

Citizen Engagement & Insights

Led by: Customer Service & Communications

Description:

This service plans and executes safe, fair and accessible opportunities for citizens and stakeholders to provide input on City programs and services, and overall quality of life in Calgary. It collects new and existing data, and integrates multiple sources to provide insights on citizen and stakeholder values, assumptions, beliefs and expectations. This data is used to create meaningful and actionable insight to inform City decision-making, policy creation, mitigate risks, identify opportunities for continuous improvement, and drive accountability and transparency for Calgary's citizens.

Customers:

Direct: Council, Administrative Leadership Team, decision-makers responsible for delivering City services and plans, City engagement and research participants.
Indirect: Citizens, community and cultural groups, political and cultural influencers.

What is delivered to customers:

- Actionable insights: Provide accurate and relevant perspectives and feedback for context, and recommendations to inform City and operational decision-making.
- Input opportunities: Accessible and practical means for citizens to provide perspectives and input.
- Reports showing how citizen feedback and perspectives were used by decision-makers.


Partners:

Administrative Leadership Team, City departments/owners of long-term plans, Council, community stakeholder groups, private industry (local developers and other organizations), and the provincial and federal governments.

Service need (value proposition):

The City provides this service to engage Calgarians, so that the public has meaningful input in decisions that affect their quality of life. Through research and metrics, customer experience consulting and public engagement, we provide Administration, Council and the public with timely, objective and relevant data, analysis, and insights to reflect stakeholder input, mitigate risks, inform City decision-making, and drive continuous improvement. These activities increase trust that The City is inclusive, transparent and responsive in its decision-making and planning, and contributes to improved service delivery for citizens.

Current state service value

<p>65% Citizens believe input informs decisions</p> <p>400 Number of initiatives annually</p>	<p>79% Citizens agree City is open government</p> <p>275,000 Number of input opportunities annually</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support \$0 M ■ Revenue \$0 M ⚙ Internal Recoveries \$6 M <p>\$5 Annual operating cost per resident</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes This service has no sub-services.</p> <p>Key Capital Investments Current capital investment supports corporate insight activities and transparency (Research and Engagement Library, Citizen Dashboard, Citizen Segmentation). It also maintains key research and engagement resources.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

According to the 2017 Citizen Satisfaction Survey, 65 per cent of citizens agreed that "The City allows citizens to have meaningful input into decision-making." To increase civic participation and strengthen the relationship between The City and citizens, this service needs to better demonstrate how citizen input is used. Although this service currently provides The City with citizen data and insights to inform decisions, to address Council feedback about the need for a more complete and contextualized reflection of citizen perspectives, our approach must evolve to manage more complexity and ensure all voices are represented and considered.

What Council has directed

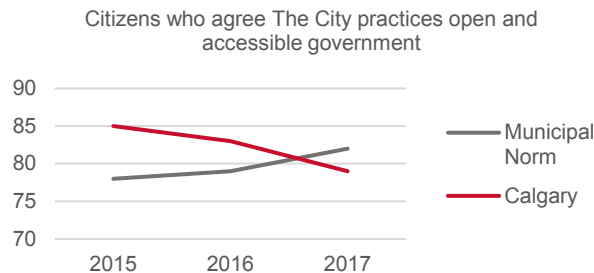
As reflected in the Engage Policy, this service has been directed by Council to engage citizens. Additional direction from Council related to this service includes the following contributions to Council Directives:

- We enable Council and Administration to learn from Calgarians through meaningful engagement to fully understand and respond to their service requirements and needs. By presenting citizen perceptions and feedback to Council and Administration, The City is better able to customize our approach and better demonstrate value (W1).
- We validate rules and processes that support community engagement and activism, while eliminating impediments to all citizens who seek to improve their communities by having their voice heard (W3).
- We provide citizen perceptions and values to better plan inclusive City programs and services, building communities and neighbourhoods (N4).

What are we watching?

- Increased and changing expectations: Expectations of engagement and research vary for citizens, Council and Administration. There is increased complexity with diverse stakeholders and communities of interest presenting various interpretations of public sentiment on important issues. The approach needs to evolve to meet the changing cultural environment and focus on providing accessibility to all by interacting with citizens in more channels of choice.
- Data versus insights: Providing data from traditional sources such as surveys and engagement activities in response to discrete objectives is insufficient. Data must also be collected from non-traditional and disparate sources, then rolled into a comprehensive and meaningful narrative that provides context and insight.
- Funding constraints will limit our ability to respond to these evolving needs.

Benchmarking



Source: Citizen Satisfaction Survey, IPSOS Municipal Norms

The City scored higher than the municipal norm in 2015 and 2016, but fell below the national average in 2017.

Perceptions of open and accessible government may have been impacted by Calgary's recent economic challenges and the desire for greater transparency. Through this service line, The City provides an opportunity for citizens to provide input, and reports back with information on how this input is used by decision-makers. Perceptions of openness and accessibility should increase as we introduce more effective engagement strategies and a stronger focus on reporting back to citizens.

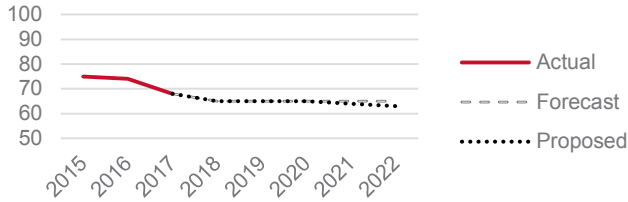
What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Fairness	Provides an unbiased representation of the range of voices on a range of topics.
Accessibility	Engagement activities are thoughtfully planned to mitigate potential social, economic, geographic or other barriers.
Quality	Achieves a high degree of quality in the planning, execution, analysis, and reporting of engagement and research.
Informs	Provides reliable information about citizens' perspectives and aspirations so decisions are aligned to the public good.
Simplifies	Reduces complexity and simplifies data into a cohesive and aligned narrative that can be shared and understood.

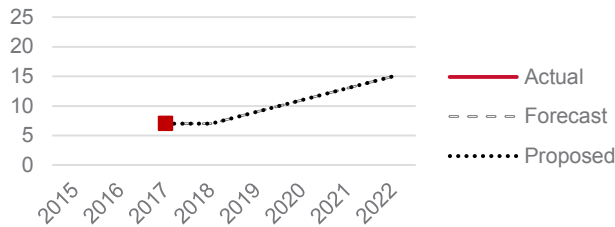


How is the Service performing? Where we are headed and where do we want to go?

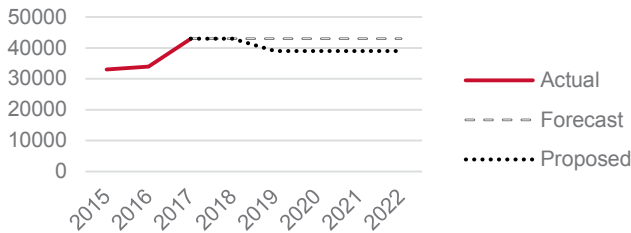
Opportunities for citizen input (Percentage of citizens who say that The City uses input from Calgarians in decision making about City projects and services)



Engagement projects that include What we Did reports (Percentage)



Research participants (Number of research randomized survey participants)



Story behind the curve

Opportunities for citizen input: Citizens are increasingly demanding fair representation and accessible opportunities to provide input. The downward trend is associated with a reduction in operating budget and reflects a reduced capability to perform research and engagement. By implementing process efficiencies, standardized reporting capabilities and focusing on high-profile initiatives, a slower decline is projected. The "turn the curve" forecast projects holding the line on the current trend by implementing the improvements at full funding levels. Although the opportunities for input will be reduced, the quality of those inputs will be increased through a greater focus on high-impact, corporate activities and data analytics.

Percentage of engagement projects that include a "What we Did" report: Citizens and stakeholders expect to see how their input was considered in decisions. The City currently provides "What we Heard" reports, but needs to provide more "What we Did" reports (reports demonstrating how feedback was used) to increase citizen and stakeholder confidence that engagement was genuine and meaningful. This number presents an important opportunity for The City to not only demonstrate that the input of citizens was heard, but also used. Increasing this number requires greater collaboration and accountability across the organization to communicate back to stakeholders how citizen insights are being leveraged in decision-making and planning. By placing a renewed focus on reporting back to citizens, and tracking the number of reports generated, we expect to slow the downward trend of citizen perceptions around how their input is used despite budgetary restrictions.

Research participants: Since 2015, The City has increased the number of data points to validate and expand insight into citizen perceptions. To provide greater context for decision-makers, we are working towards ensuring the diverse population of Calgary is well represented. Providing additional data ensures both validity and breadth to the insights offered to the Corporation and service owners. However, the growing need for corporate-level insights will require a shift of focus from lower impact and project-focused activities to broader, citywide research and engagement. This shift, along with proposed investment levels, will result in fewer data points (engagement and research participants) during the 2019-2022 business cycle.



What do we propose to do?

What we propose to continue doing

STRATEGY
Provide safe, fair and accessible opportunities for citizens to provide input on City programs, services and quality of life.
Provide meaningful and actionable insight to inform City decision-making, mitigate risks and drive continuous improvement.
Collaborate with Administration to report back to citizens and stakeholders on how input was used.

Why?

Citizens viewpoints matter. By continuing with the strategies above, we can fulfill our responsibility to listen to citizens, provide their perspectives to decision-makers, and report back to citizens on how their voices were heard and used to make life better for all of Calgary's citizens.

What we propose to do less of

STRATEGY
Expansion and maintenance of the Research & Engagement Library and the Citizen Dashboard.
Vendor support for the Citizens' View Panel.
Support of operational research requests in order to prioritize corporate-level research.
Low complexity, low impact engagement in order to prioritize high complexity, high impact engagement.
Vendor support for research reporting.

Why?

We are seeking efficiency measures wherever possible. Moving support for the Citizens' View Panel and research reporting in-house will reduce cost without reducing services. Being more selective about engagement and research activities and focusing on high-impact and high-risk initiatives will allow us to reduce costs while minimizing impact to services.

What we propose to do more of or include as a new offering

STRATEGY
Provide research and engagement summaries by service, Council Priority and community.
Improve language access and translation.

Why?

Council and ALT have directed this service to incorporate multiple data points into actionable insights for decision-makers. This will evolve discrete data reporting to a more complete representation, better presenting citizen values, expectations and beliefs. Enhanced understanding of citizens' values should drive improvements to City service delivery. In addition, resources will be directed to more effectively seek input from an increasingly diverse population.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Opportunities for citizen input (Percentage of citizens who say that The City uses input from Calgarians in decision-making about City projects and services).	65	↔
Engagement projects that include "What we Did" reports (Percentage)	7	↑
Research participants (Number of research randomized survey participants)	43000	↔

Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	6,180	5,553	5,500	5,177
Less Previous Year one Time	-	-	-	-
Base	6,180	5,553	5,500	5,177
Revenue Changes	-	-	-	-
Internal Recovery Changes	-	-	-	-
Inflation	34	38	36	37
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-
Efficiencies	(121)	(91)	(89)	(88)
Service Reductions	-	-	(270)	-
Service Increases	220	-	-	-
One Time	-	-	-	-
Realignments	(760)	-	-	-
Total	5,553	5,500	5,177	5,126

Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	6,486	5,859	-	5,859	5,806	-	5,806	5,483	-	5,483	5,432	-	5,432
Recoveries	(306)	(306)	-	(306)	(306)	-	(306)	(306)	-	(306)	(306)	-	(306)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	6,180	5,553	-	5,553	5,500	-	5,500	5,177	-	5,177	5,126	-	5,126



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		-	-	-	-	-	-
Project(s)		-	-	-	-	-	-
Program(s)		-	-	-	-	-	-
Sub-Total (New Budget Requests)		-	-	-	-	-	-
Previously Approved Budget Remaining		1,038	-	-	-	-	1,038
Total Capital Investment		1,038	-	-	-	-	1,038

Explanation of Capital Budget Requests

No new Capital Budget for approval.