



Engage Resource Unit

Action Plan Check-In // Engagement Summary Report

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EXECUTIVE SUMMARY

The Action Plan Check-in engagement was conducted as a part of the overall Action Plan 2015-2018 business planning and budget coordination process. The Action Plan process combines Council priorities with strategic direction from The City's long-term planning policies to ensure Calgary's future, while being efficient and accountable today. The process calls for a mid-cycle check in with citizens.

An online priority ranking tool was used to gather participant feedback. The same online tool and priority questions used in the 2014 Action Plan engagement were used here in order to maintain a similar experience for those who participated, as well as to allow for a comparison in results. Likewise, The City's Engage Bus was once again taken to community events and gathering places throughout the city so that citizens had a variety of opportunities and accessible ways to participate.

The Action Plan Check-in engagement results reflect the diverse and thoughtful opinions, priorities, concerns and community aspirations of the over 7,500 Calgarians who participated in the engagement.



Key Observations

The input collected from Calgarians who participated in the Action Plan Check-in engagement covers a wide array of priorities and ideas. Key themes that emerged in both the online and in-person engagement include:

- **Taxes, Spending & Efficiency**

The single largest theme to come out of participants' written comments and feedback was clearly concern about taxes, spending and efficiency. Opinions and suggestions varied widely on what specific actions Council could take to ensure that taxes remain competitive, spending provides value for citizens, and the Corporation operates efficiently. However, it is clear that participants want Council to have the conversation about what we can do to address these issues.
- **Our Economy**

The ranking of participant priorities from the online tool shows that Calgary's economy and broader economic issues are top of mind for participants. Attracting new business, diversifying our economy, and small business growth and development were some of the specific priorities that topped the ranking exercise; these themes also figure strongly in the associated written comments.
- **Quality Of Life**

While emergent economic issues have taken the top spot in priority ranking and comments, those things that add to quality of life in our communities are still of concern for participants. Citizens told us that we must still continue to work on issues like getting around the city (both transit and roadways), providing safe communities and access to services for all Calgarians, and ensuring that we are good stewards of our natural environment and resources.



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Background Information

In 2014 administration developed Action Plan 2015-2018 which created a roadmap for developing Calgary's four year business plan and budget. The process combined Council priorities with strategic direction from The City's long-term planning policies to plan for Calgary's future, while being efficient and accountable in the present day.

Citizen engagement was a key part in the development of the 2015-2018 Action Plan. Input was gathered through four engagement streams to create a comprehensive understanding of citizen and stakeholder perspectives and priorities. The input was gathered for consideration and used by City Council and staff as they developed The City's road map for 2015-2018.

In 2013 Council adopted Administration's recommendation to revise the established multi-year business plan and budget approach from a three year cycle to a four year cycle.

To mitigate the challenges of longer-term forecasting and the potential lack of flexibility in responding to major challenges, a mid-cycle adjustment was incorporated into the cycle. This would allow Council to review new information (including an updated socio-economic outlook and a check-in with citizens) and revisit its original set of Strategic Actions.

2016 marks the midpoint of Action Plan 2015-2018. During the 2016 Action Plan Check-in, citizen feedback was sought to identify the priorities of Calgarians for the last two years of the Action Plan cycle, and to determine if anything has shifted for Calgarians.

Engagement Overview

On December 18, 2015 City Council provided administration direction and approved the engagement approach for the Mid-Cycle Adjustment process, from here on in referred to as Action Plan Check-in.

Council approved:

- The project timeline which included:
 - Conducting online and in person engagement in February 2016
 - The reporting back of engagement results during the April 18, 2016 Council Strategic Session
- The use of an online tool
- The Engagement Bus to be used in all 14 wards

Using the same approach and questions asked in the original 2014 engagement, The Action Plan Check-in sought to collect input from participants on their priorities, focusing on whether participant's priorities had changed since 2014.

Engagement Methods

Online and in person engagement activities were developed in order to offset the short project timeline, to ensure that all citizens had a variety of opportunities to participate, and to replicate the 2014 process as best as possible.

Activities were specifically selected to ensure that:

- Activity based methods reduced the need for subject matter expertise.
- Discussion based methods created context for the input collected.
- Self-selected participation methods reduced barriers to participation.

Online and in person engagement activities were also selected to meet the goals of:

1. Informing and educating citizens about the Action Plan Check-in process, sharing the project story and explaining what we are asking them to do.
2. Gathering input from all interested citizens on:
 - Their top 3 priority categories (out of 6)
 - The top 3 priorities within each of their 3 selected categories
 - Any priorities that they felt were missing
 - Their message to Council of what Council should keep in mind when making the adjustments
 - General comments about anything missed or about the process

Inclusive and Representative Online Engagement

Inclusive online engagement was conducted through the **MetroQuest Priorities** tool as well as a **Fluid Survey**. Both online methods shared the same questions and overall process, with the Fluid Survey providing a version of the activity accessible to participants who used screen-readers or had other special needs. Participants were presented with the list of priority categories from 2014 and then asked to choose the top three categories where they thought that The City should be focusing its resources in 2017-2018.

These six categories included:

- Getting Around Calgary



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- Calgary's Communities
- How The City of Calgary Works
- Growing Calgary
- Calgary's Economy
- Calgary's Environment

Following this initial selection, participants were then given a list of potential priority items for each of the three categories that they had chosen in the first question. Participants were asked to choose three items from each list that they thought should be a priority. For a complete description of the priority categories and a listing of the priority items in each category please see [appendix 4](#).

Along with the priority ranking input, participants were also asked to provide comments on the categories and priorities, suggest priorities that they thought might be missing, and specifically prompted to share a short message stating what they would like council to keep in mind when considering changes to Action Plan for 2017-2018.

Representative online engagement was done through The Citizens' View Panel. The panelists were asked the same questions as were posed to the general public. For more detailed information about the panel see [appendix 1](#).

In Person Engagement

In person engagement was conducted through a highly-visible transit bus, which allowed City staff to meet and talk to citizens at local community events and gathering places.

The Engage Bus was used at key community events or community hubs to take advantage of existing gathering places. Councillor offices were consulted on best events. The events were supported by tablets and onsite facilitators. Promotional cards with the project website were shared with all participants who did not have the time to stop in or who wanted to share the experience with others.

Participants were able to share their overall and specific priorities for 2017-2018 on iPads through the MetroQuest tool. Participants also used a 'Graffiti Wall' to provide feedback on what they think council should keep in mind when considering adjustments. Some participants also took the opportunity to speak to council (via video) about what they should keep in mind when making adjustments and what they think should be of priority for 2017-2018.

Engagement Marketing and promotion

We executed an integrated marketing plan which launched with a Report to Calgarians, broadcasts and online video ads to raise immediate awareness of the campaign and then sustained it throughout the following weeks by targeting specific demographics, conversations and communities using social media ads, search engine marketing, out-of-home digital displays and street-level bold signs. To ensure momentum past the mid-campaign mark, we re-ran the Report to Calgarians and sent out an email newsletter to an opt-in list of 500+ subscribers who wanted to hear more about Action Plan.

The measurable digital marketing channels drove 40% of the 6,060 landing page views and 37% of the survey starts. Facebook ads were the most effective and cost efficient tactic. For more information about implementation see [appendix 2](#) and [3](#).



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Engagement Reach

The Action Plan Check-in inclusive engagement saw a strong response from Calgarians fueled by a proactive awareness campaign and an integrated marketing plan to support the online engagement. Engagement events averaged 45 participants per bus event over the 16 events with consistent attendance up until the last event and total attendance of over 700 citizens. The online engagement tools saw 7,567 submissions in the month of February with the majority of submissions coming through the MetroQuest tool. In total, the website and online tools had over 12,900 visits in the month of February.

By comparison the original 2014 Action Plan engagement process in saw 3,400 total online submissions and had 3,300 in person attendees over 21 events. In total, the Action Plan website and online tools had just over 21,000 visits. For more information about implementation see appendix [2](#) and [3](#).

Engagement Results

Interpreting the Results

Asking participants to rank their priorities provides us with feedback that gives two ways to talk about what participants told us is important.

1. We can discuss the priority rank. This is done by showing which priorities were chosen more often and which were chosen less often. This is shown in the rank column of each chart.
2. We can also discuss the weighting of each priority comparing how often individual priorities were chosen. This is shown in the bar graph.

In 2014 the engagement results were presented and discussed in the two ways explained above. To allow us to have the same conversations priorities were weighted in the same way as in 2014.

Using the same weighting method allows us to compare results across the two engagements even though the total number of participants is different.

Priorities were weighted by giving the most commonly chosen item in each group a value of 1 and then giving the remaining items a value (from 2 to 6) based on the proportion of times that it was chosen compared to the most popular item. This allows us to show the proportion of responses relative to one another. It also gives the decision makers the sentiment of the data and the scale of the responses while providing a scale and a relative comparison.

Both of these patterns in the participant input are discussed below. The accompanying bar graph shows the rank ordering of priority categories and priorities from highest to lowest, as well as the relative proportion of each priority through the size of the accompanying bar.

Focusing our discussion on the difference in proportion between the priorities, rather than the raw sum or total number of times it was selected, also allows us to more easily compare between 2014 and 2016 results, where the total number of participants each time was quite different.

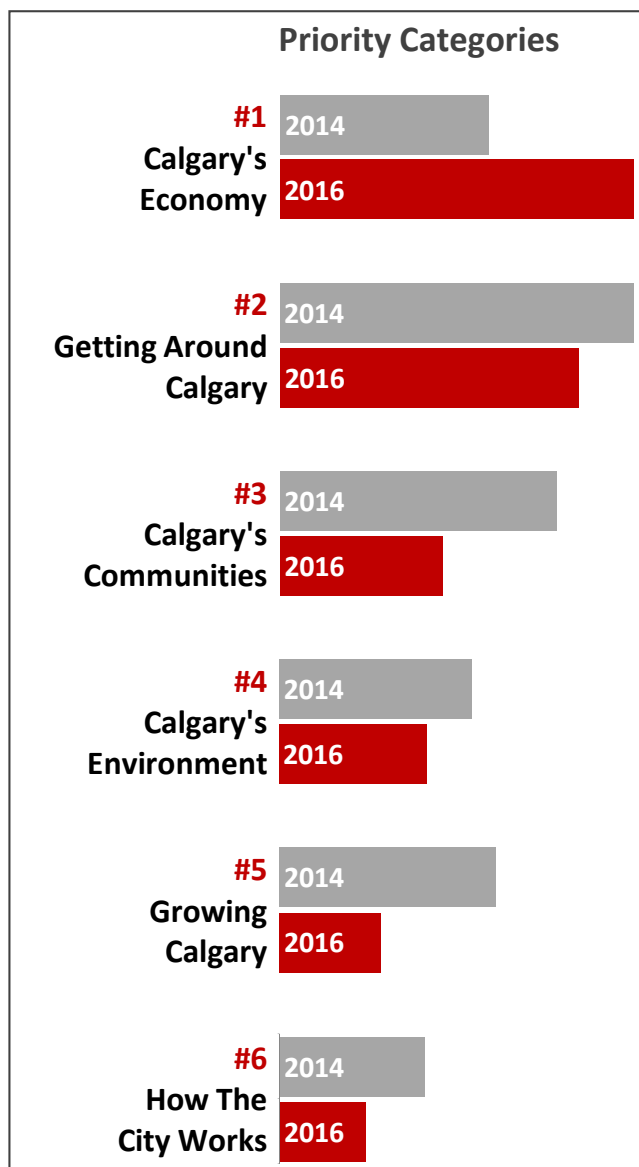
Priority Categories – 2016 Results

The highest ranked priority category chosen by Action Plan Check-in participants was **Calgary's Economy**, followed closely by **Getting Around Calgary**. While the first two categories were chosen proportionally nearly as often as each other, the third most common category, **Calgary's Communities** was chosen less than half as often as Calgary's Economy. **Calgary's Environment** ranked fourth with a proportional number of choices very similar to Calgary's Communities. **Growing Calgary** was the fifth most common priority category and **How the City of Calgary Works** the sixth and last ranked. Interestingly, like the gap between the second and third ranked categories, there is also a gap in the proportional number of times that the two lowest ranked priorities were chosen, with both Growing Calgary and How the City of Calgary Works being chosen close to one quarter as often as the top ranked priority, Calgary's Economy.

Priority Categories – 2014 to 2016 Comparison

Three distinct themes or patterns can be seen when comparing results from 2014 and 2016.

1. Given the current economic situation in Alberta it will likely come as no surprise that **Calgary's Economy** has shifted from the fourth highest priority in 2014, to become the **single highest priority** for participants now. This category was the only category in 2016 that saw an increase in the proportion of participants that selected it. In 2014 the highest ranked priority was Getting Around Calgary. As the second highest ranked priority in 2016, this category is still viewed as highly important by citizens; however, this is part of a clear pattern that shows every category other than Calgary's Economy seeing an overall decrease in the how often it was selected.
2. Another fairly marked change in priorities between 2014 and 2016 is the **downward shift** in prioritization of the **Growing Calgary** category. In 2014 Growing Calgary was ranked as the third most important priority; by 2016 though, this category had slipped from third to fifth highest in priority and the proportional amount of times it was chosen more than halved.





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3. Lastly, while the lowest ranked priority, **How The City of Calgary Works**, hasn't changed from year to year, and in-fact dropped in proportional share as more participants seemingly chose to prioritize Calgary's Economy, many of the most common themes found in the participant's comments and written feedback touch on the types of priorities found in this category: spending efficiency, cost saving measures, and taxation.

Priority Categories – Comments and Feedback

At the same point where participants were asked to rank the overall priority categories, they were also given the opportunity to comment on the categories and suggest other items. Three themes or patterns that appeared in these comments include:

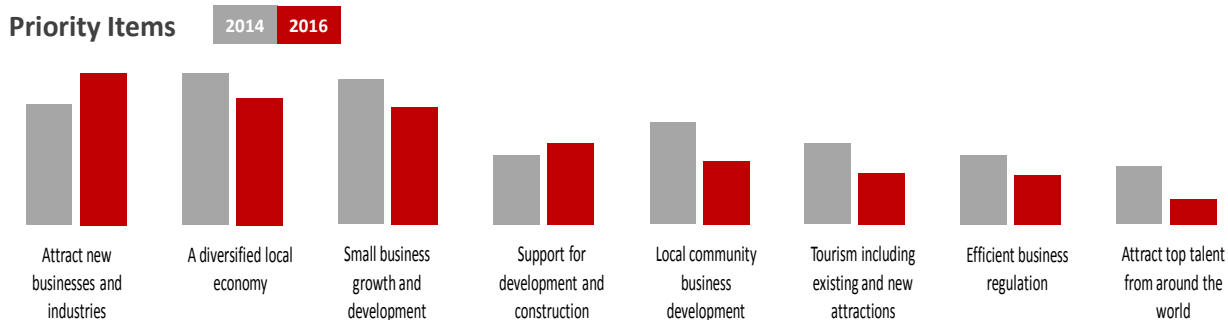
1. Comments and suggestions around **taxation, efficiency, and spending** made up the most common theme as a whole, aligning closely to the results that we see from the priority ranking activity.
2. The next most common set of themes found in the comments touched on issue of **affordable housing, homelessness/poverty and access to social services**, and then **crime and safety**, in that order. These priorities closely mirror the input received in 2014,
3. Other comments that were common enough to coalesce around a theme include **investment in public transit**, and a number of specific mentions of **Calgary NEXT**.

For a full listing of all verbatim comments received please see appendix [5](#).

Priority Results, Comparisons, and Feedback

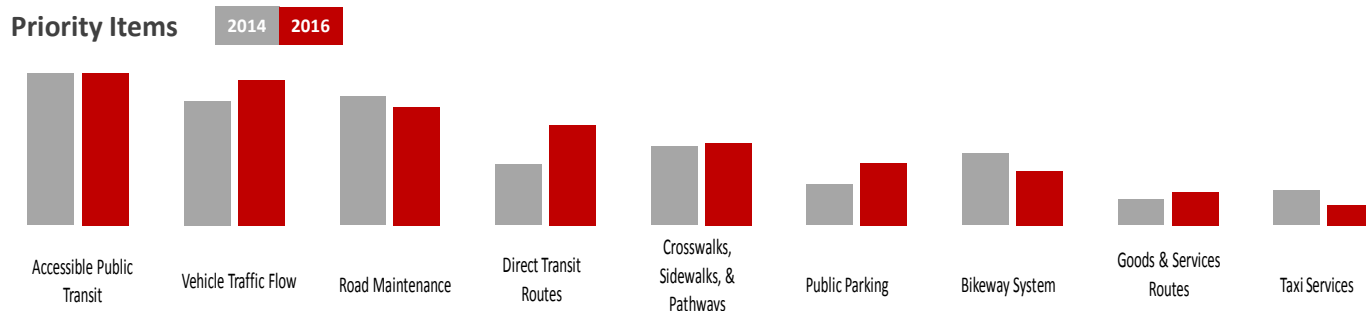
The results of the detailed priority ranking, a comparison of changes from 2014 to 2016, and a summary of high-level themes found in participant suggestions and comments on the priorities can be found below.

Calgary's Economy



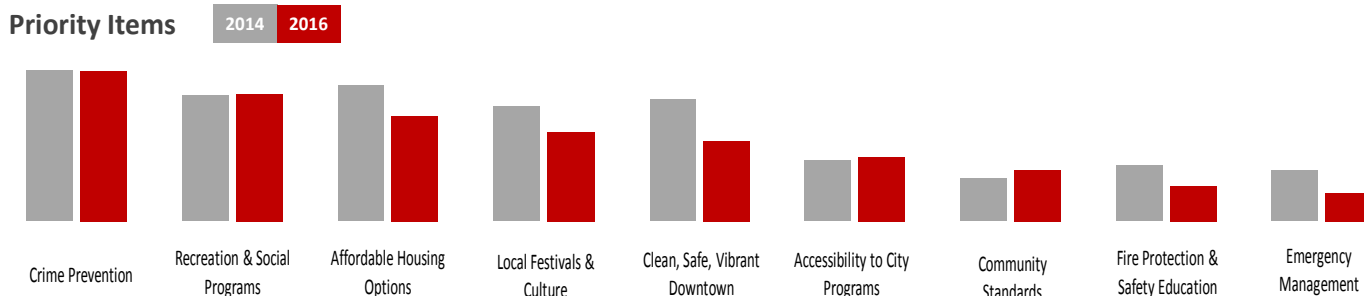
- In keeping with the overall shift we saw towards concern about the economy and economic resiliency, the highest ranked priority in this, the highest ranked category, was **Attract new businesses and industries**. The top three priorities also included **A diversified local economy** and **Small business growth and development**.
- Much like the overall category ranking, when compared to the 2014 priority proportions, most other priorities in this category saw a slight downward shift in proportion as participant input focused on this major theme. The only other priority that saw an **increase**, albeit small in overall proportion, was **Support for development and construction** increasing from the 7th to 4th ranked priority.
- Likewise, similar to the feedback and suggestions from the overall category ranking question, comments about **taxes**, **spending**, and **efficiency** were the most common here. **Economic diversification** presented a major theme, as did comments about **attracting new business** and other aspects of **job creation**.
- The final priority "leveraging international trade and economic opportunities for the Calgary airport expansion" was not asked in 2016. This was a unique circumstance in 2014.

Getting Around Calgary



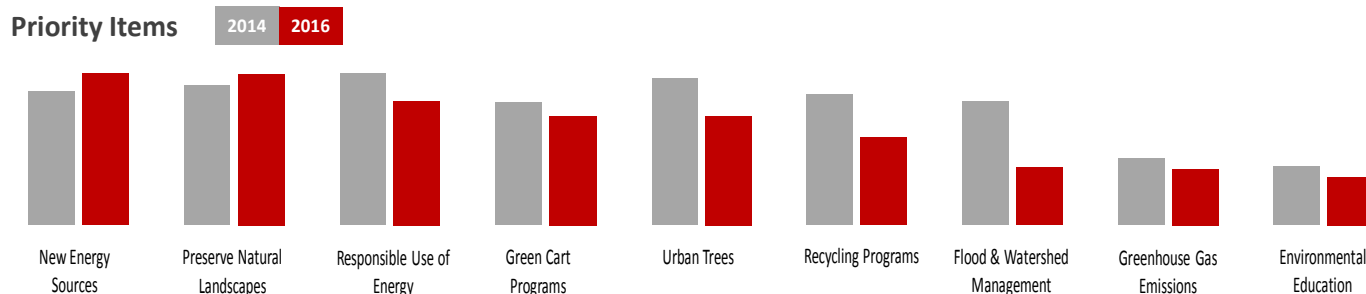
- Under the Getting around Calgary category, **Reliable and accessible public transit** was once again the highest priority with **Vehicle traffic flow** coming close behind and **Road maintenance** rounding out the top three.
- Noticeable shifts from the priority proportions and ranking in 2014 include an **increase** in the proportion of participants prioritizing **Direct transit routes between communities**, and a **decrease** in the number of participants prioritizing a **Bikeway system for cyclists**.
- The comments and suggestions from this category share a similar focus, with **public transit** related comments taking the largest share. Following those comments come a group that theme around **cars, roads, and vehicle traffic flow**. Two other theme groups that also stand out include a large number of comments on **bike routes** (both in favor and opposed) as well as a significant group that touch specifically on **Uber**.

Calgary's Communities



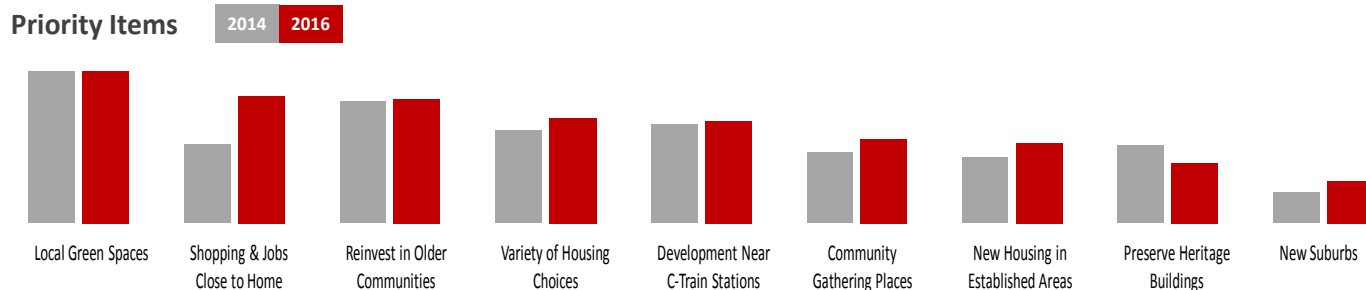
- **Crime prevention and enforcement** once again topped the priority ranking for this category, with **Recreation and social programs** coming after that, followed by **affordable housing options**.
- Noticeable shifts in priority ranking and proportion from 2014 can be seen in the **decrease** in prioritization of **A clean, safe, vibrant downtown** but a slight **increase** in **Community standards enforcement**.
- In the comments and suggestions for this priority we find **recreation and social program** related comments to be the most common, followed by **crime, safety, and police themes** and then **affordable housing**. Two other interesting themes that cropped up include concerns around **parking and vehicle movement** within neighborhoods as well as **land-use and redevelopment** concerns as they relate to neighborhoods.

Calgary's Environment



- Participants top ranked priorities in Calgary's Environment started with **New energy sources**, followed very closely by **Preserve and restore natural landscapes**, and then **Responsible use of water and energy**.
- The most noticeable individual shift in priorities from 2014 includes a major **decrease** in the overall prioritization of **Flood mitigation and watershed management**.
- Comments that touched on the importance of **Natural landscapes, parks and green space** were the most common in this category. Interestingly, while **Environmental education** is the lowest ranked overall priority in this category, it was the second most common theme mentioned in the comments.

Growing Calgary



- **Local parks, green spaces, and sports fields** was selected with the highest prioritization in this category, followed by **Shopping and jobs close to my home**, and then **Reinvest in older community infrastructure**.
- While many priorities in this category retained a similar ranking and proportion in 2016 as they received in 2014, we do see a noticeable **increase** in the selection of **Shopping and jobs close to my home**, moving from 5th to 2nd ranked as well as a **decrease** in the selection of **Preserve heritage buildings and places** with a shift from 6th to 8th ranked.
- Comments that touched on **Densification** and **Building in new suburbs** made up the largest number of comments in this category, with participants speaking both in favour and in opposition. **Transportation issues** related to Calgary's growth and community planning made up the next largest group of comments.

How The City of Calgary Works



- The highest prioritized item in this category was **Spending efficiency and cost saving measures**, followed by **Lower tax increases rather than new or enhanced services**, and then **Public input for City of Calgary decisions**.
- While this category saw the least overall change in priority ranking from 2014 to 2016, there was a substantial decrease in prioritization of **Funding sources other than property tax**, coupled with an increase in **Lower tax increases rather than new or enhanced services**.
- Participant feedback and suggestions in this category closely mirror the ranked items. The single largest subset of comments here touch on **Spending efficiency and cost saving measures**, with a large proportion singling out **staff costs**. Concern about **Lower tax increases rather than new or enhanced services** also comes through as a theme, as does **public input for City of Calgary decisions**.



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Message to Council

Over the course of the online and in-person engagement events nearly three thousands Calgarians provided specific comments and suggestions when asked to, "Please share with us what you would like City Council to keep in mind when considering changes to Action Plan..."

Comments were grouped into one or more of the six priority categories based on what the concerns, suggestions, or ideas touched on.

The largest grouping of comments spoke to **How the City of Calgary Works**, with a continuation of the themes that we've seen so far; **taxes, spending** and **efficiency** dominating. Following this category, the next largest set of messages to council touched on **Getting Around Calgary**, followed by **Calgary's Communities**. **Calgary's Economy** came next, and then **Growing Calgary** and finally **Calgary's Environment**.

For a complete listing of all verbatim comments, grouped by theme, please click [here](#).

Next steps

The MetroQuest tool was purchased for a 3 month subscription that expires April 30. The results from all three months will be shared with council through a separate update in the fall of 2016.

The input received through the Action Plan check-in engagement will be used by Administration in finalizing the Investment Framework. Along with information from the economic scenarios and social impacts and citizen research, the engagement results will inform Administration's recommendations for proposed business plan and budget adjustments. In accordance with the approved Mid-Cycle Adjustments process, the preliminary adjustments will be presented to Council in September, with final recommendations brought to Council for review and approval in November 2016.

A "What we heard" report will be shared of all of the themes and verbatim comments with citizens through the project website and on the Engage Portal.

Appendix 1 Corporate Market Research Insights

Below follows a brief summary of key corporate research initiatives conducted with Calgarians in 2015 and 2016 that offer support and more insights into the Engagement process findings. For ease of reading, this summary is presented in two sections:

- **Section One** is a brief overview of key insights and themes that have emerged from research conducted by The City of Calgary in 2015 and 2016 that resonate with some of the critical areas examined by the Engagement Process above.
- **Section Two**, like the Engagement process above, is a category by category comparison of Engagement findings to research insights. As such, these research themes have been purposefully organized around six categories of priorities drawn from The City's long-term strategic plans. The six categories include:
 - Calgary's Economy
 - Getting Around Calgary
 - Growing Calgary
 - Calgary's Communities
 - Calgary's Environment
 - How The City of Calgary Works

Research studies used in this summary include: the **2016 Mid-cycle Adjustment Research: Citizen's View**; the **2016 Mid-cycle Review Polling**; the **2015 Research on Calgary's Economy**; and, the **2015 Citizen Satisfaction Survey**.

Survey Methodologies

2016 Mid-cycle Adjustments Research Citizens' View:

Online survey of **n=922** completes from a panel of 2,176 panelists. The panel was promoted on the engagement tool and 41 of new panellists were added as a result of the project.

2016 Mid-cycle Review Polling:

Telephone survey (both landline and cell) conducted with a randomly selected sample of **n=400** Calgarians aged 18 years and older between February 4th and 5th, 2016.

2015 Research on Calgary's Economy:

Telephone survey (both landline and cell) conducted with a randomly selected sample of **n=501** Calgarians aged 18 years and older between November 2nd and 5th, 2015.

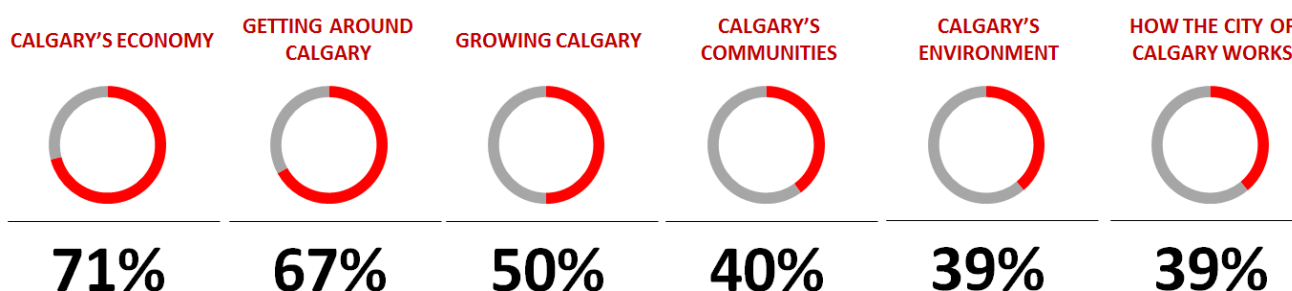
2015 Citizen Satisfaction Survey:

Telephone survey (both landline and cell) with a randomly selected sample of **n=2,452** residents of Calgary aged 18 years or older between August 20th and September 10th, 2015.

OVERVIEW – KEY RESEARCH INSIGHTS

ECONOMY and TRAFFIC & ROADS Clear Areas of Concern for Calgarians

In the most recent **2016 Mid-cycle Adjustment research (March)**, respondents were presented with a list of six priorities and asked to select the **top three priorities** they think Council should focus on for the next two years. 71% selected Calgary's economy as the **first** priority, while 67% selected Getting around Calgary as the **second** priority.



Base: All respondents, n=922 | Q1. From the list of items below, please select the top 3 priorities you think Council should focus on for the next two years.

Source: 2016 Mid-cycle Adjustments Research Citizens' View (March 29)

Multiple mentions.
Ranked by percentage of
respondents who picked
the priority.

Of those Calgarians who selected **Calgary's Economy** as a top priority, the **top three sub-priorities** include:

- Attracting new businesses and industries (67%)
- A diversified local economy (59%)
- Small business growth and development (49%)

Of those Calgarians who selected **Getting Around Calgary** as a top priority, the **top three sub-priorities** include:

- Reliable and accessible public transit (62%)
- Vehicle traffic flow (52%)
- Road maintenance, including snow removal and potholes (40%)

Of those Calgarians who selected **Growing Calgary** as a top priority, the **top three sub-priorities** include:

- Communities with a variety of housing choices (45%)
- Local parks, green spaces, sports fields (45%)
- Re-invest in older community infrastructure (43%)

Of those Calgarians who selected **Calgary's Communities** as a top priority, the **top three sub-priorities** include:

- Crime prevention and enforcement (57%)
- Recreation and social programs (52%)
- Variety of affordable housing options (44%)

Of those Calgarians who selected **How Calgary Works** as a top priority, the top three sub-priorities include:

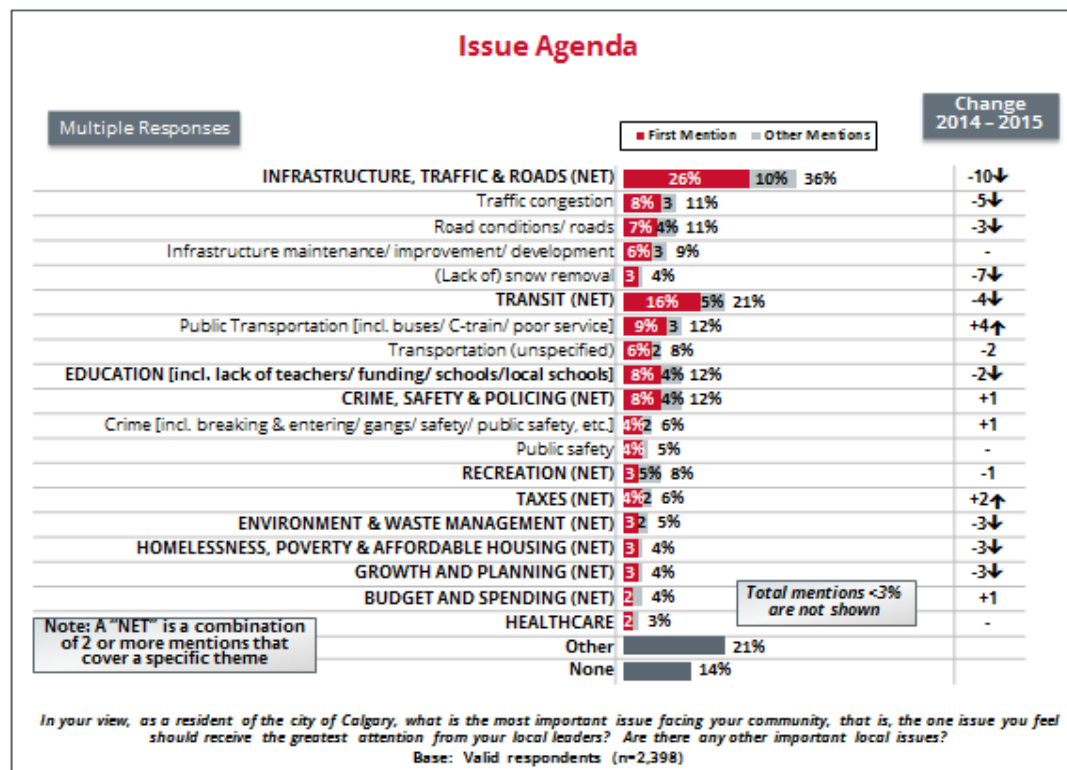
- Spending efficiency and cost saving measures (70%)
- Lower tax increases rather than new or enhanced services (45%)
- Funding sources other than property taxes (44%)

Of those Calgarians who selected **Calgary's Environment** as a top priority, the top three sub-priorities include:

- New energy sources (e.g. solar, wind, etc.) (49%)
- Preserve and restore natural landscapes (46%)
- Responsible use of water and energy (43%)

INFRASTRUCTURE, TRAFFIC & ROADS and TRANSIT Remain Consistent Priority Issues

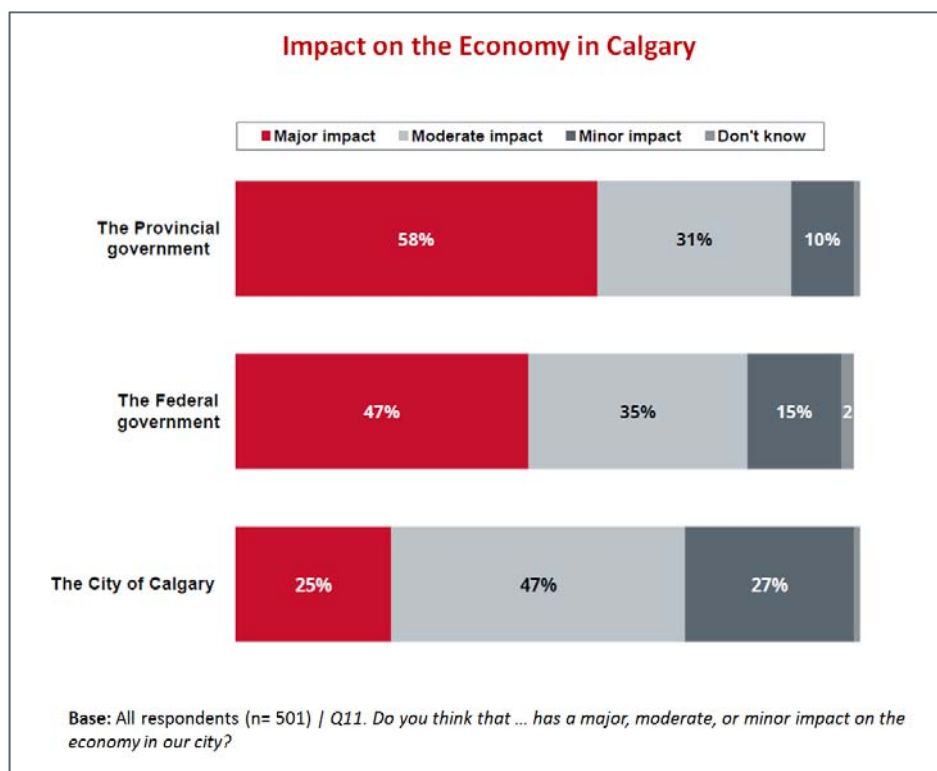
The 2015 Citizen Satisfaction survey asked Calgarians, "In your view, as a resident of The City of Calgary, what is the most important issue facing your community, that is, the one issue you feel should receive the greatest attention from local leaders?"



Notably, Calgarians cited **Infrastructure, traffic and roads** also appear as an important issue facing Calgarians and the one that should receive the greatest attention from local leaders. This issue remains in the top position from 2014, while **Transit** continues to hold second place. Please note: for this survey question respondents were not presented with a list of issues as they were for the survey above; this question was asked open-ended and top-of-mind.

Although seeing Infrastructure, Traffic & roads and Transit as priority issues in the Issue Agenda of the Citizen Satisfaction report may at first blush seem contradictory to seeing the Economy as a priority issue, please bear in mind that few Calgarians see The City or local leaders having as big an impact on “the Economy” as the Province or the Federal government. Although The City certainly has a role in Calgarians’ minds, for many, impact on “the Economy” is not a City or local leader **priority** relative to other government bodies.

When asked about whether each level of government “has a major, moderate, or minor impact on the economy in our city,” almost six-in-ten (58%) believe the **Provincial government** has a major impact, almost one-half (47%) believe the **Federal government** has a major impact, and only one-quarter (25%) believe The City of Calgary has a major impact.



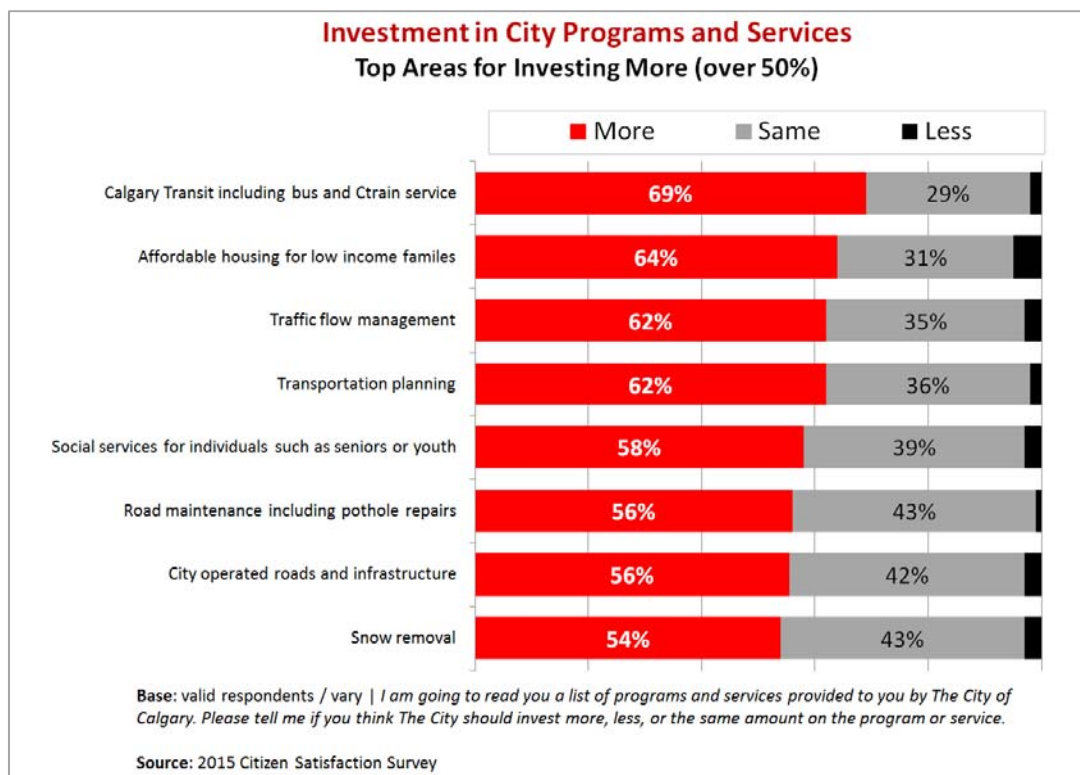
Given that “Getting Around Calgary” is a priority concern in other surveys, the findings of the Issue Agenda in the Citizen Satisfaction survey support other research: the **Economy** as well as **Infrastructure, Traffic & Roads**, and **Transit** are key priority areas to focus on.

Also please bear in mind the timing of the Citizen Satisfaction survey and Issue Agenda was in August/September of 2015. As we have seen, economic confidence numbers in Alberta and Canada as a whole were on a slow decline leading up to the fall of 2015, but have since taken a considerable turn down in the last three to four months.

INVESTMENT IN PROGRAMS AND SERVICES – OPERATING INVESTMENT (all)

Calgarians were asked if they think The City should invest more, less or the same in each program and service. Overall, more than one-half of Calgarians say The City should invest more in:

- Calgary Transit (69%);
- Affordable housing for low-income families (64%);
- Traffic flow management (62%, **down 4 points**);
- Transportation planning (62%);
- Social services for individuals (58%);
- Road maintenance (56%, **down 6 points**);
- City operated roads and infrastructure (56%);
- Snow removal (54%, **down 10 points**); and,
- Calgary Police Service (50%).



Of particular interest, **Affordable housing** for low-income families (assessed for the first time in 2015) emerges as a key area for investment and improvement.

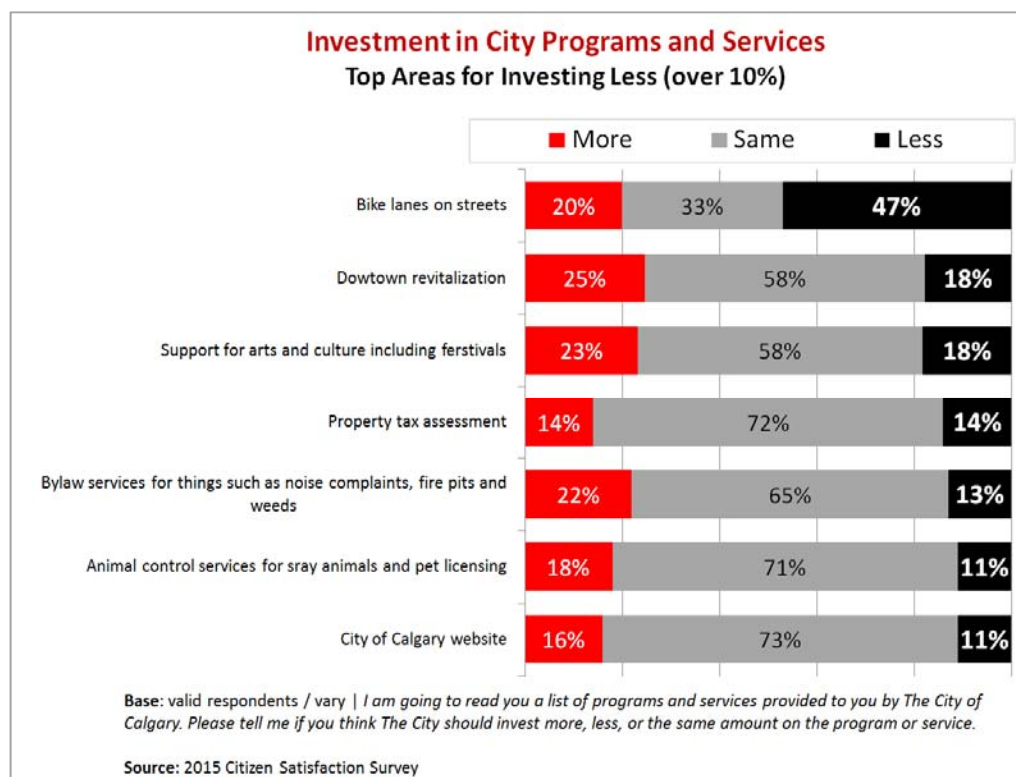
- Affordable housing is just second to Transit as an area for investment – **64% invest more**
- Satisfaction ratings for affordable housing are in the bottom three (of 34 programs and services) – 69% satisfied, with only 13% very satisfied.

Not surprisingly, **Transportation** continues to surface as a desired area for **increased investment**. Six of the top eight areas above are transportation related: Calgary Transit; Traffic flow management; Transportation planning; Road maintenance; City-operated roads and infrastructure; and, Snow removal. Please note: these six areas continue to be flagged as priority areas for improvement in the action grid analysis in the 2015 Citizen Satisfaction report.

Overall more than one-half of Calgarians say investment should **remain the same for**:

- Calgary Fire Dept (59% remain the same)
- Disaster planning & response (59% remain the same)
- City operated FACILITIES such as pools, leisure centres, and golf courses (55% remain the same)
- City growth & management (54% remain the same)
- Calgary's parks, playgrounds & other open spaces (61% remain the same)
- 911 (64% remain the same)
- City operated PROGRAMS such as swimming lessons (64% remain the same)
- Quality of drinking water (70% remain the same)
- City land use planning (64% remain the same)

Calgarians also speak to what areas should be invested in **less**. Notably, and with the exception of bike lanes, there is no service where more Calgarians think we should invest less; a majority of Calgarians think we should maintain or increase investment in every service, except bike lanes where almost one-half (47%) believe we should invest less whereas one-third (33%) and only two-in-ten (20%) think we should maintain or investment more, respectively.



Sources: 2016 Mid-cycle Adjustments Research Citizens' View; 2016 Mid-cycle Review Polling; 2015 Research on Calgary's Economy; 2015 Citizen Satisfaction Survey.

SECTION TWO

This section is a category by category dovetailing of Engagement findings with research insights. As such, these research themes are focused around six categories of priorities drawn from The City's long-term strategic plans.

Mirroring the Engagement findings and process, the six categories include:

- Calgary's Economy
- Getting Around Calgary
- Calgary's Communities
- Calgary's Environment
- Growing Calgary
- How The City of Calgary Works

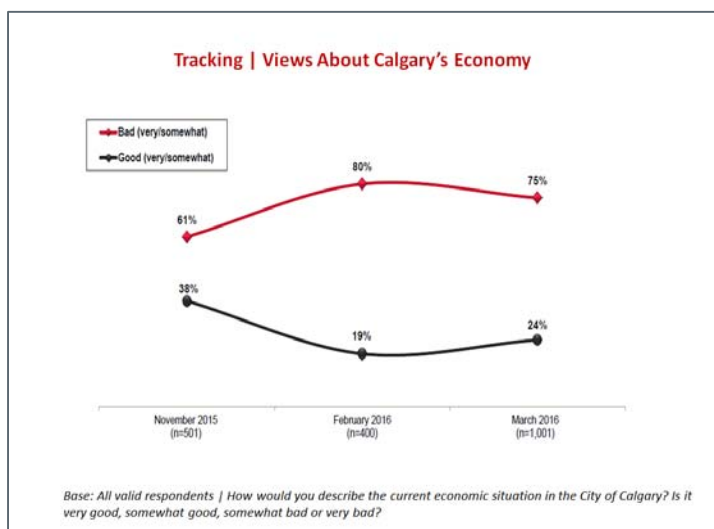
1. Calgary's Economy

Since November 2015 Calgarians were asked in a series of telephone surveys about their views on Calgary's current economic situation and areas of priority concern. In March of 2016, three-quarters of Calgarians (75%) describe the current economic situation as "bad," marking a slight dip from February of 2016, where eight-in-ten (80%) described the current economic situation in Calgary as "bad." Notably, this was a 20-point **increase** from November 2015 (61%), pointing to how economic confidence numbers in Alberta and Canada as a whole were on a slow decline leading up to the fall of 2015, but have since taken a considerable turn down in the last three to four months.

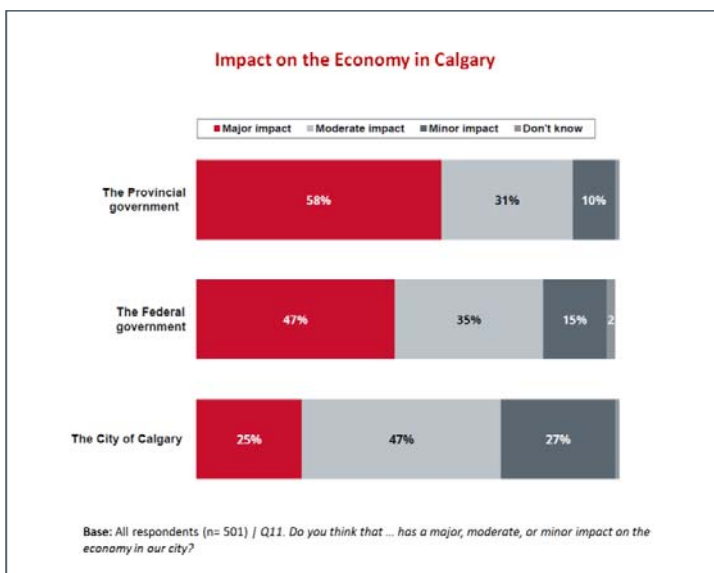
Those more likely to rate the economy in Calgary as "bad" include:

- Southwest Calgary residents
- Those in Wards 8, 9, 13 and 11
- Older Calgarians (55 yrs +)
- Longer term residents (11+ years)

Moreover, Calgarians agree that The City impacts quality of life as well as the Calgary economy, yet the onus of job creation **does not** solely fall on The City. 72% think The City has an impact on the economy in Calgary – though just 25% say The City's impact is major, compared to 58% for the Provincial government and 47% for the Federal government.



Sources: Mid-Cycle Review Polling, February 2016 / Communicating on Infrastructure projects in Calgary Survey, March 2016 / Mid-cycle Adjustments Research Citizens' View, March 2016



However, according to surveys almost nine-in-ten (89%) agree that The City can play a big role in helping our community weather difficult economic times. In this way, The City is seen as an important partner and collaborator in helping navigate challenging economic times. Notably, many also believe that The City can positively impact the local economy in variety of ways. First among those is helping “create more jobs” (22%), followed by “lowering / reducing taxes” (16%), “building/improving infrastructure” (12%) and helping “promote business investment / attract / retain business” (11%).

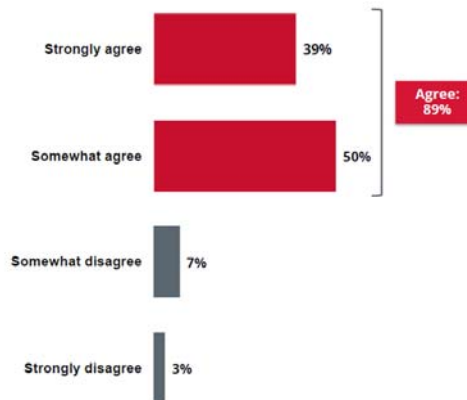
Connection to Engagement Results

These findings are reflected in the Engagement results, where concern about the economy and economic resiliency, especially **Attracting new business and industries**, was ranked as the highest priority. This also resonates with the other top two Engagement results priorities, including **A diversified local economy** and **Small business growth and development**, as well as a priority that saw a gain this year: **Support for development and construction** increasing from the 7th to 4th ranked priority.

Sources: Mid-Cycle Review Polling, February 2016 / Communicating on Infrastructure projects in Calgary Survey, March 2016

Notably, an insight that emerges from the February 2016 Mid-cycle Review Poll also points to the responsibility organizations have for job creation during an economic downturn. Notably, a majority of Calgarians see this responsibility as primarily that of the Provincial government (32%), followed by the Federal government (25%). Although only 5% of Calgarians believe The City is primarily responsible, a combined 37% of Calgarians believe The City is “most” (5%) responsible, second most (11%) responsible or third most (21%) responsible for investing in job creation.

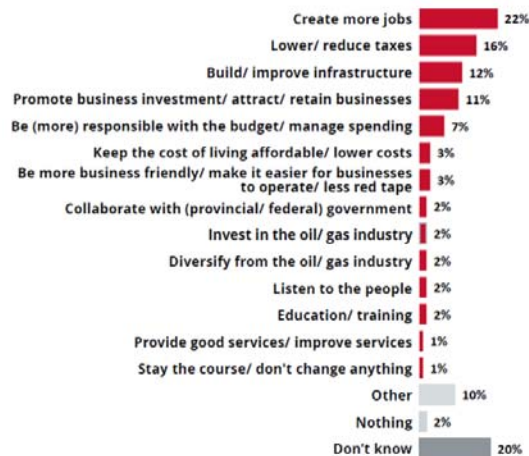
The City can Play a Big Role in Helping Our Community Weather Difficult Economic Times



Base: All respondents (n= 501) | Q14. Please tell me whether you strongly agree, somewhat agree, somewhat disagree or strongly disagree with each of the following statements about investing in new projects like roads, public transportation and local facilities: The City of Calgary, municipal government can play a big role in helping our community weather difficult economic times.

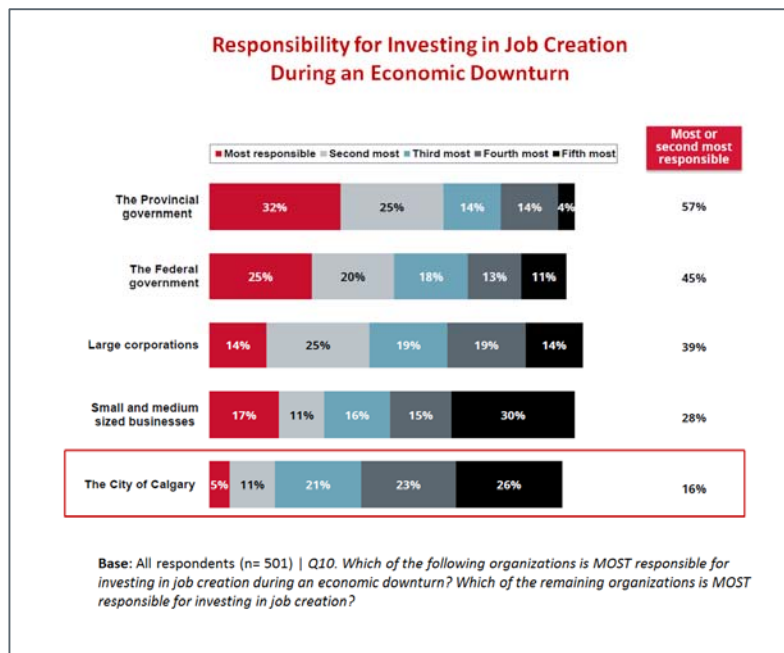
Source: Mid-Cycle Review Polling, February 2016

How The City Can Positively Impact the Local Economy



Base: All respondents (n= 501) | Q12. What is the main way that The City can have a positive impact on the local economy?

This finding strongly supports the Engagement finding where comments about **economic diversification** presented a major theme, including comments about **attracting new business** and other aspects of **job creation** that are on Calgarians' minds. Almost one-in-four (37%) see The City as either most responsible, second most responsible or third most responsible for investing in job creation in an economic downturn. Most Calgarians however place the onus of job creation on the Province, where more than seven-in-ten (71%) see the Province as either most responsible, second most responsible or third most responsible for investing in job creation in an economic downturn.

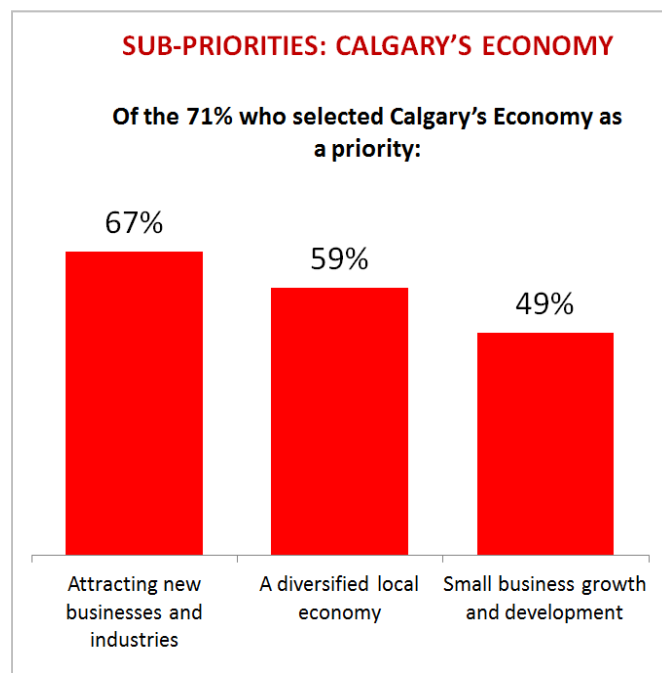


Source: Mid-Cycle Review Polling, February 2016

Of special note, the most recent Mid-cycle Adjustment Survey from March 2016 cites "Calgary's Economy" as the number one key priority for Calgarians (71% rank as first priority).

Top three sub-priorities of this include "attracting new business and industries" (67%), "a diversified local economy" (59%), and "small business growth and development" (49%). With this in mind, it is important to remember that few Calgarians see The City as having a big an impact on the Economy – it is not necessarily seen as being a City or local leader **priority** focus, relative to other government levels.

When asked about whether each level of government "has a major, moderate, or minor impact on the economy in our city," almost six-in-ten (58%) believe the **Provincial government** has a major impact, almost one-half (47%) believe the **Federal government** has a major impact, and only one-quarter (25%) believe The City of Calgary has a major impact.



Source: Mid-cycle Adjustments Research Citizens' View, March 2016

Sources: Mid-Cycle Review Polling, February 2016 / Communicating on Infrastructure projects in Calgary Survey, March 2016.

2. Getting Around Calgary

Of note, the most recent Mid-cycle Adjustment Survey from March 2016 also cites “Getting Around Calgary” as a key priority for Calgarians. Top three sub-priorities of this include having “reliable and accessible transit” (62%), “vehicle traffic flow” (52%), and “road maintenance” (40%).

Connection to Engagement Results

As we learned above in the Engagement results, **Reliable and accessible public transit** was once again the highest priority with **Vehicle traffic flow** coming close behind while **Road maintenance** rounds out the top three.

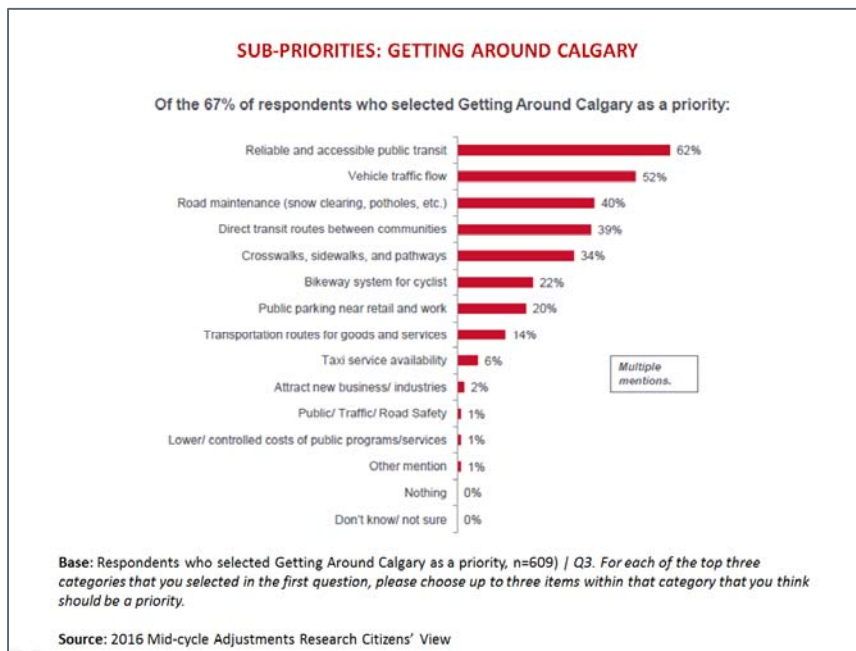
Mirroring Engagement results above, the 2015 Citizen Satisfaction survey cites infrastructure, traffic and roads as top issues for Calgarians in the “Issue Agenda.”

On an unaided basis, over one-third (36%) of Calgarians cite “infrastructure, traffic and roads” as an important issue they feel should receive the greatest attention from local leaders – notably down 10 percentage points from 2014 and consistent with 2013 findings, yet still at the top of the issue agenda.

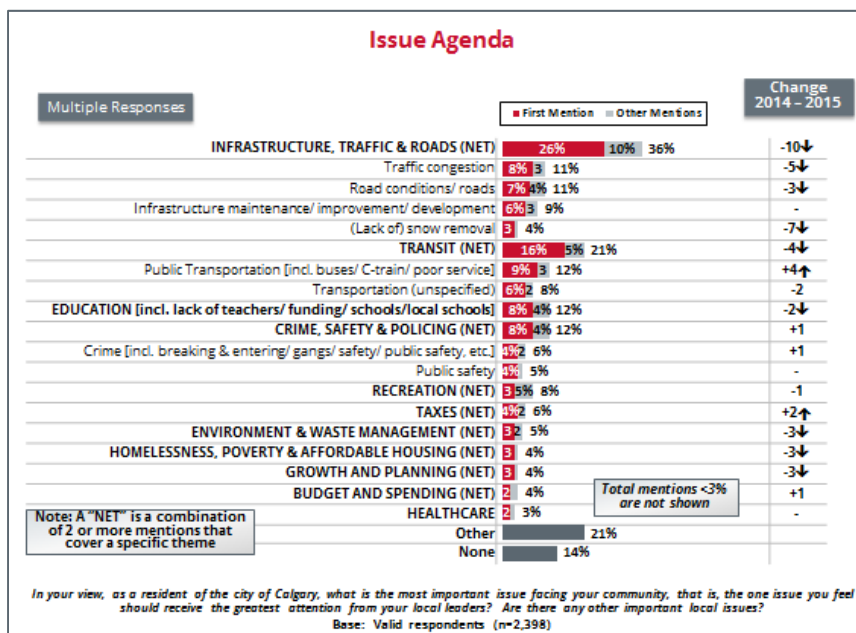
“Transit” sits in second place with 21% of Calgarians citing it as an important issue – down 4 percentage points from 2014, and consistent with 2013 findings.

The only other issues cited by more than one-in-ten citizens are “education” at 12% (though one should note that education is not a service provided by The City), and “crime, safety and policing” at 12%.

Sources: 2015 Citizen Satisfaction Survey / Mid-cycle Adjustments Research Citizens’ View, March 2016



Source: Mid-cycle Adjustments Research Citizens’ View, March 2016



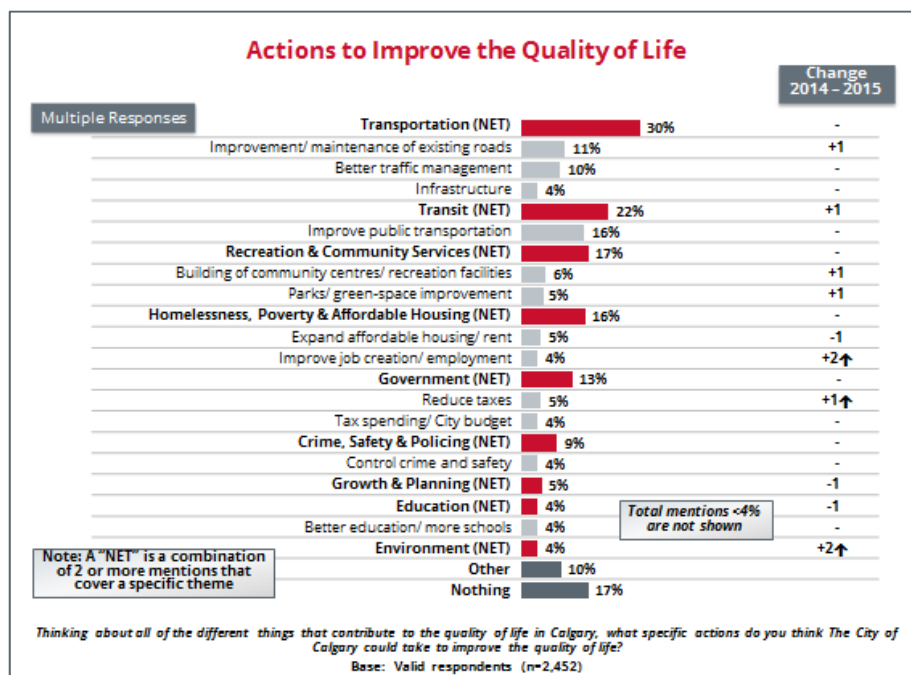
Source: 2015 Citizen Satisfaction Survey

For the 2015 Issue Agenda, mentions of “infrastructure, traffic and roads” are:

- Significantly **higher** among residents of **Ward 6** (47%) and **Ward 11** (49%) compared to City-wide (36%).
- Conversely, they are significantly **lower** among residents of **Ward 3** (27%) and **Ward 8** (28%).
- Significantly **higher** among residents living in the Southwest (40%) versus the Northwest (35%), Southeast (34%) and Northeast (33%).

Mentions of “transit” are:

- Significantly **higher** among residents of **Ward 12** (42%) compared to City wide (21%).
- Conversely, they are significantly lower among residents of **Ward 5** (13%) and **Ward 10** (11%).
- Significantly higher among residents of the Southeast (26%) versus the Southwest (20%) and Northeast (17%), as well as the Northwest (23%) compared to the Northeast.



Connection to Engagement Results

Notably, when it comes to quality of life in Calgary, most Calgarians believe that **transportation** and **transit** are key ways to improve quality of life in Calgary.

On an unaided basis, a focus on “transportation” (30%) is the most frequently recommended action for improving quality of life, followed by “transit” (22%), “recreation and community services” (17%), “homelessness, poverty and affordable housing” (16%) and “government” (13%). Given the importance of the **Getting Around Calgary** category in the Engagement findings, this insight is critical.

Source: 2015 Citizen Satisfaction Survey

On further analysis, a number of notable differences emerge by area of the city. Mentions of “transportation” are:

- Significantly higher among residents of Ward 6 (39%) and Ward 11 (41%), and lower among residents of Ward 5 (16%) and Ward 10 (21%) compared to City wide (30%).
- Significantly lower among residents of the Northeast (21%) versus the Northwest and Southeast (both 30%) as well as the Southwest (35%).

Mentions of “transit” are:

- Significantly higher among residents of Ward 7 (32%) and Ward 12 (34%), and lower among residents of Ward 5 (11%) and Ward 10 (9%) compared to City wide (22%).
- Significantly lower among residents of the Northeast (15%) versus the Southwest and Southeast (both 23%) as well as the Northwest (26%).

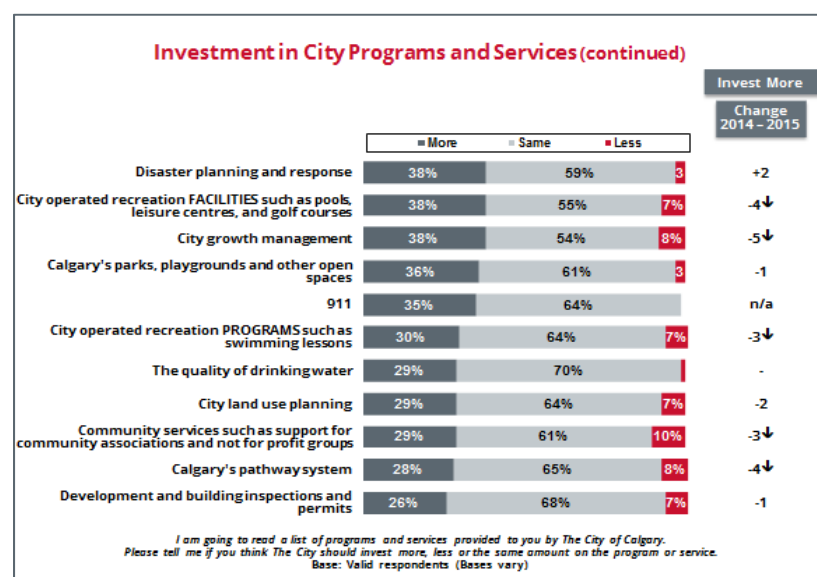
Sources: 2015 Citizen Satisfaction Survey / Mid-cycle Adjustments Research Citizens’ View, March 2016.

3. Growing Calgary

Overall, more than six-in-ten (61%) would like to see investing in City programs and services like **Calgary's parks, playgrounds, and other open spaces** remain the same, with more than one-third (33%) wanting The City to invest more; similarly, more than one-half (55%) and almost four-in-ten (38%) would like to see investing in City programs and services like City operated recreation facilities.

Connection to Engagement Results

These findings are in line with the Engagement process citing **local parks, green spaces, and sports fields** as priorities in the Growing Calgary category.



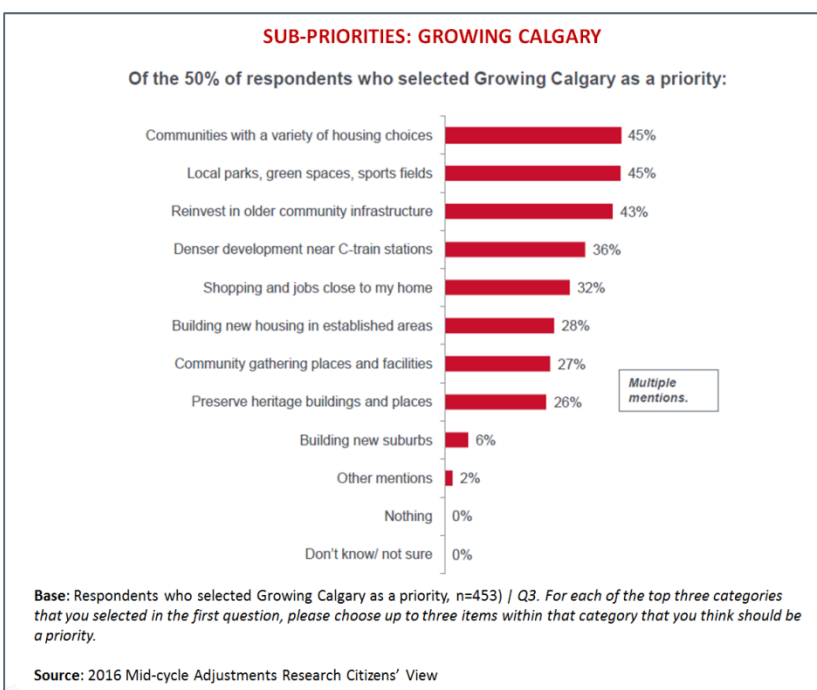
Notably, City-operated recreation programs score higher among residents in the Northeast (34% vs. 26% Northwest and 28% Southwest).

Source: 2015 Citizen Satisfaction Survey

Keeping in line with the Engagement process, the 2016 Mid-cycle Adjustment Survey (March 2016) gives "Growing Calgary" the third most important ranking by Calgarians.

Of those priorities, "Communities with a variety of housing choices" (45%), "Local parks, green spaces, sports fields" (45%), and Reinvesting in older community infrastructure" (43%) were the highest ranked areas.

Mid-cycle Adjustments Research Citizens' View, March 2016



4. Calgary's Communities

Notably, the 2016 Mid-cycle Adjustment Survey cites "Calgary's Communities" as a key priority, with several notable sub-categories emerging that bolster Engagement findings above.

Top three in this sub-category include:

- "Crime prevention and enforcement" (57%)
- "Recreation and social programs" (52%)
- "Variety of affordable housing options" (44%)

Notably, the Issue Agenda from the 2015 Citizen Satisfaction Survey sustains this insight insofar that both **Crime, Safety & Policing** and **Recreation** appear in the 2015 Issue Agenda.

Mentions of "crime, safety and policing" are:

- Significantly higher among residents of **Ward 5** (29%) and **Ward 10** (21%) compared to City wide (12%), and significantly lower among residents of **Ward 13** (6%).
- Significantly higher among residents of the Northeast (20%) compared to their counterparts in the Southwest (8%), Northwest (10%) and Southeast (13%).

Connection to Engagement Results

As we saw above, **Crime prevention and enforcement** topped the Engagement priority rankings, with **Recreation and social programs** closely following after that.

Of note, a majority of Calgarians feel safe walking alone in their neighbourhood after dark: In 2015, 83% of Calgarians say they feel safe walking alone in their neighbourhood after dark, with 42% saying they feel very safe. Fewer than one-in-five (17%) feel unsafe.

Perceived safety varies significantly by area of the city, with **unsafe ratings** particularly high among residents of **Ward 10** and **Ward 5**.

- Ratings are significantly more positive among residents of Ward 1 (57% very safe and 89% safe), Ward 6 (52% very safe and 90% safe), Ward 12 (57% very safe and 93% safe) and Ward 14 (53% very safe and 90% safe).

SUB-PRIORITIES: CALGARY'S COMMUNITIES

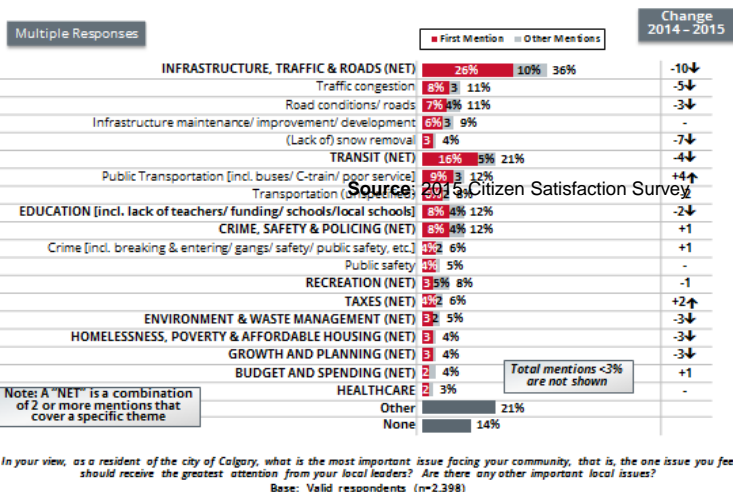
Of the 40% of respondents who selected Calgary's Communities as a priority:



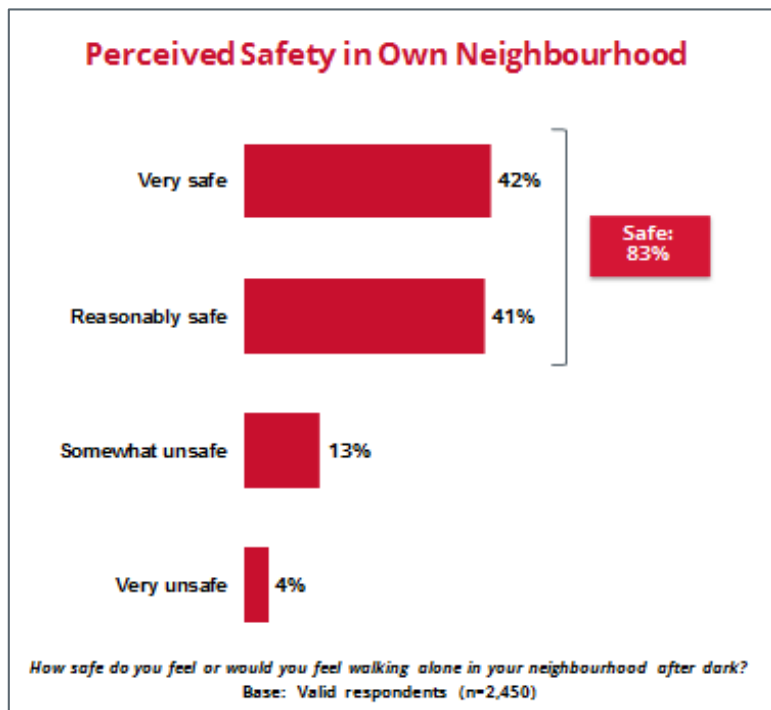
Base: Respondents who selected Calgary's Communities as a priority, n=362 | Q3. For each of the top three categories that you selected in the first question, please choose up to three items within that category that you think should be a priority.

Source: 2016 Mid-cycle Adjustments Research Citizens' View

Issue Agenda



- Ratings are significantly more negative among residents of Ward 3 (33% very safe), Ward 5 (13% very safe, 64% safe and 36% unsafe), Ward 9 (33% very safe, 74% safe and 26% unsafe) and Ward 10 (16% very safe, 55% safe and 45% unsafe),



- Ratings are also more negative among those who live in the Northeast: 20% very safe (vs. 50% Southwest, 49% Northwest and 44% Southeast) and 71% safe (vs. 88% Southwest, 87% Northwest and 82% Southeast).

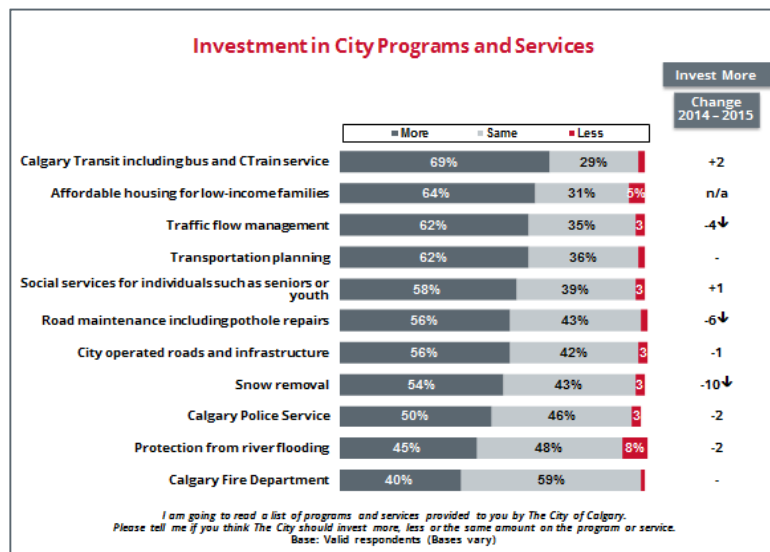
- Overall, females feel less safe than males (31% vs. 54% very safe and 77% vs. 89% safe).

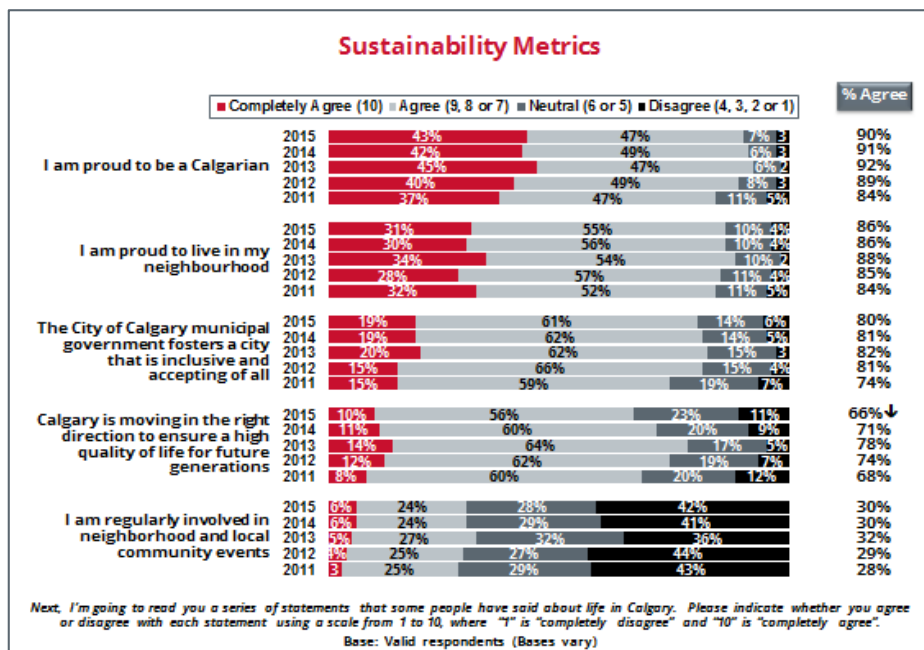
Assessed in the Citizen Satisfaction for the first time in 2015, **Affordable Housing** has emerged as a key area for investment and improvement. Calgarians believe that Affordable Housing is the second most important area that The City should focus on for investment in City programs and services. More than one-half of Calgarians say The City should invest more in:

- Calgary Transit (69%);
- Affordable housing for low-income families (64%);
- Traffic flow management (62%, down 4 points);
- Transportation planning (62%);
- Social services for individuals (58%);
- Road maintenance (56%, down 6 points);
- City operated roads and infrastructure (56%);
- Snow removal (54%, down 10 points); and,
- Calgary Police Service (50%).

Connection to Engagement Results

This is in line with much of the Engagement findings above where **crime, safety, and police themes** and then **affordable housing** were among the most common comments. Two other themes that appear in the Engagement findings concern **parking and vehicle movement** within neighborhoods as well as **land-use and redevelopment** concerns as they relate to neighborhoods, findings that are reflected in the **traffic flow management, transportation planning, City operated roads and infrastructure**, and other areas for investment.





Also keeping in the theme of Calgary's Communities from the Engagement findings, and considering the Sustainability Metrics in the 2015 Citizen Satisfaction survey, nine-in-ten (90%) agree "I am proud to be a Calgarian," with 43% saying they completely agree (a rating of 10 on a 10-point scale). Moreover, a similar proportion (86%) agree (with 31% completely agreeing) that "I am proud to live in my neighbourhood," and 80% agree The City of Calgary municipal government fosters a city that is inclusive and accepting of all. On further demographic analysis, significant differences emerge for agree ratings:

I am proud to be a Calgarian

- Significantly **higher** among residents of **Ward 13** (95%) and **lower** among residents of **Ward 7** (85%) and **Ward 10** (84%) compared to City wide (90%).
- Significantly **higher** among residents of the Southwest (93%) versus the Southeast and Northwest (both 88%).
- Significantly **higher** among those with a household income of **\$105K or more** (92%) versus those in the less than \$60K income bracket.

I am proud to live in my neighbourhood

- Significantly **higher** among residents of **Ward 6** (93%) and **Ward 13** (92%), and **lower** among residents of **Ward 5** and **Ward 10** (both 73%) compared to City wide (86%).
- Significantly **lower** among residents of the Northeast (78%) versus the Southwest (90%), Northwest (89%) and Southeast (84%).
- Significantly **higher** among those with a household income of **\$150K or more** (92%) compared to 81% to 86% for other income brackets.
- Significantly **higher** among those aged **55 years or older** (87%) versus those aged 18 to 34 years (84%).

Source: 2015 Citizen Satisfaction Survey / Mid-cycle Adjustments Research Citizens' View, March 2016

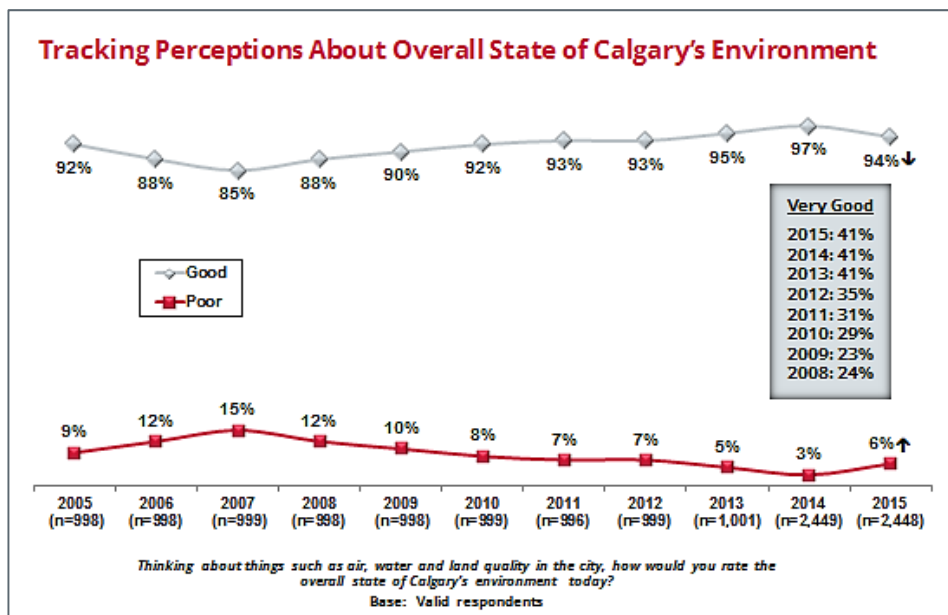
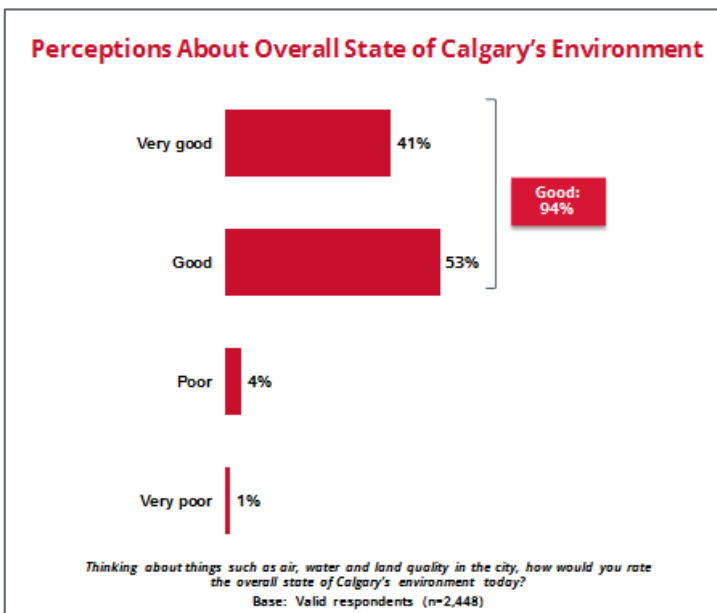
5. Calgary's Environment

Importantly, the Engagement findings point to Calgary's environment as a critical area to focus on. Participants in the Engagement process ranked priorities in Calgary's Environment as **New energy sources**, followed closely by **Preserve and restore natural landscapes**, and **Responsible use of water and energy**. Notably, comments that touched on the importance of **Natural landscapes, parks and green space** were the most common.

Connection to Engagement Findings

On the whole, The City of Calgary continues to perform well on the environmental front. Satisfaction with The City's environmental performance remains high and consistent with the past two years, as does satisfaction with The City's environmental programs and services (85%).

Perceptions of the overall state of Calgary's environment are high with 94% of Calgarians rating it good, though it is a 3 percentage point decrease from 2014 (97%). Results for the 2015 Citizen Satisfaction survey point to how a strong majority (94%) of Calgarians say the overall state of Calgary's environment today is good, while only 5% say it is poor.



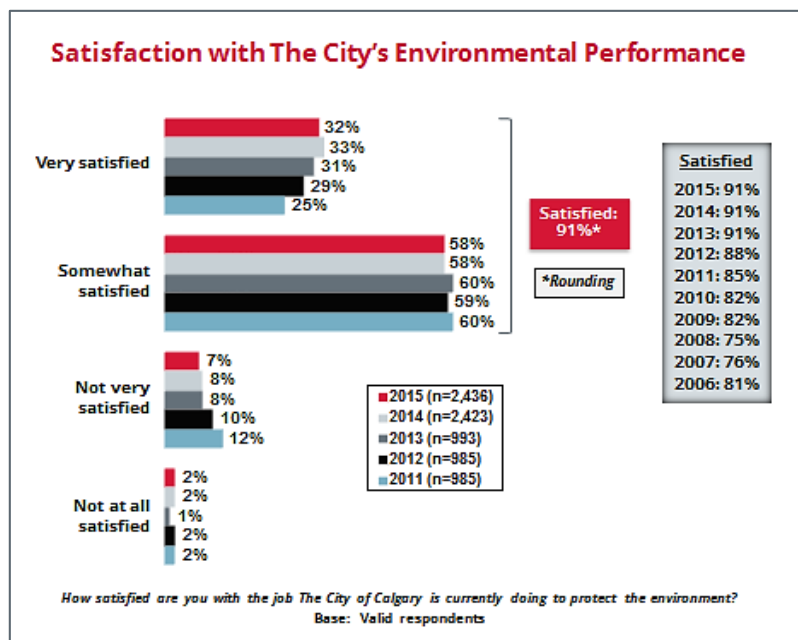
However, although it is still extremely high, there has been a **significant 3-point drop** in positive perceptions about the overall state of Calgary's environment (from 97% good in 2014 to 94% in 2015), a corresponding increase in poor ratings (6% vs. 3% in 2014). Very good (41%) ratings are unchanged from 2014.

Given the importance of the environment to Calgarians, it is important that these ratings be focused on

Source: 2015 Citizen Satisfaction Survey

Satisfaction with The City's Environmental Performance

Notably, with ninety-one percent of Calgarians are satisfied with the job The City is currently doing to protect the environment, consistent with 2014, satisfaction with The City's environmental performance remains high. This remains unchanged from one year ago.



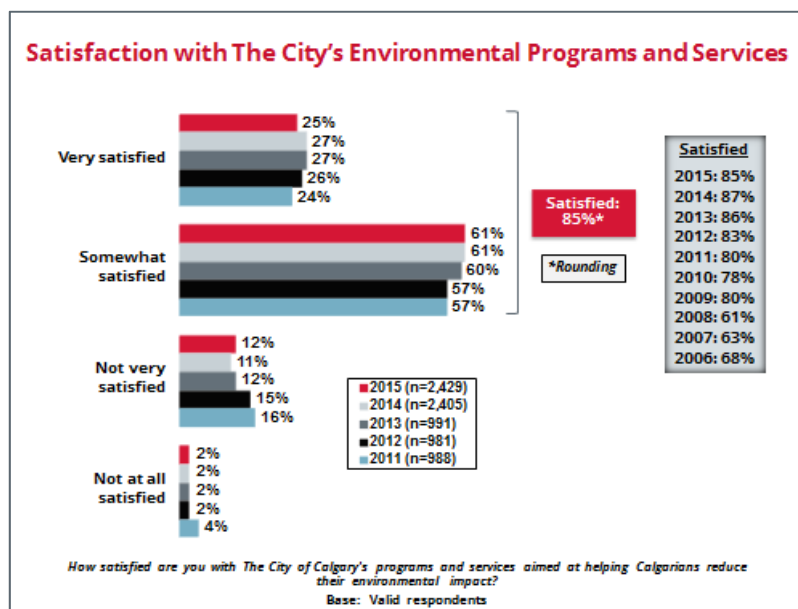
Satisfaction is significantly **lower** among residents of **Ward 7** (85% satisfied vs. 91% City wide) and **Ward 11** (22% very satisfied vs. 33% City wide).

Satisfaction is also **lower** among those who **do not have Blue Cart recycling** compared to those who do (26% versus 33% very satisfied and 88% versus 91% satisfied), as well as Calgarians aged **18 to 34 years** (88% satisfied vs. 92% 35 years or older).

Source: 2015 Citizen Satisfaction Survey

Satisfaction with City Environmental Programs and Services

Furthermore, satisfaction with The City's programs and services aimed at helping Calgarians reduce their environmental impact remains high and on par with one year ago.



In 2015, more than eight-in-ten (85%) of Calgarians are satisfied with The City's environmental programs and services, consistent with 2014.

Satisfied ratings are significantly **lower** among residents of **Ward 1** (78%) and **higher** among residents of **Ward 10** (93%) compared to City wide (85%). They are also **higher** among residents of the **Northeast** (90%) and **Southeast** (87%) versus the Northwest (81%).

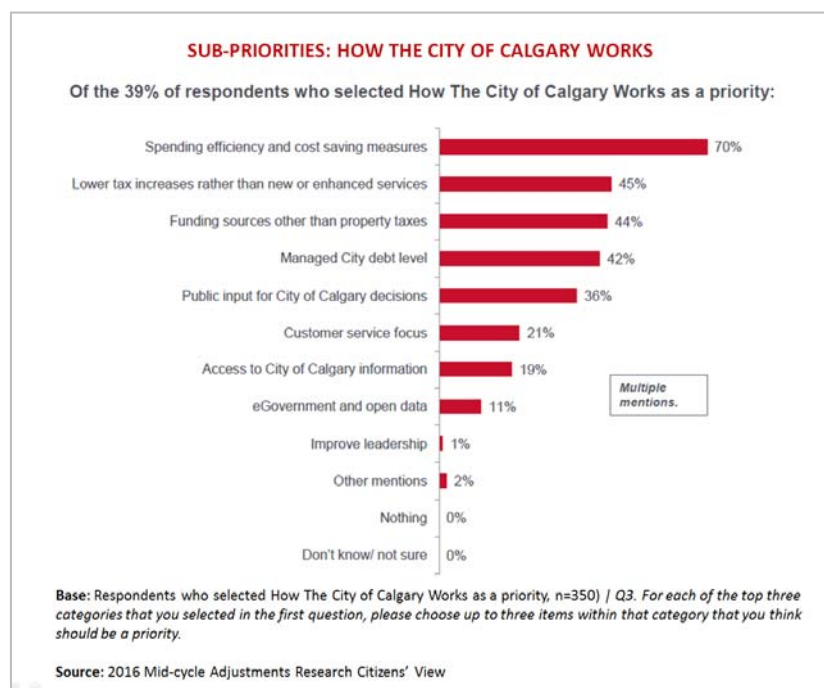
Again, satisfaction is also **lower** among those who **do not have Blue Cart recycling** compared to those who do (17% versus 26% very satisfied), as well as Calgarians aged **18 to 34 years** (81% satisfied vs. 86% 35 to 54

years and 89% 55 years or older), and who have lived in the city for **less than 20 years** (81% less than 10 years and 84% 10 to 20 years vs. 88% more than 20 years).

Source: 2015 Citizen Satisfaction Survey.

6. How The City of Calgary Works

In the March 2016 Mid-cycle Adjustment Survey, almost four-in-ten (39%) respondents ranked “How The City of Calgary Works” as a priority.



Connection to Engagement Results

Keeping in line with Engagement findings, the highest prioritized item in this category was **Spending efficiency and cost saving measures (70%)**, followed by **Lower tax increases rather than new or enhanced services (45%)**. The next priority item in the survey was “Funding sources other than property taxes” (44%) a finding bolstered by the 2015 Citizen Satisfaction Survey.

As evidenced by this category, Calgarians are very interested in public input and often look for ways to communicate with The City and opportunities for public input. As noted in the Engagement findings, the single largest subset of comments and prioritization here focus on “Spending efficiency and cost saving measures.” As noted by the Engagement

process, a large proportion single out “lower tax increases rather than new or enhanced services” – a theme reflected in the survey findings.

Source: Mid-cycle Adjustments Research Citizens' View, March 2016

Appendix 2 Implementation Details

Implementing the Action Plan Check-in engagement was a collaborative effort. Staff across various business units within The City helped coordinate various parts of the engagement. Activities undertaken included:

- Deployment of a multiple-channel integrated marketing and communications campaign to promote all opportunities to participate
- Development and launch of the online tools
- Planning, scheduling and facilitating the in-person engagement events

The table below shows a snapshot of activities undertaken in the implementation of the Action Plan 2015-2018 engagement strategy.

Snapshot of Action Plan Check-in engagement implementation activities	
Research	
Past Research – Reports Analysis and synthesis key City research reports from 2015-2016	2016 Mid-cycle Review Polling Telephone survey (both landline and cell) conducted with a randomly selected sample of 400 Calgarians aged 18 years and older between February 4th and 5th, 2016. 2015 Research on Calgary's Economy Telephone survey (both landline and cell) conducted with a randomly selected sample of 501 Calgarians aged 18 years and older between November 2nd and 5th, 2015. 2015 Citizen Satisfaction Survey Telephone survey (both landline and cell) with a randomly selected sample of 2,452 residents of Calgary aged 18 years or older between August 20th and September 10th, 2015.
Representative Engagement – Citizens View Panel An online panel that encourages citizens to participate in shaping City of Calgary programs and services through surveys, discussions and engagement activities.	2016 Mid-cycle Adjustments Research Citizens' View 922 completes from a panel of 2,176 panelists. The panel was promoted on the engagement tool and 41 of new panellists were added as a result of the project.
Promotion and Marketing	
Report to Calgarians – TV/Cinema	Running the first and third week of February to maximize project awareness and reach.

Report to Calgarians – Online Video	Running from February 1-7 with general targeting YouTube: 10,970 thirty-second video views Facebook: 3,845 thirty-second video views Twitter: 1,701 video views
Social Media	Active from Feb 8-17 with demographic targeting and from Feb 25-29 with community targeting People Reached: 236,485 Website Clicks: 4,093 Survey Starts: 1,201 (29% conversion)
Search Engine Marketing	Active from Feb 1-29 Website Clicks: 886 Survey Starts: 126 (14% conversion)
Online Banner Ads	Active from Feb 1-29 On Calgary.ca Ad Impressions: 291,379 Website Clicks: 170 Survey Starts: 34 (20% conversion) On myCity Ad Impressions: 56,027 Website Clicks: 79 Survey Starts: 16 (20% conversion)
Out of Home - Digital Display Units	Active from Feb 1-29 Touchscreens (Central Library, Sunridge Mall) Ad Impressions: 11,794
In community promotion	Bolds signs to promote in person event. Located along major roads, approximately one in each ward.
Traditional Media	Media release as well as kickoff event with the Mayor to promote the event.
2014 Action Plan email subscribers	<u>Sent on Feb 18</u> 544 Subscribers 59% Open Rate Website Clicks: 101 Survey Starts: 78 (77% conversion)
Inclusive Engagement	
Face-to-face engagement	16 bus events with over 30 days with over 700 citizen interactions and 46 facilitators



Engage Resource Unit

Action Plan Check-In // Engagement Summary Report

Online engagement	February 1-29 data snapshot: MetroQuest: 5788 visits with a 75% completion rate Fluid survey: (accessible option) 157 total responses
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Appendix 3 List of all in person events

Event name	Location	Date
Project Launch Event	Stephen Avenue - ATB Financial	Monday, February 1, 11:30 a.m. – 1:30 p.m.
MacKenzie Towne Winter Wonderland Skate	MacKenzie Towne Council - Prestwick Common 15113 Prestwick Blvd SE	Saturday, February 6, 4:00 p.m. – 6:00 p.m.
Glendale Snow Day	2405 Glenmount Dr. S.W.	Saturday, February 6 11:00 a.m. – 1:00 p.m.
Alberta Volleyball Tournament	Genesis Centre, 7555 Falconridge Blvd N.E. #10	Sunday, February 7 11:00 a.m. – 2:00 p.m.
Pedestrian Safety Town HallBerkshire Citadel	Salvation Army Birkshire Citadel Community Church 222 Sandarac Dr NW Calgary	Wednesday, February 10 6:30 p.m. – 8:30 p.m.
Family Quest	Heritage Park – Gasoline Alley Museum 1900 Heritage Dr SW	Saturday, February 13 12:00 – 2:00 p.m.
Village Square Pop Up	Village Square Leisure Centre 2623 56 St NE	Sunday, February 14 11:00 a.m. – 1:00 p.m.
Kincora Family Day Skating Party	Kincora Community Association Skating rink near Symons Valley United Church 38 Kincora Rise NW	Monday, February 15 12:00 - 2:00 p.m.
Hillhurst Sunnyside Farmers Market	Hillhurst Sunnyside Farmers Market 1320 5 Ave NW	Wednesday, February 17 5:00 p.m. – 7:00 p.m.
Winter Event	Acadia Recreation Centre 240 90 Ave SE	Saturday, February 20 11:00 a.m. – 1:00 p.m.
Pop Up Event	Deer Valley Shopping Centre 1221 Canyon Meadows Dr SE	Saturday, February 20 3:00 p.m. – 5:00 p.m.
Pop Up Event	Marlborough Mall 433 Marlborough Way NE #310	Sunday, February 21 11:00 a.m. – 1:00 p.m.



Engage Resource Unit

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Event name	Location	Date
Business Bingo, Butter Chicken & Board Games	Bankview Community Association 2418 17 St SW	Saturday, February 27 4:00 p.m. – 6:00 p.m.
Bowness Icebreaker	Bowness Community Centre 7904 43 Ave NW	Sunday, February 28 11:00 a.m. – 1:00 p.m.
Pop-up event	277 Strathcona Dr. SW	Friday, March 11 5:30 p.m. – 6:30 p.m.

Appendix 4 Engagement Questions & Priorities

Priority Question 1:

What is most important to you? We want to hear from you about where you think the City should focus its resources in 2017-2018. Your input will help shape Action Plan adjustments.

Please drag 3 of the items above the line in your preferred order.

- Getting Around Calgary
- Calgary's Communities
- How The City of Calgary Works
- Growing Calgary
- Calgary's Economy
- Calgary's Environment

Priority Question 2:

Choose what's important to you. From your top 3 categories choose three items you think should be a priority.

Getting Around Calgary

- Direct transit routes between communities
- Bikeway system for cyclist
- Crosswalks, sidewalks, and pathways
- Public parking near retail and work
- Transportation routes for goods and services
- Road maintenance (snow clearing, potholes, etc.)
- Vehicle traffic flow
- Taxi service availability
- Reliable and accessible public transit

Calgary's Economy

- Support for development and construction
- Attract top talent from around the world
- Attract new businesses and industries
- Tourism including existing and new attractions
- Small business growth and development
- A diversified local economy
- Local community business development
- Efficient business regulation

Calgary's Communities

- Crime prevention and enforcement
- Fire protection and safety education
- Recreation and social programs
- Accessibility to City programs & services
- A clean, safe, vibrant downtown
- Local festivals, arts and culture
- Emergency management plans and practices
- Variety of affordable housing options
- Community standards enforcement

Calgary's Environment

- Composting and green cart programs
- Preserve and restore natural landscapes
- Flood mitigation and watershed management
- Responsible use of water and energy
- Recycling programs and services
- New energy sources (e.g. solar, wind, etc.)
- Reduce greenhouse gas emissions
- Plant and maintain urban trees
- Environmental education

(cont.)



Engage Resource Unit

Action Plan Check-In // Engagement Summary Report

Growing Calgary

- Communities with a variety of housing choices
- Shopping and jobs close to my home
- Local parks, green spaces, sports fields
- Building new housing in established areas
- Building new suburbs
- Denser development near C-Train stations
- Community gathering places and facilities
- Reinvest in older community infrastructure
- Preserve heritage buildings and places

How The City Works

- Public input for City of Calgary decisions
- Access to City of Calgary information
- Lower tax increases rather than new or enhanced services
- Managed City debt level
- eGovernment and open data
- Spending efficiency and cost saving measures
- Customer service focus
- Funding sources other than property taxes



Appendix 5 Verbatim Comments

Please see online document at www.calgary.ca/checkin