



DIALOGUE
PARTNERS

Bringing people together

Our City. Our Budget. Our Future.



Public Engagement Process & Results June 2011

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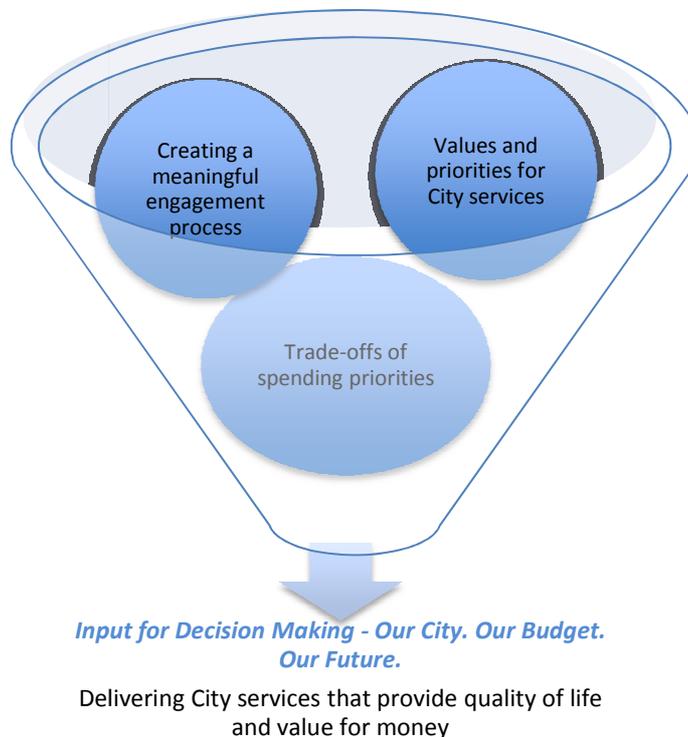
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Part 1 – Overview and Introduction

This project: *“Our City. Our Budget. Our Future. Delivering City services that support quality of life and value for money”* represents a change from previous engagement and communication projects sponsored by The City. It has been a holistic approach to engaging people in a conversational journey about City services, raising understanding and gathering input on the development of 3-year business plans, budget and priorities for 2012-2014, and providing linkages with Council’s longer-term strategic plans (sustainability direction).

As The City begins the journey towards implementation of the vision articulated in ImagineCALGARY and the process for Planit, this project has supported the long-term transformation in changing the way The City does business. This project initiated an ongoing conversation with citizens, staff and Council in supporting the building of the future that Calgarians imagine, and the alignment of City services and Administration towards that journey.

The engagement process has focused on a generative dialogue with participants to share information on City services and budget, understand citizen and staff values and priorities, and engage all participants in discussions about the pros, cons and trade-offs of future spending priorities and City direction.



The context for the engagement process

This generative and deliberative dialogue with participants has focused on budgets and spending as a reflection of values, priorities and needs, and as a tool to deliver services that are important to staff, Council and citizens.

With an increasing demand from citizens to provide opportunities to be engaged in issues and decisions that they are interested in or which affect them, municipalities need to be able to respond meaningfully and effectively.

Citizen participation in decision-making is key to good governance. Meaningful and effective public engagement improves the quality of decisions made, facilitates citizen understanding of issues and government processes, ensures transparency and accountability, fosters respect for the views of others, and increases support, understanding and ownership of decisions made. Of equal importance, citizen engagement builds relationships and trust among government, citizens and communities.

"The field of civic engagement is advancing along several dimensions: scaling up both in numbers and diversity of people involved; increasing the continuity of participatory mechanisms over time; strengthening the links between dialogue, decision-making and action... and increasing community capacity for collaboration."

Patricia A. Wilson, "Deep Democracy: the inner practice of civic engagement", Fieldnotes: a newsletter of the Shambhala Institute, Feb 2004 issue 3. p.5

Municipalities around the globe are now spending time focusing on defining what meaningful and effective participation means to them, their citizens, their communities, their elected officials, their staff and the organization. They are establishing policies, guiding principles, structures, tools and staff within their organizations to support public engagement on a permanent, ongoing basis. This 'embedded' approach to public engagement ensures consistency and best practices across all public engagement activities and builds both internal and community capacity and knowledge. All

of this together is what defines meaningful and effective public engagement within a citizen centered government.

As citizens begin to participate more frequently and vocally in such initiatives, and on issues that are important to them, their capacity and ability to participate also increases. They build knowledge and understanding about the organization and how it works, its goals and priorities, the variety of issues and inter-connectedness and the government's decision-making processes. They also develop an understanding of public engagement itself. This capacity allows citizens to become engaged in more complex issues and in more complex ways over time.

In addition, recent research has demonstrated a growing distrust and cynicism towards government at all levels [in western democracies] and an increase in activism and grass roots activities by citizens outside of formal engagement processes. A meaningful engagement process affords a municipality with an opportunity make better decisions, build community and at the same time increase trust and credibility between citizens and the municipality.

Results of the engagement process

Over the course of three and half months, over 23,000 citizens, City employees and organizations participated in an unprecedented conversation about City services, values and priorities and the trade-offs and balances for the next three years. This conversation had an exceptional depth and breadth of participation, with people from all walks of life, backgrounds and experiences providing considered, constructive and thoughtful input. Comparable to participatory budgeting initiatives around the world (see Part 3B), this engagement process has involved the numbers and an extent of participation not previously seen in North America, especially in such a short time frame. In addition, innovative and ground breaking approaches to dialogue, conversation and engagement were designed and implemented to enormous success.

Thoughts, ideas and considered input have allowed us to summarize views from participants about valued and important City services, along with suggestions for improvements, enhancements and changes to operations, efficiency and delivery. Participant input has provided valuable feedback on spending priorities including increases, decreases and status quo spending suggestions.

"Trust is a key word in this transition. Initiating a democratic governance effort requires a basic level of goodwill: citizens have to trust that officials will be using their input and that the effort will make a real impact; public officials and employees have to trust that citizens are willing and able to participate in reasonable, productive ways."

Changing the Way We Govern: Building Democratic Governance In Your Community
National League of Cities, November 2006

We are grateful to all participants for the trust and faith they placed in the process, and also in us and we have worked hard to honour their views, ideas and wisdom. We are awestruck by the depth of experience and also by the commitment, effort and energy people put into this engagement process and we are deeply grateful to have been a small part of it. This report provides an overview and summary of the results of what we heard and who participated. The rich details of every word that was provided, and our coding and analysis of that data is also available for review and consideration.

We have high hopes that the City of Calgary will continue this transformative work of building and connecting community and staff in conversation to realize the vision of Imagine CALGARY.

As was simply stated by a participant in the engagement process: *“Thanks for finally including the shareholders, a.k.a. the citizens of Calgary, in this important discussion.”*

With gratitude,
The team at Dialogue Partners

This report reflects a summary of the themes and highlights of participation from the *Our City. Our Budget. Our Future.* engagement process between mid February and late May 2011. It is based on contributions made by participants, but the analysis of the input in this summary lies solely with the Dialogue Partners Team.

Abiding by the Code of Ethics of the International Association for Public Participation (IAP2) and the International Association of Facilitators (IAF), the Dialogue Partners team have tried to reflect the themes and summary of participant input from the conversation in a way that captures the essence of what was shared. Any mistakes or errors in this summary are based solely on our interpretation and analysis of that input.

*Stephani Roy McCallum,
Certified Professional Facilitator
Dialogue Partners Inc.*

Part 2 – Methodology and process

Part 2A – Phased approach to engagement

In this combined engagement process, a phased and iterative approach was created to support learning, understanding and depth in constructive and generative dialogue over the course of the project and beyond. Broad based goals were developed that would serve to inform specific communication and engagement activities and events in each phase of the project. The goals, specific activities and objectives in turn provided evaluation indicators and measures that have been used to determine the success of this engagement process.

In any kind of emotional, complex situation, the best way to approach engagement is by focussing on what is most important to people, working to identify and resolve conflict, and build understanding, respect and acknowledgement of the diversity of views and perspectives. We approached the budget engagement process from this perspective with a methodology designed to identify areas of agreement and create a forum for values based engagement, information sharing, and productive discussion.

Our experience told us that once people had engaged in initial conversations focused on what is most important to them and to others, they would then be capable of grappling with the hard tasks of weighing facts and realities with values, and finally be able to propose options and trade-offs for the path forward.

The overarching focus and goals for the complete engagement process are outlined below.

ENGAGEMENT FOCUS:

Our City. Our Budget. Our Future. Delivering City services that support quality of life and value for money.

ENGAGEMENT GOALS:

The engagement process had eight goals:

1. Gathering values-based input from all stakeholders that will be used and considered in decision-making on the trade-offs and priorities for City services and budget cycle for 2012-2014.
2. Providing multiple meaningful and appropriate opportunities to engage staff, citizens and Council in constructive dialogue about issues, priorities and ideas that are important to them.
3. Delivering a transparent, accountable and inclusive engagement process that builds relationships, trust and credibility with stakeholders.
4. Raising awareness and understanding of City services and budget allocation.

5. Building capacity, skills and knowledge of citizens, staff and Council to engage and participate in dialogue about important issues.
6. Building relationships and partnerships with organizations, stakeholders and citizens and creating an increased feeling of involvement on important issues.
7. Providing all participants with the information they need to participate in a meaningful way.
8. Building understanding of the foundation and vision of ImagineCALGARY and the context of this conversation as the path towards beginning the journey of implementation towards that vision.

COMMUNICATIONS FOCUS:

Creating and supporting well-informed stakeholders that understand the substantive issues and have the information they need to participate.

COMMUNICATIONS GOALS:

The communications process had six goals:

1. Creating and raising awareness and understanding among all stakeholders about City services, budget process and allocations, business planning and related issues.
2. Developing and distributing through a variety of appropriate channels, communications that are open, authentic and transparent.
3. Building understanding and awareness of the complexity of the issues under discussion, and presenting the information in a way that shows the commitment, care and interest of staff and Council, and the compelling face of a “dry” dull issue.
4. Providing relevant and easily understood information that supports the involvement and participation of a wide diversity of stakeholders.
5. Ensuring participants understand the opportunities to be involved, the decision-making process and the results of what has been contributed as the project progresses over time.
6. Communications will be ongoing and delivered through multiple channels with multiple touch points.

From participants:

“It seems there are many more open opportunities for the public to express their thoughts and know they are actually being listened to.”

“This is an exciting process and I encourage more of this. For the future, continue to ensure marginalized communities are engaged.”

Three Phases in an iterative engagement process

Phase 1: Everybody's business

February 18 – March 4, 2011

OUR CITY OUR BUDGET OUR FUTURE

Everybody's business | Understanding priorities | Making choices that matter

calgary.ca | call 3-1-1



Phase 1 Goals:

- Plan a meaningful, responsive engagement and communication process.
 - Review previous research, consultations and data to identify baseline of understanding re: City services; summarize citizen input from previous consultations that will serve as a foundation for this process; and identify key values and themes from previous consultations.
 - Conduct qualitative measurement of citizen, partner and stakeholder views on engagement in general, including establishing a baseline understanding of opportunities to participate and values for meaningful engagement.
 - Develop relevant and easily understood materials for use in communications and engagement processes that support the involvement and participation of a wide diversity of stakeholders.
 - Develop relevant and easily understood materials that ensure participants understand the opportunities to be involved, the decision-making process and the project objectives and timelines.
- Prepare project “infrastructure” including website, stakeholder database and communication tools that will support inclusive outreach and participation.
 - Build relationships and partnerships with organizations, stakeholders and citizens that result in increased feelings of involvement and identify the role and involvement of community organizations and groups in this conversation.
 - Build understanding of the foundation and vision of ImagineCALGARY and the context of this conversation as the path towards beginning the journey of implementation towards this vision

PHASE 1 OUTCOMES: *(identified at the start of the engagement process):*

- Comprehensive Engagement and Communication plan that will result in a meaningful, responsive process.
- “Where have we been?” foundation document prepared to support the journey of engagement that builds on previous conversations and visions.
- Communication materials and tools developed and delivered that



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- increase understanding about the substantive issues, opportunities to participate and the goals and objectives of the engagement process.
- Engagement materials and tools developed that inspire conversation and creative thinking, provide valuable information and increase understanding about the substantive issues.
- Logistics schedule, details and Gantt chart created to support project management.
- Identified partners, organizations and groups that will play a role in the conversation.
- Baseline measures for meaningful citizen engagement process.
- Project website.
- Stakeholder database.

From participants:

“You need to create a sense of urgency: share challenges with the budget, explain this is how we are going to find things and why this conversation needs to happen now.”

“People who gather in a common place are more ready to share ideas.”

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

Phase 2: Understanding priorities March 15 – April 29, 2011

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PHASE 2 GOALS:

- Gather values-based input from all stakeholders that will identify values, priorities and needs related to City services.
- Gather input, suggestions and ideas from all stakeholders about what is working now, what could be improved, and what might be changed to better meet their needs related to City services.
- Provide multiple meaningful and appropriate opportunities to engage staff, citizens and Council in constructive dialogue about the issues, priorities and ideas that are important to them.
- Deliver a transparent, accountable and inclusive engagement process that builds relationships, trust and credibility with stakeholders.
- Raise awareness and understanding of City services and related budget allocations.
- Build capacity, skills and knowledge of citizens, staff and Council to engage and participate in dialogue about important issues.
- Build relationships and partnerships with organizations, stakeholders and citizens and create an increased feeling of involvement on important issues.
- Develop and distribute, through a variety of appropriate channels, communications that are open, authentic and transparent.
- Build understanding and awareness of the complexity of the issues under discussion, and present the information in a way that shows the commitment, care and interest of staff and Council, and the compelling face of a “dry” dull issue.
- Provide relevant and easily understood information that supports the involvement and participation of a wide diversity of stakeholders.
- Ensure participants understand the opportunities to be involved, the decision-making process and the results of what has been contributed as the project progresses over time.
- Build understanding of the foundation and vision of ImagineCALGARY and the context of this conversation as the path towards beginning the journey of implementation towards this vision.

PHASE 2 OUTCOMES: *(identified at the start of the engagement process)*

- A variety of communication tools and materials that result in stakeholder satisfaction and increased awareness of opportunities to participate, and knowledge of substantive issues.
- Engagement materials and tools developed that inspire conversation and creative thinking, provide valuable information and increase understanding about the substantive issues.
- Identification of stakeholder priorities and values re: City services.
- Identification of stakeholder budget priorities.
- Identification of suggestions, solutions and ideas on what is working well and what could be improved re: City services and budget allocation.
- Increased citizen capacity to engage in participatory processes.
- Improved relationships and credibility with partners and stakeholders.
- Logistics schedule, details and Gantt chart created and updated to support project management.
- Transparent and accountable reporting of results of all engagement activities.

From participants:

“The orange (should be purple) guidebook was very informative and substantially increased my understanding of the services offered to Calgarians. I also learned a lot about City services, departments and organization. Details were very informative.”

“It is a lot of information to process in a short period of time but so very worth the time.”

“I rearranged my priorities and realized the City has to do lots more things than those I need.”

Phase 3: Making choices that matter May 5 – May 29, 2011

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PHASE 3 GOALS:

- Gather values-based input from all stakeholders that weigh values, priorities and needs related to City services and identify pros, cons and trade-offs for City services and budget allocations.
- Provide multiple meaningful and appropriate opportunities to engage staff, citizens and Council in constructive dialogue about the pros, cons and trade-offs of future actions (related to services and budget).
- Deliver a transparent, accountable and inclusive engagement process that builds relationships, trust and credibility with stakeholders.
- Raise awareness and understanding of City services and related budget allocations.
- Build capacity, skills and knowledge of citizens, staff and Council to engage and participate in dialogue about important issues.
- Build relationships and partnerships with organizations, stakeholders and citizens and create an increased feeling of involvement on important issues.
- Develop and distribute, through a variety of appropriate channels, communications that are open, authentic and transparent.
- Build understanding and awareness of the complexity of the issues under discussion, and present the information in a way that shows the commitment, caring and interest of staff and Council, and the compelling face of a “dry” dull issue.
- Provide relevant and easily understood information that supports involvement and participation by a wide diversity of stakeholders.
- Ensure participants understand the opportunities to be involved, the decision-making process and the results of what has been contributed as the project progresses over time.
- Build understanding of the foundation and vision of ImagineCALGARY and the context of this conversation as the path towards beginning the journey of implementation towards this vision.



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PHASE 3 OUTCOMES: *(identified at the start of the engagement process)*

- A variety of communication tools and materials that result in stakeholder satisfaction, an increased awareness of opportunities to participate and knowledge of substantive issues.
- Engagement materials and tools developed that inspire conversation and creative thinking, provide valuable information and increase understanding about the substantive issues.
- Weighted and ranked list of options, scenarios and priorities re: City services and budget allocation.
- Comparison of baseline evaluation indicators to measure success at end of project.
- Transparent and accountable reporting of results of all engagement activities and outcome of engagement process.

From participants:

“Not only were there good resource people but I had an alderman come to my table to enhance the discussion. Now that’s commitment!”

“I have a new appreciation for how much there is to do to create a great City!”

“We need to understand how everything contributes to the well-being of our families, our communities and our workforce.”

Part 2B – Best Practices in engagement

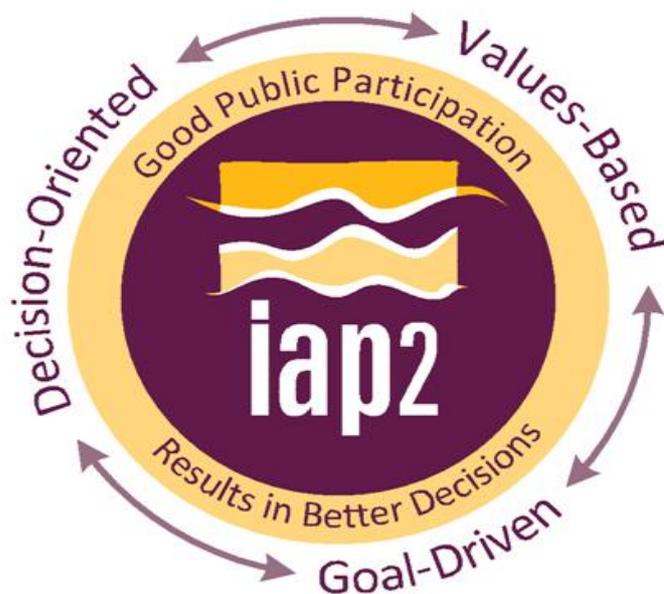
A number of international best practices formed the core foundations for this comprehensive, holistic and innovative engagement process. These include:

- IAP2 Foundations for public participation
- IAP2 Core Values for public participation
- IAP2 Code of Ethics for public participation practitioners
- Core Principles for public engagement
- City of Calgary Engage policy
- Dialogue Partners guiding principles for engagement

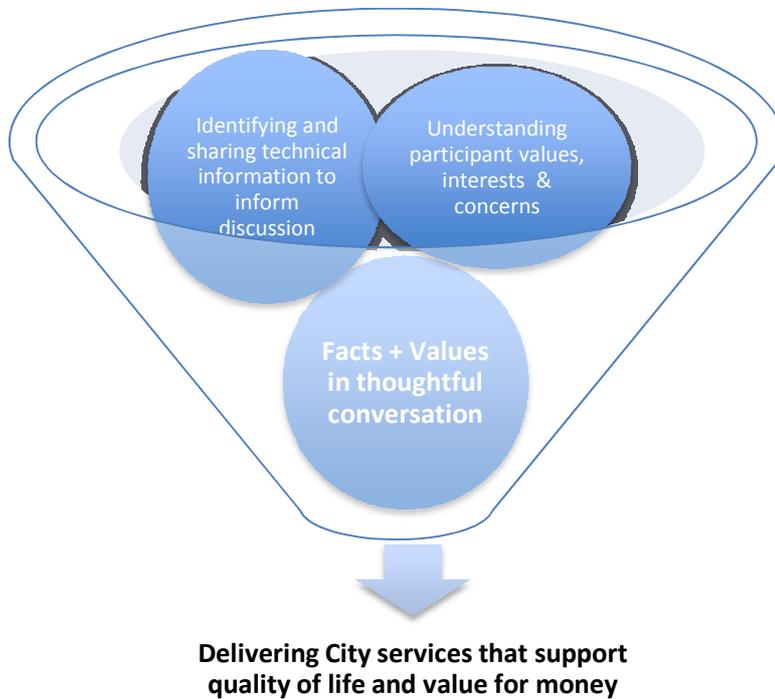
IAP2 Foundations for Public Participation

The International Association for Public Participation (IAP2) is the leading global organization dedicated to best practices in public participation. IAP2 describes meaningful consultation as requiring three key foundations or elements:

- A clearly defined goal or objective;
- A link between a consultation process and a resulting decision, (a clear focus); and
- A values-based process.



The public engagement process for Our City. Our Budget. Our Future was based on the foundation of these international best practices, and extended beyond them.



The International Association for Public Participation (IAP2) outlines seven Core Values to guide a meaningful public engagement process, and ten standards that guide the actions of those who plan and implement public engagement processes. These values and standards have been the core foundations of the budget engagement process and the guiding principles set for the project have exceeded the standards set by IAP2.



International Association
for Public Participation

IAP2 Core Values of Public Participation

As an international leader in public participation, IAP2 has developed the “IAP2 Core Values for Public Participation” for use in the development and implementation of public participation processes. These core values were developed over a two year period with broad international input to identify those aspects of public participation which cross national, cultural, and religious boundaries. The purpose of these core values is to help make better decisions which reflect the interests and concerns of potentially affected people and entities.

Core Values for the Practice of Public Participation

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public’s contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

IAP2 Code of Ethics for Public Participation Practitioners

1. PURPOSE. We support public participation as a process to make better decisions that incorporate the interests and concerns of all affected stakeholders and meet the needs of the decisions-making body.
2. ROLE OF PRACTITIONER. We will enhance the public's participation in the decision-making process and assist decision-makers in being responsive to the public's concerns and suggestions.
3. TRUST. We will undertake and encourage actions that build trust and credibility for the process among all the participants.
4. DEFINING THE PUBLIC'S ROLE. We will carefully consider and accurately portray the public's role in the decision-making process.
5. OPENNESS. We will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision.
6. ACCESS TO THE PROCESS. We will ensure that stakeholders have fair and equal access to the public participation process and the opportunity to influence decisions.
7. RESPECT FOR COMMUNITIES. We will avoid strategies that risk polarizing community interests or that appear to "divide and conquer."
8. ADVOCACY. We will advocate for the public participation process and will not advocate for interest, party, or project outcome.
9. COMMITMENTS. We ensure that all commitments made to the public, including those by the decision-maker, are made in good faith.
10. SUPPORT OF THE PRACTICE. We will mentor new practitioners in the field and education decision-makers and the public about the value and use of public participation.

Core Principles for Public Engagement

In 2009, Stephani Roy McCallum of Dialogue Partners participated in a process to develop Guiding Principles for Public Engagement to be presented to the newly created Obama White House Office of Public Engagement. These Core Principles for Public Engagement reflect best practises in the field.

The Seven Core Principles for Public Engagement

These seven principles reflect the *common* beliefs and understandings of those working in the fields of public engagement, conflict resolution, and collaboration. In practice, people apply these and additional principles in many different ways.

1. **CAREFUL PLANNING AND PREPARATION**

Through adequate and inclusive planning, ensure that the design, organization, and convening of the process serve both a clearly defined purpose and the needs of the participants.

2. **INCLUSION AND DEMOGRAPHIC DIVERSITY**

Equitably incorporate diverse people, voices, ideas, and information to lay the groundwork for quality outcomes and democratic legitimacy.

3. **COLLABORATION AND SHARED PURPOSE**

Support and encourage participants, government and community institutions, and others to work together to advance the common good.

4. **OPENNESS AND LEARNING**

Help all involved listen to each other, explore new ideas unconstrained by predetermined outcomes, learn and apply information in ways that generate new options, and rigorously evaluate public engagement activities for effectiveness.

5. **TRANSPARENCY AND TRUST**

Be clear and open about the process, and provide a public record of the organizers, sponsors, outcomes, and range of views and ideas expressed.

6. **IMPACT AND ACTION**

Ensure each participatory effort has real potential to make a difference, and that participants are aware of that potential.

7. **SUSTAINED ENGAGEMENT AND PARTICIPATORY CULTURE**

Promote a culture of participation with programs and institutions that support ongoing quality public engagement.

From participants:

"Thanks for helping to revolutionize the budget process through more proactive, inclusive citizen engagement, and sessions like today."

"I thought I was coming here today to comment on your draft budget. I had no idea the City wanted me to tell you what I think BEFORE you drafted the budget. They haven't done that before have they? This is new."

City of Calgary Engage Policy

The City of Calgary’s Engage Policy is based on 5 “cornerstones” which are the guiding principles of the policy. They include:

- Accountability – Keeping the commitments that are made to stakeholders, while remaining responsible to all citizens. Accountability includes evaluation and measured outcomes.
- Inclusiveness – Reaching, involving and hearing from those who are affected directly and indirectly, including accommodation of diverse needs, backgrounds and challenges.
- Transparency – Clear, timely, and complete information on decision process, substantive issues and the role of stakeholders.
- Commitment – Allocation of available resources for effective engagement.
- Responsiveness – Responsive and understanding of citizen and stakeholder concerns.

This comprehensive engagement and communication process included all 5 of these cornerstones, and went beyond them to include best practices in engagement:

- Building stakeholder capacity to engage in meaningful participatory process;
- Providing clear, easily understandable and informative materials to raise awareness and understanding of complex issues;
- Engaging stakeholders to define the measures and outcomes for meaningful engagement processes;
- Sharing all information in a transparent and open way;
- Focused on building long-term relationships, credibility, trust and community connections; and
- Gathering input specifically to be used and considered in the development of recommendations and decision-making.

Part 2 C – Dialogue Partners Guiding Principles for Engagement

Through extensive experience, Dialogue Partners has developed a number of guiding principles for complex, emotional and controversial engagement topics that supplement and build on the IAP2 Core Values for Public Participation, the Core Principles for Public Engagement and the City of Calgary’s Engage Policy. These guiding principles informed and enabled the process that was designed and implemented for Our City. Our Budget. Our Future.



Building capacity for participatory process and constructive conversation

At its very best, citizen engagement builds communities, strengthens connections between neighbours and improves the long-term capacity of people to talk with each other about important issues that interest and/or affect them. The challenge in many citizen engagement processes is that too little time is spent equipping people with the skills, knowledge and capacity to participate, host and contribute to participatory processes.

Throughout the Our City. Our Budget. Our Future. engagement process we worked with participants to build on their existing wisdom, knowledge and skills about the issues that are important to them by providing tools, materials and training for hosting and contributing to important conversations.

In the 2010 research report entitled *Making Local Democracy Work. Municipal Officials' Views About Public Engagement* for the National League of Cities, it was recognized that there is a need for greater capacity building not only of municipal officials but of citizens as well in order to engage more effectively. Building these skills is just as important as providing effective technologies or processes for involvement.

“As cities right now, we have to be really careful about the decisions we make because we do not have either the time or the money to misstep. ... So if the public can own that issue and the problem in the beginning and the solution at the end, it makes the decision much more sustainable.”

Robin Beltramini, Councilmember, Troy, Michigan

As governments are faced with increasingly complex issues and decisions, they are looking to citizens to participate in these decision-making processes. In order to participate effectively and meaningfully in more complex discussions, citizens require sufficient support to be able to express their opinions and ideas, to connect with their neighbours, and to take responsibility to lead participatory meetings in their own communities. The top rewards and benefits from citizen engagement identified by the majority of municipal officials in this report are about building stronger:

- Sense of community
- Relationships between people and government
- Problem solving skills within communities

“The 2009 survey bears this out with data suggesting that there has been a notable increase in municipal public engagement in recent months because of the effects of the economic recession on city budgets. About one-third of municipal officials (35 percent) said their city has done more in the past year to engage residents in budgeting and finance processes than it usually does. Only 2 percent said their city has done less. NLC’s research on city fiscal conditions indicates that the budget challenges facing cities will continue in the months and years ahead. This suggests that the need to engage the public in making difficult choices about revenues and spending may also continue.”

-Excerpt from Municipal Officials Views about Public Engagement

From a participant:

“My tendency as a citizen is to lean towards the services that I can ‘see’ or that directly impact me. I think many people will feel it is better/easier to cut back on support services, i.e. corporate services and corporate administration, yet I know enough to know the details of this domino effect but, in your general information sharing, be sure to underline the importance of support (administration, etc.) and how that positively or negatively affects delivery of the “observable” services.”

Facts + Values

At Dialogue Partners we employ a methodology designed to identify areas of agreement and create a forum for values based engagement and productive discussion. Helping all stakeholders to engage in a productive discussion and see common interests is critical to developing recommendations that are sustainable, will ensure real understanding and education amongst participants, and will provide decision-makers with information useful for decision-making.

A well-designed and facilitated engagement process encourages participants to:

- readily identify their interests;
- explore the values they bring to the discussion that will support development of options for a path forward;
- reach common ground; and
- gain a deeper understanding of various perspectives.

We recognize the critical importance of providing information and raising awareness and understanding of the multiple issues related to municipal finance. However, we also know from our extensive experience, that a meaningful process on a complex issue like the City budget requires a balance of facts and values. From a citizen's perspective, municipal finance tends to be on the "dry" and technical side. By connecting this important issue with citizens, staff and Council we have looked at the budget as a tool for allocating resources based on collective values and priorities. Connecting people to the budget as a reflection of what is most important to them has been critical as an education tool, as well as a key focus for engagement.

Our approach has focused on ensuring that we engaged people in values based discussions about what is important to them, in a way that makes room for their needs and interests, while we provide information about the issues. Once participants had some experience in talking together in a different way about what is most important to them, or what they valued, we worked to increase their knowledge and provide the necessary information in a way that supported deliberation on key issues. In a complex, multi-faceted and important issue like the municipal budget, focusing primarily on the facts is an insufficient method for decision-making.

We believe that Values + Facts = Deliberation for decision-making

Asking more of people and having the "hard" conversations

In a similar way to engaging people in a balanced conversation that includes both facts and values, it is critically important to both challenge and support participants to be clear in articulating what matters to them personally, while also holding consideration of the needs and interests of their neighbours, friends and colleagues.

Throughout the engagement process we asked people to participate in a deliberative process to weigh their own needs with the needs of others and to provide input beyond a reactive or

surface level opinion. Discussions that include awareness and understanding of new information and the views of others can often change or alter a person’s perspective on an issue. Adding deliberation to discussions tracks the change and evolution of people’s views and opinions over time as a result of the discussions. Informed, deliberative discussions result in individuals taking a closer look at their own views and, considering the deeper understanding of additional information, making a decision about the need to adjust their views and make trade-offs. The resulting input that was received in this process was thoughtful, considered and reflective.

“Engaging citizens in this way pushes dialogue down into the community. It not only asks citizens what they think should be done. It challenges them to take responsibility for doing some part of it.”

“By contrast, deliberative democracy aims at strengthening citizens’ capacity to participate more fully in democratic discussion and debate. This requires action on a number of fronts, such as engaging people in discussion, encouraging them to listen to one another, evaluate evidence and arguments, and ensuring that the right information is available to support an informed discussion. The approach thus creates a natural space for elected officials to assume a more interactive role, one we might call the facilitator. By placing a major emphasis on deliberation, discussion, learning, negotiation and compromise, it suggests that the elected representative is not there to make decisions for citizens. Nor is he or she there simply to carry their message back to government. Their real role is to help citizens work through the process of discussion, learning, negotiation and trade- offs; and then forming an action plan and assigning roles to implement it.”

From: Progressive Governance for Canadians: What you need to know. By Crossing Boundaries National Council, Canada 2020 Working Group

From participants:

“Good government is never cheap and can actually save money in the long run. Although it is never popular, I believe this [Corporate Administration] would be a good investment for the City.”

“I hope it will achieve a greater awareness of diverse needs in our City and the barriers that block full participation in the wider Calgary community.”

A focus on building trust

In the planning stages of the engagement process, we heard City employees, elected officials and citizens alike talk about how critically important trust is to a meaningful process and to outcomes that build the community and bring people together.

Unfortunately, a short engagement process that lasts over three months does not change the world and suddenly create trust. Fortunately, the Our City. Our Budget. Our Future engagement process is the start of a conversational journey between citizens, employees and City Council that has a goal of building relationships, connections and ultimately, trust between The City of Calgary and its citizens.



In support of the focus on building trust, the engagement process for Our City. Our Budget. Our Future has placed emphasis on three pillars of trust that we have learned to be critical in a meaningful engagement process:

Caring

– for people’s views, interests and values;

Commitment

– to document and reflect that input to decision-makers and to value their voices; and

Capability

– to provide the information, process and support participants need to engage in the conversation.

Inclusion AND representation

Critical to the success of engagement on a complex issue like municipal finance is the ability to reach beyond the usual participants at the usual kinds of meetings and invited in the usual ways, in order to achieve something *different*. Although this is important, it does not mean that we didn't actively seek out and engage, partner with and support the involvement of organizations and groups in the process. Those groups and their representatives played an important role in participating and providing input, sharing thoughts and views, supporting the engagement of those in their networks and spreading the word about the process. We wanted that input too, as well as the input of those not affiliated with an organization or group.

“Public distrust and cynicism provide compelling evidence of distance between government and the people it should serve. Increasing the public’s engagement can help close the gap and lead to stronger democratic government, one that is more open and responsive to the needs of its people. Over time, an engaged public should lead to better public policy and budget outcomes, including more equitable and efficient allocation of resources and greater long-term fiscal stability.”

Engaging the Public In National Budgeting: a Non-Governmental Perspective, by Susan Tanaka, OECD Journal on Budgeting, Volume 7 – No.2, 2007

It meant we needed to engage in different ways, ensuring that we heard from youth, new immigrants, low income and hard to reach participants, arts & culture groups, businesses, seniors, community groups and beyond for a depth and breadth of unaffiliated citizens in the City.

We used innovative online technologies and tools (like allourideas, Calgary budget online, youtube, twitter, etc.), and created environments at our face-to-face meetings that encouraged a reflective and thoughtful kind of participation.

From a participant:

“I enjoyed the Youtube videos, and particularly the opportunity to comment with opinions both on Youtube and on the City’s Facebook page and website. It is always nice to know that your feedback is genuinely wanted, and will be looked at and considered.”

“We want people to see that we’re all part of this together and that there’s ownership and there’s some obligation. We’re trying to move beyond simply entitlements into obligation to contribute to your city and its health and to be a part of the conversation and to make it part of the culture that we work on issues through conversations.”

Mark Linder, Director, Parks and Recreation, Cupertino, California
From *Beyond Civility: public engagement to problem solving – An Action Plan for City Leaders*. National League of Cities, Centre for Research and Innovation, January 2011

In the January 2011 research report *Beyond Civility: from public engagement to problem solving – An Action Plan of City Leaders* prepared by the National League of Cities Centre for Research and Innovation, results show that social media and online dialogue is becoming an effective way to engage certain audiences who may not participate in traditional engagement opportunities. This dialogue builds their knowledge and capacity to participate in problem solving.

“Interactive technologies also hold out the potential for broadening and deepening engagement by other groups, such as busy parents or elderly residents who might not be able to attend community meetings in person but who might welcome the chance to engage in online dialogues on issues of concern to them.”

“In many respects, the Internet is the new town hall, and city leaders can work with residents and others to make sure it delivers a form of dialogue and public engagement that can help solve real problems.”

Internal and external engagement

While many engagement projects focus on external stakeholders and the public to gather input for decision-making, we believe that employees have a special kind of wisdom and experience that is different from external stakeholders. We engaged City employees in the conversation in similar ways, concurrently with the public and stakeholder engagement activities.

This ensured that staff wisdom was collected and considered, and that any resulting recommendations and decisions are sustainable with extensive experience for implementation.

Later in this report we provide some conclusions about concerns and anxieties expressed by some staff about their participation in this conversation. We have made commitments to protect privacy, keep submissions anonymous, and to report in ways that do not identify contributors.

From participants:

“This is very important and a great first step for a process that I hope comes to be seen as important (or more so) than voting as the years go on.”

“I can’t thank the City enough for this process. Citizens feel valued if they are asked to participate and they will develop an enhanced caring for their City as well as appreciate others’ perspectives.”

Part 2D – Commitment to participants and level of involvement

The City’s Engage Policy outlines 5 levels of engagement, each with an associated strategy and promise to stakeholders. This spectrum is noted below.

INFORM	Strategy: To provide information that will assist stakeholders in understanding issues, problems, alternatives and/or solutions.	Promise: We will Endeavour to provide information that is timely, accurate, balanced, objective, easily understood and highly accessible. We will respond to questions for clarification.
LISTEN & LEARN	Strategy: Both stakeholders and The City listen to and learn about each other’s views, plans, concerns, and expectations.	Promise: We will listen to stakeholders and learn about their plans, views, issues, concerns and expectations.
CONSULT	Strategy: Stakeholders feedback is obtained through consultation to analyze issues and build alternatives, and thereby make contributions to the decision-making process. Consulting with stakeholders ensures issues and concerns are understood and considered	Promise: We will consult with stakeholders to obtain feedback and ensure their input is considered and incorporated to the maximum extent possible. We undertake to advise how consultation affected the decisions and outcomes.
COLLABORATE	Strategy: Stakeholders are considered partners in the decision-making process, including collaboration on analyzing issues, building alternative, identifying a preferred solution, and making recommendations.	Promise: We will partner with stakeholders in a process that results in joint recommendations. We undertake to advise how collaboration affected decision-making.
EMPOWER	Strategy: Aspects of the decision making process are delegated to stakeholders.	Promise: Where legislation permits, we will abide with the decisions made under delegated authority. Where legislation precludes making such a commitment in advance, we undertake to be guided by the outcome.

The INFORM level of the spectrum was implemented throughout the entire process, with LISTEN & LEARN and CONSULT being commitments to participant's levels of influence related to final decision-making.

At every face-to-face session, online, and through questions and answers, the Dialogue Partners team was asked what was the commitment by City Council and City Administration to listen to their input. We consistently responded noting that both City Council and Administration have made a commitment to understand and consider the input in developing priorities and the budget for 2012-2014. Participants regularly requested that once decisions are made, all participants be informed about what input was used in decision-making, what input was not used, and the reasons behind these decisions.

Part 2E – Analysis, coding and reporting: approach, limitations and assumptions

Analyzing, coding and reporting participant responses is critical to developing information that can be considered as a basis for recommendations, moving forward and/or decision-making. This process requires us to take the thousands of comments and summarize them in a way that makes sense for decision makers. We combine our backgrounds in social science and data analysis with a process called the “Art of Harvesting” where we take participant input and identify areas of convergence, as well as areas of divergence, and summarize those for consideration. We code the data for key words and comments related to each project element, identify specific themes and summarize the input in a neutral and unbiased manner. In addition, this process of analysis is holistic, focused on input gathered over the entire project, from every event and type of stakeholder.

APPROACH

Our approach required people to engage in values based discussions about what is important to them in a way that makes room for their needs and interests. This method produces a great diversity in perspectives and responses to engagement questions. The analysis and coding aims to capture this wide perspective of personal values and individual experiences and report them into themes and trends.

As the engagement project was divided into three phases, the analysis, coding and reporting has mirrored these divisions. After the completion of each phase, all participant data and responses was compiled, grouped and sorted into the following categories:

- Community/Citizen
- Staff/Employee
- Online Engagement (some e-tools and social media)

The online input data was grouped together as participants were not asked to identify whether or not they worked for the City. Staff and community responses were coded and analyzed separately. City of Calgary staff may have a unique perspective compared to community members, and their values may be influenced by their work experience, knowledge and understanding of City services. Within the larger groupings of community, staff and virtual input, participant responses were categorized into the related department and corresponding business units.

Special Note for Phase 1

Phase 1 focused on collecting input on the engagement process rather than data and responses from participants on budget related questions. This feedback and input was collected and sorted into community and staff, but no further divisions were made.

Quantitative Data

Phase 2 Service Priorities and Phase 3 Spending Priorities have been reported by participant age and quadrant of residence. The same data was used for both sets of analysis although not every participant provided this information when asked.

	Category 1	Category 2	Category 3	Category 4
Coding 1	0-34yrs	34-54 yrs.	55+ yrs.	
Coding 2	NW	NE	SW	SE

Quadrant of residence was determined by the provided postal code. Some responses were received from postal codes that were outside the boundaries of Calgary city limits. These responses were not incorporated into the quadrant division but were captured in the priorities based on age.

SE	NE	NW	SW
T2G	T3N	T3L	T3H
T2B	T3J	T3G	T3C
T2H	T1Y	T3A	T2T
T2C	T2E*	T2L	T2S
T2J	T3N	T2N	T2P
T2X		T2M	T2R
T2Z		T3K	T2V
T3M		T2K	T3E
		T3B	T2W
		T3P	T2Y
		T3R	

Qualitative Data

Comments were coded based on the following categories. In both Phases 2 and 3, comments were grouped into departments and business units.

	Phase 1	Phase 2	Phase 3
Data Coding	<ul style="list-style-type: none">• Past Experience• Measures of Success• Information needed for participation• Expectations for the process	<ul style="list-style-type: none">• Improvements• Enhancements• Changes• Add/Delete/Maintain services	<ul style="list-style-type: none">• Increase• Decrease• Leave As Is• Eliminate

Within each category, individual responses were coded into common themes for easier review and analysis. Additionally, in analyzing the data, a number of overarching themes and trends emerged that focused on how the city operates, suggestions for City governance and feedback on the operation of the organization as a whole. These themes include:

- Combine similar or related services and de-centralize deliver
- Measure performance and focus on continuous improvement
- Communicate in a transparent, complete and accessible way
- Focus on long-term planning and sustainable decision-making
- Increase financial restraint and control spending
- Transform the organizational culture
- Govern collaboratively and empower communities
- Engage more often, listen and be inclusive

ASSUMPTIONS

- Participants responded to the questions in good faith and provided honest answers (including providing accurate data on demographics questions such as age, home ownership and location of residence)
- Unless specifically identified as employee or staff of the City of Calgary, participant responses were assumed to come from community members.

LIMITATIONS

The data and process do have limitations and should be taken into consideration when reviewing the final report. They are as follows:

- Staff engagement: there was variation in the participation rates of each business unit and department. Some business units had very high participation rates, while others had very low turnouts or did not participate at all.

- Staff Engagement: The participation of some specific business units was sufficiently high enough that it may have impacted the Spending Priority Data in Phase 3.
- In Phase 3 spending priority discussions, Civic Partners information was not specifically identified as separate from Recreation and may have impacted choice making related to the recreation budget.
- In an attempt to reach more participants and encourage attendance at community events, the engagement process utilized “co-hosts” or “sponsors”. All attempts were made to ensure that the co-hosts were organizations whose membership included a diverse group of people and were focused on community building at large rather than on specific issues or sectors. Some of these co-hosts included the United Way, Civic Camp, Thrive, Immigrant Council of Calgary & Ethno-Cultural Council of Calgary, Federation of Calgary Communities, Calgary Chamber of Commerce and Calgary Urban Aboriginal Initiative.
- Phases 2 and 3 saw fewer responses from participants over the age of 55 and living in the northeast compared to other age groups and quadrants of the city.
- Phase 2 responses saw a significant emphasis on participants valuing “Arts/culture” as well as “libraries”. These responses were outside of the business units these services are housed in and we have documented them as provided to us by participants.
- The project was not intended to be market research where a statistically valid opinion is provided as a snapshot in time. The engagement process has multiple goals, which reach far beyond the gathering of opinions, and is not statistically valid. However, we have documented the depth and breadth as well as the scope and scale of participation in the process.

“The alternative to an engaged public is not an apathetic one, but one that is cynical and mistrustful of government. Public officials in many countries are concerned that disengaged voters could make it more difficult to undertake constructive policy changes. In response, many of those concerned with improving government, including multinational institutions...have established the goal of increasing public engagement as a top priority. Although civil and political contexts differ from country to country, public engagement activities share the same basic objective of making government work better by bringing it closer to citizens, improving the accountability of the public sector, overcoming mistrust between people and their elected leaders, and instilling a stronger sense of national purpose and common direction.” ”

Engaging the Public In National Budgeting: a Non-Governmental Perspective, by Susan Tanaka, OECD Journal on Budgeting, Volume 7 – No.2, 2007

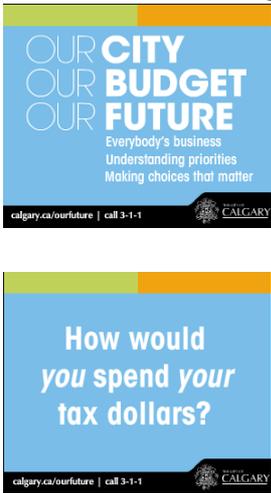
Part 3 – Participation rates

Part 3A – Communication: Activities and participation rates

Communication Activities

Communication Activity	Number of Participants Contacted or Participating
<p>Database of contacts</p>	<p>The comprehensive database of contacts was developed by Dialogue Partners and includes over 2,020 contacts of community organizations, associations and stakeholder groups, as well as individuals.</p>
<p>Twitter, Facebook and City Blog updates</p>  	<p>Facebook postings and tweets were issued regularly throughout the project through the City of Calgary Twitter account, City of Calgary Facebook page, the City of Calgary News Blog and the Our City. Our Budget. Our Future News Blog.</p> <p>Twitter</p> <p>91 tweets were issued through the City of Calgary account to support the engagement process, encourage participation and provide information. The City of Calgary's twitter account has 9,960 followers.</p> <p>Multiple tweets were issued through Mayor Nenshi's Twitter account to support the engagement process and encourage participation. By the end of Phase 3 of this process, Mayor Nenshi had 20,249 followers. Many other Aldermen also tweeted to encourage participation and share information about events.</p> <p>The Dialogue Partners team tweeted 121 times to support the process, to 200 followers.</p>

Communication Activity	Number of Participants Contacted or Participating
	<p><u>Facebook</u> 26 wall posts were posted to the City of Calgary Facebook page to support the process and encourage discussion. There are 5,405 people who “like” the City’s page.</p> <p>3 wall posts were posted to the Mayor’s Facebook page to support the process and encourage discussion. There are 20,038 people who “like” the Mayor’s Facebook page.</p> <p><u>Blogs</u> There were five posts to the City of Calgary’s news blog to support participation, encourage discussion and provide information.</p> <p>There were seven posts to the Calgary.ca/ourfuture blog to support participation, encourage discussion and provide information.</p> <p>There were six posts to the Mayor’s website / discussion blog to support participation and encourage discussion.</p>
Facebook Mobile App Social Ads	<p>During the month of April (Phase 2 of the project), two Facebook ads focused on downloading the mobile application for smart phones and linking to the itunes store were placed. Ad #1 received 649 clicks with 43,181,982 impressions of the ad; and Ad #2 received 86 clicks with 523,664 impressions for a total of 735 click throughs driving users to the mobile app at the itunes store. This reflects a click through rate of 18%, which is slightly more than half of the industry average of 30%.</p>

Communication Activity	Number of Participants Contacted or Participating
<p>Facebook Our City. Our Budget. Our Future. Social Ads</p> 	<p>During the month of April (Phase 2), two Facebook ads focused on encouraging participation and linking to the Calgary.ca/ourfuture website were placed. Ad #1 received 739 clicks with 4,530,145 impressions of the ad; and Ad #2 received 214 clicks with 1,037,412 impressions for a total of 953 click throughs driving users to the Calgary.ca/ourfuture website. This reflects a click through rate of 18.5%, which is slightly more than half of the industry average of 30%.</p> <p>Between May 9 and 27, 2011, three Facebook social ads were placed focusing on using the online budget engagement tool to participate in identifying spending priorities. Ad #1 received 511 clicks with 5,704,296 impressions. Ad #2 received 628 clicks and 6,363,710 impressions and Ad #3 received 615 clicks and 6,092,792 impressions. Total for phase 3 Facebook social ads was 1,754 clicks and a click through rate of 10%.</p>
<p>Online Advertising Banners</p> 	<p>From April 4-9, 2011 (Phase 2), online advertising banners focussing on encouraging participation at the Community Forums were placed at Calgary.ctv.ca, CalgaryHerald.com, GlobalTVCalgary.com, and theweathernetwork.com. They received a total of 290 clicks and 479,863 impressions.</p> <p>Between April 10-17, 2011 (Phase 2), online advertising banners focussing on downloading the Budget Kit Booklet and Discussion Guides were placed at Calgary.ctv.ca, CalgaryHerald.com, GlobalTVCalgary.com, and theweathernetwork.com. They received a total of 299 clicks and 397,319 impressions.</p> <p>With a click through rate of just 7%, the online</p>

Communication Activity	Number of Participants Contacted or Participating
	<p>advertising banners on these sites were adjusted in Phase 3 of the project. Between May 9 and 22, 2011 (Phase 3), online banner ads were placed at Calgary.ctv.ca, cbc.ca, globaltv.com Calgary, and the weathernetwork.com. A total of 982 clicks were received on the ads, with 1,160,253 impressions.</p>
<p>C-Train banners</p>	<p>Internal banners were placed in C-train cars at the end of Phase 2 and beginning of Phase 3 of the project (late April to early May).</p>
<p>Calgary.ca homepage banner</p>	<p>Homepage banners linking to Calgary.ca/ourfuture and encouraging participation in the project were posted on the Calgary.ca homepage during Phases 2 and 3. There were 283 click throughs from the banner to the project website.</p>
<p>Radio advertisements</p>	<p>During the weeks of March 28 and April 4 radio advertisements were placed on two radio stations: AMP 90.3FM; and X92.9 targeting adults ages 18-34.</p> <p>During the weeks of May 9 and May 23rd, radio advertisements were placed on three radio stations: XL103; Country 105; an QR77. These reflect the top stations with adults between the ages of 25-64 years of age, will some audience on both sides of this demographic.</p>
<p>Project website, website updates and site visits</p>	<p>The project website was launched on February 11, 2011, and updated weekly over the course of the project with new information, calendar updates, materials and information. The home page was completely refreshed with new information, materials, links, videos and content twice during the course of the project.</p> <p>Over the course of the project there were 19,931 visits to site by 11,712 unique visitors, with 54,398 page views. Visitors spent an</p>

Communication Activity	Number of Participants Contacted or Participating
	<p>average of 2 minutes, 21 seconds on the site.</p>
<p>Electronic newsletters</p>	<p>Eleven issues of the electronic newsletter were sent to email contacts between February 23 and May 19, 2011.</p> <p>The average “open” rate of the electronic newsletter ranged from a low of 27% and a high of 52%, considerably higher than the industry average of 14-20%.</p> <p>The list grew by 1,485 contacts over the course of the budget engagement process to a high of 2,012 contacts.</p>
<p>Animated electronic newsletter</p>	<p>In Phase 3, an additional animated electronic newsletter was issued to 2,012 contacts on the electronic newsletter database. It included a video profiling how to use the online budget tool, and how to get involved in Phase 3 of the process. The “open” rate of the animated electronic newsletter was 36%, considerably higher than the industry average of 14-20%.</p>

Communication Activity	Number of Participants Contacted or Participating
<p>Video on results of Phase 2 input</p>	<p>At the launch of Phase 3, a short video was produced outlining what had been heard along with highlights of some of the input from Phase 2 of the process related to values and priorities for City services. The video was posted to the Our City. Our Budget. Our Future Youtube channel, and viewed 153 times.</p>
<p>Council and Administrative Leadership Team Updates</p>	<p>Six updates were sent to members of City Council and the Administrative Leadership Team over the course of the project. The updates provided information on activities, results of what we were hearing and offered information about upcoming events and activities.</p>
<p>Corporate Employee Communication</p> 	<p>Multiple communication channels were used to encourage employee participation. These included:</p> <ul style="list-style-type: none"> • Two interviews with Whitney Smithers in March and May on myCity Intranet – viewed by 792 people • Two cubicle casts featuring Whitney Smithers in March and May on myCity Intranet – viewed by 1,441 people • Three feature banner ads on myCity intranet in March and May – viewed by 3,909 people • Two All employee notice emails referencing the Phase 2 video, and plan to attend a forum, also posted to myCity Intranet • Three takeFIVE Department ID emails in March and May • Two polls about Phase 3 participation posted to myCity intranet – answered by 973 people • myCity weekly print news paper distributed across the corporation in May • Our City. Our Budget. Our Future

Communication Activity	Number of Participants Contacted or Participating
	<p>posters distributed across the corporation in March and April</p> <ul style="list-style-type: none"> • Between March and June there were 7,664 visits to the BPBC pages with 11,135 views
Advertisements in newspapers	<p>Advertisements were placed in the Calgary Herald on March 31, and April 4, 5 and 7. Advertisements were also placed in the Calgary Herald on May 5, 9, 10 and 12.</p> <p>Advertisements were placed in the Metro file on March 31, and April 4, 6 and 7. Advertisements were also placed in the Metro file on May 5, 9, 10 and 12.</p> <p>Advertisements were placed in the Calgary Sun on May 9, 11 and 13.</p> <p>Advertisements were placed in the Calgary Chinese Times, Cosmo Chinese Weekly and Oriental Weekly during the weeks of May 6 and May 13.</p>
Bold Signs	<p>Bold signs were placed throughout all four quadrants of the City during Phase 2 to encourage participation at the Community Forums. Twelve signs were placed in each of five different geographic areas between March 24 and April 11. We have conservatively estimated viewership at 1,000 people per sign for a total of 60,000 views.</p> <p>Bold signs were placed throughout all four quadrants of the City during Phase 3 of the process to encourage participation at the Conversation Cafes. Twelve signs were placed in five different geographic areas between May 2 and May 17. We have conservatively estimated viewership at 1,000 people per sign for a total of 60,000 views.</p>

Communication Activity	Number of Participants Contacted or Participating
<p>Distribution of information through community organizations and community leagues</p>	<p>Four times over the course of the project information, articles and/or newsletter inserts were prepared and provided to elected officials, community associations and community organizations. This material was used by those organizations to distribute to their networks, contacts and members. Examples of organizations who distributed information on behalf of the project in order to support and encourage participation include: Women Together Ending Poverty; Federation of Calgary Communities; Civic Camp; BOMA; Calgary Chamber of Commerce; Aldermanic Offices; Calgary Urban Aboriginal Initiative; Kerby Centre; Calgary Sport Council; Calgary Minor Soccer; Calgary Arts Development Agency; Calgary Board of Education parent information and youth committees; and a variety of interested individuals.</p> <p><i>Please note: Due to the number of organizations that were provided with this information and the number of avenues each one has for distribution to their respective members, contacts and networks, we have not attempted to estimate the reach of this avenue of communication in terms of numbers. We have not recorded data on website updates, newsletters, blogs or communication pieces issued by other organizations or individuals on our behalf over the course of the project. Based on anecdotal feedback and results of evaluation surveys about how participants learned of the events, we do believe this activity has had significant reach and impact on the process.</i></p>
<p>Media advisories, media engagement and media coverage</p>	<p>A comprehensive media relations strategy was developed for the project. Nine Media advisories were issued during the project to</p>

Communication Activity	Number of Participants Contacted or Participating
	<p>encourage involvement in the engagement process, to provide information on what was being heard or results from discussions, to provide updates on next steps and activities and to encourage understanding of the context and objectives of the process.</p> <p>Two media engagement sessions were held over the course of the project to share information and to answer questions.</p> <p>There was extensive media coverage of the budget engagement process through all forms of media including newspaper, television and radio.</p>
<p>Phone calls to identify needs and encourage participation</p>	<p>Over the course of the project, we frequently placed phone calls to community organizations and groups in order to: encourage participation and involvement of “hard to reach” or marginalized citizens; learn about any needs or barriers to participation (transportation, interpretation, accessibility etc.) in order to create an environment conducive to participation; and answer any questions they may have about their potential role in the process.</p> <p>Over the course of the project more than 300 organizations were directly contacted by phone by the Dialogue Partners team to encourage participation.</p>
<p>Questions and Answers</p>	<p>Three editions of the Questions and Answers document were prepared and posted to the Calgary.ca/ourfuture website. These three editions responded to distinctly different questions, although over the course of the project, some of the questions were asked multiple times. A total of 87 answers were provided to questions asked by participants in</p>

Communication Activity	Number of Participants Contacted or Participating
	<p>this way.</p> <p>It should be noted that a variety of additional information, facts and details were also provided over the course of the project in direction response to participant requests or suggestions for relevant and/or important information for consideration. This information is not included in the questions and answers.</p>
<p>Totals: 22+ different communication tools were used to share information and encourage participation in the project (many of these tools were used multiple times, like the newsletters, Employee communication tools, Council updates, Bold signs, tweets, advertisements etc.).</p>	<p>Totals: Approximately 215,000 direct contact points were made over the course of the project. This relates to conservative estimates of information provided through direct or indirect contact.</p> <p>What is NOT included in this count of contact touch points:</p> <ul style="list-style-type: none"> • This count does not include community organization or association newsletters, articles or information circulation and distribution on our behalf • This count does not include newspaper articles or other media coverage in the Calgary Herald, Calgary Sun, or other media organization • This count does not include circulation or viewership of newspapers or radio stations • Blogs, website updates or Facebook posts by organizations or individuals other than those noted above are not included. • Click throughs have been counted for online ads rather than impressions

From participants:

"I enjoy being better informed about Calgary's plans for the future."

"I appreciate the approach of the Calgary Budget Engagement Process because citizens feel proud of it as a result of being a part of this process."

Part 3B - Engagement activities and participation rates

In a similar way to the communication activities noted in the previous section, a large number of engagement activities were held to gather input, comments, and suggestions from participants on the engagement process, values and priorities of City services and pros, cons and trade-offs for budget allocation.

Engagement Activity	Participation Rates
Phase 1 Engagement activities	
Workshop with members of City Council and senior management <i>To gather input on the risks and benefits of the engagement process, and to discuss measures of success.</i>	1 workshop with 21 participants
Community workshops <i>To gather input on participant's past engagement experiences with the City, to discuss measures of success for this engagement process and to identify the information people need to participate in the conversations.</i>	4 workshops with 89 participants representing community organizations, associations, civic partners and individuals
Employee Workshops <i>To gather input on participant's past engagement experiences with the City, to discuss measures of success for this engagement process and to identify the information people need to participate in the conversations.</i>	2 workshops with 47 participants
Online survey <i>To gather input on participant's past engagement experiences with the City, to discuss measures of success for this engagement process and to identify the information people need to participate in the conversations.</i>	1,501 participants
Phase 2 Engagement Activities	

<p>Budget Kit Booklet and Citizen and Employee Discussion Guides <i>Printed and distributed throughout City departments and branches of the Calgary Public Library and delivered to community organizations and groups on request.</i></p> <p><i>To provide information on City services, high level budget and business units in a clear, concise and thoughtful way that would connect participants to the work of the City. Used as a tool for discussion, understanding and informed participation.</i></p>	<p>4,300 copies of the Booklet printed and distributed</p>
<p>Budget Kit Hosting Workshops: Citizens <i>To support participants in the skills, knowledge and process to host their own conversations with friends, colleagues and neighbours using the materials, and submit their input directly to us.</i></p>	<p>5 workshops with 52 participants</p>
<p>Budget Kit Hosting Workshops: Employees <i>To support participants in the skills, knowledge and process to host their own conversations with friends, colleagues and neighbours using the materials, and submit their input directly to us.</i></p>	<p>9 workshops with 91 participants</p>
<p>Online Discussion Guide: Citizens <i>To gather input on values and priorities related to City services, as well as suggestions for improvements, enhancements, changes and eliminations.</i></p>	<p>365 participants</p>
<p>Online Discussion Guide: Employees <i>To gather input on values and priorities related to City services, as well as suggestions for improvements, enhancements, changes and eliminations. Also gathered input on governance, organizational development, efficiency and performance.</i></p>	<p>353 participants</p>
<p>Community hosted conversations <i>Using the materials and tools, participants gathered and hosted their own discussions on values and priorities related to City services, as well as suggestions for improvements, enhancements, changes and eliminations.</i></p>	<p>58 community organizations or individuals hosted conversations using the Budget Kit Booklet and Discussion Guide, submitting reports or completed guides reflecting input from 4,445 participants. An additional 52 individuals submitted workbooks.</p>

<p>Employee hosted conversations <i>Using the materials and tools, participants gathered and hosted their own discussions on values and priorities related to City services, as well as suggestions for improvements, enhancements, changes and eliminations. Also gathered input on governance, organizational development, efficiency and performance.</i></p>	<p>102 employees hosted conversations reflecting input from 2,774 participants. An additional 35 individuals submitted workbooks.</p>
<p>Community Forums <i>To gather input on values and priorities related to City services, as well as suggestions for improvements, enhancements changes and eliminations.</i></p>	<p>8 forums with 235 participants</p>
<p>Employee Forums <i>To gather input on values and priorities related to City services, as well as suggestions for improvements, enhancements changes and eliminations.</i></p>	<p>3 forums with 9 participants</p>
<p>Corporate Management Team Meeting <i>To share information on some trends and information that was starting to emerge from the conversation and to gather input on suggestions for improvements, changes and efficiencies as well as data and information that would be useful for decision-making.</i></p>	<p>1 meeting with approximately 175 participants</p>
<p>Allourideas online tool <i>A simple, easy to use online tool designed to allow participants to vote and prioritize their preferred City services, and to add ideas for services, improvements or changes.</i></p>	<p>119,811 votes on 1,358 ideas submitted by participants (not including the 153 ideas that the tool was originally seeded with from the list of City services in the Budget Kit booklet) with 2,726 user sessions.</p>
<p>Budget TV <i>Short video segments where participants answered key questions about valued and priority City services or spending priorities.</i></p>	<p>60 Budget TV segments were taped in Phases 1 and 2 including individuals, Mayor and Council, employees and representatives or contacts from community organizations.</p> <p>These Phase 1 and Phase 2 videos received 5,816 views.</p>

Blogs, Twitter and Facebook comments

Including social media input and substantive comments provided on City of Calgary Facebook page, City of Calgary News Blog, Our City. Our Budget Our Future. Blog, Mayor Nenshi Facebook Page and Mayor Nenshi news blog.

To gather input, comments and ideas using already established social media channels.

Blogs

Blog posts to the City of Calgary’s news blog resulted in 17 comments.

Blog posts to the Calgary.ca/ourfuture blog resulting in 45 comments.

Blog posts to Mayor Nenshi’s website / discussion blog resulted in 46 comments.

Facebook

Posts to the City of Calgary Facebook page resulted in 91 comments and input.

Posts to the Mayor’s Facebook page resulted in 74 comments and input.

Twitter

Tweets from a variety of twitter accounts resulted in approximately 30 substantive comments / input (versus tweets focused on sharing of information or encouraging participation).

Please note: while a variety of elected officials, organizations and individuals wrote blogs and Facebook posts about the project we have not included those statistics in our participant information. Where this input was brought to our attention we included the input for analysis of content, but have not counted the numbers as part of

	<i>participation rates.</i>
Online survey <i>Gathering input about the website functionality and ease of use.</i>	131 participants
Online survey <i>Gathering input about attendance and participation at the community forums.</i>	37 participants
Meetings with community groups and organizations <i>To reach out to and support the involvement and input of community organizations in the conversation, frequently attending meetings already planned and scheduled by groups.</i>	32 meetings with community groups and organizations with approximately 300 participants.
Youth Employment Fair <i>To gather input from youth in a venue where they would already be participating.</i>	1 event with 486 participants
Phase 3 Engagement activities	
Calgary Budget – online engagement tool <i>To gather input from participants on spending priorities, increases, decreases and values related to choice making, in an online environment.</i>	890 participants
Conversation Cafes: Citizens <i>To gather input from participants on spending priorities, increases, decreases and values related to choice making, in a face-to-face environment.</i>	7 conversation cafes were held with 203 participants
Conversation Cafes: Employees <i>To gather input from participants on spending priorities, increases, decreases and values related to choice making, in a face-to-face environment.</i>	2 conversation cafes were held with 13 participants
Online survey <i>Gathering input about the measures of success for the engagement process.</i>	174 participants
myCity Intranet poll question <i>Gathering input about use of the online budget tool or participation at a conversation café.</i>	973 participants
Mobile application for smart phones (for entire project) <i>Gathering input from participants during Phase 2 and Phase 3 about City services, spending priorities and measures of success using participant’s smart phones.</i>	173 submissions were received. 893 iphone apps were downloaded, 88 android apps, and 314 blackberry apps were downloaded over the course

	<p>of the engagement process.</p> <p>7 push communications to encourage involvement and participation were sent to iphone devices.</p>
<p>Allourvoices online tool <i>Gathering input about the measures of success for the engagement process via smart phone and online.</i></p>	<p>There were 111 votes on 21 ideas with 27 user sessions.</p>
<p>Budget TV <i>Short video segments where participants answered key questions about valued and priority City services or spending priorities.</i></p>	<p>11 Budget TV segments were taped in Phase 3 including individuals, Mayor and Council, employees and representatives or contacts from community organizations.</p> <p>These Phase 3 videos received 675 views.</p>
<p>“Other” input <i>Phone calls, emails, calls to 3-1-1, forwarded messages received outside of the activities or events noted above.</i></p>	<p>45 submissions</p>
<p>Total Events = 252 events or activities</p>	<p>Total participants = 24,582</p> <p>Note: this does not include printing and distribution of budget kit booklets.</p>

Total Project Communication and Participation Rates

<p>Event Totals:</p> <ul style="list-style-type: none"> • 22+ different communication tools used to share information and encourage participation in the project, most used multiple times • 252 different engagement events, opportunities or activities to gather input, ideas, concerns and suggestions 	<p>Participation Totals:</p> <ul style="list-style-type: none"> • Approximately 215,000 contact points made to provide information • Approximately 24,582 participants attending events or direct input
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From participants:

"It was amazing how much information was pulled out of us in such a short time. I'm very interested to see how it translates and where it goes from here."

"There seems to be many ways people can join in the discussions and add their opinions."

"I'm hoping for more Calgarian participation. This is a great community forum!"

"Accessible online as well as face to face, there was choice and multiple opportunities regarding how we want to participate, and all input was valued equally."

Part 3C – Comparisons with other budget engagement projects

In order to be able to put the Our City. Our Budget. Our Future. public engagement process in perspective in terms of participation rates, timelines, objectives and potential scope and scale, we have provided some comparisons of other engagement processes related to budgeting. (Note: this information comes from a variety of sources, as indicated.)

City of Toronto, Core Service Review and Funding Gap Consultations

Between mid May and June 17, 2011, the City of Toronto hosted a consultation process to gather input from residents as part of a Core services review and a large gap in funding of over \$700 million. Fourteen face-to-face discussions were held, an online survey was launched and an online discussion kit was posted so participants could use the materials to host their own conversations. Participant numbers are not yet available for this project.

France

Cyber-Budget is an online tool that functions as a game, testing player knowledge of the budget and explaining possible consequences of choices. The player makes decisions, presents and defends the budget in parliament, and is then responsible for managing it as unanticipated events take place and affect fiscal outcomes. As of April 2007, 400,000 participants had played.

In addition, the French government hosted online public discussions over 5 months in 2007 about the need to reduce the public debt, which generated 874 responses.

From Engaging the Public In National Budgeting: a Non-Governmental Perspective, by Susan Tanaka, OECD Journal on Budgeting, Volume 7 – No.2, 2007

Department of Finance, Canada

In 2006, nearly 6,000 individuals participated online as part of the annual budget process submitting answers to the three questions: "What would citizens like to see in the 2006 and future budgets?"; "If proposing further tax cuts – or spending increases – where should the government spend less?"; and, "How can the government deliver programmes more efficiently

and effectively?”.

Approximately 7000 people responded to the invitation to submit input for the 2007 budget.

From Engaging the Public In National Budgeting: a Non-Governmental Perspective, by Susan Tanaka, OECD Journal on Budgeting, Volume 7 – No.2, 2007

Participatory budgeting, Porto Alegre, Brazil

In 1989, Porto Alegre, Brazil developed the first full participatory budget process in the world. They continue to use this process on an annual basis, with \$200 million of their total budget today being subject to this participatory process. The process is a combination of community based, direct and representative democracy, organized by regions of the city. All citizens are entitled to participate and the majority of participants are those with lower income or living in poverty. In 2001 there were 18,583 participants, in 2002 there were 28,907 participants and in 2003 there were 23,520 participants.

The basis for the participatory management strategy adopted by the municipal government in Porto Alegre is the principle that the population is interested not only in private issues but also in public matters and is capable of making decisions based on solidarity. The population is better equipped than municipal employees to discuss the needs and reality of their city or neighbourhood. At first, the municipal administration had to convince people that their presence at assemblies would have an effect on their daily lives. This mobilized them to take part in the decisions, and resolutions were put into practice.

From: Paths to Social inclusion: Porto Alegre’s Network of Popular Participation, Waiselfisz, Noletto, Bonder, Dias and Chiechelski, UNESCO 2003

Our Budget, Our Economy, US National Discussion, 2010

In June 2010 America Speaks, a non-partisan, non-profit organization with funding from a variety of agencies, foundations and charities sponsored a national conversation entitled “A Civil Conversation in a polarized political climate: Our Budget, Our Economy”. Discussions were held in 57 sites across the country with 19 of those sites facilitated by America Speaks, where participants discussed and also contributed via keypad polling. An additional 38 community conversations were hosted by community based organizations. A total of 3,500 participants were part of the discussion. The final report notes that participants could also contribute online through Second Life, but it is not clear if participant numbers are included in the 3,500 people or are in addition to those participants.

The City Budget: Tight Times, Tough Choices, Citizen Priorities, Philadelphia, 2009

In a project developed by the Penn Project for Civic Engagement, as part of the Great Expectations project, using a grant from the William Penn Foundation, a series of four community forums were held in Philadelphia to gather input into the 2010 budget. The City of Philadelphia Budget Office were active participants in the project, providing information for

discussion and supporting the needs of participants as they discussed the \$170 funding shortfall. The project focused on engaging Philadelphians in focused and realistic deliberations about priorities and trade-offs, and input was included in the city’s public process for developing budget priorities before the budget is proposed. 1,700 participants were involved.

Part 3D – Diversity and range of views and perspectives

A wide variety of participants were involved in the Our City. Our Budget. Our Future public engagement project, and many took their time to provide thoughtful, considered input on the challenges and opportunities that were presented.

As part of the planning of the engagement and communications aspects of the project, stakeholders were identified through research, discussion and inquiry. The stakeholder database and outreach contact lists were added to over the course of the project, and stakeholder participation was monitored throughout the project. Participants were asked to identify their role or perspective in the various engagement activities, and in many cases to provide some basic demographic information such as age, gender, and postal code.

Thousands of participants provided input over the three and a half months of the engagement process, and there was a wide diversity of perspective, viewpoint, ideas, suggestions and values presented by a range of passionate, caring and thoughtful participants. This report summarizes the themes, perspectives and views from all participants over the course of the project, not just one group or kind of stakeholder.

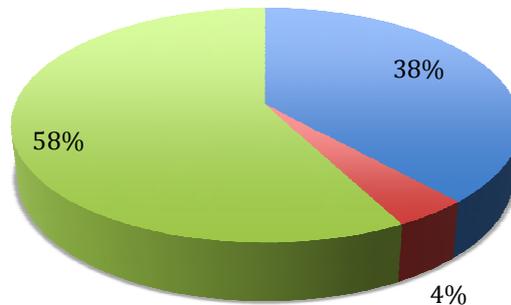
Input provided by type of stakeholder

Stakeholder Group Identification <i>(based on participants self-identifying themselves in the following groups)</i>	Percentage of participants
City employees	38%
Participants associated with a community organization, association or group <i>(Please see below for a breakdown of community groups and organizations by stakeholder category)</i>	4%
Individuals not affiliated with a group or organization	57%

Note: this breakdown refers to participants involved in events or activities where it is possible to identify their role as a participant. It excludes participation in allourideas, Facebook comments, or Budget TV views. Participants were included in the community organization category of they self-identified themselves as belonging to a community organization and participating from that perspective. City of Calgary employees are identified where they attended an event specifically for employees and/or self-identified themselves as participating from that perspective. All other participants were assumed to be individuals and participating as such.

Input Provided by type of stakeholder

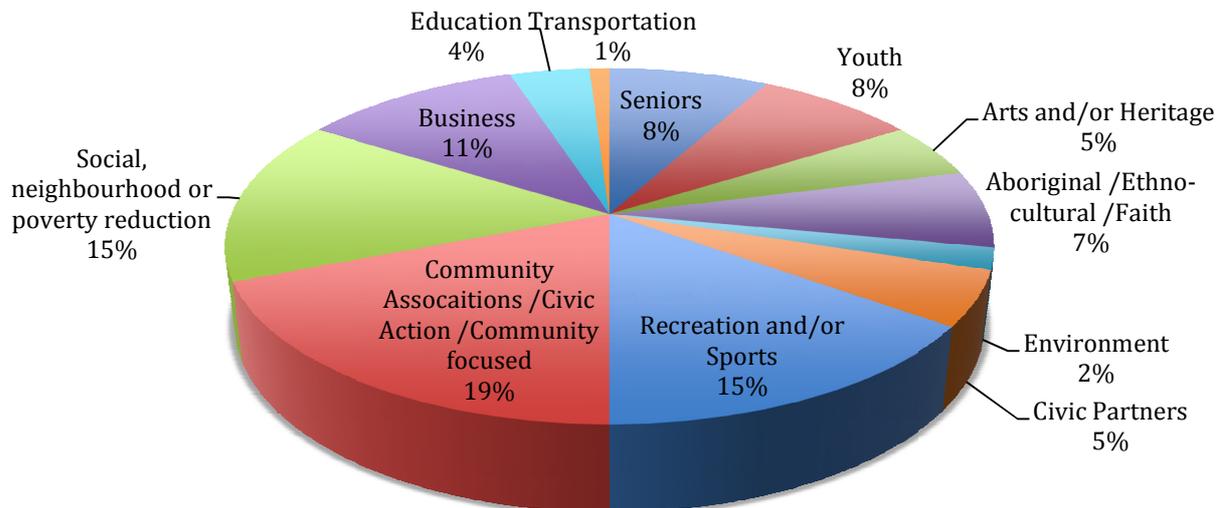
■ City Employees ■ Community Organizations ■ Non Affiliated Individuals



Input provided by community groups and organizations broken down by category

Note: this is a breakdown of participants representing organizations or groups by category. It is based on organization self-identification and is reflective only of the percentage of participants out of the overall participation rates for the organizational representatives noted above, not for participation rates overall. Numbers are rounded so totals do not reach 100%.

Participation by organizations in category

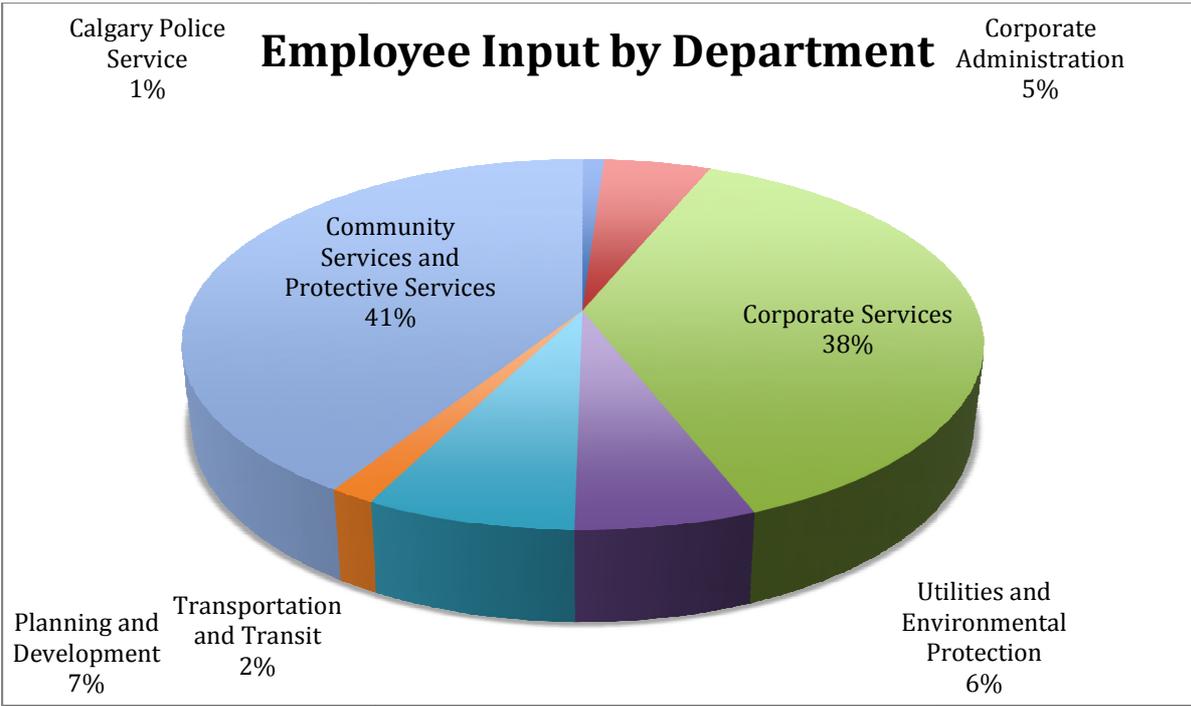


Input provided by City employees by Department

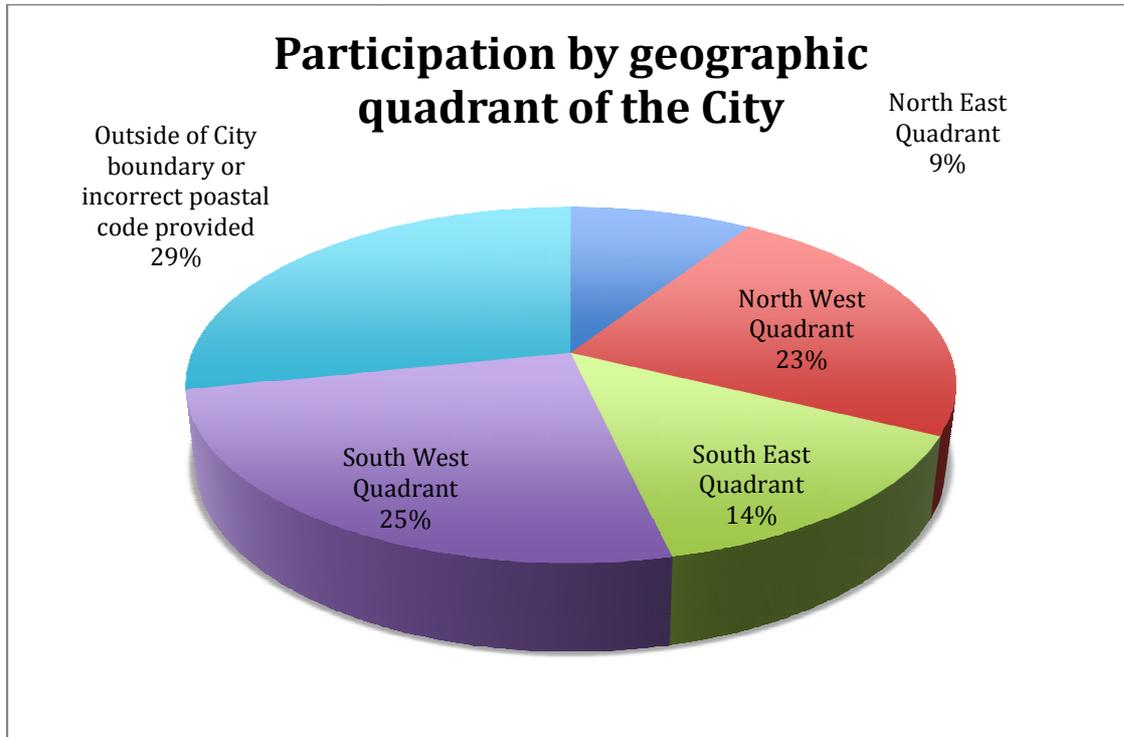
Group or Organization Category	Percentage of participants out of City employee participants
Calgary Police Service	1%
Corporate Administration	
Finance & Supply	4%
City Manager's Office	.5%
Law	
City Clerks Office	.5%
Identified as Corporate Administration Department	
Corporate Services	
Customer Services and Communication	6%
Human Resources	.5%
Information Technology	26%
Corporate Properties and Buildings	.5%
Fleet Services	2%
Infrastructure and Information Services	.5%
Office of Land Servicing and Housing	3%
Identified as Corporate Services Department	1%
Utilities and Environmental Protection	
Environmental and Safety Management	2%
Waste and Recycling Services	3%
Water Resources / Water Services	1%
Identified as Utilities and Environmental Protection Department	
Planning and Development	
Land Use and Planning Policy	4%
Development and Building Approvals	1%
Assessment	2%
Identified as Planning and Development Department	
Transportation and Transit	
Transportation Planning and Department Wide Services	
Calgary Transit	.5%
Transportation Infrastructure	
Roads	
Identified as Transportation and Transit Department	1%

Group or Organization Category	Percentage of participants out of City employee participants
Community Services and Protective Services	
Animal and Bylaw Services	1%
Community and Neighbourhood Services	17%
Calgary Fire Department	2%
Parks	1%
Public Safety Communications	1%
Recreation	15%
Identified by Community Services and Protective Services Department	3%

Note: This breakdown is based on participants who identified themselves as a City employee and also identified the business unit or department where they work. Of the participants identified as City employees, only 20% identified their business unit or department. Percentages less than .5 are not recorded.



Percentage of participation by geographic quadrant of the City

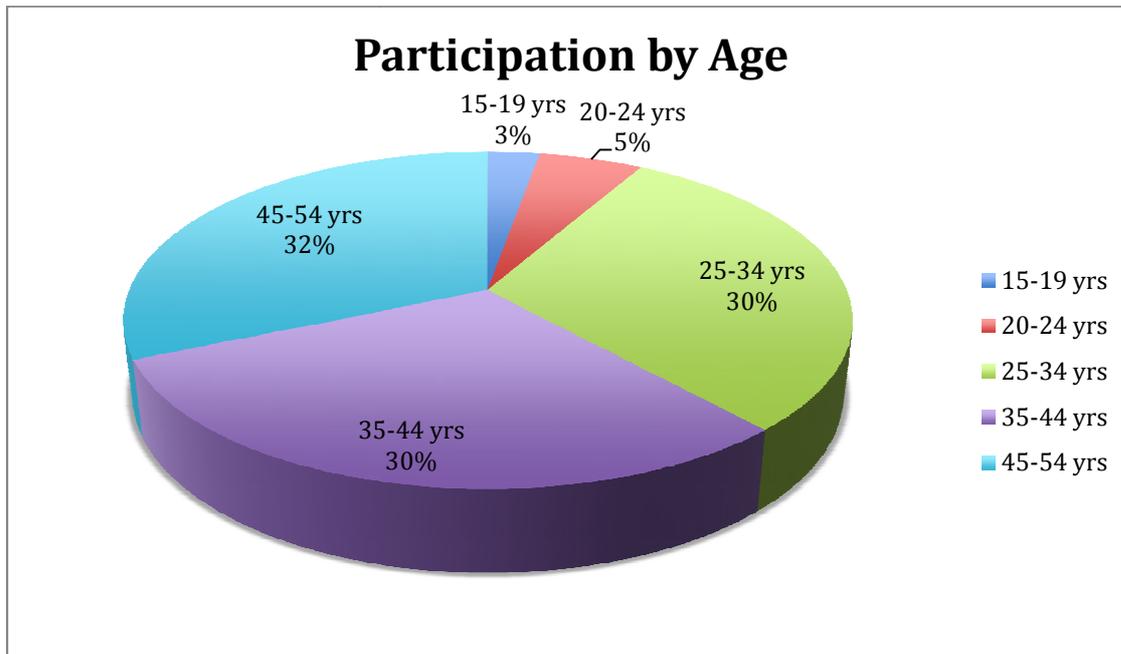


Map depicting origin of participation



Percentage of participation by age

Sector	Percentage of participants
Less than 15 years	0%
15 – 19 years	2%
20 – 24 years	4%
25 – 34 years	22%
35 – 44 years	22%
45 – 54 years	23%
55 – 64 years	11%
65 – 74 years	3%
75 and over	1%
Not identified	12%



Note: Includes all participants (citizens and City employees).

Part 4 – Results of participant input in the engagement process

Part 4A - Phase 1: Meaningful participation

Phase 1 of the Our City. Our Budget. Our Future engagement process went from February 19 – March 4, 2011 and included face-to-face workshops for citizens and employees, a workshop with Senior Management and City Councillors, and an online survey.

Phase 1 of the process was focused on understanding participant views about a meaningful engagement process and building relationships with organizations, stakeholders and citizens.

In this section, we summarize some key findings related to:

1. Past experience in engagement processes with the City
2. Identification of information needed to participate
3. Input on measures of success for the Our City. Our Budget. Our Future. engagement process as well as engagement activities in general

The results of the engagement process related to the measures of success for a meaningful process are provided later in the report in Part 5 – Evaluation Results. It is in that section that we provide participant views on the success of the process itself.



1	<h2 style="margin: 0;">Past experience in engagement processes with the City</h2>
	<p>Six themes were identified related to previous experience with the City in an engagement process. All themes point to important factors where the City is performing well on a project-by-project basis and where it can improve overall. The themes are listed in order of frequency by participant comments with most common noted first.</p> <p>Responsive and transparent engagement processes on some projects are having a positive impact on participants</p> <p>Depending on the project or issue, participants are reporting a positive experience in engagement processes with the City. West Light Rail Transit and</p>

1

Past experience in engagement processes with the City

ImagineCALGARY were cited as positive examples where people were excited and enthusiastic, where information was shared in a transparent way, and where input was used and considered in decision-making. These three factors were critically important to participants in making the difference in whether an engagement process felt positive or negative.

Comments from participants:

- *“Senior people attended/heard comments. This added credibility. They must be serious.”*
- *“It takes a lot of time, but it was good to meet others with similar interests or concerns.”*
- *“West LRT process was easy to understand and information widely available; knew what was happening and now I can see the results of citizen input.”*
- *“Imagine Calgary - good process, lot of excitement - allowed long time for consultation, allowed them to be thoughtful, and talk to neighbours.”*

Frequency: Public Survey - 21%; Public Workshop - 10%; Staff Survey - 12%; Staff Workshops - 10%

Be open about the ability to influence the outcome and listen to everyone; not just the loudest or most organized participants.

Frustration is present among participants who have engaged in processes they view as unauthentic and/or with a perception that the decision has already been made. Some examples of these situations include: engagement processes where louder, more organized participants are the focal point and where either sufficient outreach is not conducted to gather alternate or dissenting voices, or where those voices are drowned out. Pursuing authentic and inclusive processes with equitable opportunities for involvement is a way to address these concerns. Where opportunities are present, engage participants at a higher level of the Engage spectrum so that influence, values and interests can be explored.

Comments from participants:

- *“Engagement doesn’t seem genuine. Needs to be authentic - build trust & transparency.”*
- *“Engagement needs to be defined - need success to keep people involved in*

1

Past experience in engagement processes with the City

the future.”

- *“What hasn’t worked - when The City makes the decision before engaging.”*
- *“Council has own agenda and is not committed to the process.”*
- *“Input is massaged by employees to get what they want.”*
- *“Balance needed between administration and public view.”*
- *“Don’t allow special interests to hijack process. Same people’s voices heard all the time.”*
- *“Listening to the loudest voice as opposed to the best or silent voices is dangerous.”*
- *“Impression that loudest voices in room are heard the most, and that they are not always representative of the majority of residents in the area.”*
- *“Seems like the rich or slackers are mostly the ones who have time to engage in these processes and those of us who are working hard to pay taxes don't have time.”*

Frequency: Public Survey - 16%; Public Workshop - 19%; Staff Survey - 18%; Staff Workshops - 3%.

Implement the City’s best practices in engagement

Participants expressed concern that many past engagements have often lacked a clearly defined purpose, scope, process and timeline, as well as information about how to get involved. Substantive information related to the issue under discussion is often not easily understood, inadequate and not provided far enough in advance of sessions. Some participants noted that the City implements the same process over and over again, without room for creativity, innovation or real participation by citizens. The City’s Engage policy identifies high standards, steps and approaches to implement meaningful engagement processes including identifying scope, timelines and developing information that supports participant involvement. Taking the time to align best practices in engagement approaches with project timelines and deliverables will support addressing these concerns.

Comments from participants:

- *“Inconsistencies between how departments do public engagement; often start too late.”*
- *“Be clear with expectations on what the engagement process is trying to achieve.”*
- *“Need parameters on process or it can go wrong.”*

1

Past experience in engagement processes with the City

- *"How will input be used? What will it mean?"*
- *"Want to see engagement at all levels of the organization."*
- *"Need to define stakeholders and their roles."*
- *"Access to information is important."*
- *"Hearing different opinions and perspectives is important."*
- *"Building awareness and increasing education helps people understand."*
- *"Communication is often public relations, not public participation."*
- *"Media spin often influences opinions."*
- *"Some City staff unwilling to help public learn how to be involved & access information."*
- *"PlanIt - lots of great involvement, but City inserted changes, made a decision on their own."*

Frequency: Public Survey - 8%; Public Workshop - 35%; Staff Survey - 18%; Staff Workshops - 41%.

Close the loop and document the link between input and decision-making

Several participants noted that there is often good engagement or information sharing initially, but there is no feedback on how the input was used to make decisions. As a fundamental act of accountability, transparency, trust and relationship building, the City could implement a standard practice that would close the loop with participants and citizens. This act would provide the link between input that was gathered in an engagement process and the resulting decision that is made.

Comments from participants:

- *"Tell us what you've done with the input."*
- *"Want to know the end results, outcome of discussion."*
- *"Need feedback and documentation of sessions."*
- *"Sceptical about what impact input has on decision; need more than standard Open Houses."*
- *"Have generally had a positive experience but know that several of the issues I supported were backed by influential communities. I fear if I was in a community not bordered by a very wealthy one it may be a different story."*

1

Past experience in engagement processes with the City

- *“Have found that there is tunnel vision, that older generation is not respected and as for the working class they might just as well shut up.”*
- *“Neighbourhood development meetings generally frustrating - City officials have their project plans set in stone and do not want to hear about what the citizens think.”*

Frequency: Public Survey - 5%; Public Workshop - 3%; Staff Workshops - 3%.

Increase capacity and accessibility in engagement processes

Concerns were noted about how poorly informed many participants were related to both process and content and the basics of participatory processes, such as participating in informed discussion and hearing others views. Low participation levels and concerns that the City hasn't done a good job of providing options for all citizens to be accommodated were noted. It was also noted that different types of sessions attract different types of participants and more could be done to support engagement in an inclusive way.

Comments from participants:

- *“Barriers to participation - transportation to get there, child care, timing of meetings.”*
- *“Limited resources for community groups to participate.”*
- *“City administration lack of understanding about how groups operate.”*
- *“City needs to recognize volunteers involved and plan around that in developing engagement processes.”*

Frequency: Public Survey - 3%; Public Workshop - 4%; Staff Workshops - 5%.

Improve consistency and coordination of engagement processes across all Departments in the City

A wide range of comments noted experience in a variety of processes, ranging from euphoric to dumb-founded. Some had good experiences with aldermen and poor with administration, while others found front-line staff more willing to listen than senior management. Improving the consistency, quality and meaning of engagement processes across the corporation would result in improved trust, relationships and outcomes.

1	<h2 style="margin: 0;">Past experience in engagement processes with the City</h2>
	<p>Comments from participants:</p> <ul style="list-style-type: none"> ○ <i>“Often more successful when community leads rather than City.”</i> ○ <i>“Many things require engagement earlier in the process.”</i> <p>Frequency: Public Survey – 2%; Public Workshop – 3%; Staff Survey - 0; Staff Workshops – 2%.</p>

2	<h2 style="margin: 0;">What information is needed to meaningfully discuss the budget?</h2>
	<p>This open ended question elicited from participants a variety of view points and questions that ranged from fundamental understanding of the budget planning process through to more specific requests around information disclosure and performance measures. Below the responses are summarized and grouped in subsets of information requests and opinions. Each of these subsets includes sample quotes that exemplify each category.</p> <p>This input was reviewed in detail during Phase 1 and was used to develop materials for the engagement process during Phases 2 and 3. These requests for information were incorporated into the Budget Kit Booklet and Discussion Guides, online budget engagement tool and materials for face-to-face discussions, and issued in the electronic newsletter and posted online.</p> <p>This input from participants provided valuable insight into citizen and employee desire to play an active role in an informed conversation about a complex issue, as well as meaningful long-term guidance to the City about how to provide accessible and transparent information that is inclusive of citizens needs.</p> <p>Understanding about the Budget Process overall</p> <p>Respondents asked questions about how the overall budget making process works. Participants were seeking a general understanding of how the City</p>

2

What information is needed to meaningfully discuss the budget?

develops and implements budgets, along with some fundamental questions related to decision-making, funding allocations, priority setting, and questions concerning the process.

Comments from participants:

- *"What are the steps... start to finish?"*
- *"Who makes the decisions at the city level? When are they brought to council?"*
- *"Dates and timing for discussions, when decisions are made, budgets available, considerations by decision makers."*
- *"Details about who decides what money goes where, but details not written in bureaucratese."*
- *"The process priorities are set by the politicians vs. the city officials - they do not always seem in sync with the public or between the politicians and city officials."*
- *"We need to understand what influences the Councillors. It seems to me that they are heavily influenced by special interest groups, like real estate developers who essentially "bribe" their way into the upper tier of municipal agenda."*

General and Basic Understanding of the Budget

Some respondents indicated their need for basic information to support interpreting budget information, terminology, and sources of funding, as well as general knowledge about allocation.

Comments from participants:

- *"What falls under the City budget vs. provincial/federal?"*
- *"Where does the money come from?"*
- *"Understanding my own Business Unit budget would help."*
- *"Describe the difference between the capital budget and the operating budget, and how and why monies can't be transferred from one to the other."*

Make it simple and at a high-level

Many respondents requested information be presented at a higher-level and in a simplified format to enhance their participation in the budget dialogue.

2

What information is needed to meaningfully discuss the budget?

Comments from participants:

- *“Broad strokes information such as: How much to roads vs. social infrastructure. Big picture information...don't drown lay people in the minutia of financial information...but give them enough to participate constructively.”*
- *“A simple breakdown of the budget structure. What % is devoted to infrastructure projects, staff salary, running current systems, etc.”*
- *“Broad parameters of revenue and expenses with links to more detailed data if we wish to find out more.”*

Provide the details and specific budget information for certain things that matter

There were a number of specific information requests. While respondents expressed an overall desire to have a high-level understanding of the budget, a large number of respondents had specific items that they submitted as necessary to participate in the budget consultation.

These are as follows:

a. Actuals vs. Budget

Comment from a participant:

- *“How large has the variance been between what was projected and what actually happened?”*

b. Capital and Operational expenditures

Comments from participants:

- *“Capital vs. Operating expenditures - what does this look like year to year and within the 3-year cycle?”*
- *“What are the proposed capital budgets for next 5 years?”*
- *“General breakdown as to how much goes to which departments.”*

c. Existing commitments versus variable expenditures

Comment from a participant:

- *“What the fixed and variable expenses are in The City budget?”*

d. Revenue Information

2

What information is needed to meaningfully discuss the budget?

Comments from participants:

- *“Clear information on trends in total revenues (taxes, fees, grants, etc), revenue increases compared to population and inflation.”*
- *“How much of my property taxes go toward The City's operating budget? How much have property taxes increased/decreased over the past 10 years?”*
- *“Source of available funding to finance service provision (operating and capital sources).”*

Services, programs and project information

The majority of respondents had specific requests for information on services, programs and projects. Requests for information included financial detail as well as more performance based requests such as program objectives and outcomes.

Comments from participants:

- *“The City is more than roads and infrastructure. What programs and initiatives are in place to improve the quality of life for citizens?”*
- *“More of the budget details. Just saying “Police” doesn't tell me how the funds are spent.”*
- *“The total amount available for these projects, names of projects with descriptions and cost, and the timeline for completion of each project. Also, it may occasionally be helpful to include the cost of postponing the project if there is one, as with the airport tunnel.”*
- *“A list of services that the city provides, the associated cost for that service and the service level for each.”*

Historical Information

Respondents showed interest in previous budget making processes and wanted to compare these results with both actual performances, as well as look at historical expenditure trends.

Comments from participants:

- *“Past 10 years of budget records available for view, with major spending accounts trended year over year (e.g. snow removal, infrastructure creation, infrastructure maintenance - break out by type of infrastructure).”*

2

What information is needed to meaningfully discuss the budget?

- *“Historical reviews not just budget numbers but actual outcomes of programs and services provided based on previous business plan goals.”*

Forecasting and comparable information

Some respondents showed an interest in obtaining information that would give light on budget forecasting and benchmark comparisons with other jurisdictions.

Comments from participants:

- *“Ratio analysis comparing Calgary expenses per capita vs. other Canadian western cities for example snow removal costs/ per person for Regina, Winnipeg, Edmonton vs. Calgary; police per capita; alderman per capita, etc.”*
- *“Tax base in Calgary vs. other Canadian cities.”*
- *“I value knowing that sometimes The City of Calgary is a leader in certain areas, and am prepared to pay a small bonus for doing this, especially in sustainability and green issues, organics recycling, and building a small number of world class iconic structures (bridges, buildings).”*
- *“Forecasts of population growth by age, economic status and origin. What is the vision for Calgary in 10, 15 and 20 years' time?”*
- *“Long range plans and capital requirements to maintain infrastructure.”*
- *“The big picture and the issues facing the City in the next ten years - both internally and throughout the city.”*

Strategic planning and performance measures

Respondents showed their interest in The City's future direction along with measures to gauge the performance of various programs.

Comments from participants:

- *“The strategic business plan with specific goals and performance measurements.”*
- *“Where are the priorities for future growth in the City? What are the infrastructure needs?”*
- *“What does Council perceive as the City's goals? What's their mission statement?”*

2

What information is needed to meaningfully discuss the budget?

Information disclosure and budget transparency

Some respondents submitted their need for more disclosure of information and transparency of the budgeting process.

Comments from participants:

- *"Honest answers and not a lot of talk."*
- *"How are we supposed to specify what 'types of information' when so much is kept secret?"*
- *"Regular updates about budgets and spending."*
- *"I would like to see more transparency in all the departments at The City and more involvement such as this survey."*
- *"Information accessible with no smoke and mirrors."*

Presentation of budget information

How information is portrayed to respondents also enticed a number of suggestions on how to improve the way the information is packaged for review.

Comments from participants:

- *"Simplified financial statements; a simple list of all the engagements, surveys, etc. and the reason and how they fit into the whole picture."*
- *"Explanations of acronym...Clearly outlined goals/objectives, transparent summaries."*
- *"Citizen friendly budget documents. Many of the documents, especially at the department level (e.g. transportation) are very difficult for the average citizen to even begin to understand."*
- *"Simplified, higher level numbers, with realistic options pre-determined, or at least realistic constraints not 'pre-bureaucratized' or biased by administration."*
- *"Graphs and pie charts are of course very useful to read overall data and trends."*

Explain the decision-making process

Respondents provided feedback on how their input would impact Council's decision-making as well as suggestions on how the process should be communicated.

2

What information is needed to meaningfully discuss the budget?

Comments from participants:

- *“A flowchart of how the process is currently and at what phase our input would be the most useful and the time lines surrounding each phase.”*
- *“How will my input be used and what feedback will I get? Provide periodic updates summarizing consultation outcomes to date.”*
- *“Will the citizen voice carry as much weight as the business voice?”*
- *“Understand how the information will be used.”*

Trade-off information

Respondents provided suggestions on how trade-off information could be presented to enhance the discussion on budgeting choices.

Comments from participants:

- *“The give and take, i.e. if we want these things, how much of a tax increase does it mean, and how can we then prioritize?”*
- *“Want to know what the options are for increases and for cuts and have more information from the various units about what they would do with increases/cuts.”*
- *“How do citizens feel about paying user fees for services received vs. billing all Calgarians for services via property taxes?”*
- *“Pro's and con's of different decisions. What are we giving up to get other things!”*

3

How will you know the engagement process was successful?

Participants in Phase 1 of the engagement process were asked to rank the engagement goals created to guide the process and assign priority and importance to them. Priorities of goals varied between City employees and citizens.

In the face-to-face workshops participants were asked to rank the Engagement Goals for the project (outlined in Part 2A of this report). In the online survey, participants were asked to rank the measures of success / evaluation indicators for the project. These evaluation indicators are also referenced in Part 5A of this report.

Ranking of Engagement Goals

Engagement Goal	Community ranking of importance	Staff ranking of importance
Provide participants with the information they need to participate in a meaningful way	1	2
Deliver a transparent, accountable and inclusive engagement process that builds relationships, trust and credibility with stakeholders	2	1
Build relationships and partnerships with organizations, stakeholders and citizens and create an increased feeling of involvement on important issues	3	8
Build capacity, skills and knowledge of citizens, staff and Council to engage and participate in dialogue about important issues	4	5
Provide multiple meaningful and appropriate opportunities to engage staff, citizens and Council in constructive dialogue about issues, priorities and	5	3

3

How will you know the engagement process was successful?

ideas that are important to them		
Raise awareness and understanding of City services and budget allocation	6	4
Gather values-based input from all stakeholders that will be used and considered in decision-making on the trade-offs and priorities for City services and budget cycle for 2012-2014	7	6
Build understanding of the foundation and vision of imagineCALGARY and the context of this conversation as the path towards beginning the journey of implementation towards that vision	8	7

Participants were asked in the online survey to rank order the evaluation indicators that would be used to measure success at the end of the process. Similar to the engagement goals, the evaluation indicators provide specific, measurable factors that were used in the evaluation survey completed at the end of the project.

Note: It should be noted that we did not specifically ask City employees to identify themselves as participating as employees. While many provided a City email address to be added to the project contact list, we could not then identify that they answered the questions from the perspective of an employee or a citizen, so have not broken out those results. The staff survey results relate to a separate survey collector created and used by staff who share workstations or the same computer to allow for multiple responses from the same IP address.

Evaluation measure of success	Community ranking of importance	Staff ranking of importance
Participant satisfaction that the project goals and objectives and the role of stakeholders in the process have been clearly defined and understood	1	1
Participants are satisfied that the process allows for values based discussion and weighing of values, needs and interests	2	5

3	How will you know the engagement process was successful?		
	A broad, diverse range of stakeholders representing the demographics of the City are engaged in an inclusive process	3	7
	An open and accessible public engagement process that allows for equitable participation in constructive dialogue by all stakeholders through appropriate methods	4	3
	Participants understand and are more aware about the complexity of issues, values, perspectives and facts related to City services and budget allocations	5	4
	A transparent and accountable public engagement process that allows easy access to information and materials by all interested parties	6	2
	Participant input is considered and/or used by decision-makers	7	6
<p>Note: Some participants commented that it was impossible to rank the measures of success as they are all equally important.</p>			



Part 4B - Phase 2: City services, values and priorities

In Phase 2, we asked participants to identify and discuss the City services that make a difference in their lives, the lives of their friends, neighbours, colleagues and fellow Calgarians. Participants came together to:

- learn skills and develop the needed knowledge to host their own discussions;
- gather with others to discuss the issues and send the results of those conversations to us;
- join in facilitated discussions at community forums where fellow Calgarians identified the services that make a difference in their lives and the lives of others, and to discuss improvements, changes or enhancements to those services;
- contribute online and vote on priorities and ideas;
- provide input from the comfort of their homes or smart phones; and
- speak their mind about the services that make a difference to them via video.

In this section of the report we have provided the results of participant input in the following manner:

1. Valued priority services
2. Improvements, enhancements and changes to services
3. Holistic, system-wide opportunities and challenges



Participants were asked to identify the services they value and that make up the City they envision. They were asked to consider the services that make a difference in the lives of their friends, neighbours and colleagues and after reviewing the materials and information, to identify the services that are most important to them.

Below we have identified the services that are most important to participants in order of priority. We have provided the overall total that includes citizens and City employees, and have also broken out the prioritization by citizens and employees so that the similarities and differences are apparent. We then provide some insight and information from participants about why those services make a difference to them.

City services in order of priority by participant

City service	Overall priority for combined staff and community	Community priority	Staff priority
Police	1	1	1
Fire	2	3	2
Transit	3	2	3
Roads	4	4	6
Recreation	5	5	5
Parks	6	7	4
Water Resources / Services	7	6	7
Waste & Recycling	8	10	8
Community & Neighbourhood Services	9	8	11
Land Use Planning & Policy	10	11	12
Arts & Culture*	11	15	9
Calgary Emergency Management Agency	12	9	18
Transportation Planning	13	12	19
Customer Service & Communications	14	18	13
Infrastructure & Information Services	15	16	14
Transportation Infrastructure	16	13	21
Animal & By-law Services	17	17	16
Information Technology	18	21	10
Development and Building Approvals	19	14	22

City service	Overall priority for combined staff and community	Community priority	Staff priority
Libraries*	20	25	15
Office of Land & Housing	21	22	18
Public Safety Communications	22	19	20
Fleet Services	23	20	24
Finance & Supply	24	23	24
City Manager's Office	25	24	23
Human Resources	26	27	25
Corporate Properties	27	26	27
Law	28	27	27
City Clerks	29	28	26

Note: A large number of participants identified "Arts & Culture" and "Libraries" as priority City services. We acknowledge they are not listed as business units in the Budget Kit Booklet in that manner, however we have kept the input as it was provided to us by participants. Where the same number is listed multiple times in a column, it identifies a tied ranking with another service having the same ranking.

From participants:

"A City of our size is a highly complex operation. Going through this process further reinforced my belief in where our priorities need to be."

"My opinion of City services is high already, this has merely reminded me of how much more is unvalued."

"It helped me realize there are many internal departments that I wouldn't necessarily have thought about such as IT and Law Departments. It also helped me to realize how far reaching City services are in our every day lives."

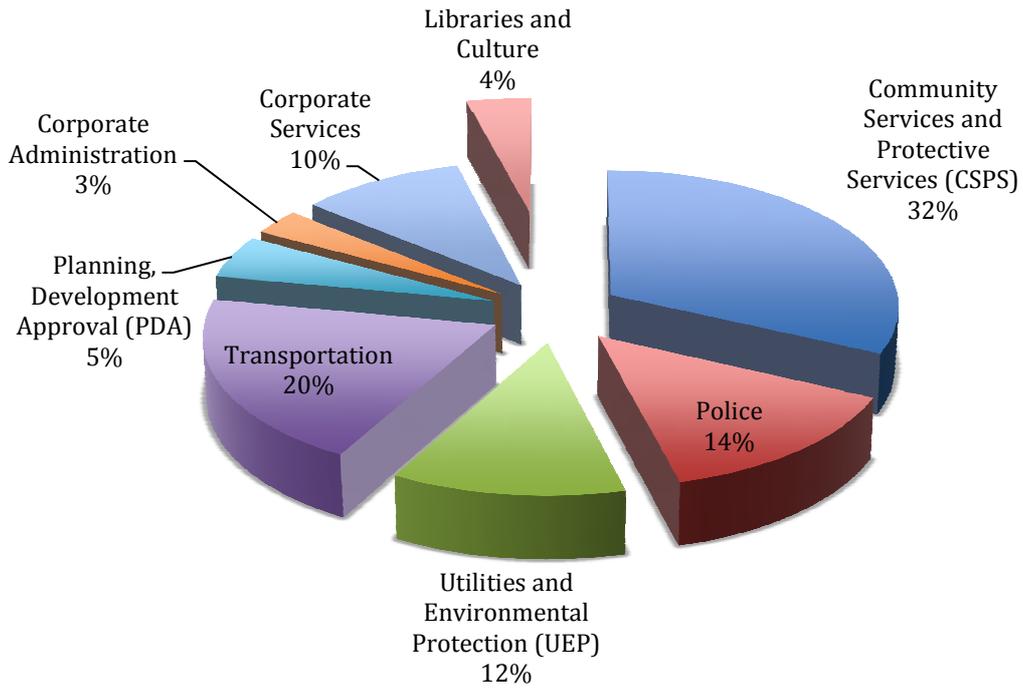
"I think the expansion of City transit, including the West LRT and the recycling program are brilliant. Services that are available to everyone are the ones that work best."



1	<h2 style="margin: 0;">Valued priority City services</h2>
	<p>Outlined below are the results of input as it relates to the values and differences that City services make to participants and to others in the community. The results are first provided by City Department, then by age of participant, and then by similarity in comments related to value.</p> <p>Noted in this section are the priorities of participants (community and City employees) broken down by Department.</p>

Valued priority City services

Valued City Services by Department

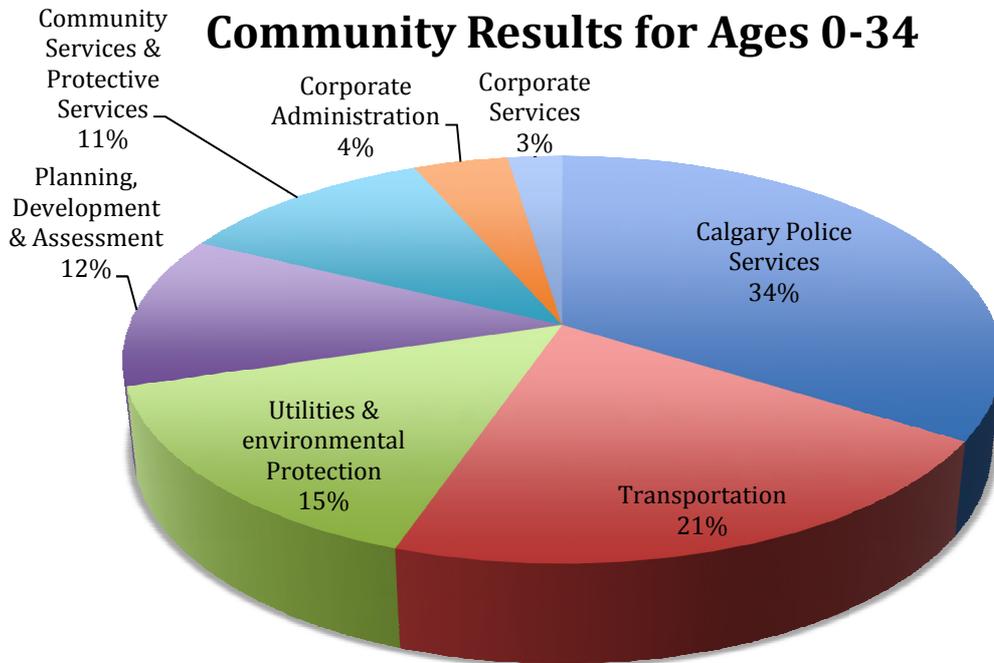


Noted in the section below is the top 12 – 15 City services categorized by age of participant. Details for community and for City employees are provided.

1

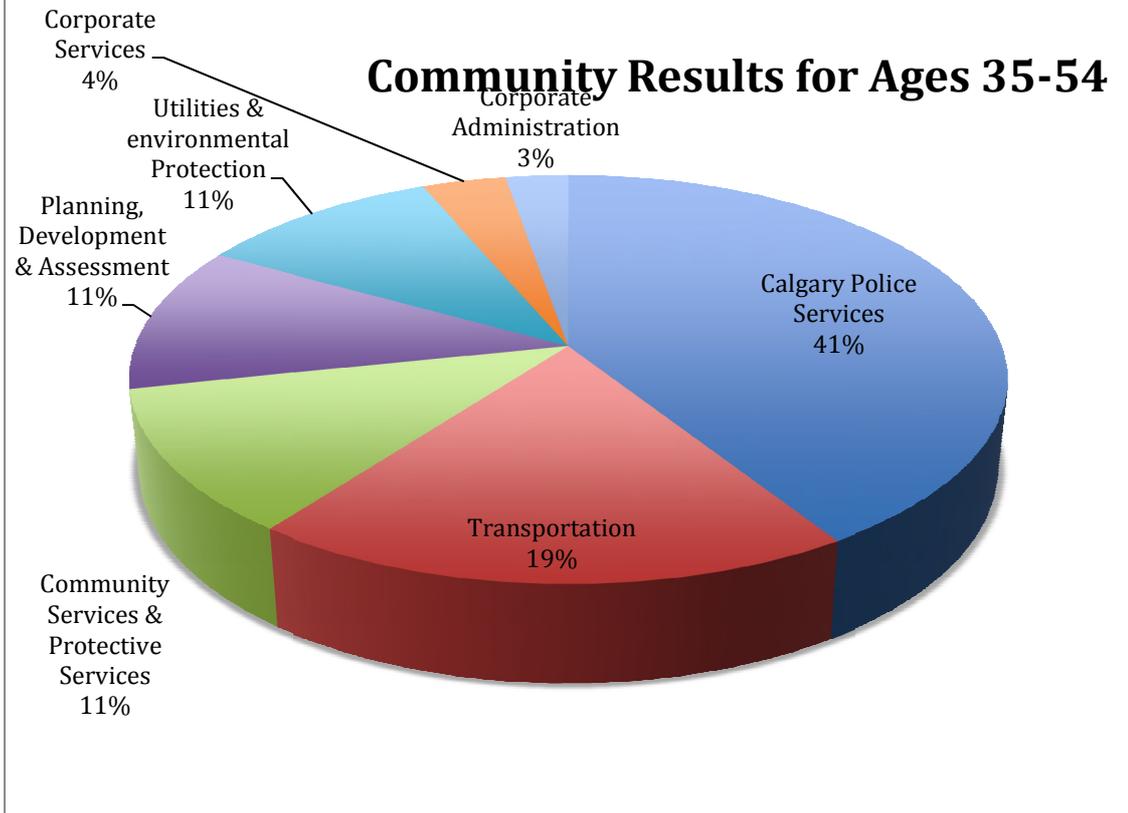
Valued priority City services

Community Results for Ages 0-34



1

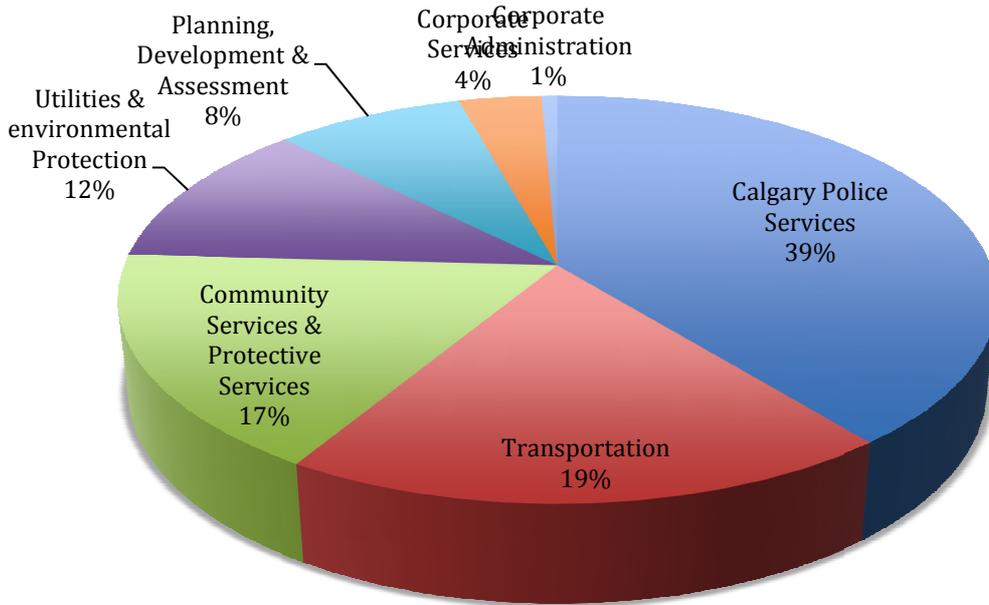
Valued priority City services



1

Valued priority City services

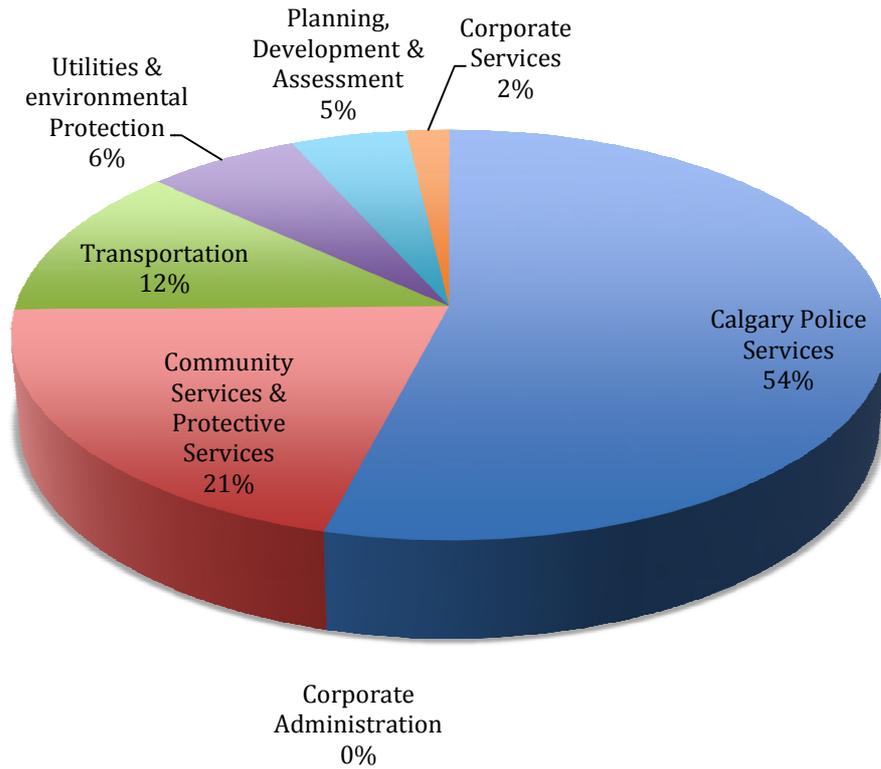
Community Results for Ages 55 and Over



1

Valued priority City services

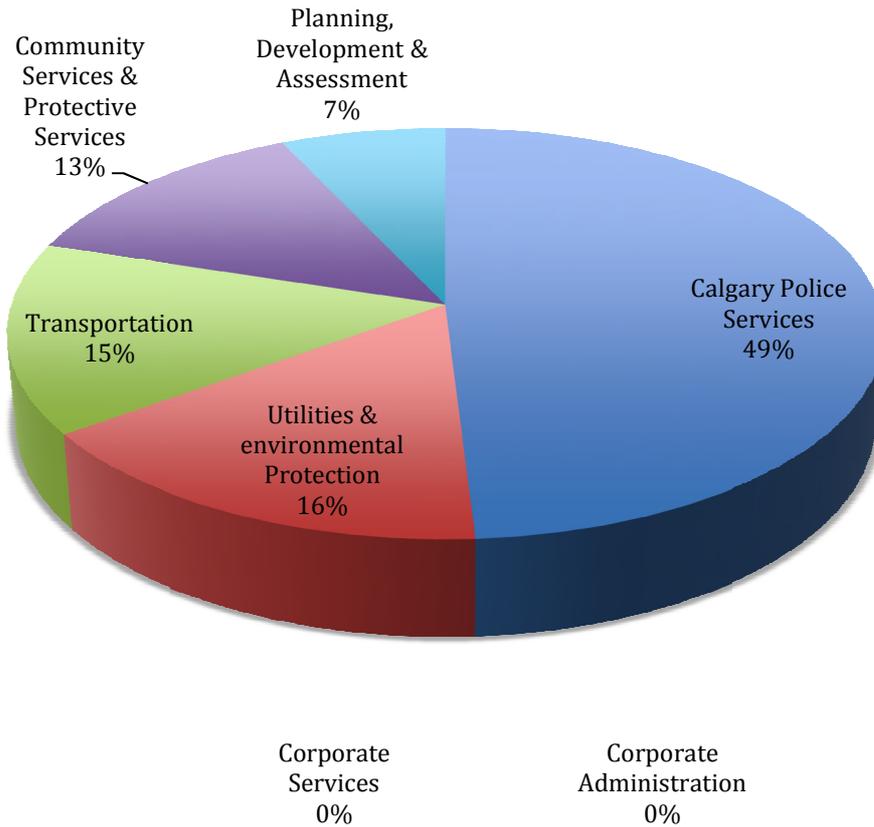
Staff Results for Ages 0-34



1

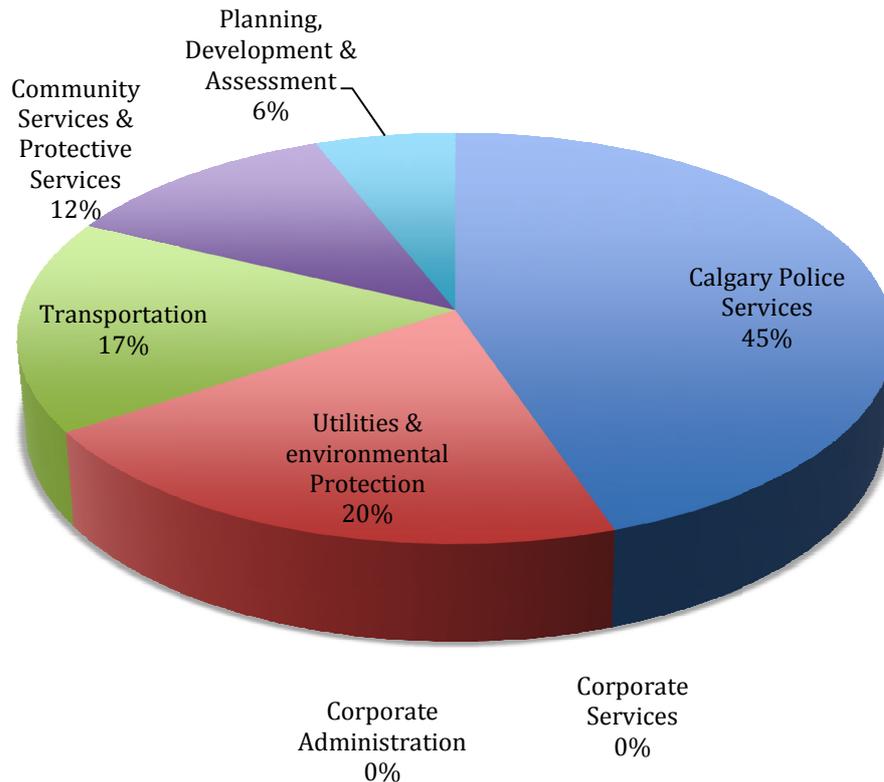
Valued priority City services

Staff Results for Ages 35-54



Valued priority City services

Staff Results for Ages 55 and Over



In this section we have broken down the priorities of City services as they relate to participant input and value and, where possible, have aligned them with the City of Calgary Sustainability Directions. This data represents participants expressed values, and in some cases there are differences in the categories and priority placed on certain values by participants. The results noted here include combined results for staff and community. It should be noted that for many participants, these valued services are inter-connected and function as part of a whole system, and are weaker when viewed in isolation.

1

Valued priority City services

Community Well-being

Due to the significant emphasis placed in this area by participants, we have further broken down input as it relates to value indicated by participants.

Public Safety

Resulting in a feeling of safety and security that touches all residents in the City. Services provide guidance and standards that can support neighbours in living harmoniously and protecting the vulnerable. Caring and effective delivery of these services ensure there is someone there to help citizens in times of emergency. This includes Police, Fire, Animal & Bylaw Services, Calgary Emergency Management and Public Safety Communication services.

Viable, vibrant, creative and active communities

Providing value for members of the community that contribute to inclusivity, creativity, quality of life and mental, emotional and physical health. This includes Recreation, Arts & Culture and Libraries.

Connecting and supporting communities

Social and neighbourhood services that support all members of the community, focusing on a variety of needs and interests and creating a caring, inclusive and connected community. This is the “heart” of Calgary services where all residents are embraced, accepted and included through proactive and preventive services. This includes Community & Neighbourhood Services, some elements of the Office of Land & Housing and general input related to the Community & Protective Services Department.

Smart Growth and Mobility

Due to the significant emphasis placed in this area by participants, we have further broken down input as it relates to value indicated by participants.

Transit

Value accessible, affordable and safe alternatives that are convenient and reliable and that provide a vital service for all Calgarians. Focus on reducing congestion and enhancing and growing services. This includes all Transit services.

Infrastructure

1

Valued priority City services

Develop the City to support travel in multiple modes – cycling, pedestrian, foot and transit. Think long term about planning so that growth, environment and accessibility are all considered and so that planning, development and transportation services work directly together. Continue to clear roads with the new system and provide more affordable, accessible parking. This includes Roads, Transportation Planning, Transportation Infrastructure and some comments related to Land Use Planning and Policy.

Community growth

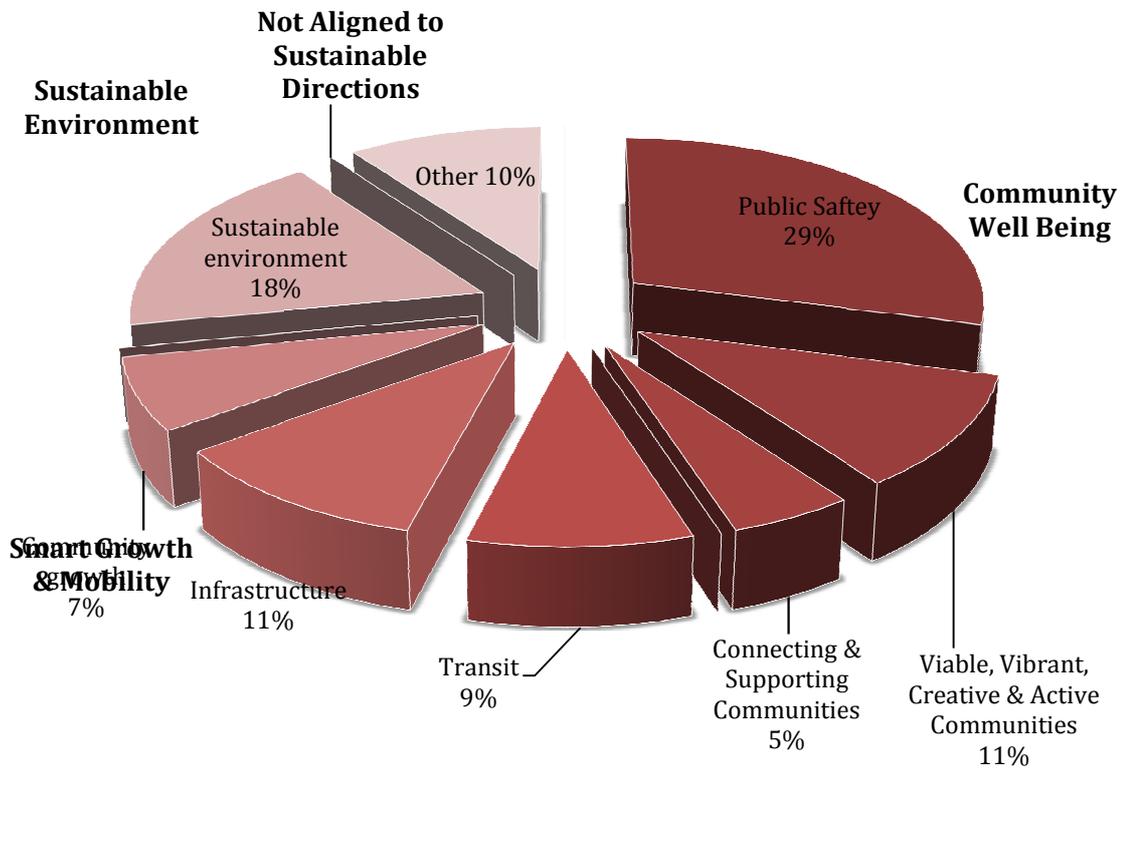
Look at community focused development, more high-density housing and Business Revitalization Zones and stay committed to long-term plans that limit urban sprawl and that are in the best interest of all Calgarians. This includes Development and Building Approvals, Land Use Planning and Policy services.

Sustainable Environment

Protect and enhance natural spaces, parks, community gardens, pathways and the “green” parts of our city. Protect our waterways, rivers and infrastructure which all supports clean, safe water services. Increase and enhance recycling and organics programs and other “green City” services. This includes Parks, Waste and Recycling, Water Resources and Services, and Environmental Safety Management services.

Valued priority City services

Valued City Services Aligned with Sustainable Directions



We have not included supporting services or other services in these categories as the majority of comments provided by participants in these areas do not relate to, or reflect the Sustainability Directions. Therefore totals of percentages for participant priorities aligned with the Sustainability Directions do not total 100%.

1

Valued priority City services

From participants:

“Good quality policing is so important to the good health of our City.”

“Living in a condo in the downtown core, I use the City parks as my yard, so their maintenance, safety and the recreation facilities are super important to me.”

“The environment is important and citizens and the City can do so much to keep our community healthy.”

“Define a great City – if it is one that is inclusive of all of its citizens we need to think more about economic accessibility and how certain services, especially transit, need to be expanded.”

“Please develop our City to make more sense to travel by bike, foot, and transit. Please lead in this area! Do not let our laziness decide this. Help Calgarians realize that it is in our best interests to invest in communities that we can human power ourselves around in rather than spend our finite resources on more roads farther and farther out. It’s a better quality of life!”

“Calgary is a beautiful City to live in and visit. It is clean and per capita one of the lowest crime rates. We need to ensure the City stays this way and that our children have the opportunity to enjoy the City as we have. All emergency services are vital to maintaining the quality of life that we have come to expect.”

“We need a LONG term planning solution for Calgary’s roads...it will cost the City in the short term but will have LONG TERM benefits for us and future generations.”

“Libraries are so important to society and are central to democracy as centers of lifelong learning.”

“The arts to me are a measure of our community and help us define ourselves. Without a vibrant arts community we cease to have any definable identity.”

“Community associations are the heart and voice of the community. The more we build community, the more resilient we become.”

In the next section we have analyzed all participant comments as they relate to efficiency, effectiveness, supporting services, City operations and service delivery.

2

Improvements, enhancements and changes to City services

In this section we have provided suggestions for improvement, enhancement and change to a number of City Services.

More information on efficiencies and changes to service delivery or operations are provided in the next section: Holistic, system-wide opportunities and challenges.

Calgary Police Service

Four themes were identified related to improvements, enhancements, or changes that could be implemented at the Calgary Police Service that would respond to citizen needs and values.

Build relationships

Requires all police officers (including civilian members of the force) to play an active role in the community, and to increase activity and effort placed on building relationships with community groups, organizations and residents was emphasized. A need to work more collaboratively and cooperatively with Civic Partners and other support services (social agencies, governments, school boards) was suggested. Improved communication with neighbours and residents when an event takes place was suggested, and some noted that if police activity is occurring in their neighbourhood regularly, it increases fear and rumour if residents don't know the "real story". Additionally, it was mentioned that the police could improve their work if they viewed residents and neighbours as partners. This partnership could conceivably help inform police of what is happening in a community, and a focus on building relationships with individuals and the community at large would support the police in its work long-term. One participant suggested offering tours of community police stations.

Increase presence in the community

Participants suggested more beat cops and police on bicycle and/or foot year-round. Expanding the role of community police officers to focus more on preventative community-based policing rather than on reactive crime focused policing was suggested. Increasing police presence in certain areas was suggested: Renfrew; downtown core; Montgomery; Light Rail Transit stations.

Improve tolerance and cultural awareness of officers

2

Improvements, enhancements and changes to City services

More tolerance and understanding by police for cultural awareness, aboriginal relations, and mental illness was suggested. Community police officers and offices were specifically noted, where improvements could be made to improve relationship-building skills so that officers are more friendly, open and approachable. Training, workshops, interaction and consultation with these noted groups were suggested as opportunities to improve these skills.

Improve accountability and document performance

Participants noted a focus on goals and principles, and a mandate and culture that considers what the “best” course of action is versus what the “rules” say. As an example, one participant stated, “They need to be able to think through, rather than blindly writing tickets to pay for a force that has lost its connection to the folks it is supposed to serve as well as protect.” Emphasizing preventive policing and more citizen involvement in police priorities, strategies and directions was suggested. Reporting on budget expenditures, performance, targets and activities was suggested along with accounting to the public about efficiencies and cost reductions.

Comments from participants:

- *“Need an independent audit on performance, efficiency and budget expenditures to address performance issues and find ways to increase efficiency and cut costs. The same level of scrutiny should apply to Police as to all other City Departments.”*
- *“Calgary is the only major Canadian city without a hate crime unit on the police services – we need one.”*
- *“Need more preventive services addressing the root casus of crime (mental illness, drug addiction, community members not knowing each other).”*

Community Services and Protective Services

Affordable, accessible and supportive programs, services and facilities

Develop and deliver services that are accessible and affordable for all residents with emphasis on recreation passes, simple and easy to use discounts for multiple services, and programs for youth or low income residents. Look at programs that meet the needs of specific residents: newcomers to Calgary, aboriginal residents, youth at risk, seniors, single parents, those impacted by mental health or who are in ill-health and/or isolated. Co-locate programs and services in libraries, community association

2

Improvements, enhancements and changes to City services

buildings and community centres. Increase recreation programs, including soccer indoor and outdoor programs and facilities to meet the demand.

Connected, vibrant and strong neighbourhoods

Make space, connections between citizens and put effort into creating vibrant, connected communities. Emphasize arts programs, services and funding, celebrate and support festivals, and work with Business Revitalization Zones as fundamental parts of building strong neighbourhoods. Support libraries as centres of communities and decentralize services to a local level. Consider measuring the happiness and/or well being of residents and implement a poverty reduction plan.

Coordinated, integrated and responsive service delivery

Create a one-stop shop for information and discounts on City services and programs and offer subsidized passes for multiple facilities and attractions. Increase engagement and participation in program development and delivery to be responsive to citizen needs. Review and measure performance of programs, by-laws and services. Remove the red tape and bureaucracy that hinders the growth and funding of the cultural sector and access to services and programs by those in need. In By-law services, put more emphasis on education and mediation between neighbours than on enforcing “rules” that may be out-dated. Revise by-law services so that repeat offenders are penalized and maintain by-law services focused on animals.

Parks and green space

Enhance and maintain green space, pathways and parks in the City. Create community gardens, support urban agriculture, build more skate parks and youth friendly spaces, improve pathway connections and build more bike lanes and paths. Improve maintenance practices, decrease mowing and use fewer pesticides.

Comments from participants:

- *“I need to be close to nature daily to thrive and the Parks Business Unit makes this possible.”*
- *“Green spaces are important public gathering places and necessary for quality of life in a growing City.”*
- *“Many regulations and bylaws have not caught up with new technology, values or priorities – review the rules and regulations for relevance and alignment.”*
- *“Location of recreation facilities need to be better planned in low-income areas. These services are critical to self-esteem, well-being and health.”*

2

Improvements, enhancements and changes to City services

- *“Need improved access to health services for addiction and mental health. Make it less painful for people in distress to come forward and get support.”*
- *“Every community needs to have a space for art.”*
- *“The City can contribute to increasing literacy by removing barriers to accessing the City’s libraries. Some people could pay more for a library pass, or be offered an opportunity to subsidize passes for others.”*

Transportation

Respond to citizen needs

Operate trains later than 1:00 a.m., and improve C-train bus connections and plan routes with input from users. One participant provided the example that the last bus from the Foothills Hospital leaves before visiting hours are over. Improve evening and weekend hours and service, designate seats for families and children, and change route planning to within the quadrants rather than from the quadrants to downtown. Improve process and rules to access a low-income pass, make the student pass year round and provide a yearly pass for seniors. Improve customer service and user friendly information and ticketing options, and provide real time scheduling information.

Improve safety

Work collaboratively with Calgary Police to improve presence and sense of safety at transit stations, particularly at night. Improve lighting, and allow for late night drop offs outside of stops to support safety and proximity to destination. Improve snow and ice clearing at stations.

Focus on pedestrian and cycling

Decrease emphasis on the automobile, increase infrastructure and education related to cycling and add bike racks to C-trains and buses.

Snow clearance and construction

Contract out snow clearance services and set performance targets and measures, and clear sidewalks and transit stations as well as streets. Coordinate construction so that it doesn’t negatively impact traffic congestion.

2

Improvements, enhancements and changes to City services

Comments from participants:

- *“Need to change transit nodes to within quadrants so people can move within geographic zones rather than just focused on going from home to downtown, also need to go to colleges, hospitals and airport – where people work and travel.”*
- *“Affordable and accessible transit passes for students and low income – the rules are too bureaucratic and hard to qualify, not all seniors need a low cost pass, but many youth do – even if they are not in school. Relax proof of income for attaining low income bus pass.”*
- *“Lack of transit outside normal hours is challenging for youth – for example, ending transit before the last bar closes on the weekend encourages drinking and driving. Change the hours to meet demand and use patterns.”*
- *“Many vulnerable youth are not eligible to receive the discounted youth pass due to the fact that they must be enrolled in school. The youth pass, which offers less of a discount than the low income pass, is not offered during the summer months. There is a huge bureaucracy and barriers that are creating negative consequences.”*
- *“Need to assess whether to build new roads, new lanes and interchanges are not always the answer or if transportation issues could be addressed through improved transit.”*

Utilities and Environmental Protection

Add full recycling and composting services

Add full recycling and composting services including organics and composting program, which should include multi-family units, businesses and buildings. Encourage reduction in industrial waste with corporate penalties and incentives. Consider garbage pick-up every second week. Place more blue and black bins at transit stops and around the City.

Be transparent about costs and charges

Be clear about what people are paying for and why. Utility charges and user fees need to be explained and accounted for because people want to understand what they are paying for. Consider outsourcing or privatizing recycling and waste services.

2

Improvements, enhancements and changes to City services

Improve “green” practices

Implement alternative energy sources to power City Hall and City facilities and consider rebates and reductions for citizens who decrease energy and water use. Look at promoting secondary use of water sources through rain barrels, run off water, etc. Expand river clean up day and decrease building along rivers, waterways and sensitive areas.

Comments from participants:

- *“Consider penalties for big waste producers.”*
- *“I think waste and recycling could be done by the private sector.”*
- *“Planning for the future and incorporating the sustainability principles. Focus on how we act today will affect future generations.”*

Planning, Development and Assessment

Community focused development

Commit to and implement the policies and approaches of Planit and imagineCALGARY and increase density, walkable and multi-use communities. Make sustainable development principles mandatory and consider planning for transit, community green space and gardens, arts and culture, businesses and partners in developing and revitalizing communities.

Role of developers

Work with developers to ensure that they pay for and invest in infrastructure related to new developments including costs of building and maintaining water, parks and infrastructure. Better management of urban sprawl.

Responsive and simple process

Make the permit process simpler, easier to use and more customer friendly. Consider outsourcing or privatizing application and assessment services. Coordinate and integrate the planning process across City departments so that transportation, roads, planning, community services are integrated and linked. Communicate and engage citizens and residents in a more proactive, inclusive way.

2

Improvements, enhancements and changes to City services

Comments from participants:

- *“Work, live and play communities add to the integration of people and cultures. Easier said than done, but enough is not being done.”*
- *“Urban sprawl and infrastructure – area the city covers is grossly out of proportion to other cities. Just because we have endless prairie to usurp doesn’t mean we should. Inner city residents pay the bulk of taxes yet are getting the short end of the stick re: new services and infrastructure.”*
- *“Urban sprawl vs. taxes. Sprawlers should pay for sprawling.”*

Corporate Services and Corporate Administration

The majority of the comments, improvements and suggestions applicable to the Corporate Services and Corporate Administration Departments related to system wide or structural issues and are outlined in the next section. Noted here are the comments that related to business units.

Communications and Information

Improve the City website including accessibility, information that is shared and available, e-government applications and opportunities to provide input and engage online. Be more transparent with information sharing related to opportunities for involvement and also with decisions that are made. Increase wireless accessibility in City facilities and continue to invest in online applications that support the information that citizens need. Decrease effort and resources on “nice to have” components of communication until core performance of communication is improved overall.

Human Resources

Improve cultural competence of employees overall and place more emphasis on mentoring, coaching and career development services. The size of the Human Resources area compared to other business units is too large and could be decreased. Consider efficiencies in payroll and benefits.

Comments from participants:

- *“City website is valuable but needs improvements such as link to community, arts, recreation and community based information. Want a one stop shop.”*
- *“Set the tone for progressive employment standards at HR. Support people who are marginalized from the mainstream workforce.”*

2

Improvements, enhancements and changes to City services

- *"I think 311 is the BEST decision that the City has made. It simplifies everything and makes it a lot easier on citizens to make an inquiry, a complaint or a commendation."*



3

Holistic, system-wide opportunities and challenges

A number of themes emerged from the discussion and input received from citizens, staff and community organizations that extended beyond specific City services or business units.

Combine similar or related services and de-centralize delivery

- Integrate related services and consider sharing, enabling or supporting services to optimize costs and efficiencies in service delivery.
- Improve alignment and coordination between business units and put related functions together.
- Coordinate according to priorities, for example, create a Planning and Policy Department that includes land use planning, social planning, recreation and transportation planning services.
- De-centralize and tailor services in quadrants so they focus on the needs of specific communities and decrease the amount of “one size fits all” governance.
- Consider governance in a de-centralized format with elected officials and service delivery situated in the geographic and cultural communities that are being served.

Measure performance and focus on continuous improvement

- Identify specific measurable results for all services, consider measuring the impact and outcome of decisions, and go beyond reporting progress to reporting on targets.
- Start asking the right questions that consider what we want to achieve, the alternative ways of getting there and how we will know we’ve been successful and do this before we ask how much money we need.
- Document lessons learned and create a corporate database of searchable lessons and pilot projects so that we don’t have to re-learn lessons.
- Share these lessons across the corporation and encourage an action learning culture of reflection and consideration.

Communicate in a transparent, complete and accessible way

- Share information across the corporation in a fuller, more comprehensive way and consider sharing data, projects, priorities and progress towards

3

Holistic, system-wide opportunities and challenges

achievements in order to reduce duplication and increase coordination.

- Implement a process of open data and open government that will lead to improved transparency.

Focus on long-term planning and sustainable decision-making

- Consider long term impacts when making short term decisions and don't necessarily make the easiest decision now.
- If long-term plans have been developed make them real by referencing, considering and incorporating them in decision-making and focus on root causes as well as system and holistic options instead of "Band-Aid" solutions.

Increase financial restraint and control spending

- Identify more sustainable long-term funding sources and look to alternate streams of revenue.
- Contract out services such as roads, recreation, parks maintenance, fire education and prevention services, waste removal, information technology etc.
- Run services like a business and account for funds including business cases for projects as well as linking new initiatives to long-term plans and priorities.
- Business units should not be billed to other business units – that is an artificial situation that reduces opportunities to find efficiencies.
- Reduce middle management before cutting front line staff and decrease the levels of organizational hierarchy.

Transform the organizational culture

- Support and encourage cultural change that is focused on innovation, creativity, flexibility and autonomy.
- Create an office of coordination and innovation to manage and support transformation and set targets and measures that focus on reducing the "command and control" structure.
- Allow an increase in tele-working and flexible work arrangements and focus on goals and objectives rather than process, rules and requirements for approval, decision-making and implementation.

3

Holistic, system-wide opportunities and challenges

Govern collaboratively and empower communities

- Work collaboratively with other levels of government (school boards, province and federal governments) and partner with community organizations, businesses and partners to achieve similar goals.
- Consider that the City does not need to be the leader or responsible for every initiative, and that the community can also lead, initiate and solve problems.

Engage more often, listen and be inclusive

- Engage in an inclusive, equitable way on all issues that interest or affect citizens.
- Create open pathways to access information and provide input into the City in a way that allows for open and thoughtful engagement processes.
- Reduce red tape and strive to understand the needs and interests of the public being served.

Comments from participants:

- *“The City can facilitate a strengthened democracy by continuing to engage Calgarians in city processes and planning whenever possible. Increasing civic engagement among those who are marginalized is critical to the process of developing or amending policies and practices that impact these communities.”*
- *“Each business unit needs more innovative thinking so it becomes a positive contributor to making Calgary the best place for everyone.”*
- *“More empowerment for decision-making at the subject matter expert level. More support for creative or out of the box solutions and less worry about the optics and more focus on results.”*
- *“Lock the property taxes to the rate of inflation each year and be done with it. The City must then live within its means, taking into account buying power via inflation. If we can afford the City today from property taxes, then we should be able to afford it tomorrow when adjusted for inflation.”*
- *“The information “trickle-down” theory from management clearly doesn’t work. Information never gets passed down.”*
- *“Need to establish budgets based on efficiency of services. The question should not be “How much do you need for this project?” but “What is the most cost effective way to achieve our goals?””*
- *“Are there too many managers? Can staffing overall be reduced on top*

3

Holistic, system-wide opportunities and challenges

earners rather than low-end workers and field staff?"



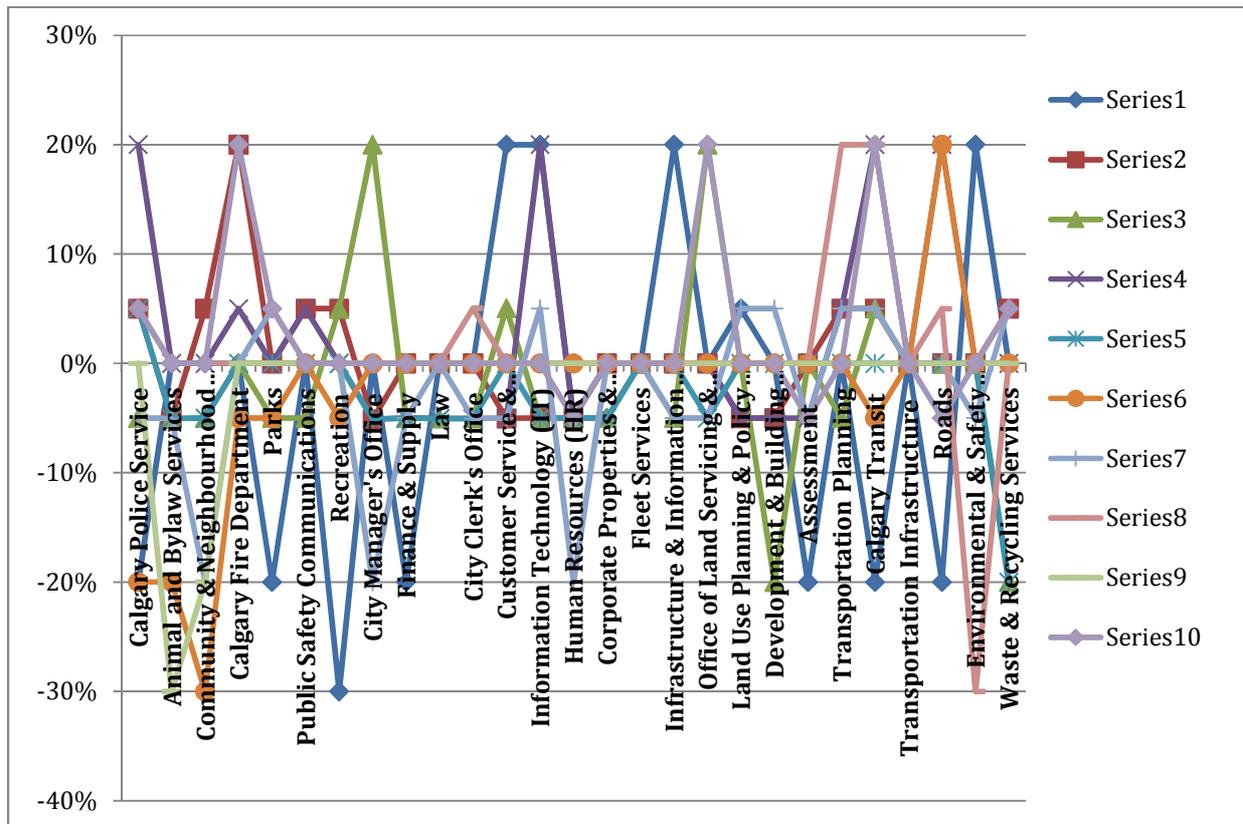
Part 4C - Phase 3: Making choices that matter – spending priorities

In Phase 3 of the Our City. Our Budget. Our Future. engagement process participants were asked to identify their priorities for spending by identifying increases, decreases or status quo for business units at the City, and to share the reasons why they made those suggestions.

In order to understand their input, we first identified, coded and analyzed choices made at face-to-face sessions related to specific City services. We then looked at proposed budgets from the face-to-face sessions and online input through the budget engagement tool where participants provided suggestions for the City budget as a whole.

The results of this analysis first identified relationships between spending priority increases and decreases submitted by participants. This “wave” showcases the connection between choice making and trade-offs made by participants. An example of the “wave” and relationship is noted below.

Example of mapping the data with relationships between increases and decreases in spending priorities by Department



Choices related to increases, decreases, elimination or status quo were provided by the online budget engagement tool or face to face at community conversations. Participant input and rationale for choices was also analyzed. In this report we have provided a summary and overview of the input provided related to choice making. Extensive data is available for City review and consideration should more detail be required.

**OUR CITY
OUR BUDGET
OUR FUTURE**
Everybody's business Understanding priorities Making choices that matter

DEPARTMENTS

Select a department to see their services that are delivered and to provide your input on budget increase, decrease or status quo.

Department	2011 net operating amount	Your choice
Calgary Police Service	\$294.70M	\$294.70M
Community Services And Protective Services	\$436.20M	\$436.20M
Corporate Administration	\$57.50M	\$57.50M
Corporate Services	\$142.10M	\$142.10M
Planning, Development & Assessment	\$35.04M	\$35.04M
Transportation	\$320.70M	\$320.70M
Utilities & Environmental Protection	\$44.20M	\$44.20M
Total:	\$1330.44M	\$1330.44M

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THE CITY OF CALGARY

Spending priorities by Department

Noted below is information that provides a summary of overall spending priorities of participants, by Department.

Participant spending priorities for Calgary Police Service



1	<h2 style="margin: 0;">CALGARY POLICE SERVICE: Increases, Decreases and Status Quo</h2>
	<p><i>Why increase the budget?</i></p> <p>A number of themes emerged from those who chose to increase spending in the Police budget:</p> <ul style="list-style-type: none"> • Ensure safety and security for all residents of Calgary • Match policing services to the growth of the City • Increase police presence in communities and on the streets • Ensure police have the resources, materials and tools to prevent and combat crime • Work with partners to achieve results and efficiencies in the long run <p>Comments from participants:</p>

1

CALGARY POLICE SERVICE: Increases, Decreases and Status Quo

- *“The need for a safe & secure community. I want to feel confident that my streets and neighbourhoods are safe, as well, that the downtown core and LRT are safe for those who may be vulnerable. I think that the initiatives implemented by Chief Hanson warrant an increase in his budget, so that he can improve upon the steps that he has taken. Our city population is growing; we need an increase in the numbers of police officers, who can serve our community.”*
- *“Police are not paid enough (and no, I have no financial or even personal connection to any officers). I don’t think we need more but they need better resources including pay.”*
- *“The CPS needs to adhere to their core values. As a person working with the homeless population I have seen more times than not, the CPS treat this population in a manner that is not reflective of their core values. The CPS needs to remember they are serving Calgarians and work for Calgarians. There needs to be a shift away from an us vs. them mentality and a shift towards service, real service not being served a ticket. Also, I feel minor infractions like rolling at stop sign or speeding by an insignificant amount need to stop being ticketed. Not only do these small infractions create a resentment to the CPS, it makes Calgary look like a police state.”*
- *“I would much rather see a well trained police service working from a prevention and investigation standpoint instead of reactionary which means I already am a victim.”*
- *“Presence within communities is vital to developing good relations with people and kids, which will reduce the crime rate.”*
- *“You hardly ever see police on patrol anymore...with all the crime ongoing in this city I would strongly recommend more officers and more attention to gang units and drugs... so on. Increase the budget to make our streets a safer place not only for our generation, but also for the next.”*
- *“As criminals become more sophisticated, so must the police service. Additionally, it is becoming increasingly expensive to properly investigate crimes.”*
- *“With the large technological advancements with Internet and personal devices there are very minimal laws governing these entities. By allocating this increase will give the police service the man power and the tools to use to keep up with the sophisticated criminal and help convict, prevent*

1

CALGARY POLICE SERVICE: Increases, Decreases and Status Quo

these unique crimes against the public.”

- *“Dealing with children, teens and families at risk early, in their influential years, is very important. Having the ability to work with the other agencies such as Alberta Health services, the school boards, and Children & Family Services will help in reducing the number of drug and property related crimes.”*

Why decrease the budget?

A number of themes emerged from those who chose to decrease spending in the Police budget:

- **Investigate co-location with other City services and facilities such as Fire and work with other law enforcement organizations like the RCMP**
- **Re-set priorities to spend more money on social services and crime prevention instead of law enforcement**
- **Focus resources on core activities and reduce administration**
- **Improve accountability, report on performance and document efficiencies**
- **Identify more revenue generating opportunities (such as photo radar)**
- **Freeze wage increases, cut overtime costs and put in place a hiring freeze**

Comments from participants:

- *“Almost every single study ever published on the topic tells us that crime prevention and social services is money better spent than law enforcement.”*
- *“Retire the police helicopter, reduce police officer numbers and invest savings in community programs that develop neighbourhoods and build social capital.”*
- *“The police department does not need more money, they need to reallocate the money that they have. If murders are falling, yet gang crime is increasing, then shift the resources from homicide to the gang unit - is this ever critically evaluated? “*
- *“They have by far the largest number of clerical admin (local 38) employees. Almost double the next largest business unit. Efficiencies could be gained in this area.”*
- *“The Police Department has one of the largest operating budget and it*

1

CALGARY POLICE SERVICE: Increases, Decreases and Status Quo

keeps increasing, and I am sure there is inefficiency in the system. I don't believe that a cut will prevent the Police from meeting its obligations under the Police Act. Does this mean that the Police Department will never be able to have a budget cut - if they can have an increase, then they could have a cut? By the way, using the Police Act as a reason is seen as a scare PR tactic to this Calgary citizen. What is the Police Act? Let's publish it in full for everyone to see. How would a cut impact community/provincial partnership? I would go as far as 10% reduction cut. It is time the city brings in an independent auditor to work on behalf of the citizens to audit the top two highest operating budget departments. Let's bring in Sheila Fraser as a consultant (she is retiring after May 31st)."

- *"The Police do a great job in the City, however, investing in community resources will have a greater long-term impact on community safety and well-being. Efficiencies can be created with more partnerships between the Police, CNS, and other community resources."*

Why maintain the budget as is?

A number of themes emerged from those who chose to maintain status quo for the Police budget:

- **Safety and security are important**
- **Calgary Police is doing a good job and they have enough money to do what they need to do**
- **Suggestion that reducing budget will mean that they can't meet legal obligations**

Comments from participants:

- *"I think the Police budget is sufficient at its current level. Expected changes to Federal law and sentencing should keep criminals off the street so will help our Police from having to re-arrest and re-investigate the same criminals over and over."*
- *"Police service is important and I don't see evidence of them wasting their money. I feel they could do an even better job if they were given more finances."*
- *"I'm happy with police services the way they are now. I don't feel the need to increase police presence but I don't want to see it decrease either."*
- *"I believe police service is adequate. I do not perceive a need for change. I*

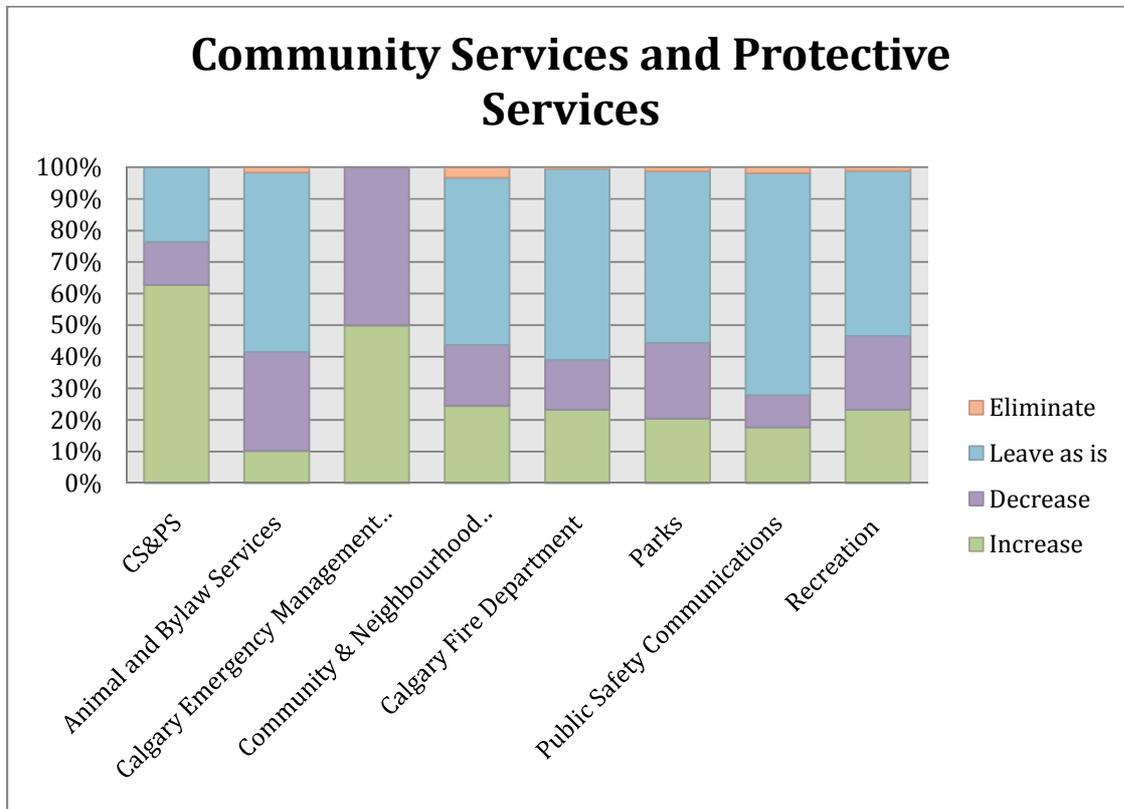
1

CALGARY POLICE SERVICE: Increases, Decreases and Status Quo

feel safe in the city, I feel presence is balanced and any more visible presence might feel oppressive.”



Participant spending priorities for Community Services & Protective Services



2	<h2>COMMUNITY SERVICES & PROTECTIVE SERVICES: Increases, Decreases and Status Quo</h2>
	<p><i>Why increase the budget?</i></p> <p>A number of themes emerged from those who chose to increase spending in the Community Services and Protective Services budget:</p> <p><i>Animal & Bylaw Services</i></p> <ul style="list-style-type: none"> • The complaint and resolution process needs to be improved • Improve partnerships with community organizations • Increase enforcement of industrial infractions

2

COMMUNITY SERVICES & PROTECTIVE SERVICES: Increases, Decreases and Status Quo

- Increase hours of service and strengthen pro-active and education services
- The spay and neuter program is really important
- Enhance education

Community & Neighbourhood Services

- Target increase towards communities most in need
- Focus on prevention as opposed to policing
- Strong communities and neighbourhoods are built through these services
- Address the real causes of poverty
- Increase contributions to Family, Community and Social Services

Fire

- Make sure there is funding to pay for equipment and gear
- Match service with growth of the City

Parks

- Improve clearing of pathways year round
- Increase natural areas, dog parks and pathways
- Work with community associations and community groups
- Contribute to quality of life for all
- Improve the conditions and maintenance of existing parks

Recreation

- Everyone should have access to these programs
- Increase user fees for those who can afford them
- Improve the condition, repair and maintenance of facilities
- Increase the number of recreation facilities (inner city, soccer, low-income areas)
- Improve and increase arts and libraries programs, services and facilities
- Health and quality of life are improved

Public Safety Communications

- Provide better training and support for employees
- Provide resources for expansion

2

COMMUNITY SERVICES & PROTECTIVE SERVICES: Increases, Decreases and Status Quo

Comments from participants:

- *“Important to strengthen services to benefit animal rescue (animals include more than the usual dogs and cats as pets - it includes other animals such as rabbits, deer, birds, etc.). This bylaw service is a vital service.”*
- *“Perhaps more money would ensure more awareness and prevention programs delivered to the public in general...which could reduce costs in future years.”*
- *“I believe it is more effective to target problem-areas BEFORE they occur than after. I’d rather see more money be allocated to crime-prevention programs than policing.”*
- *“This entire unit should have the same size budget as the police. City hall should be run on the neighbourhood level and this department should be at the forefront of that shift - having a representative in each community listening to what the people of those communities want.”*
- *“As the City grows and traffic issues increase it is difficult for Fire Staff to get around. New stations or small stations may assist with ensuring response times stay at a rate that ensures public safety.”*
- *“I believe that the city is not necessarily well serviced [by Fire] in outlying areas.”*
- *“More parks make a city more liveable and enjoyable. More recreational space that can be shared by all cannot be a bad thing. I’m pretty sure for the price of 1 of the police helicopters we could have a lot of very nice extra green space that every citizen could enjoy.”*
- *“I fully support this department [Recreation], but question the appropriateness of the city running 8 golf courses?”*
- *“These services have been typically offered at a break even point [Recreation]. For example, City arenas can be rented for approximately 160 per hour while community arenas are at 225 per hour. A small increase in rates could yield a source of revenue to offset the budget increase.”*
- *“I think the extra budget would be necessary to assist with better training and more incentives to keep the qualified people working there [Public Safety Communications]. I know it is a job I could never do and that the stress levels would be incredible. I appreciate these people and what they*

2

COMMUNITY SERVICES & PROTECTIVE SERVICES: Increases, Decreases and Status Quo

are doing for me.”

Why decrease the budget?

A number of themes emerged from those who chose to decrease spending in the Community Services and Protective Services budget:

Animal and Bylaw Services

- Delegate animal care to the Calgary Humane Society and enforcement to Calgary Police
- Spend less time on the minor things and focus on the bigger issues
- Eliminate wastefulness and improve efficiency
- Operate on a complaint basis only
- Implement higher user fees, fines and pass on the costs to users
- Place emphasis on personal responsibility and on resolving problems locally

Community & Neighbourhood Services

- Stop duplication of services provided by other Business Units, community organizations and charities
- Focus services on communities in need
- Increase user fees
- Put these responsibilities in the hands of the communities and require that they work together and share resources

Fire

- Achieve greater efficiencies and reduce over-response to emergencies (with Police and EMS)
- Reduce personnel sent to calls
- Change shifts and staffing to maximize resources and service
- Reduce management
- Increase volunteer use

Parks

- Combine Parks and Recreation and decrease duplicate administrative costs

2

COMMUNITY SERVICES & PROTECTIVE SERVICES: Increases, Decreases and Status Quo

- Increase efficiencies and reduce waste
- Increase naturalization of some parks and reduce pesticide use and irrigation
- Contract out services such as maintenance
- Support community volunteers to be responsible for parks
- Reduce maintenance

Recreation

- Eliminate duplications of services with other business units and combine administration
- Increase efficiencies
- Reduce funding to Civic Partners
- Increase user fees
- Partner with community groups and organizations to make better use and operation of facilities
- Prioritize and sell off some services (such as golf courses)
- Focus on essential services

Public Safety Communications

- Combine with Communications
- Increase efficiency and reduce waste
- Improve use of technology and improve operations

Comments from participants:

- *“Increase operating efficiencies and eliminate waste; I firmly believe that a 5% reduction in budget does not result in reduction of services. All I want is elimination of wastefulness. As far as I understand it, By-Law operates already only on a complaint basis.”*
- *“Increase the yearly licensing fees for dogs and cats by 8% for altered dogs and cats and 15% for unaltered dogs and cats, charge a service fee for spay and neuter services and increase fines from 250 to 500.”*
- *“There are too many charity, social and community groups all wanting support and services. Encourage groups to work together and share their resources. This might reduce the need for ever increasing budgets for charity and social work.”*

2

COMMUNITY SERVICES & PROTECTIVE SERVICES: Increases, Decreases and Status Quo

- *“Increase emphasis on policy development and social planning as the basis for allocating funds to preventive services. Include and stage a 5 year sunset clause on all existing funding agreements to increase flexibility in (re)allocating funds to emerging needs rather than just continuing to fund existing agencies and services”.*
- *“Efficiencies could be achieved with better coordination in emergency response. I see a lot of redundancy between Fire, Police, and EMS; especially at accidents and other incidents; where 2 or 3 departments will show up at the same time.”*
- *“There is nothing wrong with a little bit of extra nature in our parks, as money should be allocated to areas like public safety, police, etc. before the artificial beauty of our parks.”*
- *“Realistically, Calgary has around 8 months of cold weather so parks, while aesthetically pleasing should not be prioritized over other areas benefiting people’s lives more directly.”*
- *“Dollars need to be invested in city owned & operated facilities; and less tax dollars to civic partners.”*
- *“Eliminate the facilities and services with the least demand and the lowest impact on socially disadvantaged individuals. Perhaps the decrease would not be as much as 20%, but would be more than a 5% reduction.”*
- *“Hate to say it because they do run good programs but perhaps this department has over-extended itself with the number of things they try to do. Until I just read it, I didn’t realize that the City was helping to fund the Epcor Centre. Why??? A sailing school??? Again, perhaps some rationalization of programs should be done as well as reducing administration.”*
- *“This is a necessary service [Public Safety Communications] but they should be able to answer phones and dispatch emergencies for far less than 19.4 million.”*

Why maintain the budget as is?

A number of themes emerged from those who chose to maintain the status quo for the Community Services and Protective Services budget:

2

COMMUNITY SERVICES & PROTECTIVE SERVICES: Increases, Decreases and Status Quo

Animal and Bylaw Services

- This is a needed service
- Budget seems reasonable

Community & Neighbourhood Services

- Identify and measure the success rate of the programs that are offered now
- There is too much duplication with community groups

Fire

- Gain efficiencies by focussing on core services
- Measure performance that goes beyond response times
- Implement cost recovery (for example from vehicle accidents or commercial fires)

Parks

- Do not privatize this service
- Improve maintenance
- Expand pathways
- Look for sponsorships or private support

Recreation

- Make common sense choices (e.g. no outdoor pools and charge more for golf courses)
- Increase user fees
- Maintain accessibility and affordability of services
- Balance priorities by focusing on needs and interests of citizens (more soccer facilities, more accessibility, more user fees, more sponsorships)

Public Safety Communications

- Combine with emergency services to improve operations
- Improve process and operations
- Implement fines for false 911 calls

2

COMMUNITY SERVICES & PROTECTIVE SERVICES: Increases, Decreases and Status Quo

Comments from participants:

- *"They had some really good growth in recent years, they can make due with what they have for at least another year I suspect. Wouldn't be opposed to some growth in the latter part of the 3-year cycle."*
- *"This sounds like the United Way. There should be greater cooperation between the government and non-profit sectors to reduce duplication, but that doesn't mean a reduction in resources needs to take place."*
- *"Gain efficiencies through redistribution of outside programs. Is the safe needle program best placed within the Fire Department or elsewhere (i.e. Waste and Recycling Services) is the cost best placed?? The Smoke Detector program - great idea - again - use of fire fighters is fine only if these programs do not cost us anything in terms of needing more people for them to do their core job."*
- *"Being an active person in Calgary I would like to see the pathways expanded to allow for separate running and cycling trails. It can be very congested in some areas making it hard for either group to enjoy being on the pathways. The area on Memorial Drive that is divided is very effective."*
- *"More should be done to make community recreation/sports free that doesn't require large expensive mega leisure centres. i.e. skate-board ramps, water sprayers, baseball diamonds and soccer fields. Leisure centres should be more privately owned. Outdoor pools don't work too well in Calgary, expensive to maintain."*
- *"I feel these services [Public Safety Communications] are adequately provided. Small, and unneeded, increases to service levels provide diminished results comparative to the cost."*

Why eliminate some services?

A number of themes emerged from those who chose to eliminate services within the Community Services and Protective Services department:

Animal and Bylaw Services

- Eliminate Animal and By-law services as a whole and delegate these services to other agencies (police, fire, humane society etc.)

2

COMMUNITY SERVICES & PROTECTIVE SERVICES: Increases, Decreases and Status Quo

- Eliminate all services done pro-actively and focus on complaint driven services only
- Remove the pet drive home and spay and neuter services (or out source these services)
- Eliminate cat licensing

Community & Neighbourhood Services

- These services duplicate those provided by charities, community organizations and provincial agencies
- This should be done by the private sector and volunteers
- We don't have the money to pay for social services

Parks

- Turn all parks over to community and/or non-profit organizations

Recreation

- Should be cost recovery and user pay
- Privatize facilities and programs

Public Safety Communications

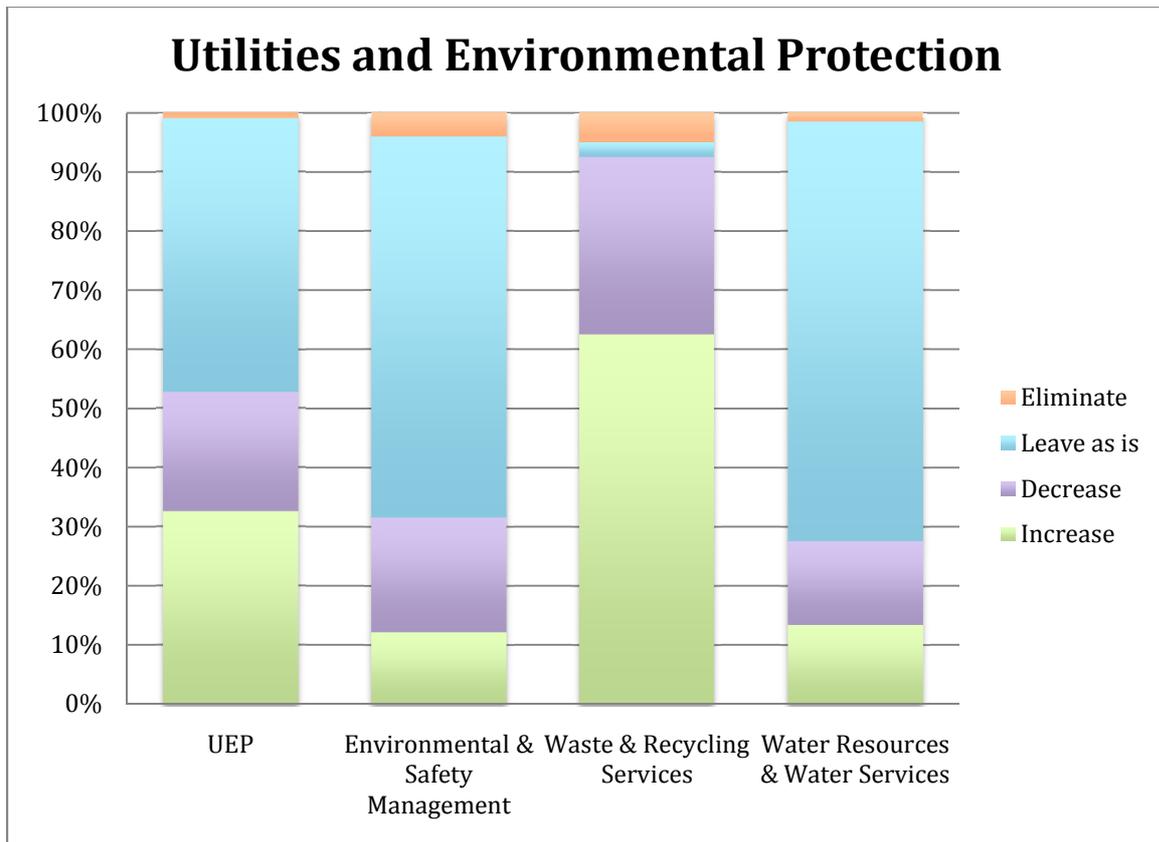
- Services would be better performed by an emergency service (e.g. Police)
- Outsource this service

Comments from participants

- *"I think the city should reduce the amount spent in this area and instead allow other non-profit / charitable agencies to fill more of these needs. The city could fill an oversight role to ensure that there are organizations meeting the various needs."*
- *"Encourage citizens and companies to take over this maintenance. Its good PR for the companies, and people will take more pride in something they are responsible for. There is a lot of litter and graffiti in this city now because people have been rewarded for letting someone else do it."*
- *"I believe that if you want to use recreational services they should be fully paid for by that individual/family. I also feel it should be paid for by the community when a community is developed by developers and ran by the community and*

2	<h2 style="margin: 0;">COMMUNITY SERVICES & PROTECTIVE SERVICES: Increases, Decreases and Status Quo</h2>
	<p><i>not the city.”</i></p> <ul style="list-style-type: none"> • <i>“Return call taking back to Police who did a really good job and are experienced working with civilian staff. In comparison, Fire has so few real calls i.e., non-medical it makes no sense for Fire to assume responsibility for this function.”</i>

Participant spending priorities for Utilities & Environmental Protection



3

UTILITIES & ENVIRONMENTAL PROTECTION: Increases, Decreases and Status Quo

Why increase the budget?

A number of themes emerged from those who chose to increase spending in the Utilities and Environmental Protection budget:

Environmental & Safety Management

- Will support the future
- Calgary should be a leader in the environment
- Need more green initiatives

Waste & Recycling Services

- Expand and enhance the recycling program to include organics, more products and more locations and types of dwellings
- This is critical to the environment
- Recycling should be easy and accessible to all
- Provide user fees

Comments from participants:

- *“Other than police and fire services, having garbage pick-up, clean water and a healthy environment are the most important aspects to making Calgary a great place to live.”*
- *“Proper environmental and waste management practices are important, and should be funded accordingly.”*
- *“This department delivers essential services to citizens, with an overall budget that is not unreasonable even during the current economic environment.”*
- *“I love what the City has done with the Blue Cart program. The last piece to the waste management puzzle is a Green Cart program, where I can put all of my compostable, including yard waste.”*
- *“I support any department and any planning procedure that leads toward a more environmentally sustainable city in the future. And I’m willing to pay for it.”*
- *“The biggest obstacle to this city greening up waste management is the fear of associating the true cost to a sustainable solution. Introduce composting (significantly reduce both volume and methane emissions in*

3

UTILITIES & ENVIRONMENTAL PROTECTION: Increases, Decreases and Status Quo

landfill). Make Recycling mandatory (penalties for throwing recyclables and compostable into black bins. In the interest of transparency, 100% of penalties should go to reducing the actual budget needs of this business unit.”

Why decrease the budget?

A number of themes emerged from those who chose to decrease spending in the UEP budget:

Environmental & Safety Management

- Put the onus on the private sector and make it part of business licensing
- Coordinate the multiple environmental initiatives in many departments into one area
- Cost is too high
- Increase efficiencies and reduce waste

Waste & Recycling Services

- Implement user fees and user pay
- Implement 100% cost recovery
- Outsource this service
- Cut garbage services to every 2 weeks
- We do not need more recycling services than we already have

Comments from participants:

- *“This seems like a nice-to-have. I think we’ll get better environmental results re: emissions by getting more people on transit and having fewer cars on the road.”*
- *“Safety is important but this cost is way too high. There are leaks/money drains somewhere in the system. Cut the excess. Stop approving anything that has the word safety on it.”*
- *“Create a user pay system, where households producing more waste pay more. This should be a user-pay system as that is the only way to provide an incentive to change behaviour.”*

3

UTILITIES & ENVIRONMENTAL PROTECTION: Increases, Decreases and Status Quo

Why maintain the budget as is?

The following theme emerged from those who chose to maintain status quo for the UEP budget:

Environmental & Safety Management

- Maintain services

Comments from participants:

- *“Contaminated sites should be the responsibility of the polluter not the city. They made the profit, they can pay to clean up the mess.”*

Why eliminate some services?

A number of themes emerged from those who chose to eliminate some services within the Community Services and Protective Services department:

Environmental & Safety Management

- Combine this department with other departments and reduce services

Waste & Recycling Services

- Be responsive to needs
- Privatize recycling and waste services

Comments from participants:

- *“Merge this unit [Environmental & Safety Management] with waste management... seems there is too much overlap.”*
- *“Eliminate the division that is researching the ridiculous idea to add a third cart for organics to the two huge carts that are currently blocking our garage door. We live in a tiny house with an easement to allow the adjacent property residents to put their garbage and recycling in the alley beside our home. Four carts completely block one garage door, and two more carts would block both garage doors. We do not have on street parking. The carts were apparently tested in communities chosen by City staff to ensure success. City staff refuses to consider any solutions for higher density neighbourhoods. Instead, they shrug and say, you can’t make everyone happy. What is the point of engagement if you only want*

3

UTILITIES & ENVIRONMENTAL PROTECTION: Increases, Decreases and Status Quo

to listen to those who agree with your proposals?"

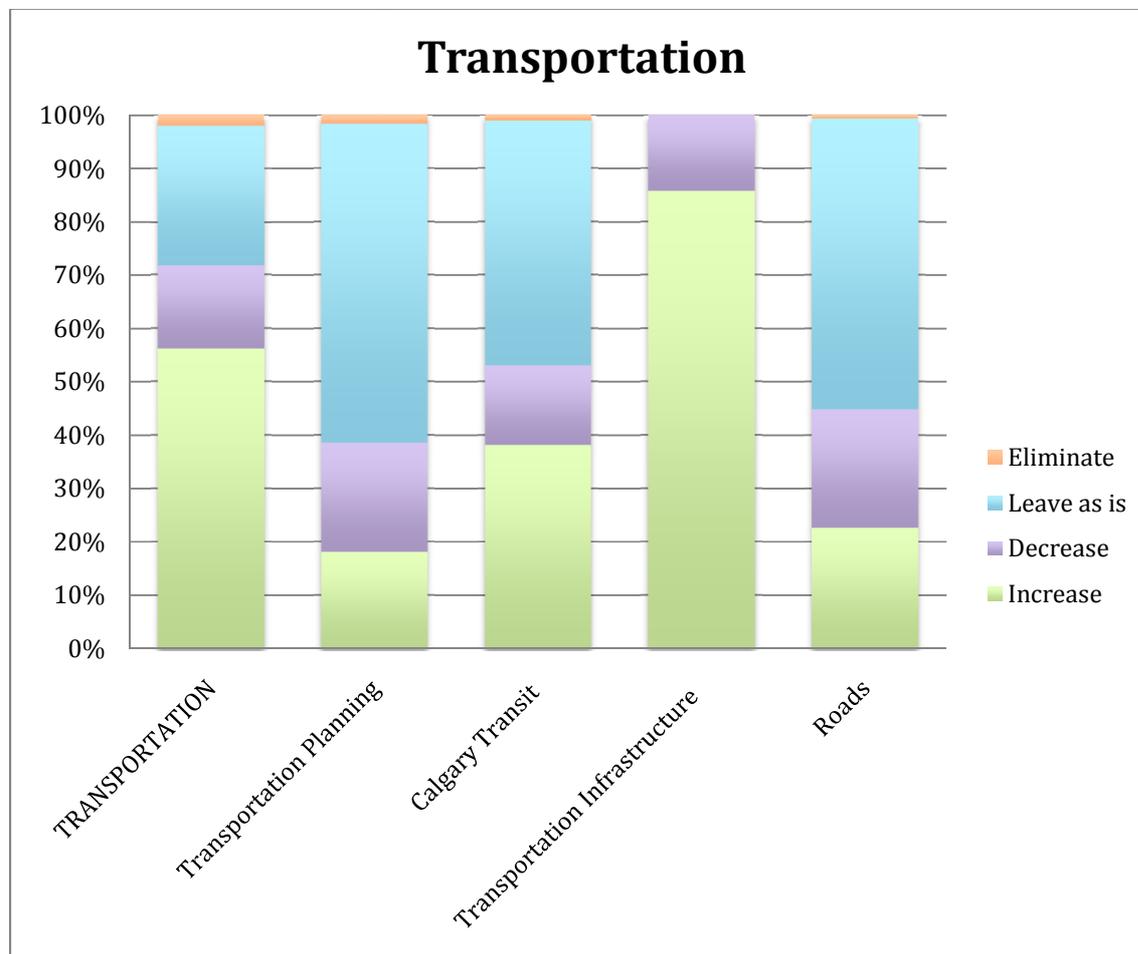
Comments on Water Resources and Services

Note: Participants were not able to make choices to increase or decrease the budget for this service, as it is rate supported.

Themes that emerged for comments include:

- Increase rates to encourage conservation
- Improve education on water conservation and protection
- User fees should be reduced
- This process isn't meaningful if I can't make a choice to this service
- This is an essential service
- Want to know the true costs of operating this service
- Increases in utility rates are already too high and too frequent

Participant spending priorities for Transportation



4	<h2>TRANSPORTATION: Increases, Decreases and Status Quo</h2>
	<p><i>Why increase the budget?</i></p> <p>A number of themes emerged from those who chose to increase spending in the Transportation budget:</p> <p>Transportation Planning</p> <ul style="list-style-type: none"> • Improve communication and engagement with citizens and other City

4

TRANSPORTATION: Increases, Decreases and Status Quo

departments

- More focus on biking and walking and less focus on roads
- Invest in better long-term planning

Calgary Transit

- Increase frequency and volume
- Improve ticketing
- Improve connectivity
- Focus on the environment and sustainability
- Improve consultation and communication
- Improve accessibility as well as subsidization for some users
- Overhaul Access Calgary to improve services and accessibility

Roads

- Well run business unit
- Improve information about traffic congestion, construction, closure etc.
- Improve maintenance and repair
- Improve snow removal

Comments from participants:

- *“More innovative travel (other than cars) should be explored. Find this department not good at public engagement as well as engagement with other department stakeholders. Would expect that this would improve”*
- *“An increase in funding would facilitate greater communication between transportation officials and citizens.”*
- *“The entire increase should go to planning and implementing a real biking strategy for Calgary.”*
- *“I would like to see more money allocated to Calgary transit, since I believe this will ultimately save the city money by reducing wear on our roads and traffic issues”*
- *“Calgary Transit services desperately need to be updated to keep up with the needs of all of the citizens, not just the 9-5 working middle/upper class, but the lower class, the working class, and students. Transit needs more routes, longer hours, more reliable services (In a city where every winter it snows).”*
- *“It seems that people are always surprised by road closures, traffic tie ups,*

4

TRANSPORTATION: Increases, Decreases and Status Quo

signal changes etc. Maybe the city could develop some kind of app that is tied into a gps system by which a person can check the road conditions before going to work along their route to work or to the mall.”

Why decrease the budget?

A number of themes emerged from those who chose to decrease spending in the Transportation budget:

Transportation Planning

- Consolidate all planning in one department to make it more efficient, effective and coordinated
- Eliminate duplication and improve efficiency
- Focus on existing projects before planning new ones

Calgary Transit

- Decrease subsidization and increase user fees
- Improve efficiency and reduce waste
- Improve operations

Roads

- Focus on essentials like transit and road maintenance
- Increase efficiency and reduce waste
- Stop traffic calming and beautification
- Focus on existing communities instead of growth areas
- Contract out services
- Implement road tolls

Comments from participants:

- *“This is good but we need some more forward thinking and innovative solutions here. MORE OF THE SAME IS NOT THE ANSWER. We need to step out of the box. Lets make Calgary recognizable world wide for NEW solutions in terms of transportation”*
- *“Increase routes and reduce costs through efficiencies in fuel use, vehicle use: run only one or two car trains at off peak hours; use small buses during off-peak hours; eliminate idling, or better still, eliminate waiting at timing points; avoid running two or three buses together. Make sure you*

4

TRANSPORTATION: Increases, Decreases and Status Quo

are getting full value from union contracts. All workers need to be efficient.”

- *“Big buses running empty 60% of the time? Time to look at better ways of operating.”*
- *“Roads management needs to be more proactive and not reactionary. If there was value added service here, would support an increase to their budget.”*
- *“Let’s do a better job with what we have, rather than saying that we can’t do more with less. The service we are getting is barely worth the money we pay...I don’t see a problem reducing it.”*

Why maintain the budget as is?

A number of themes emerged from those who chose to maintain status quo in the Transportation budget:

Transportation Planning

- Current levels are sufficient

Calgary Transit

- Look at under serviced areas
- Continue operating routes that are meeting demand
- Doing fine with current budget

Roads

- Current funding is sufficient

Comments from participants:

- *“You should have a suggestion box (email), Calgarians can send in their suggestions of how to improve my commute for 1,000 or less, if X00 suggestions come in on the same idea, then it should be implemented, often a strategic sign, change in kph, etc. would really change the traffic”*
- *“Continue operating existing routes that meet the threshold for base transit service. Consider whether any major routes have enough demand to become greater revenue generators, without being funded by taxpayers. If so, can service on these routes be increased further to attract more riders?”*

4

TRANSPORTATION: Increases, Decreases and Status Quo

- *“Continue with the existing approaches to snow/ice control and street sweeping. The roadways are in much better shape.”*
- *“These folks do a great job. Are there any ideas around user fees to support roads. Not everyone is car centric in their lives”*
- *“Leave as is and, at the same time, - direct more work to be done by the private sector.”*

Why eliminate some services?

A number of themes emerged from those who chose to eliminate some services within the Transportation department:

Transportation Planning

- Combine with other business units
- Poor performance

Calgary Transit

- Privatize this service
- Routes are ineffective

Comments from participants:

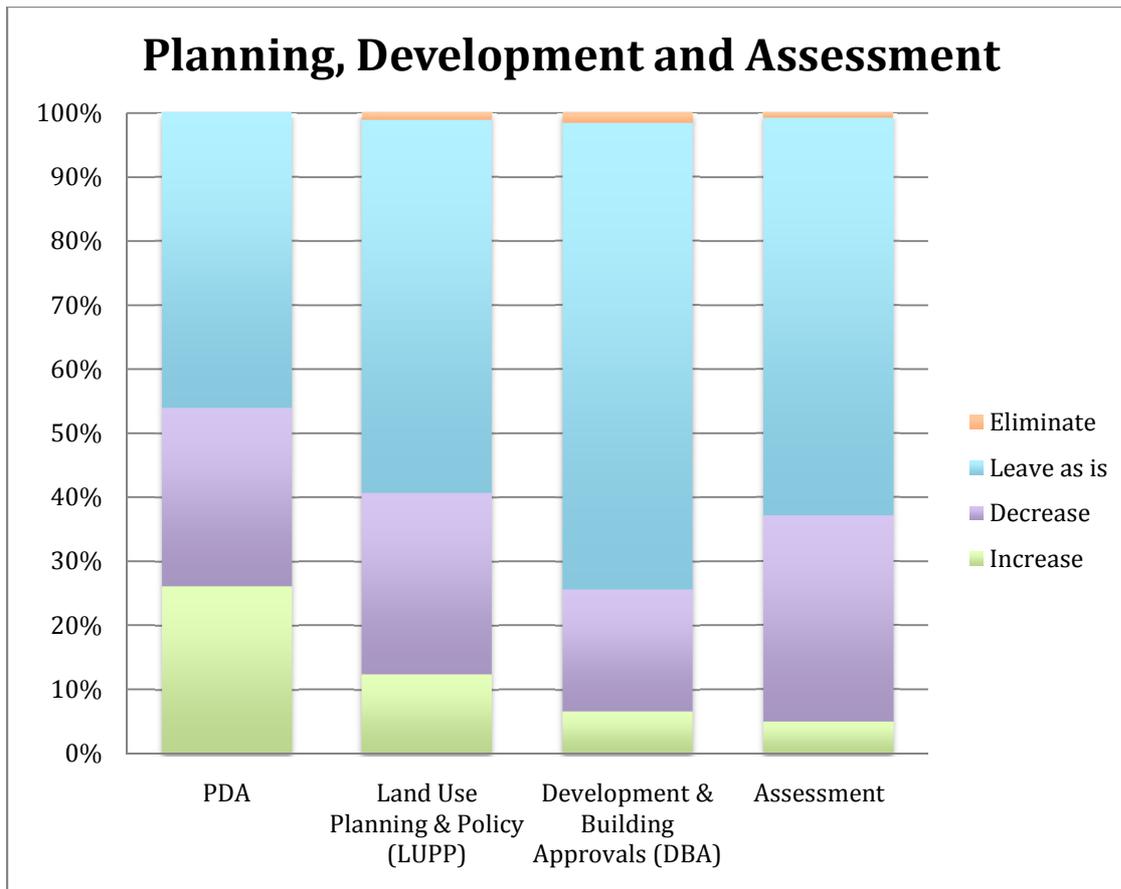
- *“This should be combined with land use planning, makes more sense from a PlanIt perspective.”*
- *“All bus routes lead downtown... to go a km in any direction other than DT requires me to go DT and then come back on another route.... a horrible system.”*

Comments related to Transportation Infrastructure

Note: Participants were not able to make choices to increase or decrease the budget for this service

- *“Budgeting process protects this business unit.”*
- *“When do we get to comment on this?”*
- *“Contract out project management for infrastructure.”*
- *“This costs capital dollars and those come from taxpayers.”*
- *“Fast tracking projects costs money in the long run.”*
- *“Increase funding on infrastructure, particularly transit.”*

Participant spending priorities for Planning, Development & Assessment



5	<h3>PLANNING, DEVELOPMENT & ASSESSMENT: Increases, Decreases and Status Quo</h3>
	<p><i>Why increase the budget?</i> A number of themes emerged from those who chose to increase spending in the Planning, Development and Assessment (PDA) budget:</p>

5

PLANNING, DEVELOPMENT & ASSESSMENT: Increases, Decreases and Status Quo

Land Use Planning and Policy

- Focus on a sustainable future
- Implement PlanIt
- Focus on redevelopment and inner city communities

Development Building Approvals

- Need funds for process improvements
- Improve communication

Assessment

- Reduce bureaucracy and empower employees while holding them accountable
- Increase assessments

Comments from participants:

- *“The bulk of the increase in funding should be allocated towards planning for future growth and changes in communities.”*
- *“The city needs this function for our future sustainability. The city needs to push harder to trade off some pain today for a more sustainable future.”*
- *“I’d like to see some serious attempts at sustainable development in Calgary. Don’t only let developers set the agenda.”*
- *“The assessment business unit has a legislated job. The real problem is that the assessors are tied by management in regards to decision making as every decision must be approved. I believe that reducing that amount of bureaucracy, empowering employees but holding them accountable for their actions would reduce paperwork and lead to better operations”*

Why decrease the budget?

A number of themes emerged from those who chose to decrease spending in the PDA budget:

Land Use Planning and Policy

- Improve decision-making through public consultation
- Stop expanding from the core

5

PLANNING, DEVELOPMENT & ASSESSMENT: Increases, Decreases and Status Quo

- Stick to essentials
- Plan realistically
- Improve efficiencies and reduce waste
- Combine with other Planning functions

Development and Building Approvals

- Improve efficiencies and reduce waste
- Implement full cost recovery
- Improve customer service

Assessment

- Improve efficiency and reduce waste
- Outsource services
- Decrease frequency of assessment

Comments from participants:

- *“Believe that all three business units could benefit from combination of assets and goals into one unit; there are real estate costs, staffing costs, administrative costs... the list goes on.”*
- *“Choices made based on reduced growth given economic times”.*
- *“Find and eliminate duplication, rationalize work between this department and other departments; improve the assessment process that too often produces erroneous assessments.”*
- *“This business unit, while important, seems to want to engage in social engineering without consultation of the public. I look to the Calgary Plan It initiative, while being bold fails to understand some key items about Calgary, there should be public consultation into what type of properties Calgarians desire, and the LUPP should take that into account when approving subdivisions”*
- *“This department should be able to find significant efficiencies while maintaining or providing better levels of service”*
- *“Fees support this business unit and the fees should fully recover the costs. Reduce or simplify application processes. Eliminate all mill rate support.”*
- *“I think the assessment process is overly cumbersome, opaque and not rational. I think it could be streamlined, made more transparent, based*

5

PLANNING, DEVELOPMENT & ASSESSMENT: Increases, Decreases and Status Quo

upon market data and lower costs as a result”

- *“There has to be a better way to find out the value of homes”*

Why maintain the budget as is?

A number of themes emerged from those who chose to maintain status quo in the PDA budget:

Land Use Planning and Policy

- Budget is sufficient at this time

Development and Building Approvals

- Doing a good job
- Reduce red tape

Assessment

- Maintain as is

Comments from participants:

- *“Always a controversial department in any city, there is much reason to reform these functions at the City of Calgary. However I see no need to cut its budget at this time.”*
- *“Lower the red tape in approvals, especially minor upgrades like decks, fences, etc. and the process of having to get community support should be eliminated completely”*
- *“Although I don’t agree with the model the department uses to assess properties, the fact remains that there are a lot of properties that generate income for the services in this city. It is a little mind boggling at the amount it costs to do this job since the program used to assess the value of a property is quite strict.”*

Why eliminate some services?

A number of themes emerged from those who chose to eliminate some services within the PDA department:

5

PLANNING, DEVELOPMENT & ASSESSMENT: Increases, Decreases and Status Quo

Land Use Planning and Policy

- Make decisions at the community level
- Need to change operations and service delivery

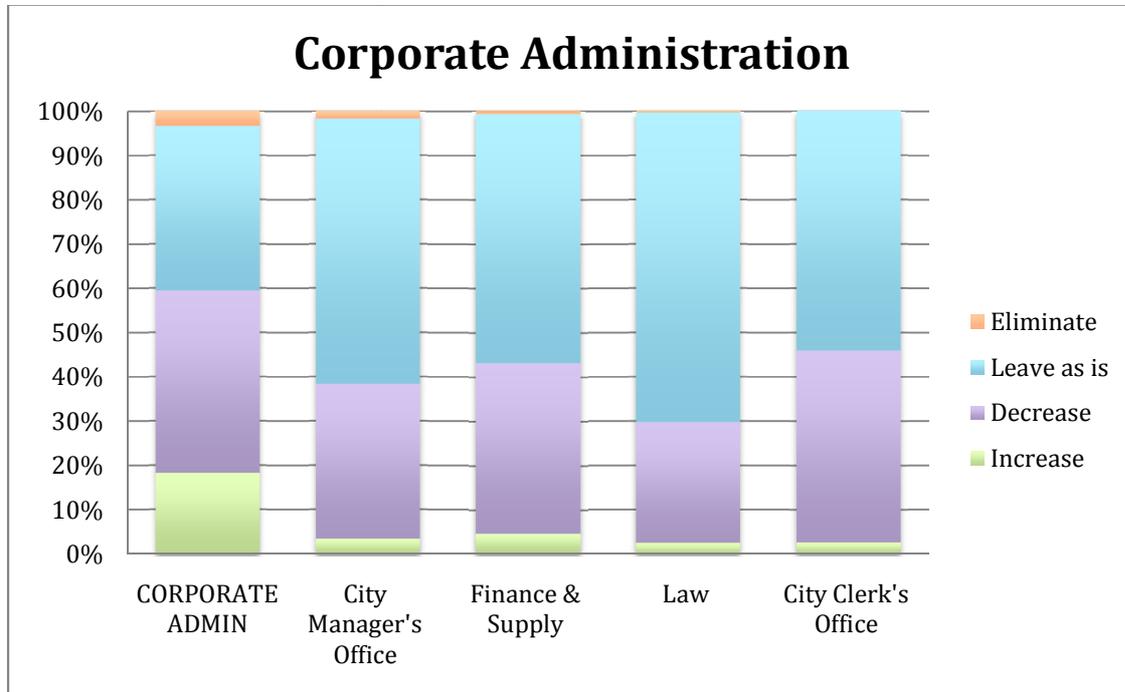
Assessment

- Budget is too high

Comments from participants:

- *"I am not sure how this business unit is different from some of the other ones in different departments (i.e. parks). I would think that there could be some combination of work and/or processes to allow for budget money from one of the business units to go to another one, which needs it more (i.e. Fleet services)."*
- *"This business unit does some strange things, as I had the opportunity to witness during several re-assessment hearings. It needs to find an efficient way of doing business that provides value to Calgarians. Maybe it should be blended into finance or whoever issues the property tax bills and some administrative efficiency could also be found".*

Participant spending priorities for Corporate Administration



6	<h2 style="margin: 0;">CORPORATE ADMINISTRATION: Increases, Decreases and Status Quo</h2>
	<p><i>Why increase the budget?</i></p> <p>A number of themes emerged from those who chose to increase spending in the Corporate Administration budget:</p> <p>City Manager's Office</p> <ul style="list-style-type: none"> • Implement City-wide strategies like imagineCALGARY • Improve citizen engagement and information sharing with the public <p>Finance and Supply</p> <ul style="list-style-type: none"> • Need to enhance oversight and audit functions • Financial accountability is important • Do not contract this service out

6

CORPORATE ADMINISTRATION: Increases, Decreases and Status Quo

City Clerk

- Improve access to information
- Greater transparency in operations is important

Comments from participants:

- *“Good government is not cheap, and can actually save money in the long run. Although it is never popular, I believe this would be a good investment for the city.”*
- *“Management should try and make all the governing processes as transparent as possible.”*
- *“There is no reason for each business unit to have its own payment systems, effectiveness could be found in universal funds collection and single point of distribution.”*
- *“Financial accountability is very important for sustainability and prudence with the tax dollar.”*
- *“If greater resources result in better application of procurement policies, then it is money well-spent”*
- *“Increased funding should be allocated to initiatives to improve access to information to citizens - especially producing full transcripts of council and committee meetings.”*

Why decrease the budget?

A number of themes emerged from those who chose to decrease spending in the Corporate Administration budget:

City Manager’s Office

- Improve efficiency and reduce waste
- Cost is high for number of people
- Reduce management

Finance and Supply

- Implement a value for money policy
- Contract out or reduce some services
- Improve efficiencies and reduce waste

6

CORPORATE ADMINISTRATION: Increases, Decreases and Status Quo

- Change the budgeting process
- Improve value of suppliers

Law

- Spend more money on prevention than litigation
- Improve efficiency and reduce waste
- Outsource the legal work and keep security

City Clerk

- Reduce reliance on hard copy and improve technology
- Improve efficiency and reduce waste
- Could reduce awards and census services
- Implement user pay
- Partner with other business units (e.g. Public Library or archives)

Comments from participants:

- *"More efficiency is needed in all administration units."*
- *"Administrative processes can always become more streamlined. A slight decrease in budget will encourage this to happen but not cause processes to stop."*
- *"I expect a lot of money is spent on consultants and reports that go nowhere. Look for economies within your department by cooperating more."*
- *"It appears that with some strong and supporting leadership within this business unit and new ways of thinking, this unit could maintain and potentially increase its public service and the quality of it."*
- *"I would like to see this business unit find more efficient and cost-effective ways of operating the unit, i.e. reduce waste, reduce redundant operations, reduce overlapping services"*

Why maintain the budget as is?

A number of themes emerged from those who chose to maintain status quo in the Corporate Administration budget:

City Manager's Office

- Reduce without an affect on service

6

CORPORATE ADMINISTRATION: Increases, Decreases and Status Quo

- Operates smoothly

Finance and Supply

- Maintain as is
- Focus on efficiency

Law

- Maintain as is
- Doing a good job

City Clerk

- Basic and needed service
- Service has improved

Comments from participants:

- *“While it is important to attract and maintain a high quality individual in this position, I believe that we are spending enough. However, I’m also leaning towards increasing this to keep proven and valuable people. More of this work could be done by staff in other business units”*
- *“This unit needs direction, not more money. Although its focus on protecting the status quo can be useful, the unit has made that mandate an obsession. It needs to spend more time on finding legal solutions that make City Hall more productive, financially sustainable, and responsive to the needs of existing communities.”*
- *“Access to Council information is much improved, thank you. More resources to City Clerks for heritage information would be great.”*
- *“This seems like a basic service within City Hall - leave it.”*
- *“There are must haves and nice to haves, and things such as the Calgary Awards are nice to haves when there is extra money to go around. I feel the civic census would be sufficient every three years as I do not believe The City reacts annually to changes in population. Rather, this is done on longer term planning which I believe can be supported by a more intermittent census. As for non compliance issues, those are not a concern to me as a citizen - for you as a government, yes. But to me, I feel you can find room to negotiate that or just concede to non compliance with regulations that are designed for the sake of regulating an administrative*

6

CORPORATE ADMINISTRATION: Increases, Decreases and Status Quo

function.”

Why eliminate some services?

A number of themes emerged from those who chose to eliminate some services within the Corporate Administration department:

City Manager’s Office

- Too much management
- Could reduce by more than 20%

Law

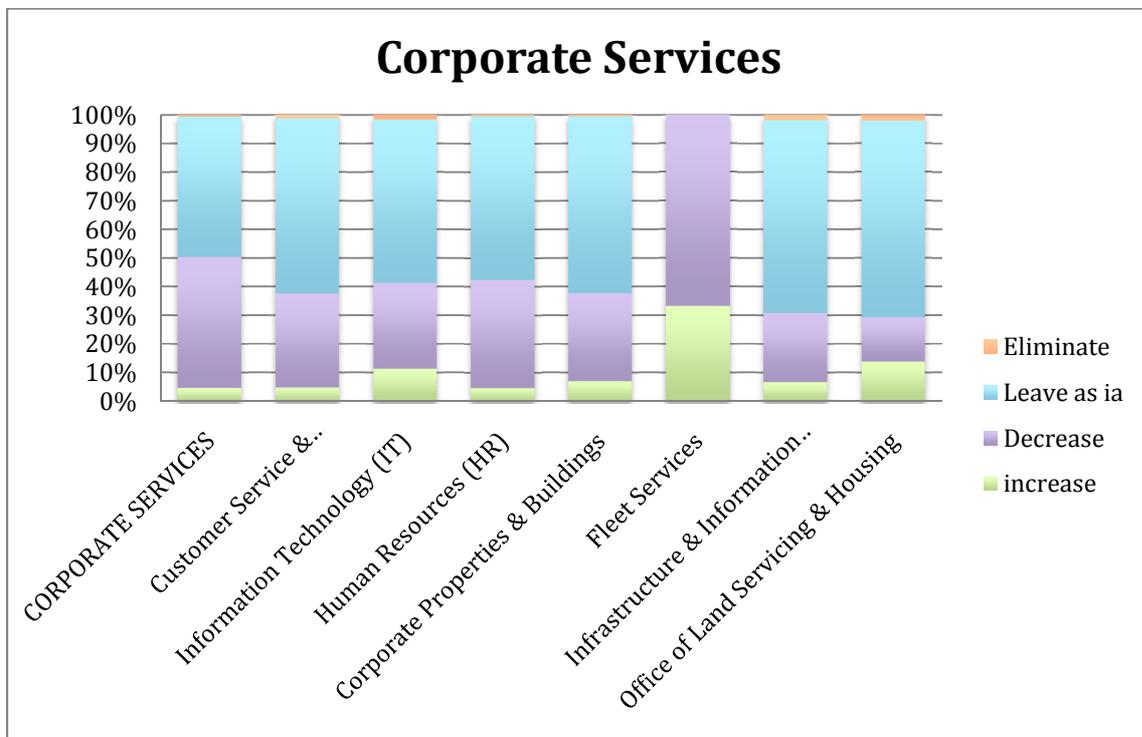
- Consider outsourcing or charging back to business units for services that are provided

Comments from participants:

- *“While the service should not be eliminated the reduction could be larger than 20% and more like -50%. The city, as an organization, is too top heavy. There should be more front line employees and less so called leadership, or consultants.”*



Participant spending priorities for Corporate Services



7

CORPORATE SERVICES: Increases, Decreases and Status Quo

Why increase the budget?

A number of themes emerged from those who chose to increase spending in the Corporate Services budget:

Customer Service and Communication

- Expand 311 as a valuable and effective service
- Improve the website
- Improve customer service

Information Technology

- Would reduce costs in other services in the long run
- Support web based citizen engagement services
- Support accurate, efficient and timely service delivery by other departments
- Need to leverage technology better

Human Resources

- Invest in employees
- Attract and retain employees

Corporate Properties and Buildings

- Apply increase to new park acquisition or “green” services
- Improve maintenance and repair
- Invest now to save for the future

Infrastructure and Information Services

- Would increase productivity and costs in the long run
- Improved information is a priority

Office of Land Services and Housing

- Increase support for those in need
- Enhance and increase the service

7

CORPORATE SERVICES: Increases, Decreases and Status Quo

Comments from participants:

- *"I think 311 is the BEST decision that the City has made It simplifies EVERYTHING. And makes it a lot easier on citizens to either make an inquiry, a complaint or a commendation I also think that ALL homes should get a copy of the City's recreational activities. And also each area too get a Bus Schedule"*
- *"For 16 million, the city's website is hugely out-dated and inadequate. Have opted to increase this on a one-time basis so that the website could be revamped from scratch"*
- *"Technology is the backbone of all departments day to day jobs. IT helps other business units to perform or provide services accurately, efficiently and timely. Spend more money on research and development."*
- *"I love all the new web-based services (like this one). They really make the City accessible to its citizens."*
- *"Recruitment , retention , knowledge transfer and employee development at all levels but particularly in management will be crucial in the coming years as the boomers leave the workforce. Let's be ready"*
- *"The demographic is changing - there will be more retirement in the city in the near future. It is time for the city to offer alternative work hours - shared positions, part-time, remote working (i.e. working from home), etc. Reducing employees should be the last resort because there will be a shortage of talent pool and mentorship/coaching in the future. How do you maintain or attract talent?"*
- *"Put the full increase into greening the City so its footprint is reduced."*
- *"Underlying infrastructure supporting key areas of the City are important and must be maintained; +5% for now and would like to see long-term vision, current areas of concern and solutions to those concerns."*
- *"This is a good service, keeping the poorer citizens of Calgary housed and safe. It deserves some increase."*
- *"We have a tendency to eliminate or reduce funding for services such as this one because the poor or seniors do not have access or time to do a survey such as this one, so their voices tend to be ignored or not heard"*

Why decrease the budget?

A number of themes emerged from those who chose to decrease spending in the Corporate Services budget:

7

CORPORATE SERVICES: Increases, Decreases and Status Quo

Customer Service and Communication

- Improve efficiencies and reduce waste
- Improve engagement and communication
- Costs are too high for services that are provided
- Improve 311
- Outsource services such as graphics, Information Technology and web services

Information Technology

- Outsource and reduce overhead
- Focus on maintenance rather than new development
- Reduce duplication and improve efficiency

Human Resources

- Reduce overall level of service
- Improve efficiency and reduce waste
- Reduce some programs
- Reduce reliance on unionized staff
- Services need to improve

Corporate Properties and Buildings

- Reduce services and priorities
- Could improve management and services
- Improve efficiencies and reduce waste
- Look for revenue generating opportunities

Infrastructure and Information Services

- Outsource services
- Improve efficiency and reduce waste
- Stick to priorities and reduce programs not really needed
- Measure performance

Office of Land Services and Housing

- This is the responsibility of other levels of government
- Focus on incentives and support for community organizations instead

7

CORPORATE SERVICES: Increases, Decreases and Status Quo

- Approve secondary suites

Comments from participants:

- *"The City needs to examine how 311 service can be provided more effectively, either by shifting more reporting online or using other options"*
- *"Outsource the internally provided creative services such as graphics design, etc...it's less expensive to go to an outside provider."*
- *"I believe savings of 5% can be found within this group through reduced IT equipment costs without reducing personnel."*
- *"Is centralization of systems the best bang for your buck considering the variety of businesses the City is in? Best Practice companies must be able to manage change quickly."*
- *"HR is generally all administration overhead and disconnected from the business units it is supposed to support. If we decrease costs in the touchy-feely and red-tape departments, we free up money for other things, for example higher wages and management training that would likely increase staff retentions and happiness."*
- *"Corporate properties could find revenue generating outlets (leasing and/or renting of corporate properties to various entities including retail, telecommunications, community groups and private functions) to make up the budget loss and decrease cost to the taxpayer."*
- *"Focus on mapping and information/data management. Eliminate the project management office, education, training, and career development functions. Contract out building condition assessments and survey work. Trim all but the data mapping and information management services."*
- *"We still need to address the secondary suites issue within the established city neighbourhoods, finding a compromise that saves regulatory dollars wasted on an unworkable bylaw regulation".*

Why maintain the budget as is?

A number of themes emerged from those who chose to maintain status quo in the Corporate Services budget:

Customer Service and Communication

- Maintain as is

7

CORPORATE SERVICES: Increases, Decreases and Status Quo

Information Technology

- Outsource some parts of service
- Find efficiencies

Human Resources

- Doing a good job
- Care for employees
- Improve opportunities for disadvantaged

Corporate Buildings and Properties

- Maintain as is

Infrastructure and Information Services

- Combine with other services

Office of Land Services and Housing

- Need more affordable housing
- Doing a good job

Comments from participants:

- *"I like having access to all city services in one place, keep up the consolidation"*
- *"Creating opportunities for public engagement is only useful if the city listens to what the public says"*
- *"One suggestion I would make is that somehow City employees, like all other people working for money, must understand that the actual job they are doing as a finite upper salary limit to the employer - a job has this high a dollar value and no more. Working in a unionized environment where the Unions see it as their main job to negotiate higher salaries every year simply based on that is what they do, doesn't cut it in today's society. Jobs have value, the employer determines the value to the employer, people either choose to work for a certain employer or not based on the individual's needs."*
- *"I think some of these functions could be enacted by the business units responsible for them rather than requiring corporate control."*
- *"Green initiatives should be self sustaining. We can't afford to be*

7

CORPORATE SERVICES: Increases, Decreases and Status Quo

pioneering in expensive green technologies that can't justify their own long term cost. If there isn't a +ROI, it doesn't get built."

- *"Affordable seniors housing should be pursued as well as other programs for low-income citizens."*
- *"We need more affordable housing units and just for this reason I would like to see no change. If people have their own homes that they can afford to rent or buy, it will trickle down to the economy in a positive way."*

Why eliminate some services?

A number of themes emerged from those who chose to eliminate some services within the Corporate Services department:

Customer Service and Communications

- Not efficient or effective service delivery

Information Technology

- Combine with other services or outsource

Human Resources

- Outsource services

Corporate Buildings and Properties

- Outsource services

Infrastructure and Information Services

- Combine with other similar areas

Office of Land Services and Housing

- The City should not be in this business

Comments from participants:

- *"CSC takes over jobs from staff internal to other departments, such as the UEP/Water Annual Reports. The visual quality of them may be improved, but the CONTENT actually goes far downhill because the CSC staff do not understand the information; they don't even understand the business, and are frequently rotated elsewhere before they do learn."*

7

CORPORATE SERVICES: Increases, Decreases and Status Quo

- *“Roll it into aldermanic budget and corporate admin.”*
- *“City IT seems terribly inefficient. I would have submitted this during the Red Tape thing but missed it. I spend many hours each year watching an unsure IT tech click around on my screen asking is that better.”*
- *“Why isn’t this dept. combined with infrastructure and information services to cut down on administrative burden.”*
- *“Many very large public companies have completely outsourced HR function and still very profitable and able to meet the needs of their customers.”*
- *“Get out of the real estate business. Manage properties using a property management company. Sell surplus land and properties. Charge an appropriate amount of rent to lease tenants. Make sure every property the city owns either makes a return, serves a useful purpose or is sold. Trim down land holdings. Reduce amount of office space by reducing number of employees. Contract out land valuations and real estate functions. Decrease spending on furniture.”*
- *“We need to leverage technology more...especially GIS related information for better analysis in policy and to create efficiencies. Why isn’t this dept. combined with IT to cut down on administrative burden?”*
- *“The City should not be in this business. This should be out sourced to private property management companies.”*

Comments related to Fleet Services

As Fleet Services is funded by cost recovery charges to other business units, participants were not able to increase or decrease the budget. The following themes emerged from comments that were provided:

- Get rid of the cost recovery / generation model
- Contract out services
- Service works well
- This is an essential service that supports operating departments
- Improve efficiencies

Variations in participant data based on age and geography are available for additional consideration.

Part 5 – Evaluation Results

Part 5A – Measures of Success

In the development of the Engagement and Communication Plan we identified a number of Evaluation Success Indicators, noted below.

1. Participant understanding and awareness of the complexity of issues, values, perspectives and facts related to City services and budget allocations.
2. Participant satisfaction that the project goals, objectives and the role of stakeholders in the process have been clearly defined and understood.
3. A transparent and accountable public engagement process that allows easy access to information and material by all interested parties.
4. An open and accessible public engagement process that allows for equitable participation in constructive dialogue by all stakeholders through a variety of appropriate methods.
5. Participants are satisfied that the process allowed for values based discussion and weighing of values, needs and interests.
6. A broad and diverse range of stakeholders representing the demographics of The City is engaged in an inclusive process.
7. Participant input is considered and/or used by decision-makers in recommendations, decisions and implementation.

Evaluation Indicator #7 will need to be specifically measured through the lens of the criteria for decision-making noted below, and by an analysis of participant input compared with final decisions in order to identify the link to decision-making when decisions about the 2012-2014 budget are finalized.

CRITERIA FOR DECISION-MAKING ON PROJECT PLANS AND IMPLEMENTATION

All decisions related to the engagement and communications plans and the implementation of those plans will be viewed through the lens of the decision-making questions noted here. Upon completion of the engagement and communication process, stakeholder input will be summarized and analyzed and, when viewed by departmental staff and the Administrative Leadership Team through the questions noted below, will be used to make recommendations to Council.

When Council deliberates in setting directions for the budget cycle 2012-2014 and in making decisions on the results of citizen and staff input from the engagement and communication process, they will use these questions as a lens to guide their deliberation and decision-making.

1. **Does the approach or recommendation support the achievement of The City's long-term goals?** *Understand the ripple effects of decisions; don't lose sight of The City we aspire to be and the values that guide the process and operations of The City.*
2. **Does the approach or recommendation reflect the values of transparency, openness and authenticity?** *Ensure clarity of purpose in the engagement process; how input received will affect decision making; how recommendations are arrived at and decisions are made, and undertake actions that are consistent with the values of transparency and openness.*
3. **Does the approach or recommendation allow for flexibility and adaptability in decision-making or implementation to support other priorities, needs or situations?** *The outcome must ultimately have the potential to suit a variety of outcomes that depend on decisions made by Council.*
4. **Does the approach or recommendation support the ability to create an environment where transformation can emerge and flourish?** *The process must be responsive, agile and iterative; short time frames require the ability to make informed decisions, give approval and turn work around quickly and allow for unknown or uncontrolled factors to emerge. Consider what might not be known, certain or confirmed and ask questions that elicit wisdom.*
5. **Does the approach or recommendation allow for innovation and the emergence of the "very best" in staff, Citizens and Council?** *Look at the 'how' as well as the 'what'; seek input from the front line users and operators; aspire to excellence and be open to all input and suggestions.*
6. **Does the approach or recommendation reflect the culmination of a diversity of views, ideas and input and improve the quality of life for all?** *Consider the input of all participants, including staff, a wide diversity of citizens, partners and Council in all their variety and divergence in order to make decisions in the best interests of all.*

We also identified a number of sources of data to measure success, including:

- Baseline analysis of stakeholders, and ongoing review to determine if the stakeholder list has expanded and who is being engaged;
- Evaluation surveys conducted at individual events or activities to determine satisfaction levels with the information provided, the process, meaningful dialogue etc.;
- Qualitative evaluation at events or activities (e.g., visual assessment of participants in terms of whether or not they represent target audiences, numbers, level of engagement in the discussion, informal chats with participants, team debriefs, etc.);
- Monitoring of online discussion forums, other social media;
- Phone calls, online surveys and interviews with participants (and non participants);
- Requests or suggestions to amend the process and subsequent changes and/or adjustments;
- Monitoring, confirmation and sharing of information, and reporting of “what was said”;
- Comparison of participant input to final decisions; and
- Comparison of participant input and application of the criteria for decision-making.

From participants:

“The booklet on City services was especially useful to explain the breadth of City programs.”

“The process did not tell me anything I did not already know.”

“Refreshing process, although I am a little pessimistic findings will be used to influence decisions, based on previous administrations’ behaviour.”

“I had a good understanding prior to this exercise, it now worries me about the time and money being spent to do this when Council could not possible do all that is being asked without some “groups” being affected by the decision.”

“The dialogue was brilliant. It will be constructive if the findings actually influence the decision. The action or inaction at that stage will determine if I strongly agree or disagree.”

“Just like every other decision the city of Calgary seems to make, the far north is left out. Just the winter club for the entire NW and north central and yet the deep south gets one in McKenzie. It is a long ways from the northern hills or royal oak/rocky ridge and ironic it is nearly impossible for those communities to access the winter club by transit. There should have been more opportunities, and they should have been where people live in my opinion.”

“This is a good start. Thank you for being open and asking our opinions. I really hope there are no or if there are any, very minimal tax increases. The external consultant review is also good to hear.”

Part 5B - Evaluation Results

Note: Unless otherwise noted, the results for City employees and community were very similar. Where there were variations in findings we have provided the different results. Low staff participation at face-to-face sessions in Phase 3 impacted the availability of data.

Success Goal or Indicator	Source of Results	Participant Evaluation Results
<p>Participants understand and are more aware about the complexity of issues, values, perspectives and facts related to City services and budget allocations.</p>	<ul style="list-style-type: none"> ● Phase 1 : Online Survey; Workshops ● Phase 2 : Community + Employee Conversation Hosting Workshops; Community + Staff Forums; Mobile App; Discussion Guides ● Phase 3 : Conversation Cafes, Final Evaluation 	<p>Participants were asked the following questions:</p> <ul style="list-style-type: none"> ● #1: Information needs were identified and addressed throughout the Engagement Process <p><i>Please refer to Part 4A, Section 2: Identification of information needed to participate</i></p> <ul style="list-style-type: none"> ● #2: Information presented was clear and easy to understand <p><i>86% of participants agreed or strongly agreed that the information that was presented to them was clear and easy to understand</i></p> <ul style="list-style-type: none"> ● #3: Understanding of the City of Calgary Budget Engagement Process and participation opportunities <p><i>80% of participants agreed or strongly agreed that they had a greater understanding of the Budget Engagement Process and how to participate as a result of the activities they took part in</i></p> <ul style="list-style-type: none"> ● #4 : Understanding of the range and variety of services provided by the City <p><i>84% of community participants responded ‘Yes’ or ‘Somewhat’ that they felt they had a better understanding of the range and variety of services provided by the City</i></p> <p><i>56% of staff participants responded the same way to this question</i></p>

Success Goal or Indicator	Source of Results	Participant Evaluation Results
		<ul style="list-style-type: none"> #5 : Influence of the knowledge and experience gained from participating in the Budget process on opinions or use of City services in the future <p><i>78% of community participants responded 'Yes' or 'Somewhat' that the knowledge and experience gained would influence their opinions or use of City services in the future</i></p> <p><i>35% of staff participants responded the same way to this question.</i></p>
<p>Participant satisfaction that the project goals and objectives and the role of stakeholders in the process have been clearly defined an understood.</p>	<ul style="list-style-type: none"> Phase 2 : Community + Employee Conversation Hosting Workshops Phase 3 : Conversation Cafes, Final Evaluation 	<p>Participants were asked the following questions:</p> <ul style="list-style-type: none"> #1: Clarity of purpose, goals and objectives of the activities, and the role of participants <p><i>76% of participants felt that the purpose, goals and objectives of the activities, and their role in the processes were clearly defined</i></p> <p>Participants were also asked to share their hopes and expectations for the engagement process. The following themes emerged from the thousands of comments that were provided:</p> <ul style="list-style-type: none"> Build a budget based on citizen priorities and goals The end result will be sustainable, with a framework, model and outcomes that are “green” City will hear citizens and they will be active participants The outcome will create balance – in priorities, between services and taxes, in funding There will be a better understanding, education and learning about the City, what it does and the complexity of the issues The end result will be a road map for a better Calgary An overall reduction in City services

Success Goal or Indicator	Source of Results	Participant Evaluation Results
		<ul style="list-style-type: none"> • Innovation, creativity and transformation will be increased and achieved • That City staff are valued, heard and their views are paid attention to • That input is considered and used in decision-making • No hope that the input will be considered • That the process makes a difference • That citizen needs and values become part of the final outcome • That the future is improved for all Calgarians • That trade-offs and priorities are identified
<p>A transparent and accountable public engagement process that allows easy access to information and material by all interested parties.</p>	<ul style="list-style-type: none"> • Phase 1: Online Survey; Workshops • Phase 2: “Is the website meeting your needs” Online Survey; Community + Staff Conversation Hosting Workshops; Community + Staff Forums; Mobile App; Online Discussion Guides (Community and Staff) • Phase 3: Community + Staff Conversation Cafes; Final Evaluation; Community + Staff Online Survey 	<p>Participants were asked the following questions:</p> <ul style="list-style-type: none"> • #1 Information related to sessions and ways to participate was clear. <p><u>Phase 1:</u> <i>Community – 89% agreed or strongly agreed Staff – 92% agreed or strongly agreed</i></p> <p><u>Phase 2:</u> <i>Community – 97% agreed or strongly agreed Staff – 74% agreed or strongly agreed</i></p> <p><u>Phase 3:</u> <i>Community – 99% agreed or strongly agreed Staff – 6% agreed or strongly agreed (Note: there were very few responses to this question due to low participation)</i></p> <ul style="list-style-type: none"> • #2 Is the website meeting your needs?

Success Goal or Indicator	Source of Results	Participant Evaluation Results																																																																																																			
		<table border="1" data-bbox="786 409 1476 808"> <thead> <tr> <th></th> <th>Very Good</th> <th>Good</th> <th>Not so much</th> <th>Not very well</th> <th>Unsure</th> </tr> </thead> <tbody> <tr> <td>Information is where I expect</td> <td>15.5% (9)</td> <td>39.7% (23)</td> <td>32.8% (19)</td> <td>5.2% (3)</td> <td>6.9% (4)</td> </tr> <tr> <td>Site is well labeled</td> <td>10.7% (6)</td> <td>51.8% (29)</td> <td>19.6% (11)</td> <td>8.9% (5)</td> <td>8.9% (5)</td> </tr> <tr> <td>Information is well labeled</td> <td>14.0% (8)</td> <td>47.4% (27)</td> <td>26.3% (15)</td> <td>5.3% (3)</td> <td>7.0% (4)</td> </tr> <tr> <td>There is enough info to support my needs</td> <td>14.3% (8)</td> <td>39.3% (22)</td> <td>30.4% (17)</td> <td>5.4% (3)</td> <td>10.7% (6)</td> </tr> <tr> <td>Language and tone</td> <td>19.3% (11)</td> <td>54.4% (31)</td> <td>15.8% (9)</td> <td>3.5% (2)</td> <td>7.0% (4)</td> </tr> <tr> <td>Materials help me to participate</td> <td>19.3% (11)</td> <td>40.4% (23)</td> <td>14.0% (8)</td> <td>14.0% (8)</td> <td>12.3% (7)</td> </tr> </tbody> </table> <table border="1" data-bbox="722 958 1476 1245"> <thead> <tr> <th></th> <th>Very Good</th> <th>Good</th> <th>Needs work</th> <th>Much work needed</th> <th>Unsure</th> </tr> </thead> <tbody> <tr> <td>Site loaded Quickly</td> <td>39.8% (35)</td> <td>52.3% (46)</td> <td>3.4% (3)</td> <td>0.0% (0)</td> <td>4.5%</td> </tr> <tr> <td>Helpful navigation tabs</td> <td>13.8% (12)</td> <td>54.0% (47)</td> <td>20.7% (18)</td> <td>4.6% (4)</td> <td>6.9%</td> </tr> <tr> <td>Easy to navigate</td> <td>12.6% (11)</td> <td>50.6% (44)</td> <td>24.1% (21)</td> <td>5.7% (5)</td> <td>6.9%</td> </tr> <tr> <td>Landing page informative</td> <td>14.1% (12)</td> <td>49.4% (42)</td> <td>20.0% (17)</td> <td>5.9% (5)</td> <td>10.6%</td> </tr> <tr> <td>Links work</td> <td>30.7% (27)</td> <td>55.7% (49)</td> <td>3.4% (3)</td> <td>2.3% (2)</td> <td>8.0%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> #3 How useful were the following communication tools and methods in informing you about the public engagement process? <p><i>Note: Results indicate percentage of participants who indicated very useful or useful as their response.</i></p> <table border="1" data-bbox="735 1498 1463 1848"> <thead> <tr> <th>Method</th> <th>Community & Staff combined results</th> </tr> </thead> <tbody> <tr> <td>Website</td> <td>41%</td> </tr> <tr> <td>Email</td> <td>28%</td> </tr> <tr> <td>Twitter</td> <td>3%</td> </tr> <tr> <td>Facebook</td> <td>17%</td> </tr> <tr> <td>Online Banner Ad</td> <td>11%</td> </tr> <tr> <td>Organization</td> <td>12%</td> </tr> <tr> <td>Television (Report to</td> <td>13%</td> </tr> </tbody> </table>							Very Good	Good	Not so much	Not very well	Unsure	Information is where I expect	15.5% (9)	39.7% (23)	32.8% (19)	5.2% (3)	6.9% (4)	Site is well labeled	10.7% (6)	51.8% (29)	19.6% (11)	8.9% (5)	8.9% (5)	Information is well labeled	14.0% (8)	47.4% (27)	26.3% (15)	5.3% (3)	7.0% (4)	There is enough info to support my needs	14.3% (8)	39.3% (22)	30.4% (17)	5.4% (3)	10.7% (6)	Language and tone	19.3% (11)	54.4% (31)	15.8% (9)	3.5% (2)	7.0% (4)	Materials help me to participate	19.3% (11)	40.4% (23)	14.0% (8)	14.0% (8)	12.3% (7)		Very Good	Good	Needs work	Much work needed	Unsure	Site loaded Quickly	39.8% (35)	52.3% (46)	3.4% (3)	0.0% (0)	4.5%	Helpful navigation tabs	13.8% (12)	54.0% (47)	20.7% (18)	4.6% (4)	6.9%	Easy to navigate	12.6% (11)	50.6% (44)	24.1% (21)	5.7% (5)	6.9%	Landing page informative	14.1% (12)	49.4% (42)	20.0% (17)	5.9% (5)	10.6%	Links work	30.7% (27)	55.7% (49)	3.4% (3)	2.3% (2)	8.0%	Method	Community & Staff combined results	Website	41%	Email	28%	Twitter	3%	Facebook	17%	Online Banner Ad	11%	Organization	12%	Television (Report to	13%
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<p>An open and accessible public engagement process that allows for equitable participation in constructive dialogue by all stakeholders through a variety of appropriate methods.</p>	<ul style="list-style-type: none"> Phase 1: Workshops Phase 2: Online survey; Community + Staff Forums Phase 3: Final Evaluation; Online Survey; Community + Staff Conversations 	<p>Participants were asked the following questions:</p> <ul style="list-style-type: none"> #1: The public engagement process for.....provided me with an opportunity to participate in constructive dialogue of complex issues <p><i>62% of participants agreed or strongly agreed that the engagement process provided them with an opportunity to participate in constructive dialogue on complex issues</i></p> <p><i>90% of people agreed that the phase 2 and 3 sessions provided good opportunities for dialogue and sharing of ideas</i></p> <ul style="list-style-type: none"> #2: That a variety of methods and mechanisms were used for participants to comfortably share their views <p><i>62% of participants agreed or strongly agreed that the engagement process has been open and accessible to</i></p>																	

Success Goal or Indicator	Source of Results	Participant Evaluation Results
		<p><i>allow for equal participation in dialogue through a variety of different activities</i></p> <p><i>92% of people agreed or strongly agreed that the facilitators encouraged everyone to participate</i></p> <ul style="list-style-type: none"> • #3: That the engagement process was accessible <p><i>72% of participants indicated that they were aware of the opportunity to participate in Our City. Our Budget. Our Future.</i></p>
<p>Participants are satisfied that the process allowed for values based discussion and weighing of values, needs and interests.</p>	<ul style="list-style-type: none"> • Phase 2: Online Survey; Community + Staff Forums • Phase 3: Final Evaluation; Online Survey; Community + Staff Conversations 	<p>Participants were asked the following questions:</p> <ul style="list-style-type: none"> • #1: I am now more aware of the complexity of issues, values, perspectives and facts related to City services and Calgary budget online tool • #2: I now have a better understanding of the complexity of issues, values and perspectives related to City programs and services <p><i>70% of participants agreed or strongly agreed that they are more aware of the complexity of issues in Q #1</i></p> <p><i>80% of participants agreed or strongly agreed that they are more aware of the complexity of issues in Q #2</i></p> <ul style="list-style-type: none"> • #3: The workshops provided good opportunities for dialogue and sharing of ideas • #4: The public engagement process for Our City. Our Budget. Our Future. has allowed for values based discussion and weighing of values, needs and interests <p><i>89% of participants agreed or strongly agreed with Q #3</i></p> <p><i>57% of participants agreed or strongly agreed with Q #4</i></p> <ul style="list-style-type: none"> • #5: Participants felt more knowledgeable in their understanding of City services after reviewing

Success Goal or Indicator	Source of Results	Participant Evaluation Results
		<p>materials and completing the Discussion Guide</p> <p><i>80% of participants felt they were knowledgeable or very knowledgeable in their understanding of City services after they had completed the discussion guide compared to 61% prior to completion</i></p> <p>There was a significant shift in the top 5 services (based on order of priority) for community participants as a result of discussion and review of materials.</p>
<p>A broad diverse range of stakeholders representing the demographics of The City are engaged in an inclusive process.</p>	<p>All phases, including face-to-face events and online opportunities.</p>	<p>Throughout the engagement process, adjustments were made to ensure a flexible, responsive and meaningful process and to ensure that we were focused on a successful process, as defined by participants.</p> <p>A number of steps and activities were taken to ensure a broad, diverse range of participation. Noted in this report is an indication of participation as it relates to age, geography and individual versus affiliated representative. We have also provided information on the breakdown of stakeholder category for the organized groups that were involved in the process.</p> <ul style="list-style-type: none"> • Where it was collected, data on home ownership and education were also collected and monitored. • We worked directly with community groups and organizations to ensure we were reaching participants who are sometimes marginalized, vulnerable or “hard to reach”. This meant visits to the Mustard Seed and Calgary Drop in Centre to hear from stakeholders; working with groups and organizations like the Women’s Centre and Women Together Ending Poverty and Ethno-cultural and Immigrant sector councils. • Attending meetings held by youth groups such as the Calgary Board of Education Youth Committee and the Mayor’s Youth Council, working with high schools, and participating in the Youth Employment Fair to support youth involvement in the process.

Success Goal or Indicator	Source of Results	Participant Evaluation Results
		<ul style="list-style-type: none"> • Taking steps to provide information through the Calgary Public Libraries supported those without access or use of a computer, and we worked with a variety of community groups and organizations to co-host, host and support participation of their contacts and networks, who represented targeted input we wanted to be sure to hear from. • We worked with the City to implement their accessibility and multiple format policies, although had some challenges with meeting participant needs when the City's braille printer was broken. <p>The Dialogue Partners team conducted, hosted and reached out to facilitate and support more than 20 additional meetings that were not planned or budgeted. This does not mean the budget was increased for these specific additional meetings, only that we made choices to conduct these sessions because we felt they were critical to an improved and meaningful process.</p>
<p>Participant input is considered and/or used by decision-makers in recommendations, decisions and implementation.</p>	<p>We are unable to measure the success of this indicator until City Council has made decisions on the 2012-2014 budget.</p>	

The next section of the report focuses on Lessons Learned related to the process.

Part 6 – Conclusions

Part 6A – Lessons Learned about the process

Noted below we have documented some of the lessons we have learned about the engagement process itself, in order to improve and inform future processes.

This engagement process is the START of a conversational journey

The process initiated a different approach for engaging and involving citizens and staff in this important discussion. For some people it felt different, surprising and even a little uncomfortable in not knowing what to expect. It was not meant to achieve everything and provide all possible information for decision-making in the space of three months, but it was meant to start a conversation that was thoughtful, constructive and meaningful and to support people in that conversation as well as provide information for decision-making. The lessons and outcomes will be rich if the conversation continues in a similar tone, approach and environment.

Go to the people

The engagement process had specific goals related to relationship, trust and credibility building. There were also goals that spoke to capacity building for participatory process and community building. This required activities, meetings and support to organizations, groups and individuals outside of formal processes or events where participants were invited to attend *our* sessions. Attending sessions hosted by others or supporting them to host their own sessions was critical to the success of the process. Working with community organizations to co-host sessions in Phase 3 was more effective in increasing participation than hosting forums and inviting people in Phase 2. In addition, we believe staff sessions would have been better attended and supported if they were conducted as part of already scheduled meetings such as employee orientation, seasonal hiring sessions, departmental meetings etc.

Reduce the number of face-to-face sessions and look at the locations

Attendance at face-to-face sessions hosted as part of the project was lower than anticipated, although extremely valuable conversations happened at these events. Fewer sessions, more strategically placed and timed would likely improve attendance. City staff worked hard to identify and book venues that were appropriate for the large number of events, and many venues were very effective. However, in future processes, venues for events must be on transit lines, accessible and as close to the targeted community as possible.

Many City employees are anxious, fearful and concerned

To a very high degree, City employees who participated in the engagement process face-to-face or online expressed concerns and reservations about the impact of their participation and whether there would be [negative] consequences for their involvement. Additionally they

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expressed concern over whether their input would be listened to, and whether the process would make any difference in the organizational culture or decision-making process. A change management strategy was not part of the engagement process and much of the communication with City employees was directed through leadership channels or from City staff to other City staff. Many City employees expressed concern that their comments would be attributed back to them directly or to their business unit. We recommend that in future processes a supporting structure for expressing anxiety or concern be created where employees can feel “safe” in expressing their views to a neutral third party, and that a neutral individual be the conduit for information to employees; Dialogue Partners heard distinctly different things when participants came directly to us with their input versus when it went through organizational channels.

Online engagement works well but it can’t be the only answer

Online engagement in this process worked well but it needs to complement and support face-to-face activities. In addition, the questions, tools and opportunities to engage online need to be carefully considered and designed. Where online questions and process were thoughtfully crafted, the results speak for themselves in deliberate input from participants. Social media was used extensively to promote participation or to gather views, but was less effective in resulting in actual participation in events or in a variety of thoughtful and considered input from participants. The mobile applications were popular as downloads to smart phones, but less effectively used to submit input. We believe it takes a careful balance of online engagement and face-to-face discussions to create a successful engagement process.

Advertising and communication needs to be bold and innovative

Where messages or graphics were bold and provocative (for example “Where do you want your money to go?”) participants commented, reacted or engaged with us. Where we were really authentic (for example “We know some people don’t trust this process”) we had better results in active engagement than when the messages were simple, tried and true or neutral (for example “We want to hear your views”). Bolder messages and a similar wide variety of methods, tools and tactics are recommended for future processes, as each conveys a different message or opportunity and speaks to a different audience.

Commit to the priority conversation

While City business can’t stop or slow down because the budget engagement process is taking place, undertaking multiple conversations, consultations and decisions that impact on the budget engagement process itself at the same time as this process is confusing and concerning to citizens and employees. It also impacts the budget engagement process by increasing distrust, cynicism or anxiety. Where possible, align corporate resources and commitments with the priority activities.

More presence by elected officials

A number of Aldermen were active in the engagement process by attending face-to-face events, sending newsletters, issuing tweets, hosting meetings, participating in Budget TV and distributing materials to constituents. The encouragement and presence of decision-makers makes an enormous difference to participant's views about whether their input will be considered or valued. In future processes we recommend that all Alderman take advantage of the opportunity to host their own conversations on this important issue with support from facilitators, and/or attend scheduled events to listen and observe participant input.

Timelines impacted meaningful process

With just over 3 months for the conversation on such a complex and complicated issue, the timelines were very tight for engagement, awareness raising and reporting. Extending the timeline and planning in advance in future will support City employees working on the project as well as participants.

Increase the use of libraries and City facilities

Using the libraries in Phase 2 as pick up and drop off points was effective and supported those without access to a computer. The only challenge was ensuring a steady supply of materials was available at all locations. In future processes we suggest increasing the use of libraries and recreation facilities as places to provide and collect materials and input, as well as meeting places for conversations.

This took courage and leadership

We applaud the courage of City administration and City Council in initiating this conversation, with little certainty about the results of the engagement process. While there is room for improvement and some lessons have been learned, it takes great courage and leadership to ask others to come to the table and help solve the problems and challenges. Continuing this journey will build the leadership capacity of more citizens and employees, and will support the City in achieving its long-term goals.

Gratitude for participation

All the participants who participated took time, effort and energy to express their views and ideas. These contributions took a commitment to the City and took them away from something else that was important to them. We are deeply grateful to them for this action, and want to acknowledge that this report couldn't have been written without their input. This engagement process is about people, for people, and whatever happens in future processes we encourage the City to express gratitude and appreciation to those who take the time to say what they care about.

Part 6B – Conclusions regarding participant input

This report summarizes at a very high level the input, views and contributions by thousands of participants. It will take some time to review and consider this summary report, as well as to review and consider the tens of thousands of pages of “What was said” along with the data that was coded and analyzed to prepare this report. Dialogue Partners is committed to supporting City staff, Council and citizens in understanding the richness and depth of the contributions that were made.

We believe there are some clear indications and themes:

Improve the engagement process overall – Consider recommendations related to consistency, coordination, openness and linking participant input to decision-making. Participants indicated that these suggestions apply to The City overall. Increase capacity for participation by citizens and staff alike and improve accessibility of information and process.

Continue to share budget information in a transparent and accessible way – Consider the recommendations from participants about format, content and presentation of budget information going forward.

Document the link to decision-making – Evaluation indicator #7 relates to the link between participant input and decision-making, as well as to consideration of decision-making criteria. Documenting and evaluating this link between input and action is critically important to demonstrating meaningful process.

Identify opportunities for improvement and efficiency – Participants have provided significant input related to improvements in specific City services, and actions that can be taken to improve governance, operations and service delivery overall. Consideration of the summary of these suggestions in this report as well as in the detailed data will yield rich opportunities for implementation in the future.

Weigh the trade-offs and balance to spending priorities – For some City services, the trend toward spending increases or decreases is apparent. For other services, there are a variety of views, values and choices that are presented. In all cases, citizens and staff have provided ideas and suggestions for both spending increases and spending decreases. In alignment with imagineCALGARY, PlanIt and Council’s strategic direction, consider the opportunities presented in order to build a 2012-2014 budget that is responsive to participant needs.

We believe it is appropriate to leave the final comment to a participant.

From a participant:

“The point is that it’s not easy to make the tough decisions about complex issues. By opening up the budget for all Calgarians to provide input on, and not just a small group of staff and Council, we have a much better chance of hearing new ideas about how to handle these issues. Staff has an extremely important and valid point of view and the average Calgarian has an equally important and valid perspective. This process lets us hear them both and take the best of all worlds. “