

OUR CITY OUR BUDGET OUR FUTURE

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Everybody's Business Phase 1

Electronic Questionnaire Responses

Question 2: Issues to be Considered

Answers provided during February 18th, to March 5th, 2011.

Total Number of Opens, 1,456 (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 459 to 754 participants.

2.2. 642 participants answered (20 from the staff survey)

From your perspective, what are the issues that need to be considered?

Issues of what kind?

A less complex bureaucracy at City Hall.

That the budget is aligned with City policy - e.g. ImagineCalgary and the Municipal Development Plan/Calgary Transit Plan. A specific example is the paltry budgets for making our city walkable and bike friendly, given that these two modes are supposedly at the top of the transportation hierarchy.

Public transit

Process must clearly identify- who is directing the budgeting process. I do not trust the staff, management, Council, or the Mayor alone to faithfully stand for the needs of Calgarians.

Transportation, long range planning

More roads, snow removal, more security for people and property, more attention to sports training camps. Most do not have toilet facilities and are not fitted properly; there are no facilities for the indoor season.

More education of the public in regards to recycling. Seems the pamphlets don't mean a lot to some.

Laypersons do not always have a whole picture. As each major project is considered for public input, it would be great to have a simple one page tab on the City of Calgary website that explains in a few paragraphs the nature/concerns of each issue/dispute. This can be very simply put together, and vetted by appropriate parties - i.e. legal, audit, etc. who can bring further clarity and issues to consider. An informed public is the best, most important asset, and right now the average Joe is completely in the dark about all of it. How are budgets made? What is the process to buy land for projects and expansions? How does the City decide parks or condemn a building? Especially for complicated items such as the ring road, it would be very helpful to have a summary page of the 5W's or something like it. I STILL have a poor understanding of the issues surrounding all that, from implications on the Weaselhead to why in the past we could not negotiate with the tribes, and it's not for lack of trying. We cannot give advice or have anything to contribute if we're

From your perspective, what are the issues that need to be considered?

guessing on what's going on.

Improving efficiency. The programs and people the City has are great, but there are likely areas where there can be optimization to improve efficiency and value to taxpayers.

Transportation network and land development to be considered jointly. I.e.: no externalizing costs. Investing in cycling infrastructure.

1. Everyday (services, garbage, water, roads, snow etc.) 2. Quality of life (recreation, transport.

Factors increasing density - secondary housing suites, Calgary Transit, roads.

Affordable housing, secondary suites, public transit.

Infrastructure, economic development, tourism, arts and culture, healthcare and education.

Balancing the budget while still creating a vibrant, and growing, city.

Senior's care and sports facilities.

Most important from my perspective is to be very clear about what kind of input the City can consider and is looking for. No one wants to waste time giving feedback if it cannot be used because of legitimate policy or procedural reasons.

Roads and sporting facilities for soccer.

Traffic; snow removal, construction, crime; LRT, police service, youth prevention programs, public transportation, urban sprawl, inner city redevelopment, homelessness.

1. Sprawl, and the directly related escalating infrastructure costs. Density needs to be increased to better utilize existing facilities. 2. Recycling for multi-family dwellings, and adding composting services to the city. 3. Improving public transit and commuting alternatives (bike lanes/paths). 4. Long term planning and visibility into these plans by residents. (Plan-it was awesome... what ever happened to that?) 5. "Default" of majority vote currently belongs to business in virtually all development discussions. If non-business interests oppose a development, the onus is on that group to organize/mobilize against the development at considerable effort and/or cost. The onus should remain with the business community to garner support from the community for their initiatives.

Complete neighborhoods, walkable communities and local consumption -urban agriculture -waste reduction (recycling, composting, raising awareness on the 3 R's: Reduce, Reuse, Recycle and put emphasis on that order) -modal shares of bicycle and transit are very low and have been stagnant for a few years -public realm hierarchy (pedestrian, bicycle and transit have more importance than the other modes of transportation) is part of all the plans and studies but it is not actually considered when making decisions (e.g. airport tunnel: where are the sidewalks and bikeways?)

Increasing Public Transportation, increasing Public libraries, increasing Public sports/ leisure, more Public parks, and ENDING FLORIDIZATION and ending weed spraying.

Unsustainable growth in spending.

Urban sprawl and infrastructure are the key issues for this City. The area this city covers is grossly out of proportion to other cities. Just because we have endless prairie to usurp, doesn't mean we should. Inner city residents pay the bulk of taxes yet is getting the short end of the stick re: new services and infrastructure. Market Value Assessment is a sham and must be changed to reflect usage of infrastructure, not land value. Also, builders and developers must pay for their infrastructure. Why must taxpayers subsidize the already rich?

Getting developers to pay for their infrastructure, more recreational facilities like Edmonton and area.

From your perspective, what are the issues that need to be considered?

Proper snow removal. More use of manpower where it's needed rather than in places that's not needed. Ex. sanding and salting on a plain clear road. Where there are roads that have never seen salt or sand or a blade at all this winter. I know because I'm a school bus driver and drive said road daily.

How to maintain the goals of Imagine Calgary/ Plan It. How do we balance a growing city- by densification and still maintain our vast suburban sprawl in a sustainable fashion. On a more specific note- I am on our community board and would like some support on managing our building. I find that we have a hard time finding enough time to engage our communities as we spend quite a bit of time and money maintaining our ageing community center. This year we also had to tap into our savings for our roof repair, as we did not get our grant that we expected. Maybe the City could have a larger role in maintaining the buildings so we can focus on our citizen's issues.

Issues to consider: how well does the decision impact all Calgarians, how well does the decision leave a legacy for the future?

Urban planning vision: distinct & healthy communities, preserving heritage, Green City (parks, tree canopy - public & private, strategies to mitigate effects of pollution & density, sustainability), public arts, supportive business environment.

All

Costs of services in new areas - i.e. growing debt accrued on storm/ /sewer / water - how do we account and pay for this growing burden? The Municipal Development Plan and Calgary Transit Plan - Plan It (as well as ImagineCALGARY) These overarching policy plans need to be considered. If we are not supporting policy with accordingly strong decisions on the budget side, then we have an immediate need to address that disconnect in governance from public input that went into those plans. Infrastructure - social costs and implications must be better considered. Transit - how can we make this more usable and available to Calgarians to increase usership to justify budget increases in this area? Cycling infrastructure - Calgary needs a comprehensive strategy for on-road cycling infrastructure, not simple piece-meal solutions added on after the fact. Pedestrian Infrastructure - often overlooked...strong indications that design-cost synergies can be accomplished with appropriate future planning for road cross sections and design standards along with separated cycling infrastructure.

Council needs to stop being afraid to raise taxes when required to maintain a decent level of service to Calgarians. As one example, the sidewalks in the Downtown West community and along 10Ave SW need serious repair, but there is no reasonable process to get this done. My wife and I both feel that it is more important to have a well-maintained city than to keep taxes artificially low.

Most importantly we need to establish budgets based on efficiency of service. The question should not be "How much money do you need for this project" but "what is the most cost effective way to achieve our goals." The current system of allocating money to a specific project provides no incentive to provide a cost effective solution. Outputs for each department should be qualified or quantified in a meaningful way and incentives should be given to achieving those outputs in the most cost effective manner rather than rewarding spending by providing a larger budget.

Make the information easy to understand. Not too much information, just the important stuff. Get an elementary teacher to help write it so everyone can understand no matter what their background!

A fair-working environment not filled with management bent on being slave owners, fair pay for a job well done as per other cities.

Urban sprawl vs. taxes. Sprawlers should pay for sprawling.

What is needed (Necessary), what is desired (nice to have), how much is available, and where is the greatest needs.

From your perspective, what are the issues that need to be considered?

Responsible spending.

Arts and Culture, engaging the community, and having them interact and feel a sense of buy in. I heard someone at City Council once say not only do they want Calgary to be a great place to work but also a great place to LIVE!

Transportation, maintenance of public facilities, expansion of recreational facilities.

What can we afford? Who sets the priorities?

Police, Recreation, public safety, livable communities, treatment of all inner city communities on an equal basis for traffic calming i.e. treat Bridgeland the same as Mt. Royal.

Increase urban density with mixed income neighborhoods (there is lots of research that shows this is effective for building equality if done properly i.e. if those who move in are kept there by proximity of amenities). Increase and improve public transportation (more priority in budget than roads). Work with health and education to increase opportunities for low income and vulnerable populations.

Funding of Community Associations - includes outdoor pools, community buildings, community and family services, planning committees New Development - roads, public buildings, low income housing The amount of information, the number of departments and people who are conveying information to the communities can be like drinking from a fire hose when the City is ready to engage. Too much too fast. This happens late in the planning process. When attempting to get information out of the same groups is like drinking through a thin straw. Not enough to satisfy when you need it.

The involvement in civil society of immigrants, particularly women and youth, with a focus on those who can't read in any language (and so won't be filling out this survey) but you may be able to speak several, if not English (yet). Many of these communities may not have had much experience with involvement in our style of civil society but they deserve the opportunity to influence the leadership in their new home, even if they don't all necessarily have the tools to begin that process. Many are 'represented' by the men of the political class in their communities and this will just not do.

Value for money. Has the City ever executed a project on time and on budget? Accountability. Why does the same roadwork get done again and again in my neighbourhood - each time worse than the previous? Why isn't anyone accountable for the failures?

Open the books, and keep them open. Devil is in the detail: Eau Claire, Ant Hill, Brentwood, East Village, Enmax. If the info cannot be public, then the City should not be in the business. Total tax take changes each year by change in population + inflation - 2% (the 2% decrease assumes productivity increases due to scale, and to experience: if there is no increase in productivity, then there can be no increase in pay). Continual increases above pop increase and inflation are NOT sustainable.

We need to become a more livable and sustainable community and to do this we need to invest in public transit, support compact land use models (and this includes legal basement suites), we need to live within our ecological and fiscal realities and this means less material waste both as a corporation and a community, and more operational efficiencies.

Soccer Fields, transit, inner City revitalization, urban sprawl, crime.

Again, I don't even know. I'm in the category of 'hyper-engaged citizen' and yet I don't even know where to begin to assess budget considerations. It's too broad a question for me to answer at this time.

Soccer facilities.

We need to reduce the control that the developers have over the city. We need to stop communities being spoiled by monster houses. We need to cut back on the uncontrolled GROWTH of everything.

From your perspective, what are the issues that need to be considered?

Potential of more low-income housing, making the city walking/biking friendly, police protection, out of control transit police.

Traffic and flow of people needs to be a priority. There is too much emphasis on Pedestrians and Cyclists. We need to look at inexpensive ways to make our streets safer for everyone.

High schools in the NE.

The main issue is accessibility. Whether that is how well the budget can be broken down or how easily the raw information is accessible and viewable.

Affordable housing northwest recreation centre road construction (airport tunnel and the ring road completion).

Efficiency, effectiveness, and more often than not, the poor decisions being made by Council. Unfortunately, there are no minimum job qualifications to prevent people from running for public office and making decisions that only benefit a small minority, or the Councilor's own political ambitions.

Value for cost analysis, initiatives to outsource City work, and independent audit process.

I want Council, and particularly the Mayor, to take control of the bureaucracy, eliminate inefficiencies (there are many) and get rid of private agendas at the senior management level. Start at the top by finding a 'Mitt Romney' as City Manager.

Social services; support for Calgary's most vulnerable.

Finding a way to balance the needs and issues of specific wards against larger infrastructure and Citywide projects. Finding efficiencies in current City projects and operations to ensure that we get the most impact for the least money. As an extension, investing in employees and management mechanisms that encourage initiative, risk-taking and innovation as opposed to "cover my ass". Does this mean an incentive or bonus program? Maybe if the right metrics are employed.

Transportation Access from SW Calgary Ring road.

How do you make decisions as to where to put the money?

Future quality of life in Calgary, ease of use/expansion for Calgary Transit, and roadway maintenance.

What benefits the MOST amount of people? I.e. recreational facilities that cost too much money marginalize many populations, what will have the most positive impact on people's quality of life in Calgary.

Traditionally very little attention is paid to social issues. Research clearly indicates that prevention of social problems saves society the high cost of intervention in social problems. Programs that have a return on social investment at least at the rate of for \$1 invested \$7 are saved. Some studies indicate that the saving is \$13 for every dollar invested.

Communities across Canada are assessing their readiness for the rapidly aging population. It is becoming clear that there is an urgent need to prepare for these changes in their communities. "Each year that passes brings another increase in an inevitable trend that will profoundly affect service delivery and policy development" (United Way, 2008). In upcoming years, the population of older adults is expected to increase at more than twice the growth rate of Canada as a whole. By 2033, the number of older Canadians is projected to surpass the number of children. In Calgary, there will be approximately a 66% increase in older adults (age 65+) over the next ten years. The older adult population in Calgary will double from about 90,000 in 2006 to over 195,218 in 2022. All levels of government, funders, not for profit, community organizations and faith based organizations, neighbourhoods, families, and individuals have a role to play in supporting the active and healthy aging of our community. How will the City of Calgary lead the development of a comprehensive Older Adult Plan to address the significant increase in Older Adults in the future?

From your perspective, what are the issues that need to be considered?

Service demands and citizen expectations vs. available resources.

A workforce that is supported through fair remuneration and benefits. A City that helps residents and businesses reduce their eco footprint by streamlining and reducing costs for people to install solar panels, etc. A City where businesses pay their fair share of the tax burden at rate that is competitive with other cities. A City that within its jurisdiction supports vulnerable populations, e.g. seniors, disabled, and low income through heavy discounts on transit, recreational facilities and other City service, as well as background support (rent/tax discounts, cheap land, etc.) to services that support these populations.

Are there too many managers? Can staffing overall be reduced on the top earners rather than the low-end workers and field staff? Whenever cuts need to be made, the managers seem to be exempted. Unions also have too much bargaining power. Public sector unions should be required to make the case for increases to the taxpayers who are paying our wage, rather than faceless bureaucrats. End seniority based layoffs. Merit should be added to the equation. Remove regulations to streamline processes.

Long-term sustainability of the organization, increase in efficiency in process.

Environmental issues and how the City should take a lead role in protecting its natural environment, by involving citizens rather than cutting funding elsewhere.

Obviously Transportation is likely one of the most important issues at this time in our history. Secondly I believe that the City needs to investigate and evaluate options to urban sprawl, which tend to greatly increase costs for City services, utilities, transportation, etc.

To deliver better service in our department (PARKS) more full employees less contracting out of services.

The one issue that needs to be considered is that Council makes budget decisions without knowing what each business unit does. For example, Council cuts the budget of our department, but what we do is provincially mandated and needs to be done. Further, Council needs to examine the management structure and ask if so many managers are required. In today's world we should be builder flatter reporting structures with more empowered employees, but all I've seen is more and more supervisors. Too many chiefs and not enough Indians for example.

Calgarians are well informed of the budget process and are given the opportunity to participate in the process.

Clear internal governance. I believe it is actively looked at but there does not seem to be clear policies on certain items. For example, CPB manages buildings on behalf of the corporation. However, some business units end up managing their own as though they are landowners. If CPB is intended to own and operate City accommodations, the other business units need to be clearly set up as tenants with the appropriate level of operating capital to pay for use. The current setup is Ad-Hoc in many cases and business units do not pay the actual costs of facility use. It distorts the relationship between operating and capital. Also, certain facilities are directly required due to growth in the City (Roads depots, etc.) but these facilities are required to pay boundary costs and acreage assessments as if they were a standard development. This causes the actual cost of development to be further placed on the City overall. These assessments should be used to develop these facilities not the other way around. As an employee and inner-City resident, I have a problem paying tax to cover the costs of maintaining inefficiently-used roads in places such as Elbow Valley and Tuscany.

Opportunities to reduce costs to The City may have been overlooked, such as an improved strategy to reduce premiums, because they may not be perceived to be high profile compared to other current civic issues or because current internal processes and practices stand in the way of making significant changes to improve cost reduction. Effective cost savings is often a culmination of a number of lesser initiatives as opposed to large capital or operating costs.

From your perspective, what are the issues that need to be considered?

Priorities Implementing ImagineCalgary - How? What are the targets?

The use of the City services as a service rather than the revenue they generate.

Population growth, roads,

Does The City need to be doing everything it currently offers? If so, does it have the resources to do those jobs properly?

-For example, does The City have enough plows/sanders and are they equipped properly (those belly plows are near useless)? Should we offer 311 to citizens if we cannot respond to the complaint/question in a timely manner?

Dialogue of what is a "core" service and what is a "nice to have" - People need to be part of the nice to have definitely.

Growth vs. sprawl and managing community expectations around "entitlement".

Infrastructure - Airport Tunnel, this will not only affect Calgarians, but visitors to Calgary. If getting to the Airport will be difficult then tourism will be affected hence our revenues.

Are we receiving value for the money we pay to the City? Is the money we are paying being distributed equally? Is an inequitable share going to support services/types of development that are not sustainable in the long run (i.e., suburban growth)? If so, we need to make coordinated decisions to change this.

More transparency in costs for services provide internally and the alternative costs if provide by the private sector.

Citizen expectations, proven operating requirements, the impact of new development and increasing population.

Balancing spending within means for current services with future capital costs.

The more information Calgarians have about the type of decisions that need to be made, and why, and the implications of those decisions, the more likely they are to be engaged. Information needs to be timely and accessible. Channels for feedback need to be easy to access. Then there needs to be follow through. If you ask for feedback, you must demonstrate that you have heard and responded to it.

Low cost housing, poverty reduction strategies.

Roads, snow removal. More outdoor/Indoor facilities for soccer/rugby

Calgary's growth pattern (currently outward and need more intensification) and transportation issues (public transit service levels and road design and maintenance).

Development and inspection of the development, also costs related to City development and why it takes so long to get work done by the contractor.

Smart Growth, Community Investment, Quality of Life, Shared Leadership.

Open discussion on WHAT services the City provides is critical, important or nice to have (a sort of priority listing as basis for the discussion). Another point is the economic situation in the near-term, mid-term, and long-term future, as it will provide the framework on what is possible (scenario-based to manage expectations), a honest discussion on how much public participation is possible/sensible and why (also transparency on the process and outcomes).

All issues that will affect the publics everyday lives.

The services that The City plans/intends to offer to Calgarians in the future and what it will cost taxpayers.

Transportation, the needs of low income Calgarians, environmental considerations.

Providing adequate public transit to the citizens; appropriate infrastructure; recreation opportunities that are affordable

From your perspective, what are the issues that need to be considered?

to support wellness; adequate protective services.

Sources of funds for community resources and plans for the future.

Accountability and needs prioritization in each sector or division. Fairness of allocations on primary needs identified in each of environmental, social and economic endeavors.

Alternate forms of financing for capital projects User fees that reflect the benefits received by the user

Consultation should find a way to encourage (and manage) open dialogue on needs assessment aimed at reaching a common understanding amongst citizens about the wide variety of needs to be met and the limited resources to meet these needs; CITIZEN EXPECTATIONS MUST BE MANAGED THROUGH THIS PROCESS.

Infrastructure, Organics Waste Collection, Traffic, Police accessibility.

Transit revenues and security. Urban sprawl. We need to stop new home construction on the fringe, and stop supporting developers creating new neighborhoods.

Understanding the ultimate goals of the process- what are we trying to achieve?

The public (I) need(s) to be more aware of the services the City offers and how they all work together. I also need to know why things cost what they do.

Communications is the key. Must be clear and concise so all understand the plan!

Staying on budget for the long-term plan sometimes you will be over and sometimes under but it will balance in the end. Not everyone will agree but votes must be made for the betterment of the City as a whole not just for special interest groups or the preverbal squeaky wheel.

Plan ahead for Transportation need before over population in the city.

The diversity of workgroups within the City. Succession planning.

Taxation, infrastructure, wages.

Long-term investments in infrastructures, especially cultural and recreational.

Transportation planning such as more efficient use of the current road system. I.e. better synchronization of traffic lights, more HOV lanes, lanes for slow moving vehicles such as semi-trailers on Deerfoot etc.

Balancing restraint with reasonable levels of service to citizens. Areas on top are roads and transit.

Ensuring that we are not looking at lower tax rates today to only have to pay more in the future. The cost of City growth and the tradeoffs between new community growth and revitalization or densification. Also, ensuring that developers are paying for growth and not the taxpayers funding new communities. We have to live within our means but not jeopardize building a great city.

I am not fully educated on this and do not wish to comment.

Citizens continually demand higher levels of service in areas that are important to them (understandably), but don't seem to understand that these benefits come with a price. Hence the hue and cry over the amount of tax they pay. It will be important to demonstrate value for money to citizens so that they better understand what it takes to provide the services they enjoy.

Consider how the audience would feel about being engaged. Do they really want to be engaged? Please show convincing evidence that this is what public wants Consider the cost of the engagement process versus the value to be

From your perspective, what are the issues that need to be considered?

had. Consider reputations Consider the hierarchical structure of the organization?

SE Transit and fitness facilities.

Better communication between Business Units - more internal consulting with employees vs. bringing in expensive consultants that do not know our business, policies etc.

How to contain urban sprawl. Long-term implications of capital expenditures against future operating costs. From a business perspective a budget process that doesn't take into (and commit to) operating costs for a capital expenditure (e.g. Recreation Facility, Fire Hall) seems to be total against any business planning principles followed in the private sector.

Who controls the budget money, who decides where the budgeted money is spent, the projects that are undertaken are actually resolved (the money is not being spent again and again on the same project).

Services to citizens. Loss of services. Increased disparity between rich and poor in the city and the social problems that this creates.

Feedback cannot go into a vacuum, for the engagement process to be meaningful participants need to see what the dialogue (from citizens, employees and decision-makers) has been, not just what gets chosen in the end - take people on the journey of how values, ideas, etc. are weighed against each other and how priorities emerge from that.

The most important issue for me is determining where in the bureaucracy can reductions be made to increase efficiencies and balance the budget instead of just cutting programs, facilities and services.

Changing expectations so that folks understand levels of service is what comes from taxes, and that long term planning is needed.

Budgets should be made so the average person can read and understand what the City is doing and how much it costs.

What goes into doing the budget? Where are the responsibilities? Isn't every business unit responsible for their own budget? Will doing this make people lose their jobs? How can I be sure that what I am saying stays confidential so it doesn't come back to haunt me?

Priorities need to be understood - community by community, then a plan need to be put in place that builds over plan-it Calgary plan, then circulated to all for info - making sure the top 2 priorities have been met for all. For sure not everyone will be happy but we need to look at it holistically and decide on the basis of effect on peoples daily lives - if something looks good but only benefits 1month of the year as opposed to something (maybe small) that will have an impact everyday. Priorities should not be confused with "wants" and they should be limited to a main theme with sub-deliverables - for example - Better Neighbourhoods - and everything else could fall within that. We need to answer an age-old question - why do people have to move even though they love their neighbourhood/house - simple because they are not designed right and are not sustainable!

Providing quality services for the Citizens of Calgary, not always looking at cost. Planning for the future and not playing catch up. Services cost money and services must be provided there are too many people falling through the cracks and there is no safety net here.

Proper balance between what is needed and what is desired. The best thing for the City for long term budgeting is not necessarily reflected in current public opinion (which is influenced by media and individual agendas).

A clear delineation between City Projects & City Processes - an analysis to ensure that we have the right personnel in place and that our hiring processes get us the right talent to execute our projects & processes - real information vs. gut

From your perspective, what are the issues that need to be considered?

feelings and assumptions on what services taxpayers want and how much they are willing to pay - Pay For Performance for managers is currently taking our focus away from actual service delivery & pushing huge resources onto many improvement projects that may not be delivering real improvement. There is a lot a literature in Business that suggests Pay For Performance for managers is bad idea and that we are getting exactly what we pay for (& that probably isn't a good thing)

We need to know whether Council believes the Citizen Satisfaction surveys. Setting priorities for us in business units are based on the citizen satisfaction surveys. We also want to know whether the new Mayor and City Council support a unionized work force or wants to Contract out services. More importantly how will they compare the cost of one versus the other? Is triple bottom line quantified?

From the perspective of a resident of southeast Calgary, road infrastructure, rapid transit and recreation centres (not one "big box" in the deep southeast, but, a number of smaller, regional centres for ease of access)

The municipal government is the government closest to the people, so it needs to administer services that directly impact its people. Those services that directly impact our quality of life on a daily basis in our city are the issues that need to be considered. We need to "make it happen where we live" - Tokyo Sekwale.

Social issues housing, domestic violence, vulnerable populations-immigrants, seniors, children and youth, racism and discrimination (needs to be taken more seriously).

Artificially keeping property taxes low by adding new taxes (e.g. penny tax) and fees (e.g. waste management fees). - Properly funding operating costs

We need to have better tracking and accountability in our revenue generation and our spending. I have worked with the City of Calgary for almost 5 years now and I can tell you that we can definitely do a better job at being productive, effective, and efficient with how we spend tax payer money and explaining to the public where their tax dollars are going. We as employees should also have weekly goal setting and performance management systems installed into our routines to ensure that we are growing both personally and professionally. Proper succession planning in all business units should be well underway so we can have a seamless handoff and continue to grow as a City when all the baby boomers retire from the workforce. Training, policy, and procedure, and SOP's also need to be updated and followed on a regular basis and better understood. Open communication is also another large key to future success and prosperity.

Balancing user pay solutions and taxes as well as fair cutting across the board.

Public needs to understand that services cost money - you can't have great services at no cost to the taxpayer

All revenue (both property taxes and consumption based taxes like water, sewer, waste and recycling, parking, transit, police, business licenses, permit and inspection fees, etc.) needs to be pooled so that it can first be counted in totality, and secondly so that it can be allocated to the best possible spending priorities. Currently, departments with revenue have an attitude of entitlement towards the monies they collect on behalf of the City. This injects a bias of spending priorities - those business units who "have money" spend "their money" on activities they prioritize within their own City Silos. "Have not" business units have to beg or borrow funds for activities that from a taxpayer perspective, have greater merit than some of the spending for "have" business units.

Xx

One of the main frustrations for me is Infrastructure! The road congestion during rush hour is absolutely appalling. I see some great improvements with our transit system, but it is pretty expensive if you take the bus everyday-local buses in some of the surrounding LA California areas are only \$1.25 or less! The buses get stuck in the traffic jams, as well. Because I try to be considerate of the environment, I drive a compact car and it is cheaper for me to drive my car than to

From your perspective, what are the issues that need to be considered?

take the bus on a daily basis. In a lot of the other major cities I have visited, I was impressed with their infrastructure and traffic flow - Calgary seems to have grown "too big for its boots" - no matter what way you look at it - even if we try to place growth downtown, or in the already populated area - the infrastructure really needs to be planned in advance and existing needs to be improved. Road rage is getting crazy and citizens are getting injured due to traffic congestion and people making frustrated - unsafe driving decisions!

The non-sexy ones. Meaning that which will affect the most people, items such as transportation and infrastructure.

How major dollars are spent. I have not met one person who considers the Peace Bridge a valuable expenditure. The public should have been consulted about this.

What is the City most in need of (planning, transportation, transit, etc.)? - Supporting numbers should help create a prioritized list of issues to be addressed. It is important to balance between public perceptions on issues and the expertise that Council is being provided that indicates something is an issue.

The role of the Municipal government versus what citizens think they "want" the municipality to do...and where the meet-in-the middle occurs. Also, if Council is considering zero-based budget but we have a huge amount of work to do to bring Calgary's infrastructure, processes and staffing base up to current standards, how are we going to make that happen? Something's got to give, and it might be a need for more tax dollars...with accountabilities to ensure they're being spent on the things we SHOULD be spending them on (i.e.: MGA goals and needed infrastructure).

I think that the City Business Units need to work together more and not be as territorial as they are when it comes to information sharing and information access.

Support education and activities for children and youth. Empathy and understanding for our homeless.

Pace of growth, alignment or projects always with long-range vision for Calgary and sustainment of capital projects--how do we keep things running and maintained

Budget dollars for the business unit and actions. A plan that can be used and followed. Action dates and times. A budget plan that shows an outcome aiming towards success.

There has been a move away from evidence or fact-based decision-making and I think that is a problem.

Maintaining core services, everyone paying their fair share of the costs and those costs (taxes) accurately reflect the cost to maintain and create infrastructure and services in those neighbourhoods. New communities to pay for the true cost of building new communities.

Setting and recognizing priorities, eliminating waste and unnecessary expenditures, challenging the status quo instead of merely adding X% to existing program dollars, focusing on necessities and doing those well rather than attempting to add in all the "nice to haves" and spreading available restricted funds thinly across a wide spectrum, resisting special and/or narrow interests where practical.

Transportation and the environment. I.e. Protection of groundwater resources and surface water resources due to the potential for contamination by storm water and planning for future long periods of drought. Also transportation problems of getting to the downtown core and the not cost effective parking, even on weekends. Reduction or elimination of weekend parking fees would increase the use of downtown shopping during the weekends.

How to balance physical infrastructure with social needs.

Seniors and children programs and activities to keep them busy and out of trouble.

Cost

From your perspective, what are the issues that need to be considered?

How to prioritize capital spending.

The fact that the information "trickle-down" theory from management clearly doesn't work. Information never gets passed down; I'm not sure why The City keeps relying on it.

Unfortunately, not everyone will have access to this information or will know about it. So when these decisions are being made, hopefully there is representation from the vulnerable populations and not just middle class, educated citizens. As issues that effect the homeless for example need to be address by those who are homeless and/or work closely with them.

Planning and budgeting for long-term sustainability in Calgary- and as such, engaging youth wherever possible, as well as elders in the community. I love the approach used in Sweden- asking this fundamental question with each major decision to be made, 'What will this look like/how will this affect people 7 generations hence?'

Risks - What will we take on, and what are we willing to give up (consequences) Limitations.

What are the budget investments required to produce an excellent versus a merely average municipal environment. How do we prioritize and value "hard" infrastructure vs. "soft" social amenities? What is the short-term investment in business improvements that is required for long-term savings and gains?

Managing growth and infrastructure need, choices for what services to provide citizens. Getting the best value from the money spent.

A proactive, planned, well articulated approach to growing the City and managing existing resources is missing from key business units. Much of the regular maintenance and management activities are ad hoc and lack clear direction/vision. City management also needs to be held accountable to Council to ensure that programs and projects are planned out and align directly with Council directives/priorities, best practices and legislation and that budget directed at designated programs/projects actually finds its way to those programs.

Priorities, what makes the City a better place to live and does our budget reflect that.

Actual priorities vs. want - population growth. How much? Where is the most growth? How does this affect City business? - "Life" expectancy of existing infrastructure, programs and facilities.

Social climate (are we able to provide base level service to the citizens that need them the most, environmental impacts (urban sprawl, composting bins and more walkable places and space), economic responsibilities (raising cost of City services like transit, recreation opp. and housing).

Current budgets, major projects present and future, revenues, social economical and environmental impacts of proposed expenditures.

How to address competing public/citizen needs and values Determining what the core services of the City of Calgary should be and how to best deliver on these.

Those that directly impact me as a Taxpayer, and as an Employee.

The City can only do a limited amount of big-ticket items. Through this process, I'm hoping City priorities can be set - is transportation (LRT) a priority, or is it citizen service (snow clearing). We need to be strategic - look 5-10 years down the road.

We need to consider what The City can and should do to make Calgary a great place for everyone to live, including those without much money, with disabilities, or with other challenges. However, we also need to consider what infrastructure is required in order to have a functioning and responsive City - i.e. - we can't support non-profit agencies without having

From your perspective, what are the issues that need to be considered?

staff to manage agency contracts and ensure that agencies are delivering effective services; we can't have a healthy and engaged workforce without having an HR department, etc.

It's unclear whether this question concerns budget engagement issues or budget issues; I will assume the former - some issues would be scope management; being able to obtain meaningful input from so many and varied stakeholders; timeframe; cost of this process.

The overall value of decisions. How many people are impacted, what is the cost benefit.

Traffic is the biggest issue that concerns me, currently. There are multiple ways to address this issue but overall we need to reduce the amount of time it takes to get to and from work. One accident should not create an hour long back up!

Feel like too much capital project money is spent on consultants. We have well-qualified and experienced staff, but The City appears averse to empowering employees to take risks and make critical recommendations and decisions. - There are an increasing number of services charged on our utility bills. I support this pay for service type process, but we are sometimes paying monthly service charges for services we may not have used. There should be more transparency and accountability around this instead of reiterating that people in Calgary pay the lowest or lower taxes than other large municipalities. - There are sometimes too many levels of management. Many staff reports to multiple coordinators, supervisors and managers. This is a major HR cost. - Meetings, at all levels, should be run more efficiently and with much greater accountability. It amazes me how many meetings I attend where they are excessively long, are full of highly paid staff, yet they deliver no clear action items and deadlines. These are an expensive item.

People always - resources – needs.

Taking care of front line workers, not management first.

Public services that provide a standard of living that is in direct relation to the tax dollars being demanded by the government. What services are needed and services are not. Also what taxes are necessary and what taxes are not.

Where is the money going? What will make our City better? How can we use the money wiser and make sure we're being environmentally responsible? Keeping the public informed.

I think citizens need to understand where the money goes so that they can tell you what they think they can give up for better services elsewhere. Truly, things like a 25 million dollar bridge that was never up for discussion in the public's eye is a huge issue - were people held accountable for this? Why are managers within the City allowed to spend this kind of money without any consequences?! This bridge could have been built on time had they gone to tender and received reasonable bids from various builders and architects, however - the public's money was not considered when this design was chosen without tender process.

1. Coordination of major projects across the BU's needs attention. 2. In my 8 years at the City, my Business Unit has gone from something like 6 ME's and 2 Admins to something like 28 ME's and 8 Admins. All while the staff levels have dropped considerably, resulting in work backlogs. To me this expenditure on ME salaries are excessive and have not produced more value for citizens. The priorities are skewed. 3. The practice of creating projects and repeated hiring of consultants to run these projects for us is in my mind, also a waste of funds. Many of the senior staff have the necessary skill sets to accomplish these tasks but are rarely consulted. It is obvious to the workforce that our BU is obsessed with this practice. Rarely are great benefits to the productivity our area seen, but it must look good on paper.

This is a big undertaking as everyone has a different opinion on how the City should be ran and where the money should go. I think that citizens are not aware of what goes into serving the City of Calgary, from their drinking water, garbage collection, to maintaining the parks. We need to spend money to make the City a better place to live. We need Transit

From your perspective, what are the issues that need to be considered?

(LRT) in the SE.

Existing and future financial projections. Comparison to how other major cities in Canada is taxed.

What is considered to be acceptable growth and why? Balancing the requirements of the very visible services with those that do not have public profile. We need to stop equating face time in the news with importance of service. We have too many public city mongers. It is believed that your work is at risk if you don't rise the public profile of your work.... not every dandelion is newsworthy.

Balance on spending between hard (transit) and soft (Recreation, Arts) spending. Just because we have a Mayor who is pro-soft spending does not mean we can forget infrastructure. Stop doing half-baked engagement just to say it's been done.

Not just upfront expenses, but long term costs, including all change orders to major jobs, and how all of that affects the other programs and services in the long run.

The largest issue is accountability or lack thereof at the business unit level when it comes to keeping within budgets.

Focus on "core" business. Stop subsidizing special interests. Make new development pay the full cost of the growth they cause. Reduce "red tape" and focus approval processes on what are important - encourage new development to make better use of existing infrastructure.

The creation of more affordable housing - transportation infrastructure - sports and recreational facilities accessible to everyone, Citywide - a safe and vibrant downtown core.

Priority setting.

Having the right people in the right position. Too much bureaucracy.

The number one issue I see is " What will the long term cost of not doing a project be vs. doing the project?"

A true Triple Bottom Line approach, which examines the costs of action and inaction in making budget decisions. What is the pay forward costs of the decisions we make about programs to support and programs that we reduce. What are the systemic changes we are making to bring citizens into the conversation on budget on a continual basis? What tools will we use to keep their voice front and centre (e.g. Community Councils like New York City?) How do we involve the non-traditional participant (e.g. those who are not normally engaged and have their voice heard)? How do we get beyond those who are well organized and know how to have their voice heard?

To show how something as small as a department ordering stationary affects the budget as a whole. To show that each individual impacts the budget.

Educating people about the budgeting and decision-making processes - how do we set priorities.

Taxpayers are probably more willing to have increases of 1% annually and find it easier to budget for it than the 4-6% increases all at once.

Be realistic with what can be achieved for the dollar value stated -

What are the top issues of the majority of the folks, not just the squeaky wheels (i.e. tweeters, media happy folks)? What are the goals of Council vs. Goals of Administration - are they aligned, if so, how, if not, why not... That the participants actually are knowledgeable about the overall issues, not just their own personal purposes. (I.e. transit expansion - to their house and work, not for the overall good of the system, City, revenue, etc.)

From a social perspective - more programming.

From your perspective, what are the issues that need to be considered?

About the various projects taking place at The City of Calgary, I see many ways money is wasted in huge quantities... While we are asked to recycled pencils, projects go for thousands of dollars to millions of dollars because of poor planning, and often, interestingly enough, because of following processes meant to avoid waste.

Growth, budget alignment and sustainability.

Fairness among business units, stop the broad brush cuts and increases everyone getting the same increase or request to cut the same amount.

What businesses are we in? What businesses should we be in? How do we measure success? City costs vs. private sector costs - how do we measure up? Sustainability.

Ensuring that all existing obligations are met before major new ones are entered into, and that our debt level does not get too high.

Social issues. Issues about Urban Aboriginal People, Immigrants, Visible Minorities, People with Disabilities, people living in poverty, single parent households.

I am very concerned about how we -- as a City -- are managing change. The world is changing, the City is changing, and we are at the cusp of saying good-bye to life (a rather privileged life for some), as we've known it. How do we become nimble with these changes? And most importantly, how do we ensure that individuals who would be most vulnerable during times of big change (the marginalized, the poor, the newcomers, the sick, the young, the old) are not supported by the collective? Closely linked to this, for me, are the ways we need to create sustainable solutions to natural and human resources. We can't lose any more time at this.

Growth and sustainability; quality of life.

Union negotiations - some of our unions will put forth very selfish agendas and try to skew results. Don't let them! - Don't forget the hidden costs - printing, fuel, administration, computers, cell phones, supplies ... they all impact budget but we can't just "cut" them out.

Infrastructure, low-income housing, economy, taxes.

Bringing diverse groups together through community-building traditions and initiatives.

As today's Herald suggests the car has the loudest vote in this City. 1. We desperately need to curtail new road building and focus on mass transit e.g. LRT to the airport. 2. Cease burdening taxpayers in older communities with the building of infrastructure in new communities. 3. Force schools to maintain their buildings instead of deferring maintenance and then using that as a reason to close the older school and build yet another new school. 4. Look at ways to support business growth instead of taxing and legislating business into submission. 5. Cease trying to be all things to all people - in education this has resulted in dilution of resources as we try to support too many special interests.

Waste in the City budget.

Services for seniors over 65 who are low income and vulnerable.

Over spending do to poor planning and organization. Favoritism we have many families whose children play soccer but we don't have the facilities compared to the amount of hockey arenas. Cochrane has a better facility than we do. I would like to see out door fields properly landscaped and taken care of so our kids can actually play in there own neighbourhoods not just in the rich areas either. Cutting back staff in the Parks department of the City is not the answer either. Our city is huge with lots of green spaces that need to be kept up. The answer is in management. Better planning, better money management; don't over buy plants, trees and material only to be wasted. I have seen this a lot. If you only

From your perspective, what are the issues that need to be considered?

need 10 trees then order 12 just in case but not 80 and then run around trying to find places to plant them. The managers and foremen need to be accountable more in their decisions because it is the workers who have no say in the plan who pay for the mismanagement, There the ones who miss out a couple of weeks pay because the budget doesn't allow them to be rehired back early enough to do their job and the whole season is about catching up on the work. And when you run out of time or money to get everything done there is waste because there wasn't enough time or manpower to those trees in the ground so they go to waste. This can be solved by being more realistic in the planning, plan for less and if there is time at the end of the season then do some of those special projects. Realistic planning not grandiose idealism is needed. Also those alderman that bring their grandiose ideas for their communities need to take "no it can't be done this year" for an answer, we all know they need their photo ops but their campaigns should not interfere with work that needs to be done. Using their influence to get what they want is gross misuse of their position. Spending money wisely and informing yourself of the how's and why's are important. For instance the trees on 16th Ave NW, they are pretty much annuals, after spending thousands on restructure and beautification no one thought of "how will these trees live in such a small root space. Some simple research and listening to the experts you may not have replaced all the trees this year, huge waste of money. When a deal seems too good to be true, it is i.e.. The "peace bridge" I don't imagine your getting to much peace over that one, and I'm sure the quote to have it done is way over budget now!!

Community Participation -Inclusion -Transparency in a climate of open and honest dialog -Values Driven Process.

Developers need to contribute to the infrastructure and services to the citizens of the communities in which they develop and gain significantly in financial terms.

The Soccer facilities are not adequate for the City the size of Calgary and the number of people that play soccer in this City. The outdoor fields that the clubs have to pay for are in terrible shape (no grass or turf) and there are only 7 indoor fields in all of Calgary - this does leave any room for clubs to use for practices.

Long-term health and social fabric of the community. Safety, environment, planning, and culture.

Efficiency. E.G. Ensuring that plans will meet needs for the immediate future. We do not have to reinvent the wheel; we can find the best examples in the world for our transportation, parks-management, development, etc. Too many projects in Calgary have had to be re-done in too short a period of time because they have not been well-thought-out and are not the best solutions, thus making the City ugly, inefficient and wasting our money.

Need a rail link to the airport. All major cities have this. Increased public transport. Housing costs are too high. Higher density housing More street level commerce. Make Calgary an exciting City to "walk" and "explore".

Transparency.

Traffic, need better flow through improved snow removal, lights co-ordination and flow patterns (why do construction projects need to close two lanes of traffic when New York City puts up higher buildings without closing down traffic lanes?)

From my personal perspective I would like to know how they plan on approving the University City without doing the very expensive road studies and all the improvements that would be required to make it plausible to build such a huge structure.

City needs to identify core business; -garbage collection, supply water, clear and maintain roads, etc. -Eliminate redundancy; risk management revisited time and again, way too much consultation it paralyzes the projects, examine environmental work what are the results versus the analysis, do versus theorize to death. If there is no money to do capital projects then stop submitting exorbitant projects and focus on looking after what we have got -stop finger

From your perspective, what are the issues that need to be considered?

pointing at what the feds and prov. don't do for municipalities. Municipalities approve the growth and planning of a City, why would other levels have to step up for decisions made by municipality that they can't afford to support?

1. Decreasing all forms of taxes, 2. Decreasing budget deficit.

What the City really should be doing. Can't be all things to all people, and can't solve all the worlds' problems. It should provide efficient services where possible and necessary.

Increase number of indoor sports facilities in the City for all sports (Soccer, lacrosse, less focus on hockey) Reduce the focus of snow removal in the City, and reduce costs associated with snow removal.

I think some of the City of Calgary advertising is unnecessary and a waste of money. Examples: the numerous ads regarding the Property Tax Assessment Notice and the ads regarding our different health care options. If I need additional info on City services, I call 311 and always get the information or help I need! Also, my 13-year-old daughter plays indoor and outdoor soccer and there is a tremendous need for more indoor fields and better outdoor fields!!!

Process, honesty as to what the City needs from the citizens, and a desire on the part of the City participants to have open minds.

Issues that are important are that essential or baseline services are always funded. It is the services that are nice to have that need to be determined whether they are still important to the customer.

I would like to have external performance audits completed on each City department and then the City should consider going to a zero-based budget system.

Adequate fitness/sports facilities Adequate and accessible service Environmental protection.

1) An administration that may be oversized compared to the products and services it provides 2) For example, why does it take City staff over a week to do a service feed to a house when a private contractor can do it in 2 days. 3) How does the Number of City staff per population of Calgary compare to other municipalities 4) If it can be proven to myself, and I suspect, many others, that this City is run in an efficient manner, then I would have no argument with raising taxes as I would know that they are being spent efficiently.

Privatization of our North Glenmore Park area (Lincoln Park)...the closing of FREE tennis courts without voice to the community.

How is the budget determined for capital projects? What actual oversight does Council have for projects and do they exercise the right to block projects? Council must take a more positive approach to dealing with budget issues and not hide behind "the administration"; they need to work together and share the responsibility with administration.

We need to have a long-term financial planning framework, to ensure a sustainable economic future.

West LRT Sirrocco station - how do people cross 17th AVE?

How to make Calgary the best City possible, with the best and most effective services, without increasing taxes for people who can't afford it (i.e.. people on fixed incomes, seniors, etc.)

Peoples priorities, after all its their money that's being spent. For myself, art, culture, design considerations, plus traffic, roads, winter weather conditions (accessibility), and cost of utilities.

Streamlining administration and better organize operations. Lack of integrated planning costs more money than any capital investment could.

Re-balancing the wishes and needs of special interest groups with the reality of running a City of 1.1 million people in a

From your perspective, what are the issues that need to be considered?

more business-minded way.

Facilitating lower income Calgarians with increased access to affordable housing.

Infrastructure planning (like the penny tax idea!), connectivity in transit,

Infrastructure spending. Spending money on needs (critical infrastructure; bridges, community facilities in the SE, and LRT upgrade/expansion) versus wants (ripping up Charleswood drive to build a thick median down the middle to facilitate "TOD" for example).

Keeping up with the evolution and growth of the City and ensuring that our ambitions line up with reality, i.e. if we want world-renowned art and culture we have to be prepared as a community to commit some public funding to it.

What is the cost of delay? -How does each decision fit into PlanIt, Municipal Development Plan, and Calgary Transit Plan? -What is missing from Calgary? (Attractions, programs, facilities etc.) -How do we continue economic growth and build community?

Public safety, transportation (both transit and downtown parking rates), Continue with the community association support

The City is turning into a nanny and feels it needs to provide everything to everyone. We have lost sight of what a City should deliver (keep the traffic moving, pick up the garbage and make sure there is a cop around if somebody breaks into my house...beyond that, it's all fluff).

Saving money while delivering a high quality of life and service to Calgarians.

Forget history and the blame game. Let's look at cities that have achieved success in the areas that the majority of Calgarians want in our City and consider the planning and budget processes that are used elsewhere along with ones from our own successes. I think blogs, surveys and other social media are useful tools to increase participation, but we need to be wary of astro turfing (supposed grass roots movements that are really being funded by special interest groups). Encouraging more in person or phone participation in democracy, although more difficult, is more trust-able information.

Reducing redundant and repetitive baffle gab reports. Cut to the chase and make them readable to ordinary people who do not understand City Babble-Speak.

The Council needs to decide on what are there top 5-6 priorities, in order of priority, before so decisions can be made between "needs" and "wants". For some time Council's website has had a list of about 75 priorities. This was changed to about 25 "priorities" each with about 5 sub-priorities. This is not a "priority" list it's a "wish" list. All taxpayers have to deal with their own income and expenses by differentiating between "needs" and "wants"; so should the City of Calgary.

Accountability.

Homeless population infrastructure (transportation and community planning).

A balance between what is affordable without increasing taxes and what the majority desires are for programs.

Education, health, recreation, infrastructure - meaningful things not money wasted on bridges. Things all Calgarians will use and need.

Calgary must stay competitive with surrounding municipal districts and counties with tax rates (especially business tax rates as businesses are the backbone of our economy). The City of Calgary should be a facilitator of progress in the recreational and social areas, not the initiator. The City could provide inexpensive land leases for sporting facility operators to solve recreational shortages instead of capital construction and operating funds. Existing City owned

From your perspective, what are the issues that need to be considered?

recreational facilities should be leased out to private operators if possible.

Balanced budgets - budget without deficit, live within means, repayment of debt. Governing with the attitude that Calgary is a positive vibrant City filled with intelligent successful people not a City that is broken and needs to be fixed; adopting the attitude it is not feasible for everyone to have everything they want at little or no cost; keeping projects cost effective and simple (fancy is not always better); having aldermen solicit input from their own constituents and consider this citizen input during discussion and voting; governing and spending with the majority in mind not to the benefit of special interest groups; considering what is best for the City as a whole when discussing what is desired or needed by a certain quadrant of the City.

Eliminating the deficit and maintaining a balanced budget without tax increases from any source. Maintaining security and safety for all citizens. Ensuring long-term viability of infrastructure and basic services. Governing on the basis of the wishes of the majority of the citizens and not pandering to special interest groups who represent a small fraction of the City. Keeping government small and out of the business of the people.

Facilities for our soccer association due to the collapse of the 52nd dome. The organization was short on fields before the collapse.

Vastly improved winter snow clearing strategy. 48 hour turnaround times to guaranteed snow cover service of residential side-streets after 10+ cm of snowfall is simply unacceptable and not based within the reality of living in Canada.

Development of intelligently planned entertainment districts within Calgary, where bars, nightclubs, and after-hours venues are seen as cultural assets, not threats to community comfort and safety.

THE FUTURE. Stop planning for today and playing catch-up with the future. Plan ahead and make smart decisions now.

The primary issue I feel must be considered is the breadth of information being provided to the public. While it is true it is the same information Councilors receive, they have the ability to pull out more detail from administration whereas the public does not. I also feel there may be benefit in removing the "tax" brand attached to the budgeting process (though this will be very difficult). The goal of the City is to provide value for tax dollars and we must therefore also focus on what services are provided and how. Again, with the level of detail available to the public this connection between the dollars and service is not easily defined.

Transparency and efficiency. Zero-based budgeting should be instituted - kill the culture of entitlement.

Lack of infrastructure for proper education of major sports like lacrosse or soccer.

More indoors fields in different parts of the City so that more kids can play the game.

How money is being distributed for sports development, also as in business it should be a more flexible budget process depending on yearly development.

Homelessness priority setting on big ticket transportation projects secondary suites.

Road safety (i.e.. clear the roads) and traffic flow improvement.

More facilities for recreation - specifically soccer indoor facilities.

Accessibility, equality, transit, ImagineCalgary, efficiency, community, environment.

Fiscal responsibility. - Citizen involvement/engagement. - Transportation (roadways + public transit) - Urban sprawl (Less outward expansion and more support of well-designed projects such as the Prairie Sky Housing Co-op.)

City infrastructure and expansion of roads - are we growing at too fast a pace and should we slow down? Are we

From your perspective, what are the issues that need to be considered?

indirectly increasing taxes by charging for sidewalk snow removal?

Sustainability! Active healthy communities. This should be a City for people, not cars!

a) Calgary's long-term plan/goals. b) Calgary's short-term needs.

Homelessness, Domestic violence Scrapping a plan that would see an additional thoroughfare over our fragile Glenmore reservoir and water supply - negotiate to go around existent wildlife - Nenshi is a bridge builder, not an environmental destructor Engaging and capturing kids' attention before they hit their teens More dialogue with seniors to understand the good and the bad of the past More dialogue with youth who may not yet have an it can't be done attitude.

I've only lived in Calgary for 2 years but I feel like everything the City is involved in is a "money grab" I'd like not to feel that way. Show me that you're not just ripping me off at every turn City of Calgary. Police services, parking, City taxes, ticketing, wasteful budgeting, supporting inefficiencies and lazy employees, its all-just TAKE TAKE TAKE. And what do I get? Rude police officers out to make a buck?

Infrastructure development, transit development.

From my perspective, a municipality needs to find the right balance between economic prosperity, quality of life, access to services and long-term environmental sustainability.

More public transit, less roads. More affordable housing. More local procurement, especially food.

Services, environmental impact, City design.

1. Expectations of community organizations/programs (nonprofits) from the City and from Calgary residents; funding for these programs based on these expectations 2. Transportation: how to make public transit an affordable and reasonable option when compared to driving.

Environmental issues and infrastructure requirements and costs --creative employee-suggested cost saving measures -- park and road maintenance needs to be efficient as well as cost effective --police services need to be efficient as well as cost effective --current administration needs to look at creative ways to do more with less, as constantly increasing taxes is not an option --City should enter into discussions with the province over the collection of taxes; reduce property taxes (for everyone) to allow seniors to remain in their homes; province should collect and apportion education taxes as part of personal taxes; municipal taxes should stay in the City they are collected in to maintain infrastructure --change the designation for properly zoned secondary suites to nonconforming, rather than illegal; these suites would have to have 1 off street parking spot per unit, have a separate entrance, and have a safe exit from bedrooms; City could collect on a development permit from owners (and verify above); suites would be livable and safe without all the extra expense of 2 furnaces, etc., etc. required for legal suites; only in areas zoned for them, not carte blanche to put in suites wherever; would allow for more cost effective housing without destroying current zoning rules.

Where should our tax dollars be spent?

I believe Mayor Nenshi has a very good handle on the most important issues facing our City. I agree that the airport tunnel while very expensive needs to be a priority, because it will be needed if not now, in the future and the costs will greatly increase once the new runway has been completed. I'm also in agreement that we need to greatly improve our transit system so that users can easily travel between all sectors of the City, rather than the current system which does a good job of taking people to and from downtown, but is very poor in other areas. For instance a person living in Signal Hill cannot easily take transit from their home to the Rocky View Hospital. I also feel that urban sprawl and the associated infrastructure costs to the City is a major issue. This one may be difficult to address, as it seems to be driven

From your perspective, what are the issues that need to be considered?

by peoples' desire to have a home with a yard. However, if we can find ways to make higher density housing more attractive to people, it would be easier to provide them with a higher level of services without increasing costs. While not an issue specifically, I believe that for many of the smaller community projects the City needs to engage the citizens in the area (users) during the planning process and respond to their input in a meaningful way so that the project is completed in a manner that best meets the needs of the users. I have seen instances in the past where that was not the case. Please contact me if you want to know more about that.

The problem with our City is the don't so much ask the City what they can do about it but figure out what you can do for yourselves. For example, I don't like the gravel in front of my house in the spring...I sweep it and fill in the potholes in the back alley. If I don't like the garbage on the hill near our house, I pick it up. Personal responsibility...we've come to rely on "the City" to do what individuals within a community can do and the pay off is that we get to know our neighbors and develop pride.

Coordination of managing our infrastructure growth. Be brave enough to be leaders rather than reactionary to a few speed dial citizens Increase density - secondary suites, less parking restrictions, incentives for sustainable development.

Educating people on planning processes does not mean the populace will be any happier. The primary focus of the City needs to be on ensuring a safe and healthy environment for its citizens. This means focus on infrastructure: building and maintaining roads, water treatment and sanitary waste services, police services, fire services/protection and public transportation. Creating a pleasant environment is the second focus: parks and green spaces fit into this category. Recreation centres, art facilities, golf courses and other "nice to have" are not the prime focus of City government.

Education, and the risk of the "rule of the mob". Asking opinions of people who have not at least been informed as to what both sides of the issue are is a waste of effort.

How do we support social capital and neighborhoods.

Public process needs to unearth not only those things, which the public sees and touch but also take a more holistic view of those things they need but can't articulate.

I do not understand why we feel we have to keep increasing our budget. WHY is the infrastructure required for new housing developments not paid for by the people moving into these areas? I live in what is now considered inner City and because of this our property values have increased considerably - the result is that I pay more taxes for less City services than the new districts. Property values are not an appropriate way to be collecting taxes!!

Capital dollars are seen as panacea, with operating dollars not attached to capital projects post-project. - Why does Council make such silly minute decisions (e.g., secondary suite applications, most land rezoning, exact number of staff that should be employed)? - What options do we have to co-source a growing bureaucracy? - More stable (non-property tax) funding sources. - Inner City vs. suburbs. I live in a fully "paid for" neighbourhood by choice, yet my taxes are stupidly high. I don't have an issue paying higher taxes for higher value, but we need to make the suburbs pay for the sprawl. - Don't be afraid to raise taxes; use the existing programs that are there to support people on low / fixed incomes. If we have among the lowest taxes in Canada, let's raise them--and raise the service delivery.

Ways of keeping our City affordable for all citizens, ways to mobilize our citizens and safety. Changes to our municipality act to give cities more authority to implement rent control - as we have enough housing but not enough for everyone to afford. Development incentives to retrofit existing communities into transit oriented development communities to avoid urban sprawl, pollution and higher taxes. Calgarians are rewarded with municipal tax savings if efforts are made to save water and energy if home enhancements and lifestyle changes like taking transit, walking or biking, Reno's like solar, water saving toilets, water barrels, gardens that use less water than lawns and live sustainably. More recreational

From your perspective, what are the issues that need to be considered?

programs/parks are granted field access discounts to groups who organize by postal code and not driving to soccer and hockey across our City.

Budget to income not to expenditure. Do what is needed not what is politically beneficial.

Transportation and Recreation.

Revisiting the way that the City works so that short-term progress can happen so this generation benefits, making sure that City employees and leaders really listen to the interests of the citizenry and take a can do attitude including looking for opportunities for private sector involvement. And the need to look for win-win situations for various interest groups.

Transparency! This is paramount; we want to know why contracts are dolled out and how value is found. There could be a lot of money misspent through City admin, and doubtful you will get people to pay more taxes if the machine eating the money is broken!

Somehow, the process should account for Calgary's diverse communities. For example, spending on inner City services and infrastructure, small business revitalization, heritage trees and buildings, and green spaces is important to me, but spending on recreation facilities, traffic and natural areas might be important issues in other suburbs.

Each community-type has different needs. The blanket policy for salting/sanding in peril-urban areas is a disaster on the ravine areas of Inglewood/Ramsay especially, this winter causing more problems than solutions. Prior to sanding residents were able to park and exit on the back roads, but after sanding exited only with great difficulty. Separate consultations and assessments should be undertaken before next winter and results could save time money and labour.

Our local developers seem to call more shots than they deserve: the tail seems to be wagging the dog. The sprawl that Calgary has succumbed to is, in a word, ugly. We also need to strengthen our efforts to get people out of their cars and into either public transit or built them neighbourhoods where they can walk to complete their essential activities.

Inner City infrastructure maintenance and replacement, arts and culture, less bureaucracy with administration.

Transparency and sustainability are the two most important factors.

The question of whether tax rates should go up. I am of the view that taxes need to be paid for the collective good. So long as our money is well spent, and our municipal services continue to be excellent, I am not opposed to paying more taxes.

Zero based budgeting, value for money, and a greater focus on user-pay, especially as they relate to non-necessity items such as recreation, fine arts, etc.

Transportation quality of life facilities & associated operational funding size of administration and unionized City workers

How to improve funding availability. How to balance priorities.

Staffing, discipline, expenditures on courses and parties for staff and expenses of alderman. Ways to cut back but still get the work done. I worked there for 30+ yrs. and there were lots of times I could do my work by 10am if I tried but they seemed to be ok prompting staff that came in late and played on the internet instead of working.

Forefront in my mind is recreation facilities - specifically indoor soccer facilities. However I'd like to see these combined with multi-purpose facilities you see throughout the province (e.g. Red Deer, Spruce Grove). They have soccer pitches, arenas, fitness rooms and aquatic centres.

Issues that effect quality of life.

We need to look at the total costs and benefits of certain alternatives, e.g. transit versus roads - for example, what are

From your perspective, what are the issues that need to be considered?

the environmental costs of roads in terms of air pollution. There is too much tendency to look at the costs to one business unit only - not the corporation as a whole. Finally, more attention needs to be paid to social/community costs of decisions.

City needs to provide more quality affordable sporting facilities for the use of all Calgarians.

Lower taxation! Getting true value from our tax dollars! No more self designated raises for Council - especially at times like the present! Infrastructure is way behind and needs to be addressed.

- Services for taxes ... what do Calgarians pay & what services do we get compared with other cities of our size in Canada and internationally - User fees ... Calgarians have almost none or very low user fees ... show them how it works in other cities and countries - Funding for the arts: show how it drives revenue for cities ... it's a net positive investment, not a "nice to do" afterthought (again, you need context here - Infrastructure (lots here ... public transit usage and availability stats, bussing/driving of kids to schools (vs. walking to neighbourhood schools) and the impact on our roads, BRT vs. LRT costs and benefits, community leisure centre availability in the City's communities, parking costs compared with other big cities and its impact on businesses, access to affordable housing etc.

Once the core budget allocation is done, how do we decide on the spending for other areas (like recreation etc.) so it is done in an equitable manner?

Continue improvements on roads and LRT routes Add sports facility capacity - in particular indoor and outdoor soccer fields.

Sport facility access, taxes, snow and waste removal - utilities Enmax.

What the financial impact of each decision is, and on a ratio, how does it increase the quality of life of Calgarians? Are we targeting the right projects at the right time? Is a sense of need or urgency being demonstrated in planning?

Where to start? Right now, one that is near to me is our downtown and schools. I think the City of Calgary should pay a lot more attention to where the CBE is opening and closing schools. Our inner City neighbourhoods will never have a chance to go through a re-vitalization if the schools close - families don't want a community without a school. I wonder about the demographics that are used and what kind of projections are reviewed when the CBE makes these decisions – I believe they are in the best interest of the CBE at that point in time, and not necessarily in the best interest of the City of Calgary or the City's future needs. It saddens me that a school like WH Cushing Workplace school could be considered for closure and that the Mayor's comments (Facebook wall) are "Sadly, this is a decision for the Board of Education, not for the City. I don't want to interfere with their authority, but I do hope they do the right thing." Our downtown needs its vitality and we need to attract more people and families back to our City center - a school is a necessary amenity. Schools matter to how we want the City of Calgary to develop. This needs City Councils attention. Secondly, the airport tunnels. I'm very pleased that it was approved (now is the time to do it, it will be needed in the future – nice to see the foresight). I don't want to see Calgary go the way of the "tolls," that being said if the City does make that decision, it shouldn't just be the airport tunnel, there should be tolls on other major roads and intersections. Why should one quadrant have to pay a toll for a road when other areas of the City have the bill paid by the City? Especially something so important as access to the airport. I am so pleased with what I see from our new Mayor and the way that Calgarians are being engaged - thank you and keep up the great work!!

We lack facilities in Calgary and in particular a field house for indoor full sized soccer fields. We do not need the "hockey style" boarded indoor centres, as it is a sport that is not played anywhere else. Calgary needs to look at Saskatoon, Moose Jaw, and Regina on what their solution for a World Class Field house for the full-sized soccer facility. Most teams in Calgary now travel to Saskatchewan and to the interior B.C. to play the full sized soccer game. Which means Calgarians

From your perspective, what are the issues that need to be considered?

are spending money outside of this province to play a sport they love. Money that could be spent locally.

It is good to get as much input from the public as possible, but difficult to figure out overall what people actually want, especially considering that those who don't bother to provide any feedback are more difficult to canvas for opinion.

- Transportation - develop plan to answer needs of a City! (Not an approach that has been taken yet)
- Development issues - secondary suites, mixed use, land use related to existing and future transportation links
- Social/homeless issues - if 1% of building budget goes to art, another 1% could go to affordable housing
- Sustainability issues - water! And things related to health - pesticides, herbicides, fertilizers, natural habitats, school busing
- Safety - questionable building materials and related spacing of buildings
- RFPs - selection and letting of contracts by folks that have related experience and knowledge of the requested service.

Keeping taxes down improving services with innovation, not budget increases, where possible.

Becoming a more sustainable City is important to me.

Affordable housing, seniors services, livability, arts, infrastructure.

Low income housing to help homeless and mentally ill Preventing further urban sprawl More bike lanes/pathways for cycling around the City More green spaces More farmer's markets and community gardens More spaces for citizens to gather and feel a sense of community, i.e. pedestrian malls leaders in environmental issues (ban pesticides, use of alternative energy) Attracting more green business and enterprises to Calgary.

The City debt, which is way over \$4 Billion dollars.

Finding the most efficient way of doing each and every project and acquiring supplies. Employees often know how changes could be made for the better. How about Focus groups of employees.

With a City of 1 million people there are not enough indoor soccer facilities to cover the need. Calgary should have at least two more indoor soccer facilities, like Cally Cut Centre in Red Deer.

Listening to citizens' input on matters and budget concerns that most directly affect them.

The need to continue to provide sport, recreation, cultural infrastructure to engage Calgarians and improve the quality of life in our great City.

Identify the issues and then ask for input.

Transit (South East LRT), new downtown library, Urban revitalization, parks, public art, pedestrian and cycling infrastructure.

How the budget will support not only this period's budget, but also how this budget lays the foundation for the many years to come.

Improvements and cost to infrastructure. More public awareness of programs.

NW Rec. Center. More indoor soccer fields.

I worked at a large oil company and business/budget planning must be balanced to enable the most within tight limitations. Having a clear picture of what Calgary could look like in 5 or 10 years is critical to make the right decisions now.

The planning must look to PlanIt Calgary and Imagine Calgary and into the future of what we can be as a City, not what we have been.

I want to highlight the lack of City support for soccer. The outdoor fields at the Inland park are a disgrace and whoever let

From your perspective, what are the issues that need to be considered?

Inland Cement reclaim their gravel pit to such a low standard should be disgraced. And the City of Calgary is far behind the City of Edmonton in its financial and logistical support for indoor facilities. Edmonton.

Community Relations, Sustainable City, Transportation, Economic Development.

Hard to say because I don't know what's in the City's budget right now?

Public funds support public spaces and services - a great is only great if it is great for everyone.

Urban sprawl, traffic congestion, bicycle commuting, museums, and performing arts centers.

What kind of City does Calgary want to be? How does Calgary contribute to the local economy, including food production and distribution, encouragement of local production & spending, attracting attention as a place for people, ideas, art and music, interesting ideas?

Long term recreation funding for our youth (both on an indoor and outdoor perspective).

Sustainability in spending - WHERE and WHY are the dollars being spent where there are, and are they ultimately being spent on an investment that will transition Calgary away from the car-centric materialistic, hob knobby City that it is to a more practical, sustainable and beautiful City it has the potential to become.

Green spaces and recreation facilities.

This is not a great question to ask for question #2 in a general survey - most people (including myself) don't have enough info to go on at this point!

If it is true that a departments budget will be reduced the year following if they fail to spend their allocation.

Citizen's needs, affordability, and thinking outside the box - just because we are currently doing something doesn't mean we should continue it because we always have. New initiatives are not always incremental.

Roads snow cleaning, transportation, more parks/facilities for our children to play.

Real costs are crucial - background info on decision makers is also very important.

Homelessness infrastructure Staying within budget and giving back to all the people.

Obviously a stable and expandable infrastructure should be the prime objective. To move on to another topic, Calgary's recreational facilities are really not sufficient for a City our size. To narrow that down even further, outdoor AND indoor soccer fields! Soccer is the largest youth participation sport in Calgary and still growing, yet facilities are sadly lacking. Edmonton, with a smaller population, has far superior facilities in both number and quality.

There are many issues: the ever increasing poverty gap, the possible extinction of the middle class as the working poor become the majority, the elite few that control how the majority live their lives while they receive 'severance' packages in the millions (that is just disgusting), the lack of support for children and youth with respect to access to quality sport facilities (have you ever played soccer in a dome that could collapse or outside on a field that is barren and littered with pieces of glass? My children do), and shift the cities 'values' from a corporate elite to the family.

Efficiency in all City departments: administration, City work crews, police, and fire. City should not cave into all the community requests to block traffic flowing through the communities. Remove traffic calming, barriers, the myriads of STOP signs, etc. Let traffic flow. It reduces congestion, provides alternatives when there are accidents, reduces green house gas emissions, and saves frayed nerves.

Smaller less invasive government.

Ensuring an open, accessible, safe City for everyone (i.e. reducing/eliminating the ## of gated communities, ensuring

From your perspective, what are the issues that need to be considered?

Transit available, our police/fire and preventative safety programs)

Public Transit (pedestrian improvements, bicycle pathways and on road signage, buses) as well as some of the road bottle necks. Community snow plowing. Wasteful/useless City spending.

Transit, creating sustainable communities.

The key issue is the livability of our City for ALL residents of Calgary. The challenge is balancing the needs and rights of the various stakeholders. In my experience, single home owning residents in the inner City get short shrift when it comes to livability and the amount of say they have over what happens in their own neighbourhood. The sheer number of people living in the outer suburbs appears to overwhelm the obvious rights of the residents of the relative inner City. Taxes are inequitable when compared to actual services provided or offered. The inner City residents bear many unacknowledged costs. Some of these costs are financial, some are not currently factored into the financial calculations: air safety and quality, noise pollution and access to modern facilities (including water pipes, etc.) are some examples.

I think that transit and sustainability are issues that should be considered. Transit is important because it is quite costly to those who ride it currently, and the busses don't even adhere to a schedule, this really causes issues with people who rely on them regularly. As for sustainability, well Oil isn't going to be around forever, we need to turn our City into a self-sufficient business and entertainment hub, not another Detroit.

1. Supportive funding and attitude 2. Transportation concerns for the elderly.

Urban sprawl, more equity in decisions regarding City service e.g. (poor areas seem to get the highest density and fewer services).

Better education and health support. Grants to bring ALL schools into the technology era, especially the schools that are lacking. Raises for Teachers and nurses. Programs that help people receive tests or medical aid when they need it and not a year later.

Public transit, affordable housing for students and young adults, adequate and affordable public parking, traffic flow, street maintenance, youth employment and apprenticeships.

Please make sure we don't starve the City of money to hold the line on taxes. Be prudent of course but be realistic. WE are growing and growth needs to be paid for.

Impacting the most people positively and staying within the amount we have to spend

The biggest solution that I see is do things right the first time! Why do I need to call for the fourth time in 2 years to have potholes (some of the same ones) filled again? This is just a simple example, but instead of paying for a crew to go fix it 4x, and the people to take the call and dispatch the crew, how about doing it once. Or even being preemptive and taking care of it before it becomes a problem?

I'd like to see the City be more accountable for internal spending. There appears to be too much spent on overtime and bonuses that aren't necessary.

Transit & development

The biggest issue with any government body or government organization is becoming more efficient at delivering the same or improved levels of service. Red tape and administrative waste in government in my opinion is the largest burden on taxpayers. In this day and age it's time governments started to deliver the same or higher levels of service with the same amount of resources.

Making sound decisions for the future regarding infrastructure and planning for City resources.

From your perspective, what are the issues that need to be considered?

Snow removal, City accountability for effective use of tax dollars, presenting all the facts.

Public safety, transportation/transit, homelessness/addiction, environmental responsibility.

Transportation, Roads, planning for future and implementing now rather after the need is critical. Family activity support as currently boards of education have reduced involvement and general climate of fear is restricting ability for children and families to keep engaged in healthy and educational activities.

Infrastructure and Sports Facilities.

Infrastructure (roads) and Recreation Facilities.

Transportation, Urban Renewal, and Sporting Facilities.

Costs, population usage of what is determined to be important.

Responsible, fair budget distribution.

Unnecessary spending when obvious concerns are present in our City. The growth of the City and planning for this.

Traffic concerns. Homelessness and unemployment. AFFORDABLE recreation.

Lack of indoor and outdoor fields for soccer Budget engagement meetings that occur outside business hours so more people can attend. Not everyone can take time off work to have his or her voice heard.

Reduction of crime - if Canada becomes unsafe to live in, where else can people go in the world? Would Calgary still attract the brightest and best if you continue to let the crime rate and the violence grow? There were no home invasions that I know of in Calgary in 2001, in fact only 4 murders by April of that year - we are sliding on a very slippery slope. Zero Tolerance! What is the vision for Calgary in 10, 15, and 20 years' time? What can we do to have the best education in the world? Teachers who are overly concerned about their union entitlements are not the way to go. Reading is problematic with the system in place now - I had to take my highly intelligent child out of the public system just to get'em reading properly - I spent a fortune on tutoring, while the teachers want more and more pay and more and more "PD" days. I say, if I need a tutor or myself to do my child's teacher's job, then that teacher or the union system should pay for it. Too many talented kids are coming out of this system feeling diminished and left behind - they are Calgary's future. Give them a challenge and help them to live up to it. Don't dumb them down! Developing countries are beating us at this hands down. Bring back competitiveness in all aspects of life. Can you believe there are sports organizations that feel winning is not important? How do you bash competitiveness out of young children and then try to re-instate it later when they are older? Good Sportsmanship should not be confused with a competitive spirit. The health system is absolutely not good enough - if it is considered acceptable to make people wait eight hours in the emergency room, that person should not be there in the first place! No emergency can wait eight hours to be dealt with, Is this standard a joke? If this is what the much vaunted public health system is about, then I want to go private - at least I know I will get better and more humane treatment than I can routinely get for my dog! I also do not have time to wait one and a half hours at my family doctor (after making an appointment!) only to be told I can only raise one issue with him at a time - that is negligent practice if you ask me, and not worth my tax dollar. More sporting facilities for this weather should be built, especially for soccer. We need to work hard and competitively to get a good place in this world. Less complacency all around, or we will be out played out smarted and out done by what we might consider to be "lesser" countries.

At this time, my greatest concern is to see improvements for both Indoors and Outdoors soccer facilities in Calgary.

How people know what the issues that are being weighed are, and making sure they're empowered both to educate / advocate about what's important to them.

From your perspective, what are the issues that need to be considered?

Demographics, - aging population.

Let's start with the basics. Let's see real open government instead of siphoning things through The City's Communications Department machine. Stop trying to control the discussion with taxpayers and provide some real contact with real people in government. Otherwise, people like me come to the conclusion that you don't actually want a two-way conversation.

Sidewalks, bike paths, transportation. Do NOT overwhelm communities with too much density (e.g. too high TOD density in Brentwood & Banff Trail without increased density in Briar Hill, Hillhurst or Sunnyside). I would rather have a lower density model over a much wider area.

Ongoing study of real vs. Imagined / assumed customer demand. Are City services meeting stakeholder needs, are departments overstressed or under performing?

What are the core services that citizens want, what are the levels of service and their cost. What is the cost to improve the service and what are the cost savings if the level of service is reduced.

Basic necessary items that keep a community healthy-enough green spaces safe and accessible to all. We need sport facilities for children-maybe schools have to have input in this-if school sport activities are an integral part of all our children's lives we will be able to make them more active. Libraries should be community hubs-community associations; sport and library facilities should be available to all. Community development should have a central area for these activities. Maybe developers have to do there share as has happened with Cardel Place. Maybe community immunizations clinics can be housed in same area. Plan roads before development and if we plan for appropriate community growth we should not be caught with having to build a ring road later or airport tunnel later where it was not planned. It was planned the land will be there and as roads develop they will be part of the next phase. Enmax should be paying good dividends to its shareholder the City that it is a good investment to the City.

Transit and transportation are the key areas that matter to me.

Services for the SE. I live in Douglas Glen and if you look at the area south of Glenmore and east of Deerfoot we have no hospital (yet), no sports facilities AT ALL, no transit lines, no libraries, I am really not sure what we pay our taxes for!! This area of town has grown a lot since 1999 and yet no services have been provided and infrastructure is way behind as well. Why are areas in the NW of the City that were created at the same time getting so many more tax dollars?

I am selfish to the fact that we don't have indoor soccer facilities are extremely poor outdoor field conditions. It's embarrassing.

Arts and culture. Creating a vibrant urban center. Elements to a City that don't make me long for London and New York to the same extent.

The needs of the City of Calgary to firmly establish itself as a world-class City with great recreational facilities and solid infrastructure while at the same time staying within a reasonable budget.

Why do we have such poor facilities for soccer? Edmonton, Winnipeg, both have great facilities. PEI had three outdoor artificial turf fields before we had any. WITH OVER 100,000 SOCCER PLAYERS IN THE CITY YOU WOULD THINK SOMEONE WOULD LISTEN.

Soccer fields around Calgary for all the soccer players in Calgary. I have two sons who personally play soccer and it is always a hassle with only having 2 indoor soccer fields. We have to all practice in Gyms around the City. I think it is only fair that we have a little more support since it is not like a hockey player could practice in a school gym.

Sport playing fields and indoor arenas, specifically soccer related.

From your perspective, what are the issues that need to be considered?

How many people will benefit from each budget allocation - what are the social and environmental impacts of each decision.

Public transportation and infrastructure; sustainable development; encouraging Calgarians and Calgarian businesses to plant fruit trees and other edibles in place of some traditional park and flowerbed plants.

Sky rocketing property taxes, increasing fees on services, and City controlled utilities.

Over-development (City is TOO big! what's with ALL the malls - consider more green spaces/recreational areas (for health & wellness benefits), inadequate/poor transportation routes, improve bus service (more buses - easier access to those with mobility issues!!!!), new and improved bicycle routes (both within parks and on-road - safety and security for cyclists - including educating recreational cyclists on rules of the road/pathway systems etc.; quicker response time/better maintenance of community roads; affordable cultural/recreational opportunities, better parks/natural areas management & maintenance (more education required to educate people on respecting our urban green spaces/natural environments).

Interdependencies and the ripple effects of change. Long term vs. short-term goals. How much understanding do the stakeholder/citizens truly have about issues and what is the balance between public input and expert knowledge.

Calgary needs more indoor soccer facility.

Aging issues. Especially quality of life.

Traffic, congestion, public art, safety in downtown core, snow removal and sanding, soccer facilities.

Lack of amenities for soccer, lacrosse, as far as indoor facilities go. There are better amenities in smaller communities than Calgary.

Safety, crime, improved lighting, improved pedestrian areas, and ways to create sense of safe and peaceful community. This also includes stronger police presence, better infrastructure, and solutions to traffic and transportation issues.

Sustainable transportation.

Are we spending money in priority areas or just spending money? It isn't good enough to reduce the size of tax increase when we could possibly reduce the size of the budget.

What are the right things to do give the global environment in which we live? How to we align ourselves with the best in global practices.

The water and watershed issues what is our long-range plan with regards to having sufficient water for the exploding population with the rapid growth the traffic is now at a 24 hour peak hour capacity are we going to ensure the infrastructure accommodates this rapid growth. Why have we not consider underground tubes for transportation surely this makes sense with the climate, lack of space, grid system etc. Employment is important sustainability - we need to maintain what we have and enhance what we want.

I think one of the main issues is effective communication about the services the City provides and the economic implications of this. I find there is often a focus on the supposed high cost of certain City projects but it is not often that the implications of the project such as potential future cost savings or contribute to improving the quality of life for Calgarians. I think the City should play a role in educating those that take part in the budget consultation/engagement process.

Balance the budget, meet civic needs; garbage collection & recycling, road maintenance, public transit, etc.

As noted below: A broad, diverse range of stakeholders representing the demographics of the City is engaged in an

From your perspective, what are the issues that need to be considered?

inclusive process.

Transparency and accountability at all levels, public transit, parks planning, community development, spending, spending, spending...

I would like to see a vision statement for the City, and the steps or milestones with cost estimates on how this vision will come to fruition.

Ensure that core essential services are maintained and flexible enough to grow with the City's growth. If growth outpaces these services we will risk significant impact on our City's quality of life.

How children's sports facility is a priority.

Lack of facilities in the newer suburbs, which lead to chaos in the mid suburbs, as these people have to use our infrastructure. High rise developments in the undeveloped area once infrastructure is in place.

One issue is considering all projects when determining one large investment. If the plan is to spend in one area, how will that effect other areas. This needs to be clear.

The City of Calgary needs more soccer fields indoors and out. The ratio of soccer players vs. the number of actual fields is not acceptable not only do we need more artificial fields we need more access to the green spaces and school fields for practices and games. It is my understanding that the City is cutting hours to soccer clubs...for what reason?? Where do our tax dollars go? Some things are more important than others people need to get back to the basics and stop being so materialistic Good old fashioned sports keep children healthy and families flourishing.

Infrastructure, Post Secondary Institutions, Calgary Public Schools, environmental issues at a municipal level

Generally these types of surveys only engage a certain class of citizen (not by income level but by interest). Generally the working citizen neither has the time or ability to interact or even understand the "process" yet they have some good ideas - how we engage them?

The City should strongly emphasize public transit - at the expense of private vehicles. Catering to the single occupant vehicle of downtown workers is absurd and ultimately wasteful.

Importance of the services the City provides.

Smarter spending, Sport facilities, activity's for children.

What are the top priorities of the City beyond basic services?

1. Provide bike lanes so that cycling as an alternative solution for commuting to relieve congested roads and reduce demand on more road infrastructure.
2. Build recreational infrastructure in each quadrant of the City to reduce commuting across the City.
3. Lack of indoor soccer facilities in the City. Outdoor soccer fields need to be fitted with artificial turf as the outdoor soccer season occurs during the wettest months of the year. As a result many outdoor games are rained out to avoid damage to the fields.

Similar to how 1% of major capital projects go to Public Art, 10% of major transportation projects should go toward pedestrian and cycling improvements. I like the "Complete Streets" idea, but it needs solid financial commitments.

The practical considerations of operating in addition to evaluating/adopting innovative solutions shown to work in practice in other cities to support the transition to a sound method of developing policies and budgets that coincide with sustainability values.

I guess communicating the information in a way that Calgarians will understand and feel engaged, but keeping in mind

From your perspective, what are the issues that need to be considered?

that the research and synthesis is being done by experts in the field.

There is presently no connection between the priorities of the City and how the City allocates funding for projects.

How to finance recreation facilities. The City has grown extremely fast and the recreation facilities haven't kept up.

Current infrastructure redundancies/unnecessary expenditures future growth areas.

Safety, it is important to create a safe downtown so that families can use the place without fear. Traffic congestion.

Synchronized traffic lights. There are some traffic lights that take much longer to change even though the heavy traffic is coming from the crossing way.

Infrastructure, Transit, Sustainable Growth & Development.

Social programming, homelessness, City planning, transportation.

City Recreation and Services are lacking. Spending on services is not transparent.

Transit.

Traffic congestion. Lack of sport facilities for sports other than hockey.

Pet projects, Counsellors only looking out for their wards, marco thinking, not micro. The airport tunnel is a good example, yes it's expensive, but what will we do in 10 years at our current growth rate, how would we handle it then? Be proactive.

We need to be forward thinking (plan for the future) and yet ensure that we take care of our citizens. Basic needs need to be covered before luxury items and extravagance. Basic needs include - infrastructure (roads and facilities) as well as services.

Ensuring that monies spent enhance the lives of Calgarians.

Making the City more livable and attractive to folks that might want to move here. Unfortunately, housing is very unaffordable for most citizens.

Low-income families.

As a soccer player with CMSA, I believe that the current number of soccer domes isn't enough to accommodate the growing number of players. As hockey receives lots of funding for new arenas and such, the recent collapse of the Subway Soccer Center Dome doesn't help either.

The issues listed above.

Implement more user fee-based systems; reduce unnecessary spending (i.e. does the 1 acre dog park next to us need to be mowed?) and start charging for things that cost the City \$ (charge fees to builders in inner City for the wear and tear on roads with increased commercial traffic (i.e. over 1T trucks)), like Europe (permits for being allowed to park w/in downtown area - greatly reduces traffic...while increasing revenue!!)

Long term environmental.

With obesity becoming a big factor in our society, sports facilities should be a high priority. A fit, healthy person means a fit, healthy productive country!

Try to spend the tax dollar in the ways that will have the maximum overall benefit to the citizens, rather than "pet projects". Examples of really bad ideas: The MM\$25 Peace Bridge and all the landscaping overhaul along Memorial Drive. Good ideas: New infrastructure (roads and transit) and recreation facilities.

From your perspective, what are the issues that need to be considered?

Urban Revitalization. Public Transit. Pedestrian Infrastructure.

A budget that is realistic and achievable. I would like emphasis on safety and sustainability ie. Appropriate development, recycling, green spaces.

Think long term. Make the City livable for my future grandchildren. Make a place where people, live, work and play in the same space. Make is sustainable and not only environmentally neutral but environmentally positive.

Increased services may mean more taxes, but everyone needs services, and the wealthier can pay the taxes, while the poorer ones can access services too. No user fees would be ideal.

Cost cutting measures in every department, at every level of municipal government. Make each department more accountable for staffing costs, especially overtime.

Recycling - for all Calgarians, including businesses and composting Alternative Transportation choices - public transit and bike routes. Smart growth, stop growing out.

Implementing the Municipal Development Plan and Calgary Transit Plan. Investing in the areas that your public-engagement process that created the MDP identified as areas of priority: neighbourhood corridors, TODs, BRZs Working closely with the BRZs to help the City co-create new funding mechanisms that will help to pay for capital investment and maintenance through appropriate development levies - ones that are similar to those used in Greenfield developments but are desperately needed to repair/replace infrastructure, lighting and improve the public realm in these inner City neighbourhoods that are over 50 years old already Choosing to invest and maintain the remaining 8 City of Calgary Outdoor Pool facilities for in international cities elsewhere = Europe, Scandinavia, Norway, Russia, Hungary, The Orient These cultures understand that a well maintained, publicly funded and exceptionally clean and modern facility becomes a gathering place that is safe and fun for everyone from infants to elders. These outdoor pool/spa/recreational facilities are also ideal places where every member of the family may enjoy themselves at all hours of the day - in the evening these are destinations for outdoor movies and for cocktail party events to launch new products. In the US & Mexico outdoor pools are often equipped with a bar facility at every hotel and resort and are safe places because they are well staffed and full of amenities for all ages. These could be our facilities as well.

Pensions, bonuses and they way both are handle, just because you have a job doesn't make you automatically entitled to these.

EDUCATION! Currently there are way too many students in each classroom. Teachers are harnessed to the needy students, leaving the high level learners to float along best they can. We need to be challenging our high level learners and nurturing their strengths!

Security - police/fire, City parks and recreation, infrastructure.

Better business planning.

The biggest issue, in my opinion, that faces Calgary is sprawl - its impact is felt along so many other touch points, for citizens and for The City - infrastructure, roads, transit, police, fire, water - an exponentially growing City has tremendous impacts on all of these things.

Housing - affordable housing, taxes -lower taxes, more space for cultural activities.

Transportation and infrastructure issues (airport tunnel, aging buildings and fleet, traffic issues, roadway conditions (potholes, etc.), alternate ways of getting places, better transit options).

Health care -greatly improving transit.

From your perspective, what are the issues that need to be considered?

You expect the general public to answer this survey? In my opinion, the statements in #3 need to be reworded without the entire lingo. Also, "and/or" in the last statement should just be "and".

Market fluctuations are the biggest things that need to be considered. If it is slow now, that doesn't mean it is going to be slow in a few weeks when developers will be starting to do more work.

What business units are doing to meet their mandates and what they are doing that are not for meeting the mandates? Are the mandates correct? There is overlapping of mandates between departments causing empire defending and taking away from performing duties. Why does it cost so much more to use an internal department for a support service than it does to go outside?

1. We desperately need to consider the issue of sprawl. Our City is building new communities at such a rapid pace, while the communities we have are not even yet completed! This is outrageous. We need to finish one community before moving onto starting another. All we're left with is a bunch of never ending unfinished communities in the suburbs. 2. Efficient public transit for the whole City, not just pieces. Our current public transit system is failing us. We have trains that are difficult to get to (i.e. fighting traffic to drive to a station) because they are not accessible to every community. They currently aren't even accessible to every quadrant! The SE for example is without a train system in its entirety. BRT is in place as the "solution" but it is actually twice as slow as driving in your car, so the rewards for trying to be a better citizen, saving the environment are heavily outweighed by the time gained of driving. The SE needs LRT! (Currently if you look on the Calgary Transit website you will notice it takes over an hour for the BRT to get from McKenzie to Downtown. And there is nothing "Rapid" about that what so ever.) This solution would alleviate mass amounts of traffic on deerfoot trail during prime hours. 3. More quality vegetation. If you look at the major cities around the world you will quickly notice a plethora of vegetation along public streets, in boulevards, in pedestrian corridors and in pedestrian friendly green spaces. (Most European cities are a good example of this). Places in our City which could use this upgrading would be MacLeod Trail (a jungle of signage and strip malls, buffered by concrete from the roadway), Edmonton trail, 16th Avenue (especially since this is hwy 1 and the first impression visitors travelling the highway will see of our great City), and pretty much every other major route in our City. The other place we could use vegetation and green spaces would be along the LRT/public transit lines. The LRT shouldn't be hidden in the back alleys of our City but should be prominent and celebrated with beautiful views as we travel the public transit. We need to create beautifully landscaped spaces and roadways, which exhibit our environmental pride. They also clean our air and provide a significant improvement in the citizens quality of life. I can't say enough good things about providing adequate vegetation in our cities.

Communication between staff and management and how that effects the day-to-day operations.

Public input into decisions involving things such as the ring road.

Inconsistencies across the corporation. Lack of data use, it seems that at the end of the day it is one person that makes the decisions based on feelings rather than a projects based on cost/societal benefit.

Where to put the money.

Main Transportation decisions, recreation centres and a more businesslike approach to the regulatory and planning processes from garages to \$50,000,000 projects, and secondary suites.

Greater communication through use of my City updates, CoC website updates, and further communication to staff of correspondence from division to division.

Equitable distribution of public services.

The health and wellness of the City. Recreation needs to be a highlight and not an after thought. Swimming should be

From your perspective, what are the issues that need to be considered?

free.

Council's continuous showboating. Transparency. Honest transactions.

Sustainable development, long range planning, development of public transportation and infrastructure.

What are the areas in which The City of Calgary should provide service, rather than "does because no-one else seems to be picking up the slack"?

Keeping public services public concerns regarding the usage of P3 models.

Realistic revenue and expenditure targets based on the actual records from five or seven previous years, and perhaps a meaningful conversation with individual Dept ID owners who are closer to what is really happening and impacting revenues coming in and what things actually cost for expenditures going out.

Policing. Recreation and community centers.

Fiscal and environmental sustainability, and how The City's spending can be leveraged to mitigate impacts of the growing wage gap in Calgary.

Living within our means; make growth pay for itself - inner city residents should not be subsidizing suburban sprawl. City residents should also not be subsidizing services (e.g. roads, transit) for non-Calgary residents. Maintaining a high quality of life and protecting the environment.

Long range planning, some issues or projects will take more than a year or election term to resolve or complete.

Transportation infrastructure, Environmental issues, a strong economy,

Accountability of leaders running City business; status of City services in real terms; balance between political promises vs. common good

Privacy, reduce redundancy.

Cost recovery, including operational costs

Social, economic and environmental issues. Total cost accounting - i.e. measuring true and total value (including socio-economic and environmental value) for the money that is spent. Life cycle assessment i.e. the long-term commitment in terms of maintenance and operation spending. The re-allocation of budgets to focus on more sustainable and valuable (environment and social value included) considerations. Recording and monitoring of The City's progress in achieving ImagineCALGARY. How The City benchmarks against other global leading cities. TOPICS: Sprawl vs. regeneration and redevelopment Calgary's Eco footprint (including an emphasis on Energy and broken down to food, transportation and buildings). Calgary's poor image as a city. The loss of our Biodiversity, Habitat and Open Space. The poor design quality of the urban form Transit and Bikeways/Pathways vs. Roads budget (total value and cost - lifecycle, environmental and social issues included) - need for smaller roads and more pedestrian friendly and walkable environments. Affordable and attainable housing - the value and need for Living Wage Need for Blue Carts in Multis, mandatory Recycling in Office and industry and Organics collection and composting City wide Community Economic Development The Value of and need to support social programs Local Food City wide requirement for sustainable and socially responsible products and services Transparency and honesty in Council and Administration - the relationship between Administration and Committees and the Development Industry.

Look at real impacts to citizens, not just hard infrastructure. Remember a City is comprised of people and roads aren't the only important things!

How much is the City spending on consultants? Could that work not be done in house?

From your perspective, what are the issues that need to be considered?

Before trying to set future budgets try and ensure all municipal addresses are correctly assessed for taxation purposes. It would appear that industrial properties are not being assessed correctly and therefore not paying their fair share of the tax burden. Example, a 4.76 acre improved property (50,000sqft of building) in SE Calgary is assessed at \$2.6m but an independent appraisal indicates that the land alone is worth \$2.6m. You are missing out on about \$1.5m to \$2m in improvements to consider in the assessment. This is not an isolated case and there have been others that have been assessed up to \$4.4m below their market value.

Social programs and health care.

What are our core services and what would be better left to private enterprise. Need to provide some incentives to managers/employees to make cost savings, dispense with the use it or lose it mentality.

1. Consideration of cost & competitiveness. The City is dabbling in every service and should consider focusing on services that they can provide at a competitive price and find solid vendors for other services they cannot. 2. Training budget per person - there is no Corporate wide training budget allocated, business units are funding MBA's at 100%, which is unreasonable. The City should adopt a City wide training policy that would allow all people to access training funds (i.e. max \$5000 per year) with a reasonable investment from employees (i.e. funded at a rate of 50% or 75%). Currently, there are departments who do not fund further education, a variety of methods used to identify who is eligible and some business units providing 100% funding. This is money unaccounted for since it comes from operating budgets and not a corporately funded / controlled program. As a taxpayer, I do not want to be funding individual MBA's. There are also no responsibilities for an employee to stay once graduated and therefore, we are essentially training up the private industry, should the employee choose to leave. 3. Retirements - many people are retiring at the City and then being re-hired and/or provided with "contracts" where the expectations and outcomes are minimal, at best. I suggest it would be of added value to have individuals working on "projects" (they seem to be made up to fit exactly the time an individual requires to work) or "contracts" be used for a possible hire to the City, not someone who has finished their career and wants to supplement their pension. I would strongly suggest a Corporate Policy to disallow individuals receiving a pension who have retired from the City to be re-employed with the City. It has been abused substantially in the past and continues to be a questionable use of resources. 4. Back-tracking by City Council. The reality of a short-term mindset (given the 3 years for the job) is understandable, however; it is not prudent and/or fiscally responsible to re-open every decision at the turn of Council. There are many examples of this but the Ring-road, the Airport Tunnel, the Mobile Park in the North end. It is time to begin moving forward and accept that there are decisions in place. 5. Vacation. City employees have a vast amount of vacation to use. It is questionable to me that for EACH employee a substitute has to be found. In private industry, when someone goes on vacation, there is not a week of preparation (learning the job) the vacation period and a week of hand-over (after the vacation). In addition, vacation must be scheduled and forced to take, if necessary. The current vacation payout happening at the City is an example of gross mis-management of funds. If an employee is paid a set salary, this includes vacation (i.e. \$50K for 52 weeks including 4 weeks vacation). When they are not scheduled to take vacation, the City actually has a cost of the additional weeks. I believe that there should be a Corporate Policy that requires vacation to be taken and scheduled (set a date if necessary), use Pay Services to assist, have reminders come through the system with PeopleSoft, there are a variety of methods. As a taxpayer, I find it irresponsible that the City went through a payout of a few million in 2007 and is in the same situation now again in 2011. Accountability must be driven down on this. 6. Park-land. Do not sell parkland to executives to increase the size of their backyard, regardless of the revenue. This is an example of poor judgment and catering to the elite.

Is the City delivering what the people want and in a timely fashion?

Property tax, unemployment rates, private sector involvement, and provincial tax cut.

We seem to get a lot of awards for future planning, but we don't seem to be dealing with the present day issues, how

From your perspective, what are the issues that need to be considered?

does this affect the "future plans" - I want speedier and more timely solutions and I don't want band aid solutions that keep having to be fixed. Spend the money and do the job right. Again prioritize.

Life-cycle renewal of infrastructure. Sufficient annual operating budget to renew infrastructure at the optimal time to maximize its life.

Traffic, growth.

Proactive planning, sticking to a positive vision of the future, do not comply to the demands of the development industry, consider outsourcing some services.

Are we going to look at this from a view of abundance: we've got lots of money; we just need to figure out the right way to allocate it? Or from a view of scarcity: there isn't enough to go around so there will be winners and losers? Let's choose the former, not the later.

I believe that City of Calgary management, CEO, Mayor, etc. should be questioning and LISTENING to their employees. Not management employees but the actual people that get the job done and make it all work. These front line staff, whether in administration or out in the field are the ones that know what's working and what's not, what the issues are as they learn them from their customers (the public). Too much of the time the opinions of management are forwarded to the budget meetings, etc. and Council/Mayor are under the assumption that these mgmt positions are receiving info from employees. They are not! They don't ask! They assume that because they are in high power meetings with high budget figures that they don't need to ask because the "employee" doesn't understand such matters as budgets, politics, etc. Employees see a lot of waste, both time and money, that could be avoided and aren't able to do anything about it. They know "things" that go on "behind the scenes" and how many of these "things" would be alarming to the general public - if they ever found out.

As a City what are a primary values (triple bottom line)? Do we provide a proportionate amount of money to these three areas, or does the social pillar get underfunded? Do we spend enough money in prevention programs vs. crisis (youth programs vs. policing)?

How it affects the employee's, we are always referred to in meetings and news info but we are not considered when decision's are made etc and info released.

Giving too much importance to the comments of a few- do people know what they're commenting on and will the politicians handle the input wisely?

Maybe lowering taxes isn't the answer??

Will the City continue to subsidize the development of new homes? Why does Calgary need to continue to grow its footprint?

The social infrastructure - after school programs, opening schools to community use.

How does our spending fit with Plan It Calgary? How are we changing the ways communities are being built? What incentives are we exploring that really encourage people to make educated / conscientious / sustainable decisions.

Priding ourselves on excellent customer service, a serious review needs to be conducted on how "top heavy" the City is. We are constantly increasing our level of Managers, Coordinators, Leaders and Business Strategists without consideration of the impact that this has on the actual operational staff. We need more bodies in the trenches and fewer people assigning the work that isn't getting done due to lack of resources, anyway.

The needs of Calgary's most vulnerable people - the policies and initiatives that work to support these people.

From your perspective, what are the issues that need to be considered?

There are some services that are not easy to cost out, e.g., social services, that make a big difference in the lives of citizens but are behind the scenes and not as measurable or recognizable as fire or police or transportation, so risk being undervalued, as citizens are not aware of them. The worry with a public process is we don't know all of the great work The City does so how can we assess it?

The City needs to prove it is using the dollars it currently get well - no waste.

How can The City best integrate citizen engagement into decision-making and project planning at the outset of projects, not just on minor elements after the major components have been finalized? Transportation - How can The City make it easier to take transit and walk without making it a lot more difficult for drivers? How can The City better implement projects that benefit many citizens without having a devastating impact to the quality of life and/or economic investments of a few Calgarians (i.e., impacts on homes and businesses)? This is particularly important where individuals have made economic and personal decisions based on existing policies available to the public, and then Transportation or Land Use policies or plans are changed that directly and devastatingly impact these individuals and their families. How can we better understand the extent to which some citizens are impacted, how can we minimize the impacts on these citizens, and how can we better analyze and incorporate citizen impacts into the decision-making process when weighing the cost/benefit of various alternatives. In some cases, there might be an alternative solution that provides almost as many benefits to "the many" while causing less harm to "the few." Lastly, how can we ensure that City policies and plans are readily available to citizens when they make economic decisions, particularly when they purchase homes? How can we ensure that home buyers know whether a nearby greenspace is going to stay a park or be redeveloped as commercial, multi-family, light industrial, roadway, etc.? How can we ensure that citizens know whether a street in or adjacent to their homes will be enlarged, closed, put on a diet (to give up travel lanes for bike lanes), have new traffic lights, etc. before they buy? Homebuyers are really in the dark about what will happen to their home in a few years. Similarly, homebuyers in new suburbs should have clear information about how long it will be before they will have services and amenities that many people might take for granted (recreation centres, libraries, schools, transit service, fire service, etc.). They should have easy access to information about how long a commute might be during normal weekday rush-hour traffic.

Numbers of management, service levels, areas of service, options for other service providers, level of reporting required, Council role of policy vs. hands-on decision maker.

None

Growth needs, operating costs, sustainment strategies and plans.

1) Health care and social programs. 2) Water 3) Those using the service (not the total population) are the ones who pay.

Environment, development, sustainability, and quality of life factors. Transparent and accountable delivery.

Education the public about costs of all capital and infrastructure projects to allow them to put the 'controversial' projects into perspective. Consistency - long term planning. Operating Costs asked for truly considered and ultimately budgeted for with all Capital Projects. Urban Development and Planning. Increased interdepartmental communication and support systems at levels below senior management.

Make sure that you have the infra structure before giving the ok to developers NOT developing and THEN build roads. We keep asking for this...10 years! We are tired of traffic issues because of that. Look at Brentwood; awful. What about we stop talking about By Law and Police Services, and begin talking about developing stronger and safer neighborhoods? (Knowing our neighbors)

Project priorities.

From your perspective, what are the issues that need to be considered?

The large proportion of childless an young people who are being asked to pay more and more and more taxes so that (older people and those who were unforeseeable enough to have more children than they could afford) can live a fulfilling life while the single and childless are left destitute and with no hope of having a retirement or a family of their own.

The perceived focus on Roads and Infrastructure "Hard" services versus the "soft" services like community building, social programs and development. As a cyclist that commutes would like to have this as a higher priority.

Building healthy, vital, sustainable, safe and inclusive communities. Focusing on people.

Municipal funding sources open the door to increase in property taxes and additional user fees.

Honest assessment of each function of the City and whether the City should continue to provide said function. Needs to be more than just complaining that everything should be free - tradeoffs need to be made.

Efficiency in the workplace, and being able to account for where the money was spent and why at the end of the year.

Consistent, standard leadership performance reviews and assessments, which are measureable and 'real' consequences for not meeting objectives. There is no accountability at the leadership levels for ROI and working together for the whole organization. The silos here are built and maintain by the culture.... of not having to work together.

Define and focus on core services - respect for our constitution -- municipalities are not an equal order of government with Federal and Provincial, they are subordinate order under the Province. Need to focus on core mandate and revenues necessary to exercise that mandate. Grants from other orders of government need more scrutiny and accountability.

I think that we pay VERY LOW tax. I would be happy to pay more if the money went the areas that I think are under funded (heritage, town planning, public art, parks maintenance and City beautification).

Additional resources for community engagement/development.

Growth and Growth management, How are we moving towards being a sustainable City? (Beyond a TBL perspective to full integration in both the organization of The City of Calgary and in the City of Calgary)

Core services need to come first (water, sewer, roads, etc.) and people need to understand that trade-offs will need to be made depending on their priorities. It's also not good enough to keep saying that The City needs to "cut the back of the house" - you can only cut staff so far without affecting the delivery of services. When staff is cutting, other staff just work harder and eventually you start being unable to attract and retain great people because of the difficult working conditions.

Growing and ageing population and how the City will manage to reach all who wish to be involved.

It shouldn't be about cutting the budget and lowering taxes but about looking at what work needs to get done. Need to balance the traditionally viewed high needs (roads, transit) with other important issues like social issues (affordable housing, poverty, living wage).

Social infrastructure including poverty levels, family wellness and the City's role in serving bulging seniors demographic.

Budgeting to be competitive in the economy and retain employees.

Transit, affordable housing, cycling (can't keep on having cars clogging up roads) urban design out in the suburbs that is aligned with strategic multi-family densification. It's pretty shocking to see the sprawl of single-family dwellings; the City is not pleasant to see from this angle at all. Build into those communities signed bike lanes, etc. None of this is really being done at all when I look at architectural renderings. Is Calgary still stuck in thinking 30 yrs. ago in terms of new

From your perspective, what are the issues that need to be considered?

suburban design??

In my opinion the City's bureaucracy has grown beyond what is considered sustainable. Too many Executive Assistants, Administrative Assistants, a lot of overhead that would not be justifiable if one used a business case approach. There is a need to downsize the organization in that there are too many business units; consolidation is possible without the need of external consulting services. One major issue relates to identifying the cost(s) of service delivery. There does not appear to be in appetite to look at the "real" costs of delivery services, benchmarking with other organizations and not limited to the public sector, and perhaps adopting some cost measurement/management system that would provide information for fact based decision making.

Real public issues, not those issues/problems created by politicians to advance their political agendas (not fluoride, not airport tunnel, not secondary suites).

We need to spend money on infrastructure now. We don't have that money available. How can we finance the projects, which the growing City needs today and not wait 10-20 years.

Understanding how The City can move to being more business-like in its delivery of services and setting of priorities.

What services/lines of business are we mandated to provide and those that don't belong to municipalities should not continue - this all about what the province is off loading to cities. We need our citizens to question the decisions or lack of planning on the part of the province.

Understand that everything is a tradeoff. A priority only exists if the consequences of the action are understood. Otherwise it's just a want.

Everything.

Recycling & composting, park planning/green space (particularly off leash space for dog owners, traffic infrastructure, snow removal, public transportation, recreation facilities in the SE, funding for non-profit organizations (particularly those serving seniors).

Low-income housing, I really think there also should be more access for those with mental issues. I.e., depression, panic attacks, bipolar, schizophrenic. For those that may suffer from these, they have to wait and wait to get recommended to a program, or by then they may have already fallen through the cracks.

How are priorities established (capital)?

Transparency. Consistent rules regarding City project tendering procedures (e.g. Peace bridge over Bow River was not tendered in a professional manner and was not even needed to begin with) Support services/projects that meets the needs of many citizens not projects that are waylaid by small special interest groups (e.g.. Peace bridge). Open approved contracting lists (City "approved" artists list should allow wider competition, local artists should be allowed on list, ACAD students and grads should be allowed on approved artist list).

Need more soccer fields - especially indoor facilities in all quadrants. Need the infrastructure projects completed - detours on bike paths are frustrating to bike commuters. The red bridge is a crazy waste of money - goes to & from nowhere...

Health care, education, lower cost of living infrastructure.

Not enough sports facilities in The City, compared to other Canadian cities in the west.

Future infrastructure requirements. Longer term fiscal planning that stretches beyond a four or five-year period.

Improving City transit not only to reduce the volume of vehicles on the road but also to be a more environmentally

From your perspective, what are the issues that need to be considered?

friendly City.

Health Care seems like it is beyond repair and something needs to happen. It seems like every year things go on we throw more money away. Something needs to change before we throw any more away.

Transportation, safety & security, environment, recreation.

Secondary suites - allow; NO airport tunnel - unless it is toll based; MORE SOCCER PITCHES!!

Transparency and accountability of City staff and City Administration.

What we need to fund (have-to's) vs. what we want to fund (want-to's) - how we make sure that those have barriers to participation are represented in the process - how do we make sure that we keep core services that people depend on for their day-to-day survival?

Inflation and sustainability.

Where is all the money going?

Sustainable development, green initiatives, making Calgary a better and more livable City.

Recreational infrastructure Budget to sponsor research projects a JR and high school level.

Equality in development of sports facilities for all citizens not just hockey, ringette, figure skating - including SOCCER indoor and outdoor, football, lacrosse. If soccer is provided with facilities to train in and play in this will free up a lot of volleyball and basketball usage that the gyms were designed and built for.

Funding for proper soccer facilities in Calgary is desperately needed.

What services will remain or become pay-as-you-play, and which are funded only by taxes. How do we make Calgary a leader in economic, social and environmental sustainability?

1. Poverty: This is such a wealthy City that it is a shame we still have so much poverty. Create opportunities to help these people. Some great organizations out there doing more sustainable, asset-building work, but need more from City in terms of support (this does not mean solely financial either). 2. Planning and Zoning in inner City: Why do we get told we have some input, as community members, into the building process in our neighborhoods and yet, the times we have been involved in trying to ensure developments meet the neighborhood guidelines, the developer ALWAYS wins. This inevitably ends up with some ugly monstrosity being built, which does not represent or fit with the community. I am all for inner City high-density living (esp. being from Chicago where they, for the most part, know how to do it right). Let's be thoughtful and respectful about it and we can still have high density AND attractive, vibrant inner-City neighbourhoods. Calgary is really headed in the wrong direction with the developments I see permitted/endorsed. Let's try to create a better process to monitor this - AND - a fair one that really is inclusive and allows the "little people" to have a voice in what gets built next door and the power to change it if it does not follow the guidelines/procedures.

Transit, safety in Calgary as a growing City, making Calgary more 'community-minded'.

Accessible information, accountable and transparent process.

How decisions are made for spending (i.e.: the Not Necessary Peace Bridge) and where priorities are. There are many more people that would have use of many more indoor soccer fields than there are people that would use the \$25 million bridge. Not quite the right priorities.

For me access to public transit is critical. I do not have a car so rely on public transit. I live in a neighborhood, which is very inaccessible via public transit and I think the City needs to start re-evaluating the bus routes they have.

From your perspective, what are the issues that need to be considered?

Nice to have vs. need to have, costs, future costs e.g. to NOT spend the money now how much more will it cost in the future, etc.

More indoor and outdoor soccer facilities and facilities for other sports that offer healthy, positive involvement for young people.

More soccer facilities and facilities for other sports.

I think with the provincial government being all over the map we need to keep an eye on things that should be funded by them but that may be taken off the table.

Biggest one for my family is Ring road and lack of soccer fields.

Maintaining a livable City without overly taxing the citizens.

Why some departments like fire have so much money and others like recreation have not enough.

Cost of growth in new communities paying for itself. Sprawl is cheap up front, but expensive in the long run. Follow iCalgary and PlanIt for the road forward.

Health and wellness, alternative transportation (bicycle, pedestrian and transit), halting sprawl, public safety, libraries and parks, essential infrastructure (e.g., water and sewage)...

Public transportation. Road maintenance. City services- suburb services.

Recreational facilities - particularly for inner City and particularly for indoor soccer. Need more safe and well planned, permanent soccer facilities. Current domes are a danger (repeated collapses). The boards around the pitch need to be eliminated to reduce head injuries to children. We are the only province in Canada with hockey boards around the indoor pitch. Many children have had to stop playing because of concussion due to these boards. There is also risk of spinal injury from children tripping and falling into the boards as they chase after the ball.

Stop spending \$2 Million on Nenshi's "engagement" nonsense.

Cost control and municipal tax reduction.

Broadening the recycling program (organic waste) soccer fields/adequate access to extracurricular activities for all children. NO RIDICULOUS SPENDING ON PROJECTS THAT ARE OBVIOUSLY NOT NECESSARY!!! (Bronconnier's bridge!)

Failure to plan ahead properly to make sure the money that is spent is done wisely so.

Lack of publicly funded soccer facilities throughout the City.

More emphasis on arts, culture and recreation. SW Ring road is a problem for us who live in the area snow clearing on side streets.

Explain what the "budget engagement process" is in plain English.

Where does our revenue come from (graphed - residential/commercial taxes, business taxes, user fees, Enmax etc)?

Police budget should also be included in terms of fine revenue etc.

1. A 'Community' Plan and 2. Infrastructure issues.

Transportation, social issues/equity, PlanIt, sprawl and public safety.

Safety. I guess everything else is trumped by safety.

OUR NUMBERS: · Calgary has over 109,000 team soccer players. (Hargroup Study 2010) · 2.5 million People use the

From your perspective, what are the issues that need to be considered?

SUBWAY and Calgary West Soccer Centres annually. · 1 in 5 of Calgary youth ages 5-14 years play soccer. 10% OF ALL CALGARIANS PARTICIPATE IN SOCCER! OUR SITUATION: Calgary's dismal lack of sufficient soccer facilities means that barriers to participation in soccer are on the rise. · Long drives to games · Too early or late game times · No places to practice · 20% of all outdoor games are rained out. Some never get rescheduled for lack of available fields. OUR TRACK RECORD: · Soccer pays back all loans from the City of Calgary and other lenders on time and sooner than required. (CWSC 2010) · Compared to other sport facilities (ice and gymnasiums) indoor and artificial turf fields cost less to construct, but have the same hours of operation and revenue generation. · No tax dollars are required to run CMSA facilities – all are profitable. OUR PLAN: YOU need soccer to be accessible and affordable for ALL children in Calgary. Soccer keeps kids active, fit and healthy! It brings kids from all cultural backgrounds together in a safe environment where both girls and boys participate! 4 FIELDS IN 4 QUADRANTS IN 2014! 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.

Intrastate that does not follow the population needs.

More permanent soccer facilities around the city!

City needs to have a better location and facility for indoor and outdoor soccer arena.

Schools, another bridge to reduce traffic on Crowchild, and other infrastructure.

Reducing cost of running the City -proper growth of infrastructure with help from developers, province.

Communication Soccer fields.

Traffic

Soccer Infrastructure and availability of soccer to all ages.

1. Public benefits vs. the cost of services. 2. The fairness and effectiveness of methods for raising revenues. 3. Council's direction (from ImagineCalgary) for a) recovering the full cost of services unless there are public benefits and b) basing all general revenues on the principle of progressive taxation. 4. The importance of providing services - particularly for the disadvantaged and most vulnerable. 5. The benefits and costs / pros and cons of developing the City in one form or another, e.g., the current "sprawl" vs. different levels of "compactness," development in established communities vs. development in "greenfield areas." 6. The financial, social, and environmental sustainability of municipal, provincial, and federal actions. 7. The benefits and costs / pros and cons of service choices, e.g., transit vs. roads, water conservation vs. encouraging growth outside the City with water infrastructure, streamlining approvals vs. getting the right answer, maintaining a certain level of land supply vs. leaving that issue to the private sector. 8. Basing growth and change decisions on the City's financial and infrastructure capacities. 9. Joint budget and development planning with school boards and neighboring municipalities. 10. Transparency.

Not being cut from my job in education because of a lack of funding and, being a soccer mom of 10 years and now a manager, WE NEED MORE SOCCER FACILITIES!

Lower taxation for housing and lower services costs (e.g. parking).

From your perspective, what are the issues that need to be considered?

Transportation, sport facilities, big money being spent that doesn't benefit the majority.

MORE SOCCER DOMES. Get with it Alberta soccer is in not just hockey.

Recreational activities, especially soccer and bicycle path ways, i.e. public transport.

Doing more with what we already have. We are not using the data wisely to determine where to put snow plows, City maintenance, etc/

As mentioned in question 1. Full disclosure is needed.

Things need to be fully transparent as promised. No meetings held behind closed doors - like Enmax. Also proper notification of timing on meetings etc.

Transportation, Sport facilities (especially soccer and lacrosse) Future development.

Our family lives in Rockyview district but since we are only 20 minutes away from Calgary, our children participate in Calgary minor soccer. My daughter plays on Calgary Southwest United U18 team. Soccer is very important for our family, but with the recent collapse of the Subway soccer centre, there are just not enough fields for the amount of children that participate (from Calgary and surrounding areas i.e.. Cochrane, Strathmore, Chestermere, Airdrie etc). With the lack of indoor fields we have to drive further, games are too early or too late at night, not to mention the lack of practice gyms. If you compare the number of indoor fields in Edmonton and Calgary, it is terrible Edmonton 16 Calgary 7. Please consider the growing soccer community when looking at the budget for this year. Our kids deserve to have accessible and affordable soccer not to mention the physical benefits.

Poverty issues: homelessness, hunger, particularly for children; and user fees making access difficult for this group - library fees, swimming and so on need an easy and high waiver applied. Means tests aren't dignified for some middle-income people who have fallen on hard times. Find a solution. Transportation: make a go plan that actually works and commit to it. I don't like the idea of crossing the weaslehead, nor the bow at Edworthy, but since these things usually turn out better than I predict (!) go for it. Be prepared to compensate nearby residents for losses in value. We need more public buildings such as libraries and museums and we need our parks made useable. As part of making a major City we must make dogs welcome (really. Check out London, Paris) and therefore we need to open up off leash areas that are large and fenced and LIT, and allow dogs on patios. (For heaven's sake.) Dogs provide huge health advantages to persons who otherwise cannot use public places. Transportation: commuting bikers should not be on pedestrian pathways. Build commuting bikers their own paths/lanes/by-ways and put speed bumps and gates on the recreational paths to coarse speeds down to around 5-10 km. Commuting bikes should be licensed as they used to be and the funds can go to their byways. Oh by the way - secondary suites... if we didn't have streets that were walls of garage doors, parking would not be an issue... maybe we should go to livable neighbourhoods with back alleys. Cut lot sizes down to 90'. Make developers pay for development. Do not make residence a condition - that's probably a court failure waiting to happen. Do it by neighbourhood in consultation; make it a minimum %, like, say 20% per neighbourhood - hurry your application folks! - And up if the neighbourhood likes it. Grandfather what's there without inspection so you can get the right policing/fire and other services in the right places. Get them counted.

Crime, traffic issues and transportation projects.

Tax increases are the main issue. Budget discussions need to start at a zero based increase in taxes. Any increase would then need to be justified by each department. Creative solutions need to be generated to deliver services at a reduced cost rather than an increase cost each year. Any increase should be a political decision by each member of Council and the voting results available throughout the 4-year term for each member of Council. Capital projects and their estimated costs need to be prioritized each year. Council's voting record on capital cost approval needs to be posted for the full 4

From your perspective, what are the issues that need to be considered?

year term. Transparency in voting decisions is essential.

Roads & infrastructure.

Accountability, excess, and inefficiency. What is the cost of Council interference? How much did the fluoride issue and the bridge cost? They weren't in the budget - why do all this works if it is not adhered too. I know what would happen to me if I reassigned funds to projects that weren't in the budget.

Waste.

Money spent at the end of each business year by each business unit to ensure that total budget is spent. This money is spent frivolously in order to get rid of the money the business unit has been given and to ensure that the business unit gets that same amount the next year. The process of determining how money is given to business units each year should be changed to stop this from happening.

My main interests, soccer facilities & dog parks.

Too much money on roads and not enough on Park and Rec.

Cherry picking from opportunistic aldermen.

Impact on taxes, spending and future planning.

Money wasted on extravagant projects, over-funding, cost over-runs.

Distinct lack of facilities for sports other than hockey. It is embarrassing that Calgary has far fewer green space athletic fields than other cities.

Athletic facilities.

Roads, public transit and education.

Capital lifecycle; exciting new projects that fall outside the parameters of capital work but contribute to the creation of a vibrant and wonderful City.

Under funded for years - the first thing the new Mayor and Council does is ask for cuts from the various departments without first learning about the various departments and their issues - in irrigation we will now be turning on about 50% of our irrigation systems - to accommodate contracting out irrigation we will be cutting half of our staff - we have had so mainly cuts over the years it is difficult to perform our jobs - we need to be funded properly so we can hire the staff to do the work.

Make major roadways (i.e. Sarcee Trail, Crowchild Trail) no stoplights - have exit ramps instead of stoplights.

I see people wanting their property taxes not to go up; however, feel entitled to the same level of service. People feel entitled to a lot of the parks and constantly break rules and bylaws. I find very limited support from the bylaw team. They are very under staffed. Educating the public has not worked; they need to start fining people in association with education. This revenue may help pay for more bylaw officers and help protect our City thus reducing costs in maintenance and repairs.

Front line staffing levels have not increased in twenty years in some business units although levels of service have increased substantially.

Focus on key infrastructure services i.e. Roads, Transit, & Development Approvals.

I think collecting feedback from Citizens and Employees is important. I also think it needs to be communicated that we all need to be realistic about what is possible from our wish lists. Improving services come at a cost and I don't think it's

From your perspective, what are the issues that need to be considered?

realistic to demand improvements in all services and expect decreases in property taxes. Like everyone else, I like reductions in my expenses too, but I know we pay less in property taxes than other major Canadian Cities and I would understand an increase. I think sometimes people forget requesting lower property taxes and reduced wait times when calling 311 for example are competing demands since staffing levels are budget dependant. Generally when people compare one City to the next as far as services go, they don't consider the property taxes the Citizens in those Cities are paying for those services.

More facilities and play fields for sporting and recreation activities to keep the kids busy and out of trouble. Upgrade and revitalize the existing facilities and playfields to be more attractive to the public.

I think that The City is FINALLY becoming a large, global urban centre. I really believe that we have come of age - and that Calgarians especially younger ones really need to reflect on what is important as to sustainable practices: more public transportation, a more alive downtown core and more alive communities on the public transit network especially development along LRT stops. And continued support for the arts and culture - as these are the things that make a City livable.

Sustainability and improving on existing programs.

The changing demographic of the City, immigrants and baby boomers.

Impact on citizens, it's not just about money.

During both the internal and external engagement process, Council and decision makers need to ensure that responses are weighed against those of the general populace. In any engagement process there is a danger that special interests and naysayers are the majority of the responses. The views and values of the citizens who place high value on the City's services may not be accurately reflected within this type of format.

The long-term implications of short-term cuts, particularly in some of the "softer" services that The City offers. - How economic growth needs to be limited for authentic sustainability to happen - The need to develop deep green social policies.

The issues that need to be considered are; 1.) Value the skills and expertise staff working on front line with community groups, and/or working on the front line with Calgarians, 2.) Acknowledging that a product (whether its research, data gathering, statistical information, community consultation) is based on 'something' and is the best efforts and efficiencies from staff (we're doing our best), 3.) Innovation and systemic change processes are inevitable - how are these achievable in a bureaucratic system - the TBL states/ supports the notion that the City is constantly evolving (or should be) as the economic, social and environmental landscapes of Calgary evolve - these have huge implications on the City's budget.

We need to place as much focus on social infrastructure as we do on physical infrastructure, our City is not just about new roads, interchanges and snow removal and what people can see and moving faster, but also about quality of life and ensuring equal access to opportunities for everyone.

Have to be careful not to forget the invisible services that the public may not even know they are receiving. While prevention (social services) saves hardship and money in the long run, it is hard to get public support for such things since it is seen as taking money away from more immediate issues (e.g. crime).

Can we actually afford to fund the operations to the level they need to prove the current levels of service? Do we need to reduce our level of service? Do we need to increase our level of service? If we increase our level of service, are taxpayers willing to fund the increase?

From your perspective, what are the issues that need to be considered?

Lifecycles, transportation, immediate needs.

The City seems to be top-heavy and too much budget money directed to these top-heavy positions while the underlings are blamed (cut wage expense, no benefits etc).