

Appendix A

Reflection and Synthesis: Past Research and Engagement Analysis

THE CITY OF CALGARY

Action Plan

2015 – 2018



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THE CITY OF
CALGARY

Previous Research and Engagement Analysis – Summary Report

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Prepared for: Action Plan 2015-2018 Project Team

Prepared by: Research and Engagement Analysis Team

Contents

- Executive Summary..... 4
 - Service Commitment..... 4
 - Safety 4
 - Affordability and Value 5
 - Equity and Fairness 5
 - Quality..... 7
 - Citizen Dialogue 7
- Background 8
 - Scope Limits and Assumptions..... 8
 - Scope Limits 8
 - Assumptions..... 8
 - Methodology..... 8
- Reading This Report..... 9
- Research Analysis..... 10
 - Service Commitment..... 10
 - Importance of Service 11
 - Level of Service and Expectations of Service 16
 - Opinions of Service 18
 - Safety 18
 - Overall Safety and Crime 18
 - Affordability and Value 24
 - Affordability 24
 - Value for Money of User Fees..... 25
 - Value for Money of Tax Dollars and Allocation of Tax Dollars..... 26
 - Housing 27
 - Fairness and Equity 28
 - Services Should be Accessible and Inclusive..... 29
 - Relevant Services for Diverse Groups 31
 - Quality..... 34
 - Reliability..... 36
 - Timeliness 36
 - Citizen Dialogue 37
- Reports Analyzed 38

Executive Summary

On the whole, Calgarians are satisfied and feel The City of Calgary is meeting their needs. There are no glaring areas beckoning to be eliminated. There are high rates of satisfaction with almost all City services. Areas of improvement can be found in the details however.

Upon examination of 86 City of Calgary research and engagement reports six overarching themes were noticeable in the questions and responses provided. The reports analyzed had a variety of different methodologies representing both quantitative data and qualitative citizen feedback. The six themes identified represent a general flavour of citizen perspective on areas that include: Service Commitment; Safety; Affordability and Value; Equity and Fairness; Quality; and Citizen Dialogue. Below is a summary of what was observed in these reports for each category.

Service Commitment

Observations in this category include:

- Importance of the Service;
- Level of Service;
- Expectations of service; and
- Opinions about service.

All evidence points toward the vast majority of City services being “very important” to a minimum of 40 per cent of Calgarians, with the average being mid-70 per cent and the high end ‘core’ services receiving 85+ per cent.

There does appear to be a slight disconnect between what citizens think is important and what should be done to achieve that. (For example 76 per cent of respondents rated Parks and Open Spaces as “Very Important”; however at the same time 94 per cent agree City parks and green spaces make Calgary a great place to live.)

One common theme identified when looking into Level of Service and Expectations was a general lack of awareness of the nature and breadth of City services. Broad service categories such as Fire Department, Residential Garbage Collection, or Operations of Roads received various ratings of importance, but specific detailed services provided in these areas appeared to be less familiar to respondents making an assessment of their expectations. The impact of this is inconsistencies in interpretation of specific activities related to Level of Service and Expectations.

Safety

Ninety four plus per cent of Calgarians are satisfied with Police, Fire and the quality of their drinking water.

Overall perceptions of safety have steadily increased in Calgary, with the percent of respondents strongly agreeing that “Calgary is a safe city to live in” increasing from 38 per cent in 2010 to 55 per cent in 2013.

In 2013, 8 per cent of Calgarians first mentioned “crime, safety and policing” when asked about the most important issues facing Calgarians, and as the first issue mentioned, it has consistently rated third since 2010 behind only “infrastructure, traffic & roads” and “transit”. This 8 per cent represents a significant decrease from 2012, when 13 per cent of Calgarians mentioned crime as the first issue.

Citizens have expressed a lower perception of safety in the Centre City, while fewer citizens believe that neighbourhood crime rates have increased.

There appears to be a general feeling that the CTrain system is safe (90 per cent strongly or somewhat agree); however respondents expressed significantly more concern with the limited number of Peace Officers (64 per cent) and the behaviour of other passengers.

The perception of roadway travel safety drops during winter conditions from 88 per cent to 72 per cent believing “travel is reasonably safe due to road conditions;” however with respect to the travel safety of various modes during winter conditions, pedestrian travel on sidewalks received the lowest safety rating (58 per cent) followed by bicycle and pedestrian travel on pathways (67 and 69 per cent respectively).

Affordability and Value

In reviewing the research and engagement affordability and value for tax dollars were identified as key themes running throughout.

Depending on the measure, 30 to 65 per cent of Calgarians feel they are getting good value for their property taxes overall. However, citizens are increasingly knowledgeable about tax dollar spending and are willing to pay more taxes to expand or maintain services. In short: they will pay if they know what they are getting.

Respondents were most positive about the value for money at City of Calgary Golf Courses, followed by City of Calgary Recreation, the piloted food and yard waste collection, recycling collection and water bills.

A majority would like to see more investing in the Calgary Fire Department (63%) and in Public Safety Communications (59%), while majority support was lacking for increasing the investment in Animal & Bylaw Services (34%) and Community and Neighbourhood Services (59%). Citizens also indicated support for increasing investment in Parks and tax support for City golf courses. User fees in Recreation are seen as acceptable, but citizens oppose fees for using City parks.

Affordability of housing in Calgary is a main concern – the majority of citizens believe affordable housing is important and that The City is ensuring citizens who need affordable housing have access to it. Another 91% believe The City should help fund affordable housing.

Equity and Fairness

It appears equity and fairness is the one main theme area where The City of Calgary can improve.

As the chart below illustrates Calgarians find almost every key priority area to be incredibly important however they do not feel The City is being overly successful in any of these areas.

Key Priority Area	2009 Importance	2012 Importance	2012 Success	+/- Gap
Focusing on delivering core services	97%	93%	66%	27%
Working with other organizations to improve quality and access to services	92%	91%	57%	34%
Working to establish healthy, independent and safe way of life	95%	90%	66%	24%
Safeguarding and strengthening Calgary's environment	80%	86%	67%	19%
Working closely with all sectors of the community to get involved in Calgary	80%	77%	53%	24%

Another example is illustrated by the fact that 83 per cent of Calgarians “The City has a responsibility to ensure that Calgarians of all incomes have access to recreation opportunities” while only 48 per cent of Calgarians agreed that “Today, Calgarians of all incomes have access to recreation opportunities.”

Seventy five plus per cent believe the importance of having city supported programs and services for diverse groups such as youth, seniors, persons with disabilities, those in poverty, homeless or socially isolated.

Another area of focus in Equity and Fairness is related to diversity in their neighbourhood and affordable housing.

- 96% of respondents agreed with "In my neighbourhood, there should be people of various ethnicities and cultures".
- 87% of respondents agreed with "In my neighbourhood, there should be people of diverse income levels".
- 72% of respondents agreed with "In my neighbourhood, there should be affordable rental housing".
- 91% of respondents agreed with "The City should help fund affordable rental housing".
- 93% of respondents indicated that it is important for "All Calgarians, regardless of income level, have access to rental housing that does not result in significant financial stress to their households".
- 94% of respondents agreed that "Affordable rental housing is important to the overall well-being of Calgary as a city".
- 90% of respondents agreed that "Having affordable rental housing in the city is important to attract and maintain a diverse workforce for Calgary employers".

Quality

Quality refers to the direct services provided by The City and citizen expectations for quality of that service. In terms of satisfaction, research points to a growing sense of improved quality service amongst citizens.

Citizen satisfaction 2006 averaged 7.0 out of 10. In 2013 it was 7.5 with the satisfied group moving from 68% in 2006 to 84% in 2013. More importantly, 95% of citizens rate the overall quality of service as high when combining the good and very good scores.

Within the theme of Quality, two sub-themes emerged: reliability and timeliness. These were identified within the research in terms of consistency/dependability of service and whether or not services are available when citizens require them.

Key areas asking questions of reliability include Assessment, Communications, Social Services, Police, Transit, Recreation, Water and Waste and Recycling. Overall, multiple year studies show an uptrend in terms of citizen satisfaction with reliability in these areas.

Citizen perceptions of timeliness in the same areas also tend to have very high scores. 20% of all responses being in the 'very satisfied' range and overall satisfaction spanning the 70% – 95% range.

Citizen Dialogue

Survey responses often emphasized the importance that citizens place on their opportunities to provide feedback to The City about their preferences, priorities, habits, approach to consuming information and opportunities to be involved.

Key points from the public about how to engage include:

- Be open about the ability to influence the outcome and listen to everyone; not just the loudest or most organized participants; and
- Implement the City's best practices in engagement – don't do incomplete or rushed engagement.

Multiple studies indicate citizens' preference towards online communications. Parks engagement activities indicated the online environment plays a significant role in awareness and education and that it enhances two-way communication, allows stories to be told, and allows the case for parks to be made.

Feedback gained during the \$52 million engagement activity indicated that some citizens lacked confidence that council's priorities would match their own while others were opposed to spending money to engage citizens at all.

There exists a small but dedicated portion of the public who want to become subject matter experts in how The City is operated. For them, there is nearly never enough information. These individuals do not need to be actively fed information; they only need to be notified of the information's existence and the opportunity to provide feedback. This suggests that The City should focus on maximizing the contributions from individuals and groups who are already engaged.

Background

From December 16 to 20 and December 30, 2013 to January 3, 2014, an analysis team of City employees examined 274 citizen research and engagement reports from the years 2010 to 2013. Of the 274 reports provided, 86 were deemed to be relevant to the task and were included in the analysis.

The task given to the Research and Engagement Analysis Team was, “drawing on provided past reports of research and engagement results from across the corporation; synthesize a summary that provided Council a picture of “what we’ve heard” from citizens across The City’s lines of business since the last Business Planning and Budget Cycle (2010-2013).

The following summary presents they’re findings from the research as well as they’re experience in analyzing the documentation.

Scope Limits and Assumptions

In order to provide focus through the analysis the following scope limits were put in place and assumptions were made.

Scope Limits

- Used only citizen response reports run since 2010 and voluntarily provided by City business units (not necessarily authored by those units). Reports dealing with performance measures were excluded as were internal-only reports not based on citizen feedback.
- No use of performance measures to compare across jurisdictions
- No use of 3-1-1 data to provide additional perspectives due to insufficient time to do the required analysis.
- Work was completed with approximately 5.5 people in nine days working almost full time hours due to previous work commitments.

Assumptions

- Assumed that documents provided represented all valuable reports.
- Assumed that the data was valid (well-collected/well-designed).
- Assumed that themes would emerge, to allow a method of organization other than by City business unit.
- Assumed that the document provided by the analysis team would be polished and organized after submission.

Methodology

The following process was used to complete the analysis:

1. A library was created consisting of City of Calgary documents published between 2010 and 2013 containing data related to citizen satisfaction of City programs or services. The library includes publically published documents and internal City of Calgary documents.
2. Data related to citizen commentary was extracted from reports and categorized by Business Unit(s). Particular attention was paid to responses which indicated pronounced changes in

citizen satisfaction scores, consistently high scores, consistently low scores, and services identified as especially important to the public in the Citizen Satisfaction Survey.

3. After a mapping of all citizen-facing services in each City Business Unit of which the team was aware, influencing factors common to multiple services were identified. The factors lent themselves to the establishment six overarching themes.
4. Data extracted from the reports in the document library were categorized and linked to one or more themes as appropriate.
5. Data was then grouped into emerging sub-themes to aid with analysis and readability.
6. A summary of the findings associated with each theme constitutes the body of this report.



Figure 1 Engagement Analysis Process

Reading This Report

It is highly recommended that the reader of this report not take any single piece of data contained in this summary report as representative. In many cases, to aid in readability, the data is presented out of its original context. Individual pieces of data should be used to highlight areas of interest requiring further investigation by the reader. To make fully informed decisions based on singular pieces of data, it is recommended that the original report be reviewed to understand the full details.

In reading this report it is important to note that not every line of business has done research or engagement. Also, some research may not have been incorporated into this summary report as it not being supplied. Different methodologies were used in the original reports. Data collection varied from survey to survey (or engagement) meaning it is very difficult to create cross-corporate comparisons.

All engagement and research related to public opinion are merely snap-shots in time. Additionally, the pitfall of searching out ‘non-expert’ citizen commentary should be weighed against operational expertise and industry/municipal best practices. The knowledge differential between citizens and operations can be vast. Citizen expressions should be viewed as expectations in terms of service level delivery. Gaps should be viewed as opportunities to inform/educate citizens, improve service by The City or both.

Almost all engagement and research analyzed in the preparation of this summary report was done in isolation. Aside from select engagements it appears no trade offs were provided to the participants. For example, “86% support the construction of “complete” streets that meet the needs of all users (vehicles, transit, cyclists, pedestrians, etc.);” however they may not have the same response if the research was about what real world trade-offs may need to occur in their neighbourhood to achieve a specific “complete” street – i.e. potential moving of transit routes, decrease in vehicle lanes or increase in pedestrian traffic that may result. The majority of the research and engagement supplied was about a specific issue or line of business.

Finally, it is worth remembering that citizen expressions related to particular topic areas may simply be prompted by the question and doesn't necessarily mean they hold their expectation as a key priority for The City. It is the government's role to set priorities which serve all citizens and research and engagement is merely one way of informing how priorities should be set. No consideration in this summary report was given to worthiness versus importance. Some details on this topic can be found in the Fairness and Equity section below.

Research Analysis

Upon examination of the provided research and engagement reports six overarching themes were noticeable in the questions and responses provided. These six themes provided an ability to categorize the information contained in these documents into this report. The themes are:

- Service Commitment
- Safety
- Affordability and Value
- Equity and Fairness
- Quality
- Citizen Dialogue

A short summary of each theme is provided in the Executive Summary section of this report. Below is a more detailed summary of the findings contained in each research and engagement report as it relates to each of the six theme areas.

Service Commitment

The theme of Service Commitment refers to the direct services and expectations of services provided to Citizens. They highlight items which are *important* and address the questions of *what services do we provide* and *what services should we provide*. In drilling into the details of these questions, four additional questions emerge:

- Should we provide MORE of it?
- Should we provide LESS of it?
- Should we STOP doing it completely?
- Should we START doing something we are not currently doing?

Core areas of focus used to conduct the review of metrics and measures included:

- Importance of the Service;
- Level of Service;
- Expectations of service; and
- Opinions about service.

Importance of Service

A key question asked annually as part of the Citizen Satisfaction Survey seeks to identify degree of importance for City Services. Additional research and surveys at a more detailed level help to provide additional clarity on the services. The information provided related to the Importance of Services does not, however, reflect any degree of assessed quality of service. Looking at Importance in isolation of quality allows an unbiased review of what is important to Citizens regardless of how well The City is (or is not) performing in the delivery of the service.

Quality of Drinking Water was rated as “Very Important” by 97% of respondents in the 2013 Citizen Satisfaction survey. In a 2011 Leak Campaign survey, 79% of respondents indicated it was important to invest in the water systems to improve water quality and treatment. 77% of respondents also indicated an expectation around services to promote water conservation.

Fire Department (CFD) was rated as “Very Important” by 97% of respondents in the 2013 Citizen Satisfaction Survey. Within the CS&PS 2012 Citizen Expectations and Perceptions Survey, additional information on the Fire Department included:

- 91% agree the CFD should be resourced to keep pace with the growth of The City
- 90% agree the CFD should be involved early in the community planning process to encourage designs which reduce the likelihood and impact of fire
- 85% agree the CFD should work with community organizations to drive a community centric approach to fire and injury prevention
- 83% agree the work the CFD does around community safety and fire prevention is just as important as emergency response; however only 15% indicated there was a need to educate people or have an awareness program and only 13% indicated they have expectations of a fire prevention program
- 77% agree with the expected seven minute response time
- 71% agree fire stations should be built in new communities before the majority of construction takes place to provide suitable fire protection during the construction process

Residential Garbage Collection was rated as “Very Important” by 90% of respondents to the 2013 Citizen Satisfaction Survey and both **Residential Blue Cart Recycling** and **City Operated Recycling Programs** were rated as “Very Important” by 74% of respondents. No additional research was available on residential garbage collection; however three additional studies took place based on recycling programs.

- 88% of respondents felt The City should do more to divert materials from landfills and 54% are not satisfied with the current recycling opportunities for multi-family housing.
- 94% of respondents were satisfied with the overall quality and worth of the blue-cart recycling program.
- Additional efforts should go into increasing waste diversion by Institutional, Commercial and Industrial segment through an incentive based voluntary approach involving education as well as involving small business.

City Operated Roads and Infrastructure was rated as “Very Important” by 85% of respondents.

Additional surveys provided additional information around transportation infrastructure:

- 86% support timely investments in new transit lines and services to support mobility hubs and priority growth areas.
- 86% support the construction of “complete” streets that meet the needs of all users (vehicles, transit, cyclists, pedestrians, etc.)
- 85% support optimizing the existing infrastructure to get transit to priority development, Greenfield communities and completes the Skeletal Road network.
- 80% support the use of Transit Oriented Development
- 80% support increasing mobility choices by changing the focus on transportation infrastructure to more sustainable modes (walking, cycling, transit)

On the topic of snow and ice control (2013 survey):

- Respondents reporting conditions as “Better than last year” during winter conditions gave higher responses to travelling by bicycle on city roadways (43%) and travel on main roads (33%) and lower responses to travel in and out of residential areas (26%).
- Respondents reporting conditions as “the same as last year” during winter conditions gave higher responses to travelling on main roads (91%) and being able to travel safely (91%) with the lowest response going to the ability to travel in and out of residential areas (79%).

City Operated Control of Traffic Flow was rated as “Very Important” by 83% of respondents. No additional specific research was available related to traffic congestion and focused on The City’s Service Commitment to Citizens. There is, however, a significant amount of related research in the Quality section.

Parks and Other Open Spaces was rated as “Very Important” by 76% of respondents.

- 90% agree a world class city is a city with a healthy urban forest.
- 94% agree City parks and green spaces make Calgary a great place to live.
- 95% agree as the city grows it is important to have enough public parks and green spaces.
- 93% of Centre City residents rate parks as important.

Calgary Transit was rated as “Very Important” by 76% of respondents. The 2012 Transit Customer Survey provided the following results:

- 30% rate Service Design as a top expansion priority
- 26% rate Fleet and Facilities as a top expansion priority
- 17% rate Routes and Planning as a top expansion priority
- 35% of respondents feel there are enough Peace Officers on the C-Train to ensure personal safety

City Land Use Planning was rated as “Very Important” by 63% of respondents. There is no additional research related to Service Commitment to Citizens.

Social Services for Individuals was rated as “Very Important” by 61% of respondents. There is no additional research related to Service Commitment to Citizens.

Pathway Systems were rated as “Very Important” by 57% of respondents. There is no additional research related to Service Commitment to Citizens.

City Operated Recreation Facilities (Pools, Leisure Centres, and Golf Courses) was rated as “Very Important” by 54% of respondents and **City Operative Recreation Programs such as swimming lessons** was rated as “Very Important” by 48% of respondents. The 2012 CS&PS Citizen Satisfaction and Expectations survey shows the following items rated as important:

- 94% - Cleanliness of facility
- 93% - Quality of Programs
- 92% - Quality of Instructor
- 91% - Easy to get to
- 88% - Close to home
- 83% - Variety of facilities or program offerings
- 76% - Cost of programs
- 49% - Opportunity to meet other people

Respondents to the survey agreed to the following statements:

- 84% - The City has the responsibility to create recreation opportunities to Calgarians of all ages
- 83% - The City has the responsibility to ensure citizens of all income levels have access to recreation opportunities
- 82% - The City of Calgary's recreation programs, facilities and partnerships are vital to maintaining a high quality of life in our city
- 81% - City of Calgary Recreation facilities help build healthy and active communities
- 81% - City of Calgary Recreation facilities help build healthy and active individuals
- 75% - City of Calgary Recreation facilities help build a sense of community by creating opportunities for Calgarians to come together
- 74% - City of Calgary Recreation facilities help build vibrant and creative communities
- 74% - The City has a responsibility to keep our community socially strong through enhancing partnerships with local arts and cultural organizations
- 74% - Vibrant creative and cultural communities are what make Calgary a great place to live
- 64% - Calgary is home to world class arts and cultural events and festivals
- 48% - Today, Calgarians of all incomes have access to recreation opportunities
- 26% - Calgary just doesn't have the same creative and cultural vibrancy as other major Canadian cities

Animal Control Services for Stray Animals and Dog Licensing was rated as “Very Important” by 45% of respondents. The 2012 CS&PS Citizen Satisfaction and Expectations survey reflected that 70% of citizens rated seeing City Bylaw Officers patrolling the parks and pathways as important. 66% agreed The City’s Animal & Bylaw Services encourages a safe, healthy, vibrant community for people and their pets, through the development, education and compliance of bylaws that reflect community values. When asked what services related to Animal Control were providing, the follow responses were provided:

- 66% - Animal Care and Rehabilitation
- 34% - Enforce Bylaws
- 23% - Protect citizens from animals

Bylaw Services for Things Such as Noise Complaints, Fire Pits and Weeds was rated as “Very Important” by 44% of respondents. In the 2012 CS&PS Citizen Satisfaction and Expectations survey, the following responses were mentioned when asked what services related to bylaws were provided by The City:

- 46% - Enforce Bylaws & Rules
- 36% - Enforce City’s Bylaws
- 14% - Animal related services
- 12% - Parking related services
- 9% - Issue Tickets, Warnings, and Fines.

Respondents were asked if they were aware of specific services and the following percentages reported they were:

- 28% - Support crime prevention initiatives through the Crime Prevention Investment Plan
- 25% - Collaborate with social agencies and mental health partners to address addiction issues within the community
- 23% - Work with vulnerable people in encampments

Community Services such as Support for Community Associations and Not-for-Profit Groups was rated as “Very Important” by 43% of respondents. In the 2012 CS&PS Citizen Satisfaction and Expectations survey, 49% of respondents indicated supporting additional investment in Community and Neighbourhood Services. This was down from 61% of respondents in the 2011 survey.

Respondents were asked if they were aware of specific services and the following percentages reported they were:

- 62% - Social and recreation programs within communities including Park 'n' Play and Stay 'n' Play
- 55% - Programs for seniors including help with home maintenance and snow shovelling, and recreational programs
- 46% - Programs to assist youth in general including Calgary Afterschool, Youth Employment Centre
- 45% - Programs for youth at risk or involved in the justice system such as programs that work with schools/parents to address root causes of behaviour

- 38% - Information on social issues, community profiles and community services available on the web site
- 31% - Help in planning communities so that recreational and social factors are considered in community development
- 31% - Skill building, land leases and funding to support community partners including Community Associations and community groups
- 24% - Skill building support and funding to community non-profit agencies

Services identified as important to support in the future:

- 88% - Youth programs including recreation, crime prevention, and job training
- 86% - Seniors' Programs to allow seniors to remain actively involved in their communities
- 85% - Programs to improve accessibility for persons with disabilities
- 82% - Programs to reduce poverty and homelessness
- 77% - Help in planning communities so that recreational and social factors are considered in community development
- 75% - Programs to assist neighbourhoods with high levels of poverty and social isolation
- 65% - Programs to integrate new immigrants into our community
- 63% - Support and funding to community associations and community groups
- 58% - Support and funding to non-profit agencies

In the 2013 Citizen Satisfaction Survey, the largest increases services rated as “Very Important” were found in “Open and Accessible Government” (15% in 2010 to 30% in 2013), City Operated Recreation Programs (40% in 2010 to 48% in 2013), and Transit (69% in 2010 to 76% in 2013).

The only service showing a decrease between 2010 and 2013 was “City Land Use Planning” where the “Very important” rating dropped from 76% in 2010 to 63% in 2011 and has remained at that level through 2013.

Beyond the “importance” rating on the annual Citizen Satisfaction survey, other areas of research provide indications of what citizens view as important.

There is a theme of alternate transportation options found through environmental reports, recreation (pathway) reports, and others.

The 2012 “Onward and Branding” study provides assessment of “Importance of City Priorities”.

- 93% - Focusing on delivering core services to city residents
- 91% - Working with other organizations and levels of government to improve quality and access to services and quality of life
- 90% - Working to establish a healthy, independent and safe way of life for all
- 86% - Safeguarding and strengthening Calgary’s environment

- 77% - Working closely with all sectors of the community, helping them to get involved in life in Calgary.

The top responses to helping people with being physically active are access to paths, trails, and green spaces (91%) and affordable recreation services, facilities and programs (80%).

Level of Service and Expectations of Service

Level of Service can best be visualized along a continuum ranging from “basic” to “gold standard”. This is not an assessment of how well a service provided, but is more focused on how much and what.

Expectations reflect what Citizens have reported they would like to receive in terms of service. In a strictly “black and white” sense, Level of Service is an indicator of “how much” and Expectations is more an indicator of “yes or no”.

One common theme identified when looking into Level of Service and Expectations was a general lack of awareness of the nature and breadth of City services. Broad service categories such as Fire Department, Residential Garbage Collection, or Operations of Roads received various ratings of importance, but specific detailed services provided appeared to be less familiar to respondents making an assessment of their expectations. The impact of this is inconsistencies in interpretation of specific activities related to Level of Service and Expectations.

The following observations were made related to Level of Service and Expectations for each “service area”.

3-1-1 Service

In the next 24 months, 63% of respondents are likely to contact 3-1-1 by telephone and 44% are likely to use on-line services.

83% of respondents feel having multi-lingual support at 3-1-1 is of value.

Animal & Bylaw Services

66% of respondents to the 2012 CS&PS Citizen Satisfaction and Expectations survey (up from 60% in 2011) agreed with the statement that “The City’s Animal & Bylaw Services encourages a safe, healthy, vibrant community for people and their pets, through the development, education and compliance of bylaws that reflect community values.”

However, in questions around specific services and programs provided by Animal & Bylaw Services, the reported awareness was at 28% and lower on questions of responsibilities in collaboration with communities and social agencies to address addiction issues in the communities, support of crime prevention initiatives, and work with vulnerable people in encampments. Additionally, the services perceived to be provided by Animal & Bylaw Services were not clearly recognized by respondents.

Community & Neighbourhood Services

Views about investing in Community & Neighbourhood Services were down to 49% in 2012 from the 61% support received in 2011.

Calgary Police Services

From the 2013 Calgary Police Satisfaction survey, Citizens reported their highest expectation was for Calgary Police to be there when needed (42%) followed by 39% agreement to statements of demonstrating the appropriate level of concern and responding quickly when needed.

Only 14% of respondents felt the Calgary Police Services is adequately staffed.

Specific questions on expectations of the Calgary Police Service showed the following:

- 51% Dedicated to reducing crime levels
- 50% Supports the community
- 47% to 40% - Friendly, respectful, competent, and ethical

Fire Department

Respondents to the 2012 CS&PS Citizens Expectations and Perceptions survey indicate the Fire Department should be resourced at a level which keeps pace with the growth of the city. The primary expectation of the Fire Department (51%) is to respond to emergencies. Other programs and services (fire prevention, community education programs) only received agreement by 15% of respondents. This is an interesting contrast from the 83% of respondents agreeing with the statement that Community Safety and Fire Prevention is as important as the work done with fighting fires.

Parks

There is 95% agreement around a statement of importance of continuing to ensure there are enough parks and public green spaces as the city grows. There are several detailed reports on various aspects of parks which reflect a desire for “more”, yet also recognize the changing role parks are playing including the development of the pathway network as a commuter alternative. Included in some of this research is an acknowledgement that increased services will require increased funding support.

Public Safety Communications

95% of respondents to the 2012 CS&PS Citizen Expectations and Perceptions survey indicate an expectation that 9-1-1 will be there when needed.

Recreation

Recreation has engaged in a number of reports and citizen engagements over the past few years. At the higher level there is an expectation of access to recreation facilities and opportunities for all Calgarians in general as well as more specifically for citizens in lower income groups. There is a gap between the expectation of availability and an assessment of the current degree of access (83% feel Calgarians of all incomes should have access to recreational opportunities and 48% indicate they feel Today, Calgarians of all incomes have access to recreational opportunities).

An engagement process for new recreations facilities held in 2011 reflected a strong desire for specific amenities, transportation issues related to use of the proposed facilities, affordability, and timing. In other research on recreation facilities, the same themes emerged as indicators for potential use and satisfaction.

The 2013 Golf Course fee study indicated expectations around having fees at City courses lower than those at local semi-private courses. There was also agreement around using tax dollars for the maintenance and upgrades of golf courses similar to other recreational facilities.

Roads

No specific research was identified that spoke to specific citizen expectations or expectations of service beyond assessments of quality.

Transit

35% feel there are sufficient Peace Officers on Transit to ensure personal security.

Opinions of Service

Citizen opinions were identified within the Service Commitment theme as part of the research review. They are distinct from assessments of quality and are based more on a “what do you think” style of question from a “how are we doing” question.

Environment

There is support of Greenhouse Gas and energy reduction initiatives.

Fire Department

84% support assisting outlying municipalities if they need support as long as City needs are met first.

Safety

In reviewing the past reports of research and engagement results provided, one key emerging theme is safety, over a number of different categories:

- Prevention and enforcement of crime;
- Emergency preparedness and response; and
- Perceptions of safety relating to the built environment.

Overall Safety and Crime

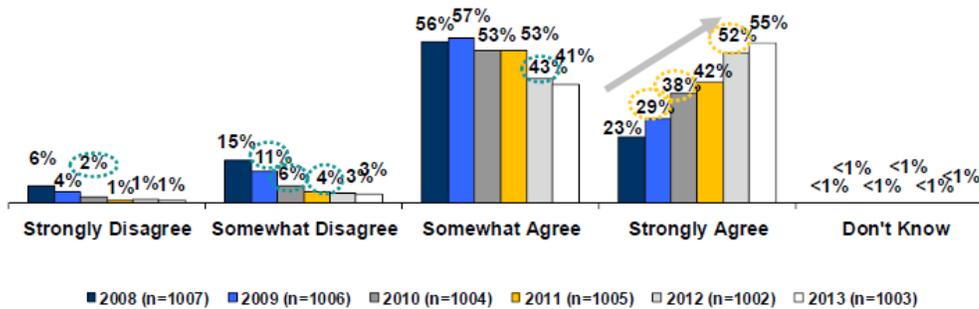
Overall perceptions of safety have steadily increased in Calgary, with the percent of respondents strongly agreeing that “Calgary is a safe city to live in” increasing from 38% in 2010 to 55% in 2013.

Perceptions of Safety in the City of Calgary



Similar to 2012, over one-half of citizens strongly agree that Calgary is a safe city to live in.

% Agreement – Calgary is a safe city to live in



Denotes statistically higher than the previous year
 Denotes statistically lower than the previous year



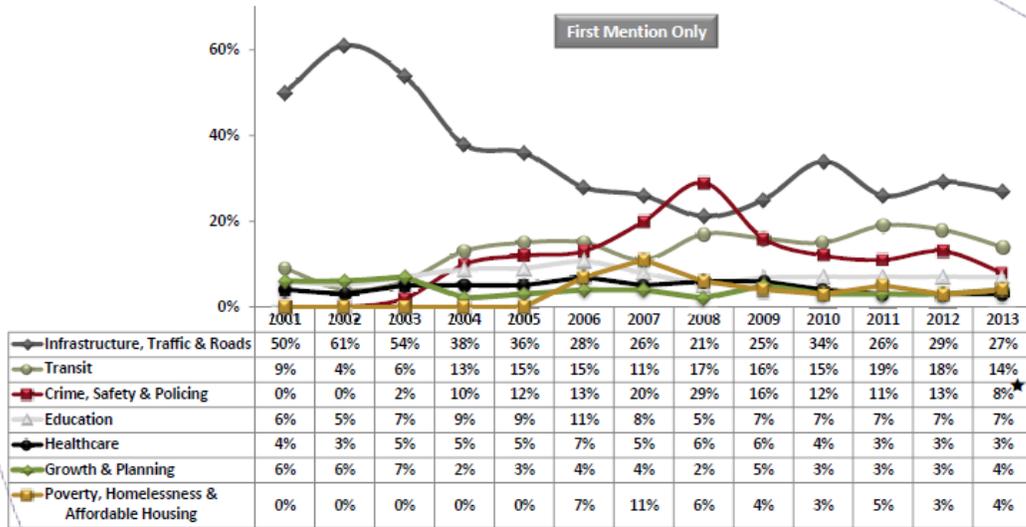
B1. To begin, would you say you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the statement that "Calgary is a safe city to live in"?

Figure 2

In 2013, 8% of Calgarians first mentioned "crime, safety and policing" when asked about the most important issues facing Calgarians (City of Calgary 2013 Citizen Satisfaction Survey). In terms of being the first issue mentioned, it has consistently rated third since 2010 behind only "infrastructure, traffic & roads" and "transit".



Tracking Most Important Issues Facing Calgary



* Denotes statistically significant change from 2012 to 2013

In your view, as a resident of the city of Calgary, what is the most important issue facing your community, that is, the one issue you feel should receive the greatest attention from your local leaders? (Prior to 2004: What, in your opinion is the most important issue facing city of Calgary today?)

Base: Valid respondents

Ipsos Reid 14

Figure 3

However, this 8% represents a significant decrease from 2012, when 13% of Calgarians mentioned crime as the first issue. Crime also showed up as both a reason for a deteriorated quality of life (increased crime: 10%) and as a reason for improved quality of life (decreased crime: 5%).

Emergency Services – Fire Department and Police Services

From 2010-2013, both the Fire Department and Calgary Police Service have been consistently rated by Calgarians in the top 3 “very important” services, along with the quality of drinking water (City of Calgary 2013 Citizen Satisfaction Survey). The 2013 ratings for importance and satisfaction are as follows:

City Programs and Services	Very Important	Very Satisfied	Somewhat Satisfied	Overall Satisfied
The Fire Department	97%	85%	14%	99%
The Quality of Drinking Water	97%	75%	19%	94%
Calgary Police Service	94%	60%	34%	94%

These satisfaction levels are supported by the results of other surveys:

- 88% of citizens are satisfied with “protective services including Fire Departments and Police” (Onward and Corporate Branding Research, 2012);
- 92% of citizens believe Calgary’s Fire Department provides good quality service (2012 CS&PS Expectations and Perceptions – Detailed Report);
- 97% of citizens were satisfied or very satisfied with the services provided by Calgary Police (CPC Citizen Survey Results – 2013).

The 2013 flood provided citizens an opportunity to comment on the City’s emergency response, with very high numbers of citizens that were satisfied or very satisfied with various aspects of the City’s flood performance.

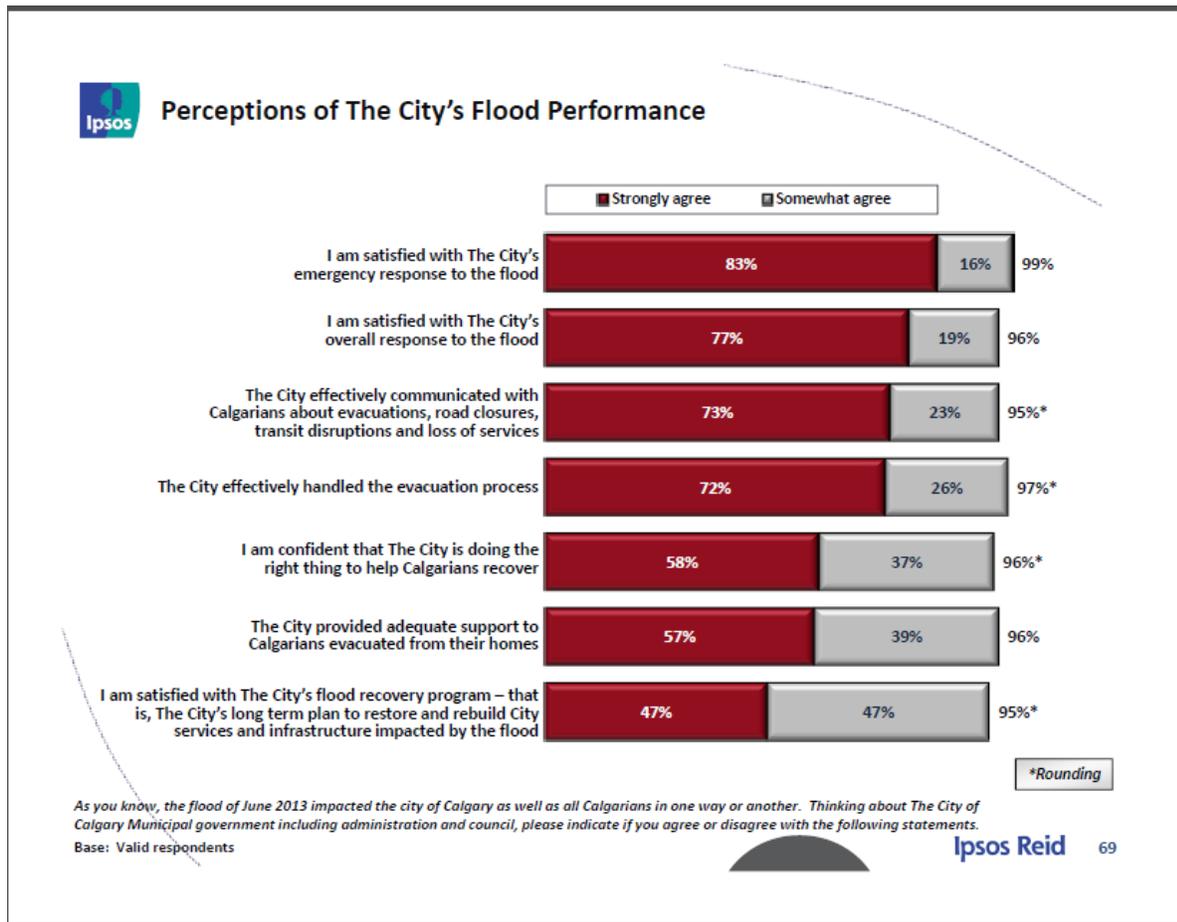


Figure 4

Centre City Safety

Citizens have expressed a lower perception of safety in the Centre City.

In 2011, people were less likely to say that safety in the Centre City had improved than they were in 2009, down from 42% in 2009 to 24% in 2011 (Centre City Perception Survey 2011). Perceptions with

Calgary Police’s performance in addressing safety in downtown/city centre also decreased slightly, as ‘excellent’ ratings went from 25% in 2010 to 22% in 2012, and ‘Poor’ ratings went from 25% in 2010 to 27% in 2012 (CPC Citizen Survey Results – 2012).

Community Safety

Fewer citizens believe that neighbourhood crime rates have increased.

Citizens have expressed an increase in feelings of safety in their neighbourhood since 2010 (City of Calgary 2013 Citizen Satisfaction Survey), from 77% in 2010 to 84% in 2013.

How safe do you feel or would you feel walking alone in your neighbourhood after dark?	Overall Safe	Very Safe	Reasonably Safe	Somewhat Unsafe	Very Unsafe
2013	84%	43%	41%	11%	4%
2012	82%	40%	42%	12%	6%
2011	81%	41%	40%	14%	5%
2010	77%	36%	41%	16%	7%

This is supported by a reduction in the number of citizens who believe that neighbourhood crime is increasing, from 16% in 2010 to 11% in 2013 (CPC Citizen Survey Results – 2013).

During the past 12 months, do you think that crime in your neighbourhood has increased, decreased, stayed the same?	Increased	Stayed the Same	Decreased	Don’t Know
2013	11%	76%	11%	2%
2012	14%	73%	12%	2%
2011	13%	74%	11%	2%
2010	16%	69%	12%	3%

Transit Services and Facilities

While perceptions of community safety after dark seem reasonably high, perceptions of safety with regards to usage of Transit services and facilities decrease significantly after 6PM (Calgary Transit 2012 Customer Satisfaction and Non-User Survey).

Statement	Before 6PM		After 6PM	
	Agree	Disagree	Agree	Disagree
I feel safe when I wait for a bus at a bus stop	96%	4%	72%	28%
I feel safe when traveling on buses	98%	2%	83%	17%
I feel safe when I wait for a CTrain at a CTrain station	95%	5%	65%	35%
I feel safe when traveling on a CTrain	97%	3%	71%	29%

There appears to be a general feeling that the CTrain system is safe (90% strongly or somewhat agree) and CTrain stations are well lit (89%). However, respondents expressed significantly more concern with the number of Peace Officers, and the behaviour of other passengers, as follows.

Statement	Strongly agree	Somewhat agree
I feel there are sufficient Peace Officers (fare inspectors) on the CTrain to ensure my personal security	24%	40%
Other passengers are usually well-behaved	22%	62%
Buses are generally free of nuisance behaviours (peddlers, intoxicated riders, loud or noisy talkers, rude riders, etc.)	23%	56%
CTrains are generally free of nuisance behaviours (peddlers, intoxicated riders, loud or noisy talkers, rude riders, etc.)	16%	52%
CTrain stations are generally free of nuisance behaviours (peddlers, intoxicated riders, loud or noisy talkers, rude riders, etc.)	13%	56%

Travel Safety

The perception of roadway travel safety drops during winter conditions.

Statement	Regular Travel	Winter Conditions
Travel is reasonably safe on Calgary roads due to road conditions	88% (2012)	72% (2013)

It should be noted that, while the Roads Snow and Ice Control survey asks about the safety of various travel modes during winter conditions, the Roads Citizen Survey only asks about the safety of travel on roadways. Also, neither survey requests citizens' feedback with respect to the safety of riding a bicycle on roadways, either during regular conditions or during winter conditions.

With respect to the travel safety of various modes during winter conditions, pedestrian travel on sidewalks received the lowest safety rating.

Perceptions of Various Attributes of Travel during Winter Conditions	Agree	Conditions are better than the previous year
Travel is reasonably safe on Calgary roads during winter conditions	72% (2013)	31%
Riding a bicycle on pathways in Calgary is reasonably safe	67%	No data
Riding a bicycle on Calgary roads	No data	82%
Walking, jogging or running on Calgary pathways is reasonably safe	69%	No data
Walking, jogging or running on Calgary sidewalks is reasonably safe	58%	No data
Boarding a Ctrain is reasonably safe on platforms	96%	No data
Getting on Transit buses at bus stops is reasonably safe	79%	No data

Affordability and Value

In reviewing the engagement and a research affordability and value were identified as key themes running throughout. In this context they are defined as follows:

- **Affordable:** that can be afforded; believed to be within one's financial means.
- **Value for money:** A utility derived from every purchase or every sum of money spent. Value for money is based not only on the minimum purchase price (economy) but also on the maximum efficiency and effectiveness of the purchase.

Affordability of City of Calgary products and services, for citizens means their ability to purchase these products and services within their financial means. The products and services may include such things as user fees for City-owned or partner facilities and programs, transit passes, water, waste and recycling collection, permits and licenses, property taxes, or library cards. While the available citizen engagement studies did not cover all of these areas, they help us to form a picture of where we are doing well and where there is room for improvement.

Value for money could refer to either value for money of tax dollars spent by the various City departments or of user fees charged for City-owned or partner facilities and programs as well as services supplied by City departments. Value for money was included in the Citizen Satisfaction survey as well as the CS&PS Citizen Expectations and Perceptions survey, providing a high level view of perceived value for money as well as a department-specific view.

The Affordability and Value theme contains four sub-themes:

1. Affordability
2. Value for Money of User Fees
3. Value for Money of Tax Dollars and Allocation of Tax Dollars
4. Housing

Affordability

Affordability is an important factor in citizens' choices of where they recreate and their ability to obtain housing. Various studies noted that the economy has both a positive and negative impact on quality of life because while there is much opportunity, costs are also increasing affecting those who are least able to take advantage of these opportunities.

- The 2012 Citizen Expectations and Perceptions survey showed that 19% feel the quality of life in Calgary is deteriorating because it's too expensive/cost of living is increasing. 20% of respondents indicated that cost (cheap/good price) was a reason they used City Recreation facilities, while 10% indicated that if it was more affordable/cheaper that this would encourage them to use the facilities.
- In an interesting juxtaposition the 2013 Citizen Satisfaction Survey noted that the economy was reported as both a reason for improved as well as deteriorated quality of life in the City.
- The Public Engagement Summary – Open Houses for New Recreation Facilities indicated a common concern of ensuring the facilities are affordable

- Vital Signs indicated the following things to celebrate:
 - Work: plenty of job opportunities, low unemployment rates, strong economy
 - Living standards: high standard of living and average income, abundance of opportunity, support systems available to improve financial wellbeing
- Vital Signs indicated the following things to improve:
 - Work: economic diversification
 - Living standards: affordable housing options, services to support transition from poverty to workforce
 - Food: access to affordable, nutritious food
 - Arts and culture: affordable cultural activities, funding to arts organizations
- The 2011 Strong Neighbourhoods Survey indicated that 27% worry that the money they have will be enough to support myself and my family.
- The Barlow Report on Facilities indicated that the cost of ticket prices is a concern of arts organizations.
- 2012 Recreation and Physical Fitness Syndicated Survey showed that 78% support charging user fees for recreational programs and services. 78% are also satisfied with the price of recreation services and programs that are available for children in The City of Calgary. 80% of respondents indicated that affordable recreational services, facilities, and programs are important in helping them become physically active.
- The 2012 Golf Course Satisfaction Survey indicates golfers feel that green fees are about the same or less expensive than non-City courses. Affordability and value for money are important factors in their choice to play City of Calgary courses and value City of Calgary courses for their affordability.
- The 2013 Golf Course Fee Restructure Study shows 30% of respondents indicated affordability as a main reason for choosing City courses.

Value for Money of User Fees

Few reports covered the topic of value for money of user fees; however in areas where this question was posed (including Recreation, Water Services, and Waste Collection) a majority of respondents indicated good value for money. Respondents were most positive about the value for money at City of Calgary Golf Courses, followed by City of Calgary Recreation, the piloted food and yard waste collection, recycling collection and water bills.

- The Citizen Expectations and Perceptions study reported that 72% of Calgarians feel they are getting good value for money in Recreation services, and another 72% feel that the cost of programs is important.
- The 2013 Golf Course Fee Restructure Study shows 92% of users are satisfied with value for money at City courses. The general public and golfers strongly agree that user fees should contribute to course improvements. The majority of survey respondents believe that fees should be lower at City-operated courses than at non City-operated courses. Focus group participants feel that fees paid to golf at City-operated courses offer “good value” to golfers and particularly to pass holders. Value is not just seen in the green fee, but also in the convenience of the course location and in the overall personal experience. However, for some focus group participants, the

value is becoming marginal in comparison to options at “superior” semi-private golf courses in and surrounding the city.

- The Leak Campaign Survey reports that 56% of citizens feel they get good value for their water bills.
- People overall satisfied with quality and worth of service (>90%) for the Blue Cart Recycling Program.
- 68% of respondents indicated good value for money in the Food and Yard Waste Collection Pilot Program.

Value for Money of Tax Dollars and Allocation of Tax Dollars

Citizens are increasingly knowledgeable about tax dollar spending and, overall, are willing to pay more taxes to expand or maintain services. They feel they are getting good value for their property taxes overall. A majority would like to see more investing in the Calgary Fire Department and in Public Safety Communications, while majority support was lacking for increasing the investment in Animal & Bylaw Services and Community and Neighbourhood Services. Citizens also indicated support for increasing investment in Parks and tax support for City golf courses. User fees in Recreation are seen as acceptable, but citizens oppose fees for using City parks.

- 2013 Citizen Satisfaction Survey results indicated that 62% of citizens are knowledgeable about tax dollar spending. Regarding balancing taxation and service delivery levels, 59% say the City should increase taxes to expand or maintain services, while 35% said cut services. The perceived value of property taxes was good (65%) – this was unchanged since 2012. Those who feel they get more value for taxes and those who are satisfied with the overall quality of services were more likely to say invest more.
- 2012 Citizen Expectations and Perceptions survey asked citizens about the amount of investment in various Community Services & Protective Services business units. 34% said invest more in Animal & Bylaw Services (increasing), 49% said invest more in Community & Neighbourhood Services (decreasing), 63% said invest more in the Fire Department, and 59% said invest more in Public Safety Communications.
- The 2012 3-1-1 Satisfaction Survey notes that 30% of respondents say they get good value from property tax dollars, considering the services provided by the City, with 5% indicating poor value for tax dollars. The 2012 CSC Web and 3-1-1 Measurements Survey Report findings include 85% state that the provision of online services and information represent good value for tax dollars, although this has declined since 2010.
- The 2012 CSC Communications Effectiveness Detailed Report shows that 41% of Calgarians say they receive good value for tax dollars when considering the services provided by the City, and 24% indicated poor value.
- The 2013 Golf Course Fee Restructure Study says a majority was in agreement that tax dollars should support golf courses and their improvements, similar to what is provided for other Recreation facilities
- In the \$52 Million Engagement Results, given an “other” option to provide other ideas on how to spend the money, respondents most frequently indicated they would spend the funds on sports and recreation.

- 2010 Municipal Solutions for a Greener Earth reported that 52% oppose increasing citizen's property taxes to help pay for initiatives aimed at preserving the local environment.
- Regarding arts facilities in the city, the Barlow Report on Facilities noted a concern with a lack of facilities and the cost of existing facilities.
- 2013-2014 Adjustments Engagement Results indicate that slightly more than three quarters of respondents feel that the City is doing a good job in providing the services it said it would in the 2012-2014 BPBC4. Suggested improvements included stop over/mis-spending (25%) and 23% more funding/support for CPS/EMS/Fire. 17% said better transportation planning.
- Regarding the Off-Leash Area Management Plan, respondents liked that The City is looking for ways to add and improve the current off-leash inventory, but those opposed felt that money and energy should be directed to other priorities.
- The Imagine Parks Public Engagement Results 2012 indicate that they would support increased taxes to maintain or expand parks as opposed to service cuts. There was also support for more corporate sponsorship/donations to maintain or enhance public parks.
- The Parks Internal and Community Workshop Component Summary Result and Data 2012 noted that over the past twenty years or so Calgary's park system has seen more complexity of use and operation, volume growth, and diversity of use. This growth is coupled with a sentiment that funding for parks has not kept up to the rapid pace of Calgary's overall growth.
- Leger Marketing Executive Summary Public Opinion Research Report 2012 says Calgarians would prefer to increase taxes vs. cut parks services at a ratio of almost 3:1. Compared to the results of the 2011 Citizen Satisfaction Survey, Calgarians are more likely to support increasing taxes specifically for parks (66%) than for general City services (61%). Fully eight-in-ten Calgarians are supportive of seeking corporate sponsorships as a funding option for parks, including almost two-thirds who strongly support this approach. Conversely, two-thirds of respondents oppose applying user fees to upgraded park amenities or programs.

Housing

Affordability and availability of housing in Calgary is a concern – the majority of citizens believe affordable housing is important and that The City is ensuring citizens who need affordable housing have access to it. Another 91% believe The City should help fund it.

- The 2013 Citizen Satisfaction survey showed Cost of Housing as a reason for deteriorating quality of life (7%).
- In the Vital Signs Report, housing gets a C+ grade, representing average performance and suggesting more effort is needed to address the issue. Areas of improvement included: 1) diverse housing opportunities, 2) higher density communities/limiting urban sprawl, and 3) improved programs and options for low-income affordable housing
- The OLSH Affordable Housing Citizens Perceptions Survey indicates that all citizens should have access to affordable housing that is safe and meets their needs. 91% of citizens believe the City should help fund it and 75% are satisfied that the City ensures citizens who need affordable housing have access to it.

Fairness and Equity

Fairness and equity are two values that are shared across many cultures. The meaning of fairness to citizens may stem from both concerns for self and for others. On the one hand, citizens are concerned whether the services provided are “fair to me or my family”; on the other hand, fairness can also be perceived as “to provide services to help those with need or deserving of help” for the betterment of society (Calgary). City provided Programs and Services should be fair, accessible, inclusive and relevant.

Most citizens agree that it is important that core services should be available and accessible to all. At the same time, citizens also see the importance of providing relevant services to diverse groups with specific needs, such as programs and services for seniors, youths, new immigrants and persons living with disabilities.

In 2012 research done for Onward and Corporate Branding tested Key City Priority Areas that were deemed important by over 75% of respondents. Overall, citizen's top 3 priorities include:

- "Focusing on delivering core services to city residents"
- "Working with other organizations and levels of government to improve quality and access to services and quality of life"
- "Working to establish a healthy, independent, and safe way of life for all"



IMPORTANCE OF KEY CITY OF CALGARY PRIORITY AREAS

KEY PRIORITY AREA	2009	2012
Focusing on delivering core services	97%	93%
Working with other organizations to improve quality and access to services	92%	91%
Working to establish healthy, independent, and safe way of life	95%	90%
Safeguarding and strengthening Calgary's environment	80%	86%
Working closely with all sectors of the community to get involved in life in Calgary	80%	77%

Ipsos Public Affairs

Figure 5 Chart obtained from "Onward and Corporate Branding Research Detailed Report" dated May 2012

When asked, most respondents think The City has been successful in all of the priority areas. However, a side-by-side analysis of the perceived importance of and The City's perceived success in the key priority areas shows that importance exceeds success in all areas and can benefit from improvements. The most pressing area for improvement is in "working with other organizations and levels of government to improve quality and access to services and quality of life", which has the largest gap between perceived importance and success.



IMPORTANCE VS. SUCCESS OF KEY PRIORITY AREAS

KEY PRIORITY AREA	IMPORTANCE	SUCCESS	+/- GAP
Focusing on delivering core services	93%	66%	27%
Working with other organizations to improve quality and access to services	91%	57%	34%
Working to establish healthy, independent, and safe way of life	90%	66%	24%
Safeguarding and strengthening Calgary's environment	86%	67%	19%
Working closely with all sectors of the community to get involved in life in Calgary	77%	53%	24%

Ipsos Public Affairs

Figure 6 Above chart obtained from "Onward and Corporate Branding Research Detailed Report" dated May 2012

Services Should be Accessible and Inclusive

Results from a 2012 CS&PS Survey showed that most Calgarians agree with the following two statements:

- "The City has a responsibility to create recreation opportunities for Calgarians of all ages" (2011: 80%, 2012: 84%)
- "The City has a responsibility to ensure that Calgarians of all incomes have access to recreation opportunities" (2011: 83%, 2012: 83%)

However, only 48% of Calgarians in that same survey agreed with “Today, Calgarians of all incomes have access to recreation opportunities”. This may indicate an area for improvements.

- The 2012 Recreation and Physical Fitness Syndicated Survey reported that 91% of citizens consider “Access to paths, trails, and green spaces” important in helping them become physically active. Overall, citizens are satisfied with the opportunities for cultural and creative interests that are available in The City of Calgary; however, significantly fewer respondents were satisfied with opportunities for seniors than any other group.
- The Calgary Inner City PAMA Final Report Dec 12th 2013 indicated that those who lived outside the Inner City but worked there are much less likely to say that “nothing limits my activities” (6%) than those living in the Inner City (18%). However, for those that listed barriers, residents were much more likely to indicate a variety of barriers than non-residents. A much higher proportion of Inner City residents believe new or improved recreation facilities are required in the Inner City of Calgary than non-residents.
- The 2012 Golf Course Satisfaction Final Report noted that users feel that green fees are about the same or less expensive than non-City operated courses. Indeed, they lauded the affordability and value for money at City courses. The majority of respondents continue to use non-City of Calgary courses for social reasons, convenience, cost, and course quality. Respondents value City of Calgary courses for many of the same reasons - ease of booking, affordability, course setting and upkeep, and convenience and accessibility.
- The 2013 Golf Fee Restructure Research reported that survey respondents feel that City-operated courses provide affordable and accessible golf opportunities for all Calgarians. The majority of survey respondents believe that fees should be lower at City-operated courses than at non City-operated courses.



Expectations of Recreation in the City of Calgary

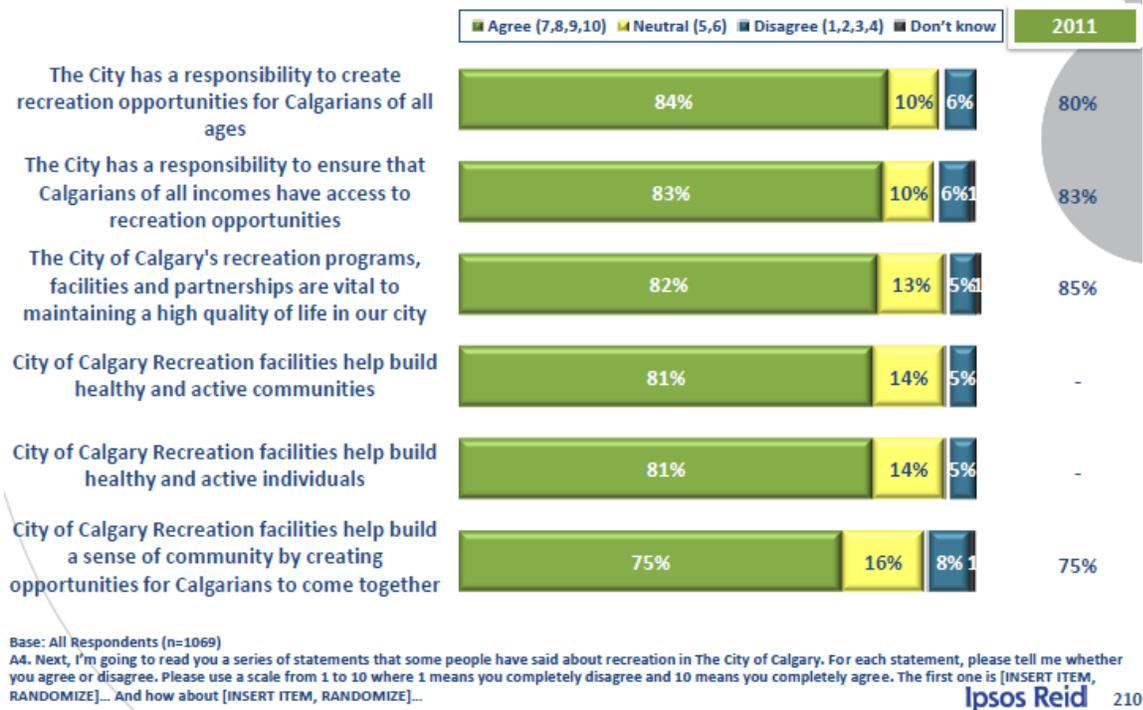


Figure 7 Above chart obtained from "2012 CS&PS Expectations and Perceptions Detailed Report" dated March 2013

Relevant Services for Diverse Groups

In a 2012 CS&PS Survey, majority of Calgarians recognize that particular groups within society will need (or deserve) more support from City programs and services. They see the importance of having City supported programs and services for diverse groups.

- 88% of Calgarians say that "youth programs including recreation, crime prevention and training" are important.
- 86% of Calgarians say that "seniors programs to allow seniors to remain actively involved in their communities" are important.
- 85% of Calgarians say that "programs to improve accessibility for persons with disabilities" are important.
- 82% of Calgarians say that "programs to reduce poverty and homelessness" are important.
- 77% of Calgarians say that "help in planning communities so that recreational and social factors are considered in development" is important.
- 75% of Calgarians say that "programs to assist neighbourhoods with high levels of poverty and social isolation" are important.
- 65% of Calgarians say that "programs to integrate new immigrants into our community" are important.



Importance of City Support to CNS Programs in the Future



Base: All respondents (n=1001)

A6. Using a scale of 1 to 10, where 1 means "not important at all", and 10 means "very important", please rate each of the following programs and services in terms of how important it is for The City of Calgary to support in the future. The first one is [INSERT ITEM]. How about [INSERT NEXT ITEM]?

Ipsos Reid

Figure 8 Above chart obtained from "2012 CS&PS Expectations and Perceptions Detailed Report" dated March 2013

When asked, 48% of respondents rate the overall quality of CNS services as good, 28% are neutral and 10% rate the quality as bad.

The chart below shows the reasons for the perceived quality rating and may reveal some key points of focus for improving the quality rating.

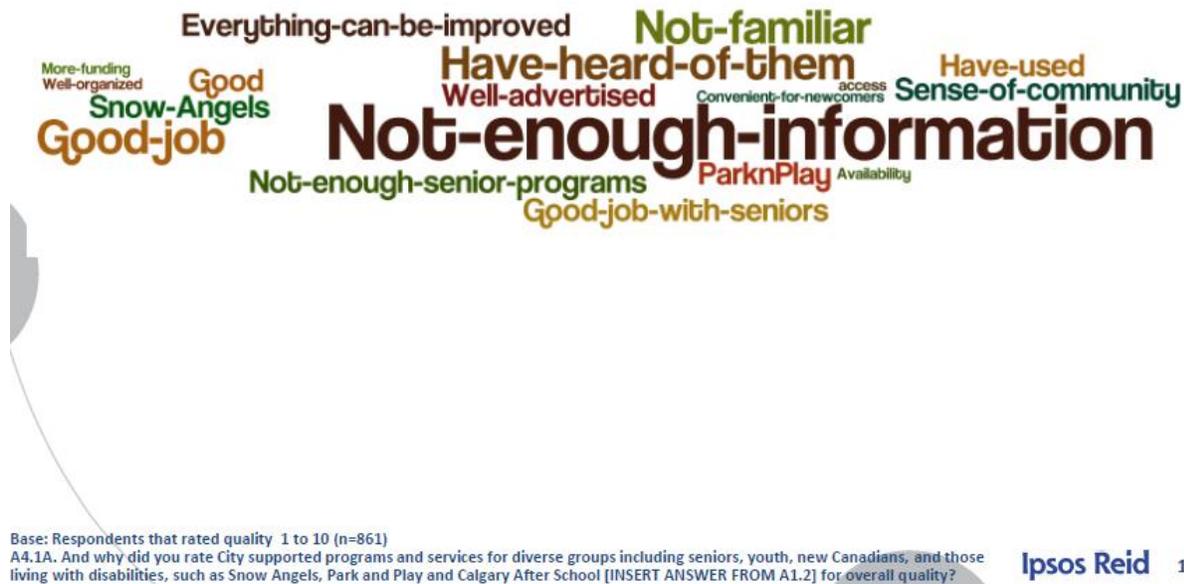


Figure 9 Above chart obtained from "2012 CS&PS Expectations and Perceptions Detailed Report" dated March 2013

Key findings from a 2012 Affordable Housing Survey indicates that most Calgarians agree with the following statements:

- 96% of respondents agreed with "In my neighbourhood, there should be people of various ethnicities and cultures".
- 87% of respondents agreed with "In my neighbourhood, there should be people of diverse income levels".
- 72% of respondents agreed with "In my neighbourhood, there should be affordable rental housing".
- 91% of respondents agreed with "The City should help fund affordable rental housing".

Furthermore, a large majority of respondents (93%) indicated that it is important for "All Calgarians, regardless of income level, have access to rental housing that does not result in significant financial stress to their households". Calgarians also recognize the benefits of access to affordable housing.

- 94% of respondents agreed that "Affordable rental housing is important to the overall well-being of Calgary as a city".

- 94% of respondents agreed that "Affordable rental housing ensures low- and moderate- income Calgarians to have enough money to spend on other household essentials, services and programs, which improves their quality of life".
- 90% of respondents agreed that "Having affordable rental housing in the city is important to attract and maintain a diverse workforce for Calgary employers".

Attitudes about Affordable Housing



Benefits of Access to Affordable Housing

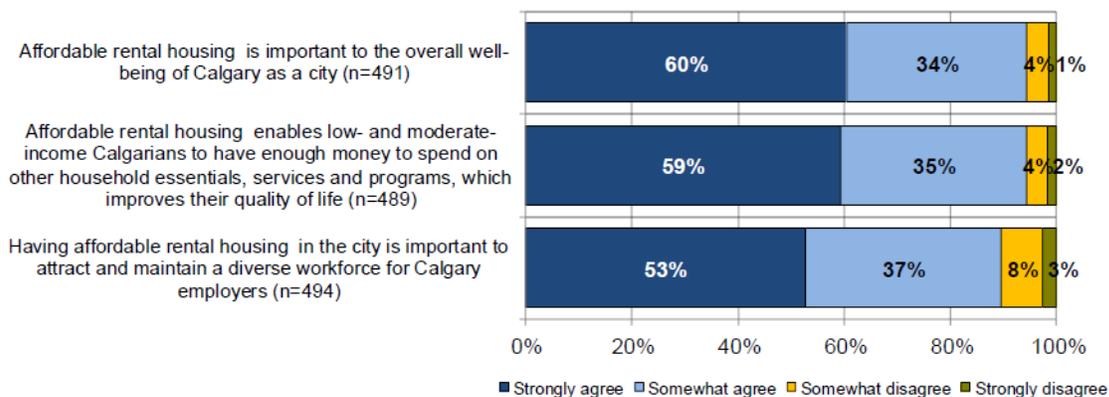


Figure 10 Above chart obtained from "2012 Affordable Housing Citizen Perceptions Survey" dated December 2012

Regarding Parks, the Internal and Community Workshop Component Summary Result and Data 2012 noted a belief that some stakeholders possess too much influence in parks planning and operations. Participants reported that parks should be designed and developed for all Calgarians. There is a concern that some stakeholders, such as the off-leash community, the development industry, and other activity-specific groups possess too much influence in the planning and operation the City's park system. Participants were clear of the need for a variety of voices such as those mentioned but wish to make sure that certain voices do dominate not to the exclusion of other voices. Conversely, in the Leger Marketing Executive Summary Public Opinion Research Report 2012, respondents like the fact that the engagement processes reflect a balanced approach and include all stakeholders. Participants feel that Parks make the City more accessible and that there should be a wide variety of parks in terms of size, and parks for all ages and seasons.

Quality

Quality refers to the direct services provided by The City and citizens expectation for quality of that service. Questions such as "How well is The City of Calgary meeting the quality expectation of the citizens?" and "What is the quality trend?" helped identify this theme.

The 2013 Citizen Satisfaction survey asked an overall question about satisfaction and quality of service provided by The City. Both found that citizens have been seeing an improved quality of service. Citizen satisfaction in 2006 had averaged 7.0 out of 10. In 2013 it was 7.5, with the satisfied group moving from 68% in 2006 to 84% in 2013. Tellingly, 95% of citizens rate the overall quality of service as high when combining the good and very good scores.

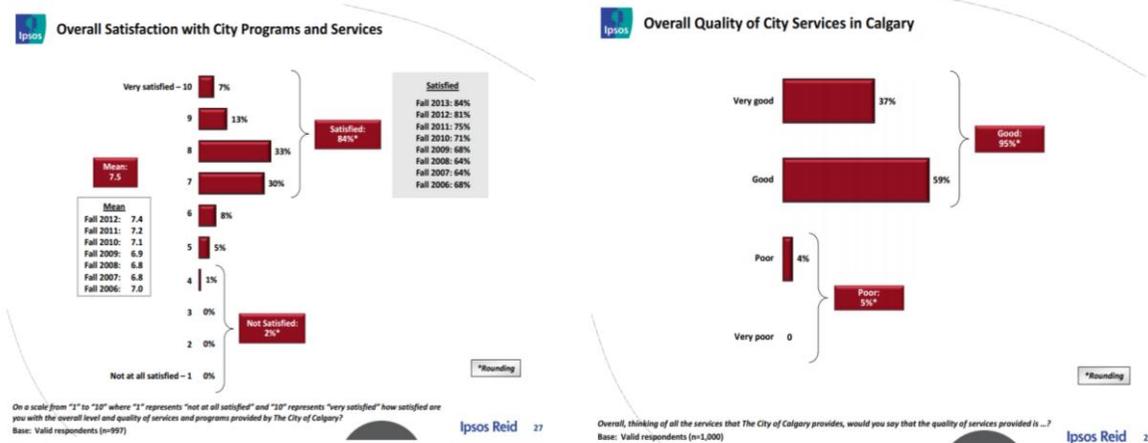


Figure 111

Most of the quality questions tend to be judge the quality based on the citizen expectation rather than setting a standard to measure against. Overall, many services are ranked very high.

- Room to improve art and culture, but even that is ranked a B in the vital signs survey.
- Quality for budgeting went up with the number of people seeing good value increasing by 14% from 2010 to 2013 and the number of people who see poor value for money decreasing by 4%.
- With an overall satisfaction with City programs and services showing a steady upward trend for the last 8 year.

What is trending up?

- City staff are courteous, helpful, and knowledgeable 2010 38/88% to 2013 42/93% strongly agree/ somewhat agree.
- The quality of service from the City is consistently high 2010 20/74% to 2013 31/85% strongly agree/ somewhat agree.
- Most items are trending up or the question may have only been one or two years.

What is trending down?

- Some of the items below seem to be contrary to other themes.
- Poor service or Program is ranked at 2% not Satisfied in the Citizen satisfaction survey – when specifically asked about certain topics we find the range up to almost 20%.

Digging deeper into questions around quality revealed the following sub-themes:

- Reliability, and
- Timeliness.

Reliability

In the data reviewed, questions around reliability were asked about some services. The questions tended to ask about the citizen's "satisfaction" with the service provided, or perception of the "performance" of the service.

1. Key areas asking about reliability were: Assessment, Communications, Social Services, Police, Transit, Recreation, Water and Waste and Recycling.
2. All multiple year studies showed an uptrend.
3. Lowest score asked was about Police presence: an "Officer is there when I needed them" for which 35% of citizens indicated satisfaction in 2010 and 42% were satisfied in 2013.

Timeliness

How were timeliness of services and information from The City reflected in the engagement results? The areas asking the questions ranged from Assessment, Communications (website, snow and ice control, 311), Roads and Transit. The results indicate high satisfaction, with about 20% of responses in the 'very satisfied' range and overall satisfaction in the 70% to 95% range.

Interesting observations:

- Notable improvements are occurring in programs available to children, for which ratings increased 14%. Other noted jumps up are operation and maintenance at Recreation facilities. Some areas consistently have 90% or higher satisfaction: Fire, Water, Waste and Recycling (blue and black cart), and Parks (space and pathways).
- Questions about staff conduct: "City Staff and Courteous, Helpful and Knowledgeable" received very high scores throughout the data reviewed.
- The broader citizen surveys like the Citizen Satisfaction Survey, which address the whole corporation, show only 2% "poor" service, but more granular business unit-level surveys showed dissatisfaction as high as 20%, indicating citizens' feelings about City services as a whole may be separated from their perception of individual services, or that particularly strong feelings about good services are overwhelming low satisfaction with specific services, when viewed from the macro level.
- Satisfaction with quality of City information and communication is trending downward, as is satisfaction with the Assessment process in terms of addressing assessment matters.
- Recreation facilities and programs were satisfactory, room for improvement exists for arts and culture and wellness programs.

In reviewing "Quality" there was a discussion around which other categories could be confused or overlap with it? Two came up consistently; "Affordability and Value" and "Service Commitment". Efforts were made to stick to the definitions to avoid any cross over in the sub categories.

Citizen Dialogue

Survey responses often emphasized the importance that citizens place on opportunities to provide feedback to The City. They place high importance on their opportunities to be involved and have distinct preferences, priorities, habits and approaches to consuming information. The engagement processes for imagineCALGARY and Plan It Calgary noted requirements for successful citizen engagement:

1. Use community organizations when engaging citizens
2. Pick venues on transit lines and in places that are well trafficked (such as malls)
3. Balance on-line feedback and face to face feedback
4. Presence of elected officials is important
5. Use City recreation facilities and libraries as a place to provide materials and collect feedback and
6. Identify the link between input and decision making for citizens.

Data from the reviewed reports can be grouped into two sub-heading questions: “What are the gaps between how The City is engaging citizens and how citizens want to be engaged?” and “Which City service areas are not engaging citizens?”

The public wants The City to engage with them by:

- Being open about the ability to influence the outcome and listen to everyone; not just the loudest or most organized participants, and
- Implementing the City’s best practices in engagement – don’t do incomplete or rushed engagement.

When asked how they would like to receive information from The City, multiple studies indicate citizens’ preference towards online communications. For example, Parks engagement activities indicated the online environment plays a significant role in awareness and education and that it enhances two-way communication, allows stories to be told, and allows the case for parks to be made. In general, citizens indicated that more communication and public education around City of Calgary Parks would be welcomed. Currently, approximately three-quarters of Calgarians feel at least somewhat informed about parks offerings. The online environment plays the most significant role as a key source of awareness of parks in Calgary among more than eight-in-ten survey respondents. Using The City’s 311 telephone line ranked a distant second as a resource among almost one-quarter of Calgarians.

Those who provided their feedback on the 2013-2014 adjustment process also indicated a strong preference to be provided with information digitally. 70% of respondents indicating the City’s budget website would be their preferred source, 50% referencing the Calgary City News blog and another 26% requesting Facebook. The strength of the online preference was magnified by both the fact that the survey being responded to was itself online, and that the budget website, new blog, and Facebook were selectable options. Only 7% wanted to receive updates via newspaper, with a (possibly overlapping) 5% saying they wanted to be informed by "media."

During the engagement process for Imagine Parks, all participants concurred that communication is critical to the future of The City's park system in three important ways: enhance the already strong two-way communication between Parks and Calgarians; improve the communication of the story of Calgary's park system; and enhance communication and education to make the case for the value and role of The City's parks and open spaces to all internal and external stakeholders. A logical extension of these engagement finds would likely reflect how communication is important for all City services.

During the \$52 Million engagement activity, although some citizens lacked confidence that council's priorities would match their own, others were opposed to spending money to engage citizens at all. Some survey responses expressed frustration with a process where money was spent on engagement to determine where and how to spend the tax room. It was not clear from the responses whether the dissatisfaction stemmed from the diversion of operational dollars to public survey activities, a lack of confidence that the survey data would impact the decision-making progress, or some other factor. Also, stakeholder feedback indicates the ability to appeal The City's administrative decisions needs to co-exist with keeping the appeals process from slowing down project implementation. How best to balance these competing priorities was less clear.

Lastly, there exists a small but dedicated portion of the public who want to become subject matter experts in how The City is operated; for them, there is nearly never enough information. These individuals do not need to be actively fed information; they only need to be notified of the information's existence and the opportunity to provide feedback. This suggests that the City should focus on maximizing the contributions from individuals and groups who are already engaged.

Reports Analyzed

Below is a complete list of the 86 reports analyzed in the preparation of this summary report.

An online library to provide access to each of the reports is in process of being constructed. In the meantime to access any of the reports, please contact Noreen Rude in Customer Service and Communications at noreen.rude@calgary.ca.

- 2010 CPC Citizen Survey Results
- 2011 CPC Citizen Survey Results
- CPC Citizen Survey Results – 2012
- CPC Citizen Survey Results – 2013
- CFO - 2013-2014 Adjustments Engagement Results
- CFO - BPBC 4-year report
- CFO - C2013-0614 \$52 MILLION ENGAGEMENT RESULTS 2013
- CFO - C2013-0614 \$52 MILLION ENGAGEMENT RESULTS_ATT 1 2013
- CFO - C2013-0614 \$52 MILLION ENGAGEMENT RESULTS_ATT 2 2013
- CFO - Our-City-Our-Budget-Our-Future-Public-Engagement-Report
- CFO - Subdivision and Development Appeal Board Summary of Engagement Process and Stakeholder Input

- 2010_citizen_satisfaction_survey
- 2011 Citizen Satisfaction Survey
- 2012_Citizen_Satisfaction_survey
- CSC - Citizen Satisfaction Topline Report_FINAL (October 15) 2012
- CSC - CoC Draft Topline Report - 311 Satisfaction Survey 2012 - Norms 2012
- CSC - Communication Effectiveness Detailed Report (FINAL) 2011
- CSC - CSC Performance Measurements and Benchmarking Survey Report_FINAL
- CSC - Onward and Branding Research Report_FINAL
- CSC - The City of Calgary 2013 Citizen Satisfaction Survey Report FINAL (November 12) 2013
- CSC - Web and 311 Measurements Survey Report_FINAL 2012
- 2010_citizen_satisfaction_survey
- 2011 Citizen Satisfaction Survey
- 2012_Citizen_Satisfaction_survey
- CSC - Citizen Satisfaction Topline Report_FINAL (October 15) 2012
- CSC - CoC Draft Topline Report - 311 Satisfaction Survey 2012 - Norms 2012
- CSC - Communication Effectiveness Detailed Report (FINAL) 2011
- CSC - CSC Performance Measurements and Benchmarking Survey Report_FINAL
- CSC - Onward and Branding Research Report_FINAL
- CSC - The City of Calgary 2013 Citizen Satisfaction Survey Report FINAL (November 12) 2013
- CSC - Web and 311 Measurements Survey Report_FINAL 2012
- Barlow Report on Facilities Final
- CNS - 2012 Report on Calgary's FCSS Program
- CNS - Citizen Expectations and Perceptions - Final 2011 Research Results September 23, 2011
- CSPA 2011 Citizen Expectations and Perceptions
- CSPA 2012 Citizen Expectations and Perceptions
- Parks - Internal and Community Workshop Component Summary Result and Data 2012
- Parks - Leger Marketing Executive Summary Public Opinion Research Report 2012
- Parks - Off Leash Area Management Plan 2010
- Parks - Parks 2010 Pathway Research Intercept Report 2010
- Parks - Parks Urban Forestry - Tree Preservation Final Report 2011
- Parks - Parks Urban Forestry - Tree Preservation Research 2011
- Parks - What We Heard - Imagine Parks Public Engagement Results 2012
- 2012 CNS Citizen Expectations and Perceptions - Final 2012 Research Results - Detailed Report
- CNS - Public Engagement Summary - Open Houses for New Recreation Facilities 2011
- Recreation - (FINAL) 2012 CSPA - Recreation Regional Analysis Report
- Recreation - 2012 City of Calgary Arena Survey_Overall_Final_June19.12
- Recreation - APsSummer2012_final
- Recreation - Calgary - 2012 Recreation and Physical Fitness Syndicated Survey
- Recreation - Calgary Inner City PAMA Final Report Dec12th 2013
- Recreation - GC_FinalRpt_Nov15.12_final

- Recreation - Report - Combined FINAL - City of Calgary Golf Fees - Dec 2013
- IpsosPA_PublicPerspectives-CA-Dec2013
- IpsosPA_PublicPerspectives-CA-Dec2013-2
- DBA - Customer Satisfaction Survey - April 2013
- DBA - Customer Satisfaction Survey - May 2011
- DBA - Customer Satisfaction Survey - May 2012
- 2011 Centre City Citizen Perception Survey Key Findings Summary
- Final Report - 2010 Roads Annual Survey
- Final Report of the 2012 Roads Annual Survey
- Roads - Final Report of the 2012 Roads Annual Survey
- Roads - Report 2011 SNIC Survey (February)
- Roads - Report 2013 SNIC Survey (Telephone Survey)
- Roads - Report of the 2011 Roads Annual Survey
- Roads_2012_Survey_Report_-_PDF
- Transit - Final Report - 2012 Calgary Transit Customer Satisfaction Survey
- Transportation Planning - TT2012-0660 Att 5 - Investing in Mobility Engagement Summary
- ESM - Community GHG Reduction Omnibus Research
- ESM - Municipal Solutions for a Greener Earth
- ESM - Vital Signs
- Waste and Recycling - 2011 Blue Cart Research - Final Report
- Waste and Recycling - 2012 Food Yard Waste Research Summary - February 2013
- Waste and Recycling - CD_Waste_Diversion_Stakeholder_Engagement_Project
- Waste and Recycling - City of Calgary - 2011 Multi-Family Recycling Organics Research (Results Presentation Final)
- Waste and Recycling - City of Calgary Household Hazardous Waste MAY 2011 - RESULTS
- Waste and Recycling - Multi-Family Recycling and Food and Yard Waste Program Quantitative Research - Final Report
- Waste and Recycling - Residential Perceptions of CoC Landfills - Key Findings - January 16 2013
- Waste and Recycling - Residential Perceptions of CoC Landfills - Key Findings - PRESENTATION
- Waste and Recycling - The City of Calgary - Black Cart Program Baseline Survey - Topline Report (FINAL June 24)
- Waste and Recycling - The City of Calgary - Food and Yard Waste Collection Program - Presentation (July 5)
- Water Resources - 2011 AA Maintenance Annual Report
- Water Resources - 2011-03 Leak Campaign Survey - Final Detailed Report (IPSOS)
- Water Resources - 2012 AA Maintenance Annual Report
- Water Resources - 2012 Emergency Construction Bi Annual Report Jan-June
- Water Resources - 2012 Emergency Construction Bi Annual Report July-Dec
- Water Resources - 2013 Emergency Construction Bi Annual Report Jan - June