



Calgary  **Corporate Alignment**

- Leadership Strategic Plan
 - ★ ▪ Establish a cooperative and meaningful relationship with Council
 - Better serve our citizens, communities and customers
- Economic Resilience Strategy
 - Review the economic situation for financial impacts while mitigating and responding to impacts on Action Plan
- Council Priorities
 - Balance the demand for City services with affordable taxes
 - ★ ▪ Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.

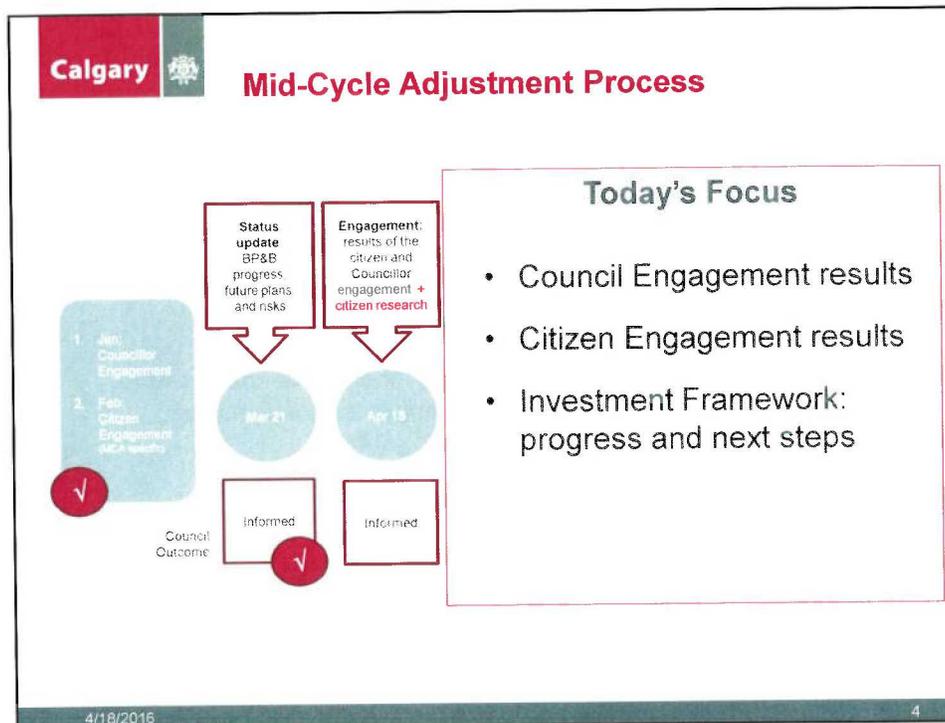
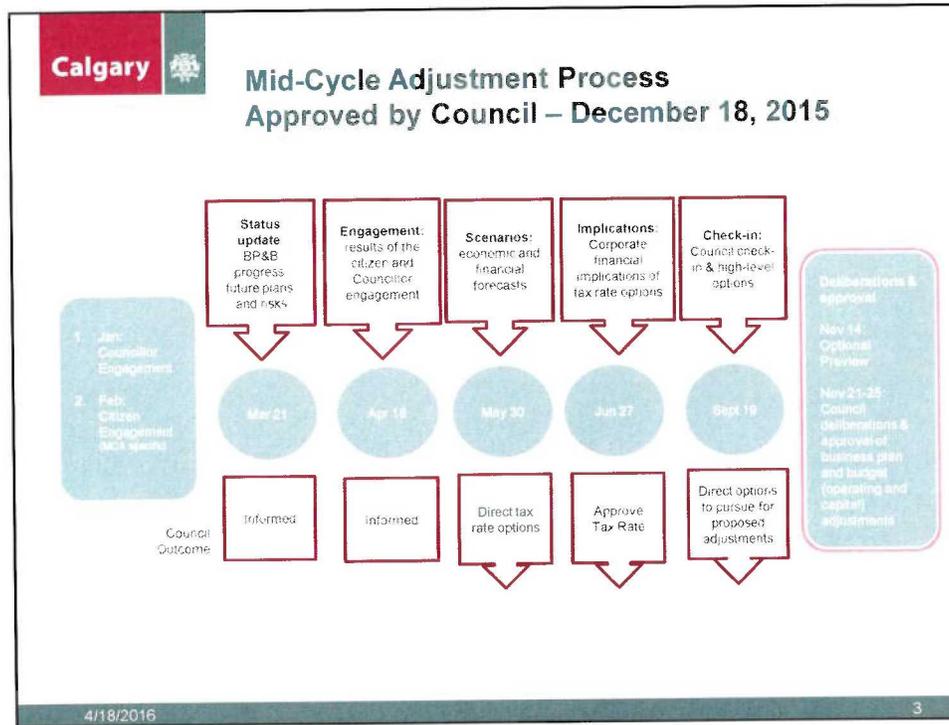
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APR 18 2016

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Calgary  **Council Engagement - Method**

Questions:

1. Main emerging issues?
2. Expected areas of focus for Adjustments?
 - recognizing that Adjustments are built on the foundation of what's already in Action Plan
3. Any specific requests for information during the Adjustments process?

Interviews conducted January – February, 2016

- Open ended questions → Council members chose areas of focus
- Results therefore not a comprehensive report of all opinions on all topics

Details in Attachment 2

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Calgary  **Council Engagement: Key Findings**

- Calgary's economy: the most-mentioned emerging issue
 - City's role – show leadership ... but don't take ownership at the expense of city-building
 - Promote Calgary as a destination for investment
 - Address challenges faced by small businesses
- Action Plan seen as "solid": stay the course as much as possible
 - Little to no appetite to reduce service levels
 - Some initial ideas where services may need more attention
- Infrastructure investment
 - Spectrum of opinions about the extent of investment
 - Caution about operating costs of capital projects
 - Show demonstrable economic benefits (e.g. job creation)
 - Align with federal and provincial priorities
 - Value and impact of smaller investments

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Calgary  **Key Findings, cont'd**

- Taxes, rates and fees
 - Expect pressure to reduce the tax rate increase (specific amounts vary)
 - Some concerns about rates and fees (in particular where use is less discretionary, e.g. utilities, transit)
 - Caution to look at the bigger picture (not focus on a single number, e.g. tax rates)

- Cost savings and efficiencies
 - Need to show that we are “lean”
 - Expect additional efficiencies – the question is how much
 - Be clear if there will be service impacts and pick areas to reduce (not across-the-board)

- Information requests
 - Updated financial and economic forecasts
 - Maintain ongoing dialogue
 - Provide information in advance.

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Calgary  **Citizen engagement overview (details in Attachment 3).**

2016 Action Plan Check-in Engagement	2014 Action Plan Engagement
<ul style="list-style-type: none"> • 7,567 total feedback submissions • 5,945 online submissions in February • 922 Citizens' View Panel submissions • Over 700 attendees at 16 events • In total, the website and online tools had over 12,900 visits in the month of February 	<ul style="list-style-type: none"> • 6,700 total submissions • 3,400 online submissions • 3,300 attendees at over 21 events • In total, the Action Plan website and online tools had over 21,000 visits during the campaign




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Calgary  **Citizen engagement – inputs**

Tools used: MetroQuest, Fluid Survey, The Citizens' View Panel and Engage Bus

What we asked	Priorities - Same priorities as asked in 2014	<ul style="list-style-type: none"> • Top 3 priority categories (out of 6) • The top 3 priorities within each of their 3 selected categories • Question on priorities that Citizens felt were missing
	Message to Council	<p><i>What should Council should keep in mind when making the adjustments</i></p> <p>Asked through online tools, graffiti wall and speakers corner on the Engage Bus</p>
	General comments about anything missed or about the process	In online tools and in person

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Calgary  **Citizen engagement summary of results**

Overall themes we heard in 2016 (in-person and online)

Taxes, Spending & Efficiency

- Concern about taxes, spending and efficiency.

Our Economy

- The online tool shows that Calgary's economy and broader economic issues are top of mind for participants.

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.

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Calgary  **Citizen engagement summary – continued**

What we heard in the comments – Citizen message to council

- Comments and suggestions around **taxation, efficiency, and spending** made up the most common theme.
- The next most common set of themes found in the comments were about: **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.
- Other comments that were common include **investment in public transit** and a number of specific mentions of **Calgary NEXT**.

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Calgary  **Citizen engagement – priorities**

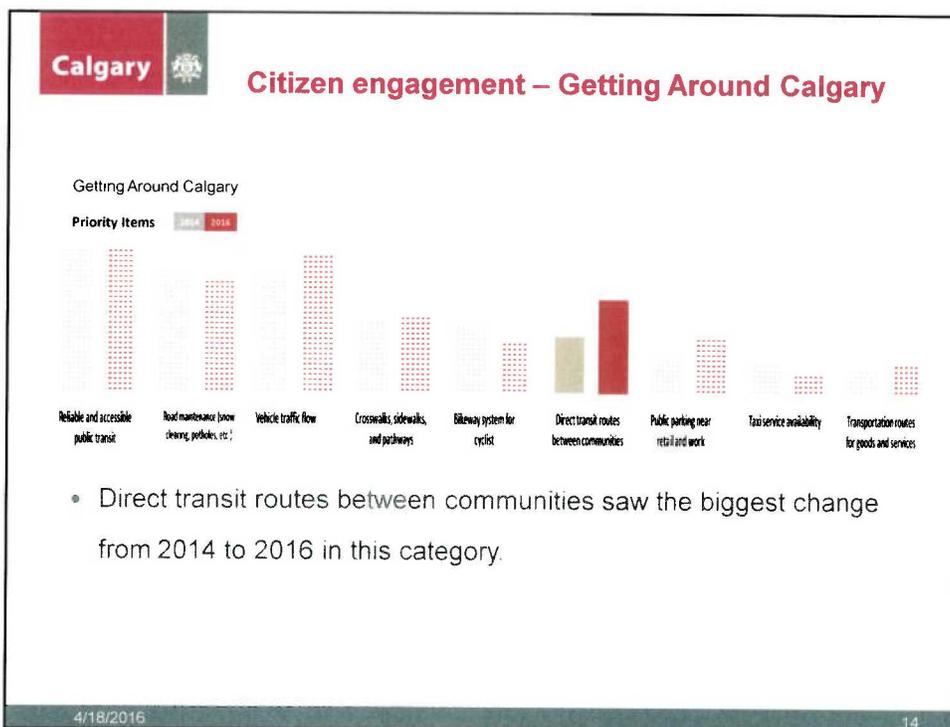
Priority Categories

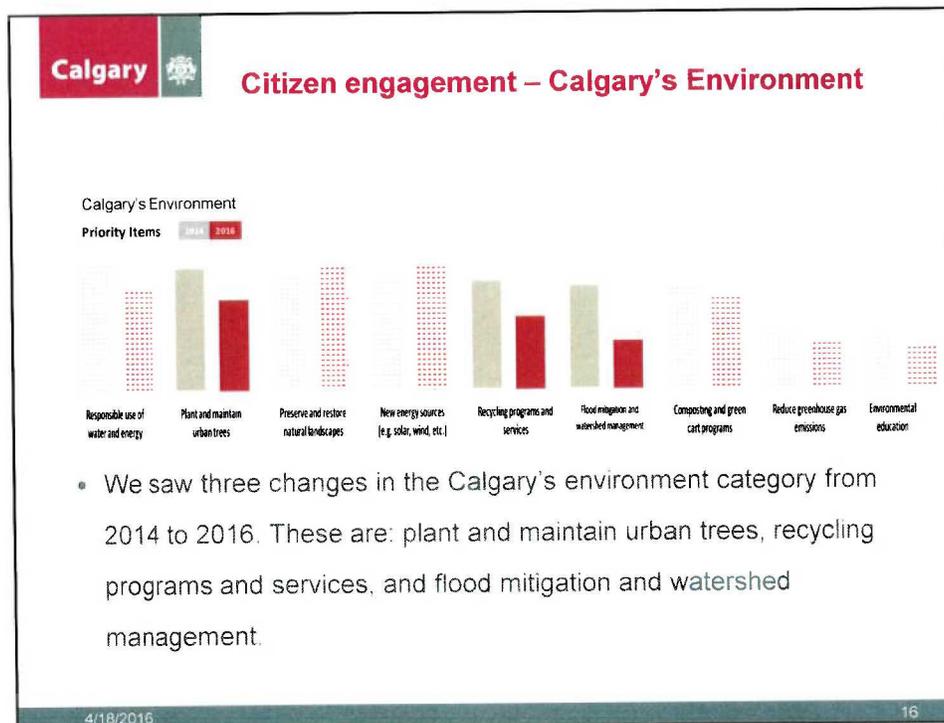
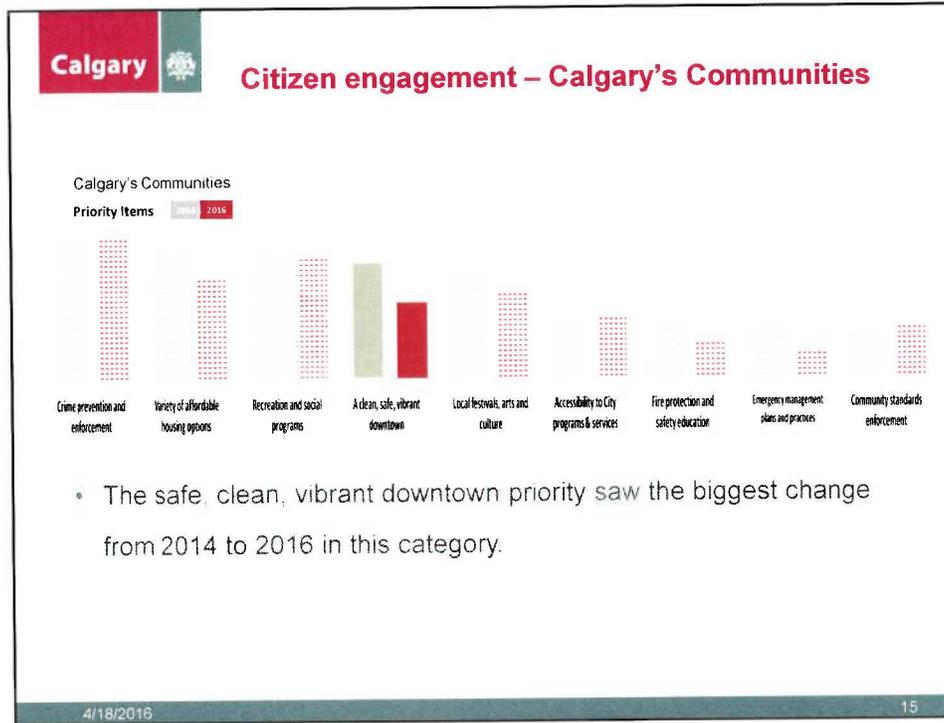
Category	2014	2016
Getting Around	High	Medium
Calgary's Communities	Medium	Low
Growing Calgary	Medium	Low
Calgary's Economy	Medium	High
Calgary's Environment	Medium	Low
How The City Works	Medium	Low

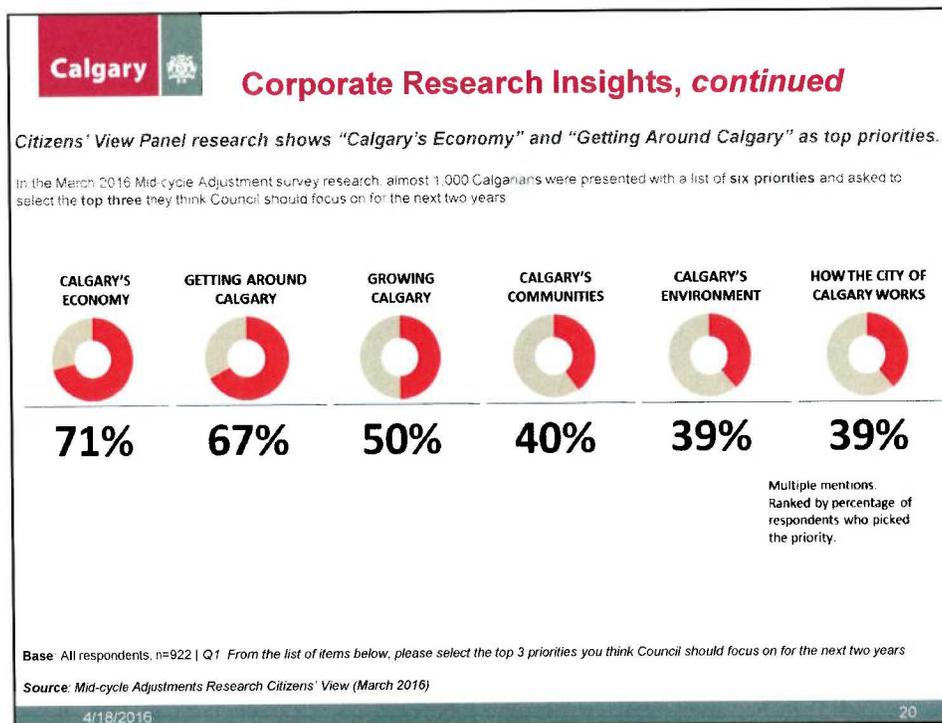
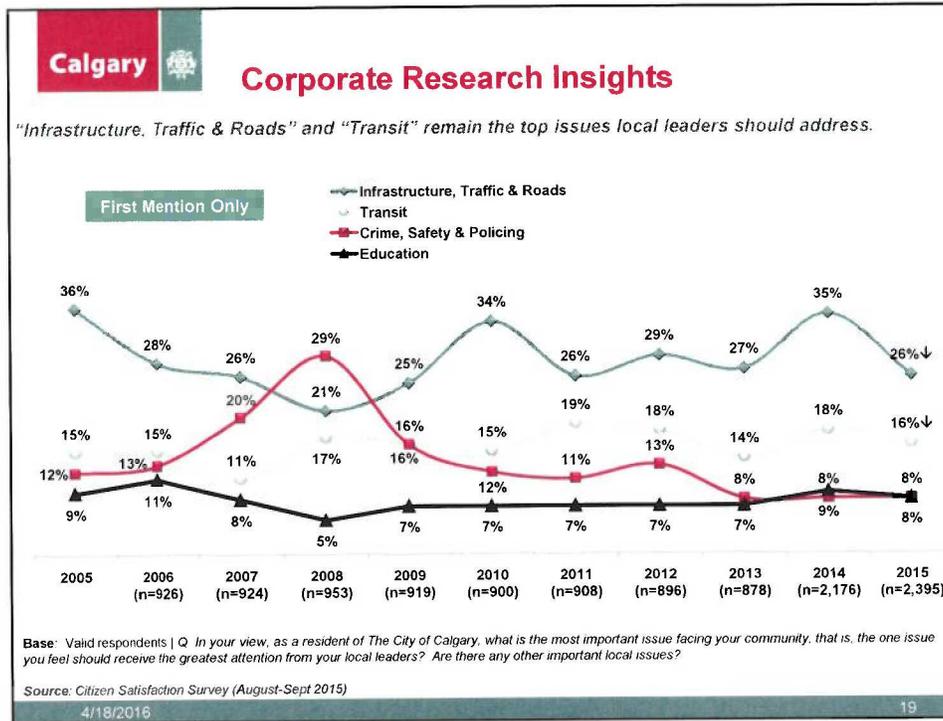
2014 to 2016 comparison - priority tool

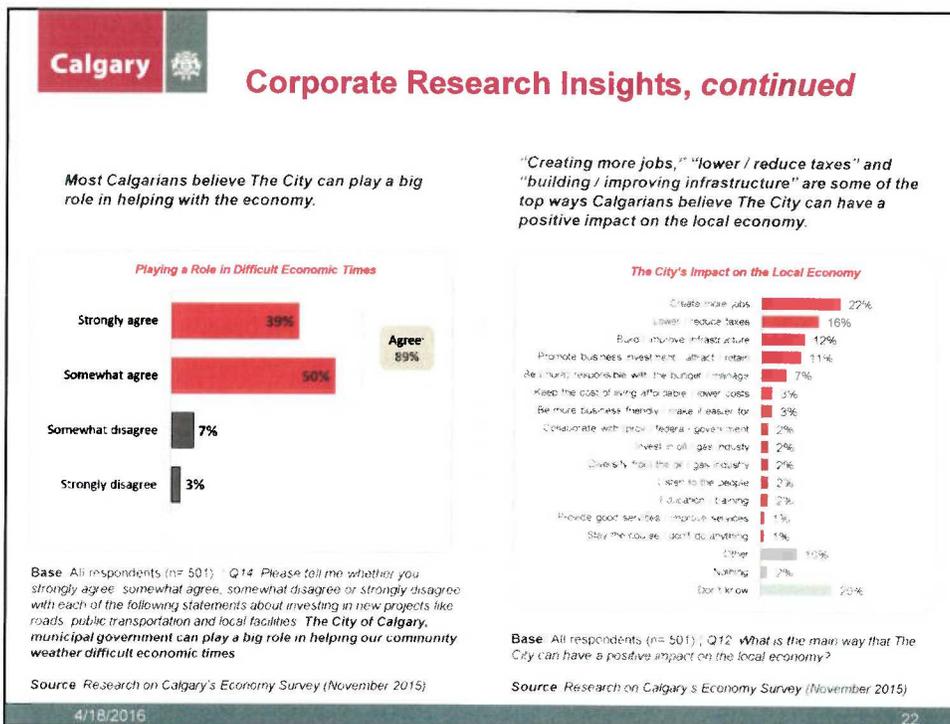
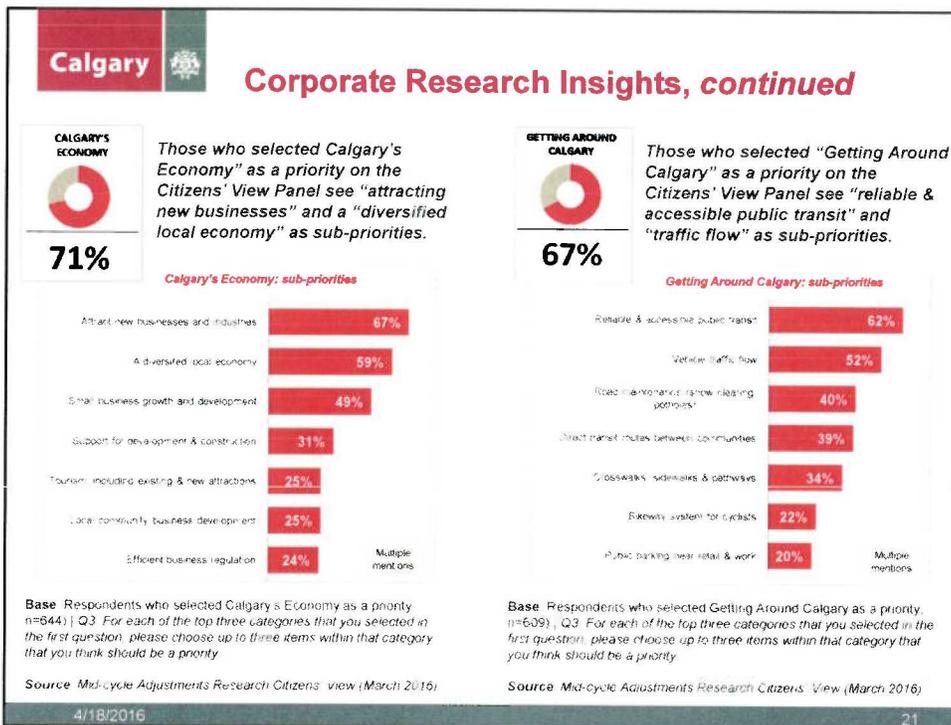
- Calgary's Economy has shifted from the fourth highest priority in 2014 to the **highest priority** in 2016
- In 2014 Growing Calgary was ranked as the third most important priority. In 2016 this category had slipped from third to fifth highest in priority and the proportional amount of times it was chosen more than halved
- **How The City of Calgary Works** hasn't changed from year to year and, in fact, dropped in proportional share. Interestingly **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

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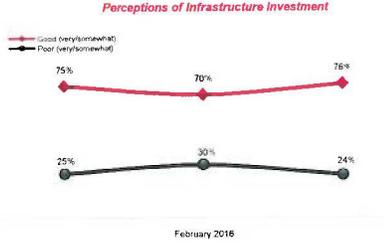


Corporate Research Insights, continued

Most Calgarians believe The City can play a large role in helping with the economy.

Over three-quarters (75%) believe it is a 'good time' for The City to be investing in new projects like roads, public transportation and local facilities, a 5% increase from February 2016.

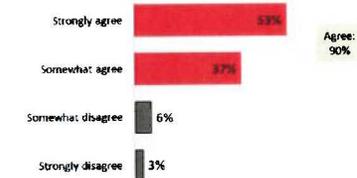
Perceptions of Infrastructure Investment



February 2016

Nine-in-ten (90%) agree The City should invest in new projects like roads, public transportation and local facilities... to create jobs and keep the economy going during an economic downturn.

Q13. 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.



Q2. The City of Calgary should invest in new projects like roads, public transportation and local facilities so they can create jobs and keep the economy going during an economic downturn.

Base: All Valid Responses | Generally speaking, do you think that it is a good time or a bad time for The City of Calgary to be investing in new projects like roads, public transportation and local facilities?

Source: Communicating on Infrastructure Investments in Calgary Survey (March 2016)

Base: All respondents (n= 501)

Source: Research on Calgary's Economy Survey (November 2015)

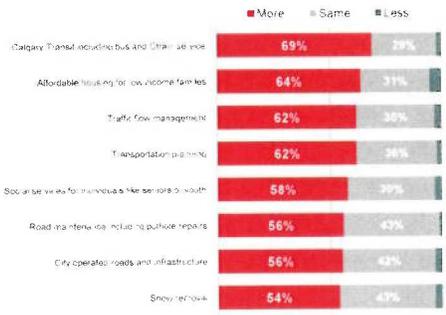
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Corporate Research Insights, continued

Citizen research shows maintaining or increasing service level investment remains a priority for citizens.

Investment in City Programs and Services
Top Areas for Investing More (over 50%)



Base: valid respondents | vary | Q: I am going to read you a list of programs and services provided to you by The City of Calgary. Please tell me if you think The City should invest more, less, or the same amount on the program or service.

Source: Citizen Satisfaction Survey (August-Sept 2015)

Legend: More (Red), Same (White), Less (Grey)

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Summary To Date (Council Engagement + Citizen Engagement + Citizen Research)

- State of Calgary's economy
 - Discussion on The City's role
- Infrastructure Investment
 - Job creation + live-able City
- Efficiency, Productivity, Tax Increases
 - High level of agreement on efficiency, productivity
 - Pressure on tax rates – but a complex issue
- Service Levels and Quality of life
 - Action Plan is solid – maintain as far as possible
 - Some areas emerging where additional services may be needed
 - Need to balance services against tax levels

See also Attachment 1

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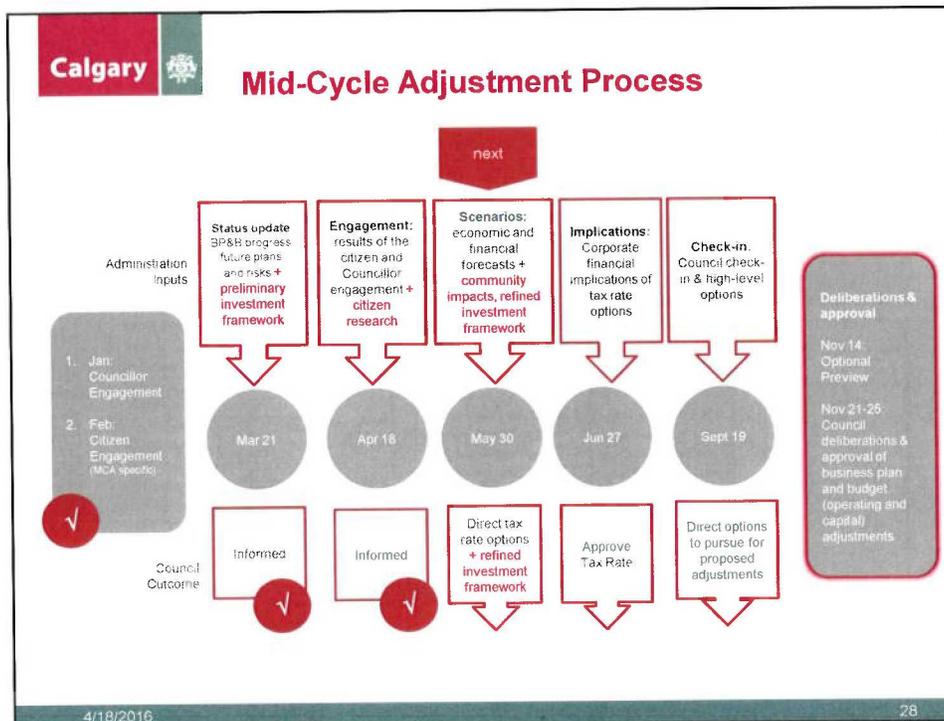
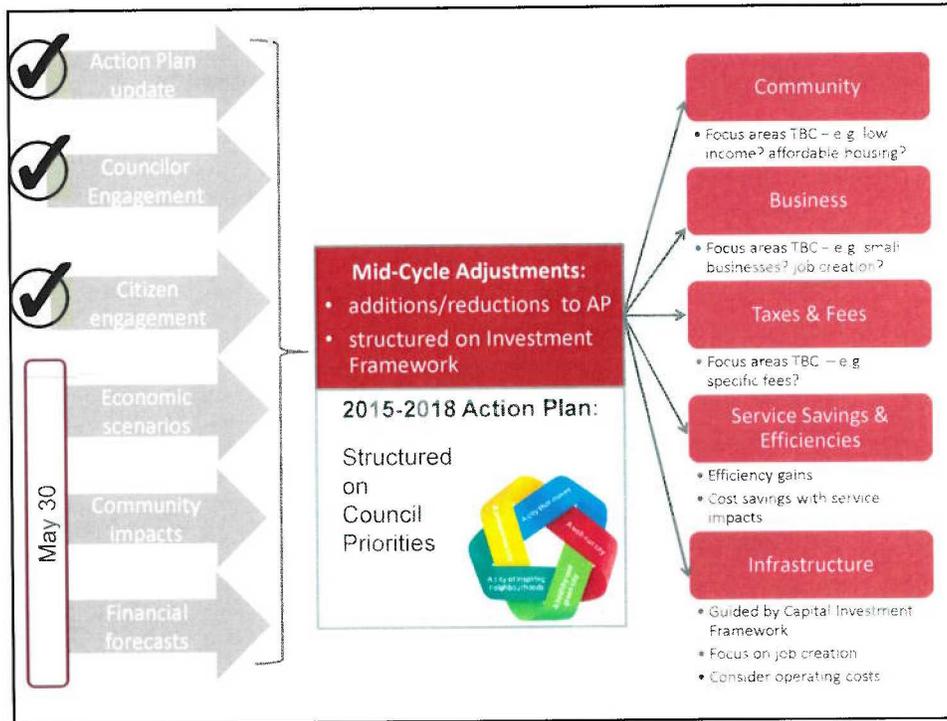
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Preliminary Investment Framework

(As presented to Council on 2016 March 21, to be refined as discussions continue and additional information is received)

Taxes & Fees	Business	Community	Service Savings & Efficiencies	Infra-structure
What changes should be made to property tax and user fee rates?	What can we do to support existing business and attract new business?	What can we do to respond to emerging community needs?	What can we do to continually increase service efficiency and reduce service costs?	How should we invest in infrastructure to meet community needs, take advantage of counter-cyclical investment and stimulate the economy?

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Recommendation

- That Council receives this report for information.

