

A photograph of the Calgary skyline at dusk or night, with numerous skyscrapers illuminated by city lights against a dark blue sky.

One Calgary: Service Plans & Budgets 2019-2022

Service Value Dimensions:
Business Perspectives Research Report

June 18, 2018



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Background & Objectives

Background & Objectives

In supporting the shift to a service-based view of our multi-year plans and budgets for 2019-2022, The One Calgary Program is leveraging both citizen and business insights to gain a better understanding of Calgarians' perspectives on service value dimensions.

The Corporate Research Team first conducted research with citizens via the Citizens' View online panel in April of 2018. The results of this research were presented to Council in May of 2018.

As a follow-up to the citizen research, the Corporate Research Team then conducted research with the business community via the Business Perspectives online research panel in May of 2018. Similar to research with citizens, the intent of using the Business Perspectives panel is to better understand the priorities of businesses in Calgary around service value dimensions to help inform decisions on service plans and budgets.

This report details the research results of a survey conducted with businesses in Calgary via the Business Perspectives panel.



Public input integrated into the One Calgary process

November 2017 to November 2018

Public Input used to set Council Directives (Nov-Dec 2017)

Public Input used to set value characteristics, refine services & set service targets (Mar-Sep 2018)

Public Input provided at Committee & Council (Sep-Nov 2018)

Nov. 2017
Understand Community Aspirations and Citizen Expectations

Dec. 2017
Set Council Directives

March/April/May 2018
Receive results of citizen engagement and research

June – August 2018
Research & Phase 2 Public Engagement

Sept. 2018
Preview Service Plans

Nov. 2018
Deliberate on Service Plans and Budgets



Quality of Life Results and Indicators representing long-term citizen aspirations

Citizen Perspectives survey results

What was heard on the campaign trail collected from Councilors

Existing research and data in a report to Council March 2018

Phase 1 Public engagement conducted in Feb/March 2018 to inform prioritization of service investments. Findings presented to Council in April 2018.

Phase 2
Report back on Public Engagement Business Panel results
Engaging with hard to reach audiences.

Utilizing Service-specific feedback
Incorporating service-specific research & engagement data points

Opportunity to provide input (written submissions or in-person) as part of the Standing Policy Committee and Council meetings



Service Plans and Budgets based on ongoing, targeted and in-depth research and engagement.





Methodology



Methodology

Business Perspectives is The City's online research panel dedicated to Calgary's business community. Panelists are business owners, CEOs, board members, Presidents, Directors, and other business leaders and decision-makers based in Calgary who have agreed to be contacted via email to participate in business-specific City research activities.

The survey was sent to 899 panelists and fielded between May 17 to 24, 2018. A total of 135 panelists completed the survey.

The following findings may not be statistically representative of all businesses in Calgary. Given the makeup of panelists currently on the Business Perspectives panel, findings should be regarded as directional and should not be projected to the larger population without additional research with a representative sample of Calgary businesses.



How we asked questions about services

With a total of 52 services presented in this survey, Business Panelists were given random blocks of smaller service groupings to assess, making survey completion much easier. For a complete list of all services included in the Business Perspectives panel survey, please see the Appendix at the end of this report.

Respondents were presented with a list of services, definitions of those services, and the service value dimensions associated with them. Respondents were then asked to both:

1. **Evaluate** the importance of each service value dimension on a scale, from very important to not important at all.
2. **Rank** each service value dimension in order of importance. Ranking results shown are both the average rank of each service value dimension as well as its overall position in the ranking against others

Asking respondents for both ranking and importance provides us with a greater depth of insight into each service value dimension, and allow us to better understand how these services are seen by business decision-makers.



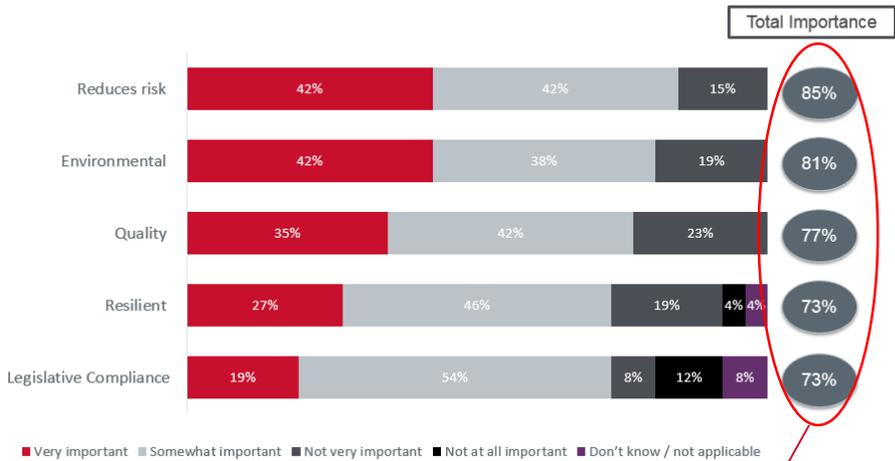
How to read this report

This report details the research results of the One Calgary survey conducted with business owners via the Business Perspectives Panel to better understand businesses' perspectives and priorities for service value dimensions.

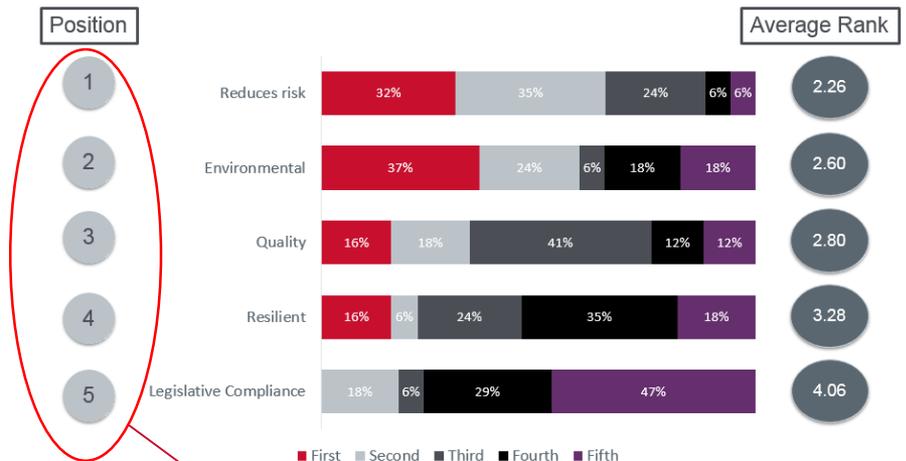
This report is divided by Citizen Priority, and then by service line.



Environmental Management: Importance



Environmental Management: Ranking Results



The Business Perspectives research asked participants to evaluate the importance of each service value dimension on a scale, from very important to not important at all.

Percentages show the total importance (very + somewhat important)

The Business Perspectives research also asked participants to rank service value dimensions in order of importance. Rankings are presented as 1, 2, 3, 4, etc., depending on the number of service value dimensions.

Please note: each service selects and defines their own service value dimensions, and service value dimension definitions are not consistent from service to service. Definitions of all dimensions can be found at the beginning of each service section.



Overall Topline Results



A Healthy and Green City



A Healthy & Green City

- **Environmental, Accessibility, Quality, and Reliability** most frequently rank **within the top three** as the most important **value dimensions** for A Healthy & Green City for businesses.
- Reduces Risk is also ranked as important, followed by Attractiveness, Availability, Resilient, Safety, and Responsiveness, Sustainability and Wellness.

Service	Rank		Total Importance
Environmental Management	1	Reduces Risk	<i>Reduces Risk 85%</i>
	2	Environmental	<i>Environmental 81%</i>
	3	Quality	<i>Quality 77%</i>
Parks & Open Spaces	1	Environmental	<i>Availability 92%</i>
	2	Sustainability	<i>Safety 92%</i>
	3	Safety	<i>Sustainability 88%</i>
Recreation Opportunities	1	Quality	<i>Accessibility 92%</i>
	2	Accessibility	<i>Wellness 88%</i>
	3	Affordability	<i>Affordability 85%</i>
Urban Forestry	1	Environmental	<i>Environmental 88%</i>
	2	Wellness	<i>Wellness 88%</i>
	3	Attractiveness	<i>Attractiveness 85%</i>
Waste & Recycling Service	1	Affordability	<i>Affordability 96%</i>
	2	Reliability	<i>Safety 96%</i>
	3	Accessibility	<i>Reliability 88%</i>

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.



A Healthy & Green City, *continued*

Service	Rank	Total Importance
Water Treatment & Supply	1 Quality	Quality 100%
	2 Availability	Reliability 100%
	3 Reliability	Availability 100%
Stormwater Management	1 Reduces Risk	Resilient 96%
	2 Environmental	Environmental 96%
	3 Resilient	Reduces Risk 92%
Wastewater Collection & Treatment Service	1 Environmental	Reliability 96%
	2 Reliability	Responsiveness 96%
	3 Responsiveness	Environmental 96%

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.

Calgary



A Prosperous City



A Prosperous City

- **Responsiveness, Accessibility, Affordability, Attractiveness, and Quality** most frequently rank **within the top three as the most important value dimensions** for A Prosperous City for businesses.
- Availability, Convenience, Fairness, Fun/Entertainment, Prevention, Resilient, Safety, Sustainability, and Wellness also ranked as important.

Service	Rank		Total Importance
Affordable Housing	1	Availability	Safety 77%
	2	Safety	Availability 77%
	3	Affordability	Accessibility 73%
Arts & Culture	1	Affordability	Fun / Entertainment 73%
	2	Quality	Quality 73%
	3	Fun / Entertainment	Accessibility 63%
Business Licensing	1	Fairness	Quality ¹ 96%
	2	Quality ²	Fairness 93%
	3	Responsiveness	Quality ² 93%
Community Strategies	1	Responsiveness	Responsiveness 85%
	2	Prevention	Prevention 81%
	3	Accessibility	Accessibility 81%

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.



A Prosperous City

Service	Rank		Total Importance
Economic Development & Tourism	1	Sustainability	<i>Attractiveness 96%</i>
	2	Attractiveness	<i>Quality 92%</i>
	3	Quality	<i>Resilient 88%</i>
Land Development & Sales	1	Resilient	<i>Attractiveness 73%</i>
	2	Attractiveness	<i>Resilient 69%</i>
	3	Convenience	<i>Responsiveness 69%</i>
Social Programs	1	Accessibility	<i>Accessibility 73%</i>
	2	Responsiveness	<i>Wellbeing 69%</i>
	3	Wellness	<i>Responsiveness 65%</i>

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.

Calgary



A Well-Run City



A Well-Run City

- **Legislative Compliance, Quality, and Responsiveness** most frequently rank **within the top three as the most important value dimensions** for A Well-Run City for businesses.
- Fairness, Informs, Reduces Risk, and Reliability, also ranked as important, followed by Accessibility, Accuracy, Availability, Connectivity, Convenience, Equity, Resilient, Simplifies, Sustainability, and Transparency

Service	Rank		Total Importance
Appeals & Tribunals	1	Legislative Compliance	<i>Legislative Compliance 90%</i>
	2	Informs	<i>Convenience 90%</i>
	3	Responsiveness	<i>Responsiveness 83%</i>
City Auditor's Office	1	Quality	<i>Reduces Risk 88%</i>
	2	Reduces Risk	<i>Reliability 85%</i>
	3	Responsiveness	<i>Responsiveness 81%</i>
Corporate Citizen Engagement	1	Connectivity	<i>Connectivity 97%</i>
	2	Quality	<i>Quality 90%</i>
	3	Fairness	<i>Fairness 90%</i>
Corporate Citizen Relationship Management	1	Responsiveness	<i>Responsiveness 100%</i>
	2	Equity	<i>Informs 96%</i>
	3	Convenience	<i>Equity 93%</i>
Corporate Governance	1	Resilient	<i>Resilient 92%</i>
	2	Legislative Compliance	<i>Legislative Compliance 77%</i>
	3	-	-

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.

A Well-Run City

Service	Rank	Total Importance
Corporate Research & Insights	1	Informs 88%
	2	Reduces Risk 85%
	3	Simplifies 73%
Council & Committee Support	1	Quality 100%
	2	Legislative Compliance 93%
	3	Accessibility 90%
Municipal Elections	1	Accuracy 100%
	2	Transparency 100%
	3	Impartiality 100%
Property Assessment	1	Fairness 100%
	2	Quality 100%
	3	Legislative Compliance 96%
Records Management, Access & Privacy	1	Availability 97%
	2	Legislative Compliance 97%
	3	Reliability 93%
Taxation	1	Reliability 100%
	2	Responsiveness 97%
	3	Sustainability 83%

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.

Calgary



A City of Safe and Inspiring Neighbourhoods



A City of Safe and Inspiring Neighbourhoods

- **Fairness, Prevention, Reliability, and Responsiveness** most frequently rank **within the top three** as the most **important value dimensions** for A City of Safe & Inspiring Neighbourhoods for businesses.
- Quality also ranked as important, followed by Informs, Safety, Accessibility, Coordination/Collaboration , Legislative Compliance, Sustainability, and Wellbeing.

Service	Rank		Total Importance
Building Approvals	1	Fairness	<i>Informs 96%</i>
	2	Informs	<i>Availability 92%</i>
	3	Legislative Compliance	<i>Fairness 92%</i>
Bylaw Education & Compliance	1	Safety	<i>Fairness 96%</i>
	2	Fairness	<i>Safety 93%</i>
	3	Responsiveness	<i>Responsiveness 89%</i>
Calgary 9-1-1	1	Responsiveness	<i>Responsiveness 96%</i>
	2	Reliability	<i>Reliability 96%</i>
	3	Quality ²	<i>Quality² 96%</i>
City Planning & Policy	1	Reduces Risk	<i>Reduces Risk 100%</i>
	2	Reliability	<i>Convenience 97%</i>
	3	Fairness	<i>Reliability 97%</i>
Development Approvals	1	Fairness	<i>Fairness 100%</i>
	2	Quality	<i>Quality 100%</i>
	3	Responsiveness	<i>Responsiveness 100%</i>

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.



A City of Safe and Inspiring Neighbourhoods

Service	Rank	Total Importance
Emergency Management & Business Continuity	1	Prevention <i>Coordination / Collaboration 96%</i>
	2	Coordination/Collaboration <i>Reduces Risk 96%</i>
	3	Reduces Risk <i>Connectivity 96%</i>
Fire & Emergency Response	1	Responsiveness <i>Responsiveness 100%</i>
	2	Reliability <i>Safety 100%</i>
	3	Safety <i>Availability 100%</i>
Fire Inspection & Enforcement	1	Reduces Risk <i>Reduces Risk 97%</i>
	2	Prevention <i>Prevention 93%</i>
	3	Quality <i>Legislative Compliance 93%</i>
Fire Safety Education	1	Prevention <i>Prevention 93%</i>
	2	Reduces Risk <i>Informs 93%</i>
	3	Informs <i>Reduces Risk 89%</i>
Neighbourhood Supports	1	Accessibility <i>Wellbeing 85%</i>
	2	Wellbeing <i>Connectivity 85%</i>
	3	Sustainability <i>Equity 81%</i>
Police	1	Quality <i>Prevention 100%</i>
	2	Reliability <i>Quality 100%</i>
	3	Prevention <i>Reliability 100%</i>

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.



A City That Moves



A City That Moves

- **Safety, Reliability, Accessibility, and Quality** most frequently rank **within the top three** as the most important value dimensions for A City That Moves for businesses.

Service	Rank	Total Importance
Parking	1	Convenience <i>Accessibility 100%</i>
	2	Accessibility <i>Convenience 96%</i>
	3	Safety <i>Safety 85%</i>
Public Transit	1	Reliability <i>Safety 100%</i>
	2	Safety <i>Reliability 100%</i>
	3	Quality <i>Informs 96%</i>
Sidewalks & Pathways	1	Safety <i>Connectivity 100%</i>
	2	Reliability <i>Safety 96%</i>
	3	Accessibility <i>Reliability 96%</i>
Specialized Transit	1	Safety <i>Safety 88%</i>
	2	Reliability <i>Informs 88%</i>
	3	Quality <i>Reliability 85%</i>
Streets	1	Reliability <i>Reliability 100%</i>
	2	Safety <i>Connectivity 97%</i>
	3	Responsiveness <i>Responsiveness 97%</i>
Taxi, Limousine & Vehicles-for-Hire	1	Fairness <i>Fairness 93%</i>
	2	Legislative Compliance <i>Quality² 89%</i>
	3	Quality ² <i>Quality¹ 85%</i>

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.



Enabling Services (foundational to all five Citizen Priorities)

Enabling Services

Service	Rank	Total Importance
Data Analytics & Information Access	1	Quality 97%
	2	Responsiveness 97%
	3	Accessibility 93%
Departmental Communications Consulting	1	Informs 89%
	2	Quality 89%
	3	Responsiveness 85%
Financial Support	1	Sustainability 96%
	2	Legislative Compliance 96%
	3	Accessibility 93%
Infrastructure Support	1	Quality 100%
	2	Accessibility 100%
	3	Affordability 96%
Insurance Claims	1	Affordability 100%
	2	Reduces Risk 96%
	3	Legislative Compliance 96%
Legal Counsel	1	Affordability 96%
	2	Reliability 93%
	3	-

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.



Enabling Services

Service	Rank		Total Importance
Procurement & Warehousing	1	Quality	<i>Legislative Compliance 78%</i>
	2	Availability	<i>Availability 78%</i>
	3	Legislative Compliance	<i>Quality 74%</i>
Real Estate	1	Fairness	<i>Fairness 100%</i>
	2	Quality	<i>Quality 100%</i>
	3	Responsiveness	<i>Legislative Compliance 96%</i>

Sample size varies for each service value dimension ranking and importance rating. Please see detailed results in this report for more detail.



Detailed Results

Calgary



A Healthy & Green City



Environmental Management Service

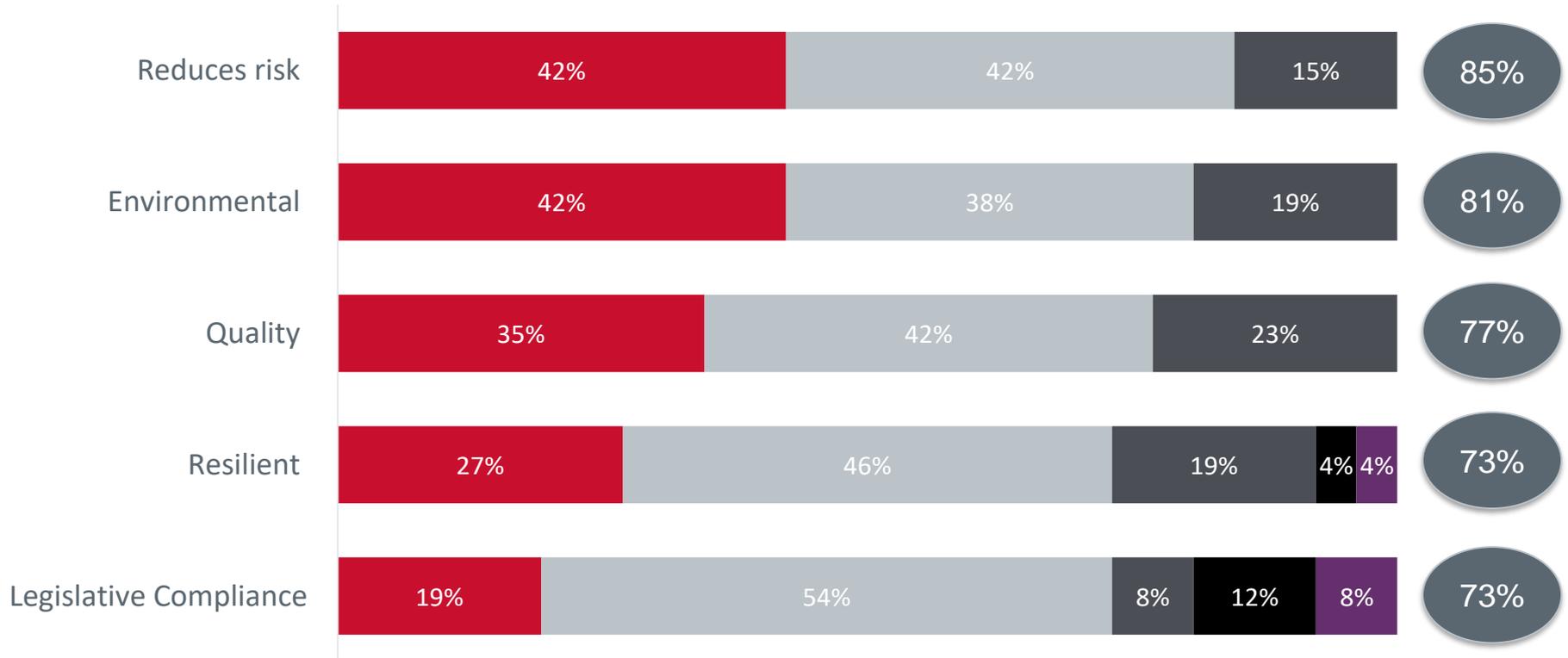
Environmental Management service coordinates and supports business units to manage environmental issues, risks, opportunities and trends.

Environmental	The City takes actions to conserve, protect and enhance the environment.
Legislative Compliance	The City follows provincial and federal environmental legislation.
Reduces risk	The City takes action to prevent or reduce environmental risks.
Resilient	The City has services that help me make it through any environmental events.
Quality	The City delivers high quality environmental management.



Environmental Management: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

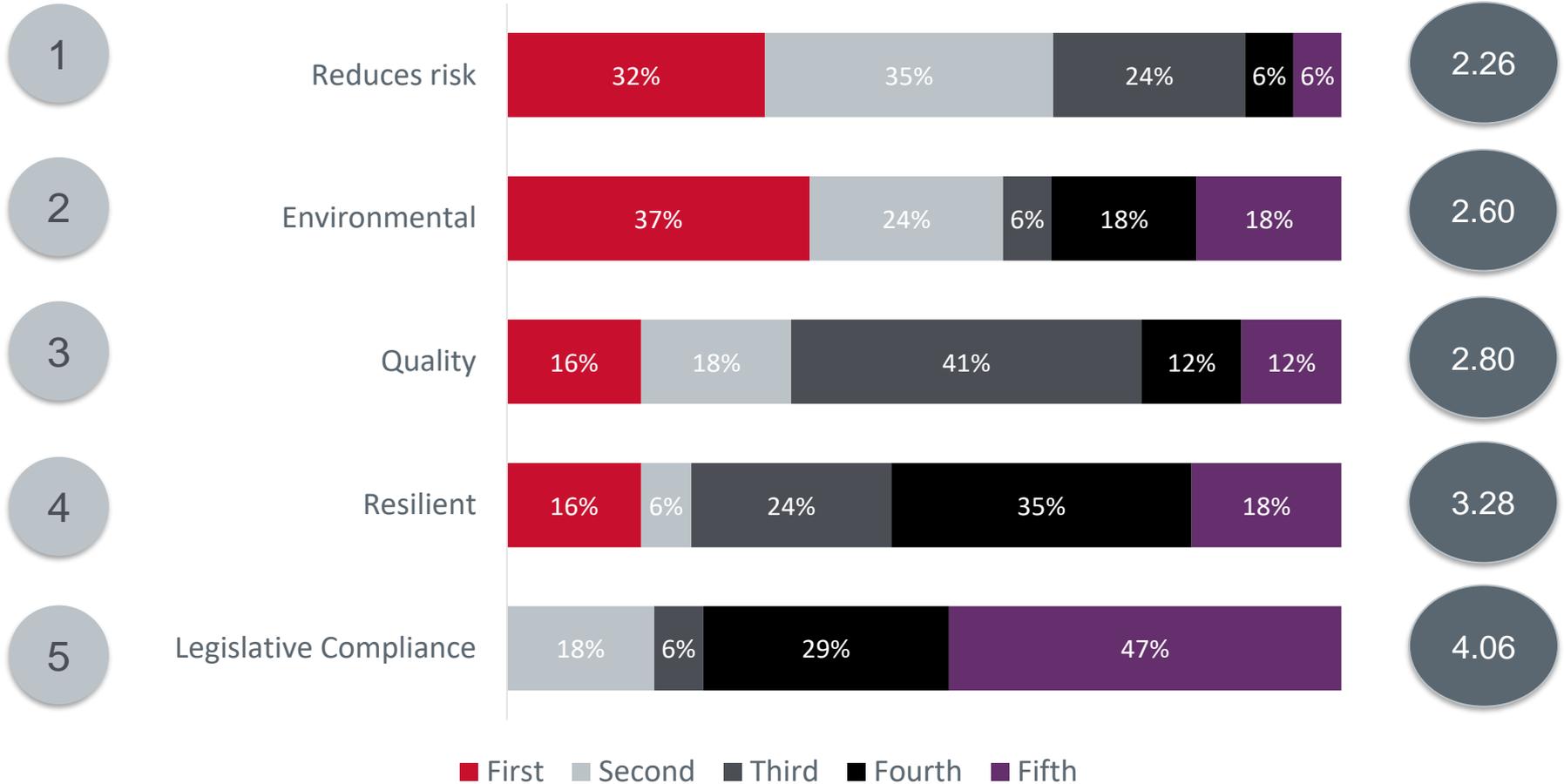
Sample size: valid responses (n = 26)



Environmental Management: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 19)



Parks & Open Spaces Service

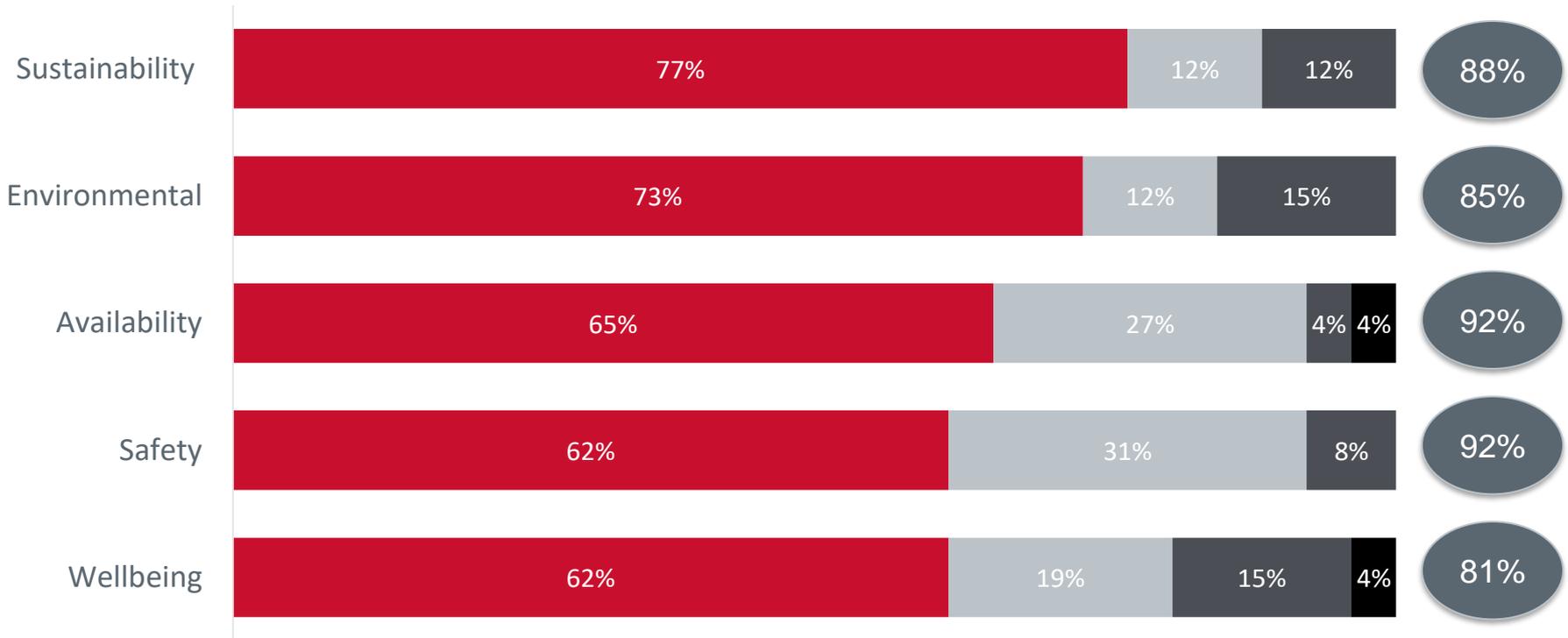
Parks & Open Spaces service plans, builds, preserves and maintains public parks and open spaces.

Wellbeing	I can go to parks and open spaces all year to be in nature, be with my friends and family, and do fun, active and cultural activities.
Availability	I have parks in my community.
Safety	Parks and open spaces are safe.
Sustainability	The City protects Calgary's natural environment and contributes to urban resilience.
Environmental	The City protects Calgary's ecosystems.



Parks & Open Spaces: Importance

Total Importance



■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ Don't know / not applicable

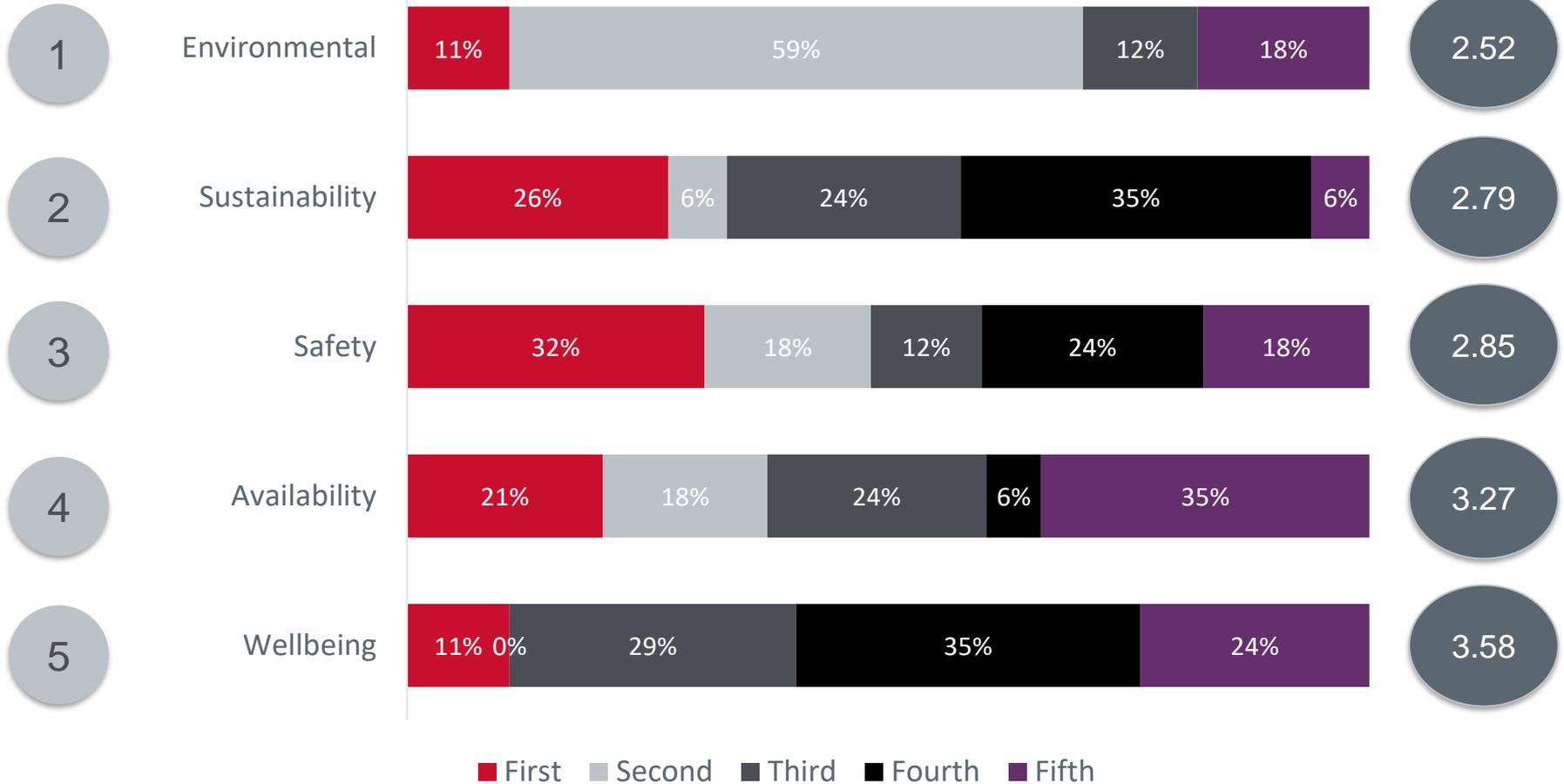
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Parks & Open Spaces: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 19)



Recreation Opportunities Service

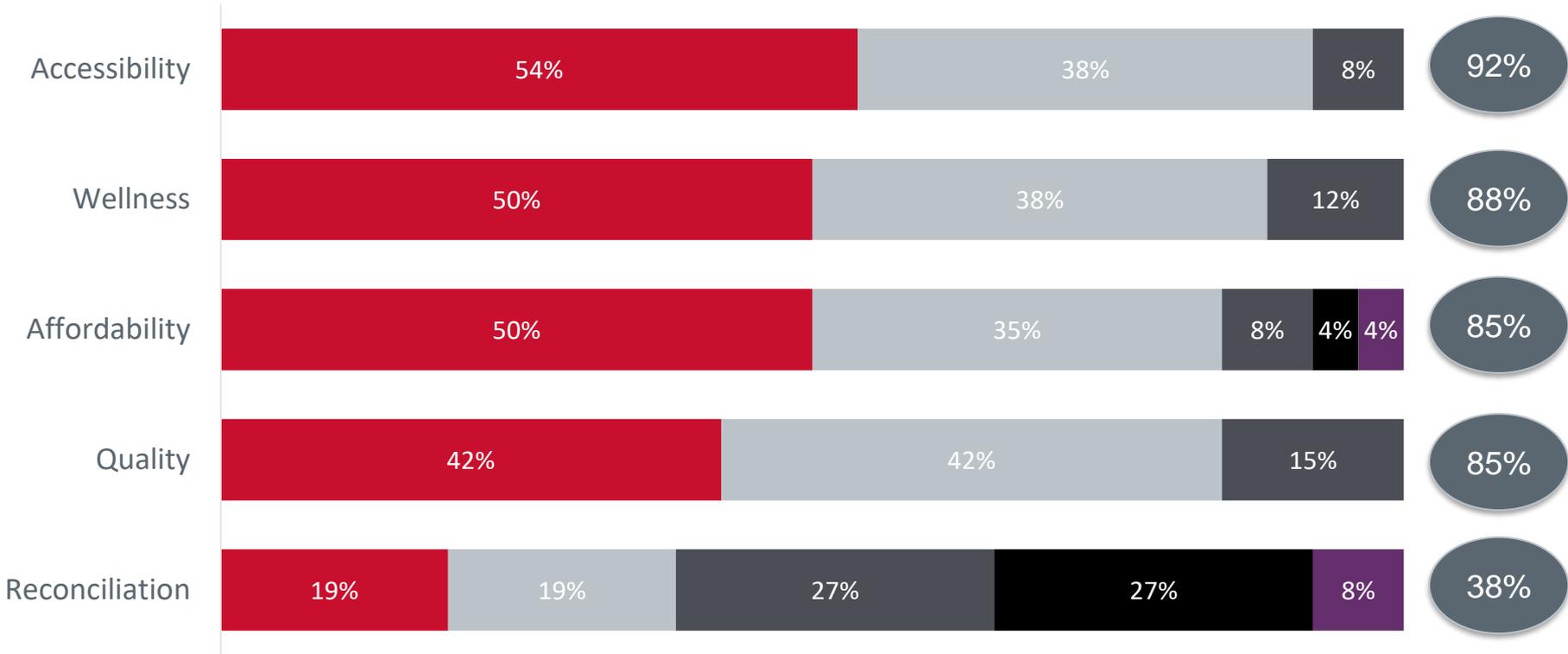
Recreation Opportunities service provides a variety of recreation, sport and leisure activities.

Accessibility	I can access recreation easily. It is inclusive, convenient, and welcoming to all Calgarians.
Affordability	The City has recreation for Calgarians of all income levels.
Quality	The City has recreation activities and services that are of a high standard and adapt over time.
Wellness	The City has services, places and spaces that allow me, my family and my community to be healthy and active.
Reconciliation	The City includes indigenous cultural expression in the design and delivery of recreation.



Recreation Opportunities: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

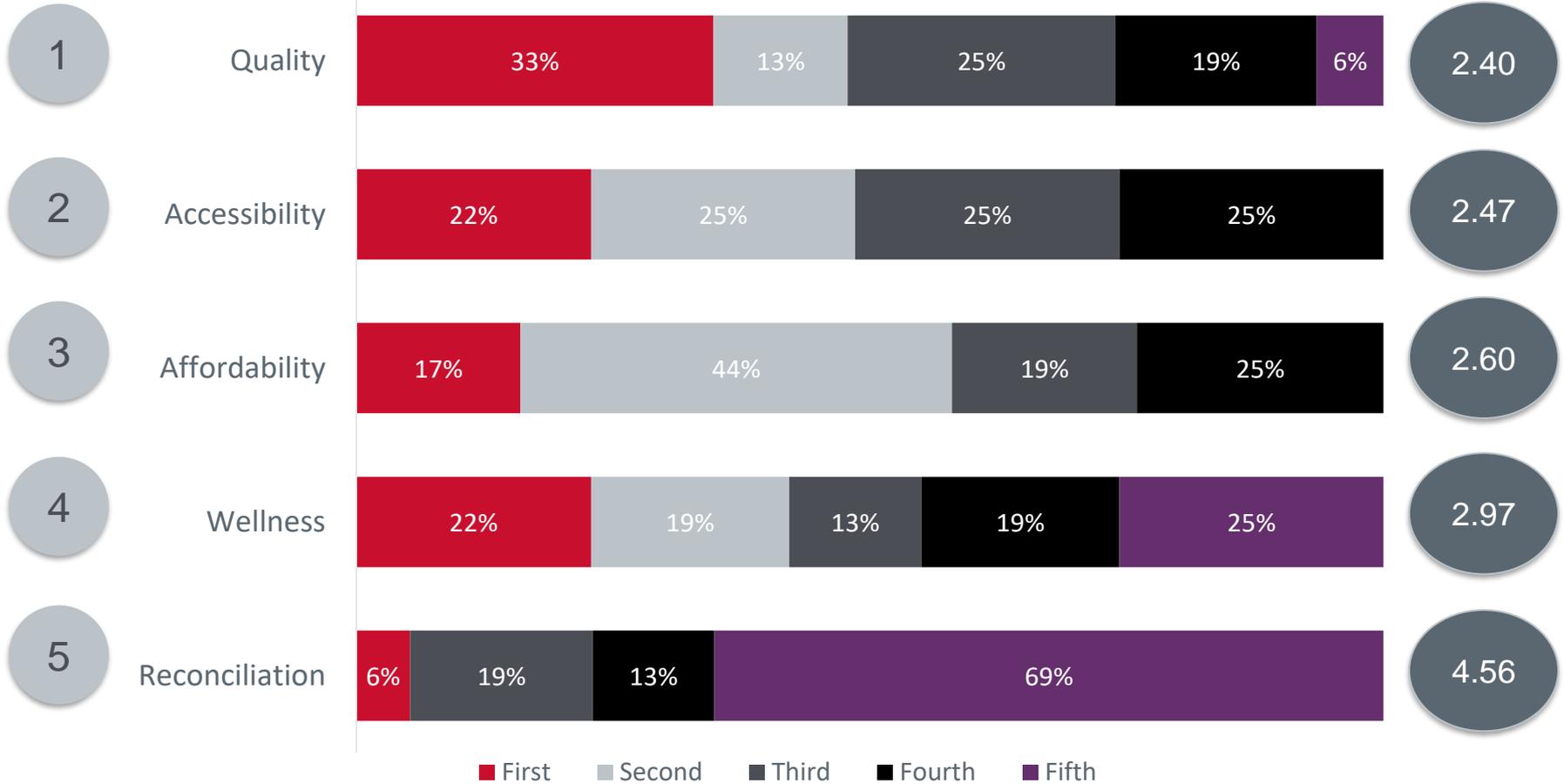
Sample size: valid responses (n = 26)



Recreation Opportunities: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 18)



Urban Forestry Service

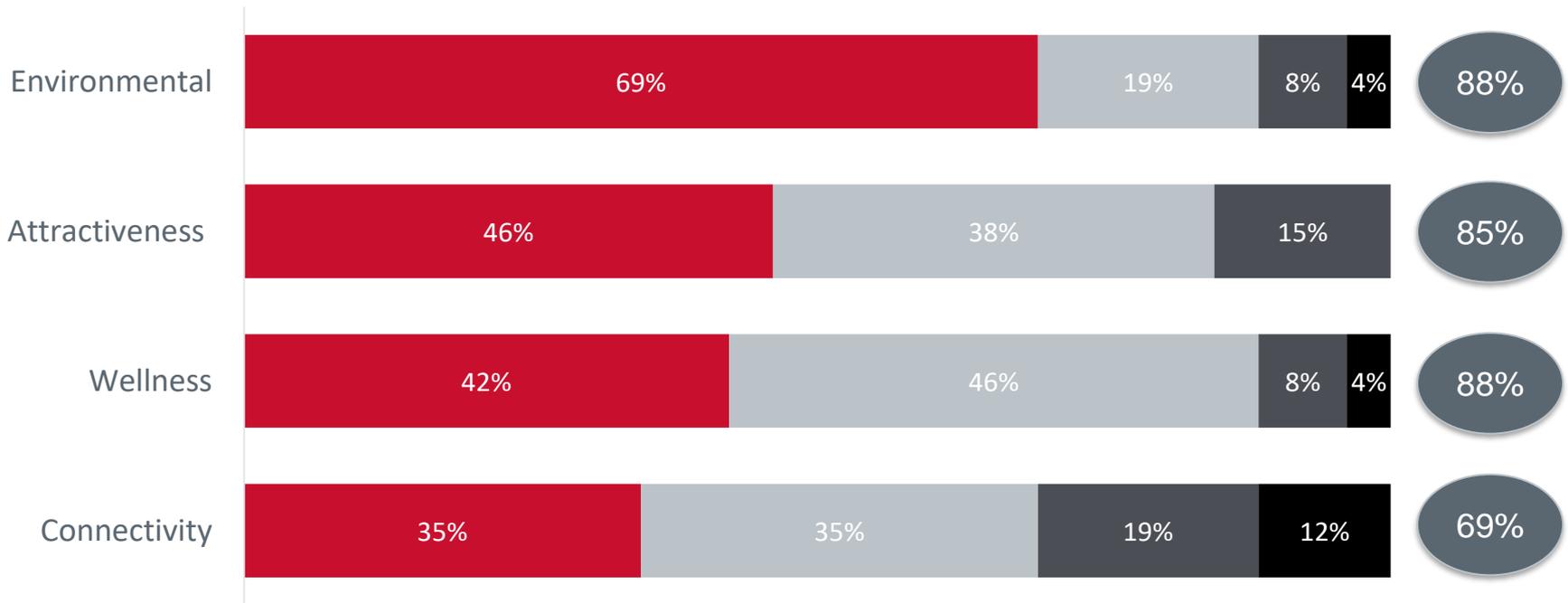
Urban Forestry service plants, maintains and protects public trees.

Environmental	The City protects Calgary's forest.
Connectivity	Calgary has trees for their shade and because they make my walks more enjoyable.
Wellness	Calgary has forests for the good effects they have on my health.
Attractiveness	There are trees in my community for their beauty and the effects they have on my property values.



Urban Forestry: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

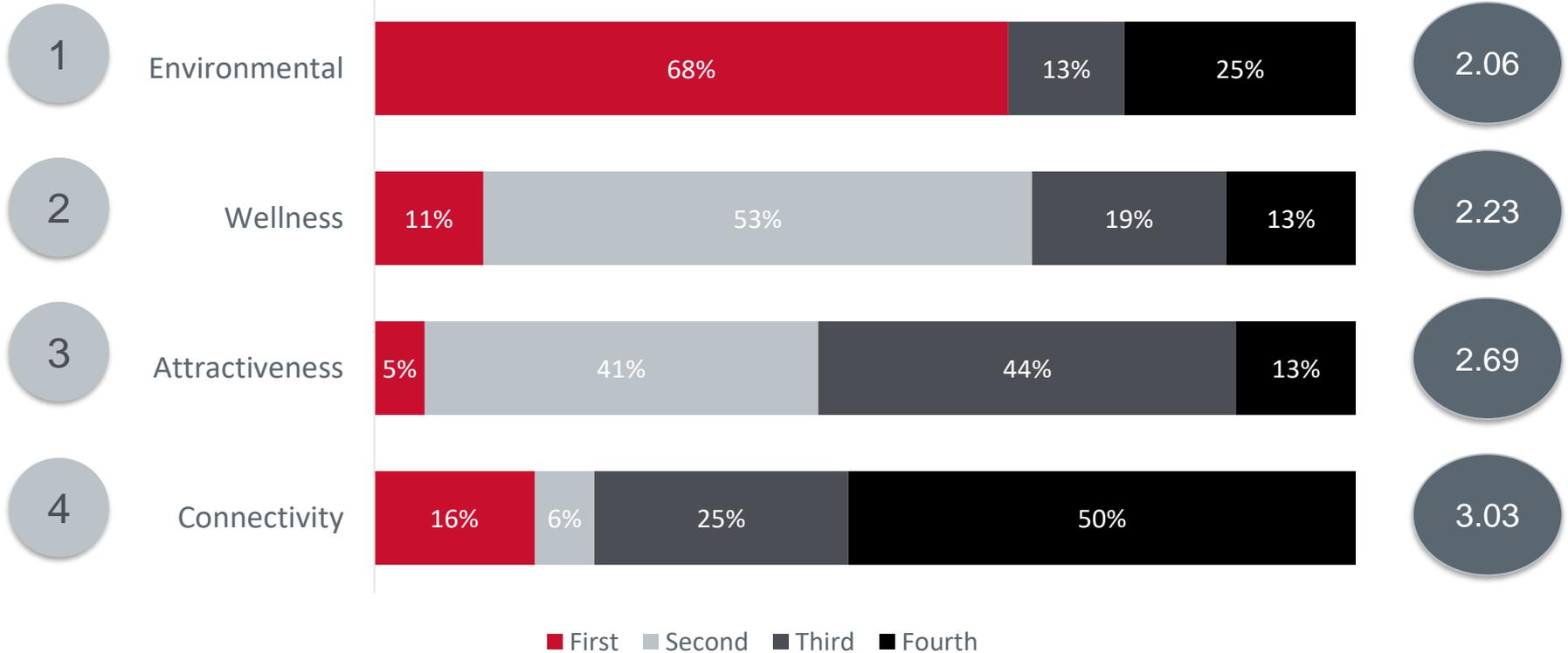
Sample size: valid responses (n = 26)



Urban Forestry: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 19)



Waste & Recycling Service

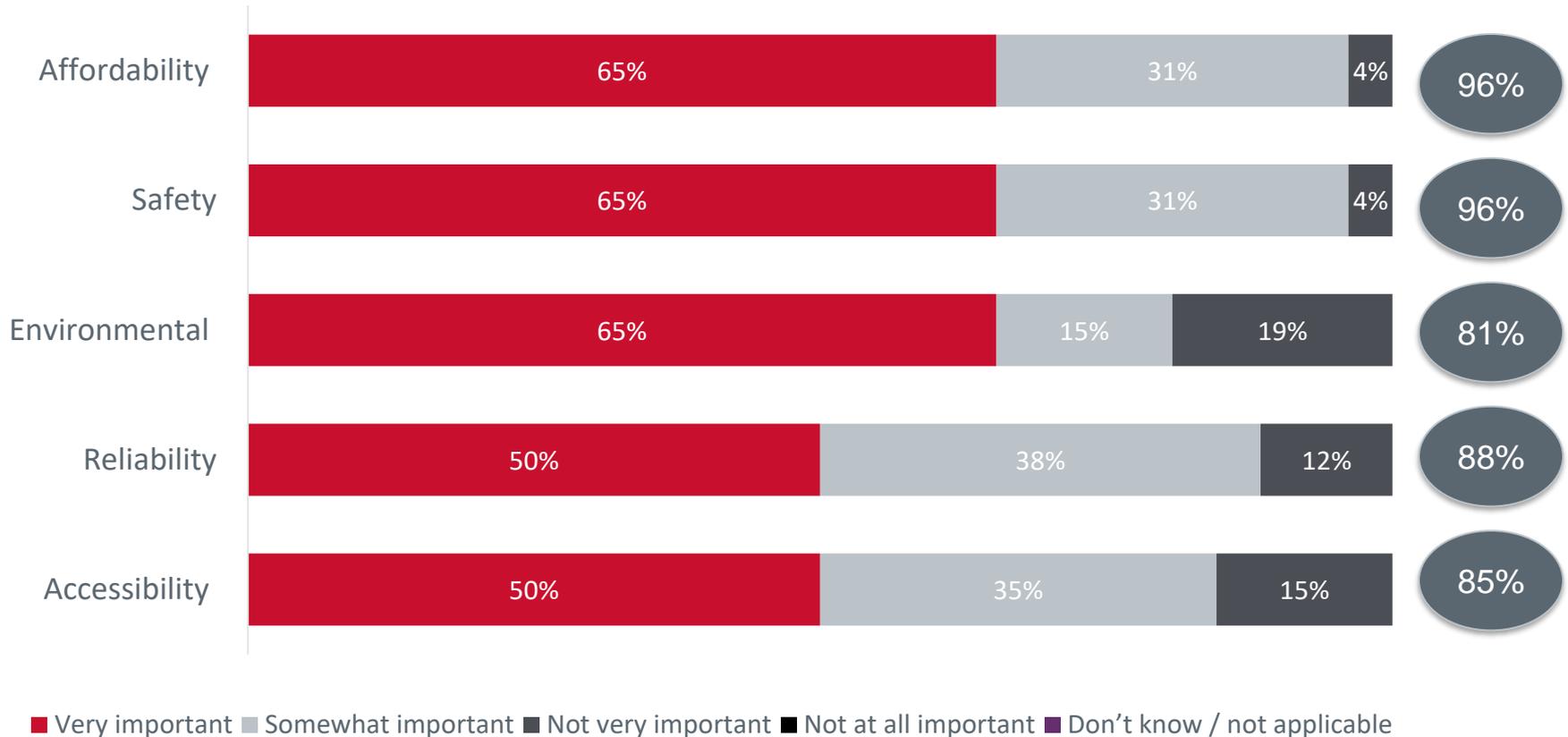
Waste & Recycling service includes waste collection, management of landfills and operation of waste diversion programs to protect public health and the environment.

Safety	All waste & recycling activities are performed safely. Everyone is safe at City work sites and facilities.
Reliability	Schedules for services and access to facilities are reliable and my questions are answered in a timely manner.
Environmental	Calgarians do their part in waste reduction and diversion. Waste and recycling in Calgary meets regulatory requirements to protect public health, safety and the environment.
Accessibility	The City gives me the information I need to know how to properly dispose of materials (garbage, recyclable, food and yard waste, household hazardous waste).
Affordability	Rate and user fees are transparent and fair.



Waste & Recycling: Importance

Total Importance



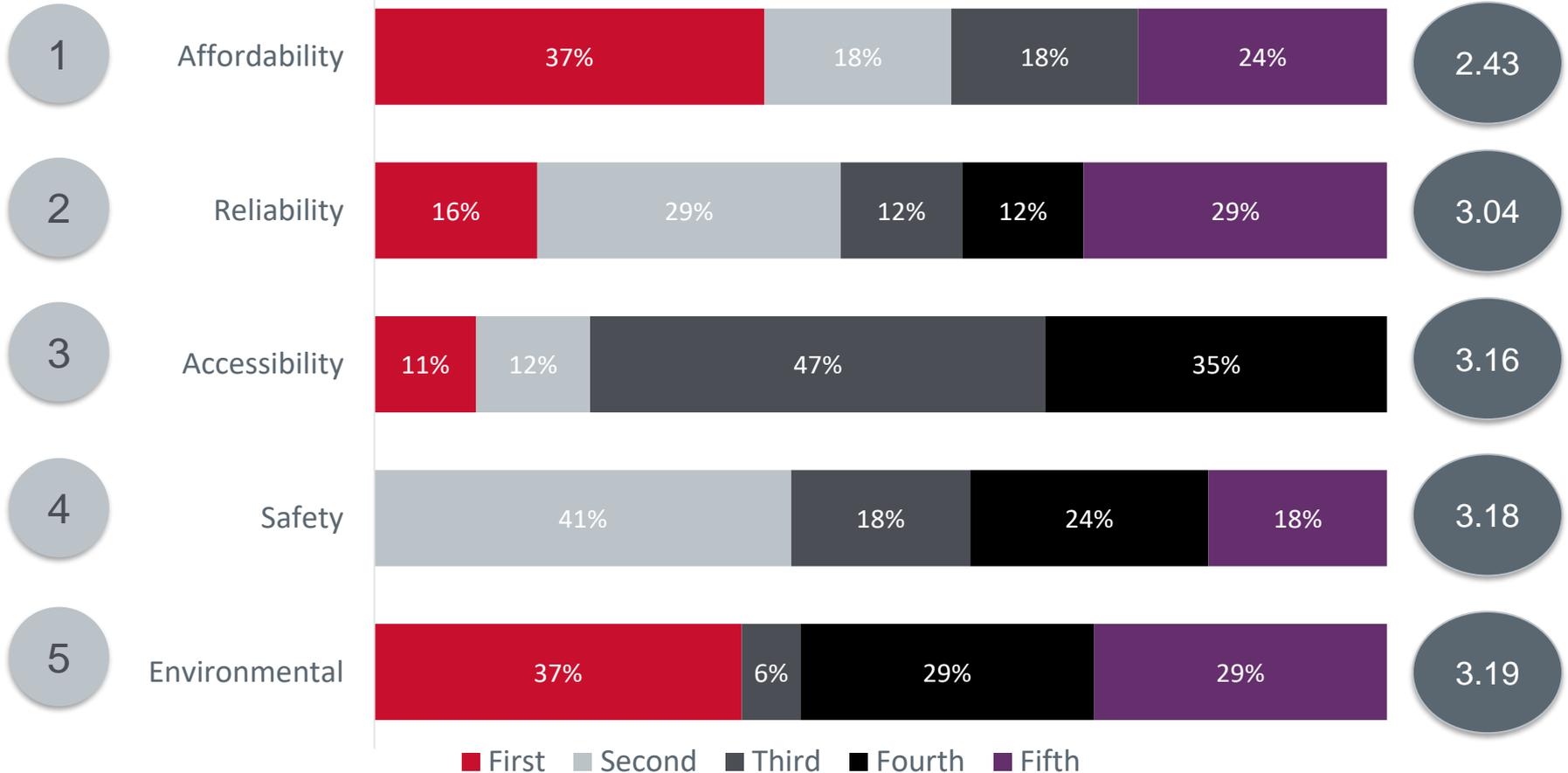
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Waste & Recycling: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 19)



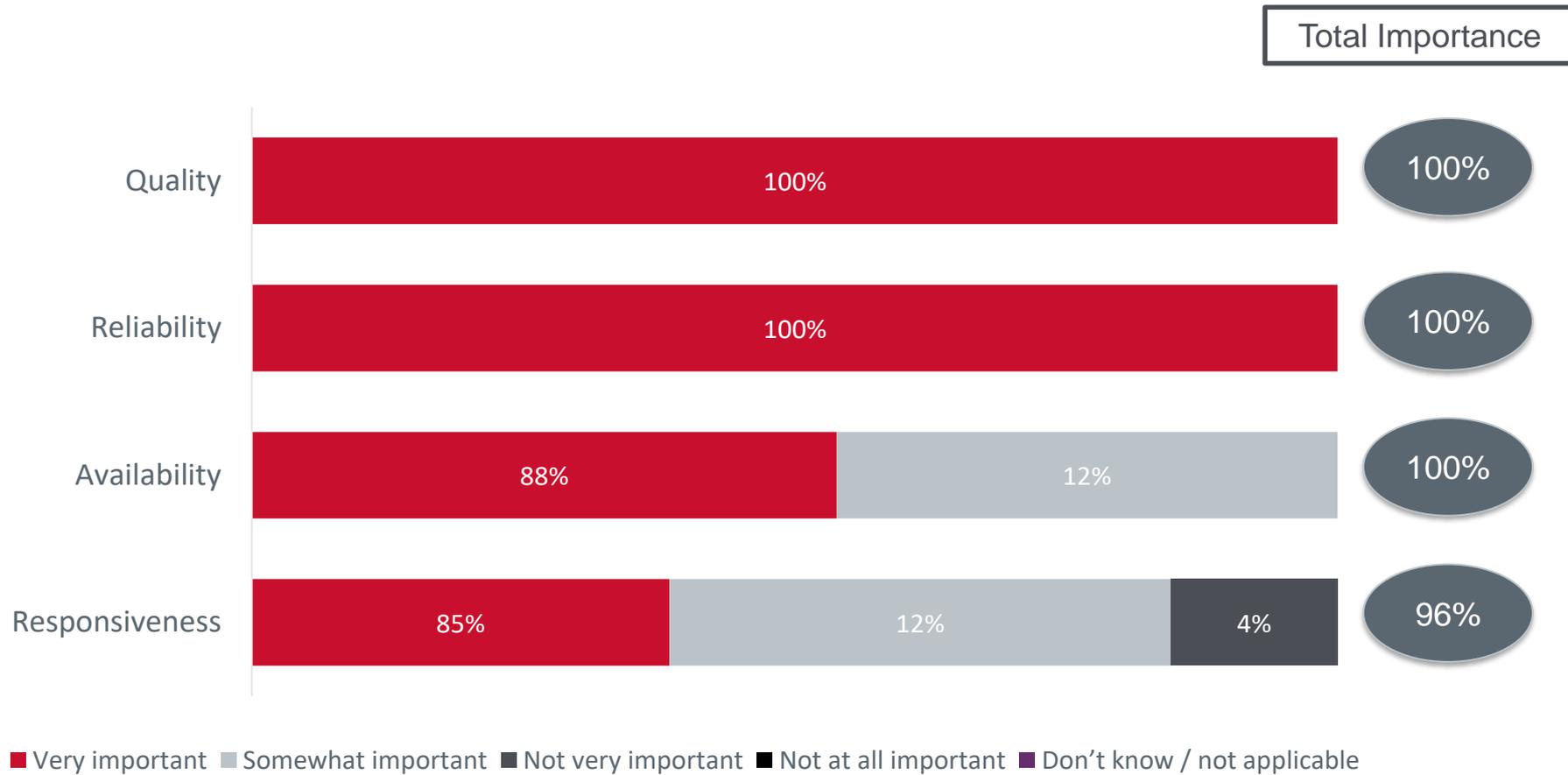
Water Treatment & Supply Service

Water Treatment & Supply service manages the water supply.

Availability	Drinking water is available with limited disruptions.
Quality	Drinking water is of high quality and safe to drink.
Reliability	The City works to protect the water supply.
Responsiveness	The City responds quickly to any delays to my water service.



Water Treatment & Supply: Importance



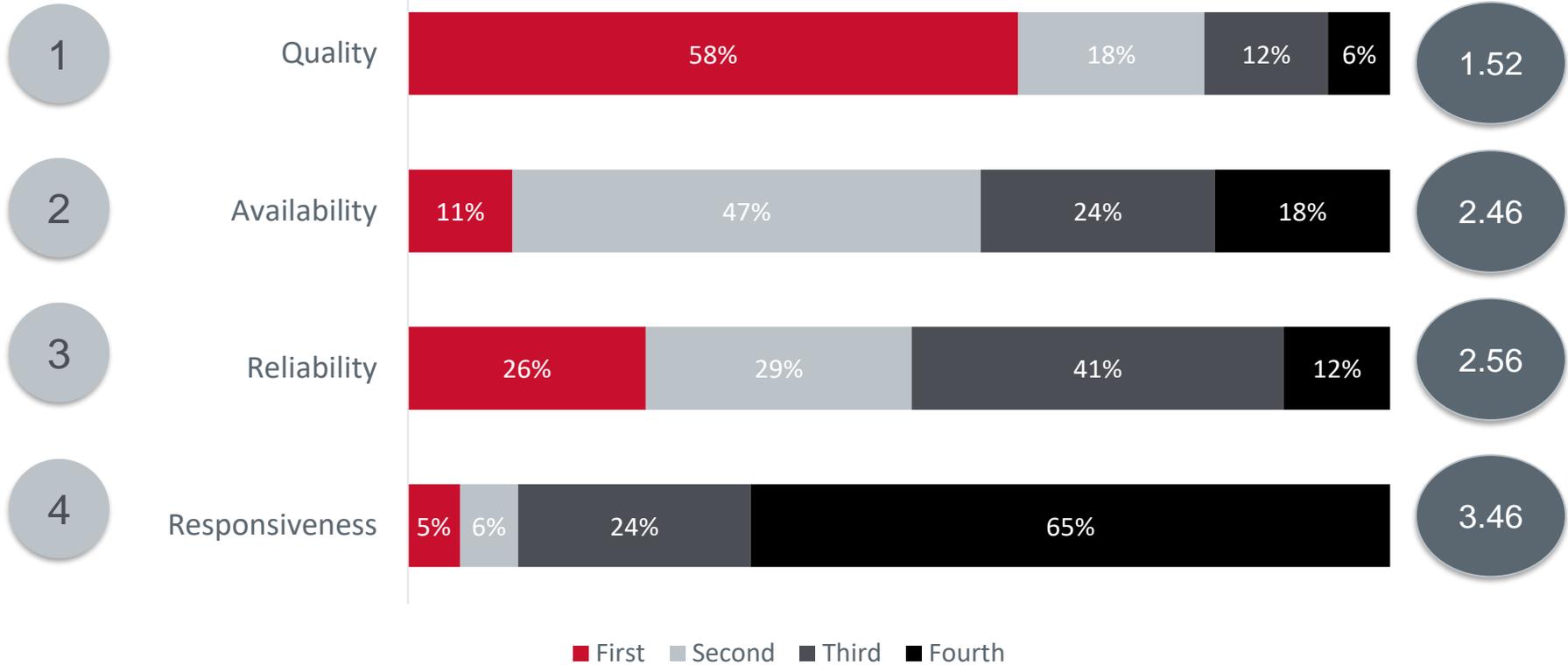
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Water Treatment & Supply: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 19)



Stormwater Management Service

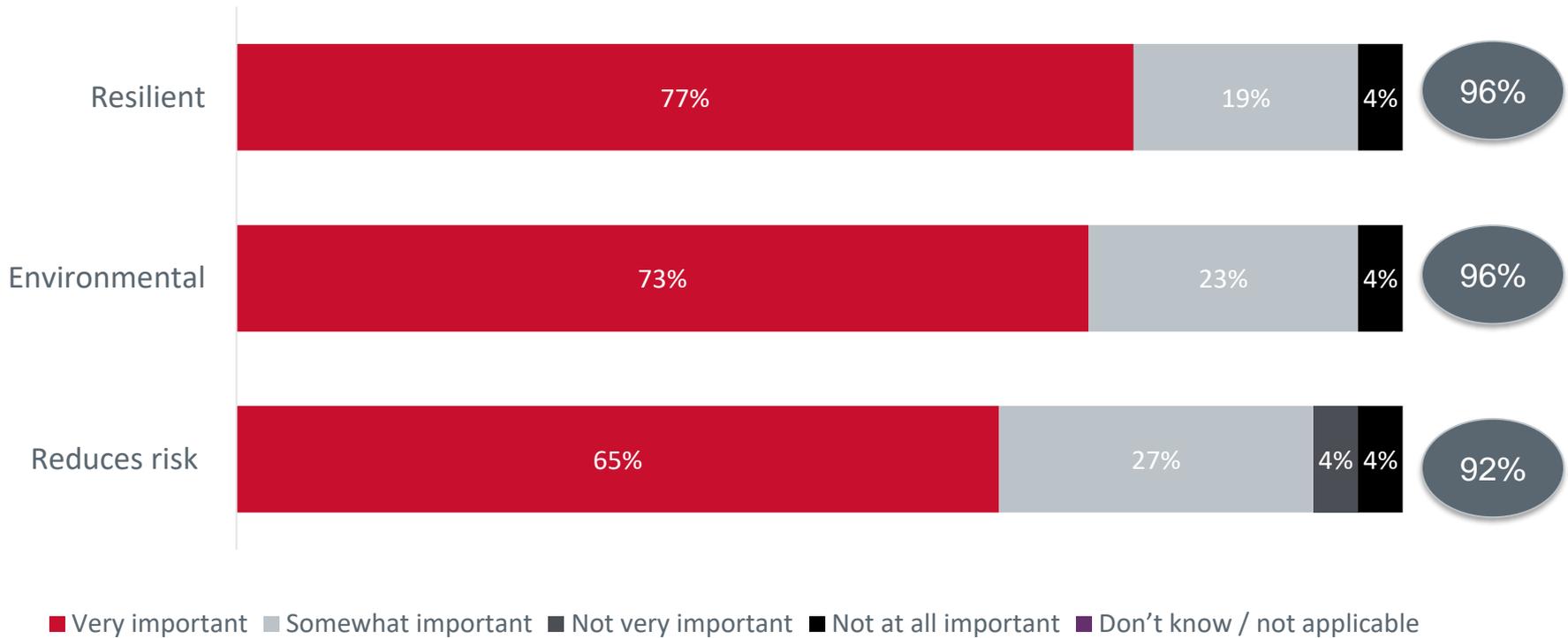
Stormwater Management service collects and controls stormwater and minimizes impact on the rivers.

<p>Reduces risk</p>	<p>The City works to reduce flooding from rain and snow melt that impacts homes, businesses and the community.</p>
<p>Resilient</p>	<p>Calgary is prepared for flooding and recovers quickly.</p>
<p>Environmental</p>	<p>The City works to keep our rivers and surrounding natural areas healthy by reducing the impact of development.</p>



Stormwater Management: Importance

Total Importance



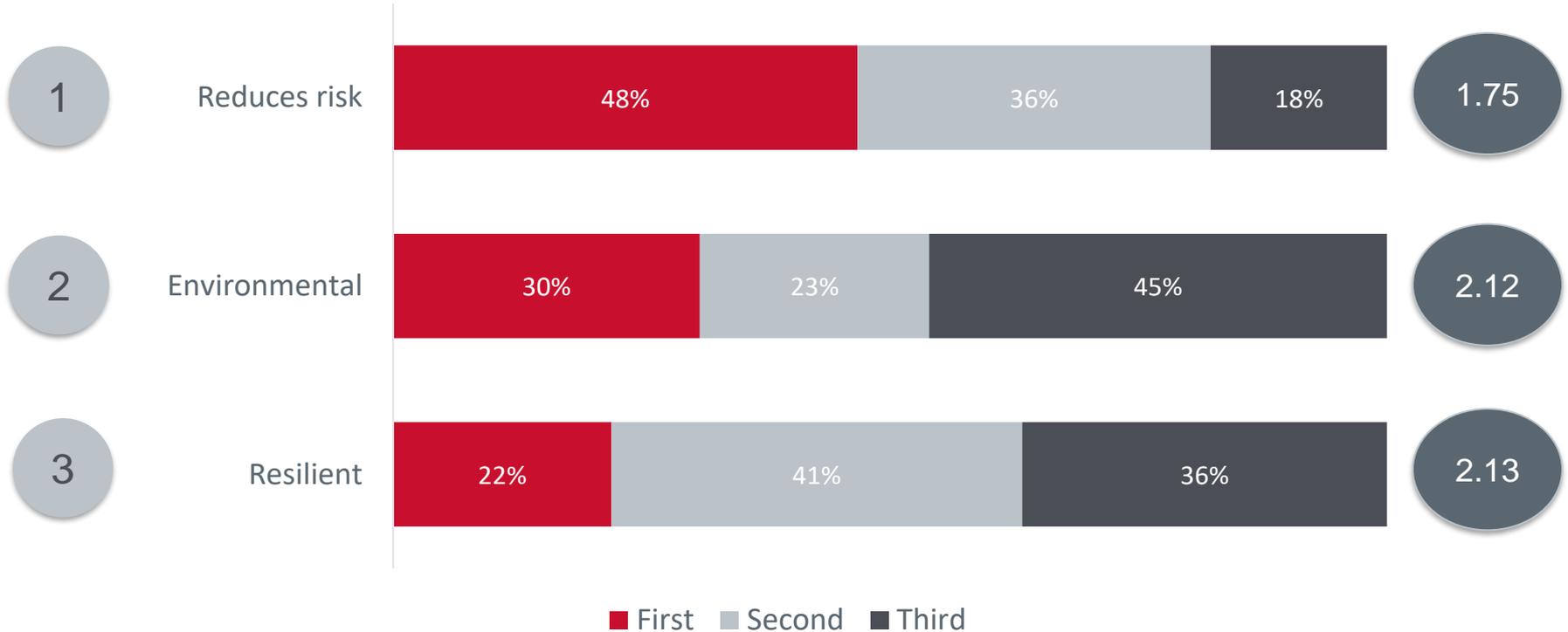
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Stormwater Management: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 23)



Wastewater Collection & Treatment Service

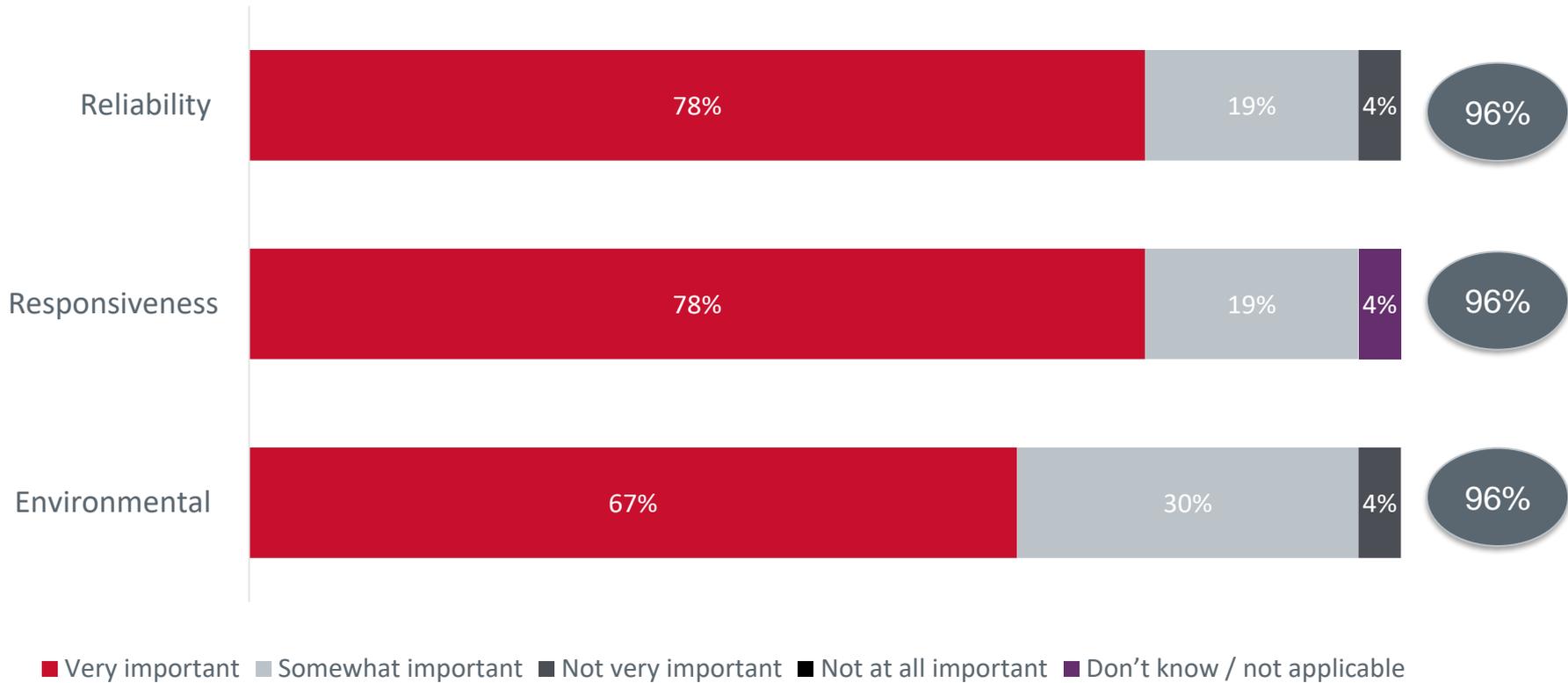
Wastewater Collection & Treatment service collects and treats sewage. It protects public health, property and the environment.

<p>Reliability</p>	<p>The City works to reduce sanitary sewer backups in homes, businesses and the community.</p>
<p>Environmental</p>	<p>The City manages wastewater from toilets, sinks and drains in a way that protects the environment.</p>
<p>Responsiveness</p>	<p>The City responds quickly to a sanitary sewer backup in homes, businesses and the community.</p>



Wastewater Collection & Treatment: Importance

Total Importance



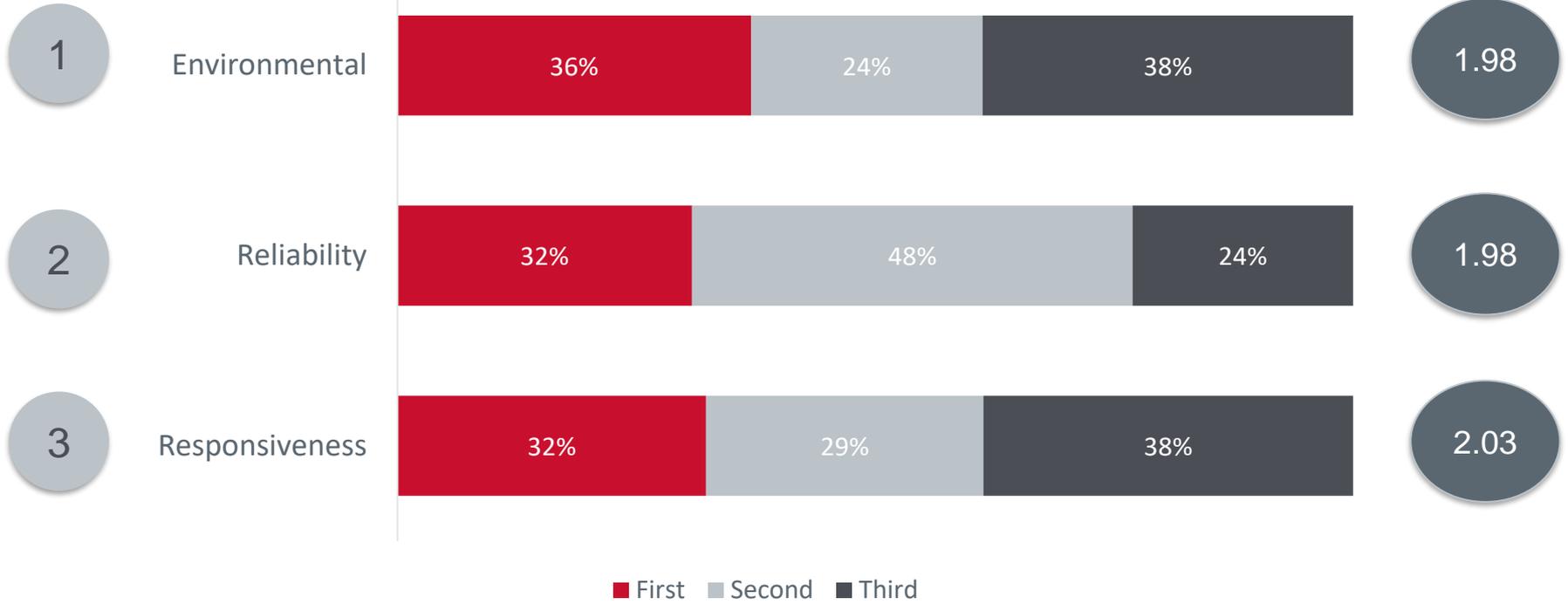
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Wastewater Collection & Treatment: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 22)

Calgary



A Prosperous City



Affordable Housing Service

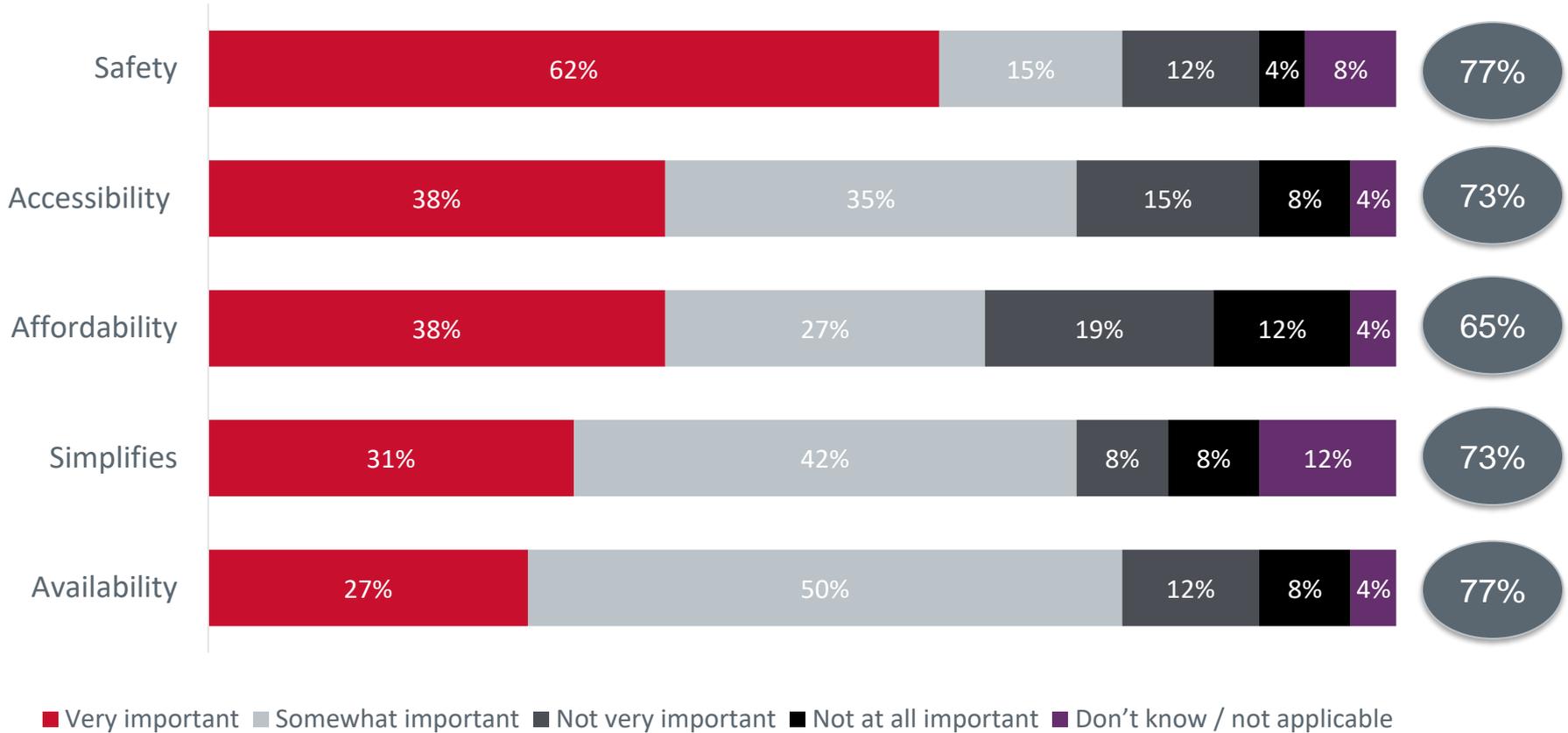
Affordable Housing service provides housing options for low-income citizens.

Affordability	The City builds new affordable homes that are accessible to low and moderate income Calgarians.
Safety	City owned affordable housing is safe, secure and well maintained.
Accessibility	The City has housing programs that are clear and easy to find by housing agencies and Calgarians.
Availability	The City provides incentives to the non-profit housing sector to support building new affordable homes faster and easier.
Simplifies	The City brings people together to drive positive changes in affordable housing.



Affordable Housing: Importance

Total Importance



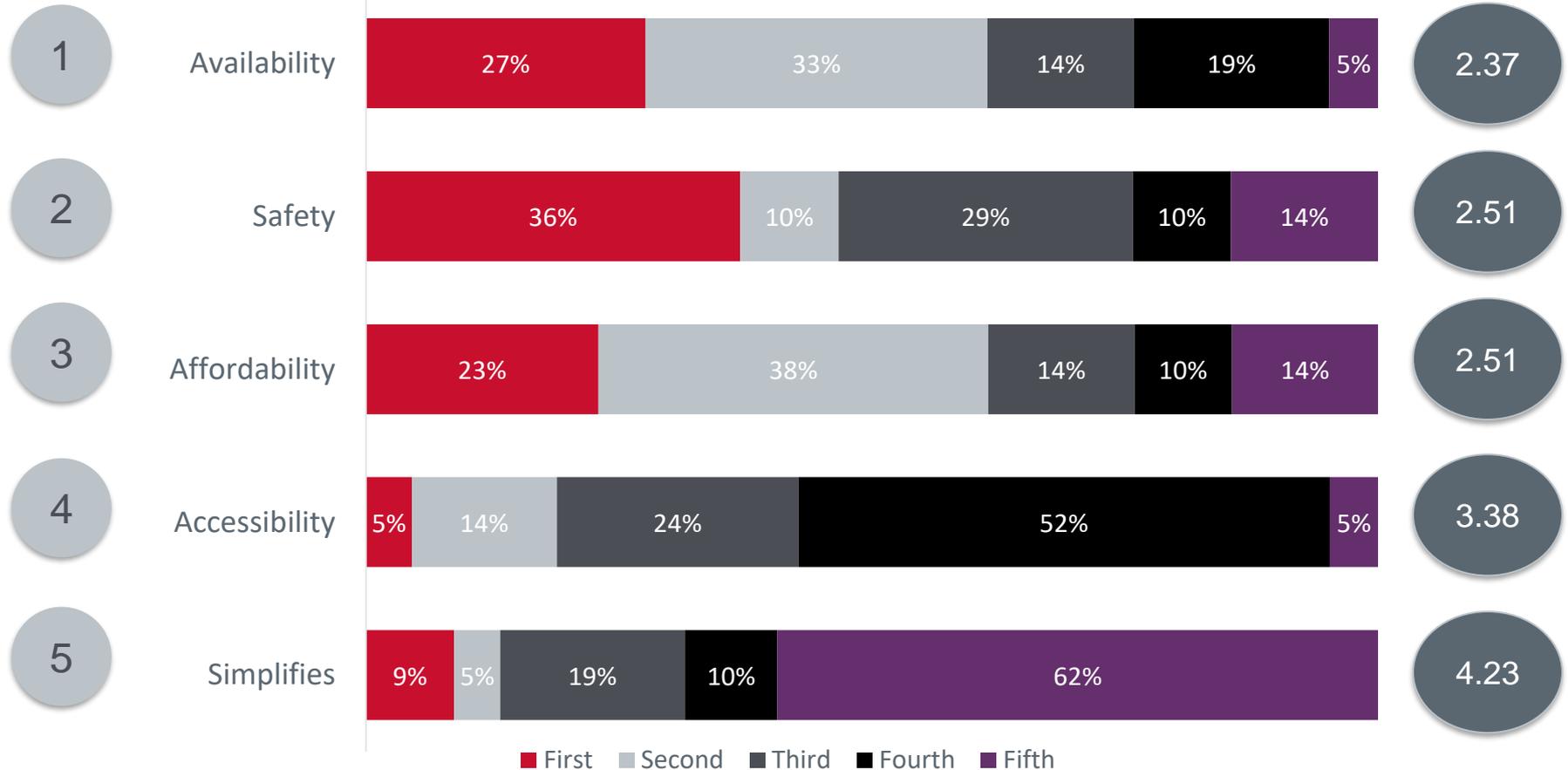
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Affordable Housing: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 22)



Arts & Culture Service

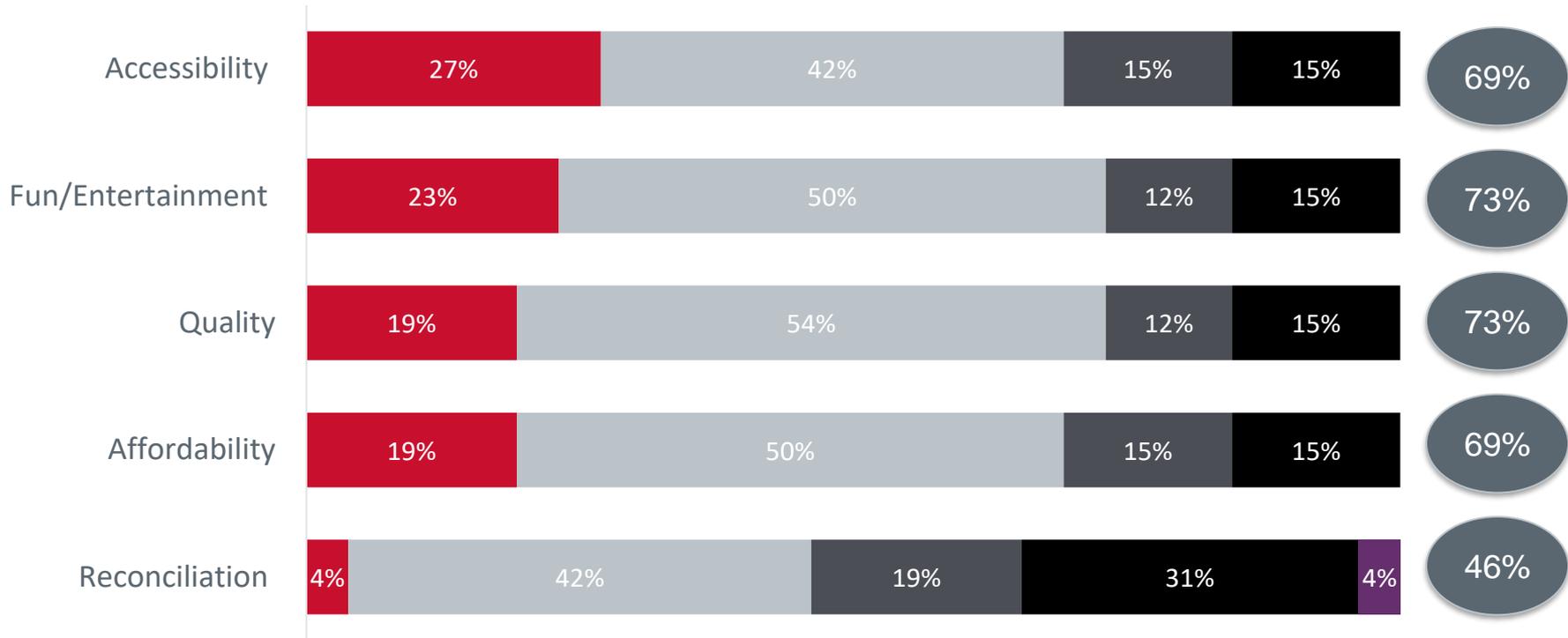
Affordable Housing service provides arts and cultural experiences to Calgarians and visitors.

Accessibility	Arts and culture activities in Calgary are easy to find, are inclusive, convenient, and welcoming to all Calgarians.
Affordability	Arts and culture activities in Calgary are affordable.
Quality	Arts and culture programs, activities, and services are of high quality and adapt over time.
Fun/Entertainment	Arts and culture programs, activities and services are enjoyable and allow me to lead a creative life.
Reconciliation	Indigenous culture is included in art and culture programs, activities and services.



Arts & Culture: Importance

Total Importance



■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

Sample size: valid responses (n = 26)



Arts & Culture: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 19)



Business Licensing Service

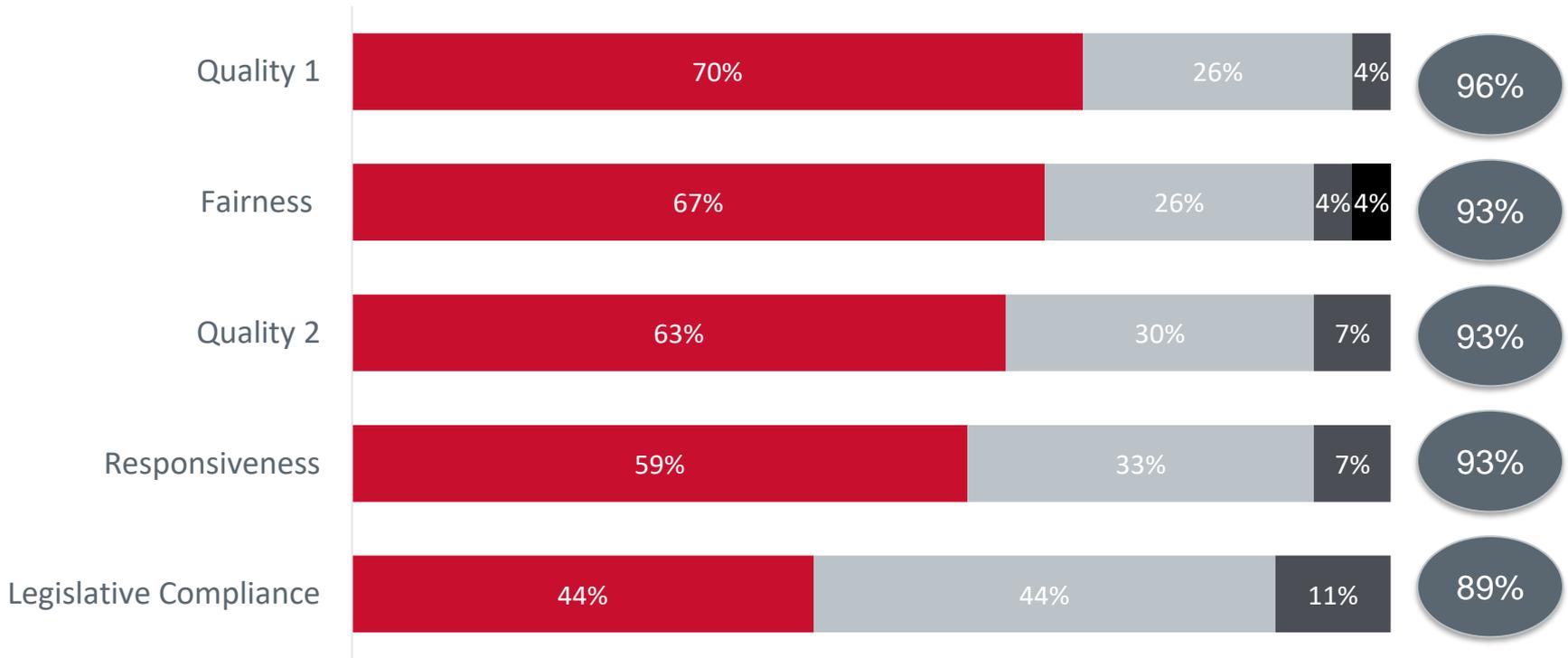
Business Licensing service provides and enforces business licences.

Responsiveness	Business licenses are issued in a reasonable timeframe.
Quality 1	Business license information is easy to find and the decisions made on applications are consistent.
Quality 2	Inspectors are knowledgeable and professional.
Legislative Compliance	The City investigates and inspects businesses to make sure they follow the rules.
Fairness	Business License Inspectors are skilled and competent.



Business Licensing: Importance

Total Importance



■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

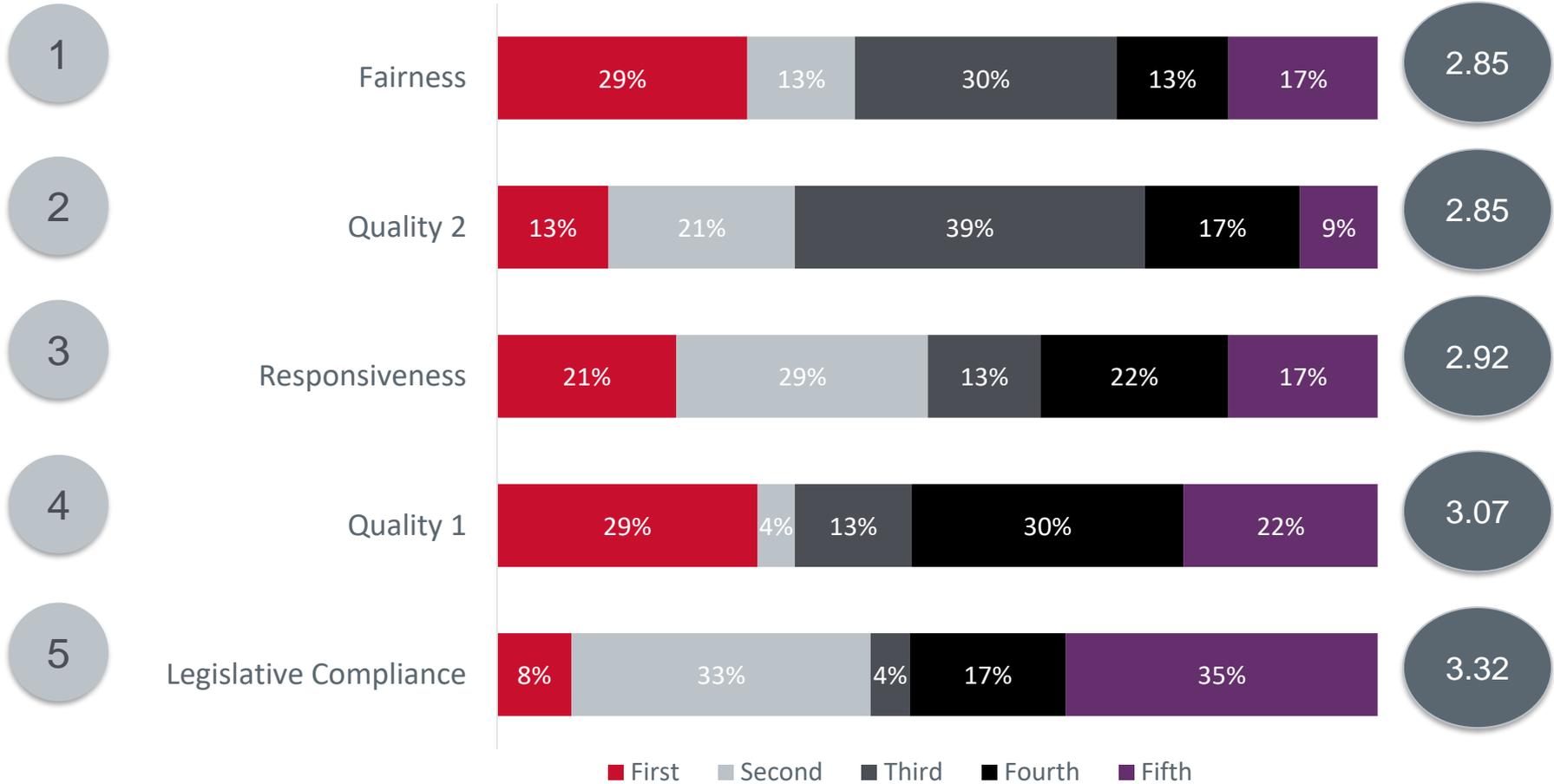
Sample size: valid responses (n = 27)



Business Licensing: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 24)



Community Strategies Service

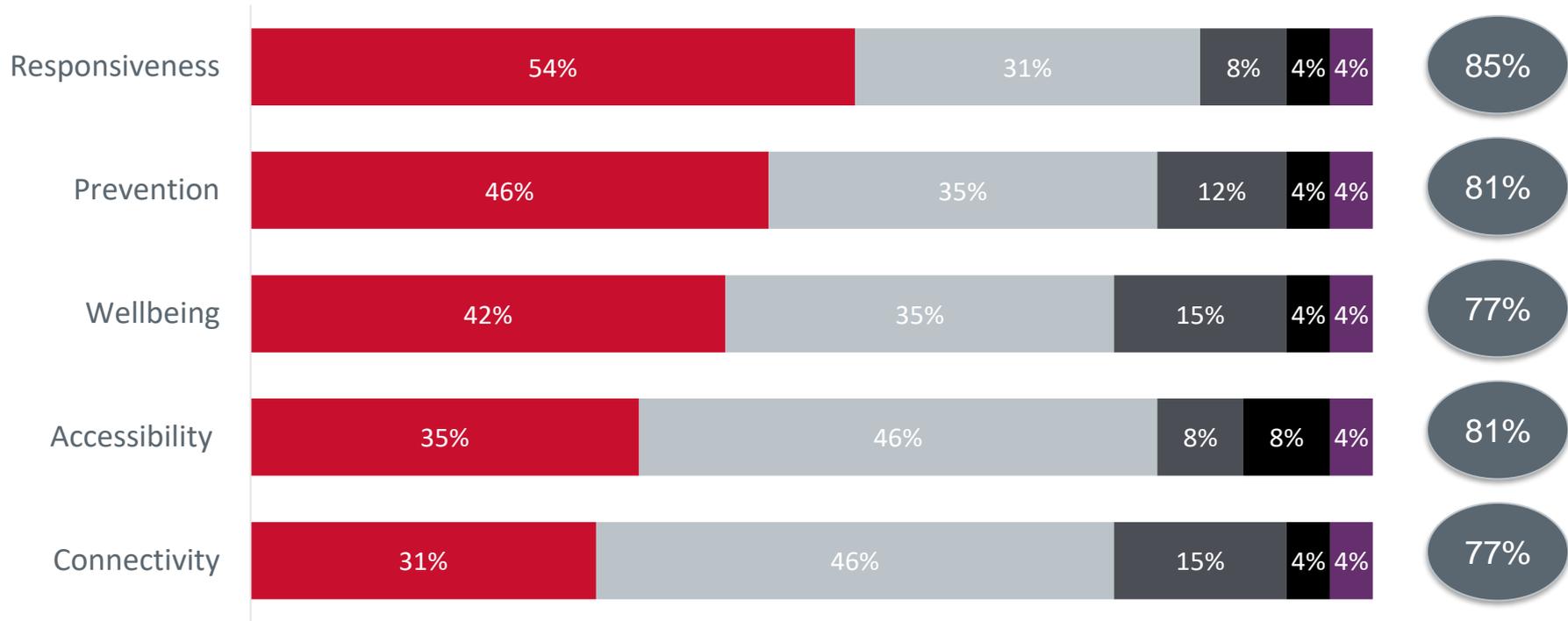
Community Strategies service creates policies to advance common goals and vision around social wellbeing.

Responsiveness	The City is responsive to community issues and works on making life better for all Calgarians.
Prevention	The City supports citizens' social wellbeing by preventing social and community issues.
Connectivity	The City works together with organizations to build connections.
Accessibility	The City supports everyone to belong.
Wellbeing	The City addresses the needs of all Calgarians.



Community Strategies: Importance

Total Importance



■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ Don't know / not applicable

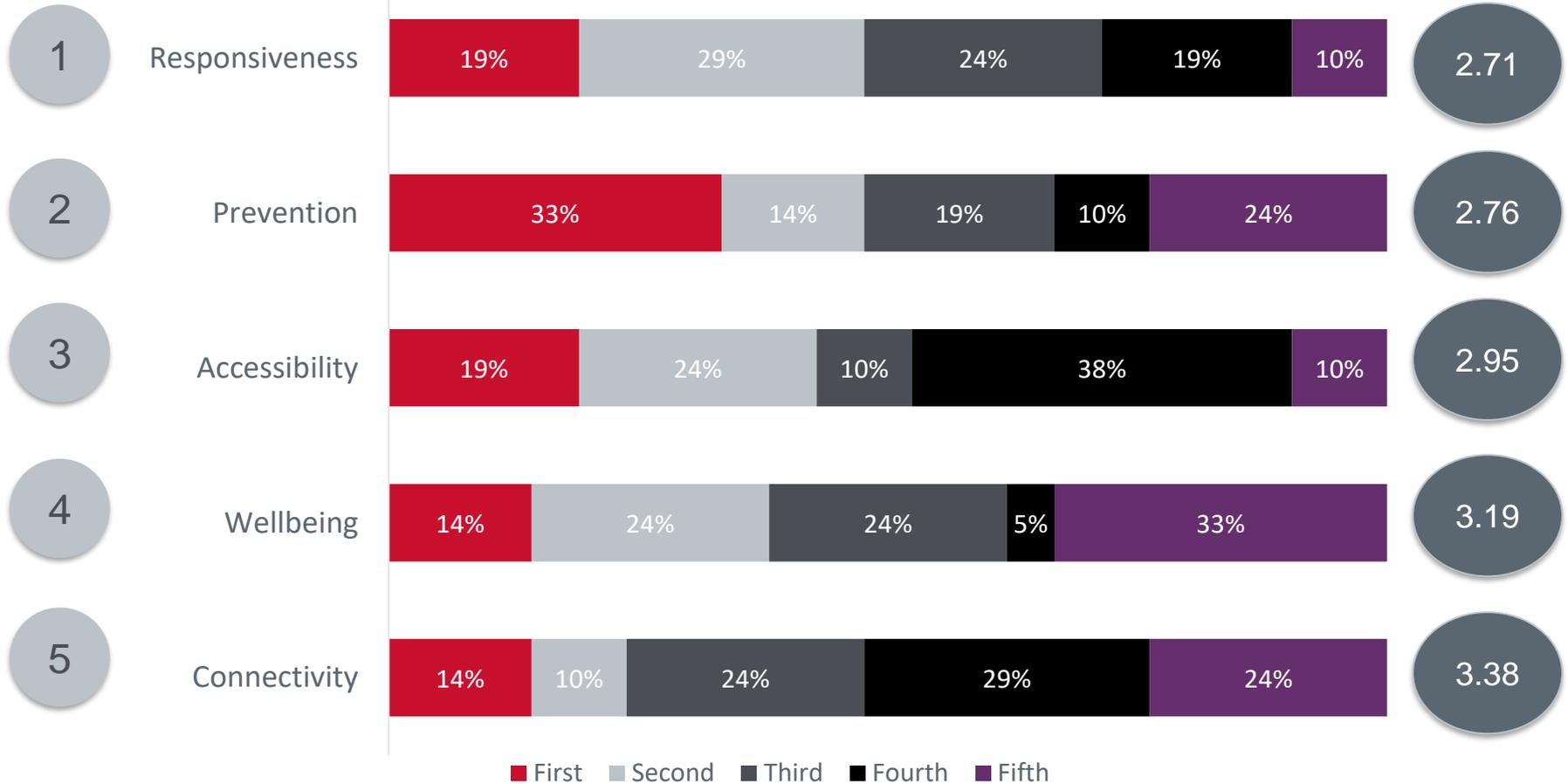
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Community Strategies: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 21)



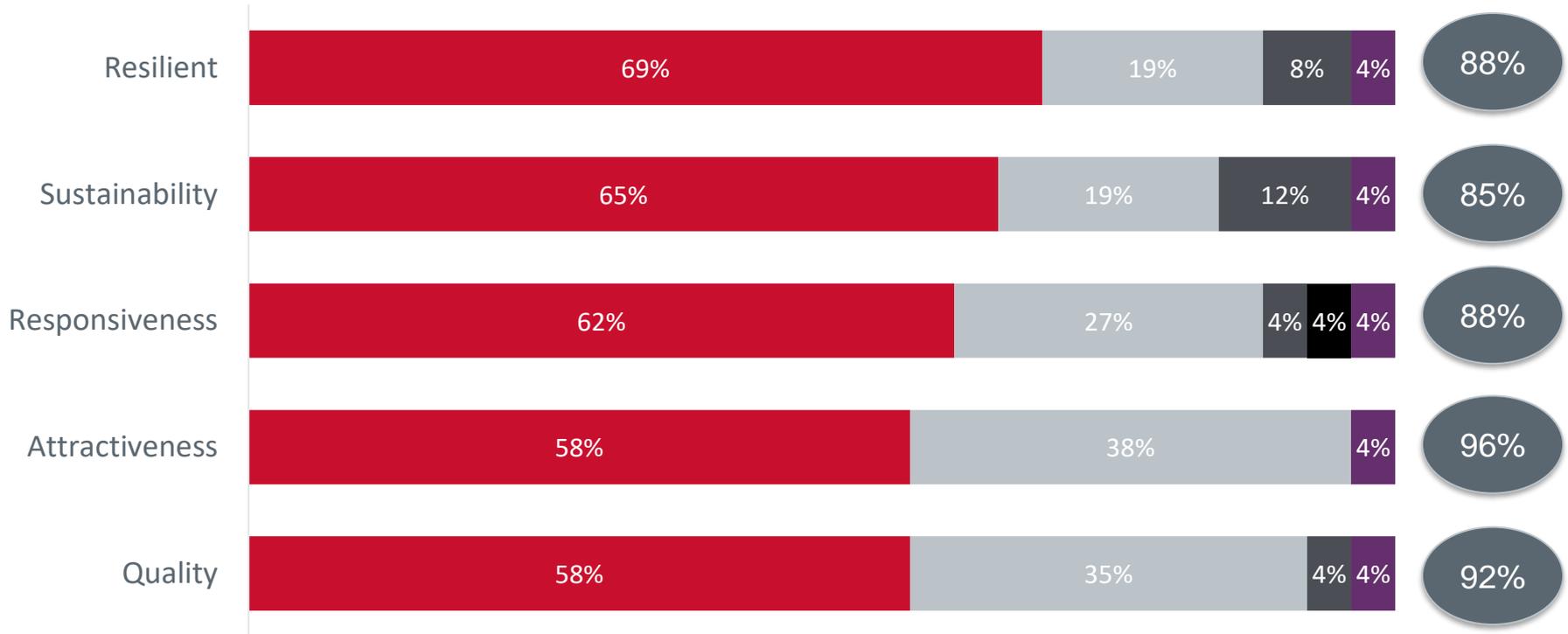
Economic Development & Tourism service provides grants and resources to partner agencies to encourage economic development and tourism.

Attractiveness	Calgary has attractions that are high quality and fun for Calgarians and visitors.
Quality	Economic development efforts and Calgary tourism marketing are high quality.
Sustainability	Economic development and tourism support the local economy for current and future generations.
Responsiveness	Economic development and tourism reacts to changes in the economy.
Resilient	Economic development and tourism services help Calgary and Calgarians cope and recover from things that disrupt our economy.



Economic Development & Tourism: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

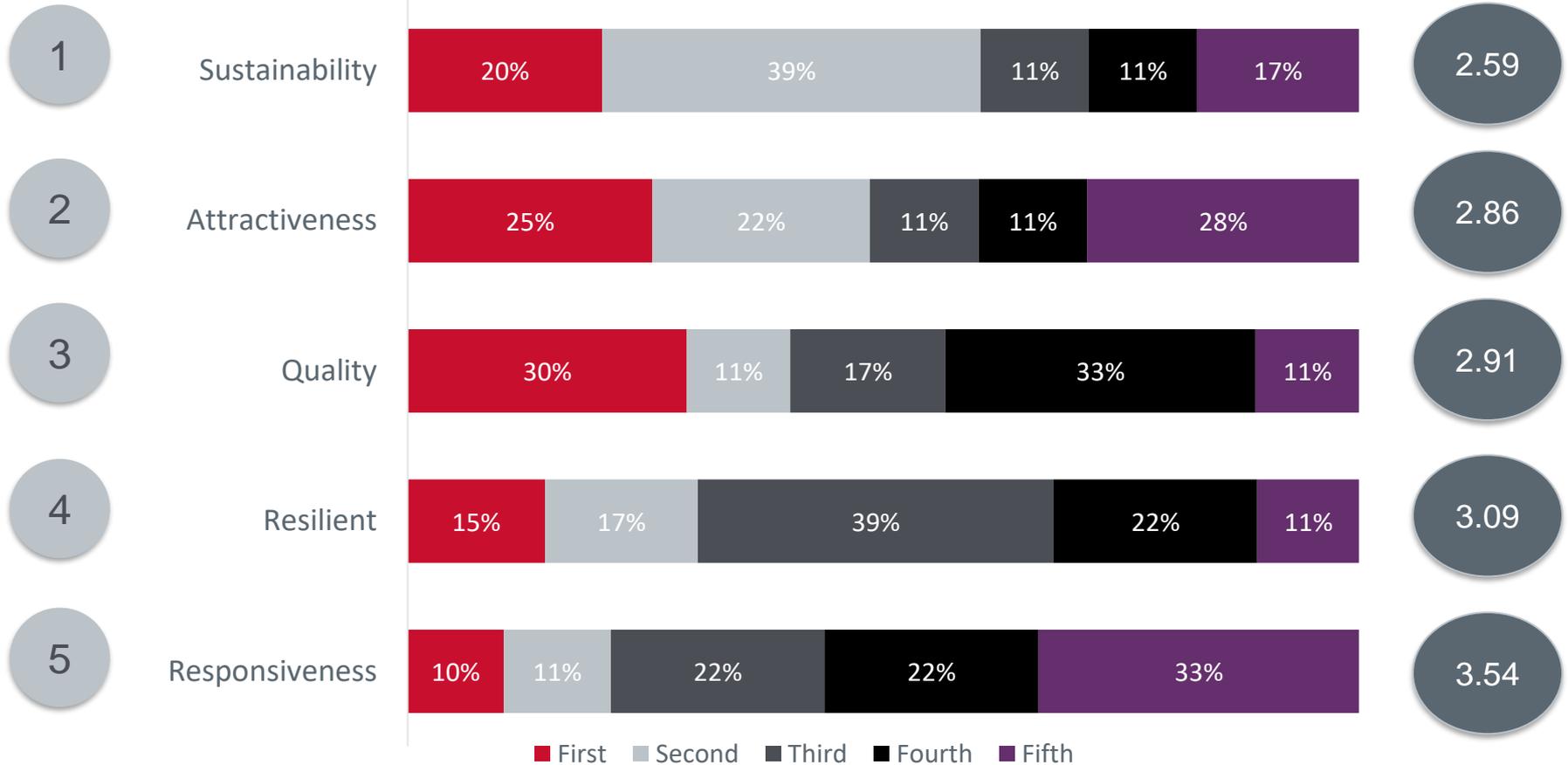
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Economic Development & Tourism : Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 20)



Land & Development Sales Service

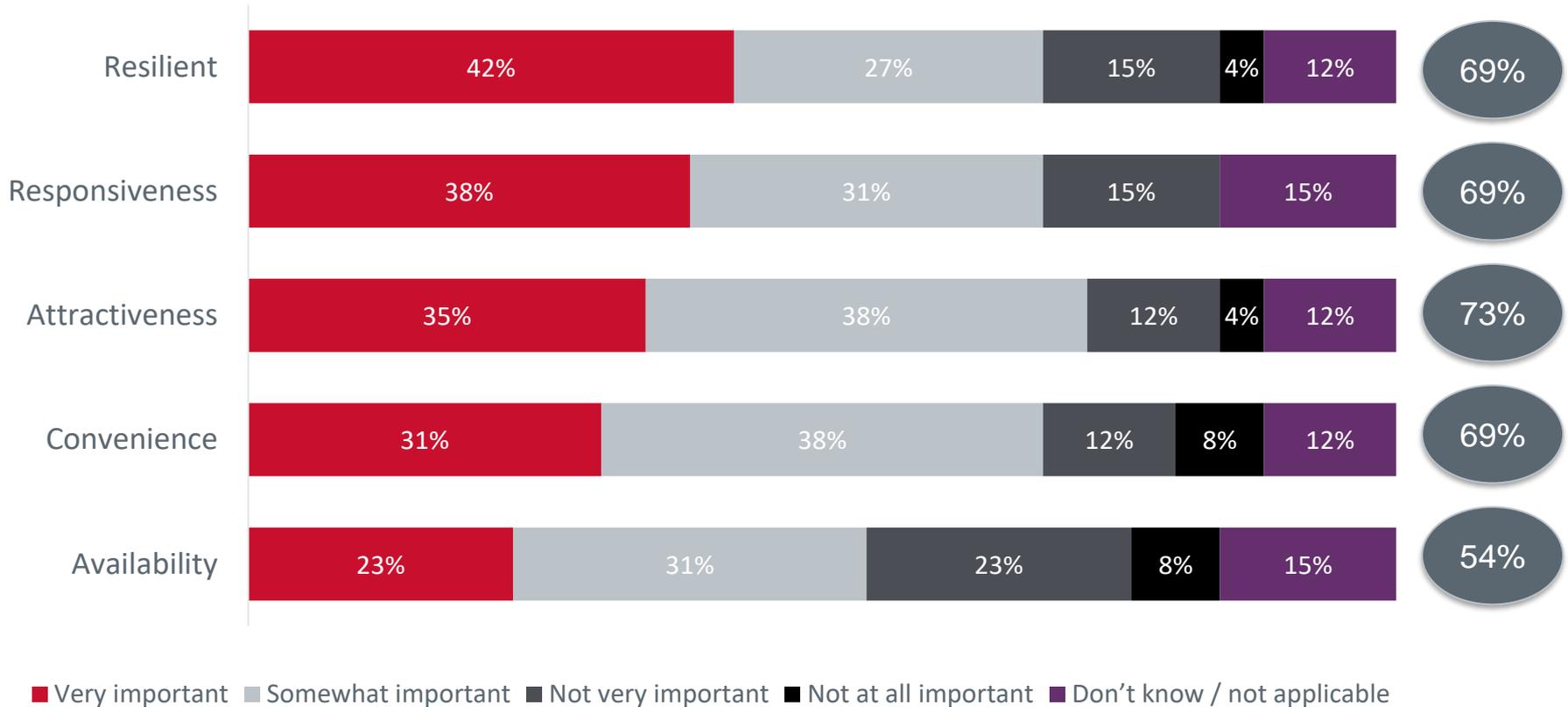
Land & Development Sales service supports business community growth through the development of industrial land.

Availability	There is a consistent supply of serviced land for sale.
Responsiveness	Real estate sales are done quickly and my questions are answered.
Attractiveness	Serviced city-owned land is sold at fair market value.
Convenience	Serviced land prepared and ready for construction.
Resilient	The City's land portfolio is strong and it supports economic development.



Land Development & Sales: Importance

Total Importance



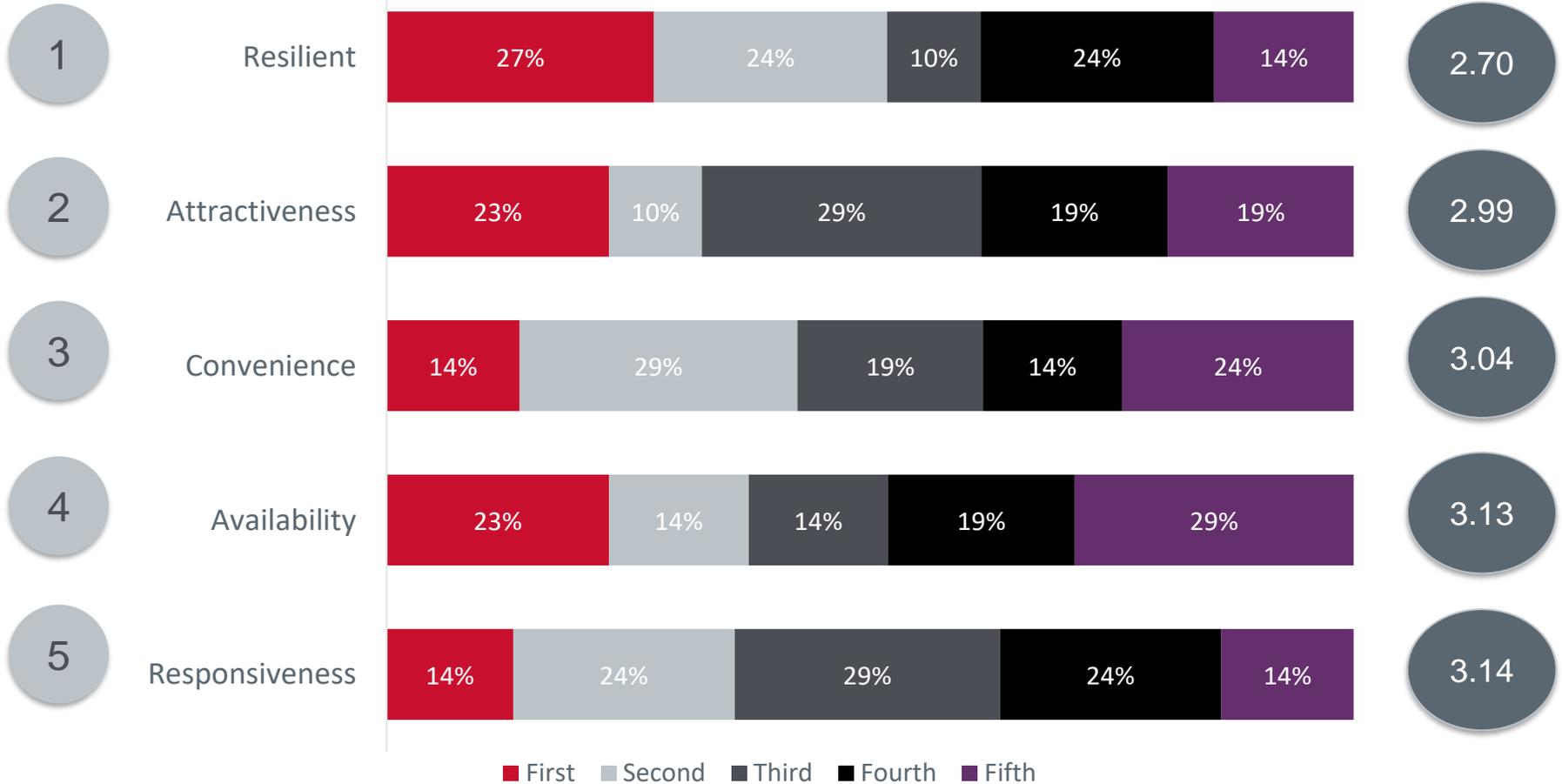
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Land Development & Sales: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 22)



Social Programs Service

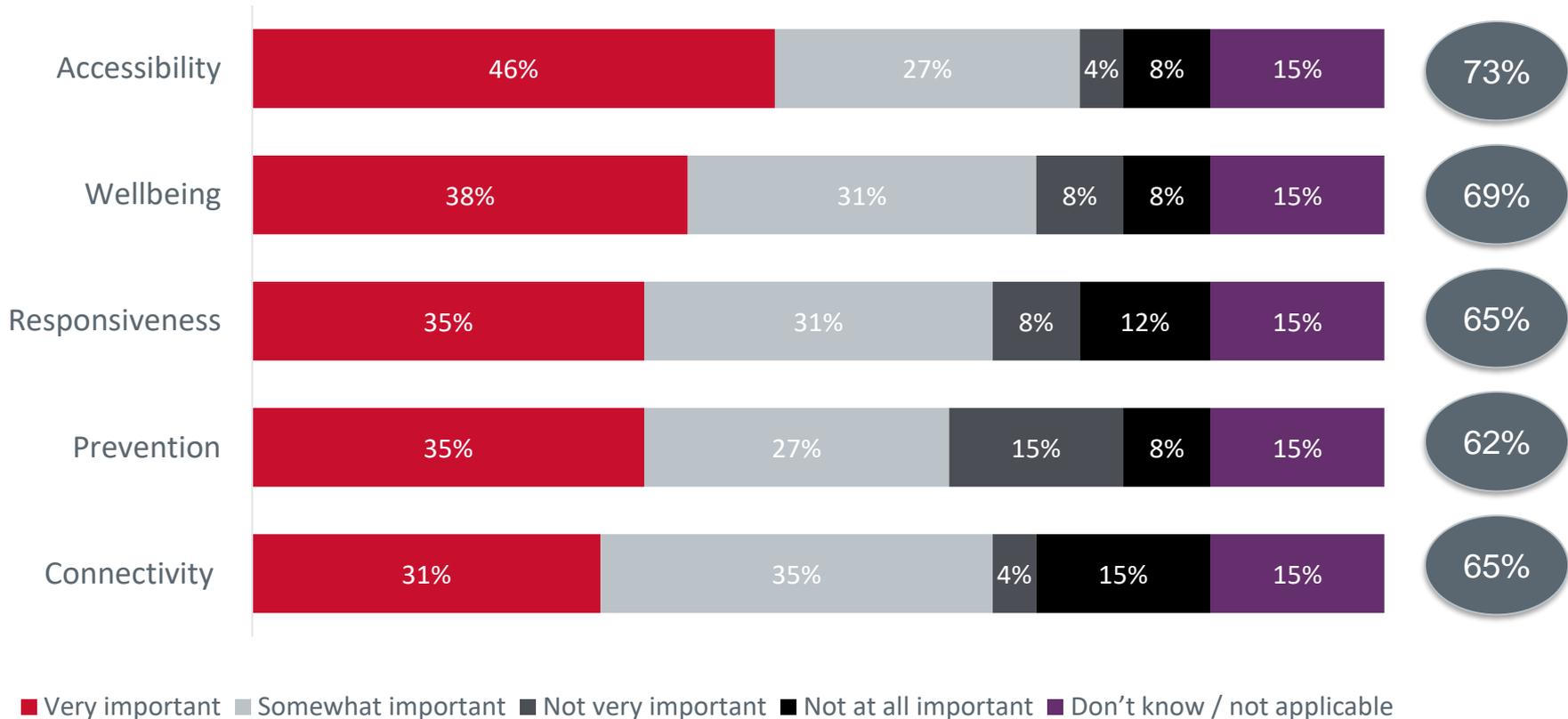
Social Programs service provides programs which offer support for social conditions in the Calgary community.

Accessibility	Social programs are accessible.
Connectivity	I can get social programs that connect me to the resources I need to thrive.
Responsiveness	The social programs I access meet my needs.
Prevention	I can get the social programs to assist me in difficult situations
Wellbeing	The City offers programs and services that meet the needs of Calgarians.



Social Programs: Importance

Total Importance



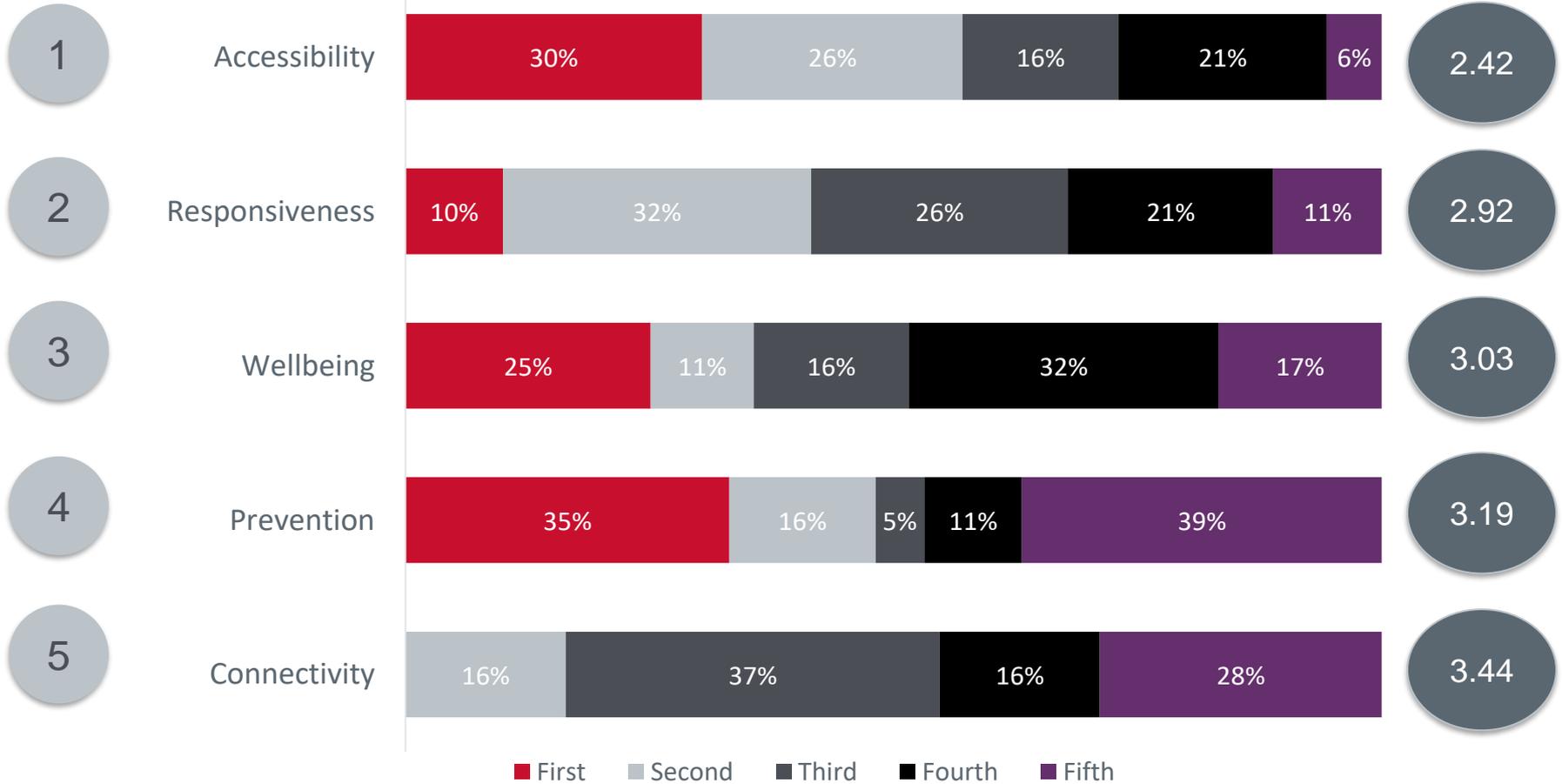
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Social Programs: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 20)

Calgary



A Well-Run City



Appeals & Tribunals Service

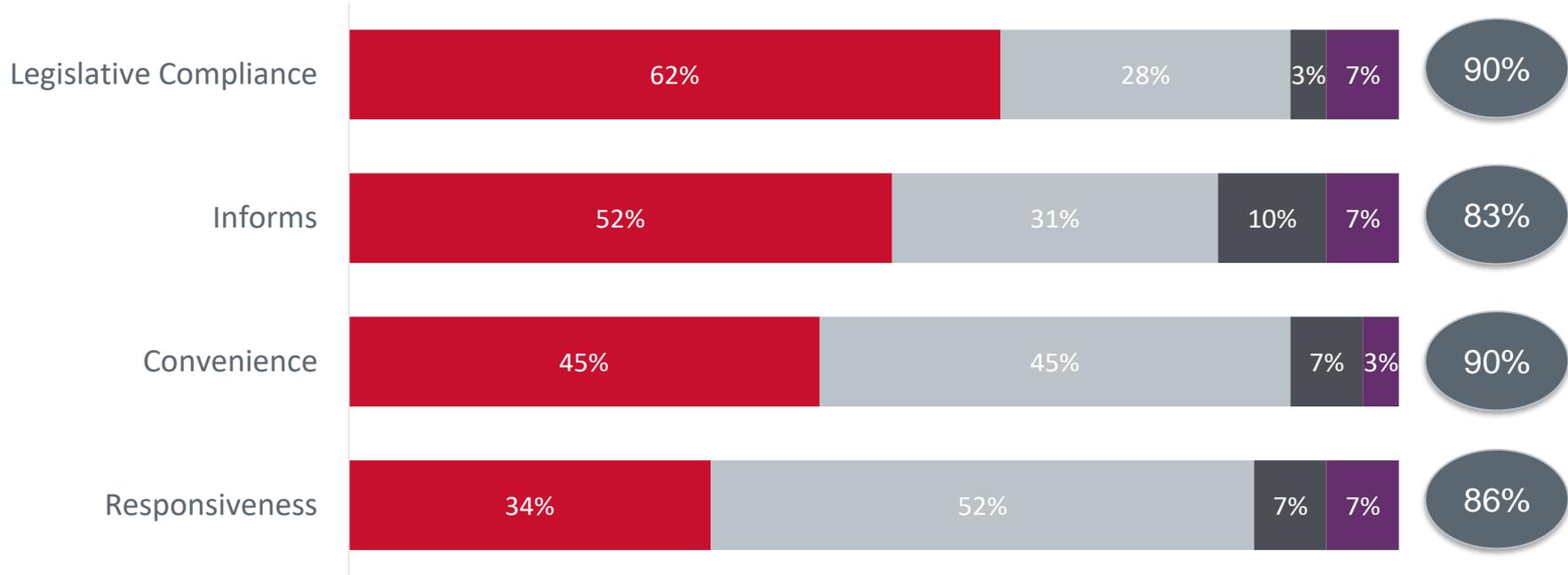
Appeals & Tribunals service provides an impartial process for citizens to challenge certain decisions made by The City of Calgary.

Responsiveness	The Tribunals' decisions are shared with the public quickly.
Convenience	I can easily file an appeal in a way that works best for me.
Legislative Compliance	Hearings are fair and meet all legal rules.
Informs	Information about the tribunals' processes and decisions are easy to find.



Appeals & Tribunals: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

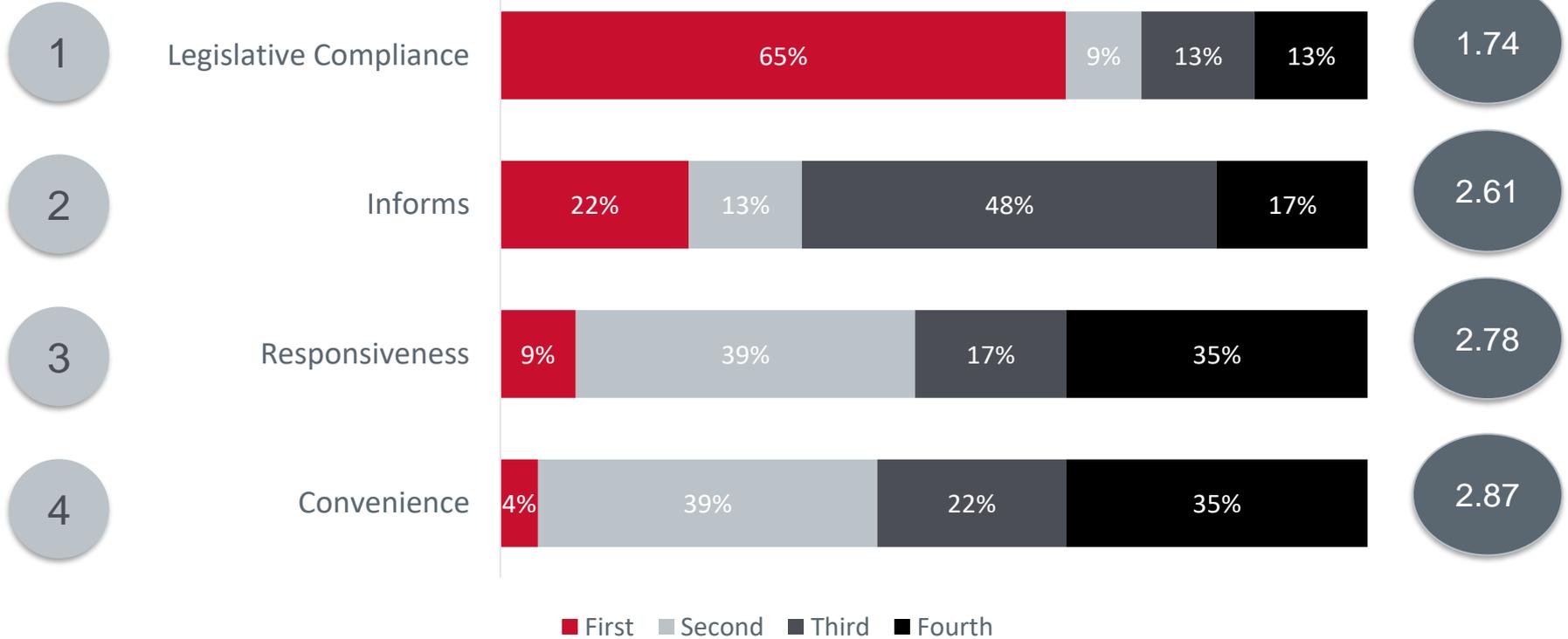
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 29)



Appeals & Tribunals: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 23)



City Auditor’s Office Service

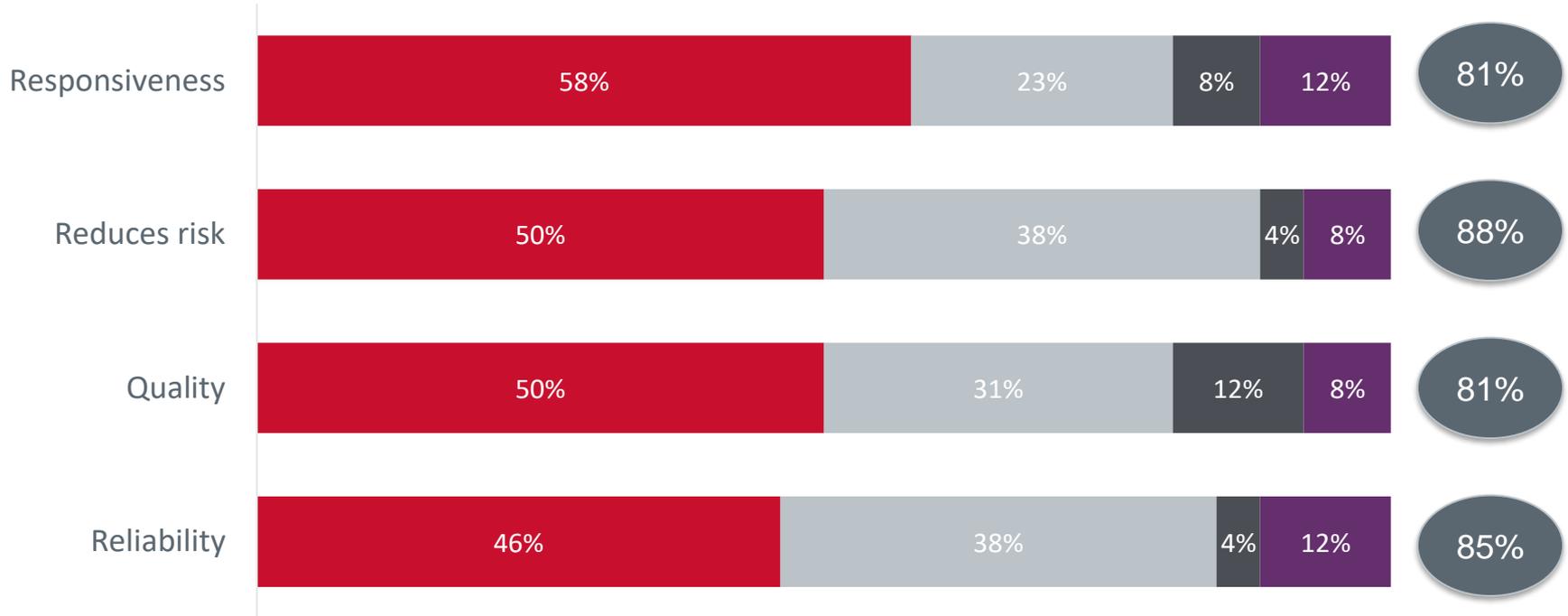
City Auditor’s Office service provides independent and objective assurance, advisory and investigative services to improve governance, risk management, and control processes at The City of Calgary and enhance public trust.

Quality	Assurance, advisory and investigative activities add value to business units and are completed by skilled, experienced staff.
Reduces risk	Recommendations cost effectively address risk and are implemented in a timely manner.
Reliability	Planned activities are completed within expected timelines.
Responsiveness	Acknowledgement of receipt of Whistle-blower reports is timely.



City Auditor's Office: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

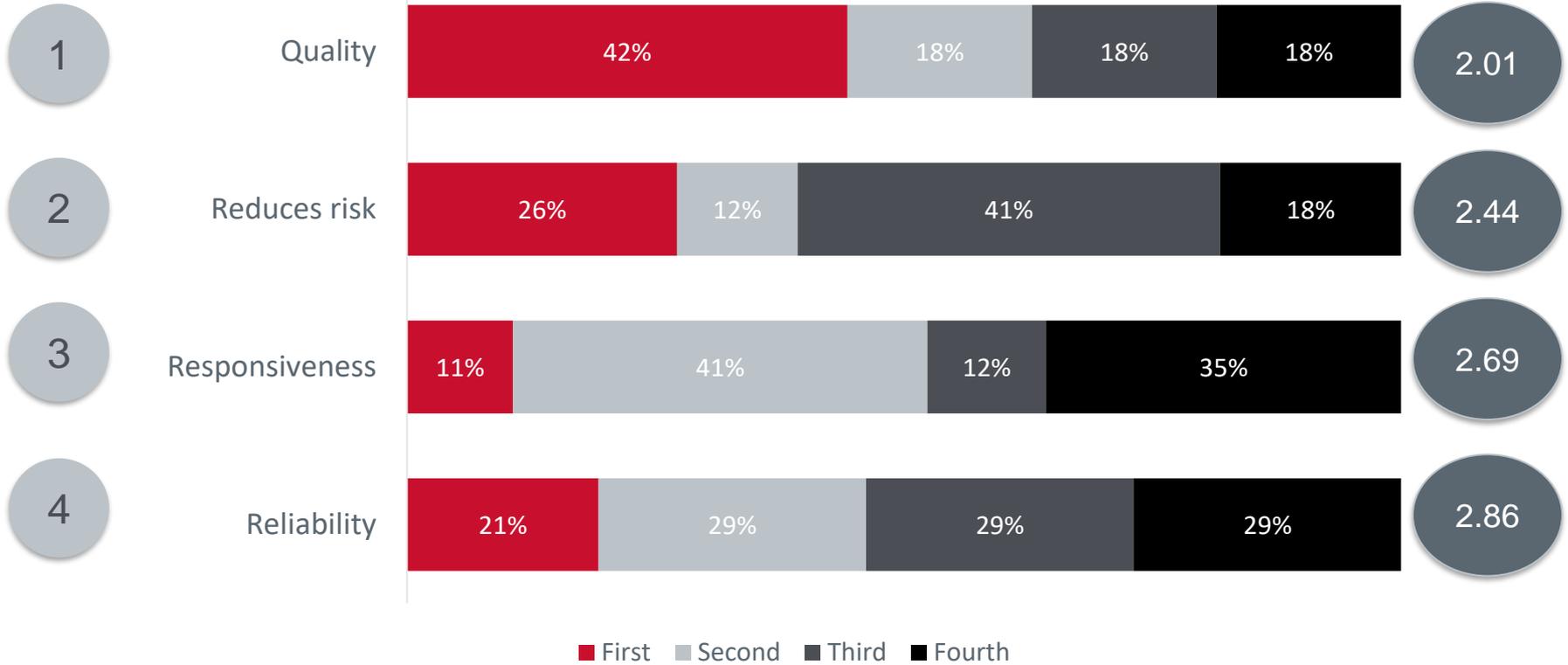
Sample size: valid responses (n = 26)



City Auditor's Office: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 19)



Corporate Citizen Engagement Service

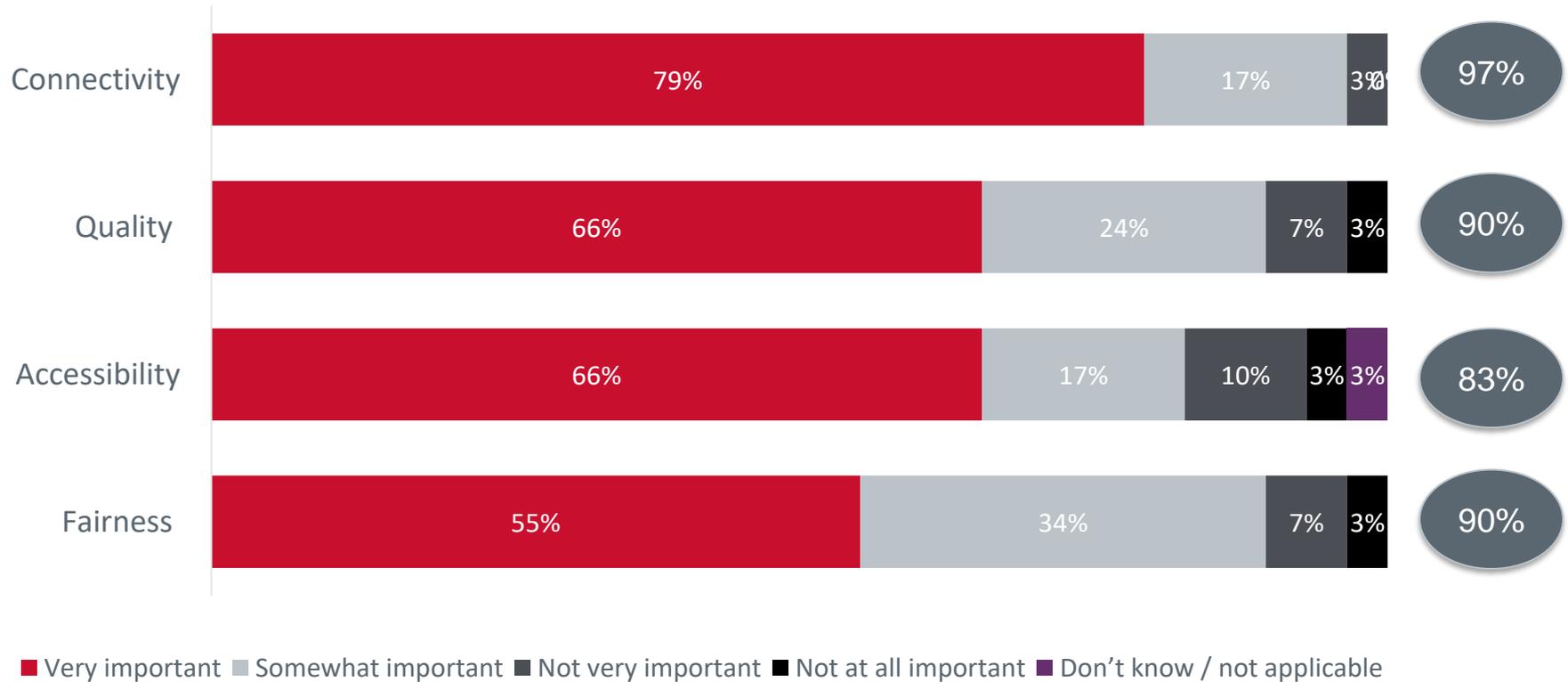
Corporate Citizen Engagement service provides fair and accessible opportunities for citizens to provide input.

Fairness	All ideas and voices are shown.
Accessibility	All Calgarians can participate in public engagement regardless of social, economic, or any other barriers.
Connectivity	Public engagement connects residents, businesses, and other groups with the government that services us.
Quality	I can see how my input was used in decision-making, City programs and services.



Corporate Citizen Engagement: Importance

Total Importance



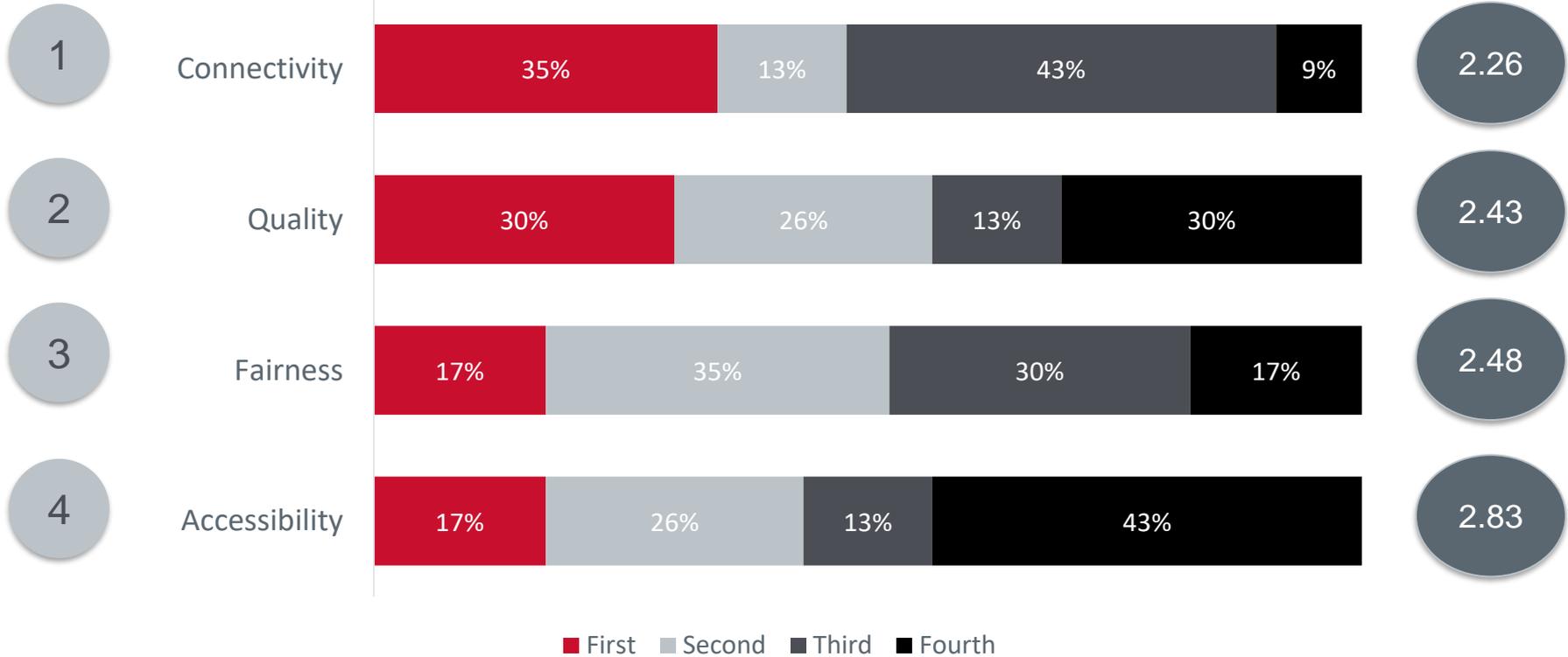
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 29)



Corporate Citizen Engagement: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 23)



Corporate Citizen Relationship Management Service

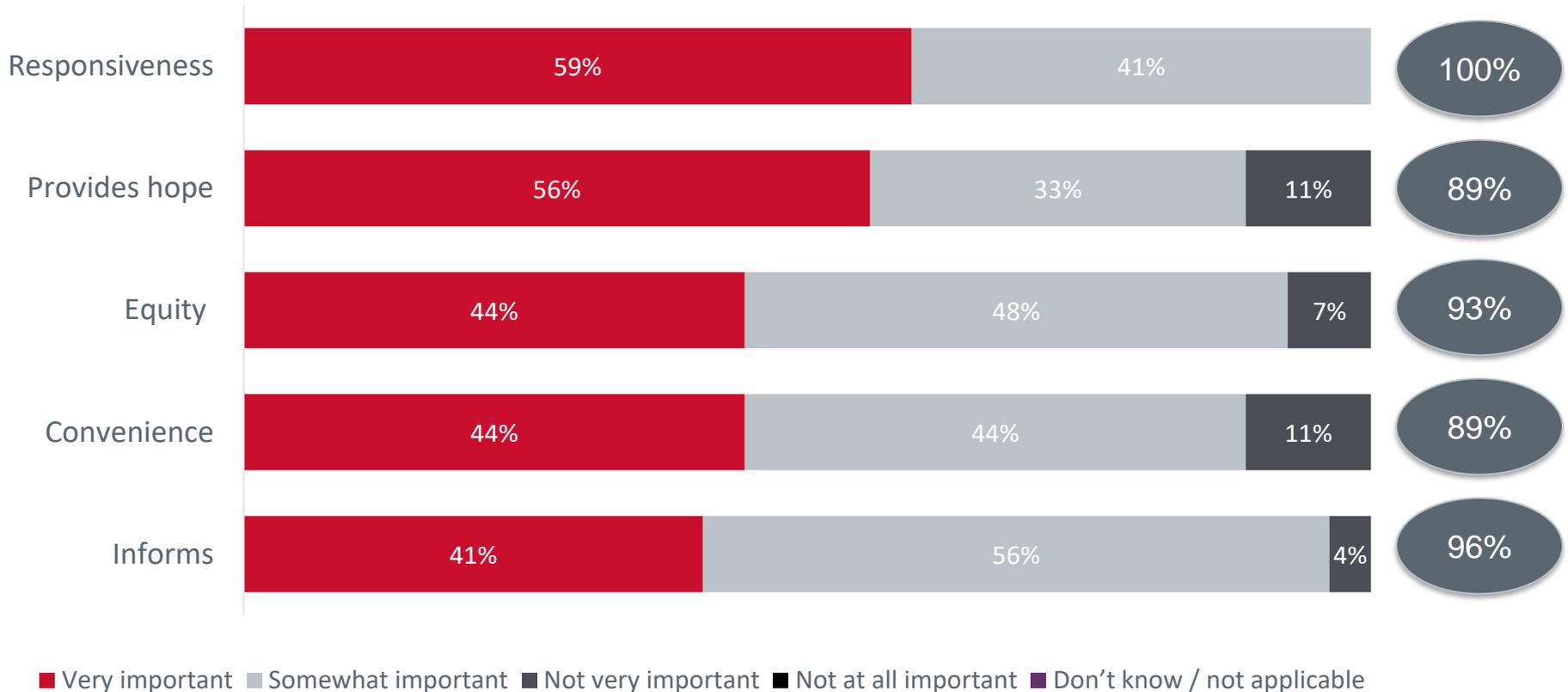
Corporate Citizen Relationship Management service strengthens the relationship between the Corporation and its citizens and employees.

Provides Hope	The City has a vision and direction.
Informs	I have access to reliable and trustworthy information about The City’s programs and services.
Convenience	I have easy access to City information and services in a way that works for me.
Equity	I have access to information and services based on my needs.
Responsiveness	The City responds quickly when I ask for information or report an issue.



Corporate Citizen Relationship Management: Importance

Total Importance



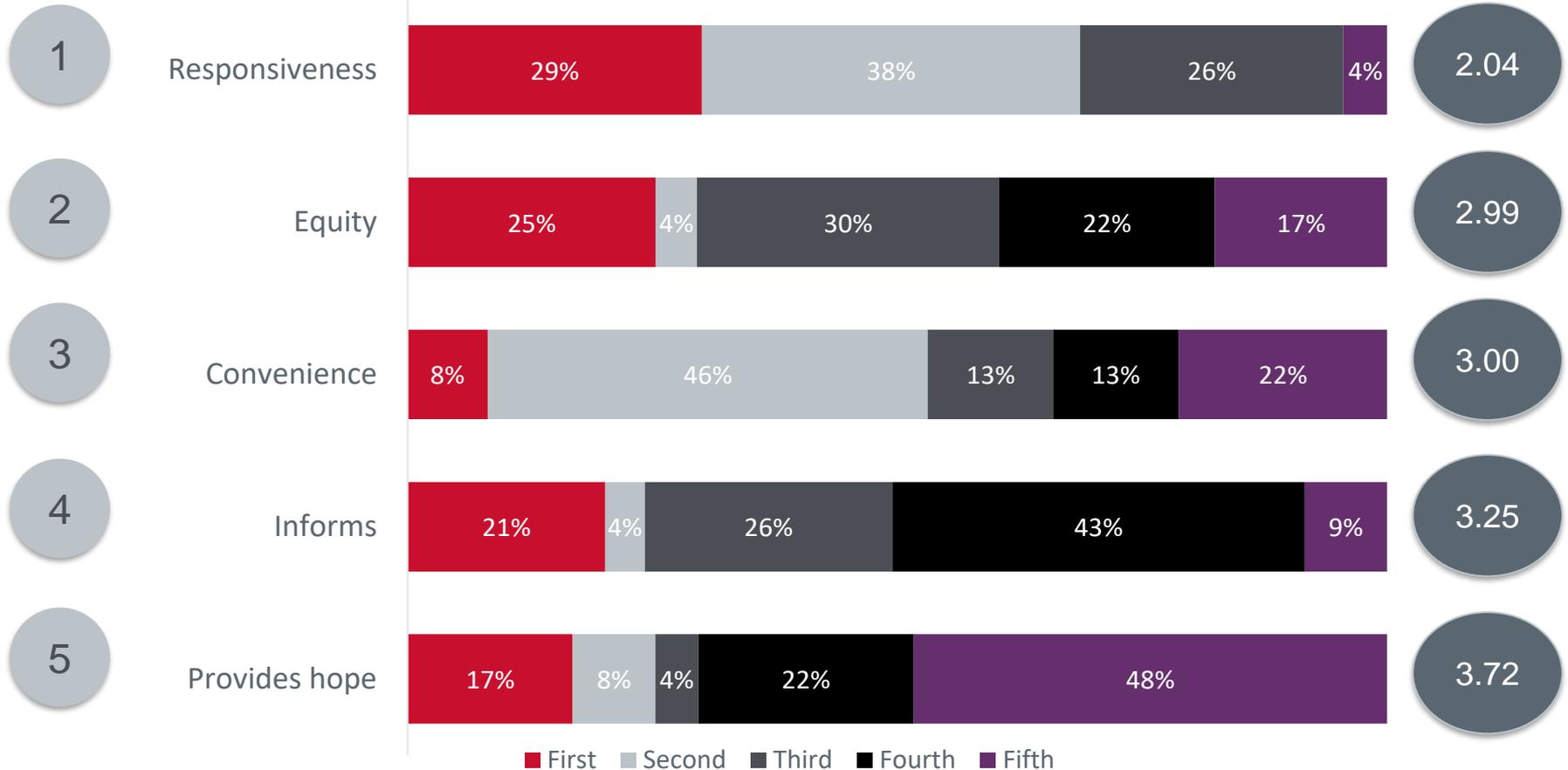
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Corporate Citizen Relationship Management: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 24)



Corporate Governance Service

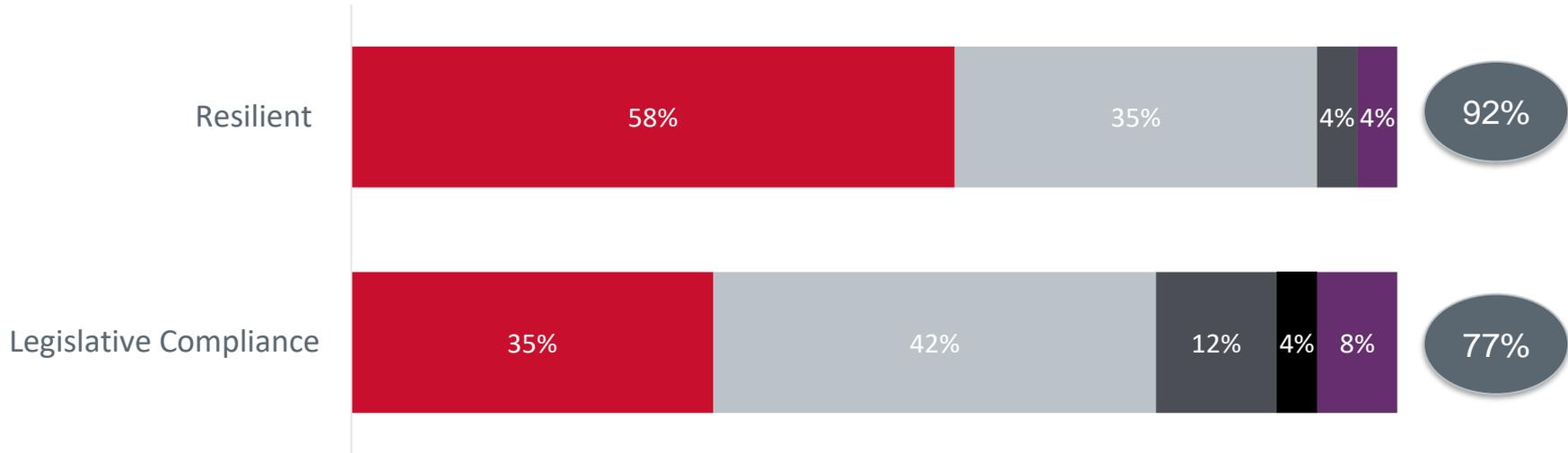
Corporate Governance service provides the administrative policies, frameworks, rules and standards to which the Corporation must adhere to ensure it is managed effectively and efficiently. It is focused on managing risk and issues related to people, infrastructure, information and capital while also executing on Council priorities and strategic direction

<p>Legislative Compliance</p>	<p>Outputs adhere to all relevant legislation.</p>
<p>Resilient</p>	<p>Building the ability to withstand and recover from unforeseen shocks and stresses.</p>



Corporate Governance: Importance

Total Importance



■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Corporate Governance: Ranking Results

Position

Average Rank

1

Resilient



1.15

2

Legislative Compliance



1.85

■ First ■ Second

Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 18)



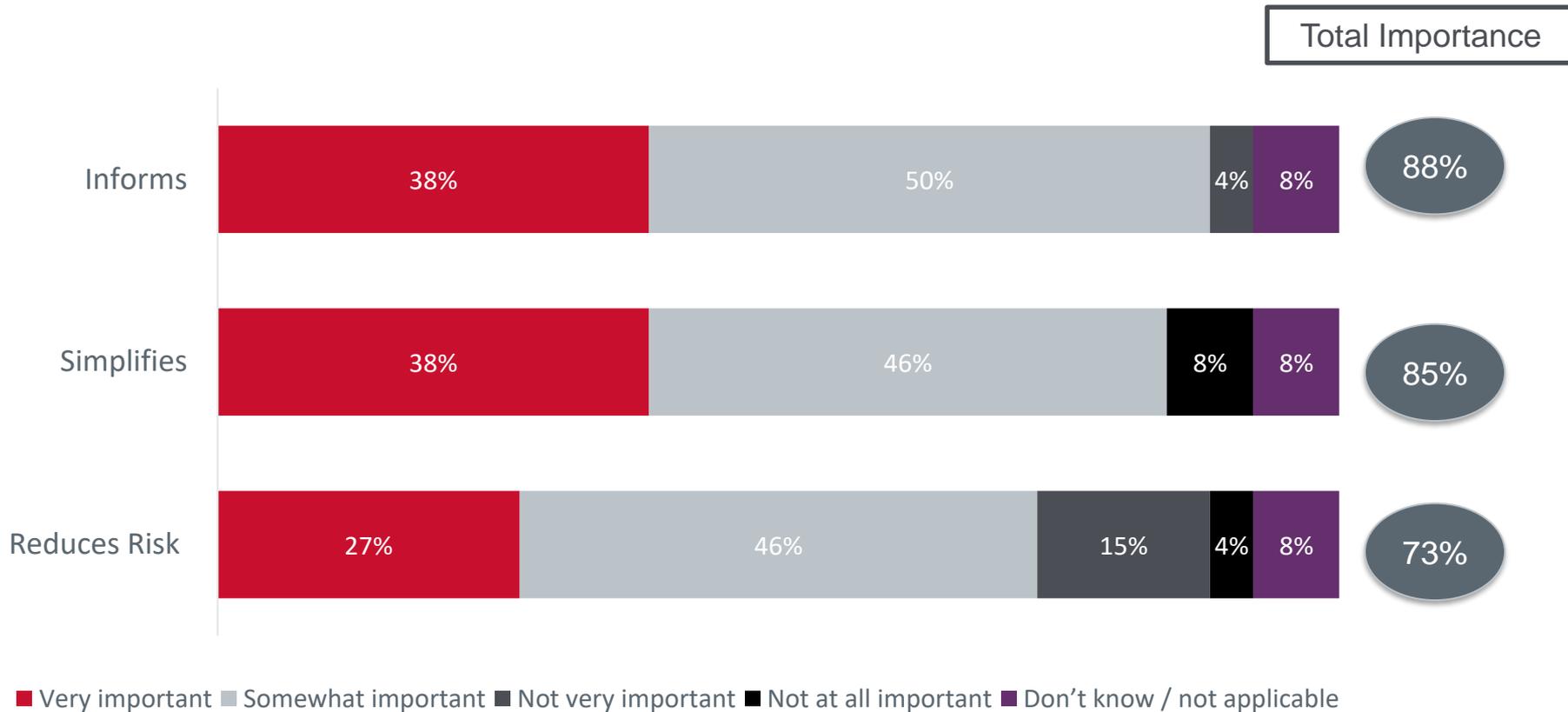
Corporate Research & Insights Service

Corporate Research & Insights this service collects new and existing data, integrating multiple sources to provide insights on citizen values, assumptions, beliefs and expectations. Leveraging data 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. Provide research and data collection to prioritize citizen insights on hopes, dreams and aspirations for Corporate planning. Support service owners with customer and employee insights to foster trust and confidence.

Reduces risk	Protecting from losses by identifying citizen sentiment and needs in a way that is actionable by the organization, allowing us to align decision making to the citizens’ needs so that we can do the right thing the right way.
Informs	Provide reliable and trusted information about citizens values, perspectives and aspirations so that our decisions are aligned to the greater public good.
Simplifies	Reduces complexity and simplifies divergent and varied data by tying it into a cohesive and aligned narrative that can be shared and understood by citizens, Council, operations and partners.



Corporate Research & Insights: Importance



Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Corporate Research & Insights: Ranking Results

Position

Average Rank

1

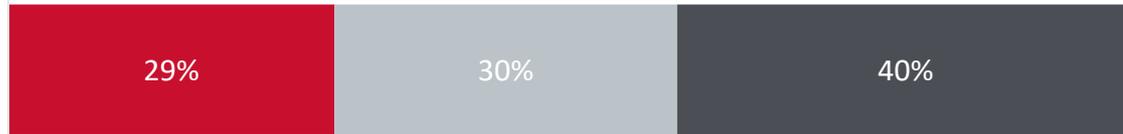
Informs



1.73

2

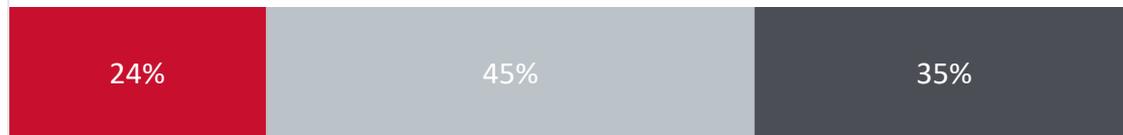
Reduces risk



2.09

3

Simplifies



2.19

■ First ■ Second ■ Third

Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 21)



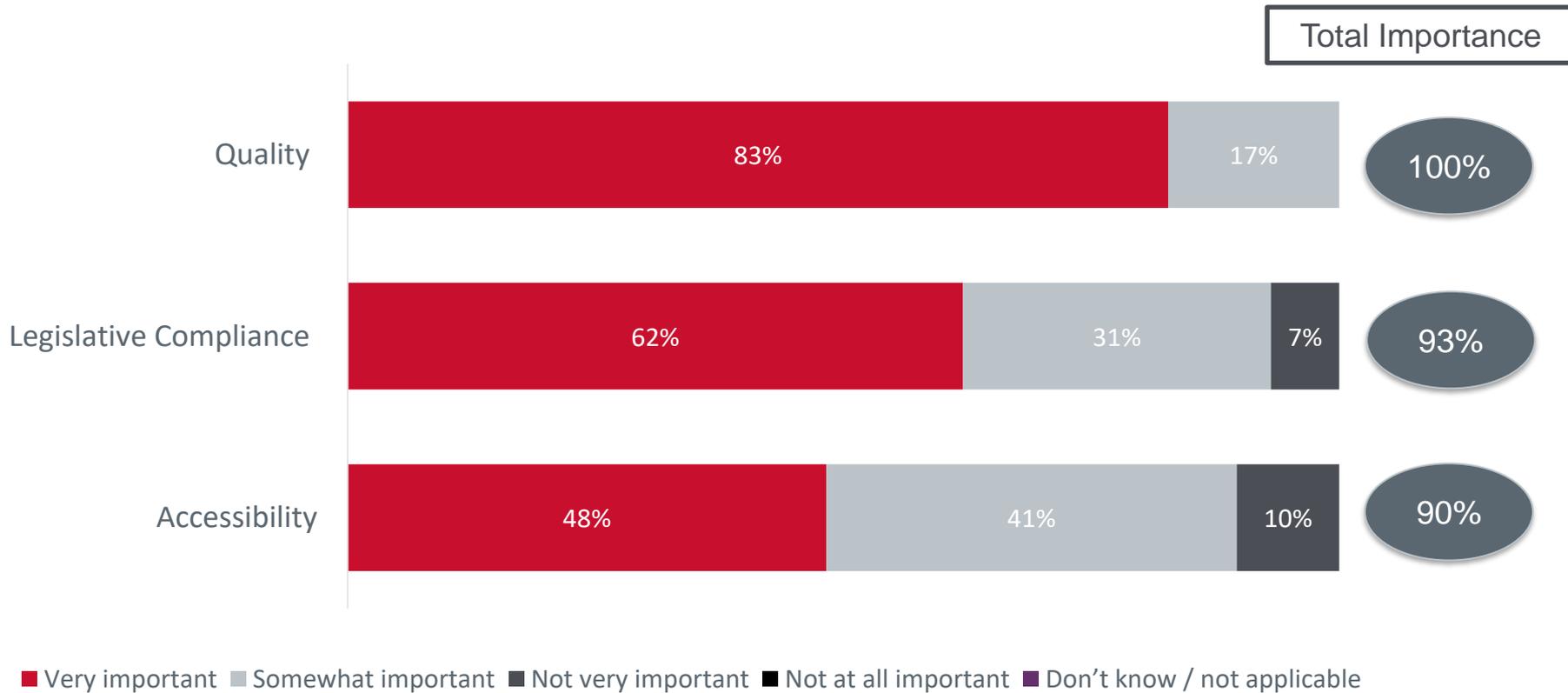
Council & Committee Support Service

Council & Committee Support service provides the structure by which the City of Calgary’s legislative decision-making meetings and protocol functions are conducted.

<p>Accessibility -</p>	<p>Council and Committees conduct business in facilities that are physically accessible to the public.</p>
<p>Legislative Compliance</p>	<p>Meetings are conducted in accordance with provincial legislation, municipal bylaws and relevant policies.</p>
<p>Quality</p>	<p>Information related to Council decisions are retrievable, accurate, and complete.</p>



Council & Committee Support: Importance



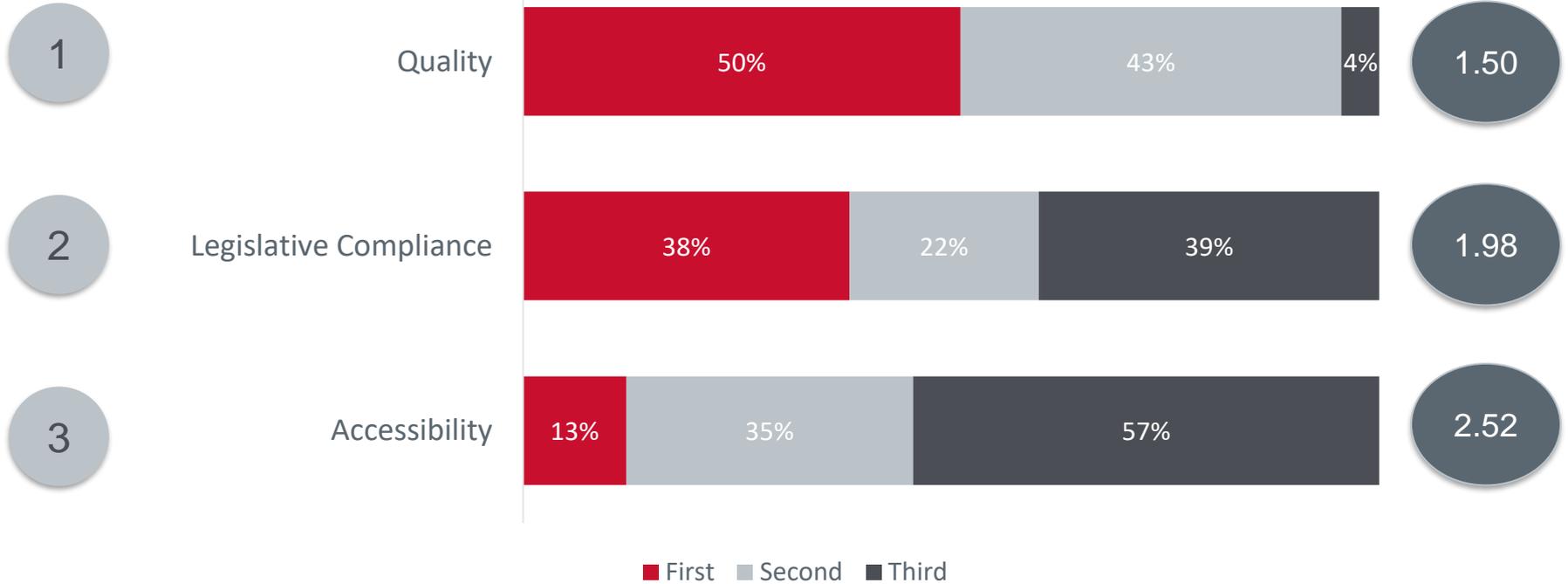
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 29)



Council & Committee Support: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 24)



Municipal Elections Service

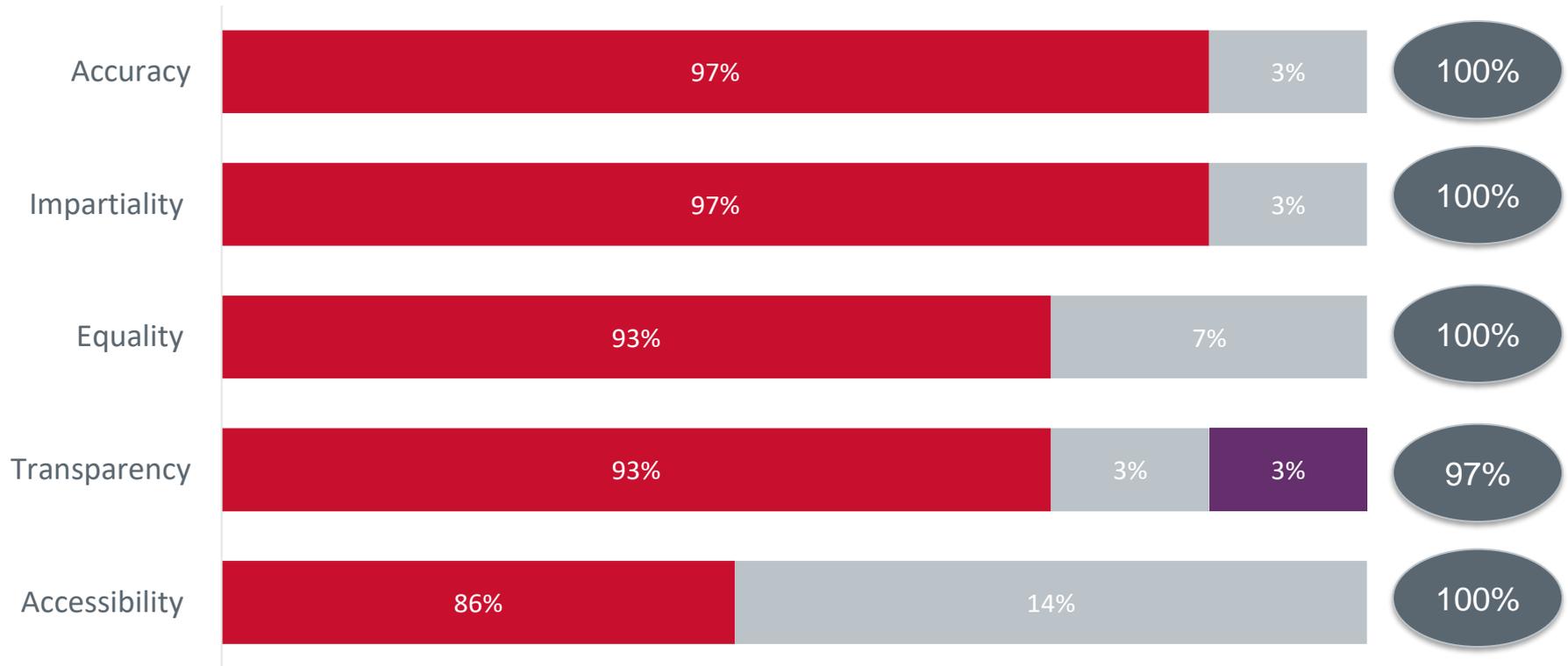
Municipal Elections service enables citizens to vote for Mayor, Councillors, School Board Trustees, and questions on a ballot.

Accessibility	Voting is physically accessible.
Accuracy	Votes are counted correctly.
Impartiality	The elections process is fair.
Equality	All votes and voters are treated equally.
Transparency	Elections are open to all.



Municipal Elections: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

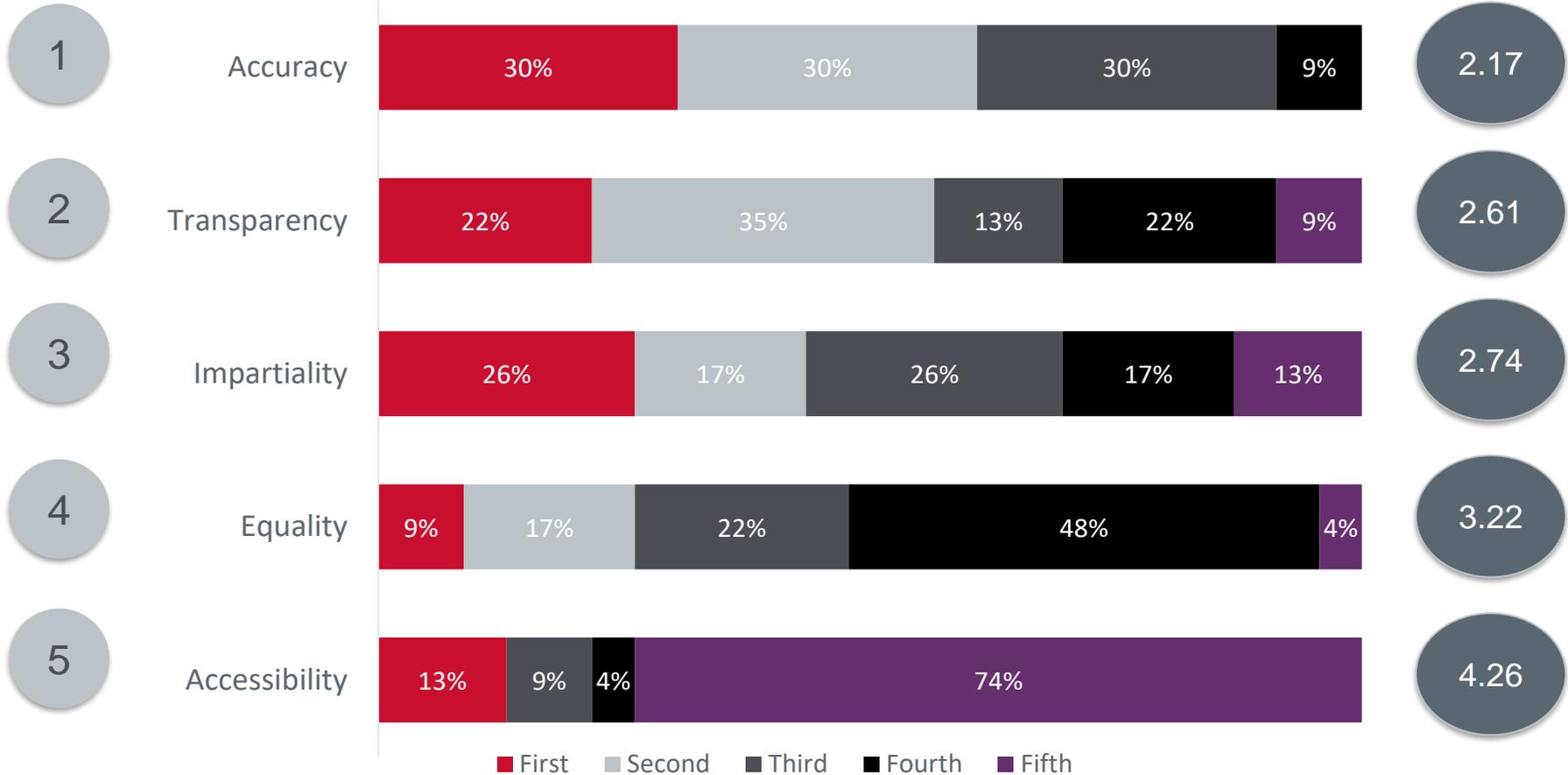
Sample size: valid responses (n = 29)



Municipal Elections: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 23)



Property Assessment Service

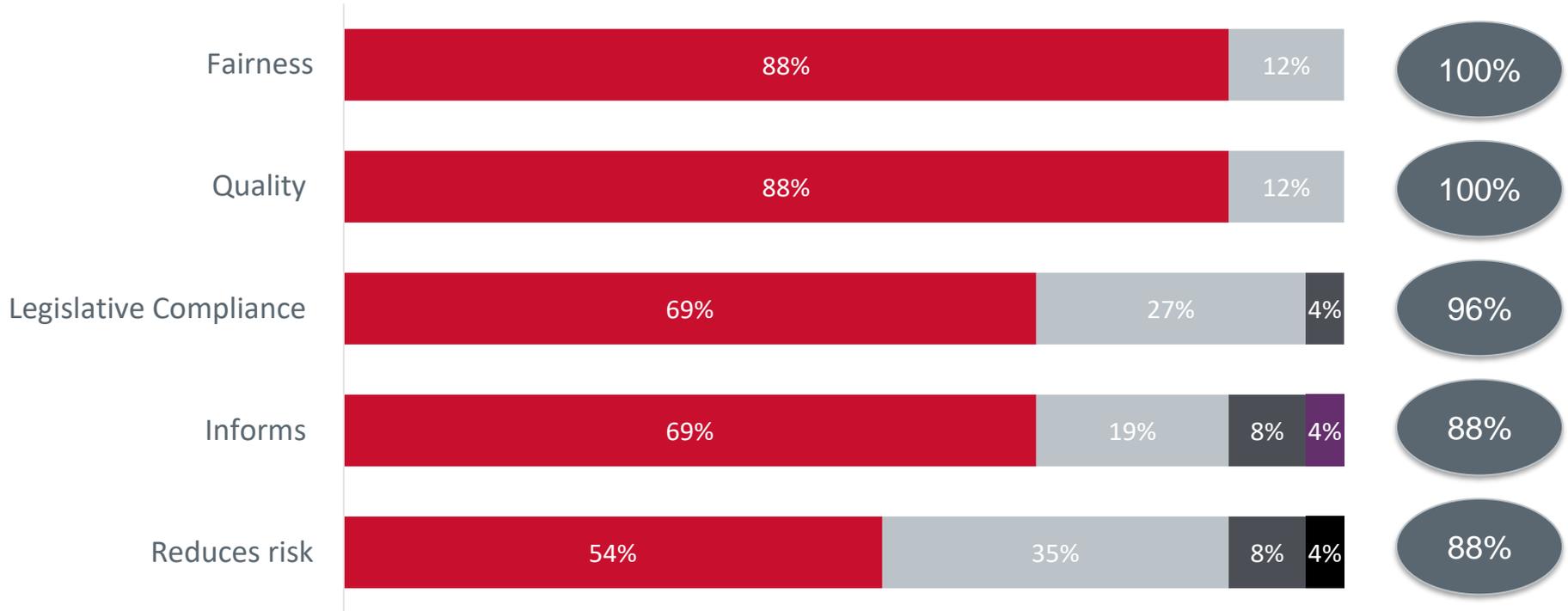
Property Assessment service prepares property value assessments in order to distribute local taxes.

Legislative Compliance	Property assessments meet all standards set by the government.
Quality	My property assessment is accurate when I get it.
Fairness	Like properties are assessed in the same way.
Reduces risk	The City reduces risks to tax revenues.
Informs	My questions are answered by knowledgeable City staff.



Property Assessment: Importance

Total Importance



■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

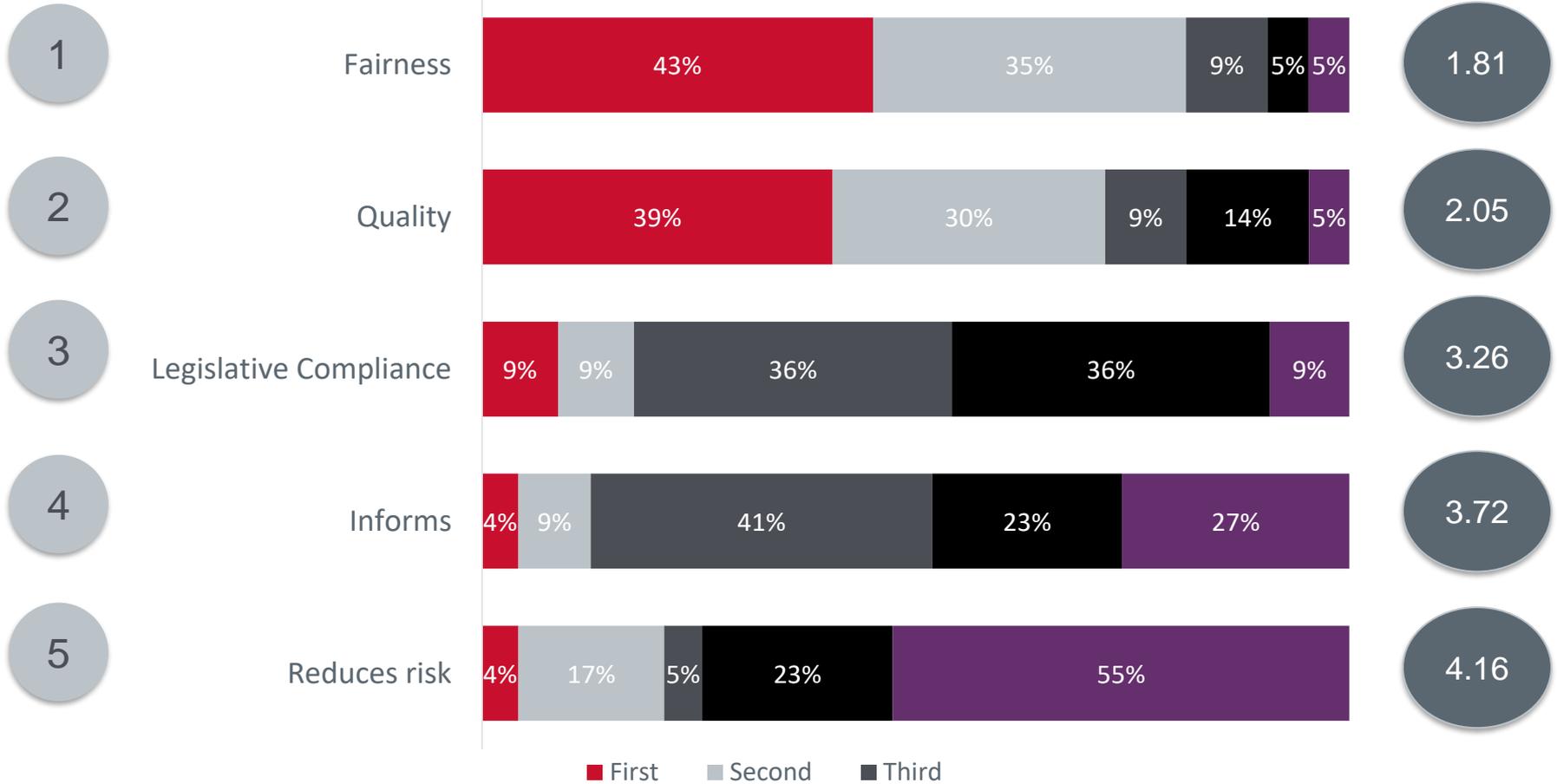
Sample size: valid responses (n = 26)



Property Assessment: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 23)



Records Management, Access & Privacy Service

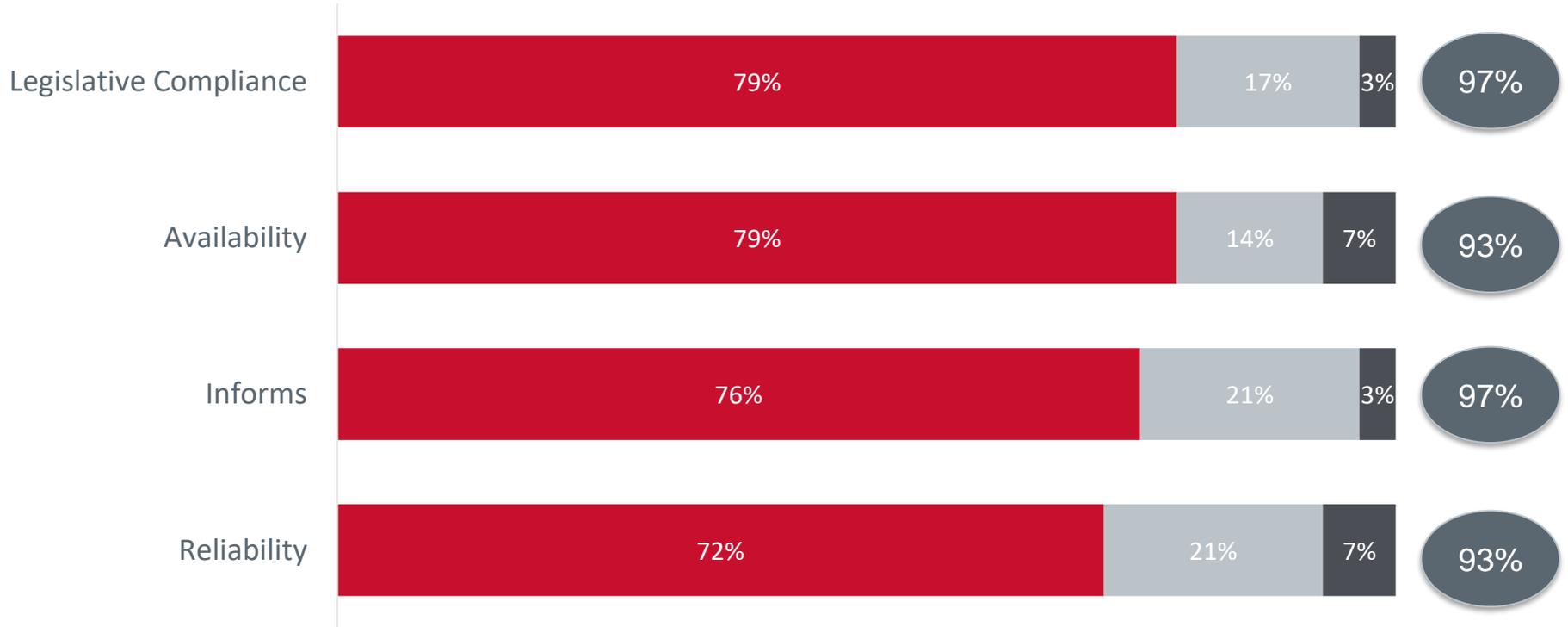
Records Management, Access & Privacy service manages, protects, and preserves City records and documents. This service also manages privacy and access.

Availability	City records are accessible.
Informs	The City shares information.
Reliability	City staff are knowledgeable about privacy and information access policies and practices.
Legislative Compliance	City staff follow records management, information access and privacy policies.



Records Management, Access & Privacy: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

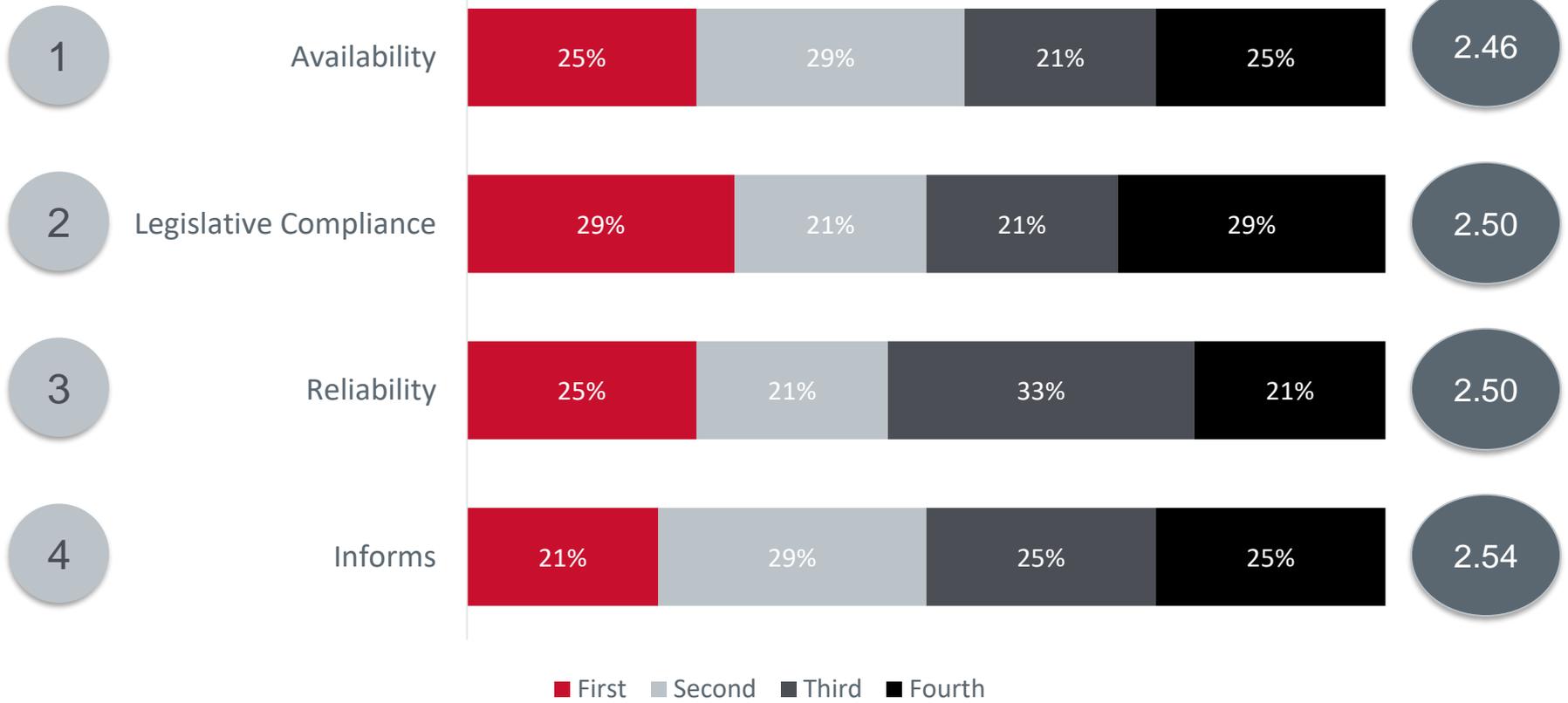
Sample size: valid responses (n = 29)



Records Management, Access & Privacy: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 24)



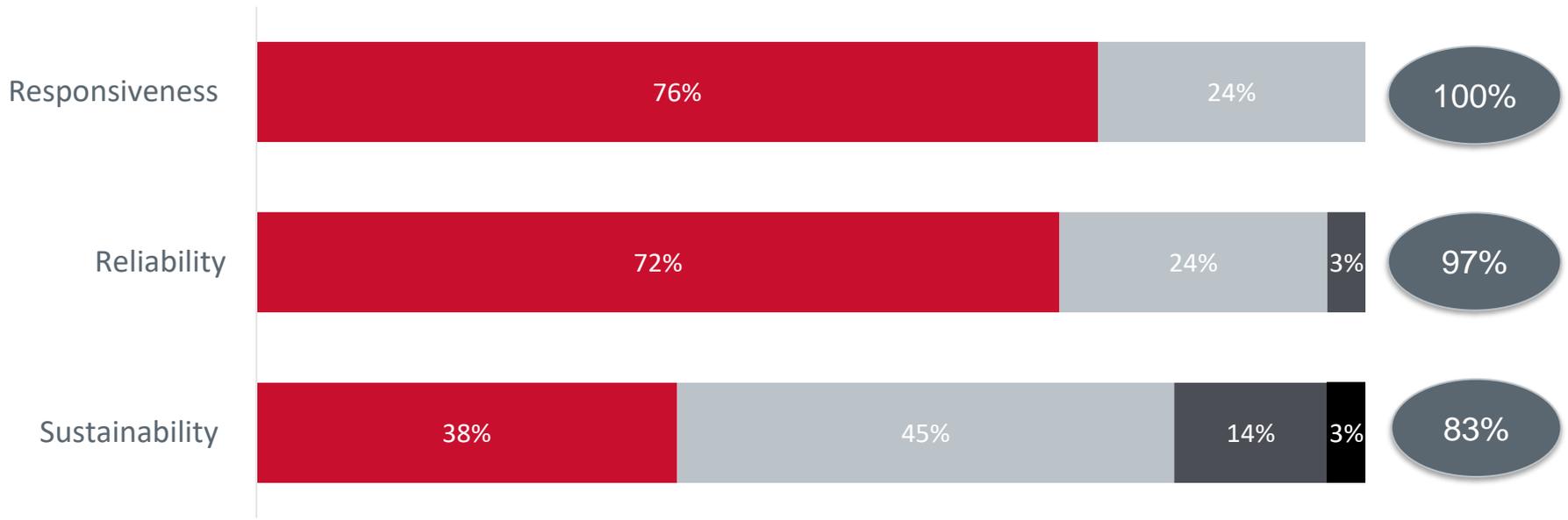
Taxation service ensures property taxes are billed and collected properly.

Sustainability	The City gets tax payments in a timely manner.
Reliability	I get my tax bill quickly and it is correct.
Responsiveness	My questions about my taxes are answered quickly.



Taxation: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 29)



Taxation: Ranking Results

Position

Average Rank

1

Reliability



1.58

2

Responsiveness



1.75

3

Sustainability



2.67

■ First ■ Second ■ Third

Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 24)



A City of Safe and Inspiring Neighbourhoods



Building Approvals Service

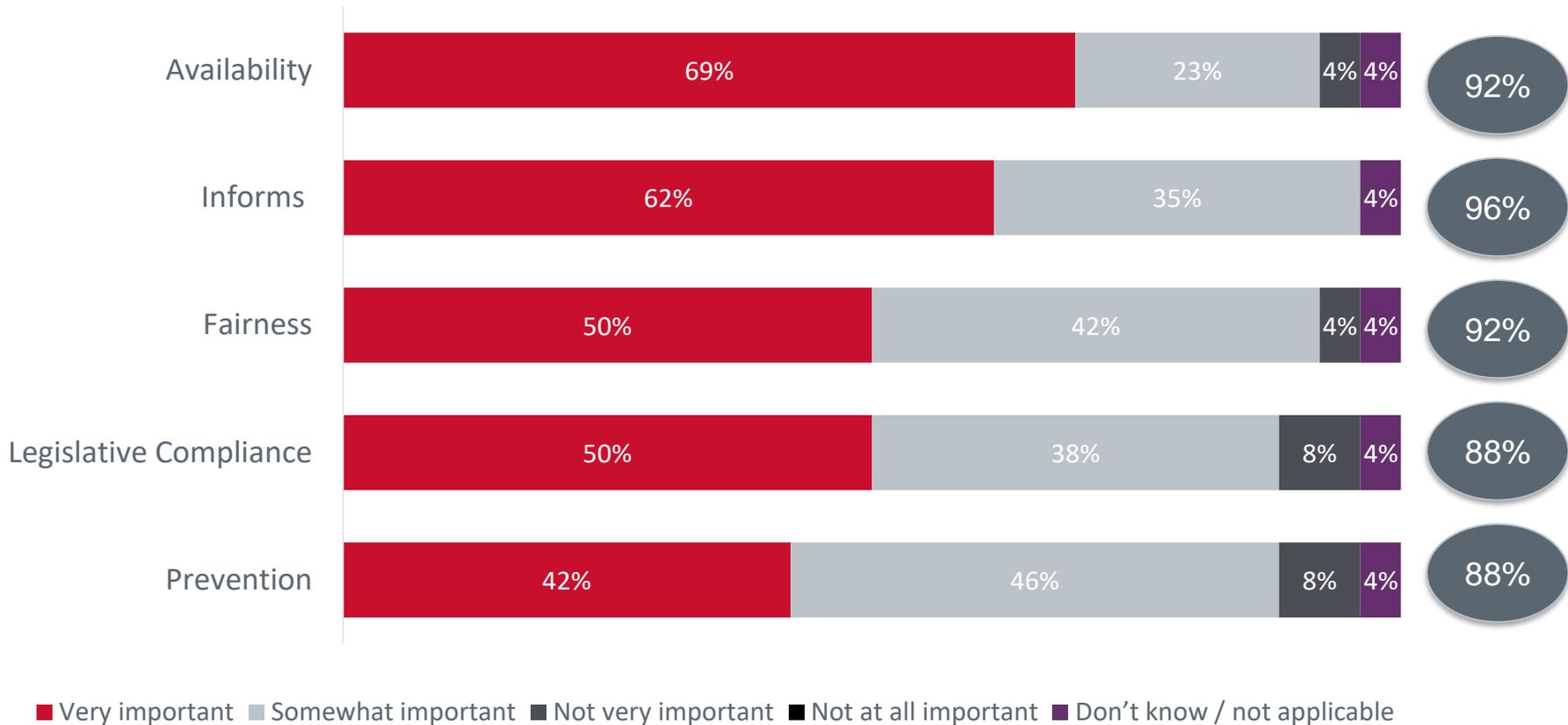
Building Approvals service reviews and makes decisions about applications for buildings. The decisions are based on compliance with policies, bylaws and building codes.

Availability	Inspections are done in a reasonable amount of time.
Legislative Compliance	The review and approval of applications and inspections meet the minimum requirements set by the building, safety, energy code acts, and land use.
Informs	Inspectors give me information about anything related to the construction permit process for all buildings that doesn't meet the minimum requirements.
Prevention	The City takes a proactive role in prevention by enforcing regulation and having education for industry and schools.
Fairness	The City enforces various regulations where owners are not complying with Provincial and Municipal requirements.



Building Approvals: Importance

Total Importance



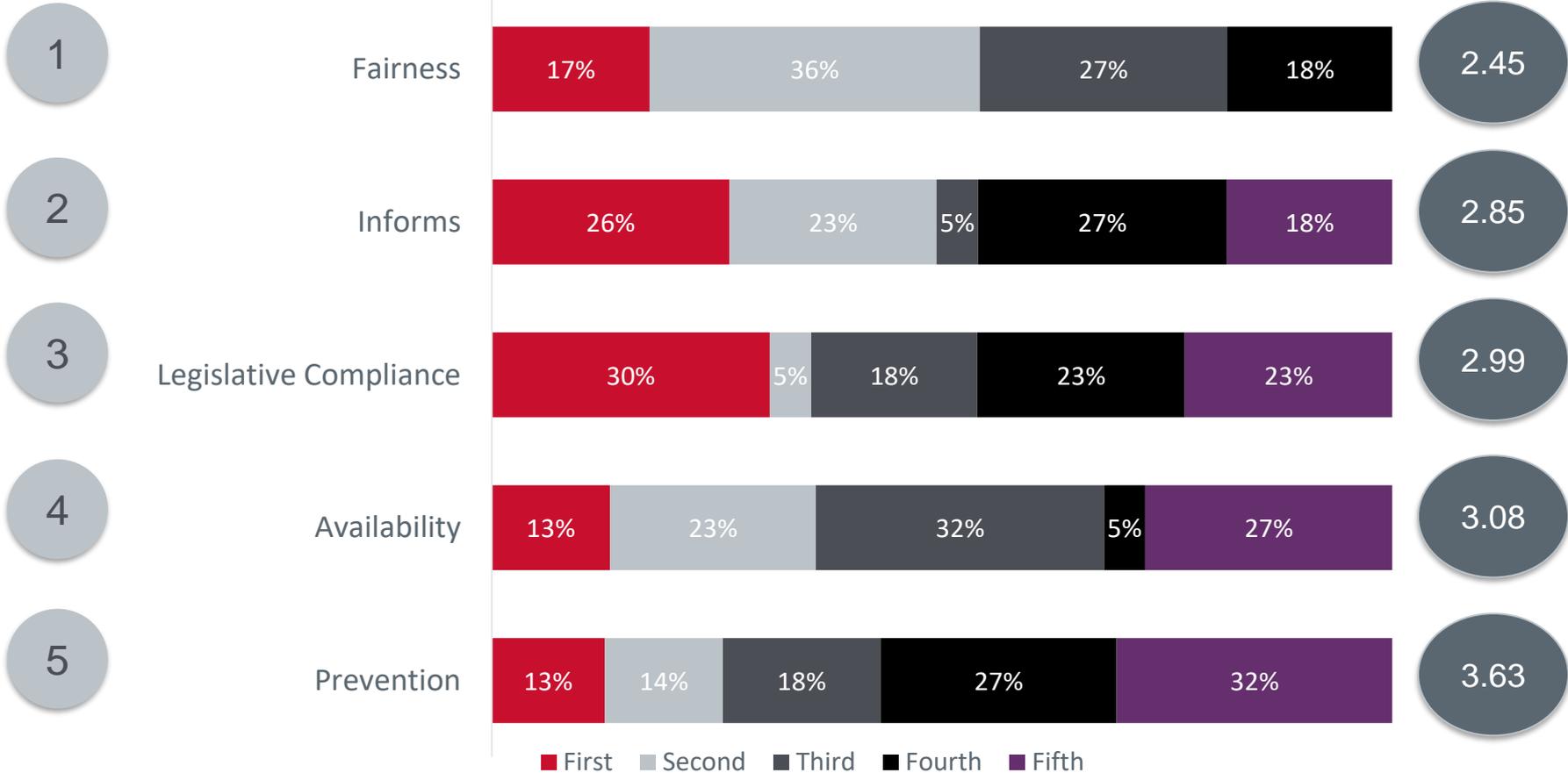
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Building Approvals: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 19)



Bylaw Education & Compliance Service

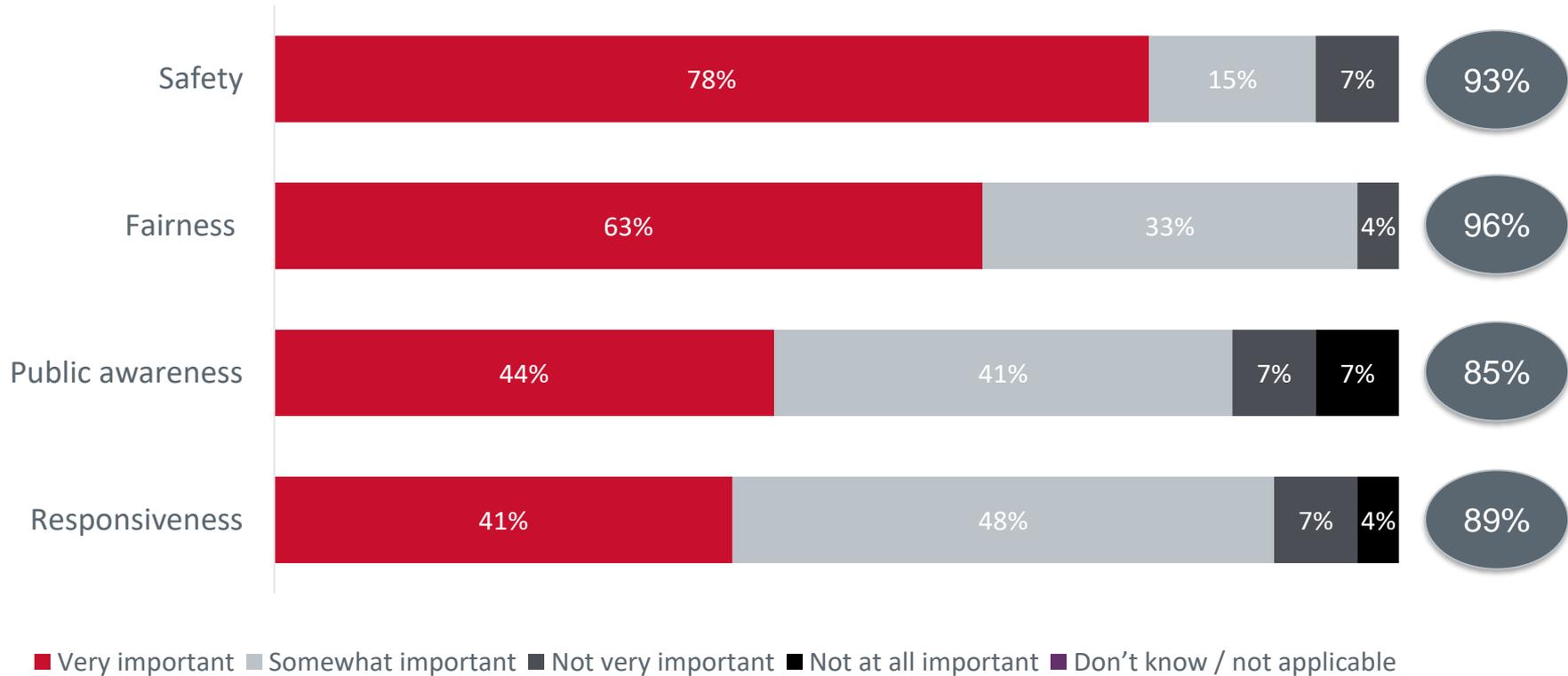
Bylaw Education & Compliance service ensures bylaw compliance through enforcement and education.

Responsiveness	My complaints and bylaw issues are answered and fixed quickly.
Safety	I feel safe and protected in my community.
Fairness	Bylaw enforcement is clear, fair and consistent. Bylaw education is conducted by skilled Peace Officers.
Public awareness	Calgarians understand bylaws and the importance of being a good neighbour.



Bylaw Education & Compliance: Importance

Total Importance



Q: Please indicate how important you feel each of the following is for this service.

Sample size: valid responses (n = 27)



Bylaw Education & Compliance: Ranking Results

Position

Average Rank

1

Safety



1.39

2

Fairness



2.56

3

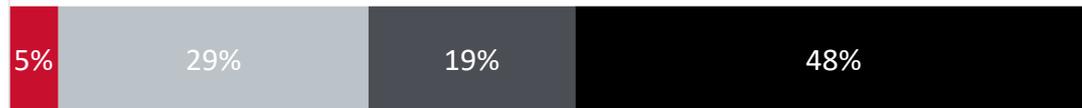
Responsiveness



2.95

4

Public awareness



3.09

■ First ■ Second ■ Third ■ Fourth

Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 22)



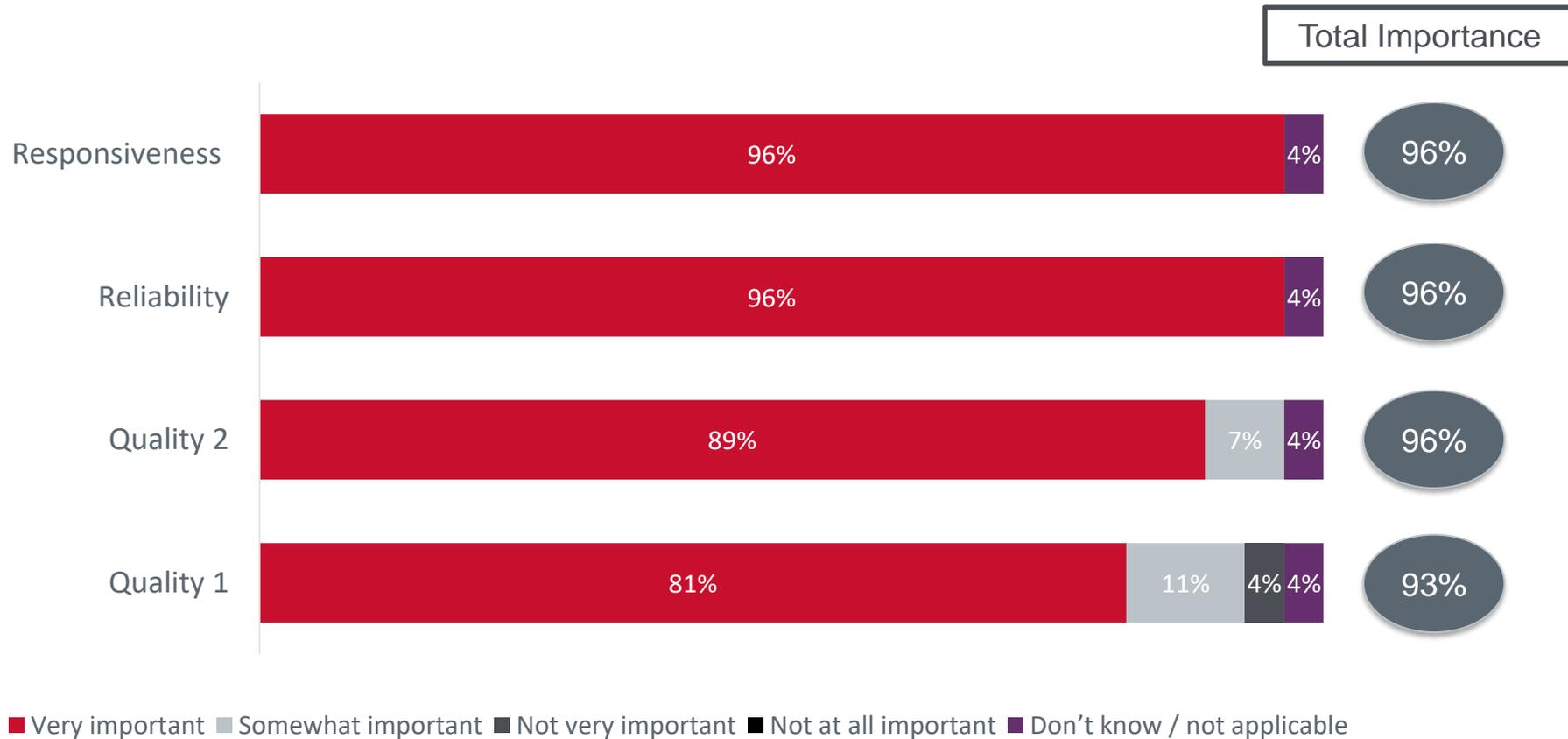
Calgary 9-1-1 Service

Calgary 9-1-1 service responds to emergency calls and sends emergency responders.

Reliability	I can depend on 9-1-1 in my time of need.
Responsiveness	9-1-1 calls are answered quickly.
Quality 1	I get courteous and professional support every time I call for help.
Quality 2	First responders (Police, EMS, Fire) have the right information to respond appropriately.



Calgary 9-1-1: Importance



Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Calgary 9-1-1: Ranking Results

Position

Average Rank

1

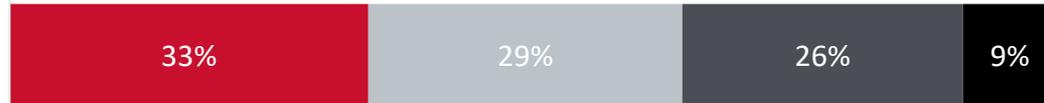
Responsiveness



1.90

2

Reliability



2.05

3

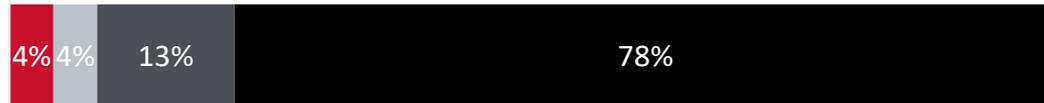
Quality 2



2.40

4

Quality 1



3.65

■ First ■ Second ■ Third ■ Fourth

Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 24)



City Planning & Policy Service

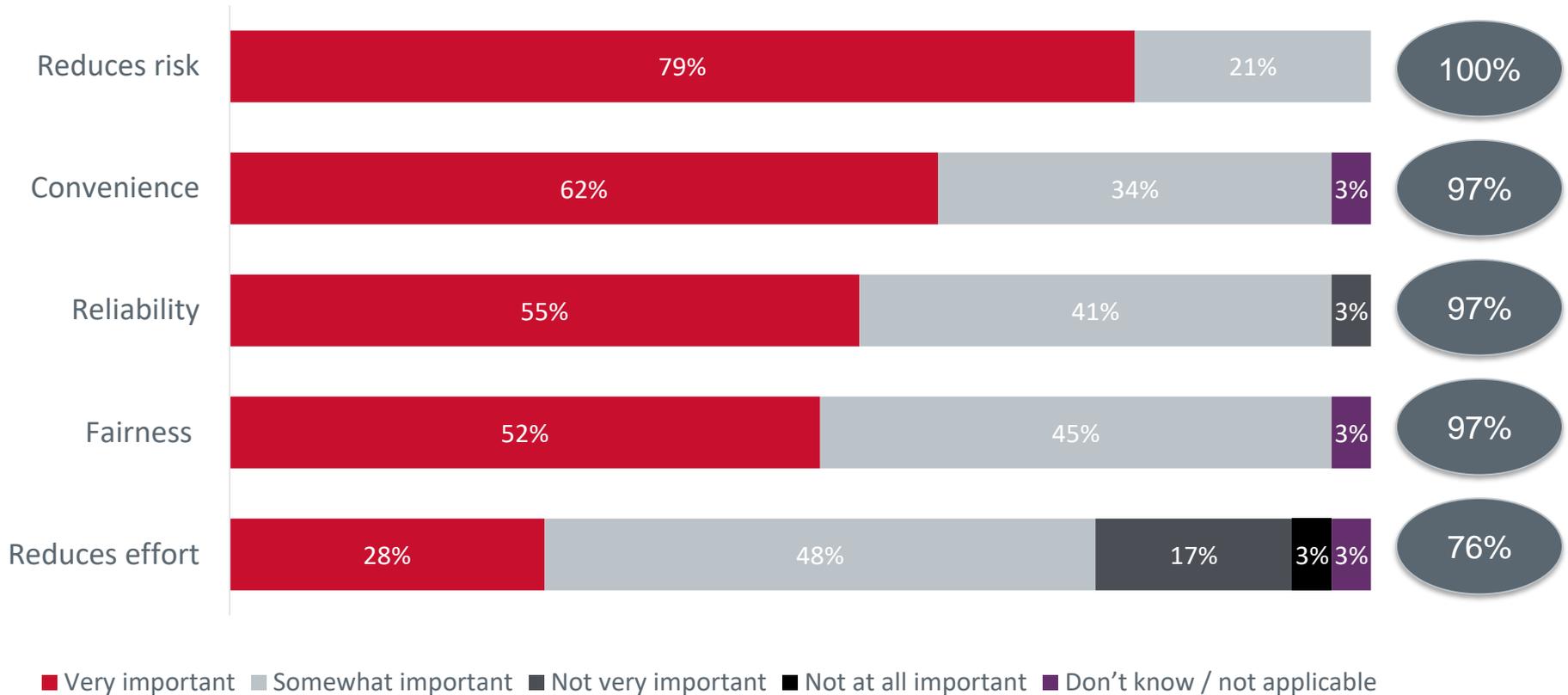
City Planning & Policy service creates policies to guide development or re-development.

Reliability	What is set out in City plans is followed in the future.
Convenience	City plans and rules are easy to find and understand.
Fairness	My interests and ideas are reflected in City plans.
Reduces effort	It doesn't take a lot of effort for me to participate in City planning and approvals.
Reduces risk	City plans and policies limit financial risk to The City and don't block economic growth.



City Planning & Policy: Importance

Total Importance



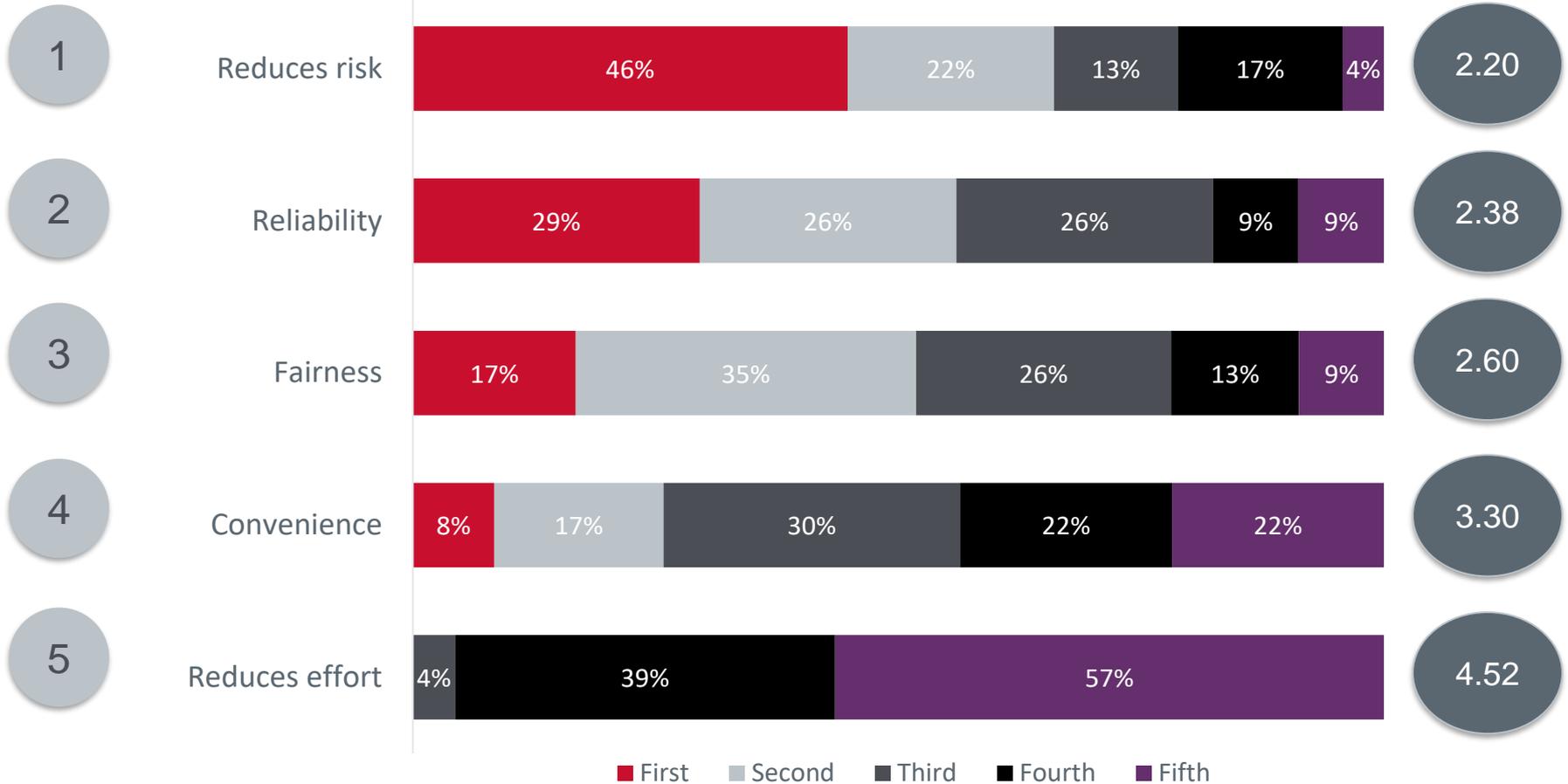
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 29)



City Planning & Policy: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 24)



Development Approvals Service

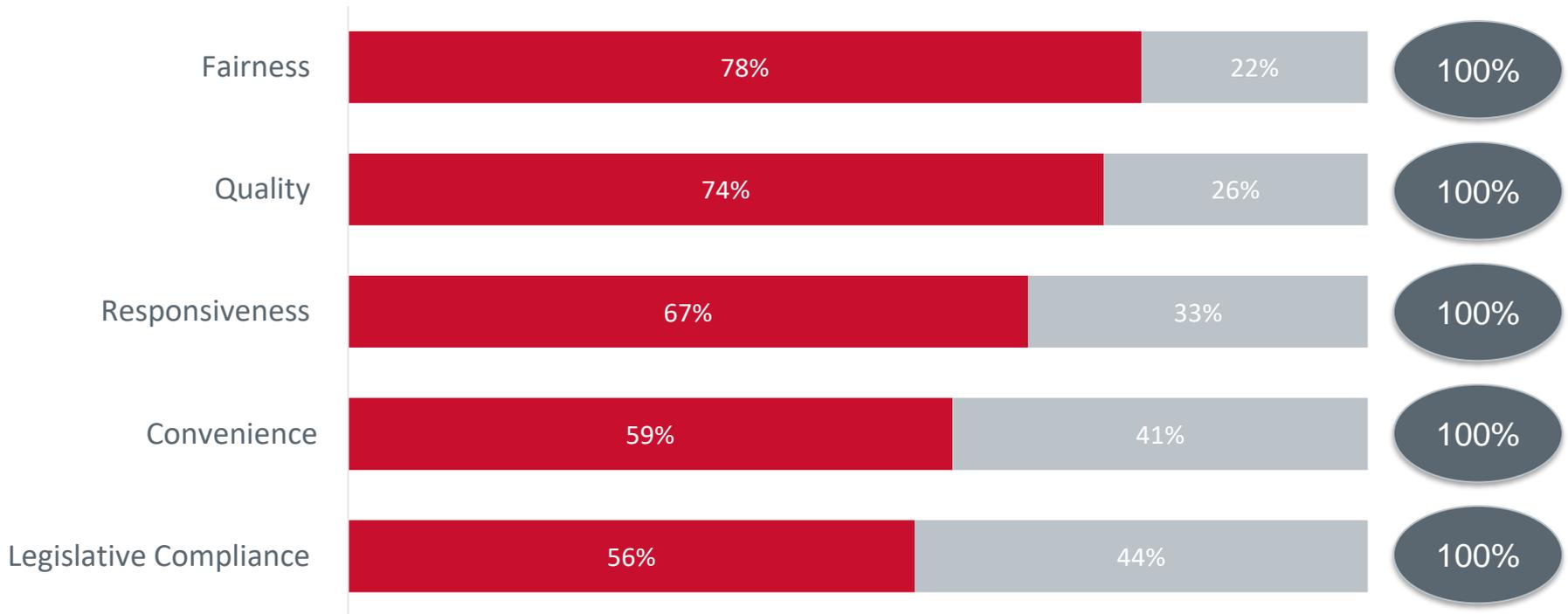
Development Approvals service reviews and approves all land development proposals to ensure they meet regulatory requirements.

Legislative Compliance	Legislation, bylaws and policies are followed.
Responsiveness	Timeline commitments are met.
Quality	Decisions are made by analyzing relevant factors.
Convenience	Information, processes and applications are easy to access.
Fairness	Decisions are fair.



Development Approvals: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

Sample size: valid responses (n = 27)



Development Approvals: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 24)



Emergency Management & Business Continuity Service

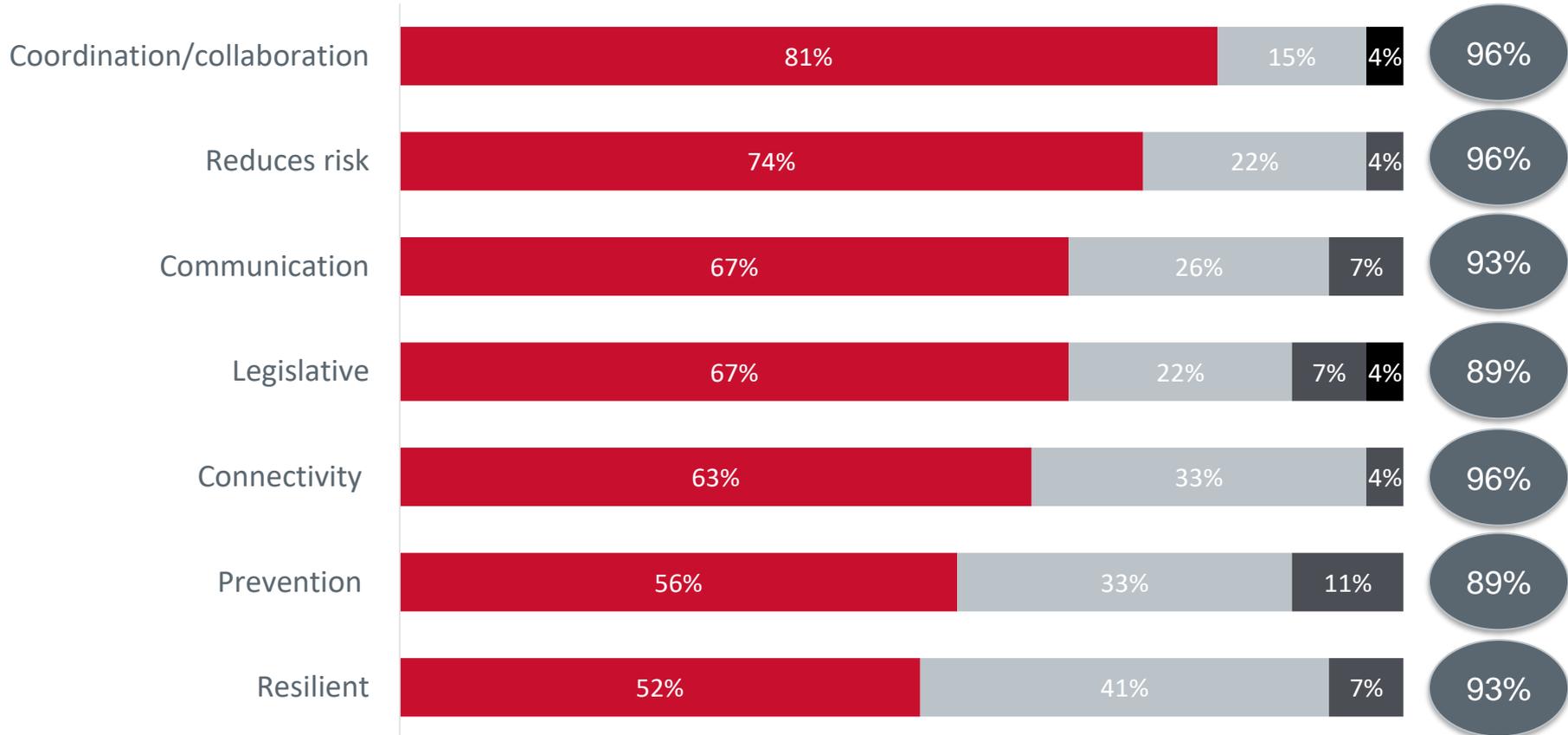
Emergency Management & Business Continuity service coordinates and supports stakeholders to prepare, respond and recover from disasters and emergencies in Calgary.

Prevention	Everyone is prepared to respond to and recover from major emergencies.
Reduces risk	The City takes action to prevent or reduce hazards and risks.
Resilient	Calgary bounces back from the effects of a major emergency quickly.
Connectivity	The right people with the right skills help respond to and recover from emergencies.
Coordination / collaboration	The City has the experts and resources needed to be ready to respond to major emergencies.
Communication	The City gives me the information I need to be ready for emergencies.
Legislative	The City meets the requirements in having an emergency management agency as required by the Province of Alberta's Emergency Management Act.



Emergency Management & Business Continuity: Importance

Total Importance



■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

Sample size: valid responses (n = 27)

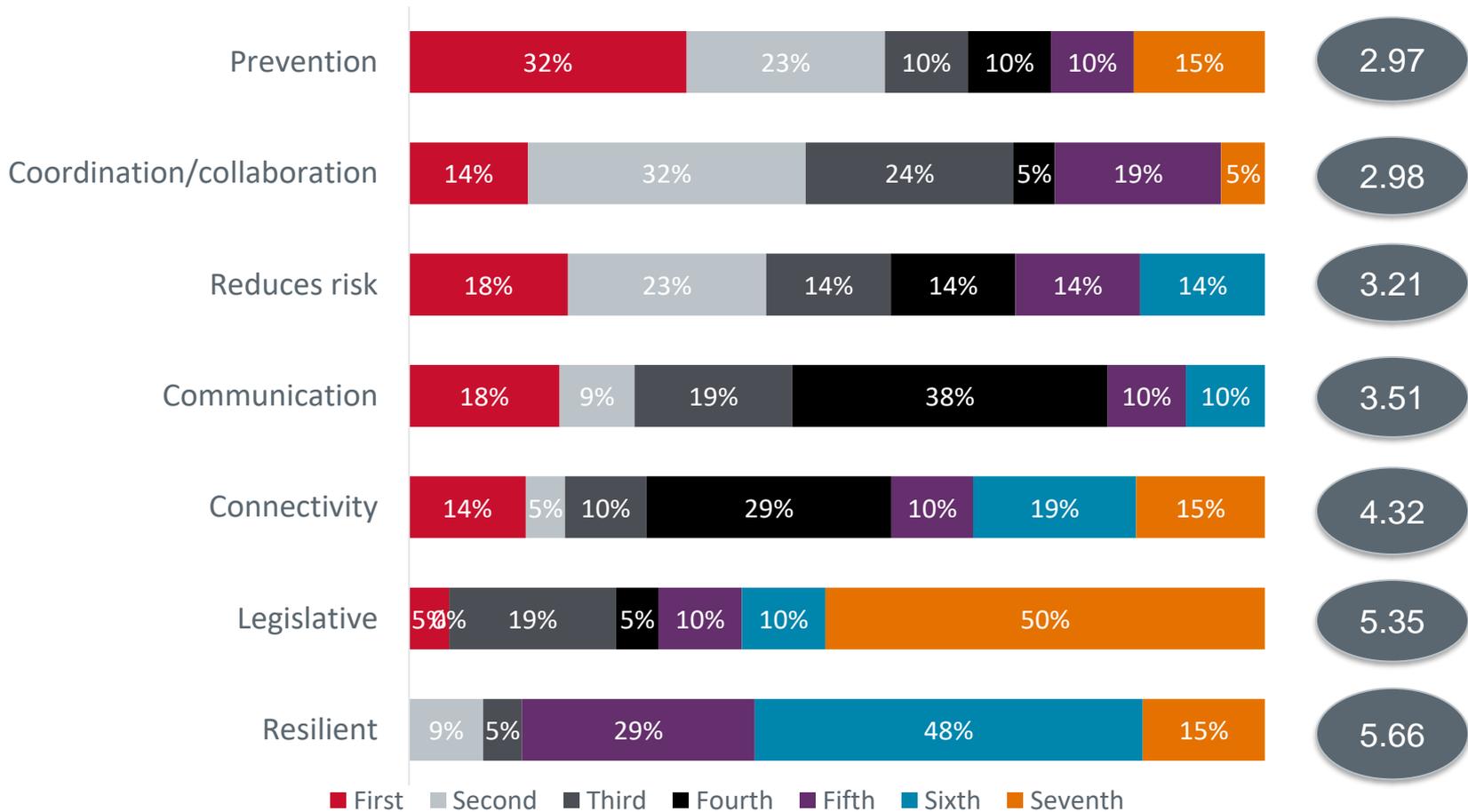


Emergency Management & Business Continuity: Ranking Results

Position

Average Rank

- 1
- 2
- 3
- 4
- 5
- 6
- 7



■ First ■ Second ■ Third ■ Fourth ■ Fifth ■ Sixth ■ Seventh

Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 22)



Fire & Emergency Response Service

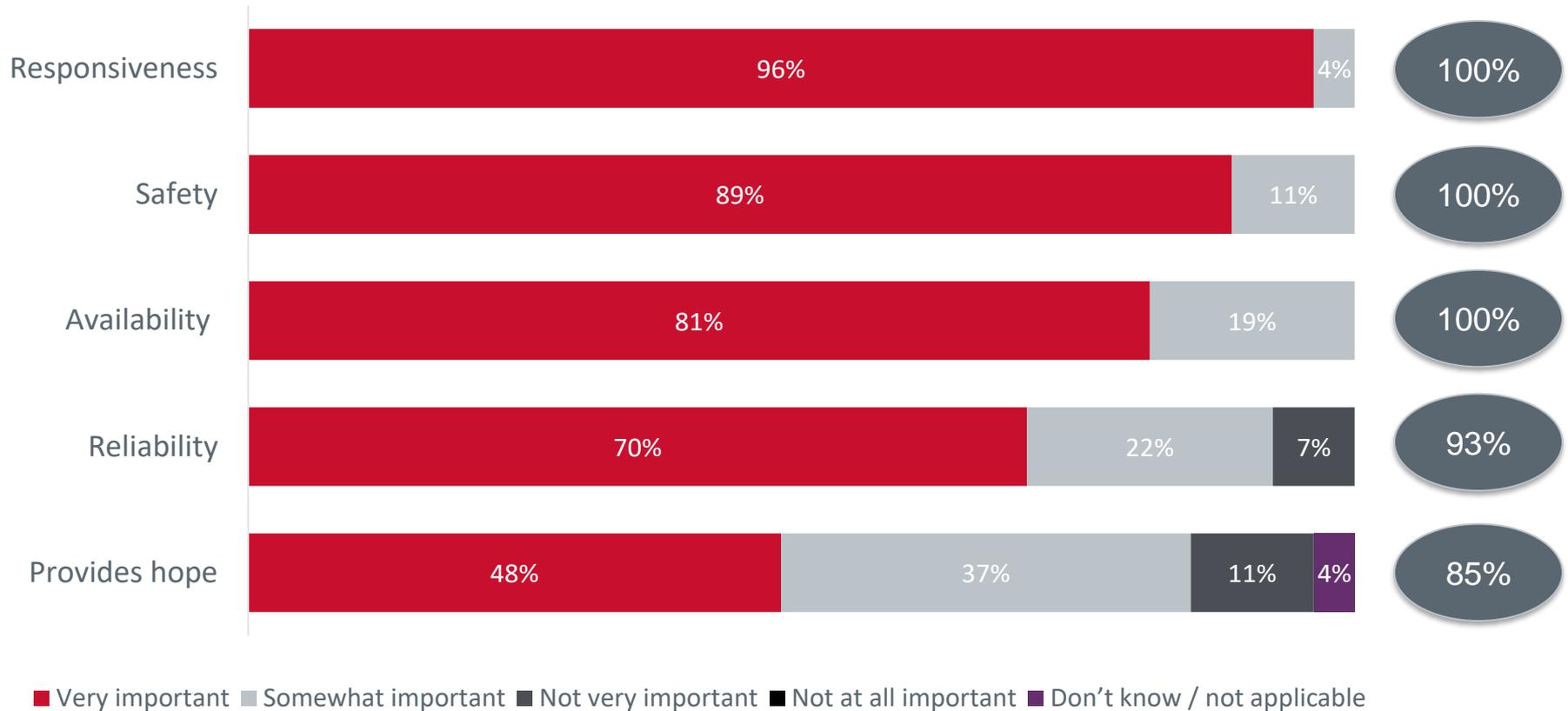
Fire & Emergency Response service provides emergency response support for fires, medical incidents, accidents and hazardous material incidents.

Responsiveness	Emergency calls are responded to quickly.
Availability	Fire fighters come with the right equipment. They are competent, polite and caring.
Reliability	There are programs, plans and systems in place to manage all hazards.
Provides Hope	Fire fighters stay with me until my emergency is done.
Safety	Fire fighters do whatever they can to keep me and my family safe.



Fire & Emergency Response: Importance

Total Importance



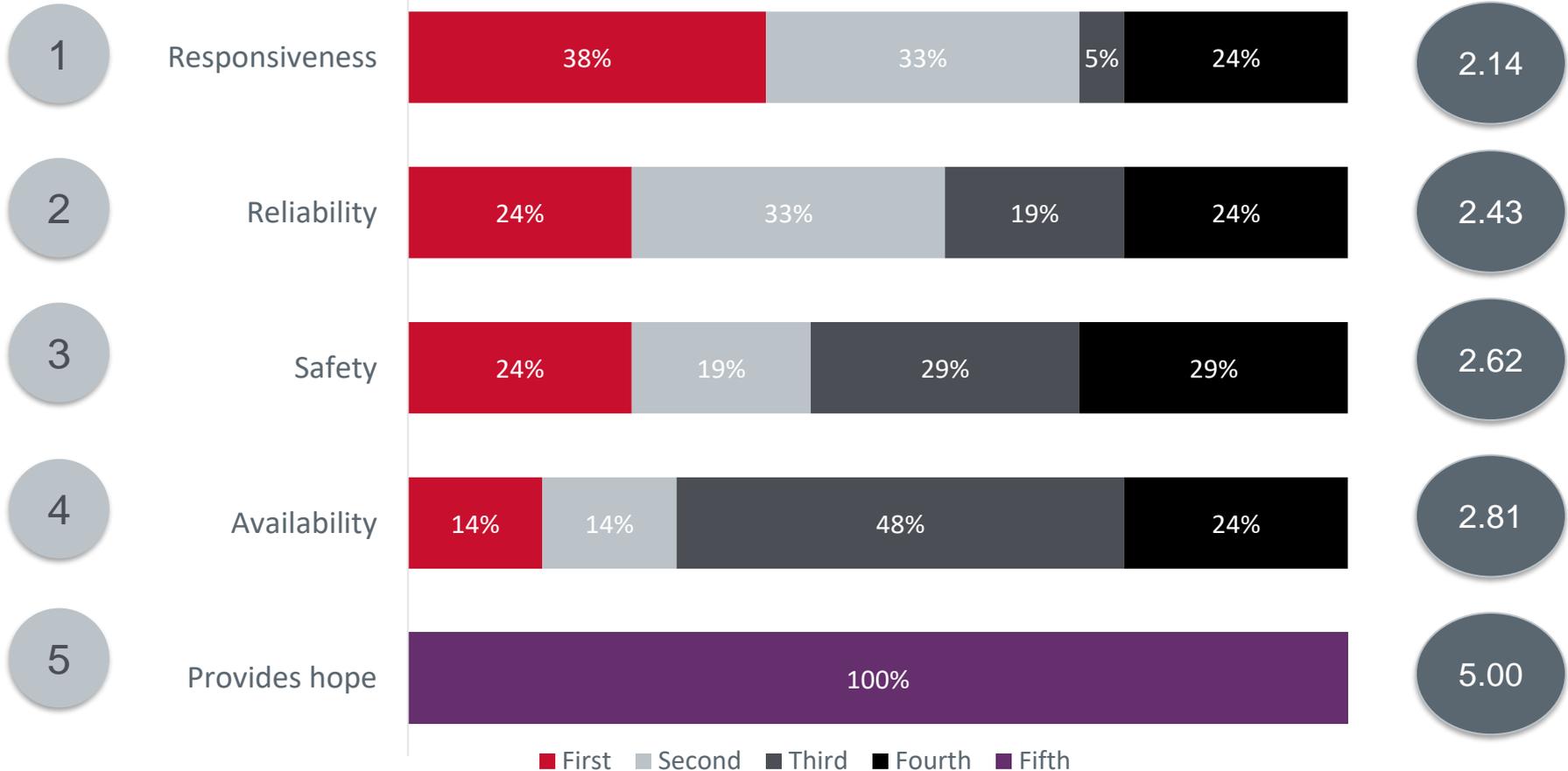
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Fire & Emergency Response: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 21)



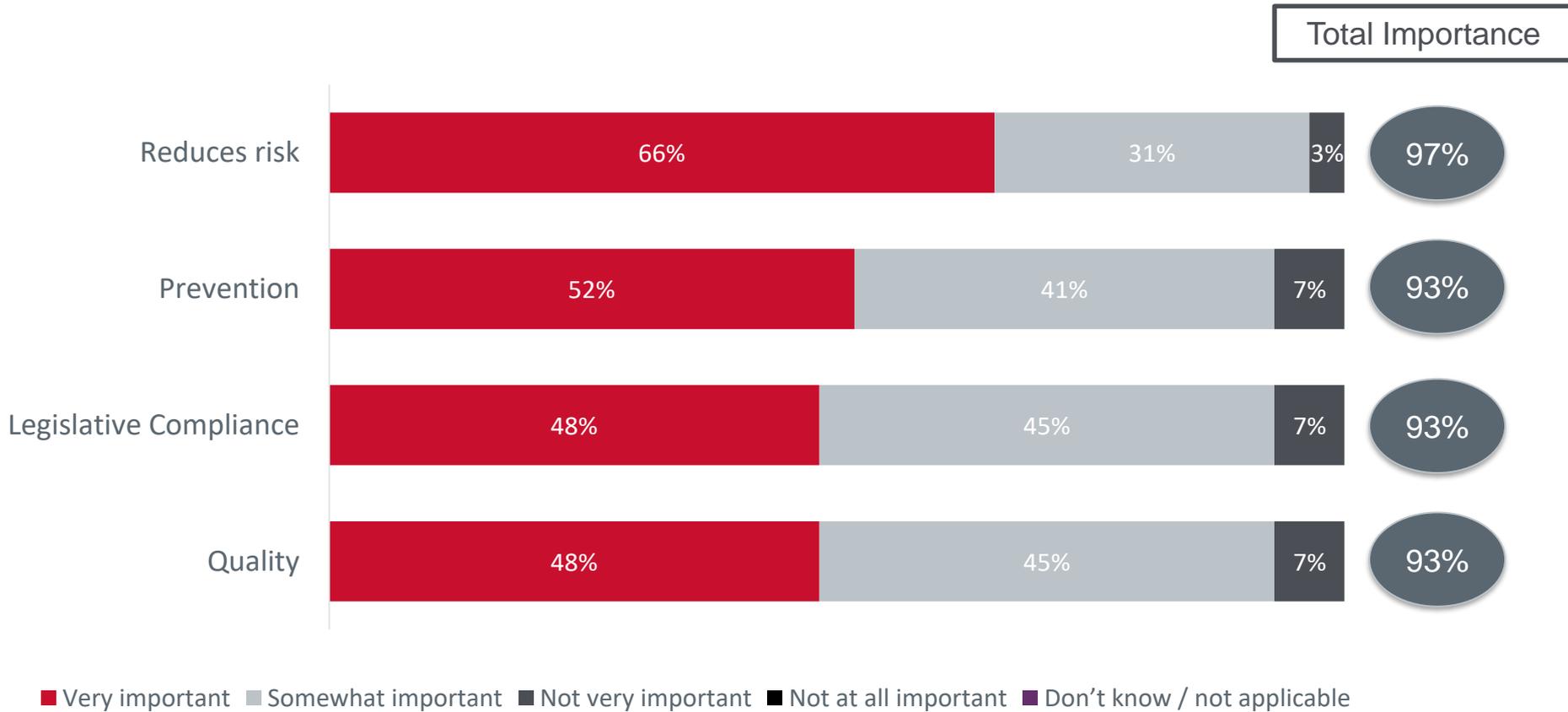
Fire Inspection & Enforcement Service

Fire Inspection & Enforcement service helps businesses comply with fire safety regulations

<p>Legislative Compliance</p>	<p>Fire Department helps me comply with Fire Safety Codes and Standards.</p>
<p>Prevention</p>	<p>There are programs that keep me safe and minimize damage from fires and other dangers.</p>
<p>Reduces risk</p>	<p>Fire Department does whatever it can to keep me and my family safe.</p>
<p>Quality</p>	<p>Fire inspections and investigations are done well. I can access these reports.</p>



Fire Inspection & Enforcement: Importance



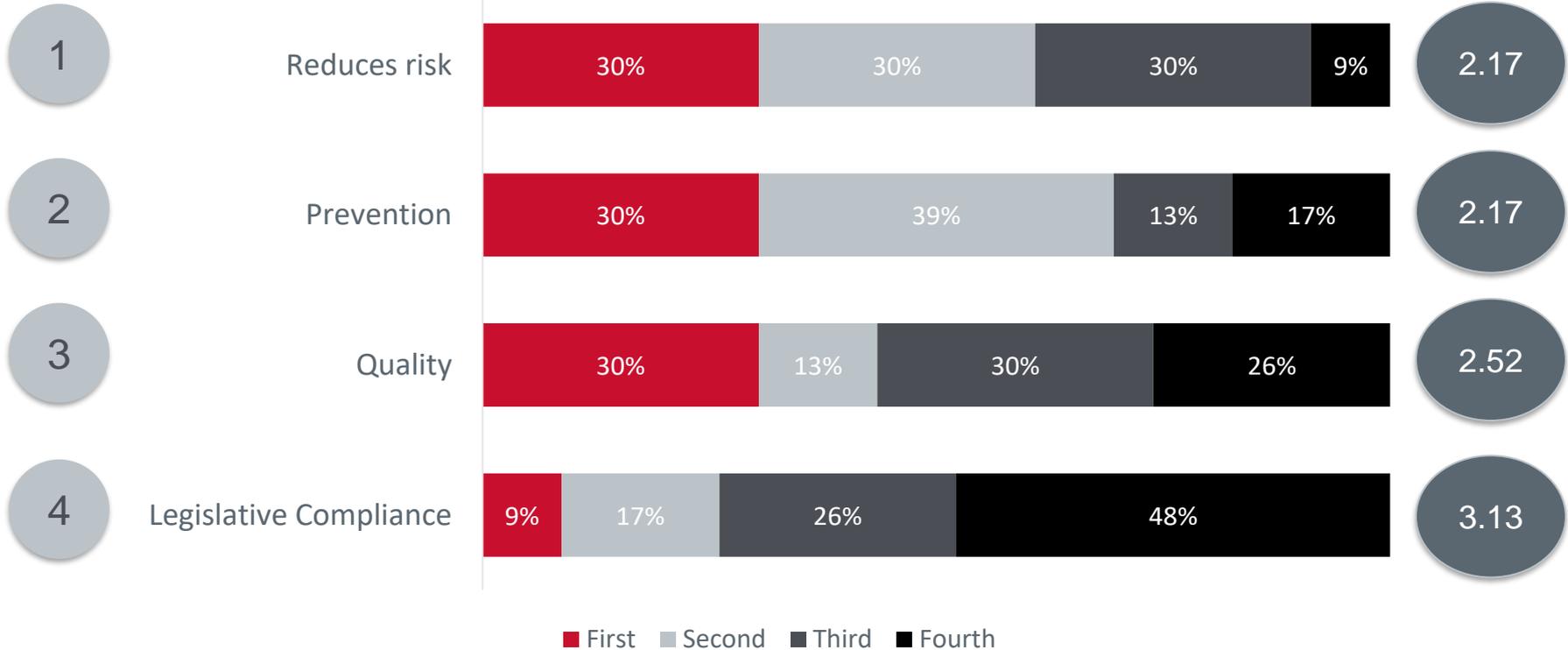
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 29)



Fire Inspection & Enforcement: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 23)



Fire Safety Education Service

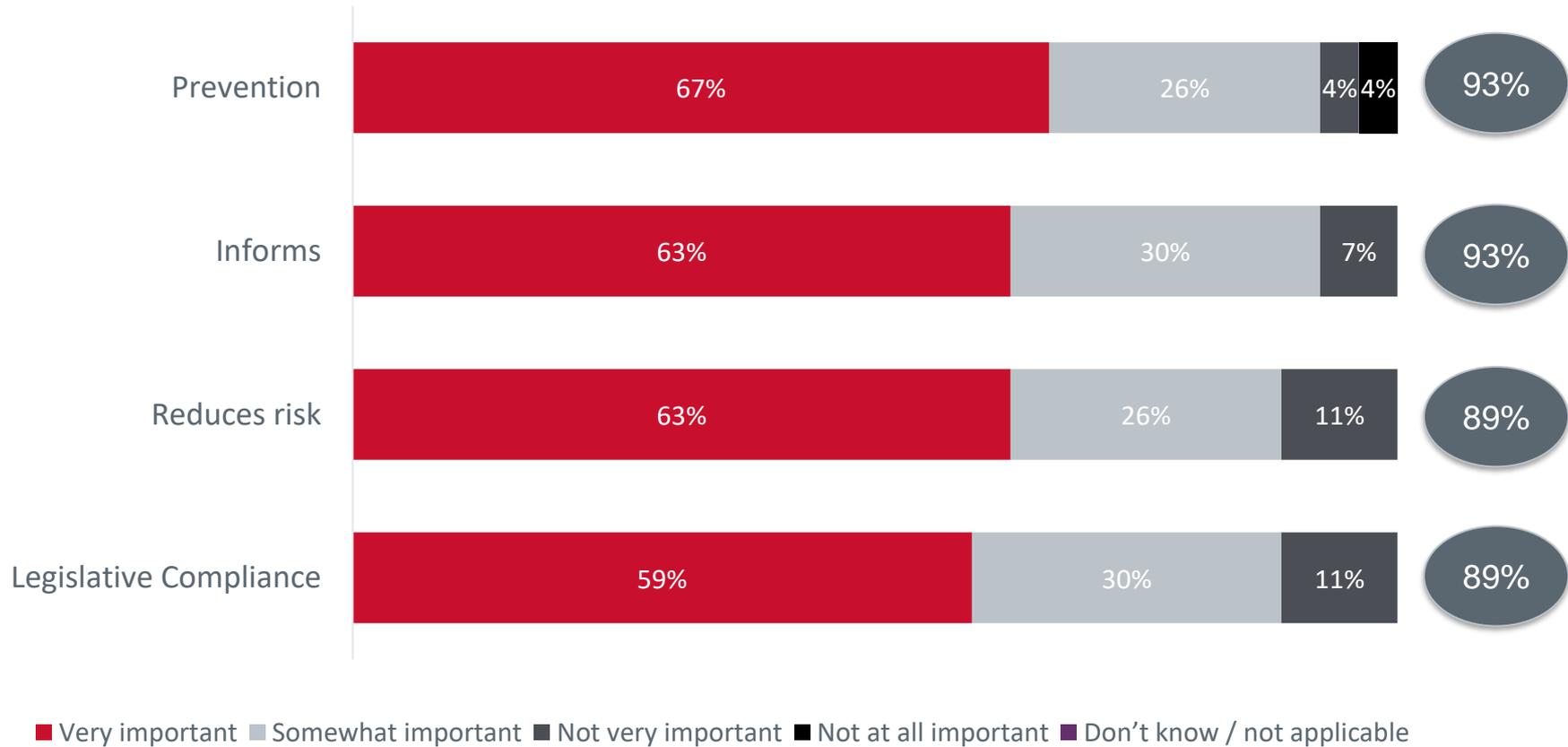
Fire Safety Education service provides fire safety education.

Informs	I can get information about fire and life safety risks that affect me, my family and my property.
Prevention	There are services for me that reduce fires and risks to me and my property.
Reduces risk	Fire Department does whatever it can to keep me and my family safe.
Legislative Compliance	Fire Department helps me follow the Fire Safety Codes and Standards.



Fire Safety Education: Importance

Total Importance



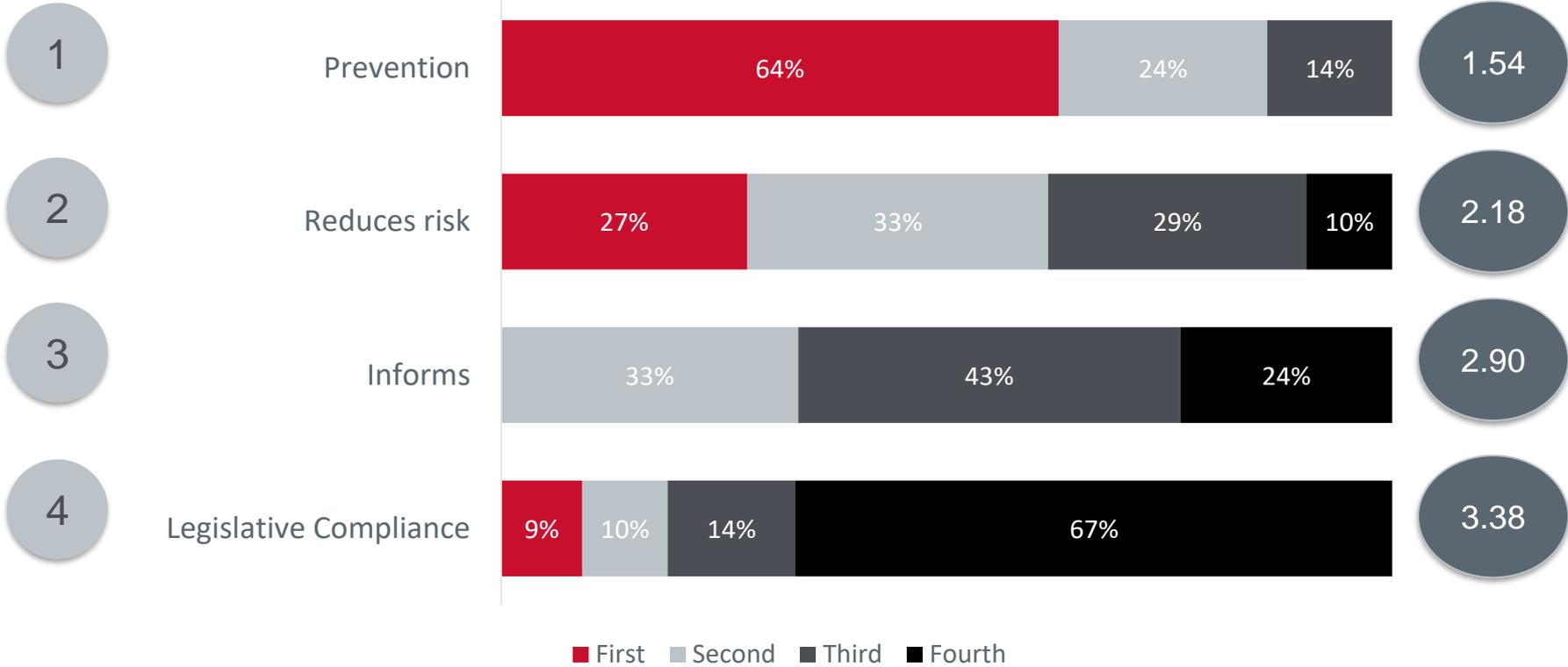
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Fire Safety Education: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 22)



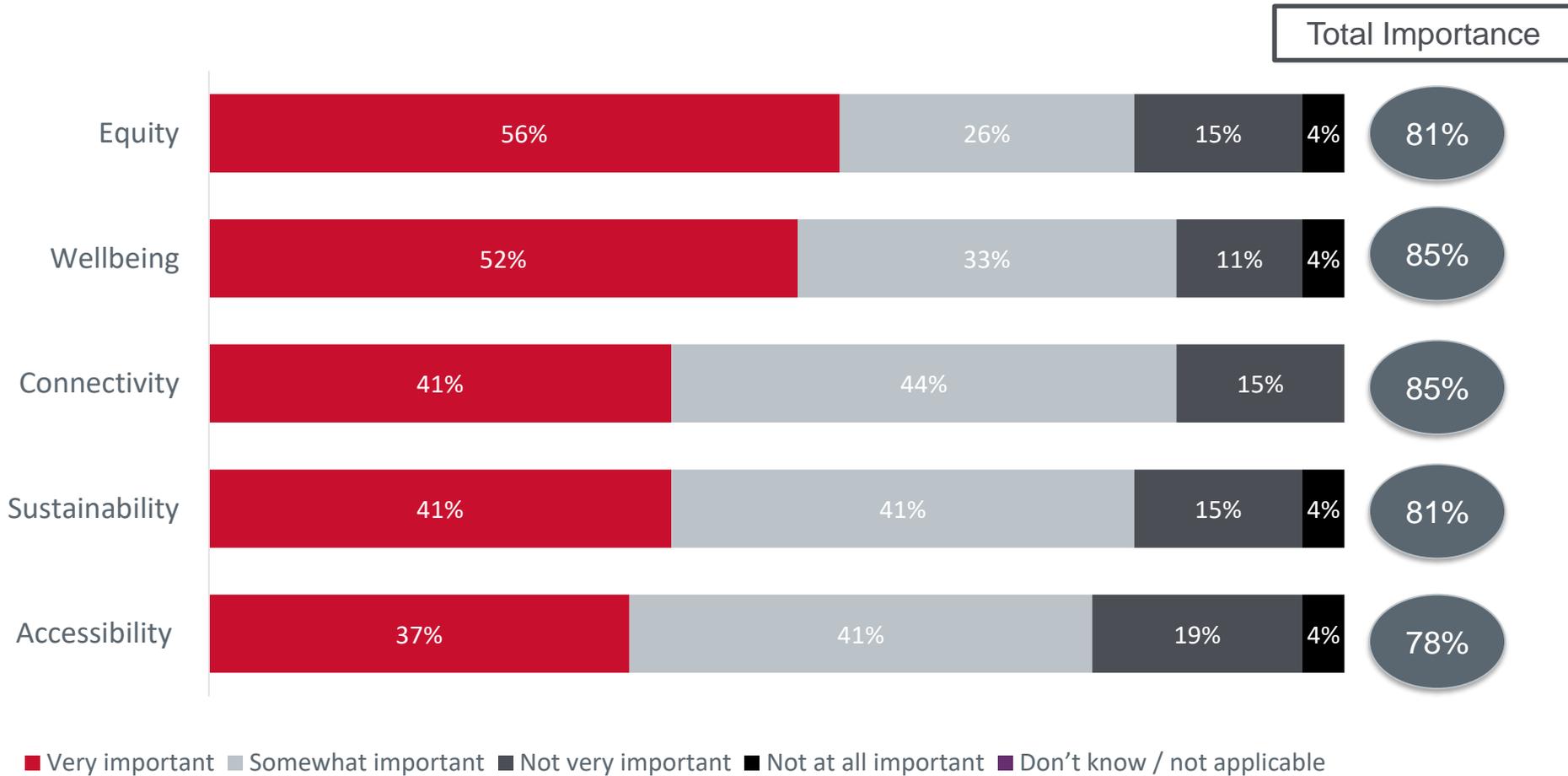
Neighbourhood Supports Service

Neighbourhood Supports service supports creating stronger neighbourhood communities.

<p>Connectivity</p>	<p>The City works with Calgarians and community organizations to address social issues.</p>
<p>Accessibility</p>	<p>The City offers programs that bring residents together and supports community organizations in doing the same.</p>
<p>Equity</p>	<p>Everyone is included and can participate.</p>
<p>Sustainability</p>	<p>There are resources to help residents contribute to their neighbourhood.</p>
<p>Wellbeing</p>	<p>There is support for residents to make their community a better place to live, work, and play.</p>



Neighbourhood Supports: Importance



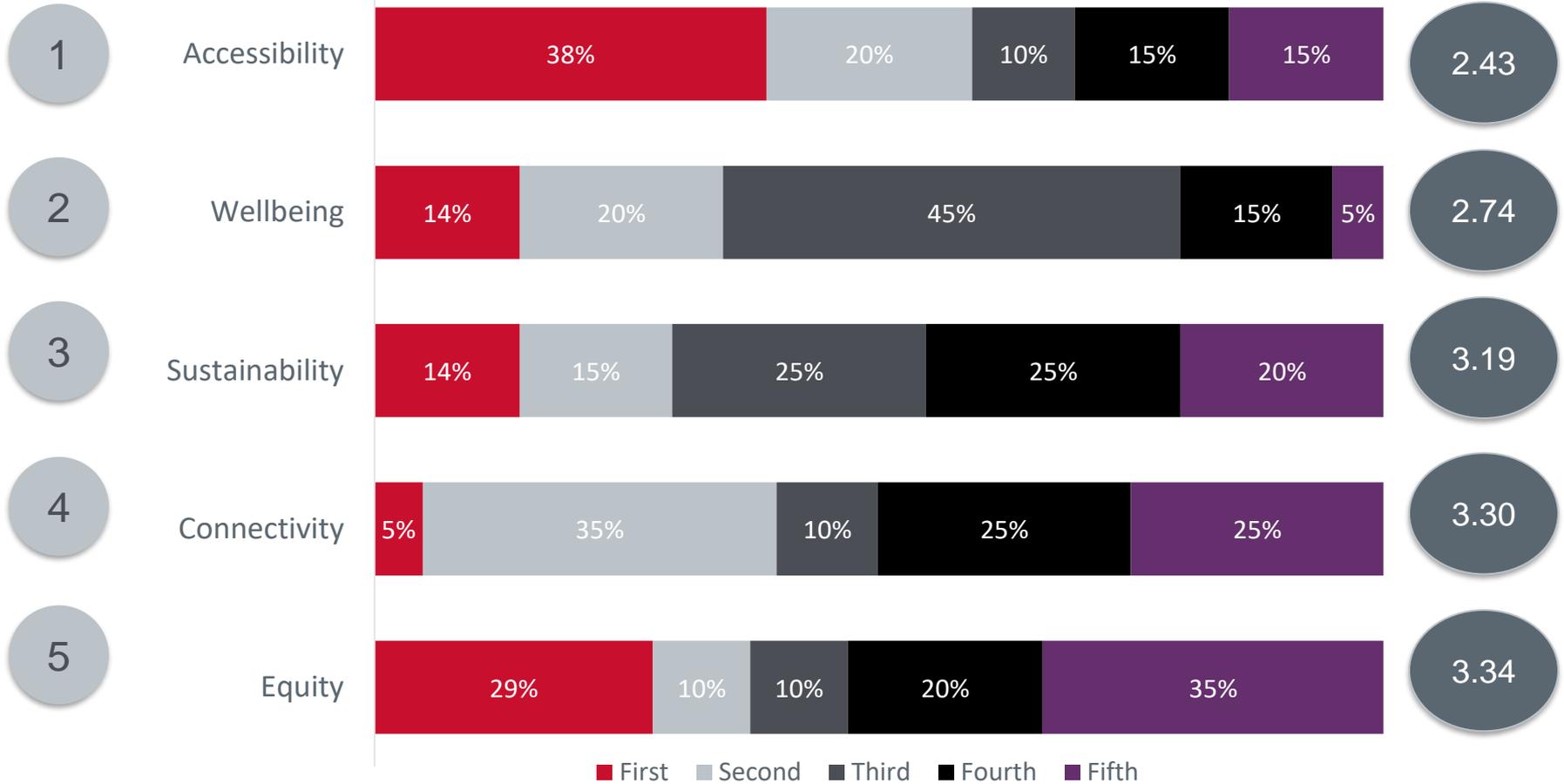
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Neighbourhood Supports: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 19)

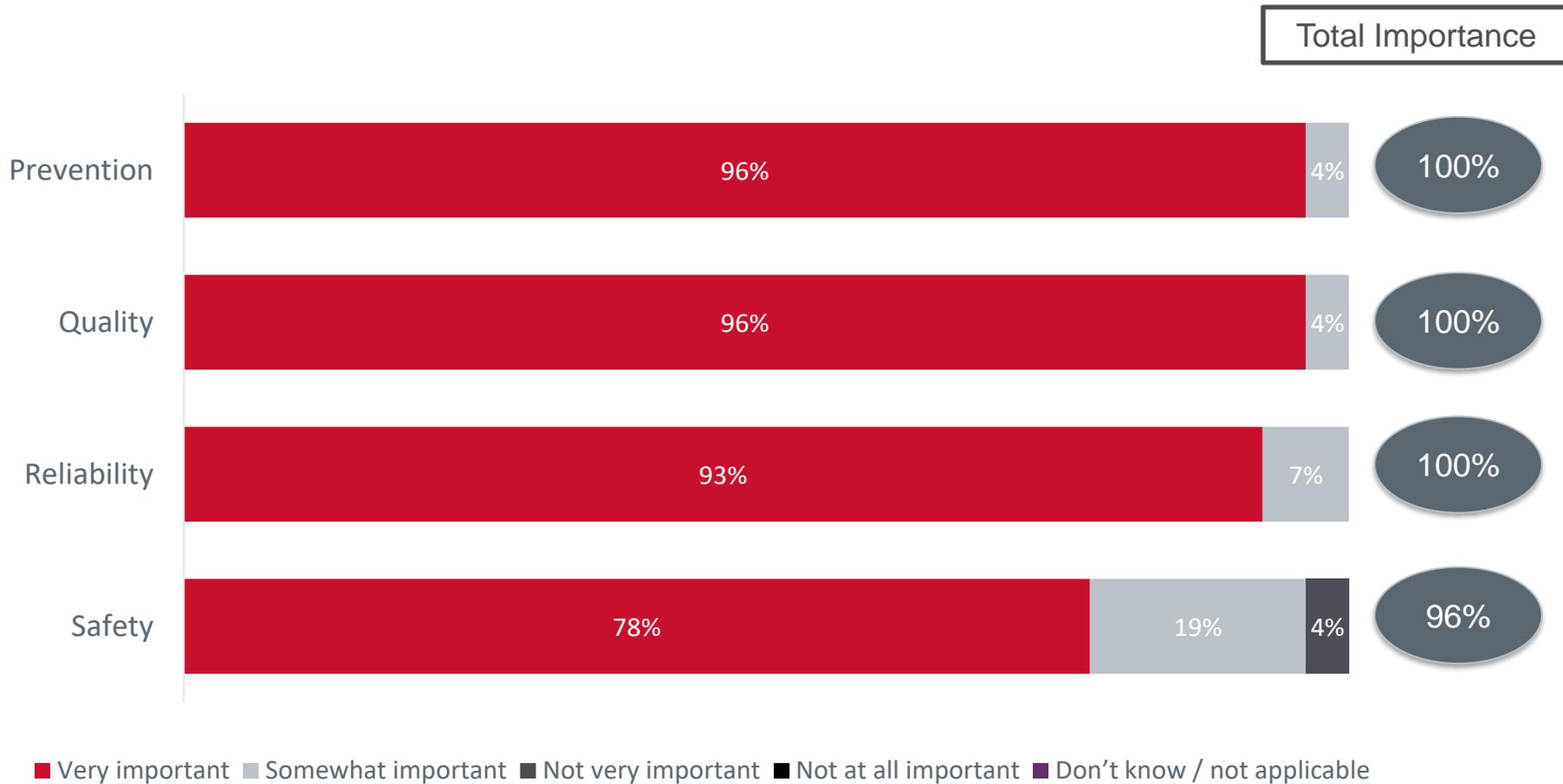


Police service provides police services including crime prevention and education, law enforcement and investigations.

Safety	Communities are safe, diverse and inclusive.
Prevention	Crime is prevented and reduced.
Quality	Police officers are professional.
Reliability	The Police answers my calls well and works to keep good relationships with Calgarians.



Police Services: Importance



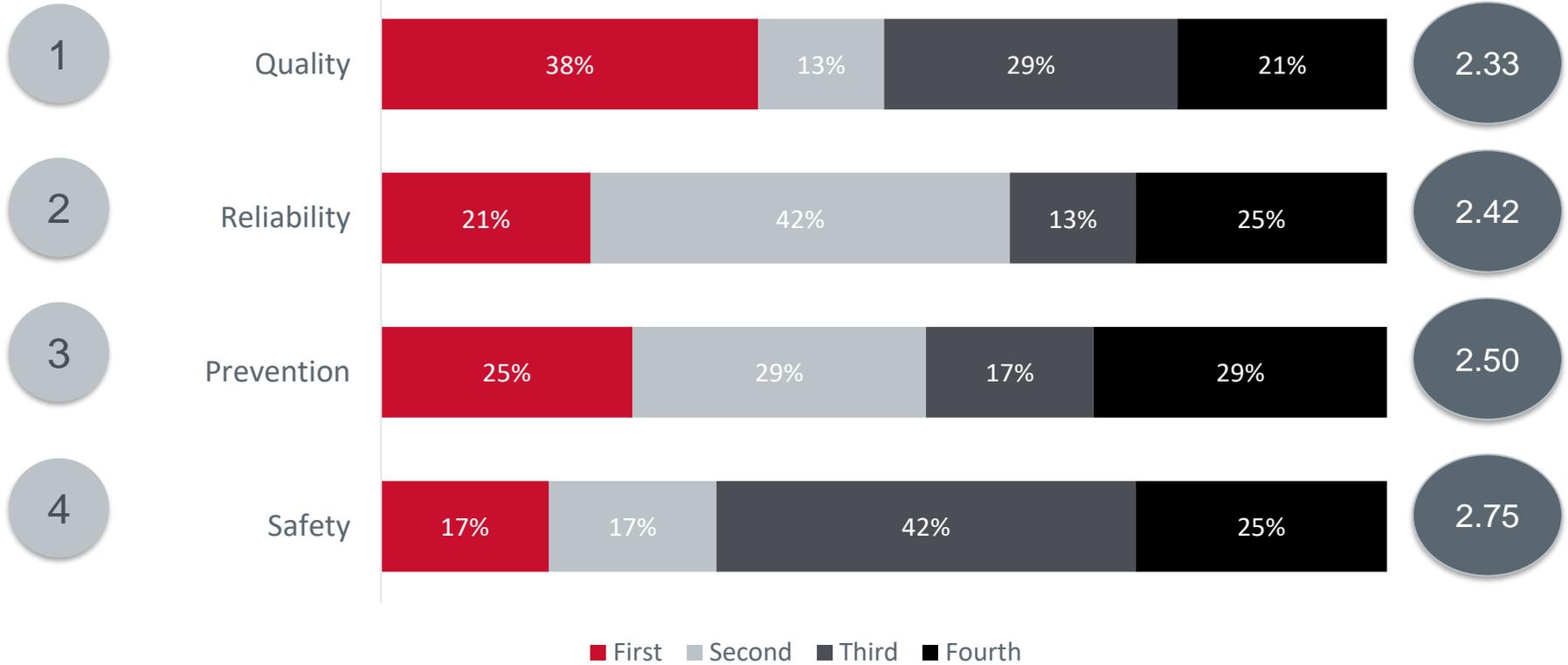
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Police Services: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 24)



A City That Moves



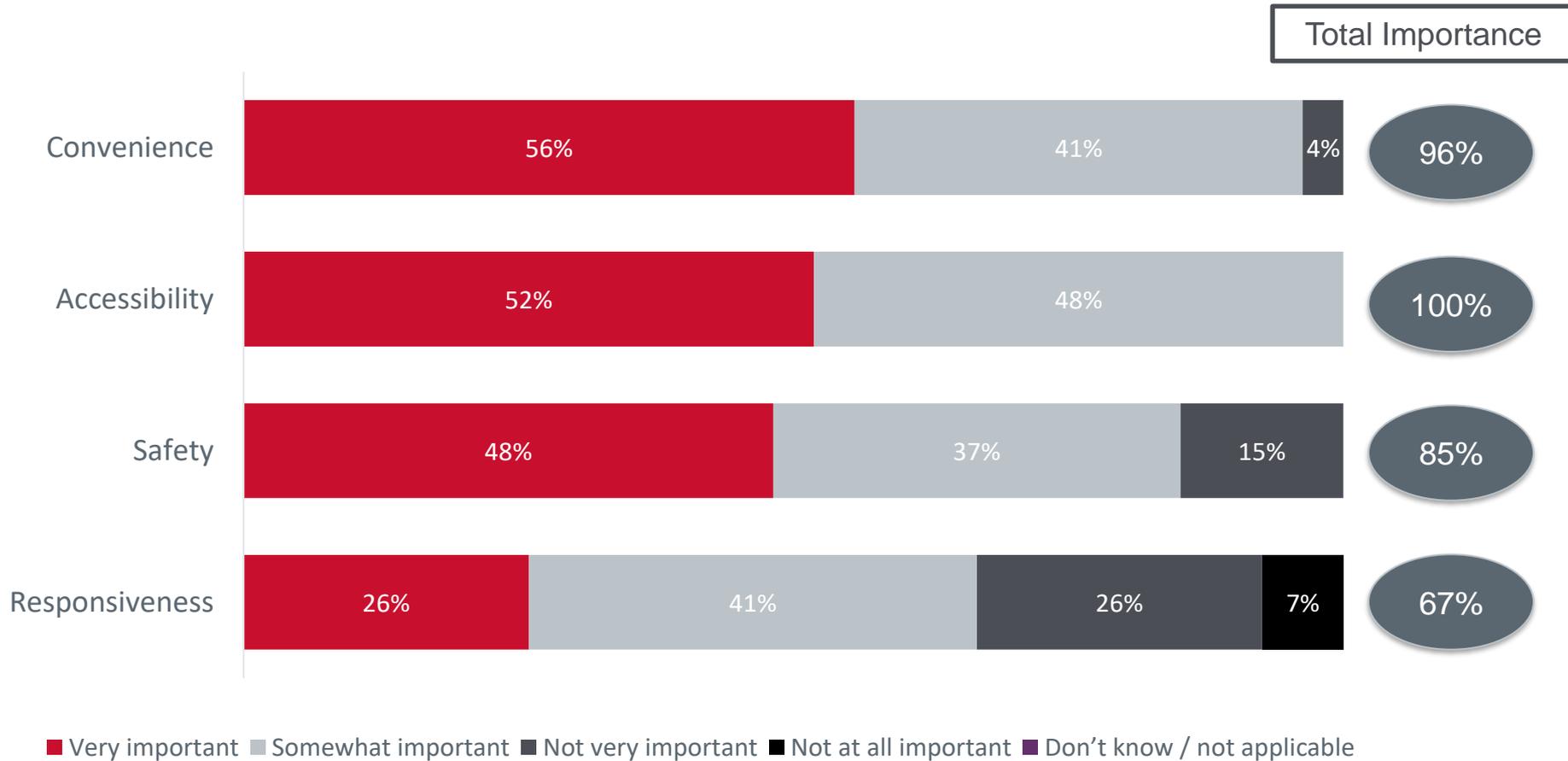
Parking Service

Parking service manages Calgary parking lots and spaces and enforces parking regulations.

Safety	Parking restrictions for safer mobility.
Convenience	Parking systems and signage are easy to use.
Accessibility	Parking is provided for users with a variety of needs.
Responsiveness	Parking bylaws are enforced in a timely manner.



Parking: Importance



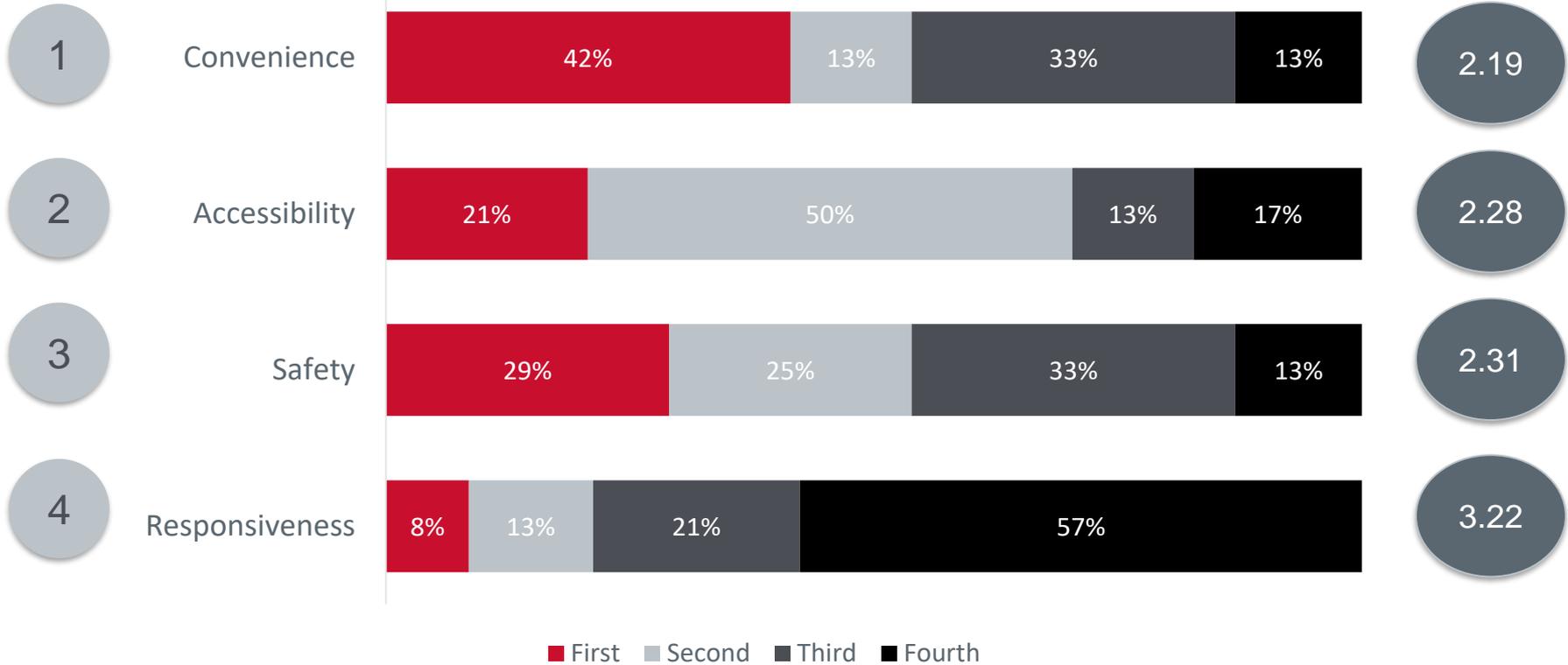
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Parking: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 24)



Public Transit Service

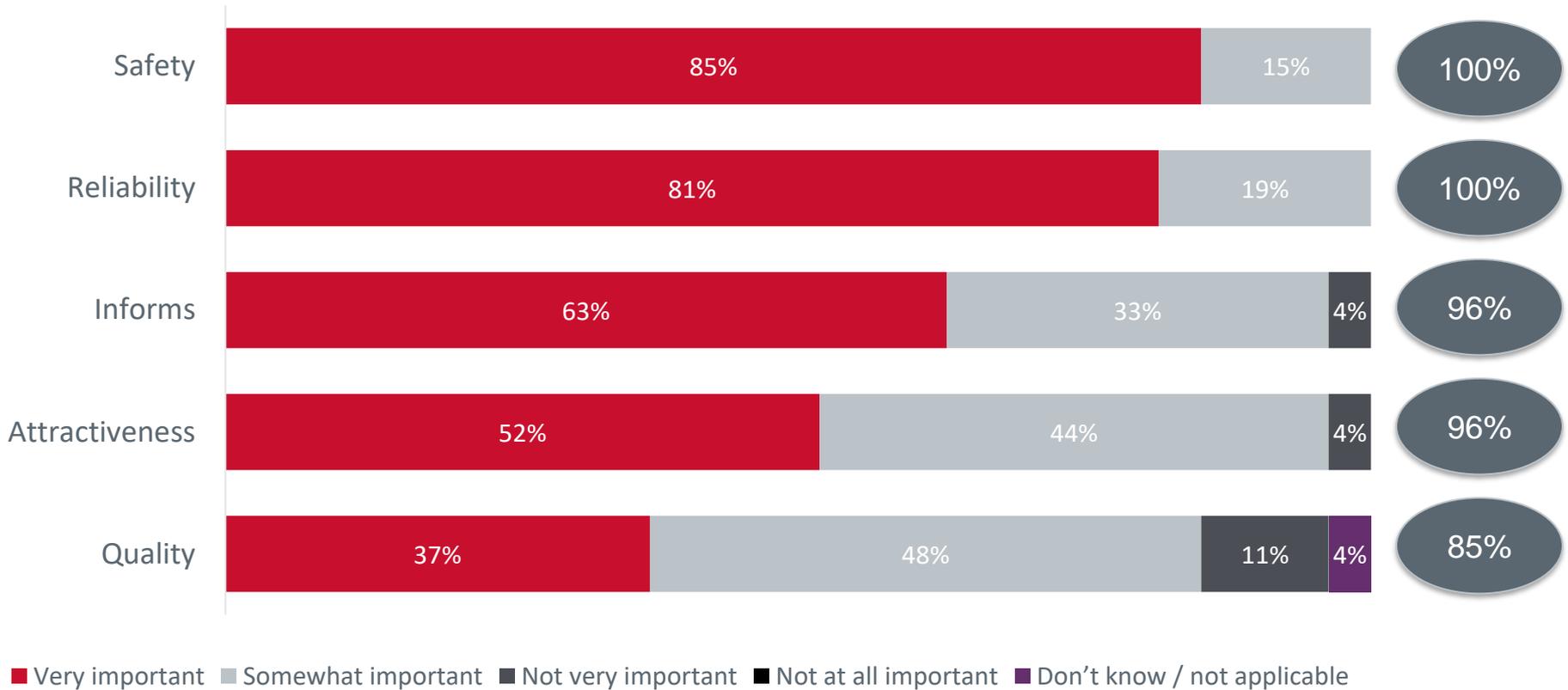
Public Transit service provides train and bus transportation for citizens to help them get from place to place safely, reliably, affordably and easily.

Safety	Public transit is safe.
Reliability	Public transit is reliable.
Quality	Transit staff greet me with a smile, pleasant tone of voice and the right attitude when I need help.
Informs	Information is clear and consistent.
Attractiveness	Transit is convenient, easy to use, and clean.



Public Transit: Importance

Total Importance



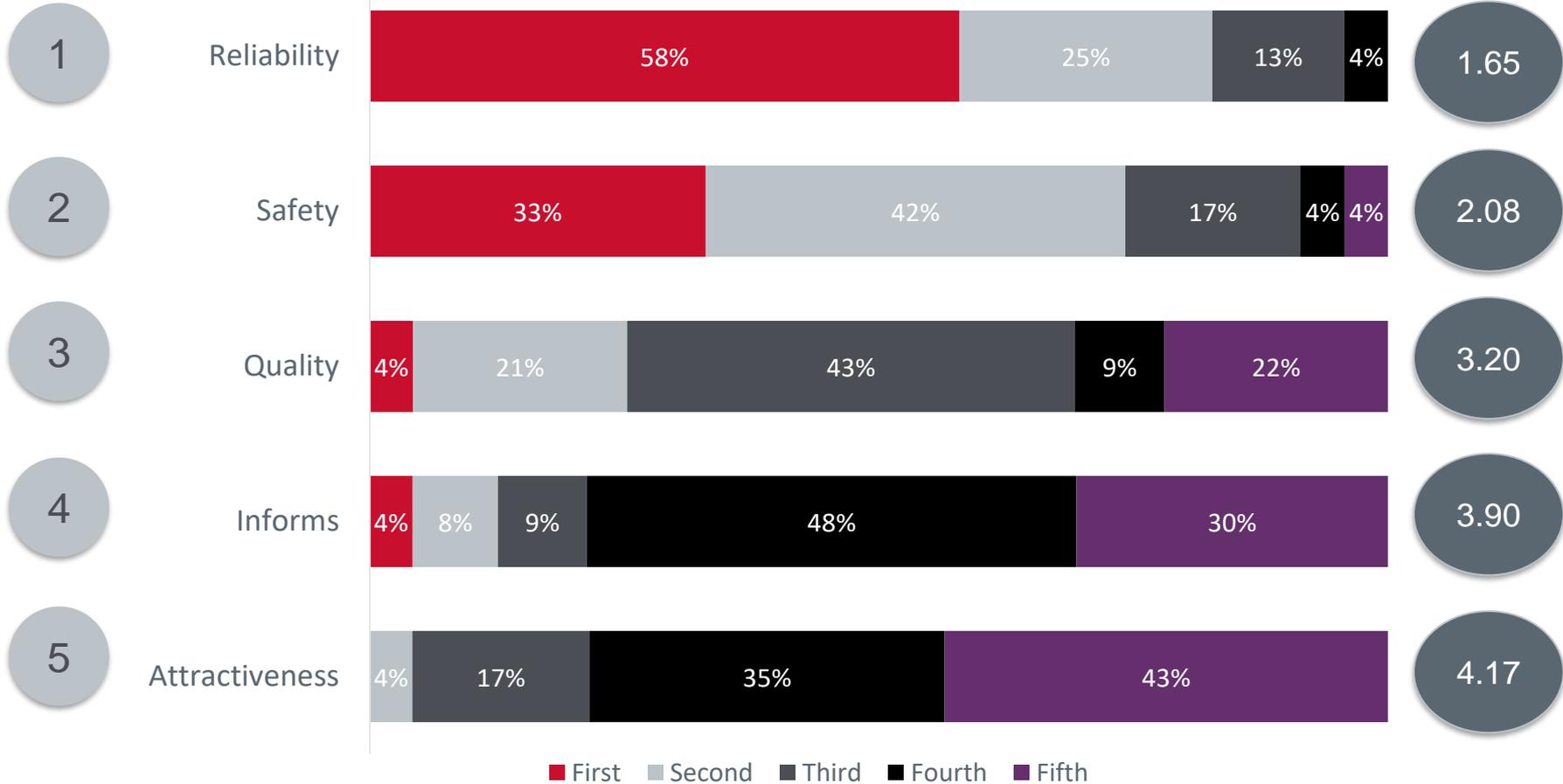
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Public Transit: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 24)



Sidewalks & Pathways Service

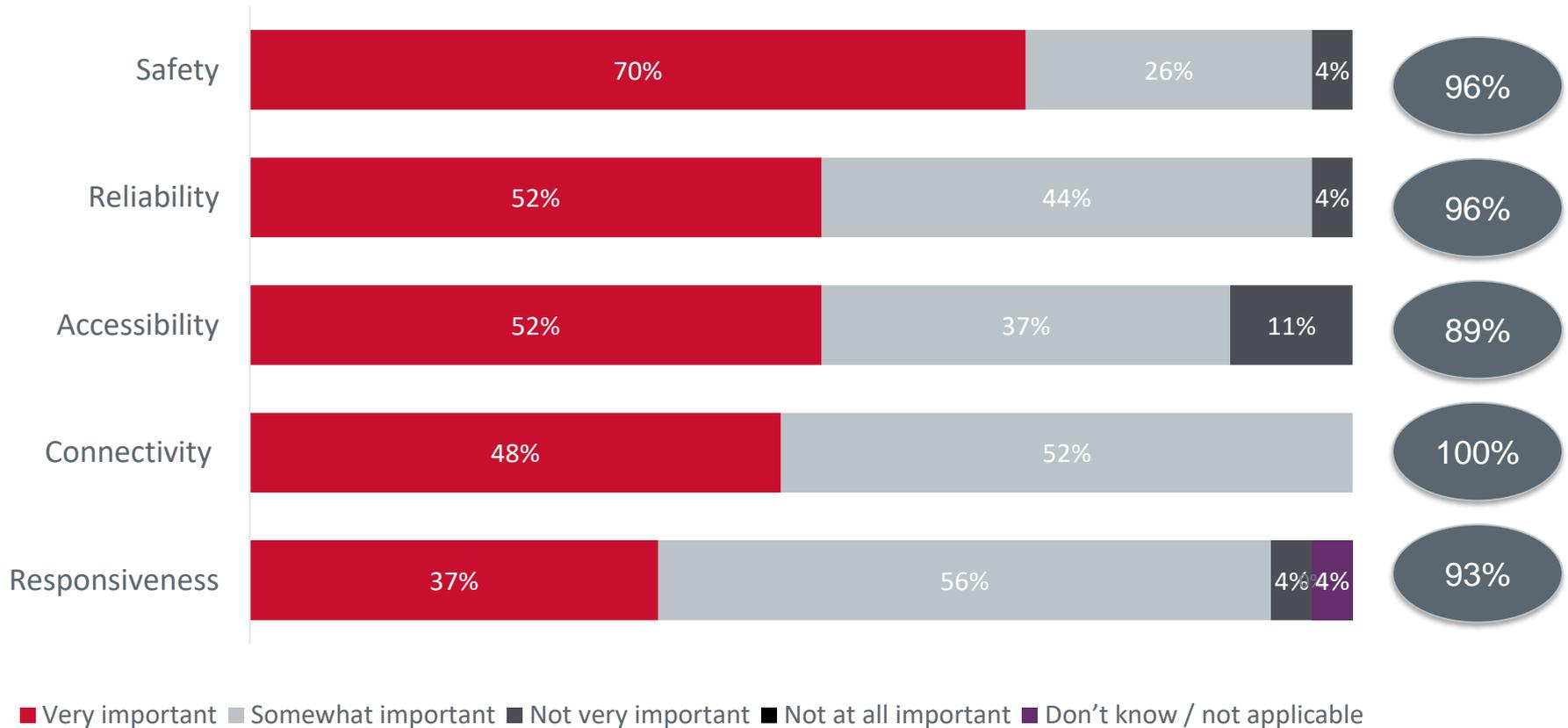
Sidewalks & Pathways service provides a network of sidewalks, pathways and trails enabling citizens to travel throughout Calgary.

Safety	I feel safe using sidewalks and pathways.
Accessibility	Everyone can use sidewalks and pathways.
Connectivity	I am able to reach my destination using streets, sidewalks and pathways.
Responsiveness	The City responds to service requests in a timely manner.
Reliability	Sidewalks and pathways are in good shape.



Sidewalks & Pathways: Importance

Total Importance



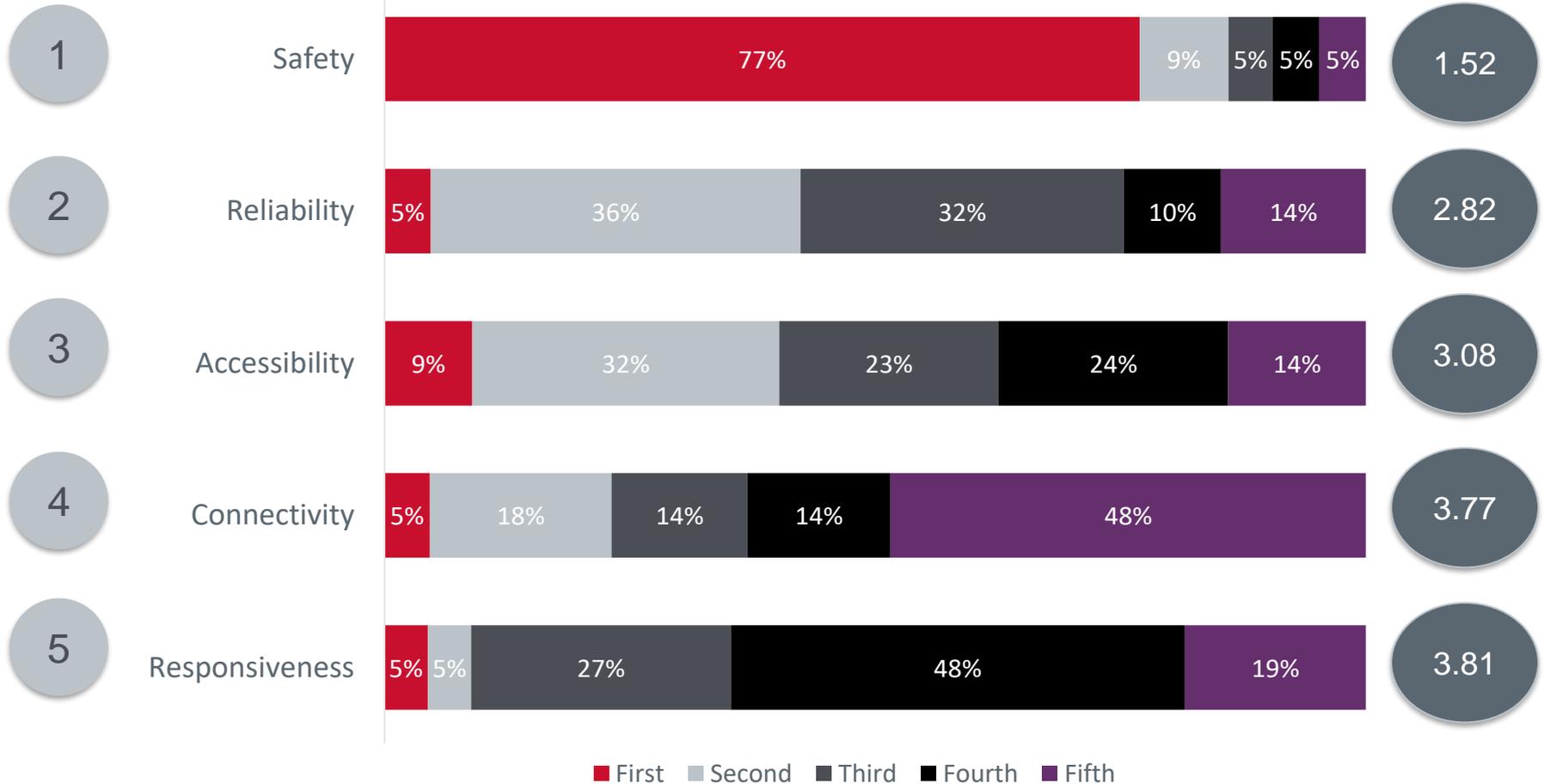
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Sidewalks & Pathways: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 22)



Specialized Transit Service

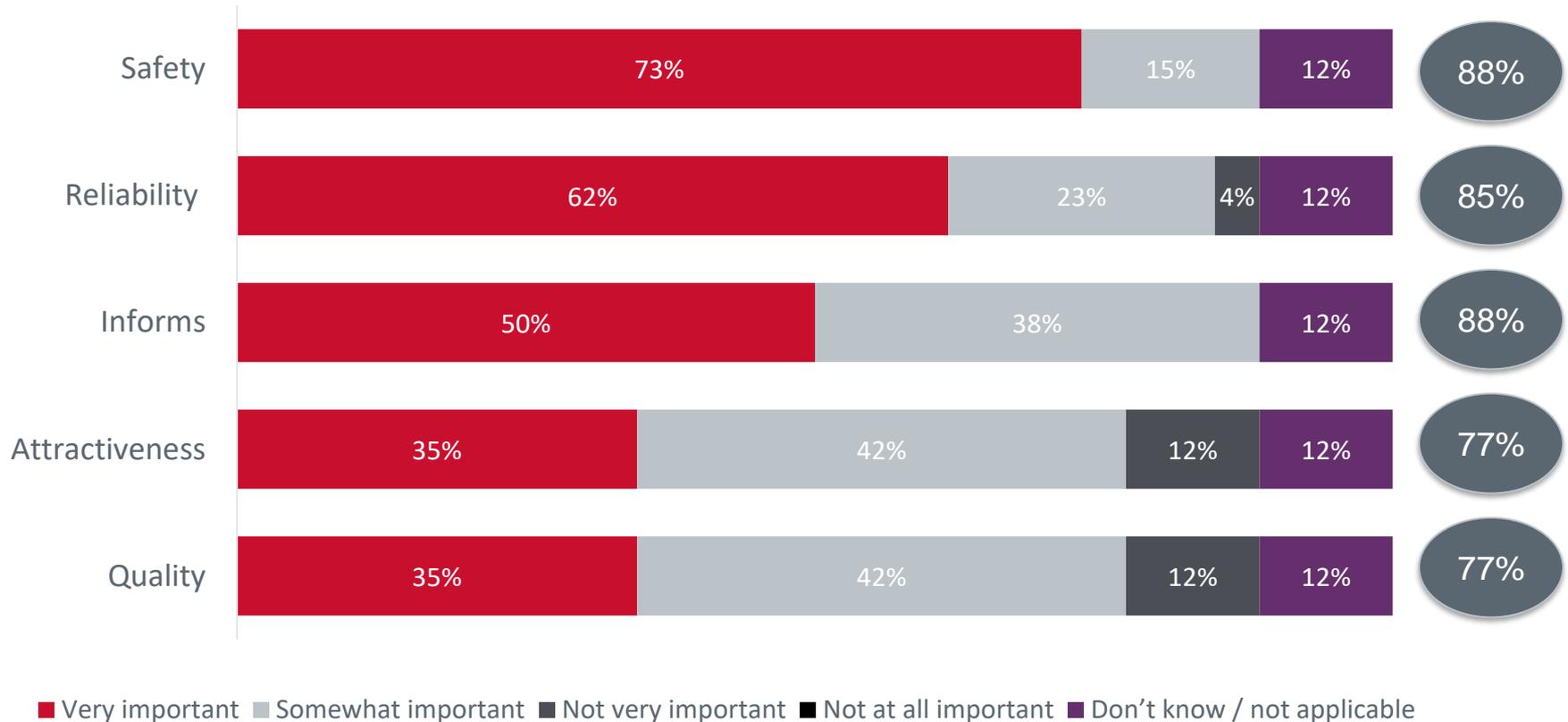
Specialized Transit service provides specialized transportation (specialized buses, vans and taxis) for citizens with disabilities to help them move from place to place safely, reliably, affordably and easily.

Safety	I am safe when on transit.
Reliability	I can get transit when I need it.
Quality	Transit staff greet me with a smile, pleasant tone of voice and the right attitude when I need help.
Informs	Information is clear and consistent.
Attractiveness	Transit is convenient, easy to use, and clean.



Specialized Transit: Importance

Total Importance



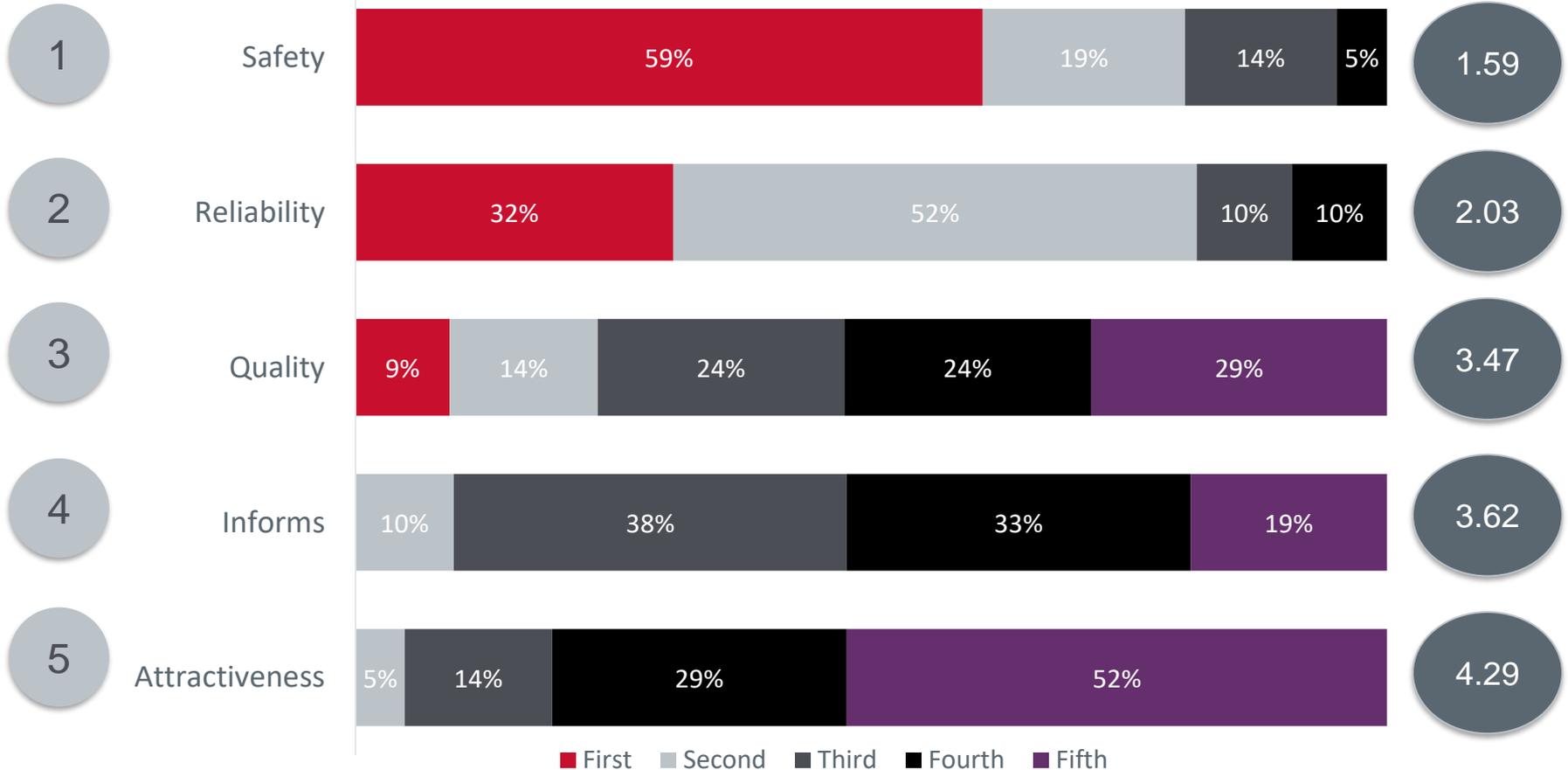
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 26)



Specialized Transit: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 22)



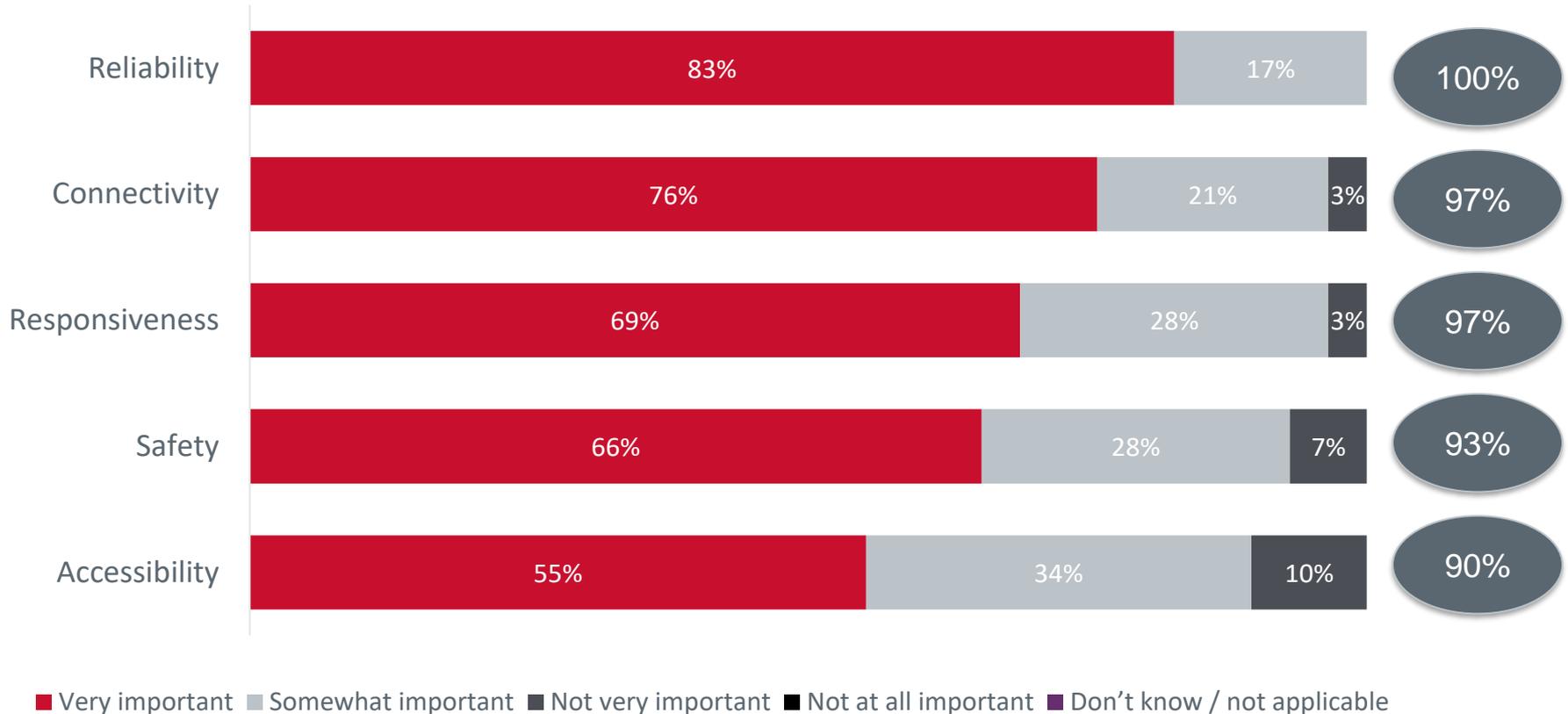
Streets service provides roads that enable citizens to travel throughout Calgary.

Safety	I feel safe using the streets.
Accessibility	Everyone can use the streets.
Connectivity	I can get to where I am going by using Calgary’s streets, sidewalks, and pathways.
Responsiveness	The City responds to service requests in a timely manner.
Reliability	Streets are in good shape.



Streets: Importance

Total Importance



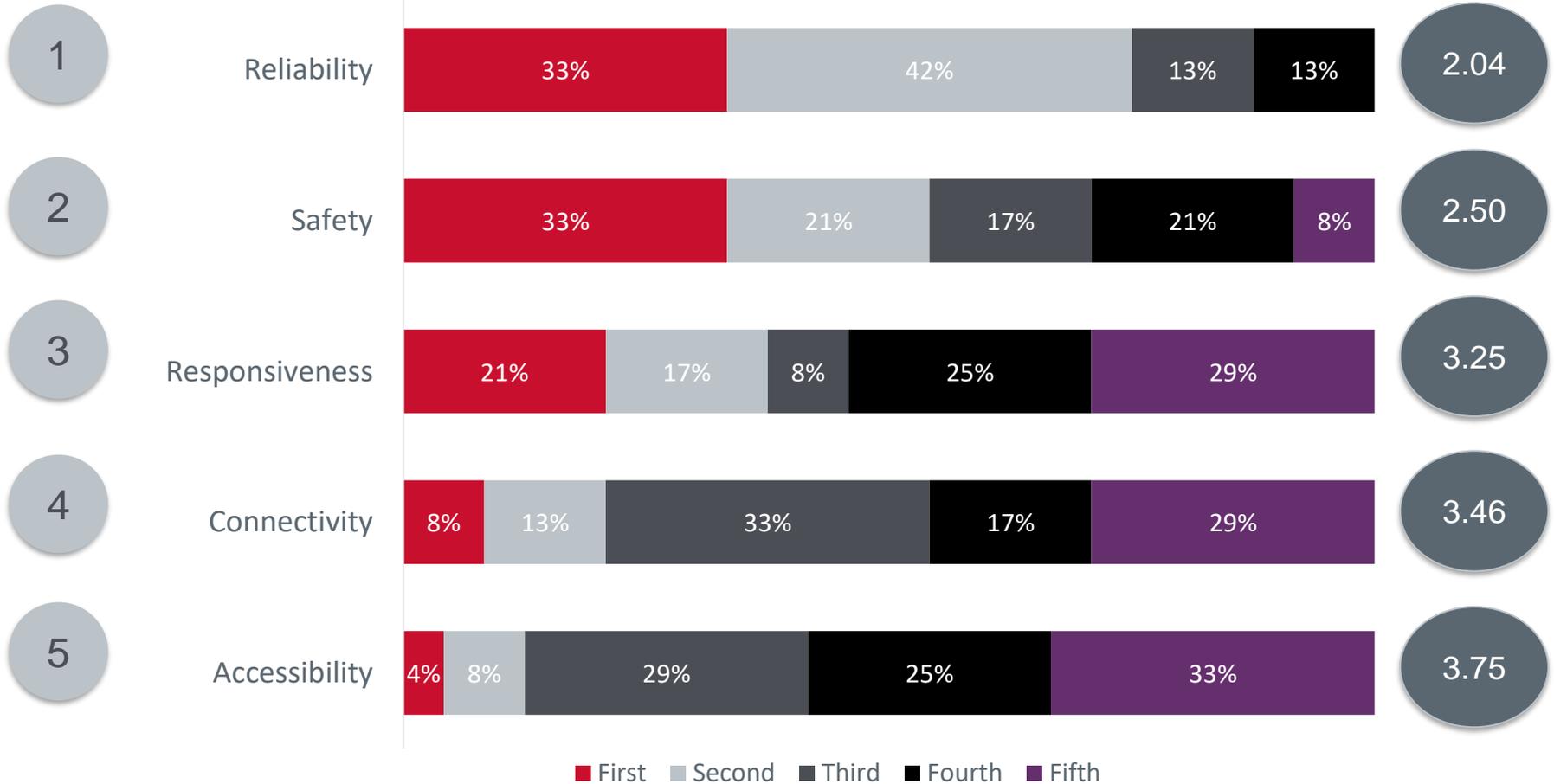
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 29)



Streets: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 24)



Taxi, Limousine & Vehicles-for-Hire Service

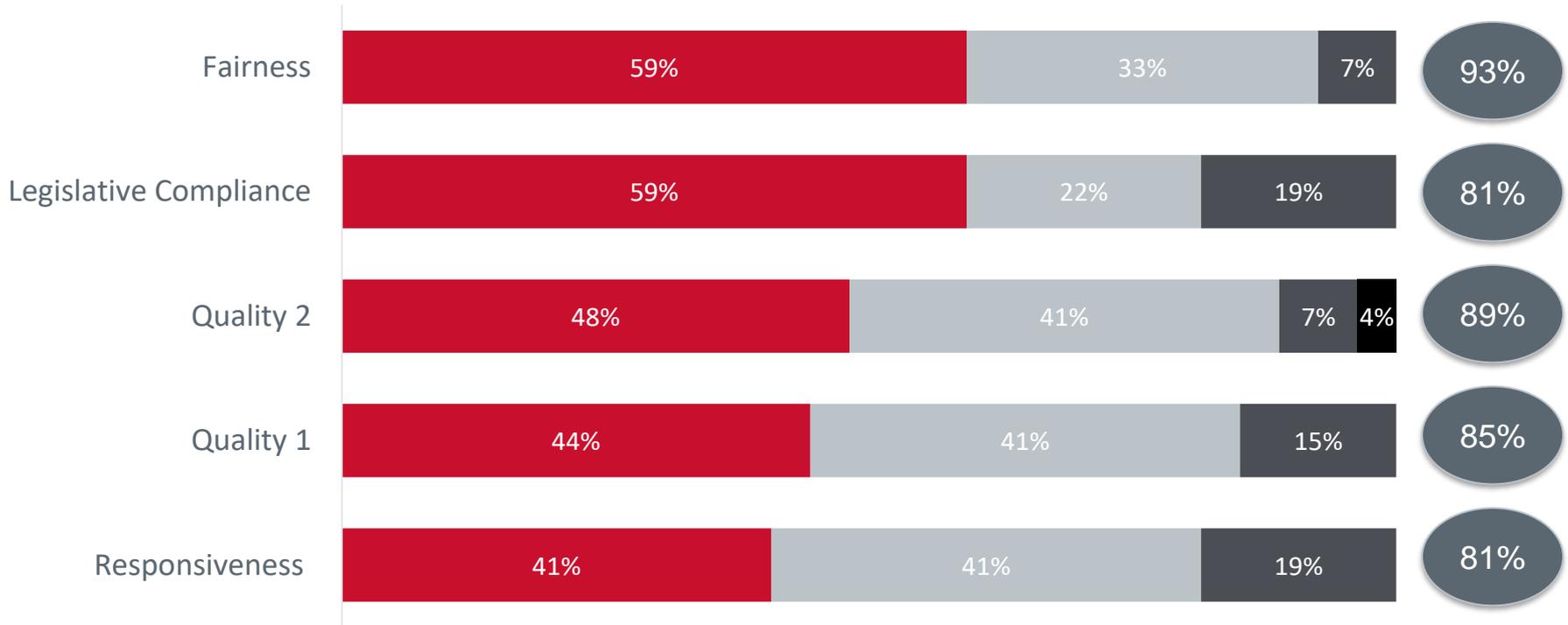
Taxi, Limousine & Vehicles-for-Hire service ensures taxi and vehicle-for-hire bylaw compliance through enforcement and education.

Responsiveness	Licenses are issued within a reasonable timeframe.
Quality 1	Drivers and companies are satisfied with the licensing service. The information is clear and easily to find, and decisions on applications are consistent.
Quality 2	Regulations are enforced with professionalism and courtesy, and staff are responsive and knowledgeable.
Legislative Compliance	The City does investigations and inspections to make sure drivers and companies meet regulations.
Fairness	Enforcement is transparent, fair and consistently delivered by Inspectors.



Taxi, Limousine & Vehicles-for-Hire: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

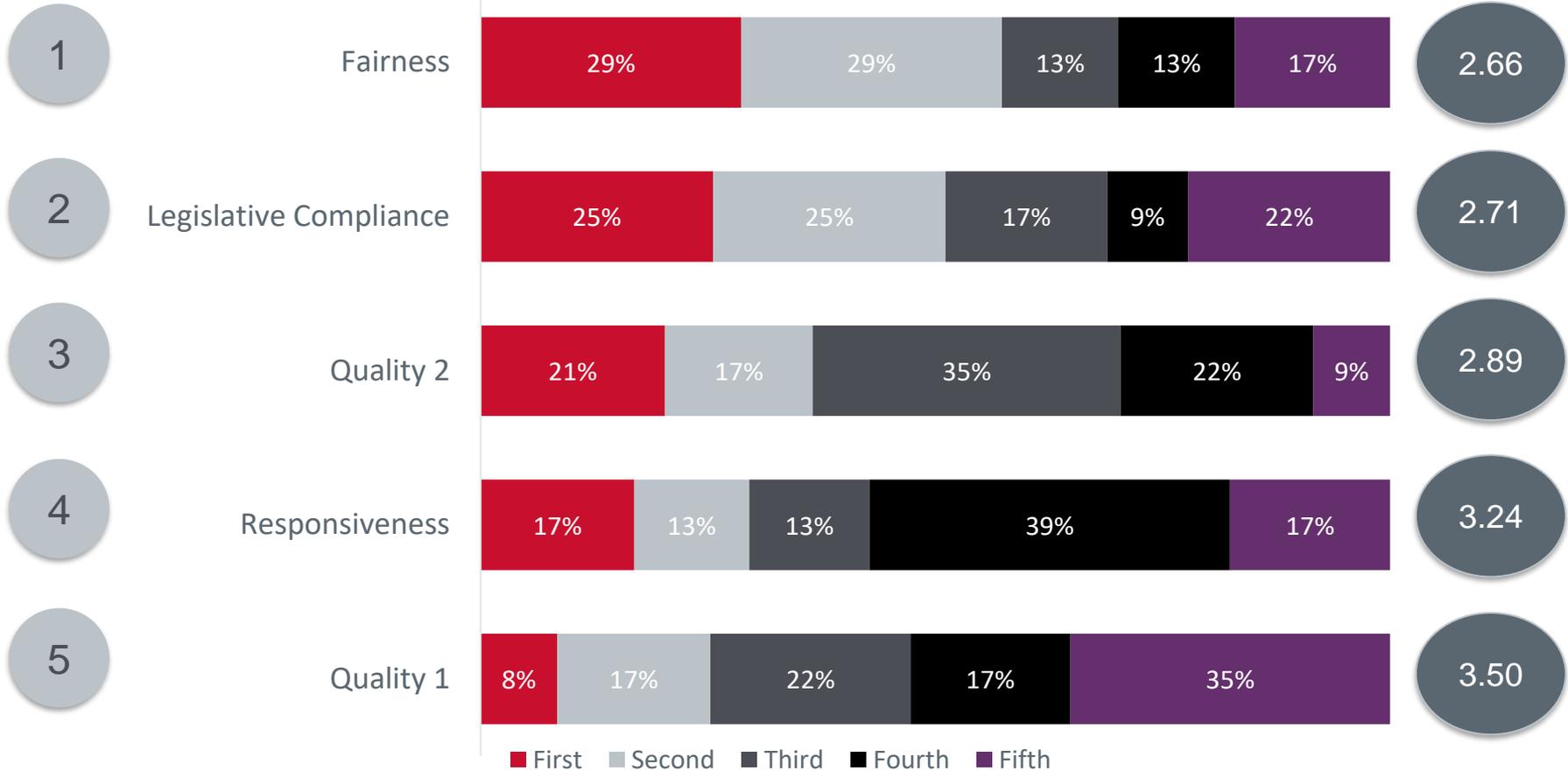
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Taxi, Limousine & Vehicles-for-Hire: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 24)



Enabling Services (foundational to all five Council Priorities)



Data Analytics & Information Access Service

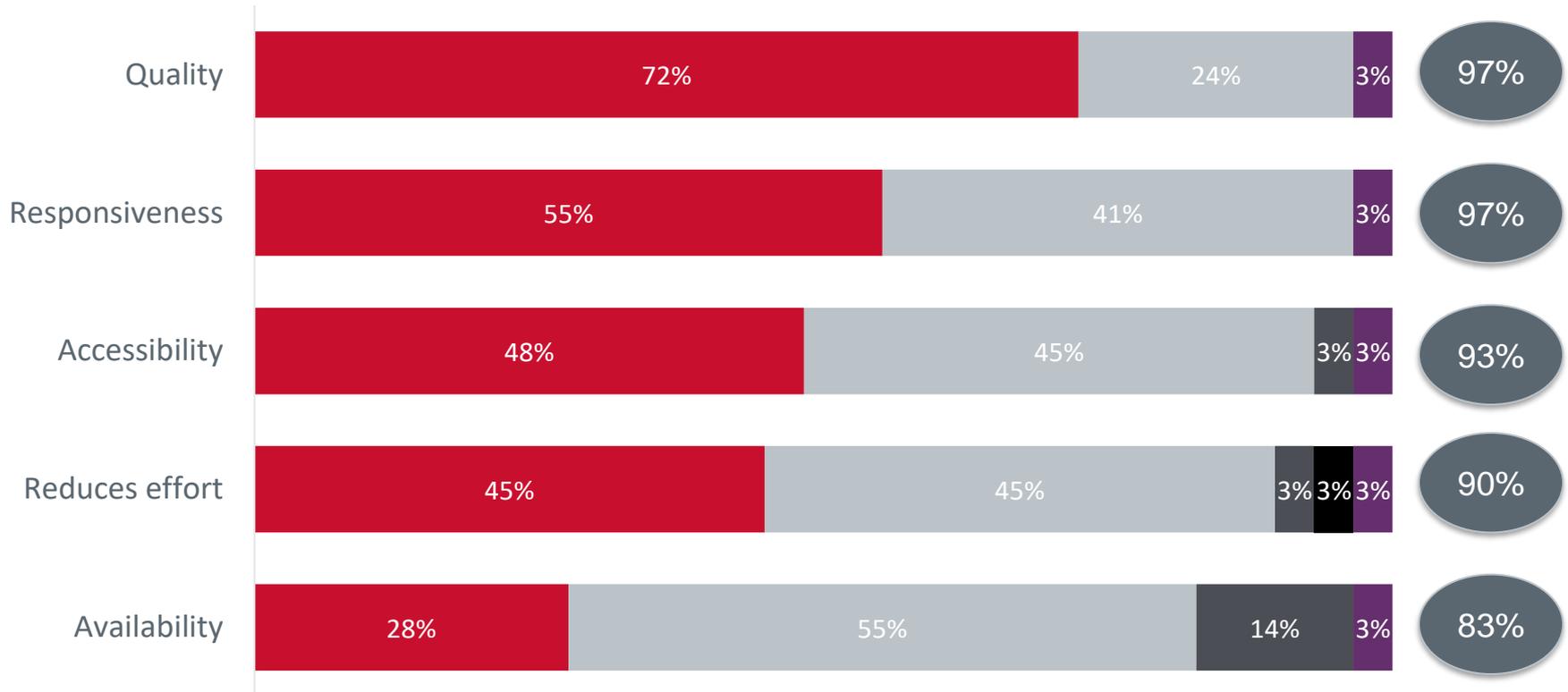
Data Analytics & Information Access service provides citizens and employees with an innovation and data hub for the City.

Accessibility	I have access to open data and location information.
Availability	City data and information and location of information are available 24/7.
Quality	City open data and information are correct and up to date.
Responsiveness	Requests for City data and information are responded to quickly.
Reduces effort	The City analyzes data to create information and get value from City investments.



Data Analytics & Information Access: Importance

Total Importance



■ Very important ■ Somewhat important ■ Not very important ■ Not at all important ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

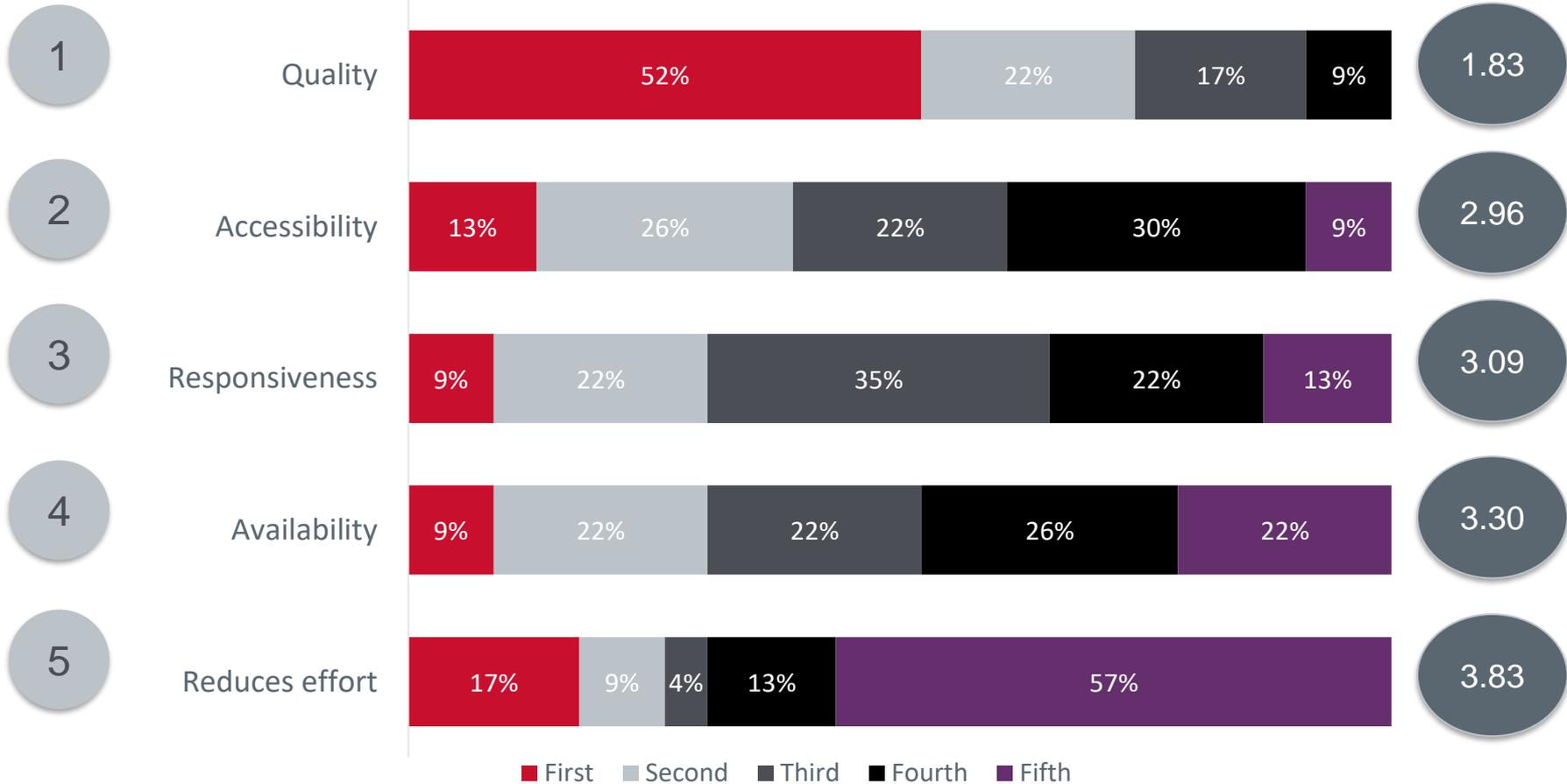
Sample size: valid responses (n = 29)



Data Analytics & Information Access: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 23)



Departmental Communications Consulting Service

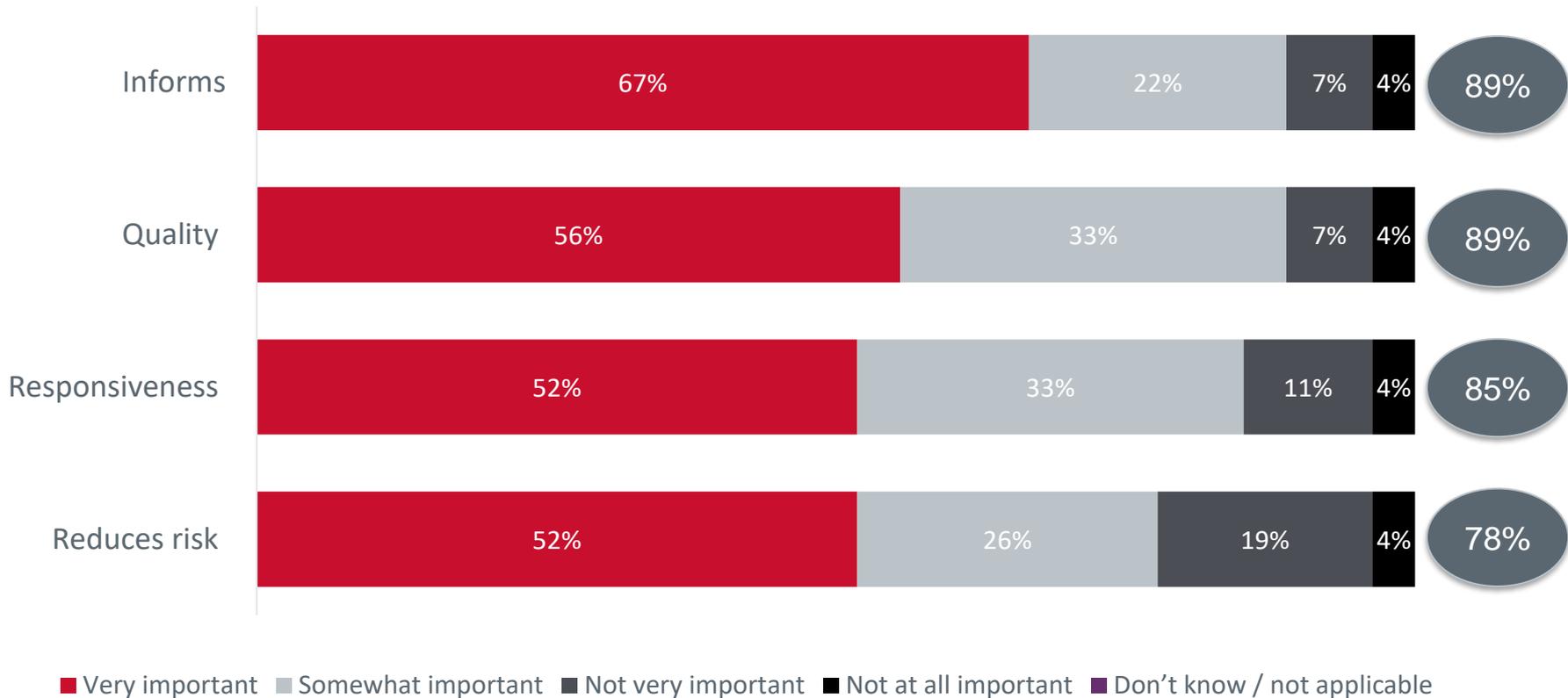
Departmental Communications Consulting service this service stewards The City’s brand and reputation through the development and delivery of departmental communications and marketing strategy, linking Corporate direction with departmental business objectives. It manages, monitors, and adjusts communications and marketing strategies to effectively meet citizen and employee needs and expectations. .

Informs	I expect reliable and trustworthy information about The City.
Quality	I expect communications marketing strategies that deliver on my business needs.
Responsiveness	The City is responsive to evolving communication needs.
Reduces risk	I expect proactive communication risk identification and solutions that uphold and improve Corporate reputation.



Departmental Communications Consulting: Importance

Total Importance



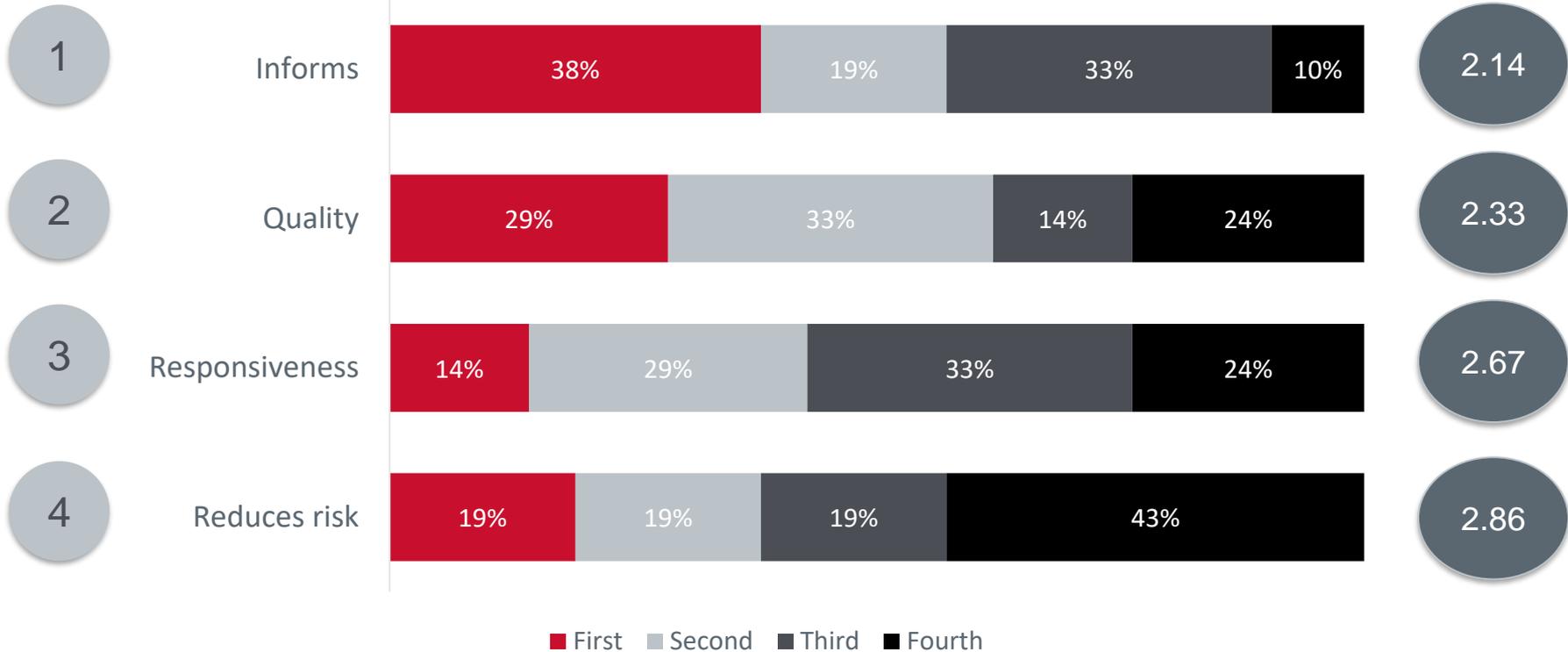
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Departmental Communications Consulting: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 21)



Financial Support Service

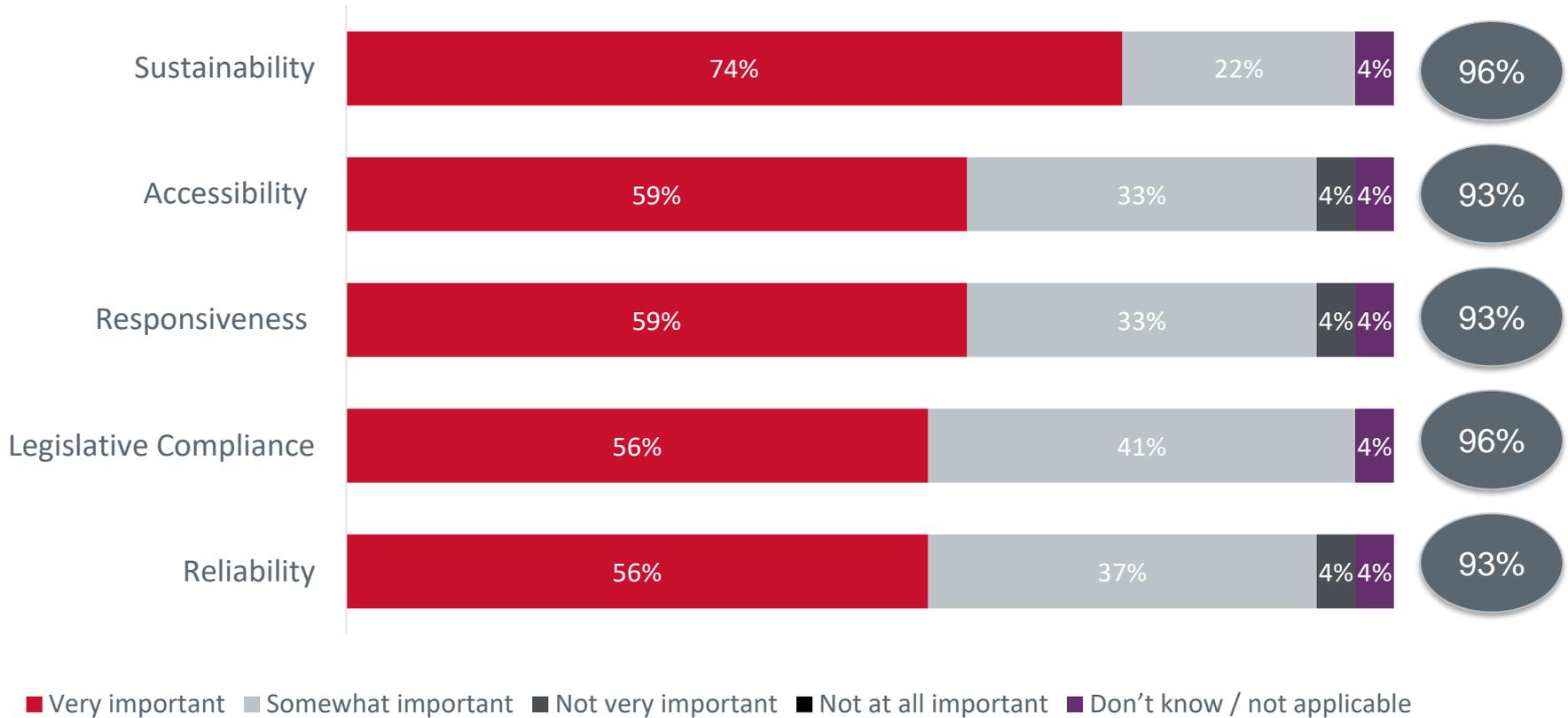
Financial Support service provides sound financial leadership in planning & budgeting, reporting, measuring business units’ financial performance and monitoring adherence to financial plans. This service also provides investment management, non-tax revenue billing and collection, and payments for goods and services provided to The City.

Accessibility	Budget and variance reports are available in a timely manner.
Reliability	Reports, analysis and information is timely and accurate.
Responsiveness	Operational requests are performed in a timely manner.
Legislative Compliance	Legislative requirements applicable to Finance are met.
Sustainability	The City’s Finances are proactively stewarded.



Financial Support: Importance

Total Importance



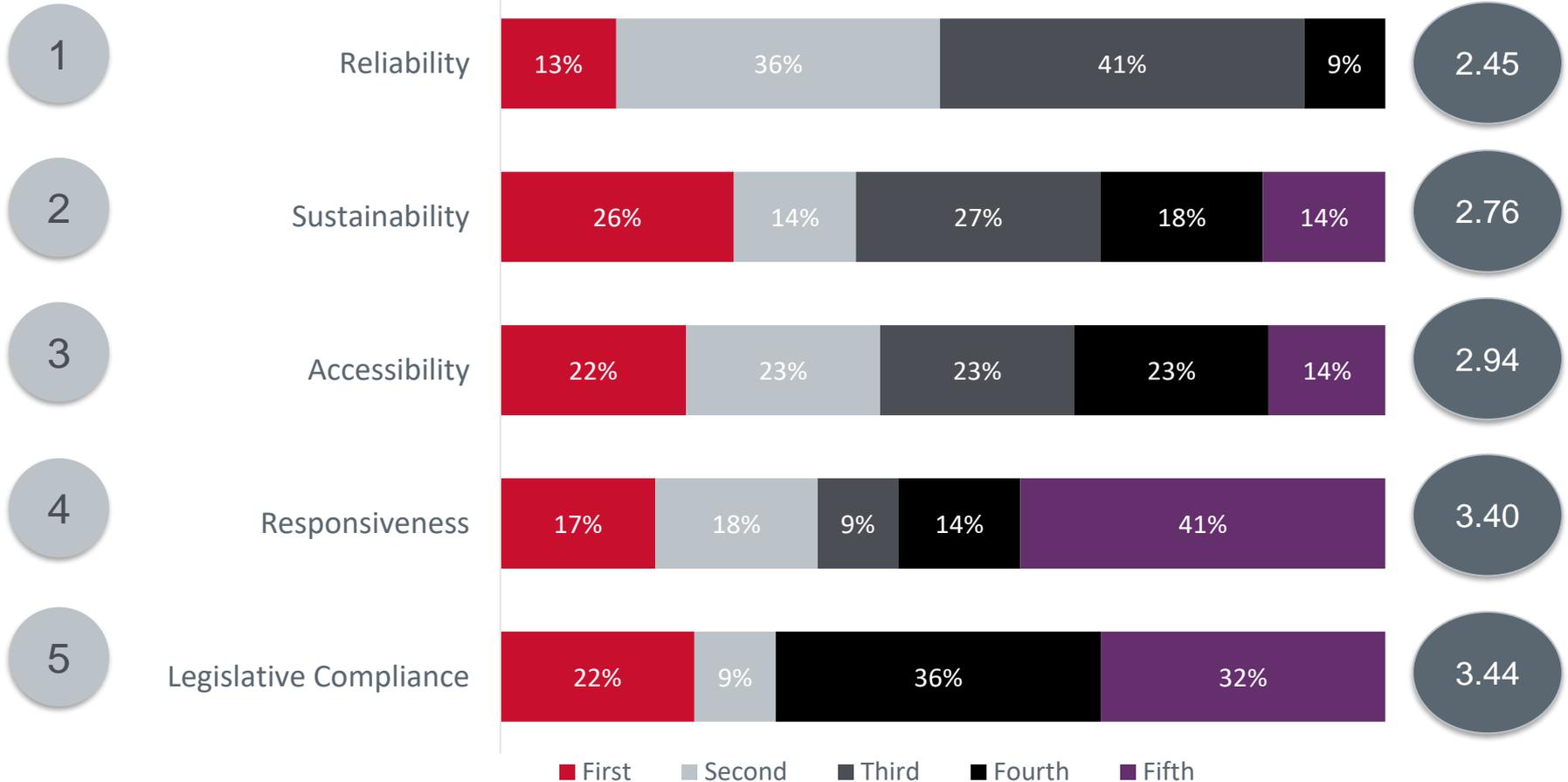
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Financial Support: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 23)



Infrastructure Support Service

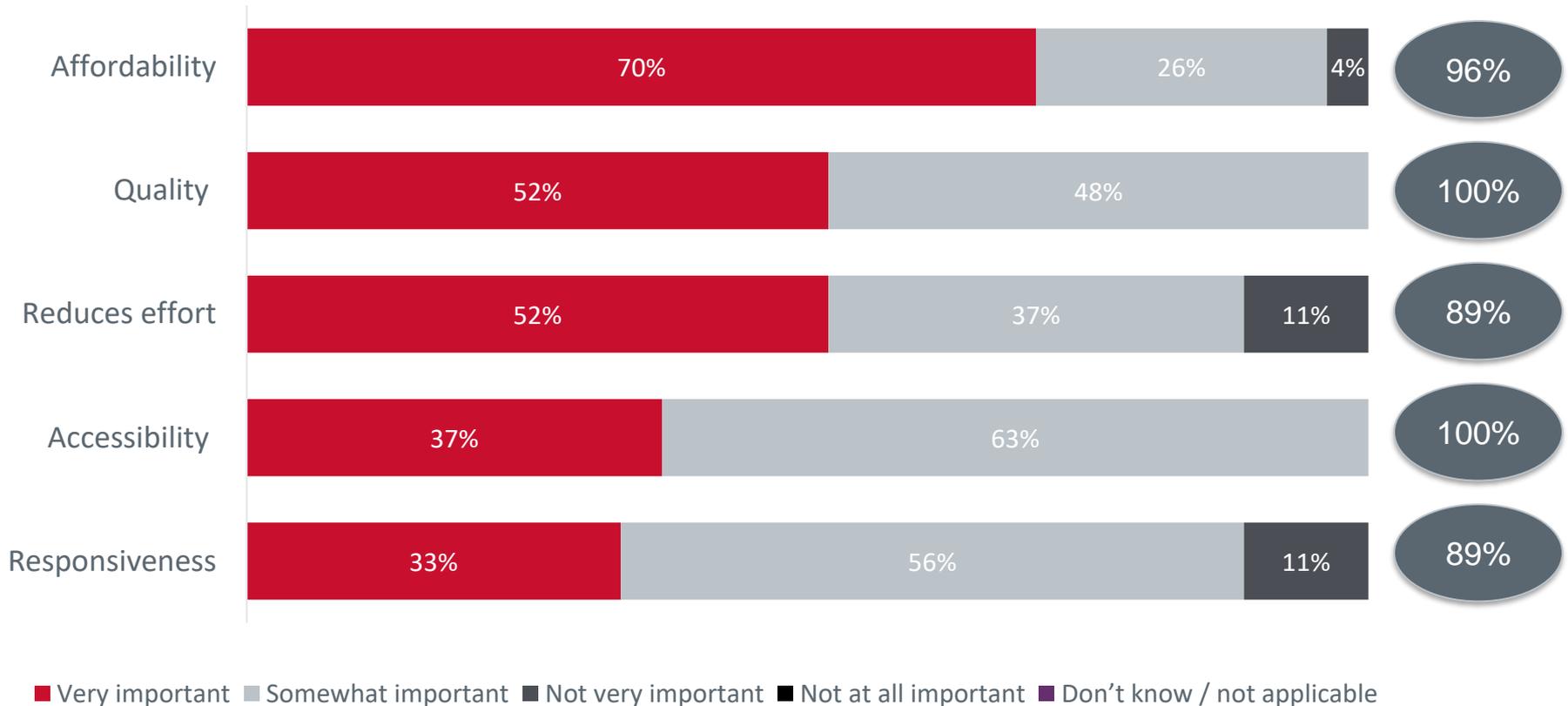
Infrastructure Support service supports the engagement, planning, design, delivery and sustainment of infrastructure assets, energy and environmental resources to front-line service providers through the development and provision of field surveying reports, base maps, asset management and budget plans, advisory services in project management, engineering and energy consumptions areas. This service ensures access to City rights of way and infrastructure is managed in a safe manner.

Accessibility	Outputs from the service are accessible by the customer.
Affordability	Costs of service are reasonable and can be budgeted for appropriately.
Quality	All outputs continue high standard and proficient experts' inputs/solutions/recommendations.
Responsiveness	Provides the requests output in a timely manner.
Reduces effort	Analysis provided gives information and insight to gaining more value from city investments



Infrastructure Support: Importance

Total Importance



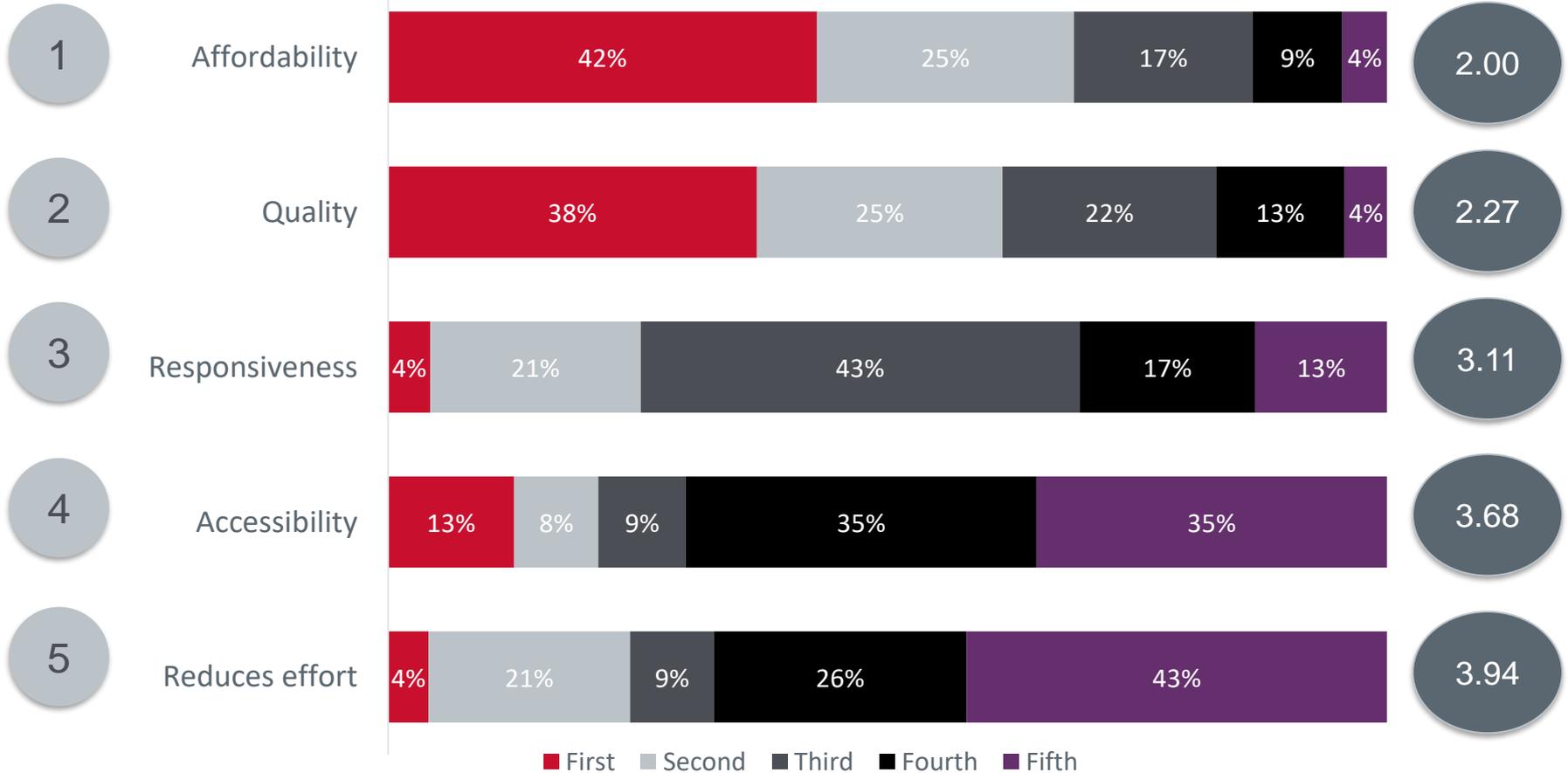
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Infrastructure Support: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 24)



Insurance Claims Service

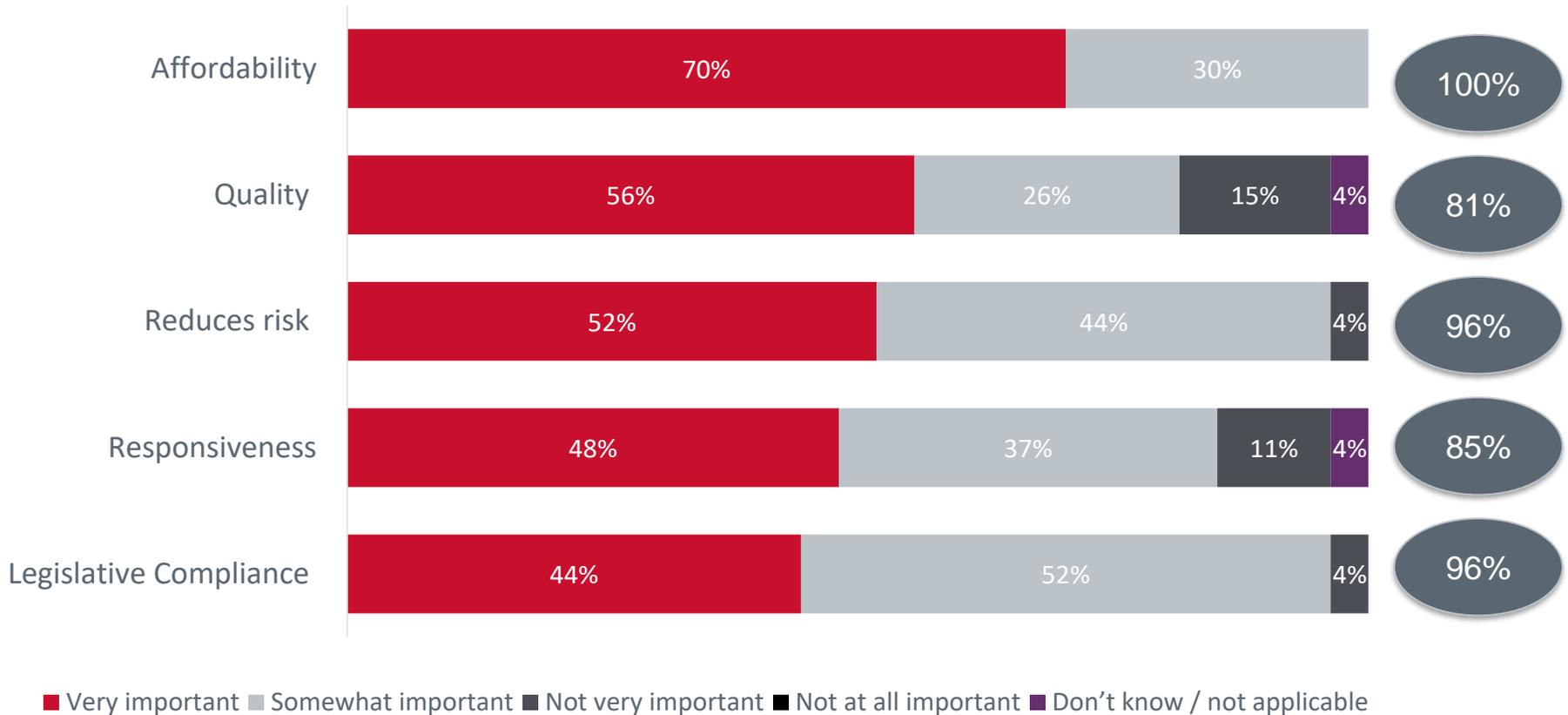
Insurance Claims service manages operational risks and claims arising from City operations through the Civic Insurance Program.

<p>Reduces risk</p>	<p>Intentionally manage risk: Provide comprehensive, risk mitigation strategies to identify, manage, transfer or insure risks, and manage the adjustment of claims.</p>
<p>Responsiveness</p>	<p>Requested service will be addressed in a reasonable amount of time. Respond to citizen’s inquiries within 24 hours.</p>
<p>Quality</p>	<p>Customer Service: Deliver quality insurance and claims services through increased business insight and understanding of City services provided by City business units. Provide citizens service for potential claims that they may be involved in.</p>
<p>Legislative Compliance</p>	<p>Utmost good faith: Ensure the adjustment of claims using sound insurance and legal principles in a transparent manner.</p>
<p>Affordability</p>	<p>Cost effective: Provide a civic insurance program that achieves the best possible insurance coverage at the best rates available.</p>



Insurance Claims: Importance

Total Importance



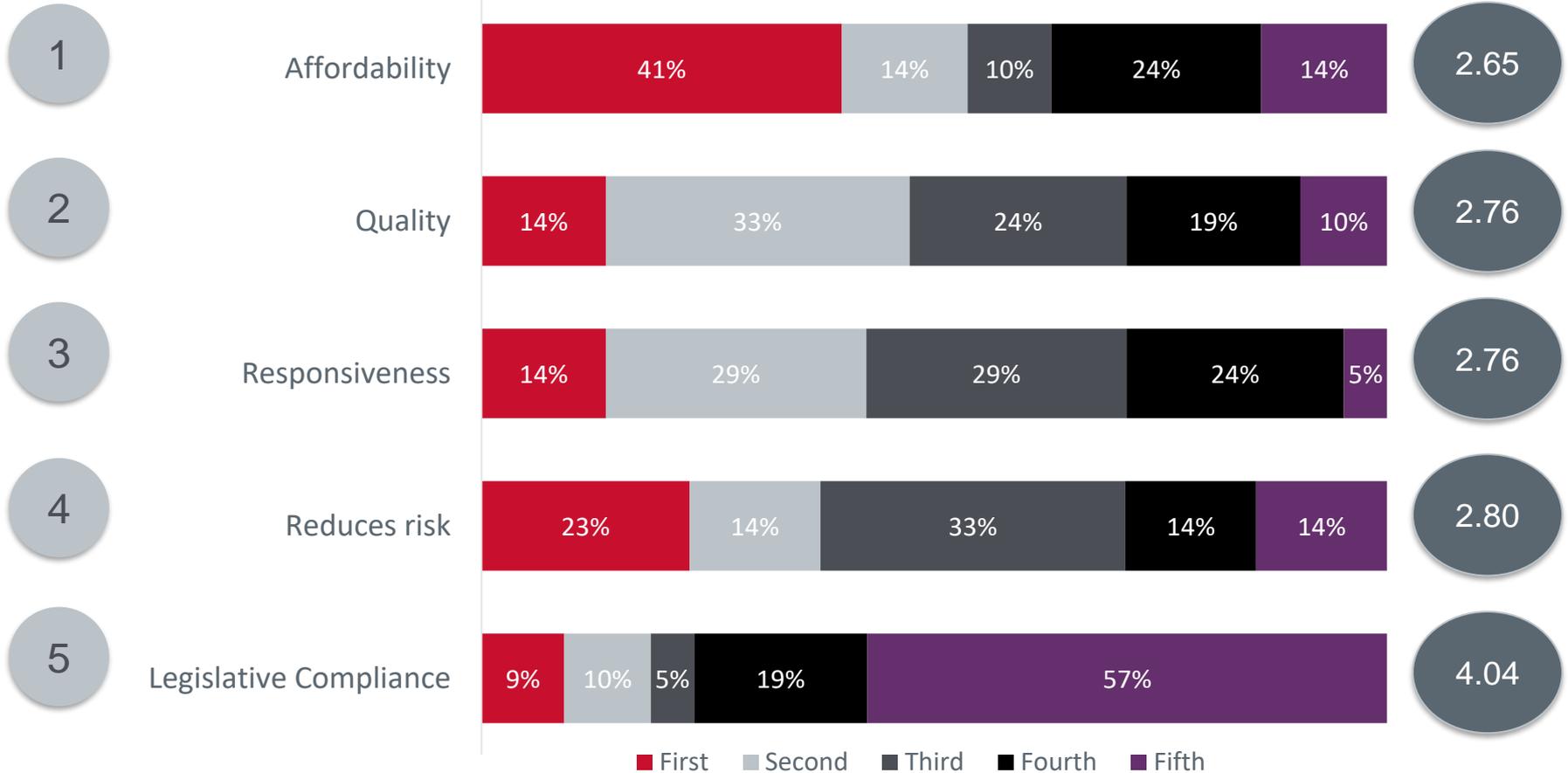
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Insurance Claims: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 22)



Legal Counsel & Advocacy Service

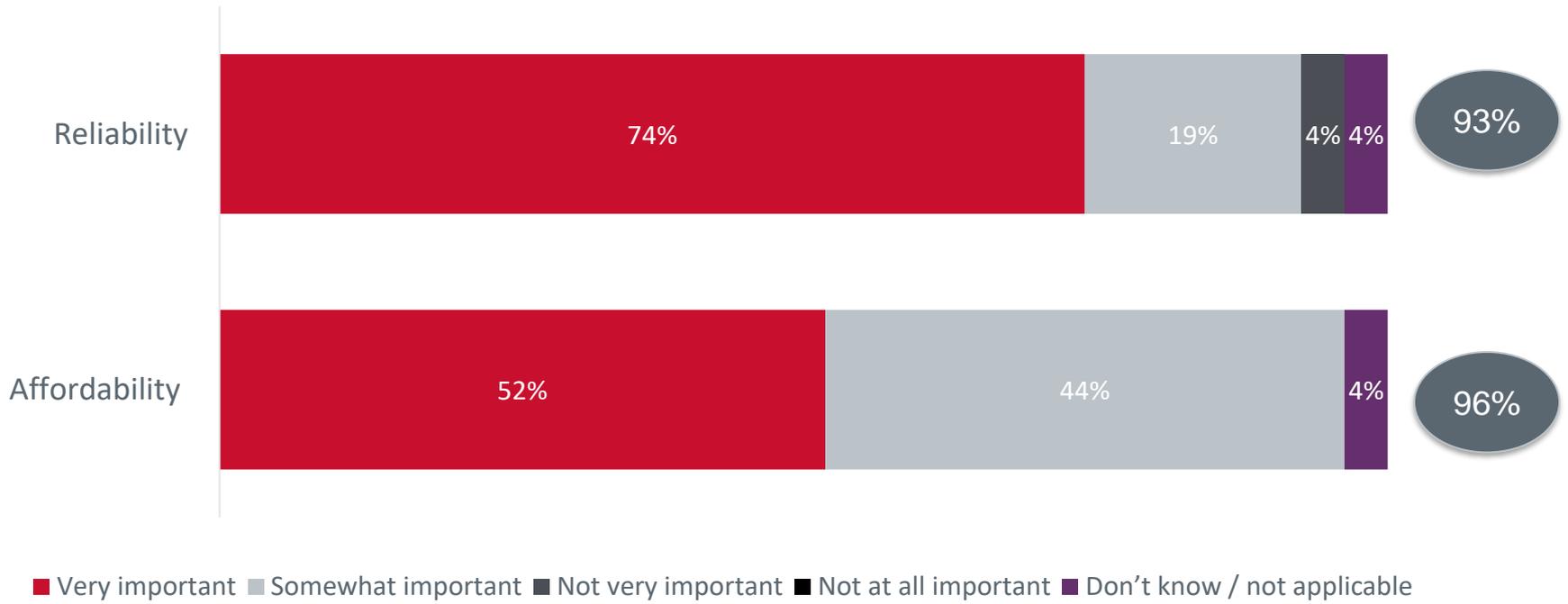
Legal Counsel & Advocacy service represents clients and participates in the intentional management of corporate risk to facilitate the efficient and effective the delivery of services for citizens.

Affordability	Provide efficient and effective service.
Reliability	Provide accurate and trustworthy advice.



Legal Counsel & Advocacy: Importance

Total Importance



Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Legal Counsel & Advocacy: Ranking Results

Position

Average Rank

1

Reliability



1.45

2

Affordability



1.55

■ First ■ Second

Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 20)



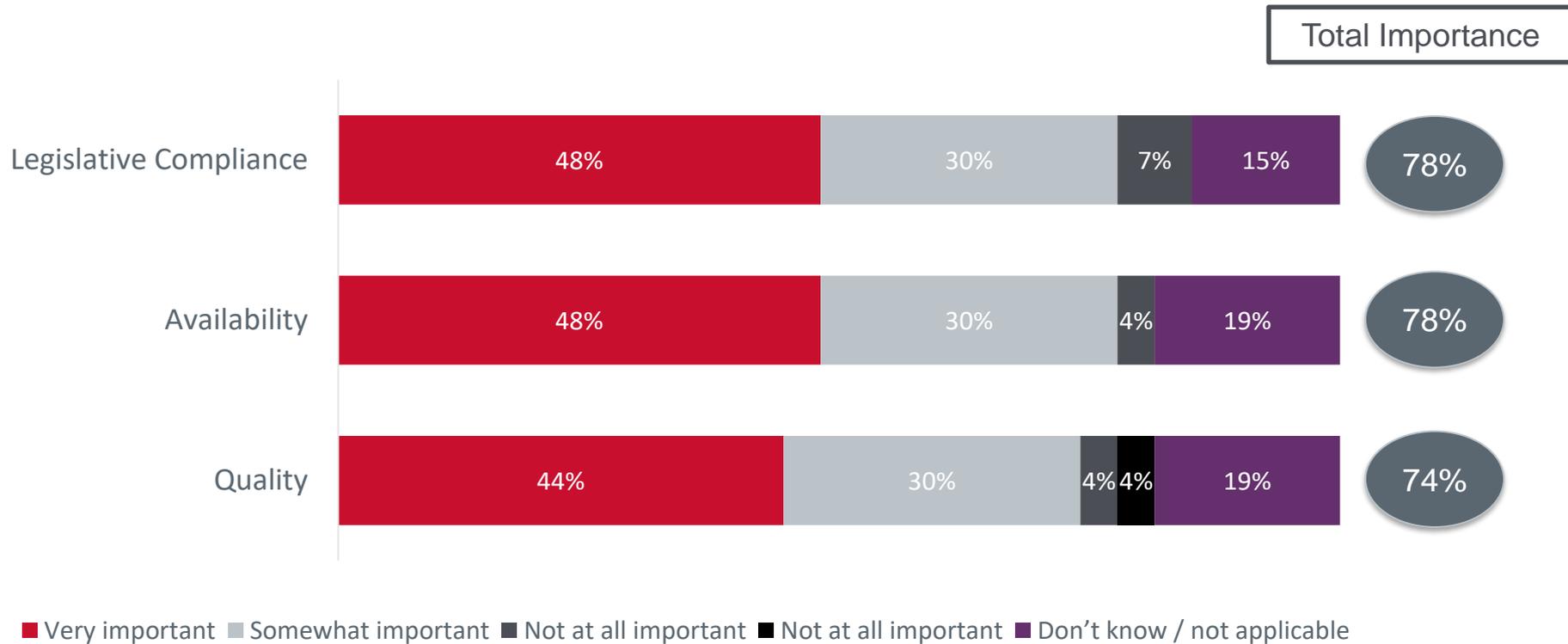
Procurement & Warehousing Service

Procurement & Warehousing service offers procurement, warehouse, and inventory services to provide value to the customer and promote trust in The City of Calgary.

<p>Availability</p>	<p>Customers will have the appropriate product or service available at the right time and right location.</p>
<p>Quality</p>	<p>Customers' needs are fulfilled through the right product, right tools, right resources at the right time.</p>
<p>Legislative Compliance</p>	<p>Customers will have assurance governance obligations and requirements are met.</p>



Procurement & Warehousing: Importance



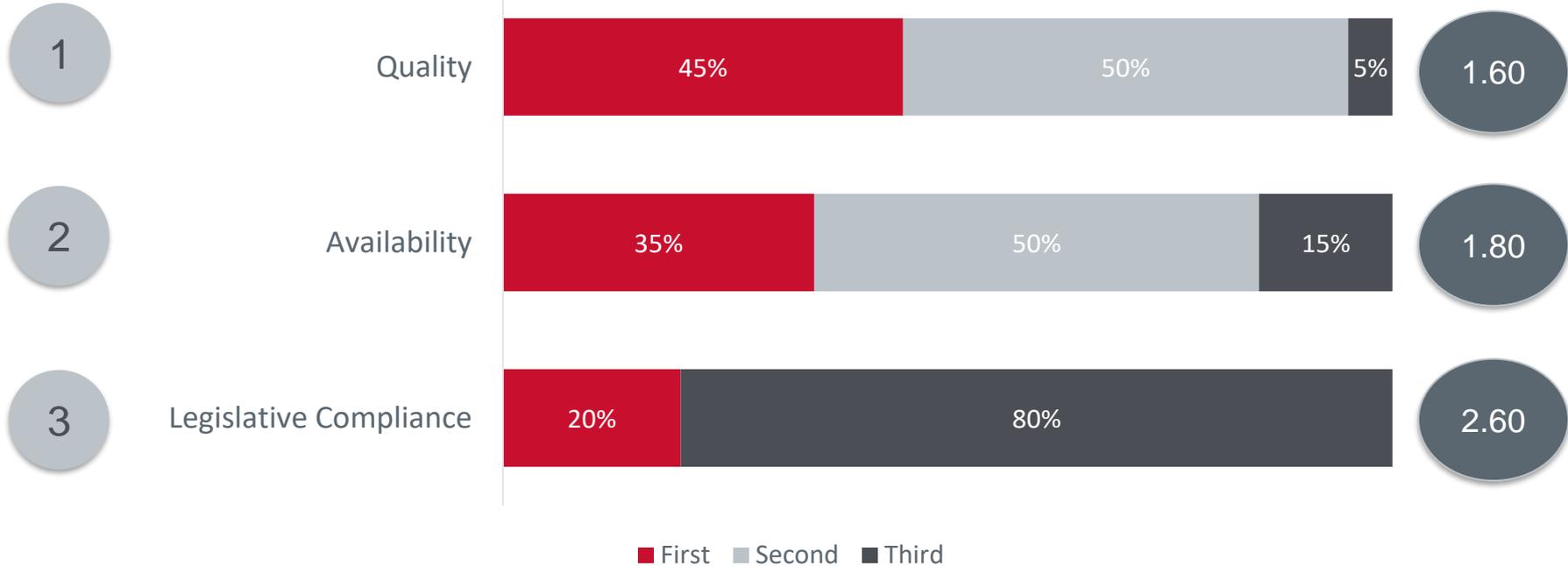
Q: Please indicate how important you feel each of the following is for this service.
 Sample size: valid responses (n = 27)



Procurement & Warehousing: Ranking Results

Position

Average Rank



Q: Please rank the service values based on their importance, where 1 is the most important.
 Sample size: valid responses (n = 20)



Real Estate Service

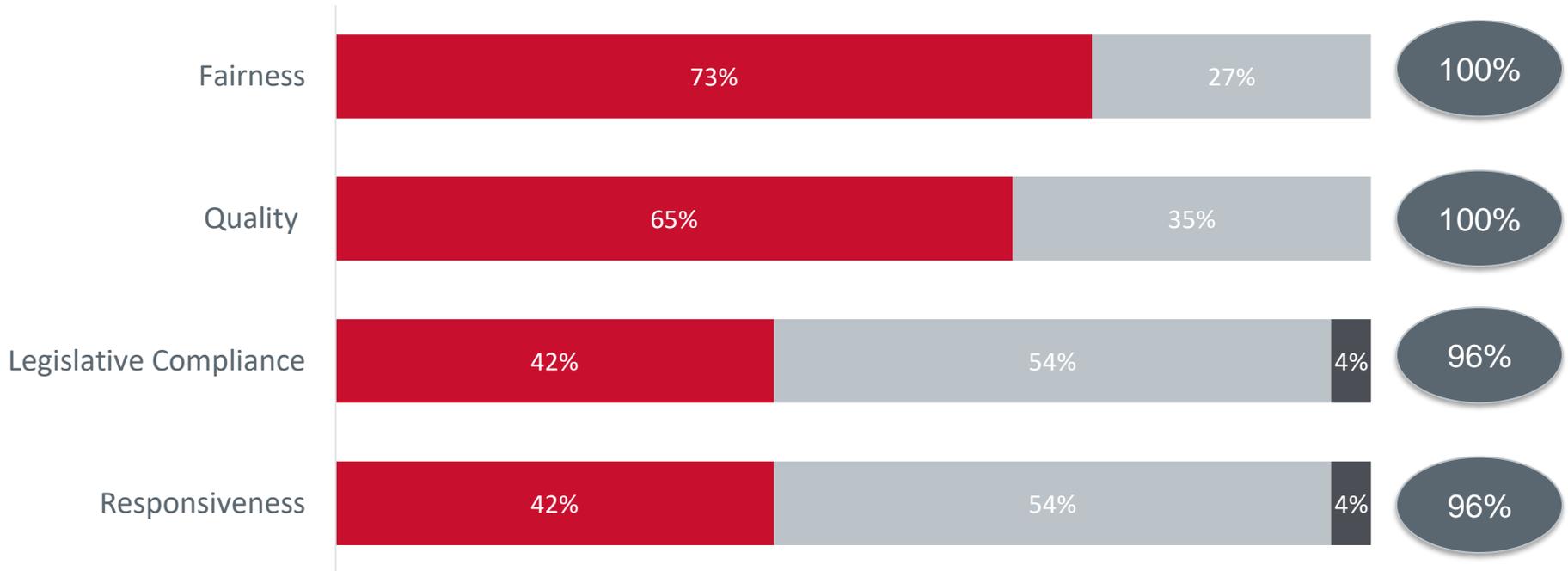
Real Estate service sells City-owned real estate that is no longer required for municipal purposes and purchases real estate that is necessary for future municipal requirements and / or infrastructure projects. Examples include acquiring land to build overpasses and light rail and bus rapid transit projects. This service also executes lease, licence, encroachment, road dedication and utility right of way agreements for City owned real estate. Customers include utility corporations, citizens, businesses, developers and land owners

Responsiveness	Transactions completed in a timely manner.
Quality	Transparency and expertise in municipal real estate processes.
Fairness	Transactions completed at a fair price.
Legislative Compliance	Real estate transactions adhere to all applicable legislation.



Real Estate: Importance

Total Importance



■ Very important
 ■ Somewhat important
 ■ Not very important
 ■ Not at all important
 ■ Don't know / not applicable

Q: Please indicate how important you feel each of the following is for this service.

Sample size: valid responses (n = 26)



Real Estate: Ranking Results

Position

Average Rank

1

Fairness



1.53

2

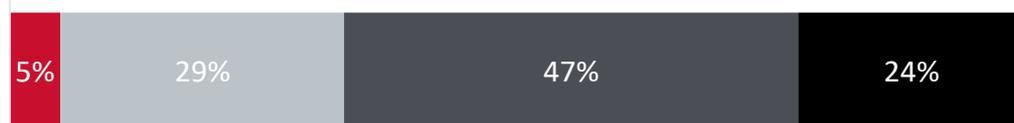
Quality



2.38

3

Responsiveness



2.99

4

Legislative Compliance



3.10

■ First ■ Second ■ Third ■ Fourth

Q: Please rank the service values based on their importance, where 1 is the most important.

Sample size: valid responses (n = 19)

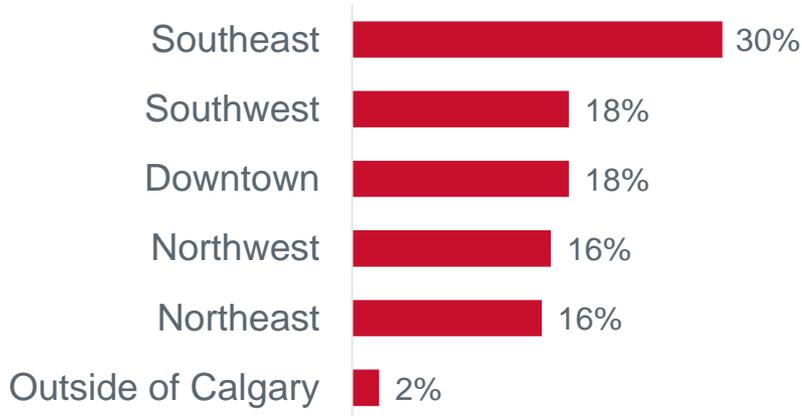


Business Profile

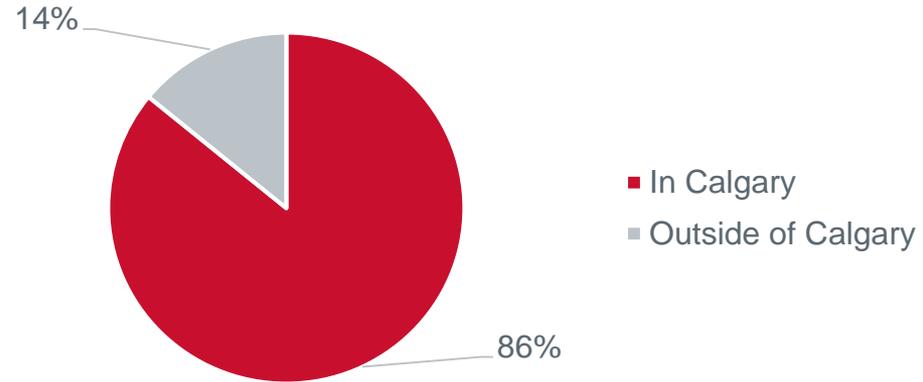


Demographic Profile of Businesses

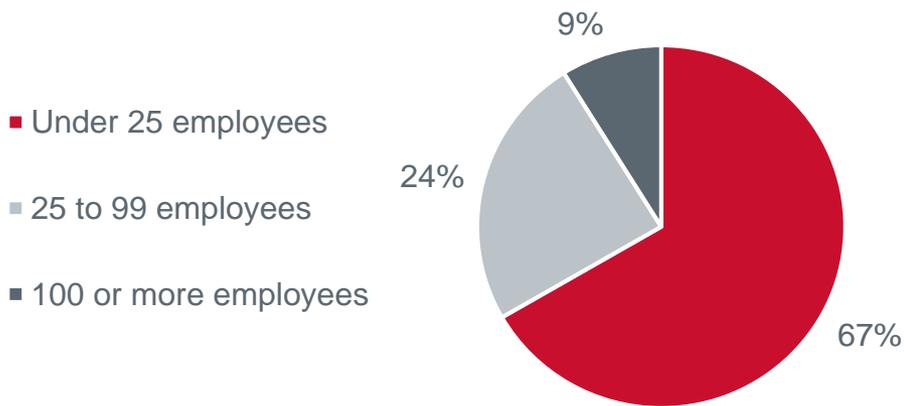
Business location



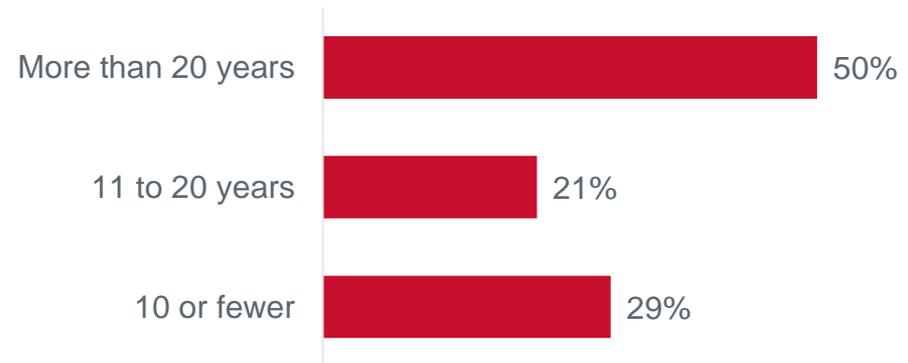
Headquarters



Employees in Calgary



Years in operation



Base: Total Respondents (n=135)



Appendix: Glossary of Service Value Dimensions



Service and Service Value Dimension Descriptions: A Prosperous City

Service	Service Description	Value Dimensions	Descriptions
Affordable Housing	Affordable Housing service provides housing options for low-income citizens.	Accessibility	The City has housing programs that are clear and easy to find by housing agencies and Calgarians.
		Affordability	The City builds new affordable homes that are accessible to low and moderate income Calgarians.
		Availability	The City has programs that make it easy and fast to get affordable housing.
		Safety	City owned affordable housing is safe, secure and well maintained.
		Simplifies	The City brings people together to drive positive changes in affordable housing.
Arts & Culture	Arts & culture service provides arts and cultural experiences to Calgarians and visitors.	Accessibility	Arts and culture activities in Calgary are easy to find, are inclusive, convenient, and welcoming to all Calgarians.
		Affordability	Arts and culture activities in Calgary are affordable.
		Fun/Entertainment	Arts and culture programs, activities and services are enjoyable and allow me to lead a creative life.
		Quality	Arts and culture programs, activities, and services are of high quality and adapt over time.
		Reconciliation	Indigenous culture is included in art and culture programs, activities and services.
Building Licensing	Business Licensing service provides and enforces business licences.	Fairness	Enforcement of business licensing is clear, fair and consistent. It is done by skilled Peace Officers.
		Legislative Compliance	The City investigates and inspects businesses to make sure they follow the rules.
		Quality #1	Business license information is easy to find and the decisions made on applications are consistent.
		Quality #2	Inspectors are knowledgeable and professional.
		Responsiveness	Business licenses are issued in a reasonable timeframe.



Services and Service Value Dimensions Descriptions: A Prosperous City (con't)

Service	Service Description	Value Dimensions	Descriptions
Community Strategies	Community Strategies service creates policies to advance common goals and vision around social wellbeing.	Accessibility	The City supports everyone to belong.
		Connectivity	The City works together with organizations to build connections.
		Prevention	The City supports citizens' social wellbeing by preventing social and community issues.
		Responsiveness	The City is responsive to community issues and works on making life better for all Calgarians.
		Wellbeing	The City addresses the needs of all Calgarians.
Economic Development & Tourism	Economic Development & Tourism service provides grants and resources to partner agencies to encourage economic development and tourism.	Attractiveness	Calgary has attractions that are high quality and fun for Calgarians and visitors.
		Quality	Economic development efforts and Calgary tourism marketing are high quality.
		Resilient	Economic development and tourism services help Calgary and Calgarians cope and recover from things that disrupt our economy.
		Responsiveness	Economic development and tourism reacts to changes in the economy.
		Sustainability	Economic development and tourism support the local economy for current and future generations.
Land Development & Sales	Land Development & Sales service supports business community growth through the development of industrial land.	Attractiveness	Serviced city-owned land is sold at fair market value.
		Availability	There is a consistent supply of serviced land for sale.
		Convenience	Serviced land prepared and ready for construction.
		Resilient	The City's land portfolio is strong and it supports economic development.
		Responsiveness	Real estate sales are done quickly and my questions are answered.
Social Programs	Social Programs service provides programs which offer support for social conditions in the Calgary community.	Accessibility	Social programs are accessible.
		Connectivity	I can get social programs that connect me to the resources I need to thrive.
		Prevention	I can get the social programs to assist me in difficult situations.
		Responsiveness	The social programs I access meet my needs.
		Wellbeing	The City offers programs and services that meet the needs of Calgarians.



Service and Service Value Dimensions Descriptions: A Healthy & Green City

Service	Service Description	Value Dimensions	Descriptions
Environmental Management	Environmental Management service coordinates and supports business units to manage environmental issues, risks, opportunities and trends.	Environmental	The City takes actions to conserve, protect and enhance the environment.
		Legislative Compliance	The City follows provincial and federal environmental legislation.
		Reduces risk	The City takes action to prevent or reduce environmental risks.
		Resilient	The City has services that help me make it through any environmental events.
		Quality	The City delivers high quality environmental management.
Parks & Open Spaces	Parks & Open Spaces service plans, builds, preserves and maintains public parks and open spaces.	Wellbeing	I can go to parks and open spaces all year to be in nature, be with my friends and family, and do fun, active and cultural activities.
		Availability	I have parks in my community.
		Safety	Parks and open spaces are safe.
		Sustainability	The City protects Calgary's natural environment and contributes to urban resilience.
		Environmental	The City protects Calgary's ecosystems.
Recreation Opportunities	Recreation Opportunities service provides a variety of recreation, sport and leisure activities.	Accessibility	I can access recreation easily. It is inclusive, convenient, and welcoming to all Calgarians.
		Affordability	The City has recreation for Calgarians of all income levels.
		Quality	The City has recreation activities and services that are of a high standard and adapt over time.
		Wellness	The City has services, places and spaces that allow me, my family and my community to be healthy and active.
		Reconciliation	The City includes indigenous cultural expression in the design and delivery of recreation.
Stormwater Management	Stormwater Management service collects and controls stormwater and minimizes impact on the rivers.	Reduces risk	The City works to reduce flooding from rain and snow melt that impacts homes, businesses and the community.
		Resilient	Calgary is prepared for flooding and recovers quickly.
		Environmental	The City works to keep our rivers and surrounding natural areas healthy by reducing the impact of development.



Service and Service Value Dimensions Descriptions: A Healthy & Green City (con't)

Service	Service Description	Value Dimensions	Descriptions
Urban Forestry	Urban Forestry service plants, maintains and protects public trees.	Environmental	The City protects Calgary's forest.
		Connectivity	Calgary has trees for their shade and because they make my walks more enjoyable.
		Wellness	Calgary has forests for the good effects they have on my health.
		Attractiveness	There are trees in my community for their beauty and the effects they have on my property values.
Waste & Recycling	Waste & Recycling service includes waste collection, management of landfills and operation of waste diversion programs to protect public health and the environment.	Safety	All waste & recycling activities are performed safely. Everyone is safe at City work sites and facilities.
		Reliability	Schedules for services and access to facilities are reliable and my questions are answered in a timely manner.
		Environmental	Calgarians do their part in waste reduction and diversion. Waste and recycling in Calgary meets regulatory requirements to protect public health, safety and the environment.
		Accessibility	The City gives me the information I need to know how to properly dispose of materials (garbage, recyclable, food and yard waste, household hazardous waste).
		Affordability	Rate and user fees are transparent and fair.
Wastewater Collection & Treatment	Wastewater Collection & Treatment service collects and treats sewage. It protects public health, property and the environment.	Reliability	The City works to reduce sanitary sewer backups in homes, businesses and the community.
		Environmental	The City manages wastewater from toilets, sinks and drains in a way that protects the environment.
		Responsiveness	The City responds quickly to a sanitary sewer backup in homes, businesses and the community.
Water Treatment & Supply	Water Treatment & Supply service manages the water supply.	Availability	Drinking water is available with limited disruptions.
		Quality	Drinking water is of high quality and safe to drink.
		Reliability	The City works to protect the water supply.
		Responsiveness	The City responds quickly to any delays to my water service.



Service and Service Value Dimensions Descriptions: A Well-Run City

Service	Service Description	Value Dimensions	Descriptions
Appeals & Tribunals	Appeals & Tribunals service provides an impartial process for citizens to challenge certain decisions made by The City of Calgary.	Responsiveness	The Tribunals' decisions are shared with the public quickly.
		Convenience	I can easily file an appeal in a way that works best for me.
		Legislative Compliance	Hearings are fair and meet all legal rules.
		Informs	Information about the tribunals' processes and decisions are easy to find.
City Auditor's Office	City Auditor's Office service provides independent and objective assurance, advisory and investigative services to improve governance, risk management, and control processes at The City of Calgary and enhance public trust.	Quality	Assurance, advisory and investigative activities add value to business units and are completed by skilled, experienced staff
		Reduces Risk	Recommendations cost effectively address risk and are implemented in a timely manner.
		Reliability	Planned activities are completed within expected timelines.
		Responsiveness	Acknowledgement of receipt of Whistle-blower reports is timely.
Corporate Citizen Engagement	Corporate Citizen Engagement service provides fair and accessible opportunities for citizens to provide input.	Fairness	All ideas and voices of those who participated are captured in the public engagement process.
		Accessibility	All residents can participate in public engagement regardless of social, economic, or any other barriers.
		Connectivity	Public engagement connects residents, businesses, and other groups with the government that services all of us.
		Quality	I can see how my input was used in decision-making, City programs and services.
Corporate Governance	Corporate Governance service provides the administrative policies, frameworks, rules and standards to which the Corporation must adhere to ensure it is managed effectively and efficiently	Legislative Compliance	Outputs adhere to all relevant legislation.
		Resilient	Building the ability to withstand and recover from unforeseen shocks and stresses.



Service and Service Value Dimensions Descriptions: A Well-Run City (con't)

Service	Service Description	Value Dimensions	Descriptions
Corporate Citizen Relationship Management	Corporate Citizen Relationship Management service provides fair and accessible opportunities for citizens to provide input.	Provides hope	The City has a vision and direction.
		Informs	I have access to reliable and trustworthy information about The City's programs and services.
		Convenience	I have easy access to City information and services in a way that works for me.
		Equity	I have access to information and services based on my needs.
		Responsiveness	The City responds quickly when I ask for information or report an issue.
Corporate Research & Insights	Corporate Research & Insights service collects new and existing data, integrating multiple sources to provide insights on citizen values, assumptions, beliefs and expectations. Leveraging data 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. Provide research and data collection to prioritize citizen insights on hopes, dreams and aspirations for Corporate planning. Support service owners with customer and employee insights to foster trust and confidence	Reduces Risk	Protecting from losses by identifying citizen sentiment and needs in a way that is actionable by the organization, allowing us to align decision making to the citizens' needs so that we can do the right thing the right way
		Informs	Provide reliable and trusted information about citizens values, perspectives and aspirations so that our decisions are aligned to the greater public good
		Simplifies	Reduces complexity and simplifies divergent and varied data by tying it into a cohesive and aligned narrative that can be shared and understood by citizens, Council, operations and partners.



Service and Service Value Dimensions Descriptions: A Well-Run City (con't)

Service	Service Description	Value Dimensions	Descriptions
Council & Committee Support	Council & Committee Support provides the structure by which the City of Calgary's legislative decision-making meetings and protocol functions are conducted	Accessibility	Council and Committees conduct business in facilities that are physically accessible to the public
		Legislative Compliance	Meetings are conducted in accordance with provincial legislation, municipal bylaws and relevant policies
		Quality	Information related to Council decisions are retrievable, accurate, and complete
Municipal Elections	Municipal Elections service enables citizens to vote for Mayor, Councillors, School Board Trustees, and questions on a ballot.	Accessibility	Voting is physically accessible.
		Accuracy	Votes are counted correctly.
		Impartiality	The elections process is fair.
		Equality	All votes and voters are treated equally.
Property Assessment	Property Assessment service prepares property value assessments in order to distribute local taxes.	Transparency	Elections are open to all.
		Fairness	Like properties are assessed in the same way.
		Informs	My questions are answered by knowledgeable City staff.
		Legislative Compliance	Property assessments meet all standards set by the government.
Records Management, Access & Privacy	Records Management, Access & Privacy service manages, protects, and preserves City records and documents. This service also manages privacy and access.	Quality	My property assessment is accurate when I get it.
		Reduces risk	The City reduces risks to tax revenues.
		Availability	City records are accessible.
		Informs	The City shares information.
Taxation	Taxation service ensures property taxes are billed and collected properly.	Reliability	City staff are knowledgeable about privacy and information access policies and practices.
		Legislative Compliance	City staff follow records management, information access and privacy policies.
		Sustainability	The City gets tax payments in a timely manner.
Taxation	Taxation service ensures property taxes are billed and collected properly.	Reliability	I get my tax bill quickly and it is correct.
		Responsiveness	My questions about my taxes are answered quickly.



Service and Service Value Dimensions Descriptions: A City of Safe and Inspiring Neighbourhoods

Service	Service Description	Value Dimensions	Descriptions
Building Approvals	Building Approvals service reviews and makes decisions about applications for buildings. The decisions are based on compliance with policies, bylaws and building codes.	Availability	Inspections are done in a reasonable amount of time.
		Fairness	The City enforces various regulations where owners are not complying with Provincial and Municipal requirements.
		Informs	Inspectors give me information about anything related to the construction permit process for all buildings that doesn't meet the minimum requirements.
		Legislative Compliance	The review and approval of applications and inspections meet the minimum requirements set by the building, safety, energy code acts, and land use.
		Prevention	The City takes a proactive role in prevention by enforcing regulation and having education for industry and schools.
Bylaw Education & Compliance	Bylaw Education & Compliance service ensures bylaw compliance through enforcement and education.	Responsiveness	My complaints and bylaw issues are answered and fixed quickly.
		Safety	I feel safe and protected in my community.
		Fairness	Bylaw enforcement is clear, fair and consistent. Bylaw education is conducted by skilled Peace Officers.
		Public awareness	Calgarians understand bylaws and the importance of being a good neighbour.
Calgary 9-1-1	Calgary 9-1-1 service responds to emergency calls and sends emergency responders.	Reliability	I can depend on 9-1-1 in my time of need.
		Responsiveness	9-1-1 calls are answered quickly.
		Quality #1	I get courteous and professional support every time I call for help.
		Quality #2	First responders (Police, EMS, Fire) have the right information to respond appropriately.
City Planning & Policy	City Planning & Policy service creates policies to guide development or re-development.	Reliability	What is set out in City plans is followed in the future.
		Convenience	City plans and rules are easy to find and understand.
		Fairness	My interests and ideas are reflected in City plans.
		Reduces effort	It doesn't take a lot of effort for me to participate in City planning and approvals.
		Reduces risk	City plans and policies limit financial risk to The City and don't block economic growth.



Service and Service Value Dimensions Descriptions: A City of Safe and Inspiring Neighbourhoods (cont.)

Service	Service Description	Value Dimensions	Descriptions
Development Approvals	Development Approvals service reviews and approves all land development proposals to ensure they meet regulatory requirements.	Legislative Compliance	Legislation, bylaws and policies are followed.
		Responsiveness	Timeline commitments are met.
		Quality	Decisions are made by analyzing relevant factors.
		Convenience	Information, processes and applications are easy to access.
		Fairness	Decisions are fair.
Emergency Management & Business Continuity	Emergency Management & Business Continuity service coordinates and supports stakeholders to prepare, respond and recover from disasters and emergencies in Calgary.	Prevention	Everyone is prepared to respond to and recover from major emergencies.
		Reduces risk	The City takes action to prevent or reduce hazards and risks.
		Resilient	Calgary bounces back from the effects of a major emergency quickly.
		Connectivity	The right people with the right skills help respond to and recover from emergencies.
		Coordination/ Collaboration	The City has the experts and resources needed to be ready to respond to major emergencies.
		Communication	The City gives me the information I need to be ready for emergencies.
Fire & Emergency Response	Fire & Emergency Response service provides emergency response support for fires, medical incidents, accidents and hazardous material incidents.	Legislative	The City meets the requirements in having an emergency management agency as required by the Province of Alberta's Emergency Management Act.
		Responsiveness	Emergency calls are responded to quickly.
		Availability	Fire fighters come with the right equipment. They are competent, polite and caring.
		Reliability	There are programs, plans and systems in place to manage all hazards.
		Provides hope	Fire fighters stay with me until my emergency is done.
		Safety	Fire fighters do whatever they can to keep me and my family safe.



Service and Service Value Dimensions Descriptions: A City of Safe and Inspiring Neighbourhoods (cont.)

Service	Service Description	Value Dimensions	Descriptions
Fire Inspection & Enforcement	Fire Inspection & Enforcement service helps businesses comply with fire safety regulations.	Legislative Compliance	Fire Department helps me comply with Fire Safety Codes and Standards.
		Prevention	There are programs that keep me safe and minimize damage from fires and other dangers.
		Reduces risk	Fire Department does whatever it can to keep me and my family safe.
		Quality	Fire inspections and investigations are done well. I can access these reports.
Fire Safety Education	Fire Safety Education service provides fire safety education.	Informs	I can get information about fire and life safety risks that affect me, my family and my property.
		Prevention	There are services for me that reduce fires and risks to me and my property.
		Reduces risk	There are services for me that reduce fires and risks to me and my property.
		Legislative Compliance	There are services for me that reduce fires and risks to me and my property.
Neighbourhood Supports	Neighbourhood Supports service supports creating stronger neighbourhood communities.	Connectivity	The City works with Calgarians and community organizations to address social issues.
		Accessibility	The City offers programs that bring residents together and supports community organizations in doing the same.
		Equity	Everyone is included and can participate.
		Sustainability	There are resources to help residents contribute to their neighbourhood.
		Wellbeing	There is support for residents to make their community a better place to live, work, and play.
Police Services	Police Services provide police services including crime prevention and education, law enforcement and investigations.	Safety	Communities are safe, diverse and inclusive.
		Prevention	Crime is prevented and reduced.
		Quality	Police officers are professional.
		Reliability	The Police answers my calls well and works to keep good relationships with Calgarians.



Service and Service Value Dimensions Descriptions: A City That Moves

Service	Service Description	Value Dimensions	Descriptions
Parking	Parking service manages Calgary parking lots and spaces and enforces parking regulations.	Safety	Parking restrictions for safer mobility.
		Convenience	Parking systems and signage are easy to use.
		Accessibility	Parking is provided for users with a variety of needs.
		Responsiveness	Parking bylaws are enforced in a timely manner.
Public Transit	Public Transit service provides train and bus transportation for citizens to help them get from place to place safely, reliably, affordably and easily.	Safety	Public transit is safe.
		Reliability	Public transit is reliable.
		Quality	Transit staff greet me with a smile, pleasant tone of voice and the right attitude when I need help.
		Informs	Information is clear and consistent.
		Attractiveness	Transit is convenient, easy to use, and clean.
Sidewalks & Pathways	Sidewalks & Pathways service provides a network of sidewalks, pathways and trails enabling citizens to travel throughout Calgary.	Safety	I feel safe using sidewalks and pathways.
		Accessibility	Everyone can use sidewalks and pathways.
		Connectivity	I am able to reach my destination using streets, sidewalks and pathways.
		Responsiveness	The City responds to service requests in a timely manner.
		Reliability	Sidewalks and pathways are in good shape.
Specialized Transit	Specialized Transit service provides specialized transportation (specialized buses, vans and taxis) for citizens with disabilities to help them move from place to place safely, reliably, affordably and easily.	Safety	I am safe when on transit.
		Reliability	I can get transit when I need it.
		Quality	Transit staff greet me with a smile, pleasant tone of voice and the right attitude when I need help.
		Informs	Information is clear and consistent.
		Attractiveness	Transit is convenient, easy to use, and clean.



Service and Service Value Dimensions Descriptions: A City That Moves (con't)

Service	Service Description	Value Dimensions	Descriptions
Streets	Streets service provides roads that enable citizens to travel throughout Calgary.	Safety	I feel safe using the streets in Calgary.
		Accessibility	Everyone can use the streets in Calgary.
		Connectivity	I can get to where I am going by using Calgary's streets, sidewalks, and pathways.
		Responsiveness	The City responds to service requests in a timely manner.
		Reliability	Calgary streets are in good shape.
Taxi, Limousine & Vehicles-for-Hire	Taxi, Limousine & Vehicles-for-Hire service ensures taxi and vehicle-for-hire bylaw compliance through enforcement and education.	Responsiveness	Licenses are issued within a reasonable timeframe.
		Quality #1	Drivers and companies are satisfied with the licensing service. The information is clear and easy to find, and decisions on applications are consistent.
		Quality #2	Regulations are enforced with professionalism and courtesy, and staff are responsive and knowledgeable.
		Legislative Compliance	The City does investigations and inspections to make sure drivers and companies meet regulations.
		Fairness	Enforcement is transparent, fair and consistently delivered by Inspectors.



Service and Service Value Dimensions Descriptions:

Enabling Services

Service	Service Description	Value Dimensions	Descriptions
Data Analytics & Information Access	Data Analytics & Information Access service provides citizens and employees with an innovation and data hub for the City.	Accessibility	I have access to open data and location information.
		Availability	City data and information and location of information are available 24/7.
		Quality	City open data and information are correct and up to date.
		Responsiveness	Requests for City data and information are responded to quickly.
		Reduces Risk	The City analyzes data to create information and get value from City investments.
Financial Support	Financial Support service provides sound financial leadership in planning & budgeting, reporting, measuring business units' financial performance and monitoring adherence to financial plans.	Accessibility	Budget and variance reports are available in a timely manner.
		Reliability	Reports, analysis and information is timely and accurate.
		Responsiveness	Operational requests are performed in a timely manner.
		Legislative Compliance	Legislative requirements applicable to Finance are met.
		Sustainability	The City's Finances are proactively stewarded.
Infrastructure Support	Infrastructure Support service supports the engagement, planning, design, delivery and sustainment of infrastructure assets, energy and environmental resources to front-line service providers through the development and provision of field surveying reports, base maps, asset management and budget plans, advisory services in project management, engineering and energy consumptions areas	Accessibility	Outputs from the service are accessible by the customer.
		Affordability	Costs of service are reasonable and can be budgeted for appropriately.
		Quality	All outputs continue high standard and proficient experts' inputs/solutions/recommendations.
		Responsiveness	Provides the requests output in a timely manner.
		Reduces Effort	Analysis provided gives information and insight to gaining more value from city investments



Service and Service Value Dimensions Descriptions: Enabling Services (cont.)

Service	Service Description	Value Dimensions	Descriptions
Insurance & Claims	Insurance & Claims service manages operational risks and claims arising from City operations through the Civic Insurance Program	Reduces Risk	Intentionally manage risk: Provide comprehensive, risk mitigation strategies to identify, manage, transfer or insure risks, and manage the adjustment of claims.
		Responsiveness	Requested service will be addressed in a reasonable amount of time. Respond to citizen's inquiries within 24 hours
		Quality	Customer Service: Deliver quality insurance and claims services through increased business insight and understanding of City services provided by City business units. Provide citizens service for potential claims that they may be involved in.
		Legislative Compliance	Utmost good faith: Ensure the adjustment of claims using sound insurance and legal principles in a transparent manner.
		Affordability	Cost effective: Provide a civic insurance program that achieves the best possible insurance coverage at the best rates available.
Legal Counsel & Advocacy	Legal Counsel & Advocacy service represents clients and participates in the intentional management of corporate risk to facilitate the efficient and effective the delivery of services for citizens	Affordability	Provide efficient and effective service.
		Reliability	Provide accurate and trustworthy advice.
Procurement & Warehousing	Procurement & Warehousing service offers procurement, warehouse, and inventory services to provide value to the customer and promote trust in The City of Calgary.	Availability	Customers will have the appropriate product or service available at the right time and right location.
		Quality	Customers' needs are fulfilled through the right product, right tools, right resources at the right time.
		Legislative Compliance	Customers will have assurance governance obligations and requirements are met.
Real Estate	Real Estate service sells City-owned real estate that is no longer required for municipal purposes and purchases real estate that is necessary for future municipal requirements and / or infrastructure projects.	Responsiveness	Transactions completed in a timely manner.
		Quality	Transparency and expertise in municipal real estate processes.
		Fairness	Transactions completed at a fair price.
		Legislative Compliance	Real estate transactions adhere to all applicable legislation.