



One Calgary Roll-Up Engagement & Research Insights

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Background

Throughout the One Calgary process our approach has been to leverage existing feedback, not only as an input to Council, but also to inform Service Owners as they developed their service lines. As new information emerged from the One Calgary process, like the service line characteristics, we conducted net new engagement and research to gather specific citizen input. This approach enabled us to pull from thousands of pieces of citizen input received on our services, not just specific to budget, and target our “net new” research and engagement to fill in the gaps.

This first three phases of this approach were:

1. Phase 1: Public input used to set Council Directives (Nov-Dec 2017)
2. Phase 2: Public input used to set value characteristics, service targets & refine services (Mar-Sep 2018)
3. Phase 3: 2018 September Service Plan Previews

In response to a request for further engagement and research in October 2018, Administration has produced a roll-up insight report from previous engagement & research over the past year. For additional detail, we are making the raw data by service line available on the research & engage library and will send the link to Council directly.

The City has hundreds of conversations every year through a variety of engagement and research channels and all of those conversations are about some aspect of service delivery to citizens. Through hundreds of initiatives across the gamut of City services in the past year, Administration has produced dozens of reports that summarize more than 275,000 pieces of input from citizens.

As a ‘book end’ to the One Calgary research and engagement strategy to utilize existing inputs from citizens, this report provides a roll-up report of all research and engagement conducted in the last year with emphasis placed on summarizing the key insights citizens have shared about their thoughts on service delivery by specific service lines and their aspirations and concerns.

Methodology

This report indicates the themes that we have heard from citizens through a variety of engagement and research projects and methods over the past year. To produce these insights more than 70 *What We Heard Reports* and more than 60 survey and focus group reports were analyzed for key insights at both the City-wide and line of service levels.

While this report is intended to provide effective insight into citizen input, if Councillors would like analysis for a specific service line, Administration would be pleased to provide that detail.

Corporate-Level Insights

Overall citizen input into lines of service & investment focus areas

- Since October 2017, citizens have been asked four different times about the impact of The City on their quality of life and in all four waves of the survey at least 85% indicated that The City has a significant impact.
- All City services are important to citizens but the most important to individual citizens are essential services (e.g. Police, Fire, Water) and the services that they or someone in their household/family use. They tend to want to see more investment in these services and the same or increased service levels.
- Events like the flood or a winter with above average snow fall will impact importance ratings, satisfaction levels and investment choices. After the flood, citizens were more apt to identify disaster planning and response as an area for increased investment. As time passes, this service, while still important to citizens, sees a drop in importance compared to others. Similar effects are seen with other services like desires for more investment in snow removal and spring road cleaning after a winter with heavier snowfalls.
- Despite some lower numbers in surveys during times of a weaker economy, citizens tend to not want service cuts to any of the services they use. When asked about this during focus groups, there is never a single service or group of services that everyone in the group agrees they could do without. For example, for everyone that says grass cutting in parks could be reduced there is someone who will argue the opposite.
- Investment at the community level is important to citizens. Services and facilities that contribute to vibrant, safe communities are highly valued.
- When asked about levels of investment in the spring of 2018, the majority of citizens (60% or higher) said they would like to see the same or more investment in all of the 34 services that were included in the survey. Even during the serious economic downturn during 2016 and 2017 over half the citizens surveyed wanted to see the same or more investment in all the services they were asked about.
- All services that contribute to a good quality of life in Calgary are also viewed as important to attracting new businesses and visitors to the city.
- Some services are really taken for granted and not top of mind, until something goes wrong. For example, unless asked specifically about water services (Water Treatment &

Supply), citizens may not even mention it top of mind but if there is an issue with water quality or an interruption in the water supply it will be mentioned as a critical issue.

Financial, budgetary and spending information is of key interest to citizens

- Since 2014, nine in ten citizens have said they are interested in knowing how property tax dollars are invested in City services while only six in ten say The City does a good job in providing this information.
- During the economic downturn in Calgary and Alberta, citizens have rated their value for taxes lower than in previous more prosperous years (all time high ratings were in 2013 and 2014). Despite changes in the economy, only 16% (a high since 17% in 2008) said they received poor value for their taxes in spring 2018. If long term trends are an indication, ratings for value for taxes should increase as the economy improves. This pattern was also seen as the economy improved after the 2008 downturn.
- When asked about the value for their tax dollars for the specific services they use, citizens for the most part agree they receive good value. For example: five in ten say they receive good value for affordable housing and bylaw services; six in ten say the same for transit, inspections and permits, property tax assessment, black cart, green cart and social services; seven out of ten agree for animal control, arts and culture, community services, blue cart, City operated recreation programs and facilities; eight out of ten agree for 911, fire and police.
- Value for money ratings may be able to be increased by increasing transparency into where each dollar goes.
- Predictability of billing is also a large factor in perceived value for money.
- Quantitative and qualitative research has confirmed that citizens expect The City to provide services in an efficient and effective way. Support for The City's overall performance and their ratings related to value for taxes are tied to citizens perceptions of efficiency and effectiveness.
- The media has a great influence on citizens' views about The City's performance and spending. Almost two thirds of citizens indicated that they trust the news media as a primary source of information about The City. Negative media coverage about the costs of service results in more citizens who agree that taxes are too high, value is too low and City service delivery performance is inefficient. However, when asked about specific experiences with individual services, citizens often express that they are satisfied with the service and that they receive good value.
- Looking at the ten-year trend, citizens have generally supported increasing taxes to maintain or expand services as opposed to cutting services to maintain or reduce taxes.

It has only been during economic downturns that the support for increasing taxes and the support for cutting services has become more evenly distributed. In spring 2017 and again in spring 2018 the distribution was more or less divided equally. Based on the long-term trends the two sides may again diverge, with the tolerance for increasing taxes to maintain or expand services increasing as well.

Satisfaction with overall level of service remains high, specific opportunities for improvement exist

- Since 2011 eight in ten citizens have indicated that they are satisfied with the overall level and quality of services and programs that The City delivers.
- Business customers tend to be less satisfied with City services and overall City performance than citizens.
- Over the past five years, at least eight in ten citizens agree that The City makes customer service a priority and that the quality of customer service from The City is consistently high. During this timeframe nine out of ten agreed that City staff are courteous, helpful and knowledgeable.
- Satisfaction with services that include face-to-face interaction with City of Calgary employees such as 311, Recreation, or Fire is very high.
- Four in ten citizens say they have contacted The City over the past six months, primarily by contacting 311 (phone and online) or through The City's website. Eight in ten citizens who contacted The City said the overall experience met or exceeded their expectations.
- Understanding preferred communications channels is important to citizen satisfaction with different services lines. For example, social media and digital works well for Recreation, print offerings work well for waste and recycling, and traditional media (radio and TV) are preferred for emergency and disasters.
- A complete shift to digital channels for communication would not meet the needs and preferences of all citizens. Some citizens would prefer to receive information from traditional channels such as TV and radio as well as print. Additionally, there are some segments of the population who prefer to conduct transactions with The City through non-digital channels.
- The City will need to consider how to respond to a number of emerging trends and issues when planning for future service delivery. The topics that are mentioned frequently by citizens and business customers include: serving a more diverse population; cannabis legislation; a potential Olympic bid; a potential new arena/event centre; climate change; resilience; as well as opioids and policing.

- During research with the business community, business customers indicated that The City doesn't seem to understand the impact that City policies and actions has on their bottom line. They would like The City (Administration and Council) to demonstrate that they are listening to the business community and that they have a better understanding of their issues and needs.

Characteristics in service delivery that citizens and businesses value

- Through research for the One Calgary process, citizens and businesses were asked about the importance of service value dimensions (characteristics) for each service line. The service value dimensions were selected and defined for each service line by the Service Owners. For citizens, the most important service value dimensions were related to affordability, reliability, quality, accessibility, responsiveness, fairness and reducing risk. For businesses, the most important service value dimensions were related to reducing risk, affordability, accessibility, safety, quality, reliability, responsiveness and legislative compliance.
- When asked explicitly about what they value, Calgarians who participated in public engagement sessions talked about safety, walkability, community character, and clean, well-maintained, beautiful, active communities/neighborhoods.
- When thinking about customer facing services such as parks, recreation, and libraries, citizens usually place high importance on providing equitable access to all Calgarians.
- When thinking about services that a citizen might access in public such as parks, pathways, parking, and transit, citizens usually place a high importance on safety.
- Well worded and honest messaging and communications are an important factor in the trust and favorability of The City.
- Increasingly citizens have a desire or expectation that they will have the opportunity to have input into City policies and decisions. Six in ten citizens agreed that they have enough opportunities to provide input into decision-making about City projects and services in the spring of 2018, while seven in ten agreed that The City is working on ways improve how it includes citizen input into important decisions. During qualitative research with citizens, they consistently express that they value having opportunities to be involved and provide input.
- Qualitative research with businesses during 2017 and 2018 revealed that business customers believe that their opportunities to provide input into City decision-making are limited and that their issues and needs are not being considered.

Public safety remains a key priority for citizens

- Services related to all types of safety are critically important to citizens. This includes Police, Fire, 911, pedestrian and road safety. Business customers have also indicated that having a safe city is an important for their businesses and acts as an incentive for attracting new investment to the city.
- During public engagement participants are also able to share things that are top of mind, of value or of concern about other topics that are not necessarily within the scope of the engagement. When unprompted citizens overwhelmingly talked about pedestrian/cycling safety. Concerns were often raised about pedestrian safety and the need to create walkable communities that are easy to navigate and use for drivers, pedestrians, and cyclists. Creating a connection to areas and building a sense of community were also important to Calgarians.

Transportation & mobility investment is of key priority for citizens

- Services related to how citizens move around the city are always top of mind and are reflected in qualitative and quantitative research about issues important to Calgary and quality of life. It is about getting from place to place but also about their time and this impacts their quality of life. Waiting for a long time for a bus or having to make multiple transfers on buses or trains is important to Transit users in the same way that sitting in traffic or having to detour out of their way due to road construction is important to drivers.
- When asked what action The City could take to improve their quality of life approximately a third indicated that improvements or investment in public infrastructure (e.g. roads, transit, parks, and recreation facilities) would have a positive impact. This was by far the most common response in four waves of surveying since October 2017.
- When it came to Transportation and transit projects, the importance of good quality and longevity of service/materials to keep maintenance costs low, fit within the community either through art or design (of stations for example), and the desire for greater connection and access was a common theme in project engagement.
- Citizens provided a lot of feedback on mobility including the need to create walkable, easy to navigate/use communities, ones where at any time Calgarians can get around easily and use different modes to do so, and that foster connection to areas and build a sense of community were important to Calgarians.
- Citizens also expressed a desire for preserving or improving parking, making driving easier and reducing traffic.
- Many agree that now is a good time to invest in the City and agree that property taxes will need to rise to make this happen. The overarching thought is that increased spending on infrastructure will increase quality of life and boost the economy.

- Many Calgarians place a high importance on building and infrastructure in relation to quality of life. They believe that now is a good time to invest in infrastructure and that this will make life better for all Calgarians.

Citizen desire for affordable housing and services helping vulnerable populations remains consistent

- While it's true that most Calgarians place a high importance on services they use directly, a high importance is also placed on services helping vulnerable populations such as affordable housing and social programs. This is particularly apparent during economic downturns.
- When talking about affordable housing projects, the need for good maintenance, longevity of materials and good community connections to the site as well as fit within the existing aesthetics and heights/type of housing of the community is important to citizens.

Citizens have a high degree of interest in infrastructure, amenities and features of their communities

- Parks, trees, amenities like pathways, recreational opportunities, social spaces, and arts and culture are also seen as important to quality of life for Calgarians today and in the future.
- Throughout engagement activities, citizens express a desire for walkable, easy to navigate communities.
- When it came to Planning projects, the importance of fitting in with the existing community character (aesthetics, history, building type(s), and community needs), fears over parking and traffic, as well as the desire for the development to enhance not hinder the connection the community has to its services.
- Many agree that now is a good time to invest in the City and agree that property taxes will need to rise to make this happen. The overarching thought is that increased spending on infrastructure will increase quality of life and boost the economy.
- Many Calgarians place a high importance on building and infrastructure in relation to quality of life. They believe that now is a good time to invest in infrastructure and that this will make life better for all Calgarians.
- Planning for vibrant, safe communities is valued by citizens. During focus group discussions, citizens express their support for plans that focus on such things as walkability, housing options, access to public transportation, parks and green spaces, recreation opportunities and safety.

Calgary's economy as a whole remains a strong topic of interest for citizens

- As might be expected, quality of life ratings tend to slip during economic downturns. It is expected that as the economy improves, quality of life ratings will be higher.
- Since October 2017 there has been a slow but steady increase in the percentage of citizens describing Calgary's economy as good (51% in October 2017 to 61% in August 2018).
- Nine in ten citizens agree that Calgary needs to find more of a balance between the oil and gas industry and other types of businesses.
- Nine in ten citizens believe that The City has an obligation to help support the local economy in whatever way it can. Survey respondents and focus group participants generally express expectations that The City will work with other level of government and the private sector to find ways to strengthen the local economy.
- A strong majority of citizens (over 80%) agree that this is a good time for The City to invest in new infrastructure projects like roads, public transportation and local facilities. Most also believe that their property taxes will increase to pay for these investments.
- While the majority of citizens say that they understand the difference between The City's capital and operating budgets when asked in surveys, focus group discussions have revealed that there is still a great deal of confusion.
- Business customers expect The City to work with other levels of government and the private sector to create a positive environment for new and existing businesses. This includes advocating for businesses with the Provincial and Federal governments, keeping municipal taxes as low as possible and having clear, timely and consistent processes for their interactions with The City.
- During focus group discussions, business customers have indicated that The City and the private sector should take a holistic view to attract new businesses and investment to the city. Tax levels and clear, consistent and timely processes are important but so is investment in a good quality of life for citizens. Services and amenities that contribute to a good quality of life for citizens also help to attract new investment since potential investors will consider these factors when looking for new locations for their businesses and employees. During the focus groups, business customers discussed services and amenities such as: essential services; social and community services; arts and culture; parks and pathways; roads and public transportation; environmental services; the zoo, libraries, sports teams and facilities like a new arena/event centre.



Summary of Key Findings by Citizen Priority

In addition to the broader insights outlined above, research and engagement activities have provided insight on the specific service lines as they are grouped under Citizen Priorities.

A Healthy and Green City

Overall themes

A healthy and green city is incredibly important to almost all Calgarians and a large majority indicate they are satisfied with every service line contained under this citizen priority. Across all service lines, on average, most citizens believe The City should continue to invest the same amount or more. Urban Forestry, Parks and Open Spaces, and Recreation Opportunities are the service lines under the Healthy and Green City citizen priority to receive the highest scores for “invest more” with 44%, 43%, and 43% respectively.

Both Parks & Open Spaces and Recreation Opportunities are closely connected with quality of life in Calgary. Additionally, both are perceived to be delivering among the highest value for tax dollars. In respect to the Environmental Management, citizens believe that initiatives are good for the city as a whole. However, when it comes to participation, cost savings are the main driver of interest; a positive environmental impact is a “nice to have.”

Calgarians generally have a strong sense of conviction about recycling and reducing the amount of waste going to landfills with most making an effort to sort waste into the blue, green, and black bins. There is also strong agreement that these services deliver a good value to citizens. Calgarians also agree that their drinking water access is reliable available, safe, and high quality but are less certain about water rates. There are opportunities to improve satisfaction with value for money with water services by increasing trust and transparency around how fees paid are used. Both Stormwater Management and Wastewater collection, although scoring high for importance and satisfaction, are thought of less often than other related service lines, and most trust The City of Calgary to manage these effectively.

What We Heard Reports – Findings

Public engagement results were reviewed for 71 cross-departmental projects with a varied focus. The themes from the What We Heard reports of these projects were reviewed and are summarized below, outlining the number of times each service line came up as a theme.

Service Line	# of Times Service Appeared as a Theme	Key insight
Environmental Management	7	-Maintenance and value of environmental stewardship in the City as a whole
Parks and Open Spaces	39	-Value of current state of the open spaces and parks -Preserve/maintain the current levels of access to parks and open spaces -Aspiration for access for all to open spaces and parks
Recreation Opportunities	15	-Desire for increasing the level of opportunities available in the community
Stormwater Management	5	-Desire/need for flood mitigation -Value of environmental protection and rivers
Waste & Recycling	10	-Value of cleanliness
Wastewater Collection & Treatment	1	-Value of ground water/storm water protection -Value of reduction of urban pollution
Water Treatment & Supply	0	Did not come up as a theme
Urban Forestry	17	-Value of trees and their aesthetics -Desire for more trees in general

In addition, 60 research activities were completed online, in person, and over the phone, reaching over 45,000 respondents.

Citizen Priority - A City that Moves

Services related to the priority A City That Moves are always top of mind for citizens. This is clearly reflected in the majority of quantitative and qualitative research about quality of life and issues that are important to Calgarians: getting around Calgary in a safe, reliable, and efficient way is key for a majority of residents.

Citizens tend to see service lines like Streets, Sidewalks & Pathways, and Public Transit and Specialized Transit as most important for this Citizen Priority, while fewer see Taxi, Limousine & Vehicles-for-hire and Parking as important service lines offered by The City.

Overall, satisfaction with service lines in this Priority tend to be a little lower when compared to other Priorities. Specialized Transit, Sidewalks & Pathways, and Taxi, Limousine & Vehicles-for-

hire see higher rates of satisfaction in this Priority while Public Transit, Streets, and Parking is lower for many Calgarians. Given the centrality of transportation to Calgarians' everyday lives it is notable that this Priority sees some of the larger disparities when it comes to higher rates of perceived importance and lower rates satisfaction.

Overall, most Calgarians believe The City should increase or maintain current investment levels with many services for this priority. With Public Transit, Streets, and Sidewalks & Pathways for example, a majority believe investment levels should be increased. Fewer believe that Parking and Taxi, Limousine & Vehicles-for-hire should have investment levels increased.

The top ranked service value dimensions by citizens for A City That Moves are Safety, Reliability, and Accessibility. Calgarians aspire to getting around Calgary in a safe and accessible way that helps support their quality of life and makes life better every day for all citizens, whether they walk, drive, cycle or use public transit.

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Public engagement results were reviewed for 71 cross-departmental projects with a varied focus. The themes from the What We Heard reports of these projects were reviewed and are summarized below, outlining the number of times each service line came up as a theme.

Service Line	# of Times Service Appeared as a Theme	Key insight
Sidewalks & Pathways	45	<ul style="list-style-type: none"> -Value of good connections -Desire for more and safe connections between sidewalks, roads and pathways. -Aspiration for wider, better connected, well lit, and better maintained (cracks and ice) sidewalks and pathways -Aspiration for a more pedestrian friendly and pedestrian safe City -Overall concern about the safety of pathways and sidewalks
Specialized Transit	10	<ul style="list-style-type: none"> -Value for many types of transit -Value of accessible transit
Taxi, Limousine & Vehicles-for-hire	6	<ul style="list-style-type: none"> -Value for many types of transit -Value of accessible transit
Parking	21	<ul style="list-style-type: none"> -Desire for maintenance of existing levels of parking and in some cases aspiration for more parking -Overall concern about impacts on parking with any development
Public Transit	19	<ul style="list-style-type: none"> -Value for many types of transit -Value of accessible transit -Aspiration for a well-connected transit system

		<ul style="list-style-type: none"> -Value of a safe, punctual and easy to use transit -Desire for a better connected transit system that can be easily accessed by cycling and walking in all types of weather -Overall concern about the safety of transit
Streets	44	<ul style="list-style-type: none"> -Aspiration for street connections to be preserved or made better (intersections, lights, connections to pedestrian walkways/pathways) -Value connection and easy, safe, movement -Desire for less traffic and safer streets -Overall concern about the safety of streets, especially as a pedestrian -More traffic calming measures -Aspiration for safer intersections

In addition, 60 research activities were completed online, in person, and over the phone, reaching over 45,000 respondents.

Citizen Priority- A City of Safe and Inspiring Neighborhoods

Overall, investment at the community level is important to citizens and the services that contribute to safe and vibrant communities are highly valued. Essential services, such as 9-1-1, Police, Fire, and Emergency Management, are critical to citizens and this is reflected in the research that shows these service lines are considered important by the vast majority of Calgarians. Business customers have also indicated that having a safe city is important for their businesses and is an incentive for attracting new business and investment to Calgary.

Citizens tend to be satisfied with the safety-focused service lines, especially 9-1-1 and Fire services. Although the other service lines under this priority are lower in terms of satisfaction when compared to 9-1-1 and Fire, satisfaction is still relatively strong. Lower importance is assigned to services with which many Calgarians might not feel connected to as a result of not having direct experience with: Pet Ownership & Licensing, Downtown Revitalization, and City Cemeteries. Despite not viewing these services as very important, Calgarians are satisfied with them.

Generally, the majority of Calgarians think we should maintain current investment levels in these lines of services; however, when it comes to essential services focused on safety (e.g. 9-1-1, Police, Fire and Emergency Management), there is support for investing more. Services that are not safety-focused and with which many Calgarians might not have direct experience (e.g. City Cemeteries, Pet Ownership & Licensing, Development Approvals, Bylaw Education & Compliance) receive less support for higher levels of investment. Yet very few Calgarians think these service lines under Safe & Inspiring Neighbourhoods are deserving of less investment.

Not surprisingly, Calgarians tend to rank highly the service value dimensions of safety, reliability, prevention and risk reduction for these service lines. Not only do these services need to be available, they need to be reliable, particularly the safety-focused services 9-1-1, Police and Fire.

What We Heard Reports – Findings

Public engagement results were reviewed for 71 cross-departmental projects with a varied focus. The themes from the What We Heard reports of these projects were reviewed and are summarized below, outlining the number of times each service line came up as a theme.

Service Line	# of Times Service Appeared as a Theme	Key insight
City Planning and Policy	32	<ul style="list-style-type: none"> -Preservation of community character, history in planning policy -Aspiration for future developments to fit the style/existing development types of the community -Desire for no increases, ideally a decrease, to existing traffic volumes -Desire for more parking or for developments to not impact existing levels of parking -Desire for a transparent, predictable, and easy to understand process -Tension between increased density, transit oriented development and impacts on the community -Desire for increase in community amenities and for infrastructure to connect/enhance community -Overall concern about impacts future developments will have on parking, traffic and community infrastructure
Pet Ownership and licensing	4	<ul style="list-style-type: none"> -Value of good dog ownership -Value of and aspiration for more safe places to take pets
Building safety	7	<ul style="list-style-type: none"> -Value of good building maintenance

Bylaw education and compliance	25	-Value of Bylaw enforcement -Concern that there is not enough Bylaw enforcement -Desire for more education and enforcement of infractions. Specifically: dog waste, yard maintenance, litter, and general enforcement in parks and on pathways
Calgary 9-1-1	23	-Value of safety and being safe in the City
City Cemeteries	1	-Specific project on downtown cemetery -Value of green space in the inner City
Development approvals	2	-Value of transparent and easy to understand approvals process -Aspiration for clarity and explicit guidelines for developments -Concern about how developments are approved
Emergency management and business community	17	-Value of timely emergency management
Fire and emergency response	20	-Value of emergency services in the community -Value of safety -Value of safety education
Fire Inspections & enforcement	19	-Value of emergency services -Value of safety
Fire Safety and Education	17	-Value of emergency services -Value of safety -Value of safety education
Neighbourhood Supports	32	-Value of community connection and vibrancy -Aspiration of community connectedness -Aspiration of more programs and services that support community connections and neighbor connections -Aspiration for more community gathering spaces and programs -Concern about loss of connection and Neighbourhood/community cohesion
Police Services	26	-Value of safety and feeling safe -Value of enforcement -Overall concern about safety

In addition, 60 research activities were completed online, in person, and over the phone, reaching over 45,000 respondents.

Citizen Priority - A Prosperous City

City policies and service delivery impact Calgarians' quality of life. Whether it is providing timely, clear processes for Business Licensing or Land Development & Sales or supporting the city's vulnerable populations through the provision of Social Programs and Affordable Housing, services under this priority contribute to Calgary's overall quality of life by supporting both businesses and citizens. Other services like Arts & Culture and Libraries are highly valued by citizens and businesses and help make Calgary a more vibrant city to live in.

A prosperous City and a strong economy is clearly linked to how people feel about their quality of life. The slow economic recovery over the past year has impacted citizens' and businesses' views on the role of The City in supporting the local economy and how they view The City's delivery of services. In particular, both groups have expressed agreement that The City should be doing whatever it can to support the local economy by working with other levels of government and the private sector to support existing businesses, attract new investment to the city and invest in local infrastructure.

During the economic downturn, there has been continued support for investment in essential services and services that citizens personally utilize and there has been more importance placed on investment in services that help vulnerable populations such as Affordable Housing, Community Strategies and Social Programs. Business customers have also shared this view as the wellbeing of all Calgarians creates a positive business environment for existing businesses and helps to attract new business investment.

What We Heard Reports – Findings

Public engagement results were reviewed for 71 cross-departmental projects with a varied focus. The themes from the What We Heard reports of these projects were reviewed and are summarized below, outlining the number of times each service line came up as a theme.

Service Line	# of Times Service Appeared as a Theme	Key insight
Affordable Housing	7	-Aspiration for a more affordable Calgary -Value of affordable housing as a service
Arts & Culture	11	-Value of the aesthetics and character art and culture bring to the City in general, and specific communities -Aspiration for art to reflect the community character and history
Business Licensing	3	-Value of predictable business licensing

Community Strategies	27	-Value of community development -Aspiration to preserve community character and history -Aspiration for accessible and well-connected communities and neighborhoods
Economic Development	7	-Value of local business -Aspiration for more local, small business
Land Development & Sales	2	-Value of prudent land development
Library Services	14	-Value of community 'hubs' and gathering spaces -Value of community services
Social Programs	26	-Value of access to services -Aspiration for accessible services and programs for all -Overall concern about accessibility of services

In addition, 60 research activities were completed online, in person, and over the phone, reaching over 45,000 respondents.

Citizen priority – A Well-Run City

Critical to how citizens and businesses view The City are the services included under this priority. If they have negative opinions about how The City is being run by City Council and Administration it will impact The City's overall reputation and how much trust they have in the decisions being made. Transparency, accountability and fairness are key measures for this group of services.

Citizens and businesses have high expectations that they will have opportunities to have input into decision-making. These expectations continue to rise. There is room for improvement in this area according to both groups. Increasing the number of opportunities for meaningful input into decisions is important, as is clear and timely communication about how the input is being utilized.

All City decisions have impacts on citizens and businesses. Both groups express that they would like Council and Administration to have a better understanding about the impacts their policies and decisions have. Businesses, in particular, have expressed the view that their voices are not being heard and that there is little understanding about how decisions affect their bottom lines.

Value for tax dollar ratings are complicated and are usually based on a number of interrelated factors. There needs to be an understanding about how much is being paid and what services are being provided through this investment. Quantitative and qualitative research has indicated that citizens often do not have a full understanding of these factors. Another factor adding to the complexity of these ratings for some is a limited understanding of operating and capital budgets and investments. Citizens say they are keenly interested in understanding how tax dollars are being invested and they also say that The City is not doing a good job at providing this

information. A better understanding of where and how tax dollars are being invested may result in improved value for tax dollar ratings as well as provide greater transparency and accountability, both of which are highly valued.

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Public engagement results were reviewed for 71 cross-departmental projects with a varied focus. The themes from the What We Heard reports of these projects were reviewed and are summarized below, outlining the number of times each service line came up as a theme.

Service Line	# of Times Service Appeared as a Theme	Key insight
City Auditor's Office	0	No themes emerged
Council & Committee Support	0	No themes emerged
Executive Leadership	4	-Value of a clear directions -Aspiration for better connects between The City and other organizations -Overall concern about clarity of process and decision making
Appeals & Tribunals	1	-Value of appeals and tribunals
Citizen Engagement & Insights	7	-Value of the engage policy and engagement on projects -Aspiration for clarity on how information is used
Citizen Information & Services	14	-Value of easy to understand and timely information -Aspiration for timely information throughout a projects lifecycle
Corporate Governance	5	-Value of transparency and good process -Aspiration for accessibility for all -Value of leadership -Overall concern about clarity of process and decision making
Taxation	5	-Aspiration for value for tax dollars -Desire for clarity on how taxes are used
Municipal Elections	0	No themes emerged
Property Assessment	2	-Desire for maintaining property values -Concern about development/project impacts on property values

Mayor & Council	4	<ul style="list-style-type: none"> -Value of clear decision-making processes -Value of leadership -Aspiration for leadership on relationship building with other organizations/partners -Overall concern about clarity of process and decision making
Records Management, Access & Privacy	1	<ul style="list-style-type: none"> -Value of transparent information and decisions

In addition, 60 research activities were completed online, in person, and over the phone, reaching over 45,000 respondents.