living in poverty to afford, including people on AISH. Access Calgary - more handibuses are needed and more dollars for taxi service so people with disabilities can get where they need to go. More bus service is needed in evenings and weekends.

Allocation of funds to infrastructure projects e.g. Peace Bridge is much too expensive; it isn't important to us to be

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considered to be living in a "world-class" city as dictated by architectural marvels designed by the world's most expensive architect. Management of city employees, overall, particularly in those occupations that tend to be life-long. Managers should ensure that employees are working productively, and if not, help the employees find a job in which they feel motivated to work. Continuously strive to improve all business processes to ensure that they are as efficient and effective as possible. This extends across all city services. Reexamine policies to ensure that they are meeting the proper objectives. For example, some Information Technology projects are resulting in huge expenditures that are unnecessary. Listen to City employees. Most are highly intelligent and want to deliver excellent customer service. Create an environment where they feel that they can effect change by encouraging them to look for improvements, listening to their ideas and implementing them. City employees know where the inefficiencies are; the citizens of Calgary don't have this inside knowledge. What we don't see (the inner workings of the City) is where the real opportunities lie for ensuring that taxpayer money is spent wisely. Fitness Centres should offer more drop-in classes. Annual pass prices have been increasing while the number of drop-in classes has been decreasing with more pool and fitness studio time allocated to registered programs that require an additional fee. It feels like pass users are getting nickel-and-dimed. Also, the Churchill adjustable depths teach pool has had many mechanical problems over the years resulting in long periods of unavailability and, I presume, expensive repairs. It's time to cut our losses and put in a regular deep pool! This is an example of where management has failed to make a difficult yet necessary decision.

Transportation - eliminate useless traffic calming measures that wasted a huge amount of tax dollars to install.

Animal and Bylaw services: Revised structure to penalize repeat bylaw offenders (i.e.: snow removal). Currently, people know that bylaw officers will eventually come around and give you a warning. Many people don't act until after warnings. Repeat warnings need to be tied to a penalty. Further, streamline bylaws. Too many of them that can't be policed. For example, what's the purpose of a no smoking bylaw on transit platforms when no one enforces this (I'm not a smoker by the way). Finance & Supply: A more robust Contract Management program for the city's suppliers. City is often hit by overruns - need a group of people who work with suppliers on a daily basis to get best value for taxpayers. Fleet Services: I may have misread, but I think they collect the garbage? If so - stop forcing bins on me! Fact is that blue bins existed in the private sector before the city took this over. Few households participated because they weren't interested. Now, city forces me to have multiple bins and to pay for the privilege of having a blue bin.

Transportation services need to be affordable and efficient. Please keep the prices as low as possible to encourage ridership, and have busses running regularly and often. If necessary, subsidize it with parking fees or even road-use fees. Please keep low cost seniors passes. They encourage seniors to take the bus and leave their car at home, helpful to all of us. Low-income bus passes could be made more equal to seniors rate, including an annual pass for those who are on AISH or similar. I'm not convinced that we need to spend as much as is currently allocated to public art, but for sure it should be used to support and encourage local artists only. Our artists are struggling, so why support distant artists.

The city needs to add to the stock of affordable housing and I was sorry that secondary suites wouldn't be available all across the City. Though it's wonderful that the City supports the FCSS program, but the tremendous value we get out of the services FCSS funds, we should increase our level of funding in that area. We can always use more and better public transit. And our need for a new downtown library is obvious and must be a priority for Calgary.

Transportation: Park & Ride - pay for use. Ensure optimal use (ridership capacity grossly over need for the majority of the day (articulated buses outside rush hour and multiple cars in LRT outside rush hour).

Calgary Transit- We need to have a long-range transit plan and a long range funding plan. Too much planning seems to be ad hoc and too often results in less than optimal results. Parks could also be improved. There is very little focus on pedestrian infrastructure and things like sidewalk quality.

Anything that can make Calgary a more affordable place to live, experience and work in for Calgary's artists, youth and anyone not working within the booming corporate sector (i.e. more affordable and convenient transit, subsidized home and rental accommodations), increasing arts funding; we are at the low end of the scale when it comes to per capita arts funding. Increased investment in the arts will make happy, community driven artists who can support and add to the dream of making Calgary a cultural capital in Canada and the world, as well as an economic capital

The regulatory environment that makes organic growth of many community led sectors such as the cultural sector needs to be streamlined or in some cases relaxed to allow the City to flourish through the strength of its community. We remain at the bottom of the pack in peer cities on a per capita funding of the arts. This needs to change so that Calgary can take its rightful place as Canada's next big cultural city.

Parks and Recreation- I think we need to step outside the box more when developing parks and recreation programs. Not just doing the same thing that has always been done. Also making spaces green that you would not expect like the renovation of memorial drive that should be done on other roads and make Calgary a green, beautiful city rather than just

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seeing cement everywhere. I would like to see more trees and plant life placed on major roadways such as Macleod trail coming out of downtown going south, Glenmore trail coming off Deerfoot etc. Just the design of things in general could be improved to make the city more beautiful. I would also like to see the gravel on the roads in the spring cleaned up better; it looks awful and causes damages to vehicles.

Planning, Development & Assessment: Not sure there is a coordinated plan that is in the best interest of a future Calgary. Developers seem to have a free ticket to close roads, build new neighborhoods, when existing ones could be revitalized, and seem to be driven by a profit motive (not a bad thing) at the expense of the greater vision (which is a bad thing).

Customer Service and Communication - I think more communication about community events would be helpful, letting people know what's going on in their community and how they can get involved, other than signs on the roads. You see the sign when you're driving, but you never remember to go home and Google the dates and times of the events or put them into your calendar.

Bike Lane planning. I really want to rely on my bike more as gas prices rise. I'd like more separation of vehicles and bicycles as well as some for fee or free showering facilities.

Transportation planning is doing a poor job of meeting the need of non-motorized users - specifically cyclists. We need actual bike infrastructure, such as separated bike lanes in the downtown and beltline areas. Bike racks on all buses would also be a good move.

Implementation of policy (moving from MDP/CTP ideas into real-world outcomes). Infrastructure funding for public transportation projects could be increased (i.e., SE LRT line). Animal services receive very little money. Recycling is not available in apartment buildings and office buildings. Bike lanes downtown (outside of the river pathway) are almost non-existent. More focus on pedestrians and pedestrian environments.

Parking downtown has to be made more affordable for the middle income Calgarian. Without easy access downtown for middle income Calgarians, senior's arts organizations cannot flourish. The Calgary Parking Authority must reduce their costs, street parking downtown should be free on Saturdays (to encourage people to come downtown), reserve parking should be eliminated and private lots should be encouraged to stay open off hours, weekends and holidays. The high cost of parking has become a barrier to entrance into downtown and has been one of the biggest causes of struggle for arts and cultural organizations, as well as small businesses. By making parking more affordable Calgarians will be encouraged to come downtown which should encourage the walkability of downtown. The City needs to create a zoning friendly environment to encourage small businesses to set up their businesses at street level. As it stands now, most of our downtown streets have become desolate with most economic life having been removed from the street to the Plus 15 Level. Through positive incentives like minimum property taxes, small businesses need to be encouraged to set up their businesses at street level. These need to be retail stores, restaurants, cafes and art galleries. With life being brought down to the street and a greater continuous use of downtown (outside of 8:00 to 5:00 office hours), there will be more people downtown. With more people downtown, there will be a lesser crime problem and less need for police services.

Land Use City Planning and Development Support for arts and culture. Make Calgary more affordable and walkable.

Bylaw Services needs more flexibility to deal with things that make the City unfriendly to all citizens - such as unshovelled sidewalks, littering (especially cigarette butts), etc. Transportation and/or Roads need to do a better job of planning for and conducting sidewalk repairs in the Centre City. Most of all, there needs to be more collaboration between City services, and with the community. The Clean to the Core and Centre City Safety Impact Team combined meetings are a great start, and should be continued.

Calgary Transit needs to be about a hundred times better: cheaper, faster, and more efficient. Cut off the suburbs to improve service where it's needed. People won't use it unless it's actually easier than using their car.

Transit - Unfair fares, service doesn't match schedule (wait for 20 minutes then three of the same buses come at once) and bus drivers do nothing to maintain civility (no one gives seat to elderly/pregnant/disabled)

All of them. Through a five step core process - Core (clear purpose along with Results Based Budgeting aka 0-based, Requests For Results (RFRs, and forming of Results Teams), Customer (or Complainers in the case of depts. like Police), Control (primarily by separating steering from rowing via empowering frontline and the community with decision making powers), Consequence (via quality choice and competition) and finally Culture - which will shape itself once the first four are employed.

Calgary Transit - with a bigger budget! More specifically, a north-central and SE LRT are on my "wish list.". Sadly, this is more up to the province. Bigger subsidies would allow for better bus service, particularly in the newer communities. Land Use Planning & Policy - I could not imagine moving to a newer neighbourhood, as they lack a certain vitality and are largely

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bereft of city and community services. Council would have to set a higher standard here - this isn't Planning's fault.

Calgary transit works really hard but has many obstacles literally and figuratively so much more could be done to increase its efficiency, capacity and value to ALL citizens; Parks seems to be struggling to get a handle on its work and purpose so that needs to be focused and get the word out as to what they're doing; the city needs to evolve its focus on culture so it includes more than public art and festivals but incorporating arts, artists and creativity as part of the environment and definition of our city; people-friendly web presence that is more straightforward and responsive to people as customers

DBA/LUPP - the process needs to be improved. Waste and Recycling - the system needs to change to reward people for using less. Parks- There is way too much focus on grass! Try different things in our parks to show how beautiful it can be.

Finance and Supply Business units bypassing proper policies and procedures to acquire vendors to provide services. Transportation Infrastructure. Not sure which services this falls under, but the complete implementation of the Peace Bridge. Complete waste of money, was it needed? Especially in a falling recession. How did that project bypass Finance and Supply?

I believe that Transit could be improved. It's great that so many people are using Transit but I believe that the crowded buses and C-trains might be turning people away from public transportation and that we should run either more buses/trains or run them more often to encourage people to want to take transit. It would also be nice to have some kind of rebate or incentive for being a regular user of the transit system, encouraging this would be great for our environment!

I believe with Fire and Police they are sacred services and no one ever seems to question their direction and scope of work. I think tough questions should be asked of the largest budgets. More recreation offered in the community, go to where people are rather than having them go to massive, regional recreation centres.

I think that all departments can always find way to improve. I think that this can be accomplished by have more transparency between the Management teams and the employees, having open dialogue.

Life cycle maintenance of infrastructure. Over the past 10 to 15 years we have built a vast amount of new infrastructure, however, operating budgets have not been increased enough to ensure the long term viability of much of that infrastructure.

Mass transportation systems and supports through recovery of consumption or mobility taxes/tolls for singular vehicle transportation.

More emphasis placed in moving towards higher public transit versus more roads.

Permit process needs to be streamlined with more services available online. Waste & recycling could do more to encourage people to clean up their lanes of junk and debris. City ball diamonds need the weeds removed so the kids don't trip while playing baseball. Police need to spend less time giving out tickets and more time answering to calls of vandalism and theft. The Calgary Parking Authority is really dysfunctional.

Police, the budget is excessive and proper auditing of their operating expenses should be undertaken on a regular basis. Services provided do not always meet public needs and staffs have been involved in various wrongdoing. Council should not always automatically approve their budget requests over other City service needs. Water Resources needs to better manage capital and operating expenses given recent cost over runs for their large infrastructure capital expenditures. Community & Neighbourhood services should be examined and determined why the City provides these services and not the province. The CPA although not listed, but City partner, needs to be closely examined and audited to ensure best practice and customer service. A lot of money seems to be expensed by this group on questionable initiatives and lavish facilities and assets.

Roads - snow removal, cleaning and potholes!

Transit - not safe, not in all areas of city, overcrowded, not 24 hours, not enough frequency of buses available in suburbs. 311 - not responsive or helpful, put on hold too long, no answer back as person had to follow up with them, sometimes you need to make multiple calls into 311. Sewer - flooding, improvement needed, and if no snow removal then chances of flooding high. Communication - promote what City employees provide can offer in smaller Business Units i.e.: Recreation has good communication and budget to share. By Law - complaints difficult to do in a timely manner, need more officers to handle the long waits, they are working at capacity, services are mainly good except not getting budget to do best.

You can cut the expenses of most departments if you know what they do. A lot of waste is in all departments.

TRANSIT - Make it safer and more accessible for seniors. More policing on platforms and in buses. Consider the speed and mobility issues of a senior trying to exit a full C-Train. Offering a walking service from platform to parking lot to ensure safety of women to their cars. How is the city going to support transportation services for our aging demographic?

6. Which City services do you think are working well? Why do you think they are working well?

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ACCESS CALGARY - Make it more accessible service. Currently seniors with a lack of transportation and mobility issues must go for an interview at a usually inconvenient location. Clarify the application process and provide a translation service for diverse populations. Make Handi buses ride smoother. Currently very bumpy. Allow a family member or caregiver to go. TAXES - Property tax relief for all seniors, not only those with increases. BYLAW - Fines waived for seniors unable to shovel and bylaw officers able to provide options for seniors to receive a snow removal service.

All - especially the speed/money time spent on making decisions should be improved.

Access to recreation facilities needs to be improved. We do not have enough soccer facilities or swimming pools. We say that we value the fitness, health and well-being of our children, but we only have 7 indoor soccer fields in Calgary. With the growing multicultural nature of our population, with the relatively low cost of participation in soccer compared to hockey, and with the growing popularity of the sport, we clearly need to build more soccer facilities. This was clearly underscored with the collapse of the soccer bubble earlier this year. Likewise, we do not have enough flat-water swimming pools in Calgary. It is my understanding that a flat-water swimming pool has not been built in this city for over 20 years, in spite of a 100 per cent increase in the population. Swimming is a terrific sport for health and fitness and we do not have enough pools to accommodate all of the swimming clubs in the city. Clubs are turning away interested swimmers because they do not have the pool availability to take on any more swimmers. Recreation facilities are not just about health and fitness, they are about building the spirit and confidence of the youth and adults in our community. It is also about creating an attractive quality of life in our community.

Offering the blue bin service to condos/apartments would be nice.

LRT and Roads. City seems to not have any long-term vision. During the economic downturn I think the city should have borrowed the money to build the SE LRT, put the LRT underground and build the ring road around the entire city. Loans could have been funded by municipal bonds at the lowest historical rates. City seems to be afraid to raise taxes to improve infrastructure, but we face a yearly tax hike and get nothing. Short-term fix for LRT is to give trains the right of way downtown during rush hour, both in the morning and afternoon. It's ridiculous that a train with 400 people on it have to wait for vehicles. No crossing 7th AVE between 0700 and 0800 and 1600 to 1730. This will increase frequency and move many more people during the highest service hours. Cycling paths are great, but if I were to cycle from home it would take me an hour to get to work.... not practical...and I do live in the city.

The city could do more to promote the lesser-known activities of the city to tourists. It is not all about the Stampede. I think there is an opportunity to improve support to community associations and facility maintenance. These are "owned" by the city and leased by groups. As such the city should provide more support.

Roads - The city is full of potholes, snow removal is slow on secondary road.

Planning and development. Need new kinds of rules and more inclusive planning processes.

Recreation. More facilities are needed. Transportation - more focus needs to be placed on pedestrians and cyclists over roads.

I would love to see compostable pick-up at all locations, and an expansion of the recycling program to apartment buildings. I would like to see more of a focus and support for transit, and less of a focus on building roads and overpasses/underpasses. I would like to see more support for affordable housing as well, to address our homeless population. Land Use Planning & Policy also needs to do some work on zoning and development, so that it more closely matches Plan It principles, although I think they are doing what they can.

Not much. I worry about some of the decision making for infrastructure that either doesn't come in under budget or doesn't have lasting value, i.e. the Calatrava Bridge will probably always be a sore point in this city because of the ongoing expense. I hope there will be a time in the future when we can be proud of it. I also wonder if long ago when the light rail transit first went in it should have been put underground in the downtown area. I think that over the years and the continual upgrade to the lines, stations and the many accidents that this decision has not been wise.

Sorry, but Medical Services leave much to be desired.

I think the city needs to improve family and community services to ensure continued support to local communities, such as services that reach out and help newcomers to adjust to life in Canada. Any services geared towards senior citizens, especially ones who experience linguistic challenges require attention and constant review. I also think Transit service needs to be improved, from courtesy of drivers towards those who are elderly or disabled or struggle with language barriers, to improving access to public transit outside the inner city.

Transportation! We need a clearly defined long-term vision of growth and improvement for Calgary Transit. I want to know what new busing and LRT routes will be provided 5, 10, and 15 years in the future. And I believe that trains are the way to

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go! Increased access to museums is another thing. Why should it cost families so much to go to a museum like the Glenbow, to learn about Albertan and Canadian history in a fun and friendly environment?

Please increase your support to Glenbow Museum, it is a world-renowned collection and a vital institution that educates hundreds of thousands of Calgarians and provides economic benefits including drawing talent and tourists to our city.

Recreation - city money had been given to Westside recreation centre, which is a membership based private facility. I feel the money is better used in aging city facilities in economically depressed areas.

I am concerned with the control of urban sprawl, including the costs borne by the general tax base associated with constructing and maintaining services for outlying developments. I am not sure which city services are involved with this issue.

Bylaw DBA. They are under funded and under staffed and have no real mandate to enforce illegal suites.

DBA illegal suite enforcement. They need real funding and a real mandate with fines for repeat offenders.

I think the City feels a need to provide funding to social services that the general public does not feel is appropriate. For example, the City has no business getting involved in subsidized housing. Concentrate on lowering property taxes, and housing costs will be reduced.

Transportation could be improved. We need a more efficient system with more and larger buses going to busy routes and smaller buses going to outlying areas. You went in the right direction deleting the parking fee; however, there needs to be more incentives to ride the bus. Lower the bus pass or ticket prices a bit? Seniors' bus passes can be increased but not more than \$100 a year. Make magnets with phone numbers and website for transit so people can plan their trips but fix that site so it is not so hard to handle. Enforce the transit only lanes so the trip is faster and people can see how short it is compared to driving. Up parking fees for daytime parking downtown, and lower them for nights and weekends like Bankers' Hall. If you hit people in the pocketbook they will change their behavior. I don't like Direct Energy being my utility manager. The admin costs for utilities is out of sight these days.

Special needs housing - more of it. Environmental protection - reduce GHG emissions rec facilities and programming - more variety.

Development & Building Approvals (DBA) - given the quality of development in Calgary I believe that more inspection is required and that builders should not be allowed to get away with permit and land use violations (encroachment). As well, this should be completely self funding (we are we funding the \$2.4M)? New development burdens other areas (Transportation, transit, water and sewer). What cost recovery is done when permits are issued? No mention of sustainability. Roads and Transportation Infrastructure - more emphasis on pedestrian and cycling options. Parks and recreation, protection of green spaces, promotion of healthy living alternatives.

Calgary Transit - remove the honour system for C-Train payment. Install a system that forces riders to pay to use. There should be two permanent armed police officers or peace-officers at every C-train station (one on the platform, one in the building) during all service hours. Calgary Police - I'd like to see more officers patrolling my community (Renfrew) and the downtown core. Homeless population has progressively been moving into Bridgeland and up into Renfrew. I commonly witness drug deals, drug use and public drunkenness occurring downtown. Parks/Roads - develop dedicated bike pathway/lane system in the downtown core. Riding a bike downtown is extremely dangerous as drivers are not very courteous or attentive. Look at Amsterdam as an example of effective dedicated bike lanes throughout the inner-city. Cars and bikes should not share the same road.

1. Remove the 'red-tape' or regulatory processes, which hinder the funding and growth of the cultural sector. The City has a population of arts professionals who know what they are doing and should be given more leeway. 2. Improved transportation services and pedestrian areas [major European cities all have corridors closed to traffic which have attracted their populaces], which serve as a community focus downtown and in other satellite areas such as Bridgeland, Louise Crossing, East Village. 3. Development of studio and rehearsal space. The city is severely lacking in both of these - opening up areas of the city - such as has happened in Ramsay and hopefully the East village - will foster more intense arts activity.

All of them could be improved as per statements above. City needs to make staff more accountable by creating real measurement tools to assess their individual service responsibilities. Contracting out could help to create more efficiency.

1. Animal & By law; Pet owners should pay for any and all costs related to animal services. 2) Parks; Why is the taxpayers managing civic cemeteries. T/O to the private sector! 3) Recreation User; pay for utilizing arenas, golf courses, leisure centers, art centres, athletic parks and the various facilities provided to cover the extremely high expense? 4) Finance & Supply; "We take good care of the money through policy, financial control, and providing guidance and advice".

6. Which City services do you think are working well? Why do you think they are working well?

(160 respondents and 205 skipped)

Strict compliance with the approved budget is essential? Why is there always over runs in expenses? 5) City Managers Office; "Provides leadership and direction to all departments and city council"? Peace bridge-airport tunnel-SW ring road-Louise Station - Enmax - Parking Authority the screw-ups are never ending? 6) Law; "We protect the city's interest for all Calgarians"? Does not appear that this is happening? 7) City Clerks office; "We ensure that all City council and committee meetings are accessible and decisions are available to the public"? This may be true, but; the public finds out after the fact the very bad decisions that council make at times and, are not held accountable for? I.e. Awarding the contract for the peace bridge-sale of assets sold under value? 8) Human Resources; Non unionized city employees salaries and benefits are too high compared to the private sector, (Mayor-Council-department managers) setting an extremely poor example for unionized employees at the time of contract renewal and sets a very bad impression to the tax payers? 9) Corporate Properties & Buildings; Why is the facilities for the police service not included under this department? Which could reduce overhead? 10) Fleet Services; This department should include all city vehicles under one department for land, building and staffing. The city should not be considering GREEN units, this is added capital and maintained expense. Let the private sector be the guinea pig! 11) Infrastructure & Information Services; "We provide effective tools to enable the City to make important choices wisely"? This is not working? There are to many costly mistakes made by city council! Are there efficiencies and economics in consolidating this department with Transportation Infrastructure? 12) Office of Land Servicing & Housing; "We market and sell surplus lands? This has a lot of room for improvement? Consolidate with Corporate Properties & Buildings to reduce staff, accommodation and related expenses?

The recreation needs of Calgarians are not being met with the current budget. The demographics of users have changed but the delivery model has not.

Planning – after 25 years in this city and an explosive boom, planning has been a catch-up affair that doesn't take in the big picture of improving the quality of life in this city.

Transportation. More focus on providing infrastructure and education for safe-cycling. More reliability on C-train. More customer friendly and informative web information for Calgary Transit.

Transportation--need to get traffic flowing more smoothly by adjusting light patterns. Calgary Transit--way too high of operating costs for the service provided. West LRT is indeed needed, but bussing is currently hugely inefficient and ridiculously expensive. Again, more cost effective means need to be considered. City unions are becoming costly and inefficient--even just start a conversation with the people in them to see how they can move towards becoming more cost effective without the losses of jobs.

We remain at the bottom in peer cities on a per capita funding basis. We are significantly underfunded for the arts. Our main public library is a disgrace.

Safety on Public Transportation. The perception of safety on Public Transportation. More recreation programs.

Roads -- more awareness of cyclist routes and signage that one is closed --- and chosen detour --- like cars. (Better bike route signage might help too). Urban infrastructure, more urban space should be allowed and allotted for gardening and parks. 3-1-1 - but it would be great if some of the main concerns could have forums online? More discussed on City of Calgary on FB historic preservation - I can't remember where this was allotted - but more needs to be done to save historic homes, areas and buildings.

Waste: would like Styrofoam recycling and composting. Land Use: tougher on developers, curb sprawl, prioritize alternative modes of transportation. Transit: I almost never take the bus, but when I do, I'm always amazed at how infrequently the buses run. I might take the bus more often if they had bike racks. CTrain service could also be improved. 10-minute waits are amazingly long especially when it's -35 outside. Roads seem to do next to nothing for bicycles. Support for the arts: public art program is so-so.

Transit: Currently we have good transit service to and from the downtown core, but the service to and from other parts of the city is not always good. I believe the way the streets were developed has made it difficult to deliver good transit. In many cities the streets and avenues are in a grid pattern with a main artery every 10 to 15 blocks. This lends itself to taking a bus in a direction of latitude and then transferring to a bus travelling in a longitudinal direction (or vice verses) to get wherever you need to go without adding unnecessary time or distance to the commute. While it will be difficult to improve services to existing parts of the City where the streets have been established, we need to consider transit traffic and well as automobiles when planning any new developments so that in the future our transit service can be better. The Pathway system: We do have a good start with the existing paths, however having pedestrians and cyclists using the same path in a free-for-all is very dangerous. The best solution would be to have separate paths for each use, but a more economical solution would be to mark lanes on the pathways (where wide enough) and designate separate sections of the path for the exclusive use of both cyclists and pedestrians. Where that isn't possible, I would suggest the same logic I was taught in a rural area where I grew up; pedestrians were to walk on the left side of the road (or in this case path) facing

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traffic (cyclists) so they were facing any potential hazards. If this was done the pathways would be used in a much more orderly fashion. Currently, if you spend any amount of time watching the pathway usage in the Princes Island area it often looks like the cyclists are travelling down a slalom course as they weave through the pedestrians scattered all over the path. On street bike routes: Some on street bike routes have curb islands at intersections causing the cyclists to be required to dart in and out of traffic at the beginning/end of each block. This is the case on 5th Ave NW when travelling east of Crowchild trail. The separate bike lanes are a good thing as it reduces the hazardous interactions between automobiles and bikes, but the bike lanes need to be continuous in order to achieve real safety benefits. The curbs blocking bike lanes at intersections need to be removed in order to improve safety. Recycling/garbage: The addition of a composting service would improve these services. While many citizens currently have composters, the small household ones are not as efficient as a City operated facility would be and most people are either unwilling or unable to care for them properly so that they are effective.

Roads - they shouldn't try to tear up every road in the city at once. Why not fix one road before going on the next? The way they do things creates traffic chaos. Also, how about timing the stoplights downtown to create fewer delays, which in turn create lots of unnecessary pollution.

Police -- we spend a lot on toys -- I'm not keen on helicopters and tons of riot gear. We spend a lot for a false sense of security!

Community and Neighbourhood Services: Community Associations in the inner city are struggling to provide adequate programs for their communities. Many of the buildings in the inner city communities are in need of repair or upgrading. More support is required from the City in this area. As the Calgary population ages, this service area will need more funding to keep up with demand for services to seniors. Recreation- in this area, adequate spaces for art and cultural events is very limited for a city of this size. Corporations in Calgary should be expected to assist the city to develop architecturally interesting spaces. Because of the lack of adequate spaces. Calgary citizens are being limited in their entertainment choices. Given the high usage rate for the Calgary Public Library, it should be given priority for a new building. Other cities like Seattle have created architecturally significant public libraries that attract attention. Land Use Planning: I would like to see more work done on containing the spread of the city. Services to sprawling suburbs on the outskirts of the City are expensive to maintain and affect services to the well-established older neighbourhoods. The City needs better control over developers. Utilities and Environmental Services needs to extend recycling to multiple dwellings and to industrial sites. The building trades, in particular, should be more involved in recycling.

Growth of the City's investment in CADA and it's investment in Calgary's arts sector. Make this city a more affordable, walkable and bikeable city. Better transits, more bike paths. This will encourage people to stay, live and work here which helps build our communities. Streamline regulations so that the cultural sector can grow more organically. Designate zoning for cultural use like live/work zoning. Development of a contemporary art gallery.

City management.

All services can be improved and many of them can be reduced or delivered differently. Calgary Police Service - should never be exempt from the same level of budget scrutiny as every other Business Unit - their budget is simply too large. The CPS could civilianize more positions and transfer the affected Officers back to the street. Civilians could handle recruitment. The CPS has built a bureaucracy that mirrors the rest of the City. It is inefficient. Waste and Recycling - There used to be one pickup weekly. Now we have one for garbage and one for recycling, so the service level has doubled for the volume pickup. Garbage and recycling should be on alternating weeks, or maybe on 3-week cycles. Fire Department - contract out Fire Prevention activities and civilianize some other staff (i.e.: recruitment, Public Information (if needed at all)). Firefighters average T-4 income is almost \$100,000 but most of them do little work and most sleep through the majority of their night shifts. Lobby the Alberta government for changes in Labour Legislation so firefighters can be given other work that is now done by other City employees. The City can no longer afford the current luxury. Calgary Transit - Provide competition by eliminating the bylaw that prohibits others from providing a service (or at least allow for competition that requires a combination of peak service and off peak and week-end service). Increase fares (substantially) for seniors. The current annual fee is a joke, compared to real transportation costs in the real world, and politically, increasing them in the future will be even more difficult as their numbers increase. Communications - reduce staff. Most Business Units have one or more professional communications staff. Use such expertise only for very high priority issues. Human Resources - HR staff imbedded in the operations should be used only for high priority issues. Staff can be reduced. Roads - Contract out more of the snow removal and street cleaning. I understand the previous pilot on street cleaning was "sand-bagged" by the unions because they knew which quadrant was the subject of the pilot project and they dumped a lot more gravel on that quadrant over the previous winter knowing that would increase the costs of cleanup. Recreation - rely on the private sector and move away from unionized wages, benefits and other conditions (for example, compare the wage rates for lifeguards at the City vs. the private sector). Parks - contract out more of the seasonal services. Use a full costing model to compare costs (i.e.: include recruitment costs for seasonal employees even though

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most of those costs are within the HR budget). Include training costs, equipment purchase and maintenance costs etc. when comparing to the private sector bids. By-law - Critically analyze all of the bylaws on the City books and have Council make some tough decisions to eliminate many of them. Force efficiencies - Most Business Units should be able to achieve 5% reductions in their budgets without eliminating services (although they may have to deliver differently). Service Overlaps - Minimize the services that duplicate or are add-ons to those provided by other levels of government (or take full responsibility for them along with the associated funding). EMS - what happened to the millions that were saved when the province took over EMS service in 2009? Those dollars seemed to go into a big dark hole, when there should have been real property tax savings passed on to the citizens. Other Business Units - although not mentioned specifically, using some of the same principles referenced above will drive savings. Civic Partners - make them more self-sustaining and less reliance on City subsidies.

Transit (I love that the LRT lines are being expanded so we can go more places; now we need more frequent bus service to make transit convenient enough that people will choose to leave their cars at home).

Increased investment in heritage planning, and the preservation of heritage buildings, landscapes and districts.

Transportation - more LRT lines needed as city and population grows, keep more environmentally safe options available to the most people. All Departments need to include better training regarding diverse, Lesbian/Gay-Bisexual/Transgendered and disabled communities.

I think the PDA services could be improved as there seems to be an incredible amount of bureaucracy that impedes sustainable development (whether it be private dwellings or not).

Corporate services (IT) this department has a large budget \$52.8 million (the largest in corporate services!) but when I compare the outcome from this department versus others I don't see the value. I have found more than a few broken links and outdated information on the city's website.

Parks and recreation - parks and facilities are overused, extremely busy and not maintained. For example Stanley Park wading pool has been closed for a number of years now awaiting the funds to be fixed meanwhile one alternative inner city Riley Park is extremely overused as a result.

Land Use Planning and Policy and Parks need greater resources to plan for a more sustainable Calgary and their sister group Development and Building Approvals also need greater funding to work through and improve the quality of development. Their two goals should be sustainability and better quality of the public realm.

There are many aspects of heritage planning that could be improved with additional resources resulting in: Increasing the city's ability to identify, protect and manage our historic resources. A more thorough review of development proposals to ensure they connect with and highlight historic properties. Increasing support for the Calgary Heritage Authority in promoting Calgary's historic resources to Calgarians, including greater outreach and public awareness activities. Increasing the number of properties on the Inventory of Evaluated Historic Resources. Increasing the number of legally protected buildings in the City of Calgary. The city should also consider a higher level of Capital funding to purchase and restore historic properties and should increase funding for ongoing operating and maintenance of our current municipally owned historic resources.

Bylaw service - this is such overkill; I think graffiti when properly managed can be a huge opportunity if done right. It's time Calgary looked at best practices in other cities. And having to keep cats indoors is ridiculous. More support for women's shelters and those facing domestic abuse.

I think we are spending too much on Police Services, and I am a little concerned about the amount of advocacy that they conduct.

ROADS, the roads around Calgary were pathetic this winter. Why were there so many POT HOLES? Engineering failed with respect to the RIDGING in certain areas. Why should this happen when the extreme temperatures are a norm?

Transportation planning - it seems that the city comes up with excellent long term plans only to have them changed dramatically when it comes time to implementing them due to local protests. e.g. Last two blocks of Centre St N (connect to Harvest Hill Blvd) - designed to be widened but local pressure nixed the project and traffic has to take a 5 km detour to go those two blocks. Also, 14 ST SW south of Anderson Road to Canyon Meadows DR SW. This was supposed to be widened but again the city buckled to resident pressure even though it was planned out before they moved into the area. City must ensure that long-term plans go through and are not stopped due to a special small group. Animal and Bylaw Services - not enough public education is provided to prevent the placement of illegal signage all over the city. Signs are placed on light standards, traffic control devices, and blocking sidewalks. More must be done to educate the public. The City had weeks of commercials advertising that we were getting new garbage bins but nothing to tell people where they cannot place signs. Also, more enforcement is needed to clean up the plethora of unwanted signs. Other departments

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(Parks, Waterworks, Streets, etc.) should also pull down illegal signs when noted near their job sites. Waste and recycling - we are now a two-bin garbage system, with a third bin coming soon. Given that most people have the same amount of garbage but now only divided into three bins, it really doesn't have to be picked up as often as it is now. The City should look at changes to the collection schedule so that we can choose between weekly, biweekly or monthly service. Costs should reflect which schedule we select. i.e. if we get monthly service we should only pay \$2 rather than \$8 for the blue bin. Not everyone fills their bins each week. Roads - Improvements need to be made in snow removal process. Try to eliminate snow windrows, which block in vehicles and driveways. Explore possibility of going back to putting windrow in centre of road and remove with snow blowers and tandem trucks like they used to. Cut down use of salt - seek alternative that doesn't rust vehicles so bad.

Snow removal could be increased and transit vehicles could have improved maintenance/better tires, other improvements to make the service a more reliable option in heavy snowfall.

Community services need higher priority in budget allocations to recover from capital and maintenance deficits.

Roads department could be improved by using less unionized labour.

Public transit. Honestly, all the circle routes are insane. Taking 30 minutes to get a bus out of the U of C? I just don't understand. I think transit needs to re-look at all its routes and re-evaluate if it actually helps people get to where they want to go. The LRT expansion will help. But honestly, no one is going to get out of their car and take the bus if it takes an hour plus to get anywhere worth going. We are in the catch 22 of no one takes the public transit because the service is so poor but because the service is so poor, no one takes the public transit, which means there isn't money to provide better service. So maybe we need to pick the key priority routes and provide much much better service to get people thinking about public transit.

All services that address root causes of societal problems. Increase the focus, funding and delivery of proactive services (affordable housing, Community & Neighborhood services, public transit, recreation) that address the root causes in sectors of citizens that create the need for reactive services such as police services. Invest City funds in creating a caring, supportive; inclusive society where all people of all income classes have their basic material, physical and emotional needs met. 2.) Land use planning and policy. This City has become an UGLY, unsustainable sprawl with way too many "big box" shopping malls/centers and lifeless neighborhoods where residents are solely dependent on motor vehicles to do their daily business. I hate when I have to leave my beautiful inner city neighborhood with big trees and a good number of independent, small, unique businesses and venture out to the suburbs. It appears that the big developers have been ruling the development of Calgary instead of city planners. The suburbs are disastrous, unsustainable monocultures of excessively large homes & garages. Even the beautiful old neighborhoods are being destroyed with huge houses (2-3 stories) that block the sun from neighbor's yards. Since the City ends up maintaining these sprawling neighborhood's once the developer has made their profit and they walk away, the City needs to start taking sustainable design, development and implementation seriously, tame the developers and create people centered, walking friendly neighborhood. 3.) Parks - expand the annual River clean up to include an annual Parks clean up for local residents and users to participate in. 4.) City Center Plan & Policing - I often observe that Police mistreat homeless people in the downtown area. I think it is appalling how homeless people are being pushed around, given tickets that they obviously cannot afford and are being forced out of the City center. I think treating them with respect like any other Calgarian and providing them services that will help them improve their life situation is more humane and effective.

Transit 1) better access for people travelling with small children - there are signs asking people to give up a seat for disabled, elderly and pregnant women - but what about children? They should be seated for safety (in the event of a sudden stop, small children can't anticipate and brace themselves, and don't have the strength to hold on tight - and if you are travelling with more than one child, you can't hold on to more than one child). 2) More parking at c-train stations. 3) better service for connections to c-train. 4) better service for those not going downtown. Roads - better roads, less traffic congestion, fix pot holes, better snow removal, lane reversals seem to be work well (are there other opportunities for more lane reversals?). More help for those in need - 1) Access Calgary, 2) Affordable housing, and other programs. I'm not sure how the Calgary affordable housing works, and I'm not overly familiar with how the British system works, but have you considered something like it? I believe that the government buys "half" the house, and when the time comes to sell, they get "half". This is an investment, and I think people will do a better job maintaining the house as they have a sense of ownership. Peace Bridge?? \$25+ million dollars - I think this money could have been better spent - is it really that difficult for people to walk the 3 minutes to the next crossing.

Budgetary process. 0 sum should be the way to go as the present system only encourages inefficiency and unneeded spending to maintain existing budget levels. Wipe the slate clean! I do not get that impression that that is being considered in this survey process. 2) Support for the Arts via help to create more facilities for the many Arts groups to flourish and bring in more revenue to the City. Reduce the red tape and costs for Festivals and special events to occur.

6. Which City services do you think are working well? Why do you think they are working well?

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Transportation could put more money into public transit than building new interchanges for cars, or start charging car user fees similar to what transit users pay; Police could start enforcing traffic violations at high-accident locations to reinforce safety instead of just the places where it's easiest to catch people but it's not necessarily unsafe. Libraries and city sites such as Fort Calgary could have more support from administration.

Transit-more frequent service, Airport access-not dependent on Deerfoot Trail.

Libraries: two great ones in the NW (Crowfoot and Nose Hill). Closet to me is Shaganappi and West hills. Shag is dark and gloomy. Westhills is renovated, but still not enough to serve all the new folks in Aspen Wood area. Transportation: public transportation is something I will NEVER use. It does not work. Before coming to Canada in 1980 (from UK) I never owned a car. Now I could not work/live without a car. Snow clearance is also terrible. We get snow 10-months of the year, and snow clearance for a few days a year.

Transit- there should be more lanes assigned for buses only. C-train needs to be extended west (in work right now) and East. In winter, snow removal should be a priority on these public routes, so buses won't get stuck at the bottom of the hill. Police service should also be improved- more traffic police fining who does not complain and use bus lanes etc.

I think that the City should provide more financial support to Community Associations so that they can provide services in the neighbourhood without over-taxing.

The C-train needs to expand into more areas; non-emission transportation that is connected to renewable / sustainable energy sources needs to become a priority, otherwise future generations will be paying for the clean up costs and will suffer from a polluted environment.

Roads - when main routes into communities are closed, the solution for the traffic flow onto other routes seems to happen after the closure, not before. Why wasn't the connection from Stoney Trail to Metis trail finished before Barlow Trail was closed and why wasn't 36 street improved before the closure?

Police - I agree with the number of front line officers, but disagree with the priorities of assignments. Do we really need to have speed traps in areas like Scenic Acres Link and Stoney Trail and the like? Although it is a revenue generator, it also must be balanced against the hourly cost of the police manning these sites. Do the police need to be driving 4x4's and SUV's? I don't think so. Fire: I would like an explanation on why we need to have so many people at each fire hall at any given time. It would seem to me that we would need at least one truck and one EMS available for first responding. Other manpower can be called from nearby halls if needed. We don't need full services arriving for small fires, and larger fires could be contained by using nearby manpower. Transit: Smaller buses in residential neighbourhoods - a full examination of each area's ridership needs. Roads: The city should be contracting out many of the services now provided such as plowing, cleaning, repairing, and building. We don't need to pay for unnecessary and inefficient "empire building". Garbage Removal: The city should be advancing the use of bins for automated pickup, reducing the number of people required, or contract it out.

Parks: There need to be more green spaces. I only moved to Calgary 2 years ago and although I love the city, I hate hosting visitors here. It's so bare and brown. Lets add some green please. Information Technology: While living in Calgary, I've had to book some space in a park and apply for a business redevelopment permit. Both of these processes seemed extremely labour intensive, not only on my part, but also on the City's part. I'm sure we could streamline them through just a little help of IT. Fleet Services: Snow removal can definitely be improved. Land Use Planning & Services: There need to be more neighbourhoods like Kensington, Marda Loop, 17th Ave and Mission, plus these neighbourhoods as they stand need much revitalization. Lets build a city where people have a reason to leave their homes and double garages and come out and play. Development & Building Approval: There needs to be more accessible information to new businesses that are just starting up, plus this process needs to be more streamlined. The easier it is to start a business in Calgary, there more business there will be. Isn't that what we ultimately want? Transportation Planning: I notice in many parts of the city, even if there is bus service, there are no sidewalks to walk on for people to get to the bus stop. Plus, the Ctrain barely goes anywhere at all, and it's very infrequent. I often catch the train from Memorial to downtown (5 stops), and it can take up to 45 minutes if I've just missed a train. Also, all the bus stops and train stops need to have working heaters. Waste & Recycling Services: Please help us, environmentally conscious citizens, be more green. Please add blue bin collection to buildings and businesses. Pretty please.

Transit needs to be more customer oriented and user friendly. Need real-time scheduling information and better communication. We need to implement plan it and design sustainable neighbourhoods.

Skateboard parks. We need way more of them. Edmonton has 9 for 900,000 people. Calgary has 1 for over 1 million...

Bylaw needs to be available more often; there should always be someone available.

Police: I would like to see better traffic enforcement. Roads: More bicycle paths (especially for commuting), better

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congestion management.

I believe that all City Services are inefficient, wasteful, and over paid. District police departments are a good example - during recent phone conversations with both District #2 & #3 it appears that police officers have very generous "rotations" (i.e.. are not at work much), or spend a lot of time on "training". Cost cutting (fewer employees, and salaries/benefits adjusted to reflect current conditions in the public domain) are required to rein in the City's bulging budget. Pensions need to be re-visited since few in the public domain now have them. The abolition of collective bargaining, as they are doing in the USA, would also help. The ongoing budget increases are not supportable - tough times call for tough measures...

Probation (eliminate this and let the province fund it like all other cities in the province).

Transportation and planning could be improved. We need more high-density housing, walkable communities, roundabouts, and more access roads to exiting communities in a timely manner.

Building approvals - Calgary needs to take a more active approach in making sure that there is a strong vision for what this city looks like - think Vancouver. I am not suggesting that building a sea of similar looking grey-glassed point towers is the answer, but on the other hand, building historicist mid-rise towers that mock the buildings torn down in their place is not the answer either. Calgary is a modern, young, vibrant city - ANY architecture, especially in the center of the city, should reflect this.

All. Some need to be eliminated. As an example a number of the "community support" type "soft" services. There is overlap with federal and provincial government plans - only one organization should deliver on any one service. Street and snow cleaning in residential areas is excessive and wasteful; pavement re-build is inefficient and wasteful, etc.

Recreation. Poor process and lack of respect/use of skilled and knowledgeable volunteers. Recreation's lack of skills sets such as staff horticulturist for outdoor athletic fields.

Calgary Transit - Transit can always be improved upon, however this is closely linked with Land Use Planning - developing a large city with extra high density hubs (besides downtown) and connecting this with trains would possibly provide an increase in ridership. Trains should go FIRST into communities, which should be developed around them. Land Use Planning Could be improved by incorporating: Mandatory designs to create more sustainable communities such as: - ALL building must be designed to passively collect solar heat from the sun (face south, insulated north face, passive cooling system to eliminate the need for air conditioners by using termite biomimicry). - Plant areas should be designed to passively collect water - eliminating costly irrigation. This could be used incorporating things such as swales and curb cuts. - Mandatory edible plant designing in all communities, providing free, local, accessible food to all citizens. Supporting pollinators and diversity should be encouraged too by avoiding monocultures. - ALL chemical pesticide and herbicide use should be eliminated- these KILL soil biology - simply by building good soil and planting appropriate plants, carbon can be stored DIRECTLY in the soil, reducing our carbon footprint locally, effectively, and CHEAPLY. - Lawns should be eliminated as much as possible (Not including play areas such as soccer fields) and should be converted to low energy input systems (ex. planting small shrubby ground cover, fruit/pollinator bushes, etc.). These require a HUGE expense to pay staff to mow, buy equipment to mow, spray/pull 'weeds' (which are there because the soil SUCKS and cannot actually support the grass very well), and pay for the fuel and waste it mowing the grass. Corporate Anything - the City should not be treated like a corporation that needs to grow, grow, grow, and spend spend spend. It should have the City's best interest at stake, not stakeholders like Enmax (why would they want solar facing buildings?).

Transit - ongoing building of c-train line (including to the SE), bus service that is direct to downtown for communities where it makes sense (not just outlying communities, but some that might take a feeder bus to a train station, but don't, because it adds too much time to their commute), better services to hospitals, parks - more fenced off leash areas.

Transportation: Camera-based congestion charges for vehicles using downtown, instead of using police resources to issue speeding tickets in order to make income for the city. More cycling corridors (for transit purposes, not just ones that go through parks for leisurely rides). Stop building new roads, new lanes and giant interchanges—all this does is increase the number of people using the road instead of taking transit. Planning, Development and Assessment: Stop subsidizing sprawling developments (Hamptons, Tuscan) by putting in water, sewer, transit routes etc. for free or at a steep discount of the actual price; encourage developers to increase density closer to the city instead of sprawling out and perpetuating our traffic problems. Disincentive the use of cheap, unsustainable, ugly construction materials by developers (stucco, particleboard, etc.). Stop allowing megamalls and giant commercial complexes in suburban areas. Waste and Recycling Services: Offer very modest incentives for waste reduction. Commend companies that are reducing packaging. Offer apartment recycling and curbside composting.

Parks, Roads, Budgeting.

Transit could definitely be improved. Adding more bus routes, ensuring timeliness and lowering fares are all simple ways

6. Which City services do you think are working well? Why do you think they are working well?

(160 respondents and 205 skipped)

this could work.

Police Services, Recreation, Transit, Roads, Waste and Recycling Services, and Transportation Infrastructure could improve. Aside from the reduction of management to increase the front line employee ratio each service could focus on small changes to produce large results. The police force should enforce more laws. Where has all the check stops gone? We need more recreation centers and they need to be bigger. Where is Calgary's water park? Make a provincial draw like West Edmonton Mall but modern. The transit system needs to expand and needs to be economically viable. Park and ride payments could be used as a transit pass. The infrastructure really needs to be updated. Once again the model is out there (Edmonton) but how long does it take for Calgary to catch up and build a ring road. Why not make a "ring road" with the LRT? More parkades and fewer parking lots. Build up not out. In addition our recycling program really needs to expand. We should be recycling everything. We are starting to catch up, but...

More money needs to be spent on education, not cutbacks. The department that plans roads must be out of their minds; the roads are very poorly planned.

Transportation: to keep up with the growing city. Healthcare Services: To staff enough EMS. To have more employees in the healthcare facilities to look after Calgarian's needs. To not charge for every service and supply within these facilities.

Land Use Planning & Policy, Animal & Bylaw Services,

Transportation, Planning, Development & Assessment. Sustainable urban development is necessary when a city endeavors to attract a "creative class". Facilitating an innovative knowledge economy based on this creative class is key to future success.

City planning department. I continuously see tremendous waste of resources and road planning that makes no sense what-so-ever. We seem to have a grandiose idea of what we need. The peace bridge being a prime example. Our intersections, traffic lights, Deer Foot trail interchanges and many other traffic plans show little to no common sense in their design and land use planning shows no foresight as to future road expansion.

Calgary Transit - the website needs a major upgrade - especially the route planning feature (it's easier to use Google maps/transit right now). Also, cater to the people who have a lot of money in this city and base something on Toronto's VIVA system: <http://transit.toronto.on.ca/gotransit/2111.shtml>. It has been extremely successful!

I'd love to see more City support for the arts and to have a policy that's more specific around how the city can support the arts (or maybe just CADA). I think one of Calgary's problems in this regard is partly in some of the city's attitude towards the arts and I'd like to see more communication around what arts and culture actually add to Calgary. These don't all need to be direct funding solutions either. I think open data in Calgary could be hugely improved so we can actually work with the data and manipulate it and instead of getting random maps from the city, we can as a community make the information people need available how people want to use it.

Roads - reallocate capital resources from building/maintaining roads for cars to building/maintaining infrastructure for bicycles. Waste management - improved recycling services, charge for garbage disposal by amount collected.

City transit needs to be improved. We need an LRT line to the airport, and also to be expanded in other directions in the city. Downtown line needs to be underground, so it's not affected by traffic. We need more public parks and greenspaces in the city. Transportation could also be improved with more bike lanes, more pedestrian corridors, etc.

As mentioned above, we live in Douglasdale. More leisure facilities need to be closer to us. We recently went to Edmonton for a soccer tournament. We were truly overwhelmed at the quality and quantity of soccer and sports facilities in their city. We (Calgary) are significantly underserved in this regard. What happened? Why are we so far behind? As shared above, we don't need a bloated parks and rec department with lots of staff doing programming but we do need better facilities. Don't approve more development in the south end (22x) if the road network isn't improved. Try to get out of Douglasdale between 7-9 am Mon-Thurs (Deerfoot or thru Quarry Park to Glenmore). It is very frustrating. Again the LRT SE expansion was put on hold yet the airport tunnel is getting some serious attention. I travel regularly and only use Airport Trail. I have some involvement in the development industry. The city seems to have LOTS of planners but they are very green and somewhat untrained. Why? Improve and streamline the approval process. It doesn't need to be so complicated for permitted uses. Green planners seem to have a tough time with discretionary uses and approving innovative plans and development in a timely fashion. Development/building fees pay for most of DBA but it seems to be quite bloated. Quite inefficient and ineffective. Streamline the approval processes. Why don't people who work for the City of Calgary have to live in the city and pay taxes to the city. Seems like a big disconnect. Don't other municipalities require their staff to live within their boundaries? Edmonton? I know the city is a very large corporation but the number of staff in corporate services like IT, HR and Communication seems huge. Could streamlining be done here? YES!!

Planning and building approvals needs a complete overhaul. Affordable housing there is no program and no funding nor

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flexibility to actually work with community and housing groups. Transportation time to revisit the plans that were developed in the 1980s the concept of corridors is good but the implementation is neither creative nor cost effective

Seemingly inflexible guidelines for road widening setbacks and similar standards have in the past incited the demolition of historic properties. This lack of creativity (in this case) is unfortunate since there is little point in creating a walk-able path or sidewalk if there is nothing to see except for vacant lots and seas of cars. Consideration needs to be given to the overall streetscape and the general impression it gives to a pedestrian. Historic properties provide pedestrians with a lively, comfortable streetscape. This is just an example; the larger point is that heritage often requires flexible, creative solutions that involve several stakeholder departments and citizen groups. Transportation, Corporate Properties, Planning and other departments, working across the silos, all need to be integrated around the voice of the citizen in order to create vibrant urban life. 2. The web site "Discover Historic Calgary" is a valuable source of information and a transparent way for the city to provide public access to sites on the heritage inventory. It's also an invaluable resource for researchers and students. Unfortunately, it has been inoperative for several weeks, leading to frustration in the heritage community, and an extra unnecessary burden on the heritage staff to answer routine questions about heritage sites. Repeated calls to Calgary 311 have not resulted in a satisfactory solution to date. 3. It would be helpful if planning and development application information were cross-referenced with heritage information on sites like myproperty and application map.

Police services - police officers should focus exclusively on policing and public safety and less on extraneous services. Parking - too sparse and far too expensive. Police services - need more diversity in age out on the street interacting with citizens, not just the younger officers but older, more experienced officers with a presence on the front lines. Snow removal - pathways and sidewalks are dangerous and icy especially for those with mobility issues.

Pothole repairs - spend more money on school zone maintenance.

Calgary Police Services-- better oversight, more accountability, thru ethics training, independent complaints resolution-Not capable of policing themselves!

Corporate administration. Examine for efficiencies and duplication.

Allocation of funding. Each proposed project or change in spending activity should be brought forward to be evaluated against all other projects for priority. This approach would also benefit citizens by illuminating choices (e.g. do you want a Peace Bridge, or do you want more LRT cars or an airport tunnel). This approach would further allow for optimization of projects across business units, so we only dig up the road once.

Transit -more frequency.

In addition to having a huge budget, both the fire and police departments have budget increases over the last few years. Recommend an independent audit to find ways to increase efficiency and cut costs in those departments. Another area for improvement is the work ethics of unionized employees. Any salary increase should be based on an annual employee performance evaluation and NOT based upon 'across-the-board' increase; this is demoralizing for the rest of the employees who have reached their pay scale limit or have lower increases. In addition, those employees who have reached their maximum allowable pension limit should be encouraged to retire to make way for succession planning and improved staff moral. There are too many deadbeats either in the union or should retire.

Planning - I think within the whole of Administration within the Municipal government is overspending with people getting bigger raises than they should where the people who are part of the city that pay the taxes aren't getting the same in raises. That money could be better served, being distributed to various community services that service the people. oh AND EDUCATION

Recreation: Improvement on the ice rink situation for space, improve costs for ice hockey times for kids. I also live in the West Hillhurst area, we have a rising young population and a very old recreation facility badly in need of upgrades and expansion. We have been requesting City funding for several years to little effect thus far. Community and Neighbourhood Services: There are a lot of opportunities for improvement in this area. Aid for seniors and at risk or low income youth is offered at a shamefully sparse level. There are many seniors living in isolation and/or infirmity that would benefit from a better quality of home care and services than are currently offered. Calgary Transit: service improvements for handi bus are necessary. I have seen and known many people who are forced to rely on this service and are subject to ridiculous wait times due to lack of buses available. Shameful.

Recycling - provide recycling service to condos and apartments; offer organic matter collection or management without taxing those who already compost and have no organic matter for collection. Parks - trucks and ATVs drive across Nose Hill off paths to spray for weeds and thistles. Seems to destroy the hill in order to 'save' it. Transit - increase frequency of buses. Put downtown LRT underground.

I think the recycling program could be expanded to include organics and include multi-family units. The city should also

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offer better snow removal services.

Enforce the no secondary suite rules. Raise a residential overnight on street parking ban in winter to allow snow clearing.

Transit and transportation infrastructure - provide sufficient services to make transit the preferred mode over driving citywide (wider Ctrain network, more BRT, on demand transit feeder service), create safe, all-season routes active modes of transportation like walking and cycling. For both of these, shift percentage of spending from roads to transit and active modes.

7. Which City services do you think could be improved? Tell us how.

(163 respondents and 202 skipped)

12 No

3 None

2 N/A

There is a significantly unmet need for more indoor soccer facilities in Calgary!

Kitchen and yard waste recycling.

The City website should have an open citizen forum where people like myself can post what we'd like to see happen, interact with City staff directly and really feel like we are more than a bovine herd.

We need to have the City be the link between public space and private support for that. Many of our cultural, arts and recreational venues could benefit from private sector funding without turning over those facilities to them exclusively.

We don't need any more funded services.

They are negligent to the film industry - no studio 35 years later (only city in Canada without one), more public space for theatres/art galleries the arts. My children are grown up & refuse to live here "life/transportation" issues. Boring suburban mega-sprawl. You are losing talent to cities that have modern transportation infrastructures and things like a train/LRT to the airport. Instead you build airport tunnels (which seems like its really for the developers with land around there). If you want to attract the best you have to make the city more attractive. Point: why are buildings allowed to have empty ghetto foyers - require all new development to have street level cafes etc./"people". Create a downtown that is vibrant, has people after hours and that is walkable not boring architecture and inhuman street level fronts. This has to come from city level. Protect historical sites - we keep destroying everything interesting.

As far as offered services I have been quite happy.

Transportation Planning and Department--wide Services: I'd like to see this department expand the cycling infrastructure of the city in order to encourage more people to cycle into the downtown and around in general. We seem to be lacking quality bike infrastructure to get cyclist around the downtown and surrounding area in a safe and organized manner. Waste & Recycling Services: I'd like to see them expand into some sort of composting program across the city in order to harness this resource which is currently ending up in the city's landfill. Infrastructure & Information Services: It would be interesting to see this department or others invest in developing this city's energy generation capacity through subsidies for renewal energy like solar.

Advice for young people trying to get started!!!! With mortgage down payments rising and rising and costs already high in #YYC, how do we get our feet in the door? I admit I haven't looked too hard. Maybe this is out there already.

Integrate Bicycle transportation within.

Organic waste pick-up, recycling/composting. Indoor cycling facility (covered velodrome). City funding for community gardens.

Multi-family recycling. Organic waste composting. Cycling infrastructure to make it easier to commute by bike

7. Which City services do you think could be improved? Tell us how.

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real-time accurate knowledge of traffic issues, bus arrival times, etc.

Maintenance on walkways.

Other than Contract Management as part of Finance, no. I believe in smaller government, so I'm more on the side that city should get out of many services rather than enter into more.

We need to add bins for yard waste as soon as possible, to keep that out of our landfills. It can be composted (chipped first if needed) and sold back to the public or used on public beds.

Calgary needs a poverty reduction plan similar to many other Canadian cities. We need to ensure that the afterschool programs are well funded and subsidized so that all children can have access to them.

No. STOP! E.g. Stop paying for legacy artistic projects like the "Peace Bridge" and save 25 billion (or more)! We need paring down and less NOT MORE.

A greater focus on pedestrian, cycling and other modes of transportation rather than cars. I think we should have a mobility department that encompasses all modes of transportation, not just a roads department. Decisions should be based on a balance of modes, not the monopolization by roads.

Direct support of the downtown Cultural district - to create a vibrant, safe and lively area for Calgary's economic leaders to enjoy with friends and family and to entice tourists and business associates to visit or live in Calgary. Supporting and funding the creation of a major, contemporary Art gallery in Calgary, a highly sought after attraction for both Calgary residents and tourists. Ability to provide creative financing that supports non-profits and individual creators (loan funds, social enterprise investments, etc.). Provide support to link the cultural community in a stronger and more meaningful way into the public education system.

We need programs that strategically invest in individual artists and creative producers (through support of a CADA granting program). We also need new mechanisms to invest in the financial health and well being of the non-profit sector such as revolving and patient loan funding.

I think the Ctrain obviously needs improvement so that the city is accessible for all people and not just downtown. Potentially a train to the airport would be of huge benefit.

We need to stick to our knitting and ensure that we are providing for all citizens of Calgary. Services for seniors and the poor and marginalized should not have to rely on fund raising to ensure they have access to basic services. More and more it seems that the United Way is funding the work that governments (not just local, but provincial and federal as well) should be funding.

I do not understand why the City implemented the recycling program to single family dwellings before getting them to condominiums. Environmentally, it makes more sense to have recycling programs in condos because you hit more dwellings with less recycling trucks. Not to mention, it's already a pain to recycle in condos because storage for recyclables is limited and you have to drive your recyclables to the recycling bins in parking lots. Considering the way the city is encouraging high density living along the LRT line, many condo owners do not need to own a car - further impeding their abilities to get their recyclables to the communal recycling buildings. The City needs to get recycling programs into every condo building as soon as possible.

Expanded recycling like fluorescent bulbs. Some centralized city news/info system that doesn't rely on television or newspapers for official messages like watering bans etc.

Secure bike-parking facilities at C-train stations, downtown and near major shopping areas.

I think that the set of services offered is impressive. I can't think of anything to add to what is already offered.

We need to create and support programs that link the arts into the public education system. We need a major contemporary art gallery.

Direct City support for the downtown cultural district. Billboard tax or other taxation mechanism to be re-invested in enhancement of communities through the arts Coordinated civic approach to cultural tourism and product development in the arts.

A recycling program that can handle all items (including, for example, Styrofoam and compostable) would be

7. Which City services do you think could be improved? Tell us how.

(163 respondents and 202 skipped)

fantastic. More direct engagement with the community on items that affect average citizen's day-to-day lives would also be great.

Schools and services need to be focused on the inner city, where population is densest. Moving services to the outer edges of suburbia only encourages people to move there.

Recycling services, similar to residential, in the downtown core. So much waste in the food courts.

I'd sure like EMS back! Centralizing public safety and emergency response services under one government should be more efficient. Plus, they're good for PR. As noted above, a southeast and north-central LRT would allow for vastly improved transit service to many communities that already don't get very much in the way of transit service. More power generation by Enmax would shelter the most vulnerable in society from the deregulated energy market by allowing profits from higher energy prices to be ploughed back in to community services. Recreation facilities in new neighbourhoods that are actually run by recreation. Oh, and not naming the buildings we paid for after developers would be nice. These services are public, and should look that way!

Fluoride in water as Public Health Initiative. Equal access for recycle and start composting. Sports facilities. Green space/community space and use schools and make better use of municipal land. Prekindergarten in schools. Child care as we had licensing prior to ensure accountability and quality. More city staff people to offer services, direct engagement in community in all city departments. Utilize new technology and community i.e.: BC using applications for services include new available tools. Dedicated communication person to offer direct info to citizens. Transit to airport like Vancouver. Transit & By Law Officers need more.

Add a crematorium with a pick up service. This would help to reduce funeral costs for many more income families.

I think that services focused on a neighbourhood by neighbourhood basis would be more beneficial than to approach currently used - this means teams from all departments working together in an area of the City and being experts for that area.

I think we offer more services than can be properly supported. The City dabbles in many areas that perhaps are better done by others.

It would be nice to see some kind of child care assistance, whether that be to provide lower cost options/rebates for daycare or give incentives for stay at home parents or job share/teleworks options to employees. Childcare expenses are very high and it would be nice to have the City look at different options to help the citizens with that. I also feel that city rebates could be used to encourage public transportation, as well as would be helpful for sports programs/activities to promote City wellness.

Transportation - difficult to get around with out a vehicle.

Curbside composting. Senior care centers in communities to support "Aging in Place". Subsidized contractors to do repairs to maintain older, senior owned homes.

N/A

Offering the blue bin service to condos/apartments would be nice.

More focus on developing transit and cycling infrastructure.

I think transit needs to be increased, particularly with a SE LRT, an LRT line directly to the airport, etc.

I cannot think of services the city does not already provide.

Doors Open! A day in which government and heritage sites are open behind-the-scenes to the public, to give people an idea of what it's like to work in these often off-limit spaces.

Please consider expanding the city's support for its major cultural institutions so we can compete on the national/international stage.

They should provide long-term land leases for city owned land to organizations that would like to construct sporting facilities. The City should not be involved in picking which recreational activities to fund (e.g. hockey)

7. Which City services do you think could be improved? Tell us how.

(163 respondents and 202 skipped)

and which not to fund (e.g. indoor soccer).

There need to be more bike lanes on major roads and they have to be monitored and enforced to teach drivers in this city to share the roads. I think that the city needs to put plows on the fronts of buses for heavy snow, as well as the front of garbage trucks who have to drive down alleys. It serves a dual purpose of clearing the alleyway of snow and allowing garbage pick up. I also feel that community centers should be insured by the city so they can hire their own residential snow clearers and not have to wait for city crews. When the city comes and plows my street I appreciate it; however, they leave the big windrows behind and I now have a \$600+ bill to repair a dent and paint scratch on my rocker panel because I had to back up and over the icy hill left by the city. Last year I called them and they came to clear the dam of ice at the bottom of my driveway on the city road; however, this year I was told they don't do that. I think that when a plow goes up and down residential streets they should put up signs saying the cars have to move on a certain day so they can plow and pick up the residual snow. They do that in Quebec. I know there are programs for immigrants to the city but I would like to see that expanded. I think a mentor program might be a good idea connecting a long-time Calgarian with a couple of new Calgarians to orient and help adjust the new Calgarians to the city and the ways of the land. It makes it more personal than courses with 15 people. With the volunteer spirit here I am sure it would work well. I also think there needs to be a "Big Baba" program like Big Brothers and Big Sisters to help young parents whose families live far away and are lacking support. These surrogate grandparents could help out like the twins and triplets club does with multiple births. Now that a lot of us are turning 65 we are going to be looking for more to do in the area of volunteering so maybe the city can use its volunteer bureau to expand into these areas - immigrant mentors and adoptive grandparents.

Innovative communities - ones that offer a different lifestyle than those currently offered by private developers (e.g.. greater integration of recreation).

Office of Sustainability - looking at all aspects of reducing Calgary's environmental footprint and encouraging sustainable development.

1. Direct city support for Cultural District or districts. 2. Supporting a direct link to the public education system - developing interest in the arts and demonstrating its importance to young people. 3. Even greater support of the Calgary Arts Development programs and funding.

The City still does not review new development in terms of 'greenness'. In this day and age all new development, including new communities should be striving towards 'Net Zero' efficiency, and yet the 2007 Bylaw completely missed the boat. Probably because they did not have the staff to properly assess those factors.

No.

The City should not be collecting taxes for the province, i.e. property taxes should be reduced and the collected taxes would stay in the city for infrastructure upgrades, etc. The province should collect their share through personal income taxes (for education, transfer payments to municipal districts, etc.) so that Calgary (for example) does not end up subsidizing the education system in a large municipality like Edmonton. Lower property taxes would help keep seniors in their homes longer, and using personal income tax for services like education would help spread the costs out more evenly.

A major museum. A 700-800 seat acoustically good hall.

A better balance between social infrastructure and capital infrastructure.

More bike racks. Compost and separated recycle. Urban garden spaces. Calgary access needs to be more organized.

More recycling options. Introduce a department or office in charge of bicycling: currently divided between Parks and Transportation with the effect that there's no serviceable bike route network at all. Support for the arts community - public art and events are ok, but really a great city needs great art museums, concert halls, etc. Too much corporate funding makes for boring offerings.

Can't think of any.

7. Which City services do you think could be improved? Tell us how.

(163 respondents and 202 skipped)

Support for individual artists! Creative financing that would support non-profits and individual artists (loan funds, social enterprise investments, etc.). Support for programs that provides the education system access to the arts.

Not that I can think of.

Curbside composting

No, now that we have recycling pickup I'm pretty satisfied

Funding of a Heritage Foundation such as those in other major North American cities.

I believe that a few departments could benefit from combining to reduce redundancies for example parks and recreation, law and city clerks office, transportation planning and department wide services and transportation infrastructure.

Not sure but should benchmark to other great cities with similar characteristics (i.e. size etc.) around the world to ensure we are on par.

?

In order to support the activities of private citizens and their efforts to preserve their own historic properties with greater understanding of conservation practice, the City should provide grants and technical support to private citizens or groups so that significant properties can be effectively preserved and commemorated.

More recycling and offering it to everyone. More diverse arts investment. Edmonton is again in the lead on that front.

None. Let the people be self-sufficient.

North LRT through the central portion, potentially with Airport Service. I feel that the north of Calgary not served by either LRT branch is not conducive to a less car dependent city. Additionally, as someone who deals frequently with newcomers to the city (international students primarily) it is really an inconvenience and a significant cost to get to and from the Airport without a vehicle. This also limits the accessibility of these areas for lower income Calgarians seeking employment.

Seniors housing.

1.) Use a Happiness Initiative Project as a means of understanding and monitoring the well-being and needs of Calgarians. Refer to <http://www.sustainableseattle.org> for details. 2.) Develop and support of a food security policy which includes community gardens and regional planning for local sustainable agriculture and food production. This will be a critical piece for a sustainable city as oil prices/scarcity increases. 3.) Support mixed use of transportation to decrease car usage/air pollution. Research the viability of providing special LRT cars for cyclists/bicycles with special transit passes during the cycling months (May to Oct) so people and use public transit/cycling anytime of the day to commute thorough out the city.

School Buses – Why don't Calgary school buses have the red flashing lights and the flip out stop sign for when students are loading and unloading? Why don't school buses have seat belts? The safety of our children should be a top priority. I know schools are the responsibility of the province and local school boards, but this doesn't mean that the City shouldn't be more involved.

A Department of Festivals and Arts to facilitate the creation of an incredible Arts & Cultural City. Allow the creation of secondary suites. Parking should not trump and affordable place to live.

Dedicated bike lanes downtown,

More leisure centres that are affordable. More low cost housing

Right now, Calgary offers little for citizens who can't always travel to the mountains in winter. I would like to see the City getting involved in doing cross-country tracks on golf courses (Shaganappi, Confederation park etc.). Right now this is done by volunteers, and even Edmonton has this done by the city. We should do too.

7. Which City services do you think could be improved? Tell us how.

(163 respondents and 202 skipped)

Curbside composting services like Sherwood Park

Nope, just keep focusing on the non-emissions transportation system.

Recycling to condominium complexes. The solution for this should have been as much of a priority as single-family dwellings.

A newcomer orientation. I moved to Calgary 2 years ago from BC. Although it's just the next province over, many things are different, like vehicle registration for instance. I went for an entire 6 months without having a registered vehicle, because I didn't know about this step. Finally I got pulled over, given a huge ticket, and the officer explained what I needed to do. I couldn't even imagine what newcomers coming from a different country must experience. I think that an orientation on public and private services would be a great way to integrate newcomers to our vibrant city.

Bike lanes, recycling in apartments.

More skateboard parks.

Most city services are "equipment and gadget happy" e.g.: abolish police helicopter; tighten up on contractors doing work for the city; tighten up on city crews doing work; streamline response to traffic events - there appears to be over-response. General thrust is to increase efficiency.

Recreation horticulturalist as above.

Yes! Sustainability Services - Implementing and providing sustainability services such as: - Passive water harvesting and soil building, - Encouragement and demonstration of local food production through organic, bio-diverse methods LOCATED close to peoples home where they can all access them easily!, - Provide guidance to other services to avoid making costly errors that Calgarians will have to pay for there rest of the installations lifetime (ex - the Memorial Drive trees are beautiful, however the way they are planted they will always require energy put into them as there is no way they can passively collect water with the expectation of Calgary's sporadic rainfall - now I have to pay for this error in design for the rest of their life, - Provide guidance to all Calgary new buildings - with solar designed buildings heating costs can be reduced by 40%, and with extensive above standard insulation, can be reduced another 30-40%!!!!

Stronger partnerships with the library to build new libraries and maintain existing ones.

Curbside composting, cycling corridors, recycling for apartments, streamlined process for community gardens applications, congestion charges for those wanting to drive into downtown and other congested areas. Rationale for all these services: they will improve quality of life, reduce city costs in the long run, and promote behaviors that will allow us to reach Calgary's environmental sustainability targets (80% waste diversion by 2020, etc.).

I cannot think of any new services, but I would suggest all services become more efficient. Snow removal for example. What the city needs is more equipment and more workers. In order to achieve that we could decrease Forman, managers, and chiefs.

The city offers shelter for the homeless on the streets during inclement weather. But there needs to be affordable housing for the working poor.

Schools. Direct, no-strings control over federal and provincial funding and initiatives that affect the City - in cooperation with other affected municipalities.

I don't know to what extent the City supports things like the Calgary Homeless Foundation but support for those kinds of social/health issues would be good although it might not need to be something the city offers.

Bicycle infrastructure (Roads Dept.) - part of high quality cities and support sustainability; Sidewalk cleaning - streets are cleaned periodically, but not sidewalks - this improves the appearance and livability of the city; Streetcar and tram transit - these are very efficient modes of mass transportation.

More resources for the library, heritage planning, and the fire department.

7. Which City services do you think could be improved? Tell us how.

(163 respondents and 202 skipped)

Organic pick up or disposal needs to be seriously looked at.

More economic tools to support heritage-building owners such as tax incentives and a grant program for heritage homeowners. In order to ensure the creation of a sustainable city that includes heritage resources, the Development & Building Approvals department has to work in close harmony with the LUPP in order to maintain the integrity of the urban built environment. Too frequently, demolition permits are issued and carried out for projects that are never brought to fruition. Today almost all inner-city neighbourhoods are pocked with holes and scars, and sidewalks are blocked off for years due to stalled construction projects. Vibrant streetscapes, walk-able communities and habitable, income earning properties are destroyed and replaced by frustration and neglect. A process of partnership between city departments and public engagement with key stakeholder groups should be instituted to find ways to discourage unnecessary or premature demolition prior to the issuance of demolition permits to ensure the benefit and viability of major projects. The city also needs to establish criteria for proposals that ensure a certain percentage of funding is in place prior to construction, and contingencies (such as a trust) exist for abandoned projects. If the long-term goal is to create a city that is vibrant and healthy, then it must be noted that the scars left by demolished buildings and half completed projects have a negative economic and social impact.

Better senior's rates at Zoo, Science Center, museums and other outdoor venues where seniors may access by public transit, parking and pathways.

More direct access to bureaucracy-311 does not do the job well!

Business support. A one-stop service that an existing or prospective business can use to get or keep operating effectively.

All new developers should contribute to an infrastructure improvement fund (a percentage of the development costs). Downtown or inner city developers should contribute wider walkways and spend at least a percentage of their costs to develop green and art spaces around the infrastructure they build. Look to Portland, Oregon for ideas. Be bold and look forward for the next ten to fifteen years. The council tends to be timid and worry about their own self-interests.

I think the City of Calgary needs to take an active Role in the Education of the Children of Calgary. These kids are our future and if the Province allows them to become less and less educated then Calgary is at fault for not sticking up for them too!

Composting services to compliment our recycling program and further reduce waste in our landfills.

Offer recycling services to multi-family units.

Enmax should be responsible for waste management, and everything put out for garbage should be incinerated (aided by natural gas to achieve thorough combustion) and converted to electricity.

Dedicated, demarcated cycling infrastructure citywide because we have to shift from being an auto-dominated city before we hit a crisis and it's too late to change - we need to be resilient in the face of change in the price of oil.

8. Are there any services that the City doesn't currently offer that you think they should? What are they and why do you think they should be added?

(123 respondents and 242 skipped)

CPS, Fire Department.

Parks - main pathways are cleared in winter, support for summer festivals. Waste and Recycling - bin system, recycling pickup.

Police - I am very impressed with our current Chief.

Transit, Water and Parks all exceed my expectations. Though pathway upgrades were poorly planned last year.

8. Are there any services that the City doesn't currently offer that you think they should? What are they and why do you think they should be added?

(123 respondents and 242 skipped)

The two city services that are working well in my opinion, are Community & Protective Services and Utilities & Enviro Protection. C&PS is doing good work to moving Calgary to a no-kill status, providing neuter/spay assistance, and pioneering fund raising through cat licenses. All those are compassionate, smart, and efficient policies. The new recycling bins are wonderful, and seem to reduce collection time in our neighborhoods and divert waste from our landfills. I like the information provided by the city on smart reduction of water consumption. I wish this department liaised better with builders and developers to offer some better landscaping choices than lawns, which everyone gets roped into, and which are the largest wasteful consumers of water ever. Tax credit for a xeriscape? Or native groundcover?

I am happy with the current amounts of policing per capita. Have noticed a reduction in crime since the Cecil Hotel was closed.

1. Calgary Arts Development could become a most effective service if it can become oriented to a long-term strategic and integrated approach to developing space, funding op costs, developing awareness, and integrate that with the City's efforts in Tourism and economic development. 2. Calgary Transit - if we can truly get to the point of servicing larger areas on the C-Train and then provide the incentives necessary to get people to prefer public transit to driving themselves. 3. Heritage Park and other such operations that are privately managed but nevertheless still publicly funded. 4. The City's support for various festivals and cultural events like the Calgary Folk Music Festival, and other festival and event programming in our city parks and neighbourhoods provided by non profit arts organizations. This helps to build communities and brings people together in fun and friendly ways. 5. The community consultation process around the 2012-14 budget.

I think that all of the city's departments are doing a terrific job keeping up with the influx of population over the past 15 years. The Police have made great inroads in the gang populations and the drug connections downtown. Good news about the extra offleash areas being made available as well

None.

Police, 311 line.

I truly believe the city functions well, I also believe constantly working to be better is valuable.

Calgary transit: I think they are doing a good job expanding the LRT into new areas and this should be an ongoing focus. Also it appears the city the focused on developing new ways to encourage people to take the Calgary Transit system more and that is key. Parks: Overall I've been impressed with the city's pathways, parks and other spaces. They are well maintained and clean which encourages people to used the spaces. Recreation: I feel the libraries in the city do a great job of keep new books and materials available for Calgarians. Infrastructure and Information Services: I think it's great that 75% of its energy needs are met by renewable sources and I hope this continues. Waste & Recycling Services: I've been very pleased with the blue cart program and the green garbage been program as well and hope they continue to be successes.

Calgary Transit is working well but will always have room to improve. It services a sprawling city remarkably well, is very open to customer feedback, and has entered the social media age very effectively. Calgary Recreation does a very good job of engaging the city to enable many interesting events with great volunteer involvement. I have volunteered twice with them and it has been a superb experience. Calgary Parks are clean, beautiful, and plentiful. I have never had a bad experience in a Calgary park.

The City is a leader in wastewater treatment. The 311 portal is helpful.

Parks - are well-maintained, protected from development, pathways are cleared. Calgary Transity - LRT is a great service.

Library: excellent resources, excellent customer service. 311: great to have one number to call for all City questions and concerns. Recreation: helpful fitness centre staff, good facilities, strive to improve facilities and programs.

Public transit - service relatively good.

8. Are there any services that the City doesn't currently offer that you think they should? What are they and why do you think they should be added?

(123 respondents and 242 skipped)

Most city services are working well, although all could work better.

I think the expansion of City transit, including the West LRT and the recycling program are brilliant. Services that are available to everyone are the ones that work best.

Police Services working better. More on the street and doing the beat, by foot and bike and horse so part of the community. More resources in total, well trained and interact well with the citizenry.

Water services. The City is doing a good job of reducing water use in Calgary.

Creating Calgary Arts Development as a development authority has allowed a concentrated effort towards expanding cultural awareness, engagement and community in Calgary without straining the City Council's time and efforts. Working with CAD and CED, along with other partners, and making a balanced investment in culture through MSI. This support and leadership places a priority on desperately needed infrastructure to not only maintain but hopefully grow Calgary's vibrant arts and culture community. The provisions made to provide City Services at no cost to Festivals and Events throughout Calgary Engaging the community in such a proactive way in the 2012-14 budget process. Showing obvious interest and support of Calgary's bids to bring cultural festivals and celebrations such as the Junos, Geminis and Calgary 2012.

Having Calgary Arts Development as a development authority that provides strategic (no one-off) approach to arts development and brings national and international attention to Calgary as a City with a dynamic and innovative approach to developing and supporting the City's culture. Having a long-term strategic plan and prioritization process for community and cultural infrastructure through CPRIP and CADA's Arts Space Strategy and a commitment to balanced investment in culture through MSI and other dedicated funding sources. This strategic, leadership approach will provide investment in infrastructure that is vitally important to making the City hum and attracting and retaining our future work force.

I think the police and fire department are doing very good. They seem to be really pushing back the gang activity and the drug war as well.

Police, Fire: Both working well because of the dedication and commitment of the staff, all of whom signed on to do a difficult job under even more difficult circumstances.

I think Parks and Recreation services are working well. I often go to Baker Park on Sunday afternoons in the summer time, and I find that NW Calgary parks are well maintained and clean. I also find the recreation services to be well organized. I love the build-a-pass and the drop-in swimming classes for adults. I think they work well because they are both environments for Calgarians to interact with one another. They are also clean and safe.

Fire and police.

Waste and water seem to be well organized. I like the blue bin program. Parks is doing some things well, in particular clearing bike paths during the winter months.

Police and fire services are excellent. I feel safe and know that fire services are available on a moments notice should something happen. LRT- works well and moves a lot of people. Affordable housing projects are more numerous than I realized. Water quality is excellent. Planning policy is well done (MDP/CTP), and public involvement also seems to be at good levels.

CADA. Since it's inception, CADA has been a tremendous uniting force, voice and outreach agent in the arts and cultural community. CADA has been entrepreneurial in leveraging City investment in this critical sector that does some much to create a livable city.

Community consultation process around next budget. The beginnings of a coordinated municipal approach to culture.

CPS is working well - especially in the Centre City - crime is down, and police presence is up. City Clerks Office is doing an excellent job of making Council and Committee meetings available, although the web video feeds could be improved - they drop quite often. CS&C is doing an excellent job with 311 service.

8. Are there any services that the City doesn't currently offer that you think they should? What are they and why do you think they should be added?

(123 respondents and 242 skipped)

The Assessment department seems to be a well-oiled machine. No one thinks it's fair, but it does its job.

Recreation - Low cost, well-maintained, excellent variety, locations are convenient. Policing - Calgary continues to be a safe city.

Overall, I would say most are working well – if only because they don't get noticed! Things that work well are often taken for granted. However, I would like to give an honourable mention to Waste & Recycling. \$2 to deliver a load of recyclables to the other end of town? Less for garbage? Near-perfect reliability? Colour me impressed.

Police as they have the budget and money and can afford to have staff and can sustain themselves. Parks – maintenance as we have easy access and function and accessibility. Fire – quick response to put out fires and basement flooding as they come out and pump or sandbank for citizens. Roads – has budget for new intersections (Glenmore & Stoney Trail). Transit – has budget and money to put into buses and LRT except in the suburbs further away from the core and late night transit not available. Recreation – need more but do a good job with what they have, once you make it to a facility they have great customer service. 311 – got answers. Civic Partners – get to them to offer great experience, Zoo/Library/Heritage Park/Fort Calgary, etc.

Everything is working well for an urban municipality of 1.2 million and greater municipal region of 1.5 million in a northern hemispheric region, where median household incomes are the highest in the country, other than Yukon and Northern Territories.

Family and Community Support Services - Leveraging provincial funds to provide social support for Calgarians is one of the most efficient use of municipal dollars. The City is able to help shape the services based upon priorities and then work alongside the community to support their delivery. Community Development- Using City resources to support the community identify its own solutions and to help coordinate these solutions is another wise use of resources. Calgary AfterSchool is a great example but there are others as well that work at the local level. Preventative crime approaches with CPS - investing dollars in crime prevention, especially with you, pays massive dividends into the future. Recycling - we are improving in our use of recycling and curb side pick up is the best way to have people participate. This should be expanded. Water- high quality water is the standard and we meet that standard.

Fire services have a good response time and provide excellent customer service. Our City parks are well maintained and great recreation programs are available for my children. There are many services we need but don't think about such as cemeteries, snow clearing, infrastructure, communications and technology.

Generally speaking my perception is that all the important ones are working well. I think this because if they were not the consequences would be obvious (i.e. rampant crime, burning fires, no drinking water).

I think most City services are working well, however, we need to review every service to see if it is a core service, which should be provided by The City or if it should be provided by someone else.

I think that the essential services are working well. Water is also doing great.

Most are working well. Dedicated & thoughtful people.

Most Services are working well.

Police I can only surmise by what the media is giving us by enforcing the law and protecting citizens promptly and efficiently. Fire - Again, relying on the media to view such things as response times, contributing to saving lives, putting out fires. Transportation - Viewing the construction going on in the City. LRT, Glenmore Trail revamp.

Police - I feel safe. Fire - I feel safe. Water - I need it and the supply is good and clean.

Snow removal was really good 2010/11; recreation and arts and culture provide huge value with a comparatively small investment; recycling is getting much easier with the blue and black boxes now.

The ones mentioned above. They work well because I think that the employees understand the importance of

8. Are there any services that the City doesn't currently offer that you think they should? What are they and why do you think they should be added?

(123 respondents and 242 skipped)

their jobs and the impact that it has on the people they serve.

UEP Waste & Recycling - I've received both my blue and black carts and am very happy with the communication rolled out with them and how well everything is working.

Waste/recycling, Fire. Service levels meet public needs, budgets are well managed, sustainability planning is in place, best practice is demonstrated.

PARKS - well maintained with many bike paths and dog parks. WASTE AND RECYCLING - blue bins YAHOO.

Most work reasonably well except the sports facilities. Soccer pitches and hockey rinks are priority.

Our public libraries are working well because our community invests in them, they are well run, and well used.

Waste Management is working well, and the blue/black bins is a good start in helping reduce waste.

Police, better staffing levels.

I appreciate that the city is funding groups that need extra support like community associations and artists.

Police Services and Fire Department - Response times are great. Waste and Recycling - I love the blue and black bins. It encourages me to keep both my garbage and recycling low and I feel it keeps Calgary much neater.

311 - very responsive and customer focused. Water and Wastewater - has high environmental performance.

Water and wastewater. Calgary ranks well.

I think all services are working well with the resources available. There are times that we can be frustrated with waits or delays or cancelled series that impact us directly but for the most part I am very happy with the delivery of service by the City of Calgary.

Library services are amazing, but could be expanded to outlying communities, and require a New Central Library. The Fire Department is working well, but could utilize more capacity for new fire halls, etc. Land Use Planning & Policy has had some changes lately, that are positive, and the heritage planners are amazing and could utilize more resources. There are areas of the city that require more park space (particularly South Calgary and Altadore), and protection of the park space/green space that is currently there.

Utilities and Environmental Protection.

Services that work well is the support to the local arts initiatives the city provides, which has helped me as an individual to connect with other people in the city. From Canada Day celebrations to summer music festivals and other community gatherings that helps me to feel at home in Calgary and meet my fellow citizens.

311 is a pretty good service.

Calgary spends the lowest per capita of a major Canadian city on culture. We will not emerge as a leader in this country if we don't support arts/culture, which bring a whole different level of civic participation when they flourish.

City transit has improved marginally.

I think all of the city services are generally delivered well.

Garbage pickup, police.

Police - they have a mandate.

Every city service I have dealt with personally could use some type of improvement.

311 is a god send but you need more operators because people have to wait longer now. Fire truck response and EMS response times are excellent.

They're all working well as we have a minimum level of service in all of them.

8. Are there any services that the City doesn't currently offer that you think they should? What are they and why do you think they should be added?

(123 respondents and 242 skipped)

Fire department - currently able to respond quickly to emergencies.

1. Calgary Arts Development has shown itself over several decades to be the most clearly connected with the city's performing arts organizations with a minimum of admin or infra-structure. 2. The breadth of programming and services by EPCOR Centre for the Performing Arts has always been a leader and deserves even more support. 3. This consultation process surrounding the 2012-2014 budget.

None seem to be working efficiently. There is not enough info so far to confirm or deny that statement so I can only go by observation- a week to do a service tie to a house, uncut grass in parks for weeks at a time, potholes that seem to sit for months, don't see a cop car in the community for months.

1) Police 2) Fire 3) Transit.

Transportation, roads, waste and police are working well.

Police, fire, road maintenance. All seem to be working well.

Calgary Police Services, Community Services and Protective Services.

Calgary Police Services, Fire Department, Recreation, Public Safety Communications, Customer Service and Communications--all appear to be working well (reasonable response time), but would like you to look at if they could work more cost effectively.

CADA as a development authority can take a long-term strategic and integrated view of the sector-space, funding, participation. Support of bringing in and supporting large cultural events that will put Calgary on the map culturally.

Police - beat cops. The Library system and Recreation Programs.

Current recycling --- is awesome but we need more. Would be great if rain and compost bins were made more widely avail -- and sales were advertised wider. Would be great to have separated recycle, recycle for styrofoam (eventually no Styrofoam, this is probably another department). Police and fire -- they seem to take care of business seamlessly these days. Corporate - is this the one that takes care of 3-1-1? It's great.

I'm happy with utilities; thank god I haven't had a need for the Fire Department or the Police Department. What little interaction I've had with police has been positive.

Policing: They are doing a good job of solving crime and working to keep our City safe. They have no control over what the courts do once they have done their job. Fire protection: The fire department's record speaks for itself. Parks and recreation: We have good parks and recreation facilities and the staff work hard to ensure that users are well served.

Fire. Police. Water. Sewer. Transit. Garbage collection. I think they are working very well but I'm not sure why.

Ctrain -- but we need more lines and more trains.

Utilities and Environmental services has fully committed to a recycling program which though limited to individual homes, seems to be working well. The City of Calgary also has a well developed water treatment program which provides Calgary citizens with high quality drinking water. The City of Calgary is leader in purchasing green power and is to be commended for this. Parks are doing well maintaining our green spaces. The 3-1-1 customer service call centre is working well in providing relevant information on city services.

I think that Calgary Arts Development is doing great work in sector development including space, funding, participation and awareness, which also integrates into the work of Economic Development, Tourism and City Services. The long-term strategic plan and prioritization process for community and cultural infrastructure through CPRIP and CADA's Arts Spaces Strategy is working well. The festival and event programming in city parks are building communities and brings people together in celebration. The fact that there is no cost to these non-profit organizations for city services makes these events possible with far less barriers. This budget conversation process is working well. At least it is providing citizens with the opportunity to discuss city services and makes them more aware that they even exist.

8. Are there any services that the City doesn't currently offer that you think they should? What are they and why do you think they should be added?

(123 respondents and 242 skipped)

Public safety services because they are well informed and very well trained.

Curbside recycling pick-up. Snow removal was greatly improved this year!

Parks, Waste & Recycling, Calgary Fire Department, Calgary Police Service. I'm also really happy that we are finally taking steps to limit sprawl and make developers (and thus, consumers) pay more of the real costs of developing low-density suburbs- is it Land Use Planning that did this?

Utilities run smoothly.

311 - Immediate response and knowledgeable individuals. CPS - Innovative and caring, especially with Chief Hanson on board. Calgary Fire Dept. - well run, good educational programs. Utilities & Environmental Protection - good services, putting our city's foot forward to be more environmentally conscious, excellent water safety and quality.

I am not familiar enough with all the services to answer that but I think there have been levels of improvement in many areas simply due to a more open arena of engagement.

Recreation - great programs available at reasonable prices. Utilities and environmental protection - great initiatives recently with curb side recycling etc.

Utilities and environmental protection (waste and recycling services, water services) - because we are moving forward with recycling and other measures to reduce landfill waste and our water is very high quality.

In the two areas cited above LUPP- Historic planning and Community Services- Parks - we believe the staff is working hard within the resources they have to maintain a focus on heritage planning. What they accomplish within their resources is extraordinary and we believe they could do much more with greater resources, and have a greater impact on improving the lives of Calgarians.

Water Resources seem to be on the cutting edge of sustainable planning. Calgary Police Services have improved lately with increased police officers in the downtown.

Parks - lots of them and well tended for the most part. Arts and culture - more investment seems to be happening here which is great although more is needed if we truly want to compete with other cities (we're still at the bottom in terms of per capita funding). Transit - not bad. Snow removal - I actually don't have that much of an issue with this!

The library, a great service.

Recreation - This service is working well because they seem to get the best bang for the buck in what they provide to us, the public. Police, Fire and Waste/Recycling are all very efficient because they command a fair chunk of the Expenditure.

Police Services - have responded quite well in past. Presence provides high degree of citizen comfort level. Roads - improved snow removal this winter compared to past years.

Waste & Recycling - Improvements have been appreciated, especially the recycling and the change over to standardized bins for both. I like that the pet licensing has allowed reductions in the numbers of lost animals euthanized. As a home-owner who also does not drive by choice I find Calgary Transit to be very convenient for the majority of my daily travel.

Protective services because they are over-allocated and not expected to find efficiencies.

Policing.

I think the Fire Department and the Police department seem to be working fairly well. I say this because we seem to live in a pretty safe city (all be it with some crazy drivers) and these services appear professional and well organized.

Water (especially now that fluoride is no longer being added to our precious water) - water flows reliably into my home everyday for all my personal needs (drinking, cooking, washing). Calgary's water quality is very good.

8. Are there any services that the City doesn't currently offer that you think they should? What are they and why do you think they should be added?

(123 respondents and 242 skipped)

Waste & Recycling Services - I compost all my kitchen waste and am a very conscious consumer, so I only need waste & recycling services every 1-2 months, I appreciate that there is weekly collection and our landfills are being managed more proactively and sustainably. Parks - I use many of the big parks on the west side of the City. I appreciate how clean and accessible they are. Animal Services - I never see stray animals around my neighborhood and feel safe about the animals in the neighborhood. Calgary Transit - I live in an inner city neighborhood, work downtown and intentionally do much of my business close to home. I have 3 bus routes to choose from that are in a 10 minute walking distance from my home/office and run on a good schedule during peak hours. I also walk and bike to/from work and I have good pathways/ neighborhood roads to commute on. CSC - I think the city is getting better and better at engaging and communicating with citizens providing timely and quality information to citizens via 311, the Calgary.ca website and other forms of media and communication.

3-1-1. New Recycling program, and new garbage bins. Nice recreation facilities (although somewhat overcrowded).

Under the assumption that something productive is actually happening with the material, the recycling program works well. 311.

Parks has been innovative and has great programming to connect people to the environment; Utilities are doing a good job of encouraging water conservation and recycling, and Enmax helps fund other areas (e.g., Legacy Parks); Heritage and Centre City under LUPP are helping to make downtown a really interesting place to be; the Public Library is finding new ways to reach audiences; the Police Service seems to be doing a good job and the Police Interpretive Centre is great.

Library - great selection and ease of use.

Police and Roads.

Police is generally good. Fire service generally good.

I think with Mayor Nenshi Calgary finally has a transparent policy and citizens are able to recognize issues and work on improvement. I think the City is doing pretty good with the Calgary Library system.

Police - our City is safe. Recreation - we have great and affordable public pools.

Public transit is improving, but there needs to be more investment and expansion in the C-train.

Police / Fire Dept / Public Safety - other than budget concerns, these departments are rarely in the news because of management issues.

Water Services. We have state of the art facilities to ensure the water is clean and available.

Calgary has great roads and I think their community and neighbourhood services are quite accessible and plentiful.

Police and Emergency Services. They seem to be efficient and effective.

Recycling program is working very well.

Emergency services.

In general I find most of the services work quite well. Waste and Recycling: Happens on time and regularly. Water and Sewage: Water quality is good, infrastructure appears to be adequate. Bow river seems clean. Parks: Calgary has a nice variety of green space. Police: Seem to have things well in hand, not too obtrusive, well behaved. Fire: No complaints I'm aware of.

I believe that all City Services are inefficient, wasteful, and over paid.

Library.

Community services and protection services seem to be working quite well. I enjoy the parks, recreation facilities, and libraries.

8. Are there any services that the City doesn't currently offer that you think they should? What are they and why do you think they should be added?

(123 respondents and 242 skipped)

Transportation, roads.

None - all are wasteful and inefficient.

Police. Good use of volunteer resources.

City of Calgary Animal Services ROCKS - one only needs to google Bill Bruce to know why - effective and based on truth, not myths. Progressive in leading cat licensing, installing a vet clinic, and providing low-income spay/neuter services - they are leading the way in Animal Services across North America! Fire Department - Very timely in their response.

Fire - I don't hear any complaints about response time. Recreation - quality facilities available in Calgary.

It seems to me that right now the majority of the city's services aren't working that well. The transit system is fairly good but badly in need of an upgrade.

EMS, Fire, Police - minimum political interference.

The Parks are working well, as we have numerous parks all over the city.

Fire Department works well. There seems to be a better balance of "workers" to managers. The fires get put out and most if not all the employees work or do the job.

Parks and Recreation is doing a nice job.

Recreation: There are a lot of programs available within Calgary, the Zoo, sports complexes and places to see. Would like to see more availability for those who cannot afford some of these services.

Given the inadequate resources devoted to them, Community and Neighborhood Services, Transit, and Water Resources/Water Services.

Calgary Police Service & Community & Protective Services. I believe these work well because they receive a significant budgetary allocation. Perhaps disproportionate to other priority areas.

Police services. They are doing a good job, the legal system is working against them to protect our citizens. Community and Protective services, some waste.

Roads - they are way better than in other major cities. CS&C - I'm very impressed with the 311 service. Calgary Police Service - I notice an increase presence at large events in the city and on the few occasions I have had to call them with non emergency situations have been very impressed by the service - of course more money for this is a good thing too.

I think our police, fire services, and EMS are working well. I know we recently did a lot of work on our 911 system. I also know we have a great 311 system via phone where we can access tons of info.

Fire + police - well funded.

The Library does an amazing job with the resources that they have. They are one of the most underfunded libraries in the country, and they do more than any other library with their resources. The fire department also does a great deal with what they do and they need to have more support. Land Use Planning and Policy heritage planners have done an amazing job of responding effectively to the increasing interest in heritage, and more resources will allow them to take heritage to the next level for the city.

No real concerns about Fire & Police. Just keep the services focused on the "streets and communities". We don't need a bloated administration.

311 services - have a client service attitude.

The City of Calgary's small heritage planning department works closely with various public heritage groups, including CHI, to increase awareness of the city's places of historical significance through joint events and communications. This work is usually accomplished outside of regular office hours, and staff is always available to answer specific questions related to heritage, whether it is a general question, or specific to a given property.

8. Are there any services that the City doesn't currently offer that you think they should? What are they and why do you think they should be added?

(123 respondents and 242 skipped)

The "Discover Historic Calgary" site is useful to anyone interested in learning more about the buildings on the city's heritage inventory and ensures this information is widely available. This information is useful (for example) to developers who want to understand the heritage context of places where they are building. And it is especially important to community groups like ours who plan walking tours and other events or projects this resource. Unfortunately, it is currently not working (see next question). Corporate Properties recognizes the importance of stewardship and responsibility and looking for creative ways to ensure funding is in place to manage and maintain the heritage resources under the stewardship of the city.

Calgary Transit - services are efficient in the downtown core FCSS provide programs and services for marginalized and isolated community members. Police presence makes women feel safe in communities. Fast response time of police makes women feel protected. The recycling program has been very effective because of a single point collection.

Public transit - constant upgrades.

Unable to respond-- not enough information.

Water resources--safe and reliable. Fire--efficient

Engaging citizens has a good start, in particular the 311 system. Unfortunately, this good face on this service doesn't really integrate with the follow-through activities that other business units must conduct to solve the problem end to end. Many problems get lost in inefficient hand-offs, and the feedback to initiator is limited.

Police, fire, 311 and parks.

Communications between the city and the public have improved and there is more transparency. Snow removal is getting better. The airport by-pass is a greater project. Citizens tend to be short-sighted and selfish (what is it for me today?) so it is up to the city to be bold and creative.

I think that the Garbage and recycling Programs are working well. I love having recycling so easy and am sure most Calgarians are recycling now with it so easy. I love the new garbage bins as well!

Police Services: I feel safe in my neighborhood and city. The police maintain a good presence. Fire Department: Seem to respond in a timely way to emergencies, able to keep up staffing levels well enough to keep service levels up. Public Safety Communications: I have had to use this service a couple of times for medical emergencies and found them to be very professional and helpful. Water Resources/Water Services: Calgary has a very safe and plentiful supply of drinking water. Regular upgrades are being made to meet future needs of the City. Customer Service and Communications: the 311 service is a stellar use of resources. I use it all the time for information, to seek guidance on action to take in different situations etc. very useful resource in my opinion.

311 and recreation centres - extremely knowledgeable and supportive staff.

I think in general the city is working well. I have no specific complaints.

Water, waste, recycling - my water is clean and safe to drink, waste is picked up, we finally have curbside recycling.

Understanding Values & Priorities Phase 2 Online Discussion Guide Answers provided between March 15th to April 22nd, 2011.

Part: 3 of 4. Responses Question 9-13.

Total Number of Opens, 365 (responded to the first question).

Note: Not all respondents answered ALL of the questions. The questionnaire page concerning Calgary Budget Engagement Process had response numbers ranging from 133 to 162.

9. What services do you think are necessary for the future and long-term success of our great city? (147 respondents and 218 skipped)

2 Better planning

2 See response above.

As a physician who counsels patients on healthy lifestyle choices, I feel that greater access to more versatile and reliable (indoor) soccer facilities for adults and children is imperative. Soccer keeps adults and kids alike active, fit and healthy, and a healthy population is key to the "long-term success of our great city." A significant proportion of the City's population engages in this activity year round (20,000-40,000 participants?) but the City commits disproportionately less money to supporting indoor soccer facilities than other activities.

Bicycle transportation office with a dedicated budget for infrastructure construction and maintenance, public awareness activities, modality integration.

We need our services to work together towards the broader goal of addressing the enormous and escalating infrastructure costs of continuing to build our city outwards, as new suburban greenfield developments, instead of upwards as more dense living spaces and "complete" communities.

Satisfied with these services, but I think more planning for long term needs to be done.

Arts, culture, recreation and transportation are the critical areas that will separate us from the pack and make Calgary an attractive place to live and work.

We have to improve the transportation from the airport to downtown Calgary. All major centres have rapid transit and we are sadly lacking there.

The city is paying for too much. Cut taxes and make people responsible for themselves.

Number 1 transportation. Number 2 encouragement of inner city density (do not subsidize the boonies). Markets/WALKABLE cities. I have lived in Europe and Calgary is boring, car driven with garages, non-community based. Build communities, mini-villages.

As far as offered services I have been quite happy.

I think continued investment in transit and a cycling infrastructure are important for the city long term. Also

9. What services do you think are necessary for the future and long-term success of our great city?

(147 respondents and 218 skipped)

investing in things like renewable energy will be key as the world continues to run out of cheap fuels. Also continued access to clean water will be key going forward and the city should ensure it's promoting proper conservation of this resource through grey water initiatives and keeping chemicals like chloramine out of our water supply.

Calgary Transit. Everything under the PDA blanket. Roads. Environmental & Safety Management.

Senior support services. Urban gardening & food growing systems. Alternative transportation systems. Education programs on sustainability & environment. Education & services to support community diversity and limit all forms of discrimination. Programming to support entrepreneurialism and local R&D. Planning & programming to support urban development, densification and vibrant inner city communities.

Efficient and wide-spread transit service, long-term planning re. infrastructure, services, etc.

Improved design of LRT stations, more protection from the weather.

High-efficiency public transportation and higher density housing. Obviously we need to keep and continually improve all public services. Our city has to be affordable to all, as well as safe.

It's essential that we maintain the social infrastructure of the city as a sign that we don't want to leave anyone behind. But the quality of a city is also reflected in its Arts and Cultural infrastructure and this is where we need to build to become a world-class city.

Zero-based budgeting, full transparency and accountability. Protection and enhancement of environment: animal & bird corridors, more green spaces, more trees and greenery, safe walking and biking areas. Safe streets and homes. Sewage treatment, air quality, noise containment, vertical not horizontal expansion. Beautiful buildings as well as functional. Create public respect for public and private property e.g. eliminate graffiti, littering, begging, loitering.

Transit, Waste and Recycling and Water. In the long term, our city will need to deal with a world faced with increasing resource scarcity, and we need to be prepared. We need to find creative ways to reduce our consumption of water, oil and other resources and we need to find viable alternatives.

Calgary requires coordinated services and long-term direct investments in agencies and organizations that provide measurable benefits of a thriving and impactful arts and cultural scene. Investing in the arts sector is one piece of a bigger picture of services and investments in transit, social services, environmental protection, emergency services and other vital municipal services that contribute to Calgary being a great city in which to live, work and play.

Calgary requires coordinated services, such as those provide by CAD & CED, as well as long-term investments in infrastructure, agencies and organizations who provide major benefits to a thriving arts and culture scene. Investment in the arts sector provides a huge boon to the appeal of Calgary as a city to reside in and meaningful engagement in Calgary's unique culture by its citizens. Engagement in the arts and culture sector will show exponential growth throughout the tourism and business sectors, as well as creating thoughtful and invested citizens. A strong arts and culture sector can take Calgary to a new level on the national and international stage.

All city services are necessary to keep the city going.

More than just adequate Police and Fire services, as well as roads and underground infrastructure (sewers, etc.) that are maintained according to a long-term plan, not just with the money that is available.

Improved Public Transit. More frequent buses, more LRT routes (an LRT route to the airport), improved safety at LRT stations. All while keeping the cost of a transit ticket low.

Free access to a city network (Internet if it makes sense) and terminals that low income can afford. More input by citizens on votes. Or the ability to do so through online methods. Like an iPhone app. Straw polls.

Police and fire, planning, transportation infrastructure, public transit services, affordable housing and animal services, water and waste and recycling services.

9. What services do you think are necessary for the future and long-term success of our great city?

(147 respondents and 218 skipped)

We need major and long-term investment in arts and cultural organizations as well as heritage restoration initiatives that will make Calgary a livable and attractive place to live. It is only through investment in these sectors will Calgary become a tourist destination, thus bringing significant economic benefit to the city. Without investment and support for arts, culture and heritage, there is little reason for the outside world to visit us, Banff and skiing excluded. When I think of Europe, which is packed with tourists and the benefit it brings to its hotels, restaurants, museums, retail sector, tourism companies, etc., etc., I can only think of how many billions of dollars we have lost and will continue to lose without proper and significant investment in arts, culture and heritage, which are the vehicles that will make Calgary a tourist destination.

Coordinated services and long-term direct investments in agencies and organizations that provide measurable benefits of a thriving and impactful arts and culture scene.

Excellent, exhaustive, rigorous land use planning supersedes everything else. We need a reformation. This city's biggest problem is the massive amount of expensive, wasteful, suburban development. If we can't get rid of it, we at least have to manage it.

Recycling services, policing/ambulance/fire, transit.

Everything noted above, plus libraries, because I forgot them earlier. Public internet as a utility. An integrated, permanent solution to the cycle of inner-city (downtown) poverty and homelessness. This would be something the other government levels would have to be in on.

Professional development money for staff to receive training. Proactive rather than reactive. All services need inclusivity as right now we only do for the average Calgarian. Green policy – against what it costs and need to change the view on the importance of a Green Policy, economy not always about growth as not sustainable, look at capping amount of citizens to live in Calgary, no more sprawl past city limits. What does it mean to have a sustainable community. More research need to know City is doing the right thing. Professional knowledge based on employees not to the new political climate.

All of the services listed in the budget booklet, some to more degree than others.

All services are necessary.

All the services are needed if we are to maintain our current lifestyles.

Expansion of environmental and sustainable practices, engagement and education of the citizenry about their role in meaningfully contributing to the wellbeing of their city - ownership and responsibility.

I think that the City provides a wide range of services that are all needed.

Infrastructure - if the City is going to continue to grow, we must provide this for growth.

Mass transportation systems and supports through recovery of consumption or mobility taxes/tolls for singular vehicle transportation.

More emphasis on complete communities. I would rather walk to the stores and amenities than drive.

Police/Emergency/Fire, Roads, Transit, Recreation, Parks, Planning & Communication of all of the services available to citizens.

Social Services, Planning, Recreation.

The five services mentioned above. Life cycle maintenance of infrastructure.

Those that fall into our core roles - safety, public works and institutions.

Transit, water.

Water, Waste/recycling, Fire, Police, Roads, Finance, IT.

Preventative services and planning.

Sports Facilities.

9. What services do you think are necessary for the future and long-term success of our great city?

(147 respondents and 218 skipped)

Improved recreation facilities such as soccer fields and swimming pools.

Roads, transportation, police, fire department.

Better urban development.

Transit is the most important.

Be very careful with the budget planning and spendings.

Services that enhance the quality of life providing a safe and clean city and one where you can move around efficiently in sustainable communities.

Strong and vibrant libraries in all quarters of the city, support for heritage resources, good public transit, good neighbourhood planning and zoning, an abundance of park space, strong fire and police departments, recycling and other sustainability initiatives, etc.

Services I consider to be important for the future and long-term success in Calgary, would be to ensure the city continues to be a vibrant place to be. This means encouraging growth in sectors beyond oil and gas, which means helping to foster an environment that encourages creativity and development in arts and culture, technological innovation and research, as well as the health and well being of citizens. With that said, the services I consider to be important, are arts and culture, parks and recreation, and transportation and city transit.

Transportation, heritage funding, public arts funding.

Expanded cultural facilities that provide a vehicle for cross cultural understanding, enriching the lives of our children and providing a strong platform for our artists to evolve from.

All current services, plus strategic planning and visioning for the future development of Calgary. See responses to questions 4 and 7 above.

Better roads BUT NOT that airport tunnel.

Illegal suite removal combined with fire and building code inspections.

Roads, transportation, LRT, eliminating business tax, lowering property tax.

Garbage removal and recycling are necessary. Revitalizing the downtown core is necessary. Right now people live there but they are afraid to go out at night some of the time. It is like a ghost town after 6 p.m. downtown. Where is our vibrancy? Is it only here for ten days every July? If you want to attract more people, give them decent sized places to live so they are not moving from teeny, to tiny, to small, to and get the homeless into self-contained living quarters so they are not on the street. The shelter is inadequate it seems so maybe some of the empty buildings could be made into residences with 2 room apartments so the homeless have a place to live that is affordable, and hire some of those laid off teachers, give them training in counseling and get them working to find jobs for the homeless.

All of them.

Office of Sustainability - looking at all aspects of reducing Calgary's environmental footprint and encouraging sustainable development. Parks and recreation.

Land use planning & policy, transportation planning, transportation infrastructure, waste & recycling and water Resources/water services.

Support of fine and performing arts organizations - encouraging community involvement and participation in amateur organizations AS WELL as helping the funding and building of professional organizations we are already proud of - Calgary Opera, Calgary Philharmonic, One Yellow Rabbit Theatre, Honens Piano Competition, Cantos- and the development of more Festivals attracting visitors AND spreading the notoriety of the city nationally and internationally.

The City is finally moving in the right direction in regards to reducing/eliminating subsidization of new

9. What services do you think are necessary for the future and long-term success of our great city?

(147 respondents and 218 skipped)

development, but still has a long ways to go. In reviewing the true cost of building a new house in Calgary, we need to go beyond just the provision of essential services-water, sanitary, roads, parks, etc. and look towards enhancing the elements that make a city different from just a large town - the art galleries, museums, zoos, aquariums, etc. Calgary is in a fairly isolated location when compared to many east coast and golden triangle cities, and therefore it needs to strive to provide all the attractions that you might find in 2 or 3 cities that are closely located.

An external audit system to annually audit each and every department and report on a timely basis to the taxpayers!

It is not about the services, it is about value for the money. When the city invests \$56 million of MSI money in arenas is that the best way to spend the money and how many people benefit.

All of the services currently being provided are important.

We need to focus on services that are cost effective and maintain the safety and quality of life of the citizens in this city.

We need a coordinated, comprehensive long-term plan for funding of the arts with a commitment to building more infrastructure for the long term health.

Increased funding for FCSS services.

Bicycle infrastructure. Sustainable land use and planning. Sustainable waste management. Support for community based initiatives, arts funding.

More cycling and driver awareness education in regards to each other and separately. More communications between and pedestrians, cyclists and city workers. More urban gardening and infrastructure. More resources for local business info (what exists in Calgary -- and info for businesses to help them grow).

Improved transportation options to the automobile.

Fire. Police. Water. Sewer. Transit. Roads. Garbage collection.

Public transportation and wonderful parks. Policy's that encourage public spaces - commercial, recreational and residential.

Ensuring that communities are strong and can provide good programs for their populations is important for the success of any city. Successful cities have vibrant arts and culture sections. Providing funding and appropriate spaces for a variety of activities and programs is critical. Attracting businesses to the City ensures jobs and opportunities for its citizens.

Long-term investments in organizations that provide benefits of a thriving and lasting arts and cultural scene. It's part of the bigger picture of services and investments in transportation, social services, environmental protection, emergency services and other municipal services that contribute to Calgary being a safe and healthy place to live. A strong investment in the arts and culture sector in Calgary will contribute to the vibrancy as a community as a whole and will make Calgary a better place for our citizens and visitors to live, work and play.

Public safety, transportation, recreation and parks, water and sewer and waste disposal, land use and development services.

Better transit, higher density communities with parks.

Some sort of mechanism to limit sprawl and have developers (and therefore homebuyers) shoulder the true cost of developing and servicing low-density peripheral suburbs. Right now suburbs appear cheaper than inner-city neighbourhoods and that is artificial- really the extra costs are just shifted to the taxpayer. If suburban houses included the real costs in their price tag, it would start to look economical to live in higher-density neighbourhoods again. And THEN we would have a vibrant and compact city again!

The portfolios of services in the handbook are likely all required. It is more a matter of reducing the allocation

9. What services do you think are necessary for the future and long-term success of our great city?

(147 respondents and 218 skipped)

for a few popular favorites and increasing the limited or negligible funding for heritage and nature.

More to engage and develop links to our growing diverse population, being on the cutting edge of working with our homeless population, being a leader to educate about family & interpersonal violence in all its forms and greatly decrease its impact in our city.

Planning, Development & Assessment (PDA).

All basic services e.g. policing, fire dept. etc. but also is growing sustainability (i.e. not just out, Calgary has enough urban sprawl) and improving transportation to remove bottlenecks and keep people moving to where they need to be.

As we are a young and growing city the focus needs to be on how to manage this growth and make it a great place to live so people want to live here and add value to the city thus to me key are police services so people feel safe, transportation for folks to get around, planning, development and assessment to make sure we are growing smart not just out and community services so people can meet neighbors, make friends etc.

Great Cities preserve and commemorate their history. The benefit in terms of cultural understanding and improved environment is well understood, and the economic benefits are also significant. Through a lack of resources and extreme development pressure, Calgary has unfortunately lost many of its significant historic buildings, cultural spaces and communities. More funding should be directed to historic preservation to prevent even more losses.

See #7 and in addition Transportation Planning need greater resources to increase spending on Transit LRT expansion over building or widening roadways.

Reliable and extensive public transportation system. Deep community services that meet the needs of disadvantaged, homeless, youth, seniors, disabled. Visionary and diverse arts, cultural (and heritage investments).

We are adequately served.

Multiple Ring and spoke transit system is needed. Having to go downtown each time I want to go into another quadrant is a big waste of time and it is faster to go by vehicle.

Greater investment in Transit services, and a focused effort to redesign the city through planning and design to better accommodate less driving.

Community services and those related one that create a memorable city - we are too well-known for our cars.

Seniors care/housing.

Public Transit. Roads. Both these issues are the same for me. We are expanding. And much of our transportation infrastructure is suitable to a much smaller city. The Crowchild bridge over the bow was just not built for a city of a million plus people. How much does the city spend a year dealing with all the traffic accidents on the bridge, as everyone has to merge at least one lane in less than a city block? So we need to plan ahead and start putting things in place now.

1.) Increase all services that build strong, connected, caring, inclusive communities and society as a whole, so that sky rocketing, unsustainable cost of reactive services (CPS) can decrease to a sustainable level. 2.) Any service that increase the sustainability of the city. Encourage citizens to become involved in a distributed system where they are contributing with their home - solar electricity generation, composting, re-use grey water in their home and yard. 3.) Water is a public resource and a basic human need. Access to water is a birthright of all people. Water services needs to be publicly administered and delivered and should never be privatized. 4.) All services necessary for a sustainable city and part of the commons: Water, waste management, environmental protection, parks, public transit. 5.) Services to provide for old and less privileged citizens to ensure they have access to a good quality of life: housing, social services, and recreation. 6.) Emergency services: PSC, fire, police, emergency planning, and bylaw enforcement. 7.) Planning for smart, sustainable growth.

9. What services do you think are necessary for the future and long-term success of our great city?

(147 respondents and 218 skipped)

All of the above - everything in the Budget Kit is important.

You know, this city is pretty cool at this time. I would like to see more efficiencies/innovation wherever possible to make things even better. Sorry kind of vague but improvements are always welcome.

The above, and great transit, assistance to immigrants.

Police, Transit, Parks and Airport at its present location.

Improved public transit with WARM enclosed shelters at LRT and Bus Stops.

A more efficient transit system, with no delays and rapidity- this will convince people to use public transit to get around. More bike trails- again, to have less congestion on the roads. For a city this size, it's unacceptable to get stuck in traffic for hours only to do a 20 min trip.

Accessible and affordable public transit. Parks and recreation facilities. Support community associations in delivery of community programs.

A Non-emission transportation system that covers most of the city, an energy company that does not take money from the taxpayer through semantic gymnastics.

CTrain access to the airport and all quadrants of the city.

Make secondary suites legal throughout the city.

More public conversations such as this. We need to constantly strive to make our city more interesting and beautiful so that its citizens love it and stay here. Support of local businesses through grants and sponsorships.

More soccer facilities for the city's children. The facilities are woefully lacking given the interest of the sport.

MORE SKATEBOARD PARKS!

More police and fire stations, better 911 and bylaw services.

Steady as she goes...

The development of Calgary's "cultural infrastructure" is very important - it is what will take Calgary to the "next level" of world cities. One example of this would be the construction of a new central library that is representative of a young, progressive city - i.e. modern. I suppose this would fall under recreation services.

Planning: some hard decisions need to be made: stop sprawl; inform all parties of such a policy decision; going forward all city growth is by increase in density; improve transit; upgrade failing infrastructure like water mains, sewer systems; use IT to improve traffic signaling (intelligent signaling) to reduce congestion; open up old roads through communities that have been closed in response to community requests; reduce/eliminate use of STOP signs and replace with YIELD but only where needed; etc.

Facilities that encourage an active lifestyle.

Services/projects/education that reduce our dependence on fossil fuels for daily life that Calgarians use (ex. pumping water/waste accounts for 20-40% of my energy use - so if Calgary encourages rain water capture, composting toilets, and greywater systems think about how much energy would be saved!). Diversity of economies will be critical - the more we support each other through local businesses, the stronger we will be if costs of shipped products increases. The ability of the city to provide local food at minimal cost - these plants need to be planted properly (passive water collection (ex swales), mulched, and soil built NOW so that we can harvest starting in the next 10-15 years - things like hazelnuts and walnuts! When people can no longer afford the roof over their head as energy costs rise, or afford to eat, they will leave and Calgary will be unsuccessful at being sustainable, and a great city.

All services that relate to safe communities (police, fire, Emergency management, community & neighbourhood services), all services that contribute to maintaining a healthy population and encouraging engagement in the community (parks, recreation, community neighbourhood services, animal services) and planning &

9. What services do you think are necessary for the future and long-term success of our great city?

(147 respondents and 218 skipped)

transportation services (roads, transit, planning departments) and the necessary human resources/finances services to allow the above listed services to function properly.

Curbside composting, cycling corridors, recycling for apartments, streamlined application processes for community projects such as community gardens, congestion charges for drivers who use downtown and other congested areas.

An efficient, people listening Council without private agendas.

Infrastructure of all kinds is important in any city, and especially in Calgary where we currently lack.

Police Services, Fire Department, Recreation, Transit, Roads, and Waste and Recycling Services.

Education.

Public services, not privatization needs to stay a priority, Calgarians cannot afford what the big corporations would charge for everyday needs.

Water Resources/Water Services, Transit, Community and Neighborhood Services, Land Use Planning & Policy.

Services mentioned in (4).

A complete restructuring of the PDA.

TRANSIT.

Focusing on bolstering our culture and civic life so that citizens are engaged in making the city a great place and enjoying what we've got are really important. That ranges from supporting culture and recreation to transparency in government and addressing social issues preventatively rather than reactively.

Bicycle infrastructure; better mass transit; urban design and heritage planning resources; better waste management (recycling).

What I've said before. More resources for the library, the fire department, heritage planning, parks, transit, etc. We need a more urban city, built for people, like Jan Gehl suggests.

Probably the same priorities identified above - Police & Fire, Water & Garbage including Recycling, Parks & Recreation & Environmental Protection.

A city's built heritage creates a sense of place, inspires future growth patterns and can make it a global destination. In order to ensure Calgary's future success and sustainability, municipal oversight for the incorporation of existing heritage resources into the fabric of the city through their adaptive re-use, and having services that provide assistance to ensure maintenance and ongoing viability of heritage resources is necessary. In recent years, the city's heritage community has grown significantly and a large body of work has been established. This includes research, events, and informal networks that at times appear very fragmented. An umbrella organization sponsored by the City that brings all of the groups together – physically and virtually - would provide strength to the heritage community to ensure its ongoing viability and create a better profile for newcomers to the city. This would allow new Calgarians to get connected and provide them with an expert resource to learn more about the city's rich history and successfully maintain their own heritage property. Thus building a sustainable city at the grass roots level.

Get everyone interested in getting outdoors within the city and its surrounds.

Public information and Accountability services - to provide more open governance and public administration. City governance is increasingly secret and unresponsive to questions and concerns!

Coordinated infrastructure development. I am not talking about Planit, which is a good blueprint; rather I am talking about coordinated execution against the blueprint. This will require changing the culture from "I know my job" to "What did I do today that advanced Planit objectives?"

Planning, transit.

9. What services do you think are necessary for the future and long-term success of our great city?
(147 respondents and 218 skipped)

Less sprawling so it is easier to maintain or improve the current level of services. Larger areal extent is not always better.

Continuation and enhancement of the city's waste recycling services are important to the future of the city and the planet.

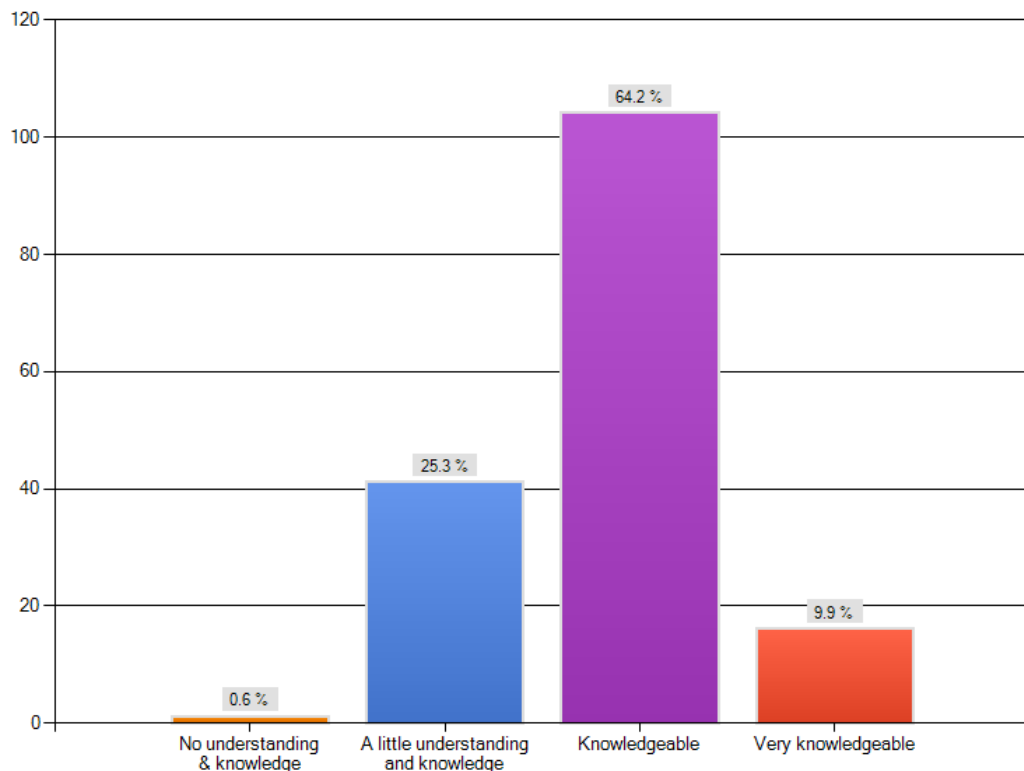
All of them! We can't survive on 5 services like Q5 asks. A great, well-rounded city needs parks, recreation, police, fire, bylaws, public festivals and events, sound financial and legal management, reasonable transportation, conscientious and limited growth in physical footprint, etc.

Better and more comprehensive recycling services. Making for example high efficiency lighting and batteries easier to recycle.

37St SW 4 land city road over the headwaters of Glenmore reservoir.

Anything to do with people, we need to look after each other; transit and alternate modes of transportation because we cannot keep building a city that relies on cars - it's hurting us now, fiscally, socially and environmentally - and it's only going to get worse.

10. Having reviewed the booklet and answered the questions, how would you now rate your understanding of City services?
(162 respondents and 203 skipped)



11. Did the budget kit booklet and the review process for the survey help you to get a better understanding of the range and variety of City services provided by the City? Please specify.

(152 respondents and 213 skipped)

20 Yes	2 No	2 Somewhat
<p>Yes - provided additional information on internal corporate services and the objectives of the various business units.</p>		
<p>Not really.</p>		
<p>While I am already familiar with the majority of the services provided by the city, the booklet was a good summary. I appreciate having an explanatory briefing of all the services and their budgets to review.</p>		
<p>Yes - the descriptions were good.</p>		
<p>Very helpful. I previously had a much less than complete understanding of all the things the City does.</p>		
<p>Already had a fairly good understanding.</p>		
<p>Yes it outlines some of the services and departments and where tax dollars go (but is still pretty general) why are there not dollar amounts and a budget that everyone can read and follow.</p>		
<p>I felt it is valuable for review. I took from it what I needed.</p>		
<p>Yes, it provided a nice summary of what the various service departments provides.</p>		
<p>Heck yes. Previously, I was much blurrier on where the provincial/urban boundaries lay, and on the inner workings of the city beyond what we see every day.</p>		
<p>It helped me recall the many departments.</p>		
<p>Somewhat. While we can understand The City's desire to understand what services its citizens consider important, our input is really going to be biased towards those services that we use! You can look at usage to potentially gain a more objective assessment of resources. What really needs to be done to allocate taxpayer money wisely is to analyze internal process for inefficiencies and ensure policies permit efficient processes that result in motivated and productive employees.</p>		
<p>Yes, better understanding of range of services provided.</p>		
<p>Not range, but helped me understand who does what.</p>		
<p>I was already fairly aware of what the city does. The numbers are too large to really mean much to me.</p>		
<p>Yes, it helped remind me of all the services the city is responsible for.</p>		
<p>Somewhat. Was too self-congratulatory/defensive.</p>		
<p>Somewhat. I did not fully understand how budgets are allocated within each department and how much money each department receives. That information would be useful to know.</p>		
<p>No - In general, if a citizen is interested in a City that has a dynamic cultural scene the booklet does not show the role that City services play in achieving this. The work of the Civic partners was not identified outside of a listing of the partners themselves. Since these organizations are established as partners to the City to provide services that otherwise may need to be provided by the City and since these organizations are supported through the City budget process, space in the booklet should have been provided to talk about their role and the services they offer.</p>		
<p>Yes - I was surprised at the amounts of many of the services - either above or below what I expected investment to be. I was disappointed at the scarcity of arts and culture importance in the budget, when I know that the City Council knows its value to a strong, vibrant economy.</p>		
<p>Yes, there are many services I did not know we had.</p>		
<p>Yes, the section "Did you know" was especially helpful, and helped to clarify priorities.</p>		
<p>Yes. Before reading the booklet, I did not know of all of the different administrative/behind the scenes</p>		

11. Did the budget kit booklet and the review process for the survey help you to get a better understanding of the range and variety of City services provided by the City? Please specify.

(152 respondents and 213 skipped)

branches of City Hall.

Yes and some of the budget numbers seem to not align with how I'd expect the service to be delivered. But it is probably just my lack of knowledge.

Yes, I note that the roads operating budget of \$136M has no line items for cycling. Considering the low cost to install and maintain cycling infrastructure, dedicating a small percentage of this budget would provide long-term benefits.

Yes, there are a great number of services offered that I was not aware of, and I'm sure there are even more. I was also not aware of how much money goes into police and fire protection services. It's very eye opening.

Yes, it is an excellent summary of the different areas of the City and the services it provides.

Yes, but it failed to explain how the different departments/services interact with each other to achieve their goals in the most expeditious manner.

Certainly - I now know more about where all the administrative costs go.

No. It's text-heavy and written for a corporate audience - "The public engagement process will start the conversational journey by involving citizens, employees and Council in three phases over four months", really? - Rather than the average Calgarian (who doesn't have 2 to 2.5 hours). Why would you create a "corrections" pdf when you can update the online pdf? Use the corrections if you don't want to re-print hard copies, fine, but adding an addendum to an electronic version is just laziness.

Complete listing of the breadth of services provided by various City departments.

Group of 5; Yes X 2, No X 2 (quite aware of city services), Somewhat

I already had a pretty good idea of what services The City provides.

No, I was fairly knowledgeable to begin the process.

No. I have worked here for 20 years.

Provided an additional refresh of my current knowledge. It provided me with a better understanding of Police services. This is one group that not a lot is known regarding their operational structure and they have operated at arms length to the rest of the City business units.

Yes - but the booklet doesn't tell you where money is not being spent wisely.

Yes - insight into the weighting of the allocation of funds - in some cases was off balance (i.e. more money provided to internal services that are far removed from the benefit to the citizen/taxpayer).

Yes it did as it broke down the services and budgets relating to the services.

Yes, gave further insight to the services provided by the City and makes you realize how important all services actually are.

Yes. I didn't know about the Calgary Emergency Management Agency. I'm not sure of their input over the years to the City that has made a significant difference.

NO, more education is needed on how city services work.

Yes - provided understanding of full scope of services.

The categories were very broad and make it difficult to prioritize. A single page category list would be helpful to answer questions.

Yes, I have a better understanding of what each department is responsible for.

Somewhat. It's too long.

11. Did the budget kit booklet and the review process for the survey help you to get a better understanding of the range and variety of City services provided by the City? Please specify.

(152 respondents and 213 skipped)

Yes, good outline.

Absolutely - it gave me a better sense of the breadth and depth of city services, and the challenges that council has regarding the budget.

Yes. Some of the services that are more behind the scenes are still critical for the functioning of the city. Some of the corporate services are not on my radar regularly but do have a significant impact in the running of the city.

The budget kit booklet and review process did help me gain a better understanding, but I think I could have used more time to read over the material.

Yes. I had no idea that Community Services and Protective Services covered such a wide variety of areas, from Fire Fighting to Parks.

Yes, but it was almost too much detail.

As stated the format was not readable.

Yes, I gained a broader understanding of structure and services.

It is too vague.

Yes, it had more detail than I have seen in other places.

It is a catalogue of services with little indication of integration at the planning level.

Yes, it helped me to understand which departments were responsible for which services.

Absolutely and it helped to focus my opinions as to where our financial commitments should be directed.

Yes and no. It appears looking at gross budget amounts that the Police dept. budget is bloated and that the Roads budget needs more money if we are to get serious about such issues as snow clearing.

Yes very much so. The public demand and needs for services is extensive and the various city departments are in general very accommodating. I do believe that there are options to reduce costs and improve on services and focus on key areas as explained in above responses.

The booklet was a high level overview of the services delivered. The changes to the budget process need to look at cooperation, coordination and integration between the city and others. That was not addressed in the booklet or process.

Yes, but I was hoping to address more specific issues, and hope that this process will be part of the later discussions.

Somewhat. Need a better breakdown of services.

Yes - It helped me see which departments dealt with my interest. It showed me the operating budgets in comparison of other depts. Showed me where things are going well and what I think could bare a little more attention

Yes. Have a better idea of which departments are responsible for what services and their funding.

Yes, it was helpful. Knowledge is always a good thing and we never know all there is to know. If we are foolish enough to think we know everything, we will undoubtedly make some very poor decisions.

Yes, I was not aware of some of the departments like law, and the Calgary Emergency Management Agency, or the city clerks office

Yes was interesting to see the budget for the various department.

Yes. Although for some of the services it was challenging to determine whether or not I was affected by them or if they were working or not.

11. Did the budget kit booklet and the review process for the survey help you to get a better understanding of the range and variety of City services provided by the City? Please specify.

(152 respondents and 213 skipped)

It made me realize the extent of what Calgary offers but also the huge funding that is needed for these services.

Not in my case. However, the booklet and review process was designed to "add-on" to the current, which manipulates the public's opinion.

Yes, and I loved that the current budget for each department was included.

Yes. The financial details were important and appreciated. The information was thorough without being overwhelming. A chart showing percentage breakdown would have been useful.

Yes, each department and all its components thoroughly outlined.

It certainly identified and described the various services, which was beneficial. The fact that it reads more like a sales brochure than an informational pamphlet is a little off-putting.

Yes - there is a lot of services provided that I was unaware of and now have an appreciation of.

Yes very much so, there are a lot of things going on behind the scenes that are necessary to make everything work and it was very valuable to see where the money is being budgeted.

Yes better understanding of where the various services fit.

Yes it is excellent.

It did. It just gave me a better understanding of each of the departments and what they do.

Not really, I didn't think it was too well segmented, and didn't start with much of an introduction or over-view; rather it just jumped into a department.

It certainly did.

Yes. I was not aware of the Corporate Administration departments.

Helpful, although I was already familiar.

Maybe, but there is not nearly enough detail.

Yes. It helped me understand the scope of things we spend money on.

Yes. Providing metrics on many services now gives me an understanding of who and how many people each service impacts and how well used the services are.

Yes. It was interesting that Fire and Parks are in the same unit, and Roads took up far less of the budget than I previously thought.

Yes. Well laid out in plain language. Great.

Yes, it's very concise.

Yes, I was not aware of the Corporate Services.

Yes, it lay out the city services and what we as taxpayers are funding.

Yes, it gave me a better understanding of the administrative / corporate side of city services.

Not really. It all sounds so homogenized these mission statements from the various departments. Tell us how you will accomplish what you say (strategies), tell us how you can do more with less (productivity) and tell us how your costs are broken down.

I'm in shock about how much of the City's money is going to admin, processes, assessments and not to GOODS AND SERVICES, where, I believe, a much greater majority should be going.

Yes. It's clear it is much more complex than many of us thought.

11. Did the budget kit booklet and the review process for the survey help you to get a better understanding of the range and variety of City services provided by the City? Please specify.

(152 respondents and 213 skipped)

Not really, I already had a fairly good understanding.

The booklet provided a nice, high level, overview. There's a fair amount of stuff that happens in the background which one tends to be unaware of. Consciously thinking about the services provided is an interesting exercise; I suspect we take them for granted most of the time. On the whole I found I was quite happy with them.

Not really...it simply reaffirmed my belief that city officials make budget decisions on subjective bases with next to no objective performance measures in place.

Yes. I didn't realize which services came under the various departments.

Yes and No. Require a much more detailed description of where tax dollars are spent to see how much is wasted on admin, excessive union benefits; excessive equipment purchases and replacement; etc.

Yes. Concerned that some services do not have satisfaction measurement of services. Both Calgary Police Service and Calgary Transit measure customer satisfaction but Recreation does not appear to have measurements.

Yes - especially services you do not see in action (ex Corporate Services).

Yes. Provided details about some services that I was unaware of.

Not particularly. The information was presented in a way that made it difficult to read and absorb. Next time, please don't use a narrow subset of a typeface in order to squeeze more info in; it just makes the whole thing look crushed and uninviting to read. Also, long passages of text should be set in a serif font in a reading (roman) weight; this is set in a light, serif weight. The pictures and quotes along the right-hand side weren't useful enough to merit squishing the text along the left in order to fit them in. Also, seeing these lay out in terms of pie charts, flow diagrams or other visual aids would have been immensely useful.

The budget kit did not add much information but gave me the specifics.

Yes. It was informative, and a bit shocking that the city spends money on Corporate Administration. Managers need Leaders? Legal advice I understand but in my opinion money (almost 50million) miss spent.

Yes. The 'Did you know?' sections were a nice addition.

Yes, it divided it into the different segments.

Yes - I didn't understand before how all of the services were broken down by department. I struggle with the Corporate Admin section though, of course I know these things are important but as a citizen I cannot help but choose safety/transit/and recreation services over these. I feel like the city needs to show the citizens what we cannot operate without and then let us comment on the negotiable items.

Yes I think so. It's a good booklet but it's unfortunate that it's just a list. I think it would help more if it used other ways to show information as well - info-graphics and charts to make it easier to get the information more quickly and illustrate relationships, and also to make it easy to tell what parts to read to get the information you don't understand.

Good overview of all departments and their services.

Somewhat but probably generated more questions than answers. A small number of departments seem to cost the most amount of \$. Do we have the most effective & efficient organizational structure? Listing 5 priorities was too small a bundle.

This was marketing material and provided little to inform the citizen about the possible tradeoffs to be considered. Asking for a wish list is driving to get people to think short term and only about what they can see. The process should be about the plan for the future and then back cast to see what is needed to make this happen.

11. Did the budget kit booklet and the review process for the survey help you to get a better understanding of the range and variety of City services provided by the City? Please specify.

(152 respondents and 213 skipped)

Yes - insofar as it described the various departmental structures.

Yes, it was useful to see what services were under what area. The broad titles don't easily correspond to the services.

Shows me there is interest in making improvements and giving me a voice.

A good overview-but a " pie chart" would help show the relative cost of each sector. More detailed breakdown separately would be also being instructive.

Yes, it put hard numbers to the allocation of resources.

Not really. Essentially it provided a multiple-choice list of existing services, leading only to a ranking exercise. Will not foster any real breakthrough thinking about increasing service value while at the same time reducing service delivery costs through cross business unit work optimization.

Yes, it helps to appreciate some of the lesser-known services and change my thought process. There are many invisible services such as PDA and Corporate Services that we don't hear about or see often, but they are critical to success of the city. Citizens tend to forget them.

Yes, it helped me to realise there are many internal departments that I wouldn't have necessarily thought about such as It and law departments. It also helped me to realise how far reaching city services are in our every day lives.

Yes - clear list and explanation of responsibilities.

I wasn't able to read the booklet on line. All I got were headlines and dots.

It confirmed what I knew.

Yes, especially the breakdown of "internal" departments at city such as HR, finance, law, etc.

12. Will this new knowledge about City services influence your opinion or use of City services in the future? If so, how?

(141 respondents and 224 skipped)

20 Yes

2 No

2 Somewhat

I hope to see positive changes in the allocation of City resources.

I will certainly have a more positive view of this and will try to be more engaged in debates in the future about how we maintain and enhance our City.

Yes - it was interesting to see where the tax \$ goes. Quite amazed at how much the police services and fire prevention cost.

Made me realize that the city has their hands in to many baskets. Make citizens responsible for themselves.

No. What it explains is logical. What's not there is priorities and how much is spent on what. It seems like there is a lot of waste at city hall.

I don't believe this changes any of my opinions, just gives me insight into them.

Not for a while, but I am currently a downtown renter relying on transit. Ask again if I wind up moving to the suburbs.

Not really as I already take great advantage of the wonderful services available.

Yes, I shall be a more informed critic and have a faint hope the City elected Representatives will stop trying to

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(141 respondents and 224 skipped)

buy votes and do with less focusing on what is needed versus what minority constituents feel are nice to have.

I don't believe this will change my use of services. I feel like more of the unacknowledged services provided by civic partners should have been highlighted for me to engage in a new way.

Yes, more positive because I understand how things work better.

No. I have always been aware of and accessed the services I have needed. I will continue to do so as I have done in the past.

I don't think so.

A little.

Not sure. At present my opinion is that the city caters to suburban commuters and property developers at the expense of taxpayers such as myself. I hope to see this change.

I'm generally pleased with the services that I take advantage of now. I didn't discover many additional services that will help me out.

No, the greatest underfunded area in our city is funding for arts, culture and heritage. It was my opinion before and remains so now.

The only new knowledge I gained was that the City's communication department doesn't understand its audience. So yes, it has changed my opinion of city services.

Group of 5; No X 5.

It is an excellent summary of all service provision with the operating expenses. It would be nice to have the complete picture, which includes their annual capital expenditures. It enables an easy comparison of services and costs but hasn't changed my initial opinions.

No. I will use what I need and want. I just expect them to be there when I need them.

Perhaps. It would be useful to know capital construction budget comparisons on how we allocate these funds. For example how much do we spend on building roads and interchanges versus how much we spend on building transit infrastructure.

Yes, one would want to encourage consideration of the redistribution of tax dollars.

Yes. I will try to take advantage of the options provided by the city rather than private (e.g. Recreation).

Yes, this process has made us more aware of the gaps in city services.

It has influenced my opinion in this way - there likely needs to be a careful consideration of which services are not adding as much value as others and which services are duplications in various departments.

Yes. I will pay more attention of each mayor elections to the platform they are running on. I have not voted for our current mayor and it was justified. The mayor raising property taxes, his proposal of the tunnel will definitely pay a part in me not voting for him at the next election.

Perhaps. It will make me more aware of how the City operates.

Yes. It will help me make a more informed decision.

Possibly. I think I will have a better understanding of where to direct questions and will take a stronger interest in budget discussions.

Yes, I will be more aware when dealing with various city departments, what context they are working within, especially of the complexity of some of the organization.

I have lived in Calgary my whole life and feel I have a fairly good understanding of the services the city offers. The information in the budget kit really helped to bring the information in a clearer format, which helped me to

12. Will this new knowledge about City services influence your opinion or use of City services in the future? If so, how?

(141 respondents and 224 skipped)

see how money is allocated to the different city services.

I don't think so.

Yes. I think city departments may have a sense that it is their responsibility to increase the services provided to Calgarians rather than to provide existing services in the most economical and efficient manner. The comments and tone of the booklet came across as if they were prepared by people who were proud of the breadth of services provided, rather than the efficiency with which the essential services were provided. While this initiative is admirable, it is misplaced as many of the services provided may fill a negligible need.

It tells me what the services are but I would like to see a pie chart on how much money is spent on each one.

Yes, I will feel more inclined to contact one of the city departments when I have ideas or can provide constructive feedback.

I appreciate this opportunity to state my personal priorities for arts development and will look to the City and its authorities to implement what I hope others will agree on as a the next step in our developing a 'soul' over and above the infra-structure and economic advantages we display.

Not really, because it did not answer the main question - Is the money being spent efficiently or are some/all the departments so management-heavy that the true cost to provide services is substantially more than it should be.

This exercise has influenced my opinion and appreciation of the volume of services required. I do expect the Mayor and City council to start using some good common sense on spending the tax payers dollars - think like a Calgarian who is struggling to survive with the ongoing increase in the cost of living.

Not likely.

More appreciation for services the city offers, but also more critical eye.

Yes - I'll be asking into how citizens can and city workers can communicate their needs better, re: detours and work areas. I'll also be asking who takes care of urban spaces, re: urban gardening

Yes, I am now in a better position to be able to provide useful feedback to the City and I feel better about the administration of our City knowing that they care about the opinions of the ratepayers.

We spend a lot of police - the budget process seems to get helped hostage by the "Crime Fear Factor".

Yes. I am more aware of some of the services the city provides. Much of it is behind the scenes, therefore this process is bringing these services to the forefront and helps me be more cognizant of what the City provides and how I can use it to my benefit as a Calgarian.

I'm not sure if it will influence my opinion but I will continue to use those services that are I and my family require.

N/A

I was surprised at the corporate administration and corporate services costs. I would find it useful to compare percent allocation with other Canadian cities.

Yes, more mindful of what they are and how they are part of many services I access.

Yes I believe I will appreciate the value more.

Yes, I believe I will better appreciate the process.

Likely Yes.

Will keep the budget kit as a guide.

I think it will make me more aware of City services and what I think is and isn't working.

No, except that I looked at my priority (Transportation) and the small budget that it receives, and compared it to

12. Will this new knowledge about City services influence your opinion or use of City services in the future? If so, how?

(141 respondents and 224 skipped)

the LARGE budget that the police force receives.

I will still use the Services sparingly. The essentials I will continue to use, there are no new services which attract me from amongst what I read.

Too early to tell.

Not really.

Probably not

Yes. I should take advantage of some of the recreation services available. I have a better appreciation of all the important services the City provides.

Maybe.

Possibly - it would depend on results.

I will pay more attention to budget discussions.

Yes, for sure. I am glad to be able to tell my opinion and I feel my opinion counts (not like in previous years, when there was less chance to be heard).

Yes, I am more informed and will be able to better understand issues, such as legalizing secondary suites; (*named an alderman*) is a moron on that subject.

It will not change how I use the services other than when they implement recycling services to condominium complexes.

Not sure.

Yes. I have a better knowledge.

Perhaps. It will certainly make me question the process and challenge certain decisions made by city council.

Obviously running and maintaining a city is a monumental task, I'll try to appreciate the services more, even when I find them falling short.

Yes, my vote will be given to those who I feel most reflect my views on certain issues as I feel city services relate to those views.

No. See above. Also very concerned about wasteful capital projects such as the Peace Bridge; East Village re-development (should have been paid for by developers who will use the land); Glenmore water treatment plant expansion is wastefully luxurious architecturally; etc. Wasteful capital projects such as the Peace Bridge require maintenance, which is paid for by the operating budget. So to reduce operating budget avoid wasteful capital projects.

Yes. Pleased how certain services are engaged in our Community and respect the offer of assistance.

Nope.

Not really. I don't know that I learned anything I didn't already know from this.

Doubtful.

No, my opinion still remains the same, but may have been slightly altered.

This information will likely encourage me to be more involved and informed as to the city budget.

Yes. Will have a better understanding of what resources take care of different aspects of city services.

Yes. The separation of transportation planning, corporate properties, and financial planning from Land Use Planning and Policy. The need to increase funding to Community Services and Protective Services and incorporate the Calgary Police Services into that department. The need to increase tax-support for Transit and

12. Will this new knowledge about City services influence your opinion or use of City services in the future? If so, how?

(141 respondents and 224 skipped)

to implement user fees from car drivers to pay for roads.

Yes. I was unaware that the 311 service was so comprehensive.

Yes, I'll understand why money may need to go to waste services instead of parks or a similar event because they are also necessary to our city though we don't think about it as much.

Um not really, they were mostly the services I was expecting to see.

No

Yes - it gives me a more thorough sense of what resources we have and how much the city is responsible for.

No. There will always be a problem when services are offered and then removed or fees attached. The current focus needs to be on efficiency of current operations first with a view of the implications on the next 20 years.

It gives me a clearer understanding of which group to call upon for certain services.

Yes, I/we realize we will have to choose priorities carefully because it is all expensive and there is only so much money to spend.

I will try to do more if there are more choices.

Possibly, but this knowledge must be reinforced every year at assessment time. This information needs to be in our face all the time! How we use the services affects the cost.

No. I am not looking to better understand existing services. This understanding should be communicated as a matter of course. I believe this exercise is more about finding ways to deliver optimal value to citizens across an inefficient organization. I would like to ask the question "If there are currently 31 different groups (my count from the booklet) offering "distinct services", how many do you expect to have at the end of this process, and will they be the same ones, or will they be restructured to optimize delivery of value to citizens?"

Too much spent on overhead departments.

It will force me to ask more critical questions. For example, why does the press have free office space in city hall? They are using taxpayers' money; why is the city supporting a TSE company? Another question is: has the city thought of job sharing for its employees?

I use many of them now. Can't really increase without getting more money in my pocket first.

No, I don't think it will change my opinion or use of city services.

It confirmed the importance of what the city does on a very modest budget.

13. The next phase of this conversation (Phase 3) focuses on allocating budget dollars and resources. What information do you need in order to prepare for Phase 3?

(133 respondents and 232 skipped)

4 Not sure

2 ?

A break down by budget item/issue and associated costs. What is our total budget? Difference in cost between doing things now vs later. Should be organized in themes/by discussion topic.

A breakdown of how budgets are allocated within departments and business units and how departmental and business unit priorities/decisions are made and can be modified based on public input.

A breakdown within each service area and more information on the issues the city is dealing with.

A clear picture of where the dollars for the current budget come from and how they are allocated. Also more

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(133 respondents and 232 skipped)

ideas of how new dollars could be raised.

A comparison of the services, employee numbers per service, costs, and benefits offered by Calgary relative to other cities with populations of approximately one million in both Canada and the USA.

A good understanding of what services are essential in order to run the city (so what are the basics), as well as what areas have waste that can be trimmed but can still run effectively. It's also important to have an idea of what a minimum requirement for a service to maintain its current level of service is, and what would be lost or gained by a change in the budget. It's difficult to contribute to a discussion on allocation without a real understanding of what might be sacrificed by a recommendation. (Or what might be changed/improved).

A matrix/pie that will make the moving around of money an intuitive and user-friendly process.

A readable summary of what responders see as value providing services, and a good summary of the deficiencies identified.

A transparent budget and priority based.

Amount of general city income, amount of funding for special projects, amount of debt/financing the city carries now, more detailed business unit breakdown of how money is spent today (ie, salaries, services, new infrastructure, maintenance of existing infrastructure)

An intelligent overview from the head of the department, outlining THEIR priorities and challenges. Also, what they consider critical, core services in face of any possible cuts in financing.

As mentioned above, specifics on what dollar amounts are non-negotiable - what does the city HAVE to have in place to operate? What amounts/services are negotiable without threatening the current level of safety/health/success we are currently operating at?

I would like to see more about what each department's budgets look like, and where things could be reallocated. "Focusses" is spelled wrong (it should be "focuses").

Aside from "price tags", I think I need to know where we can find savings to help pay for priorities. Although, I should say that I am not opposed to paying more to accomplish some of the priorities I have identified.

Assurance that marginalized, culturally diverse seniors will be able to participate.

Budget information.

Budget Priorities and previous year's spending. Synopsis of each item in the budget and what planned spending is intended to achieve.

Budgets of similar-sized cities with similar resources would be nice.

City Council should be making some strategic and philosophical decisions regarding service levels and how services will be delivered. Otherwise, the budget will continue to be totally out of control. I think City Council should have a conversation around service delivery options (and go on record with their individual positions) so the public can have an expectation of what to expect. Doing business the same way as in the past will have the same result.

Comparison of the annual operating budget in comparison to the estimated GDP for Calgary. In comparison, an operating budget of one of the largest corporations in Calgary \$2.5B within a total GDP for Calgary of \$62B see: <http://www.calgaryeconomicdevelopment.com/relocate/calgarys-economy/gdp>.

Comparisons to other cities on a per capita basis measure of quality of service.

Comparisons with other jurisdictions.

Costs of the services provided by the departments, and what comprises most of those costs.

Current / past budget amounts and services provided for those dollars. Long term costs of capital

13. The next phase of this conversation (Phase 3) focuses on allocating budget dollars and resources. What information do you need in order to prepare for Phase 3?

(133 respondents and 232 skipped)

investments. Comparison to examples of how other cities divide ups their budgets.

Detail of total budget, where the funds go and impact of change to budget (i.e. if we reduce here but put more there what will the impact be), history where funds have gone in past and how much and where other comparable cities put their funds.

Detailed Budget breakdowns (both capital and operating expenditures) for each department as well as budgets broken down by community, or area. It would be useful to know where the money is being allocated in each department to identify areas for improvement.

Detailed information on tradeoffs i.e. I want to see much larger percentage of transportation budget go to cycling infrastructure for everyday cyclists so where does it make sense to move it from? What are the consequences of moving funds from A to B?

Diagrams. Illustrate allocations of budget dollars for services and service usage, but also do so in relation to demographics and geographical areas within the municipality. Data and comparison of tax and revenue inputs, also in relation to demographic & geography might be useful.

Each city department should list what they consider their functional services in order of importance. An estimate of the total budget cost of each service will need to be made. Citizens at large could evaluate their own priorities and vote for each functional area. Tabulated results should be summarized and emailed back to participants.

For each service, we need a historical 5-year operating costs and a historical 5-year number of employees (union vs. non-union) and a historical 5-year administration costs. In addition, we need to know the next 3 year budget plan for each services. We also need benchmarking from other cities for the major departments (fire, police, transportation); we need comparison. Another critical piece of information is the age profile for each service.

Greater detail regarding the breakdown of budget within city services.

Group of 5; Trust in the process - let's see how this phase unwinds, budgets of each Business Unit.

Higher level of detail for roads, recreation and parks where I believe some spending should be increased and other areas decreased within those service areas. Comparison at a high level with other Canadian cities.

Historical data on costs and projected essential development costs based on reality.

Historical funding levels for each department, going back at least 3 years. Population statistics for the last 3 years and a forecast for the next 3 years.

How flexible is the budget? Is it feasible to "let go" of managers, foreman, and chiefs?

How much is being spent on every service provided (not just the increase from the year before).

How much there is to spend, what costs are fixed, and how much each department currently costs to run.

How the dollars are being allocated.

How to affect policy then how to attach dollars to that policy.

I believe I have sufficient information to progress. I would have found it beneficial to have a summary of the services, sub-services and allocated funds for each. Easier to look at without all the verbiage.

I don't see how this conversation is going to inform the plan. From what I can see, there are organized special interest groups that are highly vocal with no consideration on what it will take to implement their wishes. This will result in ideas being dropped or ignored. What about the silent majority. Also consider that many who are providing input are not taxpayers.

I guess I would need the results from this review. And the input from others.

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(133 respondents and 232 skipped)

I have all I need.

I need a comparison schema. For example, if you want your police service to be able to do this and this and this and this - the budget will need to allocate them this much, and what percentage of the overall budget that is. Contrast this with a minimalist version of the police budget - this is the absolute minimum the police budget can operate on and these are the services they can provide to Calgarians. For example, only 1 police officer per 1000 Calgarians versus 1 police officer per 5000 Calgarians. Million dollar sums mean very little to me in terms of how budget cuts or increases will actually affect the services I use. This would probably be way too complicated, but it would be nice if Calgarians could actually assign percentages of the budget to various branches of the City services in a pie chart. Interactive and visual would be nice and I think it could be effective - helping Calgarians really see what can and cannot be done with the overall budget without increasing property taxes. You know when you go on a car company website to build a car? And you pick out all of the features that you want, and then it calculates the base cost of that model? A website that allowed Calgarians to pick and choose what they want with their city and then calculates what that would cost in terms of the overall budget or increased property taxes.

I need to know what revenue is taken in by services that the city charges, for example parking.

I need to know where the money is spent, why and where issues exist and why.

I need to understand where the current city expenditures are and specific expenditures for civic partners.

I think the City should keep all citizens informed - using social media is great. Short and concise information, more online collaboration rather than in person. I also trust Mayor's Nenshi judgment, so his opinion is very important to me.

I would like the current budget (how we currently spend money) and services and projects with limited funding.

I would like to have an idea of what budgets are and what are the main pertinent concerns / issues. Also I'm a visual person so info sessions at many different times of day and some visual deceptions of the info to show relationships would really help me put the time in to get the understanding I need to make decisions. It's not fascinating content so it's very difficult for someone like me to capture the real interrelations and key points quickly enough to fill in a survey with all the rest of the stuff that I have going on. The info would be much easier to digest with info graphics because I would have a better idea about what's in the text.

I would like to have benchmarks, i.e. what other municipalities spend and deliver. I would like to have performance measures, i.e. costs versus benefits.

I would like to know a great deal more about city planning. Mayor Nenshi's piece on CBC radio recently was fascinating to me, as were the opinion columns he put out. I'd like to see some of the aldermen weigh in similarly with other perspectives on these issues.

I would love to see data presented in a spreadsheet format. Make it downloadable so citizens (who are much more nerdy than I) have the opportunity to look closely at the budget data and compare it/mash it up with other sources.

I would need clear options and information on what the results would be. For example, if you set up an online system where I could add and subtract budget percentages from each service area. As I did this it would, in real time, show me what the impact would be of that addition or subtraction. (Just a quick bullet point on what would the impact of the cut or addition) Then I could play around until it looked like the best option and then submit it as my opinion.

I would need to know actual budget numbers a lot of what I have seen aren't real numbers.

I'm not sure, this seems hugely complex.

Impacts if services were not provided. Cost to outsource or cease/uncouple service delivery and ROI.

13. The next phase of this conversation (Phase 3) focuses on allocating budget dollars and resources. What information do you need in order to prepare for Phase 3?

(133 respondents and 232 skipped)

In order to make decisions regarding funding we need to know what the issue is, the importance of the issue, how many citizens are affected by the issue, whether the implementation of the resolution to the issue can be postponed without increasing the costs, and the cost of the resolution.

In order to provide valuable input into Phase 3, I would like to see a further breakdown of the current allocation of resources and pending capital expenditures.

Information about how money is spent. IT spends 52.8m which could be very efficient or not, the number without context is meaningless.

Information about the alternatives that are available and what their costs and benefits are perceived to be. For example, what would the implications be of privatizing some of the city services, like parks & rec or garbage collection? Are there alternative ways of collecting garbage? What does the latest research on planning say the effects are of encouraging businesses to locate outside the city centre? What are the implications of alternative policing practices (e.g. one-man vs. two-man patrols)? Could go on, but you get the picture.

Information on capital budget allocations by department. Comparisons of that spending per capita with other Canadian cities.

It was good to see the allocation of \$\$ to each department. Don't think I need any more info.

It would be great to see how each service has grown from the last budget process in terms of dollars but also in services they provide.

It would be helpful to know what has already been planned, and what portion of those plans has already been funded. It would also be helpful to know which plans have been sidelined because of lack of funding, especially plans that have been repeatedly sidelined over the years, as Council has been too fearful to raise taxes to support a growing city.

It would be nice to know what each department's plan was. Since the tax base is increasing by a little over 4%, and assuming that was passed on across the board, what would each department/service identify as priority goals, as well as new initiatives. Based on these identified goals and initiatives, I would be in a better position to provide an opinion on the allocation of resources.

It would be well worthwhile to see how department budgets have changed over the years, say the last 10, and how the ratio of line workers - those that actually implement the service - to managers and internal service personnel - has changed in that time. I would also like to see how the pie was split 10 years ago, i.e., % breakdown for each department as well as how their responsibilities have changed over the decade-ex. Parks takes care of 7700 hectares in 2010 with x number of staff. 10 years ago how much land did they take care of and how many staff did they have then to do so?

Item by item list of what is included in each department.

Knowing what the key upcoming projects are would help to prepare for phase 3.

Long term planning, to be sure that dollars are not wasted.

Maybe the detailed reasons why some of the internal services that do not interface with the public, require the large amount of investment they have currently.

More about the city's unions and what you're doing to change the employee culture everywhere from the asphalt plants to the city clerk's office.

More budget details.

More communication from the city regarding the process, especially in the print and internet organs, which give citizens information. This survey and request for information was not as well publicized, as it should have been, given the importance the City has attached to it.

More detailed information on what each area of each department requires to run its everyday services and to

13. The next phase of this conversation (Phase 3) focuses on allocating budget dollars and resources. What information do you need in order to prepare for Phase 3?

(133 respondents and 232 skipped)

add to its wish list.

More details on what all the money going to the police and Calgary fire department buys. Also, how does Calgary compare to other cities on a per capita basis.

More information about how the resources are allocated. Something similar to the budget kit, but with more thorough and detailed numbers.

More specificity of budget amounts. A breakdown of the major program areas in each category.

Need better breakdown of Recreation on a per user cost analysis. Seems putting finances into unsupervised facilities, such as skateboard parks, is reckless with no cost recovery or sustainability model.

Need detailed breakdown of all costs, including personal expenditures of staff in departments.

None.

None really.

Nothing.

Past allocations. Future allocations and reasoning why lower/higher (i.e. population growth). Changes in services from past to future.

Percentage cost of each service. Growth in these costs relative to inflation and population growth.

Planned allocations and previous allocations.

Please have historical capital expenditure, operating expenditures and revenue sources broken down.

Previous City Revenues for the last three years. Previous City Expenditures for the last three years broken down by department. Projected city revenues for this year's budget to allocate to the departments.

Prior year budget and actuals information, details of any on-going commitments/contracts/obligations, projected revenues and expenses that can be provided. Also, some demographic information such as prior year and current information.

Realistic and transparent information on not just the dollar costs of services but the benefits those services provide and the social and environmental costs that result (Triple Bottom Line) - in sufficient detail for meaningful comparison of benefits and costs to be made. Clear information on who pays the costs, who benefits from the City's services, and to what extent the benefits serve the common good or private interests. Complete information on the comparative benefits and costs of different styles of development, e.g., the current "sprawl" vs. different levels of "compactness," development in established communities vs. development in "greenfield areas". Performance measures for financial, social, and environmental sustainability that will allow us to evaluate budgetary options. Information that will allow Calgarians to evaluate whether the City is receiving effective funding from the provincial and federal governments and a fair share of that funding compared to other municipalities and regions.

Results of this survey ranking the importance of services in the city to the average citizen. Past and future budgetary amounts for the departments. Total amount of money available, options for achieving that budget amount i.e. through increased property taxes, user fees etc.

See above. How much money is spent on each service? What are the jobs and salaries of the employees? I see road workers driving those big plows around with the blade up in the air and wonder where they are supposed to be and what they are doing. I also see road workers doing work but only 2 out of 8 are actually working. The others are standing around, many times smoking. Why are they there?

See answer for question 11.

Show me the actual cost and details for each of the 29 departments for 2010 and the measures City Council will introduce to reduce costs?

13. The next phase of this conversation (Phase 3) focuses on allocating budget dollars and resources. What information do you need in order to prepare for Phase 3?

(133 respondents and 232 skipped)

Simple summary of Budget Dollar allocated to department with staffing requirements.

Specifics as to the allocations to capital projects vs. operating costs.

Spreadsheets with numbers are easier to make sense of than wordy reports.

The amount of moneys allocated to each area.

The budget kit gave me a very good 10,000 ft. view of the budget and resources.

The budget to include 'hidden costs'. Example: What is the long-term cost of the installation of trees along memorial drive when taking into consideration irrigation costs? What is the long-term cost of building roads vs. transit in the long term? Which is more costly - to the city, and to the users? What are the hidden costs of poorly designed buildings that require insane amount of natural gas to heat and also use an air conditioner in the winter to cool. If we do not consider this long term, regular costs, than we may make poor decisions. For example, what is the long term constant cost of mowing/spraying/weeding the grass along major roads, versus installing a fuel/animals friendly forest (trees for firewood, plants to benefit the animals to increase diversity) that has swale systems implemented to capture water passively and are adequately mulched? Plus these are much nicer to look at when driving :)

The current allocations and reasoning's, at a fairly high level.

The information I would like to see would be a strategy to meet funding commitments as well as to ensure city debt continues to be paid down.

The most important thing would be to know how much money goes to front line services and how much goes to administering the services and to enabling services.

The number of white-collar managers in each operation and their salaries.

The support side of the City operations seems huge - give staff numbers and specific dollar figures for IT, HR, communications. How do we compare with other municipalities? Strong opportunities to relook and cut these types of corporate services that seem to creep up in staff numbers (or consultant numbers esp. in IT?).

They need to prioritize. For example if you ask the public would they rather have an Airport Tunnel or an LRT or train line there I bet they'd say a train line. It's ridiculous we don't have one.

Things to Consider: CMSA Five Year \$115 Million Strategic Plan. 1 Year Plan: Permanent indoor soccer structure for 4 fields at the Subway Soccer Centre. Cost \$5 million. Assist Facilities & Fields Committee on current City field policies to improve access to fields. 3 Year Plan: Permanent 4 Field indoor structure and 2 artificial turf fields (outdoor) in NW Calgary. Cost \$8-10 million. Permanent 4 field indoor structure and 2 artificial turf fields (outdoor) in SW Calgary. Cost \$8-10 million. 5 Year Plan: 4 artificial turf fields in each quadrant of the City of Calgary for soccer. 16 artificial turf fields total Cost \$30 million. Upgrade and maintain existing outdoor fields in category B-C-D-E to a Sport Field quality. Cost \$50 million. Construct 5 indoor practice facilities in 5 areas of the City accessible to Clubs of larger size for training soccer. Cost \$10 million.

This might be too much to ask or absorb but I would like to have a better understanding of where the tax dollars are currently going.

To know the overall response of Calgary citizens to part 2 of the budget discussions will help me to see what is important in the minds of all Calgarians, so I have an idea of who is being represented by the numbers.

Total cost breakdown by department more in a spreadsheet or pie type format. What will be the impact of moving costs from one area to another, reducing budget and increasing budget for departments.

Trade off information - what would be cut at each department first if their budget was reduced.

Transparency of where the dollars are allocated presently and whether there are options/ideas already in the works.

13. The next phase of this conversation (Phase 3) focuses on allocating budget dollars and resources. What information do you need in order to prepare for Phase 3?

(133 respondents and 232 skipped)

Understanding costs and breaking down what exactly the money is going towards.

We need to know how much is currently being spent on services to see what the current priorities are. We also need to have an indication of whether resources are being allocated fairly across the city.

We will need to know about specific projects and where funds are intended to be spent as opposed to just departments.

What are some long-term capital expenses that are already in the works or are already planned?

What are the immediate priorities, what is proposed and how will they impact me as a senior in Calgary.

What are the principal drivers of cost - how can the public help reduce the City's operating cost Without raising their own cost?

What it currently costs (not what is currently budgeted) to provide each of the services (i.e. police). It would also be nice to know the consequences of allocation.

What our overall income is and where it originates.

What the breakdown of the City's budget is. Capital vs. Operating. Breakdown by departments.

What the current allocation of dollars is across and within departments for different kinds of services.

Where budget dollars are currently allocated and the total dollars by year for past 5 to 10 years, where other resources are allocated, total and by year as per above. What above resources are accomplishing now. Original goal of resource allocation, when instituted and the sunset clauses (I live in hope there are some sunset clauses. All programs should have such clauses.). Where monies are to be cut and why (hopefully there are some areas!).

Where does money for operating budget come from?

Why did you not ask which services could be deleted?

Would love to see the city's accounting in much more detail than what is provided in the Budget Resource booklet.

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Understanding Values & Priorities Phase 2

Online Discussion Guide

Answers provided between March 15th to April 22nd, 2011.

Part: 4 of 4.

Responses Question: 1 and 14 to 22.

Total Number of Opens, 365 (responded to the first question).

Note: Not all respondents answered ALL of the questions. The questionnaire page concerning Calgary Budget Joining the mailing list and the information about participants range from 99 to 365 responses.

1. Would you like to join the email list so that you can stay informed about the budget engagement project?	
(365 respondents, required response to proceed)	
Yes 185 182 participants provided their emails.	No 180

14. Please tell us your Postal Code. This is the only information we ask for.			
(169 respondents and 196 skipped)			
2 T1Y T2A	2 T2K 2 T2L	8 T2T 2 T2V	3 T3B 2 T3C
2 T2B T2C	5 T2M 8 T2N	3 T2W T2X	10 T3E T3G
6 T2E	4 T2P	4 T2Y	6 T3H
4 T2G	T2R	3 T2Z	4 T3K
3 T2J	6 T2S	3 T3A	2 T3L

15. Please tell us a little about yourself. (Optional)

(Responses ranged from 99 to 130 and 235 skipped)

First Name 100		Last Name 99	
In what community / neighbourhood do you live in?			
2	Abbeydale		Erin Woods
	Acadia		Evergreen, McKenzie, Signal Hill, Willow Park
	Altadore		Fairview
	Altadore/Garrison Woods		Glamorgan
	Aspen	2	Glenbrook
4	Bankview	2	Haysboro
	Beddington		Highwood
2	Beddington Heights	2	Hillhurst
	Beltline		Hillhurst / Sunnyside
	Bowness		Huntington Hills
4	Brentwood	3	Inglewood
	Brentwood/Varsity	3	Killarney
3	Bridgeland		Lake Bonavista
2	Bridlewood	2	Lakeview
	Charleswood	3	Lower Mount Royal
	Chinook Park		Marlborough
	Citadel		Mayland Heights
	Cliff Bungalow		Mckenzie Towne-Elgin Village
	Coach Hill		Mission
2	Connaught		Montgomery / Varsity
	Crescent Heights	4	Mount Pleasant
3	Dalhousie		NA
	Discovery Ridge		North Glenmore
	Douglasdale		North Haven
	Downtown West		NW
	East Village		Panorama
2	Eau Claire	2	Parkhill/Stanley Park
	Edgemont		Parkland
	Elboya		Pineridge
		3	Renfrew
			Rosemont
			Royal Oak
			Rutland Park
			Scarboro
		3	Scenic Acres
			Shaganappi
			Shawnee
			Shawnee slopes
			Sherwood
		2	Signal Hill
		2	Silver Springs
			South Calgary
		2	Southwood
			Springbank Hill
			Springhaven SW
			Strathcona
			Sundance
		3	Sunnyside
		2	Thorncliffe
			Tuscany
			Varsity
			Wentworth
		3	West Hillhurst
			West Springs
			Whitehorn

16. Do you represent an organization?

(149 respondents and 216 skipped)

Yes	No 14	Written responses 135
(But I work at Lunchbox Theatre)		
Beddington Heights Community Association		
Calgary Alliance of Community Theatres		
Calgary Chamber of Voluntary Organizations		
Calgary Co-operative and the Calgary Co-operative Memorial Society		
Calgary Heritage Authority		

Calgary Heritage Initiative Society

Calgary Horticultural Society

Calgary Seniors' Resource Society

City of Calgary Employees

Downtown West (vice-president) - survey done personally, not on behalf of DWCA

Glenbow Museum

I am involved in planning and transportation in my community, but this is being filled out with the Input of 7 other friends as group input.

I collected information from a small (20 women) sampling of women that visit that Calgary Women's Centre about their ideas and priorities.

I do, but not for the purposes of this survey.

I work at Calgary Arts Development, but this is my personal submission.

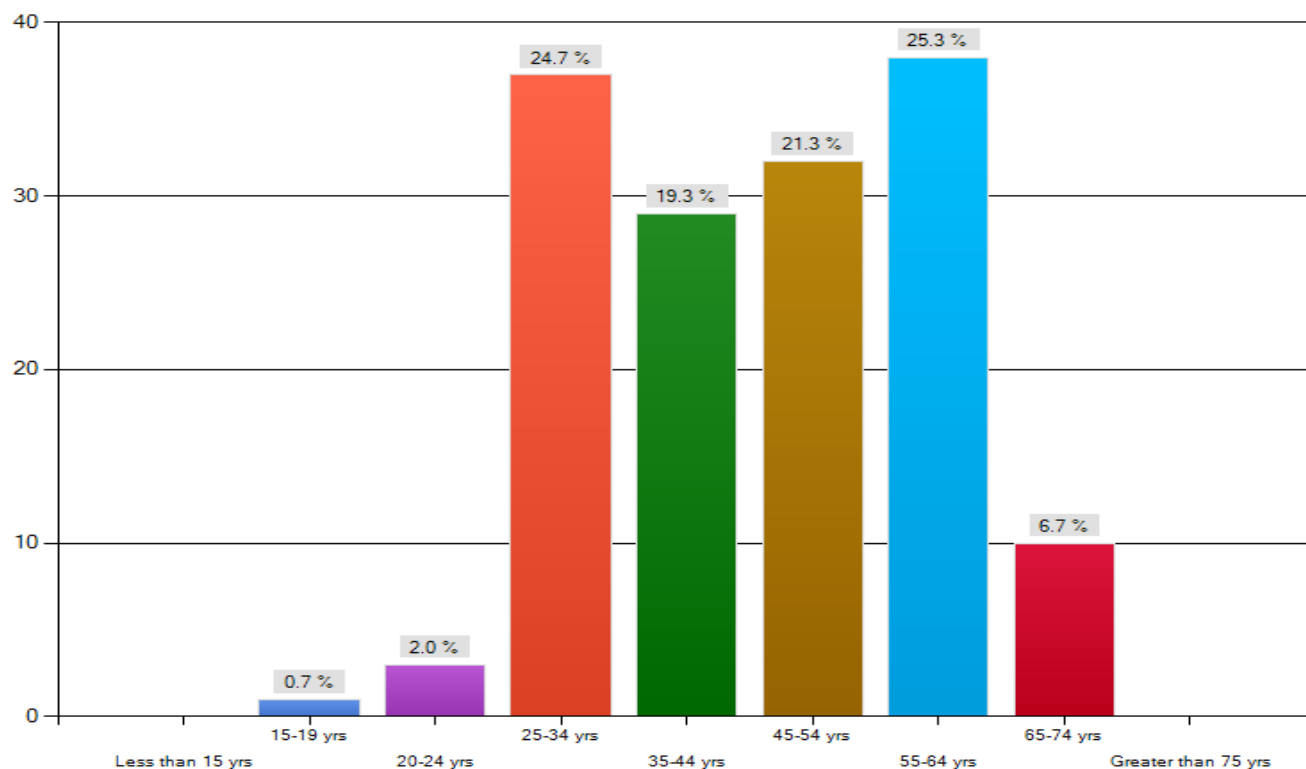
Rozsa Foundation

The Calgary District Labour Council

West Hillhurst Go-Getters

17. What age group best describes you.

(150 respondents and 215 skipped)



18. What is your gender?

(147 respondents and 218 skipped)

Female 68

Male 79

19. Do you own the home in which you currently live?

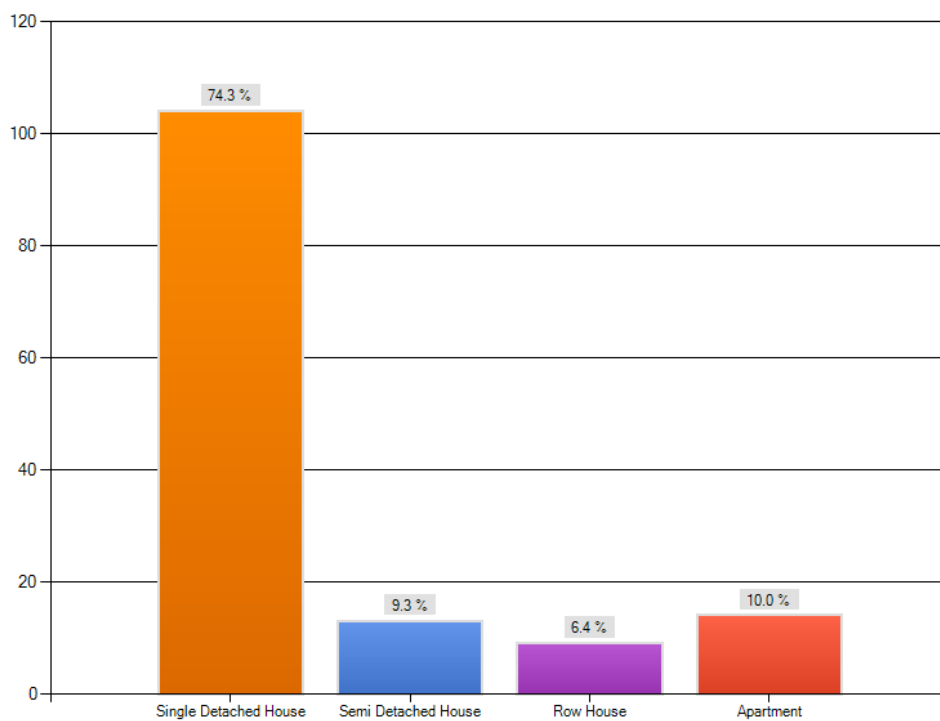
(146 respondents and 219 skipped)

Yes 121

No 25

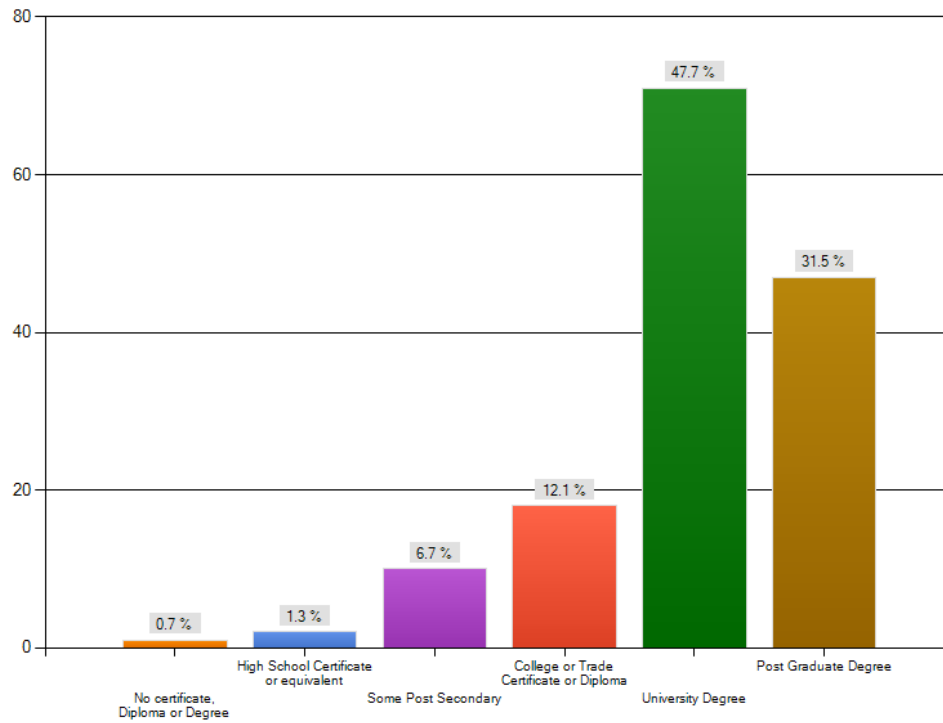
20. Which of the following best describes your current place of residence?

(140 respondents and 225 skipped)



21. What is the highest level of education that you have achieved?

(146 respondents and 219 skipped)



22. What is your current employment status?

(149 respondents and 216 skipped)

