




**Calgary**

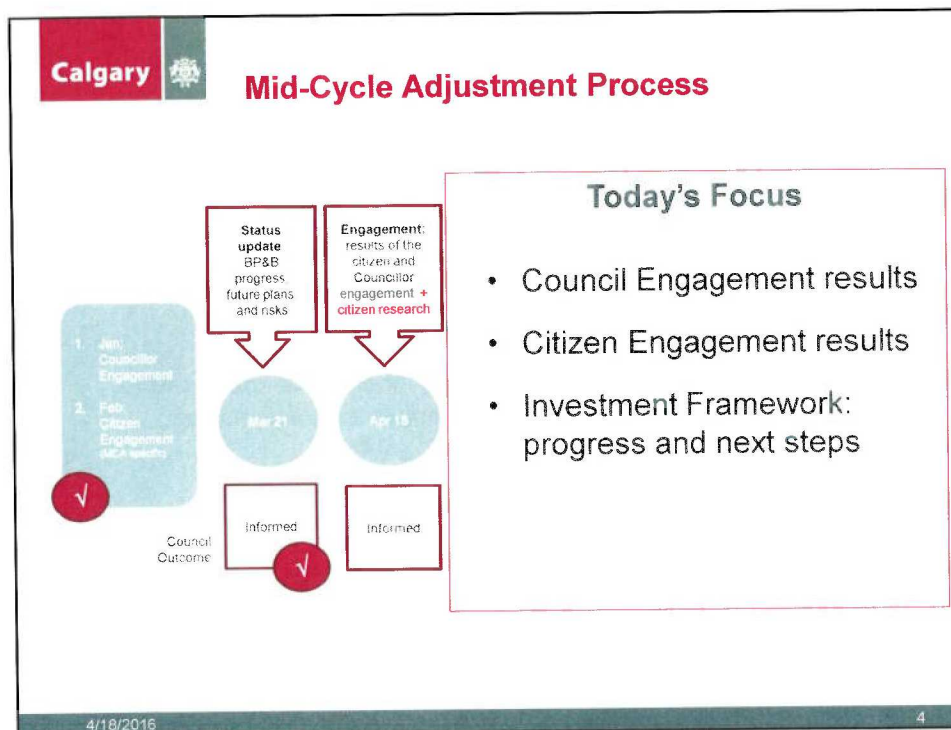
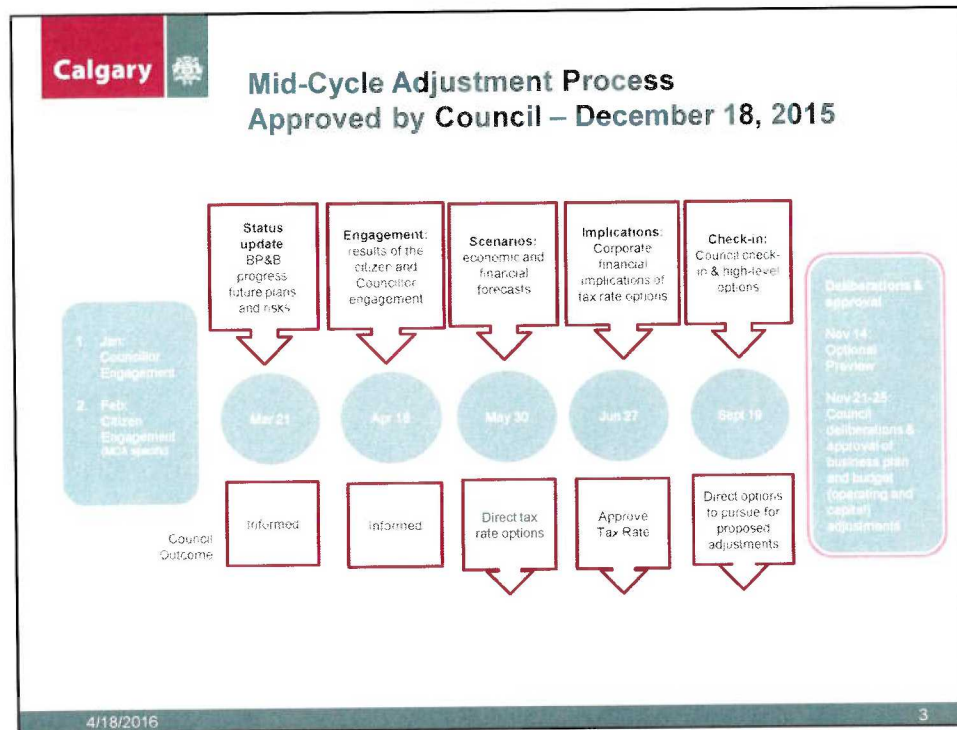



**Corporate Alignment**

- 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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<b>RECEIVED</b>
IN COUNCIL CHAMBER
APR 18 2016
ITEM: <u>4.1.2 C2016-0337<sup>1</sup></u>
<u>Distribution</u>
CITY CLERK'S DEPARTMENT





## 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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## 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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## 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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## Citizen engagement overview (details in Attachment 3).

## 2016 Action Plan Check-in Engagement

- 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

## 2014 Action Plan Engagement

- 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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## Citizen engagement – inputs

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

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

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## 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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## Citizen engagement summary – continued

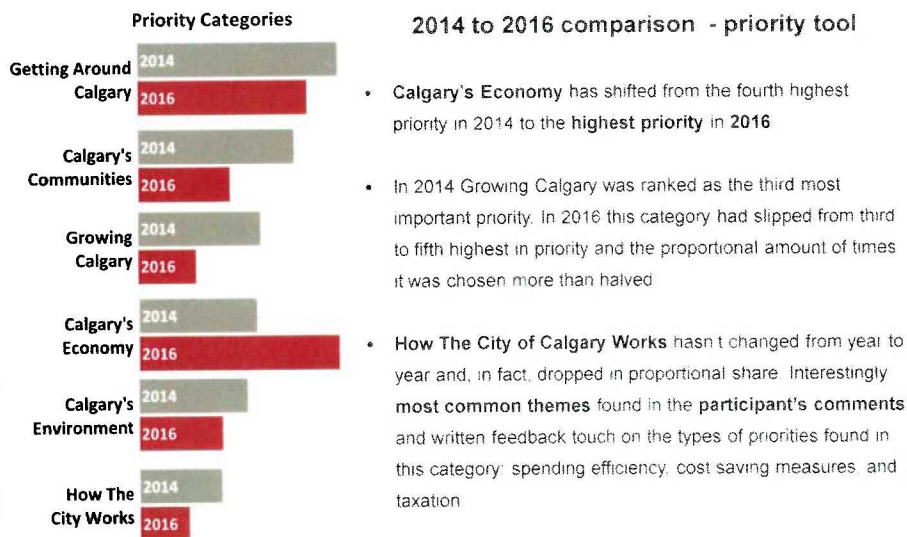
### What we heard in the comments – Citizen message to council

- 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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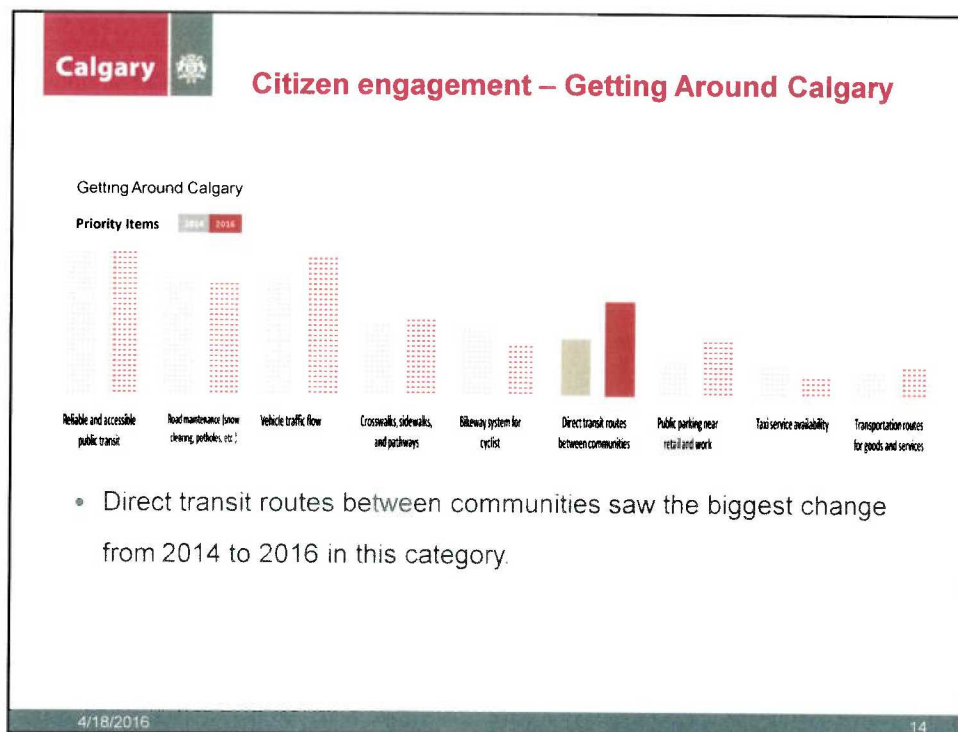
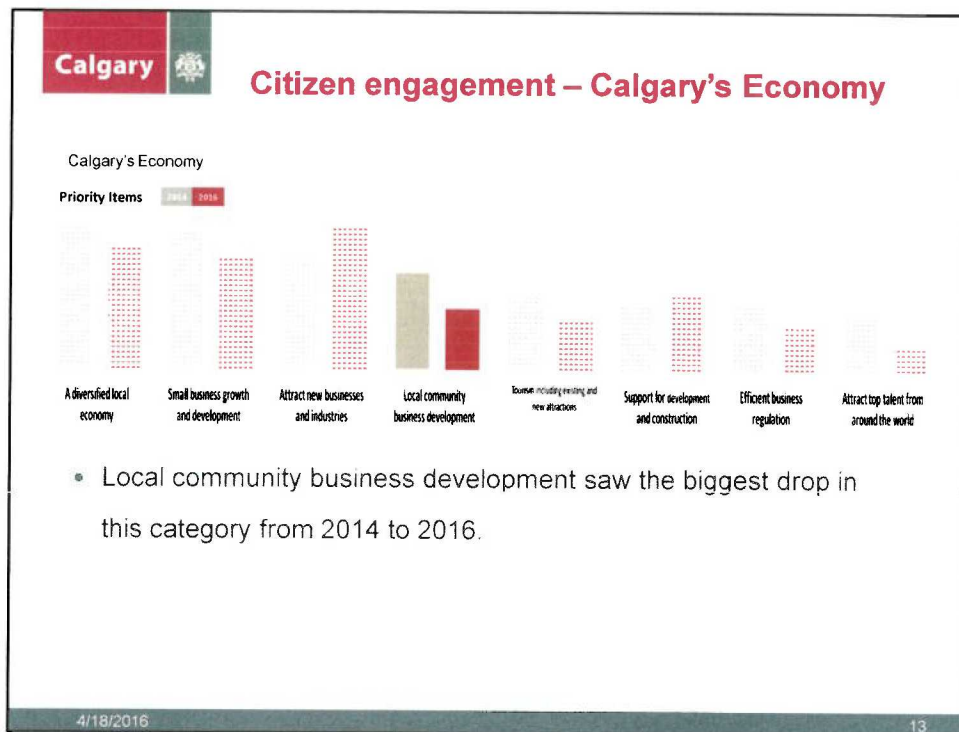
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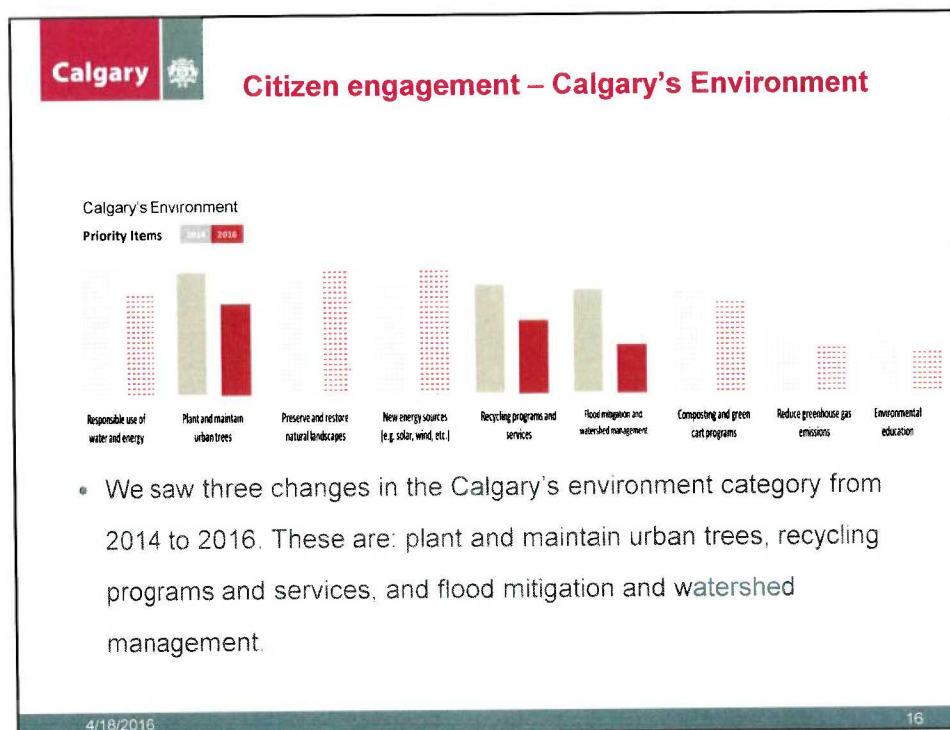
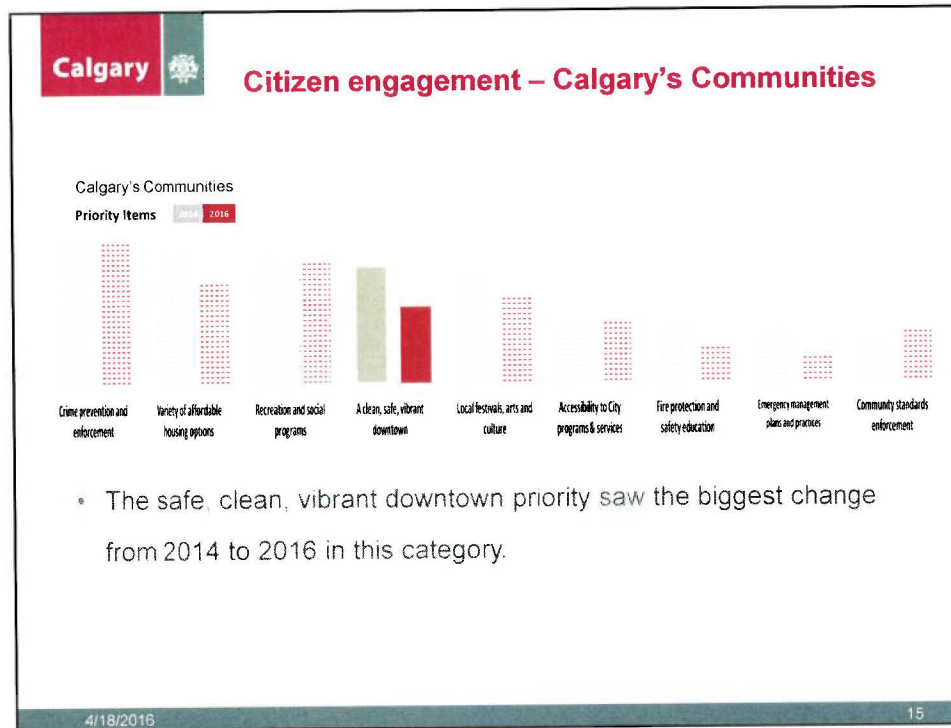
## Citizen engagement – priorities



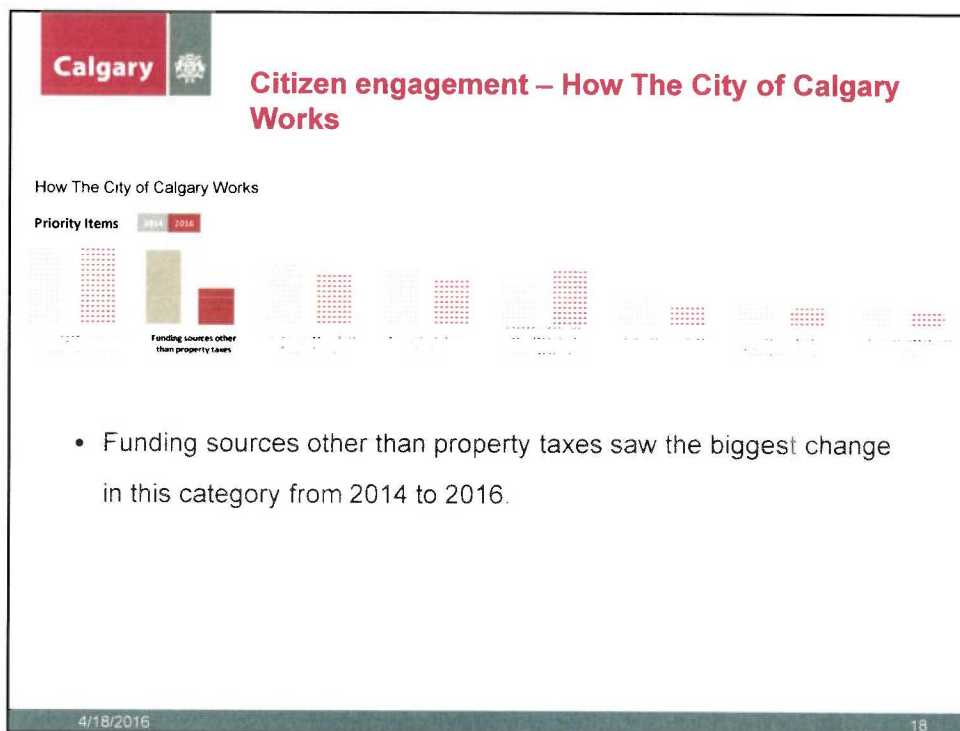
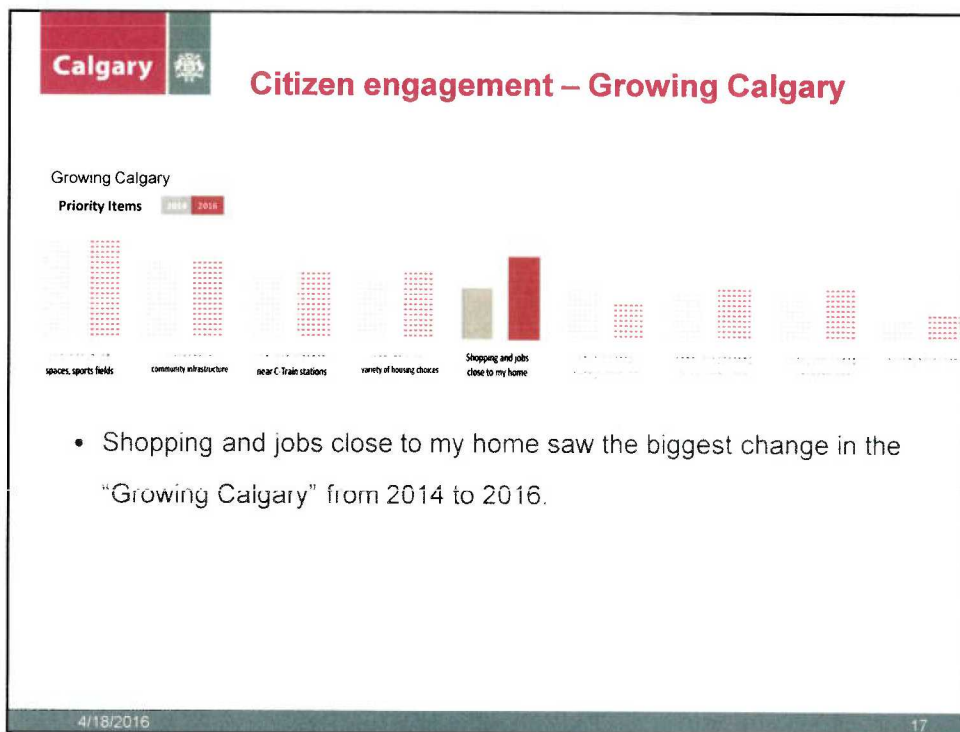
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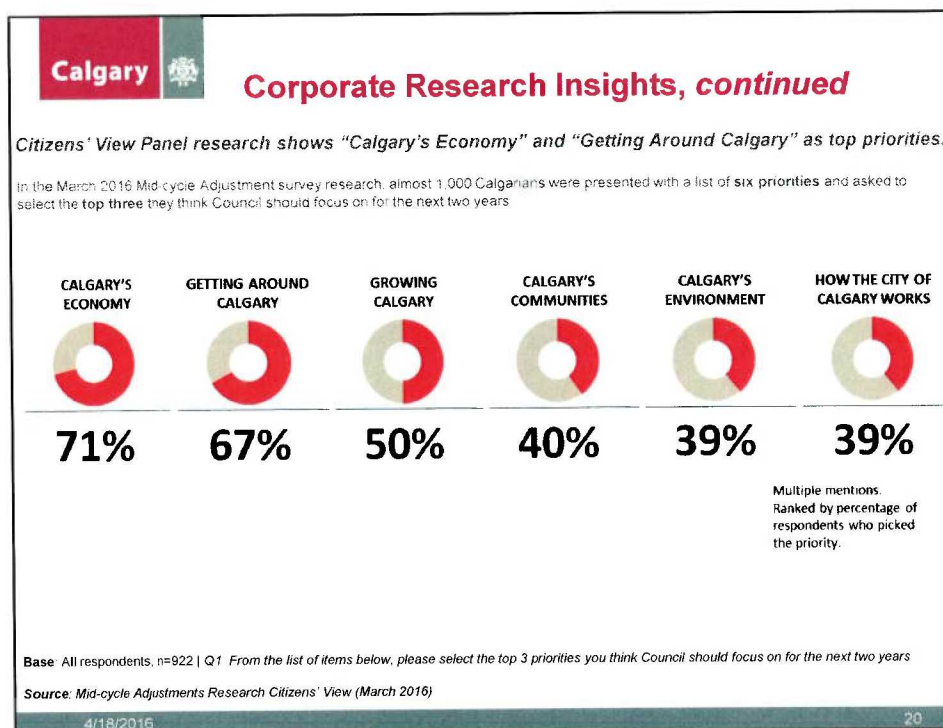
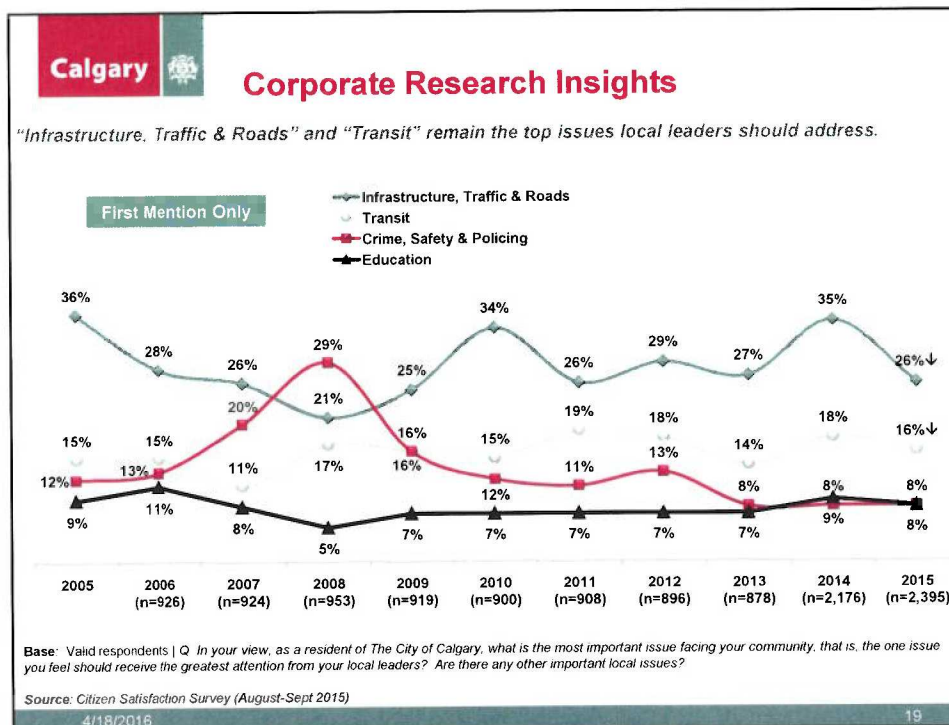
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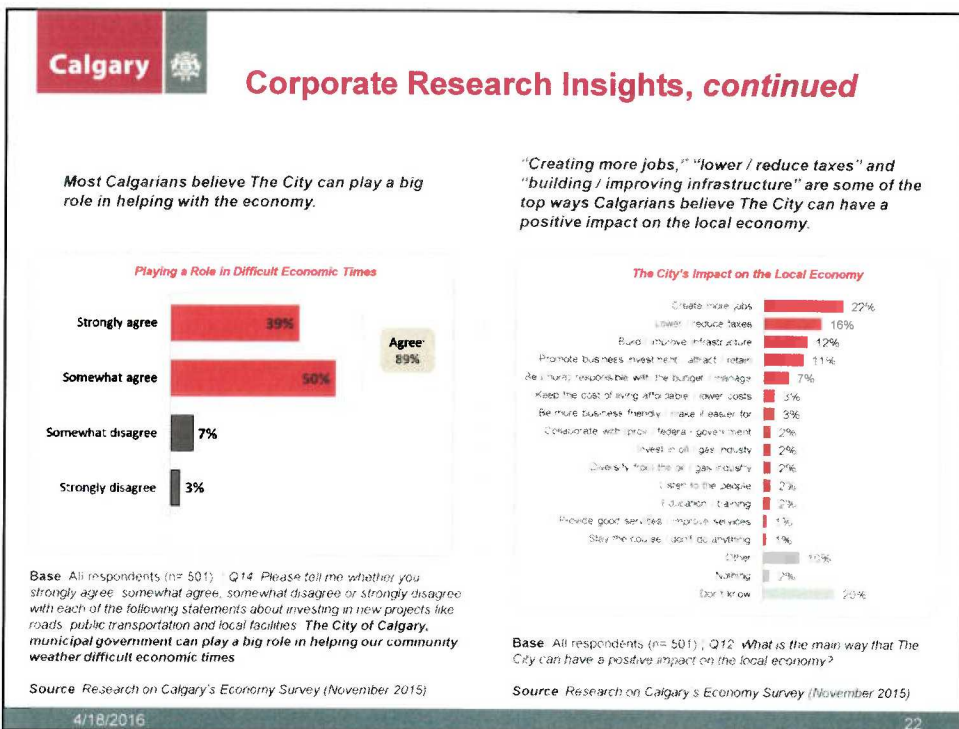
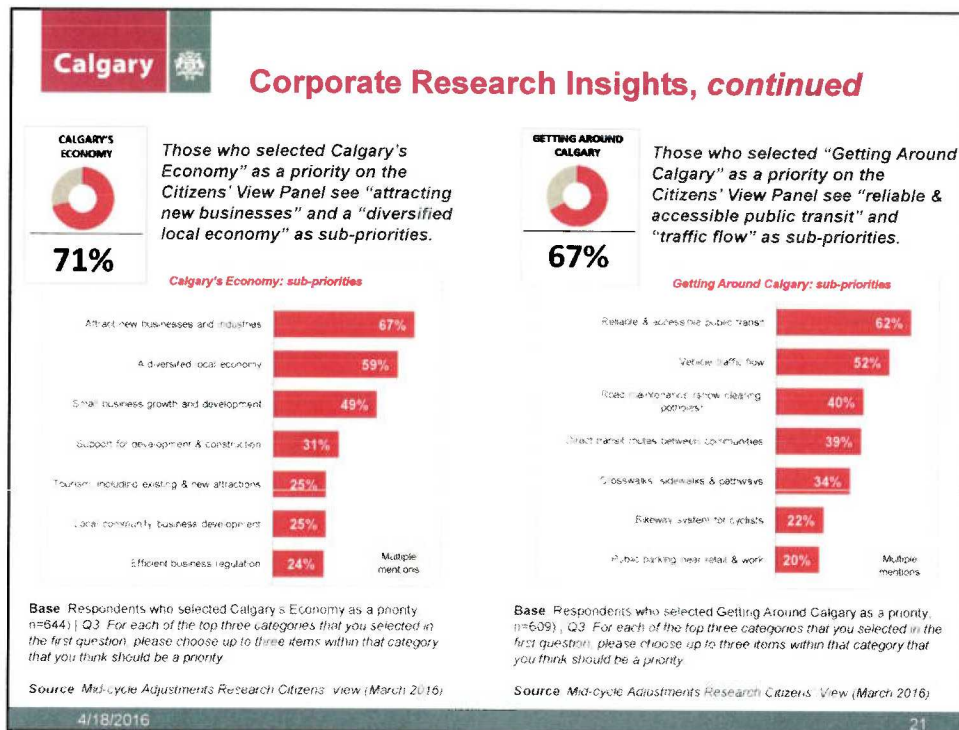


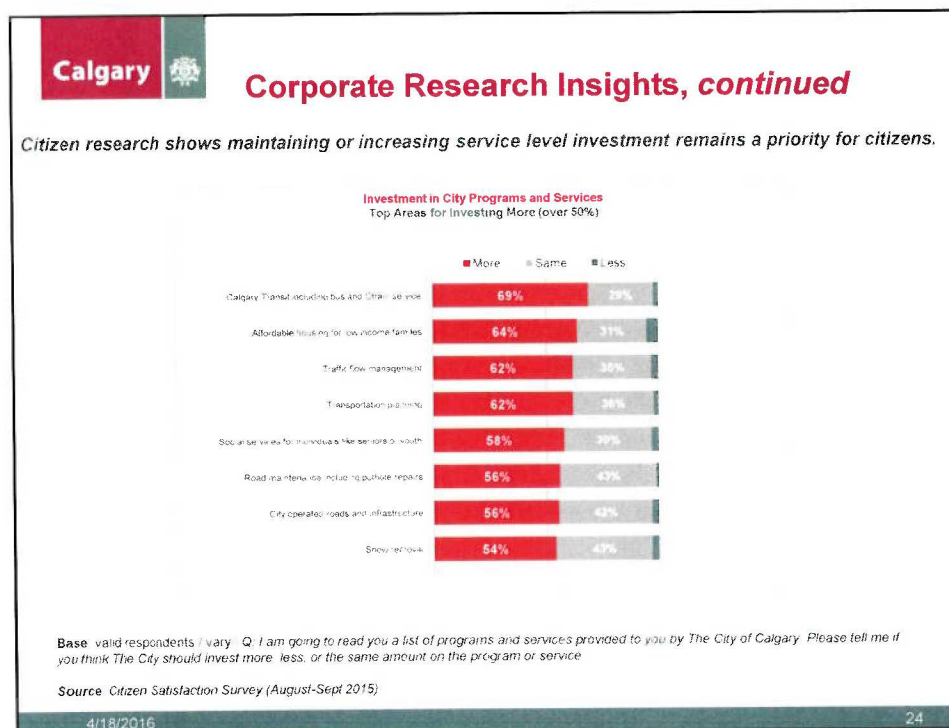
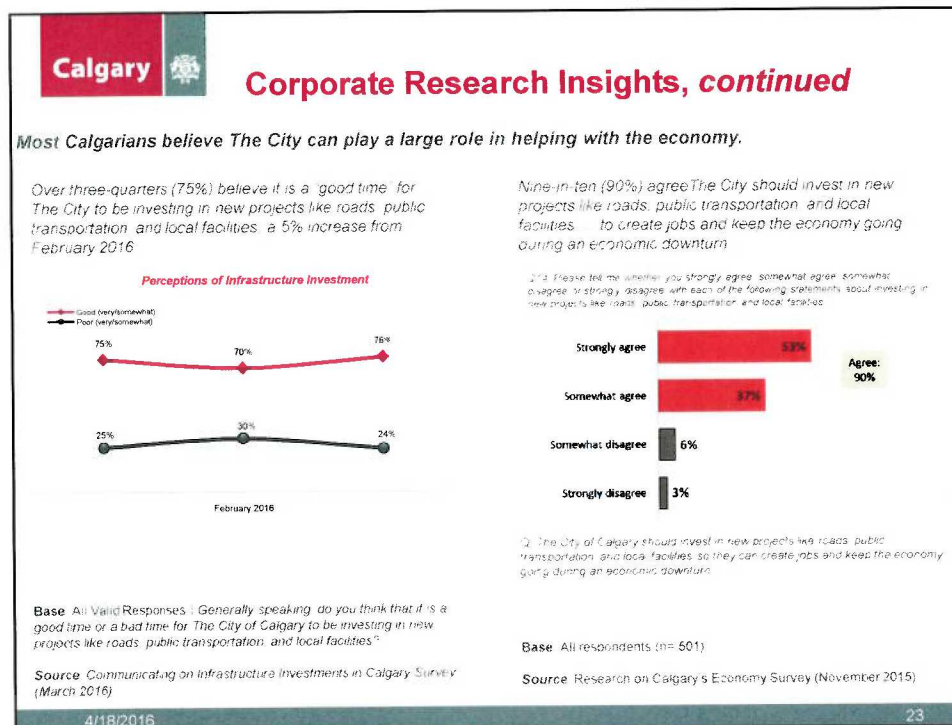














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## Summary To Date (Council Engagement + Citizen Engagement + Citizen Research)

- 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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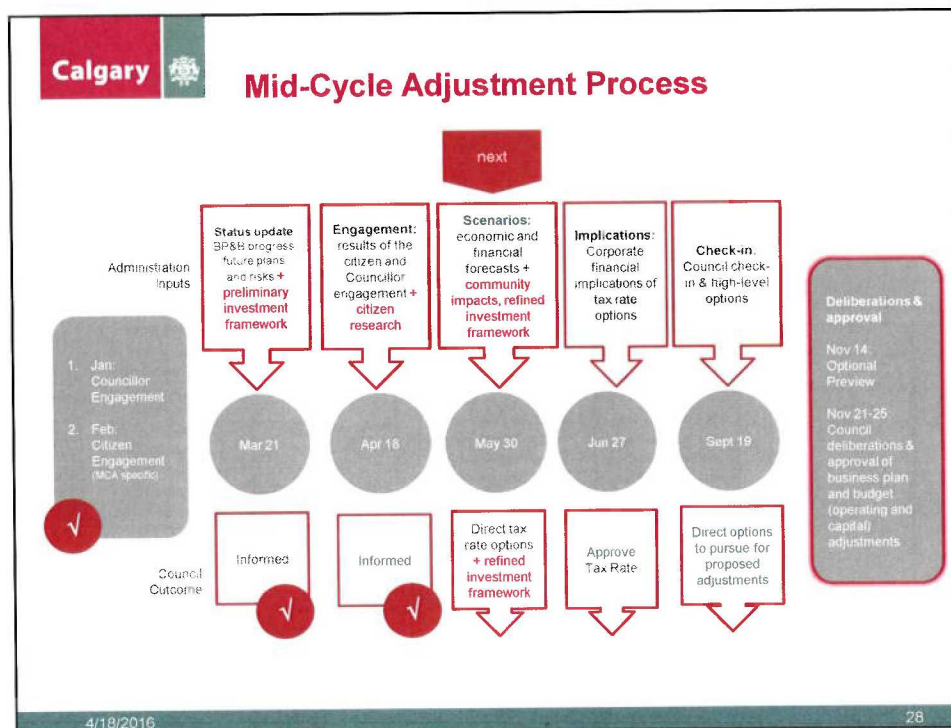
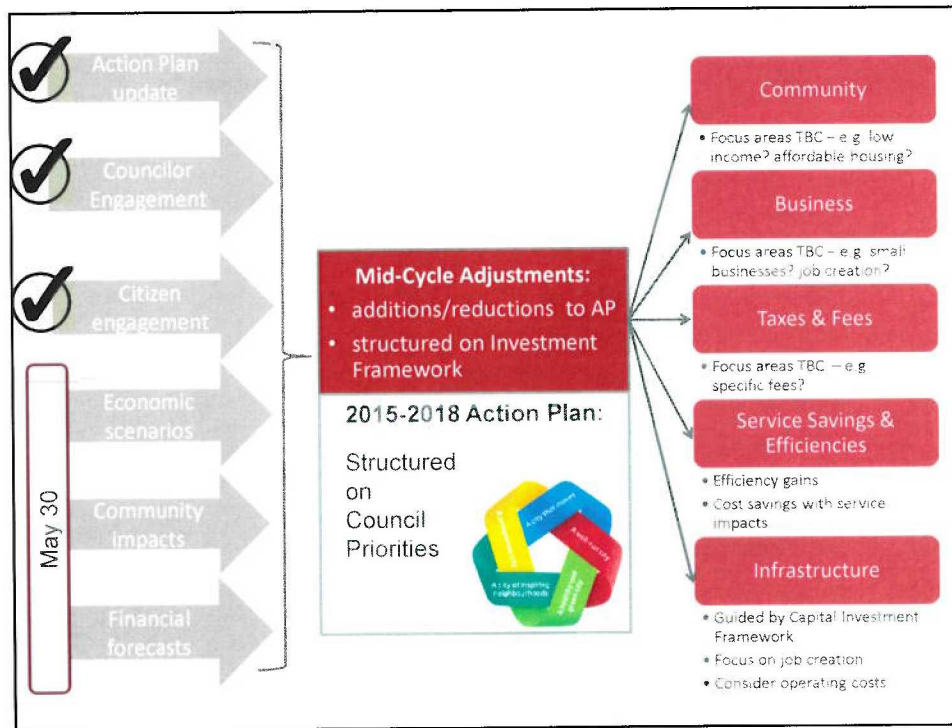



## Preliminary Investment Framework

(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.

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