One Calgary:
2019-2022 Service Plans & Budgets

Service Value Dimensions:

Public Engagement and Research Results

May 16, 2018

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Background & Objectives

In supporting the shift to a service-based view of our multi-year plans and budgets for 2019-2022, the One Calgary program will leverage citizen insights to gain a better understanding of Calgarians' perspectives around service levels and the perception of value from what they are getting for their tax dollars from The City.

Towards this end, both Engage and the Corporate Research Team conducted public engagement and research to better understand citizen expectations and priorities around service value dimensions to help inform decisions on the service plans and budgets. Using both research and engagement approaches is critical in being as inclusive as possible, while also maintaining a balanced and complete picture of citizen perceptions. Respondents were asked about their perception around service value dimensions, that is, what citizens perceive as having value or benefit (e.g. reliability, sustainability, quality) in the services that The City provides.

This report details both the research results of a survey conducted with Calgarians via the Citizens' View Panel and the results of the Engage online feedback form.

Engage and Research Timeline

ENGAGE

December 2017	January 2018	February	March	April	May	June	July	August	September	October	November
				Engage Phase 1	What we Heard Report Available	Engage Phase 2 (targeted stake-holders)	Engage Phase 2 con't	Engage Phase 2 con't	Public Submissions and Engage Phase 2 report back		
Council Priorities Research Rollup	2017 Citizen Satisfaction Survey		One Calgary Service Line Research Rollup (existing research)		One Calgary Citizens' View Online Panel Survey	One Calgary Business Panel Survey					2018 Citizen Satisfaction Survey
Results Submitted to Council	Results Presented to Council		Results Submitted to Council		Results Presented to Council	Results Presented to Council					Results Presented to Council

CORPORATE RESEARCH TEAM

Other relevant research:

Citizen & Customer Insight Research
(Segmentation & CXI – customer experience index)
Report due: May 21

Spring Pulse Survey
Report due: June 4

Business Perspectives Focus Groups
Report due: late June

One Calgary public input points

November 2017 to November 2018

Nov. 2017
Understand Community Aspirations and Citizen Expectations

Dec. 2017
Set Council Directives

March – May 2018
Receive results of citizen engagement and research

June – August 2018
Research & Phase 2 Public Engagement

Sept. 2018
Preview Service Plans

Nov. 2018
Deliberate on Service Plans and Budgets

Quality of Life Results and Indicators representing long-term citizen aspirations

Citizen Perspectives survey results

What was heard on the campaign trail collected from Councilors

Existing research and data in a report to Council March 2018

Phase 1 Public engagement conducted in April 2018 to inform prioritization of service investments. Findings presented to Council in May 2018.

Phase 2 Report back on Public Engagement Business Panel results

Opportunity to provide input (written submissions or in-person) as part of the Standing Policy Committee and Council meetings

Service Plans and Budgets based in ongoing, targeted and in-depth research and engagement

April 2 to 22 Public Engagement Marketing Approach

Audience approach – We targeted *all Calgarians*. Based on learnings from past campaigns, we focused on under-represented segments.

Who	How
Youth/future taxpayers	Social media (Instagram)
Adults	Report to Calgarians, social media (Facebook, Twitter, Instagram), online advertisements, digital outdoor advertisements, bold signs, Metro News print advertisements
Seniors	Report to Calgarians, 311 phone engagement, Calgary Herald print advertisements
Ethnic markets	Ethnic print, social media, online, language line
Media partners	Press release, opportunity for interviews
Civic partners	Information packages
Business community	Business panel (1,000 members)
City Employees	Internal channels (intranet, internal newsletters)

April 2 to 22 Public Engagement Marketing Results

Web
9,231 of total 14,904 page views were a result of the marketing campaign.

Print
7 languages (Advertisements in English, Cantonese, Mandarin, Punjabi, French, Urdu)

Social media marketing referrals
50% from Facebook (32% ages 25-54, 18% ages 55 to 64)
30% from Instagram story ad

Transit platform digital displays
100 boards scheduled for a total of 120,960 plays.

Bold signs
22 locations ran the advertisement for two weeks with at least one sign in each ward.

Methodology: Engage and Corporate Research

Engage: Methodology

Engage Portal

During the April public engagement, Calgarians were asked to rank, in their opinion, the value dimensions associated with each service.

This ranking, along with other research and Council Directives, will help services develop performance measures that are tied to key value dimensions and inform further service refinements to be presented in the Fall.

The Calgary.ca/yourservices webpage was divided into 5 sections each with a Council Priority. Within each section was a series of services that belong in that Council priority.

For each service a list of value dimensions were presented, and Calgarians were asked to rank those values in order of importance.

There was also an option to provide open-ended comments related to service plans and budgets.

The *What We Heard* report provides a full summary of everything we heard. For easy navigation we have broken down each section and verbatim comments by Council Priority.

Total number of responses received were 11,346. The number of responses received for each of the Council priorities and the general question included:

- A Prosperous City – 3,295 survey responses were received
- A City of Safe and Inspiring Neighbourhoods – 2,677 survey responses were received
- A Well-Run City – 1,222 survey responses were received
- A Healthy and Green City – 1,961 survey responses were received
- A City that Moves – 1,779 survey responses were received
- General Question - 412 survey responses were received

Citizens' View: Methodology

Corporate Research: Citizens' View

The research component of this project was conducted via the Citizens' View Panel. For this research, panelists were asked to rank value dimensions associated with each service as well as evaluate the importance of each service value dimension.

Both ranking and perceptions of importance gives us greater depth of insight into each service value dimension, and allows us to better understand how these service value dimensions are seen by Calgarians.

The survey was launched on April 12 to 20 to 3,346 panelists. A total of n=865 panelists completed the survey.

Please note: for the Citizens' View research component of the study, respondents were asked to <u>both</u>:

- **evaluate** the importance of each service value dimension on a scale from very important to not important at all; and,
- **rank** each service value dimension in order of importance.

About Citizens' View

Citizens' View is an online panel that encourages citizens to participate in shaping City of Calgary programs and services through surveys, discussions and engagement activities. Each survey is directed only to the Panel, and is not an "open" invitation.

In order to join the panel, Calgarians complete the Membership Survey, which is used to collect demographic data about each panelist. Once participants are registered, they will receive a link to complete one or two surveys every month.

Currently, there are 3,346 Panelists on the Citizens' View Panel.

- Panelists must be aged 18 years or older, and have agreed to be contacted via email to participate in City research activities.
- Any citizen of Calgary may join the panel, including City employees (identified as such via a question in the Membership Survey).
- Being a Calgary resident is the only criterion that needs to be met to be a panelist.
- Participation is voluntary, and can be withdrawn at any time.

Recruiting

- The City uses a variety of channels to recruit panel members. Channels include, but are not limited to: social media (e.g., Facebook), print (e.g., Metro News), community newsletters, radio, LRT posters and Ctrain TV advertising
- Recruiting participants is also done through other research and engagement activities, as well as collaborating with universities and not-for-profit agencies.
- Some recruitment activities are run throughout the year; whereas, others are performed on an annual basis.

Snapshot of Panel Demographics

Age	Proportion
18-24	3%
25-34	16%
35-44	22%
45-54	24%
55-64	21%
65-74	11%
75+	2%

City Quadrant	Proportion
SE	23%
NW	30%
NE	14%
SW	31%

Gender	Proportion
Female	56%
Male	42%
Prefer not to answer	2%

How to read this report

This report details both the research results of a survey conducted with Calgarians via the Citizens' View Panel and the results of the Engage online feedback form. As such, results from both initiatives are presented together for comparison purposes only. Given the different methodologies and target audiences of both approaches, it is strongly recommended that results be seen as complementary to each other.

Please note: each service selects and defines their own service value dimensions, and service value dimension definitions are not consistent from service to service. A full glossary of dimensions can be found at the end of the full combined report.

This report is divided by Council Priority.

Both the engagement and Citizens' View research asked participants to rank service value dimensions in order of importance. Rankings are presented as 1, 2, or 3. This report only shows the top 3 ranked; other rankings can be seen in the full reports.

Each priority has a summary of the most frequently occurring value dimensions for that particular Council Priority.

The Citizens' View research also asked participants to evaluate the importance of each service value dimension on a scale, from very important to not important at all

A Healthy & Green City

- Environmental, Quality, Affordability, Availability, Reduces Risk and Reliability most frequently rank within the top three as the most important value characteristics for A Healthy & Green City
- Accessibility and Wellness are also ranked as important, followed by Attractiveness, Resilient, Safety, and Responsiveness.

Service		Engage Portal		Citizens' View Panel (Research)	
		Rank		Rank	Importance
Environmental Management	1	Environmental	1	Environmental	Environmental 92%
	2	Reduces Risk	2	Reduces Risk	Reduces Risk 92%
	3	Quality	3	Quality	Quality 90%
Parks & Open Spaces	1	Well-being	1	Safety	Safety 98%
	2	Availability	2	Availability	Availability 93%
	3	Sustainability	3	Sustainability	Sustainability 92%
Recreation Opportunities	1	Affordability	1	Affordability	Affordability 90%
	2	Wellness	2	Accessibility	Accessibility 84%
	3	Accessibility	3	Quality	Quality 90%
Stormwater Management	1	Environmental	1	Reduces Risk	Reduces Risk 96%
	2	Reduces Risk	2	Environmental	Environmental 93%
	3	Resilient	3	Resilient	Resilient 95%

The full reports of both Engage and Research results can be found here:
Engage portal results: https://engage.calgary.ca/yourservices
Citizens' View Panel research results: https://engage.calgary.ca/yourservices

Citizens' View Panel & Engage Portal Results

A Healthy and Green City

A Healthy & Green City

- **Environmental, Quality, Affordability, Availability, Reduces Risk and Reliability** most frequently rank **within the top three as the most important value dimensions** for A Healthy & Green City.

- Accessibility and Wellness are also ranked as important, followed by Attractiveness, Resilient, Safety, and Responsiveness.

Service		Engage Portal — Rank		Citizens' View Panel (Research) — Rank	Importance
Environmental Management	1	Environmental	1	Environmental	Environmental 92%
	2	Reduces Risk	2	Reduces Risk	Reduces Risk 92%
	3	Quality	3	Quality	Quality 90%
Parks & Open Spaces	1	Well-being	1	Safety	Safety 98%
	2	Availability	2	Availability	Availability 93%
	3	Sustainability	3	Sustainability	Sustainability 92%
Recreation Opportunities	1	Affordability	1	Affordability	Affordability 90%
	2	Wellness	2	Accessibility	Accessibility 84%
	3	Accessibility	3	Quality	Quality 90%
Stormwater Management	1	Environmental	1	Reduces Risk	Reduces Risk 96%
	2	Reduces Risk	2	Environmental	Environmental 93%
	3	Resilient	3	Resilient	Resilient 95%

A Healthy & Green City, *continued*

Service		Engage Portal
		Rank
Urban Forestry	1	Environmental
	2	Wellness
	3	Attractiveness
Waste & Recycling	1	Environmental
	2	Affordability
	3	Accessibility
Wastewater Collection & Treatment	1	Environmental
	2	Reliability
	3	Responsiveness
Water Treatment & Supply	1	Quality
	2	Availability
	3	Reliability

Citizens' View Panel (Research)		
	Rank	**Importance**
1	Environmental	Environmental 91%
2	Wellness	Wellness 87%
3	Attractiveness	Attractiveness 88%
1	Safety	Sustainability 91%
2	Environmental	Quality 85%
3	Affordability	Attractiveness 94%
1	Reliability	Reliability 97%
2	Environmental	Environmental 96%
3	Responsiveness	Responsiveness 98%
1	Quality	Quality 100%
2	Availability	Availability 100%
3	Reliability	Reliability 100%

Engage Themes: **A Healthy & Green City**

Open ended questions from the Engage Portal were distilled into themes for the Healthy & Green City priority.

This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.

A Prosperous City

A Prosperous City

- **Legislative Compliance, Quality of service, Availability, Fairness, and Responsiveness** most frequently rank within the **top three as the most important value dimensions** for A Prosperous City.

- Accessibility and Affordability are also ranked as important, followed by Attractiveness, Informs, and Prevention.

Service	Engage Portal		Citizens' View Panel (Research)		
	Rank		**Rank**		**Importance**
Affordable Housing	1	Affordability	1	Affordability	*Affordability 84%*
	2	Safety	2	Safety	*Safety 94%*
	3	Availability	3	Availability	*Availability 82%*
Arts & Culture	1	Affordability	1	Affordability	*Affordability 78%*
	2	Accessibility	2	Accessibility	*Accessibility 69%*
	3	Fun / Entertainment	3	Quality	*Quality 71%*
Building Approvals	1	Legislative Compliance	1	Legislative Compliance	*Legislative Compliance 95%*
	2	Availability	2	Availability	*Availability 96%*
	3	Fairness	3	Informs	*Informs 93%*
Building Licensing	1	Quality[1]	1	Quality[1]	*Quality[1] 93%*
	2	Legislative Compliance	2	Quality[2]	*Quality[2] 93%*
	3	Fairness	3	Responsiveness	*Responsiveness 91%*

Quality[1]: Business license information is easy to find and the decisions made on applications are consistent.
Quality[2]: Inspectors are knowledgeable and professional.

A Prosperous City, *continued*

Service	Engage Portal		Citizens' View Panel (Research)		
		Rank		**Rank**	**Importance**
Community Strategies	1	Responsiveness	1	Responsiveness	*Responsiveness 95%*
	2	Prevention	2	Prevention	*Prevention 87%*
	3	Wellbeing	3	Accessibility	*Accessibility 84%*
Economic Development & Tourism	1	Fairness	1	Sustainability	*Sustainability 91%*
	2	Informs	2	Quality	*Quality 85%*
	3	Legislative Compliance	3	Attractiveness	*Attractiveness 94%*
Land Development & Sales	1	Resilient	1	Attractiveness	*Attractiveness 86%*
	2	Attractiveness	2	Availability	*Availability 62%*
	3	Availability	3	Responsiveness	*Responsiveness 76%*
Property Assessment	1	Fairness	1	Quality	*Quality 99%*
	2	Quality	2	Fairness	*Fairness 99%*
	3	Legislative Compliance	3	Legislative Compliance	*Legislative Compliance 97%*
Social Programs	1	Informs	1	Accessibility	*Accessibility 89%*
	2	Legislative Compliance	2	Prevention	*Prevention 87%*
	3	Reduces Risk	3	Responsiveness	*Responsiveness 87%*

Engage Themes: **A Prosperous City**

Open ended questions from the Engage Portal were distilled into themes for the Prosperous City priority.

This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.

A Well-Run City

A Well-Run City

- **Responsiveness, Informs, and Legislative Compliance** most frequently rank within the **top three as the most important value dimensions** for A Well-Run City.

- Quality, Reliability, and Accessibility are also frequently ranked as important, followed by Accuracy, Availability, .Convenience, Fairness, Impartiality, Sustainability, and Transparency.

Service		Engage Portal Rank	Citizens' View Panel (Research) Rank	Importance
Appeals & Tribunals	1	Legislative Compliance	1 Legislative Compliance	*Legislative Compliance 95%*
	2	Convenience	2 Responsiveness	*Responsiveness 88%*
	3	Informs	3 Informs	*Informs 95%*
Corporate Citizen Engagement	1	Accessibility	1 Fairness	*Fairness 97%*
	2	Fairness	2 Accessibility	*Accessibility 95%*
	3	Quality	3 Quality	*Quality 93%*
Corporate Citizen Relationship Management	1	Informs	1 Informs	*Informs 97%*
	2	Convenience	2 Responsiveness	*Responsiveness 94%*
	3	Responsiveness	3 Equity	*Equity 88%*
Data Analytics & Information Access	1	Quality	1 Quality	*Quality 98%*
	2	Accessibility	2 Accessibility	*Accessibility 94%*
	3	Availability	3 Responsiveness	*Responsiveness 97%*

A Well-Run City, *continued*

Service		Engage Portal
		Rank
Municipal Elections	1	Impartiality
	2	Accuracy
	3	Transparency
Records Management, Access & Privacy	1	Informs
	2	Availability
	3	Legislative Compliance
Taxation	1	Reliability
	2	Responsiveness
	3	Sustainability

Citizens' View Panel (Research)		
	Rank	**Importance**
1	Accuracy	*Accuracy 100%*
2	Impartiality	*Impartiality 100%*
3	Transparency	*Transparency 98%*
1	Legislative Compliance	*Legislative Compliance 97%*
2	Reliability	*Reliability 98%*
3	Availability	*Availability 95%*
1	Reliability	*Reliability 100%*
2	Responsiveness	*Responsiveness 95%*
3	Sustainability	*Sustainability 92%*

Engage Themes: **A Well-Run City**

Open ended questions from the Engage Portal were distilled into themes for the Well-Run City priority.

This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.

A City of Safe & Inspiring Neighbourhoods

A City of Safe & Inspiring Neighbourhoods

- **Prevention, Reliability, Responsiveness, Safety, and Reduces Risk** most frequently rank within the **top three as the most important value dimensions** for A City of Safe & Inspiring Neighbourhoods.

- Quality, Fairness, and Availability are also frequently ranked as important, followed by Legislative Compliance, Accessibility, Connectivity, Convenience, Equity, Wellbeing, Sustainability, and Informs.

	Engage Portal		Citizens' View Panel (Research)	
Service	**Rank**		**Rank**	**Importance**
City Planning & Policy	**1** Reliability		**1** Reliability	*Reliability 94%*
	2 Fairness		**2** Reduces Risk	*Reduces Risk 95%*
	3 Reduces Risk		**3** Fairness	*Fairness 94%*
Development Approvals	**1** Quality		**1** Legislative Compliance	*Legislative Compliance 98%*
	2 Fairness		**2** Quality	*Quality 98%*
	3 Legislative Compliance		**3** Fairness	*Fairness 97%*
Calgary 9-1-1	**1** Responsiveness		**1** Reliability	*Reliability 99%*
	2 Reliability		**2** Responsiveness	*Responsiveness 100%*
	3 Quality[1]		**3** Quality[1]	*Quality[1] 99%*
Police Services	**1** Prevention		**1** Safety	*Safety 95%*
	2 Safety		**2** Prevention	*Prevention 99%*
	3 Reliability		**3** Reliability	*Reliability 97%*

A City of Safe & Inspiring Neighbourhoods *continued*

Service	Engage Portal		Citizens' View Panel (Research)		
	Rank			**Rank**	**Importance**
Bylaw Education & Compliance	1	Safety	1	Safety	*Safety 97%*
	2	Public Awareness	2	Responsiveness	*Responsiveness 95%*
	3	Responsiveness	3	Fairness	*Fairness 96%*
City Cemeteries	1	Sustainability	1	Quality	*Quality 78%*
	2	Quality	2	Sustainability	*Sustainability 81%*
	3	Availability	3	Availability	*Availability 63%*
Emergency Management & Business Continuity	1	Reduces Risk	1	Prevention	*Prevention 97%*
	2	Coordination/Collaboration	2	Reduces Risk	*Reduces Risk 97%*
	3	Connectivity	3	Coordination/Collaboration	*Coordination/Collaboration 96%*
Fire & Emergency Response	1	Responsiveness	1	Responsiveness	*Responsiveness 100%*
	2	Availability	2	Availability	*Availability 99%*
	3	Safety	3	Reliability	*Reliability 99%*
Fire Inspection & Enforcement	1	Prevention	1	Prevention	*Prevention 94%*
	2	Reduces Risk	2	Reduces Risk	*Reduces Risk 93%*
	3	Legislative Compliance	3	Legislative Compliance	*Legislative Compliance 90%*

A City of Safe & Inspiring Neighbourhoods, *continued*

Service	Engage Portal		Citizens' View Panel (Research)		
	Rank		**Rank**		**Importance**
Fire Safety Education	1	Prevention	1	Prevention	*Prevention 93%*
	2	Informs	2	Reduces Risk	*Reduces Risk 96%*
	3	Reduces Risk	3	Informs	*Informs 90%*
Library Services	1	Accessibility	1	Accessibility	*Accessibility 89%*
	2	Availability	2	Availability	*Availability 80%*
	3	Convenience	3	Convenience	*Convenience 82%*
Neighbourhood Supports	1	Wellbeing	1	Wellbeing	*Wellbeing 92%*
	2	Equity	2	Equity	*Equity 86%*
	3	Connectivity	3	Accessibility	*Accessibility 83%*
Pet Ownership & Licensing	1	Safety	1	Safety	*Safety 93%*
	2	Prevention	2	Responsiveness	*Responsiveness 90%*
	3	Fairness	3	Prevention	*Prevention 91%*

Engage Themes: A City of Safe & Inspiring Neighbourhoods

Open ended questions from the Engage Portal were distilled into themes for the City of Safe & Inspiring Neighbourhoods priority.

This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.

A City That Moves

A City That Moves

- **Safety, Reliability, and Accessibility** most frequently rank within the **top three as the most important value dimensions** for A City That Moves.

- Convenience, Attractiveness, Connectivity are also frequently ranked as important, followed by Informs and Quality .

	Engage Portal		Citizens' View Panel (Research)		
Service	**Rank**		**Rank**		**Importance**
Parking	1	Convenience	1	Safety	*Safety 86%*
	2	Accessibility	2	Convenience	*Convenience 94%*
	3	Safety	3	Accessibility	*Accessibility 86%*
Public Transit	1	Reliability	1	Safety	*Safety 97%*
	2	Safety	2	Reliability	*Reliability 95%*
	3	Attractiveness	3	Informs	*Informs 93%*
Sidewalks & Pathways	1	Safety	1	Safety	*Safety 95%*
	2	Reliability	2	Accessibility	*Accessibility 93%*
	3	Connectivity	3	Reliability	*Reliability 97%*
Specialized Transit	1	Reliability	1	Safety	*Safety 82%*
	2	Safety	2	Reliability	*Reliability 82%*
	3	Attractiveness	3	Quality	*Quality 69%*

A City That Moves, *continued*

	Engage Portal			Citizens' View Panel (Research)	
Service	**Rank**			**Rank**	**Importance**
Streets	1	Reliability	1	Safety	*Safety (97%)*
	2	Connectivity	2	Reliability	*Reliability (99%)*
	3	Safety	3	Connectivity	*Connectivity (98%)*
Taxi, Limousine & Vehicles-for-Hire	1	Legislative Compliance	1	Quality^2	Quality^2 *(89%)*
	2	Quality^2	2	Legislative Compliance	*Legislative Compliance (90%)*
	3	Fairness	3	Fairness	*Fairness (89%)*

Quality^2: Regulations are enforced with professionalism and courtesy, and staff are responsive and knowledgeable.

Engage Themes: A City That Moves

Open ended questions from the Engage Portal were distilled into themes for the City That Moves priority.

This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.

Appendix: Glossary of Service Value Dimensions

Service and Service Value Dimension Descriptions: A Prosperous City

Service	Service Description	Value Dimensions	Descriptions
Affordable Housing	Affordable Housing service provides housing options for low-income citizens.	Accessibility	The City has housing programs that are clear and easy to find by housing agencies and Calgarians.
		Affordability	The City builds new affordable homes that are accessible to low and moderate income Calgarians.
		Availability	The City has programs that make it easy and fast to get affordable housing.
		Safety	City owned affordable housing is safe, secure and well maintained.
		Simplifies	The City brings people together to drive positive changes in affordable housing.
Arts & Culture	Arts & culture service provides arts and cultural experiences to Calgarians and visitors.	Accessibility	Arts and culture activities in Calgary are easy to find, are inclusive, convenient, and welcoming to all Calgarians.
		Affordability	Arts and culture activities in Calgary are affordable.
		Fun/Entertainment	Arts and culture programs, activities and services are enjoyable and allow me to lead a creative life.
		Quality	Arts and culture programs, activities, and services are of high quality and adapt over time.
		Reconciliation	Indigenous culture is included in art and culture programs, activities and services.
Building Approvals	Building Approvals service reviews and makes decisions about applications for buildings. The decisions are based on compliance with policies, bylaws and building codes.	Availability	Inspections are done in a reasonable amount of time.
		Fairness	The City enforces various regulations where owners are not complying with Provincial and Municipal requirements.
		Informs	Inspectors give me information about anything related to the construction permit process for all buildings that doesn't meet the minimum requirements.
		Legislative Compliance	The review and approval of applications and inspections meet the minimum requirements set by the building, safety, energy code acts, and land use.
		Prevention	The City takes a proactive role in prevention by enforcing regulation and having education for industry and schools.
Building Licensing	Business Licensing service provides and enforces business licences.	Fairness	Enforcement of business licensing is clear, fair and consistent. It is done by skilled Peace Officers.
		Legislative Compliance	The City investigates and inspects businesses to make sure they follow the rules.
		Quality #1	Business license information is easy to find and the decisions made on applications are consistent.
		Quality #2	Inspectors are knowledgeable and professional.
		Responsiveness	Business licenses are issued in a reasonable timeframe.

Service	Service Description	Value Dimensions	Descriptions
Community Strategies	Community Strategies service creates policies to advance common goals and vision around social wellbeing.	Accessibility	The City supports everyone to belong.
		Connectivity	The City works together with organizations to build connections.
		Prevention	The City supports citizens' social wellbeing by preventing social and community issues.
		Responsiveness	The City is responsive to community issues and works on making life better for all Calgarians.
		Wellbeing	The City addresses the needs of all Calgarians.
Economic Development & Tourism	Economic Development & Tourism service provides grants and resources to partner agencies to encourage economic development and tourism.	Attractiveness	Calgary has attractions that are high quality and fun for Calgarians and visitors.
		Quality	Economic development efforts and Calgary tourism marketing are high quality.
		Resilient	Economic development and tourism services help Calgary and Calgarians cope and recover from things that disrupt our economy.
		Responsiveness	Economic development and tourism reacts to changes in the economy.
		Sustainability	Economic development and tourism support the local economy for current and future generations.
Land Development & Sales	Land Development & Sales service supports business community growth through the development of industrial land.	Attractiveness	Serviced city-owned land is sold at fair market value.
		Availability	There is a consistent supply of serviced land for sale.
		Convenience	Serviced land prepared and ready for construction.
		Resilient	The City's land portfolio is strong and it supports economic development.
		Responsiveness	Real estate sales are done quickly and my questions are answered.
Property Assessment	Property Assessment service prepares property value assessments in order to distribute local taxes.	Fairness	Like properties are assessed in the same way.
		Informs	My questions are answered by knowledgeable City staff.
		Legislative Compliance	Property assessments meet all standards set by the government.
		Quality	My property assessment is accurate when I get it.
		Reduces risk	The City reduces risks to tax revenues.
Social Programs	Social Programs service provides programs which offer support for social conditions in the Calgary community.	Accessibility	Social programs are accessible.
		Connectivity	I can get social programs that connect me to the resources I need to thrive.
		Prevention	I can get the social programs to assist me in difficult situations.
		Responsiveness	The social programs I access meet my needs.
		Wellbeing	The City offers programs and services that meet the needs of Calgarians.

Service	Service Description	Value Dimensions	Descriptions
Environmental Management	Environmental Management service coordinates and supports business units to manage environmental issues, risks, opportunities and trends.	Environmental	The City takes actions to conserve, protect and enhance the environment.
		Legislative Compliance	The City follows provincial and federal environmental legislation.
		Reduces risk	The City takes action to prevent or reduce environmental risks.
		Resilient	The City has services that help me make it through any environmental events.
		Quality	The City delivers high quality environmental management.
Parks & Open Spaces	Parks & Open Spaces service plans, builds, preserves and maintains public parks and open spaces.	Wellbeing	I can go to parks and open spaces all year to be in nature, be with my friends and family, and do fun, active and cultural activities.
		Availability	I have parks in my community.
		Safety	Parks and open spaces are safe.
		Sustainability	The City protects Calgary's natural environment and contributes to urban resilience.
		Environmental	The City protects Calgary's ecosystems.
Recreation Opportunities	Recreation Opportunities service provides a variety of recreation, sport and leisure activities.	Accessibility	I can access recreation easily. It is inclusive, convenient, and welcoming to all Calgarians.
		Affordability	The City has recreation for Calgarians of all income levels.
		Quality	The City has recreation activities and services that are of a high standard and adapt over time.
		Wellness	The City has services, places and spaces that allow me, my family and my community to be healthy and active.
		Reconciliation	The City includes indigenous cultural expression in the design and delivery of recreation.
Stormwater Management	Stormwater Management service collects and controls stormwater and minimizes impact on the rivers.	Reduces risk	The City works to reduce flooding from rain and snow melt that impacts homes, businesses and the community.
		Resilient	Calgary is prepared for flooding and recovers quickly.
		Environmental	The City works to keep our rivers and surrounding natural areas healthy by reducing the impact of development.

Service	Service Description	Value Dimensions	Descriptions
Urban Forestry	Urban Forestry service plants, maintains and protects public trees.	Environmental	The City protects Calgary's forest.
		Connectivity	Calgary has trees for their shade and because they make my walks more enjoyable.
		Wellness	Calgary has forests for the good effects they have on my health.
		Attractiveness	There are trees in my community for their beauty and the effects they have on my property values.
Waste & Recycling	Waste & Recycling service includes waste collection, management of landfills and operation of waste diversion programs to protect public health and the environment.	Safety	All waste & recycling activities are performed safely. Everyone is safe at City work sites and facilities.
		Reliability	Schedules for services and access to facilities are reliable and my questions are answered in a timely manner.
		Environmental	Calgarians do their part in waste reduction and diversion. Waste and recycling in Calgary meets regulatory requirements to protect public health, safety and the environment.
		Accessibility	The City gives me the information I need to know how to properly dispose of materials (garbage, recyclable, food and yard waste, household hazardous waste).
		Affordability	Rate and user fees are transparent and fair.
Wastewater Collection & Treatment	Wastewater Collection & Treatment service collects and treats sewage. It protects public health, property and the environment.	Reliability	The City works to reduce sanitary sewer backups in homes, businesses and the community.
		Environmental	The City manages wastewater from toilets, sinks and drains in a way that protects the environment.
		Responsiveness	The City responds quickly to a sanitary sewer backup in homes, businesses and the community.
Water Treatment & Supply	Water Treatment & Supply service manages the water supply.	Availability	Drinking water is available with limited disruptions.
		Quality	Drinking water is of high quality and safe to drink.
		Reliability	The City works to protect the water supply.
		Responsiveness	The City responds quickly to any delays to my water service.

Service	Service Description	Value Dimensions	Descriptions
Appeals & Tribunals	Appeals & Tribunals service provides an impartial process for citizens to challenge certain decisions made by The City of Calgary.	Responsiveness	The Tribunals' decisions are shared with the public quickly.
		Convenience	I can easily file an appeal in a way that works best for me.
		Legislative Compliance	Hearings are fair and meet all legal rules.
		Informs	Information about the tribunals' processes and decisions are easy to find.
Corporate Citizen Engagement	Corporate Citizen Engagement service provides fair and accessible opportunities for citizens to provide input.	Fairness	All ideas and voices of those who participated are captured in the public engagement process.
		Accessibility	All residents can participate in public engagement regardless of social, economic, or any other barriers.
		Connectivity	Public engagement connects residents, businesses, and other groups with the government that services all of us.
		Quality	I can see how my input was used in decision-making, City programs and services.
Corporate Citizen Relationship Management	Corporate Citizen Relationship Management service provides fair and accessible opportunities for citizens to provide input.	Provides hope	The City has a vision and direction.
		Informs	I have access to reliable and trustworthy information about The City's programs and services.
		Convenience	I have easy access to City information and services in a way that works for me.
		Equity	I have access to information and services based on my needs.
		Responsiveness	The City responds quickly when I ask for information or report an issue.
Data Analytics & Information Access	Data Analytics & Information Access service provides citizens and employees with an innovation and data hub for the City.	Accessibility	I have access to data and information.
		Availability	City data and information and location of information are available 24/7.
		Quality	City open data and information are correct and up to date.
		Responsiveness	Requests for City data and information are responded to quickly.
		Reduces effort	The City analyzes data to create information and get value from City investments.

Service	Service Description	Value Dimensions	Descriptions
Municipal Elections	Municipal Elections service enables citizens to vote for Mayor, Councillors, School Board Trustees, and questions on a ballot.	Accessibility	Voting is physically accessible.
		Accuracy	Votes are counted correctly.
		Impartiality	The elections process is fair.
		Equality	All votes and voters are treated equally.
		Transparency	Elections are open to all.
Records Management, Access & Privacy	Records Management, Access & Privacy service manages, protects, and preserves City records and documents. This service also manages privacy and access.	Availability	City records are accessible.
		Informs	The City shares information.
		Reliability	City staff are knowledgeable about privacy and information access policies and practices.
		Legislative Compliance	City staff follow records management, information access and privacy policies.
Taxation	Taxation service ensures property taxes are billed and collected properly.	Sustainability	The City gets tax payments in a timely manner.
		Reliability	I get my tax bill quickly and it is correct.
		Responsiveness	My questions about my taxes are answered quickly.

Service and Service Value Dimensions Descriptions:
A City of Safe and Inspiring Neighbourhoods

Service	Service Description	Value Dimensions	Descriptions
City Planning & Policy	City Planning & Policy service creates policies to guide development or re-development.	Reliability	What is set out in City plans is followed in the future.
		Convenience	City plans and rules are easy to find and understand.
		Fairness	My interests and ideas are reflected in City plans.
		Reduces effort	It doesn't take a lot of effort for me to participate in City planning and approvals.
		Reduces risk	City plans and policies limit financial risk to The City and don't block economic growth.
Development Approvals	Development Approvals service reviews and approves all land development proposals to ensure they meet regulatory requirements.	Legislative Compliance	Legislation, bylaws and policies are followed.
		Responsiveness	Timeline commitments are met.
		Quality	Decisions are made by analyzing relevant factors.
		Convenience	Information, processes and applications are easy to access.
		Fairness	Decisions are fair.
Calgary 9-1-1	Calgary 9-1-1 service responds to emergency calls and sends emergency responders.	Reliability	I can depend on 9-1-1 in my time of need.
		Responsiveness	9-1-1 calls are answered quickly.
		Quality #1	I get courteous and professional support every time I call for help.
		Quality #2	First responders (Police, EMS, Fire) have the right information to respond appropriately.
Police Services	Police Services provide police services including crime prevention and education, law enforcement and investigations.	Safety	Communities are safe, diverse and inclusive.
		Prevention	Crime is prevented and reduced.
		Quality	Police officers are professional.
		Reliability	The Police answers my calls well and works to keep good relationships with Calgarians.
Bylaw Education & Compliance	Bylaw Education & Compliance service ensures bylaw compliance through enforcement and education.	Responsiveness	My complaints and bylaw issues are answered and fixed quickly.
		Safety	I feel safe and protected in my community.
		Fairness	Bylaw enforcement is clear, fair and consistent. Bylaw education is conducted by skilled Peace Officers.
		Public awareness	Calgarians understand bylaws and the importance of being a good neighbour.

Service	Service Description	Value Dimensions	Descriptions
City Cemeteries	City Cemeteries service maintains public cemeteries, and provides affordable burial and memorial services.	Quality	City cemeteries provide a dignified service for the respectful interment and memorialisation by families of loved ones.
		Availability	I have access to a range of affordable cemetery space types.
		Sustainability	City cemeteries are well-managed for the long-term.
		Legislative Compliance	City cemeteries follow legislation.
Emergency Management & Business Continuity	Emergency Management & Business Continuity service coordinates and supports stakeholders to prepare, respond and recover from disasters and emergencies in Calgary.	Prevention	Everyone is prepared to respond to and recover from major emergencies.
		Reduces risk	The City takes action to prevent or reduce hazards and risks.
		Resilient	Calgary bounces back from the effects of a major emergency quickly.
		Connectivity	The right people with the right skills help respond to and recover from emergencies.
		Coordination/ Collaboration	The City has the experts and resources needed to be ready to respond to major emergencies.
		Communication	The City gives me the information I need to be ready for emergencies.
		Legislative	The City meets the requirements in having an emergency management agency as required by the Province of Alberta's Emergency Management Act.
Fire & Emergency Response	Fire & Emergency Response service provides emergency response support for fires, medical incidents, accidents and hazardous material incidents.	Responsiveness	Emergency calls are responded to quickly.
		Availability	Fire fighters come with the right equipment. They are competent, polite and caring.
		Reliability	There are programs, plans and systems in place to manage all hazards.
		Provides hope	Fire fighters stay with me until my emergency is done.
		Safety	Fire fighters do whatever they can to keep me and my family safe.
Fire Inspection & Enforcement	Fire Inspection & Enforcement service helps businesses comply with fire safety regulations.	Legislative Compliance	Fire Department helps me comply with Fire Safety Codes and Standards.
		Prevention	There are programs that keep me safe and minimize damage from fires and other dangers.
		Reduces risk	Fire Department does whatever it can to keep me and my family safe.
		Quality	Fire inspections and investigations are done well. I can access these reports.

Service	Service Description	Value Dimensions	Descriptions
Fire Safety Education	Fire Safety Education service provides fire safety education.	Informs	I can get information about fire and life safety risks that affect me, my family and my property.
		Prevention	There are services for me that reduce fires and risks to me and my property.
		Reduces risk	There are services for me that reduce fires and risks to me and my property.
		Legislative Compliance	There are services for me that reduce fires and risks to me and my property.
Library Services	Library Services support Calgary libraries.	Accessibility	At the Library, Calgarians can access information, resources, and technology regardless of social, geographic and physical barriers, resources, and technology regardless of social, geographic and physical barriers.
		Availability	I have a public library in my community, or nearby.
		Convenience	It is convenient to use my Library.
		Self-Transcendence	Libraries are easy to access for everyone.
		Reconciliation	Libraries are a welcoming, supportive and inclusive for Indigenous cultures.
Neighbourhood Supports	Neighbourhood Supports service supports creating stronger neighbourhood communities.	Connectivity	The City works with Calgarians and community organizations to address social issues.
		Accessibility	The City offers programs that bring residents together and supports community organizations in doing the same.
		Equity	Everyone is included and can participate.
		Sustainability	There are resources to help residents contribute to their neighbourhood.
		Wellbeing	There is support for residents to make their community a better place to live, work, and play.
Pet Ownership & Licensing	Pet Ownership & Licensing service issues pet licences. It supports animal control, sheltering and adoption.	Safety	Cats, dogs, owners, and neighbours live together safely.
		Responsiveness	Bylaw complaints about pets are resolved quickly.
		Fairness	Bylaw enforcement is clear, fair and consistent. Bylaw education is conducted by skilled Peace Officers.
		Quality	Pet licensing meets my needs.
		Prevention	There is understanding of responsible pet ownership.

Service and Service Value Dimensions Descriptions: A City That Moves

Service	Service Description	Value Dimensions	Descriptions
Parking	Parking service manages Calgary parking lots and spaces and enforces parking regulations.	Safety	Parking restrictions for safer mobility.
		Convenience	Parking systems and signage are easy to use.
		Accessibility	Parking is provided for users with a variety of needs.
		Responsiveness	Parking bylaws are enforced in a timely manner.
Public Transit	Public Transit service provides train and bus transportation for citizens to help them get from place to place safely, reliably, affordably and easily.	Safety	Public transit is safe.
		Reliability	Public transit is reliable.
		Quality	Transit staff greet me with a smile, pleasant tone of voice and the right attitude when I need help.
		Informs	Information is clear and consistent.
		Attractiveness	Transit is convenient, easy to use, and clean.
Sidewalks & Pathways	Sidewalks & Pathways service provides a network of sidewalks, pathways and trails enabling citizens to travel throughout Calgary.	Safety	I feel safe using sidewalks and pathways.
		Accessibility	Everyone can use sidewalks and pathways.
		Connectivity	I am able to reach my destination using streets, sidewalks and pathways.
		Responsiveness	The City responds to service requests in a timely manner.
		Reliability	Sidewalks and pathways are in good shape.
Specialized Transit	Specialized Transit service provides specialized transportation (specialized buses, vans and taxis) for citizens with disabilities to help them move from place to place safely, reliably, affordably and easily.	Safety	I am safe when on transit.
		Reliability	I can get transit when I need it.
		Quality	Transit staff greet me with a smile, pleasant tone of voice and the right attitude when I need help.
		Informs	Information is clear and consistent.
		Attractiveness	Transit is convenient, easy to use, and clean.

Service	Service Description	Value Dimensions	Descriptions
Streets	Streets service provides roads that enable citizens to travel throughout Calgary.	Safety	I feel safe using the streets in Calgary.
		Accessibility	Everyone can use the streets in Calgary.
		Connectivity	I can get to where I am going by using Calgary's streets, sidewalks, and pathways.
		Responsiveness	The City responds to service requests in a timely manner.
		Reliability	Calgary streets are in good shape.
Taxi, Limousine & Vehicles-for-Hire	Taxi, Limousine & Vehicles-for-Hire service ensures taxi and vehicle-for-hire bylaw compliance through enforcement and education.	Responsiveness	Licenses are issued within a reasonable timeframe.
		Quality #1	Drivers and companies are satisfied with the licensing service. The information is clear and easy to find, and decisions on applications are consistent.
		Quality #2	Regulations are enforced with professionalism and courtesy, and staff are responsive and knowledgeable.
		Legislative Compliance	The City does investigations and inspections to make sure drivers and companies meet regulations.
		Fairness	Enforcement is transparent, fair and consistently delivered by Inspectors.