

Citizen Engagement & Insights

Led by: Director of Customer Service & Communications

Description

Citizen Engagement & Insights (CEI) plans and executes safe, fair, and accessible opportunities for Calgarians to give input (in-person, phone, and digital channels) on City programs, services, and overall quality of life in Calgary. We integrate multiple sources to provide insights on participant values, assumptions, beliefs, and expectations. This data is used to create meaningful and actionable insight to inform City decision-making, policy creation, mitigate risks, identify opportunities for continuous improvement, and drive accountability and transparency for Calgarians.

Value and benefits

Through research and engagement, Calgarians are given the opportunity to give meaningful input in City decisions that affect their quality of life. This service provides Administration, Council, and the public with timely, objective, and relevant information to make decisions that mitigate risk and drive continuous improvement. These activities help ensure The City's decision-making and planning process is inclusive, accountable, transparent, and responsive; increasing trust and contributing to improved service delivery for all Calgarians.

Customers

Direct: Council, Executive Leadership Team, decision makers responsible for delivering City services and plans, City engagement and research participants.

Indirect: Calgarians, community and cultural groups, political and cultural influencers.

What we deliver

The service delivers actionable and objective insights which provide accurate and relevant perspectives to inform City and operational decision-making. CEI provides input opportunities that are accessible and equitable for Calgarians. The service also delivers accountable and transparent reports on how decision-makers used feedback and perspectives.

Partners

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

138	Research reports delivered in 2021
36,466	Randomized survey participants in 2021
304	Engagement events held in 2021
240,259	Total engagement participants in 2021

Citizen Engagement and Insights
2022 Budgeted Gross Operating Expenditures Funding
Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Key assets

Corporate Research's key assets include digital platforms, software, and web panel membership lists. Citizen Engagement's key assets include the Engage pop up vehicle, online research panel and engagement portal software.

What we have heard & what we are watching

What we have heard

In the 2021 Citizen Satisfaction Survey, 65 per cent of participants agreed, "The City uses input from Calgarians in decision-making." To strengthen The City's relationship with Calgarians and respond to growing expectations for input, CEI must broaden opportunities for participation, particularly with hard-to-reach communities. This will allow a deeper understanding of the needs of underserved populations to inform decisions and improve services for all communities. Further leveraging research and engagement results will help demonstrate how input from Calgarians is being used, resulting in increased participation and transparency.

Data and insights indicate that CEI can deliver the most value by providing equitable, accessible, fair, and safe opportunities for Calgarians to give meaningful input into decisions that affect their quality of life.

What Council has directed

CEI advances all Council principles and focus areas through the delivery of safe, fair, and accessible engagement and research opportunities to Calgarians and businesses. This service directly contributes to the Council principle 'Strengthen Relationships with Calgarians' by providing accessible opportunities for meaningful input. It also contributes to the Council focus area of 'Social Equity' through initiatives aimed at providing opportunities for participation from hard-to-reach communities and underserved populations. CEI supports 'Delivering the Right Services' by providing insights to Administration and Council that inform strategic direction and enable service directors to plan, deliver and improve City services and programs to meet the needs of Calgarians. Through advancing access to online engagement opportunities, CEI supports the Council focus area of 'Modernizing Government'. Additionally, the Council-approved Engage Policy guides The City's engagement practice.

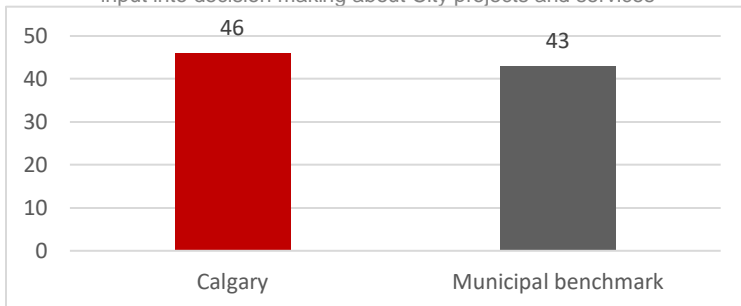
What we are watching

After an accelerated shift to digital during the pandemic, CEI will be watching how the use of technology evolves to ensure it offers the appropriate balance of in-person and online activities to capture meaningful input from Calgarians.

CEI will continue to monitor the growing demand for data and analytics that are insightful and actionable. To date, increased demand has been managed through efficiencies. It is anticipated demand may continue to outweigh resources as the needs of Calgarians and the organization evolve. Efforts are in place to increase our ability to gain and understand the perspectives of hard-to-reach populations and provide equitable opportunities that meet public and organizational expectations around social equity and representation. This is evolving work that CEI will need to closely monitor and prioritize within existing resources.

Exploring innovative new approaches, CEI will provide more support to The City's ongoing improvement through its delivery of fair and actionable insights.

Percentage of residents who agree they have enough opportunities to provide input into decision making about City projects and services



Source: National Omnibus survey conducted by Leger; survey in field in 5 markets (Montreal, Toronto, Edmonton, Calgary, and Vancouver).

Comparing our service

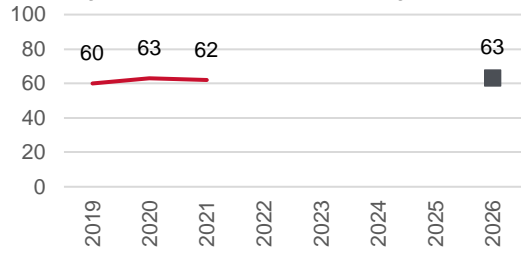
Calgary scored higher than the municipal average in 2022, with 46 percent of respondents agreeing that they have enough opportunities to provide input into decision making about City project and services. This is higher than the national average of 43 per cent from the respective cities of Vancouver, Edmonton, Toronto and Montreal. Citizen Engagement & Insights will continue provide a balance of in-person and online opportunities for input on City programs and services that are safe, fair, accessible, and representative of all Calgarians.

Measuring performance & where we want to go

For Council Approval

— Actuals ■ Expected Future Performance

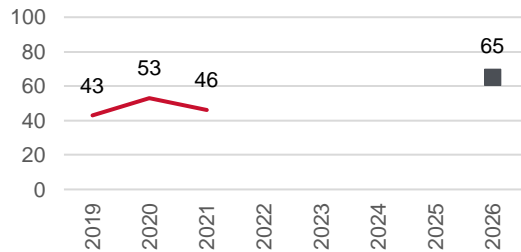
PM1: Participation in decision-making (per cent of Calgarians that say The City allows them to have meaningful input into decision-making)



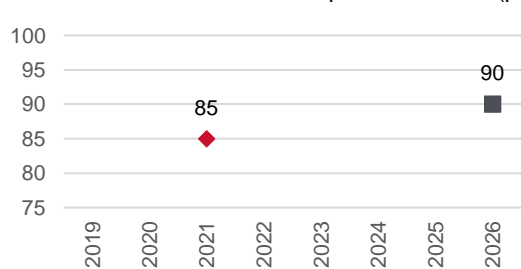
PM2: Research contribution (per cent of customers who indicate research results contributed to decision-making)



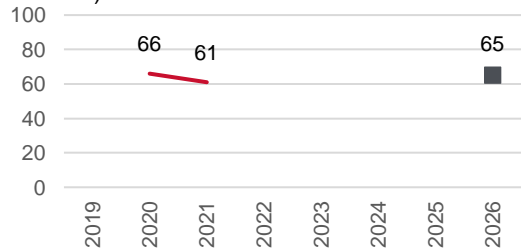
PM3: Engagement projects that report back to participants on how input was used (per cent)



PM4: Engagement participants who indicate that the engagement gave them the chance to provide input on issues or decisions that are important to them (per cent)



PM5: Opportunities for input (per cent of Calgarians who agree they have enough opportunities to provide input into decision-making about City projects and services)



Story behind the curve

This measure reflects perceptions of how well The City is doing at meeting the expectations of Calgarians for participation and input into decision-making. Scores have consistently been in the low sixties, and Citizen Engagement & Insights expects performance to remain stable over the cycle. The 2026 expected future performance of 63 per cent considers these previous results, as well as funding levels and anticipated increases in both public expectations and opportunities to provide input.

This measure is intended to gauge the value of research provided to Administration and the importance The City places on using Calgarians' perspectives in its decisions on projects and initiatives. While this is a new measure without historical data, Citizen Engagement & Insights has set an expected future performance value of 55 per cent based on qualitative feedback, budget availability, and continuous improvement activities planned for the cycle.

Using information and insight from Calgarians to make better decisions is the central commitment made by The City's Engage Policy. This metric highlights that promise by measuring the proportion of City projects that report back on how public feedback was used. It reflects the increased focus on this crucial step in engagement, growing five-fold over the last business cycle. The expected future performance takes that prior growth into account and strives for further improvement, understanding the metric is dependent on collaboration with project owners and project readiness to report back.

This metric tracks how well engagement opportunities offered for City projects are meeting the needs of those impacted or interested in that work. It helps The City understand if engagement is happening on topics that are relevant to Calgarians and if they were provided an adequate opportunity to input. Although this is a new performance measure, baseline data from 2021 indicates a future expected performance value of 90 per cent satisfaction offers a realistic goal.

This measure reflects Calgarians' perceptions regarding the number of opportunities they have to participate in engagement and research activities. While results have decreased since 2020, the 2026 future expected performance value has been set at 64 per cent. This is based on the service's plans to improve equity and accessibility over the cycle, while also recognizing how budget constraints may hinder Citizen Engagement & Insight's ability to keep pace with the changing expectations of the public.

What we plan to do

Result for 2023-2026

We will provide City decision makers with greater insights into the perspectives, lived experiences, values and expectations of all Calgarians. The focus will be to provide expanded opportunities for input that are accessible, equitable and inclusive to ensure all Calgarians are represented.

How we are going to get there

Provide opportunities for input on City programs and services that are safe, fair, accessible, and representative of all Calgarians through the new target research and engagement activities and further implementation of the Inclusive Engagement Guide.

Improve organizational understanding of our scope and scalability through education, awareness and expectation-setting as an input into City decision-making.

Improve The City's ability to provide social equity and more accurately reflect its diverse population through the enhancement and expansion of online research panels. Larger panels with a wider population increase the overall representation of individuals and businesses and are critical to the success of the panels research program.

Deliver broader context and insights into business leaders' attitudes and behaviours by initiating additional qualitative research. This work will provide critical information for key corporate initiatives such as the downtown revitalization and will aim to enhance The City's global positioning.

Gain insight into perspectives, lived experiences, and expectations of equity-deserving Calgarians by conducting primary research and advanced analytics. Research has seen increased demand for further analysis of Calgary's diverse communities. Advanced analytics and new data collection will address this need and provide insights into communities to improve social and service equity.

Improve access to data by expanding and better-leveraging external partnerships through benchmarking, academic research and partnering with other municipalities. Expanding collaboration will enhance connections, build relationships and knowledge-sharing opportunities and provide The City with enhanced global positioning.

Provide online engagement that is accessible to all Calgarians by enhancing The City's capabilities and mirroring the in-person experience of engagement.

Provide greater digital equity for Calgarians who do not have access to technology by leveraging external partnerships to provide access to digital devices capable of gathering online engagement.

Improve engagement opportunities for equity-deserving Calgarians through the development and piloting of new tactics, tools and processes. Based on resource evaluation and reporting on effectiveness of the new actions, all of the recommended actions will be incorporated into future engagement projects.

Build community trust, deliver greater efficiencies and reduce community fatigue with multiple project engagements in specific geographic areas by working to transition the community relations engagement pilot into a fully operational program.

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	4,169	-	4,184	-	4,204	-	4,226	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	(383)	-	-	-	-	-	-	-
Inflation	15	-	20	-	22	-	20	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	383	-	-	-	-	-	-	-
Total net budget	4,184	-	4,204	-	4,226	-	4,246	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	5,171	5,569	-	5,569	5,589	-	5,589	5,611	-	5,611	5,631	-	5,631
Recoveries	(1,002)	(1,385)	-	(1,385)	(1,385)	-	(1,385)	(1,385)	-	(1,385)	(1,385)	-	(1,385)
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Net	4,169	4,184	-	4,184	4,204	-	4,204	4,226	-	4,226	4,246	-	4,246

Note: Figures may not add up due to rounding.