



Telling the Service Story on Calgary.ca

Background

While Calgarians' interest in knowing how their property tax dollars are invested has remained high over the past four years (in recent citizens satisfaction surveys 92%-93% agreed or strongly agreed with this statement), the percentage of Calgarians who believe The City is doing a "good job" in meeting this interest continues to go down: in 2014, 67% of citizens agreed or strongly agreed The City was doing "a good job of providing citizens with information about how their property tax dollars are invested in various City services," while in 2017, 60% of citizens agreed or strongly agreed, representing a 7-point drop in three years.

Through the One Calgary program, there is a strong focus on improving the transparency of how citizens' tax dollars are invested by aligning plans and budgets to services. This will allow The City to put the value citizens perceive from the services offered at the centre of the next business cycle, and create a strong customer/citizen focus.

Part of being more transparent and being better at telling The City's value story means improving current public communications channels, specifically online. This includes creating more engaging, interactive tools and information to tell the story on calgary.ca in a way that resonates with your average Calgarian. Utilizing a recently approved grant from The City's Innovation Fund, One Calgary will do just that.

Focus areas

The following problem statements will focus what type of content is updated online, and where that content is best suited to live based on the problems we are trying to solve.

- **The City has a new direction in how we provide services in the next budget cycle, which is relatively unknown to the public, making it difficult to understand why the changes are necessary for us to move towards service-based budgeting.**

Focus: How can we engage citizens in this new service direction The City is moving towards in the next budget cycle so that user satisfaction increases for the One Calgary website pages?

- **The City provides transparent information around the services it provides and the value citizens receive for their tax dollars paid, but it can be challenging for them to find and gather this information, which can cause distrust.**

Focus: How can we more easily provide this information so that it is easily accessible, so that citizen trust increases in how their city is run?

- **Calgary.ca does not provide information around the value and performance of all the services provided in an easy to understand manner, which makes it difficult to understand if their tax dollars are spent wisely on the services they want.**

Focus: How can we provide new value and performance information around services so that citizens can measure the value of how their tax dollars are spent online?

- **Calgary.ca does not provide an easy and clear way for citizens to provide feedback on the service budgets which can make them feel less trusting in how their city is run.**

Focus: How do we provide clear and easy opportunities for citizens to provide feedback on service budgets so that we increase customer satisfaction for the One Calgary website pages?

Creating a narrative

As we rework some of the online content to house the One Calgary information, an overarching, citizen-friendly narrative was created to weave a common thread through the updated pages including: The City's strategy pages, budget pages, what we heard from citizens (engagement pages) and the One Calgary service pages.

The story

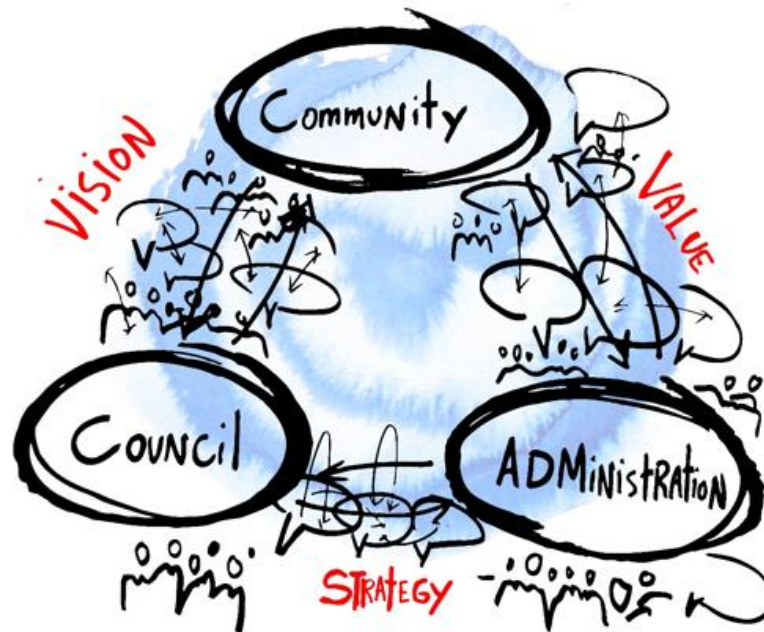
In 2013, the flood hit our city, a natural disaster of a scale never known to our city. The flood showed how powerful we could serve citizens by working together as one city and one voice focused on citizen-centric service through any situation or crisis. It also showed that we needed to build resiliency into everything we did – from response to unforeseen events, to planning for a stable, strong future. It was clear our organization needed to work as a seamless collaborative unit not only in emergencies, but as a foundational way of doing business every day. We also prioritized resiliency planning to better meet the shocks and stresses we may face in the future.

In 2014, the economic downturn hit our city on every level, and impacted every Calgarian in some way. The recession showed how important it was that The City was responsible, transparent and ever vigilant with public funds. When citizens felt the pain of an economic downturn, we needed to ensure our efforts and resources were invested toward services that Calgarians valued most. We have held ourselves to the highest standards of clarity and transparency because we're building and maintaining Calgary for all Calgarians using their money.

Events happen to our city whether we want them to or not, and citizens are what make up our city. We needed to respond to what really mattered to Calgarians, no matter the event, or situation. We needed to work together as one inside so we could deliver together as one on the outside – we needed to be “One Calgary” when we began planning for the next four years. Through a service-based approach, we can better deliver on Council and citizens' priorities and

increase transparency of what service value citizens are receiving for their tax dollars. Our online content needs to dynamically reflect this and communicate and engage citizens to understand and be a part of this journey.

Three conversations



Community tells Council, and Administration what they value most and what they want for their city. They share their hopes and dreams for Calgary, and provide input on how their tax dollars should be invested.

Council is charged with representing citizen expectations. They listened to their communities and from the many voices of Calgary, they created specific priorities that make our city a place where everyone can live and make a living.

Administration makes these expectations and priorities into a reality through service delivery. They deliver on-the-ground operations based on defined actions and values. They ensure confidence from citizens and excellence in our work.

One Calgary is the process of delivering on citizens' and Council's priorities. One Calgary is our response to events, an analysis of the current situation and a plan to do better for everyone as we move forward. The online content will walk citizens through these three conversations (What we heard, what we're doing and how we're doing it), in an intuitive way and bring them to life, enabling them to see their major role in those dialogues.

The common threads

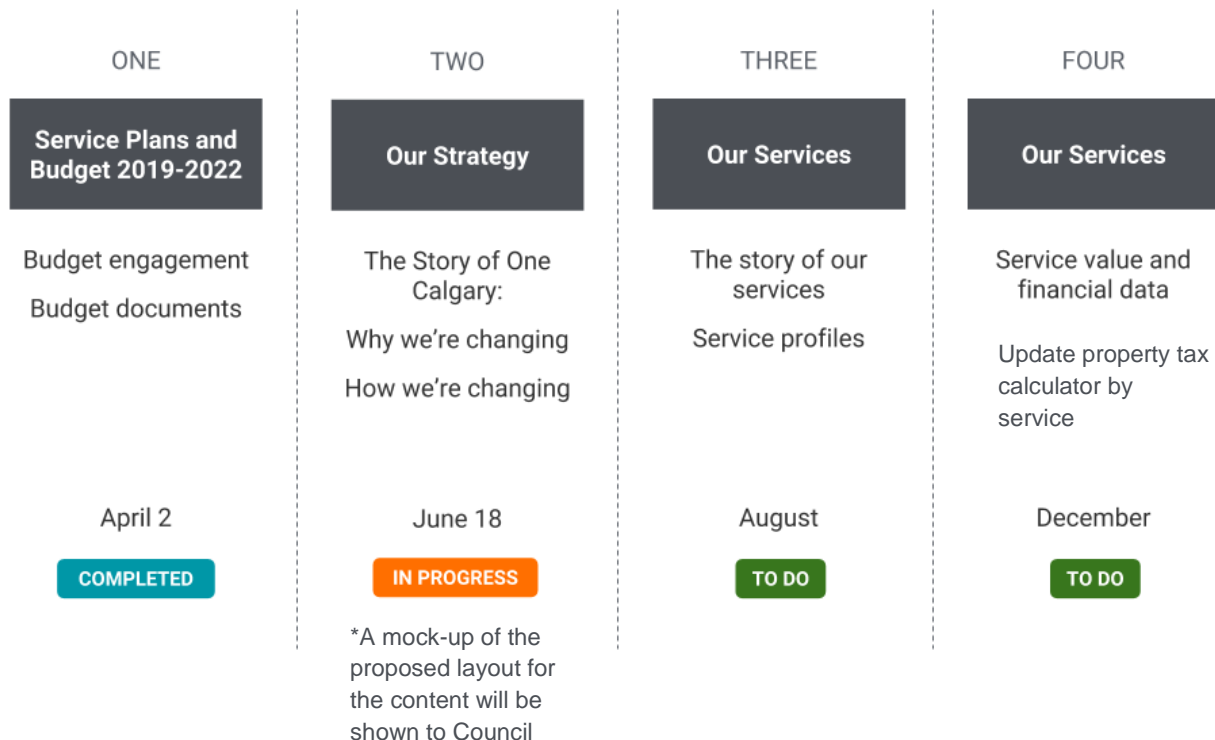
The following three outcomes will be woven throughout all updates we undertake:

- **Citizen centric service delivery-** We're working for you, on outcomes that matter to you.
- **Clarity and transparency-** You'll easily know what's happening and where the money's going.
- **Resiliency-** We're building a stronger, sustainable Calgary, for all Calgarians, in everything we do.

In the coming months, you'll see how every service we deliver, every action we take for citizens will align with all these points. We'll tell the story of how we're working towards what citizens want, through clear priorities with measurable outcomes. We'll introduce you to stories behind the services, the people behind the scenes, the hearts behind the jobs. We'll be focused on your values, showing what you get for your investment, providing unmatched clarity and transparency, while creating a strong, responsive Calgary that works for everyone both now, and in the future.

Timelines for online content updates

Project phases



Marketing support

The primary goal will be to demonstrate our services and how they make life better every day. The campaign will focus on the three threads of service value, transparency and resiliency as the overarching themes, or “why should citizens care” angles. If successful, this will lay the foundation to begin to change citizen attitudes and perceptions on value for tax dollars.

What we’ve learned so far

This is not the first attempt in communicating value for tax dollars to citizens. Over the past several years, we have identified some key learnings that set the stage for our One Calgary strategy.

- The value for tax story is a complicated one. It cannot be achieved in a day or a week, and not through a single brochure or webpage. Needs to happen throughout the year and over multiple years.
- If you build it, they will not come...unless you promote it (or cross promote it.)
- Informing and educating citizens on the value they receive does not equate to value perception, however, it’s a starting point.
- Timing, relevancy and context are key.
- We are great at communicating the what (taxes are due, transit fares increasing, utility fee changes, etc.) now we need to build the next layer around why (value).

Audience

From the engagement campaign, we learned that the most responsive audience fell within the 25 – 54 years. Knowing that our return on ad spend goes further targeting the largest effective audience, we will be focusing most of our budget on this primary audience. Our secondary audience will include youth (18-24), seniors (65 +) and ethno-cultural groups within Calgary.

Website promotion strategy

- Messaging - Value focus, driving to new service value pages
- Timing - December 2018 – Jan 2018 (after deliberations)
- Potential tactics:
 - Digital- programmatic banner ads
 - Social media
 - e-newsletter
 - Ethnic digital opportunities
 - Ethnic print publications
 - Transit TV
 - Tim’s TV
 - Broadcast- Report to Calgarians
 - calgary.ca ads
 - City digital display network ads
 - Note - Other grassroots marketing opportunities are being explored

Measures of success

Project KPIs

	Goals	Signals	Metrics
Happiness	"Our organization" section engages citizens in new service direction.	Users move from the story to the service pages.	ForeSee Satisfaction score
Happiness	Citizen trust increases in how their city is run.	<ul style="list-style-type: none"> City trust increases over the next few years. Perceived value of property taxes increases over the next few years. Perceptions about City performance increases over the next few years. 	Citizen Satisfaction Survey
Adoption	Citizens can understand and measure the value of how their tax dollars are spent.	<ul style="list-style-type: none"> Views to new service pages increases over time Users acquiring more services with calgary.ca as a starting point 	Webtrends data Usage of calgary.ca vs. 311
Retention	Citizens can measure value of how their tax dollars are spent.	Returning users to service pages.	Webtrends data
Task success	Citizens provide feedback on service budgets.	<ul style="list-style-type: none"> Increase in numbers of citizens engaging (through public engagements). 	Webtrends data

		<ul style="list-style-type: none"> • Increase of users going to 311 from service pages to provide feedback. 	
Marketing campaign and tactics	Inform and demonstrate value for tax dollars to citizens.	<ul style="list-style-type: none"> • % of traffic visiting at least one service value page once landing on the website. • Metrics associated with each tactic are improved from previous campaign #s. 	Webtrends data Social media metrics Digital impressions 311 data Internal employee channel metrics etc.