C2018-0586 One Calgary:
Further program components

2018 May 16
Strategic Meeting of Council

Making **life** better every day.

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

Together we will develop plans and budgets for 2019-2022 that deliver on what is most important to Calgarians

Where we are at in the One Calgary journey

Nov/Dec 2017
Understand community aspirations and expectations ✓

Jan/Feb 2018
Approve Council Priorities and Directives ✓

Feb 2018
Approve the "Three Conversations, One Calgary" framework ✓

March 2018
Receive financial outlook and existing public input ✓

April 2018
Approve The City's Strategic Plan principles; AND Set indicative tax rates and indicative rates for waste and recycling ✓

May 2018
- Results of public engagement & research
- Approve long-term tax support rates
- Capital Investment Process

TODAY

June 2018
- Approve indicative rates for Water Utilities
- Grouping of services by Council Priority
- Sharpening focus

July 2018
Strategic conversations on key issues to inform Service Plans and Budgets

Sept 2018
Preview of Service Plans and Budgets

Nov 2018
Deliberate on 2019-2022 Service Plans and Budgets

One Calgary at Strategic Council Meetings

May 16
- Final Ingredients

July 04
- Demonstration

June 18
- Bringing it all together & sharpening focus

Sept 19
- Service Delivery Expectations

Nov
- Service Plans and Budgets Deliberations

Today's agenda items

1. Report on public engagement and research results

2. Approval of Long-Term Tax Support Rates

3. Capital Investment Process Overview

Council approved a set of five Strategic Plan Principles

Vision: Address citizen needs and long-term quality of life aspirations.

Value: Focus on what matters most to citizens and customers and maximise their value for City services.
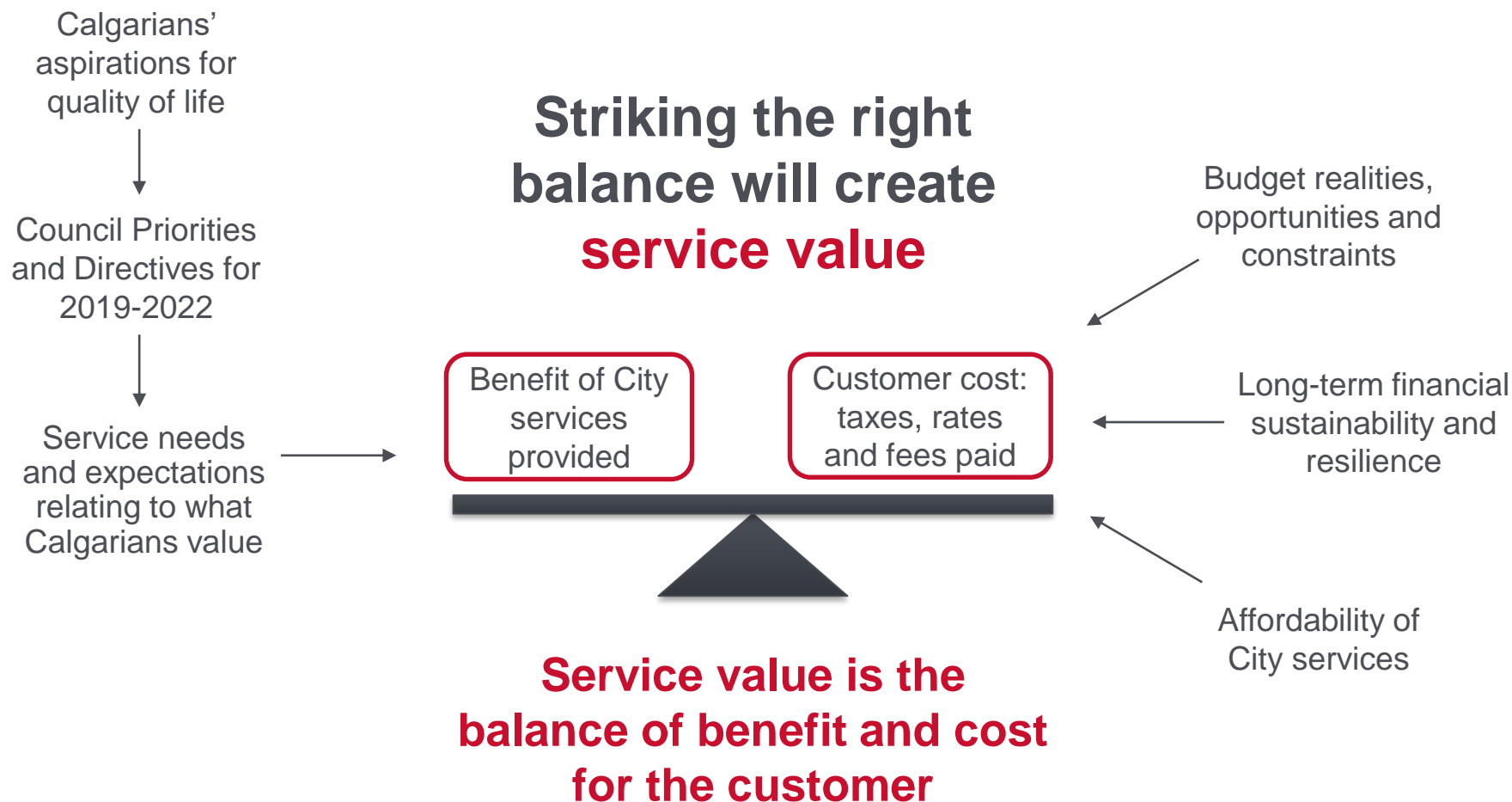

Strategy: Use a Council-driven and corporately integrated approach to planning for service delivery.

Accountability: Monitor the value generated through services by using performance measures and reporting.

Continuous Improvement: Seek to improve services and processes and adjust on an ongoing basis.

Approved by Council on 2018 April 23 (PFC2018-0445)

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

Calgarians' aspirations for quality of life

Council Priorities and Directives for 2019-2022

Service needs and expectations relating to what Calgarians value

Striking the right balance will create service value

Budget realities, opportunities and constraints

Benefit of City services provided

Customer cost: taxes, rates and fees paid

Long-term financial sustainability and resilience

Affordability of City services

Service value is the balance of benefit and cost for the customer

Dimensions of Value

- **Dimensions of value** are what citizens perceive as having value or **benefit** (reliability, sustainability, quality).

- While many dimensions of value exist in all three conversations, their relative **importance** differs.

- **Value** on the right side of the model is the **benefits** received for the price paid for services (and the perceived value for the money that was paid).

Service Value Dimensions

Public Engagement and Research Results

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 both:
- **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 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 96%
	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.

Engage Portal			Citizens' View Panel (Research)		
Service		**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%*

A Healthy & Green City, *continued*

Service		Engage Portal	Citizens' View Panel (Research)		
		Rank		**Rank**	**Importance**
Urban Forestry	1	Environmental	1	Environmental	*Environmental 91%*
	2	Wellness	2	Wellness	*Wellness 87%*
	3	Attractiveness	3	Attractiveness	*Attractiveness 88%*
Waste & Recycling	1	Environmental	1	Safety	*Sustainability 91%*
	2	Affordability	2	Environmental	*Quality 85%*
	3	Accessibility	3	Affordability	*Attractiveness 94%*
Wastewater Collection & Treatment	1	Environmental	1	Reliability	*Reliability 97%*
	2	Reliability	2	Environmental	*Environmental 96%*
	3	Responsiveness	3	Responsiveness	*Responsiveness 98%*
Water Treatment & Supply	1	Quality	1	Quality	*Quality 100%*
	2	Availability	2	Availability	*Availability 100%*
	3	Reliability	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		Citizens' View Panel (Research)	
Service	**Rank**		**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	Citizens' View Panel (Research)		
		Rank		**Rank**	**Importance**
Municipal Elections	1	Impartiality	1	Accuracy	*Accuracy 100%*
	2	Accuracy	2	Impartiality	*Impartiality 100%*
	3	Transparency	3	Transparency	*Transparency 98%*
Records Management, Access & Privacy	1	Informs	1	Legislative Compliance	*Legislative Compliance 97%*
	2	Availability	2	Reliability	*Reliability 98%*
	3	Legislative Compliance	3	Availability	*Availability 95%*
Taxation	1	Reliability	1	Reliability	*Reliability 100%*
	2	Responsiveness	2	Responsiveness	*Responsiveness 95%*
	3	Sustainability	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.

Service		Engage Portal Rank		Citizens' View Panel (Research) 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**

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.

Long-Term Tax Support Rates
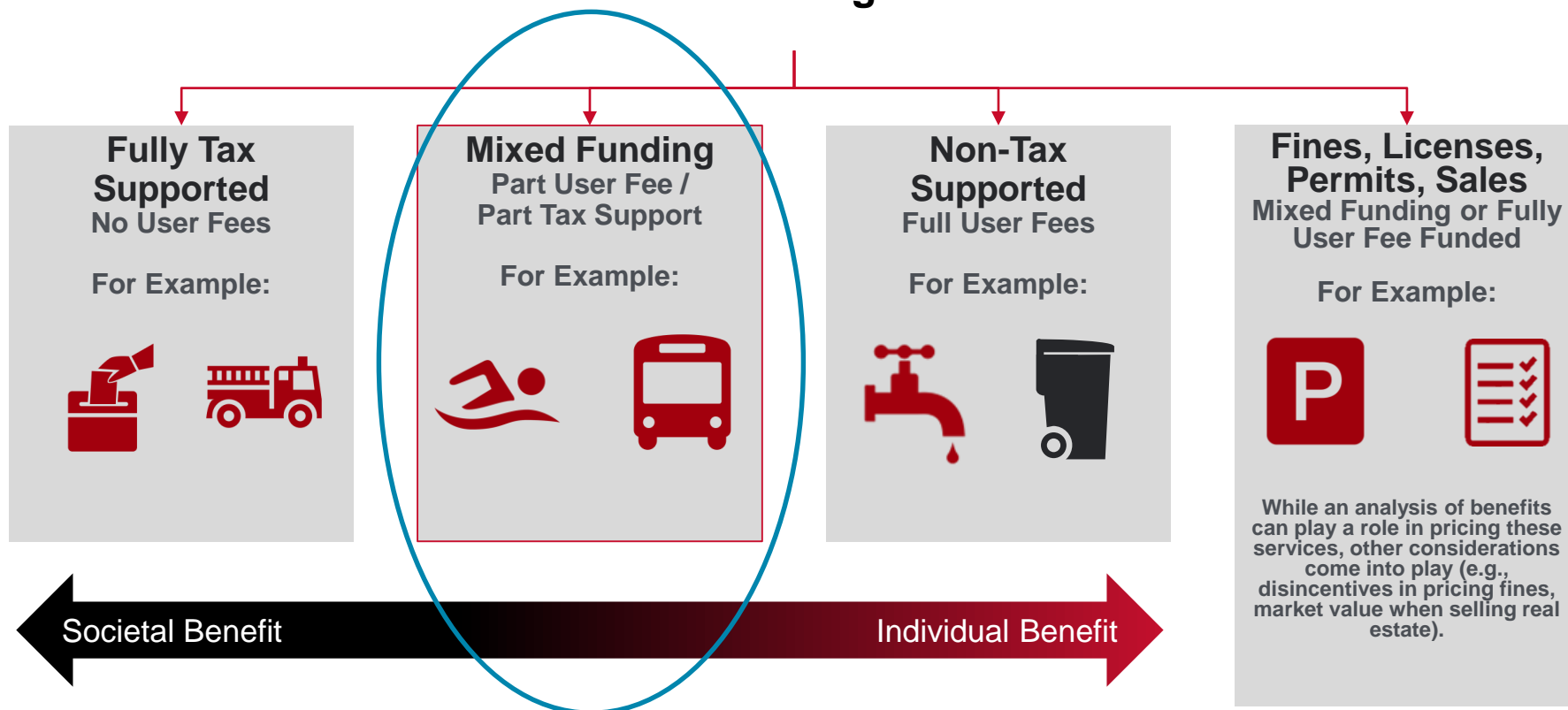
For User Fee Related Services

Key definitions

Taxes

Taxes (property and business) are paid by all property and business owners to help pay the cost of City services and infrastructure, such as roads, parks, protective services, etc., which are used by all citizens.

User fees

User fees are paid by Calgarians who use and benefit individually from certain City goods and services. Some examples are public transit fares, recreation fees, and water and waste disposal services.
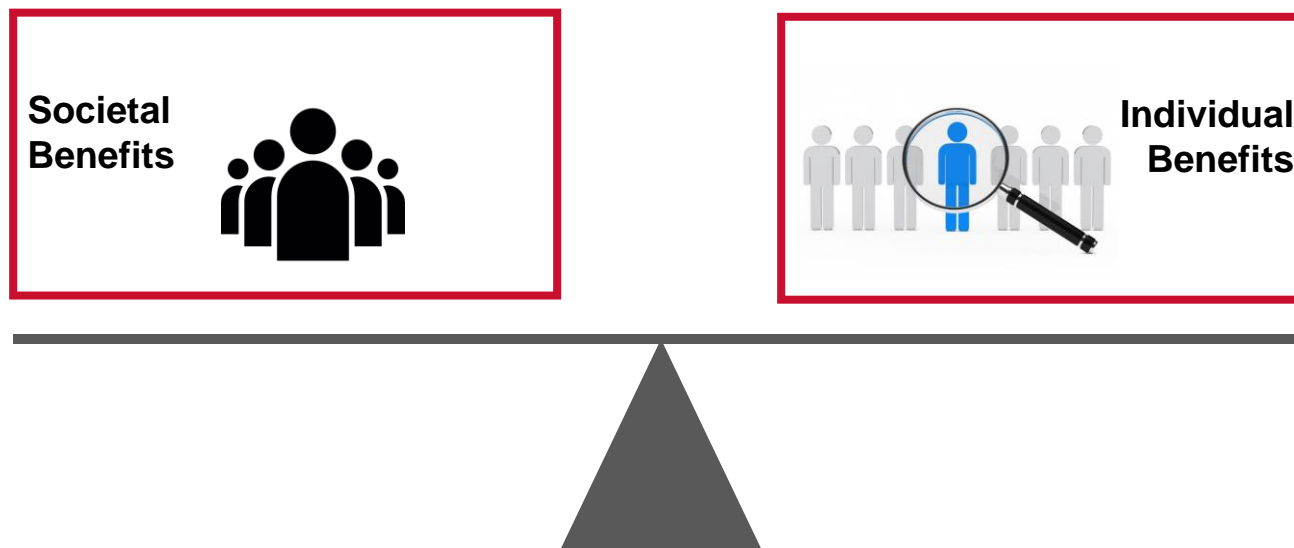
Types of City Service & Method of Funding

Fully Tax Supported No User Fees	**Mixed Funding** Part User Fee / Part Tax Support	**Non-Tax Supported** Full User Fees	**Fines, Licenses, Permits, Sales** Mixed Funding or Fully User Fee Funded
For Example:	For Example:	For Example:	For Example:

While an analysis of benefits can play a role in pricing these services, other considerations come into play (e.g., disincentives in pricing fines, market value when selling real estate).

Societal Benefit ◄————————————————————► Individual Benefit

User Fee Policy

Council's User Fee Policy (CFO010) was approved in 2008 and later amended in 2012, to provide a framework for decisions related to User Fees.

Benefits Principle

- Those who receive the benefits from a good or service should pay for that good or service according to the level of value of the benefit received.

- The challenge then becomes, how do we assess these benefits and determine what portion should be paid and by whom.

Strategic Plan Principles & Values

1. **Vision:** Address citizen needs and long-term quality of life aspirations. (e.g. aspirations, hope, fairness, equity, social responsibility)

2. **Strategy:** Use a Council-driven and corporately integrated approach to planning for service delivery. (e.g. environment, resilience, risk, efficiency)

3. **Value:** Focus on what matters most to citizens and customers and maximise their value for city services. (e.g. quality, reliability, saves time, affordability)

- How we assess what the appropriate balance between the general tax support versus the revenue generated from the user fees paid by individuals is driven by various value dimensions.

Assessing Societal Benefits – Policy Goals

Environmental

1. Reduce community greenhouse emissions, air pollutants, and energy consumption
2. Protect water resources
3. Ensure land stewardship and protection
4. Reduce waste to landfill

Social

5. Provide accessibility / availability
6. Enable affordability
7. Promote accommodation/ acceptability
8. Improve adequacy to meet need, suitability and safety

Economic

9. Create a city where citizens want to live, work and invest
10. Create a city that promotes a healthy, vibrant economy by attracting, retaining and helping businesses grow.

Smart Growth

11. Encourage sustainable communities
12. Reduce barriers to participation.

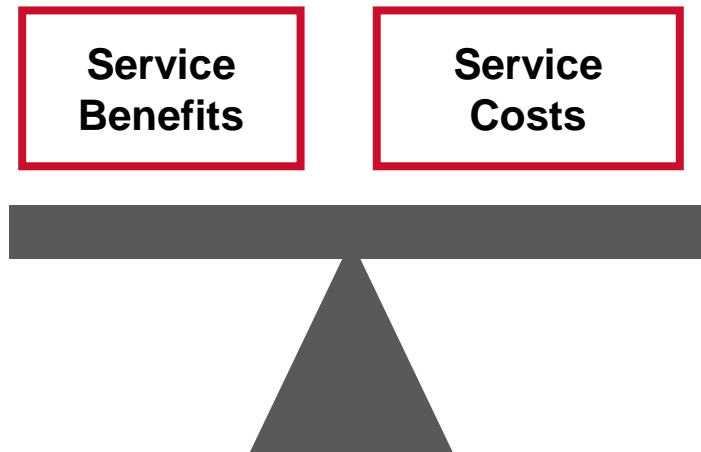# Societal Benefit Assessment

A. Societal Benefits

Determined by the societal benefit assessment tool.

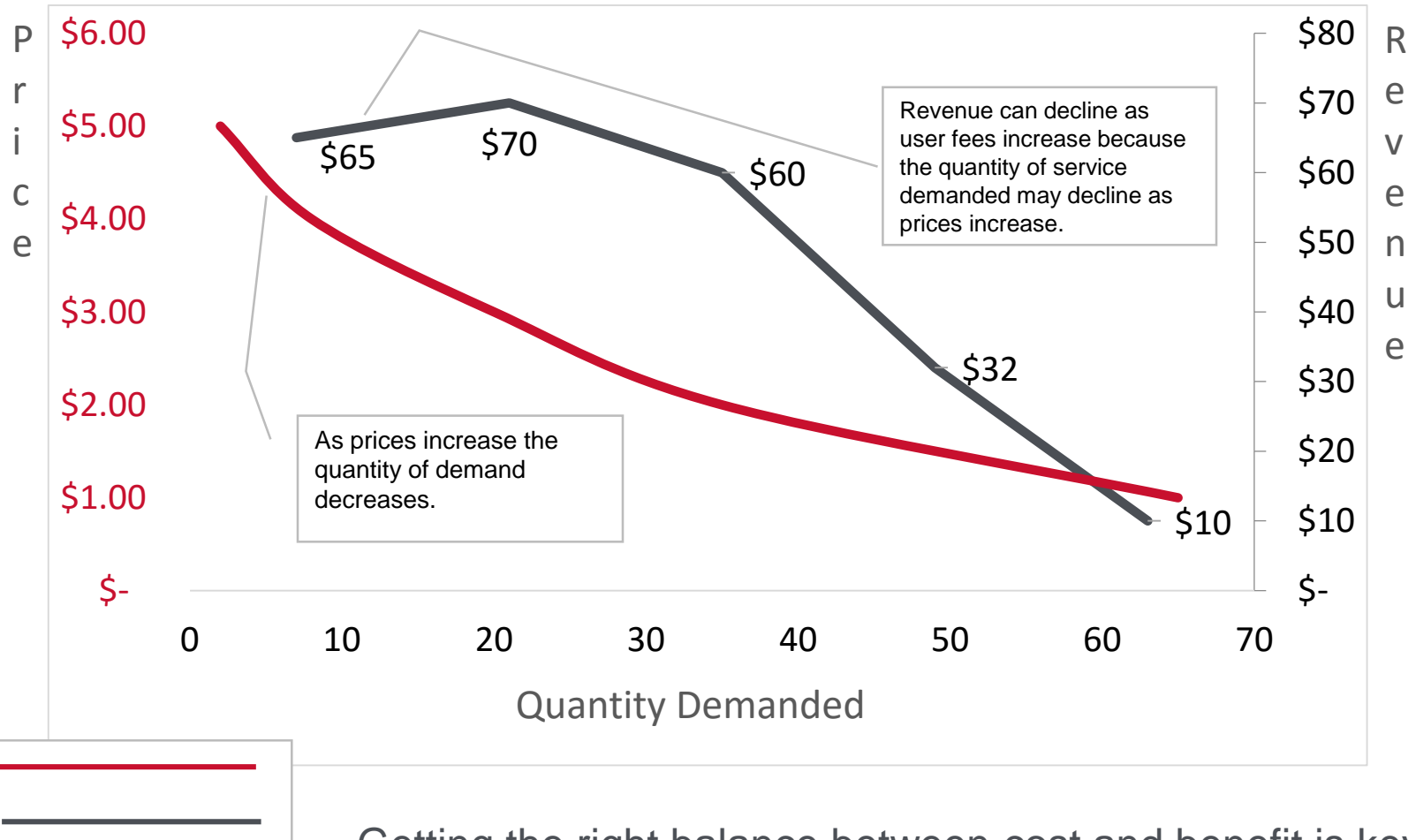| Societal Benefits Rating: High	Suggested Level of Tax Support: 51% - 75 %

Assessing Individual Benefit & Value

Service Benefits

Service Costs

Service Value is the balance between the two

- Goods and services with that have mixed funding need to consider the benefit that is received by the individual versus the cost.

  - Value dimensions are important on the benefit side (quality, saves time, reliability, affordability)

  - Market analysis and cost comparison to alternatives is also important in assessing demand at various price points

- Setting the appropriate user fee pricing needs to strike the balance between this relationship and the overall benefit that society receives by having the individual use the service.

Revenue can decline as user fees increase because the quantity of service demanded may decline as prices increase.

As prices increase the quantity of demand decreases.

Getting the right balance between cost and benefit is key as fees that are too high can lead to a drop in use of the service and overall revenue.
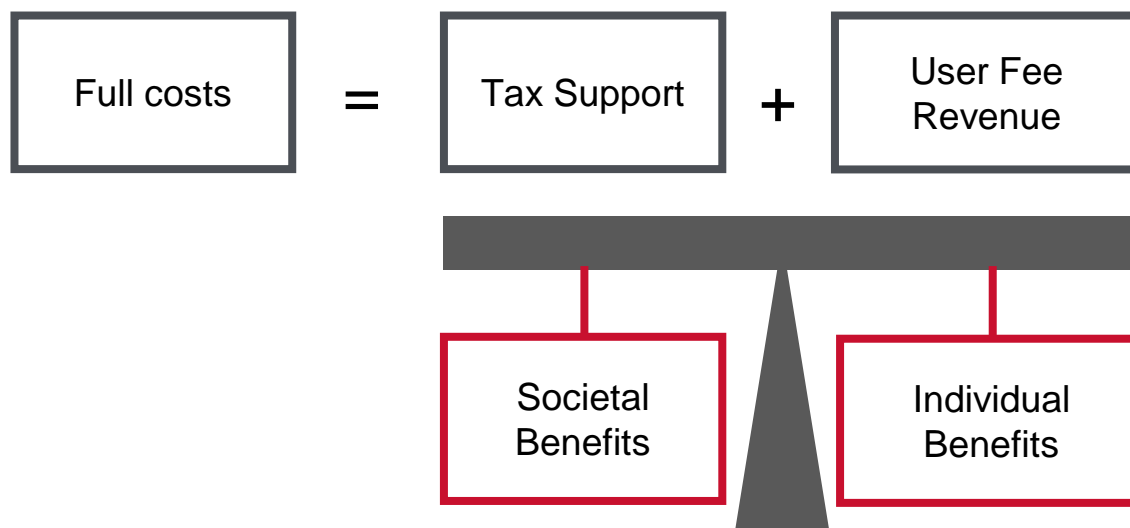
Full Costs

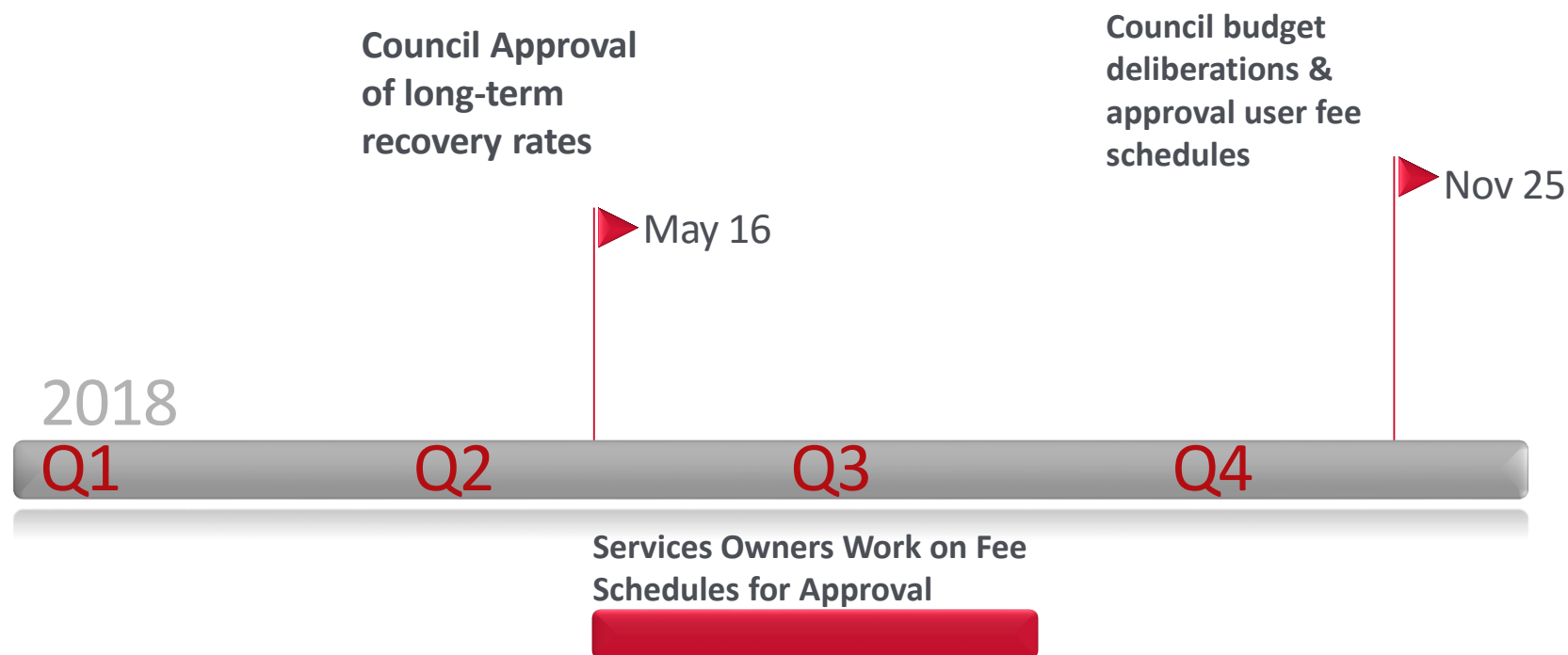| Full Cost of Service Output(s)	=	Direct Service Costs	+	Indirect Service Costs	+	Department Overhead	+	Corporate Overhead	+	Annual Capital Costs

Operational Costs

Note: In other contexts, the ratio of tax support to user fee revenue sometimes refers to the portion of operational costs rather than full costs.   If you think the long-term tax support rate appears high, it may be due to having previous reference to the ratio of *operational* costs rather than *full* cost.

Striking the balance

By assessing the balance between the societal and individual benefits, an appropriate ratio of how much of the good or service is funded by tax and fees can be determined. We call the proportion covered by taxes the "tax-support rate"
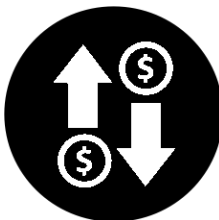
One Calgary & User Fees 2-Step Process

Council Approval of long-term recovery rates

Council budget deliberations & approval user fee schedules

Nov 25

May 16

2018

Q1   Q2   Q3   Q4

Services Owners Work on Fee Schedules for Approval

Today we are looking to set the long-term tax support rate that we should be striving to achieve over the next 10 years. This enables the administration to go away and prepare fee schedules that are brought back in November for approval.

Setting Targets and Pricing

- The long-term support rate is for the average customer (so depending on the customer class or group, the fee they pay covers a different proportionate amount of the full cost).

- Once a long-term tax support rate is approved. A pricing strategy can then be developed and included in the 4-year Service Plans and Budgets.

- Pricing may vary by customer group or be based on other factors (such as increased fees at peak periods).

- Subsidies for individuals covered separately (through Fair Entry)

So what does this mean for citizens?

- The approval table in the User Fee Attachment includes a column that identifies the approximate percentage increase that the long-term tax support rate, once approved, will have on fees.

- The range of fee increases generally ranges from 0-3% with the exception of Street Use permits which sits at 9%

Putting it all together

- Appendix 1 of Attachment 2 includes a summary of the analysis that has been prepared for each service line that has mixed fees.

- Worthy of note:

  – In most cases, Administration is recommending that fees cover a higher proportion of the cost of service over the long-term (i.e. higher long-term tax support rate). The effect, however, will likely be small as those services that require the most tax support in absolute terms (Recreation Opportunities and Public Transit), are keeping relatively close to their current tax support rates.

  – The greatest change in long-term tax support rates is in the Streets service where the recommendation is to substantially reduce the amount of tax support over the long-term.

  – Environmental Management has not had previous approval to have user fees cover the full cost of the "Environmental Agreement Application Service" and therefore is included (and is calling for zero tax support rate).

  – The Appeals & Tribunals service is requesting a deferral

Long-Term Tax Support Rates

Service	Current Tax Support Rate (Operating Cost)	Current Tax Support Rate (Full Cost)	Long-Term Tax Support Rate For Approval	Direction of Tax Support	EXAMPLES OF: Preliminary Fee Change Estimates	
					Fee Name	Average Annual Growth Range
Public Transit	55%	68%	69%	↑	Transit Fares	3%
					Reserved Parking	3%
Recreation Opportunities	48%	62%	60%	↓	Adult Single Admission – Leisure Centre	1 – 2.5%
					Non-Adult Ice Rental	1 – 2.5%
					Adult Weekday Green Fee – Maple Ridge	0 – 2%
					Senior 12 game pass – All Courses	0 – 2%
Streets (Street Use, Hoarding and Excavation)	4%	25%	5%	↓	Street Use Permit (Daily)	9%
					Excavation or Hoarding (Construction) Permit	2.15%
					Pavement Degradation Fee	2.15%
Pet Ownership & Licensing	21%	40%	34%	↓	Dog or Cat Licence (unaltered)	2.5%
Arts & Culture (Programs)	74%	76%	78%	↑	Arts Centre Ceramic Membership	0 – 2%
					Arts Centre Studios with operating hours	0 – 2%
Fire Inspection & Enforcement	51%	56%	55%	↓	Blasting Permit	2 – 3%
					Business License Fire Inspection	2 – 3%
					Occupant Load Measurement	2 – 3%
Parks & Open Spaces (Park Bookings)	67%	75%	75%	↕	Parks Bookings	2.5%
Data Analytics & Information Access	0%	4%	5%	↑	Data Licensing	2%
Environmental Management (Environmental Agreement Application)	0%	0%	0%	↕	Application for Environmental Agreements	0%

Administration Recommendation

That Council:

1. Approve the long-term tax support rates as outlined in blue on Table 2 on page 7 of Attachment 2.

2. Approve the deferral of long-term tax support rates for Appeals and Tribunals to the 2019 service plans and budgets adjustments process.

Overview of Capital Investment Process

*Presentation to be provided by Infrastructure Calgary at the Strategic Meeting of Council on 2018 May 16