

OUR CITY OUR BUDGET OUR FUTURE

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

Total Number of Participants: 216

Note: Not all respondents answered ALL of the questions.

PHASE 3 My Budget Template

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

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

COMMENTS RELATED TO BUDGET DECREASES:

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

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

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

COMMENTS WITH NO INCREASE/DECREASE SPECIFIED

COMMENTS RELATED TO STATUS QUO:

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

COMMENTS RELATED TO ELIMINATION

ADDITIONAL COMMENTS:

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

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

COMMENTS RELATED TO BUDGET DECREASES:

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

COMMENTS RELATED TO STATUS QUO:

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

them right. Stop hiring.

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

COMMENTS RELATED TO ELIMINATION

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

ADDITIONAL COMMENTS:

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

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

COMMENTS RELATED TO DECREASES:

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

COMMENTS RELATED TO STATUS QUO:

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

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

COMMENTS RELATED TO ELIMINATE:

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ADDITIONAL COMMENTS:

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

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

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

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

COMMENTS RELATED TO DECREASES:

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

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

COMMENTS RELATED TO STATUS QUO

Theme Summary:

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

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

COMMENTS RELATED TO ELIMINATE:

ADDITIONAL COMMENTS:

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

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

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

COMMENTS RELATED TO DECREASES:

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

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

COMMENTS RELATED TO STATUS QUO

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

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

COMMENTS RELATED TO ELIMINATION:

- Airport tunnel too costly.

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

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

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

COMMENTS RELATED TO DECREASES:

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

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

COMMENTS RELATED TO STATUS QUO

Theme Summary:

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

COMMENTS RELATED TO ELIMINATION:

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ADDITIONAL COMMENTS:

Additional/Overall Comments

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

