

# What We Heard

## City Charter Engagement Initiative

**Prepared for:**

The City of Calgary

The City of Edmonton

Government of Alberta

**by:** ICA Associates Inc.

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## 2 Executive Summary

### 2.1 Summary

The Government of Alberta, the City of Calgary, and the City of Edmonton conducted public engagement concerning the development of City Charters for both cities. Information and engagement activities were made available to Edmontonians and Calgarians in September and October of 2016. Activities included:

- Information provided online by all three governments
- Opportunity for email submissions via The Government of Alberta web site
- Online surveys conducted by the City of Edmonton
- Pop-up engagement sessions in public locations held by the City of Calgary
- Public information sessions and stakeholder workshops in Calgary and Edmonton.

Details of these events and levels of participation are explained in the table below the summary.

The public and stakeholders were invited to learn about the Charters and 75 proposals contained in an overview document prepared by the Government of Alberta. The engagement was framed around two focus questions:

- What are the implications of the City Charter for you / your organization / your city?
- What advice do you have for the governments as they implement the Charters?

Stakeholders from over 160 groups were invited to provide their feedback by participating in one of four workshops in Edmonton and Calgary. The public was invited to any of four public information sessions held in Edmonton and Calgary. All citizens were also invited to share their opinions via email or by letter.

Generally speaking, in-person and online stakeholder feedback was very similar between Calgary and Edmonton. All stakeholders were concerned about the specific implications for and impacts on their organizations and their sectors. Many had questions about how specific proposals will work and asked for additional details. Some wondered how the Charters will work with the new *Municipal Government Act (MGA)* and with existing laws and regulations. Many stakeholders expressed a desire for continued engagement and wanted the opportunity to continue to advise the Government of Alberta and the Cities on the development of the Charters.

Public in-person feedback was diverse between cities. Members of the public in Edmonton focused on a wider range of issues and feedback than in Calgary. Topics that garnered comments in Edmonton included affordable housing, the proposed collaboration tables, relationships with neighboring municipalities and tax powers. In Calgary, potential tax powers

drew much more attention despite not being specifically addressed in the Charter proposals. Most feedback about tax powers expressed concerns about increased taxes and control of spending. Other topics garnered comments about efficiency, transportation, affordable housing and environmental practices.

Email and letters received by the Government of Alberta were thoughtful, thorough and well-considered. Many writers represented stakeholders and invested considerable time to convey opinions specific to their areas of interest. More general comments were related to taxation, government accountability, new decision-making powers, administrative efficiency, the need for Provincial oversight, and transportation.

This report also includes a summary analysis of open ended responses to the City of Edmonton's two online surveys. Respondents focused primarily on the rationale for the Charters, requesting more information to help understand why the Charter is important for Edmonton. There was also commentary about tax powers. While most comments about taxes were concerned about increases and spending, a number also recognized the need for the City to assume more control over how it generates revenue for the services it provides.

## 2.2 Participation summary

The following is a summary of participation levels for all engagement activities. At stakeholder workshops, there were a total of 86 participants representing 59 organizations and at public information sessions, there were 330 participants.

City	Event Type	Date	Venue	Part.	Org.
Edmonton	Stakeholder 1	Oct 3, 2016	Royal Glenora	24	19
Edmonton	Stakeholder 2	Oct 4, 2016	Royal Glenora	18	21
Edmonton	Public 1	Oct 3, 2016	University of Alberta	38	2
Edmonton	Public 2	Oct 4, 2016	University of Alberta	45	5
Edmonton	Insight Community Survey	Oct 11, 2016 to Oct 18, 2016	Online	1962	386 open ended comments
Edmonton	Public Online Survey	Sept 19, 2016 to Nov 11, 2016	Online	154	n/a
Gov't of Alberta	Email feedback	Sept 19, 2016 to Nov 10, 2016	Email	77	23
Calgary	Stakeholder 1	Oct 11, 2016	McDougall Centre	17	13
Calgary	Stakeholder 2	Oct 12, 2016	McDougall Centre	26	23
Calgary	Public 1	Oct 11, 2016	Elks Golf Course	93	2
Calgary	Public 2	Oct 12, 2016	Carriage House	154	2
Calgary	Pop Up 1	Oct 5, 2016	City Hall	61	n/a
Calgary	Pop Up 2	Oct 6, 2016	City Hall	50	n/a
Calgary	Pop Up 2	Oct 5, 2016	Crowfoot Public Library	25	n/a
Calgary	Pop Up 3	Oct 6, 2016	Signal Hill Library	70	n/a
Calgary	Pop Up 4	Oct 8, 2016	Vivo Centre	35	n/a
Calgary	Pop Up 5	Oct 9, 2016	Quarry Park Rec Centre	59	n/a
Calgary	Pop Up 6	Oct 10, 2016	Genesis Centre	17	n/a
Calgary	Pop Up 7	Oct 10, 2016	Heritage Park	21	n/a

## 3 Methodology

### 3.1 Background

The City of Calgary, the City of Edmonton and the Government of Alberta worked as a tripartite team to develop proposals for the City Charters. To gain input from stakeholders and the public on matters that might influence the implementation of the Charters at the city or provincial level, the tripartite team engaged ICA Associates Inc. to conduct in-person engagement between September 2016 and November 2016. The Cities of Edmonton and Calgary and the Province of Alberta conducted additional online and in-person events.

The process was organized to capture feedback on proposals in five broad categories:

- Administrative efficiency
- Community well-being
- Community planning
- Environmental stewardship
- Collaboration

The intent of the process was to gain responses to two key questions:

- What are the implications of the City Charter for you / your organization / your city?
- What advice do you have for the governments as they implement the Charter?

### 3.2 Overview of engagement sessions

#### 3.2.1 Stakeholder engagement

##### Participants

Representatives of over 160 organizations in Alberta, including business, non-profit, and advocacy organizations, were invited by the Government of Alberta (Municipal Affairs) to participate in in-person engagement sessions in Edmonton on October 3, 2016 and October 4, 2016 and in Calgary on October 11, 2016 and October 12, 2016.

Information packages, organized around the five key Charter categories, were provided in advance. Invitees were encouraged to review the materials prior to arriving at workshops.

##### Event objectives

The purpose was to understand the stakeholders' interests in the City Charters, identify potential implications of the proposals and solicit considerations with respect to implementation.

A further objective was to ensure that stakeholders had an opportunity to share their perspectives, including interests and concerns, openly and frankly with project team members.

### Event design

Upon arrival, participants were greeted and invited to review poster boards. A representative from Alberta Municipal Affairs provided an overview presentation and a question and answer period followed.

Participants then moved to five tables representing each of the Charter themes, where a facilitated dialogue was conducted. All five Charter themes were individually represented. Participants were asked to record implications and their suggestions on sticky notes after each round of facilitated discussion.

Comments were collected and posted on a wall per theme and participants were invited to review all responses before leaving the session. Up to three rounds of dialogue were conducted so that participants could engage on more than one theme of the proposed Charter.

Representatives from Edmonton, Calgary and Provincial Municipal Affairs including Charter Subject Matter Experts (SMEs) were available to provide clarification, respond to questions as they arose and listen to concerns raised by participants.

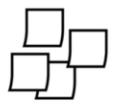
1	2	3	4	5
				
<b>Register / Read</b>	<b>View Presentation</b>	<b>Discuss</b>	<b>Gather Feedback</b>	<b>Debrief</b>
Greeters	Presenter	Facilitators	Attendees	Workshop Team
Doors open SMEs answer questions of clarification	Welcome Introductions Presentation Brief large room discussion	3 x 30 min discussion Concerned? Intrigued? Implications? Suggestions? Feedback posted at the end of each round	Gallery walk at the end of the workshop time What is missing? Event feedback form 1:1 dialogue (SME's)	Team session to discuss & document observations and outcomes

Figure 1: Stakeholder engagement design

### 3.2.2 Public engagement

#### Participants

The public was invited to attend public information sessions in each city. The Cities of Edmonton and Calgary promoted the event to the public through:

- New releases
- Web sites
- Social media
- Pop up events (Calgary)
- In market advertising
- MLA's, City Councillors, public service announcements
- Distribution of brochures to public library branches (Edmonton)
- Public online survey (Edmonton)

#### Event objectives

The purpose of the in-person public sessions was to understand interest in the City Charters, share information about the Charters, identify potential implications of the proposals and solicit considerations with respect to implementation. A further objective was to ensure that the public had an opportunity to share their hopes and worries openly and frankly with the project team.

## Event design

Upon arrival, participants were greeted, asked about their interests and how they had heard about the event. Participants were then able to review sign boards and watch a short, repeating presentation. Participants were invited to sit at small tables where a facilitated dialogue would take place to discover implications and their suggestions. Participants were encouraged to record their thoughts on sticky notes after each facilitated discussion. Comments were collected and posted by theme; participants were invited to review all responses before leaving the session.

Representatives from The Cities of Edmonton, Calgary and Provincial Municipal Affairs were available to provide clarification, respond to questions as they arose and listen to concerns raised by participants. Participants were encouraged to interact with these representatives.

1	2	3	4	5
				
<b>Meet &amp; Guide</b>	<b>Review Boards</b>	<b>Watch Video</b>	<b>Discuss</b>	<b>Post Feedback</b>
Greeters	SMEs'	SMEs'	Facilitators	Participants
How did you hear about City Charters? What brings you here tonight? Guide to the station that will provide most value	SME's Answer questions of clarity.	SME's Answer questions of clarity. What stands out? What themes are you most interested in?	Concerned about? Intrigued by? What are implications? What questions need to be answered?	(Organized by Theme)

Figure 2: Public engagement design

### 3.3 Data collection

Immediately following each engagement session, every participant's comment was transcribed into a spreadsheet by the attending facilitators; one line item per comment.

During later review and analysis by the facilitation team, each comment was tagged with:

- Comment number
- Date (Event date)
- City (Edmonton, Calgary)

- Theme (one of the five Charter themes)
- Nature of event (Public, Stakeholder)
- Comment type (Question, Advice, Implications, Comment, Question)
- Sentiment (Opposed, Concerned, Neutral, Supportive)
- Topic (See Appendix 4 for the controlled vocabulary of topics).

Participants were also invited to complete an event feedback card. All comment from cards were captured and tagged and a summary of the comments has been included in this report. Comment cards included the following data:

- Date (Event date)
- City (Edmonton, Calgary)
- What were your expectations?
- Where they met?
- What should we change?
- Other comments.

We added:

- Expectation sentiment
- Topic tag.

See Appendix 4 for the controlled vocabulary of topics.

### 3.4 Online data collection

Email contributions to the process were enabled through a single point of contact: [ma.citycharters@gov.ab.ca](mailto:ma.citycharters@gov.ab.ca), established by Alberta Municipal Affairs. Comments, proposals and letter submissions were all received at this email address.

The City of Edmonton also conducted a public survey between September 19 and November 10, 2016, and an online survey with its Insight Community (a volunteer panel of Edmonton residents) between October 11 and October 18, 2016.

Feedback was gathered and tagged in a similar manner to feedback from public and stakeholder sessions. Themes from these events are identified and included in the overall results sections. See section 7.2 and 7.3 for the results.

### 3.5 Other events

To generate interest around the public engagements sessions, the City of Calgary hosted seven 'Pop Up' sessions in seven different locations. Feedback was collected at these events and

tagged in accordance with feedback from the public and stakeholder sessions. Themes from these events are identified and included in with Calgary public information sessions.

### 3.6 Analysis

After all feedback and comments were tagged with sentiment, comment type and topic, all data was reviewed to identify common themes. Themes were identified by searching for common topic tags, counting the frequency of topic mentions and identifying groups of related information. Typically, when the reviewers identified at least three to four comments under a single topic, they were reviewed in more details and any pertinent feedback summarized.

Given there are over 70 proposals in the proposed City Charters, there is great diversity in the types of specific feedback received. In addition to comments on specific proposals, participants sometimes asked questions or commented on:

- The overall Charter development process
- The nature and quality of the Charter consultations
- An interest in continuing to be involved in the development of Charter proposals (primarily from the Stakeholder community)
- The relationship of the Charters with other policy and legislation (i.e. the *Municipal Government Act*)
- Ideas and suggestions related to the Charter's topics, but not specific to proposals
- Concerns about and perceived implications of the Charters

## 4 Stakeholder Workshops

### 4.1 Summary

There were 42 stakeholder participants representing 40 organizations at workshops conducted in Edmonton on October 3 and 4, 2016. The stakeholder meetings in Edmonton generated 254 written comments over two days of workshops. In Calgary, there were 43 stakeholder participants representing 36 organizations at workshops conducted on October 11 and 12, 2016. The stakeholder meetings in Calgary generated a total of 264 written comments.

Stakeholders in Edmonton were as interested in the overall Charter process as they were in the details of the specific proposals. A number were impressed with the breadth of the proposals while others expressed concern about the potential scope of the Charter. A few expressed a concern that they were being consulted late in process and requested considering extending the process to allow for more consultation with, and consideration of, a larger group of stakeholders.

Calgary participants also expressed concerns about how they might be included in the ongoing consultation process and were concerned about how realistic it is to deliver the Charter based on the proposed timelines.

Many participants also had questions about how specific proposals will work and asked for additional details. A few expressed a need for more details around key proposals to create more certainty in proposals that directly impact industry. Some participants had specific questions about how the new *Municipal Government Act (MGA)* will work with the Charter and some wondered if it would be wiser to complete changes to the MGA before proceeding with further development of the Charter. There were also questions about how the Charter will integrate with existing laws and regulations, and concerns about the potential impact of the Charter on the surrounding regions and communities.

### 4.2 Administrative efficiency

Stakeholders generated 87 written comments concerning Administrative Efficiency.

Most popular themes - Administrative Efficiency	Comments
Community Organizations Property Tax Exemptions Regulation (COPTER) & non-profits	10
Efficiency & accountability	9

Charter process & consultation	8
Elections & school boards	5

**Community Organizations Property Tax Exemptions Regulation (COPTER):** Participants expressed a mix of support and concern for changes to COPTER. While some appreciated the reduced burden, others had questions about the proposal and wanted more clarity about for-profit commercial spaces housed within non-profits and student/industry collaborations at educational institutions. Specific comments suggested that COPTER should:

- Remain in place as it stands
- Be expanded
- Be streamlined
- Remove the requirement for applications during periods of construction and renovation
- Have clearer definitions for the term “restricted” and clarity about how public use of tax exempt space is monitored and enforced

**Efficiency and accountability:** Stakeholders expressed an interest in seeing a reduction in red tape and an increase in overall efficiency. There was also a concern about creating more regulations and an apparent regulatory “patchwork.” Suggestions included:

- Exploring ideas like regional business licenses, a single business identified across government agencies and expanding BizPal across all regulations
- Ongoing monitoring of the Charter process after passage and through implementation
- Giving City Councils conditions and outcomes to ensure funding is spent appropriately

**Charter process and ongoing consultation:** Some were concerned that the process was rushed and recommended that changes to the *Municipal Government Act (MGA)* be settled before proceeding with City Charters. There were questions as to how the *MGA* might interact with the Charters and whether stakeholders will be consulted about changes on an ongoing basis. Stakeholders requested that they be updated as the development of the Charters continue. They appreciated the opportunity to submit written submissions and asked for assurances that the review period will happen. There was also a suggestion that there should be a way to arbitrate disputes.

**Elections and school boards:** Two comments noted that school boards will be affected by giving the Cities additional powers to set election boundaries, processes, campaign financing and voting and urged collaboration between the Cities and the school boards. One comment suggested that the proposals would create challenges for Elections Alberta.

### 4.3 Supporting community well-being

Stakeholders generated 100 written comments concerning Supporting Community Well-being.

Most popular themes - Supporting Community Well-being	Comments
Affordable housing	31
Charter details & consultation	15
Support for non-profits	15

**Affordable Housing Definitions:** There was broad support for better definitions and suggestions that these definitions include:

- A wider range of potential affordable housing stock
- Supportive and inclusive housing (that includes seniors, singles, families and minorities)
- A clear association to household income of the tenant
- A clear statement about demand for housing including locations, types of tenants and specific numbers measuring demand
- Using the definition “social housing” and/or expanding the definition discussion to include general affordability

It was also suggested that the Cities of Edmonton and Calgary and the Government of Alberta jointly work on the development of these definitions.

**Affordable Housing Loans:** There were suggestions about reviewing affordable housing grant programs and collaborating with the Alberta Investment Management Corporation and Canada Mortgage and Housing Corporation to better finance affordable housing.

**General Remarks about Affordable Housing:** Some comments expressed disappointment that the proposals in Supporting Community Well-being were largely focused on affordable housing rather than on broader social issues like homelessness and poverty. There were concerns about finding a fair, equitable way to fund affordable housing and whether the housing exemption would create additional expense for developers or new home buyers.

Two comments discussed the location of affordable housing, and suggested that early consultation is key and that it be placed throughout the cities to prevent homogenous communities. Suggestions included more collaboration between governments and industry and exploring co-operative models and providing down payment assistance.

**Charter Process:** Many participants called for more extensive consultation concerning social policy. Some cited other examples like End Poverty Alberta as a more effective vision for supporting community well-being. Concerns were expressed about the speed of the Charter process and some participants suggested that the process be slowed so that additional stakeholders could be consulted.

**Support for non-profits:** Among the comments, there were requests for better definitions of tax relief and to extend this relief to social and not-for-profit housing agencies. There was also a comment about maintaining tax relief during construction or redevelopment. However, a few called for greater recognition of the role of non-profits and suggested that tax relief was not the most serious problem facing non-profits.

Three comments expressed a concern that for-profit entities operating in non-profit facilities like arenas or public facilities might unfairly benefit from tax exemptions. Other comments suggested that non-profits not be penalized for effective revenue generation and that the non-profit tax relief proposal was unfair to other municipalities.

Two comments mentioned Community Organizations Property Tax Exemptions Regulation (COPTER) and one asked for a review of the program.

### 4.4 Smarter community planning

Stakeholders generated 108 written comments concerning Smarter Community Planning.

Most popular themes - Smarter Community Planning	Comments
Transportation	12
Building and safety codes	8
Statutory plans	7
Heritage	7
School sites, definitions and school boards	5

**Transportation Safety Act:** Some participants expressed a range of questions and concerns about enabling authority for components of the *Transportation Safety Act*. Some called out a need for research and public consultation when considering future changes. There were also

questions about how the Charters might include addressing overall transportation planning both in the city and in the region.

Comments encouraged consideration of strategies to improve cycling and walking. A comment suggested that accessibility for these modes should become a priority and that funding should be made available. Two comments suggested that changes to the *Traffic Safety Act* should include a focus on the needs and safety of pedestrian and cyclists.

**Statutory plans:** Some comments expressed support for statutory plans especially if they can be used to support heritage preservation, conservation and community input into context and character. Others were concerned about coordination with existing layers of planning and process in the current framework. One comment suggested that the Charter proposals do not sufficiently reflect the need for more heritage preservation.

**Building & safety codes:** Comments were uniformly concerned about the safety codes proposals. Participants expressed concerns about:

- The rationale for the changes
- Differing code standards across municipal jurisdictions
- Ongoing governance of the Safety Codes Council
- The independence of the Safety Codes Council

There was a single recommendation proposing a system that involves collaboration of all stakeholders so that Alberta could have a single safety code.

**School sites, definitions and school boards:** Some participants expressed worries about the proposal concerning freehold school sites. There was also a call for more collaboration with school boards in creating definitions and planning decisions. One comment suggested looking to a joint submission by the City, Calgary Board of Education and Calgary Catholic School District for a broad, flexible definition. Another pointed to definitions under the current legislation. They cited the need for better representation by school districts and the potential need for compensation should school boards be asked to give up non-reserve lands. There was also some question about how effective Joint Use Agreements will be.

## 4.5 Empowering local environmental stewardship

Stakeholders generated 80 written comments concerning Empowering Local Environmental Stewardship.

Most popular themes	Comments
Empowering Local Environmental Stewardship	

Clean energy loans	6
Energy micro-generation	5
Environmental practices	4
Charter outcomes & further consultation	4
Municipal Government Act	4
Building & safety codes	3
Municipally Controlled Corporations (MCCs)	3

**Clean energy loans:** Opinions about clean energy loans were distinctly divided. Three were not in favour of this proposal citing concern that the Cities should not be lenders. Two were in support and included suggestions for implementation of programs. One comment raised doubt about the value of these loans in view of currently low interest rates.

**Energy micro-generation:** Several comments supported the micro-generation proposal, but one comment noted that it could create different rules in and outside of the large cities. Other comments also suggested allowing this proposal in all municipalities. Another suggested leveraging competitive markets to develop micro-generation sources while another was opposed to the proposal, citing the potential cost to taxpayers of developing new energy sources.

**Environmental practices:** There was general support for environment as a purpose and consideration as it relates to land use. Suggestions included

- Considering the relationship between heritage conservation and environmental practices noting that heritage is not mentioned in the Charter proposals
- More thought about mobility and agility to embrace new technologies
- An alternate model for looking beyond the traditional triple bottom line model

**Charter outcomes and further consultation:** These proposals appear to raise some concerns for participants noting that they introduce uncertainties. Comments suggested:

- A “go slow” approach with more thorough analysis throughout implementation
- More detail around specific targets and measurement against the proposals

A couple of comments asked about the overall intention of the proposals - “the problem” that these proposals are intended to solve. Generally, there was a concern that efforts be made to give stakeholders more certainty around the implications and impacts of the environmental proposals and an appeal that industry and other stakeholders continue to be engaged during the implementation process.

**The *Municipal Government Act (MGA)*:** The proposals also prompted several comments about the Charter’s relationship with the *MGA*. Some appealed for a more complete picture and suggested that proposals be presented along with other pertinent changes in the *MGA* and other legislation.

**Building & safety codes:** Three comments appealed for consistent and unified codes across municipal, provincial and national jurisdictions. Unique codes are more costly, create barriers and weaken the system, were mentioned as concerns.

**Municipally Controlled Corporations (MCCs):** Some commenters wanted clarity on how the Charters will interact with MCCs and included a concern that the Charters not be used to provide MCCs with an exemption from Charter proposals. In contrast, there was also a concern that the proposals might impact the dividends that MCCs pay to the Cities.

## 4.6 Collaboration

Stakeholders generated 69 written comments concerning Collaboration.

Most popular themes – Collaboration	Comments
Community hubs	10
Charter outcomes	8
Consultation & Indigenous issues	8
Collaboration & collaboration tables	5
Accountability, tax powers and delegation of powers	4
Social policy table	4

**Community hubs:** The idea of creating community hubs was generally well received and participants offered several specific suggestions for their implementation. These included:

- Working with the Government of Alberta to include the delivery of provincial services
- Paying attention to the needs of the community’s marginalized populations
- Involving school boards through memorandums of understanding and consulting with other affected parties
- Making community hub policies flexible
- Allowing hubs to include a wide range of services including everything from professional offices (lawyers and doctors) to hospitality (restaurants)

**Charter outcomes:** Participants expressed optimism about the collaboration proposals and indicated that they might have a positive impact on maximizing available funding as well as improving the working relationship between the governments and stakeholders. Some participants did share concerns about unintended consequences including poorly designed policies, distribution of funding and the potential impact on surrounding regions.

**Collaboration and collaboration tables:** Collaboration was cited as a positive aspect of the Charter. The collaboration proposals were seen as potential way to end the real or perceived disconnect between the Cities and the Provincial government by setting priorities within a formal

framework. Comments suggested expanding to include more stakeholders and the public (including taxpayers). Two comments suggested using consensus-building processes.

**Consultation:** Two comments cited the need for additional time for consultation with stakeholders and the public. Two comments noted that stakeholders and the public want to know that they have been heard and will be involved in the collaboration efforts. One comment emphasized that the policies and any public facing material should be written in plain language in the future.

There was a specific call for meaningful engagement of Indigenous people in the discussion of urban Indigenous issues and to collaborate with the Government of Canada to help fund resulting initiatives.

**Accountability, tax powers and delegation of powers:** Comments suggested the Cities should:

- Be subject to controls that prevent further taxation
- Cede tax powers so that infrastructure can be built on binding funding agreements
- Be given the authority, resources and support it needs to ensure success

**Social policy table:** Participants noted that the development of social policy requires collaboration and called for clear accountability to be built into the Charters. There was a call for further consultation with social agencies.

## 4.7 Other comments

Stakeholders were offered the opportunity to submit other comments and generated 35 written comments.

Most popular themes - Other Comments	Comments
Charter consultation	9
Municipal Government Act	7
Tax powers	5
Accountability	3

**Charter consultation:** Three comments questioned the speed of the Charter process and suggested extending it. Three other comments suggested that the 60-day feedback period in the spring of 2017 will not be sufficient. Among the comments, there were concerns about the lack of detail provided that suggested that stakeholders did not have sufficient information to respond properly.

**The *Municipal Government Act (MGA)*:** There were seven comments that covered a range of topics concerning the *MGA*. Two comments suggested that several proposals (COPTER, climate change plans, emergency social services framework database, campaign financing, definitions for affordable housing, brownfield development, the *Traffic Safety Act* and statutory plans) all be included in the revised *MGA*.

Two comments suggested that the *MGA* should be completed before the Charters are completed. Two others questioned the logic of the Charters given the needs of other municipalities and the effectiveness of the *MGA* and the *School Act*.

**Tax powers:** Three comments requested a referendum concerning new tax powers including a suggestion that this referendum be conducted in conjunction with next year's municipal elections.

**Accountability:** There were three appeals for mechanisms to help increase transparency and accountability of the large cities including suggestions of a Municipal Auditor General or some form of regional oversight.

## 4.8 Additional observations

The workshop facilitators were asked to share important observations from table discussions immediately after each workshop. These observations augment what was provided as written feedback. At the Edmonton stakeholder workshops, these included:

- Questions about the overall intent and rationale for the Charters
- An overall desire for further consultation, particularly around proposal details
- A concern about compromising harmonized standards in safety codes
- A desire to involve stakeholders in the definition of affordable housing
- A concern that the school boards were not well-represented in the process
- Creating more clarity concerning regulations for the development industry
- A concern that micro-generation opportunities are broader than the Charters envision
- Protecting the consensus and good work generated in the creation of the new *Municipal Government Act*

At the Calgary Stakeholder workshops, results were like the Edmonton meetings and included:

- A desire for consensus among stakeholders concerning the proposals

- A desire to help with continued development of the Charters - “help us help you”
- A lot of interest from stakeholders in continued involvement during implementation
- An overall desire for further consultation and concern about the 60-day feedback period
- An appeal to “think bigger than the cities’ boundaries” and consider regional impact
- A focus on efficiency, “smart spending” and overall accountability

## 5 Edmonton Public Information Sessions

### 5.1 Summary

There were 83 participants at public information sessions conducted on the evenings of October 3 and 4, 2016. The public information sessions in Edmonton generated 145 written comments over the two evenings.

Most members of the public were interested in learning about the rationale behind the Charter. Once they understood the purpose and intent, they explored specific topics of interest. More vocal participants expressed concern about taxation and what tax powers might be granted to the City, but there was not a large amount of written feedback about this subject in Edmonton.

### 5.2 Administrative efficiencies

Members of the public in Edmonton generated 18 written comments concerning Administrative Efficiencies.

Most popular themes - Administrative Efficiencies	Comments
Tax powers	3
Bylaws	2
Campaign finance requirements	2
Other municipalities	2

**Taxation powers:** Three comments asked about the financial implications of the Charter including concerns about granting new tax powers to the Cities without full accountability and transparency. There was mention in one comment of a referendum concerning tax powers.

**Bylaws:** One comment was strongly opposed to the Cities having more control over bylaws in general, citing concerns of corruption. The second comment was supportive but expressed concern about the potential impacts on neighbouring municipalities.

**Campaign finance requirements:** One comment supported the idea that City Council could establish their own requirements and controls for municipal election campaign finance. The other comment expressed concern about a potential conflict of interest and had questions about implementation.

**Other municipalities:** There were two comments encouraging the implementation of these proposals in other municipalities if they are successful in creating efficiencies.

### 5.3 Supporting community well-being

Members of the public in Edmonton generated 21 written comments concerning Community Well-being.

Most popular themes - Supporting Community Well-being	Comments
Affordable housing	6
Gender equality	2

**Affordable housing:** Two comments suggested adding provisions that ensure access for people with disabilities and visible minorities. There was a suggestion that by focusing on speeding up the application process, reducing regulation and allowing a greater variety of homes, changes to policy may not be necessary. There were three comments related to the affordable housing proposals:

- A concern that protection of existing affordable stock will download costs on to new homeowners and encourage urban decay
- A question about the intent and the implementation of the proposal to have housing agreements follow the title
- Support for the idea of affordable housing loans

**Gender equality:** Although there were no specific proposals regarding gender equality, there were two comments. One comment asked about how the Charter will support gender equality and the other emphasized a need for better representation in City Council and in City administration.

## 5.4 Smarter community planning

Members of the public in Edmonton generated 25 written comments concerning Smarter Community Planning.

Most popular themes - Supporting Community Well-being	Comments
Transportation	10
Land use bylaws	3
Freehold school sites	2

**Transportation:** Comments included a series of specific, non-Charter-related, suggestions about improving transit, cycling and pedestrian infrastructure. However, none specifically addressed the content of the proposals.

**Land Use Bylaws:** All comments were supportive of the proposal to allow the City to regulate the content of land use bylaws.

**Freehold school sites:** One comment shared a question about whether the Charter will ensure the wisest use of lands dedicated but not used for school sites. Another asked about compensating developers when a school board sells land dedicated for a school site.

## 5.5 Empowering local environmental stewardship

Members of the public in Edmonton generated 16 written comments concerning Empowering Local Environmental Stewardship.

Most popular themes Empowering Local Environmental Stewardship	Comments
Alternative energy	2
Water	3

**Alternative energy:** One comment supported the micro-generation proposal while another called for energy from windmills in concert with price controls for utilities.

**Water:** One comment called for a strategic provision for water protection by way of licensing fees while another comment called for waiving basic water charges and improving drainage during flooding seasons.

## 5.6 Collaboration

Members of the public in Edmonton generated 30 written comments concerning Collaboration.

Most popular themes - Collaboration	Comments
Collaboration tables	9
Public and Indigenous consultation	6

**Collaboration tables:** Several comments suggested including participation from additional groups like non-profits, community members and other cross-sectoral organizations. A couple of remarks asked about how public consultation might fit into the work of the collaboration tables and one comment suggested that the tables be organized around some kind of outcome statement.

**Public and Indigenous consultation:** Three comments encouraged effective ongoing consultation with the public and with Indigenous people to help make the Charter work effectively. Another comment asked about overall accountability and ensuring sufficient public consultation in the future. Two comments spoke to a need to consult Indigenous people concerning planning and infrastructure issues.

## 5.7 Other Comments

Members of the public in Edmonton were given the opportunity to share comments that did not fit in the five categories of the City Charter.

Most popular themes - Other Comments	Comments
Other municipalities and regions	4
Charter consultations	4
Charter process and rationale	4

Hotel taxes	2
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**Other municipalities and regions:** There were several comments concerning other municipalities and the regions. Three suggested some satisfaction with the proposals and suggested that some powers and responsibilities be shared with other municipalities. Two comments suggested that the Charters would give special treatment to the large cities and that it might challenge existing partnerships.

**Charter consultations:** Four comments encourage consultation with citizens to ensure that they have a continued voice in the development and implementation of the Charter.

**Charter process and rationale:** One comment encouraged the establishment of good baseline data for ongoing measurement and evaluation while a second asked whether the Charter should be created by regulation rather than by statute. Another comment asked whether the Charter reflects the unique needs of the large cities while another asked for a better explanation of the overall rationale for the Charter and for access to detailed legislation.

**Accountability:** Three comments asked what accountability or oversight mechanisms will be in place to monitor the City’s use of its new powers.

**Hotel taxes:** There were two comments expressing concerns about any potential changes to the Destination Marketing Fee and the creation of a hotel tax.

## 5.8 Additional observations

The workshop facilitators were asked to share important observations from table discussions immediately after each session. These observations augment what was provided as written feedback. At the Edmonton public information sessions, these included:

- Noting that several stakeholders choose to attend public sessions
- Multiple questions about the overall intent and rationale for the Charter
- An overall desire for further consultation
- Some questions about how the Charter might be implemented
- Some concerns about the accountability of the City for new powers

## 6 Calgary Public Information Sessions

### 6.1 Summary

There were 247 public participants at public information sessions conducted on October 11 and 12, 2016. Public information sessions in Calgary generated 507 written comments over two days of workshops.

Since the attendance at both events substantially exceeded original estimates, facilitators and representatives from the different parties had to work hard to ensure participants received answers to their questions in a timely and/or detailed way. Some participants expected a different format for the session and wanted more detail than was available to them. There were also many members of the public who expressed frustration related to their experience with other recent City of Calgary initiatives (i.e. Southwest Bus Rapid Transit). Many participants wanted to discuss topics that were outside of the Charter provisions, including the fiscal framework, and their perceptions of the City's current ability to execute its responsibilities.

Like Edmonton, some vocal participants expressed concerns about taxation and what tax powers might be granted to the Cities. There was a much larger amount of written feedback about the subject in Calgary than in Edmonton.

### 6.2 Administrative efficiency

The public in Calgary generated 97 written comments concerning Administrative Efficiency.

Most popular themes - Administrative Efficiency	Comments
Tax powers	14
Efficiency	9
Technology & notifications	8
Public consultation	7
Accountability	5
Delegation of power	5

Land use	4
Municipal Government Act	4

**Tax powers:** Most comments expressed concerns that:

- The Charter will introduce new taxes
- The City of Calgary is not prudent with its spending and that it should spend less
- The City should commit to controlling spending and not increasing taxes before adopting a Charter
- One suggested the need for a referendum on tax powers

Two comments suggested changes to taxes including taxing non-residents for the services they use and implementing a scheme to charge more tax to those who live in large homes or on floodplains. One comment suggested the need for a referendum on tax powers.

**Efficiency:** Comments held split opinions about the potential for the Charter to increase efficiency. Some expressed support for increased powers and the use of technology, indicating that these would improve responsiveness. Others complained that they felt that red tape and overall bureaucracy was increasing despite more staff and more technology at the City of Calgary. One comment suggested that, to streamline operations, there needs to be more communication between City administration, decision-makers and the public. Two others felt that technology would help streamline voting and other services. One asked whether the proposed municipal tribunal would be more efficient.

**Technology and notifications:** Most comments were concerned about moving notifications like rezoning notifications to just online methods, citing concern for those without access to the Internet. Most comments asked that letters, newspaper ads and notice posting signs continue to be used. One comment expressed concerns about electronic voting while another encouraged pilots in Edmonton and Calgary.

**Public consultation:** Comments about public consultation were also consistent. Suggestions included:

- The Government of Alberta should set standards to prevent conflict of interest and to ensure that processes are fair to the public
- More “verbal public forums”
- A higher standard of public engagement

One comment asked what a set process for public engagement might look like and another suggested that standards should be set by the Province.

**Accountability:** Almost all comments mentioned a need for minimum standards and additional oversight from either the Province or from an Ombudsman. One comment opposed alternate voting proposals indicating a concern about accountability and due process.

**Delegation of power:** All comments expressed opposition to granting the City more decision-making power. Comments cited concerns about privacy, the ability for Council to make responsible decisions, budget control and the existing authority of boards and agencies like the school boards.

**Land use:** One commenter disagreed with allowing the City to establish its own subdivision processes. A second comment called for certainty about surrounding land use when homeowners purchase homes in new communities. Another suggested higher fines for developers who do not comply with bylaws. A final comment stated a lack of trust with the City of Calgary because of the way Council has handled secondary suites.

**The *Municipal Government Act (MGA)*:** Two comments suggested that the *MGA* could accomplish most of the Charter objectives and argued for continuing to use it. One remark suggested the things like clearer definitions, more streamlined process and allowing administration to work effectively should be in the *MGA*, not just the Charter.

### 6.3 Supporting community well-being

The public in Calgary generated 73 written comments about Supporting Community Well-being.

Most popular themes - Supporting Community Well-being	Comments
Affordable housing	13
Tax powers & referendum	6
Community hubs	3
Community funding	3

**Affordable housing:** Comments concerning the affordable housing proposals were generally supportive. Comments called for:

- Innovative partnerships between government and the public sector to find new models for affordable housing
- Additional consideration of those with disabilities

One comment supported the ideas of tax exemption and inclusionary housing. Other comments supported the use of disposal lands for affordable housing. One comment questioned the placement of affordable housing in prime neighborhoods citing a disincentive to leave.

**Tax powers:** Three comments stated concerns that the Charters are an excuse to pass additional tax powers that the commenters felt are not deserved by the City of Calgary. Two comments requested a public vote on additional tax powers.

**Community hubs:** Commenters suggested involving community associations and schools, but without exposing schools to additional financial burden. There was a concern that large hubs might increase traffic while small hubs could help people get out of their cars.

**Community funding:** There were questions as to whether the Charter would change the funding relationship with communities. One comment cited frustrations with current community grant programs with application processes that are too time-consuming and disrespectful.

## 6.4 Smarter community planning

The public in Calgary generated 57 written comments concerning Smarter Community Planning.

Most popular themes - Smarter Community Planning	Comments
Transportation Safety Act	11
Freehold school sites	5
Land use bylaws	3

**Transportation Safety Act:** There were four comments that questioned the ability for the City to change “default” speed limits and three suggested that this proposal was not needed. There were three comments and questions about cycling. One did not support the cycling emphasis while another questioned the level of priority and scrutiny given to pedestrian and cycling projects. There was one question about whether the Charter would incorporate the Bicycle Design Guidelines. There was a final suggestion concerning an “Uber-like” service for seniors.

**Freehold school sites:** Comments covered several topics including building consensus with school boards, ensuring that lands dedicated to school sites are actually used for schools and that schools should become hubs for seniors housing and community activities. There was one question about not creating dedicated school sites when many schools are thought to be vacant.

**Land use bylaws:** Comments were generally supportive and included the following suggestions:

- Keep rezoning in the proposal general
- Include an amendment to timelines for a decision
- Reduce setback where there is a significant grade change

There was a comment suggesting the Charter is a way to potentially ignore people affected by higher density zoning.

### 6.5 Empowering local environmental stewardship

The public in Calgary generated 67 written comments concerning Empowering Local Environmental Stewardship.

Most popular themes - Local Environmental Stewardship	Comments
Environmental practices	8
Alternative energy	6
Land use	6
Tax powers	5
Alberta Energy Regulator	3
Waste management	3
Water	3

**Environmental practices:** Some participants were supportive of environmental practices and made a series of specific suggestions including:

- Look at projects with “stacked benefits” that produce multiple outcomes
- Enable the City to require higher environmental standards in all buildings through bylaws
- Better regulate landscaping waste left by homeowners and landscapers
- Ban the use of leaf blowers and encourage manual weeding

**Alternative energy:** There were a variety of other comments about alternative energy and micro-generation including:

- Concerns about child labor and toxic by-products in the production of solar panels
- Encouraging the use of “non-circular” building materials
- A question about whether companies will create alternative energy packages for homeowners under the Charter

**Land use:** Proposals regarding land use relating to environmental matters received generally favorable comments. A commenter asked whether these could be implemented at the regional level, as well. Participants suggested:

- Pursuing more efforts around environmental sustainability sooner rather than later
- Density bonuses and incentives for sustainability efforts
- Zoning structure that encourage community gardens and neighborhood space
- Natural area land use zones

**Tax powers:** Comments were critical of the Charter introducing new taxes. Some comments were concerned that environment proposals are an opportunity for additional taxation and requested a referendum regarding tax powers. There were also suggestions that environmental proposals require additional public consultation.

**Alberta Energy Regulator (AER):** Comments suggest that proposals regarding the AER were positively received. One comment suggested that these powers be extended to the broader oil and gas industry while another suggested that this proposal should apply to all municipalities.

**Waste Management:** Two comments argued for more control over waste management and included a suggestion for a waste management authority. Another comment suggested that all communities in the City be allowed to organize recycling exchanges at community centers.

**Water:** Comments about water were diverse. One suggested adding storm water to municipal climate adaptation plans. Another suggested a need for provincial oversight of decisions that impact wetlands and rivers while a third said that the large cities need the ability to manage all water bodies within their boundaries.

## 6.6 Collaboration

The public in Calgary generated 47 written comments concerning Collaboration.

Most popular themes - Collaboration	Comments
Tax powers	6
Collaboration & collaboration tables	6
Charter consultation	5

**Tax powers:** Most comments were concerned about increased tax powers and taxation because of the Charter. There was a comment requesting a referendum on new tax powers. Another suggested that as a non-resident, they may be faced with new taxes for using city services.

**Collaboration & collaboration tables:** Comments about collaboration and the collaboration tables were generally supportive. Suggestions included

- Using existing policy and planning tables where they exist and introducing them at a regional scale
- Working through the existing social policy collaborative group
- Adding watershed resilience and air shed management to the environment table
- Including more parties and stakeholders at the collaboration tables
- Collaboration between the City and community associations so that they can continue to advocate on behalf of their communities.

There was a concern that impacted groups be involved at collaboration tables before decisions about community hubs are made.

**Charter consultation:** Four comments raised concerns about the consultation process for the Charter. Some were concerned about the extent of notice while others felt that the event format was not effective. One comment asked that the results be summarized by an independent group.

## 6.7 Other comments

The public in Calgary were offered the opportunity to submit other comments and generated 168 written comments.

Most popular themes - Other Comments	Comments
Tax powers	26
Accountability	20
Charter consultation	16
Charter rationale	12
Charter details	11

**Tax powers:** Almost all comments registered concerns about new tax powers. Remarks included concerns that:

- Taxes will increase when the City receives a Charter
- The City of Calgary is not capable of managing its finances
- Tax rules should be consistent across the province
- A referendum should be held before new tax powers are introduced

Some comments indicated distrust of City Council and Administration.

**Accountability:** Comments were related to concerns about tax powers. Remarks included concerns that:

- The City has not demonstrated past prudence in fiscal matters
- The City does not have sufficient capability to handle these new responsibilities
- City Council does not listen to concerns of taxpayers
- Examples of past public engagement (i.e. SW Bus Rapid Transit) indicate that the City is not interested in listening to citizens
- There should be some mechanisms for external oversight and control

**Charter consultation:** Most comments requested that there be additional or extended consultation on the Charter. There were also requests for more and clearer information and that

future sessions include a presentation and a question and answer session. Two comments asked that all comments be recorded and shared with the public.

**Charter details:** There were a series of comments that requested:

- Clearer explanations of where the Charter fits with other laws and regulations
- That all the negatives be identified along with the positives
- That avenues for later changes and updates be identified
- That more detailed and specific information be provided

## 6.8 Additional observations

At the Calgary public information sessions workshops, observations included:

- A much higher level of input than in Edmonton
- Significant amount of concern about tax powers
- Questions about the overall consultation process
- Noting that several stakeholders choose to attend public sessions

On the second evening, facilitators observed frustration or anger related to:

- Prior public engagement process related to planning issues and SW Bus Rapid Transit
- A general distrust of the City and the intent of the Charter process
- Getting access to people who could answer their questions

## 6.9 Pop-up events

From October 5 to October 10, 2016, the City of Calgary conducted seven pop-events at different locations in Calgary. The events generated twenty-five comments but not all of them were directly related to the Charter. The following were the topics that generated interest.

**Transit and transportation:** Five comments provided advice about transportation. There was one reference to the speed limit proposal, suggesting that the City simply needs to enforce current limits. One comment expressed a desire to have more say in transit. Others made a wide range of comments about ways to improve transportation in general.

**Charter rationale:** Some comments supported the idea of giving the City greater decision-making power so that it can better deliver services for the public. One comment suggested that the Charter was a good idea because it would have more control over infrastructure. Other Charter-related comments included a compliment regarding public engagement and concerns about:

- Communication between the City and “service providers”
- Eliminating paper notifications

- Providing the City with appropriate resources
- Potential increases in taxes

## 7 Online Surveys, Email Responses and Letters

Online engagement was conducted by both The Government of Alberta and the City of Edmonton. A total of 500 responses were received through four methods:

- A dedicated email address setup by the Government of Alberta
- Letters sent to the Minister of Municipal Affairs
- An online survey conducted with the City of Edmonton's Insight Community
- A publically available online survey setup by the City of Edmonton

### 7.1 The Government of Alberta Email and Letters

The Government of Alberta set up a dedicated email address and accepted email responses from September 19, 2016 to November 10, 2016. Letters and emails sent directly to the Minister of Municipal Affairs were also included along with this email feedback. In total, 77 submissions were received; 30 of 77 appearing to come from Calgary (i.e. their email specifically mentioned Calgary) and 8 from Edmonton.

Feedback was noteworthy for its formality (many submissions were formally composed letters) and comprehensive coverage of the Charter proposals (many letters provided feedback on multiple proposals). Letters tended to be thoughtful, well written and constructive in tone, with an overall sentiment of concern (about implementation details) or opposition. Letter submissions through this channel appeared to have an organized quality as several submissions were similarly or identically composed.

It is noteworthy that most letter submissions were from stakeholders and many submissions were written as a follow up to engagement at stakeholder sessions. The purpose of these letters was to ensure full viewpoints were expressed. Letter writers generally expressed a willingness or desire to engage in further dialogue to ensure detailed proposals are well developed so that implementation would be more successful.

The self-selected nature of respondents meant that capturing comments in the Charter themes was not possible. Rather submissions were tagged by topic, which was then counted. Taxation, accountability and the City of Calgary were the top 3 topics.

Most popular themes	Mentions
Taxation / tax power	28 / 10
Accountability	11

The City of Calgary	10
Decision making power	10
Efficiency	9
Charter powers	9
Delegation of power	8

While feedback was constructive, sentiment was largely opposed or concerned (70 per cent); 34 per cent were opposed.

Sentiment	Submissions
Opposed	26
Concerned	28
Neutral	6
Supportive	14
In favor	3
<b>Total</b>	<b>77</b>

Online submissions were tagged by type of submission; 54 per cent providing a perspective on implications of the Charter proposals.

Submission type	Submissions
Advice	19
Implication	34
Mixed/other	8
Observation	14
Question	2
<b>Grand Total</b>	<b>77</b>

**Taxation:** Sixteen submissions overtly opposed additional taxation powers citing spending problems, poor stewardship, inflation, and year-over-year tax increases as evidence of why the City should not have additional taxation authority.

One submission requested that City Councillors be more accountable to their electorate if additional tax powers were granted. The sentiment that the City Charter is a “thinly veiled” attempt at providing additional taxation powers to the City was prevalent in the submissions. At least one person posed the question of ‘what’s in it [the Charter] for taxpayers?’

One submission encouraged the Province to provide municipalities with taxation powers ‘urgently and permanently’ but did not provide a reason why.

**Accountability:** Twelve opposed/concerned submissions regarding accountability identified a feeling that the Province is more accountable than the City and that Charters do not refer to any provincial oversight, which should be mandatory to ensure a robust system for citizens. One submission identified that there is no mention of an appeal process for aspects of the development and operation of City Charters that could be used by citizens or business.

A sentiment that the City has not demonstrated accountability to their electorate therefore should not have more power was also present. Without a solid plan for improved accountability, “this acquisition of additional authority by the City seems ill conceived”.

One submission asked “What is the purpose?” of Charters, and another wanted to ensure that the City was accountable for meaningful engagement with citizens.

**The City of Calgary:** References to the City of Calgary were primarily in the context of taxation concerns, specifically increasing the tax burden and the financial performance of City Council. Other concerns referenced increased taxes and local spending in recent years, emphasizing the need for balanced budgets.

One submission was an overt statement of support for the Charter process, believing that the Charter would further their belief of what a City should provide: sustainability, generational equality, walkable communities, affordable housing, life-long learning and recreation opportunities, community policing, municipal fuel tax and congestion tolls.

One comment expressed frustration with a preoccupation with cycling infrastructure and not enough focus on motorist strategies.

**Decision making power:** Submissions on this topic were strongly opposed to providing more powers to city councils citing lack of qualification and limited confidence in capabilities. A respondent representing the views of agriculture had concerns about the implications of a Charter on agriculture. Provincial oversight was called for in three submissions, citing greater confidence in the Province than the City. One submission did not understand the need for the Charter. One submission believed the Charter is an attempt to invalidate the democratic will of Calgarians and nullify the democratic process.

**Efficiency:** Submissions on this topic were preoccupied with whether greater efficiency was in fact possible through the Charter. Comments focused on duplication of services, redundancy, increased administration and limited confidence in ability to reduce costs.

**Charter powers:** Commentary around Charter powers was like decision making powers; concern was expressed about the appropriateness of providing additional powers to the City citing taxation concerns and capability concerns.

A submission by a neighboring municipality focused on the powers granted to the City that should also be accorded to other municipalities. In this context, the powers granted in the Charter to the City were viewed as beneficial and should be extended to other municipalities via the *Municipal Government Act*.

**Transportation:** Commentary on transportation addressed a variety of topics: speed zone oversight was generally preferred to remain with the Province; frustration over a perceived preoccupation with bike lanes; favourable perspective on Transportation Policy and Planning tables and a desire to participate in that table. One comment was positively disposed to the Charter and the transportation related proposals.

**Delegation of Power:** Several comments indicated a desire to see the Province continue to maintain a strong role. Two comments indicated a belief that the *Municipal Government Act* can adequately provide for needs of the City if interpreted well. One comment was concerned that

the Charter wouldn't make anything better as cities are not spending money wisely now. One comment identified a concern of the City gaining the ability to develop police bylaws, therefore being able to sit in judgment via tribunals which would contradict impartial judicial review.

There were a wide range of topics addressed in the online format. Other topics getting more than two mentions included.

- Public consultation (7), costs (6), campaign finances (5)
  - Public engagement is needed, should be enshrined in the Charter
  - Skepticism regarding cost savings through Charter implementation
  - Council can't be trusted with more authority on campaign finances
- Charter consultation, collaboration, environmental practices (5 each)
  - More consultation is needed on Charters
  - Environmental practices proposed in the Charters were seen as positive
  - Changes to the noxious weed list may contribute to more pollution
  - The economy is a wholly owned subsidiary of the environment
  - We need to think of the environment as a partner, not a competitor
- *Municipal Government Act (MGA)*, notifications (5 each)
  - *MGA* modernization has consulted broadly
  - *MGA* should continue to govern the City
  - Electronic notifications should be available to all municipalities
- Charter implementation (4)
  - Charter implementation should proceed more slowly
  - Don't rush the process, consult more broadly

## 7.2 Edmonton Insight Community Results

Over the course of the public engagement period, the City of Edmonton chose to conduct online surveys with its online Insight Community and with members of the public.

The survey to the Insight Community was primarily about testing public awareness of the City Charter and secondarily about seeking informed feedback. The survey for the Insight Community was open a week after the Edmonton public engagement sessions, running from October 11 to October 18, 2016 and collected 1,962 completed surveys. 386 responses (or about 20 per cent) contained open-ended comments.

<b>Most popular themes</b>	<b>Comments</b>
Charter rationale	87
Charter communication	51
Tax powers	47
Charter consultation	29
Delegation of power	23
Regional considerations	19
Accountability	14
Charter details	13

<b>Sentiment</b>	<b>Comments</b>
Opposed	23
Concerned	165
Neutral	102
Supportive	76
In favour	20
<b>Total</b>	<b>386</b>

Online comments were tagged by type of comment; 54 per cent providing a perspective on implications of the Charter proposals.

Comment type	Comments
Advice	121
Implication	79
Mixed/other	78
Observation	72
Question	36
<b>Grand Total</b>	<b>386</b>

**Charter rationale:** Of the 87 remarks received, 42 remarks expressed general support for the rationale behind the City Charter. Many comments suggested that it was a good idea. Some respondents expressed a desire for Edmonton to assume more decision-making responsibility given the size of Edmonton and the range of services the City is responsible for. Three respondents expressed hope that the Charter will allow the City to pursue new revenue or tax sources while one expressed a desire to see provincial funding follow the commitment to the Charter.

21 comments expressed concern or opposition to the City Charter. Reasons included concerns that the Charter is a “waste of time” or is not necessary, will introduce new taxes and/or gives the City new powers that it does not need or deserve.

**Charter communication:** Almost all 51 remarks either asked for more information about the Charter and its purpose or complained that they did not know about the creation of a City Charter for Edmonton. Some respondents asked for a better explanation of the concept while others were concerned that they had not heard much about the overall engagement process.

**Tax powers:** Of the 47 remarks received, 38 remarks expressed concern about or opposition to the Charters based on the potential for tax increases. Remarks cited a range of issues including concerns that:

- The City and the Government of Alberta do not use tax dollars wisely at the moment
- City Council uses tax revenues for pet projects or to satisfy special interest groups
- The Charter is an excuse for another “tax grab”
- The concept of “one taxpayer” and of current tax pressures needs better recognition

At least twelve remarks were supportive of the idea that the City should have more control over how it raises tax revenues. Some acknowledged that the City needs taxes to support the delivery of services while others asked for new or innovative tax regimes that reduce reliance on property taxes. Two comments suggested that taxes be designed to incent the protection of the urban canopy and to promote redevelopment of derelict buildings and brownfield properties.

**Charter consultation:** Almost all of the 29 remarks received about the Charter consultations expressed frustration with the promotion and extent of public consultation. Some complained that they were unaware of the events while others wanted more events in more locations across the city. There were also some concerns that the Charter was not well-explained to the public in advance of the consultations.

**Delegation of power:** Of the 23 remarks received, fourteen expressed concern about the City receiving more power. Some remarks expressed doubts about the City or City Council's competency to assume more responsibility and there were concerns that additional power would lead to more bureaucracy and less accountability.

**Regional considerations:** All 19 comments noted Edmonton's regional reality with 20+ municipalities in the Metro Edmonton area. Some addressed the need for Edmonton to recoup the costs of residents in the surrounding communities who use Edmonton infrastructure and services. Others expressed the need for regional collaboration and coordination in order to promote sustainable growth. A number wondered about a Charter for the region and about amalgamation or annexation of neighboring communities.

**Charter details:** Thirteen remarks expressed concerns that the Charter as presented is too vague or high level for proper feedback. A few remarks expressed concern that they could not identify the potential implications based on what they were given while others called for specific and measurable goals.

### 7.3 Edmonton Online Survey for the Public

The survey for the public ran from September 19, 2016 to November 11, 2016. 154 participants completed surveys of which 103 (or about 68%) contained open-ended responses. The following is a summary analysis of the open-ended comments received from this study.

Most popular themes	Comments
Charter rationale	40
Tax powers	35
Delegation of power	26
Regional consideration	13
Accountability	9
Environment	7

**Charter rationale:** There were 40 comments about the Charter concept and rationale. Some of the comments appreciated that the larger cities have unique challenges and needs that would necessitate special Charter powers. Others liked the greater flexibility for local decision making. Others expressed non-support due to concerns about the running of local city governments.

**Tax powers:** Of the 35 comments that focused on tax powers, 20 of them expressed concern about increasing tax powers for the City, 15 of them expressed support. Some of the comments were simply saying “no” to tax rate increases, others expressed a lack of trust that there is adequate oversight or citizen engagement around new taxation. Those in support valued the possibility of introducing a broader variety of taxation tools. Others expressed concern that the Government of Alberta will download responsibilities without ensuring that the City is sufficiently funded.

**Delegation of power:** 19 of the 26 responses focused on expressing some level of support for giving the City additional authority and responsibility under the Charter. Many remarks noted that the relative size of Edmonton and the needs of its citizens justified greater decision making authority at the municipal level.

Four remarked, questioned or opposed the idea that the City should be granted additional powers citing concerns about competence, past decisions and what they felt were appropriate levels of Provincial authority.

**Regional considerations:** As in the Insight Community survey, all 13 comments in this survey noted Edmonton’s regional reality with 20+ municipalities in the Metro Edmonton area. Some

addressed the need for better revenue sharing and cost sharing by all in the region. Others noted the challenges of economic and urban planning and coordination in such a large metro area. A number wondered about whether it would be better to pursue a Charter for the region as a whole.

**Accountability:** There were nine responses that focused on accountability. Some expressed concern about granting City Council and the City more power based on their perceptions of past performance. Other expressed concerns about increased power and less oversight over financial decisions including budgeting and taxation.

**Environment:** Seven responses focused primarily on the environment and the nature of the comments was wide-ranging. They generally supported giving the City more opportunity to act on environmental issues related to micro-generation, energy efficiency and addressing urban sprawl.

# 8 Feedback about the Engagement Process

## 8.1 Public Information Sessions and Stakeholder Workshops

Feedback concerning the overall engagement process varied per the activity. Workshops and information sessions were generally well-received although there were concerns about the format of the public information sessions in Calgary, where some citizens were looking for a town hall format. The City of Edmonton surveys revealed some concerns about how the engagement process was promoted and how the rationale for the Charters was communicated.

Participants were given an opportunity to complete a feedback card concerning in-person engagement opportunities. A total of 110 responses were collected in Edmonton and Calgary. In response to the question “Were your expectations met (by today’s session)?” participants expressed the following feedback.

	Edmonton	Calgary	Totals
Completely met	18	31	49
Somewhat met	6	15	22
Not met at all	7	20	26
Undecided	4	9	13
Totals	35	75	110

For those who expressed that their expectations were not met, remarks included concerns that:

- Details concerning the Charter proposals were missing
- The engagement process is not genuine and that the decision has already been made
- There was no formal presentation at the public information sessions
- There was no formal question and answer session at the public information sessions
- There needed to be more advance information for the public information sessions

Among those who expressed that their expectations were completely or partially met, suggestions included:

- Providing more details about the Charter proposals

- More clarity regarding the format of sessions in advance
- Different or more convenient locations
- More public information sessions
- More opportunities for facilitated discussions amongst similar stakeholders

There were many remarks from Edmonton's online Insight Community concerning the engagement process. Please see section 7.2 for additional detail.

## 9 Appendix 1: Participation by event

City	Event Type	Date	Venue	Part.	Org.
Edmonton	Stakeholder 1	Oct 3, 2016	Royal Glenora	24	19
Edmonton	Stakeholder 2	Oct 4, 2016	Royal Glenora	18	21
Edmonton	Public 1	Oct 3, 2016	University of Alberta	38	2
Edmonton	Public 2	Oct 4, 2016	University of Alberta	45	5
Edmonton	Insight Community Survey	Oct 11, 2016 to Oct 18, 2016	Online	1962	386 open ended comments
Edmonton	Public Online Survey	Sept 19, 2016 to Nov 11, 2016	Online	154	
Gov't of Alberta	Email feedback	Sept 19, 2016 to Nov 10, 2016	Email	77	
Calgary	Stakeholder 1	Oct 11, 2016	McDougall Centre	17	13
Calgary	Stakeholder 2	Oct 12, 2016	McDougall Centre	26	23
Calgary	Public 1	Oct 11, 2016	Elks Golf Course	93	2
Calgary	Public 2	Oct 12, 2016	Carriage House	154	2
Calgary	Pop Up 1	Oct 5, 2016	City Hall	61	n/a
Calgary	Pop Up 2	Oct 6, 2016	City Hall	50	n/a
Calgary	Pop Up 2	Oct 5, 2016	Crowfoot Public Library	25	n/a
Calgary	Pop Up 3	Oct 6, 2016	Signal Hill Library	70	n/a
Calgary	Pop Up 4	Oct 8, 2016	Vivo Centre	35	n/a
Calgary	Pop Up 5	Oct 9, 2016	Quarry Park Rec Centre	59	n/a
Calgary	Pop Up 6	Oct 10, 2016	Genesis Centre	17	n/a
Calgary	Pop Up 7	Oct 10, 2016	Heritage Park	21	n/a

## 10 Appendix 2: Stakeholder participation

### 10.1 Table 1: Edmonton, October 3, 2016

Edmonton, October 3, 2016	Participants
Alberta Association of Municipal Districts and Counties	1
Big Brothers/Big Sisters/Boys & Girls Club	1
Capital Region Board	1
Edmonton Catholic School District	1
Edmonton Chamber of Commerce	1
Edmonton Coalition on Housing and Homelessness	1
Edmonton Community Foundation	1
Edmonton Federation of Community Leagues	2
Edmonton Police Commission	3
Edmonton Public Library	1
Edmonton Regional Airports Authority	1
Edmonton Social Planning Council	1
Enmax	1
EPCOR	3
Heritage Council	1
Safety Codes Council	1
The Communitas Group Ltd.	1
University of Alberta	1
Youth Council	1
<b>Total</b>	<b>24</b>

## 10.2 Table 2: Edmonton, October 4, 2016

Edmonton, October 4, 2016	Participants
Building Owners & Manager Association (BOMA) – Edmonton	1
Canadian Home Builders Association	1
Community Services Advisory Board	1
Edmonton and District Labour Council	1
Edmonton Chamber of Commerce	1
Edmonton Coalition on Housing and Homelessness	1
Edmonton Public School Board	2
Edmonton Regional Airports Authority	1
Environmental Law Centre	1
Homeward Trust	1
King's University	1
Melcor	1
NAIT	1
Safety Codes Council	1
Urban Development Institute (UDI Edmonton)	2
Women's Advocacy Voice of Edmonton (WAVE)	1
Total	18

### 10.3 Table 3: Calgary, October 11, 2016

<b>Calgary, October 11, 2016</b>	<b>Participants</b>
Bike Calgary	1
Bow River Basin Council	1
Building Owners and Manager Association Calgary	1
Calgary Business Revitalization Zones	1
Calgary Catholic School District	4
Calgary Chamber of Commerce	1
Calgary River Valleys	1
Common Sense Calgary	1
CUPE Local 38	1
Federation of Calgary Communities	2
Miistakis Institute	1
Mount Royal University	1
Safety Codes Council	1
<b>Total</b>	<b>17</b>

## 10.4 Table 4: Calgary, October 12, 2016

Calgary, October 12, 2016	Participants
Alberta Federation of Agriculture	1
Alberta Urban Municipalities Association	1
Bow River Basin Council	1
Brookfield Residential	1
Calgary Arts Development Authority	1
Calgary Board of Education	2
Calgary Chamber of Voluntary Organizations	2
Calgary Heritage Authority	1
Calgary Heritage Initiative Society	1
Calgary Public Library	1
Calgary Regional Partnership	1
Calgary Science Centre and Creative Kids Museum (Telus Spark)	1
Canadian Federation of Independent Businesses (CFIB)	1
Canadian Taxpayers Federation (CTF)	1
CHBA-UDI Calgary Region Association	1
Canadian Home Builders Association	1
Commercial Real Estate Development Association (NAIOP Calgary)	1
Conseil Scolaire FrancoSud	2
Enmax	1
Environmental Law Centre	1
Fort Calgary Preservation Society	1
LRT on the Green	1
Safety Codes Council	1
<b>Total</b>	<b>26</b>

## 10.5 Table 5: Complete list of stakeholder participants

Geography	Organization Name	Date	Event type
Provincial	Alberta Association of Municipal Districts and Counties	03-Oct	Stakeholder sessions
Edmonton	Alberta Federation of Agriculture	12-Oct	Stakeholder sessions
Provincial	Alberta Urban Municipalities Association	12-Oct	Stakeholder sessions
Edmonton	Big Brothers/Big Sisters/Boys & Girls Club	03-Oct	Stakeholder sessions
Calgary	Bike Calgary	11-Oct	Stakeholder sessions
Calgary	Bow River Basin Council	11-Oct	Stakeholder sessions
Calgary	Bow River Basin Council	12-Oct	Stakeholder sessions
Edmonton	Brookfield Residential	12-Oct	Stakeholder sessions
Edmonton	Building Owners & Manager Association (BOMA) – Edmonton	04-Oct	Stakeholder sessions
Calgary	Building Owners and Manager Association Calgary	11-Oct	Stakeholder sessions
Calgary	Calgary Arts Development Authority	12-Oct	Stakeholder sessions
Calgary	Calgary Board of Education	12-Oct	Stakeholder sessions
Calgary	Calgary Board of Education	12-Oct	Stakeholder sessions
Calgary	Calgary Business Revitalization Zones	11-Oct	Stakeholder sessions
Calgary	Calgary Catholic School District	11-Oct	Stakeholder sessions
Calgary	Calgary Catholic School District	11-Oct	Stakeholder sessions
Calgary	Calgary Catholic School District	11-Oct	Stakeholder sessions
Calgary	Calgary Catholic School District	11-Oct	Stakeholder sessions
Calgary	Calgary Chamber of Commerce	11-Oct	Stakeholder sessions
Calgary	Calgary Chamber of Voluntary Organizations	12-Oct	Stakeholder sessions
Calgary	Calgary Chamber of Voluntary Organizations	12-Oct	Stakeholder sessions
Calgary	Calgary Heritage Authority	12-Oct	Stakeholder sessions
Calgary	Calgary Heritage Initiative Society	12-Oct	Stakeholder sessions
Calgary	Calgary Public Library	12-Oct	Stakeholder sessions
Calgary	Calgary Regional Partnership	12-Oct	Stakeholder sessions
Calgary	Calgary River Valleys	11-Oct	Stakeholder sessions
Calgary	Calgary Science Centre and Creative Kids Museum (Telus Spark)	12-Oct	Stakeholder sessions
Edmonton	Canadian Federation of Independent Businesses (CFIB)	12-Oct	Stakeholder sessions
Provincial	Canadian Home Builders Association	04-Oct	Stakeholder sessions
Provincial	Canadian Home Builders Association	12-Oct	Stakeholder sessions
Edmonton	Canadian Taxpayers Federation (CTF)	12-Oct	Stakeholder sessions

Edmonton	Capital Region Board	03-Oct	Stakeholder sessions
Calgary	CHBA-UDI Calgary Region Association	12-Oct	Stakeholder sessions
Calgary	Commercial Real Estate Development Association (NAIOP Calgary)	12-Oct	Stakeholder sessions
Calgary	Commercial Real Estate Development Association (NAIOP Calgary)	12-Oct	Stakeholder sessions
Calgary	Common Sense Calgary	11-Oct	Stakeholder sessions
Edmonton	Community Services Advisory Board	04-Oct	Stakeholder sessions
Calgary	Conseil Scolaire FrancoSud	12-Oct	Stakeholder sessions
Provincial	Edmonton and District Labour Council	04-Oct	Stakeholder sessions
Edmonton	Edmonton Catholic School District	03-Oct	Stakeholder sessions
Edmonton	Edmonton Chamber of Commerce	03-Oct	Stakeholder sessions
Edmonton	Edmonton Chamber of Commerce	04-Oct	Stakeholder sessions
Edmonton	Edmonton Coalition on Housing and Homelessness	03-Oct	Stakeholder sessions
Edmonton	Edmonton Coalition on Housing and Homelessness	04-Oct	Stakeholder sessions
Edmonton	Edmonton Community Foundation	03-Oct	Stakeholder sessions
Edmonton	Edmonton Federation of Community Leagues	03-Oct	Stakeholder sessions
Edmonton	Edmonton Federation of Community Leagues	03-Oct	Stakeholder sessions
Edmonton	Edmonton Police Commission	03-Oct	Stakeholder sessions
Edmonton	Edmonton Police Commission	03-Oct	Stakeholder sessions
Edmonton	Edmonton Police Commission	03-Oct	Stakeholder sessions
Edmonton	Edmonton Public Library	03-Oct	Stakeholder sessions
Edmonton	Edmonton Public School Board	04-Oct	Stakeholder sessions
Edmonton	Edmonton Public School Board	04-Oct	Stakeholder sessions
Edmonton	Edmonton Regional Airports Authority	03-Oct	Stakeholder sessions
Edmonton	Edmonton Regional Airports Authority	04-Oct	Stakeholder sessions
Edmonton	Edmonton Social Planning Council	03-Oct	Stakeholder sessions
Calgary	Enmax	03-Oct	Stakeholder sessions
Calgary	Enmax	12-Oct	Stakeholder sessions
Provincial	Environmental Law Centre	04-Oct	Stakeholder sessions
Provincial	Environmental Law Centre	12-Oct	Stakeholder sessions
Edmonton	EPCOR	03-Oct	Stakeholder sessions
Edmonton	EPCOR	03-Oct	Stakeholder sessions
Edmonton	EPCOR	03-Oct	Stakeholder sessions
Calgary	Federation of Calgary Communities	11-Oct	Stakeholder sessions

Calgary	Federation of Calgary Communities	11-Oct	Stakeholder sessions
Calgary	Fort Calgary Preservation Society	12-Oct	Stakeholder sessions
Edmonton	Heritage Council	03-Oct	Stakeholder sessions
Edmonton	Homeward Trust	04-Oct	Stakeholder sessions
Edmonton	King's University	04-Oct	Stakeholder sessions
Calgary	LRT on the Green	12-Oct	Stakeholder sessions
Edmonton	Melcor	04-Oct	Stakeholder sessions
Calgary	Miistakis Institute	11-Oct	Stakeholder sessions
Calgary	Mount Royal University	11-Oct	Stakeholder sessions
Edmonton	NAIT	04-Oct	Stakeholder sessions
Edmonton	Safety Codes Council	03-Oct	Stakeholder sessions
Edmonton	Safety Codes Council	04-Oct	Stakeholder sessions
Edmonton	Safety Codes Council	11-Oct	Stakeholder sessions
Edmonton	Safety Codes Council	12-Oct	Stakeholder sessions
Edmonton	The Communitas Group Ltd.	03-Oct	Stakeholder sessions
Edmonton	Urban Development Institute (UDI Edmonton)	04-Oct	Stakeholder sessions
Edmonton	Urban Development Institute (UDI Edmonton)	04-Oct	Stakeholder sessions
Edmonton	Women's Advocacy Voice of Edmonton (WAVE)	04-Oct	Stakeholder sessions
Edmonton	Youth Council	03-Oct	Stakeholder sessions
Edmonton	AUMA	03-Oct	Public Sessions
Edmonton	Government of Alberta	03-Oct	Public Sessions
Edmonton	Premier's Council on Disabilities	04-Oct	Public Sessions
Edmonton	Urban Development Institute	04-Oct	Public Sessions
Edmonton	Alberta Real Estate Association	04-Oct	Public Sessions
Edmonton	AUMA	04-Oct	Public Sessions
Calgary	Hotel Association	11-Oct	Public Sessions
Calgary	Hotel Association	12-Oct	Public Sessions
Edmonton	Hotel Association	04-Oct	Public Sessions
Calgary	AUMA	12-Oct	Public Sessions

## 10.6 Table 6: Complete list of invited stakeholders

Accessibility Advisory Committee	Calgary Chamber of Voluntary Organizations
Aero Space Museum Association of Calgary	Calgary Convention Centre Authority
Agri-Environmental Partnership of Alberta	Calgary Economic Development Corp.
Aksis - Edmonton's Aboriginal Business & Professional Association	Calgary Foundation
Alberta Association of Chiefs of Police (AACP)	Calgary Heritage Authority
Alberta Association of Municipal Districts and Counties	Calgary Heritage Initiative Society
Alberta Capital Airshed	Calgary Lindsay Park Sports Society (Talisman Centre for Sport and Wellness)
Alberta Energy Regulator	Calgary Parking Authority
Alberta Federation of Agriculture	Calgary Public Library
Alberta Federation of Labour	Calgary Region Airshed Zone
Alberta Forest Products Association	Calgary Regional Partnership
Alberta Gaming and Liquor Commission (AGLC)	Calgary River Valleys
Alberta Health Services (AHS)	Calgary Science Centre and Creative Kids Museum (Telus Spark)
Alberta Motor Transport Association	Calgary Technologies Inc. (operates as Innovate Calgary)
Alberta Professional Planners Institute	Calgary Zoological Society
Alberta Urban Municipalities Association	Canada West Foundation
ATCO	Canadian Association of Petroleum Producers
Bent Arrow	Canadian Federation of Independent Businesses (CFIB)
Big Brothers/Big Sisters/Boys & Girls Club	Canadian Home Builders Association
Bike Calgary	Canadian Home Builders Association – Edmonton Region
Bissell Centre	Canadian Institute of Resources Law
Bow River Basin Council	Canadian Institute of Transportation Engineers
Brookfield Residential	Canadian Manufacturers and Exporters
Building Owners & Manager Association (BOMA) – Edmonton	Canadian Property Tax Association
Building Owners and Manager Association Calgary	Canadian Property Taxpayers Association (Western Chapter)
Business Revitalization Zones (BRZ) Council	Canadian Taxpayers Federation (CTF)
Calgary & District Labour Council	Capital Power
Calgary Airport Authority	Capital Region Board
Calgary and Cochrane Public Library Workers	Capital Region Housing Corporation
Calgary Arts Development Authority	CHBA – Edmonton
Calgary Board of Education	CHBA-UDI Calgary Region Association
Calgary Business Revitalization Zones	CN Rail
Calgary Catholic School District	Commercial Real Estate Development Association (NAIOP Calgary)
Calgary Centre for Performing Arts (operates as Arts Commons)	Common Sense Calgary
Calgary Chamber of Commerce	

Community Services Advisory Board	Fort Calgary Preservation Society
Community-University Partnership for the Study of Children, Youth and Families	Greater Edmonton Foundation
Concordia University College	Habitat for Humanity
Confederacy of Treaty 6 First Nations	Heritage Council
Conseil Scolaire Centre Nord	Heritage Park Society
Conseil Scolaire FrancoSud	HomeEd
CP Rail	Homeward Trust
CUPE Local 38	Infill Development in Edmonton Association
Ducks Unlimited	King's University
Ducks Unlimited - Edmonton	Law Society of Alberta
Edmonton and District Labour Council	LRT on the Green
Edmonton Arts Council	MacEwan University
Edmonton Bicycle Commuters	Melcor
Edmonton Catholic School District	Mennonite Centre for Newcomers
Edmonton Chamber of Commerce	Metis Capital Housing
Edmonton Chamber of Voluntary Organizations	Metis Nation of Alberta
Edmonton City Centre Church Corporation (E4C)	Miistakis Institute
Edmonton Coalition on Housing and Homelessness	Mount Royal University
Edmonton Community Foundation	Multicultural Health Brokers Coop
Edmonton Economic Development Corporation	Muttart Foundation
Edmonton Federation of Community Leagues	NAIT
Edmonton Historical Board (EHB)	Next Gen*
Edmonton Police Commission	Norquest College
Edmonton Public Library	North Saskatchewan Watershed Alliance
Edmonton Public School Board	Northern Alberta Transportation Council
Edmonton Regional Airports Authority	Norwood Centre
Edmonton Seniors Coordinating Council	Nose Creek Partnership
Edmonton Social Planning Council	Parkland Institute
Edmonton Sport Council	Pembina Institute - Edmonton
Edmonton Transit System Advisory Board	Port Alberta
Elbow River Watershed Partnership	REACH Edmonton
Enmax	Recycling Council of Alberta
Environmental Law Centre	Right at Home Housing Society (formerly Edmonton Inner City Housing)
EPCOR	River Valley Alliance
Explorers and Producers of Canada	Safe Healthy Active People Everywhere
Federation of Calgary Communities	Safety Codes Council
Federation of Canadian Municipalities	SAIT

<p>Telus</p> <p>The Communitas Group Ltd.</p> <p>The Parks Foundation</p> <p>Tourism Calgary (Calgary Convention and Visitors Bureau)</p> <p>United Way</p> <p>University of Alberta</p> <p>University of Calgary</p> <p>Urban Development Institute (UDI Edmonton)</p> <p>Van Horne Institute</p> <p>Wicihitowin</p> <p>Women's Advocacy Voice of Edmonton (WAVE)</p> <p>YMCA</p> <p>Youth Council</p>	
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## 11 Appendix 3

### 11.1 Table 6: How did you hear about this event?

	Edmonton October 3	Edmonton October 4	Calgary October 11	Calgary October 12
Email	3	1	30	14
Bold Sign	2	0	10	10
TV		1	4	3
Newspaper	5	2	12	8
Online Ad	2	2	1	4
Social Media Facebook Twitter	3	3	4	4
The City of Calgary Website (calgary.ca)	4	3	11	7
Elevator Ad	0	0		
City Digital Ad	0	0		1
Mayor or Councillor's Office	0	0	3	16
AB Gov't Press Release	3	2		
Other	3	6	16	17
City PSA	0	0	0	0
Word of Mouth	1	2	0	0
MLA's	1	2	0	0
Insight Community	0	1	0	0
<b>Total Attending</b>	<b>35</b>	<b>48</b>	<b>93</b>	<b>154</b>

## 12 Appendix 4: Controlled vocabulary topics

In order to consistently tag responses by topic, a controlled vocabulary was developed - first by category and then by topic. Topics were derived from verbatim comments. All comments were tagged with one or more of the topics listed below.

<p><b>Agencies and bodies</b>          Alberta Energy Regulator          Alberta Environment &amp; Parks          Alberta Hotel and Lodging Association          Assessment Board          Calgary International Airport          Canadian Pacific Railway          council          community associations          City of Calgary          City of Edmonton          Edmonton International Airport          Government of Canada          Heritage Council          non-profits          Minister of Education          MLA          municipal tribunal          municipally controlled corporations          other municipalities          Province of Alberta          police services          post-secondary institutions          public safety agencies          public servants          regional authorities          social agencies          safety codes council          school boards          SDAB          Utilities</p> <p><b>Authority and accountability</b>          accountability          decision making power          delegation of power</p> <p><b>Charters</b>          charter benefits          charter consultation          charter communication          charter details          charter implementation          charter outcomes          charter powers          charter process          charter rationale          charter updates</p> <p><b>Collaboration</b>          collaboration          collaboration tables</p>	<p><b>Community well-being</b>          community well-being          inclusionary housing          social supports</p> <p><b>Environment</b>          air quality          alternative housing          alternative energy          climate change plan          conservation reserves          green space          greenhouse gas targets          electric vehicles          energy ratings          environmental practices          environmental reserves          recycling          solar energy          trees          waste management          wildlife</p> <p><b>Finance</b>          assessment          borrowing          budget          costs          fees          fines          fiscal framework          funding          funding programs          grants          investment          lending          resources          property taxes          school declarations          tax powers          tax relief          taxation</p> <p><b>General concepts</b>          affordable housing          annexation          alternative energy          bureaucracy          certainty          child care          clarity          collaboration          communication          community          community hubs          competition</p>	<p>complexity          construction          direct democracy          disabilities          dispute resolution          diversity          economy          economic development          efficiency          employment          environment          enforcement          facilities          gender          governance          growth          health          homelessness          immigration          inclusion          indigenous          innovation          inter-governmental          licensing          liquor          long term vision          liability          multi-stakeholder organizations          notifications          no comment          ombudsman          outsourcing          religion          service delivery          stakeholders          stakeholder consultation          poverty reduction          privacy          priorities          public consultation          referenda          region          racism          revitalization          seniors          speed limits          supplementary assessment          sustainable          trust          water          uncertainty          visible minorities          youth</p>	<p><b>Industry</b>          agriculture          business community          climate change plans          developers          real estate industry          oil and gas industry          tourism</p> <p><b>Legislation and policy</b>          assessment appeals          bylaws          Historical Resources Act          joint use agreements          Municipal Government Act          regulations          regulatory changes          rezoning          building &amp; safety code          social policy          land use          weed designation</p> <p><b>Planning</b>          aging in place          approvals process          brownfield          density          growth management          heritage          land titles          mixed use          mobility          municipal reserves          non-reserve land          planning          revitalization          school definition          school sites          secondary suites          smart planning          subdivision process          statutory plans          special use          transit          transportation          zoning</p> <p><b>Political process</b>          campaign finance          elections          petitions          recall powers          term limits</p> <p><b>Programs</b>          Abundant Communities Edmonton          Calgary's Action Plan          COPTER          social programs          destination marketing fee          PACE</p>
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