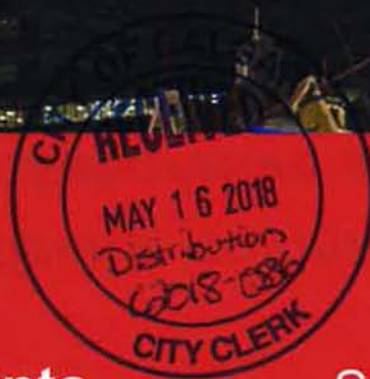


Calgary



**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



- Final Ingredients



- Demonstration



- Bringing it all together & sharpening focus



- Service Delivery Expectations



- 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.

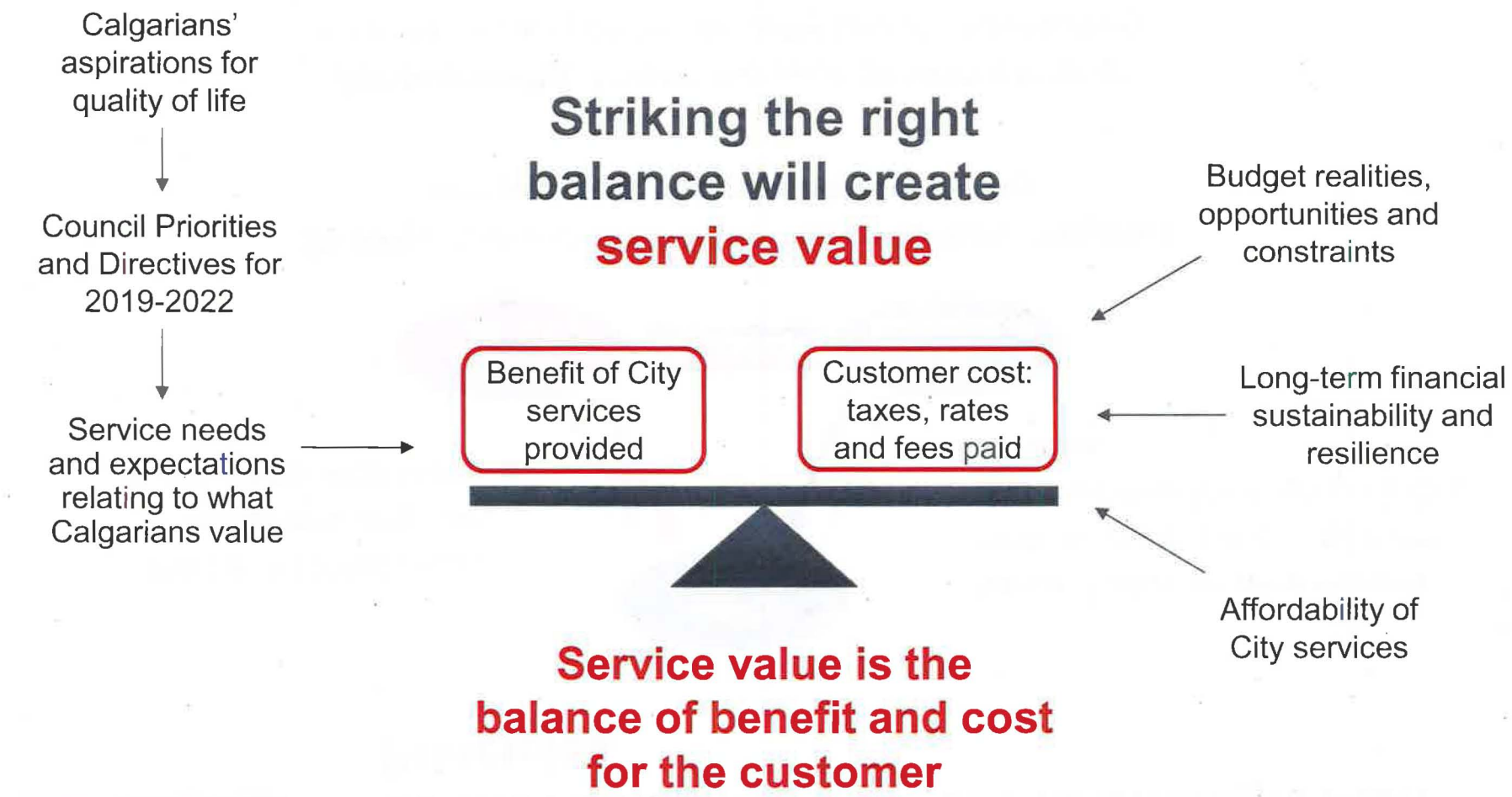
Strategy: Use a Council-driven and corporately integrated approach to planning for service delivery.

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



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

ENGAGE											
				Engage Phase 1	What we Heard Report Available	Engage Phase 2 (targeted stakeholders)	Engage Phase 2 con't	Engage Phase 2 con't	Public Submissions and Engage Phase 2 report back		
December 2017	January 2018	February	March	April	May	June	July	August	September	October	November
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



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.

Calgary



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		City Quadrant		Gender	
	Proportion		Proportion		Proportion
18-24	3%	SE	23%	Female	56%
25-34	16%	NW	30%	Male	42%
35-44	22%	NE	14%	Prefer not to answer	2%
45-54	24%	SW	31%		
55-64	21%				
65-74	11%				
75+	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.



A Healthy & Green City

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

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

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 90%
	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 95%
	2 Reduces Risk	2 Environmental	Environmental 93%
	3 Resilient	3 Resilient	Resilient 95%

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

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

Calgary



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		
Service	Rank	
Environmental Management	1	Environmental
	2	Reduces Risk
	3	Quality
Parks & Open Spaces	1	Well-being
	2	Availability
	3	Sustainability
Recreation Opportunities	1	Affordability
	2	Wellness
	3	Accessibility
Stormwater Management	1	Environmental
	2	Reduces Risk
	3	Resilient

Citizens' View Panel (Research)		
	Rank	Importance
1	Environmental	<i>Environmental 92%</i>
2	Reduces Risk	<i>Reduces Risk 92%</i>
3	Quality	<i>Quality 90%</i>
1	Safety	<i>Safety 98%</i>
2	Availability	<i>Availability 93%</i>
3	Sustainability	<i>Sustainability 92%</i>
1	Affordability	<i>Affordability 90%</i>
2	Accessibility	<i>Accessibility 84%</i>
3	Quality	<i>Quality 90%</i>
1	Reduces Risk	<i>Reduces Risk 96%</i>
2	Environmental	<i>Environmental 93%</i>
3	Resilient	<i>Resilient 95%</i>

A Healthy & Green City, *continued*

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

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



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.

Calgary



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	
	Rank	
Affordable Housing	1	Affordability
	2	Safety
	3	Availability
Arts & Culture	1	Affordability
	2	Accessibility
	3	Fun / Entertainment
Building Approvals	1	Legislative Compliance
	2	Availability
	3	Fairness
Building Licensing	1	Quality ¹
	2	Legislative Compliance
	3	Fairness

Citizens' View Panel (Research)		
	Rank	Importance
1	Affordability	Affordability 84%
2	Safety	Safety 94%
3	Availability	Availability 82%
1	Affordability	Affordability 78%
2	Accessibility	Accessibility 69%
3	Quality	Quality 71%
1	Legislative Compliance	Legislative Compliance 95%
2	Availability	Availability 96%
3	Informs	Informs 93%
1	Quality ¹	Quality ¹ 93%
2	Quality ²	Quality ² 93%
3	Responsiveness	Responsiveness 91%

Quality¹: Business license information is easy to find and the decisions made on applications are consistent.

Quality²: Inspectors are knowledgeable and professional.

A Prosperous City, continued

Service	Engage Portal	
	Rank	
Community Strategies	1	Responsiveness
	2	Prevention
	3	Wellbeing
Economic Development & Tourism	1	Fairness
	2	Informs
	3	Legislative Compliance
Land Development & Sales	1	Resilient
	2	Attractiveness
	3	Availability
Property Assessment	1	Fairness
	2	Quality
	3	Legislative Compliance
Social Programs	1	Informs
	2	Legislative Compliance
	3	Reduces Risk

Citizens' View Panel (Research)		
Rank		Importance
1	Responsiveness	<i>Responsiveness 95%</i>
2	Prevention	<i>Prevention 87%</i>
3	Accessibility	<i>Accessibility 84%</i>
1	Sustainability	<i>Sustainability 91%</i>
2	Quality	<i>Quality 85%</i>
3	Attractiveness	<i>Attractiveness 94%</i>
1	Attractiveness	<i>Attractiveness 86%</i>
2	Availability	<i>Availability 62%</i>
3	Responsiveness	<i>Responsiveness 76%</i>
1	Quality	<i>Quality 99%</i>
2	Fairness	<i>Fairness 99%</i>
3	Legislative Compliance	<i>Legislative Compliance 97%</i>
1	Accessibility	<i>Accessibility 89%</i>
2	Prevention	<i>Prevention 87%</i>
3	Responsiveness	<i>Responsiveness 87%</i>

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.

Engage Portal	
Service	Rank
Appeals & Tribunals	1 Legislative Compliance
	2 Convenience
	3 Informs
Corporate Citizen Engagement	1 Accessibility
	2 Fairness
	3 Quality
Corporate Citizen Relationship Management	1 Informs
	2 Convenience
	3 Responsiveness
Data Analytics & Information Access	1 Quality
	2 Accessibility
	3 Availability

Citizens' View Panel (Research)	
Rank	Importance
1 Legislative Compliance	<i>Legislative Compliance 95%</i>
2 Responsiveness	<i>Responsiveness 88%</i>
3 Informs	<i>Informs 95%</i>
1 Fairness	<i>Fairness 97%</i>
2 Accessibility	<i>Accessibility 95%</i>
3 Quality	<i>Quality 93%</i>
1 Informs	<i>Informs 97%</i>
2 Responsiveness	<i>Responsiveness 94%</i>
3 Equity	<i>Equity 88%</i>
1 Quality	<i>Quality 98%</i>
2 Accessibility	<i>Accessibility 94%</i>
3 Responsiveness	<i>Responsiveness 97%</i>

A Well-Run City, *continued*

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

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

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

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



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



A City of Safe & Inspiring Neighbourhoods

A City of Safe & Inspiring Neighbourhoods

- **Prevention, Reliability, Responsiveness, Safety, and Reduces Risk** most frequently rank within the **top three** as the **most important value dimensions** for A City of Safe & Inspiring Neighbourhoods.
- Quality, Fairness, and Availability are also frequently ranked as important, followed by Legislative Compliance, Accessibility, Connectivity, Convenience, Equity, Wellbeing, Sustainability, and Informs.

Engage Portal	
Service	Rank
City Planning & Policy	1 Reliability
	2 Fairness
	3 Reduces Risk
Development Approvals	1 Quality
	2 Fairness
	3 Legislative Compliance
Calgary 9-1-1	1 Responsiveness
	2 Reliability
	3 Quality ¹
Police Services	1 Prevention
	2 Safety
	3 Reliability

Citizens' View Panel (Research)	
Rank	Importance
1 Reliability	<i>Reliability 94%</i>
2 Reduces Risk	<i>Reduces Risk 95%</i>
3 Fairness	<i>Fairness 94%</i>
1 Legislative Compliance	<i>Legislative Compliance 98%</i>
2 Quality	<i>Quality 98%</i>
3 Fairness	<i>Fairness 97%</i>
1 Reliability	<i>Reliability 99%</i>
2 Responsiveness	<i>Responsiveness 100%</i>
3 Quality ¹	<i>Quality¹ 99%</i>
1 Safety	<i>Safety 95%</i>
2 Prevention	<i>Prevention 99%</i>
3 Reliability	<i>Reliability 97%</i>

A City of Safe & Inspiring Neighbourhoods *continued*

Service	Engage Portal	
	Rank	
Bylaw Education & Compliance	1	Safety
	2	Public Awareness
	3	Responsiveness
City Cemeteries	1	Sustainability
	2	Quality
	3	Availability
Emergency Management & Business Continuity	1	Reduces Risk
	2	Coordination/Collaboration
	3	Connectivity
Fire & Emergency Response	1	Responsiveness
	2	Availability
	3	Safety
Fire Inspection & Enforcement	1	Prevention
	2	Reduces Risk
	3	Legislative Compliance

Citizens' View Panel (Research)	
Rank	Importance
1 Safety	<i>Safety 97%</i>
2 Responsiveness	<i>Responsiveness 95%</i>
3 Fairness	<i>Fairness 96%</i>
1 Quality	<i>Quality 78%</i>
2 Sustainability	<i>Sustainability 81%</i>
3 Availability	<i>Availability 63%</i>
1 Prevention	<i>Prevention 97%</i>
2 Reduces Risk	<i>Reduces Risk 97%</i>
3 Coordination/Collaboration	<i>Coordination/Collaboration 96%</i>
1 Responsiveness	<i>Responsiveness 100%</i>
2 Availability	<i>Availability 99%</i>
3 Reliability	<i>Reliability 99%</i>
1 Prevention	<i>Prevention 94%</i>
2 Reduces Risk	<i>Reduces Risk 93%</i>
3 Legislative Compliance	<i>Legislative Compliance 90%</i>

A City of Safe & Inspiring Neighbourhoods, *continued*

Service	Engage Portal	
	Rank	
Fire Safety Education	1	Prevention
	2	Informs
	3	Reduces Risk
Library Services	1	Accessibility
	2	Availability
	3	Convenience
Neighbourhood Supports	1	Wellbeing
	2	Equity
	3	Connectivity
Pet Ownership & Licensing	1	Safety
	2	Prevention
	3	Fairness

Citizens' View Panel (Research)		
Rank		Importance
1	Prevention	<i>Prevention 93%</i>
2	Reduces Risk	<i>Reduces Risk 96%</i>
3	Informs	<i>Informs 90%</i>
1	Accessibility	<i>Accessibility 89%</i>
2	Availability	<i>Availability 80%</i>
3	Convenience	<i>Convenience 82%</i>
1	Wellbeing	<i>Wellbeing 92%</i>
2	Equity	<i>Equity 86%</i>
3	Accessibility	<i>Accessibility 83%</i>
1	Safety	<i>Safety 93%</i>
2	Responsiveness	<i>Responsiveness 90%</i>
3	Prevention	<i>Prevention 91%</i>

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.

Calgary



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	
Service	Rank
Parking	1 Convenience
	2 Accessibility
	3 Safety
Public Transit	1 Reliability
	2 Safety
	3 Attractiveness
Sidewalks & Pathways	1 Safety
	2 Reliability
	3 Connectivity
Specialized Transit	1 Reliability
	2 Safety
	3 Attractiveness

Citizens' View Panel (Research)	
Rank	Importance
1 Safety	Safety 86%
2 Convenience	Convenience 94%
3 Accessibility	Accessibility 86%
1 Safety	Safety 97%
2 Reliability	Reliability 95%
3 Informs	Informs 93%
1 Safety	Safety 95%
2 Accessibility	Accessibility 93%
3 Reliability	Reliability 97%
1 Safety	Safety 82%
2 Reliability	Reliability 82%
3 Quality	Quality 69%

A City That Moves, *continued*

Service	Engage Portal	
	Rank	
Streets	1	Reliability
	2	Connectivity
	3	Safety
Taxi, Limousine & Vehicles-for-Hire	1	Legislative Compliance
	2	Quality ²
	3	Fairness

Citizens' View Panel (Research)		
Rank		Importance
1	Safety	<i>Safety (97%)</i>
2	Reliability	<i>Reliability (99%)</i>
3	Connectivity	<i>Connectivity (98%)</i>
1	Quality ²	<i>Quality² (89%)</i>
2	Legislative Compliance	<i>Legislative Compliance (90%)</i>
3	Fairness	<i>Fairness (89%)</i>

Quality²: 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

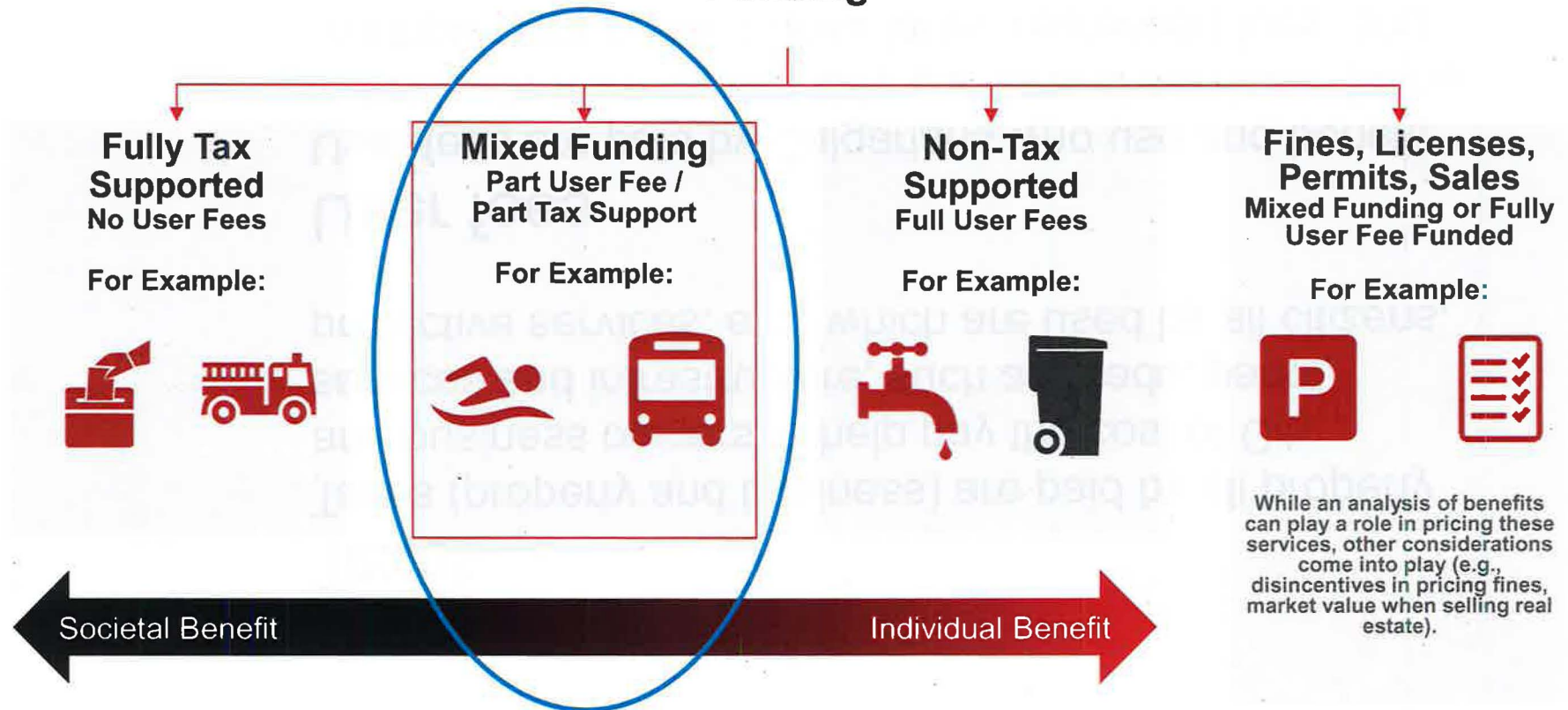
Taxes

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

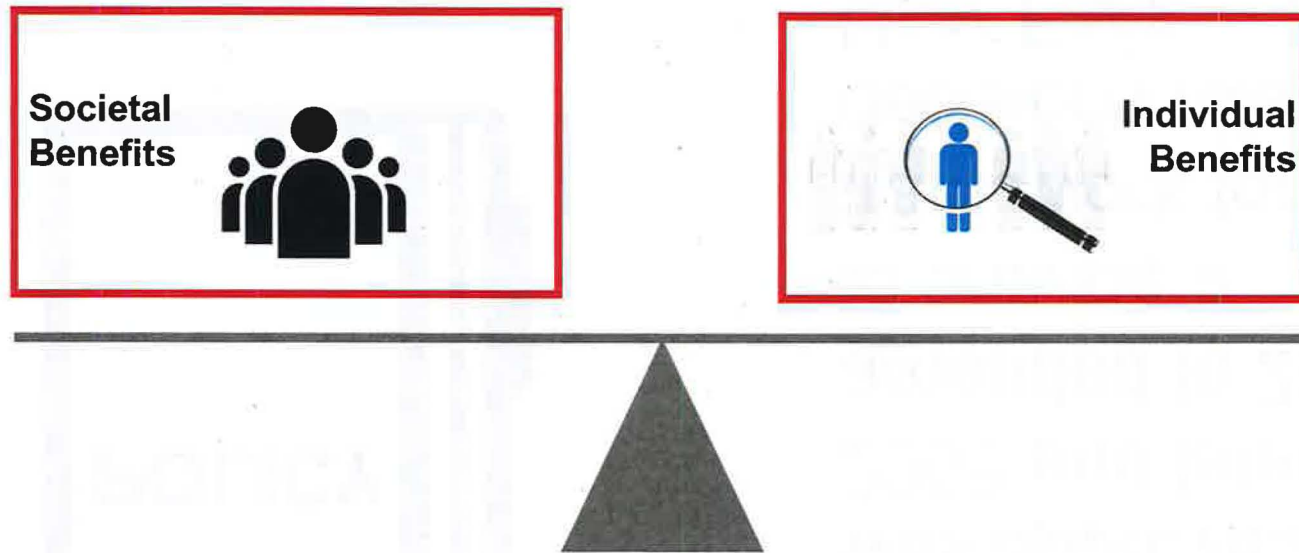




Council's User Fee Policy (CFO010) was approved in 2008 and later amended in 2012, to provide a framework for decisions related to User Fees.



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.

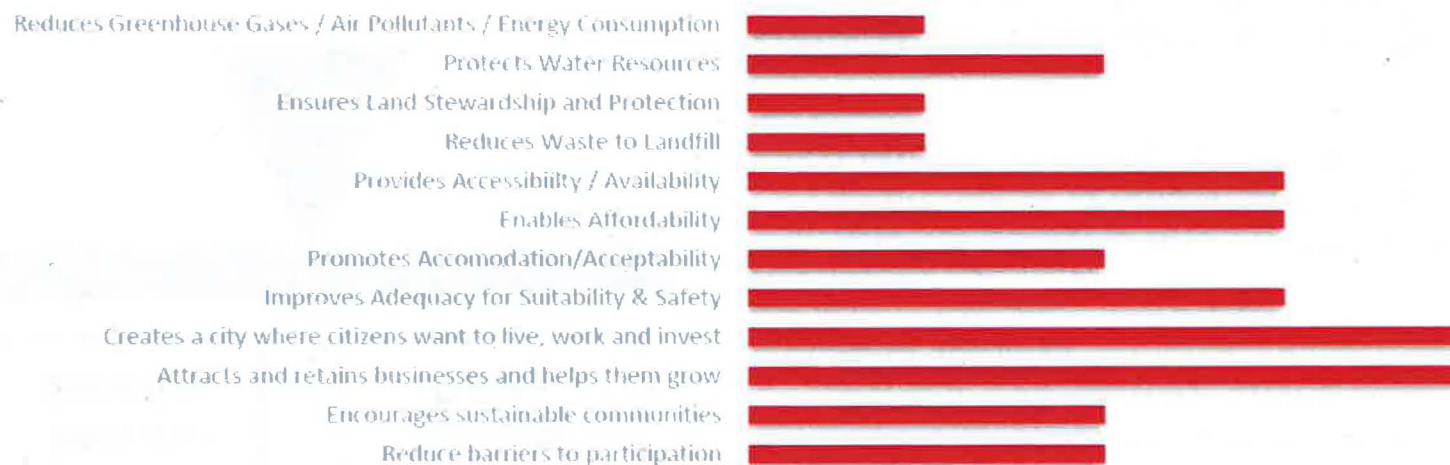
Smart Growth

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

Societal Benefit Assessment

A. Societal Benefits

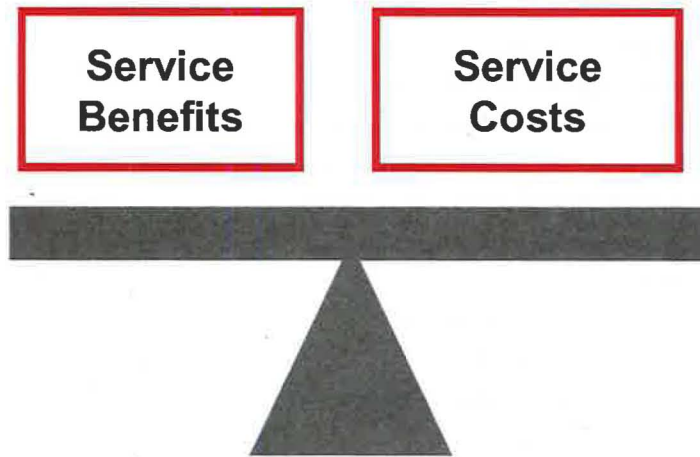
Determined by the societal benefit assessment tool.



Societal Benefits Rating: High

Suggested Level of Tax Support: 51% - 75 %

Assessing Individual Benefit & Value



**Service 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.

Assessing Individual Benefit & Value



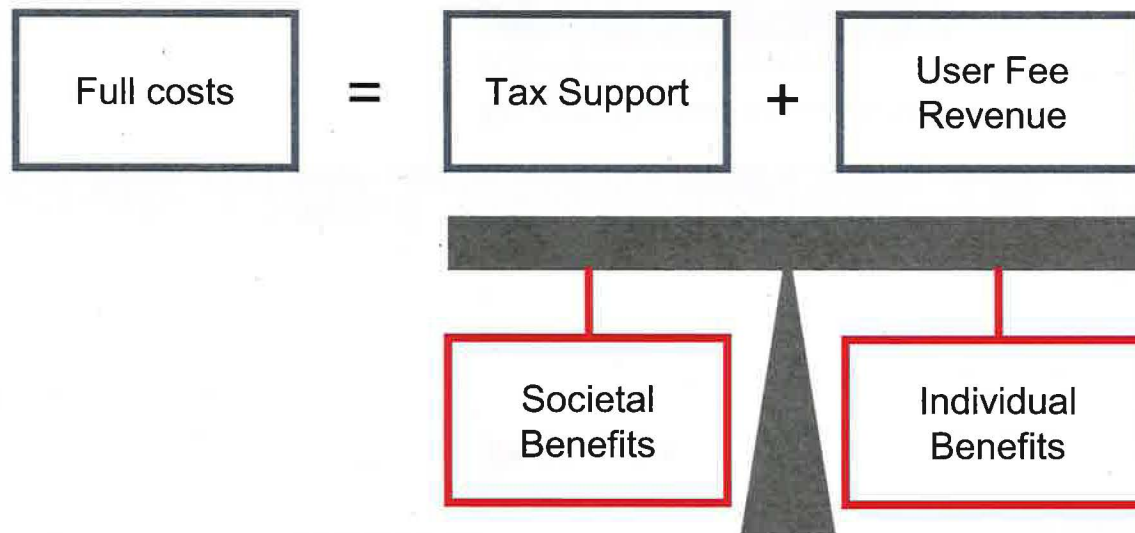
Getting the right balance between cost and benefit is key as fees that are too high can lead to a drop in use of the service and overall revenue.

Full Costs



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.

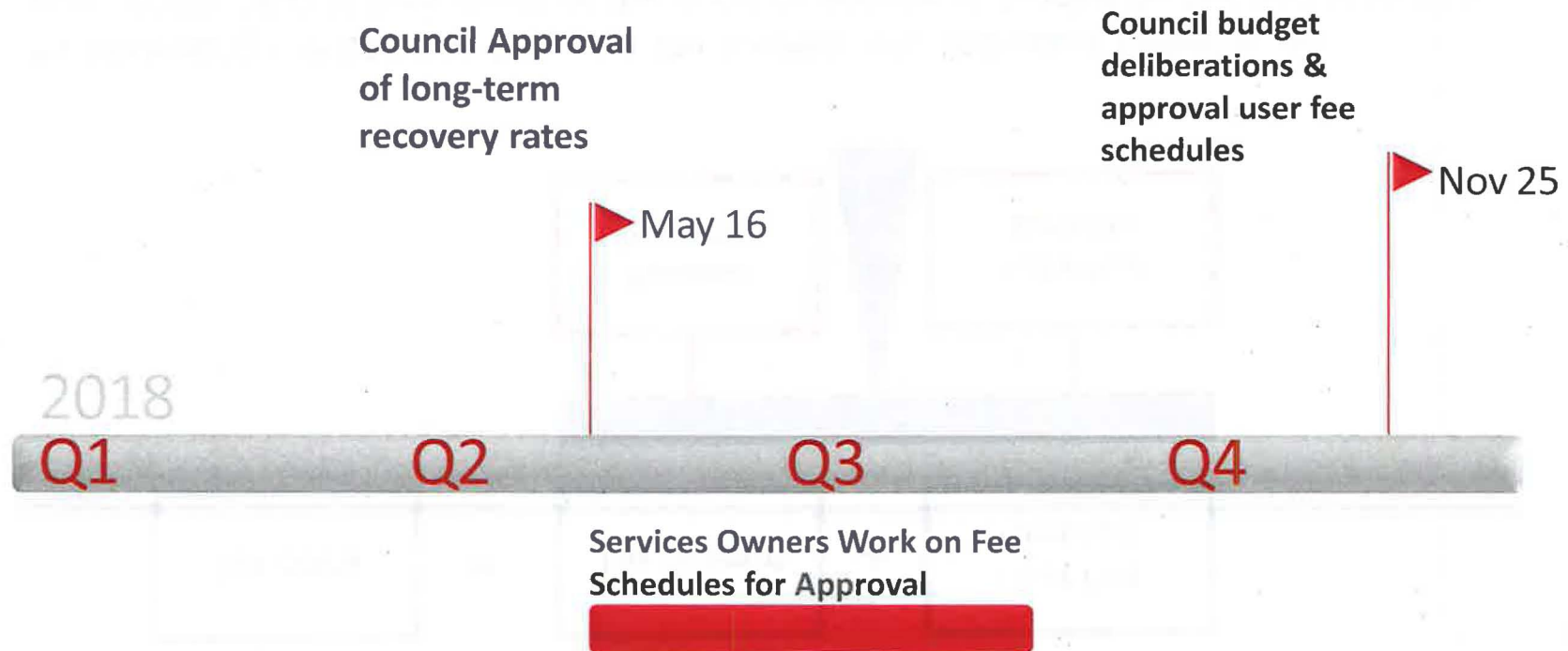
Striking the balance



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



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		Average Annual Growth Range
					Fee Name		
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%

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

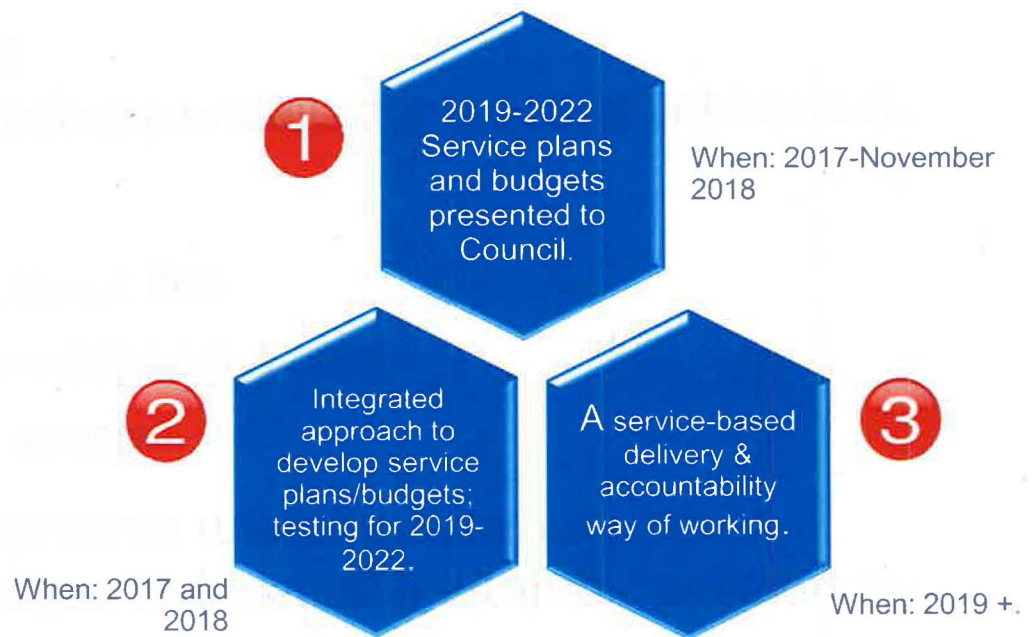
C2018-0586 One Calgary:
Further program components

Purpose

- Respond to Council direction requesting a strategic session of Council on capital infrastructure management, including:
 - Addressing city owned assets
 - Short and longer term infrastructure risks
 - Addressing the infrastructure gap
- Update Council on the capital investment process supporting One Calgary 2019-2022

Integrated Infrastructure Investment

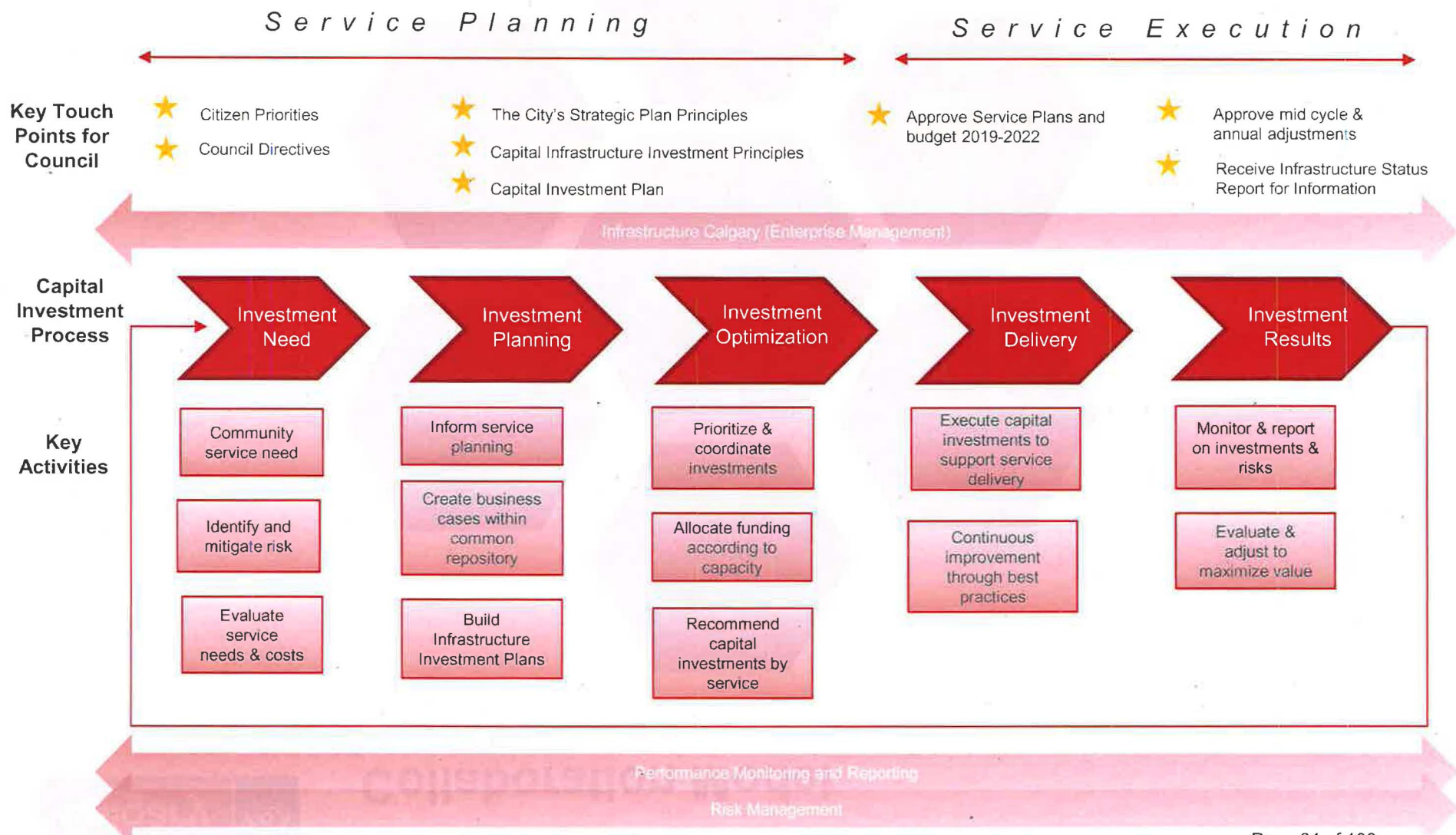
- We recognize the importance of intentional capital investment that supports services that support the quality of life in our community based on citizen input
- We are guided by foundational documents and directives
- Our coordinated approach to capital investment supports infrastructure resilience, organizational alignment and a cultural shift to integrated service delivery



Collaboration Model



Capital Investment Management Process



Investment Need





The Goal of Asset Management:

to inform our service plans, to align The Corporation to international standards, to support the development of infrastructure investment plans and align our resources with service needs.

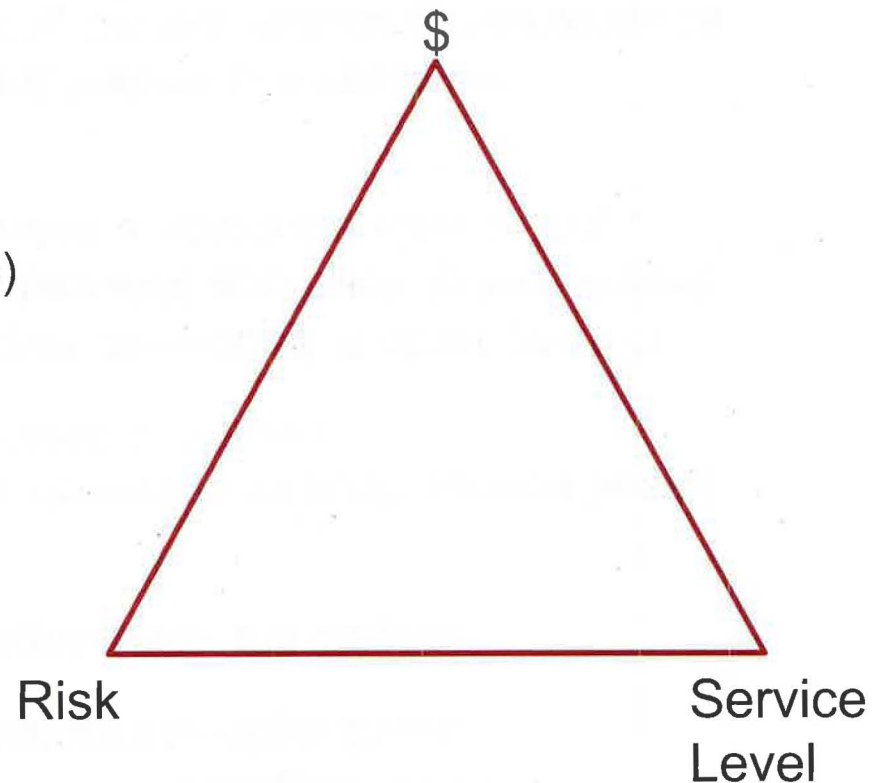


Asset management practice improvement strategies are an essential building block in realizing corporate objectives.

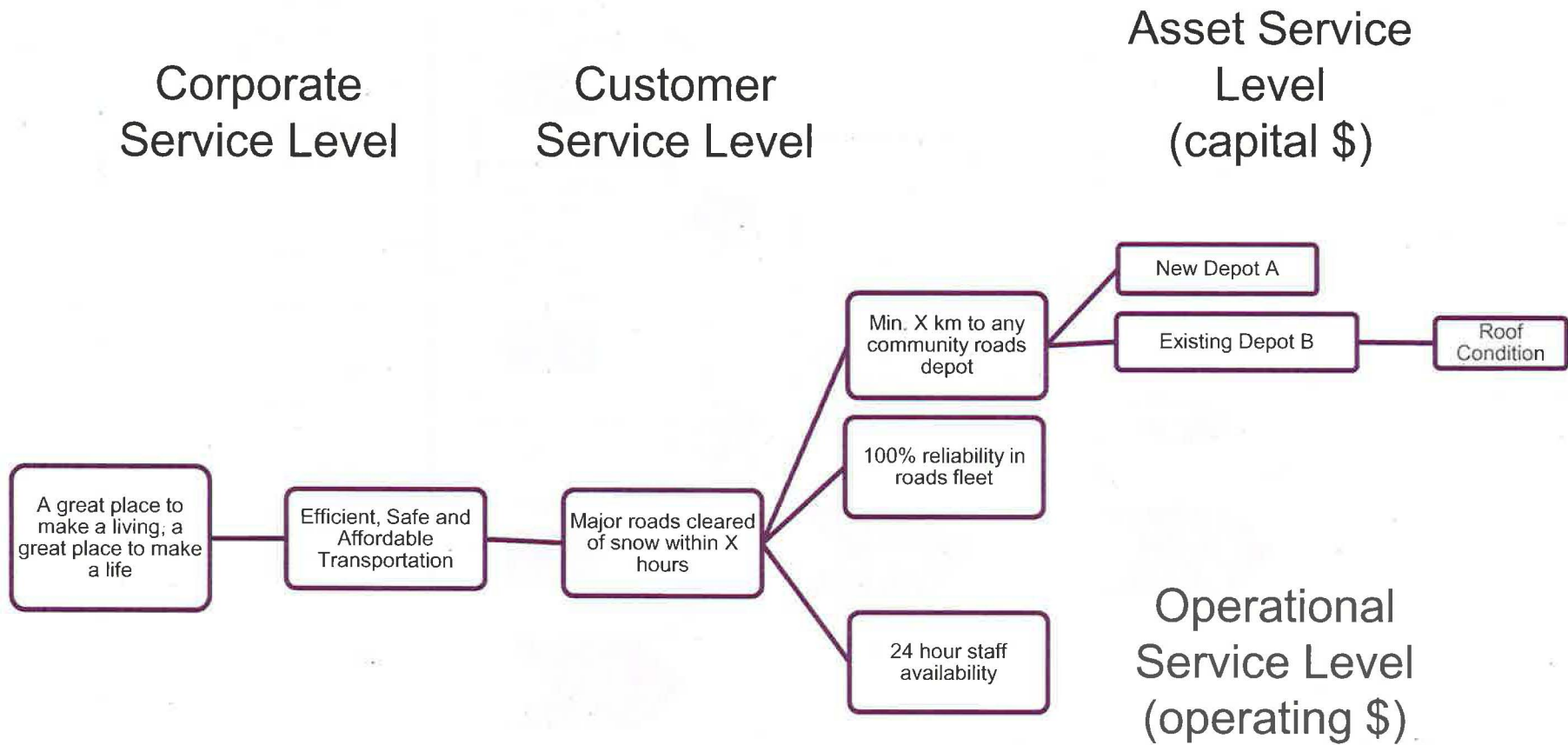
1. Asset management principles are aligned with the Capital Infrastructure Investment Principles.
2. Services will need to further develop strategies through service based planning, including practice improvement strategies.
3. Services need to be aware of strategies developed in other parts of the organization to support a more integrated approach to investment planning. Infrastructure Calgary provides a corporate view of this integrated approach.
4. The resilience lens will be a significant feature of investment programs in the next business planning period, including maintenance and investment that considers the potential impacts of climate, service changes and economic environment.



1. Executive Summary
 - Service & Infrastructure Status
2. Introduction & Background
3. Levels of Service (LOS)
4. Demand Management (Current & Future)
5. Asset Lifecycle Plans
 - Service & Asset Risk
 - Operations & Maintenance
 - Renewal & Disposal
6. Financial & Funding Forecasts
7. Asset Management Practices
8. Plan Improvement & Monitoring
9. Appendices

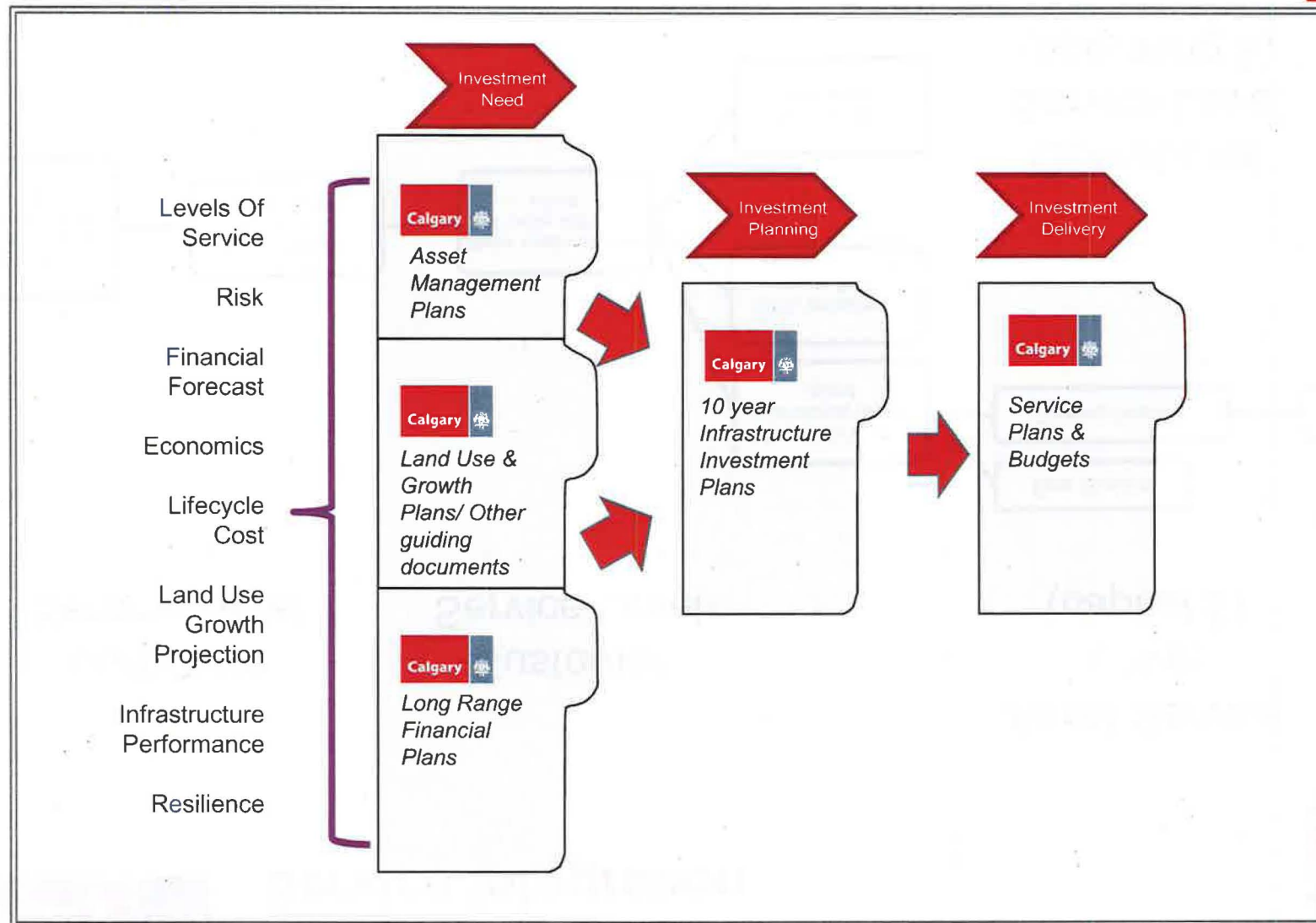


Level of Service (LOS) and Service Integration



*for illustrative purpose only

Linking Asset Management Plans to Service Needs & Costs



Investment Planning





- The City utilizes infrastructure investment plans to support a consistent and integrated process to service delivery planning
- Reflect short, medium and long term aspirations
- Ensure links between infrastructure assets and the service delivery outcomes they support
- Link capital and operating costs and facilitate cost effective decision making



A Streamlined Approach to Capital Planning



- Business cases created by service owners including content such as:
 - Service need / alignment to service
 - Strategic Alignment
 - Financial requirements
- Uses the standard Corporate Project Management Centre template
- Supported by Corporate Project Management Framework and Infrastructure Calgary Portfolio Management Office



The City of Calgary's Infrastructure Investment Plans (IIP)



- **Community Services (CSIIP)**

- formally Emergency Response (ERIIP) and Culture, Parks & Recreation (CPRIIP)
- Calgary Community Standards, Calgary Emergency Management Agency, Calgary Fire Department, Calgary Neighbourhoods, Calgary Parks, Calgary 9-1-1, Calgary Recreation, Calgary Housing, Civic Partners

- **Corporate Level (CLIIP)**

- **City Manager's Office**
- **Chief Financial Officer's Department** (incl. Assessment, Customer Service & Communications, Finance, Human Resources)
- **Deputy City Manager's Office** (Information Technology, Real Estate & Development Services, Corporate Analytics & Investment, Facility Management, Resilience & Infrastructure Calgary, Supply, Fleet)
- **Environmental & Safety Management**
- **Law & Legislative Services** (Corporate Security, City Clerks, Law)
- **Office of the Councillors**
- **Planning & Development**
- **Urban Strategy**

- **Transportation (TIIP)**

- Calgary Transit, Roads, Transportation Infrastructure, Transportation Planning

- **Waste & Recycling (WRIIP)**

- **Water (WIIP)**

- Other groups involved in investment planning: Calgary Parking Authority, Calgary Police Service

Investment Optimization



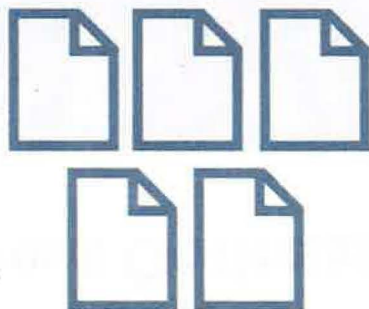


Investment Optimization Function



Council/Long Term Strategic Direction

Department Infrastructure Investment Plans (IIPs)



- Community Services IIP
- Corporate Level IIP
- Transportation IIP
- Waste & Recycling IIP
- Water IIP

Corporate Enterprise Management Function

Confirm Corporate Strategic Direction

Funding Capacity Projections

Service Alignment (Service Needs)

Corporate Coordination/Prioritization

Corporate Capital Criteria





Confirm Corporate Strategic Direction



- Citizen Priorities
- Council Directives
- Municipal Development Plan
- Calgary Transportation Plan
- The City's Strategic Plan Principles
- **Capital Infrastructure Investment Principles (One Calgary)**
- **Capital Investment Plan**
- **Resilience Strategy**
- **Guiding Principles for Climate Resilience**
- **Corporate Asset Management Plan**



Funding Capacity Projections (Business Cycle)



- **Capital Reserves**
 - Pay-As-You-Go (PAYG)
 - Lifecycle Maintenance and Upgrade Reserve (LMUR)
 - Reserve for Future Capital (RFC)
 - Business Unit Reserves
- **Government Grants**
 - Federal Gas Tax Fund
 - Federal Infrastructure Funding
 - Municipal Sustainability Initiative (MSI)*
 - GreenTRIP
- **Other**
 - Tax Supported Debt
 - Self Supported Debt
 - Developer & Other Contributions

- Align capital investments to Service Owners service strategy
- Confirm that proposed capital investments has been prioritized through a department Infrastructure Investment Plan (IIP)
- Department IIP establish short, medium and long term (typically 10 year projections) service aspirations that require capital investment
- Provides an objective ability to info decisions making by linking together operating and capital costs, integrate technical and strategic direction from residents, Council and Administrative policies
- Presents high, medium and emerging needs for Corporate coordination / prioritization consideration

- Analysis of request per service, service owner identified priorities (IIP) and alignment with corporate criteria
- Review, prioritize and optimize investments identified by service
- Alignment of capital priorities by service with business cycle identified starting point / change choices
- Respond to portfolio agility to respond to changing internal and external dynamics



- **Legal, regulatory, health & safety requirement**
 - Aligns to public health, safety & property, climate risk, environmental well-being, water resources or other specific legal, regulatory, health or safety direction
- **Critical infrastructure**
 - Infrastructure required to support identified critical services
- **Critical asset risk mitigation**
 - Addresses failures attributable to acute and chronic risks
- **Minimize service delivery costs**
 - Reduces operating costs, optimizes or improves functionality to provide service, benefits multiple services through coordinated investment, increases net revenue, optimizes existing infrastructure and / or network



- **Deliver existing level of service**
 - Level of supports to service baseline (essential), current or enhanced level of service
- **Attracts private investment &/or public & other government funding (Regional)**
 - Identifies level of investment funded by external sources, & alignment with funding eligibility
- **Improves connectivity, accessibility & inclusion of communities**
 - Improves all residents overall ability to connect, reach services, and participate in the community

How capital investments will be categorized on service pages
(new for 2019-2022)

Annual Investment Program

A recurring program that focuses on maintenance and renewal of existing, in-service assets to support current service level commitments.

Project

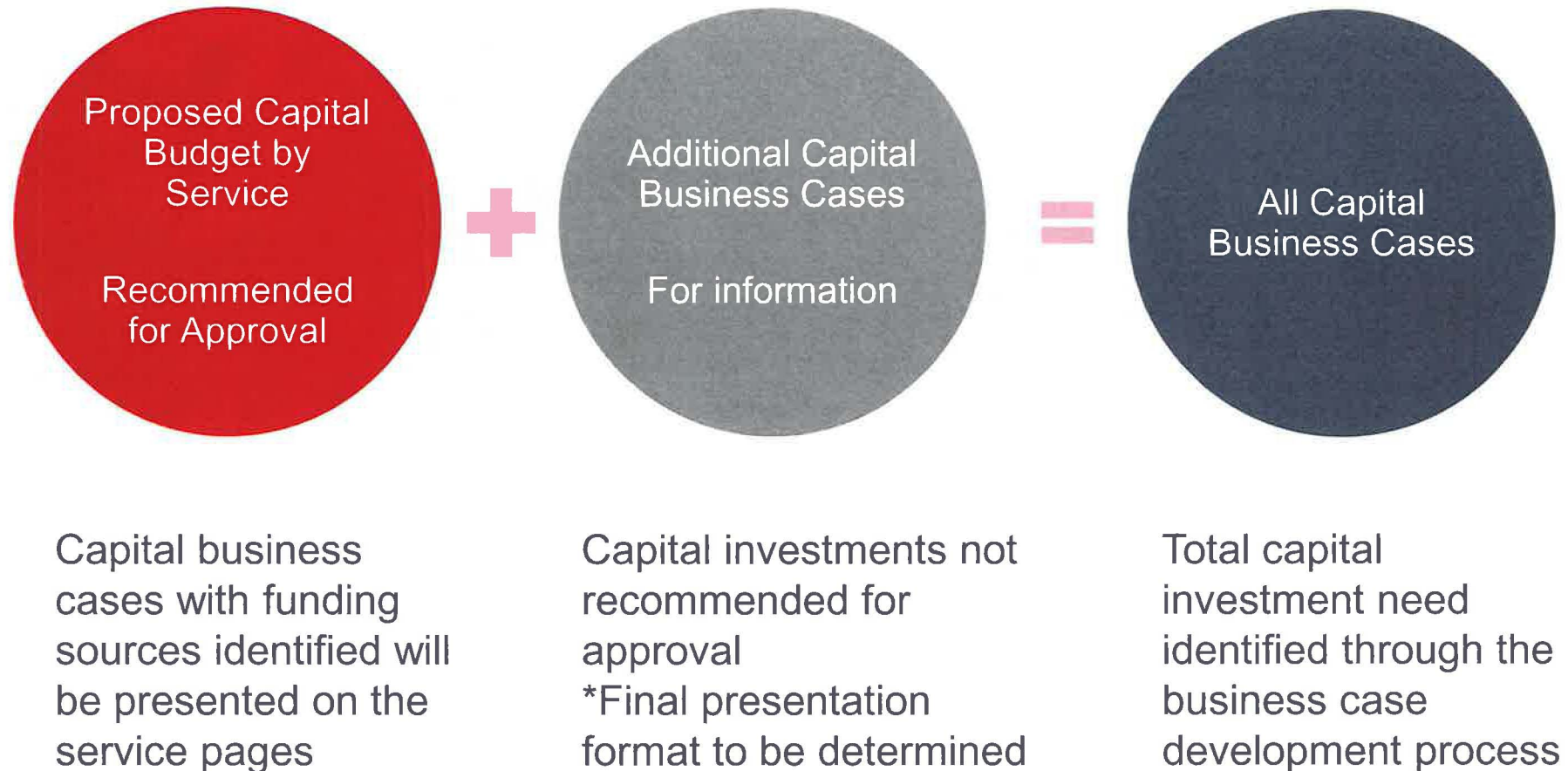
A project is an initiative defined outside of annual investment programs with a well bounded and defined scope and delivery date that typically involves building of new infrastructure or substantial renewal or replacement of existing assets in support of service level commitments.

Program

A program is a grouping of projects outside of annual investment programs that are related and more effectively managed together that result in new infrastructure assets in support of service level commitments.

Corporate analysis of funding to support service and optimize capital investments

- Determine the capacity within each funding source
- Identify the restrictions and conditions associated with each funding type
- Associate each business case with all funding types that could be eligible to fund the capital investment
- Allocate the most restricted funding sources first to free up more flexible funding to enable The City to more effectively respond to current and emerging opportunities
- Consider long term financial strategies, attracting private investment and/or public & other government funding

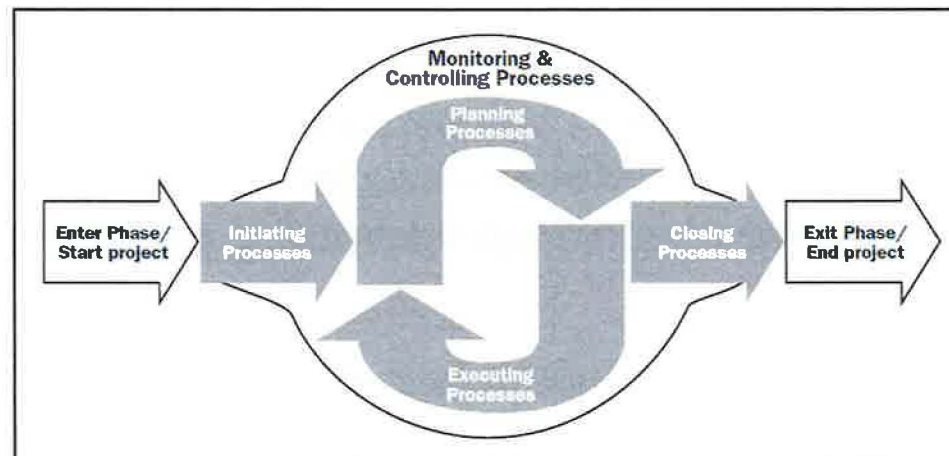


Investment Delivery (Project Management)



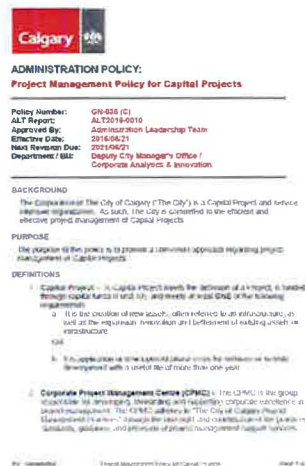
- Project management is “**the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements**”.
- The City of Calgary has **policy, practices and standards** for each of the areas in the diagram below.
- Foundation for role, responsibilities and deliverables of **project managers**.

Project Management Process



Source: Project Management Institute

- **Policy, Practices and Standards** developed based on industry standard
 - **Project Management Institute**, Project Management Body of Knowledge (PMBOK)
 - Examples of Standards include Project Plan, Project Risk Management, Project Progress Reporting
- **Continue to improve** the Framework through new Standards (e.g. Stage Gating) and refinement of existing standards (e.g. Estimating and Contingency)



Administration Policy



Practices



Standards

Administration's role is to minimize project risk and maximize the value and quality of The City's capital projects using industry recognized practices.

- **Risk management:**
 - Standards for Estimating and Contingency use, Change Control, etc.
 - Stage Gating: structured decision-making process that is more common in private organizations. In simple terms, a project is segmented into a number of phases by "gates" to mitigate project risk and manage project funds.
- **Value Management:**
 - SAVE International (Society for the Advancement of Value Engineering) defines as a systematic process used by a multidisciplinary team to improve the value of a project.
 - Value management analyses on over 20 capital projects (since 2015) worth approximately \$1.82 Billion (not including Green Line);
 - Of the \$1.5 Million spent on the analyses, Administration has identified approximately \$170 Million in capital construction efficiencies and more than \$120 Million in reduced operating and lifecycle costs (not including Green Line).
- **Cost Management:**
 - Developing new cost management processes.

The Corporate Project Management Centre continue to work with the various project management offices to improve business maturity and provide excellence for capital project delivery.

Investment Results



- Consistent with the principles of Results Based Accountability, **capital investments are monitored** by Infrastructure Calgary on a **monthly basis** to ensure The City of Calgary is meeting its overall investment commitments
- Maintain and demonstrate alignment of investments to:
 - Citizen Priorities
 - Council Directives
 - Capital Infrastructure Investment Principles

Ongoing monitoring and reporting facilitates:

- Adjustments to capital plans and budget as circumstances change
- Ability to identify additional capacity and reallocate budget and funding whenever possible to realize additional value
- Strengthen decision support
- Clear line of sight as to how investments contribute to Council Directives and strategy

Improvements made in capital management has increased capital efficiency (i.e. higher than historical proportions of capital budget were invested in 2016 and 2017 when compared to previous years)

Review of capital programs in 2017 resulted in additional investments in projects totaling \$395M



Recap – 2017 Infrastructure Status Report (Status of City Owned Assets)

Investment Results

Monitor & report on investments & risk

Asset Value \$84.70 Billion*

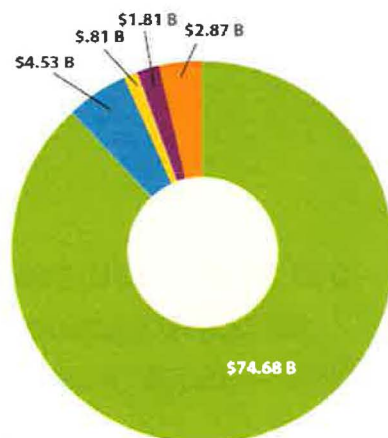
\$74.68 B
Engineered Structures

\$4.53 B
Buildings

\$0.81 B
M&E

\$1.81 B
Vehicles

\$2.87 B
Land Improvements



* Does not include \$4.22 billion land holdings owned by The City. Land does not depreciate like other assets and does not require the same level of maintenance.

Asset Physical Condition



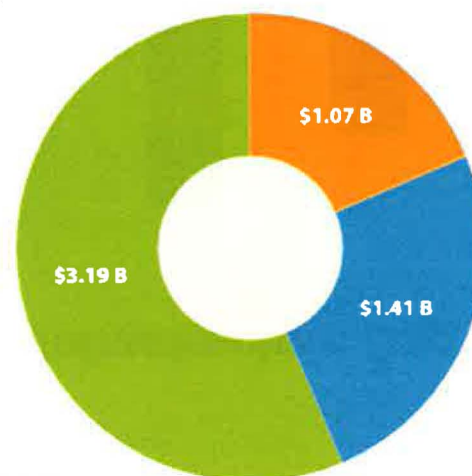
* Good and fair percentage reflected on the left axis and poor on the right axis

Infrastructure Gap \$5.67 (\$ Billions)

\$1.07 B
Total Operating Gap

\$1.41 B
Total Maintenance Gap

\$3.19 B
Total Growth Gap



* Does not include Transit projects from RouteAhead including Green Line, as well as projects beyond the 10-year horizon.

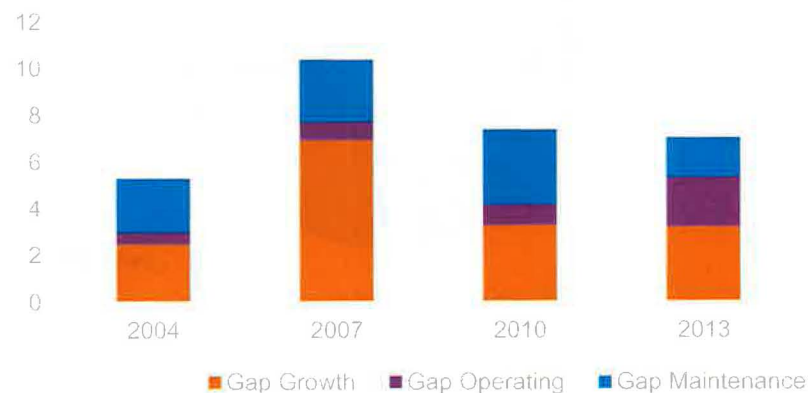


Council receive for information

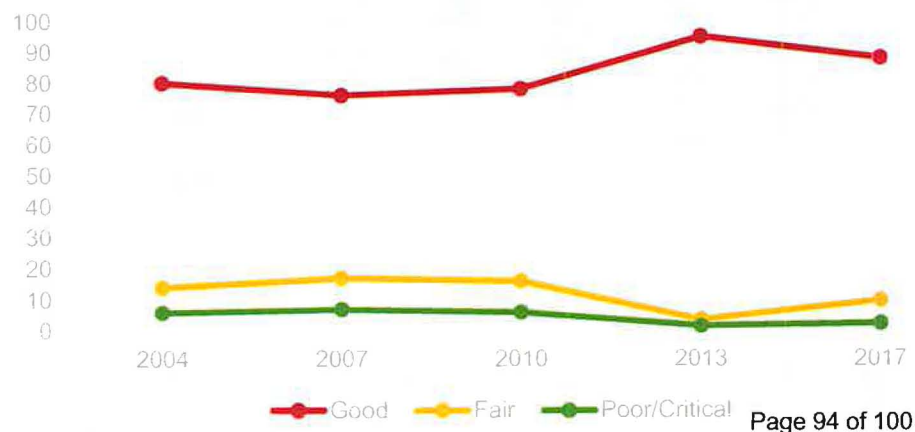
Types of Risks to Infrastructure Status:

- Reduced availability of funding
- Increased preventative maintenance need
- Improved analytics identified more assets in fair, poor and critical condition.
- Continued economic stress, risk of climatic driven events such as flood, severe weather event, etc.

Infrastructure Gap Trend (2004-2017)



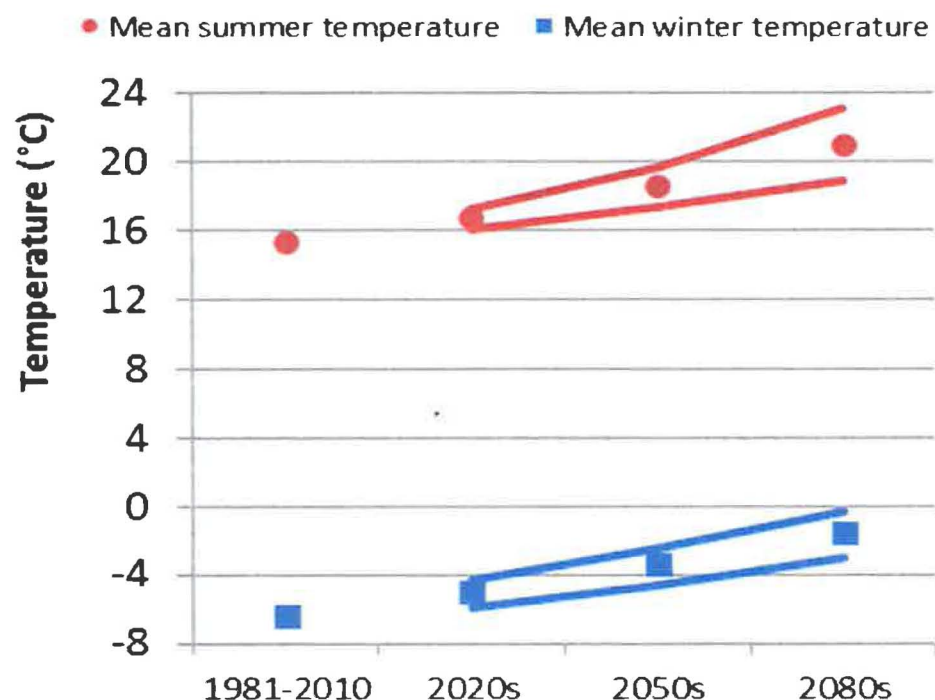
Physical Condition Trend (2004-2017)





Future Temperature Trends

(a) Seasonal temperatures



Consequences of temperature and precipitation changes:

- Changes to air temperature
- Decreases in snow and ice cover
- Shifts in species habitat ranges
- Variations in precipitation patterns
- Increases in riverine flooding of urban areas
- Increases in the frequency and magnitude of severe weather events and storms,
- Increases in wildfire veracity and frequency
- Increases in heat-related health risks.

Actions and Strategies Supporting One Calgary



- **Guiding Principles** – Collaborative, holistic and integrated investment planning is key to supporting the development of strategies at a corporate and business unit level.
- **Investment Drivers** – Investment will support service delivery and is guided by Corporate Capital Prioritization/Coordination Criteria.
- **Service Line Investment Strategies** – Business units have developed strategies for their service lines.
- **Corporate Strategies** – Corporate strategies have been developed to drive efficiency and recognize the broader context of the Calgary Economic Region.
- **Climate Change** – Climate change adaptation and mitigation research outlines strategies to improve the resilience of Calgary.
- **Practice Improvement** – Asset management practice improvement strategies are an essential building block in realizing corporate objectives.

Evaluate and Adjust Investments



- Ongoing effort to continuously improve evaluation of post-project delivery results to make sure value of investment is realized
- Look at investments through different lenses to strengthen business decisions
- As investments are delivered, Infrastructure Calgary will continue to review and identify opportunities for efficiencies savings
- Infrastructure Calgary will continue to maximize the value of capital dollars by identifying and recommending reinvestment as appropriate
 - E.g. Additional Capital Investments approved by Council in 2017 March



Today
Service Plans
and Budgets
preparation



June 2018
Service
Owners identify
service
strategies
(Module 3)



Sept 2018
Service Plans
and Budgets
Preview at
Standing Policy
Committees*

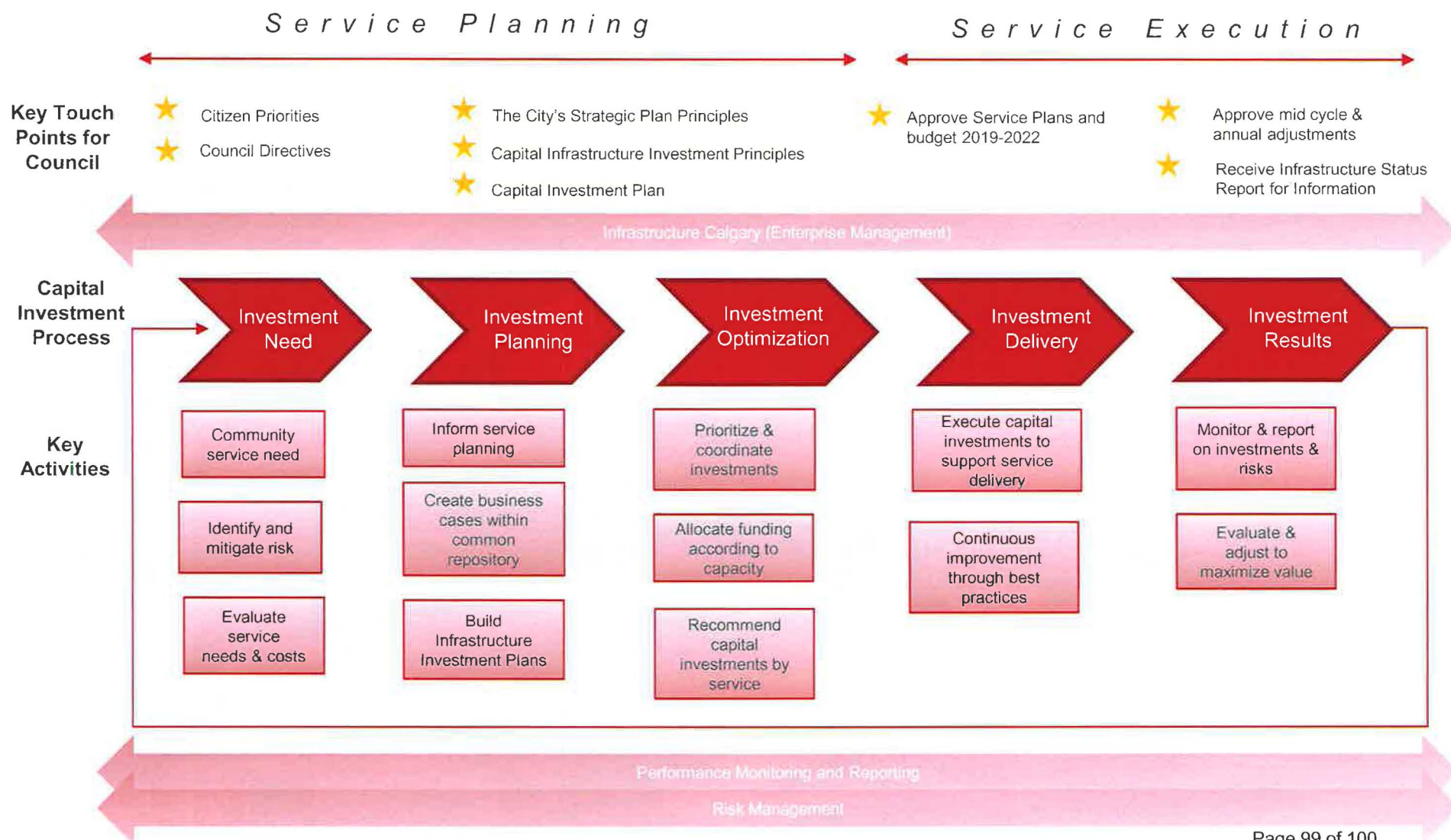


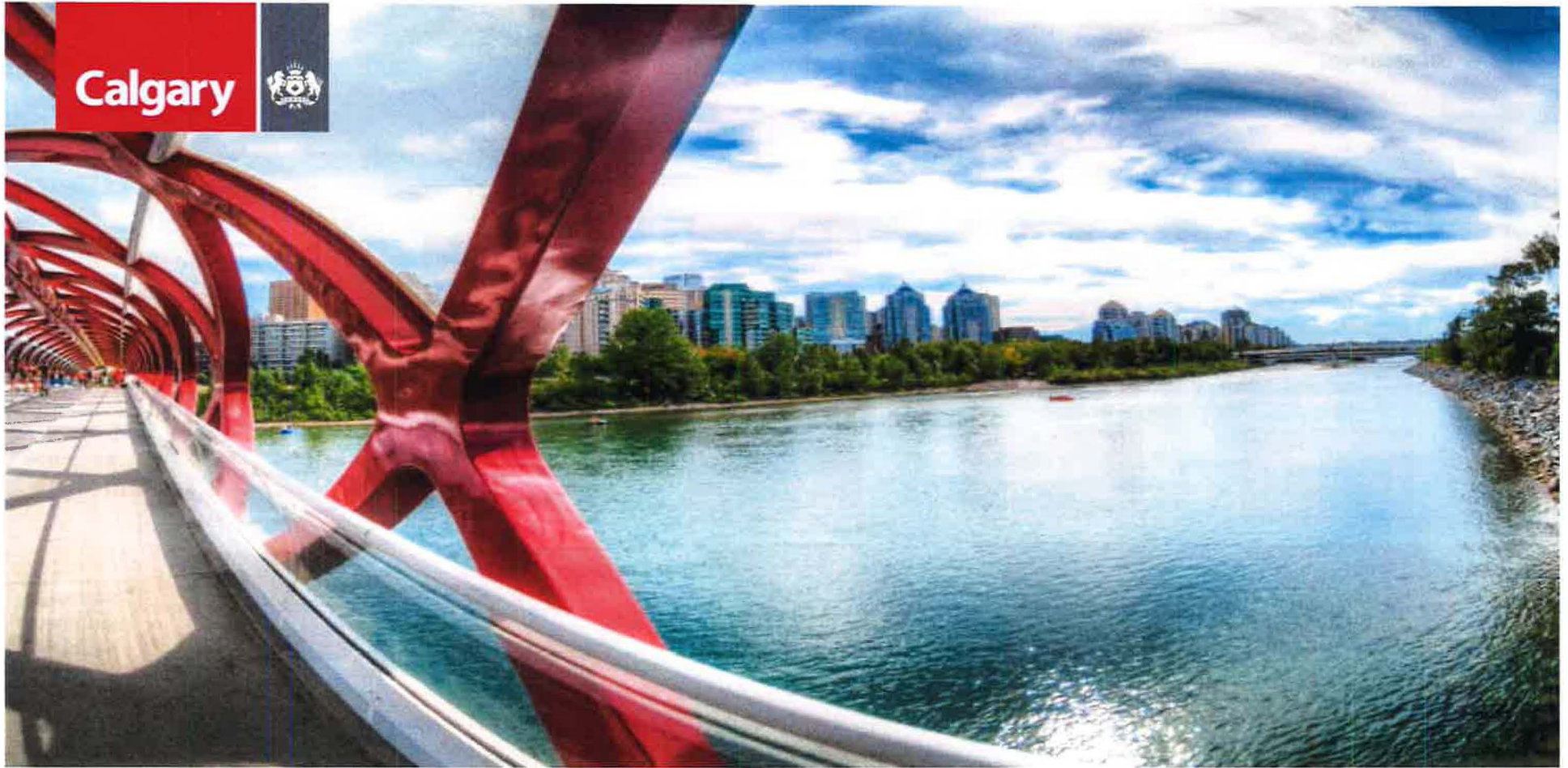
Nov 2018
Council
deliberations on
The City's
Strategic Plan
for 2019 - 2022



Key Council decision point

Capital Investment Management Process





Questions?