

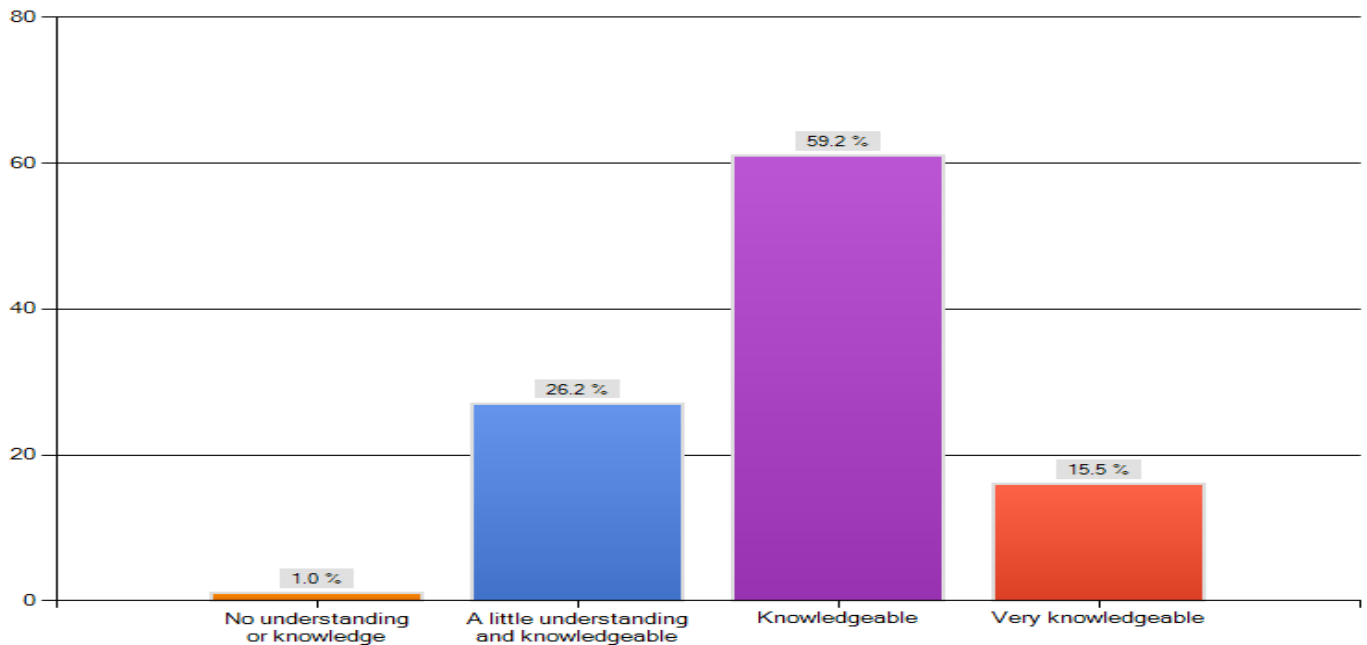
Understanding Values & Priorities Phase 2 Staff Online Discussion Guide March 16 through to April 22 Part 1 of 3

353 people initiated the workbook
Not all respondents answered ALL of the questions

1. What business unit do you work for at The City?

- | | |
|--|--|
| <ul style="list-style-type: none"> 11 Assessment
Calgary 3 Calgary Fire Department Calgary Police Service 4 Calgary Transit CFO 2 City Clerk Community & Neighbourhood Services 10 (CNS) 3 Community and Protective Services 2 Corporate Properties and Buildings 3 Corporate Services Corporate Services / Information Management Corporate services IT 3 CS&C CS&PS 5 Customer Service & Communications (CSC) 2 Development and Building Approvals (DBA) Environmental & Safety Management | <ul style="list-style-type: none"> 4 Finance Finance - Waste and Recycling Fleet Services Safety and Training 2 Human Resources Information and Infrastructure Services 4 (IIS) 9 Information Technology (IT) 3 Land Use Planning and Policy (LUPP) 9 Office of Land Servicing & Housing 13 Office of Land Servicing & Housing OLSH 2 Parks PDA Planning Interpretation 2 Protective Services 3 Public Safety Communications (PSC) 2 Recreation Roads 2 Transportation Planning UEP 2 UEP - Water Resources 6 Waste & Recycling Services Water Services 5 Not a business unit |
|--|--|

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



4. Before you answer the questions and review the booklet, think about what you know and value about City services right now. What City services are most important to you? Please specify your top three.

FIRST PRIORITY

- | | |
|---|---|
| Administrative Infrastructure | Parks |
| Animal and Bylaw Services | Payroll / Benefits package and Flexible work options |
| ASSESSMENT | 6 Police |
| Availability and maintenance of parks and pathways | Police/Emergency/Fire |
| Calgary Police and Fire Department | Protective Services |
| 2 Calgary Police Service | Protective services (EMS, fire, police) |
| 5 Calgary Transit | Provide water, remove wastewater |
| Clean water | Public Library |
| Communications | Public transportation |
| Community & Neighbourhood Services | Recreation |
| Community Building (e.g. CNS, Recreation, Parks) | 2 Roads |
| Community Services and Protective Services | Roads/Transit |
| Community social work | Roads/Transportation |
| 2 Deceptive | Safe drinking water |
| 4 Emergency services | Safety related - fire, police, 911 |
| Emergency services (including 911) | Services that support my neighbourhood (water, sewer, transportation) |
| Emergency Services (including CPS, CFD and PSC/911) | Social research and geodemographics - informs other work |
| | Social Services & Calgary Police - Safety |

<p>Environmental Protection Essential services like roads, water, wastewater and garbage collection FCSS Finance Fire Fire and Police Fire, EMS, CPS Fleet Services Safety and Training Infrastructure Infrastructure (bike and pedestrian pathways) IT Business tools (e.g. email, calendar, printing, network access) IT infrastructure. Very important that there are fewer hiccups in the IT infrastructure Land Development Maintaining and improving existing transportation infrastructure (pedestrian ways, roads, transit)</p>	<p>Support for established communities 3 Transit Transit - esp. CTrain 3 Transportation Transportation - Primary Transit, Road Maintenance and SNIC, Traffic Controls Transportation/Roads Tri Services Police/Fire/EMS 5 Utilities Utilities - water & waste Utilities & essential services 5 Waste & Recycling 2 Water Water - both delivery and removal of waste 3 Water & Wastewater Water and Waste Services Water Resources 2 Water Services Water, Community & Neighbourhoods Services, Fire/Police, Social Infrastructure (CNS)</p>
<p>SECOND PRIORITY</p> <p>Accessibility and maintenance of roads including snow clearing Animal & Bylaw 2 Assessment Bylaw 4 Calgary Fire/Rescue 5 Calgary Police Service Calgary Public Library Calgary Public Library (Parks?) Communities Community Neighbourhood Services Community Protection (Fire/Police) Coordination of Emergency Response Services Databases and applications Emergency services Environmental stewardship (recycling) FCSS - preventive approaches save money long-term fire and protective services Fire, Police Fire/EMS/Police 3 Garbage collection Human Resources Informational/transactional/communications services infrastructure Land Use - reducing urban sprawl 2 Land Use Planning & Policy Latest technology. It's very important that we are cutting edge with our technology so we can provide cutting edge solutions to our customers. Mobility (transit, roads, cycles, peds) Neighbourhood Services</p>	<p>2 Police/Fire Protective Services (Fire, Police) Public Transit 3 Recreation Recreational Facilities Recycling and garbage pick up Recycling and waste service Residential Services 7 Roads Roads/Transportation Services Roads and Transportation 2 Roads Maintenance Roads/Transportation Safety (e.g. Police, Fire) Services that are indusinary (disability & vulnerable population), parts/greenspaces, IGA, Police Snow removal Solid utility (everything is there when I log in not matter where from) 5 Transportation Transportation - roads & transit Transportation (transit and roads) Transportation Infrastructure - Pathways/Bike/Transit Transportation services Transportation, planning, transit Utilities Waste & Recycling and Water Services Waste and Recycling Waste Disposal 2 Water 2 Water Services</p>

<p>OLSH 5 Parks Parks and recreation facilities Pathways/sidewalks/bikeways</p>	
<p>THIRD PRIORITY</p> <p>Animal and Bylaw Services Assessment Business intelligence and data warehouse Calgary Ambulance 5 Calgary Fire Department City Parks and Recreation Clean community Clean environment (e.g. Water, Waste Disposal) Communities Community - amenities & protection Community development & engagement for all we do, recreation/neighbourhood services, transportation (public, walkways, roads), office of sustainability, fire Corporate services Corporate services - keeping the workplace working 2 Deception Emergency Services Emergency services (police and fire) Enterprise systems like internet, intranet. Good transit and libraries Housing Human resources Information services Information Technology Knowledge Land Management Land Use Planning Library Municipal planning and development services 7 Parks Parks - more downtown green space Parks - weed cleanup Parks and pathways Parks and recreation (outdoor spaces and programming) Parks and recreation facilities</p>	<p>Parks, pathways and recreation facilities 2 Parks, recreation, CNS PDA 2 Police Police/Fire Protective Services Protective Services (Fire, Police) 6 Recreation Recreation facilities Recreation programs and facilities 2 Recreation/Parks Recreation/Well-being recreational services Recycling and garbage pickup road maintenance Road Services (including snow removal) 4 Roads Roads / sidewalk repairs Senior Services Snow Removal Social research Training for employees on the new technology. 4 Transit Transportation Transportation - Transit Transportation (Public Transit, Roads) Transportation services Urban planning Utilities and Environmental Protection 2 Waste & Recycling Waste removal Water Water management 4 Water Services</p>

5. Before you answer the questions and review the booklet, please tell us about your hopes and expectations for this conversation on City services and budget. What do you hope it will achieve?

I hope you will gather meaningful input from the citizens and make the difficult decisions based on that input.

More citizen engagement.

5. Before you answer the questions and review the booklet, please tell us about your hopes and expectations for this conversation on City services and budget. What do you hope it will achieve?

I hope that Calgarians will be able to offer their opinions, while the decisions continue to be weighed by the experts in alignment with City policy documents. I hope that the conversation will be a consultation, not a prescription.

To better understand the budgeting process and to have a say in how my services as a citizen are prioritized

I hope that it will lead City Council to make proactive decisions based on input from a wide range of citizens... not just a few unrepresentative citizens or public reactions to news stories.

I am hoping that the entire process will see some improvement.

I would like to see creative cost solutions, rather than out and out budget cuts. However, I don't know that the City would be willing to provide that level of detail.

Want to identify what is important to me and hopefully other staff.

Wow

I hope that this process will identify ways to streamline City government and services.

I would like to get a better understanding of the big picture with regards to the City. How the budget affect my work life and employment at the City. I would also like to know why there is not an even playing field between Departments (some are cost recovery and some are not). I would also like to understand the elements about contracting work out and if this is the right thing to do, meaning is it cost effective, the pros and cons to it.

Shared information.

I hope that many citizens will get involved and become more informed about what the City does.

I hope it will make it clear that a City is made great by the social infrastructure it supports in the community.

That we are producing results most important to Calgarians at a price they are willing to pay.

I hope that more than anything else that citizens participate, learn more about The City and an intelligent discussion begins about what The City of Calgary needs to deliver to its citizens.

I hope it will be recognized that all City services are important and benefit Calgarians. Some services of course are better known than others but just because Calgarians may not be familiar of the service doesn't mean that good work is not being done.

I hope it will provide information on what employees value for City services.

I want council to understand that snow removal is not as high of a priority as they think it is - there are more important things this city needs funding for.

Revealing the true cost of citizen needs so they can weigh their wants.

Not sure. Basically curious to see where this goes.

I am less hopeful and more worried that responses to this will be used to strongly influence the budget, when we are not reaching diverse or marginalized populations. The squeaky wheel isn't necessarily the one needing the grease. People are very self-centred and may not appreciate the bigger picture.

Understanding of the budget process and why decisions are made the way they are.

5. Before you answer the questions and review the booklet, please tell us about your hopes and expectations for this conversation on City services and budget. What do you hope it will achieve?

Full understanding of the decision process. Fair decision-making process.

To be proactive to what really is important to the citizens and staff working within City Services.

I hope citizens will have a better understanding of where their tax money goes. If you compare how much taxes you pay versus your monthly cable bill, you realize what a good deal you actually get.

I hope it will identify those BUs that are in some serious need of an audit.

Create a better understanding of how IT is the backbone or hidden vital link for all of the other services.

Would like the city to be able to describe very succinctly what business it is in and most importantly what business it is NOT in.

That the city has a better focus on what business it should be in.

Rationalization of budget \$ and resources (FTEs) to services Citizens value and require.

Hope that all input will truly be used. Hard to understand how so much qualitative input could be managed in a beneficial way. What if the public don't understand how important a service is such as HR, IT, communications?

I hope to shift priorities in spending away from "build more freeways" to investments that provide more value for money, such as transit, smart growth principles and complete communities.

That there will be better understanding by citizens of what The City provides versus other levels of government. That there will be better understanding by citizens of the challenges that municipal government faces and how cost efficient it really is, compared to many other municipalities. That there will be better understanding by employees of what other City business units are doing.

I hope it will achieve understanding in why the resources are allocated in the fashion that they are.

More conscientious use of tax dollars.

Use tax payers money wisely.

Improve the quality of daily life as a citizen living in the City of Calgary.

TO FOCUS THE BUDGET MONEY WHERE THE PEOPLE FIND IT MOST USEFUL.

A better understanding of the process and priority setting.

Maximize the available resources to meet citizen's needs in term of services and efficiency.

That we can eliminate redundant services/projects and make the best use of existing tools/products to support the city organization. There are a lot of processes where I see no ROI - no benefit to having. Want to see that streamlined.

Reduction of redundancies and inefficiencies within Administration; greater collaboration among Business Units within Administration; a bold effort to identify and implement new 'corporate practices' that are deemed the standard and mandatory for BU's to follow.

That City employees thoughts will be considered in a systematic way as part of the budget deliberation process.

A more effective and efficient way to spend taxpayer's dollars.

I hope something good would come of it but my expectations are low.

5. Before you answer the questions and review the booklet, please tell us about your hopes and expectations for this conversation on City services and budget. What do you hope it will achieve?

Provide input, which will lead to actual direction in future planning.

I would like to ensure that City services remain well funded and useful to citizens.

Tangible shift in priorities which will include providing City-wide recycling services (for multi-family dwellings) and augmenting public transportation services.

I hope that the budget decision-makers will use the results of this discussion guide as a useful tool in their decision-making and hopefully will not consign the results to a dusty shelf somewhere.

Not applicable as this was a group session. The participants completed their own individual Employee discussion guides with this information entered.

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

1. That for all the time and resources spent on this exercises, the data collected will be used in a meaningful way. 2. That this process will identify the key core services that are most important to all citizens.

Get general manager's to link their budgets with performance measures and to get done what they said they would at budget deliberations with council.

I am unsure if I have any hopes for this project.

Staff will have a better understanding of the breadths of services and will begin to look at not working in silos but working together to serve the citizens of Calgary most effective and efficiently. All the services The City provides are important in contributing to a city where people want to live work and most importantly play.

Better allocation of monetary resources.

Identify services the city should not deliver, and re-examine the level of services that citizens expect to receive. Have defensible auditable records to support the costs of delivery of services, and be able to better explain what differing funding levels will mean to the level of service the city can provide.

Clarification

Better tax to service alignment.

Greater transparency.

Provide focus for the delivery of City services that are aligned with public demand however, balanced with the knowledge of what needs to be done (the necessary services that make the City function) which might not be deemed as "popular".

More understanding about municipal services. Understanding of public priorities in terms of spending.

Through my values and expectation I hope that Calgary will become well-organized and a safe city for all its residents. Currently Calgary has grown to a level where we are still implementing imitative and policies of that of a small city. In order for the City to grow and mature we must take a step back and reorganize our priorities so that we are better prepared for future growth and expansion.

A better understanding of services provided and informed feedback on how tax dollars should be spent.

Public will be more aware of the dedication and commitment of City employees. We're not leaning on our shovels!

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A broader understanding by the public on city services.

Re-allocation of resources.

Group of 5. A broad understanding of what the city as an entirety does - not just the high "glamour" units, and guns and uniforms, decisions made that also reflect the value of so-called "soft services" and prevention, also importance of social inclusion: EQUITY. That the info is heard and used, council tends to engage public and administration and come across that they are using and hearing info when really they already know what they intend to do. Gain more knowledge about services. The agenda for social infrastructure and related programs are seen at the same level as physical infrastructure projects, the city needs to think about, plan for and act on the social ramifications of all it does.

We hope the results from conversations among employees will be seen and considered by Council. Citizens often aren't strongly aware of support services and how that support contributes to the effectiveness of all business units and enables citizen engagement, information sharing, dialogue, participation, media relations, transactional activities and, more broadly, the democratic process.

It's expected that citizens will choose essential services as their top choices: police, fire, roads, water, etc. But there are a whole variety of services, which make essential services possible. Without the digital networks, communications channels, recruitment, salary administration, labour negotiation, employee engagement and online dialogue/input services and tools, there would be no essential services.

Demolition of inner city pools. There are lots of things we do that make absolutely no sense on a cost/benefit basis yet are done for political reasons like keeping inner city pools open.

To give the decision makers a better understanding of all of the components and intricacies of the services that make up Calgary.

Citizens will understand that all services cost money and an increase to the property tax rate is not a bad thing.

To identify the services that The City of Calgary should be offering.

I hope that it will add more transparency to the budget process and that it will allow council to see what Calgarians truly value.

I would like a better understanding of the budget processes at The City of Calgary and hopefully see some of my feedback influence those processes.

For people to think outside their comfort zone; for Council to make decisions differently because of what they have heard from staff and citizens; to make better & more informed decisions by Council & Administration; staff feel that they are more invested; to help staff understand the big picture about our corporation; creating a organization with a customer view vs. a bureaucratic organization.

I hope that IT does not get put on the back-burner in this budget initiative. IT is an integral part of all city services running smoothly. Unfortunately, this fact is only realized when things are not running smoothly. Right now there are no permanent positions available in the IT Division. New workers are being hired as limited term employees or as Contractors. Which means high turnover rate. This is not very good for employees' morale, not to mention all the expertise that the LTEs gain during their term and then have to look for other alternatives when their term is over. There are a lot of pending projects in IT but not enough positions available to accommodate the LTEs. Getting replacements for all the LTEs is quite a waste of resources, as you have to train the replacements again and waste all the time and money

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in finding a suitable replacement.

I am pleased that employees are part of this engagement exercise. The hope is that our ideas and opinions are not only heard, but are seriously considered, given our knowledge of City services and our understanding of the systems, processes and protocols that keep those services running.

I hope that this conversation and resulting budget will allow effective delivery and improvement in the services provided by The City without the need to raise taxes.

Continuation and possible upgrading or at least maintaining what we already have.

Make this a city about the people, not about the bureaucracy.

Budget for expanding these services.

I hope that public and City staff are well informed as to the budget choices (and tradeoffs).

I hope City Council considers the opinion of Calgarians and their thoughts on what makes a great City and what they would like to see.

A city that I can be proud of.

I hope it will achieve a better understanding of the City workings and the process of the City budget.

Make us all proud to be Calgarians.

I am hoping for not just opportunities to save money, but opportunities to improve our processes and our operations from a functional requirement perspective.

I would love for the city to find a way to become a sustainably (economic, social and environmental) resilient corporation which may necessitate changes to our at times current silo approach.

Larger understanding of the city services.

Real change which means significant reallocation of City budgets.

6. What services provided by the City are most important to you? Please identify them and explain why they are important to you.

1) Roads - get me where I want to go and can be affected by traffic and construction. Not bicycle friendly and would like to see more of this. Snow removal. 2) Transit - take the C-train daily to get to work, worry about overcrowding issues. Make Calgary more commuter friendly. 3) Parks - use for recreation, walk with husband and dog. 4) Recreation - attend programs offered. 5) Recycling - currently don't have home pick up and this does affect my ability to recycle and be environmentally responsible. 6) Water quality - good quality drinking water and enough to meet my daily needs and readily available. 7) Police and fire - keeping city safe.

1. Transit is important because it allows all citizens, not just those who drive, with a transportation option. 2. Transportation and land use can make our city more efficient, healthy, and sustainable by containing our current urban sprawl. 3. All parks and pathways are important for the physical and mental health of Calgarians, but dog parks will become increasingly important, especially with so many 1 and 2 person households that have pets as companions, many of which are living in multi-family housing without private yards. 4. Services for seniors/older adults (including

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direct services, community development, and social planning) are vitally important at this time, since we are imminently facing a dramatic aging of our population. 5. Transportation planning to improve pedestrian and cycling accessibility throughout the city is important for the physical health of citizens and for environmental sustainability.

Police, Fire, 911, bylaw - emergency services that ensure the safety of the community. Recreation and Parks - wellbeing of residents. The next question in the survey doesn't work. This is my ranking: Police, Fire, and 911, Bylaw, Parks.

Water & Waste, Transportation and Police. All three of these impact my family's well being directly.

Fleet Services is on the top of the list because I work for this department. It is a service that provides a wide range of services for a good value. The Safety and Training side of the business provides assistance for all of the departments in the City and we work to make sure that the employees are trained to safety operator the vehicles or equipment that they are ask to operate. We also make sure that the city is in compliance with the respect to the National Safety code and Carrier Profile. We also make sure that collisions are reported and investigated and we work with Claims department to accomplish this. Police and Fire is there to keep the citizens of Calgary safe and protected and are a vital service. Water Services provide the clean drinking water. Parks and recreation (different departments) provide a way for the public to enjoy the beauty and culture of the City and a way for the public to enjoy and maintain a healthy life style in cost effective way.

Parks and Greenspaces. Access to Nature. I live in a Condo and work in an Atco trailer. Being able to enjoy nature within the City equals Sanity!

FCSS leverages City funding along with provincial funding to pass to community agencies that leverage it further to increase social inclusion for vulnerable Calgarians and strengthen neighborhoods. Neighbourhood Services supports residents to generate their own sustainable solutions to keep their neighbourhoods vibrant. Social Research provides accurate information to inform City operations as well as community initiatives, so we aren't just undertaking activities based on hunch or on the squeakiest wheel!

Those that fall within the core groups - Safety, Public Works and certain Public Institutions.

Police is important to maintain order, investigate crime and generally enforce the rule of law. Fire is critical in its emergency response to fires, medical emergencies hazardous materials and so on. Parks. Water Services/Resources - top quality drinking water and sanitary sewer are essential to any collection of people. Solid Waste Services - critical for maintaining clean neighbourhoods, recycling and processing waste generated by the community.

CNS focuses on people. FCSS provides funding to non-profit preventive social service organizations that help Calgary's most vulnerable people. For every dollar that FCSS invests in the community there is a huge return on investment of \$6 to \$13. Social Policy & Planning provides corporate employees with vital research they use in their every day work and information that can be used to inform policy making. Neighbourhood Services also works with Calgary's most vulnerable populations in the communities where they live. Youth Probation and the Youth Employment Centre provide critical services to vulnerable youth.

Essential services like roads, water and wastewater, garbage collection are important because they are every day basic needs.

Clean drinking water and a means to dispose wastewater - both for obvious reasons. Solid waste and recycling - the blue and black cart programs are excellent. Parks and Recreation - the city I want to live in has ample facilities for public recreation use (hockey, curling, tennis, soccer, etc.); and preserves natural park areas (protecting the river areas). Snow removal doesn't make my list.

Social Policy and Planning (in CS&PS) and Geodemographics (in PDA) - they provide the facts and stats and analysis that enables other divisions and external stakeholders to plan their work to meet citizen needs. Also FCSS (in CS&PS) since prevention saves money (and lives) in the long run.

Animal & Bylaw Services - the licensing of pets have made a big difference in returning our family pets back to us. I feel

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that there needs to be stricter laws on animal welfare and stricter laws against animal cruelty. We need to stop seeing our pets as "property"! Land Use Planning & Policy - we need to reevaluate how we use our land. We need to start thinking of our ability to sustain and maintain whatever infrastructure we already have and STOP DEVELOPING! Our parks and wildlife are in danger of losing their homes and Calgary will soon be another "Concrete Jungle". The Developers need to stop running the show and the City needs to start protecting our natural environment and stepping up to make this happen.

Waste and Recycling, Roads, Water.

Tri Services as they provide protection services and safety for all Calgarians. Community Neighbourhood Services provide communities with excellent staff to provide a liaison service to all within community boundaries and are front line to City issues. They assist with providing a door into other city departments.

Essential services (water, sewer, garbage, transportation), parks, transit. Emergency services (fire, police, 911). Land use planning and good urban design are also key to making a good place to live.

Communications - because I'm employed by CSC. Water - because it's water Waste & Recycling – essential. Transit - because I use it most days. Infrastructure & Land Planning - TP, PDA, LUPP.

a) Coordination of emergency response services such as Fire/Police as well as working with other agencies. Want to feel safe, and know these people are there to help when an emergency happens. b) Scheduling - all of the systems working behind the citizen facing services, that keep our traffic lights working, shift workers, transit, etc. c) Training Staff - having the ability to train staff using online resources to keep costs down and travel time to a minimum. d) Information Technology, because it supports and is the vital link which enables all of the others citizen facing services running smoothly. Having staff that is experienced and knowledgeable about issues specific to the City of Calgary. e) Land Management - having accessible, clean parks, which are environmentally sustainable. Creating neighborhoods that are self-contained, and building up instead of out. f) Administrative infrastructure - the corporate services that keep all the other citizen facing services moving.

An excellent Road and Transit system ensure that we can get to where we need to go when we need to go there. Recreation and parks (including cycle lanes) add to the Health and Welfare of the citizens and Police and Fire provide safety and security.

People need to get places (roads and transit). People need to feel safe and secure (Police and Fire). People need to be healthy (Recreation and Parks).

Primary Transportation, Snow & Ice Control, Road Maintenance and traffic controls: due to legislation, The City must be the provider of these services on right-of-way. If we are the sole providers of a service, we better do it right and deliver the best value for money to citizens. Plus we seem to be averaging ten months of winter in any given year recently. I also believe that the quality of the commute (via car, bus, bike, whatever) is a significant contributor to positive emotional health, which then filters into our work and home life and everyone around us. Waste & Recycling and Water Services are very important in keeping a city this size clean and beautiful. These services need to be kept in-house at The City and we should strive to be a world leader in our practices. For example, I lived in England from 2001-2006. During that time they were throwing pop cans in the garbage, there was no visible evidence of recycling at all. I was back in December 2010 to find they now have full curbside recycling, including organics. Calgary needs to be much more aggressive with their recycling programming and implementation of these initiatives. For some of the same reasons as transportation, Parks and Recreation are extremely important. With issues such as vitamin D deficiency and weight issues plaguing Calgarians, the ability to spend quality time outside in a beautiful environment with your family, friends and pets is key to well being. The same goes for access to recreation facilities. Calgarian children should have access to any and every spot they want to experience and ultimately participate in, without limitation of access, cost or location. Recreation is also critical for City employees as the provider of our fitness programs and facilities to staff.

Corporate Services such as IT, HR, communications. First to get cut but really impact how the rest of us do our work.

6. What services provided by the City are most important to you? Please identify them and explain why they are important to you.

Obvious answer - fire, police, and 911.

Emergency Safety (Police, Fire) - because they impact my ability to survive. Community Building (e.g. CNS, Recreation) - to promote inclusion of all citizens, which creates healthy communities and prevents future need for police enforcement. Clean Environment (clean water and garbage removal are key to basic health and are most efficiently provided by a public body due to economies of scale). Transportation - Citizens must be able to move around the community as efficiently and effectively as possible, this facilitates economic development and community connections.

Reuniting lost pets with their owners, licensing programs for pets, and spay and neuter programs for pet owners. As well enforcing noise and snow and all other by-laws. Off-leash dog parks are also very important, and their upkeep. Well-kept roads, including pothole repair and snow/ice removal in order to effectively get around the city.

Police Services – safety, elimination of organized crime. Water Services - provide us with safe usable/drinking water. Assessment - diligence of this department provides the base of revenue for all city services.

Police- safe city. Parks and recreation- we should all have the ability to recreation activity, golfing, hiking.

Transport: the ability to commute quickly to and from work without excessive delays, whether using public or private means of transport. Recreation: Accessibility of high quality sport and recreational facilities throughout all communities. Environmental Protection: protect and sustain the living environment during the inevitable advance of the built environment.

Assessment: This area is the backbone in terms of revenue to the City Police, no need to say more. 311: It gives the population information and points them to the proper place for help.

Water & Electricity. Community Protection (Fire, Police). Park & Recreation. Roads & Transportation. Transit.

Clean water - I value the fact that Calgary's water supply is considered the best in the world as it comes out of the tap. We live in a region where water must be conserved and the City's effort to promote conservation is notable. Clean water is one standard that I believe people who are considering moving to Calgary will review and identify as an asset to the City's attractiveness as a place to live. Waste and Recycling - efforts to reduce consumption, reuse and recycle is also a standard which may affect whether people plan/choose to live here; we need to conserve our landfill space and reduce our long-term impact on the environment for current and future populations. Animal and Bylaw Services - this is important because the bylaws enforce a standard of living that is the best for everyone, whether one has dogs, like to enjoy our parks, or doesn't like noise.

Fire, Police, Roads, Calgary Transit, Waste & Recycling Services.

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

Water Resources / Water Services, Waste & Recycling Services, Roads, Calgary Police Services, Planning, Development & Assessment, Parks and Calgary Fire Department.

All services. It is difficult to say which one is more important because they all add equally to the quality of the city we live in. I would not like to rate services!

Public transportation to reduce the wear and tear on our roads, which are becoming too extensive and too expensive to maintain. It's also important as it reduces the amount of vehicle congestion, which as the city continues to sprawl, the vehicle congestion just gets worse. Recycling service is important because its an inconvenience for those living in multi-family units to take recycling out to a depot which make it less likely for these people to do so. It should be included in property taxes, just as it is for single-family units.

Calgary Transit - I am a daily user. Important to have cheap, convenient, clean and timely transit to access a wide range of services, employment and leisure opportunities. Recreation - we don't have a decent recreation centre in the NW yet. Provision of facilities is a bit sporadic across the city. New facilities should be easily accessible by public transit for citizens. Police/Fire - it is comforting to know that we have these facilities in our community and that if we need them

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they are close.

IT. Technology. Access to information and services. Emergency / safety. Services and communication. Transportation. Roads to and from. Traffic signals. Transit. Parks and recreation i. Access to info ii. Kids programs / adult program iii. Asset management. Water services i. WAM work order asset management. Sewer. Lights. Land management and development i. Inspections, assessment and property tax. Vote V Council – election. Garbage / recycling i. Waste services ii. Health and safety.

Police/Emergency/Fire - to keep us safe. Roads - important that improvements continue to be made as the city grows. Transit - keep upgrading service to encourage public transportation. Customer Service & Communication of all services, if people don't know about things how will they use the services we provide?

1. Calgary Transit: Transit seems woefully inadequate. LRT only services a limited few areas of the city. Whole neighbourhoods and are simply left off the grid. Bus service is unreliable at times, overcrowded and takes far too long for commuting long distances particularly in peak rush periods. 2. Roads Transportation: From years of seemingly lack of foresight and long term planning in the 80's, Calgary is still lagging behind in providing a roadway network that can handle the traffic we now experience because of growth. Deerfoot Trail barely qualifies as a freeway, modern interchanges are built with traffic lights, and extremely limited and ridiculously expensive parking in the downtown core are some examples of the problems most commuters using automobiles silently endure. Not to mention in the last 5 to 7 years there has not been a time during the commute from the NW to the downtown core that didn't involve some major traffic detour or disruption. 3. Protective Services: Fire and Police, both providing longstanding excellent service to the city. Yet, Fire Services always seems to be perpetually under staffed with not quite enough stations to keep up with growth. Their top management is far too heavy, as study comparisons have shown. Police Services officer to citizen ratios ranks behind other major Canadian centers. Traffic enforcement and patrols seem minimal at best in some districts as other districts use the precious resourcing available to tackle crime. 4. Water Services/Resources: Something we as Calgarians seem to take for granted. We are blessed with high quality tap water and have excellent wastewater management. Can we sustain this? 5. Occupational Health & Safety Services for City employees: An imbedded service and almost invisible to the general public. City operational workers are injured at such a significant rate that the City's WCB premiums are at a surcharge. Hundreds of thousands of dollars, if not into the millions of dollars could be saved by improving safety performance and reducing all costs associated with injuries, both direct and indirect. We have an OHS policy and safety management system, yet it seems to be treated as lip service for far too many managers and supervisors. Some Business units do very well managing safety hazards and risks while other areas are disturbingly inadequate. Where is the accountability? ALT deals with this by a form of loose consensus verses leadership and absolute commitment.

The City needs to get back to the necessities; waste collection, water delivery, police, fire, parks, assessment, finance/taxes, transit.

Land Use Planning & Policy ensures that the city that will exist in the next generation is the one that Calgarians want. Calgary Transit is important for providing me with a convenient and sustainable mode of travel that meets my needs and performs above my expectations.

Water/Wastewater, Protective Services (Fire, Police), Transportation (Public Transit and Roads), Waste and Recycling.

Parks & pathways, Roads, Libraries, Transit and Response services i.e. fire, police, etc.

Utilities, fire protection and police. I can't live without these. Roads Transit and other major infrastructure to support the citizens need to get to and from when needed in a timely and safe manner. Parks, libraries and recreational facilities. We all need to have open spaces to go to for play, exercise and all types of organized and un-organized activities. Libraries are very import places for learning about and understanding all aspects of life.

Calgary Transit, Roads, Police, Fire.

6. What services provided by the City are most important to you? Please identify them and explain why they are important to you.

Police/EMS/Fire. Important because they ensure citizen safety.

Emergency Services (Police, Fire and EMS) - for public safety and community well being. Road Maintenance, Snow Removal and Construction - to be able to get around the City. Public infrastructure development (public transit, bridges, libraries et.al) - to allow the City to continue to grow. Affordable Housing and Social Services- to allow the disadvantaged the opportunity to participate in a great City. Recreation - to develop programs and infrastructure that support the quality of life within the City that are available for all.

Affordable housing is important to ensure that all Calgarians have housing options. Also economic development is important to ensure that Calgary is a sustainable city. Land use planning to ensure that The City grows with long term planning. Parks and recreation - wonderful natural spaces with high quality ecological systems, clean watersheds, excellent recreation programs that are affordable for all.

Services that are most important to me are Calgary Police services, Calgary Fire Department, Public Safety Communications, Calgary Transit, Water Resources/ Water Services, and Roads. All these services are most important to me because they are basic necessities that every Calgarian needs. Without having these basic services provided significant problems may arise. We must be able to focus on having the quality of basic services at it's best before we focus on other things such as economic advancement or city expansion.

Calgary Transit - I use on a daily basis and it is integral to creating a better, more sustainable city. Police - integral requirement. Fire Department - integral requirement. Parks - Beautify the city making it a more attractive and livable place. Land Use Planning and Policy - Create a better, more livable and sustainable city and protects heritage resources.

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

Transportation. Utilities. Recreation. Parks. Emergency Services. Information/Communication. Animal Services. Library Services.

Clean water, efficient sewer and waste treatment, protection, safety, information, participating and being heard, library (analog and digital access), wellness (information, green spaces, car alternatives, biking, walking), due diligence on my behalf for expenditures, political integrity, transparency, environmental leadership, world best practice awareness, anti-sprawl/higher density mindset.

Communication services, from an IT perspective that would include, telephone, 311, intranet, IT networking functions, email, etc., flexible work place (alternating start times, telework, compressed workweek).

I identified three on the previous page.

Infrastructure (database, network, servers) - without the infrastructure in place, nothing else can be done.

Communications (email, phone, internet/intranet) - communication is a huge part of daily work (as we often work in teams and with clients who are often in different locations), and to provide support we need to be able to communicate with other people within the City and outside. Tools (e.g. applications, development tools, support tools) - tools are required for us to do our job and ensure our clients are able to do their jobs. Security (database security, application

6. What services provided by the City are most important to you? Please identify them and explain why they are important to you.

accounts, etc.) - we want to be sure that information is secure and getting only to the appropriate people.

Police & fire, water and waste water, waste and recycling, staff to ensure that services happen, communication & engagement, CNS - community development, mobility - transit, accessibility, pedestrian, parks & rec, arts & culture, roads, electricity, sustainability & health, waste & recycling, emergency responders, planning, leisure centres, libraries, affordable housing.

1. Street cleaning - winter city like Calgary makes it very important to have our streets de-iced. 2. Transit - not nearly where it should be right now, but it's absolutely critical to have good transit grid to support the population of our ever-growing city. 3. 311 - Nice one stop shop. Very helpful. 4. 911 - absolutely critical. 5. Parking.

Utilities - because they are a "must". Emergency services - because they are a "must". Information services - because they are becoming a "must". Transit services - because they can make a good city great. Transactional services - because I want to do most things on my own, without barriers. Urban planning services - because I want a city that is efficient, people-friendly, walkable, less sprawling and more inspiring.

Recreation - existing facilities are too full, there are no facilities for new communities in the southeast. We need winter activities and summer activities - more water parks. Transportation - there has been a lot of focus on major road infrastructure. This has improved traffic flow immensely in key areas. It's time to focus on transit more, including the 4-car trains and a branch to the southeast. Housing - the City has not provided dedicated funding to affordable housing. There is a great need in Calgary for non-market rental housing. There should be dedicated annual funding from the tax base, not just from the Province.

Calgary Police - safety (especially in the downtown core). Affordable Housing - 10 Year Plan to end homelessness. Parks - green space. Transportation Infrastructure - pedestrian paths, bike paths. Calgary Transit. Waste & Recycling - recycling programs.

Police, Fire, Ambulance- keeping us safe and responding to life threatening situations. Our recycling program (bins) - to be a part of being green! Access Calgary - I have a parent that relies on this service and it's paramount to maintain a seniors level of independence. Transit- to allow those who do not or choose not to drive to have the ability to go places such as work. To reduce our environmental footprint. Recreation - to provide cost friendly solutions to promote health and wellness.

Emergency services such as CFD, CPS, PSC/911 and EMS (even though run by AHS). I think people take these services for granted and are more willing to throw them under the bus if the media portrays them as doing something "wrong". I work with them every day and can say I am very proud of these services. Calgary Public Library - I seek comfort from these spaces; they bring me joy when I am bored and keep my mind focused. Being able to borrow music and movies also keeps my budget low and prevents over consumerism. Parks - I appreciate the amount of green space we have in our city, especially how urban it has become. There are many oasis' available to everyone and they are well maintained and clean for the most part. Roads - I was up in Edmonton a few weekends ago and was dismayed by the state of their roads. I love that our roads are in pretty good condition. Potholes are filled promptly and snow is removed and plowed in a timely manner (considering how much asphalt there is in the city!). Transit -- I don't use transit much because it is not feasible to get to work with, but I would if it wasn't a 45-minute trip! Recycling and garbage pick up - I appreciate that the City is trying to go green and is enforcing it as the norm, not as a volunteer service! I also appreciate that the city comes and picks up my garbage for me, so I don't have to haul it to the dump.

Police, Community and Neighborhood Services, Fire.

Roads - in the 10+ years I worked in the downtown core I used Transit to commute, but now my work location is too remote for the service to get me to and from work reasonably, so I now drive. I see the challenges that the Roads maintenance group has to deal with. Calgary has to keep up with the required maintenance and create opportunities for better traffic conditions, which will always be a great challenge. Animal & Bylaw - as a dog owner I am out walking my dogs regularly. I have quite a few encounters with dogs contravening the bylaws and have utilized Animal Control

6. What services provided by the City are most important to you? Please identify them and explain why they are important to you.

several times through 311 to help with the situations. The officers are overstretched in terms of the districts that they must cover. I cannot get a resolution to an ongoing issue, which has to do with the policy of not placing signs that indicate that a particular green space is NON-off leash. The Parks department maintains that they only place signs at spaces where off-leash is permitted. In our society, this method (although it may save on the materials used to provide signage) does not work. It is the standard with signs of all types that if something is NOT allowed, it is indicated by signage. Psychologically, people do not respond to the absence of a sign to indicate them that something is not permitted. It is against the way we have been taught. I have mentioned to dog owners on multiple occasions that a particular space is NON-Off leash and whether they are aware of it or not, they still use it as an excuse to run their dogs off-leash BECAUSE they say "There are no signs telling me that it's Off-leash.". This is a concern for me as I am a responsible dog owner but I am surrounded in my community by many not-so-responsible dog owners. The off-leash dog's leave their droppings anywhere, even on the sidewalk but the owners don't pick up after them. Every green space is therefore filled with the mess, even on sidewalks. This spreads parasites and makes using our green spaces unappealing. We need better education of the public and stiffer fines for contraventions. We need more enforcement. The officers cannot respond to my call such as in an example last summer when 4 different dogs were all running and out of their owners control in the same park at the same time. I witnessed a serious dog fight (two extra-large dogs on a smaller dog) that would not have taken place if there were signage and enforcement. This is not an Off-leash park. On two occasions over the years, I have had off-leash dogs attack my on-leash dog. The bylaws cannot be enforced with the two issues I have outlined, improper signage and insufficient number of officers to respond to calls. Human Resources - I believe that our Human Resources Department has been cut back to a point where it no longer functions. Our managers and leaders are doing a lot of human resource activities themselves, and are not competent to do so in many cases. It would be more efficient to push back a lot of the human resources tasks to persons who are qualified to perform them and free up the management time that recruiting is taking up. We have had a lot of staff turnover in our area in the past 4 years after a period of 10 years of very little turnover. My section is spending a lot of time and effort recruiting for the same position numbers over and over again. People all move away or resign, plus we'd had a lot of early retirements. These staff members are dissatisfied and we have to keep replacing them. How long is this going to go on? It used to be that everyone wanted to move to our section and you had to wait years for an opportunity to do so. We are spending too much on this repeated recruitment and the subsequent training of staff. There needs to be a recognition that the long-service staff have valuable knowledge and skills before we lose those that are left who know how to do the job to be able to train the new hires. Our leadership is focused on the wrong things most of the times and in some cases are not qualified or competent to be in their positions. The worst thing that was ever done is the re-org that got us to today. Calgary Fire Department - I depend on the CD to protect my home and belongings. I've worked hard for all that I have, so has everyone else. We all appreciate the hard work and dedication that the CFD display every day in protecting citizens. Parks - an active lifestyle is more important than ever for citizens. Movement, light and air are all crucial for physical and mental health and spiritual wellbeing. Beautiful spaces also attract people to move to Calgary and to keep the city vibrant and exciting. Our parks are many, but we could do a little better in ensuring that they are as beautiful as possible, through design, maintenance and the support of our citizens. Calgary Police Service - they are crucial to the protection of our civil society. Calgary has a few rough spots, but is generally safe and comfortable. We should always strive to improve and put into place policies and procedures that better the experience of living here for all. The CPS needs support and funds, but must also remain open and accountable.

Fire / protective services - similar to the above. Transportation - allows for expanded population the ability to access the city. Roads - facilitates access to various areas of the city. Waste / recycling - certainly help to provide an opportunity to remove waste and recycling. Parks - provide amenities opportunity for our family.

Calgary, Transit, OLSH, Parks, Transportation, Community and Neighborhood Services. Important as they influence my daily life directly.

Basic services like water, fire, police garbage pickup etc. We can't have a city without these. Public transit, established community reinvestment, arts, culture and heritage investment.

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

<p>FIRST PRIORITY</p> <p>Administrative Infrastructure</p> <p>ASSESSMENT</p> <p>4 Calgary Police Services</p> <p>4 Calgary Transit</p> <p>Clean Drinking Water and Water Conservation for long term supply</p> <p>2 Communication services</p> <p>Community & Neighbourhood Services</p> <p>Community & Protective Services</p> <p>Core Infrastructure</p> <p>Critical services like 911</p> <p>2 Emergency Services</p> <p>Essential services</p> <p>FCSS</p> <p>3 Fire</p> <p>Fire, Police, 911 - grouping them together</p> <p>Fleet Services Safety and Training</p> <p>Geodemographics</p> <p>IT / technology / access to information and services</p> <p>Parks & pathways</p> <p>Parks and Greenspaces</p> <p>Pet Licensing</p> <p>7 Police</p>	<p>IT Infrastructure</p> <p>Police Fire Ambulance</p> <p>Police Services</p> <p>Police/Emergency/Fire</p> <p>Protective Services (Fire, Police)</p> <p>2 Public Transportation</p> <p>Recreation</p> <p>Roads</p> <p>Roads & Infrastructure</p> <p>Safety</p> <p>Snow & Ice Control</p> <p>Transit</p> <p>Transport</p> <p>Transportation (including roads and transit)</p> <p>4 Utilities</p> <p>Utilities - waste & water, electricity</p> <p>3 Water</p> <p>Water & Electricity</p> <p>Water Resources</p> <p>Water Resources / Water Services</p> <p>Water Services</p> <p>Water/Garbage</p> <p>2 Water/wastewater</p>
<p>SECOND PRIORITY</p> <p>Access Calgary</p> <p>Affordable Housing</p> <p>Animal & Bylaw</p> <p>Bylaw</p> <p>Calgary Fire Department</p> <p>9 Calgary Police Services</p> <p>Calgary Public Library</p> <p>Calgary Transit</p> <p>Community Protection</p> <p>Critical Applications</p> <p>Critical applications and databases</p> <p>Emergency services</p> <p>2 Emergency Services</p> <p>2 EMS</p> <p>7 Fire Department</p> <p>Flexible work place</p> <p>Garbage and recycling</p>	<p>OLSH</p> <p>Parks</p> <p>Pathways, bikeways, sidewalks</p> <p>Public Infrastructure Development</p> <p>2 Recreation</p> <p>Recycling services</p> <p>2 Roads</p> <p>Roads & transit</p> <p>Roads and transit</p> <p>Safety and protection</p> <p>Social Inclusion</p> <p>Social Policy and Planning</p> <p>Solid Waste and Recycling Removal</p> <p>Street cleaning</p> <p>2 Transit</p> <p>Transportation</p> <p>Transportation Infrastructure</p> <p>W'Idvn</p> <p>Waste</p>

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

<p>2 Garbage and Recycling Collection Good urban design Land Management Land Use Planning & Policy Making city work - waste, water, LUPP, Transit, Transportation, Planning Mobility - multi-modal transportation Mobility (pedestrians, transit, cycles, cars, trucks) Neighbourhood Services Off leash dog parks</p>	<p>2 Waste & Recycling Services Wastewater 2 Water Water services / WAM work order asset management / Sewer</p>
<p>THIRD PRIORITY</p> <p>Assessment</p> <p>7 Calgary Fire department Calgary Transit Community and Neighborhood Services Community planning Community Services Coordination of emergency services Email and communication Emergency / safety Environment Family and Community Support Services Finance & supply Fire and Emergency Response Fire and Police Housing Human Resources Information services Information/dialogue/engagement IT Security Libraries Mobility</p> <p>3 Parks Parks (outdoor spaces) Parks and Recreation</p> <p>2 Police</p>	<p>2 Police and Fire Preventative services - CNS Protective Services Public Safety Communications Recreation Recycling Recycling program (bins)</p> <p>5 Roads Roads - repair</p> <p>3 Roads & Transportation Senior Services/links Social Research Spay and neuter programs for low-income families</p> <p>2 Transit Transportation Transportation</p> <p>4 Transportation Utilities & Environmental Protection Waste Waste & Recycling Waste Management (recycling / garbage) Water Water Resources and Water Services Water Services</p>
<p>FOURTH PRIORITY</p> <p>Animal Bylaw Assessment By-law enforcement Calgary Fire Department Calgary Police Services</p> <p>2 Calgary Transit Clean water/ sewer services</p>	<p>Parking</p> <p>5 Parks</p> <p>2 Parks and Recreation Planning Development & Assessment Police Police & Bylaw Police, ems, fire Protective services - police, fire, EMS PSC</p>

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

<p>Community 3 Community Services Customer Service & Communication DSFN Environmental Finance/taxes GIS, Data Warehouse and Business Intelligence Infrastructure Information/Communication Libraries NS office staff both CRC's & CSW Office of Land Servicing and Housing (includes Calgary Housing Company) Information/Communication Libraries NS office staff both CRC's & CSW Office of Land Servicing and Housing (includes Calgary Housing Company)</p>	<p>3 Recreation Recreation (programming) Recreation and Facilities Recreation programming Recreational facilities and parks Response services 4 Roads Roads and Transportation Snow Removal Strategic Technology Planning 5 Transit services Transportation Transportation / roads to and from / traffic signals / transit Transportation Infrastructure Vibrant Communities - well planned, walkable, sustainable</p>
<p>FIFTH PRIORITY 2 311 (sustainable) Affordable housing 2 Affordable Housing Animal and bylaw services Arts & recreation Calgary Emergency Management Agency Calgary Fire Department 3 Calgary Transit City Clerks Community and Neighbourhood Services Corporate Services - needed to keep things running Database Management Services DFION Education 2 Emergency services (police and fire) ESM (Safety portion) Established Community reinvestment Fire Garbage / Recycling Green spaces and recreation Help Desk High Quality Transportation System including non-automobile choices – commuting bike trails, walking paths, transit system</p>	<p>HR, IT, Communications Land Use Planning and Policy Park & Recreation 7 Parks Parks maintenance 3 Parks/Recreation PDA Planning and Development Planning services Planning, Development & Assessment Police 3 Recreation Recreation/Arts/Parks Recycling Road upkeep 2 Roads Security (peace officers, police, natural surveillance) Solid Waste Services Transportation Transportation Planning Utilities Vibrant City 2 Waste & Recycling Services Water Worker Occupational Health & Safety and Wellness</p>

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

Police and Fire - feel safe in the city. Water Quality - in the 6 years I've lived in The City never had a water quality issue, though sometimes there is a funky smell.

Roads, fire, and police services are working well because they have been consistently prioritized by City Council and benefitted from large budgets. Roads has perhaps worked too well, as the culture of driving and private vehicle ownership has led to urban sprawl and the political will to build and maintain roads at the expense of other transportation options.

I don't have enough details. I think every department can find efficiencies.

SD N

The City services that affect the public directly seem to work well.

I think that all departments are working well, there is more transparency and I think that the employees understand the important service that they are asked to provide.

By-law - increased services and manpower. Police Services and Fire Dept - increased manpower.

The core ones. I based this on the idea that if they were not it would be pretty obvious (i.e. crime waves, burning fires, etc.).

I think that most services in The City are working well, I really do. I know there is room for improvement but I think that goes for most private firms as well. What I would like to see is a priority setting exercise to decide what services The City needs to deliver, and which others may be able to provide.

Community & Neighbourhood Services, Parks, Calgary Fire department.

I am satisfied with the essential service provided (water, wastewater, garbage, roads). The City has competent employees with a customer service focus.

All

Most services work well in my experience. Things work even better with cross-departmental work teams to address issues, rather than sticking to silo focus.

Animal Licensing - great response on this! Education and communications on this was huge! We need to do this more and keep educating (and find reinforcement) the public on responsible pet ownership.

Fire, Police, Waste and Recycling, Water.

These departments are the caring and support for all citizens. Some are hidden jewels within the City.

Utilities and waste removal.

Water, WRS, Transit, Roads, PDA, I've had good experiences with all of these services.

Utilities run smoothly. Quality of systems. Road system: road improves, lighting pollution reduced. Fire/Police: proactive, good presence, work well together, hiring, training, community presence. All are proactive in ensuring these services are in place. Getting provincial funding. Police has highest budget. Access and availability of 311 - usage of blackberry/twitter/blog/media.

City Council - seems to be more cohesive than in the past. No so much posturing:)) Love the LRT extension would love to see it go out to the Airport to provide direct service to the downtown. Vancouver's is very impressive.

Police (love the new police presence downtown). LRT (great extension work).

SNIC is working well now due to additional \$, contracted residential and change in policy. Waste & Recycling is also working well due to recent improvements (i.e. blue cart), and awesome service, however this is an area for improvement

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

also (See #9).

Police - because they are well funded, have community support, and are innovative because they have good employee engagement. FCSS - have put a lot of thought into the business model they are using, and are committed to evaluating what they are achieving (SROI - Social Return on Investment), supported by good social research. Arts & Culture - contributing a great deal to beautification of Calgary that otherwise might not happen, well funded due to percentage of funding from all capital projects. Parks & Pathways - due to visionary leadership and adequate funding (support of previous Mayor didn't hurt). Water - provides very high quality water, well funded, doing a great job with public education and public art to inspire citizens to care about the issue (The River of Light celebration in 2010 was amazing).

The animal part of animal and bylaw services is working well because it provides an excellent service for a relatively low cost. For the cost of licensing your pet, animal adoptions, the animal clinic and being reunited with a lost pet are possible. The low cost and high benefit makes this service work well because people are more likely to subscribe to the program.

Police - although the City is growing, I believe that they've done a good job on reducing the crime rate and keeping the citizens feeling safe overall to be in Calgary.

Golf courses- they don't use taxpayer's money to operate.

Community Services for the provision of good schools seem to be very good. Others, such as the library services are exemplary.

Police/Fire – these are well run and supply an important service.

Water & Electricity: clean water, available electricity with no disruption in services. 3-1-1: easy access to City services.

They are all working well.

Fire - never any stories of them mishandling a fire situation. Roads with their multiple services do well in spite of the weather. Calgary Transit continues to attract ridership. Waste & Recycling Services is addressing multiple waste streams.

Water Resources / Water Services - never think about it-it just works. Calgary Police Services - it comes at a very high cost but I believe that this is a very safe community. Planning, Development & Assessment-Calgary is a well-planned community.

All City services work fine. Some seem to impact people's lives more than others but all impact citizen's quality of life.

Blue Cart service works very well - easy to use. Parks - the City has some great parks! Information is easily available on these.

311 - integration of other services, 24/7, shared information across corporation, access. Public transit. Utilities – waste and sewer. Police - they have \$, officers, equipment. 911 emergency services. Access to timely information, forms. Waste services – recycling, routing.

I believe that UEP - Waste and Recycling is working well. I've received both my blue and black carts and there's been wonderful communication regarding when the services would be available and how to go about using the services.

Water Services and Water Resources, Waste and Recycling Services, Police and Fire Services.

Parks - progressive in looking after their assets. Water - delivery of water is their mandate and they stick with it. Police - made changes in the past five years and went back to basics that being officers on the streets and in the cars patrolling.

Most City services are well run and it is difficult to choose the most outstanding services.

All are working well. I am impressed with the efficiency of delivery of services in general and the customer service ethic at The City.

Parks & pathways - abundant, maintained for the most part. Libraries. Roads are generally good.

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

Utilities, Fire and Police.

Most of them. Good management.

Police. Downtown crime has been significantly reduced creating a "safer" environment for all.

Recreation - participate in them regularly with my family and the breadth and availability of options is astounding as is the quality of the programs.

Police and Fire Protection, Clean Drinking Water - always reliable not problems. We have a house fire and the fire department arrived within 3 minutes saving our townhouse complex.

I think that public safety communications & Calgary transit is doing very well. They provide key services to citizens of Calgary and I personally think that their level of service greatly exceeds that of what we have set.

Police, Fire Department - both are well funded.

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

Utilities - lights always on, clean water, functioning sewers, garbage pick-up, environmental stewardship. Emergency Services – fast, they come when you call, very helpful, very responsive with Emergency Operations Centre. Information – 3-1-1 is very responsive, information available online, public service announcements are helpful in educating citizens, online registration for recreation programs, election information very helpful, board and council meeting information are available to public, mobile apps, bold signs/digital signage, career information communicated well.

Water and sewer, emergency services, libraries (but dated), online and communications.

When city communications services aren't working well it's front and centre in local media e.g. false calls to 911. Even though the city isn't in control of what citizens do with their phones, we are on the hook for the cost and resources and blame.

Water/wastewater, waste management - working well because they are funded through user fees. Other services are inadequately funded by Council, especially in the back-end services that support the front-line/customer-facing service.

311 - runs 24/7, has good integration of data, is a one-stop shop, builds accountability, www.calgary.ca also a one-stop shop for citizens, and provides a lot of meaningful and useful information about services The City provides. In-house application development - good standards in place, and in-house applications often better serve client needs than trying to customize vendor applications. Application Support - the Application Support division does a good job ensuring clients are up and running, maintaining good client relationships and assisting clients with any IT requirements.

Broad transit system, recreation, CNS social workers and community building initiatives, CSC/Roads partnership in SNIC, 311, festivals & events.

311 is working well. All the information is made readily available to you by very helpful staff. calgary.ca has a wealth of information

Utilities and emergency services - because these services cannot be sub-par (but that doesn't mean they should be immune to budget and operational scrutiny - I don't like the "Hire more officers, hire more firefighters" line of logic).

Calgary.ca - easy access to relevant information about The City. Infrastructure - a solid utility that enables other services. In-house training - cost effective and tailored to the needs. 311 - one-stop-shop for Calgarians requests with built in accountability. Data Integration - helps to understand the business and processes, in-house application development -

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

good quality and methodology, efficient and fits close to 100% of the business needs.

The blue box and black box garbage and recycling programs. Much more is recycled now. The bins are very convenient and safer for pickup. Fire & Police services. There seems to be adequate resources here, and service levels are high.

Our new recycling program, more presence of Police in the downtown core.

The recycling programs are working well because it has a focus and is well known. People have become more educated on this topic from several sources. It has been given a higher priority level and the citizens encourage it.

Water Resources are quite reliable

I have no major complaints about the services mentioned above. I think I am pretty happy with the services provided at each level.

Police

From my perspective the Police Service and Fire Department and Water Services are working well. I would have to assume that they are working well because of excellent leadership within each organization and clear and well-defined processes that get the job done. Also, with that comes the contributions of the employees who, with good leadership, tend to excel at their jobs. A Win-win.

Police - it appears that despite growth we have experienced very little issues in our community, I credit a lot of that to the growing influence or presence of police / protective services. Parks - this is more due to the current upkeep of existing parks.

Waste and Recycling Services. I think they are working well because the pick-ups are scheduled and efficient.

Road building works well because we have so much experience at it.

9. Which City services do you think could be improved? Please share how you think they could be improved.

Roads – better organized construction. Why are all the major routes being worked on at the same time so getting through Calgary becomes a nightmare? Why is the City not bike friendly (bike lanes, transit) Parks - more amenities in parks would be nice (washrooms, water fountains). Better pathways. Why are their speed limits to the bike paths - this is ridiculous for commuting! Maybe there could be time frames for these, like a school zone. Recycling - all citizens should have easy access to recycling and composting, this should be mandated. Garbage limits or fees should be in place to reduce the amount of trash entering our landfills.

Offer recycling pick-up to multi-family housing. Provide more fenced off-leash parks in more areas of the city - particularly accessible to apartment dwellers in the Centre City. All fenced areas are currently in the SE suburbs. Continue to increase the frequency of CTrains/buses and the number of routes/CTrain stations. Continue to add designated bike lanes and improve access to all areas of the city for cyclists and pedestrians.

HR - payroll and HR have employees in a stranglehold. Employees have no recourse for errors, delays, etc. Roads-why do we need to call repeatedly for the same repairs? Bylaw-never seem to be enough staff (or poor incentive) to ensure compliance with regulations. Transit is draconian, the schedules, routes and efficiencies are non-existent. It is easier to take a taxi home after dropping my car off for repairs, because if I miss my bus, the next one in the mornings doesn't come for another three hours. IT-everyone is tired of the poor service from this department. Trying to get program approval is ridiculous. Acrodex comes to replace machines some times more than a week after a ticket is entered. And what is the point of having a priority ranking in the Remedy system when it doesn't work and you then have to call the helpdesk to get something escalated? Oh and please overhaul Enmax. Not enough has been done there; the business is an embarrassment to all taxpayers.

Those services that provide internal support to The City are very important, but get little attention when it comes to ensuring they work well together. There are many opportunities to streamline these functions and internal services, thereby creating more efficient City government overall. Services like Finance, Corporate Properties, IT, HR, and Procurement are all essential to the running of The City and need to work closely together to ensure this happens efficiently and effectively. In fact, there are far greater expectations for these groups to work closely together than for the citizen-facing businesses, such as Utilities, Police or Transportation. This makes the internal facing services a far greater challenge in terms of becoming more effective and efficient, but also offers far greater opportunities.

I think that the Departments that are cost recovery have to show that they are of value to the City all the time. It is my opinion that if all departments were under this model it would provide an even playing field between departments. Managing of funds would be looked at closer as there is an accountability fact in place.

Recycling - to add Condo and Multi Complex apartments to have recycling. Parks- maintenance has gone down due to budget cuts.

All of them. Through adopting 5 Strategies - Core, Customer (or in case of departments like police Compliers), Control, Consequence and Culture.

Based on my previous comments, I believe that most City services are delivered well, I just think The City delivers too many.

Roads - snow removal, Waste & Recycling could offer more recycling services.

The City's recreational facilities need to be improved. We are well behind other cities our size. Specifically there is a need for more indoor soccer facilities. This is important to promote active and healthy living.

Snow removal - they need to spend less money; do not bring a snowplough into my neighbourhood; do not waste money by ploughing every residential road in the city.

There are challenges with its contracting process for web-based applications. Things that have simpler or better or cheaper solutions are often not possible due to red tape. Controls and safeguards are good but not when they excessively impede progress.

311 - the people there, for the most part, have no idea what it is the citizen would need when they call (they ask the

9. Which City services do you think could be improved? Please share how you think they could be improved.

wrong question or simply guess at an answer and hope the caller wouldn't notice). They may need more training and understanding on what's going on. Services in tracking owners of abused and neglected pets - where's the reinforcement to stop this from happening? Government support for persons with disabilities - increase in handy-bus services, more opportunities to find work, infrastructures in place to allow mobility for these people and their caregivers (if any).

Roads, Parks.

Parks could improve as they continue to be in chaos and staff moral is low.

Good urban design (including parks and street trees) - we have a lot of ugly places in this city. Transit needs a major upgrade.

IT - audit. Needs to re-evaluate the chargeback model. CSC - there are way too many communicators answering questions no one asked. 3-1-1 - should offer a virtual agent to free up agents. CFD - everything above the money to fight and prevent fires should be cut.

Transit. Airport services. High volume means of moving people (express buses). Extend LRT. Upgrade the fleet: environmentally unfriendly; hard to maintain Information. Access. Timeliness. Transparency. Community engagement. Social celebration. Marketing city's large social events for citizens. Market our cultural events (not just City stuff). Information Infrastructure. Design/architecture. One repository for info. How it's gathered/stored and retrieved Environmental. Composting. Find out and use best practice; quit dragging feet. Training/raise awareness of how/what/where. Quit navel gazing. Analyse proails. Incentives/programs encouraging proactive environmental initiatives.

Transit and LRT. Additional buses and trains at busy times. If possible more flexibility to be able to bump up service when required (i.e. heavy snow days). Snow clearing into the residential areas is a must.

Better co-ordination of roadwork, so if one road is shut down the only logical road to go down isn't also under construction.

Waste & Recycling: As someone who will admit to having abused the good nature of our garbage collectors, I feel The City must bring in a system to discourage excessive garbage for collection, i.e. buying tags for extra bags, BIG garbage day, etc. These programs are standard in many parts of the world and we are lagging by not having introduced them by now. Transportation: We should be working toward a free primary transit network, ideally for all, but at least for students, seniors and low-income citizens. Mobilizing citizens and the workforce has an incredible impact on the economy overall and I think this should be built into the tax rate. We should also be lobbying the business community to incentivize transit use for their employees (as opposed to giving parking incentives). Corporate Services: the functions and cost effectiveness of this group need a detailed review. Many areas have grown unchecked and as opposed to Transportation, we could pick from any number of firms to deliver most of these services, possibly in a more cost effective manner.

IT - seems to be split into so many working parts that it can be inefficient. Sometimes need one contact to manage it all rather than get passed from one group to another.

Community & Neighbourhood Services - needs more funding to put towards preventive services (look at the investment of police officers per citizens versus number of social workers, when prevention provides a return on investment of \$7 to \$1 invested. Animal & Bylaw - there are too many rules dampening the vitality and vibrancy of communities. Also, I question our need to be in the animal business. Corporate Properties - its mandate in promotion of affordable housing versus dollar return on investment for The City needs to be clarified. Transit - need more funding, better service, to make using it timely and worthwhile, and promote a cleaner environment (we need to calculate the WHOLE cost of roads versus transit, including environmental impacts). Communications - we need more consistent assistance to all business units - some divisions of business units have their own communications person, while other business units don't even have a dedicated person for the whole business unit. Without communications assistance, educating the public about the issues is very difficult. Human Resources - this always gets cut because it is consider "fluff". It isn't, it

9. Which City services do you think could be improved? Please share how you think they could be improved.

just downloads the cost of hiring, etc. to business units. Also, professional development funding is very inconsistent between different business units, some business units travel the world to go to conferences, others can't even attend a workshop in Calgary. Very unfair, and not very good for attracting the best professionals. Some business units are very small, e.g. Infrastructure Services, Water Resources and Water Services, Environmental & Safety Management, I wonder if it is efficient to have such small business units with Directors, hopefully the Directors of smaller units have lower compensation to reflect that. Information Technology - service can be very slow sometimes, which can impede business operations. Again, another service that is among the first to be cut. Strategic Services - these groups do business planning but in some departments don't seem to have a good understanding of the businesses they are planning for. I think planning for The City took a nosedive when it started planning on a departmental, not a business unit level, a few years back. The presentation of issues becomes so broad; it is difficult for Council to understand. Also, all of the implications of plans to be presented - social, environmental AND economic - right now, the triple bottom line seems to be window dressing. Finance - more focus on identifying and developing new sources of revenue, rather than imposing "death by a thousand cuts" on city services. Why not increase business taxes, for example? Why do they get a free ride relative to homeowners? Also, what about people that live just outside the city limits, why do they get to use our infrastructure without paying taxes? And why aren't we calculating the benefits of city services, not just the costs? Why aren't we making it clear to the public how much the provincial and federal governments have downloaded onto municipalities over time?

I think Roads could be improved. A larger budget would allow for much needed improvements to current road infrastructure with repairs and winter maintenance. However, not needed large-scale projects (i.e. the airport tunnel) will sap resources for upkeep of all other roads, a case of putting all your eggs in one basket. These large-scale projects should really be looked at more carefully, including where the money could alternatively go to improve other areas. Wasteful spending such as this affects all other parts of the city with Roads. Proper priorities and increased budget would definitely improve Roads.

Garbage - should reduce number of times they pick up and perhaps stop working on Stat. Holidays at triple time. Transportation - need better road ways and solutions to major road closures like Barlow by the airport, you sit at some lights for a number of cycles before you are able to go like the intersection at 33rd ST SW & Bow Trail.

Garbage- should not work on statutory holidays at triple time. Roads- too much money spend on clearing and sanding secondary streets.

Transportation: the public and private transportation infrastructure is way behind the size and extent of the City, which means the ability to travel quickly and efficiently across the City by any means involves delays and consumes valuable time. This is especially true during weekdays. For example, to commute by public transport from the NW to the SE or from the SW to the NE cannot be achieved in less than 90 minutes on a weekday.

Snow removal, though better this year, could be better. Contract out services.

Roads & Transportation: needs more efficient way to control traffic at intersections (i.e. traffic sensor to turn on/off the right of way). The City should plan and have better design of the interchanges on major routes to avoid bottleneck in rush hours. Transit: should have a long term plan to encourage more riders of the public transit by availability and convenience.

Do not reduce funding to the CPS or Fire. Strengthen the enforcement of recycling in both single and multi-unit housing; do not reduce the available green spaces; enforce maintaining the green space we have and grow the available green spaces incrementally with all the new development; zone appropriately so that developers make new housing developments diverse, affordable and appropriate spaces for both businesses, industry and residential.

Calgary Transit has a bottleneck on the 7th Avenue corridor. Four car trains will help, but will bottleneck again as ridership grows. Bus service is still centre city focused - need to establish a primary transit network as soon as possible.

Roads - projects such as the Glenmore bridge near 18 St have been going on for too long in an area where it is not really necessary while Deerfoot Trail continues to be a nightmare (i.e.. Anderson Road!). Better planning for necessary road

9. Which City services do you think could be improved? Please share how you think they could be improved.

improvements is needed.

Business Tax. Why do we have it, as it seems completely inefficient and redundant when compared to the Property Tax?

I would like to see more recreation facilities such as Talisman because there isn't sufficient 50 m pool locations - 2 in the City of Calgary, Talisman and UofC.

Public transportation should be augmented, i.e. more frequent and extensive bus routes, reduced fees, continue with LRT expansion etc. It's also important as it reduces the amount of vehicle congestion, which as the city continues to sprawl, the vehicle congestion just gets worse. Recycling service is important because it's an inconvenience for those living in multi-family units to take recycling out to a depot which make it less likely for these people to do so. It should be included in property taxes, just as it is for single-family units.

Information technology - costs for equipment and services seem hugely inflated compared to popping out to, say, Future Shop and ordering the equipment. Recreation - more facilities required across the city, particularly a leisure centre in the NW. The City could increase/expand its role as a provider of 'affordable' housing by becoming a landlord. The City could require a developer to build a percentage of dwellings in new communities as 'affordable' dwellings, which would be given to the City to rent to qualifying tenants. They should be dispersed through communities and not grouped together to avoid stigmatization.

Transit - reach more routes, more cars, more service, lower fares for everyone. C Train - shouldn't stop traffic, not above ground, inconsistency in route planning, citywide trip planning too large, electronic fare option.

Roads/transportation - potholes, traffic managements, lights, signal timing, 16th Ave, pedestrians/vehicle interaction, infrastructure, overpass inefficient, no standardization, road naming, predicting future volumes planning. Expand recycling – organics, condos/multi-family homes.

Transit could use improvement. I believe we need to get more buses/trains or run them more often to ease up on the crowding. I feel that if people are turned off from overcrowding we're not encouraging public transportation as much as we should. I also feel that we could put some incentives or rebates in place to encourage the use of public transportation.

1. Occupational Health & Safety Services for City employees. There needs to be more direct accountability within City management. The City Manager and ALT need to be more decisive in their approach to worker safety. Workplace OHS corporate services should be elevated to a higher profile in the organization as opposed to being buried within UEP. OHS should reside within Risk Management or even back to HR as with most organizations. There needs to be a stronger commitment for OHS corporately beginning with a budget that doesn't largely rely on the ambiguous HSW reserve. Core corporate OHS services and initiatives need to be reviewed and re-established and supported with a firm planned and committed budget. The City needs to take injury prevention, WCB claims and return to work management and accommodated work far more seriously. OHS should be foremost within individual pay for performance objectives for managers and supervisors that align with clear expectations from ALT. 2. Human Resources. Return to work management associated with WCB claims is all over the map and accommodated work is virtually non-existent. These were both cited as critical areas for improvement in the 2008-2009 WCB audit and remain virtually unchanged today. Inaction and complacency by HR on these matters not only negatively affects WCB premiums but also negatively affects The City's reputation as an employer. HR seems to be a barrier when it comes to the JEQ/hiring process. The processes are arduous and frustrating. HR need to be far more directly engaged with staff resourcing planning goals and objectives for all business units.

Recreation - too much money being spent on large rec centres. Keep small tot lots and parks. Everyone can enjoy a green park space at no cost (play ball, join friends, bike, etc.). The long-term operating and capital upgrades to these large rec centres is outrageous. Each centre undergoes continuous upgrades either because of maintenance wear and tear or because they have to reinvent themselves to attract audiences. Less focus on hockey arenas; need to diversify; hockey is too expensive for most families to afford; encourage children to try new things. Eliminate lawn cutting in off leash park areas. Festivals and events in public parks should be 100% recoverable on the part of city resources and staff

9. Which City services do you think could be improved? Please share how you think they could be improved.

(user pay). Merge community associations; especially in the older communities, share administration and utilities, share city representatives from CNNS, share volunteers, knowledge capital etc. Merge Fort Calgary and Heritage Park. Phase out the Calgary Zoo (or change mandate to focus on education and not expansion).

Most business units are leaders in their respective fields, what is sometimes lacking is integration. For example, it is possible for related workgroups to contradict each other (e.g.: TP and LUPP having valid, documented policies that support opposing ideas). There should be a framework (and incentive) for interdisciplinary cooperation.

Additional investments in public transit will improve the delivery of existing services that we hear complaints about (reliability of old vehicles, storage and maintenance facilities to keep vehicles well maintained/warm overnight) and add new services to meet other objectives (growth in greenfield communities and MDP objectives of intensification in established communities).

Transit - needs to be expanded. Roads - signaling needs more warning, yellows are too quick to change to red, roads after main arterials need to be cleared off snow faster, signage could be improved in some areas, difficult to change lanes too quickly during busier times, better signage before blind corners to intersections i.e. heritage & Blackfoot going west on heritage (not an issue for me as I know the route but the things I see), some merge lanes are too short and should not be combined with next exit (I know Deerfoot is not city's but this is also an issue on MacLeod).

All other city services are not running as effectively and efficiently as they should be. I think we do need to raise taxes to increase funding, but we must really get down to hard evaluations of how we deliver services, and if we should enhance some and reduce others.

Road Maintenance. State of current roads is abhorrent.

Public Infrastructure Development - while limited by funds it always appears that the City is reactive to development as opposed to being proactive in anticipating needs of a growing City. Public Transit - currently I do not use public transit as it does not serve my needs and is difficult to access. It takes exponentially more time to get basically anywhere within the City by transit than it does to simply get in your car and go.

Affordable Housing - increased supply to reduce homelessness, social services in communities to prevent crime, early intervention, more before and after school care programs for children, pathway clearing for cycling commuting, composting to our waste reduction, incentives to reduce garbage, more emphasis on managing urban sprawl and external growth, better transit system, more innovative library/learning systems that accommodates/maximizes digital technologies, cultural events that profile Calgary as a Leader.

Both Calgary Police Services & Calgary Fire Department are providing good services, however they are sufficiently understaffed and definitely should be provided with more funding so that the training they receive and equipment they use are the best of the best. Calgary is rapidly expanding and with what I see currently I believe that with their low staff levels they are unable to provide optimal service to citizens.

Roads - reallocate portion of budget to build and maintain bicycle infrastructure. Calgary Transit - better service is needed and different type of infrastructure needed such as streetcars and trams and improved service to the airport. Land Use Planning and Policy - more resources for heritage planning needed. Parks - sections of the city, such as the Centre City need more park space.

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

Transportation – need more public transportation (bus routes, LRT), but no more fare increases. Calgary Parking Authority is dysfunctional and their communications are abysmal. Safe bike routes- additional routes that enable you to

9. Which City services do you think could be improved? Please share how you think they could be improved.

travel throughout the city. Road closures – appropriate signage removed upon completion of project, advance warning to take alternate routes (don't tell us about traffic problems when we are already sitting in the middle of them).

Library Services – more electronic capabilities, more books, a new central library (safer facility), more facilities.

Homeless situation – keep moving forward with this issue – we need to have more affordable housing options in the city. Legalize Secondary Suites. More green space – more multi-use green space, tougher fines for people who don't pick up after their pets.

Transportation: very poor at advance and driver-friendly signage, communications about delays and closures is inadequate, there seems so little intelligence and thought around anticipating the driver's needs, transit service is losing credibility and has an image of being unsafe. Put less money into sports palaces and more into the temples of true democracy and access...libraries!

I think we need to better market or explain what it is we do, and what is the value of the services we are providing, e.g. with children at pool, city employee using online system is complaining about system he is using to the public. Seems to be a lot of negative speak towards city services rather than support or positive reinforcement. This may be resolved with customer service education and better explain what it is you are getting for your dollar. Responsible estimation for budgeting. Don't have to go through a process like last fall during the down turn.

Police: need more beat cops, get out of the cars, meet the citizens and prevent crimes before they happen, rather than responding afterwards. All City services can be improved to some extent, and it isn't just money that is needed...Council needs to trust the information presented to them by the professionals. Political decisions are not always good ones.

Calgary Transit. As Nenshi said should be the first choice. Pedestrianization of the city. Many places where it's horrible to walk. Safe, affordable housing. Allowing more secondary suites. Mixed-use communities (rental and sale, not just sale). Apartment buildings with condos and houses.

The Helpdesk tool (Remedy) - the tool may need to be customized more, as there are many things that are inconsistent with the tool, and some rules that could be relaxed and others that may need to be tightened. The City could use more enterprise tools, or reusing similar tools. There are multiple similar applications being used within the various business units at The City, a lot of which could instead be the same tool. IT Processes need to be simplified - there are many IT processes that take too long, or are very confusing or unclear. These processes need to be streamlined and communicated, and they need to be easily accessible by staff.

Crowded transit system & connections very difficult; all services have room for improvement, pushing people to the web because it is the cheapest alternative, stop funding groups like Civic Camp; events & festivals & BRZ & special interest groups must be held to the same standards as corporation; Mayor, Council and their staffs must be held to the same code of conduct standards and policies as City staff; get out of affordable and attainable housing, and youth probation; clarify role/resources with partner agencies; HR internally; stop youth employment centre & fairs.

Transit - more c-train lines, inter-city railway connecting Okotoks, Airdrie... etc. Parks - more city parks. Bike - bike lanes on major routes. Not sure what kind of herbicide city uses in the city parks, but it should be natural herbicide.

Transportation: Transit and road planning over the past 20-30 years has suffered from a go-go mindset, short-term thinking, and, frankly, poor decisions.

Many IT processes and procedures should be simplified, support models should more closely reflect and fulfill the business needs, More applications may need 24/7 availability.

Recreation - need more rec facilities in southeast (new communities). Transit - extend LRT to southeast. Housing - provide dedicated annual funding from property tax. Roads - worried about aging infrastructure under roads (i.e. sinkholes). City is working on this with Federal government. This should be a top priority across the country for the federal government and we need strong municipal advocacy on this.

Introduce composting, more greenspace in the downtown core.

9. Which City services do you think could be improved? Please share how you think they could be improved.

Any services for seniors. We need more cost friendly services for seniors and need to encourage them to be more active in the community. They also offer wisdom that we do not often ask for.

Finance & supply to control spending.

Transit could use some work. I would very much like to ride transit to work, but 45 mins. is unreasonable when it takes 10 mins. to drive and I work 12 hour rotating shift work. I could never take transit on Sunday mornings for example.

Transportation & Infrastructure - more long range planning. But the long range plans need to be reviewed to ensure they are still the right plans after time.

I am not interested in having several waste and recycling carts in my lane. Some people without lanes have trouble managing one cart on the street especially in winter and while cars are parked on the only available curb space. I have been recycling seriously since 1988 and when it was not easy to do so (plastics). The blue carts are too large for the average household's needs. If we get our black cart and then later a compost cart, this will be too unwieldy and the lanes will look terrible. Placing three large carts out and having room for them is a little ridiculous. It's already hard to navigate the lanes to enter our garage with the carts strewn all over the place. When it's windy they fall over and keep us awake at night. Recycling materials get blown all over the place. The fact that people have a blue cart should mean that they don't produce much garbage or at least that would be the logic. So the garbage carts if we must have them should be smaller. All the carts need to be smaller. On average, my household of two adults only produces one small (white) bag of garbage per week. To me, putting that little amount in a big cart is just wasteful and annoying. I would like to be able to have my grass clippings picked up however, but I don't think a cart system works for that. The carts are going to be full of plastic bags with a few clippings in each, because to lift the bags into the cart will be too hard for some people. This will add plastic-bag-garbage to the problem. I take a half of a pickup truck worth of stuff to the landfill once a year, whatever can't be given away, or reused. The cost of dropping off that amount was at one time weighed and paid for by kgs (cost around \$5) but has risen to \$20+ where the user sorts the items into the appropriate bins. That seems like a steep increase to me.

Transportation planning - I am frustrated by the lack of action on alternative transportation; I don't believe that painting a bike lane cuts it especially if it is the lane that is used for parking. This especially is frustrated when I see cyclists pulled over for speeding (going say 30 km/h) on a shared pathway roads. I think there could be a lot of improvement in how they design their roads, road standards are ancient and oversized and provide limited ability to incorporate sustainable strategies parks. It seems that despite having greenspace the spaces themselves are measure in terms of size and not content. I think there is greater opportunities to incorporate green space into infrastructure into amenity and not merely grab a % just to say they have secured the total law. I think they are generally conservative and should look to progressive municipal models that are achieving innovative projects with limited risk.

Transportation - creation of better bicycle routes.

Established community reinvestment. As an inner city taxpayer, I strongly resent my money not being reinvested in my community on an equitable basis with new communities.

Understanding Values & Priorities Phase 2 Staff Online Discussion Guide March 16 through to April 22, 2011 Part 2 of 3

353 people initiated the workbook
Not all respondents answered ALL of the questions

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

7 - No
2 - Not sure

N/A
2 - None

Composting service (brown bin). The City should start charging for garbage, but allow residents to dispose of as much brown and blue bin material as they like.

See above.

I don't think there are additional services to be offered.

I think we need to add (or embed) evaluation into many of our services. Not just top of mind polling; rather, real program evaluation. We also need great communication, inspiring people with stories about what people at The City really do. So much is invisible.

No-Kill Animal shelters - pets who are not adopted should not be euthanized but given a chance to find capable and able families to adopt them. Pass a law to stop selling pets at pet shops or pet stores - we need to support the local shelters and start educating the public on responsible pet ownership and how supporting the local shelters make a huge difference.

Composting.

I think we try to do too much already.

High speed buses in more neighborhoods, the city is getting so big it take too many buses to get to work anywhere. Transportation to and from places like the airport. Cost of taxi's is too expensive as the city gets bigger.

Snow clearing in residential areas. Much better this year but still got stuck trying to get out of our residential area.

No, we need to do less not more.

Not directly, however I think Community and Neighbourhood Services needs to be empowered to work more with Developers, Community Associations and Schools to identify key needs for individual communities and leverage the planning and partnerships to make these happen. A prime example is an audit of community spaces (CA buildings, schools, libraries, etc.) vs. usage and occupancy to identify capacity for new service delivery using existing facilities. Although the legal agreements are complex, keeping the lights on for a few more hours in an existing building is much cheaper than building new buildings or renting additional space. Plus these types of buildings need to be the heart of all activates for a community whether it is the breakfast club or the seniors bridge group or dance club.

Translation and diversity services - corporate wide to help us deal with our increasingly diverse citizens.

Recycling - add multi-family service and organics. Production of a Hansard (to capture all discussions, not just decisions) or Web access to past Council and Committee meetings, in case they cannot be viewed at the time they are happening. Public toilets - there was a big push for this a few years ago, but it died due to lack of funding. This would make public outings more accessible for many that need quick access to facilities. More information/translation of City services into multiple languages, to recognize our increasing diversity. Consider separate funding for neighbourhood improvements, like Edmonton's Great Neighbourhoods Initiative, citizens may be more likely to support funding that has a specific focus.

There should be curbside compost bins. This is available in other municipalities and would reduce waste. As well a 'bag fee' on any garbage that does not fit into the current black bin in order to reduce waste and promote recycling.

Direct transport to the airport from downtown without having to travel to the NE LRT end point and then take another bus.

Open up more services so that the citizens can access online. For example, Citizens should be able to enter the meter readings (for water, electricity) online - this can help reduce the manual effort from staff going around to collect the data. Same thing for census data.

Organic waste removal. Mouse control.

Recycling for multifamily units - Calgary is the only major city in North America which doesn't provide this service.

Can't think of any.

Sidewalks V wheel chair. Accessibility. Pedestrian bridges. Services for have-nots. Leisure centre in NW. Bicycle lanes on roads. Higher speed bike lanes. Kids activities - shortage.

It would be great to see the city offer some kind of rebates or incentives for child care and stay at home parents. Also, it would nice if the City would take the lead on offering job-share/telework options to encourage family wellness.

Apply a 1% capital trust fund to all new DBA developer agreements to be set up in trust and used for affordable housing (much like the public arts trust). This trust would be managed by The City of Calgary and units would be built all across the city. Better utilize vacant and run down areas like Montgomery and Bowness that have very low average income levels. But the infrastructure is wonderful (lots of schools, tot lots, parks, transit).

Recycling services for multifamily units would greatly benefit these (more sustainable) housing types. Current private vendors do not provide good service and normally only participate in certain flavors of the recycling spectrum.

Regional planning and service delivery on behalf of the region. We should use our economies of scale and expertise to deliver services to our neighboring municipalities.

City managed recycling for condos.

More economic development opportunities to attract and retain a diversified workforce, regional growth limits.

I think the City should add Enmax or electricity to city services. With electricity being privately owned and operated, citizens are facing outrageous electricity bills, and with what the city has to offer I believe we are able to provide these services instead.

Bicycle infrastructure - current bicycle infrastructure is extremely poor and sustainable high-quality cities require good bicycle infrastructure. Recycling of plastics.

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

Adding bike paths and clearing them for year round use. More financial support for community associations. More trash cans. Recycling program expanded (into downtown, multiple dwelling units). Initiate composting program. Non-emergency police phone line needs to be easier to use. Ubiquitous public Wi-Fi.

More walkable communities, more express transit from the suburbia gulags, higher density and AFFORDABLE inner city housing for regular working people.

Less government is good government. We should never have got into the recycling game. It was being done well by small business.

Open data - we will benefit from research and new applications.

Public Wi-Fi access. GPS on busses. Smartphone applications. One stop shopping for citizens. One stop shopping for

employees (and a way for employees to access this remotely).

Citizen ombudsman - holding Council to account; public access computer terminals; big picture to citizens so understand why decisions are made; education around sustainability; employee gym in the Muni.

Composting - will reduce a lot of landfill waste. Live traffic camera/report accessible through a smart phone app. More smart phone apps.

More ways to interact with The City, more channels of communication, more dialogue, more transactional (self serve) capabilities.

Widely implemented, free Wi-Fi across the City (including City Hall and other City owned and operated properties, public transportation), more e-government and e-democracy, widely adopted public consultation on important issues, seamless access to information and applications on a subscription base.

Composting.

Affordable educational courses/seminars to promote family values, health, exercise, coping with stress, and positive values. Life courses to promote Calgary as a healthy happy great city to live in and be a part of.

I think people should be made to volunteer at all the shelters (not the Mustard Seed or the DI, but Alpha House and Inn from the Cold etc.). Maybe students who have misdemeanors at school? I think it would bring them knowledge about how hard life can be when you have nowhere to live or have a severe addiction. I also think that by exposing and educating teens they will share the knowledge and be the force of good change. I also think that large businesses should be mandated to have at least 30% energy usage that is green in their daily operations. Make this a rule when they get a business license, or in their business plan. Make it an example for the city and to show the world that even though Calgary is oil and gas we are also concerned about the future.

More aid to senior citizens such as reduced transit rates.

Not at this time.

Public transit appropriate for a city of over 1 million in the 21st century.

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

Not sure.

Transit, Police and Fire Water Conservation and quality. Roads. Better City planning - less sprawl, more dense communities. More recreation facilities. Maintenance and more parks. Reduction in waste (more recycling and composting). Transparency around spending and planning.

The City needs to prepare for an aging population. All of its services should be reviewed regarding the impact of the aging population, and plans put in place for how the City services will change in the next 3, 10, and 20 years.

In addition to the current citizen-facing services (which are always needed), we require solid long-term planning that includes identification of land and capital asset needs well in advance of their potential utilization.

Safety in the City needs to be looked at as a future benefit. This includes all of the Safety departments in the City as well as focus collision prevention and compliance to Provincial regulations.

Better Public Transportation to the SE.

We need to create and sustain structures and infrastructure to keep the community - including residents who may not have a lot of money or voice - engaged in caring for each other and the city as a whole. That includes the full range of Community & Neighbourhood Services, especially FCSS that leverages such a range of resources to achieve specific, measurable outcomes.

The core ones.

I think emergency services (EMS should be run by The City!!), water services, solid waste and public transit are critical for this city to be great over the long run. Parks are a tremendous public good and provides value to many of us in so many ways that I think will contribute to Calgary's long term success. Roads, well, in my mind, roads/pavement have been closed and had their way for too many years, and in terms of roads maintenance (snow clearing, sanding, etc.) lost touch many years ago, deciding what Calgarians wanted and (with Council's approval) deliver an exceptionally poor product.

People oriented services.

Essential services (water, wastewater, garbage collection, roads), parks and recreation facilities, emergency services.

Clean water, recreation opportunities.

I think we should be wary of diminishing lower profile supportive services (such as research) since the long term results of this background work affects and is important to so many other stakeholders internally and externally. That and great access to information through the new web and great communication. We also as a government need to do what is for the common good, not pandering to special interests.

All those on question 7.

Parks development and Roads.

City infrastructure and up-dating of such.

Excellent Transit, Superior Urban Design, Parks and recreational facilities. We need these to attract talented workers and help with the city's economy.

Any infrastructure/land use planning business unit.

Emergency services (fire/police), disaster recovery EOC, environmental sustainment, and education. Stop building out, more economically viable without sprawl, builders are dictating rather than city planners. Technology to deliver info in timely manner, social networking, use technology that we have. Aging population - access to services and communal type living.

I think the city needs to decide what business it is in first before adding additional services. Maybe we need to pull back and prioritize our resources rather than try to be all things to all people?

See above on services most important.

I think The City has it mostly right in terms of services, it is how we fund and leverage them for success.

Better ways of truly engaging everyone - not just community associations and not just the average Calgarian but the marginalized

Planning/research to anticipate future demographic profile of citizens and their changing needs. Strong sense of community. Inclusion of all citizens, particularly vulnerable groups (e.g. low income, youth, seniors, aboriginal, disabled, etc.). Safety. Clean environment. Vibrant culture (to attract knowledge workers). Transit - particularly important for low income and senior citizens.

Services that broaden the appeal of the City are necessary. Things that would fall in this category are lots of up kept park areas and increased upkeep on boulevards to make the city more desirable to live in, less suburban sprawl sapping resources with their infrastructure, better upkeep on boulevards to increase the beauty of the city. A fee for developers to at least partly cover the cost of services to new suburban developments.

Assistance to homeowners on how to live and conserve energy: advice and assistance in how to practice energy saving habits.

Invest in infrastructure: for example, Wi-Fi network city wide, so that most citizens can have internet access to city services from any where within the City. Use Social Media as a tool so that the Mayor and Council members can get direct & frequent input/feedback from citizens, especially on "hot" issues.

Transportation, public transportation - variety of public transportation options that are both reliable, and scalable for various routes and times of the day, not one solution fits all, be creative, look overseas at what high density countries in Europe have done with their public transit!

All the services we are offering now.

The city grew far beyond it's capabilities during the boom. Police, transportation infrastructure, and city auditing are important. Many cuts that are made are done so without talking to those on the front line who may have ideas about how to save money.

Water Resources / Water Services, Waste & Recycling Services, Roads, Calgary Police Services, Planning, Development & Assessment, Parks, Calgary Fire Department.

Strategic Planning of our communities, roads and transportation around the city. I believe we need better public transportation at lower prices. Also, I would like to see smarter planning for cold weather climates. Often our planning

does not seem aware of our winter driving conditions when they plan. The planning of roads is shockingly poor.

Smart urban planning (self contained communities) and public transportation, it should be just as easy to get around by public transit as it is by car.

Good transit - contributes to quality of life and the economy. When the C-train is delayed in the rush hour it must cost City companies a huge amount of revenue in lost employee time. Planning - essential for the future growth of the City.

Transit, Sky train, Underground, Transportation infrastructure, Developers conform to city planners - too many incentives, Revitalize inner city, Communication with other government levels (i.e. schools).

Roads need to be improved as the city grows, transit needs to be strengthened and encouraged, emergency services need to remain a priority, as well as planning and recreation. Also, good communication for all services provided by the City is a MUST!

Police, Fire, Transit, Roads/Transportation, Water Services and Resources.

Improve after school needs in the low income areas (bowness, applewood, pineridge etc.). Developers should be paying more for infrastructure upfront (they should pay for fire and police stations); rec centres; community association buildings at the start of the development. If not they should be paying bigger development fees so that the municipality can keep up with the growth services.

More sustainable community built forms and improved infrastructure to support them (LRT/BRT networks, complete streets, etc.).

All of the above.

Expanded transit.

Sustainable affordable housing.

Affordable housing, roads, transportation, parks, police, EMS, Fire.

Continued Fire/EMS/Police presence. Road repair/maintenance, snow removal, parks.

Developing public infrastructure that gets ahead of the curve in terms of City growth. Planning communities that are not only sustainable but are easier to service i.e. more complete communities, employment focus spread across the City and not just downtown.

Cultural, environmental incentives, urban growth boundary initiatives, water quality, water conservation, economic development, affordable housing choices, access to parks in all areas.

I believe that the Calgary Police Services, Calgary Fire Department, Public Safety Communications, Water Resources/Water Services, Calgary Transit, and Roads would be mandatory for future and long-term success in our great city. However, I would also like to add Office of Land Servicing and Housing Services to the list of necessary services for future and long-term success. The reason for this is because the Office of Land Servicing & Housing provides key services such as Transit oriented development (TOD) as well as Affordable Housing (AH). These 2 services are key to future success, because they not only help our citizens directly, but they also indirectly reshape our city and the culture that resides here.

Bicycle infrastructure! Better recycling service.

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

Transit. Affordable inner-city housing. Higher density housing. More year round parks/green spaces to encourage community and provide balance for higher density living. Robust communication capabilities (teleworking, online access, social media, transactional- ePayment, eServices). Need more indoor public space for arts, non-profit groups, community groups etc.

More information and knowledge to enable citizen participation in government, more nature, much less reliance on cars, better transit, library services, tasteful and inspired community planning.

Emergency services; police, fire etc. IT is the backbone or foundational piece for solid delivery of all city services. There is a lot of privatization that could be done. The city should move to a more governance model to manage the services that are required, rather than doing the work themselves, i.e. parks management, transportation, waste and recycling, community development etc. Also consolidate/eliminate the multi-channels of similar services e.g. by-laws enforcement, transit policing, parking authority/policing. Should be consolidated into a city sheriffs office. Snow removal, street, sidewalk,

pathway snow removal.

Most of the services we currently have.

Efficient and affordable transit, community planning (not just sprawl). Arts and recreation, fire, EMS, police.

Integrated data (e.g. centralize customer data so that all business units update one customer data area, instead of having multiple databases with the same customer information).

Festivals and arts & culture; better internal employee support & HR services; multi-agency/government group to ensure financial sustainability, libraries, after-school programs; technology, resourcing capabilities for a variety of work structures and citizen accessibility.

Expanded transit. Cutting edge technology.

Much better transit - give the people in the extreme suburbs some hope for a normal life that isn't consumed by commuting; get away from the former Council's love of sprawl and cars and get with the new thinking of green commuting, telecommuting and non-downtown urban satellites.

Total application and data integration across lines of business. Free or inexpensive Wi-Fi and smart communication devices available to all citizens. Seamless Business Intelligence and Self-service access to information available at all levels.

Affordable Housing, Calgary Police, Social Services/Community Neighbourhood Services, Parks, Waste & Recycling.

All of our current services that provide value to the citizens of Calgary.

Better Transit. More Green. Make it easy to be green. Offer incentives for people to renovate their homes for green. Make it policy for new buildings to be built green. Only endorse projects that have green components in their building proposals etc. We also need more affordable housing. There are a lot of hard working individuals in this city who make very little money, but their skills are needed. Low-income housing should also be spread out in the city. Say a few apartments every complex that are specifically low income.

Transportation & Infrastructure.

Calgary Police Service, Calgary Fire, Roads, TI, Transit, Parks, Water Resources/Water Services, Human Resources.

I think there needs to be a concerted and integrated sustainable strategy that really shows we are serious about reducing our consumption. For long term success I think we really need to integrate as opposed to isolate functions. Look for opportunities.

All.

Investment in established communities including infrastructure, public transit, public spaces, historic preservation, parks, arts and culture programming etc.

12. There are many elements in a workplace that allow employees to work at their best. Some examples of these elements include atmosphere, working environment, available tools and resources, among others. From your perspective, what elements are needed to allow employees to provide the best service to citizens? What combinations of these elements really work?

Customer Service - skills and training. Employee education in services The City offers and personal development. Good leadership from the top down. Clarity in City processes and streamlined for efficiency. Communication from top down in City initiatives and ability to complete feedback loop back from bottom to top. Positive team environment. Feedback (positive and constructive) from above about work and recognition for a job well done.

Positive, supportive work environment and office culture. Manageable workload. Opportunities to be creative and innovative.

Support from management, the rest of the city and the community. Technology and training also need to be in place.

Having adequate tools and resources along with the proper facilities in which to work are the most important.

Open communication between management and employees with regards to future plans. Listening to ideas and experience that the works have and implement some of the ideas.

Enough manpower and resources and budget to fulfill their work plans. Do not have this at the moment. Over loading workers with projects/jobs etc. Hours in the day are not enough to do everything well. Extra stress is causing problems in the workplace and on individuals.

Managers committed to helping their employees succeed. Access for all employees who spend time out in the community to tools like blackberries that allow them to feel connected and accessible to City contacts without being tethered to desks.

Clear purpose/goal, knowing what to do in order to achieve the purpose/goal, a simple way of keeping score to know if we are winning/achieving the goal and regular expectation to account (accountability).

I think the current mix work, good stable pay, benefits could improve a bit but spending account helps, pension is great, work environment is what I expect as a civic civil servant (physical) with the general mood of The City being energetic, passionate and engaging.

Moving from offices to cubicles makes it much harder to concentrate. Also many of the matters we deal with are confidential and it is difficult to have a private conversation.

A supportive Council and management team. Good training and employee development. Employee recognition. Core values (HEART). Resources required to do the job.

Great administrative and background support - internally within each Division and globally through IT and Communications, as well as HR. Also, anything that helps people create a better work-life balance sustains joy at work and loyalty. This includes flextime to deal with family emergencies, compressed work weeks, and Telework, alone or in combination.

Work environment, Work-Life Balance, Tools & Resources, Face-to-face and 1:1's with Supervisors/Leaders/Coordinators and Managers.

Social activities tied to work, fitness initiatives and positive feedback on service provided.

There needs to be less micro managing and more trust from Managers. Managers need additional courses and tools available to manage people. The staff need additional training and resources to provide an excellence service.

Need the tools, time, and resources. We also need well-equipped meeting rooms with computers, screens and 'mice' that actually WORK consistently. I often find it difficult to book meeting rooms - especially if I want one with technology in it. I really want the technology because it enables you to reduce paper (agenda on screen) and take 'shared notes' and minutes on the go. This reduces the need to type these up after the meeting and then circulate them around to get any additions or changes - this is all done right in the meeting room as the meeting goes along.

Teleworking. Professional development opportunities. Team's working together instead of competing against each other.

All are important but empowerment of employees to solve problems is key to keeping the workforce engaged.

Environment and Atmosphere: Clean, well maintained offices and depots are key. A simple coat of paint can make employees feel like they matter and haven't been forgotten about. The Civic Art borrowing program is a great option for brightening and changing spaces and people need to make more use of this. Tools and resources: be it IT or equipment, it should be easier for employees to make suggestions about what equipment would help them work better or more efficiently. Open, bright gathering spaces where employees can mingle and exchange ideas are seriously lacking in The City. We underestimate how much progress can be made in a "chat" as opposed to a "meeting".

Important to feel as though you can ask questions and not be a yes man. Work environment is extremely important - physical but also the culture.

Adequate funding to meet community needs, versus responding to the demands of a few community members for reduced taxes (surveys show that many citizens would not be opposed to more taxes). ANY professional development would be nice (need to lifelong learning to adapt to new environments). REAL employee engagement (I can't believe how top-down The City's corporate culture is, compared to some other places I have worked). They don't even include staff with Master's and PhD's in many of the discussions - we are smart people, with a great deal to contribute!

Available tools and resources are very important, as well as respect, both from coworkers and citizens.

Allow the capacity for more telecommuting or telework.

More offices and private spaces. Less open areas.

More earnest program of teleworking, where employees who wish to do this are helped to telework. This would mean positive steps to make the city business units in which they work more amenable to more employees working mainly from home. As a single initiative, a shift to move 20% of city employees into home working would produce enormous savings in demand on other City services AND, in my view, enhance the quality of the lives of the individuals that work from home.

Space and privacy, and quiet areas.

Flexible working hours: allow employees to have a balanced work-life. Teleworking: for the type of work that can be done from home (in IT). Wireless technology: to access City network via mobile/ portable devices.

The City of Calgary must address a corporate solution to manage employee training. Currently Business Units purchase their own Learning Management Systems, administer their own training. DeptID owners must track an employees training on an Excel spreadsheet as there is no link to People Soft. This is so inefficient and wasteful. Secondly, the City must implement a Project Management Policy to ensure minimum standard of project management is followed on every project. The City is a project intensive organization so why wouldn't there be a standard and accountabilities for any and all size projects. Other elements that are required are: quiet space to do thinking work, good lighting, good air circulation, comfortable office space and most importantly, a management team that are positive, encouraging and know how to reward and recognize their staff.

Sufficient space, light, and protection from noise. Quick access to current and correct information is always beneficial.

Fostering strengths in people and not painting everyone with the same brush. People have strengths and weaknesses. If management can manage this the productivity of employees would grow exponentially. Managers tend to act like a secret society and not allow employees to express their own ideas about increasing efficiency and engagement.

Available Tools and Resources. Work Life Balance. Competitive Compensation Package.

Time, knowledge and outcome expectations. Also, we need human resources. Often we are asked to complete tasks with limited human resources and as such it is challenging to do our best work because the stress levels are too high.

Need a fast band up-to-date IT system. Better/quicker internal procedures for the 'internal' services at the City i.e. IT and HR - these services often get overlooked by the budget providers as they are not seen as 'core' services in the public eye yet they help the City to tick along. Reduction of 'red tape' in general!

Work-life balance. Union agreement - not constant individual negotiation. Telework. Allocation of office space. Planning office space, amenities. Performance measures, "techies" being evaluated on non-relevant skills; consistent, timely. Set competencies, continual evaluations, career pathing. Union, expectation of employees. Fitness / wellness, \$200 taxable V why?. Showers (downtown), self-sufficient (\$ pay for yourself). More advanced technologies for developers, others who need it.

I believe we need to encourage a transparent, hassle-free (as much as possible) environment. Streamline processes so that employees understand what the policies and procedures are and strong management to ensure these are being enforced. Flexible work options, training opportunities and wellness benefits are great and should be encouraged/improved.

More messaging from general managers specific to the bus unit, not just generic pats on the back sent to all in the department. Directors to be seen on the floor among the staff.

Many elements, it depends what my role is (e.g. comfortable bright office environment, access to vehicles, etc.) It is important to me to see our front-line operators and maintenance staff have a good operating environment (safe, reliable vehicles and open, comfortable, safe garage environment).

Effective manager, good work environment including the necessary tools & resources to do the job.

Skilled and competent managers, that are willing and able to make decisions are critical to enable staff to deliver services. There is a prevailing attitude that we must do things in certain ways, because that is the way it has always been done. The best managers, take the Policies, guidelines, mission statements, binding agreements, service level agreements, and use their skills and authority to guide how the actual work is done. Understanding that there are fundamental expectations on the corporation to deliver services, there is always a multitude of options on how to best do that. We need to empower managers to make decisions at lower levels, that result in meeting the service delivery targets.

IT, Training, Culture.

A workspace that is conducive to work, not having people piled up upon each other. Sufficient access to the tools and resources needed to do your job that are up-to-date and in-line with best practices.

Office location in close proximity to city hall for efficient work delivery - reduced travel time, transit passes for employees, high quality training programs, to positioning itself as an employer of choice, competitive salaries, performance goals and objectives - equal contribution to work by employees, reasonable office spaces, Information Technology services for efficient and effective processes, PDA's, flexible work options including telecommuting, balanced workload, sufficient staff FTE's to avoid burnout of staff employees.

Elements that are mandatory to allow all employees to work at their best include: great working atmosphere, up to date training and resources, as well as clear direction and guidance from supervisor. All employees need these elements in order to succeed in the city.

Good compensation (pay); high expectations; atmosphere; work environment; sophisticated and progressive leadership.

Trust - professional bureaucracy hired because of our skills and there is too much interference, reports are changed by our leadership and we authored the report and may not agree with the changes, trust us to do our job, citizens tell us what to do not the aldermen. Physical Environment - cubicles are not the right idea for all employees or conducive to our jobs, difficulty as not thought about what job the employee is doing and the difficulty to do job in a cubicle. Supportive Leadership. Equality - within your business unit and have no difference in the amount of money one division receives over another division, change boundaries if that would help equal the budget, this should be based on predictability and the manager, need central vision. Senior Management - have a lot of power without working in the frontline or understanding what is done by frontline staff as they are playing the political game.

1) Reduce bureaucracy. 2) Encourage and enable staff to streamline processes. 3) Act on feedback given to improve processes. 4) Give employees access to professional development; rewards & recognition, career-path. 5) Better and more equitable use of office space (for example, don't let IT costs be a barrier to better use of office space). 6) Leverage enterprise-wide applications in order to improve provisioning for employees (network access, issuance of software, equipment, training) reduce costs. 7) Employee engagement.

Modern communications tools, flexible work options (and managers who trust and get it), respect from Council, less union presence, more pride.

A safe and positive working environment, given opportunities to grow and explore solutions, accommodation made for teleworking, ergonomic environment, working schedules.

We need the right tools for the job. My work is almost exclusively done on a computer. I need a fast response from IT when I am having issues with my machine. Also, the machine needs to be able to handle the memory-intensive programs I am using. Overall, The City offers a great work environment.

Must have a desirable workspace, work-life balance, good benefits. Must be allowed to make suggestions and to improve and change processes when needed. Must have a certain amount of job security and as much future planning as possible.

Technology that works consistently and is reliable. Management that acknowledges employee feedback and communicates why suggestions are not implemented. The right resources for the to allow employees to do their job.

Give us the same tools our customers have and make them standard across the corporation; create new policies and partnerships in the corporation to allow for technological advancement; resource library; training dollars; valuation tool to demonstrate value of CSC services; consistency in pay between union & ME, as well as across the organization i.e. have & have notes Business Units; consistency in corporate rec program across the corporation.

Training, Rewards/Recognition program.

More and better opportunities for flex work, telework, shared work and individual leaves (life at The City is a fishbowl and employees need more balance). Respect and support from Council, rather than criticism in the media. Invest in technology and remaining current with the latest tools, social media and communications applications.

Sense of pride for working at The City for the benefit of all citizens. Engaging environment providing challenging and interesting work. Motivation through engagement and positive feedback. Leading edge tools and technologies, good working conditions and atmosphere.

Delegated authority, culture of respect, high functioning team.

Working environment that supports telework & CWW.

We need a positive work environment where inter departmental collaborations are encouraged and employees get to express their ideas and those ideas are heard.

Positive atmosphere and the ability to efficiently make decisions are probably the most important elements for customer service.

Teamwork. Honesty. Integrity. Respect in the workplace (because that spills out to the citizens). Caring. Compassion. Listening.

The succession planning isn't working. Too many employees are leaving and taking their knowledge and experience with them without passing it on.

Excellent leadership at the section level. A positive work culture with support and training opportunities for staff. An open, non-intimidating work environment; trust between employees and leadership positions. Place value on knowledge, skills and experience of staff members. Allow compressed workweek to be across all departments to make it more fair to employees who cannot participate in the program and to not be a detriment to moving positions within the organization. Foster a focus on proper change-management in order to improve our processes.

We have great people, and a great atmosphere. We have a dream of internal resources and department which if proper used would allow us to achieve great things. We need to be able to carry forward thinking policies through to implementation. We are good at creating policy while slow to incorporate.

Available tools, understanding of the differing business units and their responsibilities.

More internal transparency. Support a culture of public service - not just a job.

13. What are some things you can suggest that would assist you to work at your best most often?

Feedback (positive and constructive) from above about work and recognition for a job well done. Positive work environment. Personal Development.

C6time, money, and gasoline by working from home even 1 or 2 days per week. While I think that I would be less efficient if I worked from home full-time, I think the flexibility of working from home 1 or 2 days per week would increase my efficiency.

See above. My business unit is not supported. Management does not fix things or provide us with the resources to do our job, and we have been vilified in the media by other business units. Owen Tobert doesn't know or care who we are. The best example I can think of is when he sent out a message thanking city departments for the contributions to the Millrise fire. He made a point of thanking police, fire, bylaw and WATERWORKS, but failed to mention the people that took the call and coordinated all those other agencies. When it was pointed out to him, a correction was sent out only to our department. What a slap in the face.

Current lack of space for employees means a shortage of meeting space and lack of opportunities to 'break bread' together. Everyone eats in their own office, which makes it difficult to really bond as a team.

Respect and honesty between all parties involved.

Manageable workload. Enough manpower to do a good job for the Citizens and City Assets are looked after. Growth money to keep up. Parks is only funded at 60%, not 100% of the dollars allotted to maintain their assets. Assets are deteriorating.

Invest in enough workspace that knowledge workers can have offices with doors, so they can work without disruption when needed.

See #12.

None.

An office.

All of the above.

When using Citrix, having the same access to websites that I would if I were working on a computer in a downtown office. Otherwise, I have everything I need. It would be helpful to have Web Trends provide more info about the users of our reports, not just downloads (I have seen this in other organizations).

Work-Life Balance - even though we promote this, there have been several cases where management does not approve this.

Ernest response to safety and equipment concerns.

More training and working together with other business units.

We absolutely need to move to the mobile world - we need wireless across the building and have laptops (or perhaps tablets) that we can bring to meetings and that we can use while waiting long periods of time for our items to come up at Committee. Get rid of desk phones - why do we even need them? Mine is always forwarded to my blackberry. Our area hasn't been renovated yet and the old make shift cubical are inefficient and do not enable a good work or storage space. More telework and the tools to make telework work better need to be put in place. For example, we need meeting rooms with teleconference. These could also be used to reduce travel time to meetings with city employees that are not at the same work location. If I am going to a meeting at Assessment for example, I have to waste half an hour each way in travel time. Wouldn't it be great to have a teleconference meeting instead? The in the name of 'increasing efficiency' a lot of administrative things have been passed down to other employees - some of time this is good and more efficient, however sometimes it is not. For example, I now have a corporate credit card. I don't use it

that often - when I do, I end up spending at least an hour looking up all the instructions on what I need to do with the statement, what codes I need to charge my transactions to, etc. If there was an admin person doing this (who does this every month), I'm sure they could do the same work in 10 minutes.

Teleworking.

I enjoy the RAWW days and flexibility that I get with my job as well as the opportunity to telework.

Direct access to information that is relevant to my work. Our current system involves so many IT systems, with limited user accounts and you end up having to ask multiple people for info and then waiting until they are able to provide it. An information registry would be a great start and then at least you could go to the right person first, but ideally City employees should have access to City information and then just need to ensure the interpretation is correct with the owner group.

Empowerment from management.

More information on what is happening corporately and how our mandate fits with that - very little is passed on regarding BPBC, for example. Also, I'm acting Manager this week but was told that "acting" staff don't get to attend Corporate Management Team meetings - which means that our area goes without the information for a whole quarter. I can't understand that. More clarity of vision regarding what our business model is - the principles we work from, why we provide some services and not others, etc.

Recognition of a good job. Incentives to do a good job. Abolish the union for all professional positions.

Larger work areas if telecommuting not available, resting/napping rooms like other companies have.

Quieter work areas.

Working from home within a Business Unit that has been successfully managed into a culture of home working.

A more private space.

Teleworking: so that work can be done outside of the normal operation hours, in emergency/re-actionary work action or during period of inclement weather condition.

An HR department that has a mandate to administer all corporate training- initiate a corporate Learning Management System; use the competency module in People soft so that positions can be linked to competency profiles.

Strategic Knowledge Management. The City collects lots of data, but its use, management, and storage is haphazard. Multiple people ask the same questions unaware that others have asked. People need to know what information is available, and where it is. This is also going to become more urgent given the aging population.

I would like to be allowed to be involved in the planning of my workload instead of just told what I am doing. More often than not, we have a better idea about what needs to be done and the best way to get it done than the bureaucrats we report to.

N/a.

More staff to help with workload issues.

Flexible work arrangements.

A flexi-time system could be implemented in appropriate departments. This was widespread in municipalities in the UK where I used to work. The City could be a model to other Calgary employers. It is simple to implement. You basically have 'core' hours where everyone is expected to be at the office, say between 9.30 to 11.30 and 1.30 to 3.30. Outside these hours, employees can vary their start and end time on a daily basis. Provided that 70 hours of work has been completed in a two-week period then it is fine - time cannot be carried forward and any time worked over is lost unless authorized for overtime. It would also enable a day off every two weeks for those who want it. It would lead to a better work life balance and also help to ease the commuter rush hour if there is enough take up as everyone won't have to start at 8 and finish at 4:30!

Right technology, training.

Job-sharing, telework, CWW options. Clear guidelines on the policies and procedures and strong management knowledge and enforcement of them across the company (time keeping, vacation tracking, schedules of employees). Training/upgrading/mentoring opportunities are very important for sustainability of the company.

Better management/team meetings. Mix it up. Allow others to chair and build agenda.

Growth management, operational funding support to keep up with growing City and added demands of growth occurring on top of aging infrastructure and the demands on us to ensure safe operation of the existing network.

Have clear understanding of the services that my workplace or work unit provides, and know how to measure the performance against our objectives.

Flexible shifts, RAWW days, work from home days.

I am still very new to the City so have not yet formed an opinion on this.

Programs that help develop and grow our workforce and attract and retain high quality staff and candidates. Employee Wellness programs, Information Technology tools, Administrative Assistant support to optimize \$ and resources. Competitive Holiday/vacation time to attract union employees.

One thing would be for the City to relook at all its Policies and Processes. The City definitely has too much red tape, which in turn inhibits productivity. Most of the tax payers money is used in creating policies that inhibit work and thus leads to even higher taxes. The City should relook at all its processes and streamline processes down, leading to quicker and more efficient work. Allow tax payers to get more for their money.

Sophisticated and progressive leadership (management).

Money for professional development for staff. Individual office instead of a cubicle. Better Employee Assistant Program (EAP) with less stigma when you use it. Flexible hours/Compressed work week - work life balance, though is it is not offered or agreed to as the position might be eliminated, some staff get while others are rejected, closer offices to home or ability to work from home telework. Intranet - need easier way to get information as it is easier to go to Calgary.ca than the Intranet, and need to be user friendly. Supportive Management. Technology - telephone, communication, blackberry, citrix. Internal Contacts - need easier way to find out information from different business units or to find an employee who works for the city. Cross Department Teams - too much silo need more opportunities to share information across the City, aware of other resources that can help our work.

More streamlined access to information specific to the roles. More role-specific orientation. Redundancy in reporting requirements - clearly identify reporting needs in the organization by level.

Flexible work options and less wasteful commuting, more communications tools (including social media), no redundant reporting, and please - a real commitment to healthful food at City cafeterias (the current food services are 1950s and think that adding overpriced yogurts cups is a nod to healthful eating).

Environment control (too warm/too cold), have more informal meeting areas.

Better coffee in the office.

Straightforward and streamlined processes which are well communicated and accessible.

Cathartic opportunities for fun that are supported by the Business Unit (funding & time); recognize staff the way they want to be recognized; employee gym or more accessible workout amenities; balance between meeting expectations of being a leader and project support, and time to lead, mentor and coach; administrative support; more transparent HR process; iPhones, iPads, ability to download what citizens can download; make the choice what we want to model and be consistent for staff; social club; respect life schedules not just work schedule; empower staff to help them make their career decisions.

I hate to say this but there are some employees in the organization that are not exactly pulling their weight. They have been employed at the city for a long time and have become so comfortable with their job duties that they are not taking the initiatives to go a step further. They don't accept change very well and some of them can't even do their job properly. They have been getting by as they are protected by union rules. Dealing with employees like that is an impediment to getting my work done. We need to either provide these workers with some training and some sort of a review of their services so they can feel motivated to provide exceptional services.

Many fewer layers of reporting (and report generation); less catering to the negative media; more intuitive systems and processes; more connection with the Mayor and Council.

Engaging environment providing challenging and interesting work.

Delegated authority, less administrative processes (forms, business process reviews, dashboard updates, learning opportunities) OR better...plan time for these in individual work plans because these things add value. More time off (work-life balance). 3 weeks is not enough! It takes too long to get the 4th week off. Many of my peers have much more time.

Less bureaucracy.

Too new of an employee to suggest anything at this time.

Positive atmosphere and the ability to efficiently make decisions through co-operation amongst business units, departments and Council.

Air Quality Testing. If everyone were on the same page with NO SCENTS!

Recognition of municipal experience/years of service at The City. People walk in off the street and start at job at the same rate of pay with no municipal experience. It is not acknowledged or recognized.

Generally, more up-to-date and better technology, as well as access to it. Fewer meetings for the sake of meeting (weekly, monthly, daily)...instead have meetings when issues arise or when an agenda can be populated with items. Have less of a focus on the measurement of arcane statistics. Kill the performance-metrics buzzword, it's so 1990. Allow staff with experience to work on projects without automatically hiring a consulting firm who is not familiar with the work and processes.

I think there is too much empire building and silo construction. We also seem to advance like-minded individuals which support current thinking. Properly place, strategic discussion that question and work for a solutions would be need to allow individual employees to excel in the offering of ideas. We need more cross department teams. We typically are buried under the corporate structure which neuters innovation as different risk profiles remove ideas.

Clearer understanding of the City processes.

Less administrative downloading on to staff. We have too much bureaucratic busywork - forms for driving a City vehicle, unnecessary safety audits, time tracking, expense reports.

14. What are some examples of positive efforts already being made to make the Business Unit or Department where you work more efficient, effective and productive?

Currently survey going on to determine communication strategy for UEP. Great team structure. Hiring enough staff to manage workload.

Flexible work options are available.

None come to mind.

We are evaluating all of our processes and technological needs to create the most effective and efficient overall system that we can manage with the resources at our disposal.

I think that we as works know that the work we do does make a difference and that it will have an impact going forward.

We were efficient and productive, but budget cuts have strained us to not be anymore.

Staff who work in community, in some work teams do carry blackberries. Staff who are knowledge workers, in some areas do have offices with doors. Organizing fun activities like pot-luck lunches creates an atmosphere where people like to be.

We are discussing some of the concepts with the 5 strategies and in #12.

We watch every dollar that we spend and are constantly looking at ways to save money.

There are many positive efforts in my business unit and department. We have a Strengthening the Workplace initiative. UEP has an employee development day. Employee recognition is encouraged.

We are undergoing a substantial process improvement program which looks at ways we can be more efficient, track our progress, reduce time for development drawing reviews, etc.

Cross-divisional collaboration (enabling best skill fit), Telework, compressed workweeks, accessible managers. The issues lie further up the food chain.

In Water Services, there is a huge push on work-life balance. We are fortunate to work for such a group where there is an understanding - and support! - for longer work days to accommodate staff's CWW requests. This has shown an increase in staff morale, engagement, and commitment to complete goals and objectives.

Lately there is effort to provide resources to make the work atmosphere less top down. Group activities would help bind our unit. Need less division between workers and management.

At this time it is not a positive atmosphere. Not working well.

We have lots of flexible work options and some members telecommute a day a week. We are also using SharePoint to collaborate. In addition, we do work planning sessions which are very helpful in making sure everyone is working to the same objectives.

Our department-focused approach to communications enables us to provide better service with fewer resources.

Business Planning to forecast future growth and needs as well as work on sustainable funding. One-time grants (such as the additional 42M in this years budget) while appear to be good news are non-sustainable in the long run.

Flexible working options and Citrix (although expensive for some reason) are widely used and are a great help for employees. We use suggestion forms for employees to submit ideas to the Director.

Flexible work schedules.

Flexible work hours are very helpful in accommodating child/elder care responsibilities. In return, employees are happy to work unpaid overtime when required to ensure deadlines are met. Web site improvements - more customer friendly. Improvements in reporting on our services/activities and performance measurement.

ATLAS points are a great recognition tool for someone helping out someone else.

We're now in a newer building. Have access to an on site gym. Larger computer monitors & newer computers.

Newer building with toxic free environment. Gym in building. Desks backing onto large windows.

Flexible work hours: a half-way house solution to allay the rigors of the daily commute.

On the most part the above, but could be better.

Flexible working hours, compressed work week, teleworking are all positive working conditions that encourage efficiency and productivity.

The Corporate Project Management Centre finally has a designated facilitation boardroom; generally a quiet space to do thinking work.

Examination of our fleet to see if we can make it more efficient and effective.

My business unit spends a lot of time asking for opinions but little time acting on them. If we can move more towards embracing employee ideas efficiency and engagement would improve.

Technology projects. Process improvement. Training opportunities.

More meeting time with supervisor.

E-service initiatives.

We introduced project time tracking software in the department which saved \$1m in two years. We constantly review and streamline our office procedures to try and become more efficient.

Business process redesign. Support training.

CWW options and training opportunities have been made available. We have implemented a time-keeping software in our department to help track our cost recovery of projects and this has saved us over 1 million dollars over the last 2 years. We are also constantly streamlining our department's policies and procedures.

Merge of infrastructure services with land info & mapping. Now they need to merge businesses and reduce # of managers/supervisors.

Business planning, introduction of mobile devices, purchase of new vehicles (rather than stretching old vehicles past their limits), use of consultants on an on-call basis, etc.

Dual monitors, bigger monitors, comfortable work environment, encouraging managers.

TCA. If we as a corporation better understand what we own, where it is, and what is the condition of the assets, and then build the "depreciation" expenses into our operating budgets, we will move closer to long term sustainable approach to managing the assets we use to deliver our services.

Team work, RAWW days, flexible shifts.

I am still very new to the City so have not yet formed an opinion on this.

Human Resources Leadership Program, diversified revenue streams, HR programs that attract high quality staff, reasonable office consideration, information technology solutions, reduced red tape/process reviews, knowledgeable senior staff.

We try to send all employees to training that they need, while also equipping them with equipment they would help them in achieving their goals. Some business units have problems achieve even these basic elements.

Empowerment, attractive work environment, good compensation(pay).

No positive efforts that can be seen by our group as we see the city staying the core and no budget capacity or commitment to provide positive efforts in our business unit, leadership are not supportive. We are paid well for services we provide.

Flexible work options, telework. Employee engagement activities. Business process redesign. More communication tools to improve remote working environments. Wellness Fair, Health promotion clinics, blood drives.

They are trying to recognize flexible work options, but trust is the issue. There is respect for employees and support for coping being in the stressful "fishbowl" that is City Hall.

CT has always been run on a tight budget, with no frills for employees or customers. This model may have worked in the past, but it is really hurting us (employees and customers) now as we try and recover from the deficit that has been accumulating over the years. The back-end staff are spread thin and Council has not been willing to provide money for infrastructure and vehicle upgrades/replacements.

Flexible work options (e.g. compressed work weeks, telework). Efforts to engage staff (rewards and recognition, various employee engagement events). Implementation of industry best practices.

Town halls & budget discussions - being asked for our opinion. Corporate employee recognition program. Pursuing innovation w/resource support i.e. web, marketing, internal communications, social media, strategic communication planning etc.

Ergonomics program. Training. Regular division meetings.

There is more engagement of employees in decision-making and business planning.

This conversation, communications from management, employee engagement surveys and following up on feedback.

Learning opportunities, high functioning teams, recognition.

Flexible work hours (within reason).

Positive atmosphere and good leadership by our team coordinator.

Air Quality Testing. Possible discipline for those who have been told not to wear smells and continue to do so.

I think that this engagement of staff and citizens for this budget exercise is new and different and could result in real savings and improvements. Our monthly staff meeting was cut back to every other month to save the waste of productive time that it was using. The fitness subsidy and center is a valuable and appreciated program. The benefits are many and the ROI is huge. A healthy, stress-free employee works harder and does a better job. Absence costs go way down. All City work locations should offer fitness opportunities.

We are forcing ourselves to create more project teams. This should avoid the last minute crisis that often people face when items were properly forecast.

Monthly meetings introducing other business units and how they affect us and what services they offer us to better complete our work.

Ability to telework.

15. You are someone who provides some form of City services to citizens and/or staff every day. You are the expert in this field and you very likely have great ideas on how City services can be provided to Calgarians in a more effective way. Please provide all the examples you can think of. This can include ideas for cost cutting, efficiency and/or change.

Improve internal communication throughout The City - often hear of things on the news before at work. Streamline processes to cut through red tape. Clarity around processes - everyone you talk to has a different way to do things (especially when working with supply).

For the most part, City business units (and divisions within them) work in silos. Many projects/programs (large or small) could be much more efficient if there was more support for cross-BU partnerships. Examples like the recent Plan It process are a step forward, but not all partnerships have to be that big. Whenever more than one business unit is working on the same issue (e.g. older adult housing issues in CNS and LUPP), we should be encouraged to explore whether a cross-BU partnership would be effective and efficient.

Place lighting and other fixtures on sensors, green/garden roofs, offer online training rather than all in-class, sell capital

assets to other markets at the end of their lifespan. Justify salaries--rumor has it that PSC paid their managers a minimum 5% bonus regardless of performance last year. What the heck for?! Make it count. If people are ineffective, find a new place for them even if that means no longer working for the City. Because the bulk of cost for some departments are staffing, figure out how people can do more with less so that redundant positions can be eliminated. Why does a question have to go through 20 people to get an answer? The bureaucracy wastes everyone's time.

We need to identify ways in which the internal facing service providers can work across business units more effectively. This will naturally translate into savings for the citizens, if we can do it well.

Bring Safety and training into one department and manage it as one. This will help with consistency in the group instead of have individual department with their own field trainers. Monitor contract work vs. employee work and see if savings are happening.

Resources to reflect our assets. We are a huge City now and we have less employees than we have in the past. We are not keeping up with the growth.

Beef up IT resources so that when work processes depend on technical tools (like FSII reporting for FCSS agencies) the tools work smoothly and consistently.

Employ the 5 strategies - some ideas: move to Requests for Results vs. Requests for Capital/Budget, Budget for Results (aka 0 based), decouple steering from rowing-empowerment, subject services (save compliers i.e. police) to quality choice and competition, move to consequences for performance (+/-) vs. pay for performance, define quality concrete measure to ensure those results most important to citizens are being delivered (i.e. crime stats) and account for them frequently so as to allow for "course corrections" and/or changes in results/priorities.

Get out of the social services business - that is The Province's responsibility; the Office of the Environment is a tremendous waste of resources and should be closed (\$6-\$10 million); many services that Corporate Properties & Buildings should be privatized/contracted out; I really believe that The City should have a limited role in Recreation, using tools to ensure access but should look at agreements with community partners to run the existing facilities (like the regional rec centres).

We are extremely efficient already. We have reduced lots of paper over the past several years. We have made our processes transparent. We are always looking for ways that we can increase our efficiency.

Generally I believe City staff are for the most part hard working and customer service oriented. However, we can get bogged down in process and procedure, which makes us less efficient in some areas. I believe that some services should be partially contracted out to the private sector to benchmark current services and lead to continual improvement and cost effectiveness.

Concurrent engineering, concurrent reviews for development drawing reviews, electronic submissions and electronic drawing mark-up.

I provide research that helps other stakeholders do their own work so it isn't atypical' service. Nothing more than what is already done in my area - limited printing of publications, web-based reports, tracking use of reports via Web Trends.

When wanting to change or re-do processes, fix the root-cause of the issue. This may be easier said than done, but by fixing the root-cause, you eliminate the source of the problem and will provide the ideal solution (and not band-aid or make-work solutions!). Funding is often necessary when making a change - a change in either a process, system, or job. In order to make process changes, the appropriate funding needs to be in place. An alternative is to put funding on the staff's training and development to build in-house capacity and capability. When we spend for staff, the return would be several-fold and will ultimately bring costs down (rather than outsourcing).

Workers should be given more voice in choices of equipment. I have seen trucks chosen for waste management that have not been properly field-tested. The current black bins are not designed for side load trucks. They often fall into the truck. Proper testing in different field conditions would have led to a different choice in bins. Currently there is such a push to move into mechanization that it is difficult to adapt to the change. Some people (citizens) are resisting the change. Others don't know or care how to use the new bins. More effort needs to be spent in communication of how to properly use bins and why it is important to cooperate in the initiative. I have voiced on deaf ears the frustration of being the chief source of information and enforcement during this time of change (i.e. all front line workers).

I don't believe that there needs to be four area managers looking after 28 staff. I believe that area managers could look after a South/North office.

I've listed some of these above. One other 'big idea' is to have the 311 data base available to all city staff (and possibly the public) on the intranet. At another City that I worked at, any employee could access the 311 database. It ended up being a great way to figure out who was working on what as key contacts for various projects are usually listed.

Get rid of the chargebacks in IT and Corp Marketing and Communications. Outsource services like Creative and IT

support. Combine the divisions CWS, NMP, Social Media, Internal, and anyone else who does web communications into one division called web communications. Decentralize all the day-to-day communications work so departments don't rely on hordes of people to get things done. Offer city services online, especially 3-1-1. Allow Business Units to manage their own service requests. Create sustainment plans for our major projects (in CSC) so we aren't constantly redoing projects year after year - and the solution is most often throw more resources at it. CSC should start work based on business needs, not from what's out there, what's highly visible, what showcases the Business Unit.

2 - N/A.

Every single City service should be accessible via internet or mobile apps. Citizens and Businesses should be able to complete either a full process (i.e. permit application), or at least up to the penultimate step online if they choose to do so. No one should have to make multiple trips to access a City service and they shouldn't need to provide the same information over and over again to The City. The entire reporting to Committee and Council process is an efficiency and money drain. SharePoint should be leveraged to track all report printing and approvals and the timescales could be cut drastically, not to mention stopping the massive printing impact and expense.

Every work group is a silo and there are many times that you find out through the grape vine that someone else somewhere else has already done what you are doing or is reinventing your wheel. Need more communication across the corporation.

Please see my answers to question 4, in addition to the following: More cross-departmental planning and service provision (e.g. the Centre City Integrated Action Team is a best practice for interdepartmental collaboration.). A better link between research/evaluation of citizen needs and programs actually provided would mean more effective targeting of limited public funds. More evidence based versus politically expedient decision-making based on the input of vocal minorities.

Recycle bins are (from what I've seen) very rarely filled every week. A every second week pick-up would most likely suffice and be 1/2 the cost. Assessment uses professional employees to answer their call centre. For the busy times of year especially instead of using these professionals, temporary employees could be hired to answer the phones allowing the professionals to work on other stuff in their workload. Instead of paying the professionals \$30-50/hour to answer phones they could be working on other responsibilities, and a temporary employee paid significantly less could answer the phones.

More staffing is needed in the departments that generate the money required to fund city services. Some departments provide perks such as coffee daily, which is a cost that could be cut. If a building has a leaking roof, why not replace the roof than constantly hiring people to patch and repatch the leaks. Perhaps use hybrid fleet cars to cut down the cost of gas.

More staff to departments that bring money in. Less management and more front line workers.

See answer to question 12 above.

Support staff to care for the day to day duties, such as sales validation, supps, etc. This would alleviate the assessor to focus on the bigger picture and less micro-managing.

The organization structure at the City is "top-heavy". There are too many layers of administration/management on the top and too few people at the bottom layer who are doing the productive work. The ratio of management versus "working" staff is not right in many divisions, business units - IT included. There are too many "manager/supervisors" who don't know or don't understand the real/technical aspect of the line of work so they only "manage people and budget". They then rely on others "team leads" to manage the work plan. Do we really need to pay people hundreds of thousands dollars a year just to take attendance and "controlling" the budget, i.e. performance review and passing information from the top down?

Approve the proposed Project Management Policy and get serious about "project management" as a professional designation, with standard processes and tools, and hold the Sponsor accountable for projects; identify a corporate project management software tool that is tied to people soft for project budget tracking (right now project budgets are tracked in Excel spreadsheets and are not linked to People Soft); stage-gate the project approval process for medium and large scale projects so that there is a consistency of project documentation; enforce Portfolio and Program Planning standards so that every project is linked to a program and not an orphan or rogue; this applied to both capital and non-capital projects.

The City has too many vehicles. Business Units need to better monitor usage, and cut where surplus vehicles exist. Sharing of vehicles within and among business units needs to be encouraged especially when seasonality comes into play.

There are many answers to this question and I would be here all day if I were to comment on everything.

I would like to see IT projects that are more creative. Often what I see from our IT department is functional output with

lacking imagination. Why?

City departments all work for the 'same team'. I find it hard to comprehend why some departments e.g. IT, overcharge for equipment and service provision. Reduce the need to use contractors by putting the money into hiring more permanent staff - it is much cheaper in the long run!

Searchable database of lessons learned. Business process redefine for finance.

I believe it would be more fiscally responsible to hire more employees, rather than to pay the high amounts that we presently do for contract services.

Mayor doesn't need additional \$1M to review list of efficiencies that employees already submitted. You mention above in item 15 that we are the experts in this field. The efficiencies list should be reviewed by the GM's and admin staff. Council should have confidence in the administration to provide council with sound advice. That is the role of the GM's and Admin and they are very well paid. If Council has no confidence in them, then I would recommend getting rid of the GM level within the organization and make the Directors (32 of them) be accountable (that is why we have the performance measurement for pay).

I do this day to day through current reporting structure.

I see a lot of movement/relocation and subsequent location customization to deal with this - seems unnecessary and excessive expense to me.

Now that TCA is helping us to understand what we have and where it is, lets get a better understanding of the maintenance costs and the condition of assets. Then combine this information together with the vast amount of data that we already have, to help make better decisions on when to "lifecycle" or replace assets, and when to remove assets as there is no longer a need to have them in the location. An example would be to use census data to better manage playgrounds. If we establish that we must have a minimum level of children under 14 years of within 800 meters of a playground, perhaps we would find several playgrounds that exist in areas where the minimum requirements are not being met. This might help reduce playground costs as we no longer lifecycle the equipment, and reduce our maintenance spending and let the playground be "re-tired" at the point it has a condition below acceptable standards. This could be applied to many other asset types such as baseball diamonds and such. In the matter of fleet services, we have become an entity that "custom fits" so many vehicles, that we have driven the cost of our acquiring and maintaining many of our light fleet. An example would be a pickup truck that gets a special type of tool box, a special type of box rails and other "custom" items added, that significantly increase the costs, and extend the time that it takes to "commission" the vehicle and get it ready for service. This means we pay the supplier of the basic vehicle several weeks or months in advance of actually using the vehicle, and keep the unit in our possession while we work on all of the customizations. This means we pay for a vehicle for long periods of time before we ever use it. Have a much shortened and simpler set of criteria for the Business Units to order their light fleet units. Also start to really look at the plug-in hybrid technology for light fleet. As we rarely would see a light fleet unit go more than the estimated 60-70 KM's before needing to be plugged back in, we could significantly reduce our dependence on fuel. This also could result in a huge potential for use of ENAMX wind power, and solar power to "energize" a significant portion of our fleet.

Align service departments to public facing areas for better service costing.

I am still very new to the City so have not yet formed an opinion on this.

Union requirements create challenges with efficiency and cost control.

The City should take back Enmax under it's services, and charge lower but reasonable rates. This in turn will allow the city to collect revenue to run other city services, leading to lower taxes. Also the should definitely look at streamlining it's processes and policies there is way too much red tape, leading to inefficient processes and a waste of tax payers money.

Less Communications & Corporate messaging staff.

Good idea to work in one central space but not in cubicles. General Manager uncertain of direction of our business unit and undermines our work. Union blocks us from letting go of difficult employees and managers put off firing and transfer's the employee to another manager to deal with. Police budget - they threaten citizens and other business units if their budget gets cut, they need to cut like other business units, departments treated differently not fair, move to prevention and with more agencies, not need four police officers at non peak time need to distribute resources more strategically. Have and have not's in different inequality, i.e. coffee at meetings for other business units. Top heavy in management - too many management staff and creates inconsistency with core services, creates weakness with services, i.e. one manager supervising only 20 people. Social return on Investment - survey/research done to see how it works in other governments and municipalities.

Better use of technology and existing databases to populate most of the hundreds of forms The City uses today. Forms should be integrated into a common database. Eliminate as many forms as possible; initiate a project to streamline

form and transaction process for staff. Accountability for departmental spending (demonstrate return on investment; more checks and balances).

Much less union presence and influence; more creative work scheduling; grant more self funded leaves; careful thought by Council when they order reports that require enormous internal resources; less catering to the negative and reputation-damaging media; more digital online access for citizens; more and aggressive social media to counter and pre-empt the biased traditional media; thoughtful but deliberate transition of full-retirement-eligible employees (the 85 factor cohort) out of the corporation.

We need to look at the double costing of licensing of desktop computers or laptops, purchased by the city of Calgary, comes with a licensed operating system and software. The city removes all of this and then reinstalls it's own version. When computers are decommissioned and sent to be sold to the public in the recycling program, the reverse takes place. The city invests good money and tools, so that this should not take place. At an estimation of 6500 desktop users in the CoC, with a life cycle expectancy of 3 years this practice is happening to more then 2100 computers annually.

Cost cutting and "efficiencies" will cost more. I truly believe CT needs more money to be able to run efficiently. It is not efficient when buses and trains are breaking down while in service and customers are left waiting for a bus that never comes. That customer may never ride transit again.

Have a business centre where conferences/meetings/training sessions can be held. Spend a lot of money on hotels.

Possibly moving more desktop applications to Citrix (makes the application easier to maintain, and also allows desktops to be more uniform).

Intake process w/clients; one window in - consistency to process; stop trying to make everything perfect; don't be afraid to make decisions; keep things in perspective i.e. media.

More smartphone apps. Consolidate information into a single portal. Self-serve applications for citizens, so they can input their own information. Will reduce line-ups for permits, etc. Provide open info to citizens about which restaurants have health violations.

Don't simply target internal services for budget restraint - there are efficiency opportunities to be gained in ALL departments, the leaders just need the incentive to I.D. those opportunities.

Simplifying IT processes and procedures. Where possible, replace external, expensive training with in-house developed courses. Limit conferences to minimum. Reduce IT Dynamics from a full day to a half-day event. Further reduce contractor's costs - only hire contractors accredited by a trustworthy consulting organization with permanent ties with The City. Reduce energy use by enabling the "wake-on-network" on desktop workstations or replacing them with cost effective, energy efficient laptops. Reduce cost of licensing by providing most applications on a subscription base via Citrix and/or on a pool of dedicated, remote-access enabled workstations that could be booked like other resources. Use open source apps, etc. Replace Exchange email with Google email? Move all IT out of downtown area. Integrate Help Desk with other call centres, like 311 etc.

In Housing, most of the funding comes from the Province. This is not a sustainable nor predictable source of funding. It is therefore challenging to plan strategically. Dedicated municipal funding would help, especially with funding on-going programs like Secondary Suite Grants, and to undertake pre-development activities like land use re-designations so that the City can be prepared for Provincial RFPs. I think that the 1% Art policy should be revisited. A large pool of funding (from my understanding) has resulted. While art is important, there are higher priority services that need funding, like Recreation and housing. How about a 1% Housing Policy? Fiscal imbalance is obviously a challenge for municipalities, so while cost cutting is important into the short-term, Council needs strong advocacy to the provincial/federal governments to fix the fiscal imbalance for the long-term. We need to continue offering existing services, but weave new trends into them that improve the services and make Calgary an attractive city (new urbanism, Richard Florida's ideas, environmental stewardship, TBL, etc.). A strong economy supports our City just as, or more than property taxes do!

IT costs - I don't understand why you would need to call IT to change the location of your PC with an added cost. Cross business unit collaboration.

Work to develop methods and process to eliminate unnecessary repetitive work.

Efficiency and speed of decision-making should be maintained and continually improved upon to serve Calgarians.

In the 911 call center, how about we get better computers, instead of wasting money on monitor arms and "alarm poles"?

Cut down on middle management. Not enough worker bees and too much management.

Try this: Pick up household garbage and recycling on alternating weeks such as I've heard the City of Edmonton does.

Labour and fuel costs alone would make this attractive. In my case, even with heavy recycling, I only need to put out the blue cart once every three weeks. For 311, require the Business Unit to respond to the citizen after the call was made and the case looked at. The lack of resolution on calls I've made is very frustrating. It used to be followed up on by the Business Unit prior to the 311 system. The 311 operators cannot possibly know enough about every possible complaint type or question to give the citizen a good experience. Structure fewer meetings. Allow employees to take courses related to their position - this saves costly errors and time, ensures good, clean data. Allow employees to be involved in process reviews - use the skills and knowledge on hand rather than expensive consultants who often leave a less than satisfactory result. The IT Business Unit creates too much red tape when sections want equipment/software. This is not supportive of the operations of the business units, but rather a control grab.

Through our land sales we commit purchasers to architectural controls as part of our purchase and sales agreement. Our perspectives facilitate the bylaw, guidelines design and development of our purchasers based on our skill set. It would be great if we could incorporate the approving authority into this review to eliminate anxiety by purchasers about the two separate processes. We need to eliminate the multiple layers of review for documents. While I understand the need for council viewed documents to be reviewed, when more than 5 people are editing it certainly slows down the process.

I believe my area is reasonably efficient. In my area right now the simple fact is there is a greater citizen demand for services than can be provided.

16. What are some things The City can be doing right now that will provide for a better City in the future? How do we transform the way we do basic business and governance so that the work we do benefits and sustains future generations?

Better long term planning (why isn't transit built into areas as new areas are built? Why are we always adding amenities after the fact?).

Start preparing for the aging population. Be proactive and show leadership in transforming Calgary into an age-friendly city. Some examples: Improve transit accessibility to all areas of the city and at off-peak hours. Plan or redevelop communities to ensure a diverse mix of housing types, which will allow older residents to remain in their communities even if taxes become too high or home maintenance becomes unmanageable. Plan more parks for adults and older adults, more of whom will be living in apartments, townhouses, etc. Prioritize pathways, outdoor exercise equipment, off-leash areas for dog walking, and natural green space over so many public areas geared toward children. Plan for more recreation programs that promote healthy aging, and that are adaptable for people with chronic illnesses or who have mobility challenges. Explore creative ways to transform established communities (designed for young families) into areas where seniors can age successfully. Allow more secondary suites in single detached houses, allow for seniors' housing and/or activity centres on secondary school sites, etc.

Blue bin program.

We need to evaluate our current system of planning at the business unit level. For instance, I started asking for the budget process in the summer of 2010, since I knew that our business unit would require at least a year of planning to provide numbers to the budget that had been well-researched and documented. I was told that the process would not be available until March 2011, which is far too late.

Continue Education and programs.

Continue to drive to specific, measurable results for community services, based on best and promising practices for delivery.

See #15.

Regional planning is critical and while we are doing it, I don't think we are devoting enough attention to it. Secondly, we need to transform by performing core services and stop the scope creep that is so evident throughout the organization, e.g. does Fire need to provide community safety classes, services, advice? Why does The City have 3 or 4 different entities that issue permits, enforce bylaws, including Fire and Police? Couldn't we centralize some of these activities?

Look at what the municipal government can do to end poverty and homelessness.

We can engage key stakeholders. We can develop long term plans, including allocation of capital budgets.

Allow all business units to review construction drawings at the same time

Shift from such an overt focus on command and control (police, bylaw) and realize that to be sustainable, a city needs to focus on prevention (e.g., FCSS) to be inclusive in an increasingly diverse city. We also need to measure what we do using real research, not top-of-mind polls and ill-conceived dialogues.

Get to the root-cause of issues! Stop band-aid and make-work solutions!

Assess needs for transportation and recreation before they are required, not as they are required.

We need to be engaging the baby boomer age and youth of the future. They need to be involved with how our city needs to look to be sustainable.

I think the webwave initiative was a good idea, but without sustainment will become outdated within a year. Why do we staff maintaining a YouTube channel no one watches? Why do we have a full-time writer for a blog that gets 1% of the visits calgary.ca has? Why are we reprinting stickers and brochures when citizens have asked for this info to be made online? Take some resources from Creative, and all those 'nice-to-have social' media people, and have them focus first on our primary communications tool, calgary.ca and myCity.

The city needs to think of sustainability and move away from one-time grants to long term funding solutions.

We have to get better at quantifying work as projects, which should be evaluated and documented for future review. We constantly hear that "we tried that, and this happened", but try to find a piece of information that quantifies what was tried or done and the result - good luck. Again, this needs to be a central, searchable registry.

Engagement with the public - everyone not just those who are willing to automatically be engaged. The single mom who is working three jobs just to keep a roof over her head, the abused immigrant who doesn't speak enough English to grocery shop, etc.

Better/more information to the taxpayer on what services we provide (the Budget Kit book must have been done in a hurry by city staff, because it was not very comprehensive or accurate). Better information to the public and decision makers on what various levels of service cost, and the cost of not providing them. More intergovernmental cooperation, and cooperation with community organizations. Development of adequate sustainable funding sources for The City. A less piecemeal approach to projects, e.g. the Convention Centre a few years back was a classic example, we lowball the cost estimates to get Council approval, then have to keep adding on cost overruns.

Improving the city to enhance its appeal to people potentially moving here. The Peace Bridge, and river path upgrades fall into this category and also could potentially help tourism to the city. Encouraging recycling through the blue bin program.

Adopt greener business practices, i.e. double sided printing become a default on all city printers, more electronic communication and less printing, using hybrid fleet cars.

Control spending, make sure projects are needed.

Disperse the workforce into working remotely. This requires the way in which a Business Unit works AS A WHOLE to be trained into a different work culture, one that is entirely conducive to a large percentage of its workforce working from home.

Cutting the red tape, this should be a defined city policy, and not just speak.

Review the organization, structure of the staff. Reduce middle management levels. Empower the front-line workers to be more efficient and accountable for their work. Promotion or assignment should be done on open competition, not just appointment based on good relationship with upper management staff. Consolidate Data from various department/business unit into a unified Corporate Data; provide easy access to Employees (to do their work) and Citizens as needed. Enforce the principle and guidelines established by the Enterprise Architecture to safe-guard the City infrastructure. Remove duplicated applications or systems to reduce license and maintenance costs.

We have an excellent Office of Sustainability that needs more resources - for some reason the Environmental Safety Management BU is constantly in a state of disarray. Mandate collaboration among Business Units and identify incentives for greater collaboration - too often managers use the 'silo excuse'. Identify a more strategic approach to the services that are essential for seniors (older adults) as there is an impending population explosion with this group - initiate a Business Unit within the City responsible for this demographic so that there are initiatives for self-generating funds as well as services funded by the mill rate.

Get moving on implementing Plan It Calgary ideas. Transit Oriented Development will lead to a primary transit network, leading to higher ridership and less vehicles on the road network.

N/a.

Creativity is needed. City staff seem to be devoid of creativity and if they have it senior management removes it.

New business planning process which involves the citizens' input.

The City should get tough with developers and require new development to provide the necessary community facilities and public transport at cost to the developer and not the city (or give money in lieu for a community infrastructure fund). There are numerous examples in Europe where public transit is provided before a community is finished as it also provides transit for workers who are building the place to get there. Infrastructure needs to be in place before residents move in to a new area.

Disaster preparation. EOC. More funding for IT depending on Business Units demands. Review of compensation. New service model. Need new FTs. Every position is an L.T. Succession management. Increase base pay-developers.

Encouragement of public transportation, family and personal wellness. We need to ensure that management is transparent and providing good examples to employees. Excellent support from management is essential to the success of a Business Unit.

Bolster Transit services and roadway infrastructure.

Stop investing in interchanges. Put money into LRT or bus lines. Put two levels at key LRT station parking lots and make it more convenient for people to park at stations. Reserved parking at LRT stations is two tiered system (those that can pay and those that can't even though both groups need and want to use LRT to get to where they want to go). DBA should put in 1% levy on developers to go into trust fund for low cost housing (including seniors). To be managed by The City of Calgary, using land we already own (clean up brownsites to advance the inventory). Clean up brownsites (money upfront) and sell off the lands. No reason for the city of Calgary to sit on unuseable land, get out of the land inventory business.

Invest in operation of existing services in established communities. Stop the investment in the expressway network of interchanges and ring roads that defeat the intent of Smart Growth. Maintain funding of City services, including public transportation.

Use the data we are collecting through TCA to better understand the capital costs and the depreciation costs of our asset base. The faster we move the considering depreciation as part of our monthly operating costs, and build our budgets to have sufficient funding to support the depreciation, we ultimately build in a long term sustainability factor into the corporation, i.e. if I have a budget line item for \$1,000.00 per month to cover the depreciation on a playground, in 15 years when my existing playground is fully depreciated, and most likely ready to be replaced, then we have already built into the budget, the funding to cover the cost of putting in the new playground.

I am still very new to the City so have not yet formed an opinion on this.

Work through a triple bottom line assessment in all that we do. Do not always make decisions about the cheapest price today. Think about long term operating costs vs. initial capital costs. Try to find alternative funding that is not based upon regressive tax. Work with the Province and the Federal government towards achieving a seat at the government table.

I think we should focus on creating a safe and stable city first. Before we focus on expanding Calgary. The reason for this is that by expanding too fast, Calgary may lack the necessary employees/services to effectively run the city. Leading to out of control situations, such as people not receiving enough snow shoveling services like last year.

Reallocate portion of Roads capital budget to improving bicycle and mass transit infrastructure; make developers of new areas pay the full (unsubsidized) cost of developing those areas.

Integration of services - transportation, fire, police, by law, one store front for all city services. More central location for CNS - integrated offices of all services provided to assist diverse population, having subject matter experts available to discuss issues, and have access availability. Too much independence - need reason for each position and prioritized for citizens so where you live you get identical services. Deal with aging communities - how deal with four and five generations within departments, different needs of the different ages among staff. Trust - management needs to trust employees.

More empowerment for decision making at the subject matter expert level. More support for creative or out-of-the-box solutions. Less worry about optics and more focus on results.

Invest in technology to let us provide better internal and citizen-facing services. We need more progressive IT policies and practices, more communications channels.

Proper and responsible budgeting, run on a 1-year budget vs. 2-year budget. This is separate from the 3 years business plan. The budget should be zero based budgeting starting at zero each year and based on business plan build accordingly. Budgets should endeavor not to exceed the inflation rate.

Drop services that fall outside The City's mandate and take up a lot of resources - do we even have any of these?

Creating a one-stop shop for citizens (a place where citizens can sign up for water services, renew their animal license, pay their property tax and buy their bus pass, instead of making them go to a different place for each of these things).

Engagement; more accessible internet; open data; plan now for expanded robust 311 system especially with social media & public responses; expanded public info, technology integration, citizen dialogue with us and between each other and how we use and report back on that information; muni elections every four years or on a rotating basis.

Incentives for taking transit, take pressure of the roads. Upgrade schools- most school buildings look outdated and pretty depressing.

Enable more e-government services and capabilities, but never forget those who might get left behind due to economic and social status. Provide more and ongoing opportunities for dialogue with citizens. Provide more inspiring (and yes, visionary) leadership from Council and Admin.

Adopt secure, trustworthy, high quality processes for seamless electronic consultation and voting with citizens about important issues, elections etc. Use GPS and hi-tech communication and resources to enable access to the information about the real-time location and exact time of arrival and departure of public transportation vehicles, enable electronic pre-paid LRT and bus tickets, enable the ticket dispensers to provide change. Enable most services with a self-service option via internet.

Take on less debt. Ensure that the cost of new communities is captured up front, there are too many new communities without adequate services, including schools, transit, recreation, libraries. Support strategic intensification when applications come in (Council needs to support the MDP) while remaining sensitive to valid neighbourhood concerns. More cross-business unit work to align developments and potentially find efficiencies. Need a culture shift among senior managers that doesn't necessarily align with new council. Review what goes to Council. Does it really need to go to Council? (e.g. land use resignations).

There are many great initiatives by The City. Continue to do what's right for The City, i.e., why was the West LRT built prior to the Southeast LRT?

Get the younger generations involved. Keep the citizens of Calgary informed. More web polling to see what Calgarians want for the future.

I'm not sure.

Improve the planning and DBA process to allow developers to do what they do best easier.

Recruit excellent leaders. Don't hogtie them. Empower employees.

We are speaking about sustainable land development. We need to approving authority to either create alternative standards (roads, parks, water etc.) right now to provide developers with the certainty of approval or create customized design review teams. To be honest I think that the business unit structure we have is somewhat archaic. It really propels groups to build the empires while it may not fully answer the services requested by citizens. Especially in the sustainability topic where we move away from specialties to integrated systems.

Planning for the future and incorporating the sustainability principles. Focus on how we act today will affect the future generations.

Rebalance investment to established communities, build on what we have. One simple governance idea, schedule SPC Agenda items for specific times so the public can realistically participate. Too many times the public has to wait all day only to have their agenda item deferred.

17. What services do you think should be preserved for the future? Why?

Transit - reduce Green House Gasses (GHG), reduce sprawl, create better community feel. Environmental initiatives such as recycling and water conservation - to ensure we leave a healthy environment for future generations. Parks - great leisure spaces and affect Quality of Life. Recreation - leisure facilities and programs build sense of community and promote high quality of life.

The obvious answers are those services that provide direct benefit to the citizens of Calgary. However, that would not take into consideration the equally important inward-facing services that keep everything running within The City government. We still need to ensure that our finances are in order, that we have planned adequately for the future, that we have the processes and systems in place to operate as efficiently and effectively as possible, and that the land and buildings we need for the future are there when they are required. There are some services that I don't believe are

required of a City government, such as the provision of dog parks or things that should really be paid for by those that use them.

Green space, Heritage Sites, etc. Once lost, we will never get it back. It is priceless.

Community & neighbourhood services such as FCSS, Neighbourhood Services and Social Policy & Planning, as those services keep our city strong and relevant at the grass-roots level!

The Core ones.

Fire, police, water services, solid waste, parks, public transit, roads (with some changes).

CNS - all services within CNS address the needs of Calgary's most vulnerable.

Essential services (water, wastewater, garbage collection, roads), parks and recreation, emergency services. These services meet basic day-to-day needs and enhance our quality of life.

All.

See my answers to questions 6 and 7.

Process improvements - technology and how we work and function as an organization will always change. We need to be able to change with it and be set-up to take on these changes (work with the changes, not block them).

Any service that would not properly be looked after in a purely competitive environment, e.g. parks have largely been privatized. We were in Lake Louise last summer. The contractors do a shameful job of upkeep because they are more concerned with profits than the consequences of poor service.

Transit, let's get cars off roads.

Answered previously.

Transit, Roads, Waste, Parks. We need to understand how everything contributes to the well being of our families, our communities and our workforce.

All? I am not sure there are any services that shouldn't be preserved for the future.

Preventive social services - to save money in the long run by ensuring social problems don't get passed from generation to generation (as they tend to do). Transit. Safety. Clean environment. (This question seems to be repeated quite a bit throughout the questionnaire).

All of the current services should continue to be offered, with enhancements to their level of service. Calgary is good as it is, little improvements to the current services to improve them would make it great. Off leash dog parks should be in every community. As well as playgrounds and other recreational areas for each community.

I think we need to preserve all of them in order to maintain a sustainable way/standard of life.

The ones we have.

Community and environment, sports and recreational facilities, library services.

All, I believe that all the services have an importance within the city. I believe none are unimportant though some may rank higher (e.g. police, fire).

Active Living Program, Web access to all City Services, "Smart Card" for transit fare.

All services for seniors as this population is slowly but steadily growing in numbers.

Fire/Police - can never have this privatized - too much potential for abuse.

Water Resources/Water Services, Waste & Recycling Services, Roads, Calgary Police Services, Planning, Development & Assessment, Parks, Calgary Fire Department.

There isn't a service that the City offers that is unnecessary. All are important and equal.

Emergency services, Planning, Environmental management.

Disaster preparation. EOC. More funding for IT depending on Business Unit demands. Review of compensation. New service model. Need new FTs. Every position is an L.T. Succession management. Increase base pay-developers.

Police/Emergency/Fire - to keep us safe. Roads - to keep up with our growth. Transit - to encourage public transportation. Customer Service & Communication - to ensure the public is aware of all the services provided and what is available to them from the City.

Preserve and set aside parks (green spaces for all to enjoy without having to pay a cost to enter) more so than recreation

facilities (need less emphasis on organized sports).

All of the above in my first answers. They are critical basic needs.

Parks & pathways, libraries.

Fire, Police, Utilities, Roads, Transit, Parks and recreation, Sustainable affordable housing.

Essential services, parks, affordable housing.

I am still very new to the City so have not yet formed an opinion on this.

Recreation, Social Services to reduce crime and ensure positive outcomes (i.e. probation), affordable housing provision, cultural events throughout the City, community intensification, transit, water services.

I think that all the basic services such as Calgary Police Services, Calgary Fire Department Services, Public Safety Communications, Calgary Transit, Water Resources/ Water Services, and Roads should be preserved for the future. Because without these basic services, Calgary could not run as a city.

Essential services (Fire, Police, Waste Management), Transit, Parks, Land Use Planning.

Free programs to citizens, Community and Neighbourhood Services, Community service, Office of Sustainability - social piece, Inter Government Affairs - city taking on provincial responsibilities and to be provided to do it and supported to do the job for Calgarians.

Preserve all the services we deliver today but deliver them in a more cost-effective way.

Essential services, of course, but also more two way communication services and transactional services. If we truly leverage our knowledge and databases, we can drive costs down. We spend far too much on internal redundant processes and "checks".

All services must be reviewed and identified as adding value to the city of Calgary before they can be determined worthy of being kept.

Of course: transit. Public transit generates benefits (economic, environmental, social) far beyond what is ever measured by Council. It has been shown many times in the literature that financial investments in transit services/infrastructure provide much larger returns on the investment (even when compared to road projects).

Need to continue with a secure environment - citizens need to know that their information is safe and protected (employees as well). Infrastructure is currently very reliable, it needs to remain very reliable.

All of it!, calgary.ca & myCity sustainability plan; keep products & services in line w/ citizens.

calgary.ca - has a wealth of information for citizens, 311, recycling, better transit, education on reducing waste, keeping our city clean, reducing water usage, electricity usage and such.

Excellence in utility and emergency response services. Excellence in information services, including libraries, City online access, multi-cultural communications.

Infrastructure, databases, Critical applications, Business Intelligence. Secure access to sensitive information, wide seamless access to public information.

All of them! What are we willing to give up, really? Obviously, some services are higher priority, because we NEED them (like transportation, utilities, garbage collection), and others because we WANT them and they create quality of life (like recreation). In my view, arts, heritage and culture are nice to have, but fall to the bottom of the list when times are tough.

Calgary Transit, Transportation Planning, Affordable Housing, Calgary Police, Community Neighbourhood Services - these are vital to create and maintain a great City and to put us on the map internationally.

All services that provide benefit for citizens.

Customer service. You can make buildings all fancy with the best technology, but that gets you nowhere without customer service.

CPS, CFD, Animal & Bylaw, Parks, Recreation & Culture, Asset & Mapping Information, Development & Land Use department, Transportation - all current, UEP - all current.

The basic ones such as police, fire, parks. These all provide access to services for every citizen.

All services are essential.

Basic services - water, fire, police, public transit, arts culture. Get out of areas that are responsibility of other levels of government - especially housing.

18. Are there any services that the City currently doesn't provide that you think should be provided in the future? Please share.

Composting. Recycling to everyone. Bike Lanes. Long term planning strategy. Better internal communication to break down Business unit silos.

See previous comments about brown bin service.

5 - No

Recycling for multiplex unit housing.

Nothing springs to mind.

Daycare for pets (i.e.: Doggie Daycare) - they are part of the family, too.

Earlier mentioned compost. Could be a nightmare to administer; further educating people not to put non-organics in the bins will be tough. Hopefully if this program is administered the plan will include a more encompassing education process before it hits the ground.

Senior services need increased resources as well youth engagement needs to be increased.

I saw research that said that after information about City services, citizens want a city-wide events calendar. Why do we not deliver on what citizens want? Instead of doing a Citizen Satisfaction Survey every year, why don't we do a Citizen Request Survey? I understand the need for benchmarking, but how can we improve our scores if we don't ask what it is people want?

Answered previously.

We need to start working more closely with the surrounding communities such as Strathmore, Airdrie, Okotoks and Cochrane and understand that they are part of the fabric of The City and we should be looking at the needs of all our citizens and pooling our resources to best serve our extended city. Rapid transit links to these communities are a prime example.

More diversity services (multi-language translation, services to integrate new immigrants, the disabled (especially with the aging population). Gap analysis - what Calgary provides for services and spends on those services, versus other cities, and why.

Yes there is.

Curb side composting. Off leash dog parks in every community.

2 - Not sure.

Energy reduction counseling, a free advice service on helping all citizens reduce their carbon footprint.

?

Provide all Employees a discounted rates for all services provided by the City. For example, transit pass, Golf pass, parking at City own lots.

Greater variety of options for public transit - think outside the box with vans, taxi's, etc. so that public transit is a viable option 7 days a week no matter what community one lives in.

None.

N/a.

For me, it would be mouse control. Since the cat bylaw we have seen a huge increase in mice and I think this is a concern - health and wellness of the city. I would like to see the City look after controlling this or soon we may be dealing with a great infestation.

The City could investigate innovative ways of earning extra money by providing some services for small/rural municipalities, e.g. refuse collection, processing permits, HR services, IT services, communications expertise, etc. This could be a lucrative source of income in the future!

Regional servicing.

Recycling for condos, consolidated garbage pickup for condos. I live in an areas where there are numerous condo buildings, each building is run by a different management company (fair enough) and each building has a different garbage pickup company. Talk about inefficient, truck pollution, and wear & tear on the laneways.

Improved recycling services - we have to drive 10 minutes to a recycling depot when our condo complex should have the bins near the garbage area.

I am still very new to the City so have not yet formed an opinion on this.

Cycling trails, composting.

Bicycle Infrastructure. More recycling.

Water based fluoride. Child care. Elder care. Free public transit to save environment. Better EAP services increase the breadth of knowledge and ensure current EAP are serving employees. Living wage for all City Employees, i.e. recreation concession staff, use the mill rate dollars to offer living wage for all departments to pay staff.

Enhance our current services and features of these services to meet the needs of our citizens. Introduce more innovative solutions.

Go beyond the platitudes about flexible work options to reduce commuting to the core and actually lead and set goals for the entire business community. Use our civic status to offer incentives to businesses that reduce employee commutes. CED has been too soft and anemic on this; Calgary could really set the example for Canada!!

What should happen is the city should look at eliminating services that are offered by other government agencies, the elimination of duplication of services, e.g. I don't think the city should be in the social services business, it is a provincial jurisdiction.

Public flogging for those found littering and graffitiiing.

Providing more outlets for people to access City services or information (e.g. smart phone applications, public portals to The City of Calgary web-site or services). Providing a "one-stop" shop for citizens to access all City services.

Contract out creative services. Corporate printed newsletter or give all staff computer access or mobile tools to ensure corporate messaging, standards are being followed.

Open data, Access of information through smart phones.

More information and transparency - and a concerted effort to create a new, inspiring image of Calgary.

Same as 16.

Organic waste composting at the curb.

Composting.

Improve and extend the LRT system to serve more areas with increased ridership capacity. Also recommend a significant reduction in fares to encourage ridership and decrease auto traffic.

I love the benefits plan I get with the city. Those services are great. I can't think of anything except cut the red tape. Make it simple. Honestly.

As I outlined specifically in number 6, to avoid the mass confusion and non-conformance at all City parks and green spaces, around which are on-leash only vs. off-leash, the City needs to place signs indicating NO OFF-LEASH areas.

I think the time has come to disseminate environment and safety management and integrate that within business units. It may also be interest to eliminate 'roads' and start talking integrated where roads solve water problems, parks solve road problems etc. I think it is too narrow in scope and not well integrated in shared scope.

Quality public transit.

Understanding Values & Priorities Phase 2

Staff Online Discussion Guide

March 16 through to April 22

Part 3 of 3

353 people initiated the workbook

Not all respondents answered ALL of the questions

2. Would you like to join the email list so that you can stay informed about the budget engagement project?

Yes; 33.6% 42 respondents

No; 66.4% 83 respondents

41 Email addresses provided

23. Please tell us a little about yourself. (Optional)

First Name 23

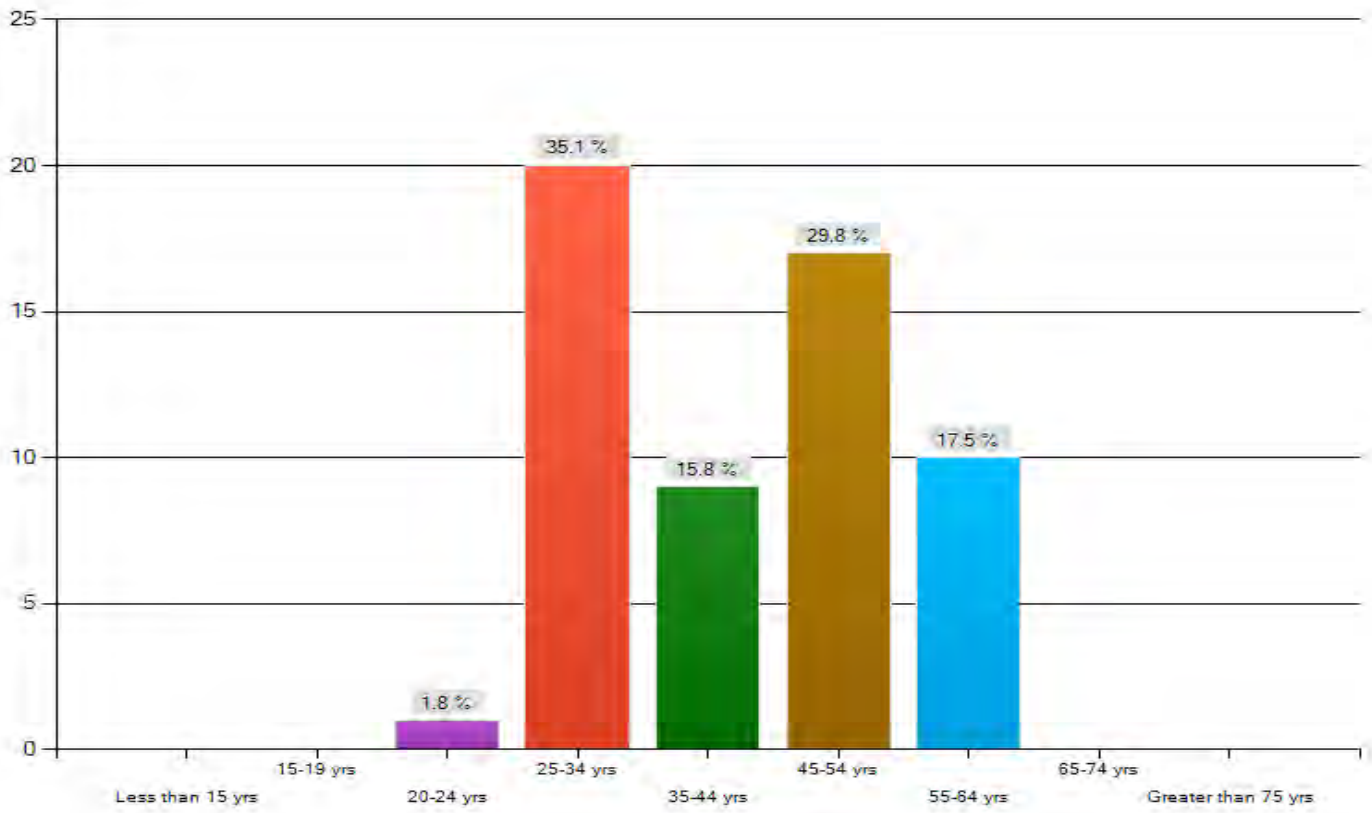
Last Name 23

Postal Code 25

In what community /

neighbourhood do you live in? 35

24. What age group best describes you?



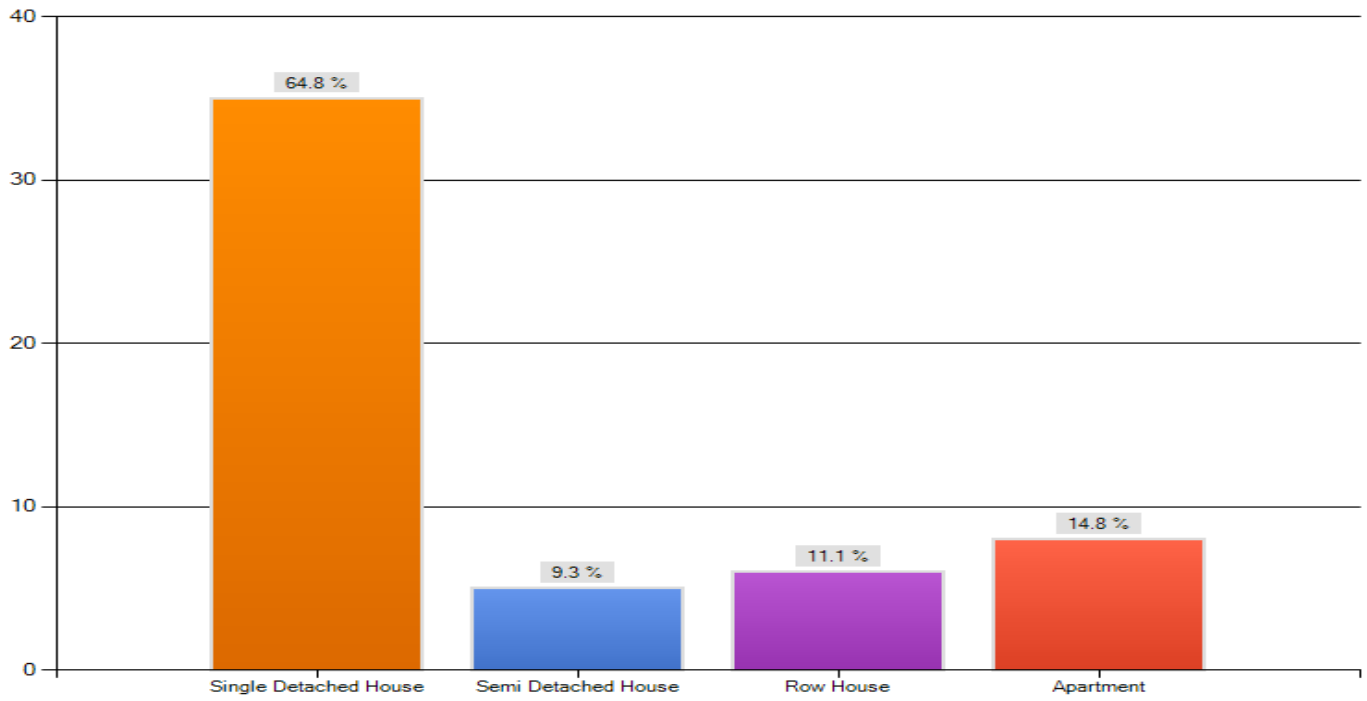
25. What is your gender?

Female; 58.9% 33 respondents	Male; 41.1% 23 respondents
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26. Do you own the home in which you currently live?

Yes; 89.7% 52 respondents	No; 10.3% 6 respondents
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27. Which of the following best describes your current place of residence?



28. What is the highest level of education that you have achieved?

