



Service Plans and Budgets 2023 - 2026

Stakeholder Report Back: What We Heard

March 31, 2022

Project overview

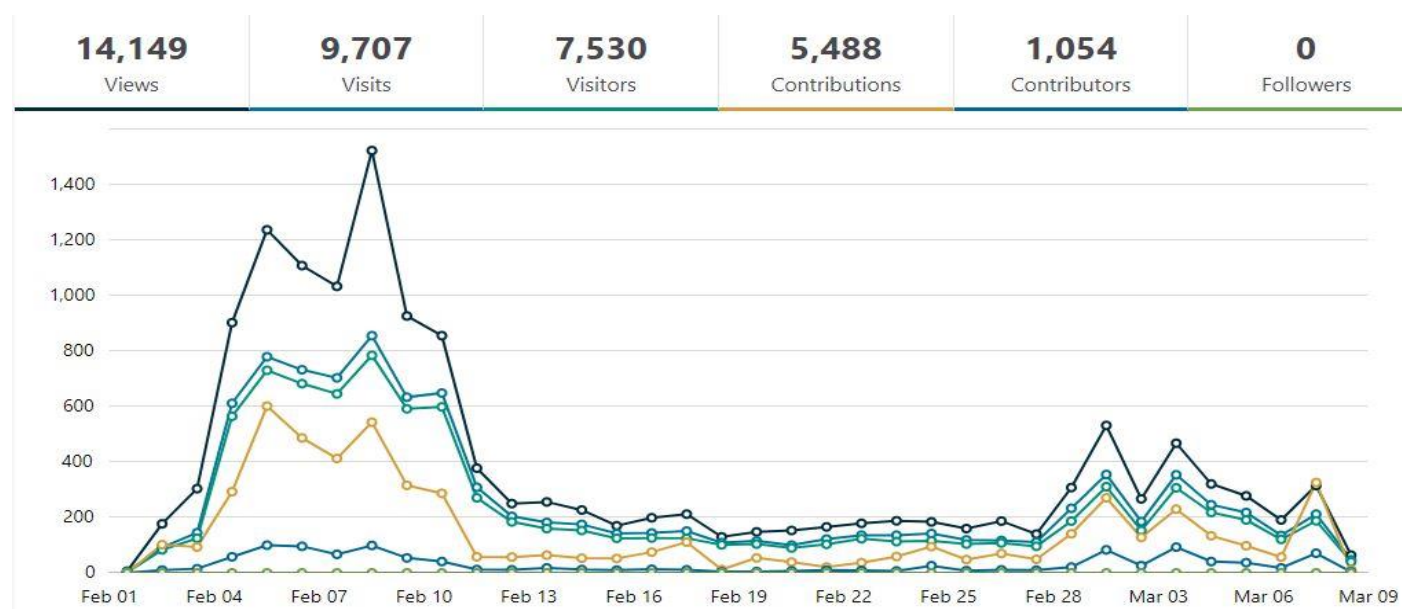
Every four years, The City creates service plans and budgets to deliver on what's important to Calgarians. These documents provide the roadmap for how we deliver services to citizens and the financial plan to support our actions. As we are in the last year of the One Calgary 2019-2022 Service Plans and Budgets, work is underway to create the One Calgary 2023-2026 Service Plans and Budgets.

We are working to deliver on what you value most in our services for your community and across the city. Engagement for Service Plans and Budgets are grouped under the Quality of Life Results for 42 lines of service.

In addition, user fees and appetite for risk are considered when developing Service Plans and Budgets. City Administration recommends prices for each user fee to Council as part of the process and in alignment with the policy. Risk is about dealing with uncertainty, which we all do daily by making decisions. When The City takes a risk by trying a new initiative, there can be positive or negative financial impacts, it can slow down or speed up getting a service to you or impact the accessibility of our services.

Engagement overview

From February 2 to March 7, 2022, City Administration asked you about the 2023-2026 Service Plans and Budgets to understand what you value most in our services. Feedback was collected online through the [Engage Portal](#), City social media channels and through the Talking City initiative. We asked you to rank what you value most within each of the 42 services to help inform our planning and budgeting for the next four years and tell us why you picked the top value. In addition, we asked your thoughts on user fees and how supportive you are of The City trying new initiatives. The total number of people (contributors) who participated by providing feedback through the Engage Portal was 1,052. In addition, there were 7,530 people who visited the site to learn about the servicing planning and budget process (see graphic below).





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Promotional channels we used to inform you of the engagement were:

- Social media promotions on Facebook, Twitter, Instagram, YouTube, TikTok and WeChat
- Media partnerships and earned media coverage
- Digital banner advertisements (English, Traditional and Simplified Chinese, Arabic, Spanish and Punjabi)
- Spotify promotions
- Ethnic radio on Red FM (Punjabi/Hindi), Fairchild (Mandarin/Cantonese) and Windspeaker (English/Blackfoot/Stony Nakoda)
- Ethnic Print (Sing Tao, Canadian Chinese Times, South Asian Post, Filipino Journal, CN Dreams, Punjabi Akhbaar)
- Email newsletters
- Civic partner and community newsletters
- Program signage in every ward of the city

In alignment with City Council's [Engage Policy](#), all engagement efforts, including this project, are defined as: Purposeful dialogue between The City and citizens and stakeholders to gather meaningful information to influence decision making.

As a result, all engagement aligns with the following principles:

- **Citizen-centric:** focusing on hearing the needs and voices of both directly impacted and indirectly impacted citizens
- **Accountable:** upholding the commitments that The City makes to its citizens and stakeholders by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement
- **Inclusive:** making best efforts to reach, involve, and hear from those who are impacted directly or indirectly
- **Committed:** allocating sufficient time and resources for effective engagement of citizens and stakeholders
- **Responsive:** acknowledging citizen and stakeholder concerns
- **Transparent:** providing clear and complete information around decision processes, procedures and constraints.

For more information about engagement at The City of Calgary, please visit engage.calgary.ca.

What we asked

You were asked to help City Administration understand your thoughts around what you value most in our City services. The services provided by The City were grouped by Quality of Life Results, which are aspirational statements that describe the long-term well-being of children, adults, families and communities in Calgary. Within each Quality of Life Result was a list of aligned services. For each service, a list of values was presented. You were asked to rank those values in the order that is most important to you. There was also the option to share why you picked the top value. In addition, we asked your thoughts on user fees and



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what factors should be considered when determining how and when they are applied. As well, we asked how supportive you are of The City trying new initiatives.

What we heard

Below are frequent general themes you identified across the 42 services. For a more detailed exploration of value rankings and themes identified by service line please see the Summary of Input section.

- Equity and inclusion are important to consider when making decisions about services and service delivery that impact all Calgarians.
- Calgarians have high expectations about fiscal responsibility and receiving value for services provided through a balance of property taxes and user fees.
- Quality of life for Calgarians is highly impacted by service affordability and citizens expect The City to seek out efficiencies and cost reductions without lowering service levels.
- Calgarians understand that increased densification will support increased efficiency for operations and services.
- Collectively as a city, mental health and wellbeing is important and citizens expect services to reflect safety, accessibility and connections to create a sense of belonging for all Calgarians.

For a detailed summary of the input that was provided, please see the [Summary of Input](#) section.

All verbatim comments can be found in a separate document on engage.calgary.ca/yourservices.

Next steps

City service teams will review and consider the input. The perspectives The City received from engagement is one factor to help service teams to understand what values Calgarians value most in City services. This allows us to shape our four-year Service Plans and Budgets to better meet those values. Service teams have the opportunity to consider participant perspectives in their proposed 2023-2026 Service Plans and Budgets to reflect the values of engagement participants.

There will be more opportunities to provide feedback to City Administration and Council in the summer and fall. Final decisions on Service Plans and Budgets will be made by City Council in November 2022.



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Summary of Input

To go directly to a summary, please click on a link below.

[Quality of Life Result – Calgary is an inclusive city.](#)

- [Affordable Housing](#)
- [Social Programs](#)
- [Community Strategies](#)
- [Neighbourhood Support](#)
- [Municipal Elections](#)
- [Citizen Information and Services](#)
- [Specialized Transit](#)

[Quality of Life Result – Calgary is a healthy city.](#)

- [Recreation Opportunities](#)
- [Arts and Culture](#)
- [Water Treatment and Supply](#)

[Quality of Life Result – Calgary is a city that moves well.](#)

- [Parking](#)
- [Public Transit](#)
- [Sidewalks and Pathways](#)
- [Streets](#)
- [Taxi, Limousine and Vehicles-for-hire](#)

[Quality of Life Result – Calgary has a prosperous and resilient economy.](#)

- [Building Safety](#)
- [Business Licencing](#)
- [Land Development and Sales](#)
- [Property Assessment](#)
- [Economic Development and Tourism](#)

[Quality of Life Result – Calgary is an innovative city.](#)

- [Taxation](#)
- [Records Management, Access and Privacy](#)
- [Appeals and Tribunals](#)
- [Citizen Engagement and Insights](#)

[Quality of Life Result – Calgary is a city of safe and vibrant neighbourhoods.](#)

- [Emergency Management and Business Continuity](#)
- [Bylaw Education and Compliance](#)
- [City Planning and Policy](#)
- [City Cemeteries](#)
- [Calgary 9-1-1](#)
- [Fire and Emergency Response](#)
- [Fire Inspection and Enforcement](#)
- [Fire Safety Education](#)
- [Development Approvals](#)
- [Library Services](#)



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- [Pet Ownership and Licensing](#)
- [Police Service](#)

[Quality of Life Result – Calgary has a sustainable natural environment.](#)

- [Environment Management](#)
- [Parks and Open Spaces](#)
- [Stormwater Management](#)
- [Urban Forestry](#)
- [Waste and Recycling](#)
- [Wastewater Collection and Treatment](#)

[User Fees](#)

[Appetite for Risk](#)



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Quality of Life Result – Calgary is an inclusive city.

People in Calgary feel accepted and included and are part of the greater community. They celebrate diversity and accept people from all walks of life. Calgarians acknowledge, respect, and embrace individual rights and freedoms, histories, and culture. Amenities are accessible by people of all ages, race, gender, and abilities. Calgarians are included and trust in political processes and societal decisions that affect their well-being.



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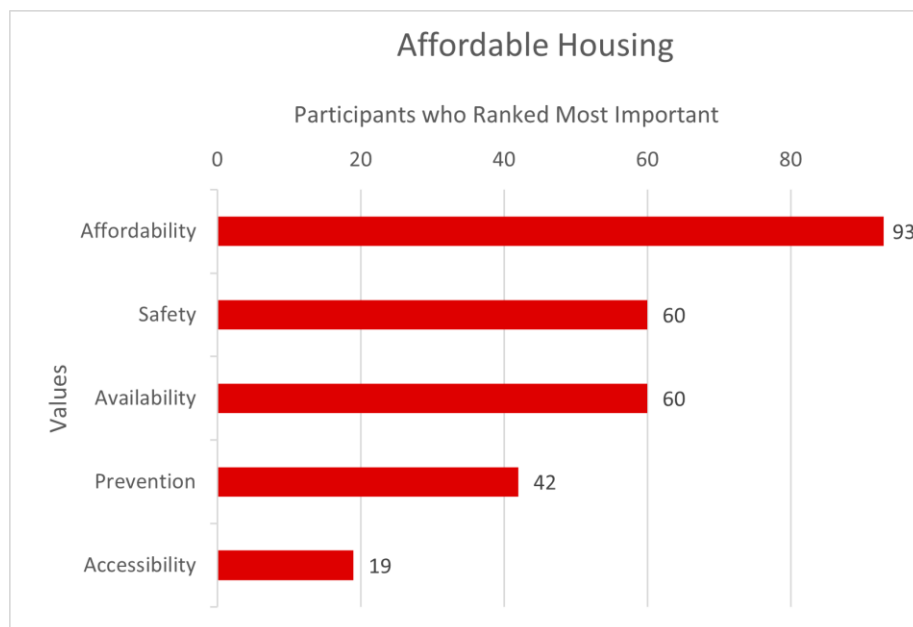
Affordable Housing

Affordable Housing creates and improves access to safe and economical housing for Calgarians. The service also provides over two thousand City-owned non-market homes for low and moderate-income Calgarians. Affordable housing is a critical component of our city and a vital factor in making Calgary's communities affordable, inclusive and accessible for all. Great cities are places where everyone can afford to live and work.

Descriptions of the values you were asked to rank for this service are below:

- **Affordability:** Public, private, non-profit partners and The City build new affordable homes for low and moderate income Calgarians.
- **Safety:** City-owned affordable housing is safe, secure and well maintained.
- **Availability:** The City partners to provide incentives and scales up non-profits to build new affordable homes faster and easier.
- **Prevention:** The City enables and facilitates partnerships to support affordable housing residents to achieve their highest potential.
- **Accessibility:** The City and partners collaborate on housing programs and services that support tenants and are clear and easy to find.

The graphic below indicates the number of participants who ranked the values of Affordable Housing as most important.





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The graphic above is one way to show you the result of what is valued most from engagement. The table below is the ranking based off the average rank (1 to 5: one being the highest rank and five being the lowest rank) from all participants. Sharing the results in a different format helps us improve inclusiveness and understanding.

Ranking	Value	Average Ranking
1.	Affordability	2.23
2.	Availability	2.69
3.	Safety	2.79
4.	Accessibility	3.23
5.	Prevention	3.28

The following are the most frequent themes identified regarding why Affordable Housing and its values matter.

- There is a need for more investment in safe and affordable housing to address homelessness and those with lower incomes in all areas of the city.
- Higher housing utility and maintenance costs are a concern for those who may not be able to afford these costs and associated risks.
- Affordable housing should be a shared financial responsibility with different orders of government and with an investment in public private partnerships.
- Affordable housing has an impact on providing stability and improving all aspects of life for individuals and for all Calgarians.



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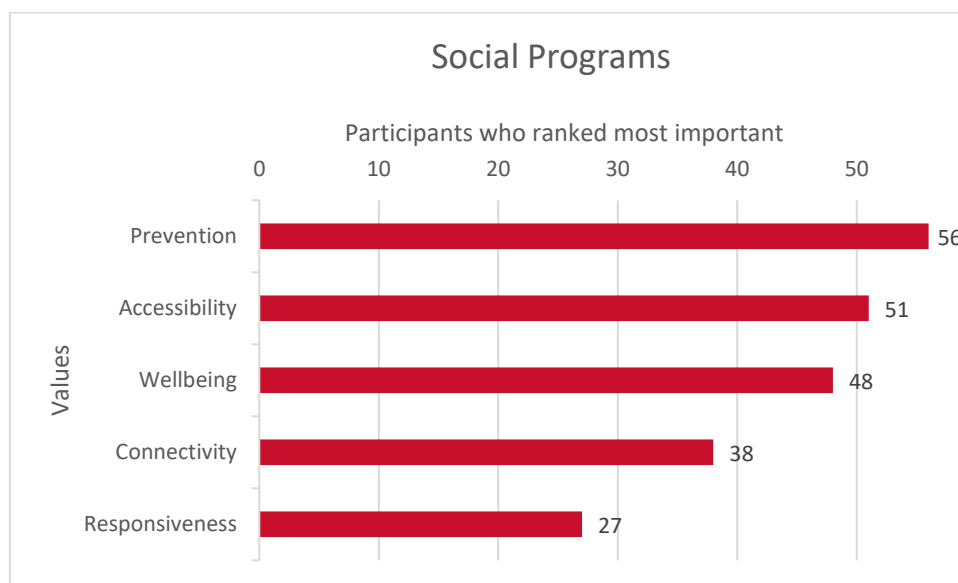
Social Programs

Social Programs create equal access to programs and services for all Calgarians. We create and manage social recreational programming for children and youth, career planning and employment support for youth, youth justice services and seniors' home maintenance services. We run the Fair Entry program and fund preventive social services delivered by non-profit partners. Social Programs provide you with the support you need to thrive.

Descriptions of the values you were asked to rank for this service are below:

- **Accessibility:** Reduces barriers for Calgarians to participate in civic life.
- **Prevention:** Provides programs and services that build resiliency and capacity by increasing protective factors and reducing risk factors.
- **Responsiveness:** Provides programs and services to Calgarians in a timely manner in accordance with their needs.
- **Wellbeing:** Designs and delivers programs and services that meet the needs of Calgarians and the community.
- **Connectivity:** Connects Calgarians to the programs and services that increase their opportunities to thrive.

The graphic below indicates the number of participants who ranked the values of Social Programs as most important.





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Ranking	Value	Average Ranking
1.	Wellbeing	2.66
2.	Accessibility	2.83
3.	Prevention	2.86
4.	Responsiveness	2.94
5.	Connectivity	3.13

The following are the most frequent themes identified regarding why Social Programs and its values matter.

- More easily understood information and increased promotion will increase awareness and support program access.
- Social programs need to keep up with changing needs and work closely with partners to identify relevant programs and reduce duplication.
- Advocate and ensure funding provided from all orders of government to support those in need.
- Programs aimed at prevention, especially youth, can have a big impact on City reputation across many services.

In addition, it was not clear what the difference is between these three service lines:

- Social Programs
- Community Strategies
- Neighbourhood Support



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Community Strategies

Community Strategies creates plans and policies that build greater social wellbeing. We respond to unmet and emerging social needs identified by Council and Calgarians.

Together with our partners, we address social issues so Calgarians of all ages, cultures and stages of life can thrive. To do this, we consider Calgary's diverse population, engage with many stakeholders to determine community need, plan and implement strategic activities, and evaluate to ensure we are achieving our goals.

Descriptions of the values you were asked to rank for this service are below:

- Reconciliation: Develop and implement strategies and policies to advance truth and reconciliation outcomes.
- Accessibility: Create plans, strategies and policies to remove barriers to participation in civic life.
- Wellbeing: Develop plans, strategies and policies to address the needs of Calgarians.
- Prevention: Act to prevent social issues and strengthen social wellbeing.
- Responsiveness: Respond to social issues to advance social wellbeing and quality of life results for Calgarians.

The graphic below indicates the number of participants who ranked the values of Community Strategies as most important.





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Ranking	Value	Average Ranking
1.	Prevention	2.40
2.	Wellbeing	2.72
3.	Accessibility	2.85
4.	Responsiveness	3.03
5.	Reconciliation	3.43

The following are the most frequent themes identified regarding why Community Strategies and its values matter.

- Ensure there is an equity lens so that all Calgarians are served by the strategies.
- Quality of life is higher for all Calgarians when changing needs are addressed through listening and acting on input from residents.
- A focus on prevention strategies delivered through programs and services will positively impact all Calgarians.

In addition, it was not clear what the difference is between these three service lines:

- Social Programs
- Community Strategies
- Neighbourhood Support



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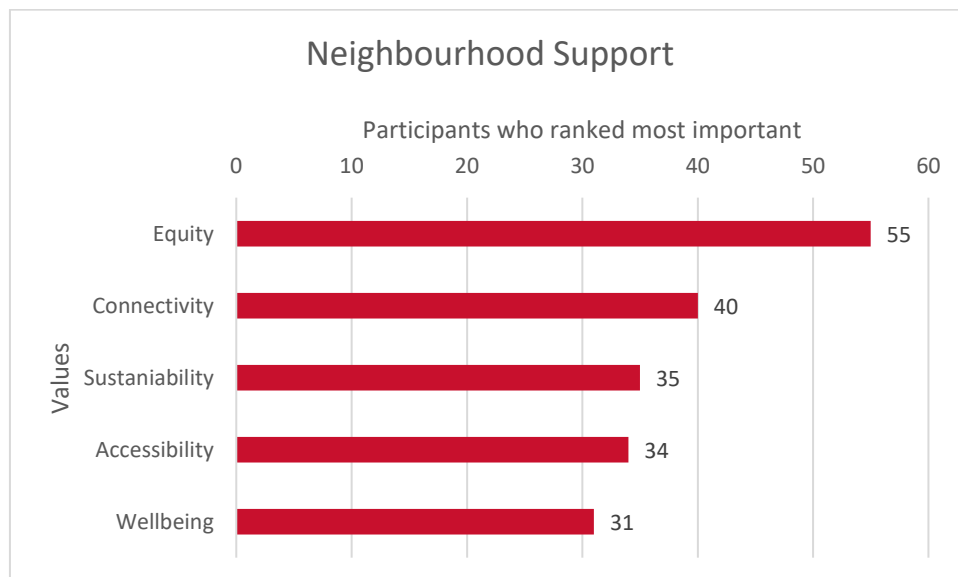
Neighbourhood Support

We build the capacity of Calgarians in neighbourhoods by working with residents and other community stakeholders to foster social inclusion, economic participation and an increased sense of belonging. We also support community groups operating on City-owned land, including contributing funding for capital maintenance of community facilities and amenities to ensure that all residents have a variety of public spaces to create and develop social connections with their neighbours. In supporting residents and stakeholders in navigating and aligning City resources, we work to address community needs. We apply an equity lens to guide our work so that no resident or neighbourhood is left behind.

Descriptions of the values you were asked to rank for this service are below:

- **Wellbeing:** Support initiatives that strengthen the capacity of individuals and community groups to withstand stresses and shocks.
- **Sustainability:** Bring resources to community associations and social recreation groups that improve the sustainability of their contribution to their neighbourhoods.
- **Equity:** Distribute programs and services to priority neighbourhoods to better support vulnerable populations.
- **Accessibility:** Remove barriers to participation for residents and assist community groups in being more accessible.
- **Connectivity:** Work with residents and community stakeholders to address social issues and connect them to City resources.

The graphic below indicates the number of participants who ranked the values of Neighbourhood Support as most important.





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Ranking	Value	Average Ranking
1.	Equity	2.69
2.	Wellbeing	2.85
3.	Connectivity	2.92
4.	Sustainability	2.95
5.	Accessibility	2.96

The following are the most frequent themes identified regarding why Neighbourhood Support and its values matter.

- Desire for more investment for people who are not able to afford programs to promote inclusivity and accessibility.
- Resources need to address changing needs in the community.
- Investment requires an equity lens because some areas of The City require more resources.

In addition, it was not clear what the difference is between these three service lines:

- Social Programs
- Community Strategies
- Neighbourhood Support

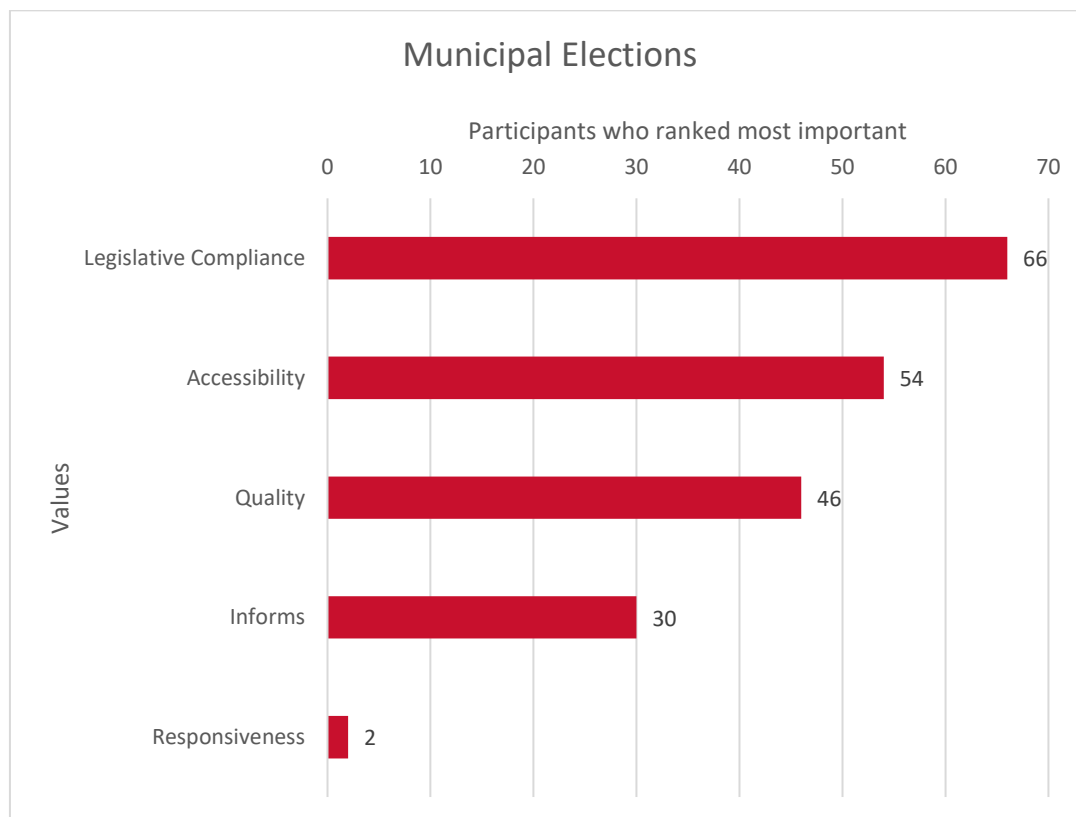
Municipal Elections

Municipal Elections provides a fair, transparent, and democratic process for selecting elected officials and/or voting on an issue. Elections carried out by The City are trusted by the public to elect a candidate to office and allow all eligible electors to cast a ballot.

Descriptions of the values you were asked to rank for this service are below:

- **Legislative Compliance:** The election was carried out in a manner that followed all legislation and regulation.
- **Responsiveness:** The results of each election are available promptly.
- **Informs:** The electoral process is open to observers and scrutineers.
- **Quality:** The votes are counted accurately, and the voter experience is satisfactory.
- **Accessibility:** Locations and methods of casting a ballot are physically accessible.

The graphic below indicates the number of participants who ranked the values of Municipal Elections as most important.





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Ranking	Value	Average Ranking
1.	Quality	2.34
2.	Legislative Compliance	2.38
3.	Accessibility	2.54
4.	Informs	3.07
5.	Responsiveness	4.14

The following are the most frequent themes identified regarding why Municipal Elections and its values matter.

- To ensure there is fairness and trust in the process through transparency and accuracy.
- More voting options are appreciated and explore technology for online voting to increase accessibility and convenience.



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Citizen Information and Services

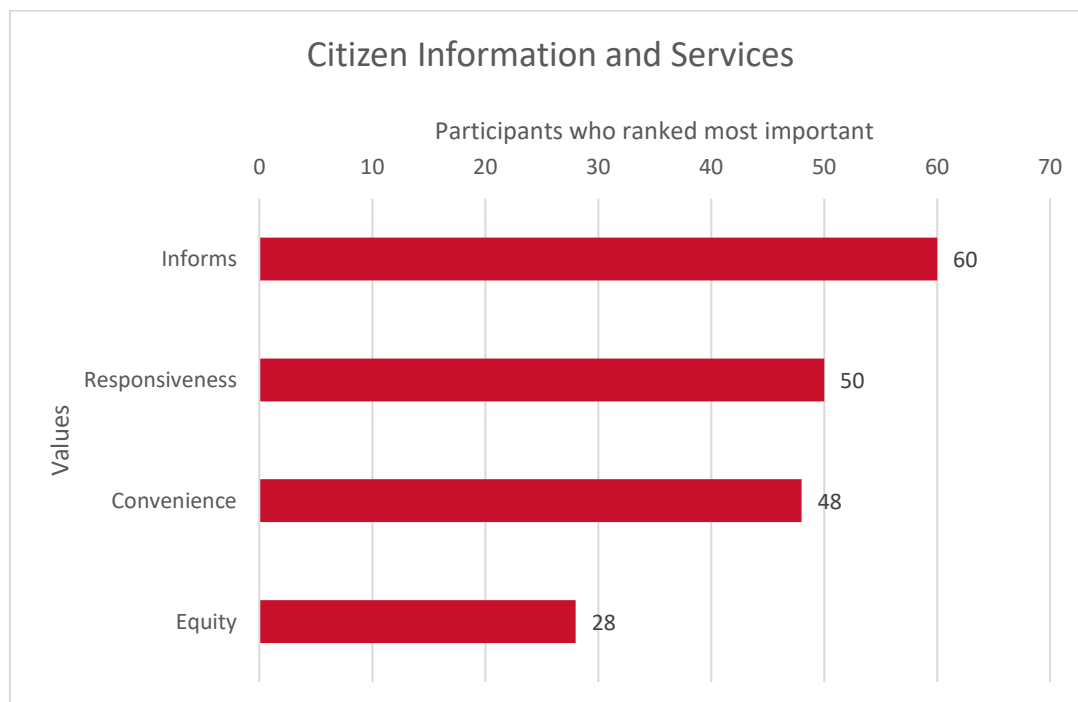
Citizen Information & Services provides two-way information and services for Calgary citizens, business and visitors through The City's primary communications channels: 311 and calgary.ca.

This service receives your feedback that helps The City prioritize, develop and modify services to better meet your needs. We provide easy-to-access information and services in a collective voice to build trust in your municipal government.

Descriptions of the values you were asked to rank for this service are below:

- Responsiveness: Timely responses to requests for information and/or issues that have been reported.
- Equity: Tailored information and service options based on specific needs.
- Convenience: Easy access to City information and services in channels of choice/variety of channels.
- Informs: Reliable and trustworthy information about The City.

The graphic below indicates the number of participants who ranked the values of Citizen Information and Services as most important.





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Ranking	Value	Average Ranking
1.	Informs	2.17
2.	Convenience	2.19
3.	Responsiveness	2.27
4.	Equity	2.99

The following are the most frequent themes identified regarding why Citizen Information and Services and its values matter.

- Calgarians appreciate information that is easily accessible and convenient.
- Online information is not easily navigated or convenient.
- 3-1-1 is a valuable system for obtaining information.



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Specialized Transit

Specialized transit provides specialized buses, vans and taxis for disabled Calgarians to get them where they need to be- safely, reliably and affordably. Disabled Calgarians often have fewer transportation options; we are a vital connection to the people, services and amenities Calgary has to offer.

Descriptions of the values you were asked to rank for this service are below:

- **Accessibility:** Provide convenient, accessible transit service that is easy to use for customers. Provide clean travel environment to our customers and employees.
- **Inform:** Provide clear and consistent communication to customers using various channels.
- **Responsiveness:** Greet the customers with a smile, pleasant tone of voice and right attitude to help them.
- **Reliability:** Provide a predictable and consistent transit service that customers can rely on.
- **Safety:** Provide a safe environment for our customers and employees.

The graphic below indicates the number of participants who ranked the values of Specialized Transit as most important.





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Ranking	Value	Average Ranking
1.	Reliability	1.99
2.	Accessibility	2.07
3.	Safety	2.50
4.	Informs	3.93
5.	Responsiveness	4.20

The following are the most frequent themes identified regarding why Specialized Transit and its values matter.

- It is a service that is valued for independence and needs to be affordable.
- Safety concerns with accessing the LRT and stations.



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Quality of Life Result – Calgary is a healthy city.

In Calgary, everyone has the opportunity to lead fulfilling lives. All Calgarians have access to the resources they need for physical, mental, emotional health and well-being. Calgarians enjoy healthy lifestyles and have what they need to be healthy.



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Recreation Opportunities

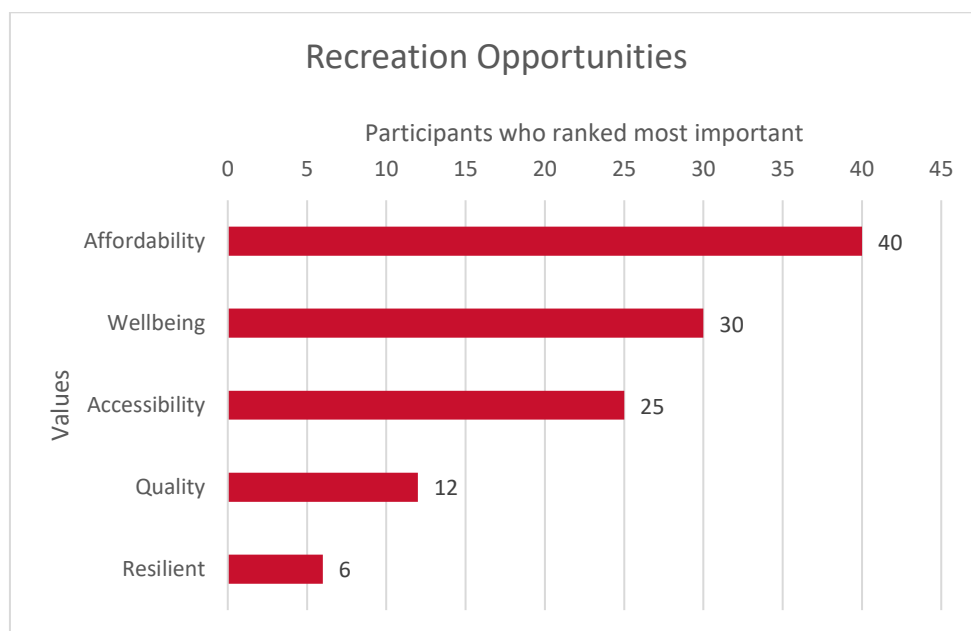
Recreation Opportunities creates vibrant communities by leading and investing in Calgary's recreation sector. We provide you opportunities to participate in many recreation, sport and leisure activities like programs, drop-in activities, and rentals and bookings at City and partner-operated facilities.

We build confidence, promote a positive lifestyle, and improve social, physical, and mental health outcomes.

Descriptions of the values you were asked to rank for this service are below:

- **Resilient:** Community and social strength built by creating opportunities for interpersonal relationships and connections.
- **Accessibility:** Recreation opportunities that are easily accessible, inclusive, convenient, and welcoming to all Calgarians.
- **Wellbeing:** Recreation opportunities that inspire Calgarians to be socially connected, physically active and emotionally healthy.
- **Quality:** Recreation activities and services that are of a high standard and adapt over time.
- **Affordability:** Recreation opportunities that are available to Calgarians of all income levels.

The graphic below indicates the number of participants who ranked the values of Recreation Opportunities as most important.





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Ranking	Value	Average Ranking
1.	Affordability	2.18
2.	Accessibility	2.56
3.	Wellbeing	2.62
4.	Quality	3.18
5.	Resilient	3.96

The following are the most frequent themes identified regarding why Recreation Opportunities and its values matter.

- Recreation opportunities should be equitable across the entire city.
- More investment in a spectrum of recreation facilities is valued, including outdoor green spaces and pathways.
- Recreation opportunities need to focus on being affordable, inclusive and accessible.



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Arts and Culture

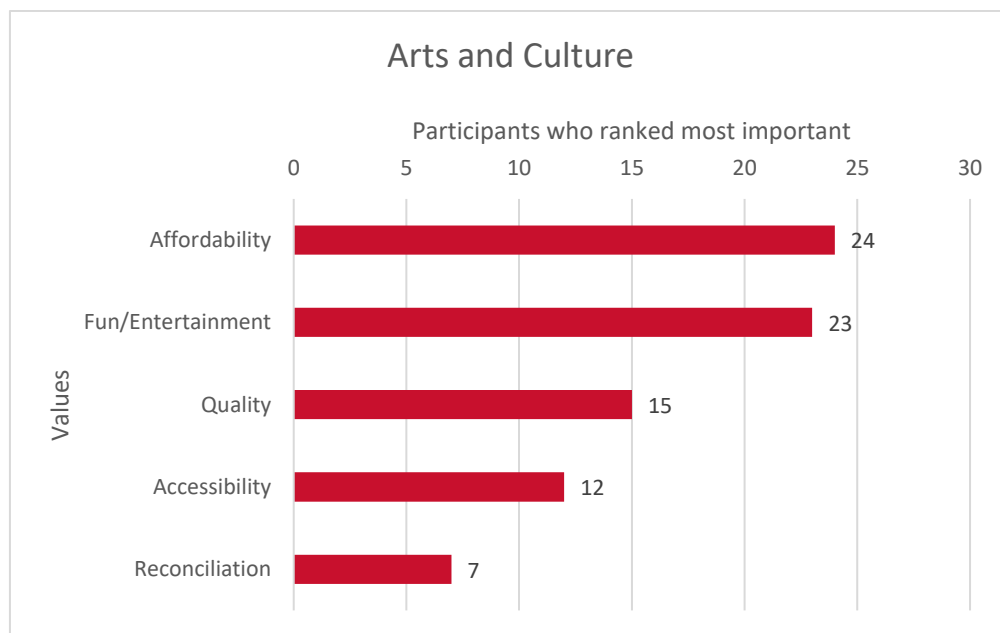
Arts and Culture provides opportunities for citizens to enjoy ethnic and cultural experiences in harmony through festivals and events. We attract talent, tourism, and businesses to Calgary by contributing to and supporting a vibrant arts and culture scene in our city.

Arts and Culture helps create vibrant communities and inspires people to work and invest in the arts and culture sector. We acquire and maintain public art to transform the way people see, think and experience Calgary.

Descriptions of the values you were asked to rank for this service are below:

- **Reconciliation:** Indigenous culture is recognized as a part of arts and culture opportunities.
- **Fun/Entertainment:** A range of arts and culture opportunities that inspire Calgarians to enjoy creative lives.
- **Accessibility:** Arts and culture activities that are easily accessible, inclusive, convenient and welcoming to Calgarians.
- **Quality:** Arts and cultural programs, activities and services that address and evolve to the needs of customers and communities.
- **Affordability:** Arts and culture opportunities that are available to Calgarians of all income levels.

The graphic below indicates the number of participants who ranked the values of Arts and Culture as most important.





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1.	Affordability	2.43
2.	Accessibility	2.76
3.	Fun/Entertainment	2.82
4.	Quality	2.88
5.	Reconciliation	3.62

The following are the most frequent themes identified regarding why recreation Arts and Culture and its values matter.

- Arts and culture programs should focus on equitable access and diversity.
- Arts and culture is important to the quality of life in the city and education should continue.
- Arts and culture event and festivals offer unique experiences and contribute to a vibrant city.



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Water Treatment and Supply

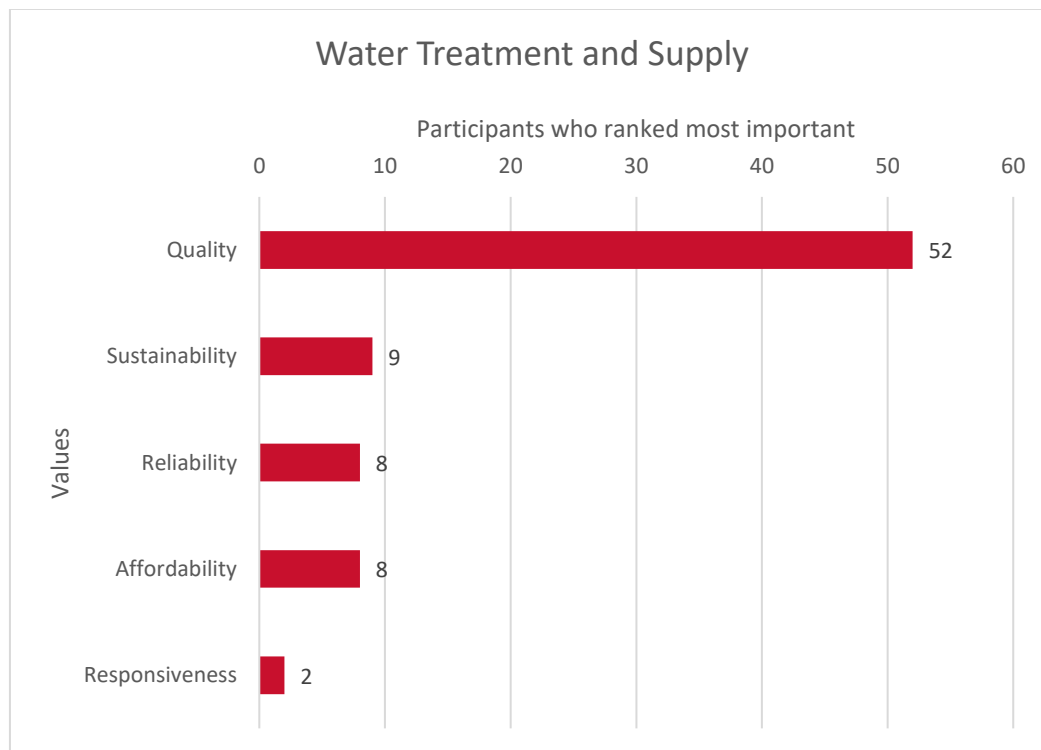
Water Treatment and Supply ensures access to drinking water now and for generations of Calgarians to come. We treat and deliver drinking water to you, ensuring reliability and availability.

We protect public health and ensure long-term sustainability of our water resources. Plants, pipes, pumps and people work 24/7, 365 days a year to protect public health by providing clean drinking water for over one million Calgarians and the region.

Descriptions of the values you were asked to rank for this service are below:

- **Affordability:** The City provides quality water services that are cost efficient.
- **Responsiveness:** The City restores water service quickly.
- **Reliability:** Drinking water is available easily and with few disruptions.
- **Sustainability:** The City works to protect the water supply.
- **Quality:** Drinking water is high quality and safe to drink.

The graphic below indicates the number of participants who ranked the values of Water Treatment and Supply as most important.





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Ranking	Value	Average Ranking
1.	Quality	1.56
2.	Reliability	2.58
3.	Sustainability	3.10
4.	Affordability	3.44
5.	Responsiveness	3.94

The following are the most frequent themes identified regarding why recreation Water Treatment and Supply and its values matter.

- Our water resources are high quality and need to be protected for future generations.
- There is some concern about adding fluoride to drinking water.
- Water needs to be an affordable service.



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Quality of Life Result – Calgary is a city that moves well.

Calgarians have access to safe and reliable travel options that match their lifestyles and abilities. People and goods move effectively and efficiently within the city, as well as within the region and internationally. Transport is affordable, accessible, and reliable across all seasons for all who live in and visit Calgary.



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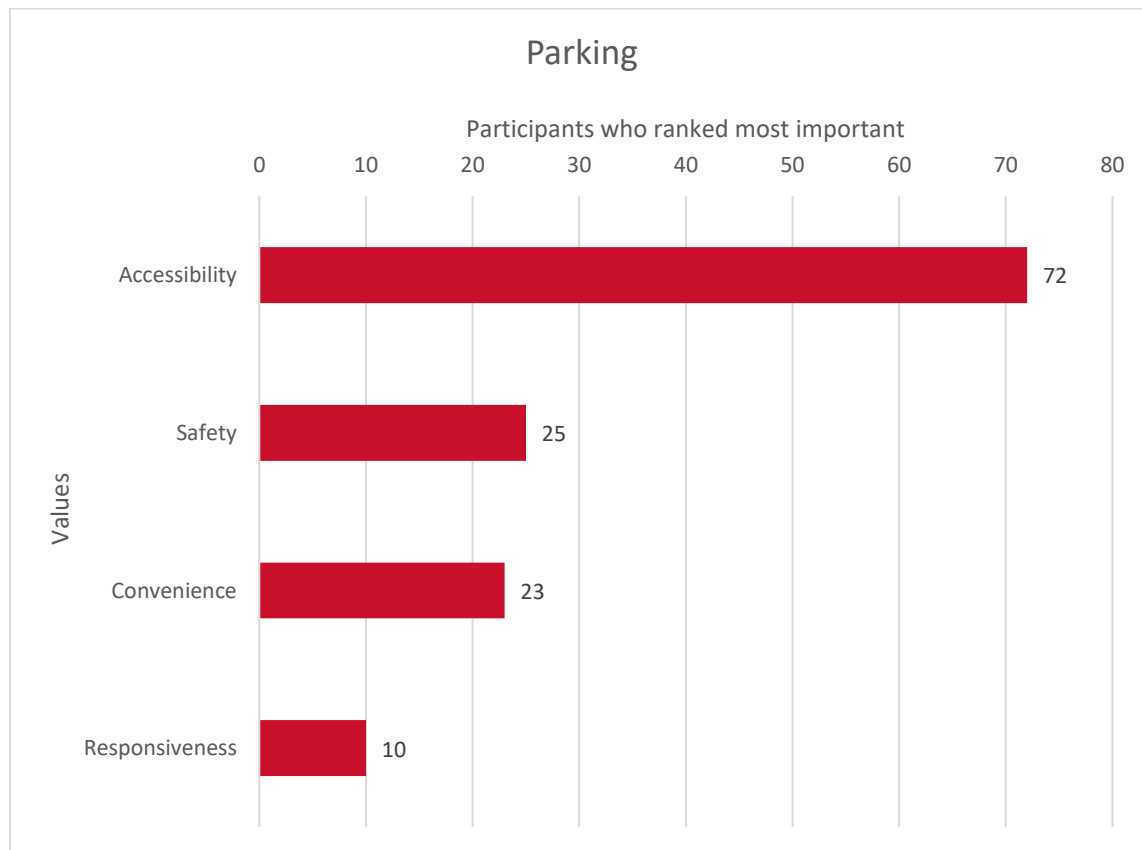
Parking

Parking manages municipal parking spaces and helps travel and access to businesses, services and homes in Calgary. We provide paid on-street and off-street parking, enforcement of City parking policies and bylaws, administration of permitted parking, and space management for special events.

Descriptions of the values you were asked to rank for this service are below:

- **Responsiveness:** Parking bylaws are enforced in a timely manner to support compliance.
- **Accessibility:** A sufficient amount of reasonably priced parking is provided for users with a variety of needs.
- **Convenience:** Systems and signage make it easy to find and pay for parking when and where it is needed.
- **Safety:** Parking restrictions and enforcement support safety on roadways.

The graphic below indicates the number of participants who ranked the values of Parking as most important.





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Ranking	Value	Average Ranking
1.	Accessibility	1.77
2.	Convenience	2.33
3.	Safety	2.41
4.	Responsiveness	3.06

The following are the most frequent themes identified regarding why recreation Parking and its values matter.

- Provide more available and accessible parking throughout the city, especially in downtown, around LRT stations and in close proximity to schools and other large facilities.
- Reduce parking fees and provide more affordable parking, especially in downtown.
- Parking restrictions need to be enforced.
- A reduction in parking may promote other active modes and public transit.



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Public Transit

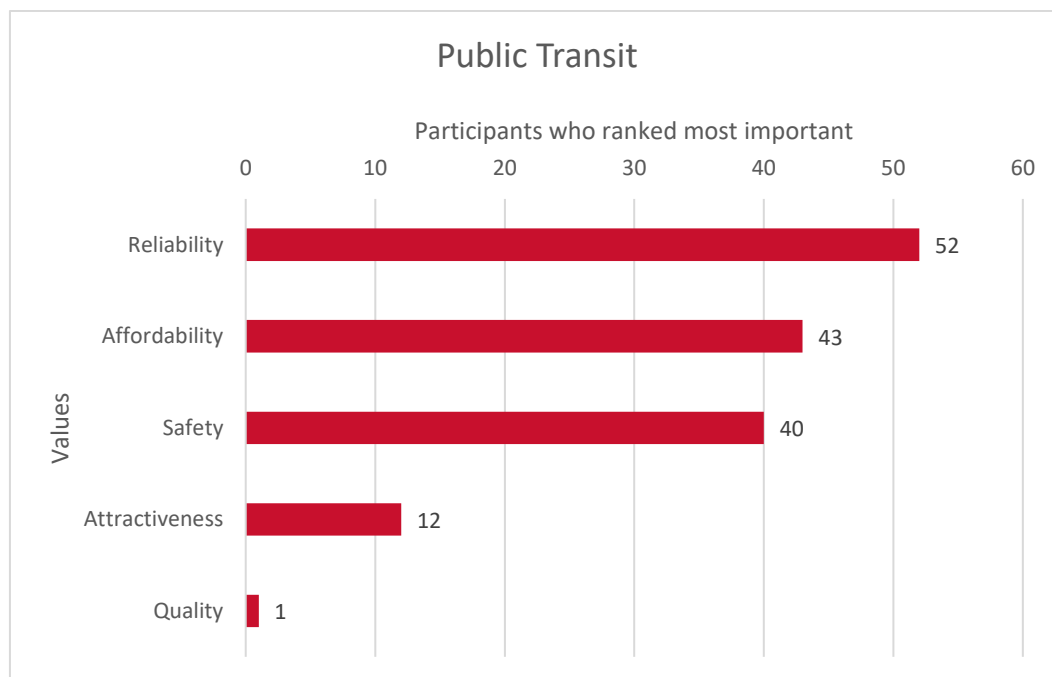
Public Transit provides a network of train and bus transportation for citizens and visitors to get from place to place safely, reliably and affordably. We have rapid transit service by bus and C-Train, local bus routes and a support system that keeps customers safe, comfortable and informed.

We connect you with people and places that you care about through a transportation option that is accessible to a variety of ages and abilities and affordable to access. We also provide customer service and information by phone, online, text and app, to help keep you informed, and a robust security service to keep you safe.

Descriptions of the values you were asked to rank for this service are below:

- **Attractiveness:** Provide convenient, accessible transit service that is easy to use for customers. Provide clean travel environment to our customers and employees.
- **Quality:** Provide clear and consistent communication to customers.
- **Affordability:** Provide affordable transit service to customers including required support to vulnerable Calgarians.
- **Reliability:** Provide a predictable and consistent transit service that customers can rely on.
- **Safety:** Provide a safe environment for our customers and employees.

The graphic below indicates the number of participants who ranked the values of Public Transit as most important.





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Ranking	Value	Average Ranking
1.	Reliability	1.95
2.	Affordability	2.39
3.	Safety	2.45
4.	Attractiveness	3.67
5.	Quality	4.02

The following are the most frequent themes identified regarding why recreation Public Transit and its values matter.

- Provide safe public transportation and increase security measures around LRT stations, especially in the downtown core and inner city.
- Adapt to changing needs including more service to newer communities and focus on reliability.
- Public transit should be affordable and accessible for all.
- Consider more connection around transit stations and activate the surrounding area.

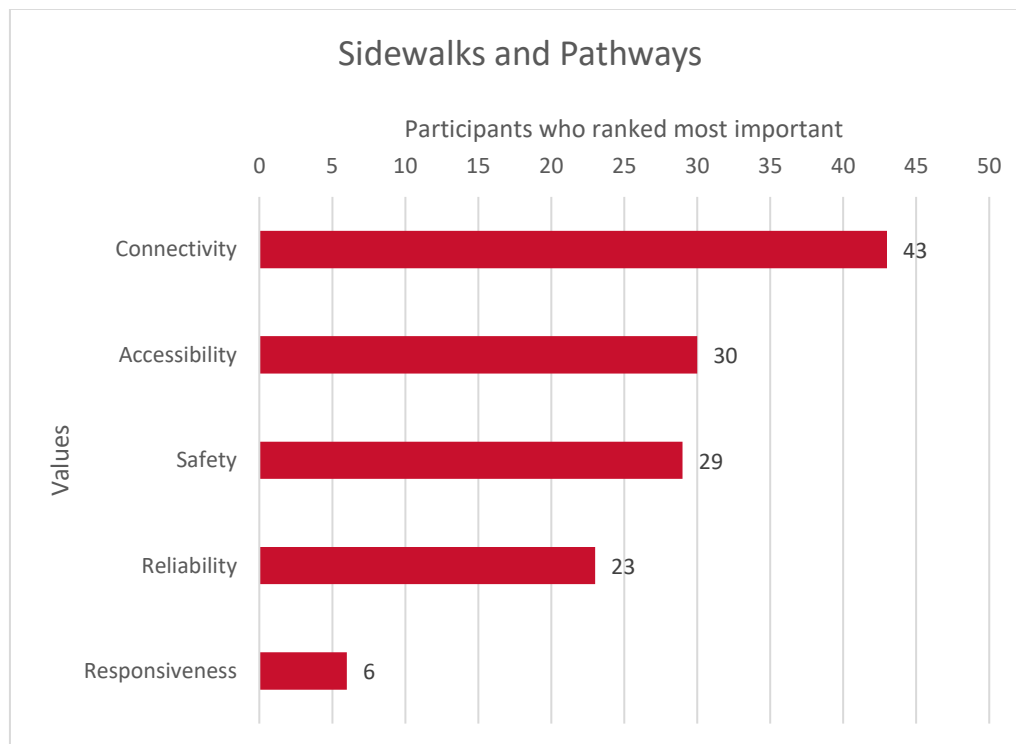
Sidewalks and Pathways

Sidewalks and Pathways plan, design, build and maintain the active transportation network that you use to get around Calgary every day. Sidewalks, pathways, and protected on-street bikeways connect our communities providing you with safe, accessible, year-round opportunities to walk, cycle, run, ride and use mobility devices in Calgary. We get you to work, school, social or recreation events, or commercial activities.

Descriptions of the values you were asked to rank for this service are below:

- **Reliability:** Infrastructure is in good repair and meets the changing needs and expectations of users.
- **Responsiveness:** Projects respond to the needs of the community. The City responds to service requests in a timely manner.
- **Connectivity:** People are able to reach their destination using streets, sidewalks, and pathways.
- **Accessibility:** Streets, sidewalks and pathways are designed for use by everyone.
- **Safety:** The customer is or perceives themselves to be protected from danger, risk or injury.

The graphic below indicates the number of participants who ranked the values of Sidewalks and Pathways as most important.





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Ranking	Value	Average Ranking
1.	Connectivity	2.33
2.	Accessibility	2.56
3.	Reliability	2.74
4.	Safety	2.82
5.	Responsiveness	4.01

The following are the most frequent themes identified regarding why recreation Sidewalks and Pathways and its values matter.

- Prioritize snow and ice clearing along sidewalks and pathways to maintain accessibility and safe use through the winter months.
- Ensure safety for all modes of transportation that use sidewalks and pathways.
- Provide more pathway connections in all areas of the city.



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Streets

Streets connect our city and allow for the movement of people, goods, and services throughout Calgary. You make 3.2 million trips per day by driving or riding in a vehicle. Streets provide critical access for emergency services, the right-of-way for all underground and overhead utilities, and space for on-street parking supports businesses and residential users.

We support nearly every other City service provided to citizens and create important links for cycling and pedestrians. We also support transportation agencies like Calgary Transit, taxis and other private operators.

Descriptions of the values you were asked to rank for this service are below:

- **Reliability:** Infrastructure is in good repair and meets the changing needs and expectations of users.
- **Responsiveness:** Projects respond to the needs of the community. The City responds to service requests in a timely manner.
- **Connectivity:** People are able to reach their destination using streets, sidewalks and pathways.
- **Accessibility:** Streets, sidewalks and pathways are designed for use by everyone.

Safety: The customer is and perceives themselves to be protected from danger, risk or injury.

The graphic below indicates the number of participants who ranked the values of Streets as most important.





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Ranking	Value	Average Ranking
1.	Reliability	2.47
2.	Accessibility	2.50
3.	Connectivity	2.73
4.	Safety	2.80
5.	Responsiveness	3.67

The following are the most frequent themes identified regarding why Streets and its values matter.

- Ensure snow and ice control is provided on all streets across the city.
- Focus on equity for active transportation across City streets to accommodate people who walk, bike and take transit, along with vehicles.
- Improve maintenance and snow clearing to ensure safe and accessible use.
- Adapt to changing needs with increased population and more people on the streets.

Taxi, Limousine and Vehicles-for-hire

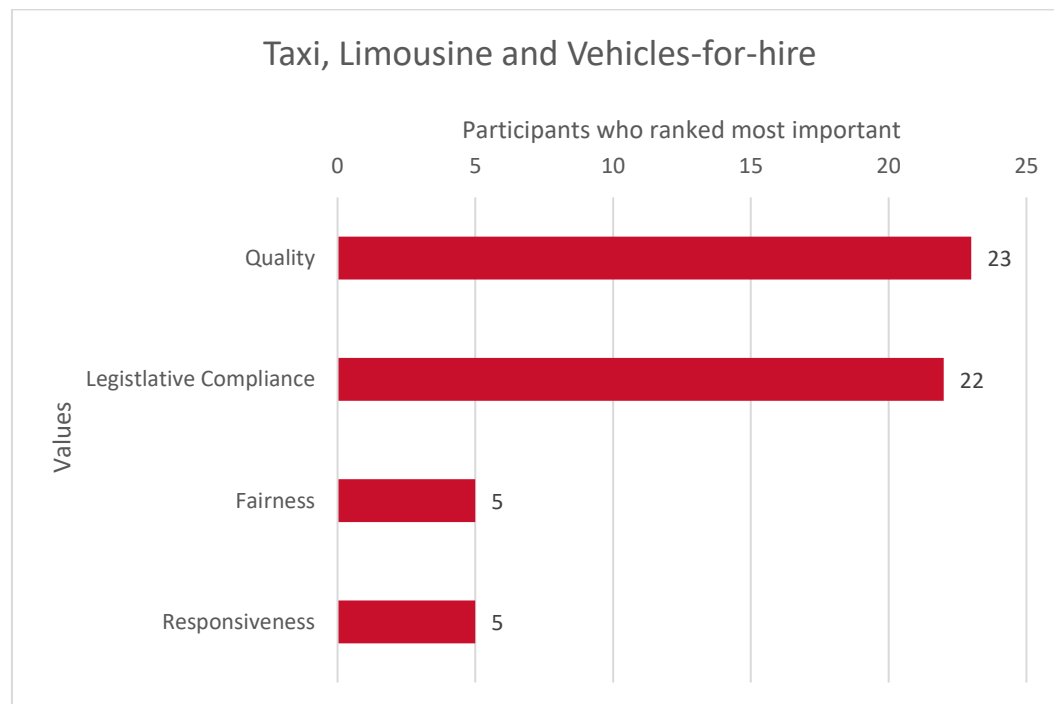
Taxi, Limousine and Vehicles-for-Hire regulates drivers, vehicles and companies in the livery industry to meet requirements of the Livery Transport Bylaw. We ensure drivers have the right security checks, qualifications and insurance, and that vehicles have undergone mechanical inspections, so you have a safe ride.

Livery peace officers ensure compliance and provide education to drivers by assessing complaints and finding resolutions that create fair and safe environments for drivers and passengers.

Descriptions of the values you were asked to rank for this service are below:

- Responsiveness: Timeliness - Livery licences are issued within a reasonable timeframe.
- Quality: Drivers and companies are satisfied with the licensing service. This includes clear and easily accessible information and consistent decisions on applications.
- Fairness: Livery enforcement is transparent, fair and delivered by competent peace officers.
- Legislative Compliance: Assurance: Investigations and inspections ensure driver and company compliance with the Livery Transport Bylaw.

The graphic below indicates the number of participants who ranked the values of Taxi, Limousine and Vehicles-for-hire as most important.





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Ranking	Value	Average Ranking
1.	Quality	2.04
2.	Legislative Compliance	2.23
3.	Fairness	2.48
4.	Responsiveness	2.71

The following are the most frequent themes identified regarding why Taxi, Limousine and Vehicles-for-hire and its values matter.

- Ensure that rules and regulations for taxis, limousines and vehicles-for-hire are applied in a consistent and fair way.
- Provide more opportunities for ride sharing and add more taxi licenses.
- Ensure compliance and enforcement.



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Quality of Life Result – Calgary has a prosperous and resilient economy.

People in Calgary have access to meaningful employment, entrepreneurship, and the economic opportunities they need and desire. Calgarians have sufficient income and other resources to meet their current and future needs. Calgary is a business and investment-friendly community with a diverse and robust economy. It is an attractive place for a highly skilled workforce in a global economy.



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Building Safety

Building Safety reviews building plans to ensure compliance with provincial and national safety codes. We issue permits and follow up with site inspections to ensure construction is safe and to code.

We respond to site safety concerns by providing guidance and direction to ensure a safe resolution. Building Safety also works with industry and partner agencies to identify, educate, and promote safety best practices to reduce incidents and public safety concerns.

Descriptions of the values you were asked to rank for this service are below:

- **Responsiveness:** Provide timely responses to permit applications, performing required inspections, and/ to emergency situations.
- **Legislative Compliance:** Ensure safety standards are met by reviewing plans and inspecting construction according to the Safety Codes Act.
- **Informs:** Provide customers guidance on requirements regarding public safety, energy codes, accessibility, and construction safety.
- **Prevention:** Prevent public safety incidents from occurring through education, and awareness with industry partners and customers.
- **Safety:** Respond to public site safety and building concerns, review plans and inspect construction to ensure safety.

The graphic below indicates the number of participants who ranked the values of Building Safety as most important.





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Ranking	Value	Average Ranking
1.	Safety	2.22
2.	Responsiveness	2.62
3.	Legislative Compliance	2.65
4.	Informs	3.33
5.	Prevention	3.34

The following are the most frequent themes identified regarding why Building Safety and its values matter.

- Fair and equitable enforcement.
- Efficiency by raising awareness on requirements reducing bureaucracy, allowing for simpler and timely applications to be submitted and processed.
- A bigger focus on development and planning. Specific mentions include, but are not limited to, new construction, density and tracking projects from inception to completion.



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Business Licensing

Business Licensing ensures that businesses operating in Calgary have met certain standards of public safety, consumer protection, and legislative compliance. We oversee 40 types of businesses that do not fall under any other regulations. Our peace officers play a key role by investigating business operations to ensure compliance of bylaws and provincial statutes.

Descriptions of the values you were asked to rank for this service are below:

- **Responsiveness:** Business licence is issued within a reasonable timeframe.
- **Quality:** Business owners are satisfied with the licensing service. This includes clear and easily accessible information, and consistent decisions on applications.
- **Fairness:** Enforcement is transparent, fair, consistent and delivered by competent Business Licence peace officers. Peace officers provide quality customer service, demonstrating professionalism, courtesy, responsiveness and knowledge.
- **Legislative Compliance:** Investigations and inspections ensure businesses comply with legislation and the licensing bylaws that apply to them.

The graphic below indicates the number of participants who ranked the values of Business Licensing as most important.





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Ranking	Value	Average Ranking
1.	Fairness	1.98
2.	Responsiveness	2.40
3.	Legislative Compliance	2.54
4.	Quality	2.59

The following are the most frequent themes identified regarding why Business Licensing and its values matter.

- Ensure compliance and implement enforcement of the business license process.
- Ensure that rules for business licenses are applied in a consistent and fair way.
- Timeliness: simplify and streamline the planning and approval processes to focus on the end user.

Land Development and Sales

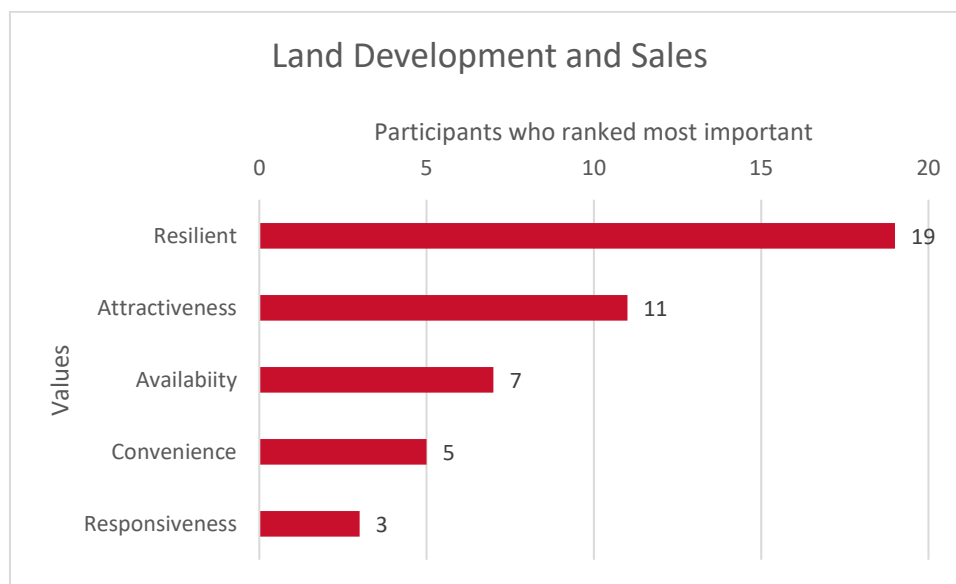
Land Development and Sales provides the development and sale of industrial lands to optimize value and maximizing financial return on City-owned land. Our service will also broaden to include transit-oriented development and strategic redevelopment.

We aim to maximize the economic, social and environmental benefits by growing the non-residential tax base and generating employment opportunities.

Descriptions of the values you were asked to rank for this service are below:

- **Attractiveness:** Serviced City-owned land sold at fair market value; land parcel characteristics align with customer's business needs.
- **Availability:** Consistent supply of serviced land available for sale.
- **Responsiveness:** Real estate transactions are completed in a timely manner and customer inquiries are responded to quickly.
- **Resilient:** Our diverse land portfolio enables us to withstand and respond to market fluctuations in land sales and to sustain our direct role in promoting local economic development and diversification for Calgary.
- **Convenience:** Serviced land ready for building construction and supported by a team of sales, engineering and planning experts.

The graphic below indicates the number of participants who ranked the values of Land Development and Sales as most important.





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Ranking	Value	Average Ranking
1.	Resilient	2.11
2.	Attractiveness	2.45
3.	Responsiveness	2.81
4.	Availability	3.07
5.	Convenience	3.17

The following are the most frequent themes identified regarding why Land Development and Sales and its values matter.

- Concerns over budgets, taxes, and cost of service.
- Better management of land development including incorporation of long-term strategies and to lease out City of Calgary land instead of selling it off. Stakeholders want to see a decrease in urban sprawl and an increase in densification.
- Ensure that rules for land development and sales are applied in a consistent and fair way.
- Keep new development inclusive, accessible and affordable for all.



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Property Assessment

Property Assessment service measures the value of properties in the corporate limits of the city of Calgary and fairly and equitably allocates property taxes based on these values. We then prepare, communicate, and defend these property assessments.

We are mandated by The City's and Government of Alberta's legislated requirement for market value property assessments. These assessments provide a basis for the fair and equitable distribution of property taxes which are then invested into delivery of public services, and to not-for-profit organizations.

Descriptions of the values you were asked to rank for this service are below:

- Legislative Compliance: Valuations meet all quality standards, pass all required audits, and are prepared and issued in accordance with the Municipal Government Act.
- Quality: Valuations are accurate and equitable when originally mailed to property owners.
- Fairness: Properties with the same characteristics are assessed in the same manner using mass appraisal.
- Reduces risk: The assessment base remains within tolerances throughout the year and strategies are used to minimize complaint impacts.

The graphic below indicates the number of participants who ranked the values of Property Assessment as most important.





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Ranking	Value	Average Ranking
1.	Fairness	1.76
2.	Quality	1.89
3.	Legislative Compliance	2.71
4.	Reduces Risk	3.19

The following are the most frequent themes identified regarding why Property Assessment and its values matter.

- Ensure that property assessments are applied in a consistent and fair way. Assessments need to be realistic and consider many factors.
- Simplify the process for appeals. Keep it affordable.

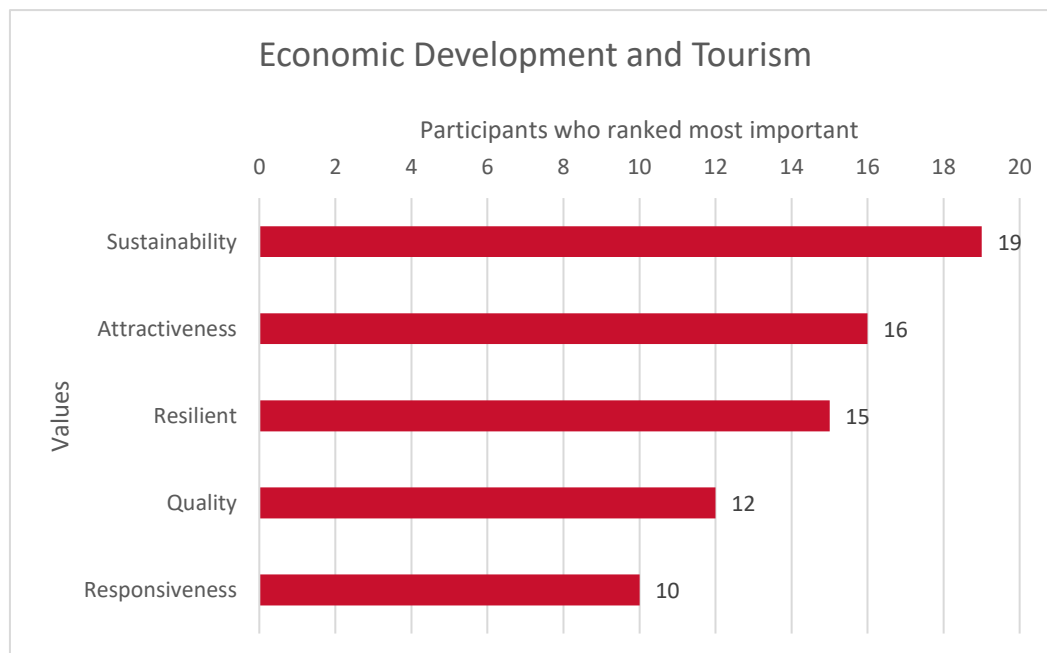
Economic Development and Tourism

Economic Development and Tourism supports Calgary's vibrant, resilient economy, economic diversity and employment. We build Calgary's global reputation, encourage businesses to invest and operate in Calgary, and support entrepreneurship, innovation and placemaking. We plan and enact tourism and destination strategies that attract businesses and visitors to Calgary, operate world-class attractions, and deliver programs and services for Calgarians and visitors.

Descriptions of the values you were asked to rank for this service are below:

- **Attractiveness:** Tourism attractions are world-class and offer attractive opportunities for Calgarians and visitors.
- **Sustainability:** Service supports an economy with diverse industries and opportunities for entrepreneurs and businesses of all sizes.
- **Resilient:** Service supports Calgary and Calgarians to withstand and recover from shocks and stressors that disrupt our economy.
- **Quality:** High-quality services and programs attract visitors, business travellers, conventions and businesses.
- **Responsiveness:** Responsive to changes in economic conditions and adapts quickly when needed.

The graphic below indicates the number of participants who ranked the values of Economic Development and Tourism as most important.





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Ranking	Value	Average Ranking
1.	Resilient	2.49
2.	Sustainability	2.58
3.	Quality	2.73
4.	Attractiveness	3.15
5.	Responsiveness	3.31

The following are the most frequent themes identified regarding why Economic Development and Tourism and its values matter.

- Attractions and cultural events are essential to attract world class attention and tourism. This includes the new event centre.
- Focus on more versatile, resilient and sustainable economic development, but don't forget about oil and gas.
- Collaboration. Support diverse community and local economic development by simplifying processes and keeping it affordable.



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Quality of Life Result – Calgary is an innovative city that thrives on knowledge.

Calgary has a culture of creative thinking and doing that inspires innovation and entrepreneurship.

Calgarians have access to quality education and an array of lifelong learning opportunities for all. Calgary is a forward-looking city that can adapt to change and is educating for future opportunities.



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Taxation

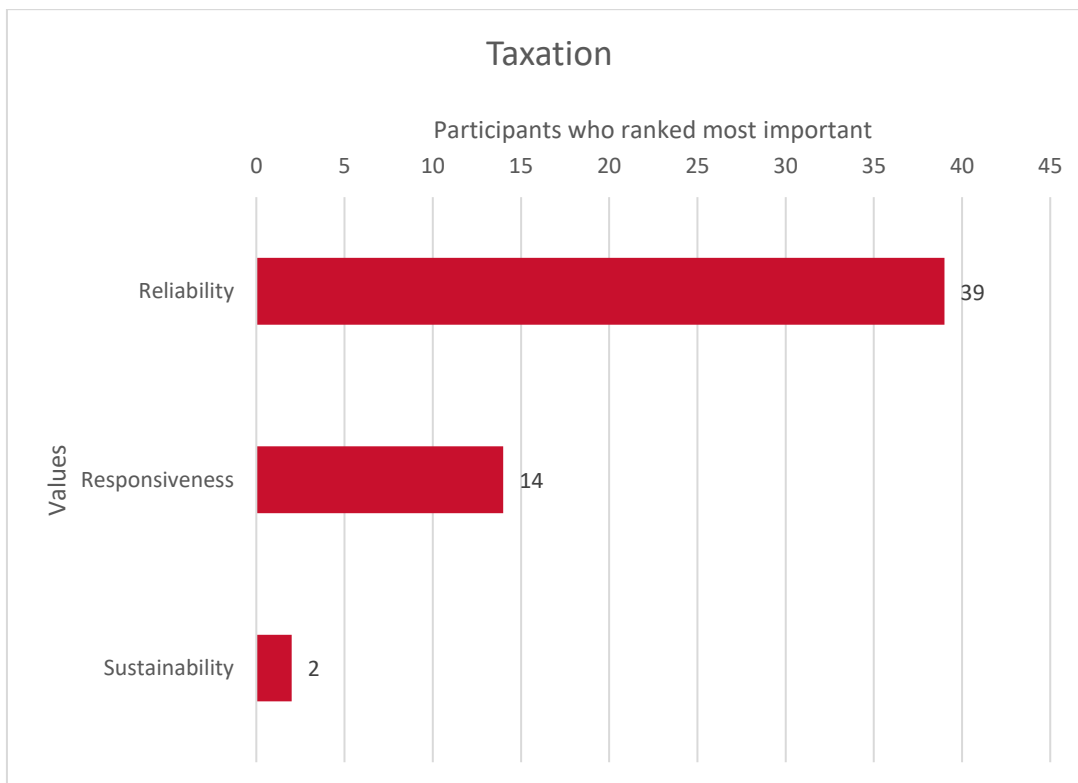
Taxation collects monies from citizens, businesses and other parties to fund the delivery of City services, programs and infrastructure. We ensure property taxes are properly billed and collected, and that customers receive timely and accurate information on property tax matters.

This gives The City certainty about the amount and timing of a significant component of our total revenue. Accurate billing gives you certainty in your expenditures and confidence in The City's ability to deliver value on your investment.

Descriptions of the values you were asked to rank for this service are below:

- Responsiveness: Tax bill inquiries are resolved in a timely manner.
- Reliability: Tax bills are timely and accurate.
- Sustainability: Tax bill payments are received in a timely manner.

The graphic below indicates the number of participants who ranked the values of Taxation as most important.





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Ranking	Value	Average Ranking
1.	Reliability	1.25
2.	Responsiveness	2.14
3.	Sustainability	2.49

The following are the most frequent themes identified regarding why Taxation and its values matter.

- Keep taxes low, in line with inflation and cost of living. Keep Calgary affordable.
- Efficient operations and processes to ensure getting the most value for tax dollars.
- Reallocation of funds. People want a say in how their taxes are spent and an open and transparent review of the processes in place.

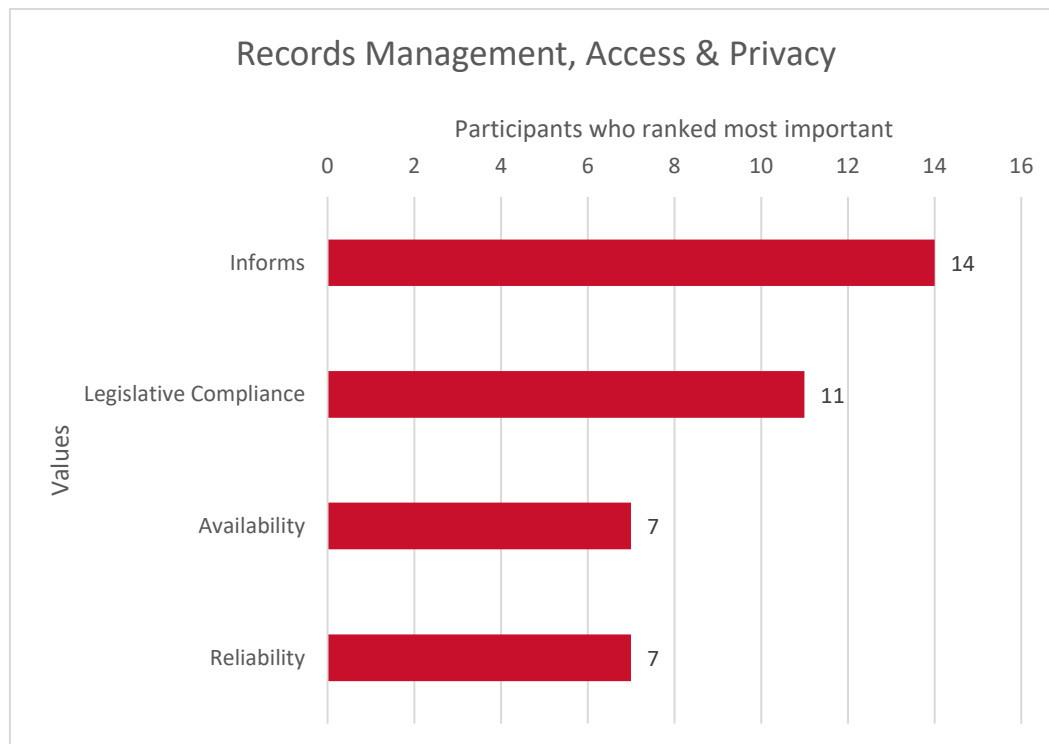
Records Management, Access and Privacy

Records Management, Access and Privacy ensures The City is able to provide, protect, and preserve our records to meet operational, legal, fiscal, and archival requirements. We also balance the public's right to know with an individual's right to privacy.

Descriptions of the values you were asked to rank for this service are below:

- **Legislative Compliance:** Employees comply with the legislation, regulation and policies governing records management, access and privacy.
- **Reliability:** Employees and the public can rely on the expertise of staff in matters of privacy, records and information access.
- **Informs:** The City releases information in accordance with legislation and engages in proactive disclosure where appropriate.
- **Availability:** City employees are able to locate, provide, protect and preserve records in order to meet requirements.

The graphic below indicates the number of participants who ranked the values of Records Management, Access and Privacy as most important.





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Ranking	Value	Average Ranking
1.	Informs	2.14
2.	Legislative Compliance	2.36
3.	Availability	2.50
4.	Reliability	2.61

The following are the most frequent themes identified regarding why Records Management, Access and Privacy and its values matter.

- Assurance that processes are accountable, efficient and trustworthy.
- Access to records ensures transparent government processes.

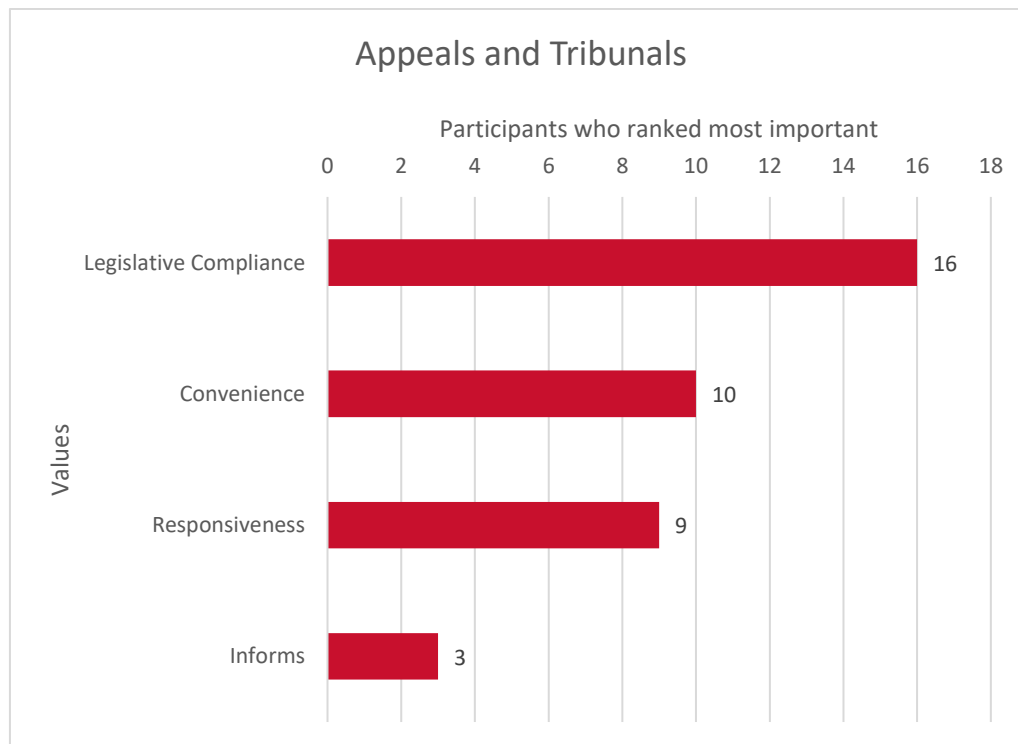
Appeals and Tribunals

Our Services: The Appeals and Tribunals service provides an impartial process for citizens to challenge property and business assessments, decisions of the development and subdivision authorities, and certain other decisions made by The City of Calgary.

Descriptions of the values you were asked to rank for this service are below:

- **Legislative Compliance:** Employees comply with the legislation, regulation and policies governing records management, access and privacy.
- **Reliability:** Employees and the public can rely on the expertise of staff in matters of privacy, records and information access.
- **Informs:** The City releases information in accordance with legislation and engages in proactive disclosure where appropriate.
- **Availability:** City employees are able to locate, provide, protect and preserve records in order to meet requirements.

The graphic below indicates the number of participants who ranked the values of Appeals and Tribunals as most important.





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Ranking	Value	Average Ranking
1.	Legislative Compliance	1.97
2.	Convenience	2.44
3.	Responsiveness	2.48
4.	Informs	2.58

The following are the most frequent themes identified regarding why Appeals and Tribunals and its values matter.

- Ensure that rules are applied in a consistent and fair way.
- Provide more information to raise education and awareness.
- Review process to make it more efficient and transparent.



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Citizen Engagement and Insights

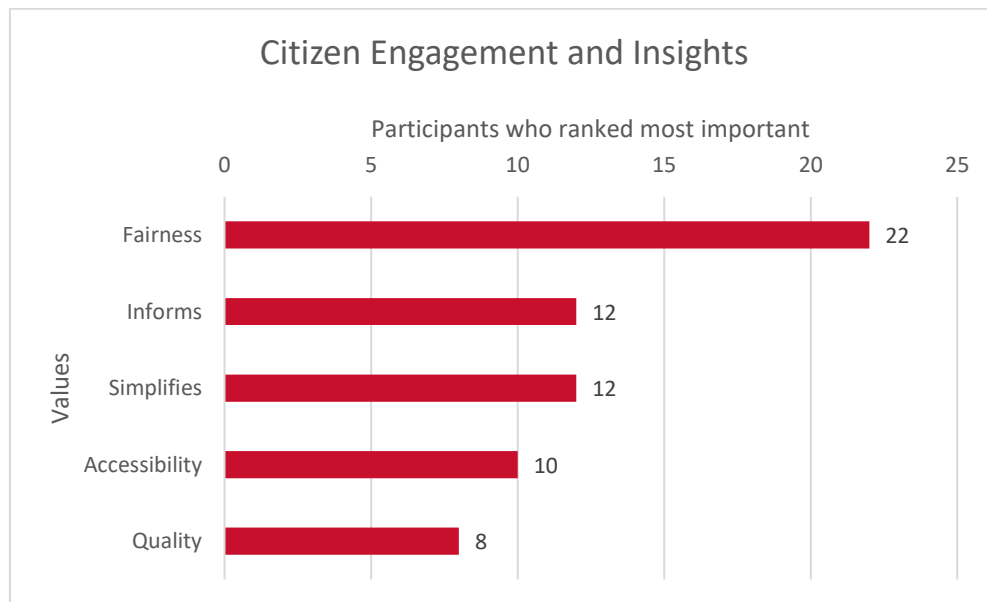
Citizen Engagement and Insights plans and executes safe, fair, and accessible opportunities for you to provide input on City programs and services.

We collect new and existing data and provide insights into your values, assumptions, beliefs and expectations. This data is used to create meaningful and actionable insight that informs City decision-making, policy creation, mitigates risks, identifies opportunities for continuous improvement, and drives accountability and transparency to you.

Descriptions of the values you were asked to rank for this service are below:

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

The graphic below indicates the number of participants who ranked the values of Citizen Engagement and Insights as most important.





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The graphic above is one way to show you the result of what is valued most from engagement. The table below is the ranking based off the average rank (1 to 5: one being the highest rank and five being the lowest rank) from all participants. Sharing the results in a different format helps us improve inclusiveness and understanding.

Ranking	Value	Average Ranking
1.	Fairness	2.33
2.	Informs	2.84
3.	Simplifies	2.92
4.	Accessibility	2.98
5.	Quality	3.00

The following are the most frequent themes identified regarding why Citizen Engagement and Insights and its values matter.

- Review engagement process.
- Improve feedback mechanisms.
- More transparency.



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Quality of Life Result – Calgary is a city of safe and vibrant neighbourhoods.

Calgarians enjoy living, working, creating, and playing in safe neighbourhoods that allow people to gather and connect. Calgarians have convenient access to amenities that meet their daily needs. Calgary is a culturally dynamic city with emphasis and access to arts, culture and recreation throughout the city. People in Calgary value social networks and they help their neighbours when needed.



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Emergency Management and Business Continuity

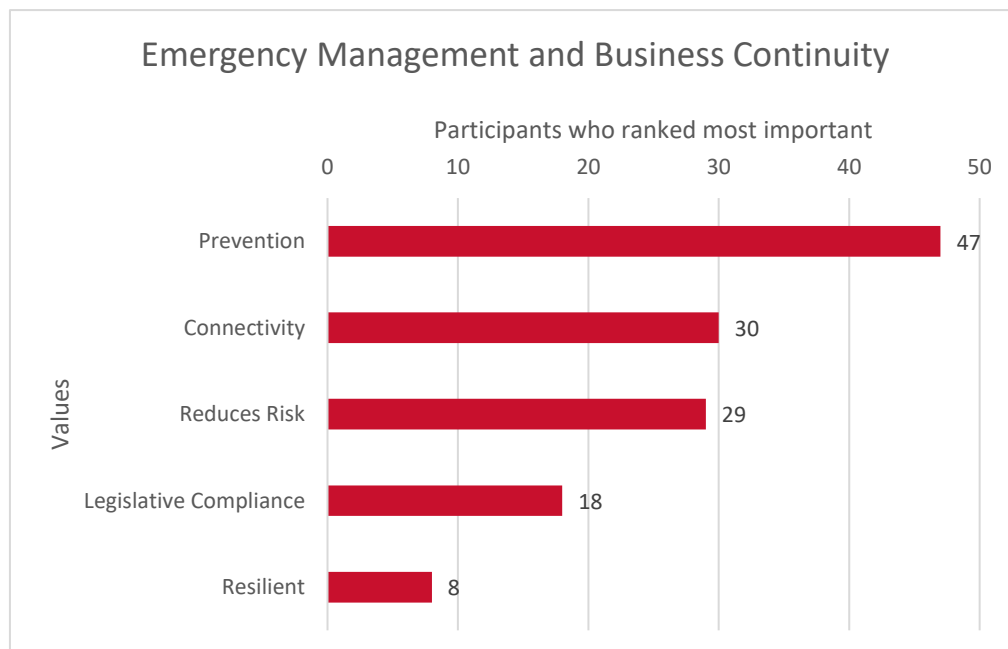
Emergency Management and Business Continuity responds to emergencies that impact Calgary at the municipal level by delivering timely, coordinated information within The City, and businesses, non-profit groups, government agencies, and citizens; in short: we help the city withstand emergencies.

We evaluate and educate on disaster risk, create preparedness networks, coordinate emergency planning and represent public safety. We oversee City business-continuity planning to ensure essential services during and after an emergency, and support regional and national disaster response with Canada Task Force 2, Alberta's disaster response team.

Descriptions of the values you were asked to rank for this service are below:

- **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 quickly bounces back from the effect of major emergencies.
- **Connectivity:** The right people with the right skills and resources help respond to and recover from major emergencies.
- **Legislative Compliance:** The City meets the requirements to have an emergency management agency as set out by the Province of Alberta's Emergency Management Act.

The graphic below indicates the number of participants who ranked the values of Emergency Management and Business Continuity as most important.





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Ranking	Value	Average Ranking
1.	Prevention	2.00
2.	Reduces Risk	2.52
3.	Connectivity	2.67
4.	Resilient	3.45
5.	Legislative Compliance	3.73

The following are the most frequent themes identified regarding why Emergency Management and Business Continuity and its values matter.

Note: this section received duplicate submissions which were not included in the ranking of themes.

- Funding. More funding is needed for emergency services with specific mentions of the Calgary Police Service and the Calgary Fire Department.
- Staffing. More staffing and equipment are needed for emergency services staff to do their jobs properly.
- Education and Awareness. Prevention is seen to be a key factor and positively affects the rest of the four values.



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Bylaw Education and Compliance

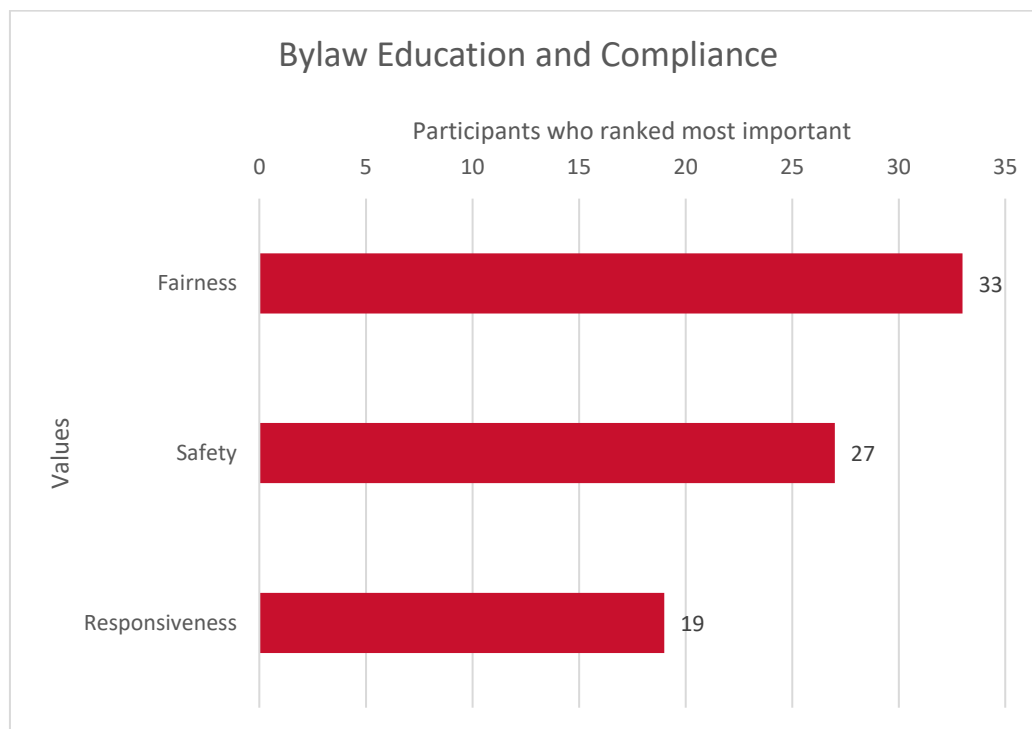
Bylaw Education and Compliance creates and maintains community standards in Calgary to promote healthy and safe communities and help you live in harmony with your neighbours. We enforce municipal bylaws, provincial statutes and provide bylaw education that encourages compliance.

Peace officers actively enforce bylaws and seek to create resolutions between citizens, creating safe communities. We strive for timely resolutions when you encounter issues or concerns with neighbours, communities and weather events.

Descriptions of the values you were asked to rank for this service are below:

- **Responsiveness:** Citizen complaints and bylaw issues are responded to and resolved in a timely manner.
- **Safety:** Citizens feel safe and protected in their communities.
- **Fairness:** Bylaw enforcement service is transparent, fair and consistent, and delivered by competent community peace officers.

The graphic below indicates the number of participants who ranked the values of Bylaw Education and Compliance as most important.





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Ranking	Value	Average Ranking
1.	Safety	1.81
2.	Fairness	1.85
3.	Responsiveness	2.07

The following are the most frequent themes identified regarding why Bylaw Education and Compliance and its values matter.

- More enforcement is needed. There is a perception that existing bylaws are not being enforced. There are not enough resources to allow for it or they choose to do nothing.
- Responsiveness. Stakeholders' concerns include timeliness, and not being able to deal with certain situations (e.g., homeless camps).
- Stakeholders would like to see officers and bylaws enforced in a transparent and equitable process.



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City Planning and Policy

City Planning and Policy plans for the needs of current and future Calgarians. We provide a foundation for land development, community growth, mobility and business activity in Calgary.

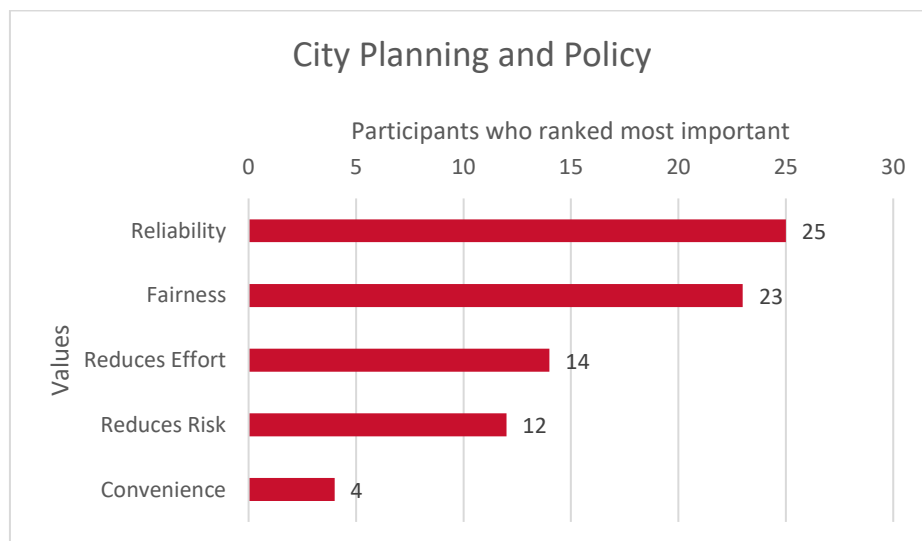
Our plans and policies translate Council and citizen's priorities into tools for the development industry to plan and build communities providing homes and jobs to Calgarians. We collaborate with communities and industry to consider the interests of the various groups and create balanced outcomes.

City Planning & Policy also directly supports the preservation of irreplaceable heritage buildings, improved urban design and sustainability in Calgary.

Descriptions of the values you were asked to rank for this service are below:

- Reliability: Citizens and investors want to know that requirements in plans will be upheld and not abandoned arbitrarily.
- Convenience: Applicants want plans and rules to be easy to find and understand.
- Fairness: All stakeholders want to be fairly represented in plans through participation in engagement events and policy creation.
- Reduces effort: Communities want meaningful engagement, developers want simple processes, Council wants effortless experiences for all.
- Reduces risk: Council wants plans and policies that reduce Calgary's financial risk and the risk of impeding our economic growth.

The graphic below indicates the number of participants who ranked the values of City Planning and Policy as most important.





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Ranking	Value	Average Ranking
1.	Fairness	2.26
2.	Reliability	2.47
3.	Reduces Effort	2.75
4.	Reduces Risk	3.17
5.	Convenience	3.55

The following are the most frequent themes identified regarding why City Planning and Policy and its values matter.

- Stakeholders would like to see more community representation and meaningful engagement.
- More transparency is important in any decision-making and process it involves.
- Specific concerns include but are not limited to the event centre and new development.



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City Cemeteries

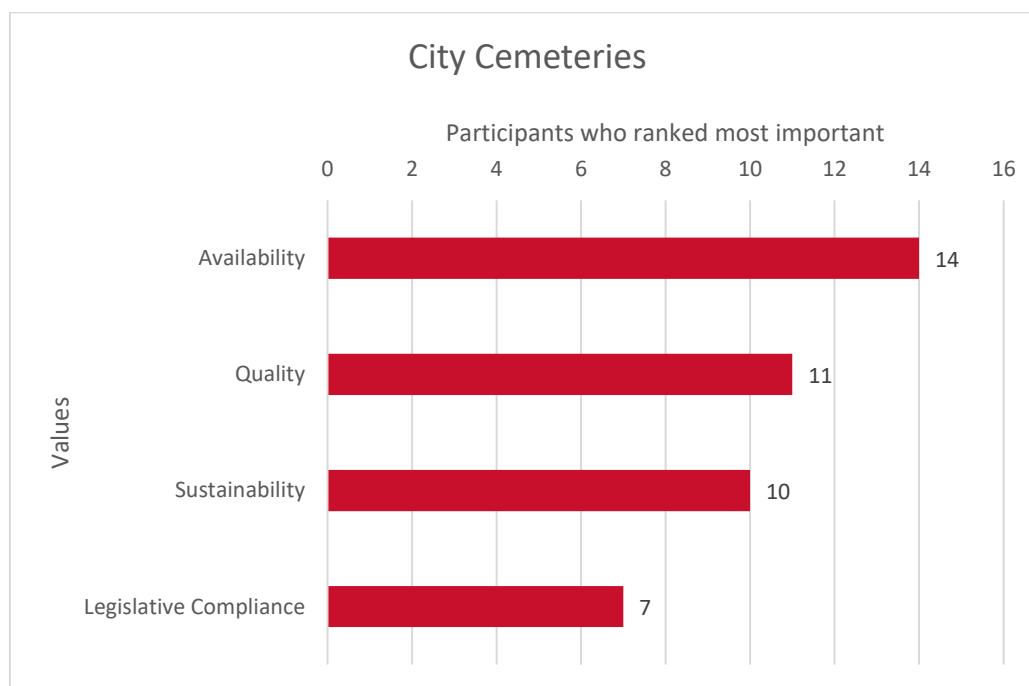
City Cemeteries provides interment (i.e. burials and cremations), maintenance of final resting locations and memorialization products. We also provide almost 100 hectares of historically and culturally significant public space.

The City has one active operating cemetery (Queen's Park), a new cemetery under development (south Calgary) and four historic cemeteries (Union, Burnsland, Chinese and St. Mary's). We have an obligation in perpetuity to Calgarians to maintain cemetery sites.

Descriptions of the values you were asked to rank for this service are below:

- **Quality:** City cemeteries provide a dignified service for the respectful interment and memorialisation of loved ones.
- **Availability:** Access to a range of affordable cemetery space alternatives is a public expectation and public health need.
- **Sustainability:** Cemetery operations are well-managed for long-term feasibility.
- **Legislative Compliance:** The City of Calgary provides cemetery services in compliance with the provincial Cemeteries Act.

The graphic below indicates the number of participants who ranked the values of City Cemeteries as most important.





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Ranking	Value	Average Ranking
1.	Sustainability	2.11
2.	Quality	2.15
3.	Availability	2.16
4.	Legislative Compliance	3.15

The following are the most frequent themes identified regarding why City Cemeteries and its values matter.

- Better stewardship and maintenance of cemeteries.
- Innovation with other burial services/options to better serve the environment.



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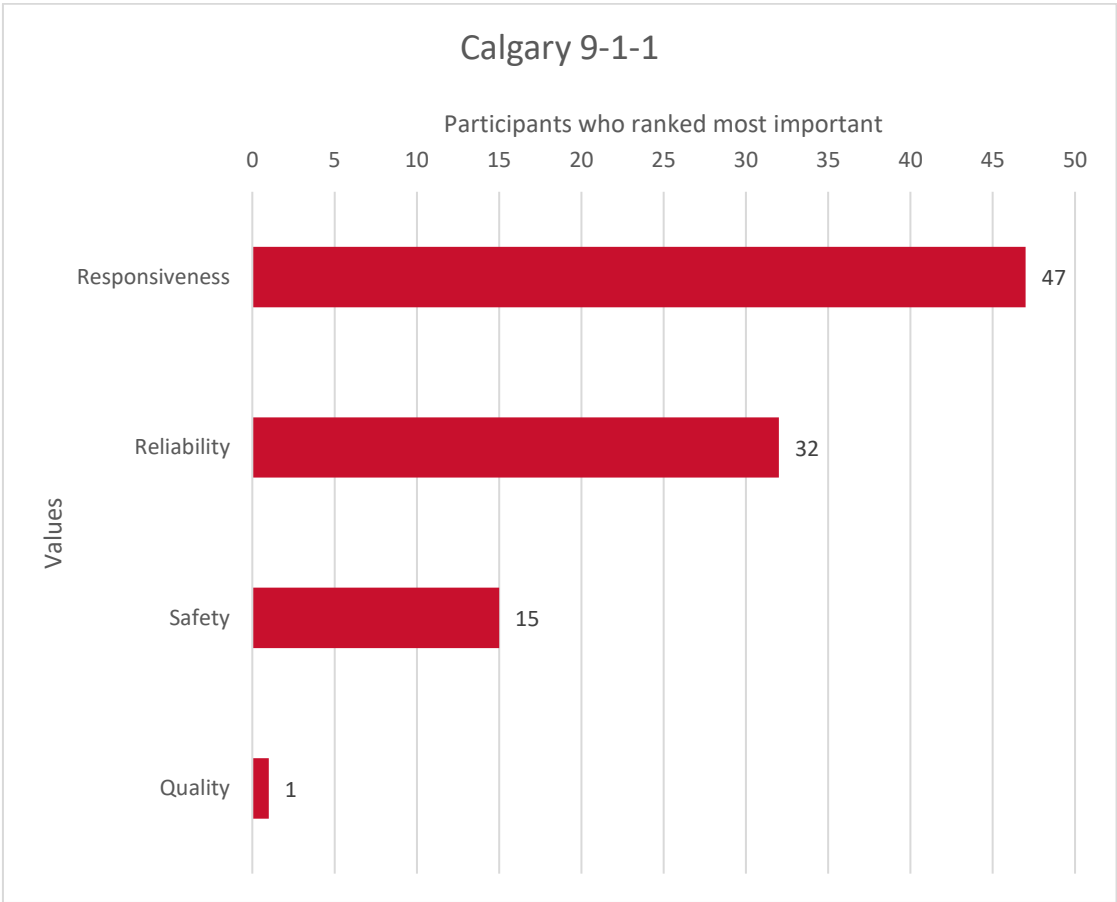
Calgary 9-1-1

Calgary 9-1-1 connects you with emergency services when you require them by evaluating and dispatching 9-1-1 and non-emergency calls from within Calgary and for client agencies located outside of Calgary.

Descriptions of the values you were asked to rank for this service are below:

- Reliability: Citizens can depend on 9-1-1 in their time of need.
- Responsiveness: 9-1-1 calls are answered quickly and first responders are notified in a timely manner.
- Quality: Courteous and professional support is provided.
- Safety: Appropriate response is identified and accurate information is provided to first responders.

The graphic below indicates the number of participants who ranked the values of Calgary 9-1-1 as most important.





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Ranking	Value	Average Ranking
1.	Responsiveness	1.62
2.	Reliability	1.98
3.	Safety	2.56
4.	Quality	3.69

The following are the most frequent themes identified regarding why Calgary 9-1-1 and its values matter.

- Trust. Provide effective responsiveness and maintain reliability throughout the city.
- Centralization of services and provincial interference. Stakeholders want The City to be responsible for all emergency services.
- Public education and awareness is important so they know when to use 9-1-1 or when it's appropriate to call another service (e.g., 3-1-1, CPS non-emergency line, DOAP, etc.)



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Fire and Emergency Response

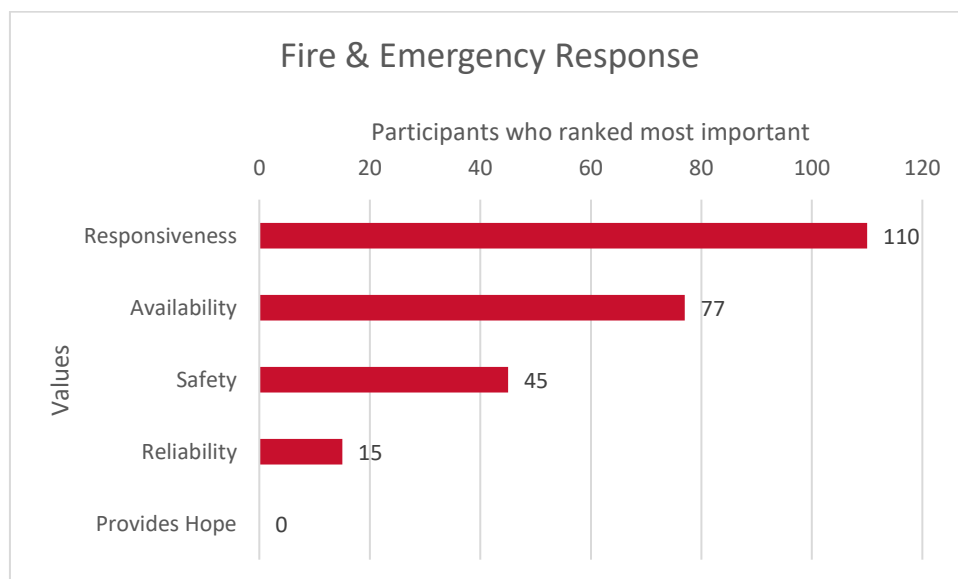
Fire and Emergency Response addresses public safety and medical risks. We protect and reduce damage to property and the environment. We contribute to safe communities and adapt to ever-changing needs and risks, serviced by 41 fire stations, over 1,200 firefighters, and providing life-saving emergency assistance to 1.2 million Calgarians and visitors across 848 square kilometres.

We handle fire and fire-related incidents, critical medical interventions, motor vehicle collisions, hazardous conditions, specialized technical rescues (water/aviation), calls for public service assistance, and fire prevention activities.

Descriptions of the values you were asked to rank for this service are below:

- Responsiveness: We will respond to your call for service promptly.
- Availability: We will be ready with the right equipment, staffed by competent, polite and caring people.
- Reliability: Effective incident response program, plans and incident command system are in place to manage all-hazard incidents.
- Provides Hope: We will stay with you until we have done everything we can to help with your emergency
- Safety: We will do everything we can to keep you and your family safe, and feel safe, both inside and beyond your home.

The graphic below indicates the number of participants who ranked the values of Fire and Emergency Response as most important.





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Ranking	Value	Average Ranking
1.	Responsiveness	1.80
2.	Availability	1.95
3.	Reliability	3.18
4.	Safety	3.19
5.	Provides Hope	4.48

The following are the most frequent themes identified regarding why Fire and Emergency Response and its values matter.

- Ensure the most effective response times are met and maintain reliability standards.
- Provide sufficient resources and emergency responder staff to ensure public safety.



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Fire Inspection and Enforcement

Fire Inspection and Enforcement provides fire inspections of commercial, industrial and assembly structures, fire-code consultation, and related technical services to enhance public safety, compliance with legislation, minimize fire-related risks, and protect lives, property and the environment.

We also inspect all fires in accordance with the Safety Codes Act to identify trends, code changes and product recalls. We conduct reviews and inspect buildings to ensure that they meet codes, standards, and regulations, and address citizen concerns in non-residential buildings, investigate fire-related incidents and provide technical services.

Descriptions of the values you were asked to rank for this service are below:

- **Prevention:** We will help you reduce the chance of fires and other life safety incidents from happening both inside and beyond your home and your property.
- **Reduces risk:** We will do everything we can to keep you and your family safe, and feel safe, both inside and beyond your home.
- **Informs:** We will provide you with the information you need so that you are aware of fire and life safety risks that may affect you, your family and your property.
- **Legislative Compliance:** We will help ensure that your occupancy complies with Fire Safety Codes and Standards.

The graphic below indicates the number of participants who ranked the values of Fire Inspection and Enforcement as most important.





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Ranking	Value	Average Ranking
1.	Prevention	1.81
2.	Legislative Compliance	2.55
3.	Reduces Risk	2.57
4.	Informs	2.89

The following are the most frequent themes identified regarding why Fire Inspection and Enforcement and its values matter.

- Education and awareness programs are important for prevention.
- Provide sufficient resources and emergency responder staff to ensure public safety.



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Fire Safety Education

Fire Safety Education delivers fire and life safety prevention, and community risk-reduction education to increase awareness with citizens, businesses and institutions to prevent fire and reduce risks to citizens, damage to property and the environment.

Descriptions of the values you were asked to rank for this service are below:

- **Prevention:** We will help you reduce the chance of fires and other life safety incidents from happening both inside and beyond your home and your property.
- **Reduces risk:** We will do everything we can to keep you and your family safe, and feel safe, both inside and beyond your home.
- **Informs:** We will provide you with the information you need so that you are aware of fire and life safety risks that may affect you, your family and your property.
- **Legislative Compliance:** We will help ensure that your occupancy complies with Fire Safety Codes and Standards.

The graphic below indicates the number of participants who ranked the values of Fire Safety Education as most important.





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Ranking	Value	Average Ranking
1.	Prevention	1.92
2.	Informs	2.40
3.	Reduces Risk	2.58
4.	Legislative Compliance	2.85

The following are the most frequent themes identified regarding why Fire Safety Education and its values matter.

- Education and awareness programs are important to prevention.
- Provide sufficient resources and emergency responder staff to ensure public safety.

Development Approvals

Development Approvals works with citizens, communities and customers to plan and enable building a great city for all Calgarians, through facilitating development in our city. We guide our customers through all regulatory requirements for land development projects while balancing customer, citizen, and community needs.

Approvals for all new land developments and redevelopment in Calgary ensure that communities continue to be prosperous and vibrant, providing Calgarians with new homes, businesses, institutions and amenities that make Calgary a great place to make a living and a great place to make a life.

Descriptions of the values you were asked to rank for this service are below:

- **Legislative Compliance:** Various governing legislation, bylaws and policy are adhered to.
- **Responsiveness:** Commitments made to customers around timelines are met.
- **Quality:** Decisions are based on a competent analysis of all contributing factors and developments result in a positive community impact.
- **Convenience:** Customers and stakeholders have convenient options to access information, understand the process and make an application.
- **Fairness:** Decisions are made without bias or preconception.

The graphic below indicates the number of participants who ranked the values of Development Approvals as most important.





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Ranking	Value	Average Ranking
1.	Fairness	2.10
2.	Quality	2.14
3.	Legislative Compliance	3.07
4.	Convenience	3.53
5.	Responsiveness	3.59

The following are the most frequent themes identified regarding why Development Approvals and its values matter.

- Ensure that rules and standards for development approvals are applied in a consistent, fair and transparent way.
- Listen to Calgarians in a meaningful way to gain understanding on how to balance between development opportunities and community priorities and preferences.



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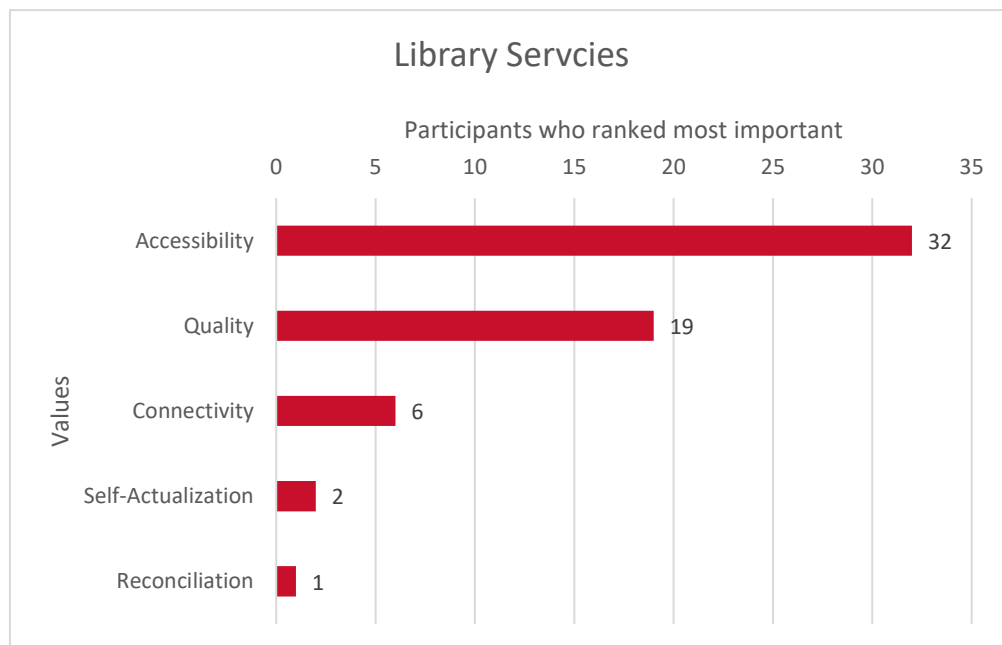
Library Services

The Calgary Public Library empowers our communities by connecting Calgarians to ideas, experiences, and inspiration. Calgary's libraries are community hubs that promote learning, discussion, invention, and action. We want to help create a sense of belonging, empowerment in civic decision-making, an ability to empathize with others, personal meaning, capacity and connectedness, and a positive, enthusiastic and hopeful outlook on the future.

Descriptions of the values you were asked to rank for this service are below:

- **Accessibility:** Reduce financial, social, geographic and physical barriers that affect access to library services and programs.
- **Connectivity:** Connect customer groups with others, their community, or to other resources and services they may need.
- **Quality:** Provide high-quality library programs and services that are timely and relevant to customer groups.
- **Reconciliation:** Library programs and services include a shared understanding between Indigenous and non-Indigenous customer groups.
- **Self-Actualization:** Providing library programs and services that create a sense of personal accomplishment or improvement.

The graphic below indicates the number of participants who ranked the values of Library Services as most important.





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Ranking	Value	Average Ranking
1.	Accessibility	1.70
2.	Quality	2.24
3.	Connectivity	2.98
4.	Reconciliation	3.85
5.	Self-Actualization	3.88

The following are the most frequent themes identified regarding why Library Services and its values matter.

- Libraries should be accessible and inclusive for all Calgarians.
- Quality will attract more users and provide a sense of belonging for all Calgarians.
- Ensure libraries are cost-effective and operations are efficient.

Pet Ownership and Licensing

Pet Ownership and Licensing provides you education on responsible pet ownership and regulation under the Responsible Pet Ownership Bylaw. Our pet licensing and shelter services for dogs and cats help lost animals to be found and reunited with owners or adopted into new homes.

We offer no fee spay/neuter services to qualified low-income pet owners as part of the Fair Entry program and helps reduce unwanted litters of animals. Peace officers help citizens and improve safety by handling animal complaints/concerns.

Descriptions of the values you were asked to rank for this service are below:

- **Safety:** Citizens feel that cats, dogs, owners and neighbours live together in safety and harmony.
- **Responsiveness:** Citizen complaints and responsible pet ownership issues are responded to and resolved in a timely manner.
- **Fairness:** Bylaw enforcement service is transparent, fair and consistent, and delivered by competent animal control officers.
- **Quality:** Customers receive licensing service that satisfy their needs.
- **Prevention:** Citizens understand Responsible Pet Ownership Bylaw standards and the importance of being a responsible pet owner.

The graphic below indicates the number of participants who ranked the values of Pet Ownership and Licensing as most important.





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Ranking	Value	Average Ranking
1.	Fairness	2.49
2.	Prevention	2.54
3.	Safety	2.58
4.	Responsiveness	3.09
5.	Quality	3.76

The following are the most frequent themes identified regarding why Pet Ownership and Licensing and its values matter.

- Compliance and enforcement are important to ensure all Calgarians are safe.
- Provide more programs to raise education and awareness, which is important for prevention.



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Police Services

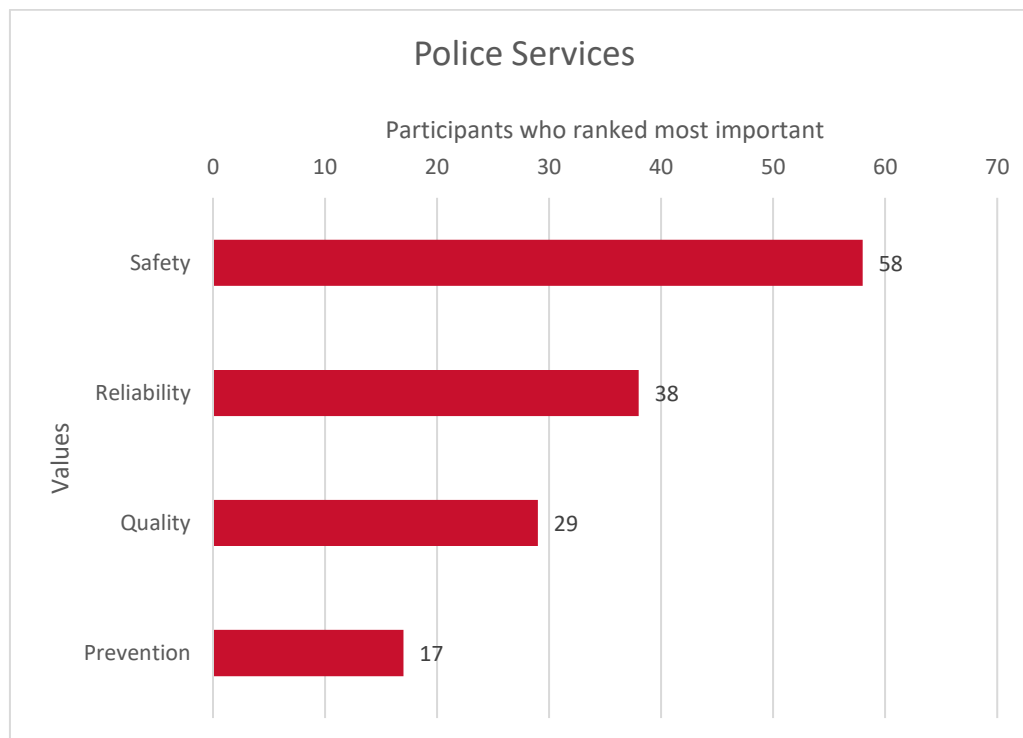
Police Services works to create a community that is safe, diverse, inclusive and inspired. We partner with communities, providing crime prevention and education initiatives, early intervention programs, law enforcement and criminal investigations.

We directly address the safety concerns of citizens and visitors, give programs to prevent and reduce crime and victimization, provide quality criminal investigations, and ensure public safety for all through the delivery of our professional service.

Descriptions of the values you were asked to rank for this service are below:

- Safety: Citizens feel safe in their communities and on the roads.
- Prevention: Assist the community to identify and address the root causes of crime and disorder.
- Reliability: Calls for service are responded to in a timely matter.
- Quality: Be professional in all our citizen interactions and in the execution of our duties.

The graphic below indicates the number of participants who ranked the values of Police Services as most important.





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Ranking	Value	Average Ranking
1.	Safety	2.06
2.	Reliability	2.12
3.	Quality	2.76
4.	Prevention	2.82

The following are the most frequent themes identified regarding why Police Services and its values matter.

- Ensure police officers have sufficient training in mental health and addictions.
- Provide more focus on community presence and reputation through strengthening connections in communities in all areas of the city.
- Ensure the police are accountable for their budget, and it is used with highest effectiveness and efficiency.



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Quality of Life Result – Calgary has a sustainable natural environment.

People in Calgary value the natural environment and its role in human and societal health. Calgary has healthy ecosystems and is resilient to a changing climate. Calgarians are responsible stewards of air, land, and water and are engaged in the preservation of the environment for future generations.



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Environmental Management

Environmental Management provides City-wide leadership and support to manage environmental issues, risks, opportunities and trends associated with the delivery of public services.

We use science-based analysis and cost-effective solutions to manage energy and climate change risks including: severe weather impacts on infrastructure, people and nature; greenhouse gas reductions; and energy management. We also provide expertise in identifying, assessing and managing contaminated City lands to ensure the safety of citizens and workers.

Descriptions of the values you were asked to rank for this service are below:

- **Environmental:** We help to conserve, protect and enhance the environment.
- **Legislative Compliance:** We help The City comply with municipal, provincial and federal environmental legislation.
- **Reduces risk:** We work to reduce risks related to impacts on the environment, The City, citizens and ICI sector.
- **Resilient:** We help The City and citizens to adapt and grow no matter what environmental chronic stresses and acute shocks occur.
- **Quality:** We deliver consistent, high quality environmental management solutions in alignment with customer needs.

The graphic below indicates the number of participants who ranked the values of Environment Management as most important.





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Ranking	Value	Average Ranking
1.	Environmental	1.73
2.	Reduces Risk	2.84
3.	Quality	2.88
4.	Resilient	3.21
5.	Legislative Compliance	3.70

The following are the most frequent themes identified regarding why Environment Management and its values matter.

- People want a clean city and a healthy environment. They state that this is important for both mental and physical health. It also makes us more attractive to tourism and business development.
- Stakeholders want better management of The City's owned land and parks. This includes, but is not limited to: communities adopting parks, less mowing, and a focus on a sustainable water supply.
- While more people believe there is a climate change emergency and want actionable items, there are those who do not and would like more focus on the oil and gas sector.

Parks and Open Spaces

Parks plans, builds, maintains and stewards an accessible parks system. We conserve and promote biodiverse ecosystems and cultural landscapes to give Calgarians nature in our city with safe, inclusive, social and active opportunities.

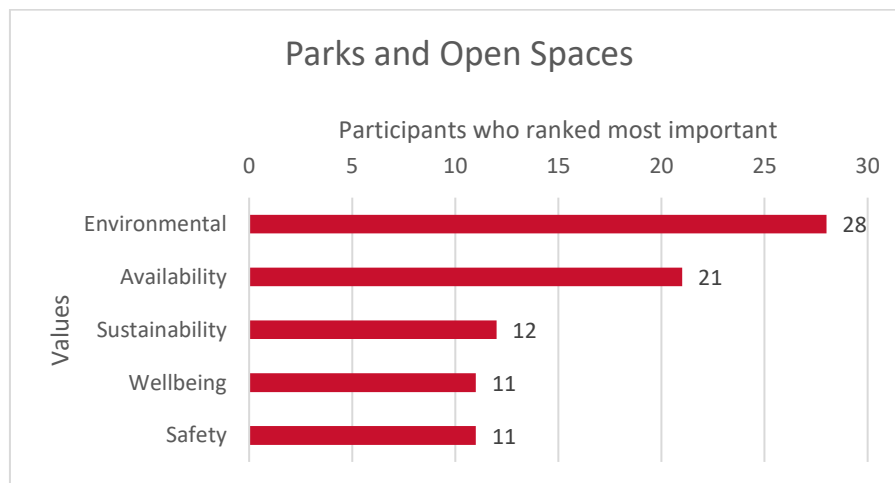
We have regional and neighbourhood parks and river valleys with playgrounds, picnic sites, spray parks, outdoor skating, toboggan hills, off-leash areas and year-round activities.

We support park volunteers and deliver environmental education programs. Parks also has neighbourhood sport opportunities that include soccer, baseball, cricket, tennis, basketball and skateboarding.

Descriptions of the values you were asked to rank for this service are below:

- Wellbeing: Year-round opportunities for social interaction, community vitality, nature appreciation and leisure activities.
- Availability: Neighbourhood parks are readily accessible to all communities.
- Safety: Parks and open spaces are safe.
- Sustainability: Our natural environment is conserved through stewardship, planning and management contributing to urban resilience.
- Environmental: We recognize that healthy ecosystems are essential to our personal, community, and economic well-being.

The graphic below indicates the number of participants who ranked the values of Parks and Open Spaces as most important.





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The graphic above is one way to show you the result of what is valued most from engagement. The table below is the ranking based off the average rank (1 to 5: one being the highest rank and five being the lowest rank) from all participants. Sharing the results in a different format helps us improve inclusiveness and understanding.

Ranking	Value	Average Ranking
1.	Environmental	2.46
2.	Availability	2.60
3.	Sustainability	2.77
4.	Safety	3.23
5.	Wellbeing	3.25

The following are the most frequent themes identified regarding why Parks and Open Spaces and its values matter.

- Stakeholders want more access to parks and green spaces. They want more neighbourhood parks and less selling of existing green spaces (e.g., ball diamonds).
- A healthy city results in healthy lives. Stakeholders state that our green spaces improve our communities, our families, and mental and physiological health.
- Maintenance of green spaces is also seen to be essential to our communities. This includes but is not limited to: the mowing of grass, the proliferation of weeds and invasive plants, and dying trees and bushes.



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Stormwater Management

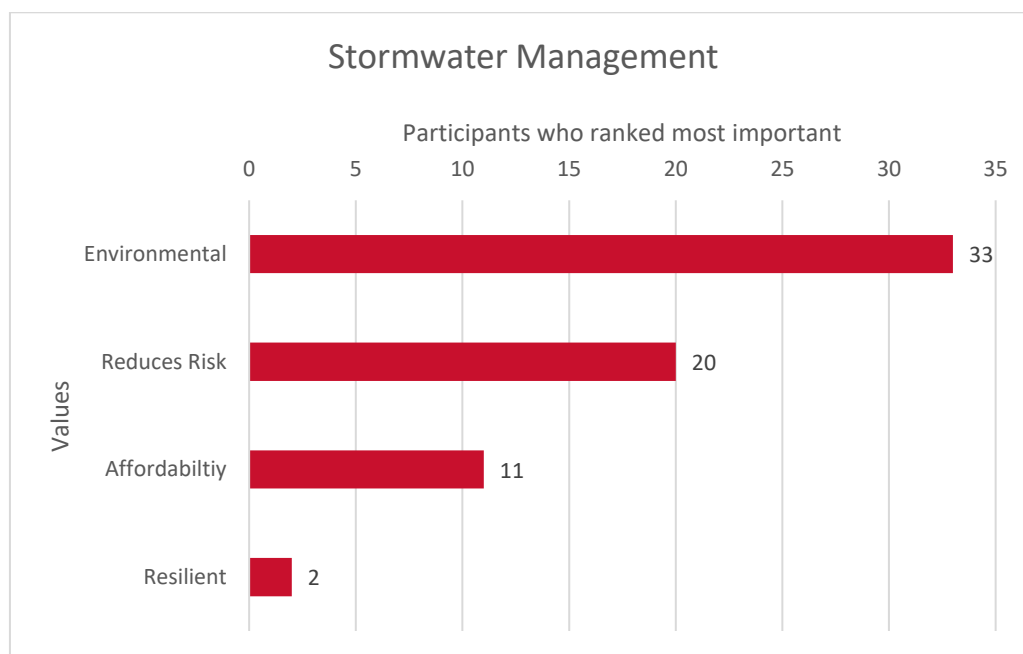
Stormwater management helps protect property from flooding and ensures healthy watersheds. We collect and manage water from rain or snow & ice melt and move it to the nearest river or creek through storm drains, pipes and ponds.

We prepare Calgarians for flooding and work with the community and other orders of government. Stormwater Management monitors the river to determine water quality and quantity, assess river bank health and works with land use and development to avoid issues that impact our water quality and flood risk.

Descriptions of the values you were asked to rank for this service are below:

- **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 urban activities and development.
- **Affordability:** The City provides quality stormwater management services that are cost-efficient.

The graphic below indicates the number of participants who ranked the values of Stormwater Management as most important.





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Ranking	Value	Average Ranking
1.	Environmental	1.93
2.	Reduces Risk	2.15
3.	Resilient	2.71
4.	Affordability	2.81

The following are the most frequent themes identified regarding why Stormwater Management and its values matter.

- Stakeholders are concerned about flooding, with specific mentions of flood plains, non-permeable surfaces, and local flooding in roadways.
- They want planning and development to incorporate preventive measures and to be cognizant of building on flood plains.
- Stakeholders want to see a higher investment in environmental management, including but not limited to: more green infrastructure, reallocation of stormwater to parkland, and the re-naturalization of historic waterways.



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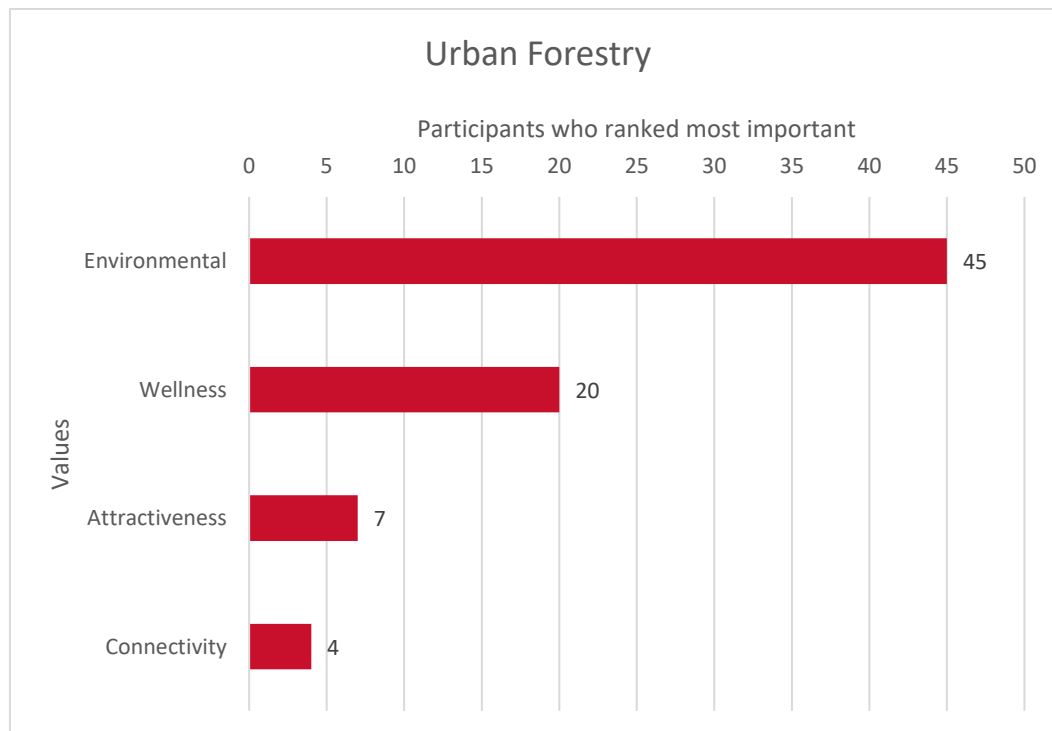
Urban Forestry

Urban Forestry manages Calgary's public trees in our parks and on our streets. Trees provide numerous benefits to our city, including improving air quality, reducing stormwater runoff, providing shade and cooling, wildlife habitats, increasing property values and creating stress-reducing environments for citizens. We plant, prune, maintain, and protect thousands of public trees and promote tree stewardship to citizens.

Descriptions of the values you were asked to rank for this service are below:

- **Environmental:** The urban forest contributes to Calgary's biodiversity and long-term environmental well-being.
- **Wellness:** Trees provide stress-reducing natural spaces, which have been shown to improve health and wellness.
- **Attractiveness:** Well-treed communities demonstrate increased property values and aesthetics.
- **Connectivity:** Trees enhance walkability through shade and by providing a multi-sensory user experience.

The graphic below indicates the number of participants who ranked the values of Urban Forestry as most important.





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Ranking	Value	Average Ranking
1.	Environmental	1.75
2.	Wellness	2.15
3.	Connectivity	2.82
4.	Attractiveness	2.99

The following are the most frequent themes identified regarding why Urban Forestry and its values matter.

- Planting more trees, biodiversity and urban canopies were all stated as being an essential part of our community. There were mentions of mental health and healing as well.
- Impacts on the environment due to climate change. Stakeholders want impacts to be minimized on the environment and take mitigating steps to reverse existing damage and prevent further harm.
- Stakeholders want better maintenance and long-term strategies.



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Waste and Recycling

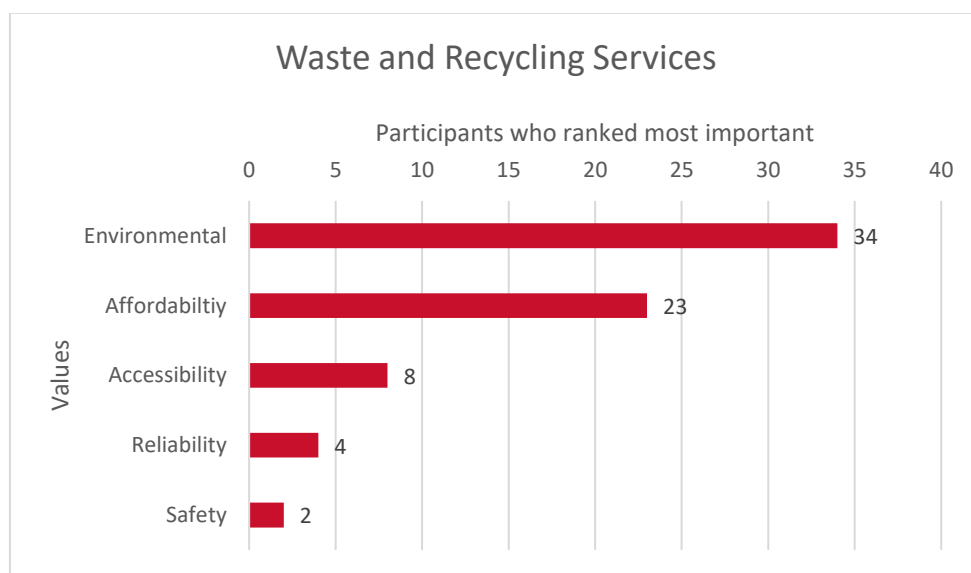
Waste and Recycling collects waste, manages landfills and operates waste diversion programs and facilities for waste generators and haulers in our city and the region. We enable you to reduce and remove waste safely from your homes, businesses and communities to protect public health and the environment.

We work collaboratively with you to lead Calgary toward zero waste while achieving the Council approved target of 70 per cent diversion across all sectors by 2025. We also provide waste management at city festivals and events.

Descriptions of the values you were asked to rank for this service are below:

- **Environmental:** Calgarians act on waste reduction and diversion. We meet all regulations to protect health, safety and the environment.
- **Affordability:** Rates and user fees are transparent and fair.
- **Accessibility:** I can find the information I need to properly dispose of garbage, recyclables, food, yard and household hazardous waste.
- **Reliability:** Schedules for services and access to facilities is reliable and my questions are answered in a timely manner.
- **Safety:** All waste & recycling activities are performed safely. Everyone is safe at City work sites and facilities.

The graphic below indicates the number of participants who ranked the values of Waste and Recycling Services as most important.





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Ranking	Value	Average Ranking
1.	Environmental	2.14
2.	Affordability	2.64
3.	Reliability	3.00
4.	Accessibility	3.10
5.	Safety	3.56

The following are the most frequent themes identified regarding why Waste and Recycling Services and its values matter.

- Review the process. Mentions include but are limited to: green cart collection in the winter, having people sort their own recyclables, and the privatization of service.
- Cut costs. Feedback indicates that many think the costs of the program are too high and should be re-evaluated. Services could be contracted out or assessed on an individual basis rather than the collective.
- Compost and recycling. Stakeholders would like to see more recycling services such as a plastic incinerator. They want to be able to recycle Styrofoam and compostable plastics.

Wastewater Collection and Treatment

Wastewater Collection and Treatment collects water from toilets, sinks and drains, treats it, and returns it to the river. We protect public health and our rivers by ensuring the necessary investments are made in treatment plants, pipes and people to keep pace with the needs of a growing population.

Descriptions of the values you were asked to rank for this service are below:

- **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 and public health.
- **Responsiveness:** The City responds quickly to a sanitary sewer backup in homes, businesses and the community.
- **Quality:** The City protects public health for Calgarians and other river users through wastewater treatment.
- **Affordability:** The City provides quality wastewater services that are cost-efficient.

The graphic below indicates the number of participants who ranked the values of Wastewater Collection and Treatment as most important.





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Ranking	Value	Average Ranking
1.	Environmental	2.30
2.	Reliability	2.73
3.	Quality	2.87
4.	Affordability	3.22
5.	Responsiveness	3.34

The following are the most frequent themes identified regarding why Wastewater Collection and Treatment and its values matter.

- Review cost and efficiency of wastewater collection and treatment.
- Stakeholders want more transparency on the fees, with specific comments about administrative fees. There are also mentions of contracting services and reduction of transmission costs.
- Promote conservation, reuse and recycling to protect the environment and our health.



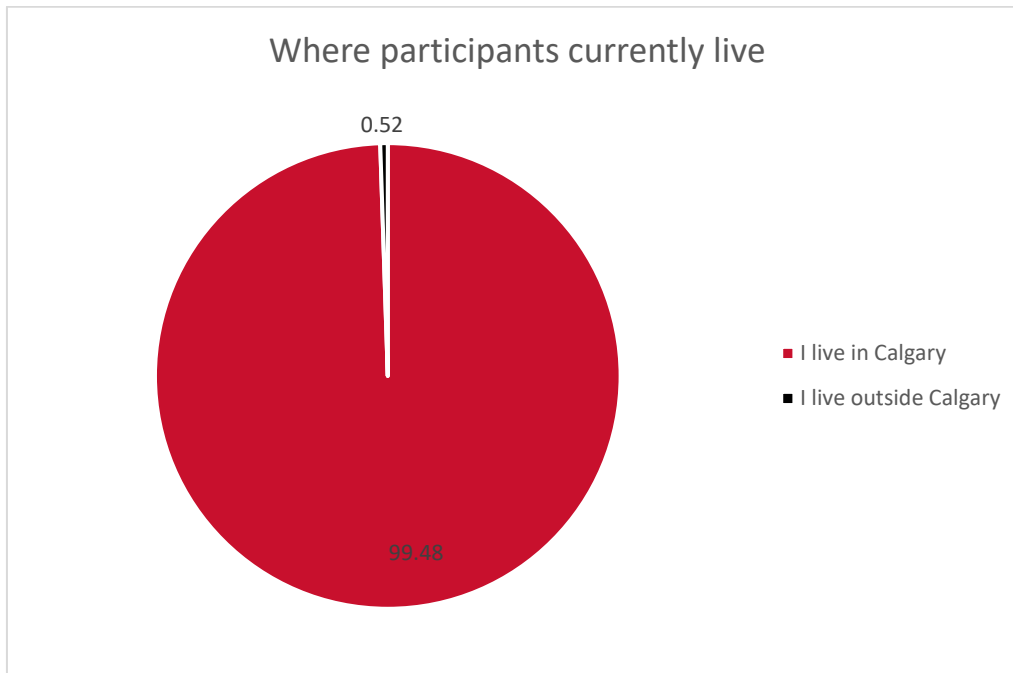
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User Fees

Question 1.



Question 2. If you paid more in fees for services like water, transit or recreation, but Calgarians pay less through property tax, how would that impact your quality of life?

Most Frequent Themes	Sample Quotes
Lower income Calgarians would be negatively impacted because they may have less money for other necessities and ultimately use less services.	<p>“Won’t those fees simply hurt the lower income people who likely don’t even pay property tax”</p> <p>“I would have a tighter budget: since I am not a property owner, there would be no perceived benefit to me as I would not be saving any money-only spending more for the public services that I depend on”</p>
Calgarians would be impacted positively because they would save money on property tax and not share costs for what they don’t use.	<p>“This would improve my quality of life, since I would pay for what I am using when I use it, not what others are using”</p> <p>“It would allow me to have more control over where my money goes”</p>

Question 3. If you paid less in fees for services like water, transit or recreation, but Calgarians pay more through property tax, how would that impact your quality of life?

Most Frequent Themes	Sample Quotes
There would be a negative impact of higher property tax, including the ability to afford to own property and to share in the costs of services not used.	<p>"Added stress. Decreased quality of life as would increase amount paid for services I don't use"</p> <p>"if I want to use a service then I will pay for it, but for me to pay for services I will never use, is lacking in common sense. Pay as you go lower my taxes"</p>
Calgarians would be impacted positively because it would lower the costs of services and some services would be more accessible and attract users.	<p>"Positive impact. Would use transit more and try more recreation"</p> <p>"Things are more accessible for the people who can't afford them"</p> <p>"This would encourage use of public spaces and services"</p>

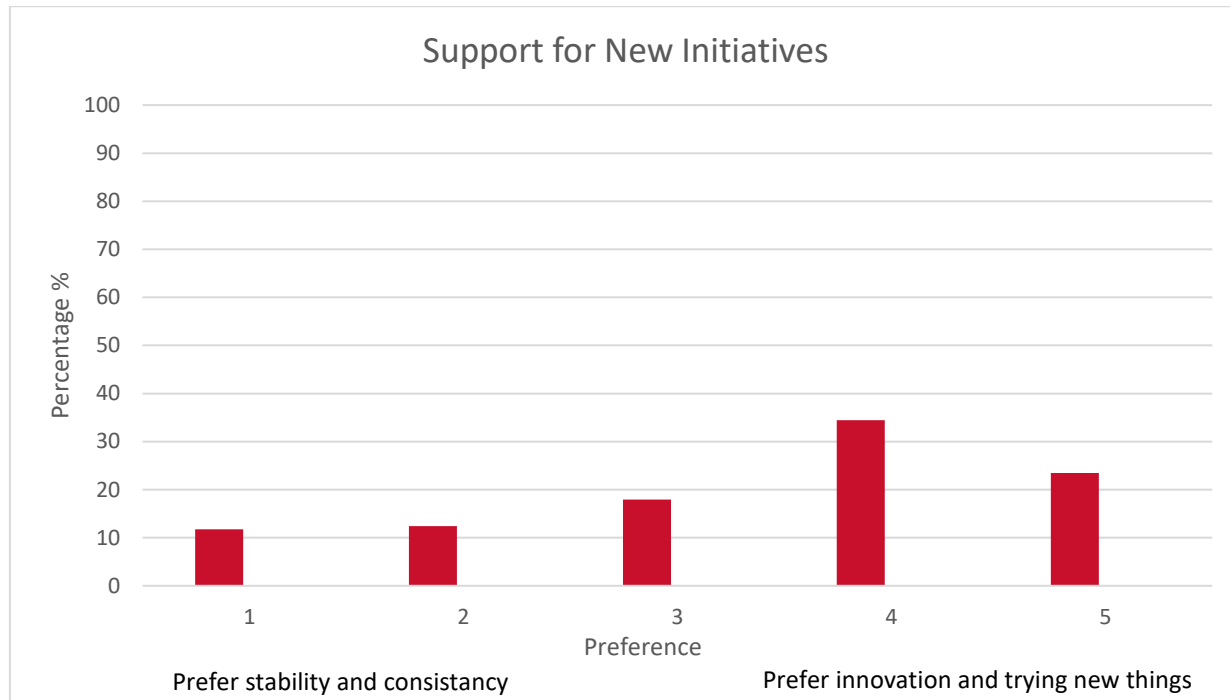
Question 4. In thinking of all Calgarians and visitors to Calgary, what else should we consider when setting user fees?

Most Frequent Themes	Sample Quotes
Ensure there is service equity and affordability for lower-income Calgarians is important.	<p>"Making sure our population with fewer financial resources still have easy access to things like transit and recreation. It benefits our entire community"</p> <p>"The city needs to take into consideration that higher fees restrict access to lower income citizens"</p> <p>"Affordability - Calgary and its amenities shouldn't just be for the rich"</p>
Consider a higher user fee for visitors.	<p>"User fees for non-local users should be higher than for locals. Do not need to be significantly so, but transit and recreational fees for tourists and visitors should be a net gain to the city without being prohibitive to visit"</p> <p>"There should be a discount for people who have a Calgary address"</p> <p>"If the service pertaining to the fee is subsidized by taxes, out-of-towners should pay more"</p>
Preference to not increase taxes or user fees and to reduce costs.	<p>"Consider reducing your own overhead and costs so there are no fees or tax increases"</p> <p>"Are user fees really required or can the City scale back some of the programs it offers to free up revenue to prevent an increase of user fees"</p> <p>"Reduce expenses rather than look at ways to continue to increase revenue"</p>

Appetite for Risk

Question 1.

Overall, how supportive are you of The City of Calgary trying new initiatives?



Question 2.

Can you provide an example of where we should focus on trying new initiatives?

The following are the most frequent themes identified with examples to focus on trying new initiatives (see the verbatim section for a complete list of examples and feedback).

1. Public Transportation
2. Land Use, Planning and Development Issues
3. Environmental Impact
4. Social Programs for Low Income
5. Communications and Engagement
6. Parks and Playgrounds



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