

# One Calgary Program – Connecting the Dots (C2018-0755)

Strategic Meeting of Council – June 18, 2018

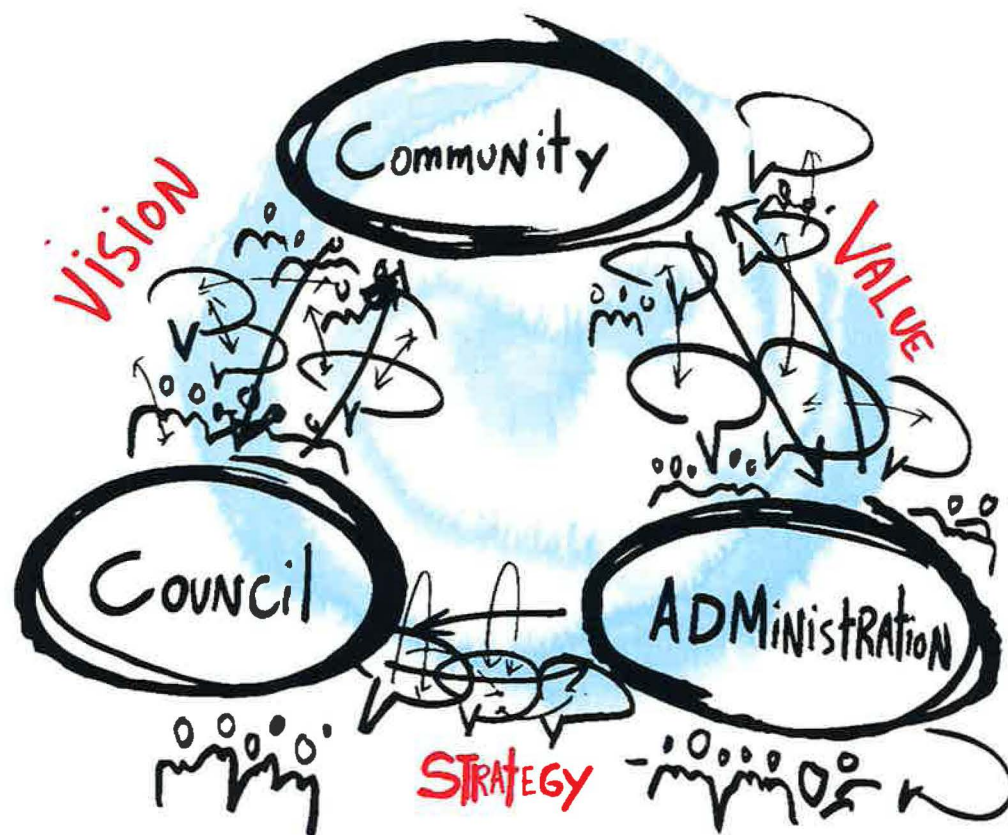




# Making **life** better every day.

*Better serving citizens, communities and customers in a collaborative and integrated way is what **One Calgary** is all about*





# Three Conversations, One Calgary

Framework that will guide the  
development of The City's Strategic  
Plan for 2019-2022



## Previously on One Calgary...

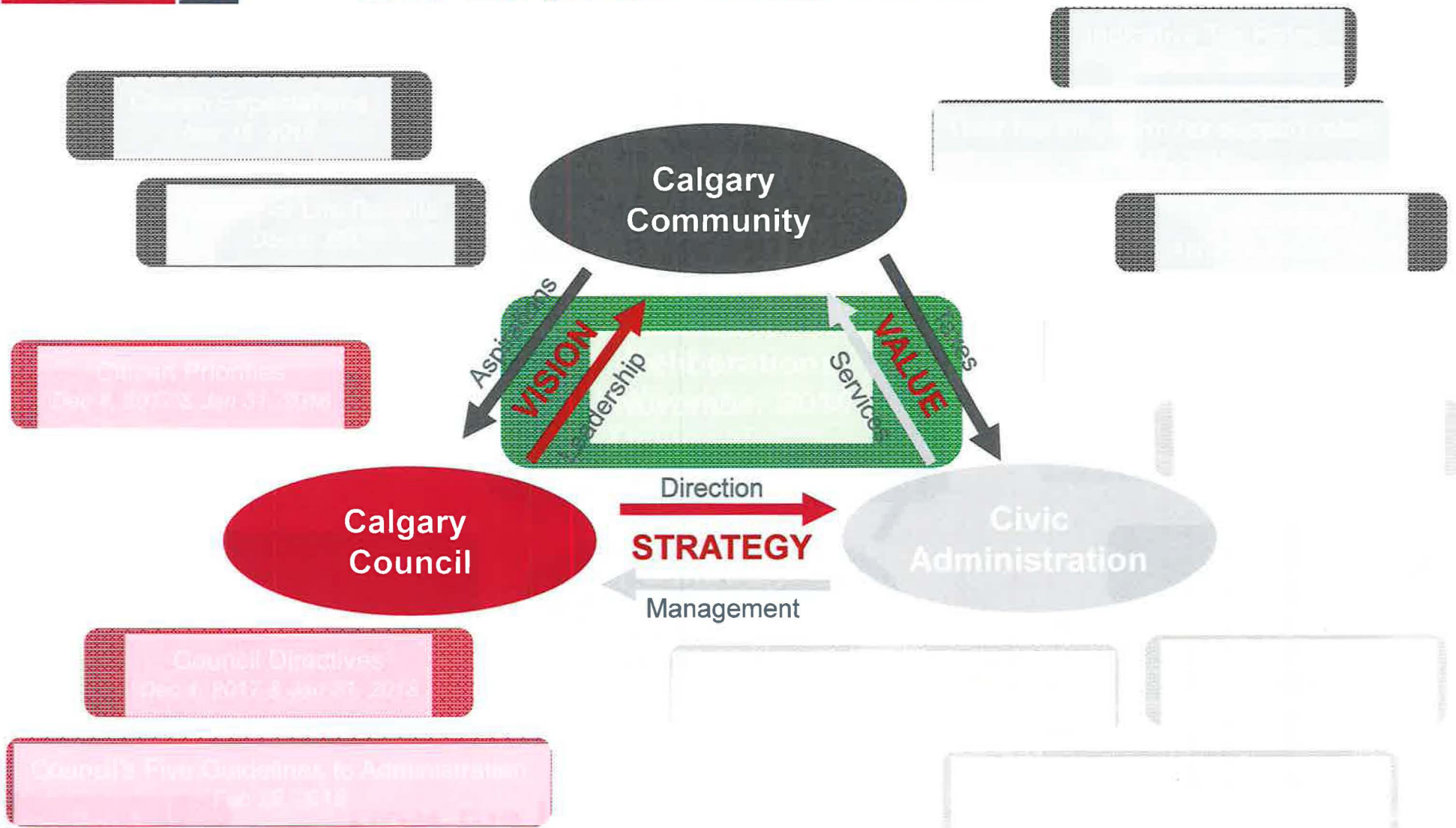




## How the pieces fit together...











**What is changing this cycle and why?**



## Working together as one during the 2013 flood



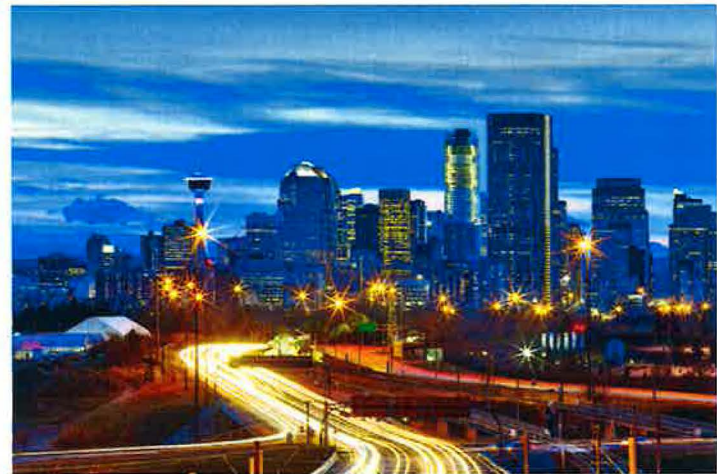
- We're at our best when we're **working together as one** city and one voice
- focused on citizen-centric service
- organization needs to work as a seamless collaborative unit not only in emergencies, but as a foundational way of doing business every day





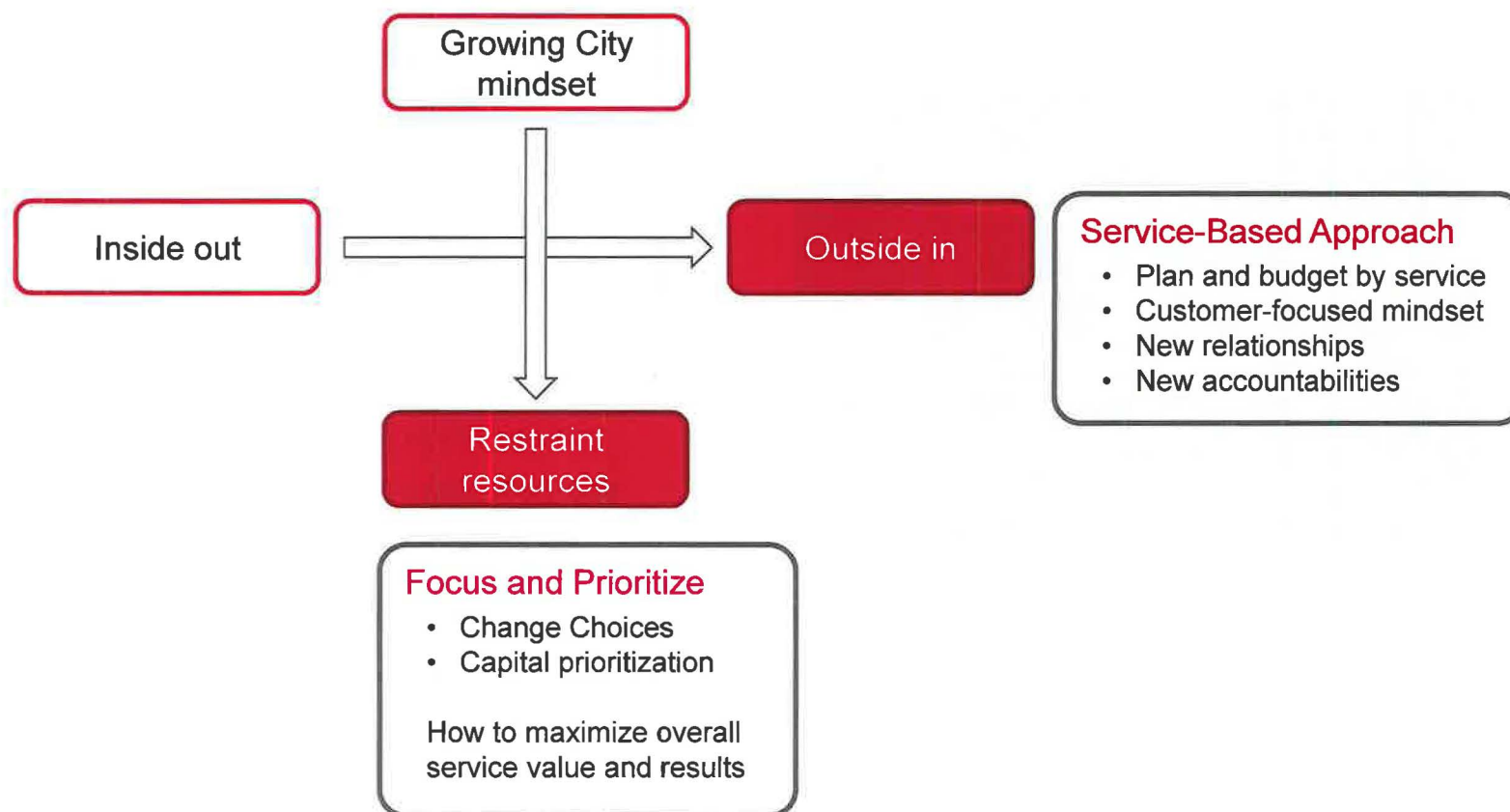
## Responding to the economic downturn

- When citizens felt the pain of an economic downturn, we needed to ensure our efforts and resources were **invested in services that Calgarians value most.**
- The organization came together and identified over \$500 million in cost reductions.
- Maintaining focus on efficiency and restraint going into 2019-2022 will ensure citizens get the best value for their tax dollars.



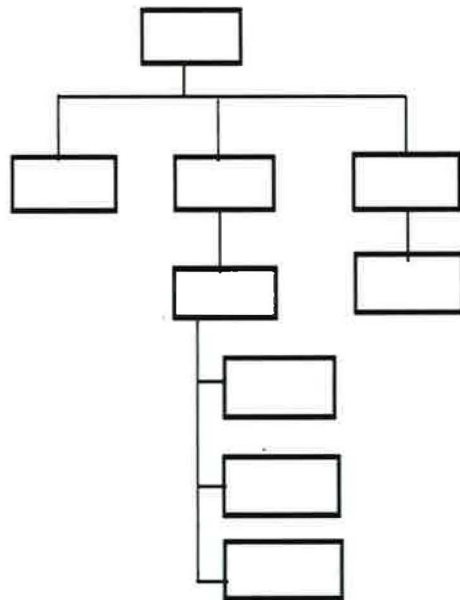


## One Calgary falls at the intersection of two transformational changes





Focusing on what matters most to citizens will  
**enable smarter investments**



**Organizational Focus:**

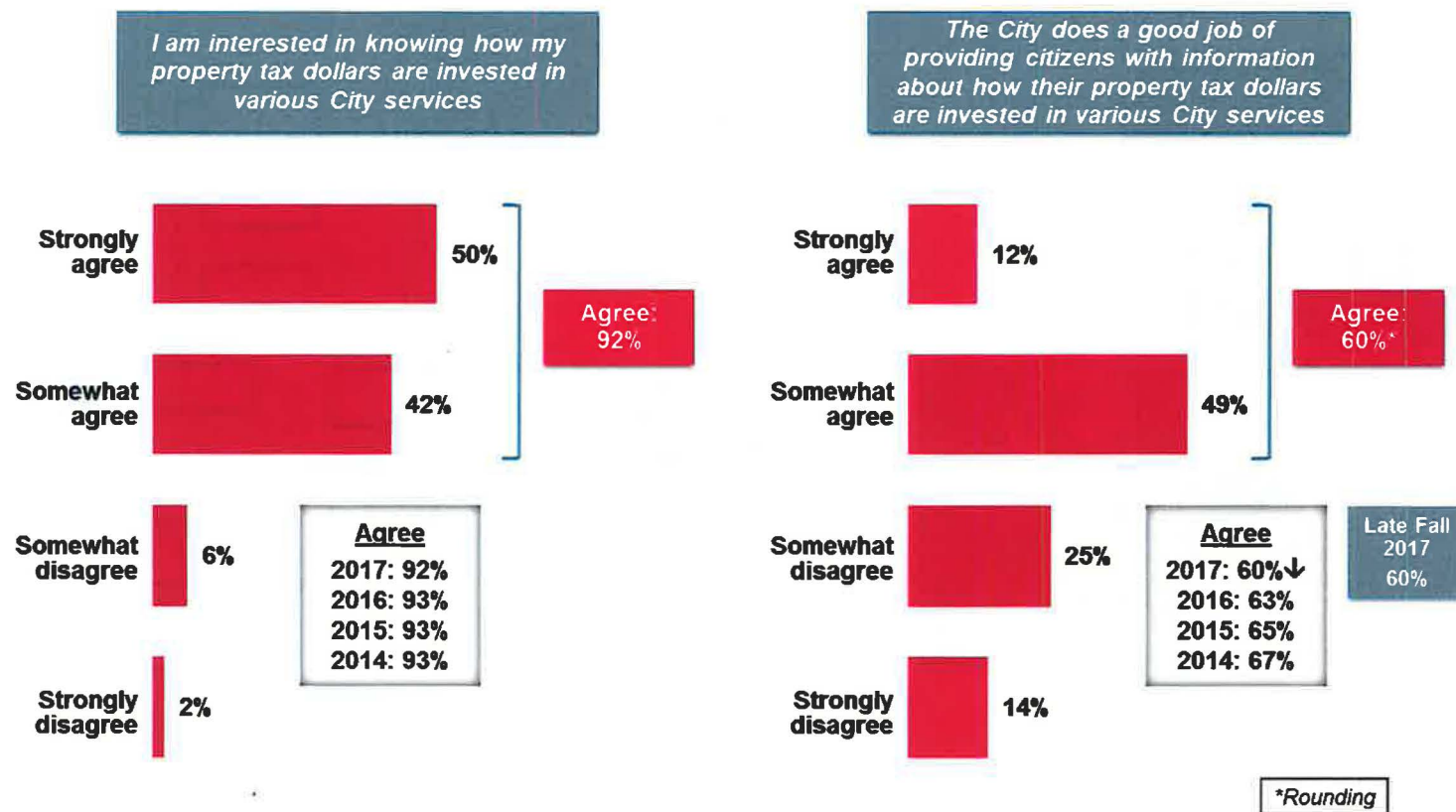
E.g. **Two business units:** Roads, Parks

**Service Focus:**

E.g. **One service:** Sidewalks & Pathways



# ...and increase **transparency** in how citizens' taxes are invested



Please indicate if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with each of the following statements.  
 Base: Valid respondents (n=2,488 / n=2,464)



**Taking a service-based approach can  
help cities to improve services by  
getting back to service basics.**



Allan Mitchell, KPMG, "Why is Service Based Financial Planning & Budgeting Valuable"





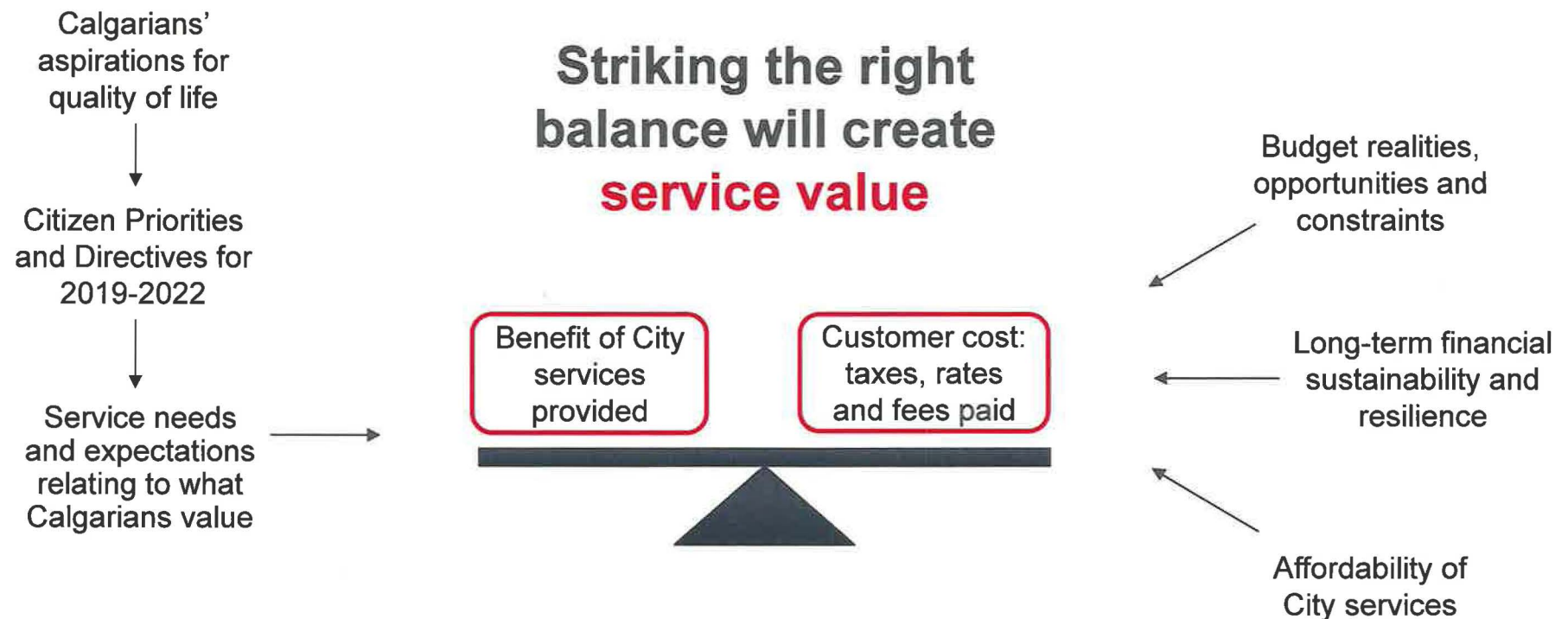
C2018-0755

**The City of Calgary is joining a leading group  
of jurisdictions across the country**





## The challenge: to develop plans and budgets that balance service levels and financial realities





### Three related initiatives:

1. All 61 services assume a **2019 starting budget** that is the same as 2018 base funding.  
Services have been asked to develop a strategy what to do less of, more of, and continue doing.
2. **Ongoing efficiency** within all services (building on Zero-Based Review work and efficiency/savings initiatives during 2015-2018)
3. A **“change choice” process** that includes:
  - a) Reduction package options that create additional investment capacity per year
  - b) Service investment (addition) options that respond to Council Directives, citizen expectations and related service continuity



## Strategic Meeting of Council: July 4, 2018

- Offsite meeting
- Opportunity for Administration and Council to work closely together and identify priorities
- Council will be asked for strategic guidance how best to navigate risks and challenges that arise during times of restrained resources
- Input gathered from this meeting will be used to inform three ongoing initiatives
- Report back in September budget preview





## September Preview of Service Plans and Budgets



## Strategy for September preview of 2019-2022 service plans and budgets

- Purpose – familiarity with budget allocations by service; high level preview
- Translation of “what we heard” in July into service plan and budget proposals
- Grouping of services by Citizen Priority
- Order of magnitude
  - Areas of investment focus (*do more with more*)
  - Areas of efficiency (*do more with same*)
  - Service areas of reduced effort (*do same with less*)
  - Did we get it right?
- Organization of budget preview:
  - Use established SPCs for presentation of high level preview of 2019-2022 service lines and budgets by Council priority
  - Enabling services preview of 2019-2022 service plans and budgets at Strategic Council Meeting on September 19, 2018
  - Civic Partners to special meeting of PFC





# The City's Services by Citizen Priority

## A City of Safe & Inspiring Neighbourhoods

- Building Approvals
- Bylaw Education & Compliance
- Calgary 9-1-1
- City Cemeteries
- City Planning & Policy
- Development Approvals
- Emergency Management & Business Continuity
- Fire & Emergency Response
- Fire Inspection & Enforcement
- Fire Safety Education
- Neighbourhood Supports
- Pet Ownership & Licensing
- Police Services

## Enabling Services (foundational to all five Citizen Priorities)

## A City That Moves

- Parking
- Public Transit
- Sidewalks & Pathways
- Specialized Transit
- Streets
- Taxi, Limousine & Vehicles-for-Hire

- Corporate Security
- Data Analytics & Information Access
- Facility Management
- Financial Support

## A Healthy & Green City

- Environmental Management
- Parks & Open Spaces
- Recreation Opportunities
- Stormwater Management
- Urban Forestry
- Waste & Recycling
- Wastewater Collection & Treatment
- Water Treatment & Supply

- Fleet Management
- Human Resources Support
- Infrastructure Support
- Insurance & Claims

## A Prosperous City

- Affordable Housing
- Arts & Culture
- Business Licensing
- Community Strategies
- Economic Development & Tourism
- Land Development & Sales
- Library Services
- Social Programs

- IT Solutions & Support
- Legal Counsel & Advocacy
- Organizational Health, Safety & Wellness

## A Well-Run City

- Appeals & Tribunals
- City Auditor's Office
- Citizen Information & Services
- Citizen Engagement & Insights
- Corporate Governance
- Council & Committee Support
- Executive Leadership
- Mayor & Council
- Municipal Elections
- Property Assessment
- Records Management, Access & Privacy
- Taxation

- Procurement & Warehousing
- Real Estate
- Strategic Marketing & Communications



## Proposed schedule for September preview

Committee Meeting	Date	Citizen Priority
Priorities & Finance Committee	Sept 4	A Well-Run City
Community & Protective Services	Sept 5	A Prosperous City
Transportation & Transit	Sept 6	A City That Moves
Utilities & Corporate Services	Sept 12	A Healthy & Green City
Planning & Urban Development	Sept 13	A City of Safe & Inspiring Neighbourhoods
Priorities & Finance Committee	Sept 17	Civic Partners
Strategic Council Meeting	Sept 19	Enabling Services



**That Council:**

- 1. Receives this report for information.**
- 2. Pursuant to Section 17(2) of Procedure Bylaw 35M2017, approve the addition of a Regular Meeting of the Priorities and Finance Committee to be held on Monday, 2018 September 17, commencing at 8:30 a.m., in the Council Chamber.**
- 3. Pursuant to Section 17(2) of Procedure Bylaw 35M2017, approve the revisions to the following meetings' start times from 9:30 a.m. to 8:30 a.m., and further, that the Adjournment times for these meetings be scheduled to no later than 6:00 p.m. the day the meeting is held.:**
  - 2018 September 04, Priorities and Finance Committee
  - 2018 September 05, SPC on Community and Protective Services
  - 2018 September 06, SPC on Transportation and Transit
  - 2018 September 12, SPC on Utilities and Corporate Services
  - 2018 September 13, SPC on Planning and Urban Development
- 4. Direct that the One Calgary service items presented at the following Committee meetings be aligned with the Citizen Priorities, as follows:**
  - Priorities and Finance Committee – “A Well-Run City” (September 4, 2018)
  - Community and Protective Services – “A Prosperous City” (September 5, 2018)
  - Transportation and Transit – “A City That Moves” (September 6, 2018)
  - Utilities and Corporate Services – “A Healthy & Green City” (September 12, 2018)
  - Planning and Urban Development – “A City of Safe & Inspiring Neighborhoods” (September 13, 2018)
  - Priorities and Finance Committee – “Civic Partners” (September 17, 2018)
- 5. Pursuant to Section 31(3) of Procedure Bylaw 35M2017, direct that the Priorities and Finance Committee (PFC) invite members of the public to speak to One Calgary Items at the 2018 September 4 and September 17 PFC meetings.**
- 6. Direct, in an omnibus motion, that all non-time sensitive reports directed to return to Council by Q3 2018 be deferred to the 2018 October Meetings of Council**



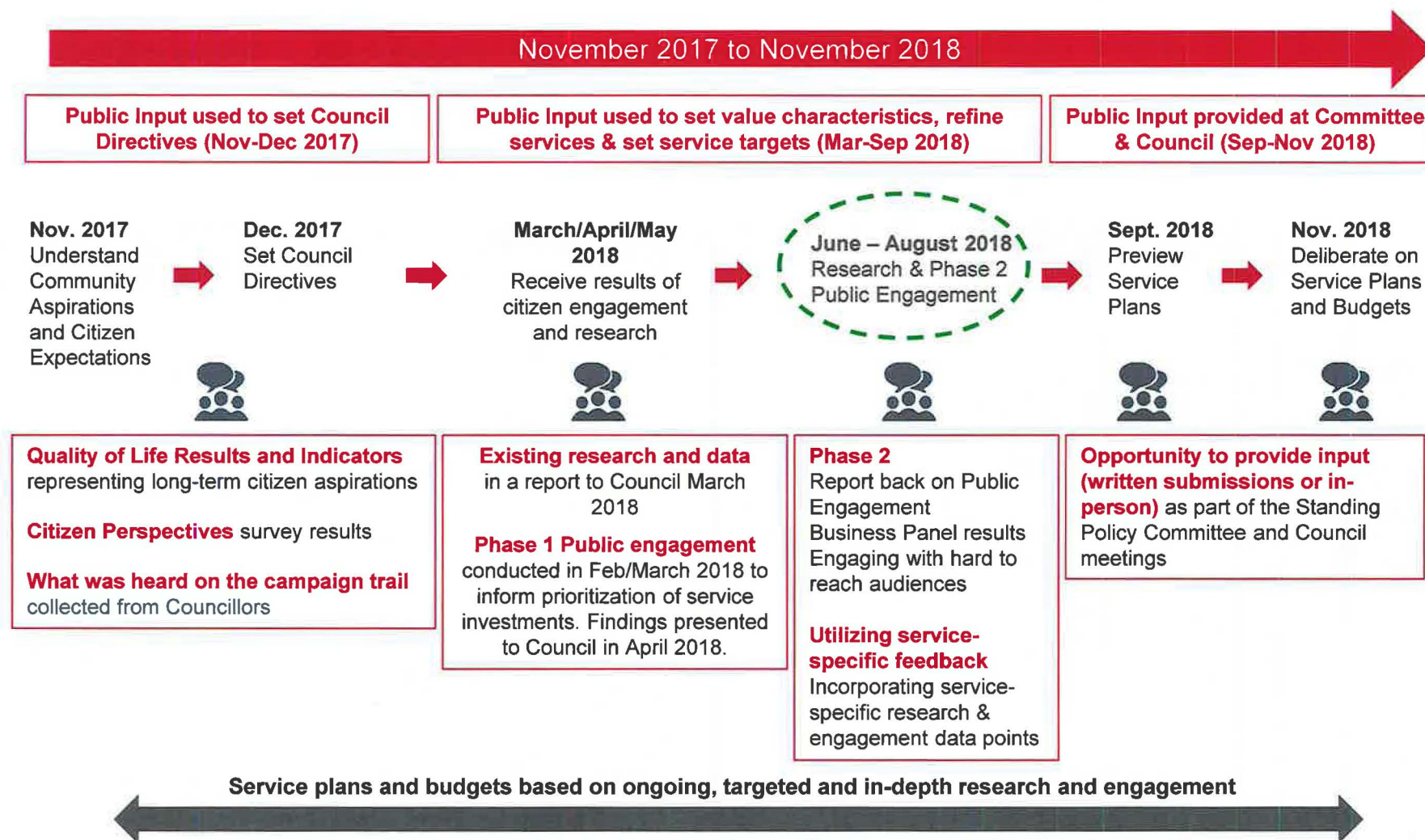


## **Service Value Dimensions: Business Perspectives Research Report**





## Public input integrated into the One Calgary process





## Input Activities: One Calgary & Corporate

Initiative	Activity	Objective	Application
One Calgary	April online & 311 public engagement (April 2-22)	Prioritization of value dimensions for each service line and why they were important.	Citizen value priorities and contextual information provided to service owners for making decisions on modules.
	Mayor's environmental expo (June)		
	Partner with resilience program <ul style="list-style-type: none"> <li>- City hall school (May 31)</li> <li>- Immigrant community engagement (June 12 &amp; 21)</li> <li>- Religious leaders (June 18)</li> </ul>	Prioritization of value dimensions for each service line and why they were important; targeted to populations that may not have participated in the April engagement.	Citizen value priorities and contextual information provided to service owners for making decisions on modules.
	Citizens' View survey	Citizen prioritization of value dimensions for each service line.	Citizen value priorities and contextual information provided to service owners for making decisions on modules.
	Business Perspectives survey	Businesses' prioritization of value dimensions for each service line.	Businesses value priorities and contextual information provided to service owners for making decisions on modules.
Corporate	Citizen Satisfaction survey (Fall 2017)	Measure citizen perceptions of satisfaction / importance / value for services. Measure citizen perception of quality of life, value for taxes, trust & reputation	Citizen perceptions of satisfaction / importance / value for services, perception of quality of life and other variables provided to service owners for understanding context for decision-making. Information also provided at Ward level.
	Citizen Perspectives survey (multi-wave survey 2017)  Economic Perspectives survey (multi-wave survey 2017)	Measure citizen perceptions of the economy financial health, communication needs, perception of infrastructure investment	Citizen perceptions provided to service owners for understanding context for decision-making.



Engagement and research activities since November 2017 have included the voice of 29,650 citizens and business leaders across a wide range of telephone surveys, online panels, focus groups, and engagement activities that focus on a variety of topics.

Over the course of ongoing engagement and research activities presented over seven months, a number of key themes have emerged:

Value for Services	Accountability and Transparency	Value for Investment	Safe, Inclusive, and Vibrant Communities	Transportation Needs
<p>Calgarians want to see <b>value</b> for services The City offers.</p> <p><b>This means:</b> Maintaining efficient operations and processes to ensure the most value for taxes.</p> <p>Upholding accessibility, equity, and availability of services.</p> <p>Focusing on programs and services that are affordable, inclusive, and accessible for all Calgarians.</p>	<p>Calgarians want Council &amp; Administration to be <b>accountable, transparent</b> and act with <b>integrity</b>.</p> <p><b>This means:</b> Practicing consistent, fair, and transparent processes and practices across The City.</p> <p>Listening to Calgarians and demonstrate how feedback is used in a meaningful way on projects, services, and programs.</p> <p>Providing more information about The City's decision making processes.</p>	<p>Calgarians want to know <b>tax dollars</b> are invested wisely.</p> <p><b>This means:</b> Maintaining a focus on City budget and spending.</p> <p>Ensuring budgeting is transparent.</p> <p>Making sure Calgarians are informed &amp; aware of <u>how</u> tax dollars are spent and <u>why</u>.</p> <p>Upholding efficient operations and processes to ensure everyone gets the most value for tax dollars.</p> <p>Investing in infrastructure sensibly, for today and for the future.</p>	<p>Calgarians want a <b>quality of life</b> that ensures all communities are <b>safe, inclusive, accessible</b>, and <b>vibrant</b>.</p> <p><b>This means:</b> Ensuring the safety and wellbeing of all Calgarians across every community.</p> <p>Guaranteeing that all Calgarians live in accessible and inclusive neighbourhoods.</p> <p>Ensuring everyone has the opportunity to participate in civic life.</p> <p>Providing safe and affordable housing in a timely and dignified way for those who need it.</p>	<p>Calgarians want <b>affordable, safe, accessible, convenient, well planned</b> and <b>well connected</b> transportation choices.</p> <p><b>This means:</b> Guaranteeing that Calgarians can safely get around and access services around the city no matter the method.</p> <p>Providing public transit that is safe, affordable, and accessible for all.</p> <p>Ensuring all Calgarians have access to, and can safely use, Calgary roads despite season.</p> <p>Ensuring all have equal access to pedestrian sidewalks, walkways, and pathways that can be used safely.</p> <p>Promoting ease of mobility, services that support human connections, and foster interaction between people and communities.</p>

Across all research & engagement activities, most citizens think services are important, and are satisfied with most services.





## Business Perspectives Research: 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

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

- 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

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)

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 85%
	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	...	...

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.

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

*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



## Service Dimensions: Citizens & Businesses

### What Service Dimensions Citizens & Businesses Value, by Citizen Priority

Citizen Priority	Businesses	Citizens
Healthy & Green City	Environmental, Accessibility, Quality, Reliability	Environmental, Quality, Affordability, Availability, Reduces Risk, Reliability
A Prosperous City	Responsiveness, Accessibility, Affordability, Attractiveness, Quality	Legislative Compliance, Quality of Service, Availability, Fairness, Responsiveness
A Well-Run City	Legislative Compliance, Quality, Responsiveness	Responsiveness, Informs, Legislative Compliance
A City of Safe and Inspiring Neighbourhoods	Fairness, Prevention, Reliability, and Responsiveness	Prevention, Reliability, Responsiveness, Safety, Reduces Risk
A City that Moves	Safety, Reliability, Accessibility, Quality	Safety, Reliability, Accessibility



## 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.



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.



- **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 <sup>1</sup> 96%
	2	Quality <sup>2</sup>	Fairness 93%
	3	Responsiveness	Quality <sup>2</sup> 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.



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.



- **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	<i>Legislative Compliance 90%</i>
	2	Informs	<i>Convenience 90%</i>
	3	Responsiveness	<i>Responsiveness 83%</i>
City Auditor's Office	1	Quality	<i>Reduces Risk 88%</i>
	2	Reduces Risk	<i>Reliability 85%</i>
	3	Responsiveness	<i>Responsiveness 81%</i>
Corporate Citizen Engagement	1	Connectivity	<i>Connectivity 97%</i>
	2	Quality	<i>Quality 90%</i>
	3	Fairness	<i>Fairness 90%</i>
Corporate Citizen Relationship Management	1	Responsiveness	<i>Responsiveness 100%</i>
	2	Equity	<i>Informs 96%</i>
	3	Convenience	<i>Equity 93%</i>
Corporate Governance	1	Resilient	<i>Resilient 92%</i>
	2	Legislative Compliance	<i>Legislative Compliance 77%</i>
	3	-	-

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



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

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



- **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	Quality <sup>2</sup>	<i>Quality<sup>2</sup> 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.



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 detailed results in this report for more detail.



- **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 <sup>2</sup> 89%
	3	Quality <sup>2</sup>	Quality <sup>1</sup> 85%

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



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 detailed results in this report for more detail.



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

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

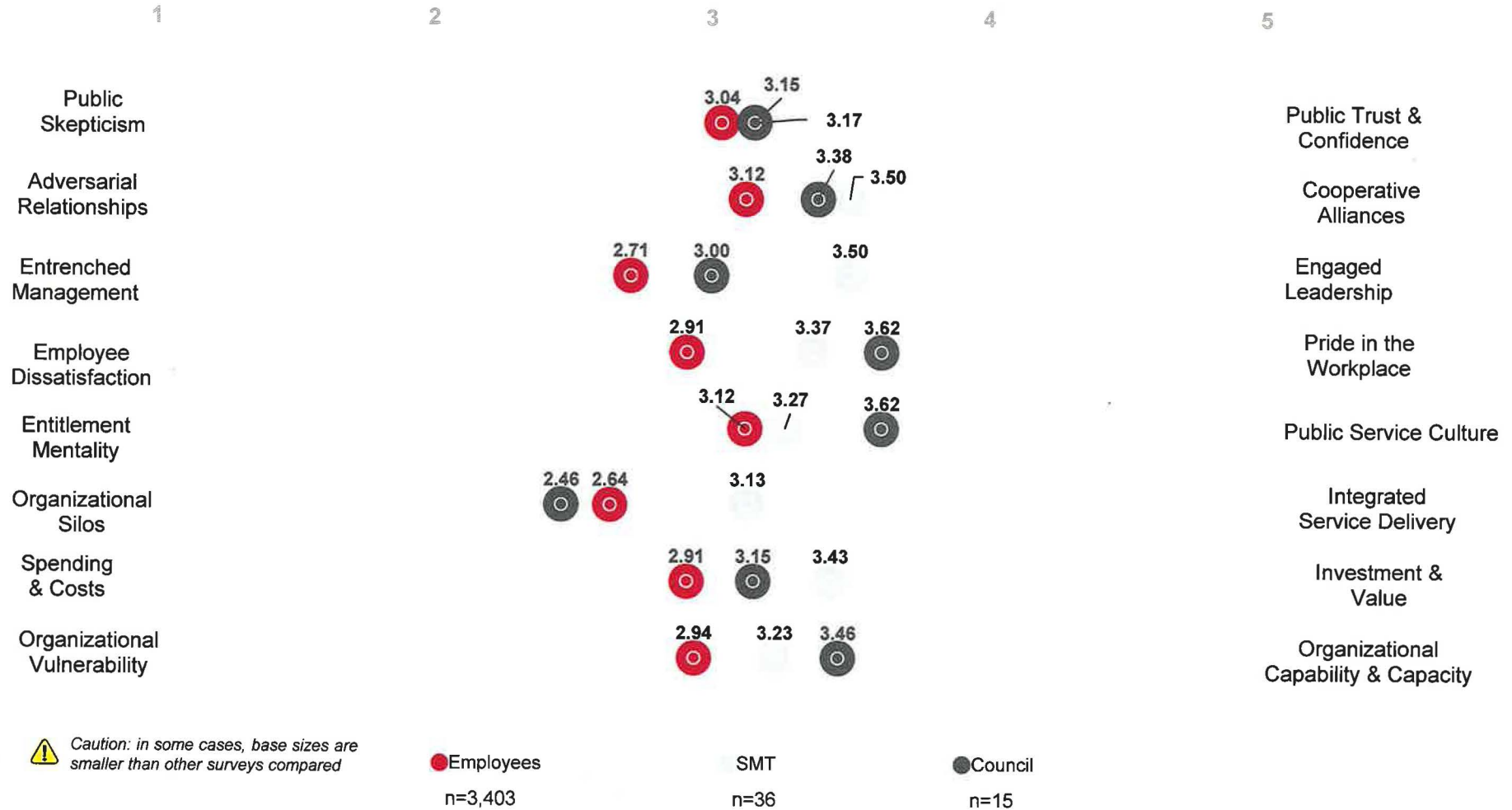




## Telling the Service Story on Calgary.ca



# Where we stand survey results





### **2017 Quality of Life and Citizen Satisfaction Survey:**

92% of citizens are interested in knowing how their property tax dollars are invested.

### **Citizen's View – IPSOS August 2016:**

Citizens that reported that they were informed about their taxes saw more value for their taxes than those that didn't.

**Content that helps citizens understand their tax investment increases their satisfaction with The City.**



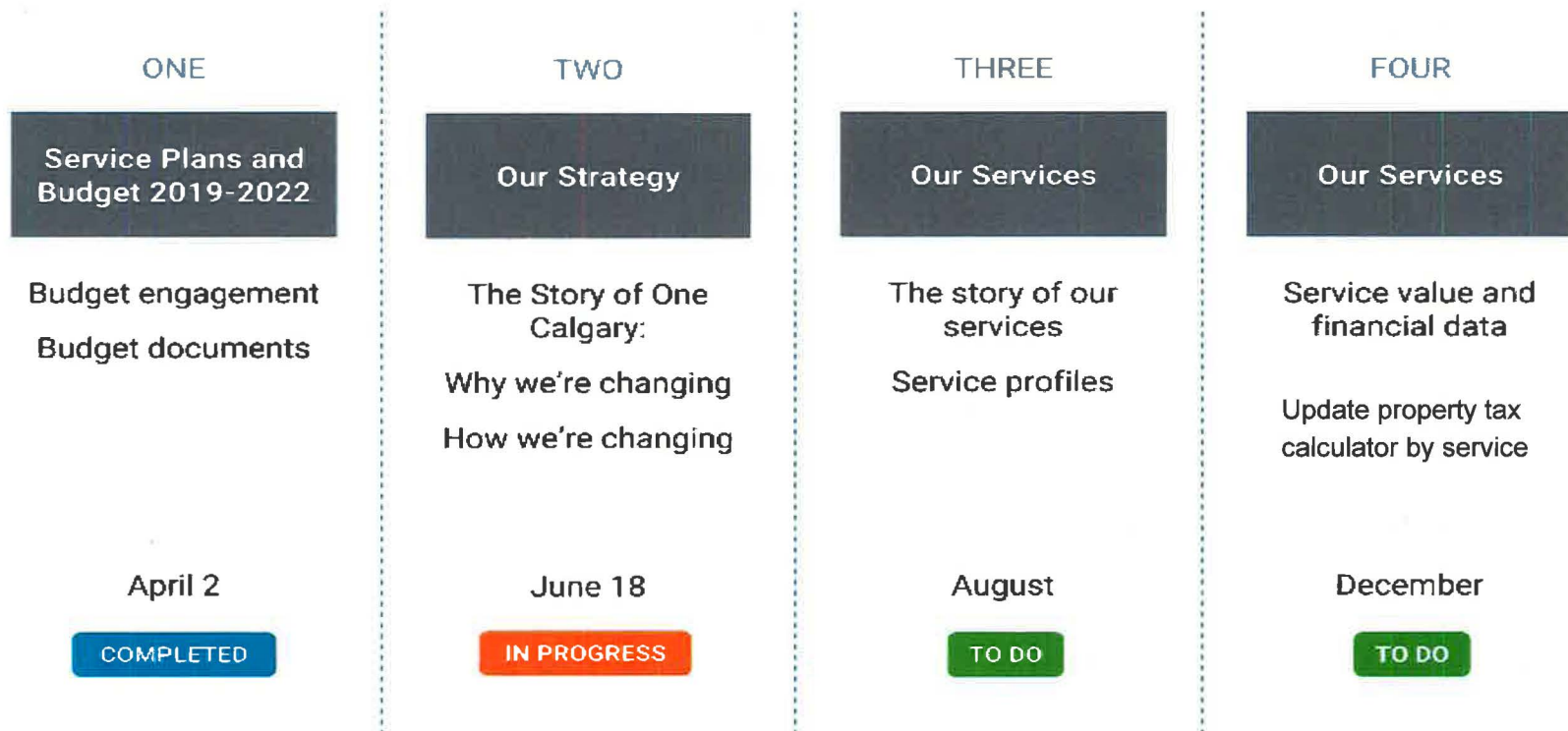


- **Show value:** Citizens are aware of the value and balance of services The City provides.
- **Be transparent:** Provide easy-to-understand information and answer questions like:
  - How much does a service cost?
  - How well is a service performing?
  - How will this affect my taxes?
  - What's the total budget for The City?
- **Collect feedback:** Citizens can easily provide feedback about the budgets.
- **Increase task completion:** Increase user task completion score to 80% by making common user tasks simple and easy to do. (e.g. Action Plan baseline was 59.7%)
- **Promote this content:** Increase awareness of the story and available information/tools through targeted marketing.



## Our plan over the next six months...

### Project phases



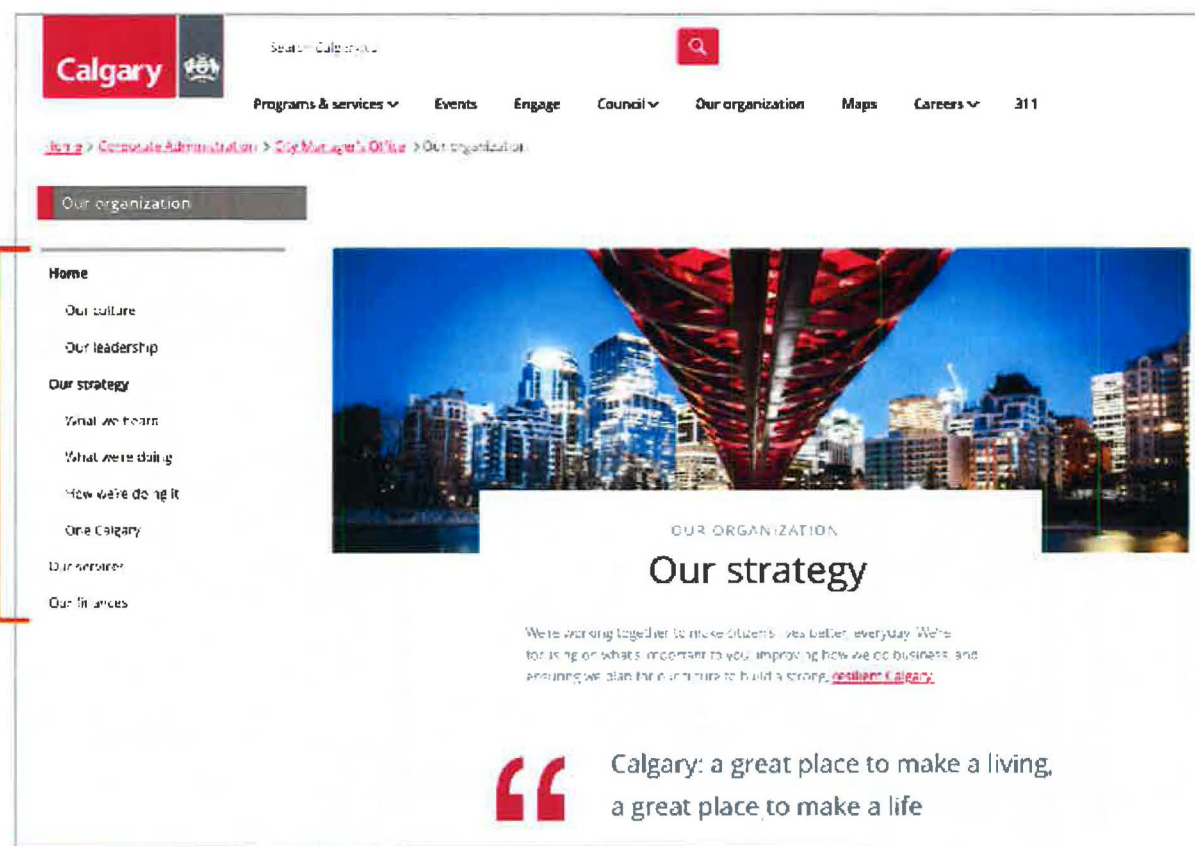


## Calgary.ca pages refreshed: Mock-ups



## Our Strategy – Landing Page

### 1 Navigation



### 2 Wider layout for content



# Our Strategy – 3 Conversations

C2018-0755

1 Calgary community  
"What we heard."



2 Calgary council  
"What we're doing."



3 Civic administration  
"How we're doing it."





## Citizen Priorities



### A prosperous city

We attract talent, have opportunities for all and were the best place to do business in Canada.

**Affordable housing:** we're planning and providing housing options that are accessible and economical to ensure all Calgarians have a home.

1

Citizen priorities

2

Examples of priorities being delivered

### A city of **safe** and **inspiring** neighbourhoods.

We attract talent, have opportunities for all and were the best place to do business in Canada.

**New community emergency services:** we're building new fire stations to keep our communities safe.



### A city that **moves**.

We offer convenient, affordable, accessible and efficient transportation choices keeping Calgarians moving and connected.

**The Green Line Transitway project:** we're making it easier for people to get around and connecting more of Calgary.



## Our Services

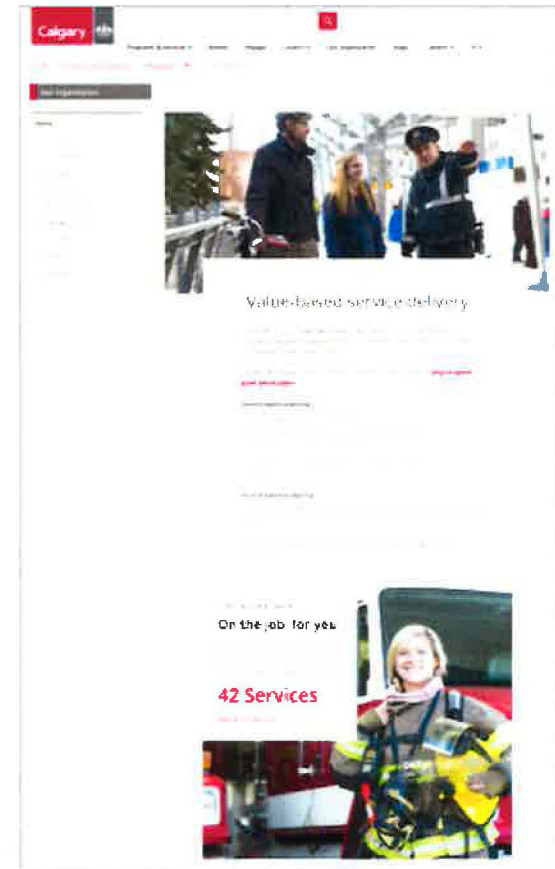
### FIRE DEPARTMENT

#### On the job, for you

Vestibulum sit interdum nibh molestie, elit viverra donec, class ullamcorper lacus dui. ipsum donec. Quis portitor ut, mauns et, luctus morbi interdum, metus accusantium.

#### 42 Services

[View all City services](#)





## Viewing Service Lines



### 1 Select service categories

Service category:

### 2 Service line information



#### Affordable Housing

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sed amet, consectetur adipiscing elit. Integer



#### Environment

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sed amet, consectetur adipiscing elit. Integer



#### Water

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer nec odio. Praesent libero. Sed amet, consectetur adipiscing elit. Integer

### 3 View service

[Primary button >](#)

[Primary button >](#)

[Primary button >](#)



Transit



Roads



Recycling



# Service Performance and Value

## 1 Service call to action



Back to Our services

### Service description

## 2 Service description

Il servizio di raccolta dei rifiuti solidi urbani per le abitazioni private è un servizio di base che include la raccolta dei rifiuti solidi urbani, dei rifiuti verdi e dei rifiuti di grandi dimensioni. Il servizio è disponibile per tutti i clienti residenziali e commerciali. Per informazioni sui servizi e sui costi, visitate il sito web di Calgary o chiamate il 311.

### Most requested services

SERVICE 101	SERVICE 105	SERVICE 106
SERVICE 101	SERVICE 105	SERVICE 106
SERVICE 101	SERVICE 105	SERVICE 106

## 4 Most requested services

## 3 Service performance

### Service performance

#### KPI label

79%

Il tasso di soddisfazione dei clienti per i servizi di raccolta dei rifiuti solidi urbani, dei rifiuti verdi e dei rifiuti di grandi dimensioni.

#### Customer satisfaction

82%

Il tasso di soddisfazione dei clienti per i servizi di raccolta dei rifiuti solidi urbani, dei rifiuti verdi e dei rifiuti di grandi dimensioni.

#### Customer served

122K

Il numero di clienti serviti dai servizi di raccolta dei rifiuti solidi urbani, dei rifiuti verdi e dei rifiuti di grandi dimensioni.

### Service cost

#### Operating budget

\$122M

Il costo operativo dei servizi di raccolta dei rifiuti solidi urbani, dei rifiuti verdi e dei rifiuti di grandi dimensioni.

#### Capital budget

\$24M

Il costo di capitale dei servizi di raccolta dei rifiuti solidi urbani, dei rifiuti verdi e dei rifiuti di grandi dimensioni.

#### Delivery cost

\$22/km

Il costo di consegna dei servizi di raccolta dei rifiuti solidi urbani, dei rifiuti verdi e dei rifiuti di grandi dimensioni.

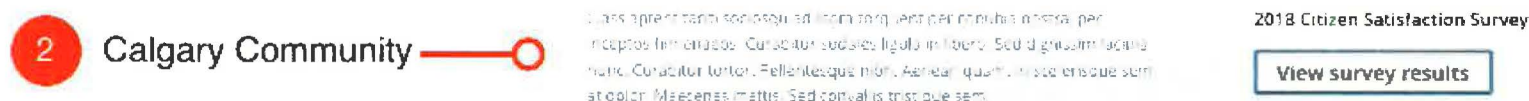


# Service Performance and Value

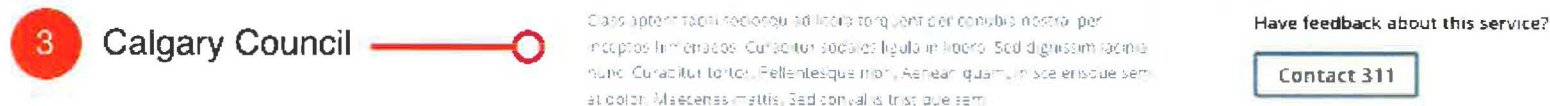
## Service cost



## What we heard



## Council direction





## Service description

Class aptent tacit sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Curabitur sodales ligula in libero. Sed dignissim lacinia nunc. Curabitur tortor. Pellentesque nibh. Aenean quam. In scelerisque sem at dolor. Maecenas mattis. Sed convallis tristique sem.

### Most requested services

[Service link](#) [Service link](#) [Service link](#)  
[Service link](#) [Service link](#) [Service link](#)

## Making transit accessible to everyone



Vivamus sagittis lacus vel augue laoreet rutrum faucibus dolor auctor.

## Service performance

### KPI label

79%

Class aptent tacit sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Curabitur sodales.

### Customer satisfaction

82%

Class aptent tacit sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Curabitur sodales.

### Customer served

122K

Class aptent tacit sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Curabitur sodales.

1 Service stories

2 Service performance



**Questions?**