

A wide-angle photograph of the Calgary skyline at night, with numerous skyscrapers illuminated by city lights against a dark blue sky.

Service Value Dimensions: Business Perspectives Research Report

One Calgary: 2019-2022 Service Plans & Budgets

Strategic Council Meeting

June 18, 2018

Table of Contents

Background & Objectives	3
One Calgary Public Input Points	5
Methodology	6
How to Read this Report	9
Business Perspectives Panel Results	10
A Healthy and Green City	11
A Prosperous City	14
A Well-Run City	17
A City of Safe and Inspiring Neighbourhoods	20
A City That Moves	23
Enabling Services	25



Background & Objectives



Background & Objectives

In supporting the shift to a service-based view of our plans and budgets for 2019-2022, the One Calgary program is leveraging both citizen and business insights to gain a better understanding of Calgarians' perspectives on service value dimensions.

The Corporate Research Team first conducted research with citizens via the Citizens' View online panel in April of 2018. The results of this research were presented to Council in May 2018.

As a follow-up to the citizen research, the Corporate Research Team then conducted research with the business community via the Business Perspectives online research panel in May 2018. Similar to the research with citizens, the intent of using the Business Perspectives panel is to better understand the priorities of businesses in Calgary around service value dimensions to help inform decisions on service plans and budgets.

Public input integrated in the One Calgary process

November 2017 to November 2018

Public Input used to set Council Directives (Nov-Dec 2017)

Public Input used to set value characteristics, refine services & set service targets (Mar-Sep 2018)

Public Input provided at Committee & Council (Sep-Nov 2018)

Nov. 2017
Understand Community Aspirations and Citizen Expectations

Dec. 2017
Set Council Directives

March/April/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 Councillors

Existing research and data in a report to Council March 2018

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

Phase 2
Report back on Public Engagement Business Panel results
Engaging with hard to reach audiences

Utilizing service-specific feedback
Incorporating service-specific research & engagement data points

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

Service plans and budgets based on ongoing, targeted and in-depth research and engagement



Methodology



Methodology

Business Perspectives is The City's online research panel dedicated to Calgary's business community. Panelists are business owners, CEOs, board members, Presidents, Directors, and other business leaders and decision-makers based in Calgary who have agreed to be contacted via email to participate in business-specific City research activities.

The survey was sent to 899 panelists and fielded between May 17 and 24, 2018. A total of 135 panelists completed the survey.

The following findings may not be statistically representative of all businesses in Calgary. Given the makeup of panelists currently on the Business Perspectives panel, findings should be regarded as directional and should not be projected to the larger population without additional research with a representative sample of Calgary businesses.

The following report is a summary of the larger Business Panel report. The full report including detailed results can be found online at the following link:

<http://www.calgary.ca/cfod/finance/Pages/Plans-Budgets-and-Financial-Reports/Plans-and-Budget-2019-2022/Give-your-feedback.aspx>

How we asked questions about services

With a total of 52 services presented in this survey, Business Panelists were given random blocks of smaller service groupings to assess, making survey completion much easier. For a complete list of all services included in the Business Perspectives panel survey, please see the detailed report.

Respondents were presented with a list of services, definitions of those services, and the service value dimensions associated with them. Respondents were then asked to both:

1. **Evaluate** the importance of each service value dimension on a scale, from very important to not important at all.
2. **Rank** each service value dimension in order of importance. Ranking results shown are both the average rank of each service value dimension as well as its overall position in the ranking against others

Asking respondents for both ranking and importance provides us with a greater depth of insight into each service value dimension, and allow us to better understand how these services are seen by business decision-makers.

How to read this report

This report summarizes the research results of the One Calgary survey conducted with business owners via the Business Perspectives Panel to better understand businesses' perspectives and priorities for service value dimensions.



A Well-Run City

- **Legislative Compliance, Quality, and Responsiveness** most frequently rank within the top three as the most important value dimensions for A Well-Run City for businesses.
- Fairness, Informs, Reduces Risk, and Reliability, also ranked as important, followed by Accessibility, Accuracy, Availability, Connectivity, Convenience, Equity, Resilient, Simplifies, Sustainability, and Transparency

Service	Rank		Total Importance
Appeals & Tribunals	1	Legislative Compliance	Legislative Compliance 90%
	2	Informs	Convenience 90%
	3	Responsiveness	Responsiveness 83%
City Auditor's Office	1	Quality	Reduces Risk 88%
	2	Reduces Risk	Reliability 85%
	3	Responsiveness	Responsiveness 81%
...	1	Connectivity	Connectivity 97%
	2	Quality	Quality 90%
	3	Fairness	Fairness 90%
...	1	Responsiveness	Responsiveness 100%
	2	Equity	Informs 96%
	3	Convenience	Equity 93%
...	1	Resilient	Resilient 92%
	2	Legislative Compliance	Legislative Compliance 77%
	3	-	-

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.

The survey asked respondents to rank and evaluate the importance of each service value dimension.

The Business Perspectives research asked participants to evaluate the importance of each service value dimension on a scale, from very important to not important at all.

Percentages show the total importance (very + somewhat important)

The Business Perspectives research asked participants to rank service value dimensions in order of importance. Rankings are presented as 1, 2, 3, 4, etc., depending on the number of service value dimensions.

Please note: each service selects and defines their own service value dimensions, and service value dimension definitions are not consistent from service to service. Definitions of all dimensions can be found in the detailed report.



Overall Topline Results



A Healthy and Green City

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

Service	Rank		Total Importance
Environmental Management	1	Reduces Risk	<i>Reduces Risk 85%</i>
	2	Environmental	<i>Environmental 81%</i>
	3	Quality	<i>Quality 77%</i>
Parks & Open Spaces	1	Environmental	<i>Availability 92%</i>
	2	Sustainability	<i>Safety 92%</i>
	3	Safety	<i>Sustainability 88%</i>
Recreation Opportunities	1	Quality	<i>Accessibility 92%</i>
	2	Accessibility	<i>Wellness 88%</i>
	3	Affordability	<i>Affordability 85%</i>
Urban Forestry	1	Environmental	<i>Environmental 88%</i>
	2	Wellness	<i>Wellness 88%</i>
	3	Attractiveness	<i>Attractiveness 85%</i>
Waste & Recycling Service	1	Affordability	<i>Affordability 96%</i>
	2	Reliability	<i>Safety 96%</i>
	3	Accessibility	<i>Reliability 88%</i>

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.



A Healthy and Green City, *continued*

Service	Rank		Total Importance
Water Treatment & Supply	1	Quality	Quality 100%
	2	Availability	Reliability 100%
	3	Reliability	Availability 100%
Stormwater Management	1	Reduces Risk	Resilient 96%
	2	Environmental	Environmental 96%
	3	Resilient	Reduces Risk 92%
Wastewater Collection & Treatment Service	1	Environmental	Reliability 96%
	2	Reliability	Responsiveness 96%
	3	Responsiveness	Environmental 96%

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.



A Prosperous City

A Prosperous City

- **Responsiveness, Accessibility, Affordability, Attractiveness, and Quality** most frequently rank **within the top three as the most important value dimensions** for A Prosperous City for businesses.
- Availability, Convenience, Fairness, Fun/Entertainment, Prevention, Resilient, Safety, Sustainability, and Wellness also ranked as important.

Service	Rank		Total Importance
Affordable Housing	1	Availability	Safety 77%
	2	Safety	Availability 77%
	3	Affordability	Accessibility 73%
Arts & Culture	1	Affordability	Fun / Entertainment 73%
	2	Quality	Quality 73%
	3	Fun / Entertainment	Accessibility 63%
Business Licensing	1	Fairness	Quality ¹ 96%
	2	Quality ²	Fairness 93%
	3	Responsiveness	Quality ² 93%
Community Strategies	1	Responsiveness	Responsiveness 85%
	2	Prevention	Prevention 81%
	3	Accessibility	Accessibility 81%

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.

A Prosperous City

Service	Rank		Total Importance
Economic Development & Tourism	1	Sustainability	Attractiveness 96%
	2	Attractiveness	Quality 92%
	3	Quality	Resilient 88%
Land Development & Sales	1	Resilient	Attractiveness 73%
	2	Attractiveness	Resilient 69%
	3	Convenience	Responsiveness 69%
Social Programs	1	Accessibility	Accessibility 73%
	2	Responsiveness	Wellbeing 69%
	3	Wellness	Responsiveness 65%

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.



A Well-Run City

- **Legislative Compliance, Quality, and Responsiveness** most frequently rank **within the top three as the most important value dimensions** for A Well-Run City for businesses.
- Fairness, Informs, Reduces Risk, and Reliability, also ranked as important, followed by Accessibility, Accuracy, Availability, Connectivity, Convenience, Equity, Resilient, Simplifies, Sustainability, and Transparency

Service	Rank	Total Importance
Appeals & Tribunals	1	Legislative Compliance 90%
	2	Informs 90%
	3	Responsiveness 83%
City Auditor's Office	1	Quality 88%
	2	Reduces Risk 85%
	3	Responsiveness 81%
Corporate Citizen Engagement	1	Connectivity 97%
	2	Quality 90%
	3	Fairness 90%
Corporate Citizen Relationship Management	1	Responsiveness 100%
	2	Equity 96%
	3	Convenience 93%
Corporate Governance	1	Resilient 92%
	2	Legislative Compliance 77%
	3	-

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.

A Well-Run City

Service	Rank	Total Importance
Corporate Research & Insights	1	Informs 88%
	2	Reduces Risk 85%
	3	Simplifies Reduces Risk 73%
Council & Committee Support	1	Quality 100%
	2	Legislative Compliance 93%
	3	Accessibility 90%
Municipal Elections	1	Accuracy 100%
	2	Transparency Impartiality 100%
	3	Impartiality Equality 100%
Property Assessment	1	Fairness 100%
	2	Quality 100%
	3	Legislative Compliance 96%
Records Management, Access & Privacy	1	Availability Legislative Compliance 97%
	2	Legislative Compliance Informs 97%
	3	Reliability Availability 93%
Taxation	1	Reliability Responsiveness 100%
	2	Responsiveness Reliability 97%
	3	Sustainability Sustainability 83%

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.



A City of Safe and Inspiring Neighbourhoods

A City of Safe and Inspiring Neighbourhoods

- **Fairness, Prevention, Reliability, and Responsiveness** most frequently rank **within the top three** as the **most important value dimensions** for A City of Safe & Inspiring Neighbourhoods for businesses.
- Quality also ranked as important, followed by Informs, Safety, Accessibility, Coordination/Collaboration , Legislative Compliance, Sustainability, and Wellbeing.

Service	Rank	Total Importance
Building Approvals	1 Fairness	<i>Informs 96%</i>
	2 Informs	<i>Availability 92%</i>
	3 Legislative Compliance	<i>Fairness 92%</i>
Bylaw Education & Compliance	1 Safety	<i>Fairness 96%</i>
	2 Fairness	<i>Safety 93%</i>
	3 Responsiveness	<i>Responsiveness 89%</i>
Calgary 9-1-1	1 Responsiveness	<i>Responsiveness 96%</i>
	2 Reliability	<i>Reliability 96%</i>
	3 <i>Quality²</i>	<i>Quality² 96%</i>
City Planning & Policy	1 Reduces Risk	<i>Reduces Risk 100%</i>
	2 Reliability	<i>Convenience 97%</i>
	3 Fairness	<i>Reliability 97%</i>
Development Approvals	1 Fairness	<i>Fairness 100%</i>
	2 Quality	<i>Quality 100%</i>
	3 Responsiveness	<i>Responsiveness 100%</i>

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.

A City of Safe and Inspiring Neighbourhoods

Service	Rank		Total Importance
Emergency Management & Business Continuity	1	Prevention	Coordination / Collaboration 96%
	2	Coordination/Collaboration	Reduces Risk 96%
	3	Reduces Risk	Connectivity 96%
Fire & Emergency Response	1	Responsiveness	Responsiveness 100%
	2	Reliability	Safety 100%
	3	Safety	Availability 100%
Fire Inspection & Enforcement	1	Reduces Risk	Reduces Risk 97%
	2	Prevention	Prevention 93%
	3	Quality	Legislative Compliance 93%
Fire Safety Education	1	Prevention	Prevention 93%
	2	Reduces Risk	Informs 93%
	3	Informs	Reduces Risk 89%
Neighbourhood Supports	1	Accessibility	Wellbeing 85%
	2	Wellbeing	Connectivity 85%
	3	Sustainability	Equity 81%
Police	1	Quality	Prevention 100%
	2	Reliability	Quality 100%
	3	Prevention	Reliability 100%

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.



A City That Moves

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

Service	Rank		Total Importance
Parking	1	Convenience	Accessibility 100%
	2	Accessibility	Convenience 96%
	3	Safety	Safety 85%
Public Transit	1	Reliability	Safety 100%
	2	Safety	Reliability 100%
	3	Quality	Informs 96%
Sidewalks & Pathways	1	Safety	Connectivity 100%
	2	Reliability	Safety 96%
	3	Accessibility	Reliability 96%
Specialized Transit	1	Safety	Safety 88%
	2	Reliability	Informs 88%
	3	Quality	Reliability 85%
Streets	1	Reliability	Reliability 100%
	2	Safety	Connectivity 97%
	3	Responsiveness	Responsiveness 97%
Taxi, Limousine & Vehicles-for-Hire	1	Fairness	Fairness 93%
	2	Legislative Compliance	Quality ² 89%
	3	Quality ²	Quality ¹ 85%

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.



Enabling Services (foundational to all five Citizen Priorities)

Enabling Services

Service	Rank		Total Importance
Data Analytics & Information Access	1	Quality	Quality 97%
	2	Accessibility	Responsiveness 97%
	3	Responsiveness	Accessibility 93%
Departmental Communications Consulting	1	Informs	Informs 89%
	2	Quality	Quality 89%
	3	Responsiveness	Responsiveness 85%
Financial Support	1	Reliability	Sustainability 96%
	2	Sustainability	Legislative Compliance 96%
	3	Accessibility	Accessibility 93%
Infrastructure Support	1	Affordability	Quality 100%
	2	Quality	Accessibility 100%
	3	Responsiveness	Affordability 96%
Insurance Claims	1	Affordability	Affordability 100%
	2	Quality	Reduces Risk 96%
	3	Responsiveness	Legislative Compliance 96%
Legal Counsel	1	Reliability	Affordability 96%
	2	Affordability	Reliability 93%
	3	-	-

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.

Enabling Services

Service	Rank		Total Importance
Procurement & Warehousing	1	Quality	<i>Legislative Compliance 78%</i>
	2	Availability	<i>Availability 78%</i>
	3	Legislative Compliance	<i>Quality 74%</i>
Real Estate	1	Fairness	<i>Fairness 100%</i>
	2	Quality	<i>Quality 100%</i>
	3	Responsiveness	<i>Legislative Compliance 96%</i>

Sample size varies for each service value dimension ranking and importance rating. Please see the full report for more details.