

***Please note**, because of some of the feedback we received, and to make the Digital Strategy clearer some of our headings (strategic themes) have changed in the final document. Some of the ideas we received for one heading used in the first draft have been moved to another heading in the final draft of the Digital Strategy to make best use of the idea. Below are all the exact comments we received.

Report Back – First Draft Feedback Form

What is your role in relation to the City of Calgary’s Digital Strategy?

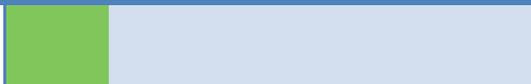
Response	Chart	Count
Current City of Calgary employee		222
Past City of Calgary employee		2
Current partner or contractor		8
Past partner or contractor		1
Other		46
Total Responses		279

What is your role in relation to the City of Calgary’s Digital Strategy? (Other)

#	Response
1.	Community Association member
2.	I live here.
3.	citizen
4.	Calgary Citizen
5.	citizen
6.	Citizen
7.	citizen
8.	Interested voter
9.	Citizen
10.	Citizen
11.	citizen
12.	citizen
13.	citizen

14. Citizen
15. Interested citizen

What is your level of interest in involvement with the Digital Strategy?

Response	Chart	Count
Interested in participating in future partnerships		93
Interested in updates and being informed on the progress		165
Other (please specify)		18
Total Responses		276

What is your level of interest in involvement with the Digital Strategy? (Other (please specify))

#	Response
1.	Not
2.	Casually interested
3.	Learning about what The City is planning for a digital strategy
4.	Interested in helping to make it better
5.	Citizens have access to tons of information on Calgary.ca , you must understand that not ALL in Calgary have computers or internet !
6.	Project Team member
7.	furthering corporate priorities and citizen centricity
8.	Dont know anything about it
9.	I would be willing to collaborate, I have experience at City in IT and in Business Planning
10.	not interested
11.	Interested in leading initiatives
12.	n/a
13.	City of Calgary Citizen
14.	how it affects my job
15.	not much
16.	Minimize cost. Clarity not obfuscation in communications. Fairness

What do you think The City of Calgary's role should be in the Digital Strategy? Select all that apply.

Response	Chart	Count
Funding initiatives		54
Initiating partnerships		92
Coordinating efforts		110
Improving the City's own technology needs		202
Promoting local digital economy		75
Improving access to City services digitally		218
Improving access to digital technology for citizens		141
Supporting the development of citizens' digital literacy		69
Other (specify)		25
Total Responses		248

What do you think The City of Calgary's role should be in the Digital Strategy? Select all that apply. (Other (specify))

#	Response
1.	capitalizing on success that city business units have built out to date.
2.	support the development of employee digital literacy
3.	facilitating easy access to information and services online
4.	Corporate work from any where philosophy, desk top and storage seamlessly portable. *(looks the same no matter where you log in) Cloud storage?
5.	by first giving me the tools I need to do my job. Then giving citizens access to what I have accomplished.
6.	I dont even know what digital strategy means
7.	Supporting and developing staff skillset to meet outcomes
8.	Allowing citizens to access real-time data
9.	Open data on COC's pavement condition and make it digital and available to all
10.	stay on top of emerging technology and ask how can the city profit from this? Or how can the city better provide services to the citizens and employees with this new technology??
11.	improving employee access from external/remote networks

12. Increasing efficiency and effectiveness through web based system and processes
13. Using digital technology to meet citizen's information needs.
14. improving accessibility and locating ability related to all business documents
15. overall security & securing personal information of citizens and staff
16. Social engineering leadership by example
17. funding some initiatives - not owning all
18. Promoting community initiatives
19. Voting at any poll station across the city or at home computer/device
20. Despite all he City's social media tools, a web site, we still are not reaching all the citizens. The low engagement for Action Plan is an indicator. There is serious fragmentation of media outlets and distractions for ordinary citizens via the Internet. Let's face it gov'n't stuff is kinda boring and doesn't grab people all the time. Face to face group engagement, public surveys and some digital is useful.
21. Ensuring the Confidentiality, Integrity and Availability of digital assets and services (Security)
22. Transparency of City work
23. Focus on clarity of communications with people
24. What does that question mean? If it's the City of Calgary's Digital Strategy, the the COC is involved in all of it, isn't it? Poorly worded question. If you're asking what we think should be the main goals for the COC's Digital strategy, that makes more sense.
25. Ensuring that digital assets are open, available and accessible to all citizens for free, just like road access is free.

Please rate the importance of each of the identified strategic themes for the Digital Strategy listed below.

	Very unimportant	Somewhat unimportant	Somewhat important	Very important	Don't know	Total Responses
Transparency	23	4	39	146	5	217
Engagement and Participatory Government	13	17	72	110	5	217
E-Services (Design & Access)	18	7	26	162	4	217
Partnerships	13	35	96	67	6	217
City Workplace	21	8	63	116	9	217
Responsiveness	18	9	63	123	3	216

Please put the strategic themes for the Digital Strategy listed below in order of importance, with 1 being the most important and 6 being the least important.

	1 - Most Important	2	3	4	5	6 - Least Important	Total Responses
Transparency	71	38	35	22	13	10	189
Engagement and Participatory Government	15	35	38	28	49	24	189
E-Services (Design & Access)	65	52	31	22	14	8	192
Partnerships	7	9	19	32	38	85	190
City Workplace	25	25	26	45	31	37	189
Responsiveness	12	32	41	42	42	22	191

Considering your own role, would Transparency be a benefit to you?

Response	Chart	Count
Yes		144
No		32
Total Responses		176

Why? (Both 'Yes' & 'No' responses are listed below, response was optional)

#	Response
1.	It would ensure that I as individual am completely aware of what resources are available to me and others. This would allow valuable knowledge that lead to well based decisions therefore; ownership of said decisions and responsibility without neglect.
2.	Opaque government cannot be good government for long. Transparency is essential.
3.	the work we do every day relies on collaboration and cross divisional information sharing
4.	I am accountable for delivering citizen centric transactional services online and need real time data
5.	believe an open government is the best approach. Communicating with citizens, transparency is key
6.	As a CSR for 311, transparency would be an enormous benefit to my callers, giving me the information to impart to them and removing much of the antagonism from citizens.
7.	As a supervisor it fills to me to update my people as best I can with what I know.
8.	Need the tools to do the job. The City is so far behind in technology.
9.	One of the most powerful levers of government is to provide information. A citizen-serving organization must be accountable by being open with its information.
10.	Greater visibility into details of digital project requirements across the corporation would allow us to offer better, more coordinated services.
11.	Our group maintains the data that would be shared and "real-time" may impact our current work processes
12.	Because part of my job is ensuring employees and citizens have access to municipal government information. It's part of accountability to tax payers.
13.	The public have the right to know the operations of their municipality and should not have difficulty finding information they require. Lessen the number of requests filed under FOIP which would free up resources for other operational areas.
14.	Real time is very important in making informed decisions
15.	It would make gaining information to move forward on projects easier.
16.	I think Transparency benefits citizens, not City staff, but that it is the City's duty to make things transparent
17.	Safe, secure and reliable DATA and realtime means cost efficiency
18.	I believe that open sharing of concise and correct information (as long as it isn't confidential) is a benefit to everyone
19.	To have full access to all information, eliminate duplicate efforts, streamline processes and decrease FOIP requests.
20.	know the source and reliability of the data

21.	"so it can be used"
22.	So that citizens see a value for their tax dollars.
23.	Finance role so real time data is necessary and compatibility would definately be a benefit, particularly within the city systems.
24.	Property tax & reciveables need to know what is going on.
25.	Ease of access
26.	Less duplication or work and guess work
27.	Honest, fair and open
28.	As a Learning & Development Coordinator employees I support need to feel they are treated fairly and what applies for a colleague can apply to them.
29.	Encourage discussion and an informed decision making
30.	to a minimal degree. I work with people more than data.
31.	Minimizes citizen confusion and media inaccuracies
32.	Understanding what data is available, understanding what information the City collects, how it is being used
33.	It would allow us to have access to better information, and would allow us to get that info to citizens more easily.
34.	Quicker planning information?
35.	Timely and easy access to information in a large organization
36.	Trust and transparency are key to any City program
37.	I need data from other departments to do my job and frequently it is not shared openly.
38.	Far too much time is needed to individually educate each citizen with a differing opinion about how things should be done.
39.	I don't know how transparency will be a benefit to me yet
40.	Collaboration with other Business Units at City important in Business Planning
41.	Reduce number of FOIP requests
42.	Departments and BUs work primarily in silos, there is no incentive or official expectation that collaboration and information sharing occurs. I think if there was a mandatory or more official expectation that groups will put their information in places like the Open Data Catalogue, then that is a start.
43.	Working on improving business and process that spans across functional boundaries demands transparency in the information available.
44.	I want tools to help me do my job more efficiently and more effectively serve the customers I work with. Having a tool that is reliable and secure is important.
45.	My office is very supportive of using digital tools and recommends that citizens who contact

	our office use them as well, so making it easier for them to access these tools would be a great asset.
46.	Any instance where public scrutiny can avoid turning into the public's 'perceptions' of things and eventually public paranoia is preferred
47.	Things are changing all the time, everyone needs to be kept up to date.
48.	Some data I rely on is not reliable (either inaccurate or missing) and that make doing my job more difficult
49.	open communication - Everone works better when they know what is going on
50.	Data reliability and data quality must exist in order to use it, analyze it and to draw conclusions from it. Updated data allows to be current and more accurate at analyzing emerging trends and issues.
51.	Framework for digital tools available to City
52.	My projects do not require that level of understanding of IT strategic goals
53.	Provide governance, directions and efficient goals
54.	would help make better business decisions
55.	Accurate relevant information
56.	Access to internal information to help in decision making. Providing access to information for public inquiries.
57.	Our system is setup and not enhanced for years due to projects that are prioritized. This causes a lot of unnecessary communication through email and phone calls on simple application status.
58.	I'm unsure.
59.	no real reason
60.	secure data is of great concern
61.	n/a
62.	My job would be much easier if I had full access to share all information publically.
63.	OLSH must keep certain aspects of our negotiations in real estate confidential
64.	all about transparency, it's tax payer funded.
65.	It would allow us to better manage and utilize already existing data from within the City which we cannot currently access
66.	Aligns with Information Governance policy, Info Mgmt Program; access permissions easier to maintain, productivity increases due to reuse vs rewrite.
67.	Less time would be spent accessing data needed for decision-making.
68.	The City produces and consumes lots of data useful to citizen projects, like mapping data, traffic flow, population densities, parking statistics, ...

69.	Taxpayer's should be able to clearly and easily understand processes that can benefit them AND see their tax dollars are being wisely used
70.	For obvious reasons...
71.	Impacts the ability to perform my role and interact as a partner with the City in an effective and productive way that is fair and equitable
72.	Citizens won't have any interest in anything I do.
73.	ease of access to information, breaking down BU and Dept silos.
74.	it should be important to everyone regardless of role
75.	because I'm a citizen of this city and I would like to know where the money goes to
76.	All citizens benefit
77.	Insight into developments within the city, the chance to act on opportunities that would otherwise be unknown to the general public.
78.	Up to date
79.	access to information , data management assists in good decision making and aligns strategic goals
80.	Is there any role that would not benefit from transparency? I don't understand this question.
81.	Have a better sense (and use) of information collected and utilized by other BU's - this type of "intelligence sharing" would aid in a collective response to citizen need and could assist in over engagement.
82.	As a user of these services, I want to be able to understand how my data is made secured and I want to be able to access the information I need freely.
83.	I want to be able to access information online easily and know that data is up to date and accurate.
84.	An antidote to the traditional siloed business unit approach which often hinders work and achievement of business objectives.
85.	Information across departments could help me with business solutions in PDA.
86.	No, in fact my job must consider what allowable for all City employees, members of public for access to City information.
87.	Having data available publicly would reduce FOIP requests for data.
88.	Access to information
89.	Gain more time
90.	As a security professional, data integrity and system security are critical.
91.	To clarify issues at a basic level.
92.	The role I am in.
93.	Can make better, informed decisions.

94.	If this was a policy, I wouldn't have convince upper management that we should be transparent
95.	I would know what is going on with the government I "own" and know how to help.
96.	We need to know what's going on
97.	Having open, available data improves customer service and should reduce costs.
98.	Transparency with data and moving to a mindset where City data is open by default is foundational to moving government to an open mindset and enabling greater partnerships and trust with citizens or other special interest groups.
99.	Access
100.	Allow more accurate reporting
101.	I am user who needs information as close to real time as possible
102.	I am dealing with land management responsibilities and tools that support better land management in The City will improve efficient and efficient decision making
103.	It would allow me to share information more readily with non-wired City employees
104.	haven't been able to open any of the data sets with available software
105.	We live in the 21st century and this is simply a given.
106.	I work with Calgarians and the City of Calgary but I do not live in Calgary
107.	Real-time, yes, open not necessarily true.
108.	If the information is easily accessible and easy to integrate with it will be used in more ways than someone might expect when they design the interface.
109.	would allow better customer service
110.	We are desiging applications with extensive integration. Open data means that information is more easily accessible across the various systems and departments.
111.	Even as in interal employee it is not easy accessing what is by law intended to be public information
112.	Simplify coordination of multiple data sets used across the City.
113.	Timely access to the correct data, which makes sense to expose and provide context around serves the greater good.
114.	In building out our mobile applicaiton framework each of the issues identified above had to be resolved by my team.
115.	The more I know the better I can address my clients needs quickly and effectively.
116.	The more reliable the information, the better decisions I can make.
117.	Because I would be able to provide more accurate and comprehensive information in my job.
118.	Restrictions of access and poor quality data will reflect very badly on the City
119.	it shows our citizens we are a government working for them, trust

120. I don't think there is a lot of information government has that I don't have access to.

Considering your own role, what, if any, concerns do you have with Transparency?

#	Response
1.	The claim false claim of valid transparency.
2.	Privacy of personal data must be protected, but not used as a shield against transparency.
3.	Transparency needs to take into consideration that some information if not fully understood or not accurate can create more problems or un-necessary work - a solid communication plan/policy needs to be supported.
4.	that there is no corporate champion and that transparency is not customer centric
5.	I think transparency is the best approach. The concern is when BUs disagree over the level of transparency with citizens - not the idea of transparency itself.
6.	That some of the business units will not be forthcoming with the information, reducing the effectiveness of the policy.
7.	It is very difficult to get the tools to use.
8.	There are some areas of sensitivity where we need to protect information from public disclosure, because that same disclosure would not be in the broader public interest; one example is where public disclosure of information would threaten to compromise the privacy rights of individuals.
9.	None
10.	Transparency comes at a cost and if we are moving to open data who would cover that cost?
11.	So far, The City TALKS about transparency while many business units remain very protective of information which should be publicly accessible.
12.	No issues - however, there must be confidence and controls in place to ensure that releasing documents to the public that have been previously held confidential is done with utmost accuracy.
13.	Ensuring that the data is not misinterpreted and some concern as to how it will be used.
14.	Extra work
15.	In consistent messaging
16.	That only the right information is being shared. That no protected, restricted, or confidential information is shared. Also that the information being shared is correct, maintained up-to-date, and concise.
17.	Information security, confidential information and personal information must NOT be transparent.
18.	who can edit data, make sure that reliable updates are made based on facts and known data

19.	Reliance - serving citizens needs to be a multifaceted approach. Digital is one aspect.
20.	Need for transparency needs to be balanced with the privacy of the individuals.
21.	Only real concern would be security.
22.	Need to keep Calgary.ca current
23.	That data is of high accuracy and has metadata so it's not misinterpreted.
24.	Sensitive information, complicated information that needs context to be useful, timeliness of information
25.	Decisions are complex and sometimes looks facts cannot be shared with all.
26.	FOIP still applies to personal information and that the information is taken out of context.
27.	Some information can't be transparent - protected by FOIP.
28.	- data security - miss use or manipulation of data in a negative way - the cost of providing real-time updates when 24 hours might do
29.	Protection of personal information. There have been far too many leaks and I believe public confidence in the use of electronic data is diminishing.
30.	Security, privacy of individual's information
31.	What to do with sensitive or complex information?
32.	Corporate red tape...
33.	I see there being more challenges than concerns in truly achieving the goal of being transparent through digital channels. Information is not currently easily and readily available in the organization which delays The City's responsiveness and can be looked at as not being transparent. Another challenge is the perception that City employees are not the experts. Transparency can be perceived as giving too much information (power) to citizens to help make decisions.
34.	Cost of providing real time data.
35.	Releasing data too fast will result in errors which will need to be addressed.
36.	Transparency itself is not a problem; the problem is with how the City expects employees to accommodate individual's responses to what they see.
37.	I have no concerns, as long as it is all non-confidential data
38.	none
39.	Protecting the personal privacy of City employees
40.	The challenge with transparency is that information that we have in various formats may not be useful in that particular format to other groups/people. I think we should not let that limit us from sharing information, but I do not think there should be an expectation on the collector to spend time and money to convert it to as many formats as possible.
41.	The lack of infrastructure and empowerment to achieve proof-of-concept systems. The silo-ed mentality that "data is mine." Data available is re-usable and can be consumed by individuals

	accountable to promote improved service levels.
42.	The variety and number of digital data tools may be overwhelming for staff and citizens - as in, it can be hard to find which one you're looking for or even be able to find what's available.
43.	The only concern I would have with transparency is the internal employee reaction. So, for instance if my salary down to the cent was revealed, would it affect my relationships with fellow employees who are making less or more in the same role?
44.	Data can be taken out of context. Also, data need to be screened for accuracy before being released to the public. This is especially important with data that comes from instrumentation - if the instrument is out of calibration or somehow giving false data a human needs to detect that and correct the data.
45.	None as long as dat it is secure. Which means, that as a citizen, my personal and confidential information is not used, kept, shared, stolen, or sold to third parties.
46.	Need to deliver data in ways that are compatible with up to date technology.
47.	Lack of information and being forthcoming about level of capacity for IT to respond to digital application support and current software in the marketplace
48.	Keeping up with fast changing underline technologies
49.	accuracy of information and different information depending upon which program/software is used
50.	I don't any concerns. I think we would be better served being more transparent.
51.	Consultants who are not sensitive to our workload may try to morph their own PM role from outside of the City into my work list.
52.	not sure how real time info effects the work I do
53.	abuse
54.	n/a
55.	None
56.	The costs related to Real estate transactions can be distorted due to the "triple bottom line" policy. If individual transactions are exposed without complete understanding of the TBL objectives, the public may focus on a specific transactions and make inaccurate assumptions.
57.	It is always hard to manage the confidentiality of some required data when people get used to full access on other items of data that they may use
58.	There will be accidental disclosure of information that shouldn't be public; will expose weak areas with how The Corporation has managed permissions; this is not necessarily a bad thing however, there are implications.
59.	There is still a culture of hiding information, not making evidence-based decisions and/or covering up bad decisions.
60.	The more the better.
61.	Security must be optimum.

62.	N/A
63.	Some city processes and departments are simply not transparent regarding rationale for decision making or revelation of factors or policy influences which support rulings or decisions; as importantly there is no transparency as to the reasonable expectation of time required and taken by the City to complete its processes.
64.	lack of resources
65.	That security and privacy is not taken seriously enough
66.	numbers are manipulated to convey positive info
67.	Ill informed or uneducated parties with financial or personal motivations would have access to information they don't understand and could act in harmful ways with certain types of information.
68.	Security
69.	Information should be complete. Partial information can be more damaging or misleading than no information at all.
70.	As long as cultural shift to allow us to be responsive and reactive rather than process orientated.
71.	That the data would be used for fraudulent causes.
72.	A convoluted system that is not user friendly.
73.	My point of view is largely internal. Departments hide information, avoid sharing data and generally promote a siloed approach to data, limiting The City's ability (and the citizen's ability) to learn, find solutions, etc.
74.	Misuse of information, demands on time to constantly clarify for uninformed public if it is beyond public's technical expertise.
75.	QA/QC of data being made available so that is can be used effectively. Also how "real-time" will the up loads of data be? If an error was made, how soon would the corrected materials become available, how would someone know if changed were made so that they can use the correct data for their work?
76.	None
77.	That it is carried out correctly and that Records management guidelines are followed
78.	Currently, system architecture at The City may not be implemented in a way such that security is top-of-mind. Providing open access to data & services in realtime is not feasible if a modern security infrastructure and governance platform is not in place.
79.	Currently lacking
80.	I do not understand this very much at all.
81.	Need to understand the potential risks associated with the transparency if any back to the business. On the opposite end, interested to know what the opportunities that will exist by being more transparent. Need guidance as to what level of transparency the government is

	interested in. This has an impact against reputation depending on our actions.
82.	none
83.	Privacy - can't reveal information down to minute levels.
84.	City admin and politicians spin information.
85.	None
86.	We're not culturally at an "open government" mindset, and we need a strong champion to lead us there.
87.	FOIP, access to employee information. We need to respect our people's privacy or we will lose employees.
88.	Data being incorrect or "not finished"
89.	Security breaches
90.	Some information needs to be maintained as confidential related to land transactions. Transparency is important as long as certain information items can be maintained as confidential
91.	Negative media attention, loss of privacy
92.	Our reactions need to be 'how can this information be of benefit?' rather than 'what happens if this information gets out?'
93.	My concern with Transparency as it is described here is the priority of making it as close to real-time as possible. A delay of up to one day would be acceptable for most data, up to a month for some cases (especially aggregates of sensitive data). The statement "open by default" is not paired with consideration for privacy.
94.	I don't think everything needs to be available to everyone... and maybe my idea of transparency isn't the same as others. I think often the risks are greater than the benefits... in terms of security, privacy, data is poorly or incorrectly interpreted leading to misinformed public or employees.
95.	Transparency is almost like advertising. If everyone knows that something is available, whether secure or not, it may lead to those with negative intentions to come after the information.
96.	Real time updates to ensure accuracy of information.
97.	Balancing privacy with transparency
98.	I think that privacy is important and needs to always be examined with each new initiative so that any one system does not expose private information maintained by another system.
99.	Lack of sophistication in understanding how to leverage the ease of information distribution and big data analysis with privacy concerns. The real-time paradigm does not seem to be the preferred design.
100.	Data quality, integration technology complexity, data custodian and stewardship clarity, adherence to FOIP.
101.	Transparency is a rather large complex topic. I do have concerns with full 100% transparency

	to all City data. Information which contains personal information, regardless of which sector the individuals work in (public or private) needs to be kept secure. Individuals should have the option of making information pertaining to themselves, available or not. Things like salary, pension information, benefits, although lately, the greater public feel the need to see this type of information, yet do not need to provide it the same information of themselves to anyone. Other areas of concern where transparency is not the best policy is around our (City of Calgary) infrastructure is set up. Providing information on this could compromise our security and ability to ensure the source of truth data is not modified, damaged or deleted.
102.	Cost. The means by which we achieve transparency today, increase the time and costs spent on projects. These costs are not separated out and it makes it appear that the City's delivery of services are more expensive than they really are.
103.	too much information to sift through to get to what effects my clients and myself.
104.	inaccuracy
105.	None. It will cause problems because it will (or should) become more difficult for public administration to hide bad news, but this really isn't a bad thing.
106.	In addition to available, the data should be free. Citizens should not have to pay for data that is essentially their own and being aggregated for dissemination by the City.

Please suggest a few examples of actions, projects or tools that would achieve the goal of Transparency.

#	Response
1.	Interactive website that serves as hub for updates on existing resources available, both in terms of information and product.
2.	More communication with citizens. The City website is great and well maintained, but a good portion of the citizenry either do not have access to the internet or do not know how much information can be found there. I believe that many don't even know or think of the 311 service when they have questions or concerns.
3.	shared accountability and governance
4.	sustainability 2020 direction indicators and areas - the specific plans to work towards imagine 2020, sharing evidence behind decisions (giving citizens facts why a decision was made, why it is the best approach) - i.e. biology behind Parks' changes to natural areas etc.
5.	- Removing stand alone databases, and interfacing all business units with CSR. - making transparency a policy and enforcing it through the Accountability committee.
6.	Project example: A tool to make the voting records of members of Council publicly available. Actions example: Establish (more?) partnerships with NGOs who specialize in dissemination of open information Actions example: Broaden digital/electronic access (like 311) to some City of Calgary affiliated agencies (eg. Calgary Parking Authority enforcement)
7.	Enterprise search that indexes all content repositories, with open permissions, so recent updates from any individual, team or project can be easily summarized.

8.	Taking the information that is already shared on the on-line store and making that freely available. Could also have a notification mechanism where people can subscribe to datasets and events so they could be notified when changes occur to the data. By default alot of the applications/tools this notification mechanism is part of the "store"
9.	As far as historical municipal government goes, there is a world-wide accepted open source technology (free except for consulting fees) that is the Canadian standard, but The City has been spending \$\$\$\$\$\$ since 2005 on trying to fit a square peg into a round hold by trying to develop accessibility through a software that was never designed to allow public accessibility or provide long term preservation needs. The City is at least 5 years behind the times.
10.	Corporate culture must change - there is a tendency to keep as much as possible 'confidential' or protected. Change the corporate report template to default to public information rather than protected. Reports can be public, however, keep confidential pieces of the report in a confidential attachment. This way, as much as possible can be made public with the least amount kept confidential. Ensure that FOIP is applied to confidential document, but that it is clear that the document will eventually become public and attach a realistic time frame or event for that to occur.
11.	Having policies, annual reports easy to access.
12.	Effort to publicly communicate City activities in ways that are well-received and interesting to citizens (social media, news, digital signage, etc.)
13.	Open Data Catalog, Open Information Library, Sunshine List
14.	Systems which work seamlessly together to serve citizens.
15.	post information regarding council meetings and decisions on the web
16.	Data Standards
17.	Provide and communicate a corporate wide vision and corporate wide tools.
18.	I'd like to see calendars, City expenses, etc. posted. Focus on proactive, routine disclosure.
19.	political and senior administration spending, public art project design and budgets, records of decisions regarding large capital projects (e.g. how does the Administration and Council decide that \$11 million is appropriate for the creation of bike only lanes over the needs of a larger population of underserved communities still waiting for public transit)
20.	Performance measures Real-time status (schedules/facilities etc.)
21.	Interactive map with assessed property values for all residential and commercial properties. Plans for roads, traffic, development (not just final approved plans, plans that are still under development or being proposed).
22.	Better use of social media to explain City goals/objectives/actions/work to citizens so that they understand how tax dollars are being spent, and how the community will benefit.
23.	- Citizen would know when parks and park maintenance is read for use and up keep and when its schedule to be done. - Interdepartment collaboration, different departments could be made aware when multiple projects are happening in the same area. Ie road paving vs infastructure repair/ upgrade. - Internally, using a digital map like Parks GIS to further include information on geografical areas about upcoming projects and what project managers contact info is; start

times of projects or work ect. Not just asst as currently used.
24. educate staff on the purpose and benefit of using digital channels
25. ??
26. All statistical reports be made publicly accessible via links on the city website
27. Being able to view other BUs projects to ensure our BU is aware of projects with similar scope
28. Fund the Content Suite project sufficiently to enable all business units to transfer, store and maintain digital data in one platform.
29. see above [<i>*in previous question, not item directly above</i>]
30. Building data clusters that can capture the available data. Working towards a Hub-and-Spoke architecture with respect to data availability. Building awareness around service-orientation and deploying tools to achieve to build required architecture that can move The City to a Shared Services model. Initiatives in collaboration with provincial and government partners such as WyCan. Staff and public education on how to use and leverage developed data-sets to promote innovation, improvement and entrepreneurship.
31. It would be nice to see everything listed or available in one central area (online page perhaps) for citizens and staff to access.
32. I think the key is to be able to have easy access to the pieces being made transparent and to perhaps promote them, rather than quietly posting them up online somewhere and hoping people don't stumble onto it.
33. The water and wastewater plants have tens of thousands of data points that are collected on a continuous basis. A small, meaningful subset of this real-time data could be made public.
34. COC gathers huge amounts of data regarding the pavement conditions of its roads but it is not available to all citizens. It should be open, transparent and available to all.
35. Real Estate Web Site
36. A simple one page list of key services that IT can and has the capacity to provide on an ongoing consistent basis. Especially when BU's look to IT for support in software application development.
37. Cloud technologies; Open Source technologies;
38. Tracking of buses, trains, garbage trucks, inspectors so you have an accurate time of arrival
39. evidence based information for business planning.
40. Public online availability of submissions for planning applications. Records application plans, revised plans, city feedback, etc. Allows communities and residents to track and access information about the process.
41. - Vista, priority of maintenance and ongoing improvements to existing projects as well as new projects. - Telecommunication (phone usability from PC and Lync). - Citrix improvements to allow city workers (not just managers) access to either city devices (or their own devices), within the building to login to their desktop remotely and to be able to take notes digitally. Currently cannot login to the wireless network. - Improve accessibility to the wireless network first. -

	Improvements to accessibility to City employees on the network with access to enhanced features of software and servers. - Allow employees access and ability to work from any boardroom, meeting room or any city location.
42.	n/a
43.	Livelihood / Content Server
44.	City services based on citizen's address, e.g. permits and garbage pickup. Sharing the information we have within 311 directly with citizens, rather than requiring them to call us.
45.	Listings of all City of Calgary contractors, and the "contracts" that have been awarded, with details about what is provided and what is the cost.
46.	financial reporting, clear and easy to produce
47.	Online service mapping or data tools
48.	Corporate culture change (Information Governance policy); Content Suite Project (all City content in one managed repository); Open Information not just Open Data; "Public" by default?
49.	There needs to be more emphasis on good, quality measurement of results against goals and objectives. This means making data and metrics more widely available across the corporation. It also means that there needs to be a knowledge/resource centre to help people interpret data - understand the difference between meaningful metrics and meaningless metrics.
50.	Release mapping data for free, with a free license (so that projects like openstreetmap may benefit) Allow access to realtime traffic data. Continued streaming of council meetings. Downloadable, searchable minutes of council meetings. Raw feed of updated + new pages available on calgary.ca
51.	Share information as project progresses - online, perhaps an open house. Online - clearly show progress and next steps as well as opportunities for public input.
52.	A ruling mechanism that outlines specifically and more clearly for the citizens what the decision is how it aligns with City and Provincial policy permitting such authority, and why or why not it an alternative decision was not made. Online dashboard reporting City time anticipated for processing of inflow files/documents, time taken, and background dialogue on how general time allotments have been decided upon (should be council approved)
53.	Public Art intradepartmental process
54.	summary of community costs initiative - to offset services that are under budget maybe initiate a volunteer programs especially those that are registered under EI for lengthy periods of time and make use of everyone's time efficiently
55.	blog style information, online webinars, infographics, social media, news letters
56.	I underestimated the time to allocate to this survey. May respond to this when I have more time. Short answer: clearly delineated information access points. The information may exist, but where and how is it organized, and can it be quickly perused?
57.	Dealing with citizen service as a more collective whole rather than "one-off" projects per BU or dept. How to work more collaboratively across corporation and allow for responsive nature to participate in initiatives as they present (either internal or external).

58.	eg. database of city taxes for all the houses in calgary.
59.	An open data site for employees and citizens...might be different information but I think it is key....
60.	311 open data or availability of the public to generate reports for questions they are interested in learning more about.
61.	Having an occasional user fro staff that are on-call or having a group login with access to information for crews on the street for updated information. Also having the ability for on call crews to submit reports would increase efficiency and help keep cost to the taxpayer down.
62.	Having more documentation available to the public through the web Producing our accomplishments as a work unit visible to the public Tools: Livelink
63.	Information Security governance committee to define, measure and protect against IT risk. Incorporate IT risk governance into existing risk mitigation committees, policies, goals, etc. across The City. Appropriate network segmentation based on risk. Information Security awareness and education programs for City staff and citizens.
64.	Easy access to information online, less bureaucracy
65.	I think basic statistics should be easy to find on the Calgary.ca
66.	All city council minutes linked to the video of that discussion. All City contracts posted online. Notifications of work happening in my neighbourhood.
67.	Improve financial reporting. Where funds come from and how they are used
68.	Project management framework - Reporting Dashboard
69.	providing access to data sets that are important from a citizen perspective expanding access to data sets building a common data repository (or expanding the current one) using the data to track roi, efficiencies and service improvements
70.	Publishing Council and committee agendas in plain language. What's on the Council agenda (bullet points) in a screen in City Hall and a feature box on the main page of our website.
71.	Open dashboard, KPIs and measurements, sharing different methodologies of reporting
72.	Decision made by other groups within City but information is not shared until a problem arises.
73.	Almost everything the city does should be transparent. One of the most important transparency requirement is for Council decision making to be advertised more. The council meetings are on line but how many people read or watch this. The decision of council should be published and the financial consequences advertised so citizens don't wonder why taxes are the way they are.
74.	Making transparency a priority to leaders in their communications, encouraging openness from the top down, creating a tool kit check list for communications.
75.	On-line libraries; gis models and mapping (usable formats); etc
76.	Open Data
77.	The use of Shared Web Services are already showing signs of Transparency to me. It allows multiple teams, applications, people to obtain the same information from a single source

	reducing duplication and slight variations in data.
78.	Consideration of City staff input responsibility. Serious accountability for updates?
79.	Every interaction between the CoC and it's citizens should be available through secure online systems. People should not have to fight with downtown traffic and parking to come in person to pay for a license or other service.
80.	The definitive classification of information in terms of transparency and how it should be distributed should be proposed by policy makers and adopted by council rather than leaving it to operational units. Real-time processing and reporting could be mandated for any new solution development and also for re-design in cases where long chains of batch processing are negatively affecting citizen access to timely information.
81.	Simplicity: a pie chart which shows what percentage of every tax dollar goes to what service, infrastructure, maintenance, charity, etc....
82.	share what projects are being worked on. if I know of projects that would help me meet my objectives I may be able to support the project and get benefits from it as well. an example. one team was looking at purchasing a notification system. during a crisis situation multiple groups could benefit from having and using such a system.
83.	All data in use should be public. There should be a data ombudsman who will be a adjudicator of data access complaints (when data isn't being fully shared). All data that exists should be inventoried and reported as existing even if it isn't released. There should be a policy for eventual data release (like the 30-year Federal Cabinet document release schedule.) as right now files are permanently locked under provincial protection of privacy act. Access to all data should be zero-cost as fee barriers are against the spirit of transparency.
84.	Free access to current property maps for citizens in a manner that would let them make modifications for their own use using tools like Google Sketchup, or open source drafting tools. This could simplify permitting for property improvements.

Considering your own role, would Engagement and Participatory Government be a benefit to you?

Response	Chart	Count
Yes		101
No		53
Total Responses		154

Why? (Both 'Yes' & 'No' responses are listed below, response was optional)

#	Response
1.	A platform to ensure that concerns are made aware of in a manner that keeps up with the pace of improving technologies.

2.	As a citizen, I feel I am at times unaware of certain city initiatives that effect me and others. A news letter in the form of paper or email from the councillors would disseminate information to a broader audience than the website can. Announcements in the paper regarding road closures, pathway detours are of value, but council agenda highlights are unknown to me.
3.	Its important to know what citizens find important - Government can no longer be a vending machine giving citizens everything. We need to hear citizens' needs and act more as a platform to develop what citizens really want.
4.	Governance is at the heart of our business, and a democracy relies on an well-informed public!
5.	More structured channels for citizen feedback would allow us to anticipate and respond to trends more rapidly.
6.	My team works with external stakeholders including utility company's, legal survey companies and we would want to engage these groups if we are re-defining processes.
7.	Wouldn't make a difference as an employee.
8.	Ensuring the democratic process is as pure as possible is a benefit.
9.	It is important for citizens to have trust in their government
10.	Work with bylaws requires engagement and it is useful to have sectors participate as they provide new perspectives.
11.	Less complaints about decisions
12.	My department needs to engage the public, so this should be a robust and effective relationship
13.	To better serve the citizens, we need to know their concerns
14.	It would allow programmers to close the feedback loop with citizens and community service providers.
15.	Citizens need to be involved in the decision making process.
16.	We interact with the Calgary.ca web and 311 daily.
17.	Feedback on services and experiences. New ideas for service.
18.	Reduce NIMBYism, Broader understanding of issues
19.	equitable, justifiable
20.	Help citizens understand that work that the city does and how and why certain decisions are made.
21.	to a small degree
22.	All of our decisions are guided citizen expectations and priorities
23.	More direct involvement in the democratic process, apart from just electing a single individual every 3-5 years.
24.	My business unit is responsible for a number of capital projects, as well as public-facing services. Anything that can help citizens feel that their voice is heard would be good.

25.	Knowing where to increase my resources vs where to reduce them.
26.	there's not a clear understanding among citizens and even within The City of the true meaning and purpose for using digital channels.
27.	Engaged citizens understand decision making process (may not like, but understand)
28.	As a subject matter expert its my job to inform citizens and policy makers. Public engagement is the job of policy makers (Councillors), I just do what the policy makers tell me to.
29.	I do not have enough time to educate everybody. See previous question.
30.	I am in a support role, and do not require public input
31.	Our BU has other BUs as customers, we do not have citizens as customers
32.	No direct services to public.
33.	it helps gain insight into your stakeholders needs and expectation. I like that we have an engagement policy and that it is part of reports that go forward to Council. Engagement is a normal part of doing business now.
34.	I think it would be a benefit to everyone and anyone in Calgary, especially City staff, to understand the need of the public.
35.	It is important to be aware and informed on how decisions are made and how it impacts all citizens and employees.
36.	Citizens would feel more involvement in government if they knew their views were taken into account. We receive many concerned calls from citizens so it's important that they feel they are heard.
37.	Yes, we are here not only to serve the public, but to act as their ambassadors as well. More public engagement in the decision making helps to get a clear picture of what people are hoping for and perhaps eases the burden of the guesswork we sometimes have to troll through.
38.	I am on the front lines hearing calls from Calgarians, so passing on that information is crucial.
39.	I'm much too low in the organization.
40.	Public engagement and knowledge changes attitudes, hopefully for the better
41.	I do not leave in this beautiful city, but I do work here and indirectly provide a service to all inhabitants of City and its surrounding areas. It is important that we identify ourselves as stakeholders of this city and therefore our input is valid and worth listening to. Together we can build a better place. And we do not need a flood to come together
42.	Report process already achieves this.
43.	Im not sure what this looks like - citizens don't respond outside of surveys on calgary.ca for input on the website functionality
44.	Seeing my works align with Citizens ideas
45.	I work in a customer facing business unit and have input from customers are important.
46.	An ongoing conversation builds relationships and understanding

47.	The more access citizens have to our information, the more empowered they are with knowledge. Furthers communication between the City and the end users of services.
48.	I think engagement is always good so citizens can provide input & buy into the progress
49.	Provide technical support for citizen engagement with Council and Bylaw records
50.	More direction from citizens sounds like a democracy to me.
51.	in my opinion, we have slowed the process of getting things done to such a snails pace, that costs are rising too high. we elect a council to make decisions on our behalf, but we always defer to the "public engagement" to get direction and in several instances, nothing gets done due to delays and lack of decision making.
52.	It gives us ongoing real time feedback from our customers
53.	Better engagement with citizens would improve service delivery.
54.	Isn't that the definition of a democratic government?
55.	Because I am a taxpayer and want the best for Calgary, within the means of our tax base.
56.	It can be a valuable tool for gaining information quickly to inform decisions and allow progress faster
57.	Citizens won't have any interest in what I do. I directly have no impact.
58.	i live out of town, but work in calgary
59.	so we understand what role our representatives with impacting our daily lives
60.	The ability to easily provide my input would boost my motivation to participate - and I'm sure other people as well. The more participation from the public the better (as long as they are well informed on the subject)
61.	Input and process knowledge
62.	Alignment thru engagement would deliver what people want
63.	asdfa
64.	Meaningful dialogue with citizens (and other BU's) to develop a shared understanding of "better" or "informed" decisions.
65.	It would give us more information on what is going on at the City.
66.	Positive to have a voice.
67.	Generally citizens don't understand The City, its functions and its accomplishments. It is nearly impossible to work with stakeholders with limited understanding of The City.
68.	Ensure backend design of tools and information gathering from public are reliable and properly submitted
69.	if there is more engagement in the process then more people understand and become better educated about the issues and more people can make informed decisions about those issues. This may make public response less reactionary.

70.	The public could suggest what documents they wish to have accessible and how they want to access these documents
71.	In terms of information security, its not wise to publicly enumerate system weaknesses.
72.	To have voice heard
73.	Much more informed about citizens needs and expectations.
74.	I do a lot of engagement in my job
75.	It is my responsibility as a citizen to be involved. The government needs to stop doing things for me and instead help my neighbours and I do the things we value.
76.	Voters need to be respected
77.	Promotes understanding of customer needs
78.	Access
79.	I don't deal directly with Public
80.	It is important to understand how all decisions get made in The City and the process used to make them. Council reports don't provide this value and the departmental structure is not relevant to citizens.
81.	I ultimately work for citizens. Of course I want to know what they want.
82.	may reduce public criticism on decisions and/or efforts to engage public
83.	too far down the food chain
84.	If we the government are building services that the public truly desires, then IT will know that we are bulding better products that will make a specific impact.
85.	Records management and FOIP reduction.
86.	We are here to serve the public
87.	The project I am on (ARGO) involves this process directly.
88.	This would provide a mandate to initiate change and overcome resistance to change.
89.	Service provider role in IT. Public engagement does not directly relate to my function.
90.	Not sure. I tend to work behind the scenes in Corporate Services, not at the fron line.
91.	groups that have an agenda will push for what they want, without thinking of the overall picture.
92.	because public engagement and participation is an important part of the democratic process
93.	It would enable me to provide superior service to citizens and to my internal City clients.
94.	I think engagement will follow other things. Let's focus on delivering value first, rather than seeking satisfied citizens directly.
95.	we can hear what our citizens want. collaboration ensures a better process for all

Considering your own role, what, if any, concerns do you have with Engagement and Participatory Government?

#	Response
1.	Valuable discussions occurring without providing public or private parties knowledge. This promotes narrow agenda/s that might not recognize all aspects of a potential concern/s regarding an agenda/s.
2.	I think we need to learn how to engage with public in new forums - this will come with trial and error and lessons learned.
3.	Inviting and engaging citizens in participatory government has the risk of allowing the vocal few to represent the interests of a sometimes silent majority.
4.	None
5.	My concern is that there is more and more a perception that meaningful understanding can be obtained through bullet-points or by the length of a text message. Public engagement still remains one of trying to communicate complex issues, so the use of over-simplified catch-phrases to communicate this is often a waste of time and money.
6.	Concerns would be around how to manage realistically in terms of participation. Public engagement can be achieved in many ways - in a formal meeting setting the business of the municipality should be carried out with efficiency and effectiveness. The engagement piece should be as thorough as possible prior to the meeting setting to ensure citizens have an opportunity to participate.
7.	N/A
8.	There are often lobby groups who are strong and although not the voice of all, create roadblocks rather than working together to solve a problem.
9.	Extra work, few participate and not the people who would complain anyway.
10.	Hard to organize and focus.
11.	Participatory - really meaning active engaged citizens. Often surveys are created as participation when they are full of leading questions which confirm already established outcomes. Real participation such as citizens being allowed to balance the budget or effect change would be helpful.
12.	General public are not engaged in City issues, as recently demonstrated in the BUDGET surveys and request for input from the public. A shameful waste of taxpayer money.
13.	I think it can be too much - influence may come from just a few loud voices.
14.	Can't be just for the sake of saying we were inclusive. Must be meaningful.
15.	Managing citizen and employee expectations of what engagement and participatory government means.
16.	If not planned properly, it is time consuming and can slow down the delivery of services. Getting the public out to events is extremely challenging.

17.	time consuming
18.	May over-represent the digitally literate?
19.	Again, what to do with sensitive info or complex info?
20.	Time lines could be significantly impacted. Budgets not adjusted based on decisions. Impractical solutions because of lack of understanding the larger picture
21.	see answer above [<i>*in previous question, not item directly above</i>]
22.	Time and cost commitments for engagement and participatory government decision making
23.	I have no idea what the second point says: "Citizens are satisfaction with knowledge of City governance and decision making as well as with opportunities for input". It looks like English but I have no idea what it means.
24.	The opinions of any individual citizen are given the same weight as, or greater weight than, the opinions of experienced experts in the field. This approach is demoralizing for employees and results in non-optimal work since everyone knows the ultimate decision is going to be made at an open house by the loudest tax-payer attending or in an alderman's office by the most powerful lobbyist. Employees' education and experience is routinely ignored, even by their own superiors who are intimidated by the power of Councillors. The end results are poor decisions with built-in excuses since "that's what the citizens wanted".
25.	none
26.	none
27.	None
28.	improves the information we provide to stakeholders and decisions that this business units makes on business plans/priorities
29.	Information is filtered properly and aggregated accurately so The City can respond effectively.
30.	It can be detrimental to the whole engagement process if the views of citizens do not actually have any impact on decisions made by the City of Calgary. If you ask for opinions and then don't actually follow the recommendations of the majority or post the results of the engagement, it can have a very negative impact on the citizen's view of City administration.
31.	None
32.	2 concerns - first I would not like to see decision making becoming any slower than it already is, second is that some decisions require specialized knowledge and experience to make so how can the public be included in that type of decision making?
33.	None.
34.	Can you not check the grammar of these things before you put them on the web? "Citizens are satisfaction with.."
35.	We need clarification on what this means - how surveys translate to actions
36.	N/A
37.	May still be hearing only those that have an strong interest pro or con... most likely con.

38.	Time and resources to do this effectively while also completing assigned tasks
39.	Balance in representation and statistics.
40.	We act on too small a sample size. We engage a more involved citizen, not representative of the population. FOIP getting in the way.
41.	Surveys, for example, will appeal to those that are personally effected by the issue. It is not necessarily a true snapshot of the wishes of the whole. Participatory government happens when voter turnout elects a representative that the citizens believe will represent them as a community on city wide issues. Low voter turnout means the constituency is not being represented. The City needs to do a better job advertising elections and what they mean.
42.	Expectation management of customers
43.	The City doesn't have the required level of expertise in citizen engagement. There are no standards in place for what constitutes good quality engagement or if there are, no one seems to be aware or following those standards. Engagement should be happening 24/7 not just during official engagement periods. And it should be happening via many different channels (i.e. social media).
44.	That citizens are aware of the process and provided the opportunity to participate but in a timely way that doesn't drag on.
45.	It has its flaws, is often left too open ended in its request, and can be too easily manipulated; moreover it appears to be difficult to differentiate between actual stakeholders or simply interested parties. The validity or credibility given to responses can be too subjective.
46.	Too many special interest groups will have a direct gateway to making the City even more terrible – bike lanes, public art etc
47.	I would be interested what my representative does to improve the city
48.	Trends and Campaigns could easily influence people who would normally not pay attention. When people are presented with information, that information needs to be presented in a very non biased way, consequences of choosing one way or another need to be explored.
49.	no
50.	asdf
51.	We do "bad" engagement ...where it is too late to influence decisions and/or poorly designed and implemented to get information that can be utilized effectively and responsively.
52.	I fear discussions/inputs devolving into complaints about parking, dogs and a neighbour who doesn't cut his/her lawn. There is a tremendous amount of anger out there, about issues that I think should be very low priorities for City staff.
53.	Has the city considered much on advisory committees where City staff will actually listen to written proposals....? Cycling is a good one. Transit another one. City could provide guidelines how reports/proposals could be formatted, etc.
54.	my only concern is ensuring that the level of engagement is fully understood. What would cause a backfire would be to implement this on a wide scale and then have the public think that they can influence every single decision and plan and project to the nth degree. engagement and

	participatory government needs to be embedded in our planning, but also communicated effectively.
55.	We often put the public's wants and suggestions ahead of the corporations with unsatisfactory results. It is good to receive suggestions but we need to consult with other business units as well.
56.	While I applaud and encourage citizen input for the 'what' of the Digital Strategy, I don't think it's appropriate to engage citizens for the 'how'. Implementation details are tradeoffs often based on cost and functionality. Sometimes citizens may not have expertise to select appropriate functionality because cost is the only concern.
57.	IT seems to not be implemented in a correct fashion. Comments of citizens are largely ignored on the community planning level.
58.	What level of engagement and influence are we wanting to achieve and how we present that to the public. How are we going to report back.
59.	I do feel like we spend too much money asking citizens about things the councilors they voted for should be able to decide or things we already know the answers to just so we can say we did engagement. This is just not always the right tactic or use of taxpayer money.
60.	There are too many opportunities that we find out about at the last minute and appear to be disconnected from all the others.
61.	Usually city takes top down "we are the experts" stance
62.	Can take longer and sometimes we won't be able to meet everyone's needs.
63.	It is our job to ensure there is an option for citizens to help us make decisions. However, it is not our job to manufacture interest in what we are doing. If citizens are apathetic, how much effort and money do we waste in trying to give them an option to weigh in when they don't care? The Action Plan was a great example of huge waste of time and talent to very little gain.
64.	Don't know
65.	We tend to over engage on some planning items and decision making and under engage on the real items that cost taxpayers.
66.	Red tape, delayed timelines
67.	The City is complex. Expecting citizens to be fully apprised of processes and domino impacts of decisions is unreasonable. There has to be some balance between engaging the public and allowing their respective councilors to represent their interests. There also has to be equal attention paid to reporting the results of public engagement as there is attracting it.
68.	none, as a taxpayer, I think it's great.
69.	Embarrassment from quality of information shared.
70.	expectations will be higher - tougher to meet
71.	None.
72.	City follow through with results of citizen participation.

73.	None. This sounds like a good idea in principle.
74.	Groups with an Agenda that are strong win, I personally believe that bike lanes benefit those in the inner city area. Bikes being allowed in areas like 8th ave seem counter to the normal stream of traffic and as I drive that is another 200 parking spots no longer available and with the new library coming in, There were 200 recently lost. It is great for those that can take the bus, ctrain or like to bike but, it is an issue for those that drive.
75.	The granting of "Meaningful, impactful roles" implies power to direct and control. Who will be my boss? How do you reconcile competing interests while ensuring that "Public engagement with meaningful, impactful roles in the processes and decisions of government" can actually become a reality? This type of change demands a sea change of how we do and envision the role and work of government. It is certainly one thing to say these words, it is far different thing to actually achieve them.
76.	Concern that I have with this survey question is the grammatical error which is embarrassing. "Citizens are satisfaction with knowledge..." is not a well formed sentence.
77.	we need to ensure if we are going to talk to our citizens, the outcomes of the topics discussed are actionable (to some degree).

Please suggest a few examples of actions, projects or tools that would achieve the goal of Engagement and Participatory Government.

#	Response
1.	board committee positions open to the public and private parties. local advertisement.
2.	See above [<i>*in previous question, not item directly above</i>]
3.	new forum for open houses on changes in communities, parks, flood recovery etc. another option for citizens rather than in person sessions but they can still have their voice heard.
4.	Project example: project to make voting records of members of Council publicly available.
5.	Live streamed council sessions with chat/discussion functionality for citizens to interact and upvote issues that should be tabled
6.	how information from and to the different stakeholder groups would be exchanged using international standards
7.	using technology to provide further information
8.	I thought the budget tools were good because they showed the bigger picture of tradeoffs - you can't spend more in one area without sacrificing in another. Social games (simple video games with a social message) are sometimes used for this purpose. They can be very powerful to communicate decision making and because they're fun they'll be shared a lot.
9.	Citizen committees, feedback forms, focus groups
10.	Online feedback forms that could collect data in the classrooms. Montreal allowed citizens to 'balance the budget' - citizens provided value judgments on what city services were most important. A real 311 system where calls, emails and concerns are dealt with quickly. Too

often I have had service requests disappear into the digital void never to be answered or addressed. Tools should be just that - a sharp pencil with an eraser attached - that allows the service provider to DO the job they were hired to do. Digital technology should support the work not dictate it.
11. Look at past records of boondoggles. City is already pro-active involving communitites in plans that will effect them. example TOD. Please stop these silly projects. Thank you.
12. Provide feedback and tools to employees first and then engage customers.
13. online surveys, online input to documents, availability of key contacts so the public can provide input (311 is excellent, but not necessarily the quickest way for the public to provide input).
14. Grass roots polls for different city / community initiatives to assess the level of local support.
15. Better use of online surveys and analysis.
16. Park funding, park landscaping, Road planning, urban congestion, community design,
17. education
18. public engagement sessions on new projects
19. surveying the public for input via their cell phones / mobile apps, to get a sense of Calgary's support for spending
20. Should have public engagement in property tax decisions and not the newspapers
21. None
22. I think we have several such tools in place, for example ImagineCalgary and nextCITY.
23. Only provide engagement for those items where citizen's comments can actually have an impact. Or, be clear during the engagement process that citizen's views are welcome, but will not actually affect the outcome of the project (if applicable).
24. Not sure
25. 2. doesn't even make sense, please change that sentence as it doesn't make sense.
26. Let the citizens decide if fluoride should be added to the water - take the politicians out of the decision making process.
27. Public engagement on the Action Plan; pilot projects on the blue, black and green carts with the input of participants; public consultation on red tape; Plan your City; those are wonderful examples that engagement and participatory government work towards building a better place. A good chunk of people may not participate on them because they are not interested on the task, but on one hand, they are open an public, and on the other hand the other chunk of people that are interested in coming together have done so and their input is taken in consideration.
28. build awareness of the issues and opportunities to improve our IT services internally as well as externally. Web visits, comments and concerns about the sites, how they function and how they need to be improved.
29. Technology based forum; town hall meeting;

30.	citizen blog on an issue
31.	Online planning applications information as described in transparency
32.	Open Houses for statutory document reviews and educational sessions for any group or citizen interested in learning more about City Bylaws or any topic by interest.
33.	A suite of online engagement tools available to the BUs.
34.	perhaps consider an approach that allows taxpayers to create secure online accounts and put political decisions out to vote. in order to make the decisions valid, there would need to be rules around what minimum number of votes is required to make a decision binding. perhaps there would be a minimum of 300,000 total votes to make the decision binding
35.	Engage the public prior to an election, educate what the role of an elected official is and how it effects every Calgarian on a daily basis.
36.	Instant online feedback tools which are ongoing beyond just calling 311
37.	Better tracking of comments, questions and feedback coming in from citizens via social media. The 311 system is broken. Calls come in and the front line people are very good at their jobs, but once it leaves the call centre, there is poor tracking of how issues are resolved (or if they are resolved). If 311 was a parcel delivery service, it would be a major fail as the 311 tickets are closed as soon as they leave the call centre. They don't actually track the call through to the actual delivery to make sure it was followed up with.
38.	Make it easier for councillors to poll their constituents. Provide free Web space for community organizations. Put street-level elevations of proposed developments on the Web (instead of requiring an appointment to view paper plans). Easy-to-browse history of councillor's public-record votes. Pseudo-anonymous system for community organizations to contact and/or poll "their" residents.
39.	Online and open house forums.
40.	No Silver Bullet from this citizen, i think we need to do more of it, target it as effectively as possible, and be more cautious in the application.
41.	Surveys and forums like this.
42.	blog option but internal input from government representative and public can view not input their personal opinion to keep the site clean
43.	An example of a tool could be an application for home computers and mobile devices that allows you to vote on certain subjects to help inform the government of public opinion.
44.	Keep using the public participation and employee participation models
45.	asdg
46.	Current goals of Action Plan This one?
47.	Community development plans online and accessible with option for imput from community members.
48.	Structured discussions with rules of engagement; projects that educate citizens and then include them in meaningful discussions about The City's future, budgets and plans.

49. See above. [<i>*in previous question, not item directly above</i>]
50. Tools: Livelihood to access documents to the public
51. Surveys, citizen requests via 311, engage higher education (SAIT, Mt Royal, UofC, etc) for student participation.
52. heritage planning, public art, community planning etc
53. We need a list of approved engagement activities ranging in approx. cost so as City staff we can do more inexpensive engagement.
54. Let citizens build the budget or set priorities. Leave a percent of tax money at the neighbourhood level for us to decide what to do with.
55. Online referendum
56. Online access to information, public forums,
57. using digital tools to provide opportunities for public engagement
58. Giving councillors easy to use survey tools to gather input
59. Access to online research/engagement panel at business unit level, social media marketing - sentiment analysis at BU level,
60. Don't have any
61. Feedback capabilities on everything we do, engaging at the right time in the right way (lean on engagement team's expertise)
62. Input on what extracurricular services, programs The City should offer versus our MGA-mandated deliverables
63. Someone will need to proofread the surveys put out - like this one - and correct errors:)
64. ARGO is an excellent project for facilitating communication between the CoC and it's citizens.
65. Connect information service design and delivery directly to direction from citizen engagements. The administration already set goals and objectives, but adding the citizen as the driver with specific observations in specific public engagements would help focus the service design.
66. Online publication of development permits and the like.
67. Engagement needs to be done in forums spread throughout the city. some are targeted although I believe the intention of those putting on the forums do not intend to exclude those not in the targeted area. as well, these forums need to be advertised long in advance not just a week.
68. This goal will require courage and boldness from our administrative and political leaders. It may even require significant changes to the Municipal Government Act in order to really happen. That said, I recommend that we consider implementing a live, non-binding voting process that all citizens can participate in via the Internet in response to the actual live events / discussions that are happening in the various meetings of council and its committees. We should also enhance the availability of all ongoing work documents so that citizens have access to the CURRENT information regarding anything under consideration by council / administration so that they can have a "live" understanding of where things are and to be empowered to provide

commentary as the process is underway, rather than only being given the ability to comment once a report is delivered for approval / comment. We need to recognize the power of the Internet and the significantly constrained time and attention of citizens to be able to attend a set of 'open houses' and other such similar consulting events. Virtual open houses need to become common practice with real and effective communication / interaction with City staff possible via online tools.

69. None should be undertaken. Put the resources into service delivery improvements.

Considering your own role, would E-Services (Design & Access) be a benefit to you?

Response	Chart	Count
Yes		122
No		28
Total Responses		150

Why? (Both 'Yes' & 'No' responses are listed below, response was optional)

#	Response
1.	Complicated interfaces between e-services and citizens aspire for less interaction.
2.	I am already receiving my Enmax and tax notices and bills electronically and have automatic electronic payments set up.
3.	I am looking more at me as a Citizen - I think this is very important for citizens
4.	improve transparency, keep development in house
5.	I believe E-Services could be used internally also for sharing information and training.
6.	Interfaces City services to public
7.	Having a more consistent user experience across all of our web properties and applications would increase overall satisfaction with our digital services - many complaints and feedback we receive relate to web applications we do not have any control over (eg. assessment).
8.	Convenience, Channel of Choice
9.	Not really working with citizen's directly.
10.	because part of my job is to provide access to municipal government information
11.	We live in a digital age, it is more effecient to provide digital services
12.	It would be easy to connect at a convenient time to use a service.
13.	There's no point in communicating anything unless people receive it so, making it easy for people to receive your message makes your investment in that message worthwhile.

14.	I'm not aware of any e-services that my department would need to offer to the public
15.	To make it easy for citizens to log in once, and do everything they need to do in one place.
16.	Effective e-services that support program delivery
17.	one look and common experience for customers
18.	Services that are not usable by the citizens don't add any value.
19.	If it means the tax payers can access more or better information on Calgary.ca (which just had millions put into an upgrade)
20.	Although I know it's important, my role is limited to internal operations.
21.	Many services we provide could be self-service
22.	quick, responsive
23.	The E- Service for employee Learning and Development is an Electronic Learning Management System that is corporate wide. If I stated in Fired my corporate wide training records should follow me to all my future jobs. Also corporately we should be able to provide training records as part of the yearly "compensation" history. As Learning and Development professional there should be an Online Learning Portal for employees. How can inform, colloborate and transform without a internal learning portal?
24.	Citizens can perform some of the services for themselves so could potentially increase citizen satisfaction and als improve the city's operations.
25.	Internal Enabling service - very limited contact with the citizens
26.	not very relevant to my work
27.	Accessible and convenient for Calgarians (e.g. LICO, registration, licensing etc.)
28.	Ease of access.
29.	Citizens could find out info about my business units work more easily
30.	Able to acces city resourse or information where ever citizen need it.
31.	It's all about enhancing the citizen's experience with The City
32.	Time and cost savings of front line customer service staff
33.	I don't do a lot of front-line work so e-services wouldn't affect what I do.
34.	Reduces the need for me to give people simple information.
35.	provide alternate methods of communication for citizens to contact 911
36.	Perhaps we could use E-services for community support of environmental programs directed at the community.
37.	will allow for more automated transactions
38.	This could help improve application integration within The City.
39.	I would use these as a citizen for sure!

40.	Making it easy for citizens to use electronic services would decrease the number of calls to our office, as many of their questions or requests deal with not being able to find or understand the services offered.
41.	I'm not on the front line of city services
42.	The easier something is to use, the more people will use it.
43.	I do not interact with the public - ever.
44.	consistent and easy access is key. Ease of use is probably more important as there are many people with limited ability
45.	Not all citizens are digitally literate, nor have the skills to access high tech service offerings. By thinking of the average citizen, the City is making the e-services affordable to those people lacking of such skills.
46.	Increase size of market for our services
47.	We need a greater understanding of the services within IT on the design of our system requirements and access to them (externally if need be). We tend to get a no without considering the cost benefit to the BU or the projects.
48.	Clear and focus goals for my works
49.	The business unit sells things to the public- make it easy to for the public to buy!
50.	more self-service for public
51.	Already processing applications online. All e-services have taken government a very long time to prioritize and budget.
52.	needs to be easy & provide meaningful interactions
53.	More online services = fewer in-person and phone services. More efficient, quicker, cheaper, etc.
54.	Webmail service for email and calendars should be the rule not the exception. many engaged and responsible employees incur significant costs to the corporation as a result of using smart phones and other city owned devices to check email while away. The costs to the corporation, might be less if the Webmail option was available to all users??
55.	the easier and better the design the more people use it, and more information they can access on their own and the less direct calls we get
56.	Supports the Corporate culture of "Information sharing".
57.	E-services would save time and money.
58.	Getting anything done via 311 or a visit to City Hall is inconvenient and very often slow.
59.	As we all become more plugged in it is important that citizens can easily access information and services in an intuitive way.
60.	I feel I use the current city system an average amount for various needs, so I think I could comment on the usefulness of a proposed design

61.	I don't anything from the City. 311 is good for reporting a pothole.
62.	it would help me find things out
63.	E-Service would make it much easier for individuals to get their opinion heard on certain matters that they would normally not have the opportunity to be a part of.
64.	Ease of use promoting use.
65.	Most of my business serves other business units and not the public directly.
66.	asdf
67.	Format to allow for improved customer experience.
68.	Services which are easily accessible with user-friendly interfaces are critical to insure that all citizens can use it.
69.	Many services in PDA would benefit from E-Services. Many services are already online. In theory, moving online should free up resources for meaningful work....and perhaps ease up resources to provide more targeted and meaningful customer service.
70.	My work is on knowledge and doc. management
71.	it would make accessing those services much easier outside of business hours
72.	sharing of files with clients would be a benefit
73.	Citizens would not be interested in access the records from my role
74.	Common gateways & information portals for citizens are easier to secure than one-offs and Business-unit specific programs.
75.	Easy access to information
76.	My role as a City employee does not involve face-to-face work with citizens.
77.	Consistent experience. Easier to understand citizen needs and how best to service them.
78.	They would help improve our services and reduce the amount of time staff are on the phone with citizens
79.	So I don't have to travel downtown or somewhere during my own working hours.
80.	Taxpayer, utility pay easier
81.	Easier access to services
82.	As a user I would want a consistent service experience regardless of which channel I used to access the services
83.	Ease of use - less overhead.
84.	I am city employee
85.	Accessibility will support use. Without it The City should not spend the money
86.	I do internal communications, showing staff the good work that's happening here, like e-services, helps me promote The City as a great place

87.	it could emphasize the importance of keeping web pages current and relevant; increase the focus on citizen-centric content rather than content that is self-serving
88.	the COC's main reason for being in existence is to provide services. a lot of service requests and related information can be delivered digitally.
89.	As a citizen I might want to access information or use digital payment.
90.	a
91.	I am directly involved with the ARGO project.
92.	End user dissatisfaction requires attention, and attention consumes resources.
93.	Service provider role in IT.
94.	My goal is to extend services and compute capabilities that exist within the Corporate environment beyond the traditional IT enterprise boundry.
95.	I am technologically able to use the systems.
96.	The more consistent the user experience around all city services, the better participation you will get
97.	Enhanced communication with / from citizens is a great way to be able to provide superior services. Get with the times and provide services in a manner that is modern and efficient.
98.	Currently e-services are delivered from an internal City viewpoint, BU by BU, Service by Service. We need a single interface that makes sense from the citizens viewpoint.
99.	the more services citizens can access online, the more accessible we are to all
100.	there are things in this area that customers would appreciate being able to do online

Considering your own role, what, if any, concerns do you have with E-Services (Design & Access)?

#	Response
1.	if the designs do not invite usage then we end up with wastage of valuable resources both tangible and intangible.
2.	that we cant keep up with the technology and resources that private companies have and cant meet the tech demands citizens require.
3.	Inadequate funding?
4.	None
5.	Dealing with limited access portions of the population. What if people don't have access to the "E" in E-Services.
6.	The waste of time and money The City has put in to developing (or not) an outdated Livelink software to meet the needs of accessibility and preservation for The City's electronic records. There is a Canadian standard that is cheaper and designed specifically for this, but good money

	continues to be thrown after bad.
7.	n/A
8.	security.
9.	None - do it :)
10.	Security of personal information, too much customized application development (hard to maintain in the future)
11.	The design of e-services is currently not effective for serving citizens. E-Services need to be accessible for people who do not have access to phones, tablets and computers.
12.	coordination across business units - ensuring the customer needs are forefront
13.	FOIP and security of confidential information.
14.	Restrictive rules, rules that do not evolve, rules that are dedicated by an "elite" of a handful of people with attachment to a particular methodology.
15.	FOIP
16.	None
17.	Reality of real life expectations and execution of work coupled with real life budgets to work with.
18.	How do we accommodate everyone's knowledge of e-services? Everyone has different skills levels for using and understanding how to use digital channels, and not every citizen uses digital channels.
19.	security
20.	I'm not sure what "the average citizens and their complete citizen-experience" means, or just how big of an impact this project will have on the average persons life in Calgary. Consistent and easy access is nice though.
21.	There is always a danger of misinterpretation of information, especially if the City continues to disregard precision in basic communication.
22.	The design must be intuitive and widely available, or else it will not be readily accepted
23.	none
24.	needs to be consistent internal service across the corporation. right now it seems to depend on the particular "account supervisor" as a link into CSC, as to what kind of service and expertise you get.
25.	If the E-Services are designed with proper service-orientation. Are relevant and appropriate APIs developed along with E-Services.
26.	none
27.	None.
28.	Needs to be compatible with recent technology.

29.	Lack of awareness and capacity of the IT group, how if functions, what opportunities are available to us.
30.	N/A
31.	make it easy for customers.
32.	Political priorities can change with every Council and this impacts the timing and delivery of a good E-services program.
33.	Personas should be created so that we can better evaluate solutions against different types of average citizens. These must be shared so that we have a common focus and understanding of the citizenry.
34.	How we prioritize the services we digitize. The City tends to just take an internal process and puts it online, rather than recreate the process as it were a new service. One that is public-facing and designed for self-service.
35.	The ability for the design and access to keep up with what people are using and expecting
36.	There is no serious commitment to e-services. There is no accountability for e-services. The committee has been inconsistent, there has been turnover in leadership and no real follow-through.
37.	If calgary.ca is any indication, the Web service will be poorly implemented and therefore under-used.
38.	Get as much feedback as possible prior to beginning design. Look at other cities who have gone through the process to glean any learnings that will facilitate this project.
39.	current system is hard to navigate, often have to work hard to find what i am looking for, now this may very well be a result that what i am searching is not available and so that brings in the issue of transparency.
40.	No - won't affect me.
41.	I worry that the wrong kinds of people will be hired to do the work
42.	Design - If the design is not well thought out, eg certain election ballots, users may get confused or inadvertently provide misleading information. Access - There needs to be safety measures in place to ensure only residents can access the information and that registration with E-services cannot be falsified.
43.	asdf
44.	none
45.	That they are maintained and up to date and easily accessible to users with low technical skill sets.
46.	Access for all citizens...as much as society now uses computers, online, etc. I worry about those that do not. They are entitled to interact with their local government as well.
47.	We can't assume every public will understand everything, meaning every tool we place out on the Internet.

48.	if someone needs assistance, knowing that there may be some way to log a question, or reach someone for clarification.
49.	Consistent requirements for security should be in scope for any EServices implementation; security assessments based on risk should be incorporated early (prior to design phase). For any "cloud" based services, The City should have a risk governance policy in place.
50.	none
51.	Customer service can be lost.
52.	Not know where to go. City website bewildering
53.	Security of data. Data being taken out of our systems for unauthorized use be commercial entities.
54.	While I think we could use apps to do transaction, The City's app strategy is a joke. We have nine apps on the itunes store. Does anyone else find that overkill and ridiculous? can they not be merged into one value-added app?
55.	Requirments gathering will be completed for Corporation and not individual business units
56.	Have often heard from citizens who are not computer savvy having problems navigating when changes are implemented or webpage addresses have been altered.
57.	none
58.	the new Calgary.ca search results is terrible and it seems we insist on using our internal language rather than a citizen voice to name/tag things
59.	ensure that business units work with people that can design these e-services to be user-friendly and avoid the business lingo so citizens can easily understand.
60.	Extensive testing to make sure it works before release to public. We don't want to apologize for glitches too many times.
61.	a
62.	City standards are out-of-date and restrict innovation from a user interface perspective.
63.	Inconsistent interface and service design. No effective and enforced City-Wide design guidelines for electronic applications. Ideally internal city applications would provide the same view on information as the external applications with similar presentations. Compared to commercial electronic service providers and software companies I have worked with in the past, the City has weak ability to conduct market analysis such as engaging end-users in testing and evolving the end-user driven features for citizen facing e-services. In some cases, I'd say the end-user is only consulted when it's too late to change the design.
64.	Technical complexity and future support. FOIP considerations.
65.	we forget that there are many people who are technically challenged. older citizens, homeless, and those without computers. these people get forgotten and are expected to use e-services and regular mail or face to face services get phased out without any real thought to these citizens.
66.	institutional e-services are often archaic; they need to be kept updated/current with ongoing

	investment
67.	That we will cheap-out and do a crappy job of them.
68.	We have a long way to go to even catch up to the Banks, let alone businesses that make their living by providing services electronically. A typical bank interface allows you to identify yourself, and then it shows all services that you personally have subscribed to - bank accounts, mortgages, lines of credit, credit cards, etc. At the City we do not have (and it looks like we are not on course to ever delivery) a single interface for a citizen to view all of the services they get from the City.
69.	design for our users, keep it simple with plain language and clear direction (don't overcomplicate the process)
70.	the total lack of support the City has for online services - no online chat, no telephone support, etc. If a customer has an issue they are pretty much stuck.

Please suggest a few examples of actions, projects or tools that would achieve the goal of E-Services (Design & Access).

#	Response
1.	clear designs that are easy to read and navigate. also designs that allow follow the citizen to include personal imprint such as options to make profiles. This will help the citizen to both personalize the experience and encourage re-usage.
2.	A vendor portal for invoice submission would speed up payments and reduce the City's carbon footprint.
3.	open houses in a new forum (apps) apps for many city services that are actually useful.
4.	We've already done many!
5.	Development a publishing of a consistent UX pattern library and standards that could be used by all groups seeking to develop new or upgrade existing Web services (IT, IIS, CSC, etc.).
6.	developing apps that access that can work on any device (cell, browser)
7.	Archivematic's Access to Memory software for preservation and access to historical electronic records.
8.	Have all services digital by 2015
9.	not able to comment
10.	better web design and engaging social media output.
11.	Calgary.ca single login with access to all services via any device.
12.	Providing portals where people would be able to use e-services would be helpful. Services that are designed for the end user in mind.
13.	one portal for accessing all e services, common plain language
14.	You tell me.

15.	Guidelines for customer experience, Training for web-design tools to allow broader participation, Monitoring emerging tools - maybe a "play zone" where new ideas can be tested and sent out for feedback.
16.	a corporate wide LMS - capable of managing, tracking and reporting for employee training activities with a portal for citizens.
17.	Easier to use websites. Mobile friendly websites.
18.	An app for citizens to know about mowing or park maintenance in their neighbourhood
19.	- Building permits where citizen may not necessarily have to drive to municipal building. - E-submit and e approve. - Design focus for access to information and services where the citizens needn't drive anywhere to acquire them. ie transit passes, sportcentre subscriptions, Partner with companies that create user friendly applications for citizens., ie maybe Garmin street maps or google maps showing best bicycle path to a prechosen City of Calgary location?
20.	education
21.	Self service account sign up and changes (utility bills and services)
22.	through citizen surveys, get public input in what people need, then develop the service
23.	Use "crowd funding" to raise funds for environmental programs
24.	centralized service, that has embedded elements and relationships.
25.	Applying SOA practices, tools such as application integration suites would ease the learning curve to achieve such goals that promote interoperability and enable transparency.
26.	existing one - My Rec Program Guide online tool
27.	Being able to instantly pay for any and all City services, from a bus fare to your property taxes, using your phone. Park and Pay is a good example.
28.	Sorry, none come to my mind right now.
29.	Real Estate Web Site
30.	More awareness and appreciation for the role of IT, get rid of ineffective managers and ITAMS, listen to the concerns of internal IT developers as well as end-users; use myCity to broadcast stats on IT performance, what the indicators are and how we as a City can better work together with IT sections.
31.	Survey practices of other municipalities
32.	- Speak online with a representative. - Text your comments, or provided through preferred avenue. - Current document management system does not make it easy for staff to perform record management duties easily. - Create a library out of ALL archives at Iron Mountain and ALL material in every file folder (application). Delete the need for printing, file folders and the delay it takes to retrieve information.
33.	A way to notify citizens in the manner of their choosing. Email/SMS/Phone. Things such as traffic and street cleaning.
34.	Make someone in leadership accountable and give them goals and objectives...currently, the accountability is spread over so many different groups that no one has to answer to the lack of

progress. E-services should be aggressively implemented by IT. IT doesn't take it seriously enough.
35. Put street-level elevations of proposed developments online, so citizens don't have to visit City hall in person just to see what a neighbourhood house will look like. Improve the interface for reporting infrastructure problems to 311. Improve the online 311 experience in general.
36. See above. [<i>*in previous question, not item directly above</i>]
37. I leave this to the design experts, i often seek documents at one time, archives another, current information on activities, or sometimes just look for the appropriate contact... some are easier to find than others.
38. A user database - login/password / personal information (Registered voter info etc), and some web platform (PC or Mobile) where users can securely log in and provide input, that the design and functionality can be easily and rapidly changed to ensure Design and Access are kept in good standing.
40. 311 app would appear to be a solid step in this direction. Any of our online registration and service delivery?
41. Kiosks
42. On line permit applications for all types; on-line status updates of permit approvals; on-line tools to explain approval processes.../
43. Video learning clips. Ask the public on their use of twitter, city blogs, facebook. Ask them why they don't use twitter, facebook. Why wouldn't they subscribe to our news feeds? Then find a way ...
44. Maps with layers so that clients could add infrastructure to them and update as the need arises for Events.
45. Common gateway project could have a secured partner and citizen component; public Wi-Fi partnership with Shaw; many security-related projects proposed for 2014-2018 would have benefits & synergies for E-Services
46. We need to have online payment options for all City services with automatic renewals
47. All 311 requests should be online.
48. .? Don't know. Simplify
49. Terms of use, secure log-in
50. - plain language applied through digital channels - promote digital access of services - partner with Calgary Public library for hard to reach populations for access to services
51. The new 311 app is a fantastic start to something like this.
52. Recreation online program guide, build out customer experience management tools at business unit level
53. Someone searching for information using keyword and gets 0 search result return discourages user with less computer skills to continue using e-service.

54.	Continuing to develop the 311 app, continuing the great e-services work like applying and paying for things online. I think we're doing a pretty good job already, but we need to keep moving forward.
55.	design for user-friendly, without making it too slow to read or figure out what to do. make it so that you don't have to click through a bunch of information pages to find info, or do what you need to do.
56.	Design for the lowest common experience then design for the use level to be raised as technology and user ability increase. Check average age of users for each e-services and set ease of use slightly below that level.
58.	ARGO is a good example. The new CORE project will be a very important update to the CoC portfolio of applications.
59.	Application look and feel design guidelines. A directory of available electronic services. True single-sign-on for citizens; that is when I sign-on I'm presented with a consistent and easily navigable portal to all City services without needing to provide any additional credentials. For example a single sign-on could provide all views to my property and it's associated permits, assessment, tax account, notifications of all types, ward, councilor, and a link to contact my councilor.
60.	The 3-1-1 mobile app is a great example.
61.	I was surprised that we develop iphone apps and not blackberry or generic apps. as well, I was surprised that we do not have a bike path app as the bike riders are prime users of technology.
62.	City-wide Wi-Fi. EVERY City Department is reachable via social media or smart phone applications. Apps I'm waiting for... - Web site and smart phone app showing the location of each C-Train and the next arrival time estimate for any station. - Web site and smart phone app that provides the current travel time on major roads (Deerfoot, Mcleod Tr., Crowchild, etc.) - Web site and smart phone app that gives me access to ALL City owned fixed location video cameras. - We need to be providing a text stream of the words spoken at all broadcast public meetings for the deaf. - Where in the world is Transit's long-promised live bus website / smart app? Regina has had its system up and running for YEARS (www.transitlive.com) - Why isn't there a single app / card that enables the use of all city services (recreation, library, parking, transit, fees and fines, engagement tracking, automated census)?
63.	This will require a project that thinks of all services across BU's first, and then designs an interface that REALLY reflects how a citizen deals with the City. I should be able to see my current taxes, swimming classes, building permits, service requests, "pot hole" status reporting and everything else all through the same portal, which should all be immediately accessible when I have "logged on".
64.	Creating an eServices support structure to provide at least some support, perhaps 12 hours / day

Considering your own role, would Partnerships be a benefit to you?

Response

Chart

Count

Yes		81
No		60
Total Responses		141

Why? (Both 'Yes' & 'No' responses are listed below, response was optional)

#	Response
1.	I am a potential partner
2.	move our digital tools ahead
3.	Lets share what we have and what we know.
4.	Leverages the value of our information/data.
5.	The DRY principle (Don't Repeat Yourself) can be applied more broadly both inside and outside the corporation, both in reusing existing tools developed elsewhere and directly partnering with outside organizations to collaboratively develop new digital solutions and services that are applicable not just to Calgary.
6.	We have already built relationships for sharing of information with strategic partners with the city (JUMP)
7.	Possibly
8.	The City doesn't have the resources and the expertise in some of the fields
9.	Unsure what this would be
10.	This goal speaks to a method in which we can all improve the way we do business and deliver projects
11.	To not re-invent the wheel, leverage what others are doing to help mutually push us all forward
12.	Partnerships generally happen outside.
13.	Beucase City has only limited resources and we can't do everything on our own.
14.	?? such as ?
15.	Small improvements should not be restricted to large contracts. May be a way to leverage students to test new ways to facilitate outreach.
16.	support, reliability
17.	Firtst off - there is a need to partner with each other internally so we understand this vast agencies and the solutions we all provide and then and only then should we add the customer expectations and needs to the mix.
18.	Opportunity to create something truly unique for Calgary by partnering with leading technology firms, being at the forefront of municipal technology development and application.
19.	I'm assuming these partnerships will lead to better tools and will help generate awareness

20.	Building better communities
21.	I'm not clear on what this means.
22.	Not in current role
23.	A Partnership is when 2 or more get together WITH A VIEW TO A PROFIT! Too often people at The City forget that Partnerships cease when there is no PROFIT for the City. When that happens it's not a partnership relationship its a parasitic relationship.
24.	Not unless they hired me away from the City.
25.	Use digital technology to reach out to partners to help with community facing environmental initiatives
26.	sharing information helps everyone do their job better and more efficiently
27.	Ensuring effectiveness of B2B relationships are critical to acheiving cutomer outcomes.
28.	Utilize info and knowlege from other organizations, share workload and work toward common goal to improve our City and services.
29.	Partnerships are great to have and right now I think the view is that it is those who are partnered with 'us' at the City who benefit from partnerships. If The City could leverage these partnerships, it may help optically to reduce the view that we are the big, bad government with old fashioned views and integration with citizens.
30.	I don't work with any city partners, nor am I likely to.
31.	It is important that calgary be a leader with the digital vision. it is expected, we cannot lag behind on anything this vital
32.	on #3, less expensive and improved procurement processes allo to be more efficient and lean and therefore, less likely to increase taxes due to high cost of them.
33.	Communication with partners in our Affordable Housing strategy
34.	Open honest communication is critical when we're looking at software options and tools to advance our projects and programs. There also needs to be difinitive timelines that are realistic.
35.	Opportunities to learn for other organization
36.	work with established organizations to reach out to their membership and benefit fromtheir experience
37.	Communication with Communities, consultants, applicants, and owners makes our deliverables more efficient.
38.	need to think of ways to be innovative while be aware of budget
39.	Better working relationships required within the City first, before we complicate further with too many more players
40.	At the onset it seems like we'd put more into this than we'd get out of it.
41.	It makes it easier to identify ideas which are already tested and tried and true
42.	It can't all be done in-house. Partnerships and tapping into external expertise is essential.

43.	Everything listed above sounds like it could be better achieved by providing the data openly.
44.	I don't believe this is something I can provide value on, but do feel the City needs to be more mindful of all its valuable service providers and clients here in Calgary. They should all be able to work together on our great city.
45.	I have no need to partner with an outside party for everything.
46.	i am a consultant, and would love to work on projects with the city
47.	I would like to opportunity to provide my skills and expertise to the government, for personal/professional reasons, but also to ensure the beautification and economic development of the city.
48.	The more that are involved, the more useful, informative and beneficial it is.
49.	collaboration produces better end results
51.	Innovation and collaboration would create a more dynamic way of interacting with citizens. Always looking at a "different way" or promoting the good we are doing to others.
52.	The City can't do it all, nor pay for it all. Partnerships with developers for instance would help, sharing information, and together working through business issues.
53.	Often we need digital tech that can also benefit many other groups. Why not leverage numbers to get something truly awesome?
54.	Receive more training and sharing in technology and ideas;
55.	Partnerships with CPS/AHS for example help my team in procurement of security products & services.
56.	Again, my role.
57.	Improving procurement processes would be highly beneficial.
58.	If we had partners who were willing to market and communicate our messages, that would be helpful and save us money
59.	The more partnering with citizens, private business or other governments/cities the more money we can save and the better/more experienced innovative ideas we can have.
60.	City needs to be aloof from pressure groups and lobbies
61.	If the City can have partners doing things with the data, it works for everyone
62.	Does not apply to my job
63.	Partnerships are essential to the business of The City. Services we provide are built on partnerships with thousands of groups and organizations
64.	Could bring me more cost-effective ways to share information, access to tools that may have been too pricey.
65.	sometimes ideas can benefit partner organizations, or they already have solved a problem we can benefit from.
66.	Building strong relationships with our Civic Partners, and unifying our approach to using

	technology and sharing information will only improve the channels of communication between the City and it's Civic Partners. Imagine if the City and all of it's partners shared the same finance tracking tools, or work order processing tools. It would be so much easier to share information and coordinate with one another.
67.	More ideas input. Co funding.
69.	I work directly on a specific IT project so although partnerships are good for the city they don't directly affect my job.
70.	Inspiration from private sector achievements may help the City keep pace with citizen expectations.
71.	More effective collaboration between different organizations would improve service delivery.
72.	The City could benefit from simplified UX. No group at the City provides quality UX.
73.	partnerships mean cost sharing and we need to cut costs where we can
74.	This makes our city more competitive, innovative, and collaborative
75.	I don't see partnerships working to the benefit of the City.
76.	I think engaging others will dilute the focus, and retard progress.
77.	the more people we collaborate with, the better the outcome and higher likelihood of buy-in from citizens
78.	Partnerships are a way to play a part in development of new products and tools

Considering your own role, what, if any, concerns do you have with Partnerships?

#	Response
1.	n/a
2.	Drawing limits on the involvement of the private-sector in democratic or governance processes can be challenging.
3.	None
4.	The data can be used as a tool to encourage partnerships. If we make all data freely available the importance of partnerships might hold less value.
5.	Have no experience to comment on this
6.	No
7.	Many of the partnerships we would be looking to foster are with smaller community associations, clubs and non-profit groups who do not have resources to connect in a red tape kind of way with the city technology process/systems.
8.	explain partnerships in your questions
9.	Citizen confusion

10.	Don't want to appear to be selling out to corporate interests.
11.	Partnerships must not be restrictive.
12.	none
13.	City "partnerships" frequently result in absolutely no benefit to the corporation or to citizens at large and only benefit the other "partner"'s business interests.
14.	No public funds should be used to bolster profits of private companies.
15.	none
16.	too much ownership over BU information
17.	Whether the partners understand the Digital era.
18.	None
19.	none
20.	None
21.	Managing expectations of the partners
22.	Ensure they are not too time consuming - we need effective leadership who understand what the value of key partnerships and champion identification.
23.	N/A
24.	None. Team Player.
25.	cost of partnership, if cost effective supportive
26.	Partnerships via Customer Service and Communications seem to be rushed, ill-considered and there is a lack of accountability when projects fail. We keep repeating the same mistakes. There appears to be no consequences when leaders in CSC waste taxpayer dollars on sole-sourced projects, rogue contracts etc.
27.	Further siloing data with "partnerships" usually doesn't directly help citizens -- it helps the "partner". Anything that can help a "civic partner" (e.g. more data access) can probably also benefit others who aren't considered "a partner".
28.	None – but ethically I have issues with a government doing partnerships with private companies. Partnerships should be avoided at all costs – procurement should be a level playing field – government should be sending business to as many different LOCAL companies as possible.
29.	that the typical bid-process will privilege big, often non-local companies over small local ones.
30.	Large corporations and Groups with financial or political motivations may try to take advantage of the systems and influence decisions that should be left to people.
31.	none
33.	none
34.	I'm not convinced private -public partnerships always leaves the City short-changed or forced to deal with fall-out when a private partner opts out. Our partnerships needs to strengthen with the province...in terms of land-use and how to better use public space in Calgary that is

	sustainable for city long term.
35.	None, except what normally happens in a team, potential for hidden agendas, etc. But these are relatively easy to overcome.
36.	Partnerships in terms of shared infrastructure (network, data center, expertise, etc). can place City assets at risk if there aren't strong measures taken to segregate and protect from each other. The recent Target breach is an example of this.
37.	Cost.
38.	You have to be willing to accept mistakes in copy and messaging
39.	They have to be transparent and know what the outcome of the partnership is for citizens.
40.	Don't trust city.
41.	None
42.	None
43.	I think we always need to be mindful of relationships in our organization, that they remain fair and balances and don't impact our Council's ability to do their work in a fair way.
44.	ensure partnerships don't cost taxpayers more, or don't favor certain companies/organizations. government partnerships are probably the big wins for this (like city to province, city to school boards, etc).
45.	None.
47.	None.
48.	ownership seems to be a big issue. this is mine attitude can be problematic as cost sharing can be difficult between groups.
49.	Whenever partnerships are pursued there is one party in control, not both. I'm not convinced that the public's interests will ALWAYS be served if the City was to seek more of its solutions through partnerships, and ensuring that the public interest is served (rather than private interests) is a fundamental role of government.
50.	We have enough to do ourselves without engaging others.

Please suggest a few examples of actions, projects or tools that would achieve the goal of Partnerships.

#	Response
1.	Endeavor to achieve best practices through cost reduction and efficiencies in City administration tasks and roles.
2.	apps, etc.
3.	- Survey other municipalities to compare their approaches to digital service delivery - Publish best practices, project code, documentation and post-mortems to public sites such as government.github.com , allowing outside comments and contributions to individual projects in

progress - Sponsoring or encouraging hackathons that leverage open data and web services
4. Adopting more open standards (OGIS) for exchanging information with other partners. Developing and hosting collaboration websites for engineering design for companies working on city projects
5. don't know
6. Working more with provincial and federal governments, large companies with similar challenges etc
7. cloud based hubs that can be accessed - DropBox, Google Docs, Skype, Adobe Creative Suite, online schedules/shared calendars with external city groups.
8. Partnerships with other municipalities to address regional issues (air quality, climate change, protection of natural spaces, biodiversity)
9. no
10. Abolishing the YMCA in South Calgary Rec Centre and taking it over as a City run Rec Centre offering services to citizens at the same price as everyone else, instead of the double currently being charged.
11. Could use digital means to collaborate with cultural community, the Stampede, to raise funds for community environmental programs
12. expectation from the top down on information sharing; some sort of formal process and/or policy for sharing information or putting it in a central depository if it is in the form that can be packaged and shared. It will also be a challenge with such a large, diverse organization
13. Education especially through working examples that help improve collaboration.
14. Get away from contracts for the supply of routine goods and service. Use technology to find the lowest price each and every time a procurement occurs. An example is Trivago for hotels.
15. Still on #3. Some staff members at procurement are experts in saying "than cannot be done", "we cannot do that", "that's not the way we do thing around here, I have been here for more than fifteen years and this is how we do things"; or "we cannot share that information with potential vendors" ... These are few examples of red tape and no-open communication that makes processes expensi
16. Affordable Housing Community Strategy
17. Pull back ITAMS, or refurbish their roles to be more dynamic and integrated into our BUs - also willing to explore options outside of our current IT offerings to achieve the results we need.
18. mapping partnerships with GIS information sources (such as universities or industry) partnerships with social service agencies for demographic information, program delivery/needs information, connection to citizens
19. - Sharing simple processes that others can do - Hire more administration back into the City to help with input and data warehousing.
20. CSC's Corporate Marketing and Communications team needs training in project management to better manage digital projects. They don't engage internal or externally in an effective manner.

21.	it would be grand to foster local business. There is a lot of local talent, and Calgary could take advantage of it.
22.	Within the digital tool and information, specific industries/subjects - Infrastructure, Transportation, Zoning, public spaces, arts, etc, could be classified in such a way that people who are interested in participating in those specific categories would not have to sift through piles of information and data that is not of interest to them. When they find the category that they are interested in, they could provide their information as someone who is a subject matter expert to that area and the government would have access to them as a consultant.
24.	Feel we tend to lack in this category in wanting to create own solutions, which in current system do not allow for innovation or efficient design and process implementation (speed of government). Less research and analyze (risks and approvals) but rather trust work of others.
25.	McDougall Building has a park. It is rarely used for public events. Why Not? We're wasting that public space and they spend money all the time landscaping, snow clearing. Great. But not used at all. I live only 2 blocks away and am witness to this.
26.	Creation of a cross-departmental liaison group
27.	IT risk governance.
28.	Cube Cities? CityBlocs (https://twitter.com/cityblocs) was another cool tool.
29.	None can think of
30.	None
31.	Using open-sourced tools, encouraging citizens to participate in solving digital problems, making it easy for technological start ups to grow in the city.
32.	Access to a shared knowledge pool with concepts coming from different points of view. City would benefit from shared citizen engagement cost and would have a shared base for any publically perceived failures.
34.	Cloud Computing as long as it is secure and reliable.
35.	None of course.
36.	N/A

Considering your own role, would City Workplace be a benefit to you?

Response	Chart	Count
Yes		115
No		24
Total Responses		139

Why? (Both 'Yes' & 'No' responses are listed below, response was optional)

#	Response
1.	knowledge is power - its important to share across BUs and depts and encourage cross sharing among the corporation
2.	Sharing our knowledge and helping other areas would be most beneficial
3.	This seems to be similar to the Transparency item - openly sharing information, especially works in progress, should cut down on duplicate effort and allow us to work toward solutions that benefit the whole organization.
4.	We host most of our data in the Enterprise GIS/CAD read only servers so we see the power
5.	because part of my job is to provide access to information
6.	It is important to realize that the City doesn't need to hold the data and information hostage.
7.	I think you mean - encourage City Staff to communicate what they do. If so, this is helpful because it makes what we do more worth doing.
8.	Sharing information (that is ok to be shared) is a powerful tool to harness the collective strengths of a community
9.	Prevents duplicate efforts, single source of the truth, no re-inventing the wheel, working together
10.	I like to connect with groups and people who are already on task - it lightens the workload
11.	However - we do have MYCITY website.. What is it? What else can you spend money on?
12.	Focus on access for all and Info Mgmt best practices.
13.	Data is still restricted to a handful of people. Systems do not talk to each other so stories can be different.
14.	fairness, understanding
15.	Absolutely! Provide better online tools so information can be shared.
16.	The more information we share between group the more we're informed.
17.	Break down unnecessary barriers to information sharing
18.	don't know exactly what that means. Its an interesting statement, but how does it come to life?
19.	Learnings from another and opportunities to leverage
20.	Not really affected by the city workplace.
21.	Sometimes information is withheld for no good reason
22.	Access to information that would otherwise not be available to base good decisions on
23.	We will work better as an organization if we reframe our mindset that individual knowledge is power to collective and shared knowledge is power
24.	knowledge is power

25.	Assuming that people actually start sharing information as a result of this, it would considerably help me do my work.
26.	I dislike secrecy and back-room deals.
27.	Digital support of City business processes would improve customer service
28.	Encourage project managers to maintain records
29.	the statement above is very true, but does our leadership believe that and demonstrate that, in such a way that there is an expectation that it trickles down throughout the organization? I don't believe that is philosophy consistently across the corporation...some leaders demonstrate it, but not all
30.	Help me in business decision support and redeisgn.
31.	we have to buy in first if we will be the faces and voices of The City of Calgary! We need to practice the high standard of sharing info to work more collaboratively, smarter and more efficiently!
32.	Being able to tell a citizen that services what services are available throughout the City is very important so that we can direct them to the correct area.
33.	I can't even query some of the data generated at my own workplace. This is incredibly frustrating. IT thinks the data belongs to them, and only they can make decisions about who has access.
34.	Open, transparent, high quality, reliable, and SHARED information contributes to eliminate silos among business units and departments, and to come together to the table
35.	We already know that, we just don't have good tools for sharing
36.	We need to know what other BUs have in the way of support
37.	Lessons learned for other units
38.	the more we know about what we're all doing the better we can coordinate our efforts and better serve citizens
39.	Our processes are duplicated because we are working with 4 generations, and a lack of the proper software to become fully digital.
40.	we are so big that its hard to stay in the loop of whats happening or who to contact internally
41.	Too many silos preventing sharing and even location of relevant information.
42.	Because a lot of the enabling services work on a chargeback model, making their services unavailable to those without budget.
43.	sharing of all data (with the exception of Police and confidnetial real estate transactions), the more we share, the better we can communicate with each other
44.	Important in seeing the big picture, access to data would be a benefit
45.	It would be easier to access and understand what we are all doing in our specific silos
46.	Supports the IM Program and Information Governance

47.	Time is wasted because people don't share information or involve internal stakeholders effectively.
48.	I don't see how you can make data more-open without doing this
49.	I think the idea posed above is powerful and beneficial to all citizens and industries.
50.	I have no need information from other bu's
51.	it would not affect me directly, but could help overall moral and productivity
52.	The more information that I have, and that I can share, the better everyone can be informed on the reality of situations and thus make more informed decisions.
53.	More info = more useful = more use = better decisions and accuracy.
54.	The mangement of histoical data has not been strong, sharing information assists many people in speedig up delivery of projects
56.	We are one coporation.
57.	It would give everyone at city hall the willingness to help and share the information with every citizen.
58.	A functioning team with provide us with better results.
59.	Information from other departments is critical to my job; any time I need this data, considerable effort is involved, meeting with people, explaining my need, waiting, etc.
60.	My roles requires info.sharing internally across the City.
61.	Definitely because oftern is is the withholding (intentional or not) that can impact decision making when multiple groups are involved.
62.	Sharing information is the only way we can truly work as one.
63.	It would improve proper Records management procedures and with FOIP
64.	Sharing information, to me, implies possibilities of information security awareness training for City staff.
65.	Eliminate repetition of effort.
66.	Currently information is siloed and take a internal structure approach rather than citizen approach. Having information shared would be very beneficial.
67.	We work for the taxpayers and therefore they should have access to almost all the information we have access to
68.	It's a no brainer.
69.	Shared Info is better.
70.	Adds value of the "information" that was shared
71.	Obvious
72.	It would make my job a lot easier if information was encouraged to be openly shared. A huge portion of our workforce don't have access to our intranet and are at a disadvantage to recieve

	communications that are behind a firewall.
73.	the more informed people are, the better the input, discussion, contributions
74.	sounds good
75.	Sharing information and technology saves money, time and reduces the amount of work that is duplicated. I can't stress this enough.
76.	If we can't make our staff believe, how will we convince the tax paying group.
77.	more information I have the better I can do my job
78.	It seems that each department in the CoC is reluctant to share and work with other departments.
79.	Making information widely available by default from the source would reduce the complexity that arises when solutions mimic organizational reporting and perceived information ownership structures.
80.	May improve intra-City collaboration.
81.	Cost sharing. multiple groups gather similar information
82.	Because this is something that I fundamentally agree with and believe in.
83.	We don't focus enough on information and the result is very poor data quality.
84.	this is the direction the world is going, we can't sit on our antiquated notions of the past

Considering your own role, what, if any, concerns do you have with City Workplace?

#	Response
1.	number of silos and lack of information sharing.
2.	None
3.	Once you have your data out there unless there is a strategy on how changes to that data would be communicated it makes it difficult to change. You need to know who you will impact and how before making changes, or at least the users of that information will need to understand there it may change and they would be responsible for changes to their own processes impacted by those changes.
4.	some business units remain overly protective of the information they produce and don't realize that a large percentage of City information belongs to the public while only information protected under FOIP should remain closed for access according to that legislation
5.	People are reluctant to add this to their workloads and/or don't have the skills. Does someone need to "check" everyone's voice to make sure it is the "right" voice to represent the city? Seems logistically complicated.
6.	None

7.	There are too many layers of management stopping inovation and slowing work timelines.
8.	What is it???
9.	Seems strictly internally focused, by the employees for the employees. The city workplace should be focused on providing services to the people of the city.
10.	No
11.	none
12.	missuse of data and information for personal gain
13.	FOIP
14.	Would someone please fix the myriad of spelling, punctuation, and grammatical errors in this survey? This low level of attention to detail worries me, always.
15.	none
16.	none
17.	more encouragement to share info and develop relationships with groups/people outside of your work teams
18.	Changing the culture of individuals that do not believe in City Workplace.
19.	Again, making sure that the shared information is readily available, searchable and organized in a clear fashion. Otherwise having the information is useless if no one can find it.
20.	none
21.	None. It is an excelent concept.
22.	Quit trying to change peoples' opinions. Focus your efforts on giving us tools.
23.	There is redundancy in the systems - overlap or rebuilding systems that could be modified to support more than one BU project or program.
24.	N/A
25.	None. I have been waiting and contributing in any way I can to further City Workplace.
26.	Buseinss units must invents in resources and positions in order to meet this goal.
27.	That IT will either ignore this initiative or take 5 years to impliment a 2013 solution.
28.	none
29.	Only resistance to the idea and the corporate culture change required.
30.	There is a culture of shielding information that is extremely pervasive. There is also a lack of leadership on the part of middle managers in changing the culture.
31.	None, i think it will shed a light on the relevant accountabilities both within City walls and outside.
32.	Might create too much extra work.
33.	Corporations and Groups may use shared information to lobby for their own benefit. Controls

	would need to be put in place to ensure that a "City Workplace" is not commandeered by for example; a home builder or Oil/Gas Co. - eg, why would a home builder want to influence education? or Zoning?
34.	the culture and the recent multi generational work force, many of the current people retiring have a deeper and more sincere commitment to the work they perform. Many staff from 25 to 40 are much more selfish and me centric and and not as productive in actual deliverables than the retiring work force. There are few or no planned intellectual capital transfer programs, for city staff leaving due to retirement.
36.	none
37.	None
38.	My concerns would be around not incorporating processes, policies, and procedures on a City-wide basis that could lead to inadvertent information security weaknesses.
39.	The information being misused by groups to mislead the public
40.	Why? Is this not happening already?!
41.	First, you have spelled 'instill' incorrectly above. Second, 'is the more powerful' is not even a sentence. Who developed this survey?
42.	I have none, I share my knowledge to help others achieve understanding of the system and use the system more efficiently.
43.	None. The structure of the city is set up to prevent true collaboration and partnerships. The silo's are a result of Departments and budgets not the people. Can't overcome the culture without addressing this first.
44.	Weighing the positives and negatives with a fair lens. Sometimes one small negative can outway any number of big positives due to risk aversion.
45.	may require a shift in some supervisors attitudes about the amount of time employees are online; ensuring all employees have digital access
46.	Training and supporting staff who actually want to be involved. Effectively handling the naysayers.
48.	There are a lot of internal politics at the CoC to the point where it suppresses and stifles creativity, innovation and productivity.
49.	It may be difficult to replace the "my business unit data" thinking with "citizen's data" thinking.
50.	Business units lack incentive to collaborate outside their domain.
51.	departments think as their own silos. and don't play well with others. there are at least 4 departments that keep information about city of calgary used buildings. All these locations should be available in one place and is not.
52.	We will establish a myth that all information is shared when the reality is different. Such a course of action will be very damaging. We must be completely open, even with data that isn't shared. (List all of the information that you have and if it isn't available to the public, the reason why it isn't shared.)

53.	N/A
54.	just make sure we share the right info. not all needs or should be shared.

Please suggest a few examples of actions, projects or tools that would achieve the goal of City Workplace.

#	Response
1.	information sharing through yammer, sharepoint, other internal means, face to face meetings
2.	Need some way to be able to manage changes to data/systems and a more collaborative approach to the sharing of information.
3.	encourage business units to make information accessibly City-wide and to the public
4.	Have staff members with this role assigned to them and they seek out information from the City workplace, package it properly and with skill and then share it.
5.	Content Suite project, Master Data Management, Single search engine to hit all repositories with read only by default
6.	Removal of the idea everyone works in the big blue box. There are road crews working around the clock, lifeguards on Sunday afternoons, Social workers on holiday's participating in community events. Support for the GREATER City Workplace.
7.	? n/a
8.	Better Intranet and Internet and an employee corporate wide LMS.
9.	Use of dashboards, common data repositories, elimination of shared drives and shifting to searchable, indexed repositories for files.
10.	I could benefit from a better understanding of where project managers are at in projects
11.	personal hand held devices
12.	Business Process Management tools linked with eServices could be beneficial
13.	Tie information management to individual performance goals
14.	cross-departmental work teams - could we give it a try....I have no idea what that would look like
15.	Change the leadership. Educate. Hire the right talent for the job.
16.	A central hub area where the shared information is available.
17.	Peoplesoft financials support XBRL, so why doesn't the City provide training on this so people like me can reate the reports they need rather than having to take whatever finance decides to give them. Frankly, the financial reports in FSCM suck, which is why I create my own.
18.	Once again, the same example: the pavement condition of COC roads should be public, open and transparent. An by the way, also the traffic trips, traffic counts, and so on. Can you imagine how much contribution on detecting, identifying, and analyzing merging trends and issues could

	and would the U of C graduate students do for the City?
19.	List of existing systems and their attributes so others can benefit without recreating the wheel.
20.	Learning from other Open Source organization
21.	combine information on POSSE and waterfront on a common GIS/mapping platform make professional software more widely available, such as CAD, inDesign, photoshop access to mobile devices for meetings, such as digital tablets
22.	- Create a culture across the Corporation that enables digital minded employees. - Allow for new projects in work programs that furthers these goals.
23.	Livelihood / Content Suite
24.	Connecting the unconnected employee. Bring your own device to work. Mobile workforce. Wifi for all City staff in all City buildings (preferable wifi that works more than 30% of the time and I don't have to sign in to).
25.	work order scheduling. Don't schedule overlapping work. -in communities with front yard only waste and recycling pickup don't clean the streets on pickup days -underground utility work should always precede any road surface improvements/replacements. -continuing with mowing schedules in our parks thru late fall. perhaps all late fall mowing could be "on demand" contract work, to avoid the optics of having city employees "mowing air", just because there is an employee and a schedule, but the grass quit growing.
26.	GIS information incorporated with building permit information (vista), 311 call information at a community level, transit information ect. What we have on Calgary.ca interactive maps, but with more information available to City employees only.
27.	IM Program
28.	More diversity in leadership may help. Women and minorities are not given a fair chance at leadership. There is still an "old boys club" mentality in the organization. There is also an attitude of getting ahead by following orders, versus getting ahead by being competent, resourceful, innovative or responsive. In fact, people who try to behave in a citizen-centric way are pushed aside and those who don't rock the boat are rewarded.
29.	Showing employees the benefits of open data. For example, the USGS gives away all their mapping data. Therefore, google-maps and others have easy-to-use topographical maps on the Web for free. Canada is way behind in opening this data, and consequently we do not enjoy such mapping services.
30.	The idea sounds innovative so i wouldn't want to offer anything that might be antiquated or inhibiting to the design process.
31.	A forum where discussions could take place.
33.	There are no doubt several, but many are done in spite of current processes and a certain "fear" of discussing/sharing due to "breaking of the norm" and utilizing relations that don't "fit the norm".
34.	An indepth knowledge data base accessible by gov't employees.
35.	Each BU is going to need a common chat/sharing section outside of yammer.com. If we are

moving towards Tomorrow's Workplace.
36. vehicle and equipment and people databases for urgent or emergency deployment.
37. a better way of accessing information between BUs.
38. Information security awareness and training programs. IT risk governance.
39. I share my Oracle WAM/PARIS system with other users.
40. none
41. Communications plan with Director support to promote the power of shared information
42. Plain language, entertaining interaction while sharing information. Easy and obvious feedback "button" so staff can share ideas and vent frustrations. "We're all in this together, no matter what you think of it".
44. Leadership in ensuring that all IT departments are communicating and sharing information and technology. Innovation should be encouraged and fostered, not suppressed. Teams should work cooperatively, not competitively.
45. The case should be made that all City held information is really citizen's information and it should be made available to any City org than finds it useful no matter what the source unit is. I believe citizen's expect the City to have a single consistent view of the municipality's assets and the citizenry. Allowing citizens access to more information allows them to self-service their inquiries, and to ask better questions of City staff.
46. API management, all data and services available for consumption to promote self sufficiency.
47. ALL City policies must be re-written to include a statement identifying the data that is created and consumed and its public disposition. The City needs to implement a data lifespan policy, both for destruction and for publication. Right now far too much data is permanently locked, which needs to change. Even Federal Government Cabinet documents are released to the public after 30 years. We need to have a very public discussion on what data our City / culture wants to destroy and which we never want to make public (if any).
48. N/A

Considering your own role, would Responsiveness be a benefit to you?

Response	Chart	Count
Yes		115
No		23
Total Responses		138

Why? (Both 'Yes' & 'No' responses are listed below, response was optional)

#	Response
1.	to increase the longevity of the products worth to the consumer
2.	Traffic tie-ups due to mis-timed signal lights could be resolved by coordination between downtown LRT signals and road signals, particularly at 4th Ave and 9th St SW. I have asked several times over the past 15 years for this area to be changed without success. The apparent reason is there is little or no cooperation between LRT and Roads or no pressure to replace outdated disparate timing systems.
3.	communications is closely tied with engagement
4.	Our current model is fairly responsive already, and we are working toward closer partnerships with IT that will allow us to adapt to our Web infrastructure more quickly to changing technologies and user demands.
5.	Our team works with external stakeholders that may have different unanticipated needs of information coming from the City.
6.	The City could definitely use better responsiveness. We are too heavy and slow to adapt and so people don't look to us. There is no point in any of the rest of the digital strategy unless we can also be responsive.
7.	It's important to stay up-to-speed on emerging trends and issues, in order to be the most effective in our work
8.	To be "in-the-know", to use the best methods and tools available
9.	"diverse engagement needs are met" - I serve a diverse group of citizens
10.	n/a
11.	To keep up to technology changes.
12.	I find this statement to be very vague. Don't know exactly what this is trying to achieve.
13.	truth and reliability
14.	Will be able to respond to citizen needs faster.
15.	In alignment with what citizens need/use/want
16.	Keeping ahead of the curve.
17.	Anything we can do to be more responsive to citizens is useful
18.	Ensures where I spend money is used efficiently and thoughtfully
19.	This is part of being transparent.
20.	timely information allows informed decisions
21.	I release studies for public consumption. Knowing if I can "tweet" it or "whatever" it, and what the timelines and approvals I will need to do so will help me decide whether or not I should bother.

22.	I don't want to waste time on every new thing that comes down the line since only some of them will survive.
23.	Should be communicating with citizens and partners with technology that is current and utilise by these stakeholders. Older technology would create a less professional image of the City
24.	we are in public service, we need to be responsive
25.	Ensure the appropriate processes are available to consume/produce said data/information.
26.	It is always important to keep up with trends in order to satisfy our customers changing needs and be competitive!
27.	We have many initiatives in our office and we would welcome increased responsiveness to our digital needs.
28.	May help capture more and more relevant feedback from citizens
29.	This survey is the only engagement effort that I've ever seen relating to digital strategy and data access. I wish that IT and Finance had a customer service mentality, but they don't.
30.	Because keeping up to date with all three point (1 to 3) would allow more accurate analyzis of such information/
31.	IT could be more responsive to changes in technology
32.	IT has alwasy been quit responsive to my requests.
33.	Aware of best practices and results of other organizations
34.	understand potential and availability of digital resources
35.	Education of colleagues and outside interest groups would be something I don't have the time for.
36.	no sure
37.	As a government we should be at a level that is satisfactory for citizens, not too cutting edge. I think we have a lot of work to do to get our current house in order before we start thinking about building our next one.
38.	the city seems a bit slow in adopting new technology/software. (widows 7 only becomes the norm in 2014??)
39.	Responsiveness is always a good thing.
40.	It keeps us real with what is really going on!
41.	Awareness mostly.
42.	The city's IT infrastructure impedes internal success.
43.	Sure?
44.	in my professional role and my role as a citizen i think the gathering of and relevant use of information is critical
45.	Nothing I do is of any direct benefit to a citizen.

46.	I could do consultation on design & assessment.
47.	As technology changes, the way people use tools (and the tools they use) change, keeping everyone in the loop on these trends is important, however its important to note "If it isn't broken, don't fix it"
48.	Better decisions and management over the long term.
49.	current correct infromation is key to efficient service delivery
51.	the above noted objectives
52.	Responsiveness would engage directly the public, i.e. me.
53.	A well maintained Digital Strategy will allow for a safe and secure enviroment for the end users.
54.	Make sure we have business systems and work practices that facilitate this.
55.	Often I work to provide responses on short timelines.
56.	in our Event enviroment thisgs change all the time and most often on short notice
57.	I would help us move forward with technology and be able to create innovative solutions to Records Management and FOIP issues
58.	I'm hoping this means that Business Units could coordinate services and projects with each other.
59.	If the City moves towards a more mobile workforce this will be very important.
60.	Knowing the above will help us understand how to market/communicate to our audiences much more effectively.
61.	Everything everyone does needs to be responsive to the world around it.
62.	Yes but I mean a service culture that answers to citizens
63.	When feedback is provided and is acknowledged, it encourages to give future feedback
64.	Essential. We are require different tools and different methods to communicate.
65.	People are adopting new ways of using technology to communicate at all times, it's important to be able to talk with people in a way and space that they prefer.
66.	make faster decisions on technologies, hopefully.
67.	IT among all business units must predict, review and respond to change as quickly as possible without interferring with standard operations.
68.	Change management.
70.	We are JUST NOW switching from Windows XP to Windows 7... umm... nuff said.
71.	As changes are percieved, existing services and applications should tagged as becoming obsolete.
72.	Maintain IT capacity to meet expectations of clients.
73.	We have a lot of legacy ...

74.	being able to respond to people correctly
75.	Because it changes all the time and you need to keep current
76.	I work in IT - my department will be a key player in this initiative's success.
77.	We are decades behind in most of our technology based solutions. A comprehensive, City wide response to emerging technologies, not BU and Service specific "one offs" is needed.
78.	it's just the right thing to do
79.	too often changes are made without properly preparing the people using the tools for them

Considering your own role, what, if any, concerns do you have with Responsiveness?

#	Response
1.	Feeling that the usage of the product is not worth my time and invaluable as a practical solution.
2.	n/a
3.	None
4.	Responsiveness is usually measured in availability of systems and responsiveness if there is a problem with those systems. Having 99.999% availability is expensive so expectations around responsiveness is important to clarify from the beginning.
5.	Costly (because you have to be willing to try and fail) & requires major cultural change.
6.	Tools are not accessible in a timely manner.
7.	huh
8.	Often the information needed is not quickly found and often it does not exist.
9.	Quick pace of technology - difficult to keep up with in terms of resources, equipment and is costly
10.	Lack of resources
11.	None
12.	accuracy of data and information
13.	If the rules become too cumbersome it becomes an UN-Responsiveness policy instead of a Responsiveness policy. Much like we currently refer to the "LACK of I.T. support" department now.
14.	There is a great danger of devoting too much time and too many resources to things that will have only limited or short-term appeal. Employees working with these things become convinced that they are essential and important when they are clearly neither. We have a difficult time letting go of things so we should be careful what we start in the first place.
15.	none

16.	none
17.	we need to manage expectations and define what being responsive means to stakeholders
18.	Dedicated trends analysis and proof-of-concept creation will be an issue. The environment and skill gap is not mature enough to capitalize on the latest digital trends. Although there seems to be some individuals talking and pushing such agendas within the business.
19.	none
20.	Only concern: the not existence of Responsiveness.
21.	IT needs to quit trying to pick technology winners and losers and start adopting open standards.
22.	No
23.	N/A
24.	None.
25.	That we react too swiftly to the tech flavour of the month. That we give up too much control of our services to private companies.
26.	IT is so inflexible and unresponsive that it is nearly impossible to get things done from a digital perspective. There is also poor coordination between IT and Communications (the two are constantly at odds).
27.	My only concern would be not doing anything because it is too hard to manage or control the environment. What we have now is faceless venting, often uninformed or inconsiderate feedback, or worse yet trolls.
28.	Might create too much extra work.
29.	too much change could result in users abandoning existing digital tools and participation may drop. Care must be taken to not just jump onto the next platform because it's the trend. Early adoption is important, and users should be coaxed to the next big thing... but these changes need to be gradual.
30.	Data management done poorly slows response.
32.	there is always some level of concern that individuals may "respond" without proper thought and diligence to who or what they are trying to achieve. I prefer to trust professional judgement with solid guiding principles.
33.	I would want to be ensured that employees are trained properly.
34.	Just has to be carefully implemented with reasonable stated turnaround times.
35.	None, except ensuring coverage in key positions.
36.	That Records management is considered with all new Technology and information innovations
37.	Currently, not enough staff to meet potential demand of security assessment and advisory services in a timely manner
38.	Cost.
39.	It should be part of everything. It will slow some things down and that's okay.

40.	Not evident. My 311 complaints ignored
41.	Business Units are generally best prepared to identify changes affecting research and engagement through various digital channels. Approach should be collaborative with primary focus on assisting business units to deliver on customer centric services
42.	Lack of responsiveness discourages to give feedback on the issues that were not found during the testing period.
43.	none
44.	There is an explosive amount of communication tools currently, eg. Pinterest, facebook, blogs, text messaging, email, instagram, etc. It can stretch us thin if we try to do everything, while failing to do nothing well.
45.	not getting carried away with the latest/greatest, or being on the bleeding edge of technology.
46.	Change = money. If you change often, then expect an added cost, either through training, increased project timelines and general project increases.
47.	Surviving the grumbling people until project completion. Change management is important; even though the workforce majority is constantly becoming younger and more technically savvy. Make sure speedy and knowledgeable technical assistance is constantly available to staff and public. I don't know should not be in the script. It will just take me a minute to resolve this, should.
49.	The CoC's lack of responsiveness is a definite concern.
50.	Lack of responsiveness and anticipation of changes causes services to be revamped in a reactionary mode.
51.	A few years ago the mayor announced a new program. the program required data about citizens to be collected. no one had spoken to the IT department about this need and IT ended up scrambling to get something in place for the start of the program in a very short time. It was done at a very high cost.
52.	In order for this to succeed, then the entire IT Department will need to be trained and educated and encouraged to think, plan and act with Responsiveness in mind. This is a sea-change from how this organization currently operates and the road there will take determined effort to traverse.
53.	Our history and indeed current culture is to do things independently as small projects scattered across business units and even divisions and sections below. We need to be able to properly scope and fund corporate wide solutions, which will require a significant culture adjustment.
54.	don't overpromise

Please suggest a few examples of actions, projects or tools that would achieve the goal of Responsiveness.

#	Response
1.	surveys.
2.	City API - Publishing more services, data and content externally through web services so it can be presented in any form required now or in the future.
3.	Need to employ people who are innovative and used to being innovative and responsive, plus foster more spirit of innovation. You also have to make projects less difficult/time consuming to get out there and not be upset if they tank.
4.	Newsletters, frequent updates on what is going on with other projects at the City
5.	Translation services to assist with various cultural backgrounds.
6.	by the way the world does not have twitter
7.	Allow BUs and departments to drive this, rather than setting up a big framework. IT, in particular, does not have a good history of openness to new technologies, and is far too risk-averse. The framework must include provision for SaaS, PaaS, IaaS, and integration between and among systems.
8.	A person dedicated to social media for just my business unit would be helpful. This should be a new, additional resource.
9.	Ensures the decisions made and money spent benefits the widest possible audience Gives the citizens a quicker resonance to what the community is asking for.
10.	It would be interesting to acquire feedback from citizens and the community about emerging trends in digital technology and how it is beneficial to them. Perhaps would need to hire less consulting organisations to provide advice on new trends, we could get it from well intentioned Calgarians who have tangible experience.
11.	Digital avenues for awareness of the responsiveness goals. Feedback from employees at the level that it is operational and not visionary.
12.	Create an ambudsman for City employees that helps them get through the IT and Finance roadblocks to data access.
13.	Same example (pavement condition and transportation data): why only old documents are "available to citizens" ?
14.	A great job already...
15.	N/A
16.	- Education options / choices. - Devices and access.
17.	Current trends done centrally rather than by BU or by project.
18.	Totally need to rethink the charge back model via IT and CSC. Both groups operate like a monopoly service provider - they lack innovation, are too expensive and are slow to react. They prefer to stick with the tried and true rather than retool in response to changing expectations.

	As a result, internal work is slowed, budgets are not spent wisely and service levels are not meeting internal needs.
19.	Again, sounds like something you'd have to do to have a successful digital strategy not a sub-goal in itself?
20.	some sort of prompt two way process where information and as importantly its source contributor can be engaged quickly to validate or eradicate their information so it doesn't undermine the intent of the engagement.
21.	Let's say some platform is used, such as an application for mobile devices, and everyone loves it, if a new, easier platform is developed, it might be hard to just get the majority of users to switch to it over night. Instead, gradually change the platform bit by bit, until it becomes the new platform. Social media: Let's say a new social media platform becomes available, and it's the craze. It's wrong to not embrace this change, but not everyone will switch over night.
23.	Again I'm sure there are many examples on a day to day basis but often done outside the dictated practices and thus reluctance to share or expose due to concern of reprisal. We are getting better in understanding and delivering message of citizen-centric.
24.	Tomorrow's Workplace is using responsiveness
25.	Incident response supported by City wide logging & monitoring (SIEM) solutions.
26.	Firefox and Oracle WAM - have to live with the problems until new version of Oracle WAM is available and updated.
27.	none
28.	Look for integrative and responsive systems that allow us to manage multiple channels from one spot.
29.	replace or upgrade SharePoint soon
30.	If all questions are skillfully asked or answered, it might reduce confusion and negativity until Transparency become second nature.
32.	The latest and greatest software and technology is not always the optimal solution, however in this age of open systems and public technology like the Internet, the CoC needs to maintain leading edge (not bleeding edge) systems to ensure top grade security and to take advantage of new and more efficient and effective solutions in general. Maintaining old, out-dated and sometimes obsolete systems and software is full of problems and security concerns. It is a fallacy that older software is better proven and more secure.
33.	Active planning of application and service lifecycles. Predict and budget for application replacement and service redesign.
34.	sharing of detailed information allows for quicker response.
35.	IT has taken advantage of the incredible advancements in technology as a way to avoid increasing its budget as the City has grown and client demands have risen, however in order for this initiative to truly succeed and be as pervasive as is promoted, significant increases to the IT budget to cover training, expanded systems, new staff, promotion, infrastructure, software and bandwidth will be necessary. Without the appropriate training, staff and budget to support this

change, success seems unlikely.

36. An integrated approach for effective use of mobile technology that lets a citizen seamlessly go from looking at their property assessment on their smart phone, to reporting the pothole, to booking the golf course and commenting on a City issues news report. You should not have to use separate apps, each with a different look and feel to do this.

What specific opportunities do you feel would assist us in achieving the goals of the Digital Strategy?

#	Response
1.	Increase citizen participation and a micro approach to the investigation. promote idea for community interests. Interact with service providers to encourage their contribution to this idea.
2.	Determine the best practices for efficiency and cost effectiveness from medium sized corporations with revenues comparable to Calgary's and the known best run cities in Canada and abroad.
3.	focus groups, environmental scans,
4.	Open data!
5.	Staffing the organization with highly-skilled, digitally-savvy people who support radical transparency.
6.	Development of standards and engaging the stakeholders during the development of those standards.
7.	Making the calgary.ca website mobile compatible and catching up with the rest of the world. No more APPS....we need a mobile compatible website, to keep up with the growing trend....
8.	Hire and foster for innovation. Reduce the number of goals (there seems like a lot of them).
9.	New, consolidated technologies (both internal and externally facing).
10.	Collecting a group of staff and citizens to provide focus group feedback on real use.
11.	Clear governance on implementation of strategy
12.	none
13.	If the Digital Strategy is to be a corporate initiative then learning could be taken from other internal corporate wide initiatives. Often it is the complexities in the "how to do" that stalls these projects. The Employee United Way Campaign, the WOW program, The Annual Employee Survey, Employee Savings Program, Corporate Challenge, CHEERs and Safety (and wasn't there a Sustainably initiative?) are good examples corporate wide programs. Create a stakeholder group from the leaders responsible for the delivery of those programs to really get a handle on how to achieve goals for another corporate wide initiative.
14.	Digital dashboard - performance measures including targets Real time information relevant to citizens
15.	Fire Mayor Nenshi before he manages raise property taxes again please. Raising property taxes

	35% in only 5 years will definitely help to achieve the goals of Digital Strategy.
16.	Make better use of social media
17.	View usage of the technology from the end user rather than from a corporate strong hold on ideas.
18.	E self service,
19.	Start by clearly listing the goals in plain english using sentences no longer than 20 words.
20.	Involve a cynic or two, just to put the brakes on the enthusiasts and keep the whole thing pointing in the desired direction.
21.	The opportunity is to convince the senior stakeholders of the City such as Council, ALT, the City Manager that IT is not just cost centre but that IT and Business are aligned in terms of reaching objectives.
22.	It seems a bit strange that in this modern day, we need a digital strategy to guide our work. while I understand a strategy can help set priorities and give structure to progress and goals, I have a hard time designating a chunk of money to it, when we should just be using all of our digital opportunities strategically as part of business plans.
23.	Implement SOA, tool effectively. Empower business to take charge not IT. Customer experience needs to move to the limelight. A Digital Enterprise Program might help, but will not work without enough adopters within the business units. If we cant fully reach paperless or standardize on content management, how can we begin to talk of a Digital Strategy...
24.	Pilot certain tools to the public and employees to test response first. Keep employees engaged throughout entire process and give opportunities for feedback (such as this survey).
25.	Have each business area hire their own business technology expert, and move decision making about technology closer to the front lines. Give us the opportunity to outsource IT.
26.	The wide spread use of the GPS features of the mobile devices owned by citizens for gathering and analyzing such information for detecting, identifying and analyzing emerging trends and issues. That data gathering allows more accurate analysis and creation of policy. I remember watching the other night one of those National Geographic tv shows where MIT graduate students of social sciences and health sciences coming together analyzing data from mobile's GPS features for detecting and identifying communities at high risk of acquiring diabetes and others in high risk of driving impaired, all based on their habits of visiting high sugar content food in specific restaurants, and bars.
27.	Adopt open standards
28.	Energy reduction in the hardware - assets left running constantly (reduce e footprint) Security in the event of a natural disaster - resiliency in the system and access to it remotely Work with BU's on RFP development for software solutions outside the Corporate capacity to fulfill....this happens but the process is very drawn out Communicate...a lot! Build 'how to' or 'where to find' tools on the website and 'declutter the IT website' - it's very overwhelming to find things Cost recovery - make sure all costs are identified where projects are required. Reward your staff (especially your Techs) they do a great job and are always very helpful!! They need to be recognized more....do fun stuff like eCity again, and get Tshirts for an "I love IT" day.

29.	Competitive employer Citizen satisfaction Employee satisfaction
30.	Tomororws Workplace Information Management - Taxonomy and Metatada City Clerks - Content Suite
31.	Money. A strong program manager and buy-in from levels below City managers. Primarily from the front-line staff and their managers.
32.	-be less stingy with H drive space. (we are forcing staff to keep important data on C drives and Thumb drives -subscribe to some of the smart technology that compares file names, sizes, and dates, and eliminates multiple copies of files. The end users would still find the files, but rather than store hundreds or thousands of copies of the same file, there is something similar to a hyperlink to the file instead.
33.	Linkages to cultural transformation as a point of getting people to think and work differently
34.	A strong corporate Change Management strategy and plan; large culture change is required. IM program has initiatives under way that can help; also Content Suite project (City Clerks) would support this.
35.	We need to hire people who are digitally literate. Human resources should begin making this a basic requirement of hiring for all positions. They could define a minimum digital literacy level for all new employees, no matter what area of the organization.
36.	items council sees as a referendum matter, community services or applications requiring feedback, city wide transportation or development matters
37.	stay away from companies that have old ideas and technology they are trying to sell.
38.	More interactive tools like this survey. Gradually coax people to participate, produce content that everyone has access to digitally. Later introduce platforms for users to call their "Home base" for government participation. Read - The Lean Start up by Eric Ries - This should help give an idea of where to start, and when to adapt!!! (I have no affiliation with this book, but think that it would give some great insights!)
40.	Create a strategy that is guided by overarching principles and outcomes, with temperature checks along the way, rather than dictating and limiting actions over next four years.
41.	Training, planning and proper implementation and maintenance.
42.	Sorry, I got off topic in some of my answers.
43.	leveraging the EA network of City employees, especially those that are nearing the end of their time in the "hot seat" their network, plus operational and political knowledge would greatly benefit this type of collaborative effort.
44.	open data - web service versioning strategy - auditing - throttling - high availability
45.	A clear understanding of information/records management
46.	Citizens seem to identify connectivity to services as very important - 311, twitter/social media, etc. Information security is now a crucial requirement for many (if not all) IT projects, or projects that utilize connectivity, data, users. Great opportunity for IT risk governance.
47.	Strategic alignment and oversight appropriate tracking and reporting of roi

48.	Cloud Computing? Open Source Tools?
49.	Allow people to get city business done from their desktops, reducing the line ups at the offices.
50.	Utilize outside expertise. The city should not be attempting to do this on own. Marketing and external communications is a skill set for which we have historically not done well. Do it right once. Not because we hope that we can build our own.
51.	Be very clear in your definition of what you hope to achieve. This strategy needs strong parameters.
52.	A great project manager. Adequate bodies to carry out the work needed.
53.	na
54.	Work with leading edge (but not bleeding edge) technology and be much quicker to update and roll-out new solutions. There will be some incompatibilities along the way for sure, but that will also force those systems to be updated.
55.	Recognize that the digital strategy is about realizing the evolving benefits of electronic information systems as a communication tool for service delivery. We are making the assumption that digital technologies should be improving service delivery. Understand the services first.
56.	Calgary is one of the most wired cities in the world. Any offerings by the City to citizens can be expected to have a rapid uptake.
57.	knowing our audience makes a difference. if 90% of our target audience use technology that is great but, a technological answer to something for the homeless, senior citizens or poorer citizens is not a good use of the City of Calgary budget
58.	We need to adopt a City-wide policy that mandates that the goals of the Digital Strategy be a foundational part of everything that the City does. It needs to be a documented aspect of all we do so that when we do things we have spent the time considering how the Digital Strategy impacts or is impacted by that work.
59.	Build a single online wicket for a Citizen to access the City for absolutely every need they have.
60.	revive partnership with UofC, invite Mount Royal and other tech schools. there is lots of knowledge sharing out there, we need to harness this!

What do you feel could prevent us achieving the goals of the Digital Strategy?

#	Response
1.	If there isn't a major seen benefit in use of the the product and other factors such as cost.
2.	Tendency to get sidelined by motherhood issues such as public art and bicycle lanes, diverting resources from best business practice endeavors.
3.	not thinking in a collaborative sense
4.	Undervaluing the power of partnerships, neglecting development of our teams and their capacity to help envision solutions
5.	Organizational resistance toward increased transparency and publishing of open data.
6.	Time and \$\$\$
7.	Lack of vision and project plan
8.	Some of the people involved put up completely irrelevant road blocks because they are scared that something might happen.....
9.	Sorry but this survey was written in a way that was very difficult to understand and lengthy to complete. I don't think more surveys like this one will help you achieve more goals because I don't think you'll get many of the answers and perspectives you're looking for.
10.	none
11.	The notion that ALL information should be shared. Some information is protected, restricted, and confidential for very good reason. The responsibility of making sure that only correct and concise information is shared. Flooding the public domain with out-of-date, disorganized, and dis-aggregated information would be a failure.
12.	Budget, business units not wanting to work together or share
13.	Assumptions and patching systems together that don't really work well together.
14.	if all the BU do not buy into the vision and have a common approach on how to make the vision a reality we continue to operate in silos.
15.	everything
16.	Your Mission Statement on the opening page. It isn't an outcome you are trying to achieve. It's a project statement. It would be easier to rally around a strategy if it was clear what the outcome was expected to be. You might think it is clear what this project is about. Knowing nothing, when I read this I have no idea what its about specifically. What does "maturing the City's digital capabilities mean?".
17.	Procurement policies and processes; lack of IT support in BUs; lack of coordination among IT, CSC, and IIS--all have data, but hard to share and access.
18.	public scrutiny against more digital dependency.
19.	Multiple technologies currently in use across City - many not able to work collectively together Costly to develop system that can intake multiple feeds and interpret them with one simple

output
20. Not enough budget? having to raise taxes to implement some of the ideas.
21. Its possible that mayor Nenshi may spend the money that could be used for the Digital Strategy on bike lanes that no one uses.
22. Lack of resources. Constraints with Calgary.ca. City culture where some people fear sharing info.
23. fear of the unknown and overly protective of such
24. lack of understanding on the benefit of using digital channels
25. FOIP, Cost
26. I believe a lack of ability to communicate clearly is a real danger, both in guiding the team and in transferring information to the public. The goals also seem a bit fuzzy and resistant to measurement, though that may simply reflect the true state of the project.
27. For instance, IT Application Support has not has a new FTE in years yet the City keeps adding new systems. Obviously, this demonstrates that senior stakeholders view IT as a cost centre and do not fully acknowledge the importance of digital technology as being integral as a Business Function and a key component of business administration.
28. underfunding
29. bureacracy and the fact that we tend to be risk averse. Going digital means that our risk levels go higher, and you will have to prove to a lot of people that you are going to keep everything secure
30. not having representation/champions/buy-in across the corporation; inconsistent interpretation of what a digital strategy is?
31. Lack of collaboration, too much control by parties not vested in the business. Lack of proactive culture. Too many cooks.
32. Traditional mindset.
33. Bureaucracy and paperwork not enough action
34. the wrong idea of "Big brother watching" that certain sectors of the population have. Infringing FOIP act through unintended consequences of the strategy. This could be tricky.
35. Past technology choices - SharePoint, Silverlight, etc.
36. Lack of vision, lack of good leadership, lack of visionaries who 'get what we need' because they are informed in the marketplace. Lack of identifying key staff who would be great champions for IT and the services they provide, lack of clear and easy to find communication about your structure and services you provide, unclear expectations from BUs or from IT senior management - avoid the disconnect, offering redundant software solutions and charging ridiculous prices when the marketplace is discounted...Overall, I love IT and appreciate the service they provide. I've experienced the gaps over the years, but really appreciate the techs and the level of work they do with a great customer service attitude. IT management not so much.
37. Lack of appreciation of small initiatives; Need more cultural of embracing risks; Need more

cultural of continuous self study.
38. Changing political agendas and budgets.
39. Every business unit must commit both SMEs and Information management professionals to meet this goal. This has proved difficult in the past. This initiative must be a goal for directors in order to success.
40. No sustainment/support plan. I don't want to see an expensive report approved by council and shelved by City operations.
41. not embracing "all of the technology available" in my opinion sometimes to save money we only take limited components of "off the shelf" software or technology, and as a result often miss potential functionality that could greatly improve our businesses.
42. Silos and attitudes
43. Need executive level buy-in and support; certain BUs will want to opt out;
44. Lack of accountability. If non-performance is allowed to continue without consequences, we will not make progress. Someone has to champion this or it won't happen. Right now, we have NO identifiable champion.
45. If you "dabble" with it, you're not going to get big volunteer projects involved. You need to release lots of data, and have a permissive license. If the licensing terms aren't well understood (e.g. "public domain", or a Creative Commons license) you're going to need a lawyer to know what's possible, and therefore volunteer projects will simply not use them. For example, to release mapping data, make sure you are compatible with openstreetmap's license or no open-access mapping project will touch it.
46. a lack of timeliness and municipal support. you have mine for sure.
47. FOIP, Privacy Act, Security, seems like a waste of tax dollars etc etc
48. being afraid to try things
49. Lack of Adoption, if no one participates, its a waste of time. Bureaucracy - Don't suffer analysis paralysis, just get some information and platforms like this survey out there. Again! Read the Lean Start Up...
50. Lack of understanding and involvement.
52. Reverting to "old ways" of needing to overtly detail and predict needs over a four year period.
53. Over thinking the project, causing confusion for end user. Keeping it simple and safe is key.
54. Assuming everyone understands and uses all social media tools. Not everyone can afford a computer that will load up the latest browser for the whole of their lifespan. That's a lot of money!!
55. not working to get all levels of employee engagement
56. The notion that information is power and if you share the information you will be less powerful and others will become more powerful.
57. trying to boil the ocean - instead, try little easy high impact items

58.	Business units "going rogue" and implementing their own services, outside of a centrally managed and planned Strategy; the tradeoff for costs vs functionality, that could have some stakeholders choosing insecure implementations - without adequately enumerating and understanding the risks.
59.	Cost and the very rapid changes occurring with technology. To keep up is a very expensive proposition.
60.	Silos in the organization. Council ignoring it. Citizens not being included.
61.	City admin red tape and politics
62.	Resourcing
63.	Lack of focus.
64.	I think your objectives are vague and wishy-washy.
65.	Possible Virus threats, hackers, etc. (malicious minded individuals)
66.	Thinking we can do it all in house
67.	Scope creep
68.	inadequate search tool, continued uploading of pdf docs (non-searchable), ignoring that we still need to talk to citizens, employees
69.	too many ideas, lack of prioritization, too few people to follow through and complete the projects and lack of follow up/follow through. Abandonment of continuity after projects are considered complete.
70.	This is not a project for testing untried participants. Choose team carefully. Go with your best. Engage team supporters with group ideas and clear tasks.
71.	na
72.	Avoiding new technology simply allows older system to avoid being upgraded and improved and like an anchor dragging behind a ship, can cause a major reduction in progress and efficiency as well as leave a trail of damage behind.
73.	The organization structure and motivators have led us to an inadequate digital response; that's why the Digital Strategy is being proposed. The strategy will go no where if the structural barriers and motivators are not changed to reward the new strategy.
74.	Lack of immediate returns for some business units. Internal technical skills capacity. Lack of vision and strong leadership. Liability concerns. Poor Corporate data structures (lack of master data, redundant data).
75.	Money.
76.	Failure to incorporate it in every part of everything that the City does. The Digital Strategy needs to become as considered as the budget impact of our new and on-going work. If we fail to make it THAT important, it simply will fail because this is a huge change to our culture and way of working and thinking, and therefore unless it is mandatory and pervasive, it will simply go undone because it is too hard to easily and quickly add to our already busy workload. This will also fail if there isn't budget to support the real costs that implementing this new work will

entail. This is new and additional work that will extend the time it takes to complete our tasks, but if it is expected to just be 'fit-in' to our existing plans, it will fail in the same way that Records Management isn't practiced (we give lip-service to it, that's it).

77. We are still a bunch of silos offering what we see as different, non connected services

78. beureaucracy, Council not understanding the importance of this, competing priorities

Do you think the Digital Strategy would help citizens?

Response	Chart	Count
Yes		120
No		12
Total Responses		132

What are the three most important ways that The City of Calgary's Digital Strategy would help citizens?

(only respondents who replied "yes" to above, were able to respond below)

Response	Chart	Count
Providing lower cost services		41
Providing better government operation		57
Providing better information		77
Empowering citizens		65
Solving problems		19
Improving quality of life		20
Supporting the economy		8
Making it easier to access technology		26
Encouraging investment		5
Encouraging innovation		31
Other (please specify)		14
Other (please specify)		1
Other (please specify)		1

Total Responses	120
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What are the three most important ways that The City of Calgary’s Digital Strategy would help citizens? (Other #1 (please specify))

#	Response
1.	making government more open and transparent
2.	website mobile compliant will improve access to services and information anywhere, anytime....
3.	Help them value what The City does for them and the complexity of governance.
4.	making it easier to access information
5.	Encouraging participation
6.	See previous comment on what outcome are you trying to drive? How can you be working on a strategy if you haven't defined which of the above outcomes you want?
7.	people may use the Digital Strategy to get rid of Mayor Tax and Spend (aka Nenshi)
8.	Citizens feeling that they have a voice
9.	It should allow employees to concentrate on less menial tasks, thus giving tax-payers more value from their investment.
10.	Improve customer service and convience for the customer
11.	Be innovators Reward and recognize your techs and the great work they do Find great leaders and managers who are with the times
12.	A better appreciation and consideration for our fellow citizens (and all of the above)
13.	Making it easier to access City services
14.	Support information security initiatives & objectives

What are the three most important ways that The City of Calgary’s Digital Strategy would help citizens? (Other #2, Other #3 (please specify))

#	Response (the same response was given for both of the last “other” categories)
1.	Be innovators Reward and recognize your techs and the great work they do Find great leaders and managers who are with the times