

SPUR

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SPUR Final Evaluation

SPUR FINAL EVALUATION

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SPUR Final Evaluation

THIS DOCUMENT PROVIDES THE FOLLOWING:

1. A summary of the SPUR Pilot Project
2. An evaluation of the success of the SPUR Pilot Project
3. Recommendations for the Future

REPORT SUMMARY

The following report provides a comprehensive overview of the Supporting Partnerships for Urban Reinvestment (SPUR) pilot project that began in May 2012. The flood delayed the implementation of some improvements and Administration requests an extension of the funding to provide more time to complete the projects in 2014.

As part of this overview, Administration reviewed SPUR against five measures of success.

1. Project completion

Due to outside factors or a change in policy, SPUR could not complete all of the projects identified. Despite this, SPUR scored high with 88% of projects to be completed this year or next construction season. Section 3, sub-section 1 provides greater detail regarding project completion.

2. Financial sustainability

SPUR scored low on this measure largely due to the amount of staff resources required to run the pilot project. Replication of this project will result in natural efficiencies along with other recommendations addressed in Section 3.

Administration will come forward through BPBC4 should new funding for the future program be required.

This report also considers the amount of non-SPUR funding leveraged as part of the project and its long term sustainability. Though SPUR's success in leveraging funds added value to the projects completed, future SPURs cannot rely on these funding sources.

Most of the projects came under budget with a few exceptions – please see Section 2 sub-section 1 for more detail. For the projects that increased in budget, Administration recommends a longer period of time between the 'idea generation' phase of engagement and the 'prioritization' phase. Future SPURs can have this occur for four months over the summer to allow for more accurate cost estimations and feasibility analysis.

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3. Resident satisfaction and participation

The feedback heard from residents generally falls into the following areas: overwhelmed by the small-scale of the improvements, disappointed by what was achieved for budget and a view that private contractors would provide better value. Residents also expressed gratitude for the project and satisfaction with how it brought the community together.

The difference in priorities between the Kingsland Community Association (KCA) and the results of the resident voting affected resident satisfaction. Administration worked with the community to achieve the long term concerns of the Community Association, our partner in SPUR, while still respecting the resident voting results. This resulted in a greater number of projects on the final list accommodated through some scope change. In the end, all implementable projects desired by both the KCA and the residents will be achieved.

In addition, SPUR had good participation numbers, and Administration will continue to examine methods to grow those numbers.

4. Project variety and improvement to pedestrian movement

The community selected a good balance of projects that provide additional amenities, improve mobility and beautify the public realm.

5. Business unit satisfaction

SPUR provided an opportunity for staff in various departments to work together and learn more about each other's business unit. Business Unit representatives did raise some concerns about staff resourcing, the sustainability of non-SPUR funding sources and how SPUR can result in a different standard than what is applied to other communities. Clearer communication and roles would help the collaboration between The City and the community.

Overall SPUR Success

SPUR has potential; however, Administration needs to examine the process and look for synergies with Inspiring Strong Neighbourhoods. The last section of this report provides recommendations to consider for future iterations of SPUR.

SECTION 1: SPUR PILOT PROJECT SUMMARY

BACKGROUND

SPUR (Supporting Partnerships for Urban Reinvestment) began when the community of Kingsland self-drafted a Community Plan to provide planning guidance and highlight public space concerns. The Kingsland Community Association then approached Administration to explore methods to address these concerns. Administration, working with the Community Association and the Councillor's office, created SPUR to test a new approach in citizen-directed public space improvements.

SPUR IS...

- A project that improves the pedestrian and cyclist experience
- A project on publically-owned land
- For projects without an established funding mechanism

Examples:

- Walkway and pathway repairs
- Streetscape improvements
- Pedestrian amenities (benches, trees)
- Public art
- Signs and wayfinding devices
- Etc.

SPUR ISN'T...

- A project that is related to automobile movement
- A project on private land
- A project that has a well-established funding mechanism

Examples:

- Sidewalk and back alley paving (covered through the local improvement program)
- Parking regulation (focused on cars)
- Etc.

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ENGAGEMENT

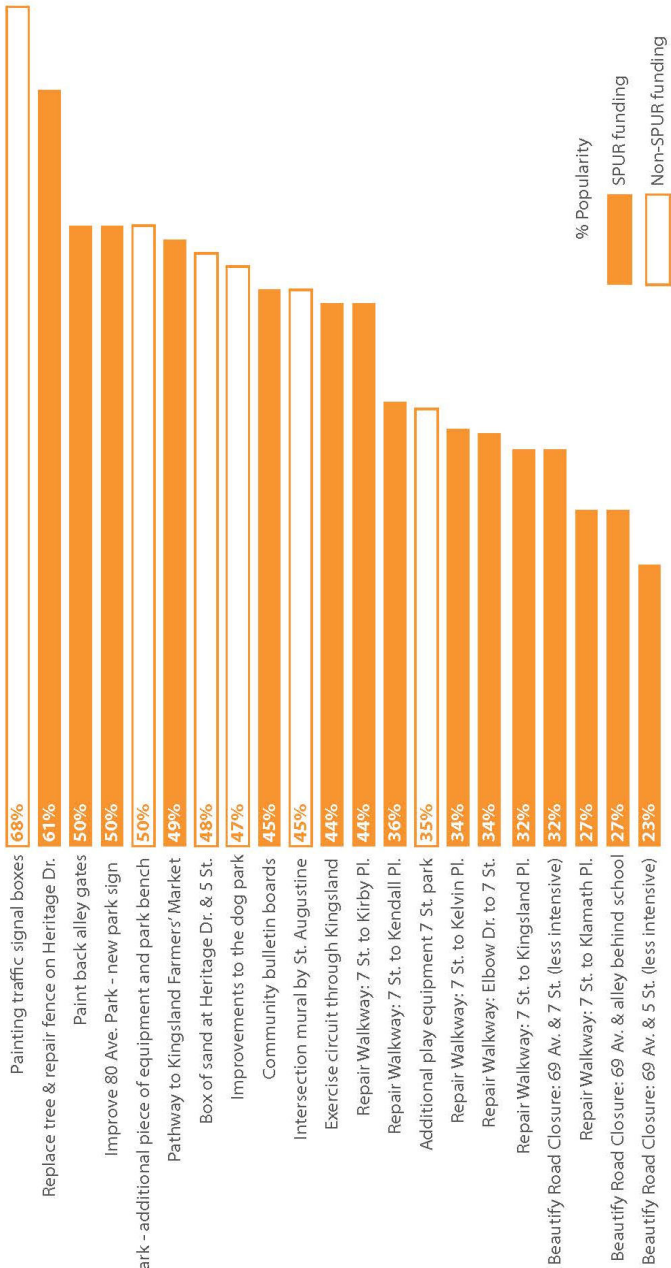
To discover what the residents of Kingsland wanted improved and in what priority, O2 Planning and Design created a two-phase engagement plan.

Phase 1: Idea Generation Administration collaborated with the community to identify public space improvements Activities: • Business Unit Representative Walking Tour – led by the Kingsland Community Association • Community Walking Tour – led by the Kingsland Community Association • Open House/Community BBQ to allow community members to discuss the project and submit ideas in person • Web Mapping to collect improvement ideas • Monthly meetings with the SPUR Committee	Phase 2: Prioritization Community members prioritized the final list for Administration to present for Council approval Activities: • Web-based voting tool with online calculator to allow the community to prioritize the improvements based on the budget • Open House/Family Fun Day – for Administration to help community members with the online voting • Celebration Skating Party – To reveal the list to the community • Monthly meetings with the SPUR Committee
Communication Techniques • Postcard mail-out • Community Newsletter Advertisement • Posters • Bold Signs • Social Media • Project Website Results • 32 projects identified	Communication Techniques • Postcard mail-out • Community Newsletter Advertisement • Posters • Bold Signs • Social media • Project Website Results • 21 projects on the list • 16 from the SPUR budget • 5 from existing/other funding sources

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PROJECTS

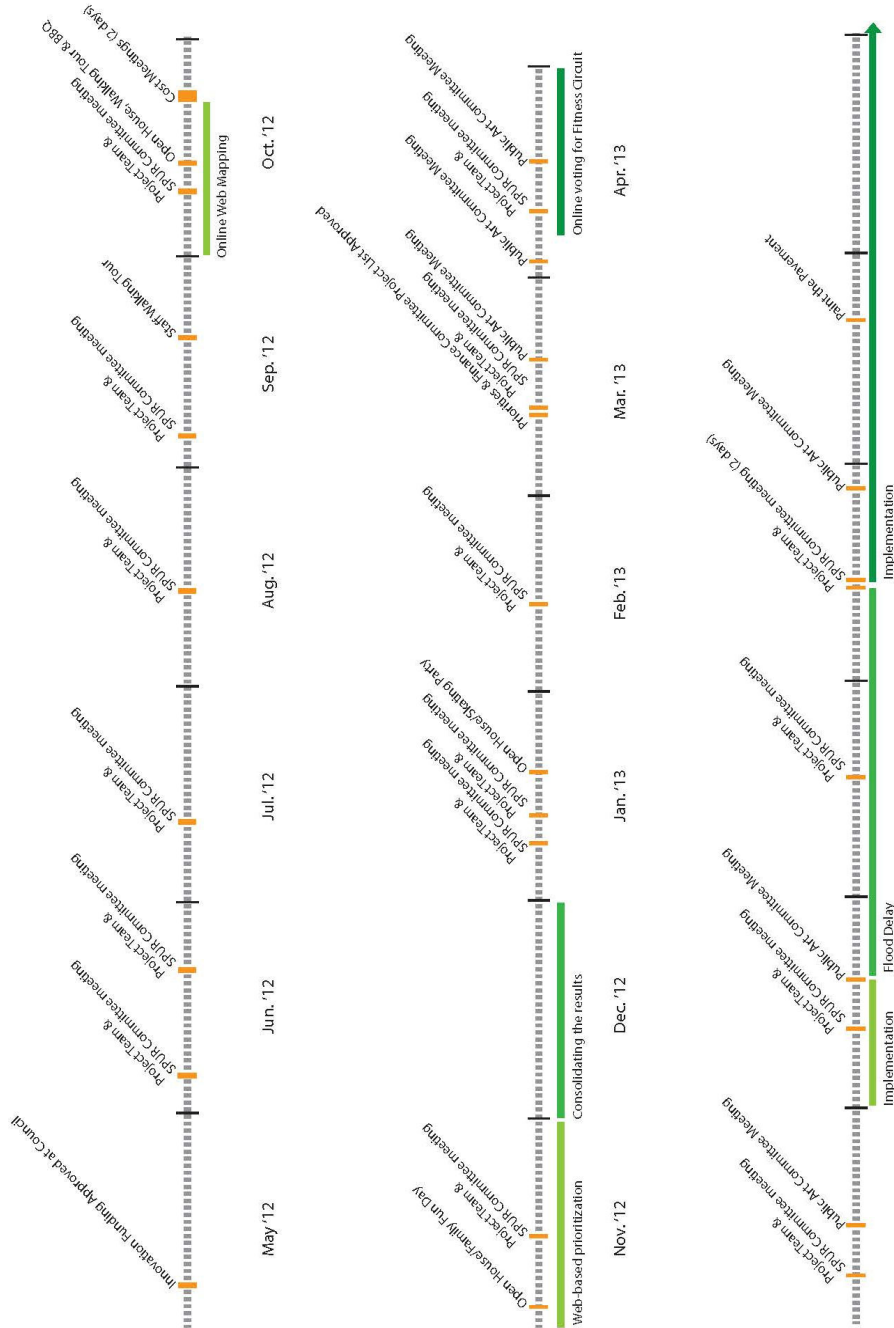
Below is the Council-approved project list based on resident voting



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TIMELINE

Below is the timeline of the SPUR pilot project, Section 3 provides recommended changes based on this timeline



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SECTION 2: SPUR PILOT PROJECT EVALUATION

MEASURES OF SUCCESS

To review the pilot project and provide recommendations for future SPUR projects, Administration evaluated the project using five measures of success. The project leads from Land Use Planning and Policy and Community and Neighbourhood Services developed these measures and vetted them through the business unit representatives and management.

1. Project Completion

This straight forward measure of success counts the amount of projects from the Council-approved list completed

2. Financial Sustainability

This measure of success follows Council's direction to track the amount of staff time used in SPUR. Administration also used this section to evaluate the alternative funding leveraged through SPUR and the accuracy of the initial cost estimates.

3. Resident satisfaction and participation

Since SPUR emphasizes the partnership between The City and the community, their feedback is an important measure of success to consider in evaluating the pilot project. This section also shows the community's participation numbers, including the amount of volunteer hours spent which follows Council direction.

4. Project variety and improvement to pedestrian movement

This measure of success demonstrates SPUR's success at improving pedestrian movement and the public realm through the type and variety of projects selected.

5. Business Units evaluation

The business unit representatives provided their feedback and recommendations regarding the SPUR pilot project in this section of the report.

SPUR FINAL EVALUATION

PROJECT COMPLETION

SPUR has completed or will complete 88% or 18.5 out of 21 projects. The following page contains more details on the uncompleted projects.

SPUR Funded Projects to be completed this year or 2014

Parks Improvements

- ✓ Replace tree & repair fence on Heritage Drive
- ✓ Off-leash dog park improvements
- ✓ Improve 80 Avenue Park – New Park Sign
- ✗ Pathway to the Kingsland Farmers' Market
- ✓ Outdoor Adult Exercise Circuit

Misc. Projects

- ✓ Paint back alley gates (4)
- ½ Community Bulletin Boards

Walkway Repairs

- ✓ 7 Street to Kirby Place
- ✓ 7 Street to Kendall Place
- ✓ 7 Street to Kelvin Place
- ✓ Elbow Drive to 7 Street
- ✓ 7 Street to Kingsland Place
- ✓ 7 Street to Klamath Place

Beautification of Road Closures

- ✓ 69 Avenue and 7 Street
- ✓ 69 Avenue and the alley behind St. Augustine School
- ✓ 69 Avenue and 5 Street

Non SPUR Funded Projects

Parks Lifecycle

- ✓ Improve 80 Avenue Park – Additional piece of play equipment and bench
- ✓ Additional play equipment for the 7 Street park

Roads Maintenance

- ✗ Box of sand at Heritage Drive and 5 Street (traction sand)

Public Art Program

- ✓ Painting traffic signal boxes (4)

The Calgary Foundation & The Councillor's Office

- ✓ Intersection Painting



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COMPLETION OF THE PROJECT LIST CONTINUED

Why 1 project requires an extended timeline to 2014

- **1 Road Closure Improvement (Beautification of road closure at 69 Avenue and 5 Street)**

This project involves substantial construction and the flood delayed construction till the end of summer and this was not enough time to complete the project.

Why SPUR could not fully complete 1 project

- **Community bulletin boards**

The Kingsland Community Association stated that the bulletin boards at the Community Hall and the Farmers' Market are sufficient. In addition, they do not have the resources to maintain a third bulletin board at Elbow Drive.

Why SPUR could not complete 2 projects

- **Pathway to the Kingsland Farmers' Market**

The Kingsland Farmers' Market is actively planning the future of their site and cannot commit to a pathway connection at this time.

- **Box of sand at Heritage Drive and 5 Street**

Roads no longer supplies boxes of sand to communities because they often find garbage, including hazardous materials inside.

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FINANCIAL SUSTAINABILITY

Administration kept track of their hours devoted to SPUR as per Council direction. Out of the five measures of success, this is the least successful given the amount of staff time needed to manage the project. As Community & Neighbourhood Services develops a new program from the learnings of SPUR and Inspiring Strong Neighbourhoods, this issue will be addressed.

This section also explores the additional funding leveraged by SPUR. Though Kingsland benefitted from this additional funding, these sources cannot be relied upon in future versions of the project.

Lastly, we took this opportunity to evaluate the accuracy of the cost estimations. Since staff and the consultant had three weeks to provide cost estimates and a feasibility analysis on the suggested improvements they kept the cost estimates conservative. For this reason, the projects largely came under budget. Three large scale projects increased in cost due to scope changes. This scope change reflects the differing priorities of the Kingsland Community Association and the residents who voted and Administration's effort to achieve the goals of both groups.

Staff Resources

The amount of hours by staff category²

Project Leads (Land Use Planning and Policy, Community and Neighbourhood Services)	1030
Graphic Design and Communications (Land Use Planning and Policy)	215.5
Business Unit Representatives (Parks, Roads, Public Art, Transportation Planning, Water, etc.)	502
Additional staff support (Land Use Planning and Policy)	575.75
Total Staff hours	2323.25

The ratio of staff hours to project cost is approximately \$100,000 in staff time to approximately \$300,000 in improvements. To achieve a more sustainable ratio, an option to consider is to increase the budget and to do multiple communities simultaneously as part of a larger project.

² Staff hours are as of September 30 when the report began its internal circulation. Project leads and Business Unit Representatives continued working on SPUR throughout the fall.

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FINANCIAL SUSTAINABILITY CONTINUED

Non-SPUR Funding

Who	Contribution to the Pilot	Can this money be relied upon for future SPUR projects?
Public Art Program	\$1,125 Contribution from the Public Art Program to fund the artists fees for a local artist to paint a utility box plus supplies and preparation from Roads	Uncertain
Parks	\$3,600 plus for two additional pieces of play equipment and a bench from the Parks Lifecycle Budget	Yes
	\$1800 for bench and two bear bins (garbage) in the off-leash area	Yes
	\$5,604.92 pathway through 7 Street Park	Yes, ifecycling is ongoing for pathways in need
	Approximately \$7,000 site preparation for an outdoor fitness circuit	Yes, existing playground funding can be leveraged through Parks if criteria is met
Transportation Planning	\$34,804.24 to provide a bicycle pathway link from 6th Street to the 5th Street road closure. Transportation Planning identified this as a high priority link in the Calgary bicycle network. The design of the 5th Street road closure includes signage and a bike pathway link.	If the proposed improvements occur in the bike network in a high priority location then there is potential for this funding from Transportation Planning
Councillor's Office & The Calgary Foundation	\$1000 for Paint the Pavement \$600 from the Calgary Foundation for Paint the Pavement	This is dependent on the availability of Aldermanic funding and the application success for The Calgary Foundation

Business Units offered additional funding to SPUR when it aligned with their strategic objectives. Examples include the artist fees funded by the Public Art Department because of their objective to support community based art and the bicycle pathway link funded by Transportation Planning because of the importance of the bike link at 69 Avenue and 5 Street to their network planning.

The additional Parks funding/amenities address lifecycle improvements to two playgrounds (two additional pieces of equipment) that the community identified as important; this allowed SPUR to complete more projects. Parks also provided two benches to the community from their extra stock, site preparation for the outdoor fitness circuit, improvements to the off-leash area and a lifecycle of the pathway through 7 Street Park.

The Councillor's office offers annual funding opportunities to help with community building. The Kingsland Public Art Committee sought this funding for Paint The Pavement.

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FINANCIAL SUSTAINABILITY CONTINUED

Accuracy of Cost Estimates³

(some costs are yet to be confirmed at the time of writing this report because the projects were not completed. These projects are marked with an *)

	ESTIMATE	COST
▼ Replace tree & repair fence on Heritage Drive* – fence repair still to be completed as of Oct. 30, '13	\$2,500	\$320 for the tree planting, approx. \$500 for the fence repair.
▼ Paint back alley gates	\$1,500	\$303.21
▼ Improve 80 Avenue Park – new park sign* – still to be completed as of Oct. 30, '13	\$3,000	Approx. \$800.00 for sign manufacturing + cost of installation of sign and post.
▼ Pathway to the Kingsland Farmers' Market	\$10,000	0\$ - Since the Kingsland Farmers' Market could not commit to the pathway location, Administration, after discussion with the SPUR Committee, reallocated \$10,000 to cover the outdoor exercise Fitness circuit. This keeps money allocated to parks projects within parks.
▼ Improvements to the off-leash dog park* – still to be completed as of Oct. 30, '13	\$5,000	0\$ - Parks has installed 2 bear bins (garbage bins) and a bench in the off-leash area as both were determined to be needed and the area is accessible for maintenance. These amenities will come from Parks inventory, \$5000 was moved to outdoor exercise circuit.
▼ Community bulletin boards	\$1,000	0\$ - The Farmers' Market had already installed a bulletin board. The SPUR Committee felt the community is well served by that bulletin board and the one at the Community Association building. They also do not have the capacity to maintain a third community board.
▼ Walkway repairs* – still to be completed as of Oct. 30, '13	\$157,500 to repair all 6 walkways	Approx. \$102,000 – All pathways have been completely resurfaced for the reduced budget including new concrete steps and bollards. The railings will also be replaced. Administration and the SPUR Committee agreed to move the remaining \$55,500 to cover the increased cost of the road closure improvements.
▼ Road closure improvement – 69 Avenue and alley behind St. Augustine school* – still to be completed as of Oct. 30, '13	\$2,100	Approx. \$1000

³ Since there are projects to be completed at the time of writing this report, administration cannot produce an updated budget.

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FINANCIAL SUSTAINABILITY CONTINUED

▲ Road closure improvement – * 69 Avenue and 7 Street – still to be completed as of Oct.01, '13	\$10,000	\$34,000 – See the description below Two road closures went over the estimated budget because of integration with the Cycling Strategy and scope creep.
▲ Road closure improvement – * 69 Avenue and 5 Street – still to be completed as of Oct.01, '13	\$10,000	\$43,000 Administration originally estimated the road closure improvements at \$20,000 each to cover painting the bollards, supplying benches, some repair and adding planters. Road closure beautification did not originally make the project list but The Kingsland Community Association has a long standing concern about their appearance. Administration worked with the SPUR Committee to free money to improve the road closures. This resulted in an adjusted budget of \$10,000 each in the council approved budget. Further discussions with the SPUR Committee resulted in opposition to planters because of their increased maintenance and concerns regarding garbage. The committee wished to see new pavement and replacement of the bollards and gate with a fence. The committee also selected grass at the closure on 5 Street. Administration inspected the site and realized an opportunity to strategically improve cycling and pedestrian connections to the road closures. Transportation Planning leveraged internal funds and provided a detailed budget to add a multi-use pathway and wheelchair ramps outside the road closures. This network improvement thereby increases the value of the SPUR funded improvements and provides benefits to Calgarians as whole.
▲ Outdoor Exercise Equipment *	\$10,000	\$25,000 Administration originally estimated this project at \$75,000 during the public engagement. The SPUR Committee expressed concerns about a large amount of funds allocated to this improvement leaving some walkway repairs and road closures out of the budget. To repair all the walkways and beautify the road closures, the project leads lowered this budget item to \$10,000. Upon further research, Administration determined that the minimum required for a complete circuit is \$25,000. The money previously allocated to the Kingsland Farmers' Market pathway and off-leash area provided the extra funds needed.

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COMMUNITY SATISFACTION AND PARTICIPATION

Administration has received valuable input from both the Kingsland Community Association and residents to improve future versions of the project. This section also shows the participation numbers for SPUR, including the amount of community volunteer hours. For a project of this nature, Kingsland had good participation numbers; however, Administration will continue to work to increase these.

Question 1: How aware are you of SPUR?

- What is SPUR? | **2**
- I think I have heard something about it | **4**
- I have heard about the project but I don't know the details | **1**
- Yes, I know about SPUR | **14**
- Yes, I know about SPUR and I have been following its progress closely | **18**

Question 2: How satisfied are you with SPUR?

- I don't think SPUR is a worthwhile project and I am disappointed | **3**
- SPUR is okay, but I don't think it will accomplish much | **0**
- I think the idea is a good one but quite a bit of further work is needed to make it better | **14**
- It is a good project but there is always room for improvement | **9**
- I am very happy with SPUR, no complaints | **9**
- Not applicable, I don't know what SPUR is | **2**

Question 1: Would you recommend the SPUR program to other

communities?

- Yes | **28**
- No | **5**

Key Comments⁴:

- Expected more from the improvements/minimal change
- Great to see the community working together
- Feel that the price would be better with independent contractors
- Process favoured the opinions of the Community Association
- Fewer larger improvements would benefit the whole community
- Should be focused on projects that the City doesn't maintain
- Kingsland is lucky to be chosen for a pilot like this
- Loved that local artists were used
- Didn't get value for budget

⁴ Please refer to the last page of this report for more detail

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COMMUNITY SATISFACTION AND PARTICIPATION CONTINUED

The following outlines the participation level in SPUR Population of Kingsland: **4,418**

Committee Participation:

SPUR Committee*: **6** members

Number of meetings: **16**

Kingsland Public Art Committee: **7** members

Number of meetings: **6**

Event Attendance:

Community BBQ/Open house 1 (Issues Identification): **75** approx.

Family Fun Day/Open house 2 (Prioritization): **65** approx.

Skating Party/Open house 3 (Results): **85** approx.

Online Engagement

Interactive web mapping to identify issues: **250** comments received

Prioritization with online calculator: **130** budgets received

Outdoor fitness circuit preference survey: **37** responses

SPUR Satisfaction Survey: **38** responses

Sweat Equity:

Painting back alley gates: **5** people

Painting traffic signal boxes: **1** local artist

Paint the Pavement: **100** approx.

Planting, Ordering and Maintaining Grass at road closure: **2-5** people will work on this in 2014

Park Naming: **1** community member organizing and researching the park name, including contacting the family and liaising with The City

Other numbers:

SPUR Mailing list: **51** people

Website Traffic: **1300** site visits till September 30

Volunteer list: **10** people

Volunteer hours from community members: **428**

*The SPUR committee is a working committee comprised mostly of community association members with some community volunteers to support the project.

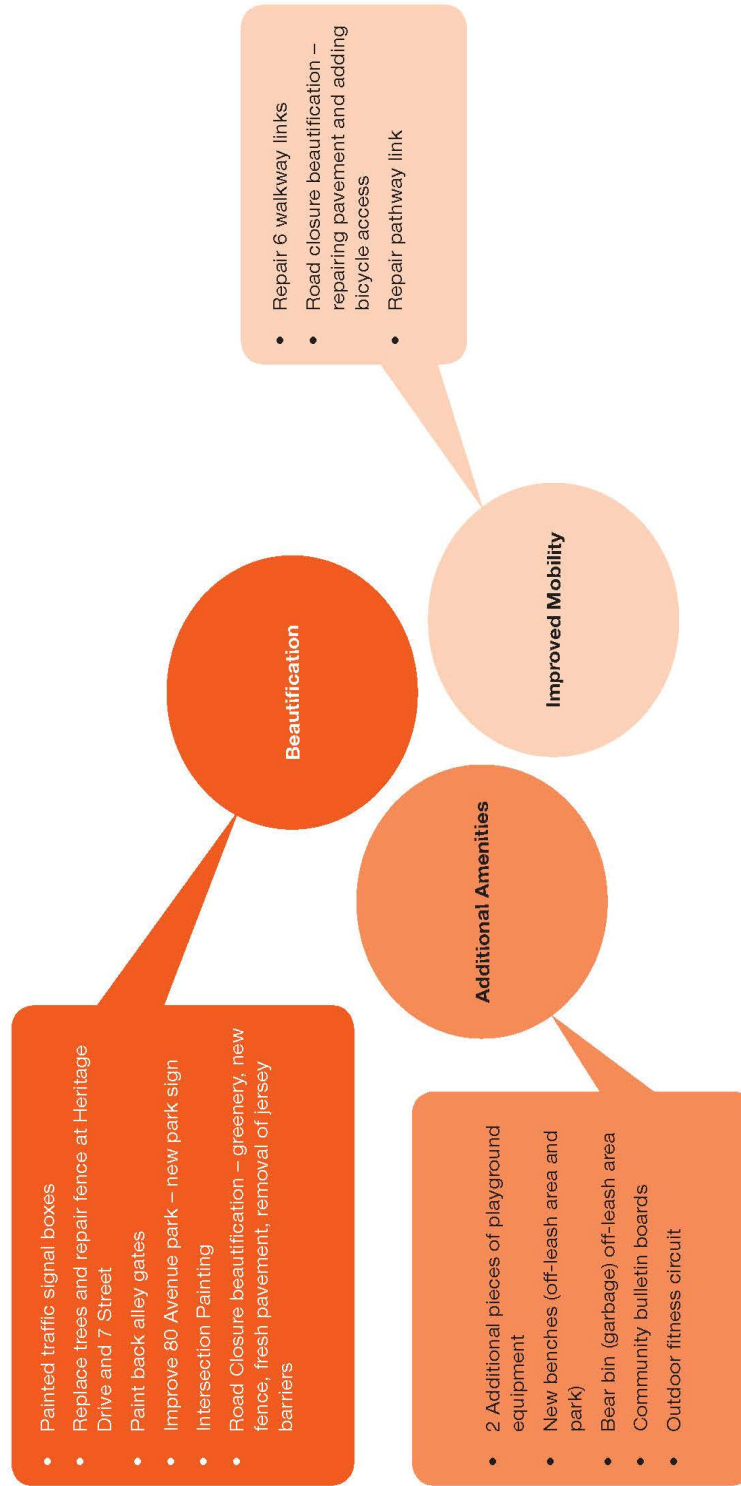
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IMPROVEMENT TO THE PUBLIC REALM

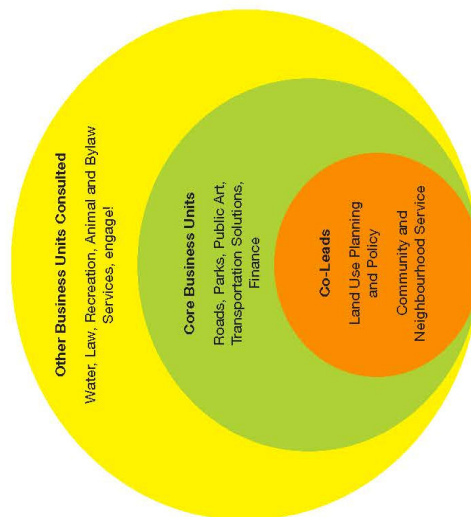
Kingsland residents selected a good cross section of projects that will positively impact the community



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BUSINESS UNIT SATISFACTION

The following business units were involved in SPUR:



Main points from the discussion with the business unit representatives

What worked:

- Kingsland Public Art Committee
- Collaboration across business units and learning from other business units
- The online engagement
- Co-hosting public participation events with the Community Association
- Showing the community how much these improvements cost
- The new pathways repaired to a high standard reduced future maintenance costs/needs
- The road closures combined aesthetics and functionality through the partnership with Transportation Planning that created a better outcome

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What didn't work:

- More staff time was required by the engagement process to negotiate various options after the community expressed their desired outcomes.
- Setting realistic expectations
- SPUR leveraged improvements above the standard for other communities that may present problems elsewhere – 'they got it, why can't we?'
- The back and forth design collaboration with the community increased engineering and admin costs
- Awareness of The City construction process and how it is different (higher standards, etc.) from individual construction projects
- One-offs are a problem when consistency is important
- SPUR and Inspiring Strong Neighbourhoods may be viewed as favouritism
- Schedule project to align with annual business planning window in order to adequately resource for that year's work plan. This will allow time to accommodate procurement for project-based support if needed.

Recommendations for the future:

- Clear communication of standards and the limitations of capital dollars
- A clear decision making framework and process
- Clearly identified roles and responsibilities for The City, the community and the Community Association
- The project should not rely on excess inventory to supplement the project list
- Firmly identify the communities commitment early on
- Potentially expand the funding into events
- Expand the communities role beyond input, oversight to a greater role in implementation or residents provide input and prioritization then turn over to the city for implementation to avoid stalling improvements – further discussion is needed regarding the communities role-in implementation
- Provide inspiration and case studies at the beginning to stimulate ideas
- Projects should focus on things not being provided by business units core business

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SECTION 3: RECOMMENDATIONS

Recommendations to improve success in all areas of SPUR are provided in the following categories

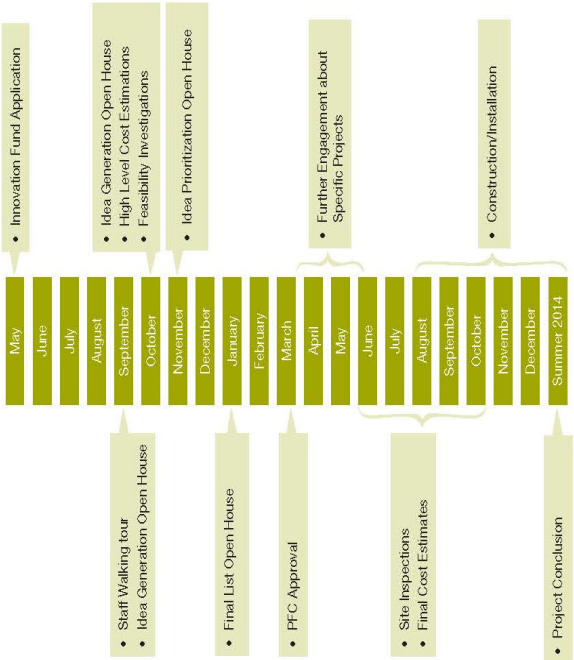
1. Project Timeline
2. Project Team
3. Relationship and Role of the Community
4. Community Selection

PROJECT TIMELINE

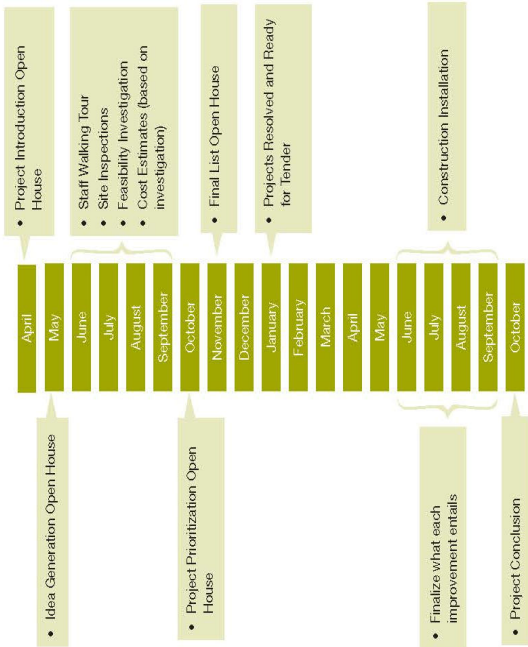
The chart below shows the recommended timeline changes for SPUR.

1. Instead of the feasibility and cost estimating occurring over three weeks in the fall it should occur over an entire summer. This will allow for greater analysis to facilitate efficient implementation as well as more accurate cost estimates.

PILOT PROJECT TIMELINE



RECOMMENDED TIMELINE



2. Host an earlier open house before residents suggest priorities. The purpose of this open house is to introduce the project, provide demographic data, show an asset map of the neighbourhood and display inspiration ideas (creative public art projects, innovative urban design etc.)

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PROJECT TEAM

Below are the recommended changes to the project team

1. In this pilot project, administration benefitted from 2 project leads because of the learning that occurred as the project moved forward. However, subsequent projects can create efficiencies with a single project lead. CNS is identified as a potential lead for future projects.
2. The project lead can act as one window for the overall project development and delivery. However, the business unit team of experts needs to work directly to interact with the community regarding their specific project to increase communication, effectiveness and efficiency. The project lead can check in on status and progress to provide overall support.
3. The resources of the engage! unit are helpful from beginning to end and we have consulted them on this. As well, to reach a broader audience of residents and truly engage the community, we would require resources for surveys, needs studies and other tools of engagement.

RELATIONSHIP AND THE ROLE OF THE COMMUNITY

Administration in collaboration with the SPUR Committee have the following recommendations to improve the relationship with residents:

1. SPUR should not apply to private property improvements due to extra complications and the tight timelines of SPUR that make private property projects more difficult to complete.
2. Administration will learn from the feedback received from residents and create an engagement strategy that addresses those concerns for future projects.
3. The future working committee will sign off on the project descriptions before residents vote on their priorities.
4. The Community Association and The City will work together on a Terms of Reference and review it regularly.
5. Representatives from Parks, Roads, Public Art and other relevant business units will work directly with the community.
6. Administration will work with communities to clarify involvement in implementation and communication.
7. Administration will provide community background data (neighbourhood demographics and community assets) as well as inspirational projects/precedents to stimulate discussion and ideas.
8. Administration will follow The City of Calgary's Project Management Framework.
9. Administration will investigate the feasibility of extending the participatory budgeting into the implementation phase to assist residents understand more about where the costs originate and how they are determined.
10. The Community will elect a local project lead or delegate to act as the primary point of contact between The City and The Community to relay information to the broader community.

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APPENDIX A: COMMUNITY COMMENTS

'Hasn't quite turned out the way I thought it would so far. Glad to have so many community improvements though.'

'More of it would be great'

'Loved that local artist [sic] were used'

'Older community needs improvement'

'I feel that the ideas and improvements that Kingsland community residents voted for were not accepted. The City of Calgary have [sic] pretty much vetoed all those ideas and have implemented their own. What was the point of the open houses for community residents if the City is going to do what they want anyways. Very [sic] very disappointed with SPUR project [sic].'

'Spur has been very slow to get things going in Kingsland. All that was supposed to be achieved [sic] has not been and getting the money to do things has been very difficult and with adjusted amounts, not what was originally shown. I was on the board of the Kingsland Community and IUT [sic] has been a struggle both financially and communication [sic].'

'As so many of the projects have not been finished and no indication of actual cost is available it is too soon for this survey. I would not recommend the Spur [sic] program to other communities in its present format. Many changes need to be made.'

'I found the process unfairly [sic] put more power into the community board of directors' favour to make formal decisions on what projects would receive funding. Most of the approved projects (voted on by only a small portion of the total community) benefited a small group within the community in the form that their property values will increase as the lanes beside them will receive funds to fix these issues, some [sic] believe it is the same group.

Spur should be focused on projects which I believe are not part of the regular maintenance the city should already be providing. They should be focused on

those projects that benefits [sic] all residents.'

I would recommend Spur [sic] to other communities with changes in process to ensure a more concerted effort through several different methods [sic] are used to get more residents to take part.'

'In my opinion it's a little early to be soliciting feedback. Not all the work has been completed yet so it's hard to evaluate the impact of the SPUR program.'

'I was really excited to see and hear about the planned improvements to our community through the SPUR program but as I [sic] type this it is now Sept. 23rd and I can honestly say that I and many of my neighbours are disappointed [sic]. One of the walkways which was paved was done so cheaply and unprofessionally I swear I could have smeared some asphalt [sic] down and painted a yellow line on it too. The playground improvements were a joke.... I guess I imagined the money having a greater more noticeable impact but clearly not much will change. I have heard that some of the work has not yet been completed because of the flood and I can certainly sympathize with that. It is too bad we have to use city services to do a lot of this work, [sic] my husband is an independent [sic] contractor and could have laid brick walkways throughout the entire community for a lot less than the amount quoted by the city [sic]. Many contractors who would have done a much better job at a much lower rate [sic]. This city needs to step it up if they want me recommending this program to other communities.'

'I was very excited about the spur [sic] project coming to Kingsland [sic]. In the end the project seems to be a total bust. I feel for the people on the committee. I know they worked very hard and it seems like none of the project [sic] ended up getting completed to anyone's [sic] satisfaction. All in all \$240,000 didn't [sic] go very far.'

'We are so lucky to have been chosen for the SPUR pilot project. Kingsland needed the improvements and appreciate [sic] the work of the City departments.'

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"Paint the pavement was a huge success like to see more [sic]. If spur [sic] is repeated, the communities should be informed at the very beginning the limits the city of Calgary [sic] will impose"

"Great job! We were kept well-informed."

"The cost of each project seems excessive for the work that is to be done. Walkway concrete stairs that have been repaired with asphalt are now more hazardous than previously - Kirby to 7th St. is particularly bad. Also upset with pathetic improvements to playgrounds. How could that cost what has been stated?"

"sending [sic] out notices to community members about what is going on and make more of an effort to engage community members. change [sic] dates of projects as not everyone is available on the weekends/weekdays."

"I have found it difficult to obtain information about exactly what was received for what expenditure. I think it is important for the city to gain an adequate return for money spent, regardless of funding sources. My impression is that the 80 Ave park in Kingsland received a 'new piece of play equipment' and a bench, but I haven't been able to confirm cost. E-mail updates regarding project progress - with cost included - would be useful in promoting SPUR. Thanks. [sic]"

"A great initiative and good way to get people thinking about their community [sic] . I'm seeing positive effects – people seem proud to live in Kingsland."

"Perhaps a big community sign with all the projects listed and a check mark when done."

"The extent to which City priorities will override those of the Community should be made very clear from the outset. Budgeted amounts should be way more accurate, [sic] before asking Community to select priorities."

"My comments were submitted in letter form."

"Online survey results not followed. Project costs changing thereby altering the projects [sic]. Hard costs need to be provided."

"I believe that SPUR is a worthwhile project. I believe that here [sic] would be value in more community involvement in how the improvement items are implemented. For example, the community sign was identified as an item to improve, but then later the KCA indicated that the KCA had replaced the sign recently. The sign was identified as needing improvement after the KCA had replaced it, so clearly community members still felt that it needed improvement, but the sign was not improved."

"I feel that a few key high visibility improvements and possibly a concentrated improvement may have been a better approach than small low visibility improvements. I understand that there are challenges with all recommendations and some are easier to implement than others. Another example of something that needed more community input in the implementation, is the work out equipment [sic]. I have heard may [sic] community members that were in support of the idea originally, but are not pleased with how it may be placed in the end."

SPUR FINAL EVALUATION

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