

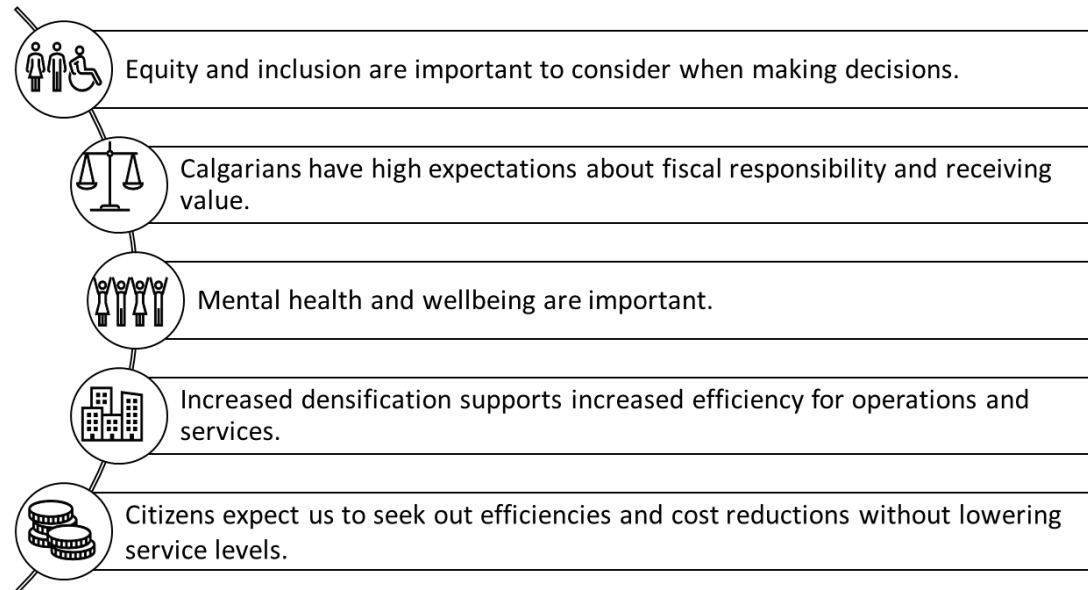
## Research and Engagement: Service Plans and Budgets 2023-2026

At The City, we are individually responsible and collectively accountable for ensuring that the services that matter most to citizens, matter most to us. The insight and input The City gets from citizen research and engagement helps us understand the needs of Calgarians, which allows us to shape our four-year service plans and budgets to better meet those needs. It is also important that the research and engagement be current because as Calgarians' needs change, the delivery of our services should adapt accordingly.

Insights developed from citizen research and engagement over the last year will help services better understand citizens' opinions, preferences and attitudes on service delivery and value. This understanding enables a data-driven approach to decision-making and planning so that our service plans and budgets provide the highest service value possible.

### Phase 1 Engagement

From 2022 February 2 to 2022 March 7, Calgarians were asked about what they value most in City services to help inform our proposed investments in 2023-2026. Feedback was collected online through the online Engage Portal, City social media channels and through the Talking City initiative. We asked Calgarians to rank what they valued most within 42 services to help inform our planning and budgeting for the next four years and tell us why they picked the top value. In addition, we asked their thoughts on user fees and how supportive they are of The City trying new initiatives. We had over 6,300 responses. Full results can be found in the [What We Heard Report.](#)<sup>1</sup> The key themes we heard were:



### **Citizens' View Research Report: Service Plans and Budgets – Service Value Dimensions Survey**

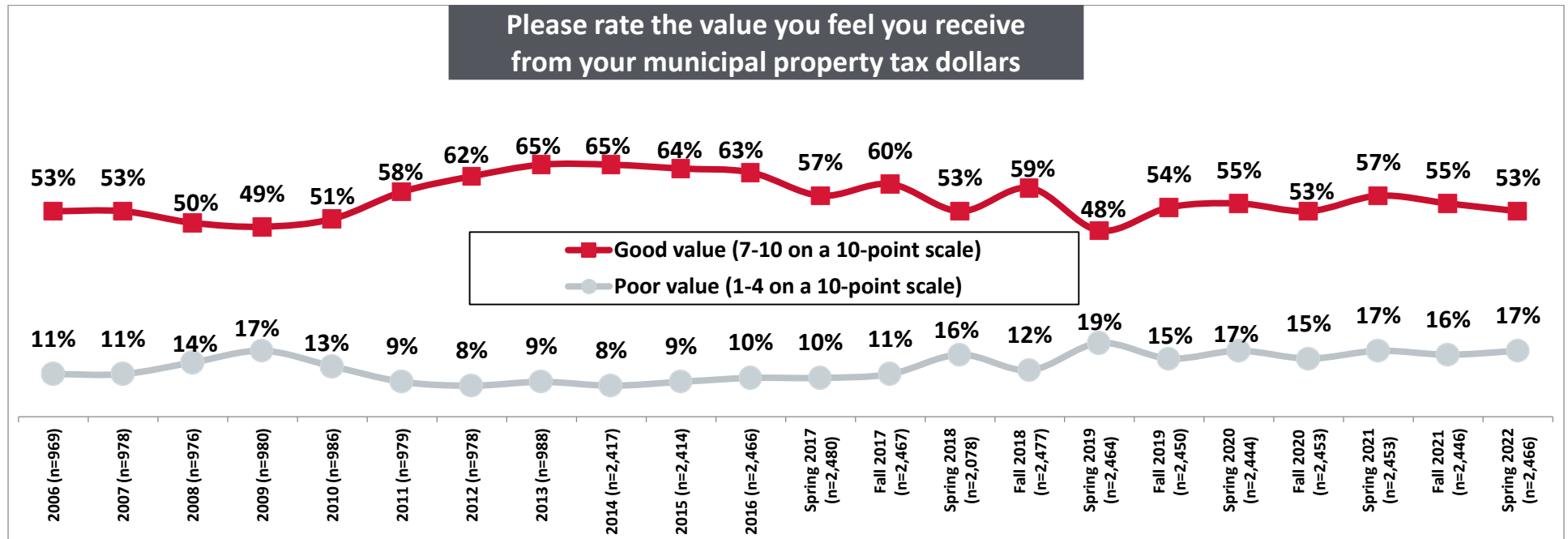
Citizens' View is an online panel that encourages citizens to participate in shaping The City of Calgary's programs and services through online surveys. Panelists were asked to rank service value dimensions associated with each service as well as evaluate the importance of each service value dimension. The survey was conducted between 2022 January 13 - 24 to 1,952 panelists. A total of 755 panelists completed the survey.

These insights, along with the engagement findings, were used to inform the Shared Strategic Agenda on 2022 April 12. Building on this, service teams are using both Research and Engagement Phase 1 results to ensure our services are aligned with Council's Strategic Direction, advancing citizen outcomes for the next four years. Full results can be found in the [2022 Service Value Dimensions Survey Report.](#)<sup>ii</sup>

### **Spring Research Results**

The Spring Research Results include a statistically representative telephone survey conducted with a randomly selected sample of 2,501 Calgarians aged 18 years and older. Survey field dates were between 2022 March 1 - 24. Both landline (40 per cent) and cell phone (60 per cent) samples were used, with an average interview duration of 30 minutes. The survey asked Calgarians how satisfied they were with City performance, programs and services, and overall quality of life in Calgary.

Over one-half of Calgarians believe they receive ‘good’ value for their tax dollars

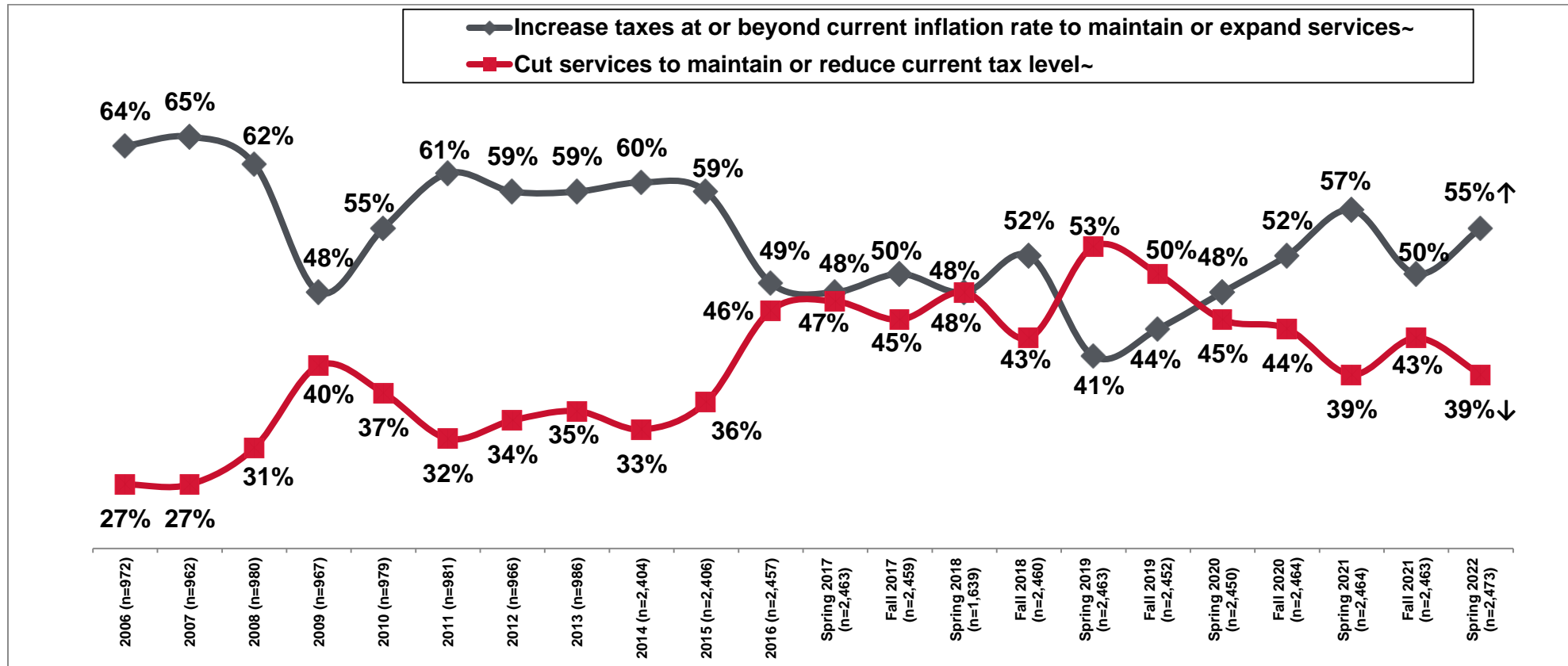


*Your property tax dollars are divided between The City and the Province. In Calgary, approximately two-thirds of your residential property tax payment goes to The City to fund municipal services. Considering the services provided by The City, please rate the value you feel you receive from your municipal property tax dollars using a scale of 1 to 10 where “1” represents “very poor value” and “10” represents “very good value.”*

Base: Valid respondents

Neutral ratings of 5 or 6 not shown.

Over one-half of Calgarians would support tax increases at or beyond the inflation rate to maintain or improve service levels



*Municipal property taxes are the primary way to pay for services and programs provided by The City of Calgary. Due to the increased cost of maintaining current service levels and infrastructure, The City must balance taxation and service delivery levels. To deal with this situation, which of the following four options would you most like The City to pursue?*

Base: Valid respondents | ~Slight wording variation prior to Fall 2020

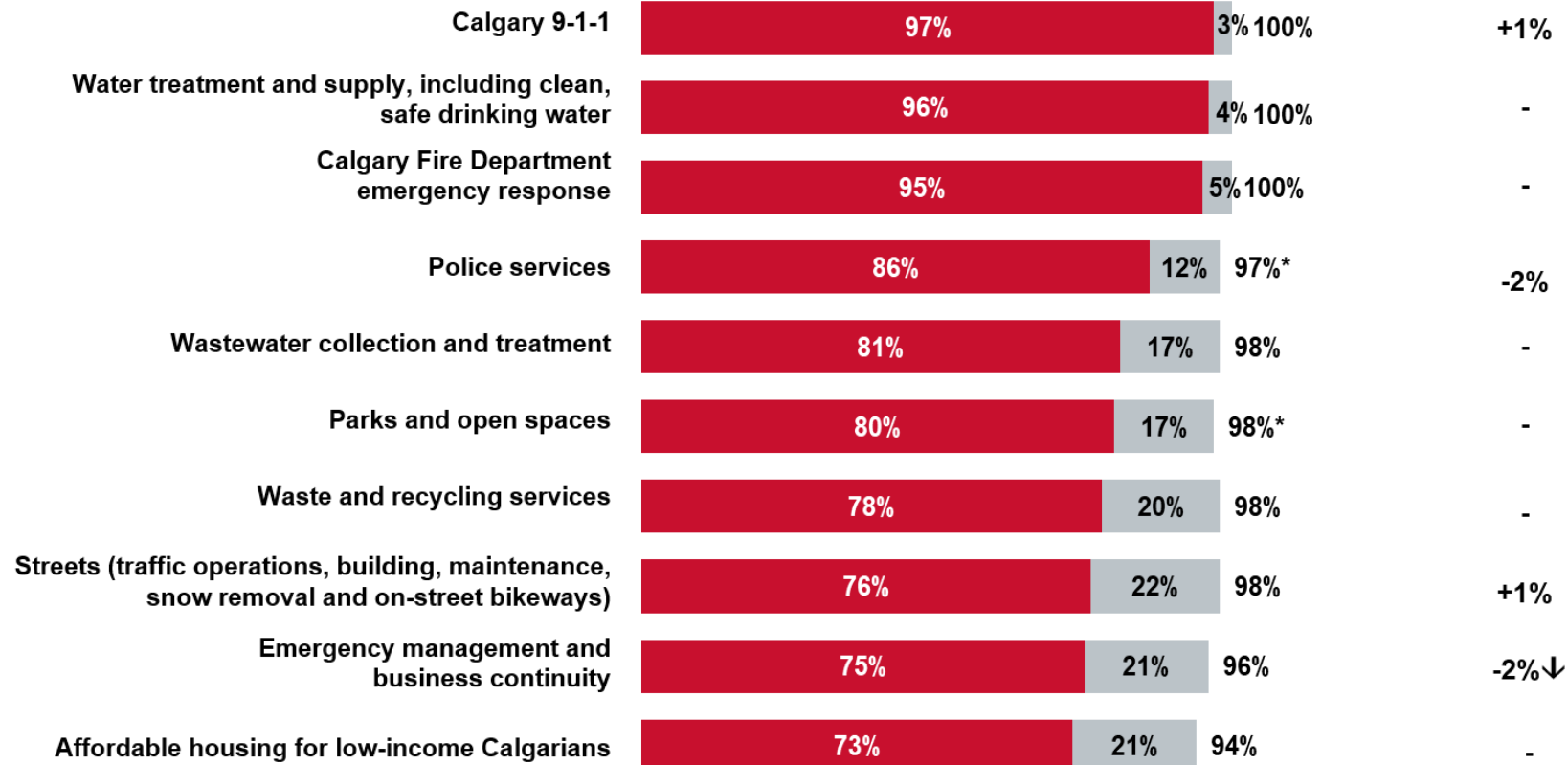
↑Statistically higher than Fall 2021

↓Statistically lower than Fall 2021

**Importance of City Programs and Services  
Top 10 'Very' Important**

**% Important**

**Change  
Spring 2021–Spring 2022**



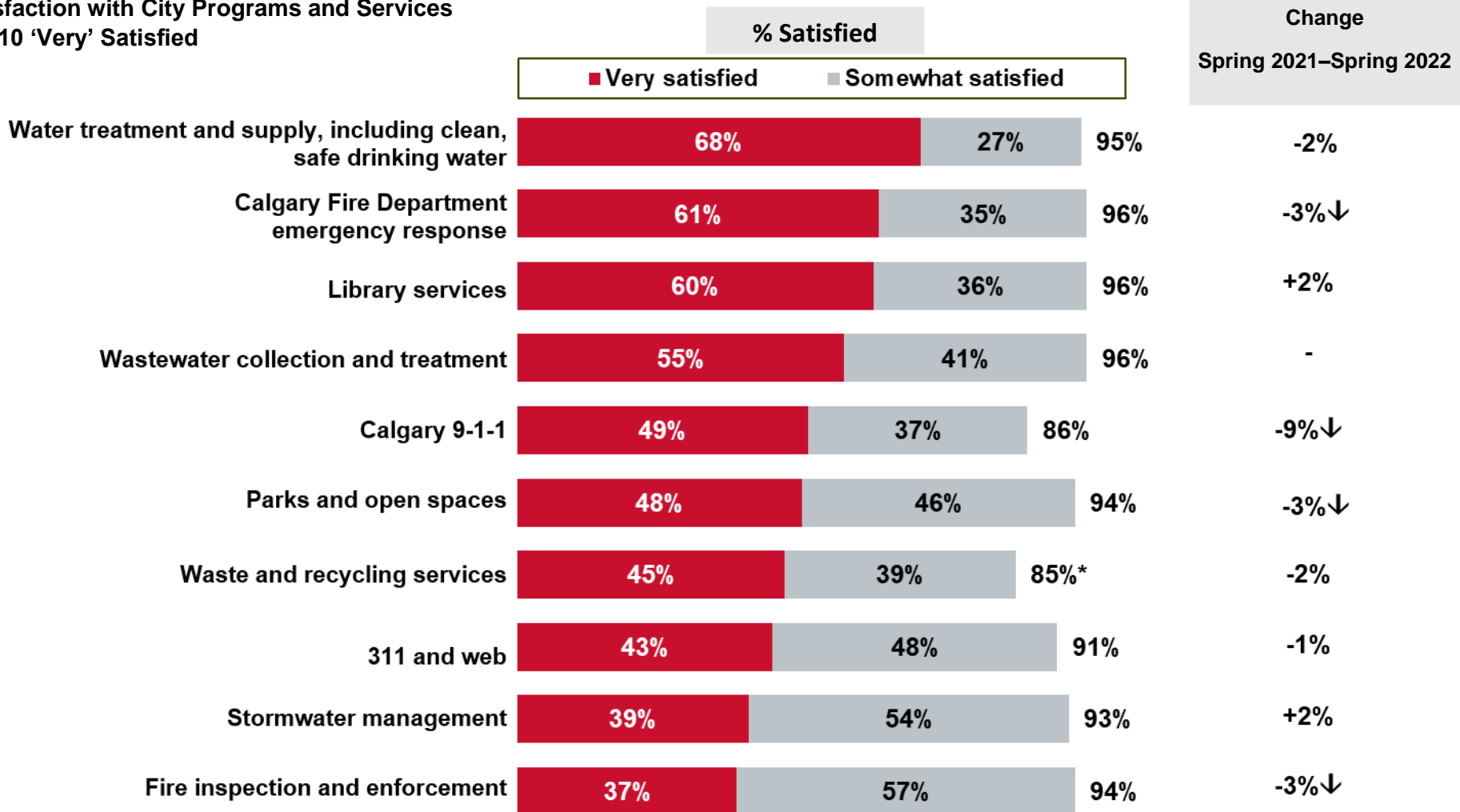
*I am going to read a list of programs and services provided to you by The City of Calgary. Please tell me how important each one is to you. Base: Valid respondents (Bases vary)*

*\*Rounding*

↑ Statistically higher than Spring 2021

↓ Statistically lower than Spring 2021

**Satisfaction with City Programs and Services**  
**Top 10 'Very' Satisfied**



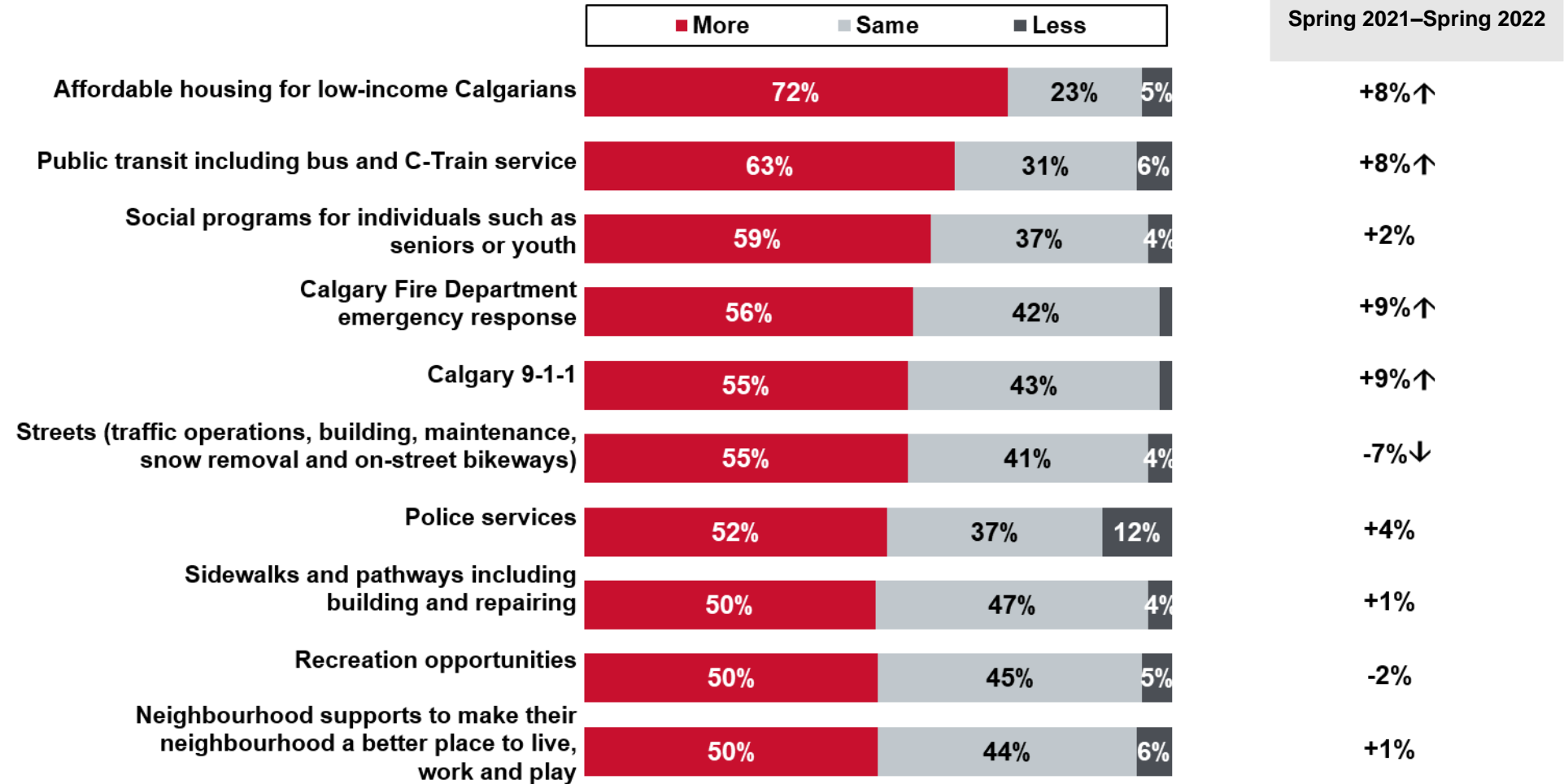
*Please tell me how satisfied you are with the job The City is doing in providing that program or service. Base: Valid respondents (Bases vary)*

↑Statistically higher than Spring 2021

↓Statistically lower than Spring 2021

\*Rounding

**Investment in City Programs and Services  
Top 10 'Invest More'**



Please tell me if you think The City should invest more, less or the same amount on the program or service. Base: Valid respondents (Bases vary)

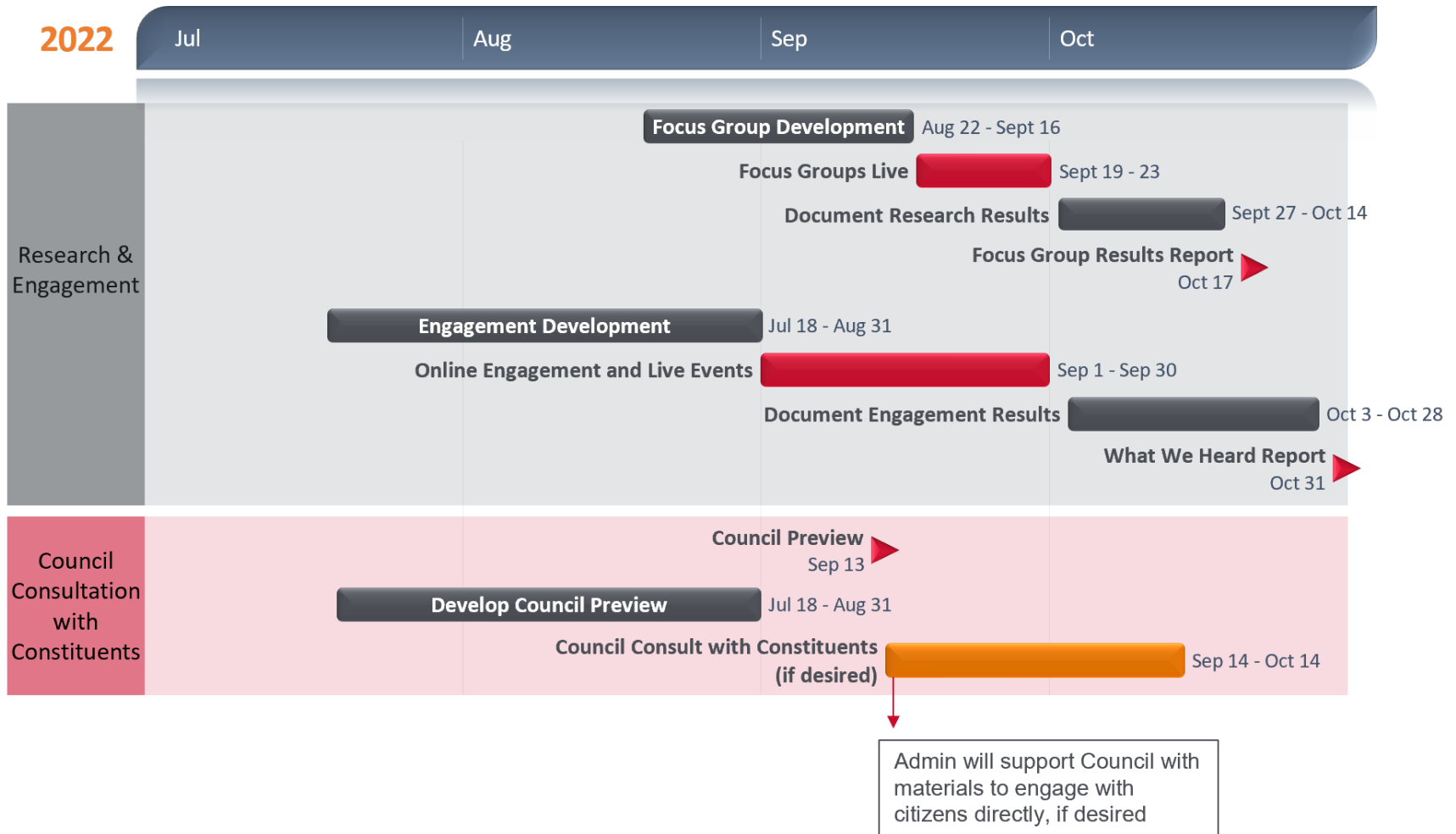
Data labels of <3% not shown

↑ Statistically higher than Spring 2021

↓ Statistically lower than Spring 2021

## Phase 2 Research and Engagement

Through different methods and questions to provide a holistic overview, both Research and Engage will be gathering information on citizen and business perceptions around service prioritization and delivery this summer and fall. This will provide additional feedback and themes for Council to consider when making decisions in November. Administration will also provide Council with materials to consult with constituents directly, if desired, following the Preview 2023-2026 Service Plans and Budgets on 2022 September 13.





### **Citizen and business leader focus groups**

From 2022 September 19-23, we will be conducting focus group research to support service prioritization and service delivery. This research will be designed to better understand citizen perceptions of how The City could support Council's Strategic Direction in service delivery. Research will also use Council's Guiding Principles like "Invest in Infrastructure" or "Deliver the Right Services" and Focus Areas like "Downtown Revitalization," "Social Equity," and "Global Positioning and Reputation" as leverage points into a broader service delivery priority discussion. Topics will include perceptions of service delivery and service value, perceptions of City spending and budget, value for taxes, user fees and others.

There will be a total of five focus groups with Calgarians and five focus groups with business leaders in Calgary. Each session will be approximately two hours in length. Makeup of citizen groups will be determined by geography (quadrant and downtown) as well as other factors such as income level, education, usage of City services, perception of City performance, etc. Makeup of business groups will be determined by a mix of business location, size, and industry. Results will be compiled and delivered to Council and City service teams in mid-October.

### **Citizen engagement**

We will continue the conversation with citizens from the first round of citizen engagement in 2022 March. From 2022 September 1 - 30, we will be presenting citizens with the high-level themes heard during the first phase of engagement and asking them to provide further feedback. This will allow participants to explain what the themes mean to them and the impact they have on their lived experiences, a more detailed approach where we hear specific feedback.

There will be an online portal translated into four languages: Traditional and Simplified Chinese, Punjabi and Arabic, based on top languages written in Calgary using the 2016 Statistics Canada report. There will also be in-person pop-up events in areas with high pedestrian traffic, with at least one event per ward. These opportunities will be shared during a comprehensive communications and marketing campaign that will also include an overview of how we build our Service Plans and Budgets. A What We Heard report will be delivered to Council, City service teams and citizens at the end of October.

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<sup>i</sup> [https://hdp-ca-prod-app-cgy-engage-files.s3.ca-central-1.amazonaws.com/9416/4885/0344/6.2-Engagement\\_Report\\_Back\\_-\\_What\\_we\\_heard\\_SPB\\_2023-2026\\_FINAL\\_.pdf](https://hdp-ca-prod-app-cgy-engage-files.s3.ca-central-1.amazonaws.com/9416/4885/0344/6.2-Engagement_Report_Back_-_What_we_heard_SPB_2023-2026_FINAL_.pdf)

<sup>ii</sup> <https://www.calgary.ca/content/dam/www/cfod/finance/documents/plans-budgets-and-financial-reports/service-value-dimensions-survey-results.pdf>