



Ipsos Reid



THE CITY OF  
**CALGARY**

# CSC Performance Measurement & Benchmarking Survey

**Final Report**

**August 7, 2013**



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# Background and Methodology



- ❖ Customer Service & Communications (CSC) at The City of Calgary is tasked with a wide array of citizen-facing and supporting lines of business.
- ❖ As part of CSC's performance management reporting, a dashboard is created that contains metrics on communicating with the public, public engagement, access channels, brand reputation, citizen satisfaction, customer service and CSC operations.
  - ◆ Historically, these metrics have been taken from a number of different surveys of Calgarians including the *Citizen Satisfaction Survey*, *Communications Effectiveness Survey*, *Onward Survey*, *Web and 311 Measurements Survey*, and *311 Syndicated Survey*.
- ❖ In order to be more time- and cost-efficient, CSC wished to conduct a single survey that encompasses the metrics required for business reporting purposes as well as additional topics to help direct CSC lines of business.
- ❖ Consequently, in close collaboration with the CSC project team, Ipsos Reid developed a consolidated telephone questionnaire – 2013 marks the baseline measurement of the *CSC Performance Measurements & Benchmarking Survey*.
  - ◆ Findings are not directly comparable to past measures for a number of reasons:
    - Some of the previous surveys used an online methodology;
    - The wording and/or scales of some questions were revised for consistency;
    - The order of presentation of questions could impact responses; and,
    - The context is not the same as it was with individual questionnaires.

- ❖ Ipsos Reid conducted a telephone survey with a representative sample of 712 Calgarians aged 18 years and older between May 16<sup>th</sup> and 31<sup>st</sup>, 2013.
  - ◆ Both landline and cell phone sample were used.
  - ◆ The average interview length was 16 minutes.
- ❖ Please note that the survey was fielded during the \$52 million engagement process.
- ❖ The final data were weighted to ensure the overall sample's quadrant and age/gender composition reflects that of the actual Calgary population aged 18 or older according to 2011 Federal Census data.
- ❖ With a sample of 712, results are considered accurate to within  $\pm 3.7$  percentage points, 19 times out of 20, of what they would have been had the entire population of Calgary aged 18 or older been polled.
  - ◆ The following table details the number of interviews conducted within each quadrant as well as the corresponding margins of error.

Quadrant	Number of interviews	Maximum margin of error
Northwest	199	$\pm 7.0$
Northeast	143	$\pm 8.2$
Southwest	213	$\pm 6.8$
Southeast	157	$\pm 7.3$
<b>TOTAL</b>	<b>712</b>	<b><math>\pm 3.7</math></b>



# Key Findings

## Quality of Life

- ❖ Citizens are decidedly positive about the quality of life in Calgary today.
  - ◆ In fact, there is near universal (97%) agreement that the quality of life is good.

## Corporate Reputation

- ❖ Overall, The City of Calgary enjoys a strong reputation among the Calgary public.
  - ◆ More than eight-in-ten (83%) citizens say they know The City well.
  - ◆ Seven-in-ten (71%) say they are well informed about The City.
  - ◆ Roughly two-thirds (68%) have a favourable opinion of The City, while just 6% have an unfavourable opinion.
  - ◆ A majority (60%) say they trust The City, while only one-in-ten (11%) express distrust.
  - ◆ Four-in-ten (39%) citizens are advocates of The City, while 37% are neutral and just 11% are critics.
- ❖ Perceptions regarding The City's communications with citizens and decision-making are positive, though the strength of agreement is tempered.
  - ◆ The City receives the highest marks (roughly three-quarters agree) for *communicating in a consistent way, making decisions to achieve long-term visions, caring about citizens' opinions and using long-term visions to guide decisions.*

## Service and Communications

- ❖ Satisfaction with access to information from The City is very high, with the 311 telephone service and calgary.ca the dominant access channels.
  - ◆ More than eight-in-ten citizens say it is easy to access information from The City (84%) and the information provided is easy to understand (87%).
  - ◆ By far, the most frequent channels used in the past 12 months are the 311 telephone service (53%) and calgary.ca (52%).
    - Satisfaction with information or services available/received via these channels is extremely high – 93% for calgary.ca and 92% for 311.

## Engagement and Research

- ❖ The majority of citizens express interest in engaging with The City though strength of interest is not particularly strong.
  - ◆ Three-quarters (75%) of citizens agree they would like to provide input to The City for the purpose of influencing decision-making (though just 27% *strongly* agree).
  - ◆ That being said, upwards of six-in-ten agree *Calgarians have enough opportunities to provide input* (69%) and that *The City does a good job of engaging Calgarians* (64%).
  - ◆ The preferred engagement channels are: completing an online survey (71% interested, 21% *strongly* interested), attending an open house (69% interested, 14% *strongly*) and attending a town hall meeting (67% interested, 16% *strongly*).

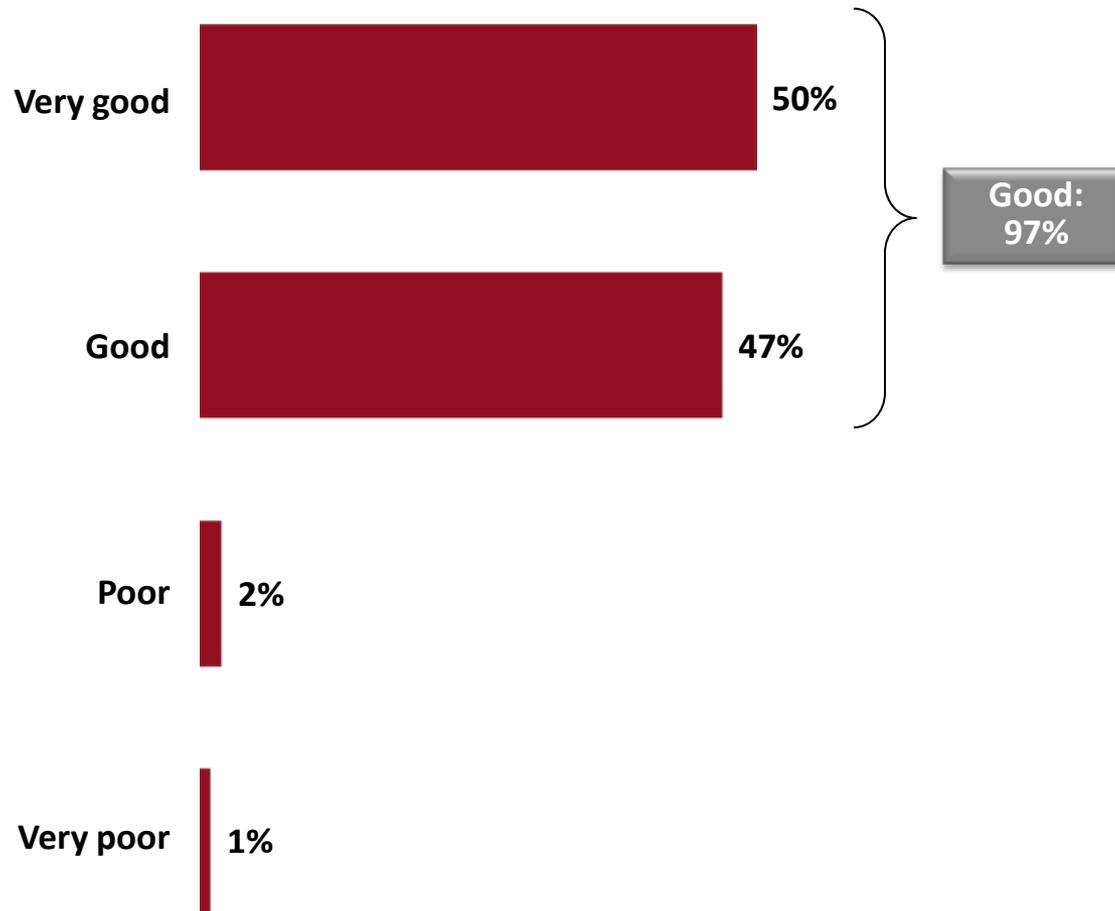
**Overall satisfaction with access to City information and services, as well as communications both from and with The City, is high (85% satisfied).**

# Quality of Life



- ❖ Citizens are decidedly positive about the quality of life in Calgary today.
- ❖ In fact, there is near universal (97%) agreement that the quality of life is 'good' while fully half (50%) of Calgarians say it is 'very good'.
  - ◆ As might be expected, perceptions that quality of life is 'very good' increases with income – 61% among Calgarians with a household income of \$120K or more versus 46% among those in the \$45K to <\$90K income bracket and 32% among those in the <\$45K income bracket.

# Quality of Life in Calgary



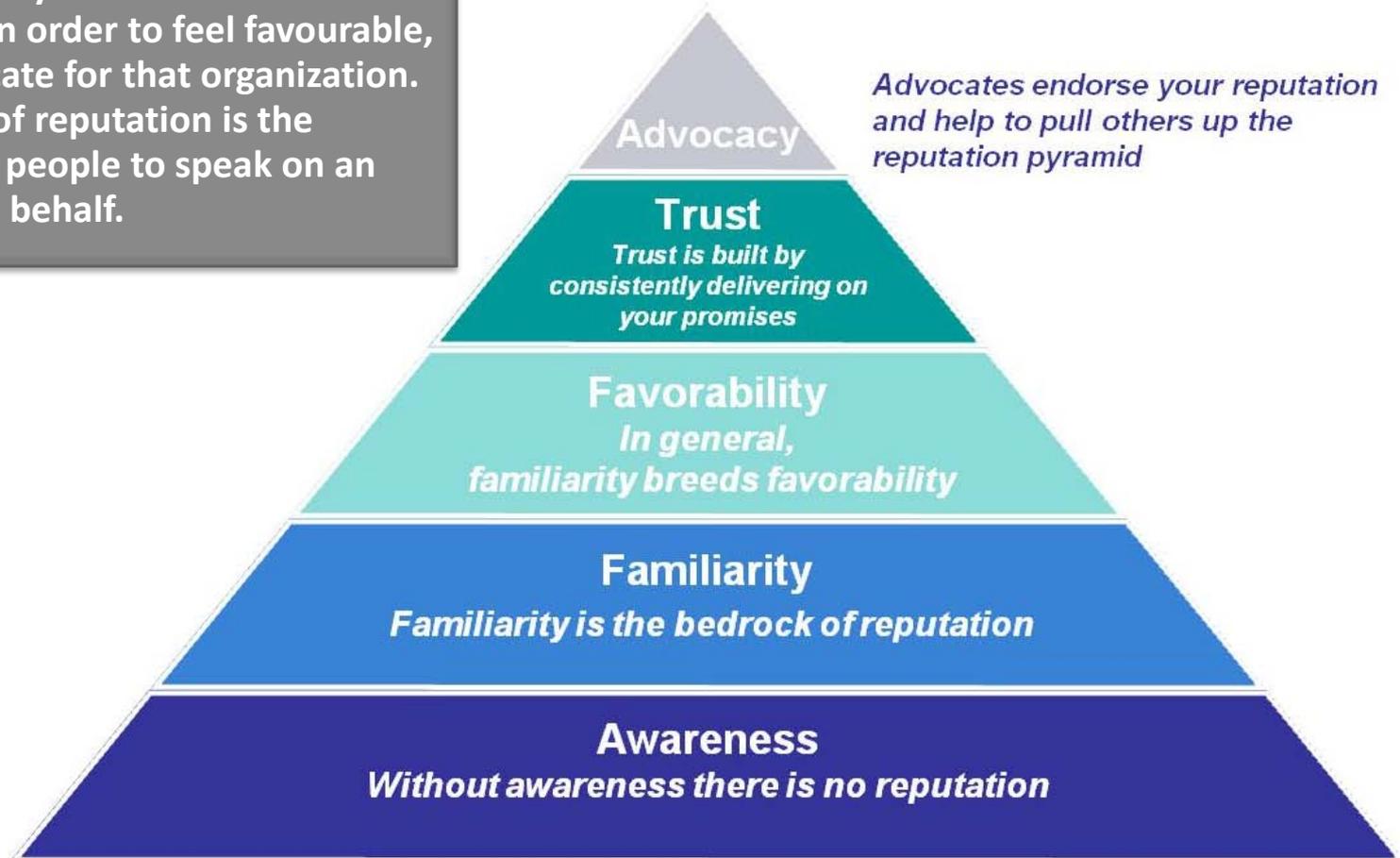
Base: All respondents (n=712)

Q1. How would you rate the overall quality of life in Calgary today? Would you say it is very good, good, poor or very poor?

# Corporate Reputation



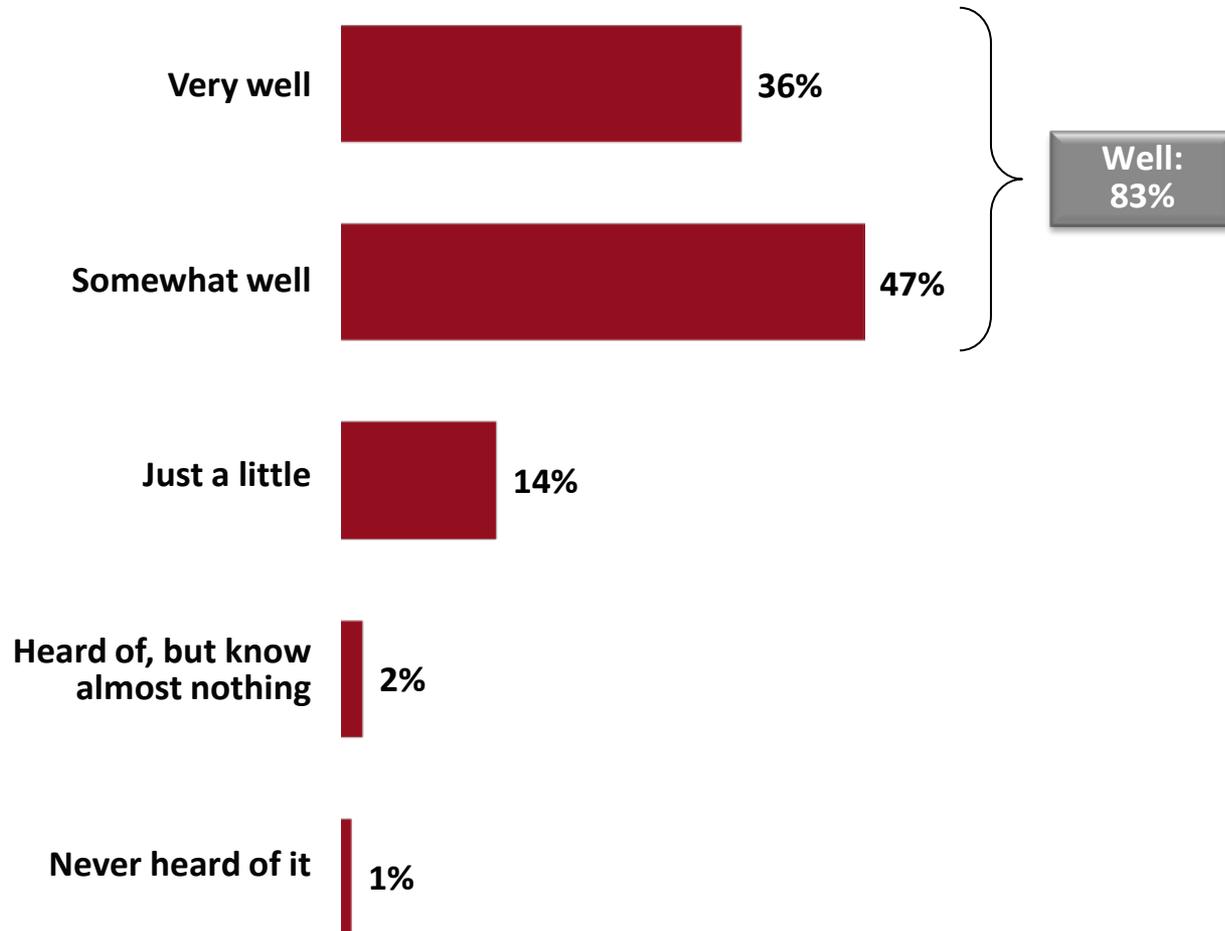
Each organization's reputation is built on familiarity – you must know an organization in order to feel favourable, trust or advocate for that organization. The pinnacle of reputation is the willingness of people to speak on an organization's behalf.



## Corporate Reputation: Familiarity and Knowledge

- ❖ Overall, The City of Calgary – defined as *the Municipal government including Council and Administration* – enjoys a strong reputation among the Calgary public.
- ❖ **Familiarity:** More than eight-in-ten (83%) say they know The City ‘well’, with over one-third (36%) saying they know The City ‘very well’.
  - ◆ ‘Very well’ ratings are significantly lower among women than men (32% vs. 41%); younger Calgarians aged 18 to 34 years (27%) versus their counterparts aged 35 to 54 years (38%) and 55 years or older (45%), and newer Calgarians – 15% among those with a tenure of 5 years or less and 21% among those with a tenure of 5 to 10 years versus 46% among those who have lived in Calgary for more than 20 years.
    - Further, among residents who have lived in Calgary for 5 years or less, just 63% say they know The City ‘well’ (very or somewhat) – significantly lower than longer-term residents (range of 82% to 89%).
  - ◆ One percent of respondents said they have ‘never heard of’ The City of Calgary – they were excluded from the remainder of the survey (apart from demographics).
- ❖ **Knowledge:** While, the majority (71%) of Calgarians say they are ‘well informed’ about The City, just 13% say they are ‘very well informed’, leaving room for positive movement.
  - ◆ Knowledge of The City increases significantly with age (60% ‘well informed’ among those 18 to 34 years versus 74% among those aged 35 to 54 years versus 82% among those aged 55 years or older) as well as tenure in Calgary (49% ‘well informed’ among those with a tenure of 5 years or less, 62% among those with a tenure of 6 to 10 years, 72% among those with a tenure of 11 to 20 years and 80% among residents who have lived in Calgary for more than 20 years).

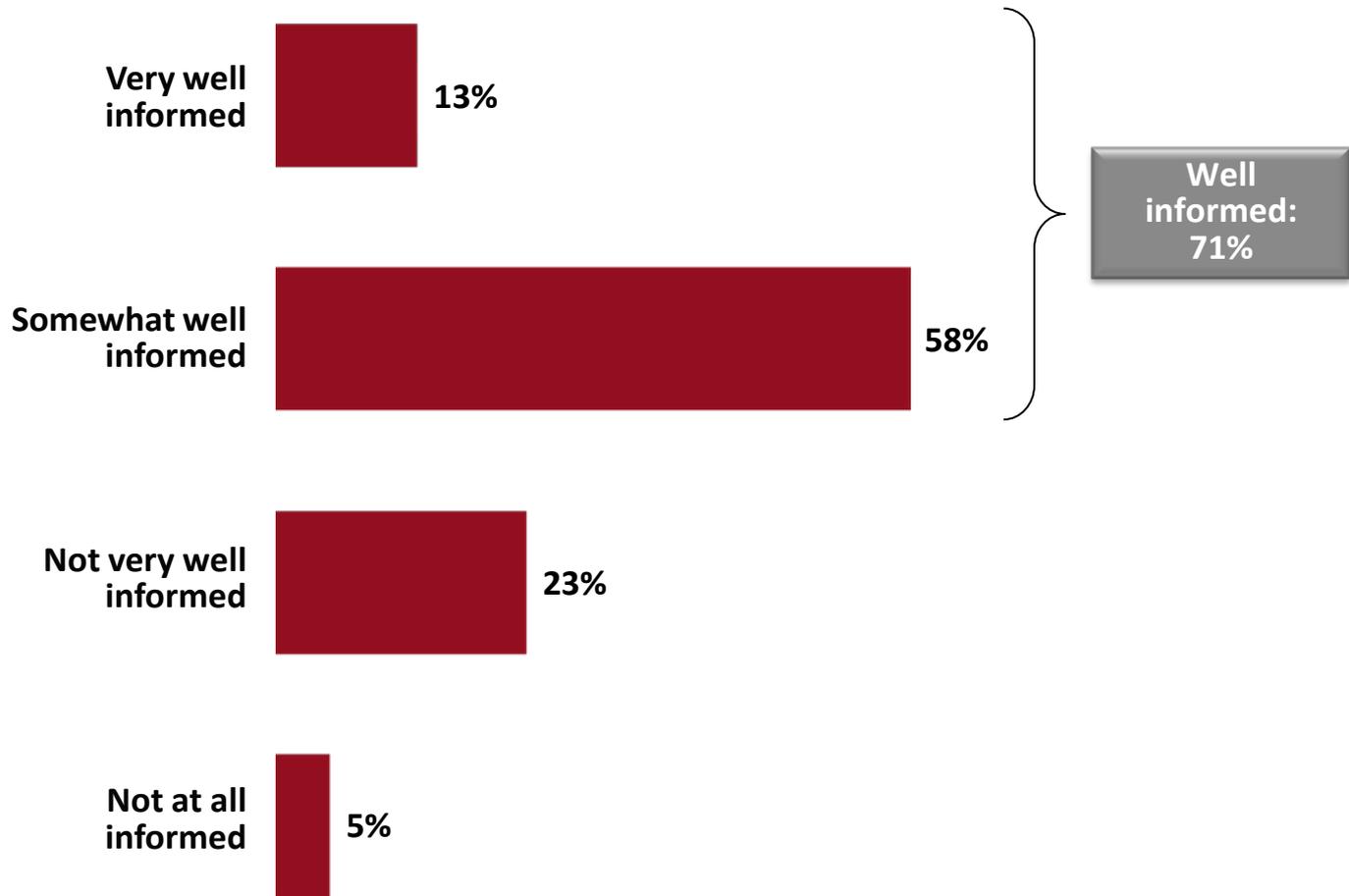
# Familiarity with The City



Base: All respondents (n=712)

Q2. Please indicate how well you feel you know The City of Calgary, taking into account all the ways you have learned about or had contact with it. Would you say that you know The City of Calgary...?

# Knowledge of The City

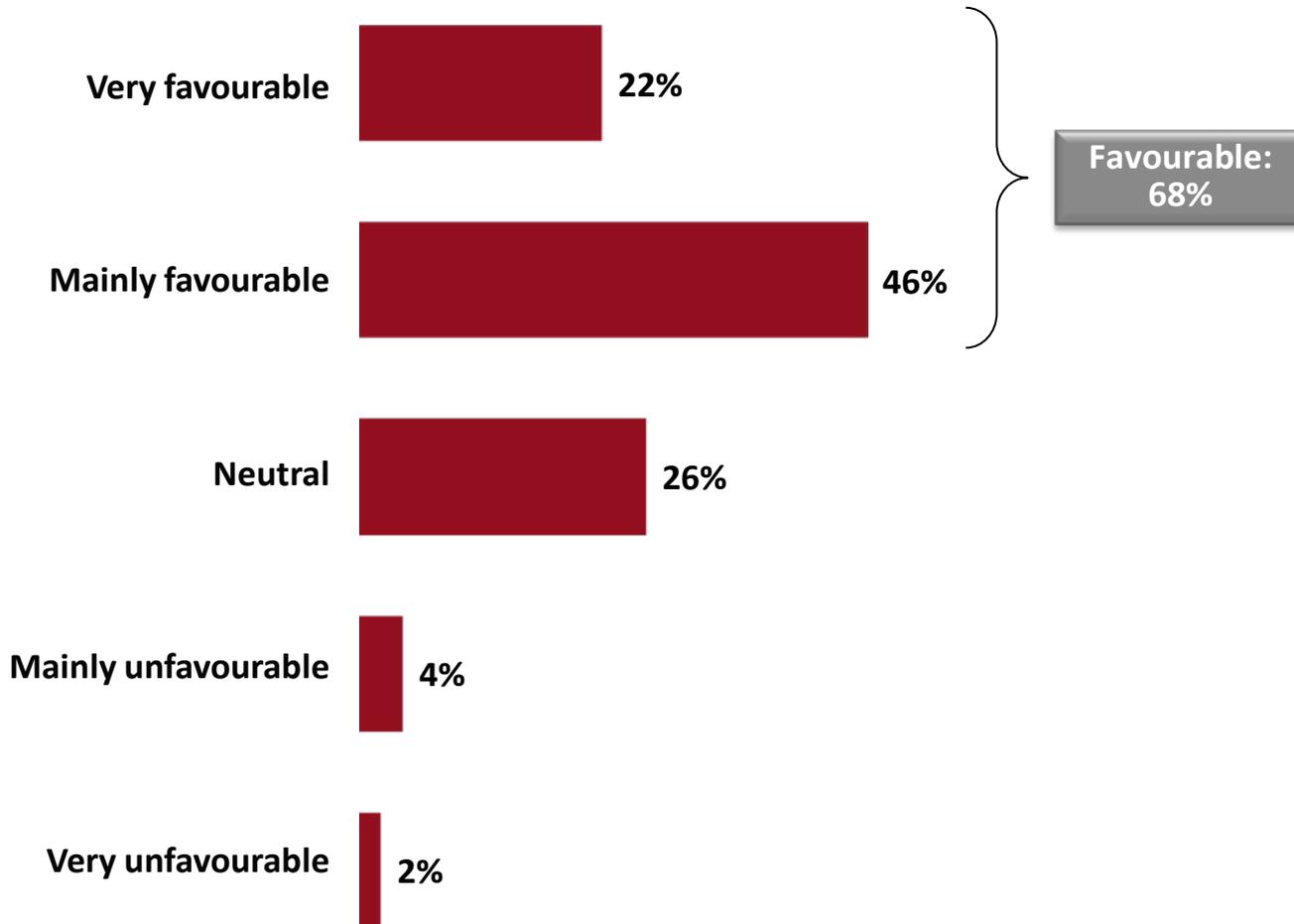


Base: Have heard of The City of Calgary (n=706)

Q3. Thinking about your knowledge of The City, what's going on with City Council, and issues that affect you as a citizen, how well informed would you say that you are?

- ❖ **Favourability:** Roughly two-thirds (68%) have a 'favourable' opinion of The City (22% 'very favourable'), while just 6% have an 'unfavourable' opinion.
  - ◆ 'Favourable' ratings are significantly higher among residents who have lived in Calgary for 11 years or more (70%) compared to newcomers who have a tenure of 5 years or less (53%).
- ❖ **Trust:** A majority (60%) say they 'trust' The City, while 27% are 'neutral' and only one-in-ten (11%) express 'distrust'.
  - ◆ 'Trust' is significantly higher among Calgarians with a household income of \$120K or more (70%) compared to their counterparts in the \$45K to <\$90K (50%) and \$45K or less (56%) income brackets.
- ❖ **Advocacy:** Four-in-ten (39%) citizens are 'advocates' – that is, they would speak highly of The City', while 37% are 'neutral' and just 11% are 'critics'.

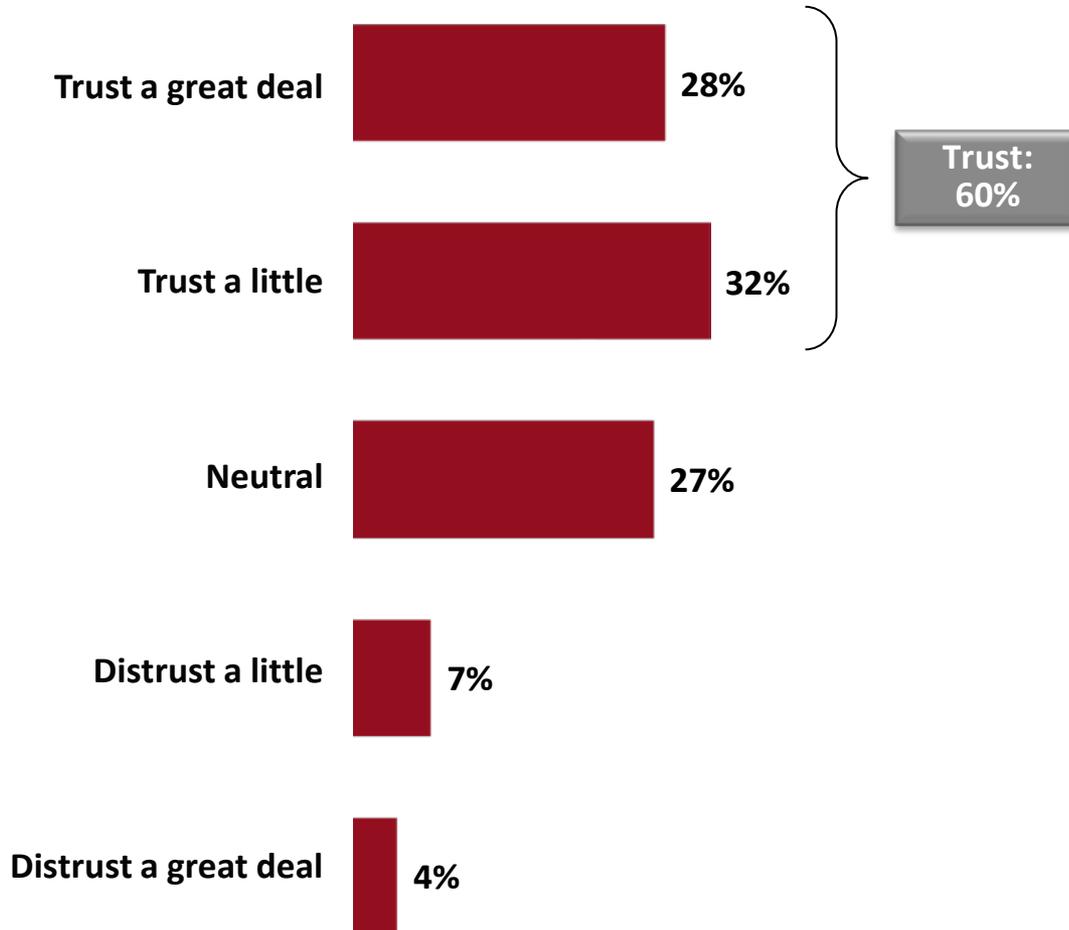
# Favourability Towards The City



Base: Have heard of The City of Calgary (n=706)

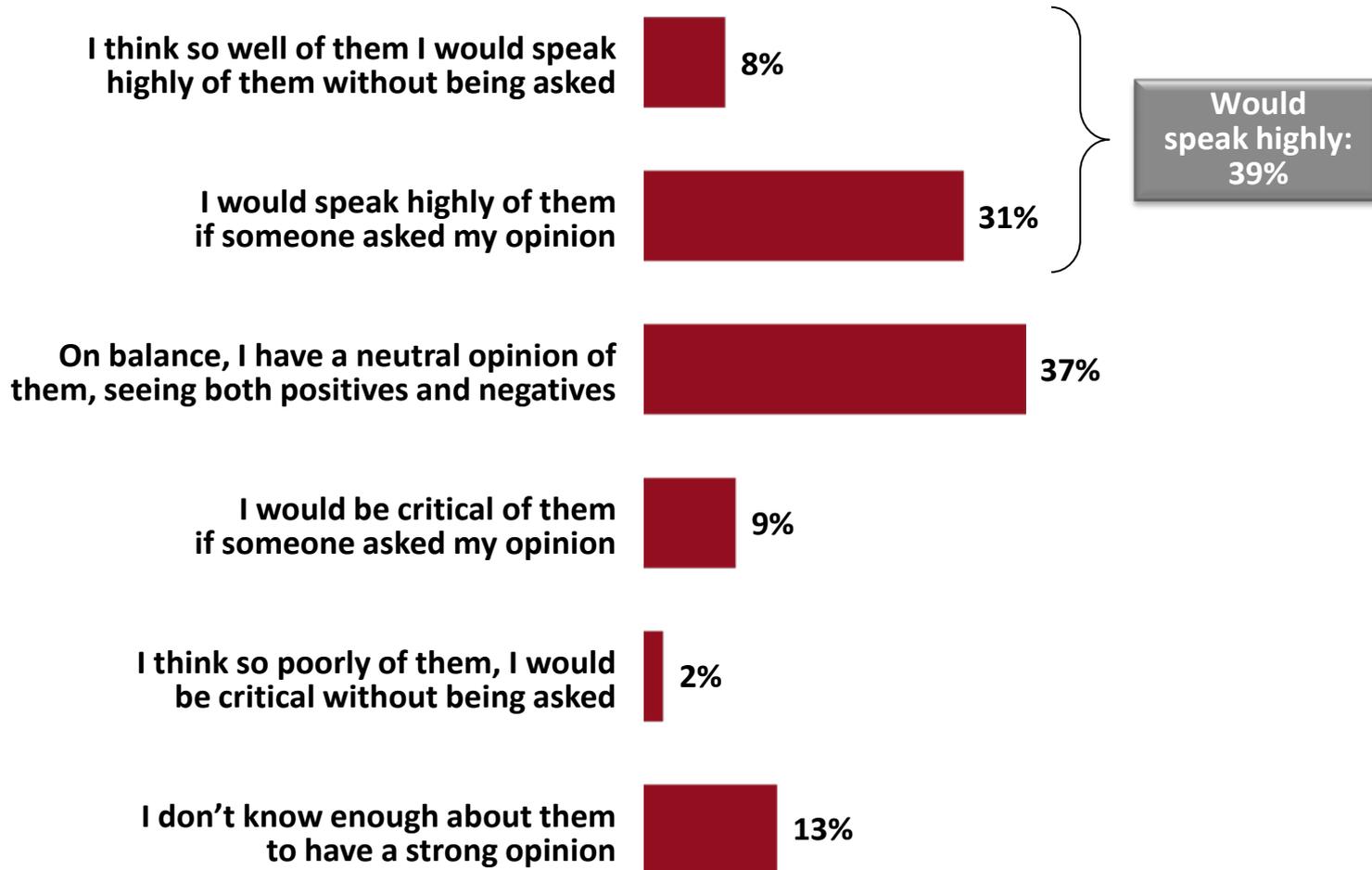
Q4. Taking into account all of the things which you think are important, how favourable or unfavourable is your overall opinion or impression of The City of Calgary?

# Trust Towards The City



Base: Have heard of The City of Calgary (n=706)

Q5. Again, taking into account all of the things which you think are important, how much do you trust or distrust The City of Calgary? Would you say...?



Base: Have heard of The City of Calgary (n=706)

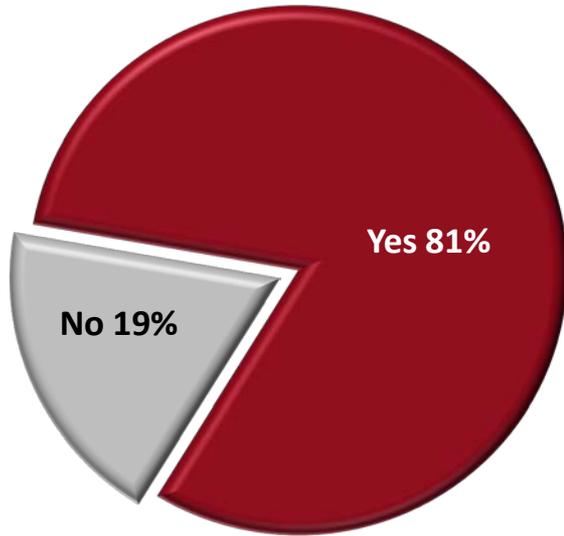
Q6. Which one of the following statements best reflects your overall opinion and perceptions of The City of Calgary?

## Awareness

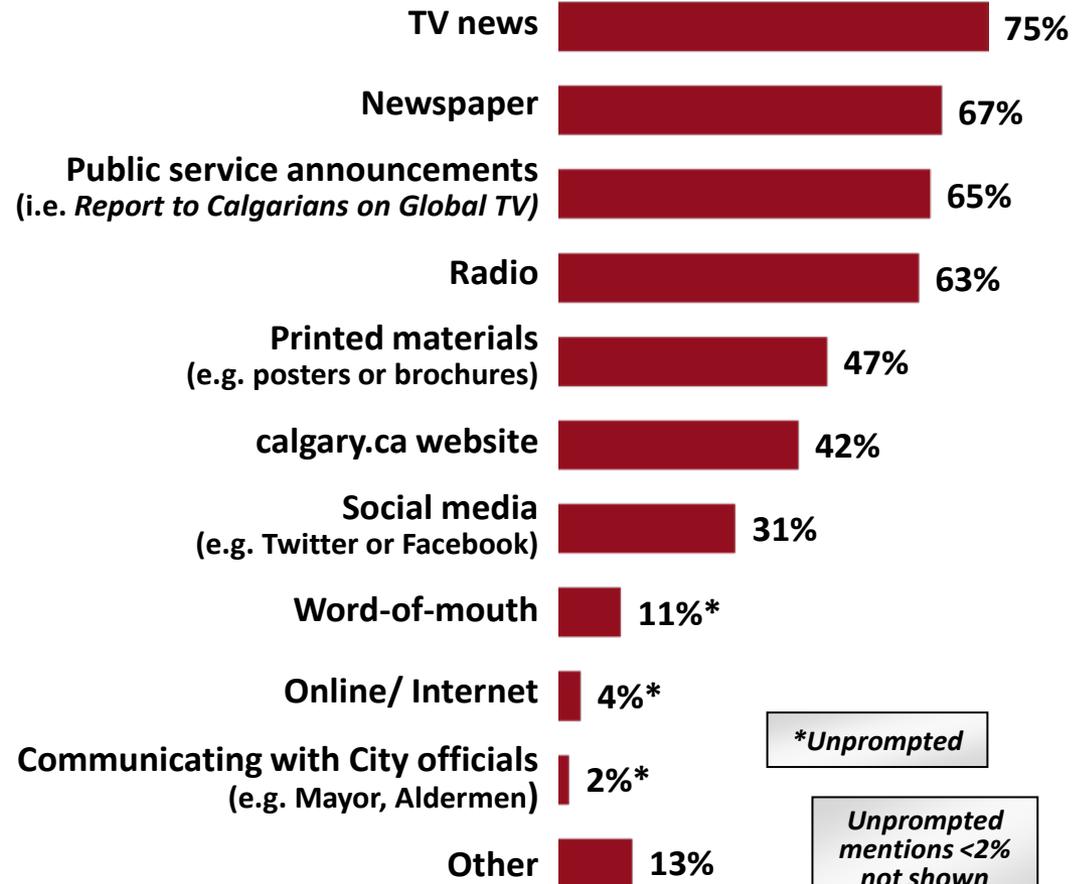
- ❖ Eight-in-ten (81%) citizens say they have ‘heard’ about The City of Calgary in the past 12 months.
  - ◆ Awareness is significantly lower among younger Calgarians aged 18 to 34 years (69% vs. 87% 35 years or older) and visible minorities (71% vs. 84%), and significantly higher among those who have lived in Calgary for 20 years or longer (86% vs. 76% less than 20 years) and those in the \$120K or more income bracket (89% vs. 73% to 81% for other income brackets).
- ❖ Among those aware, the most common means of awareness was ‘TV news’ (75%), followed by a ‘newspaper’ (67%), ‘public service announcements’ (65%) and ‘radio’ (63%) – though comparatively lower, ‘social media’ was a channel for a sizeable minority (31%).
  - ◆ Awareness via the ‘TV news’ is significantly higher among Calgarians aged 55 years or older (80% versus 72% under 55 years) as is awareness via a ‘newspaper’ (72% versus 65% under 55 years).
  - ◆ Conversely, awareness via ‘public service announcements’ is significantly higher among those aged 18 to 34 years (73% versus 61% 35 years or older) as is awareness via the ‘radio’ (69% versus 60%).
  - ◆ Awareness by ‘social media’ increases significantly as age decreases – from 12% among Calgarians aged 55 years or older to 28% among those aged 35 to 54 years to 55% among those aged 18 to 34 years.

# Awareness of The City

Past 12 Months Awareness



Means of Awareness – % Yes –



\*Unprompted

Unprompted mentions <2% not shown

Base: Have heard of The City of Calgary (n=706)

Q8. In the past 12 months, have you heard about The City of Calgary Municipal government, including Council or Administration?

Base: Have heard about The City of Calgary in the past 12 months (n=599)

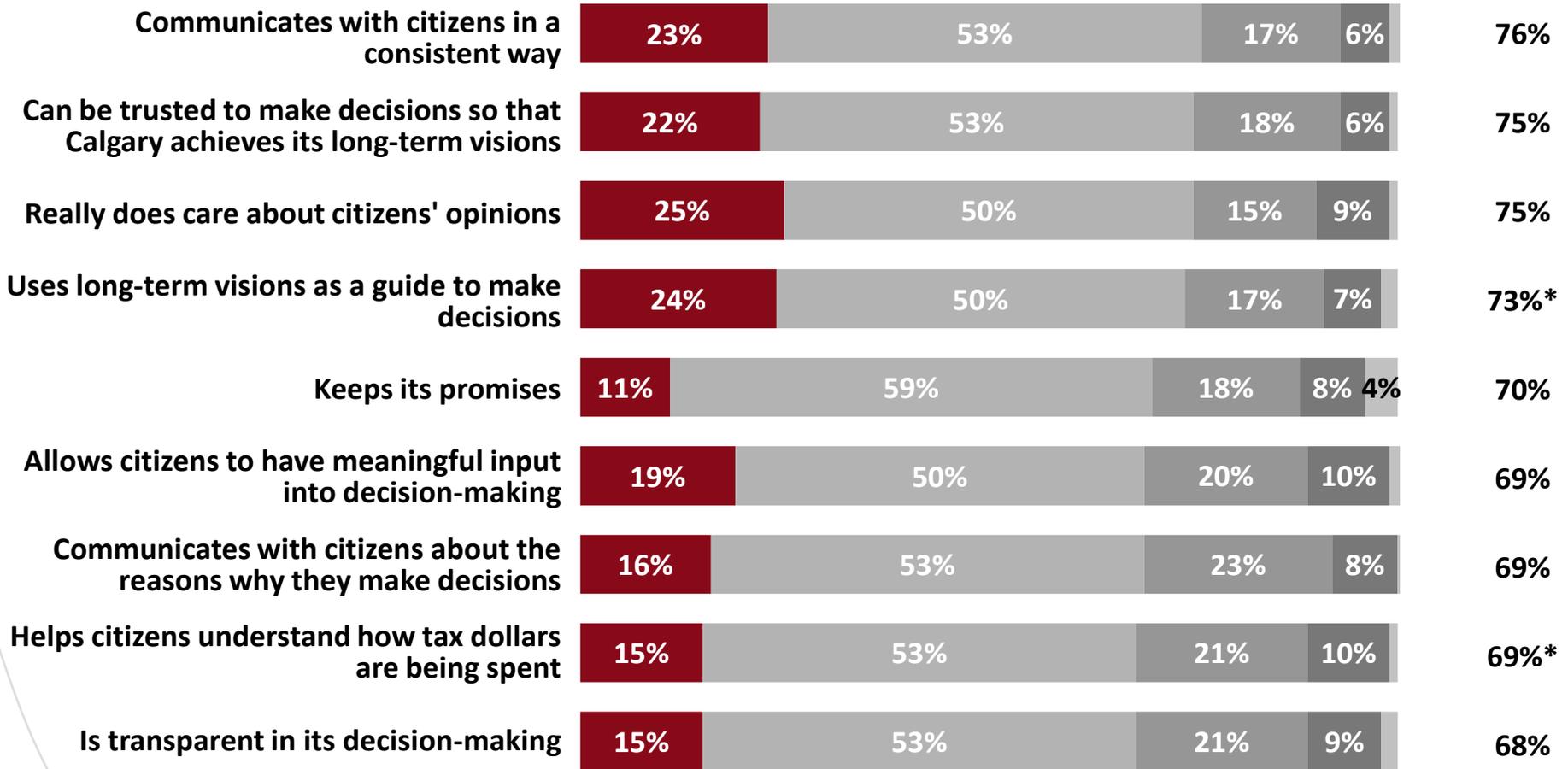
Q9. In the past 12 months, have you heard or seen anything about The City of Calgary on/by/in...?

- ❖ Perceptions regarding The City's communications with citizens and decision-making are positive, though the strength of agreement is tempered.
- ❖ The City receives the highest marks for 'communicating in a consistent way' (76% agree, 23% *strongly* agree), 'making decisions to achieve long-term visions' (75% agree, 22% *strongly* agree), 'caring about citizens' opinions' (75% agree, 25% *strongly* agree), and 'using long-term visions to guide decisions' (73% agree, 24% *strongly* agree).
  - ◆ In the next tier, overall agreement is just slightly lower: 'keeps its promises' (70% agree, 11% *strongly* agree), 'allows citizens to have meaningful input into decision-making' (69% agree, 19% *strongly* agree), 'communicates with citizens about the reasons why they make decisions' (69% agree, 16% *strongly* agree), 'helps citizens understand how tax dollars are being spent' (69% agree, 15% *strongly* agree), and 'is transparent in its decision-making' (68% agree, 15% *strongly* agree).
  - ◆ It is notable that agreement with most statements is significantly higher among Calgarians who have lived in the city for 5 years or less compared to those with a tenure of 20 years or more, as well as younger Calgarians aged 18 to 34 years versus those aged 35 years or older.

# Perceptions of City Communications with Citizens

■ Strongly agree 
 ■ Somewhat agree 
 ■ Somewhat disagree 
 ■ Strongly disagree 
 ■ Don't know

**% Agree**



*\*Rounding*

Base: Have heard of The City of Calgary (n=706)

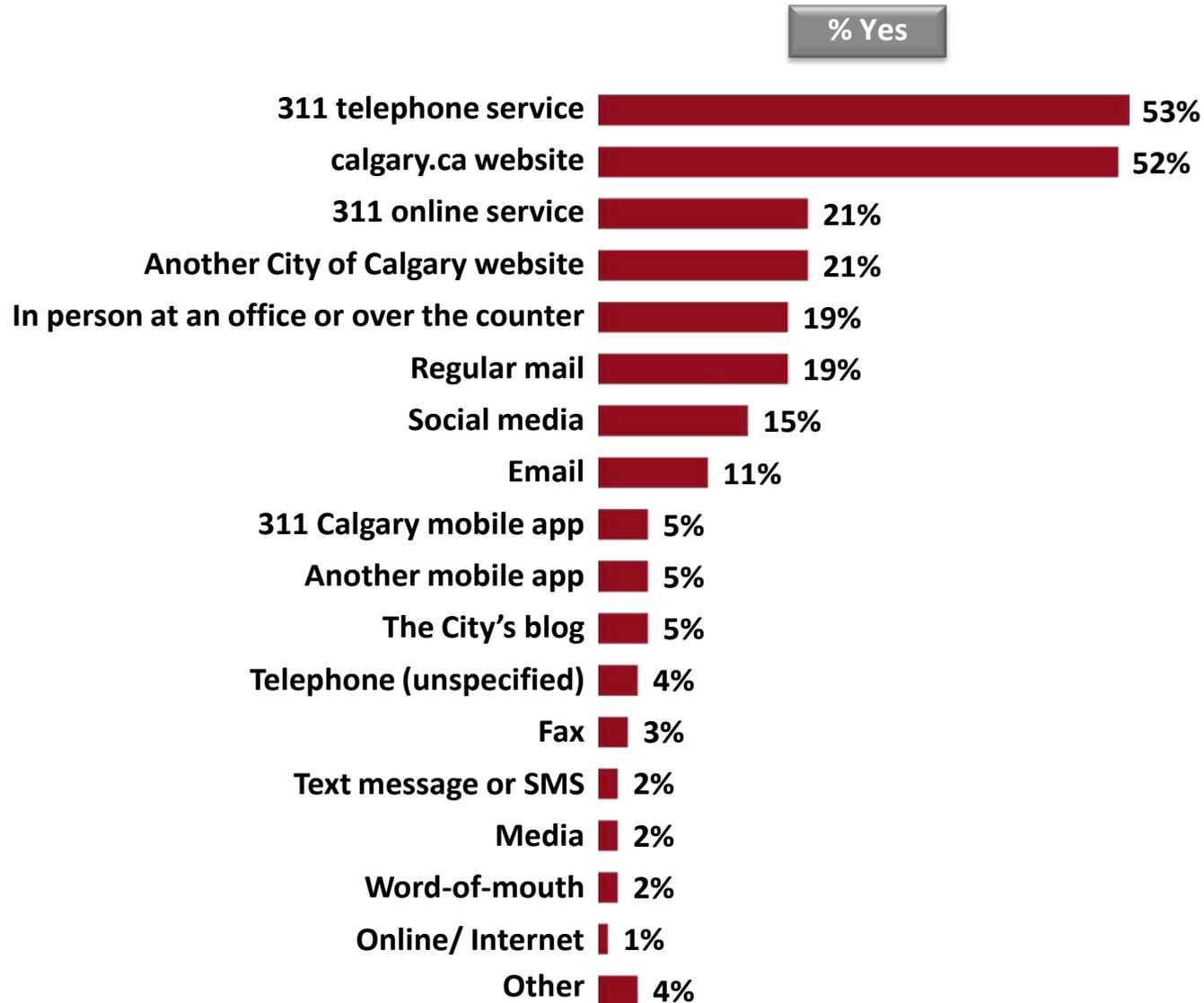
Q7. Next, I'm going to read some statements which may or may not describe The City of Calgary. Again, by The City of Calgary, we mean the Municipal government, including Council and Administration. For each statement, please tell me whether you agree or disagree that the statement reflects how you feel about The City of Calgary today.

# Service and Communications

## Service and Communications: Access Channels

- ❖ By far, the most used channels to access services or information from The City in the past 12 months are the 311 telephone service (53%) and calgary.ca (52%).
  - As might be expected, access via calgary.ca is significantly lower among Calgarians aged 55 years or older (34%) compared to those under the age of 55 years (59%)
- ◆ In the next tier are the 311 online service (21%), another City website (21%), in person (19%) and regular mail (19%).
  - Please note, that when those who said they had used the 311 online service were asked how many times they used it, more than one-quarter (28%) said 'none' – suggesting there may be some confusion regarding this channel.
- ◆ Use of emerging channels are on the radar but relatively low – social media (15%), 311 Calgary mobile app (5%), other mobile app (5%), The City's blog (5%), and text message (2%).
  - It is notable that access via social media is significantly higher among younger Calgarians aged 18 to 34 years (25%) compared to their counterparts aged 35 to 54 years (13%) and 55 years or older (5%), suggesting this may be an effective means of reaching these less aware citizens.
- ❖ The likelihood of accessing information in the next 12 months via seven specific channels assessed is also highest for the 311 telephone service (63%) and calgary.ca (62%).
  - ◆ In third place is the 311 online service (44%), followed distantly by social media (20%), the 311 Calgary mobile app (16%), another mobile app (9%) and text message (6%).
    - Anticipated use of online and mobile technologies is significantly lower among Calgarians aged 55 years and older; conversely, anticipated use of social media is significantly higher among younger Calgarians aged 18 to 34 years (34%) compared to their counterparts aged 35 to 54 years (20%) and 55 years or older (6%).

# Means of Accessing Information from The City

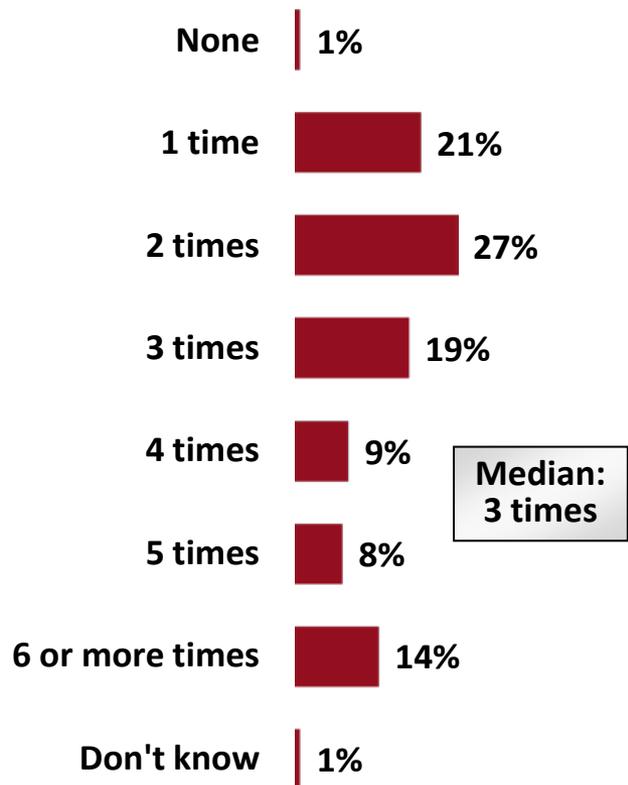


Base: Have heard of The City of Calgary (n=706)

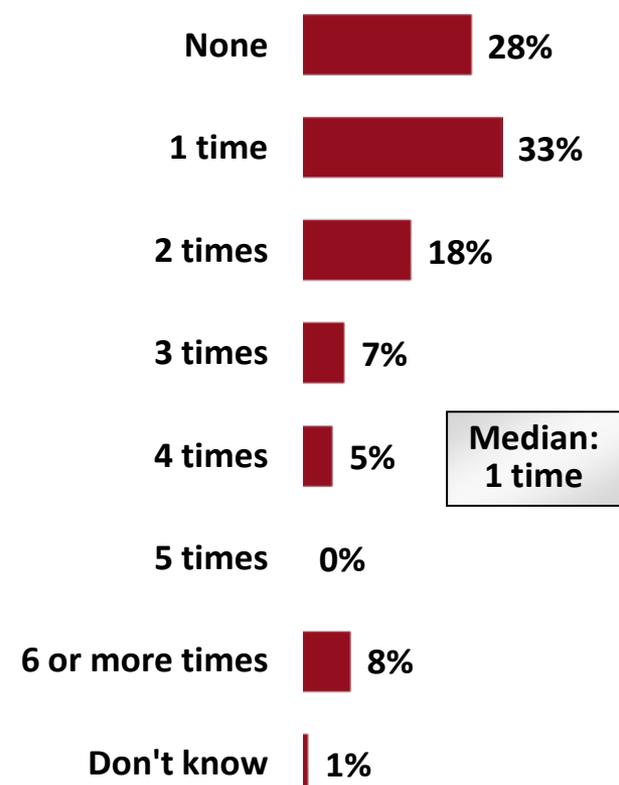
Q10. In the past 12 months, have you accessed or attempted to access services or information from The City of Calgary by/using...?

# Frequency of Access via 311

## 311 Telephone Service



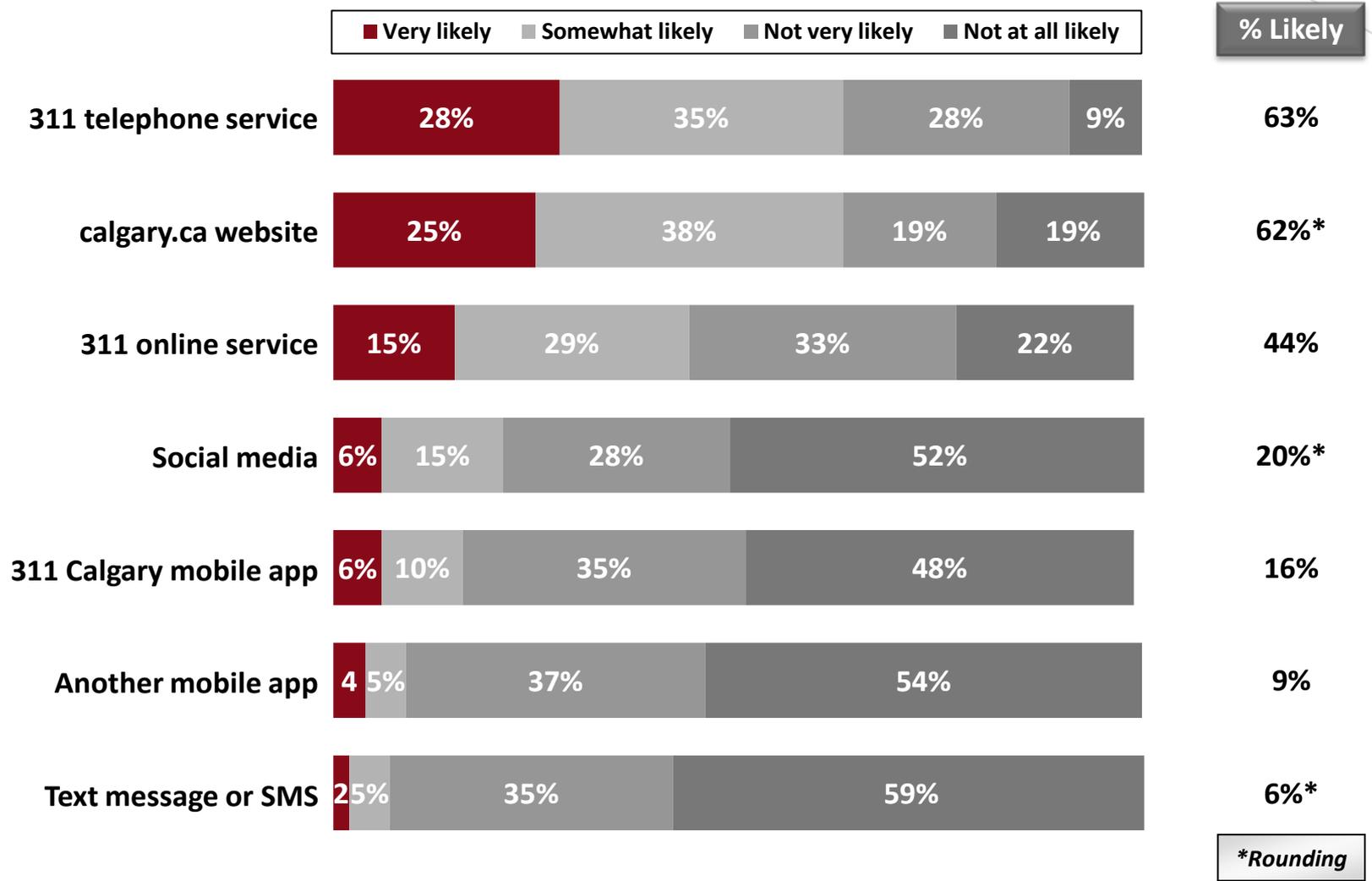
## 311 Online Service



Base: Have accessed services or information via the 311 telephone service (n=383)  
 Q11A. In the past 12 months, how many times have you called the 311 telephone service?

Base: Have accessed services or information via the 311 online service (n=150)  
 Q11B. In the past 12 months, how many times have you used the 311 online service?

# Likelihood of Accessing Information via Specific Channels



Base: Have heard of The City of Calgary (n=706)

Q12. And in the next 12 months, are you very likely, somewhat likely, not very likely or not at all likely to access services or information from The City of Calgary by/using ...?

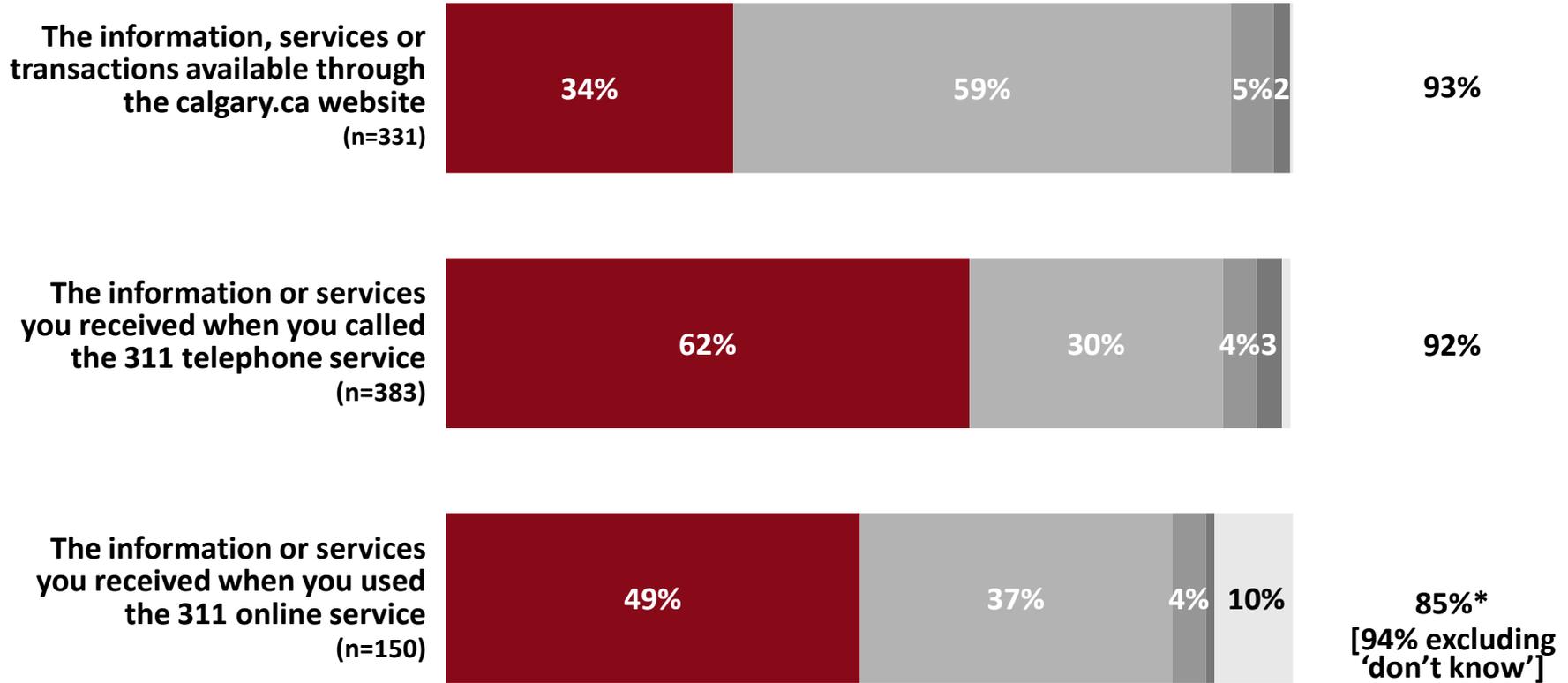
## Service and Communications: Satisfaction by Channel and Ease of Accessing and Understanding Information

- ❖ Satisfaction with information or services accessed is very high for the three channels assessed – calgary.ca (93%), the 311 telephone service (92%), and the 311 online service (85% total, and 94% excluding the 10% who ‘don’t know’).
  - ◆ Strength of satisfaction – i.e. ‘very satisfied’ ratings – is extremely high for the 311 channels: 62% for 311 telephone and 54% (excluding ‘don’t know’) for 311 online (versus calgary.ca at 34% *very satisfied*).
- ❖ Also very high are ease of accessing information from The City (84% easy) and ease of understanding information provided by The City (87% easy).
  - ◆ It is notable that, although still strong, ratings for both ease of access (76%) and ease of understanding (79%) are significantly lower among Calgarians aged 55 years or older.

# Satisfaction with Information or Services via calgary.ca and 311

■ Very satisfied 
 ■ Somewhat satisfied 
 ■ Somewhat dissatisfied 
 ■ Very dissatisfied 
 ■ Don't know

**% Satisfied**

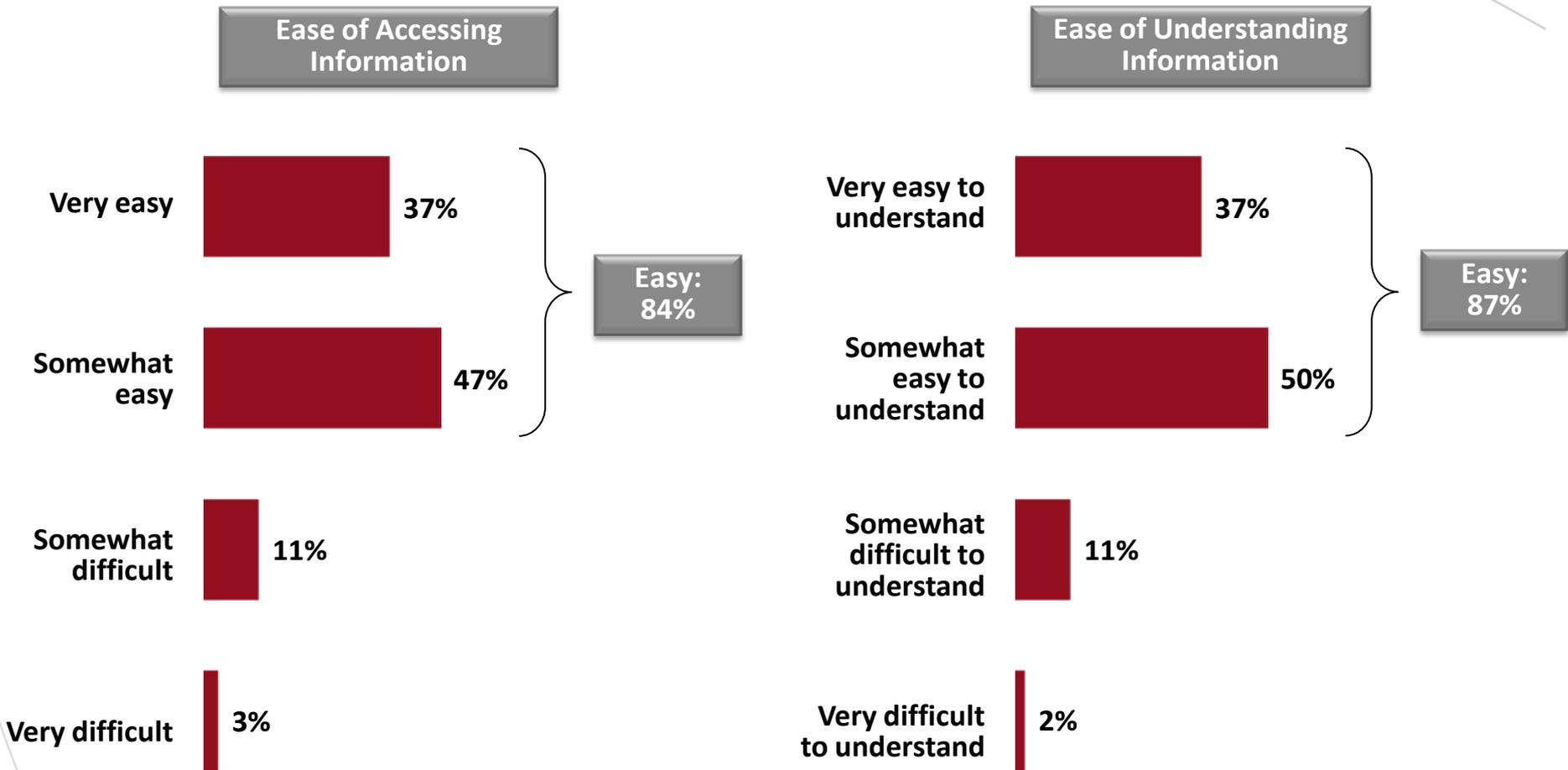


*\*Rounding*

Base: Have accessed services or information in the past 12 months using the channel

Q13. Overall, would you say you are very satisfied, somewhat satisfied, somewhat dissatisfied or very dissatisfied with...?

# Ease of Accessing and Ease of Understanding Information from The City



Base: Have heard of The City of Calgary (n=706)

Q14. Overall, how easy or difficult is it to access information from The City of Calgary?

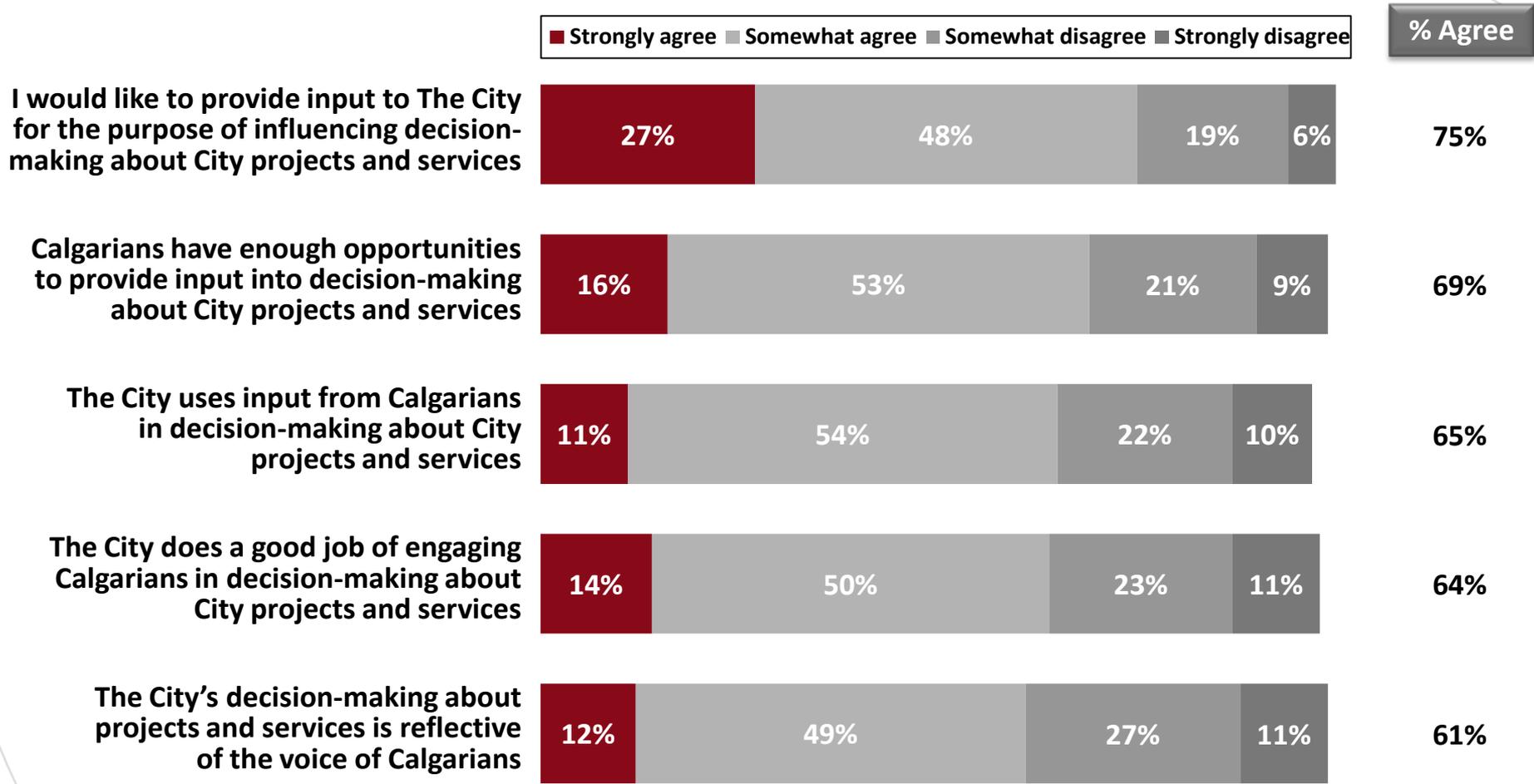
Q15. In general, do you think the information that The City of Calgary provides is ...?

# Engagement and Research



- ❖ The majority of citizens express interest in engaging with The City, though interest is not particularly strong.
  - ◆ Three-quarters (75%) of citizens agree they ‘would like to provide input to The City for the purpose of influencing decision-making about City projects and services’ (though just 27% *strongly* agree).
  - ◆ Still, upwards of six-in-ten agree ‘Calgarians have enough opportunities to provide input into decision-making about City projects and services’ (69%), ‘The City uses input from Calgarians in decision-making about City projects and services’ (65%), ‘The City does a good job of engaging Calgarians in decision-making about City projects and services’ (64%), and ‘The City’s decision-making about projects and services is reflective of the voice of Calgarians’ (61%).
  - ◆ While generally positive, there remains room for improvement in the area of engaging Calgarians as well as demonstrating to Calgarians that their voices are heard.
- ❖ Overall, 43% of Calgarians say they provided input to The City in some way over the past 12 months, with 31% providing input through one of the four specific engagement activities assessed: 16% via an in-person event, 15% via an online survey at calgary.ca, 6% via an online discussion and 4% via a focus group.

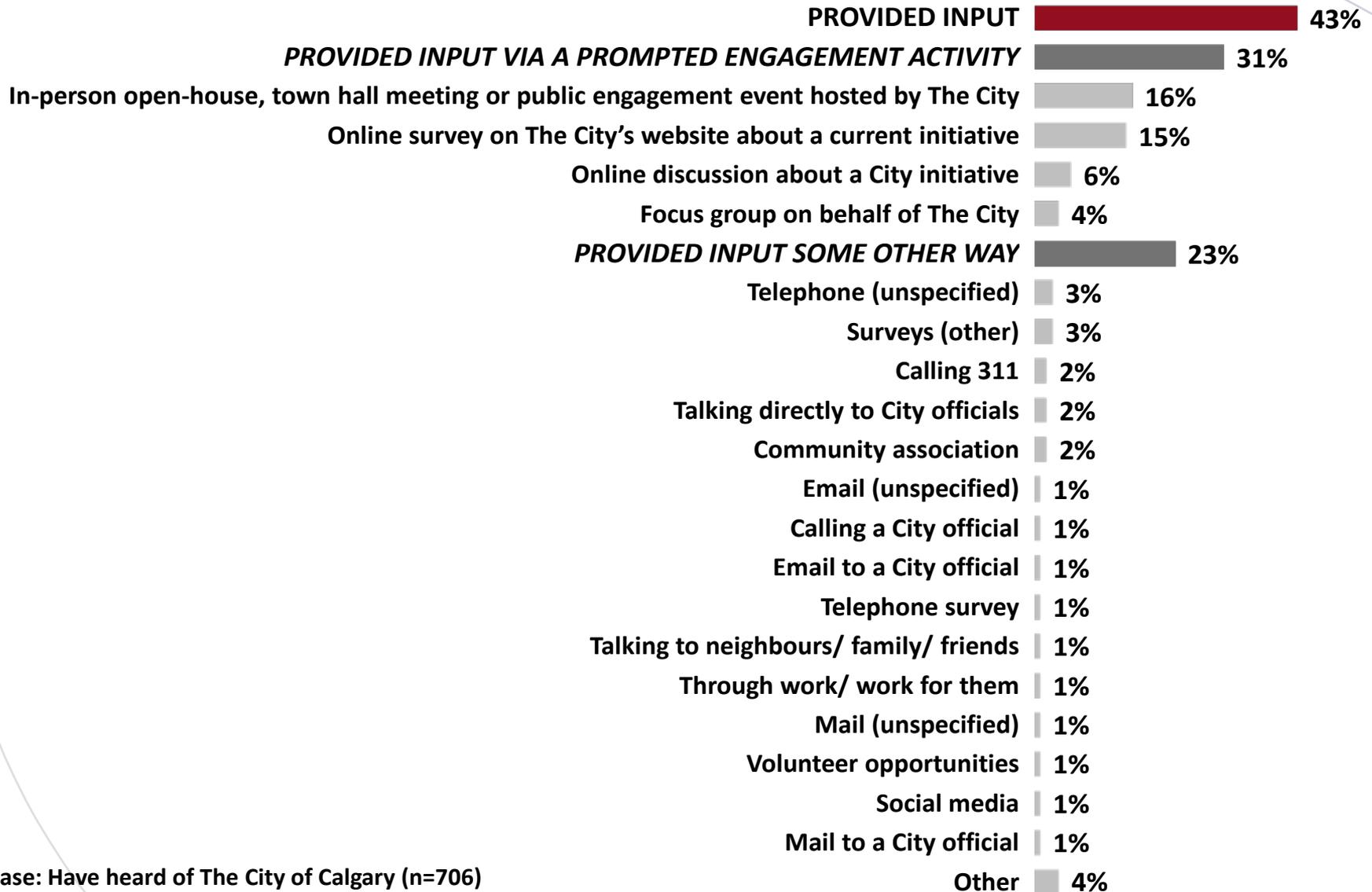
# Perceptions Regarding Input to The City from Calgarians



Base: Have heard of The City of Calgary (n=706)

Q16. Please indicate your agreement or disagreement with the following statements.

# Past 12 Months Incidence of Providing Input to The City



Base: Have heard of The City of Calgary (n=706)  
 Q17. In the past 12 months, have you...?

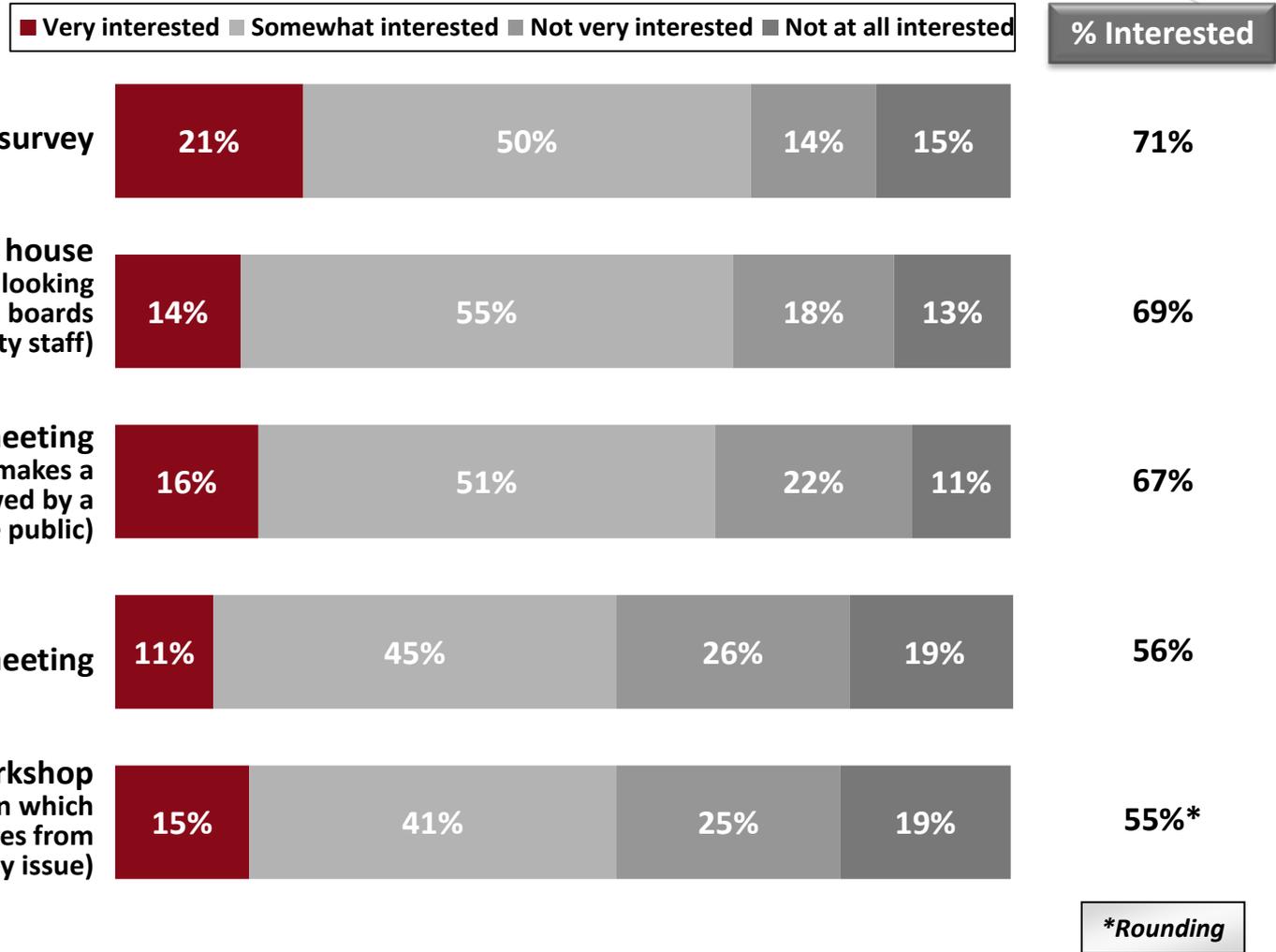
# Means of Awareness of Engagement Activities

<i>*Note: Small base size</i>	In-person event (n=124)	Online Discussion (n=35*)	Online Survey (n=91)
Sign in the neighbourhood	21%	1%	7%
Community Association newsletter/ website	20%	9%	12%
Radio, TV or newspaper	17%	15%	17%
Word-of-mouth	13%	2%	10%
Online/ Internet	6%	7%	1%
Calgary.ca/ The City's website	4%	26%	19%
Social Media	3%	42%	13%
Through work	3%	--	2%
From school	3%	--	3%
Printed materials (e.g. posters, brochures)	3%	--	3%
Received an invitation/ notification	3%	1%	1%
Email	2%	3%	3%
Other	11%	5%	9%
Don't know	2%	--	5%

Base: Have taken part in the engagement activity  
 Q18. Where did you find out about this opportunity?

- ❖ The preferred engagement channels are: completing an online survey (71% interested, 21% *strongly* interested), attending an open house (69% interested, 14% *strongly*) and attending a town hall meeting (67% interested, 16% *strongly*).
- ❖ In the next tier are another two in-person formats – attending an Alderman-led meeting (56% interested) and attending a workshop (55% interested), followed by two types of group discussions – attending a focus group (49% interested) and taking part in an online forum (42% interested).
- ❖ Overall, social media garners the lowest levels of interest: providing input on The City’s Facebook page (30% interested) and providing input on The City’s Twitter account (18%).
  - ◆ That being said, both channels may be good ways of engaging younger Calgarians.
    - 40% of those aged 18 to 34 years and 30% of those aged 35 to 54 years say they would be interested in providing input on Facebook (significantly higher than the 15% of those aged 55 years or older).
    - Significantly more 18 to 34 year olds (27%) would also be interested in providing input via Twitter than their counterparts aged 35 to 54 years (15%) and 55 years or older (9%).

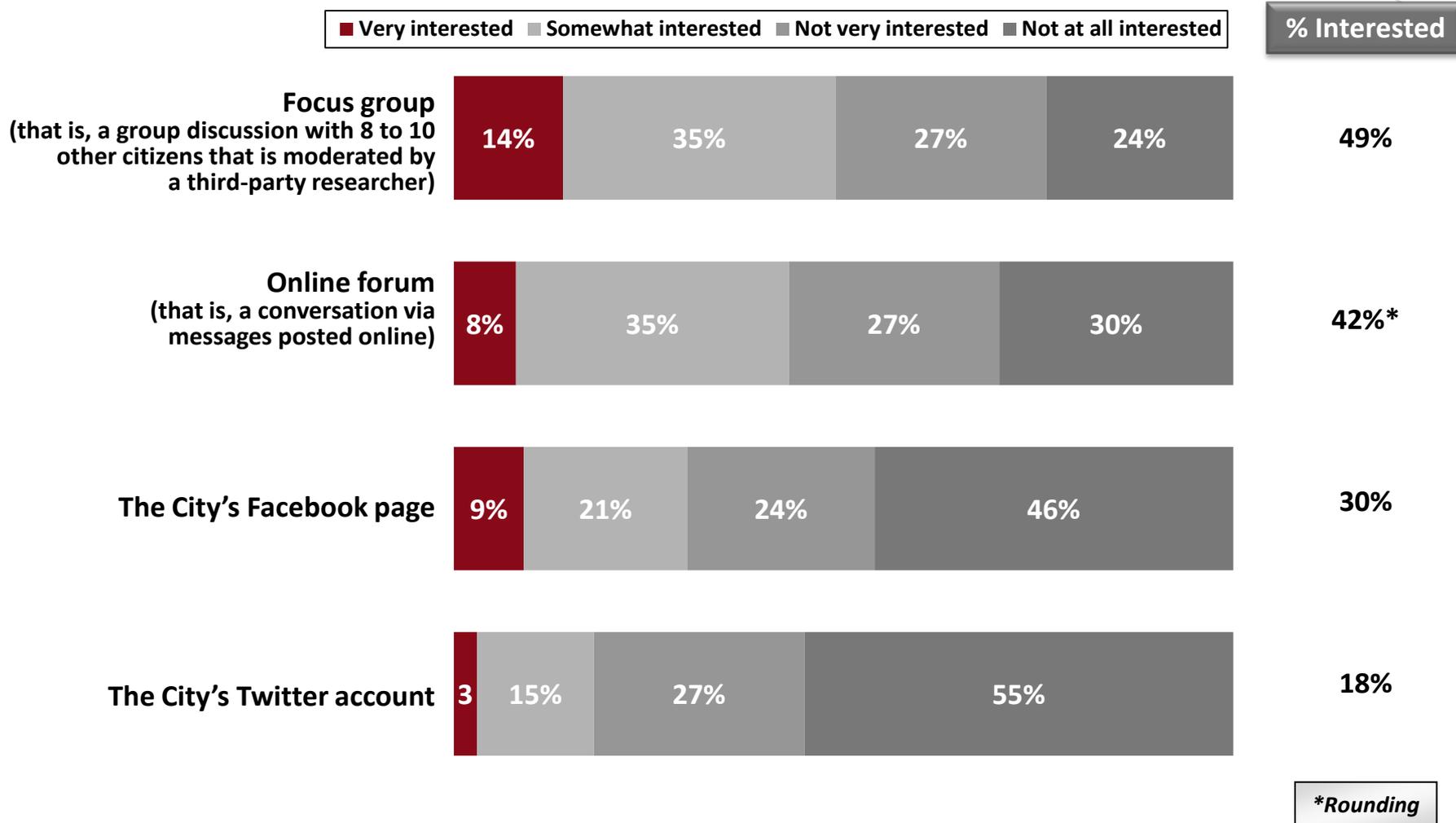
# Preferred Engagement Channels for Providing Input to The City



Base: Would like to provide input to The City (n=526)

Q19. *Would you be very interested, somewhat interested, not very interested or not at all interested in providing input to The City for the purpose of influencing decision-making by ...?*

# Preferred Engagement Channels for Providing Input to The City (cont'd)



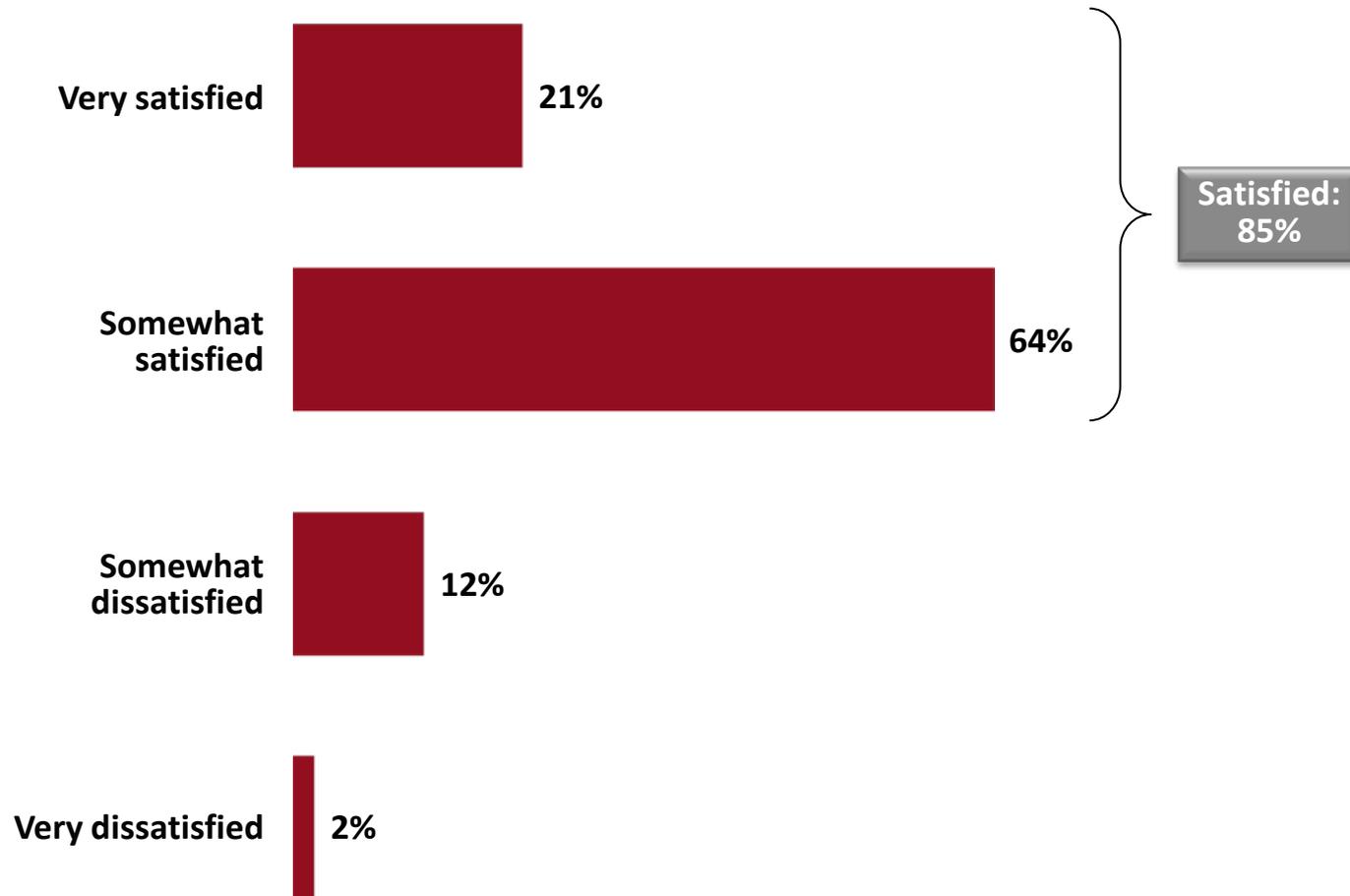
Base: Would like to provide input to The City (n=526)

Q19. *Would you be very interested, somewhat interested, not very interested or not at all interested in providing input to The City for the purpose of influencing decision-making by ...?*

# Overall Satisfaction



# Overall Satisfaction with City Information and Communications



Base: Have heard of The City of Calgary (n=706)

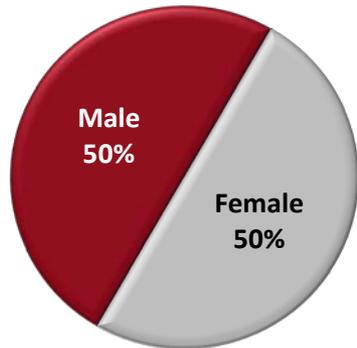
Q20. Thinking about your access to City information and services as well as communications both from and with The City, overall, how satisfied are you with City of Calgary information and communications?

# Demographics



# Gender, Age, Education, Income and Household Makeup

**Gender**



**Age**

18 to 24	11%
25 to 34	23%
35 to 44	18%
45 to 54	19%
55 to 64	14%
65 or more	13%
No response	2%
<i>Mean</i>	<i>45 years</i>

**Education**

Completed high school or less	21%
Some post secondary or college diploma	36%
Completed university undergraduate or post-graduate degree	43%
No response	1%

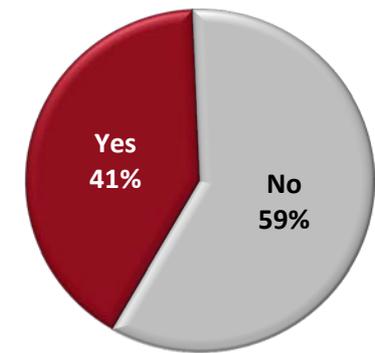
**Income**

<\$30,000	6%
\$30,000 to <\$45,000	7%
\$45,000 to <\$60,000	9%
\$60,000 to <\$75,000	8%
\$75,000 to <\$90,000	6%
\$90,000 to <\$105,000	9%
\$105,000 to <\$120,000	9%
\$120,000 or more	30%
No response	15%

**Number of People In Household**

1	15%
2	31%
3	16%
4	23%
5	11%
6 or more	4%
No response	1%

**Children in Household**



HH Size >1 (n=575)

Base: All respondents (n=712)

# Tenure, Type of Home, Ownership and Property Taxes

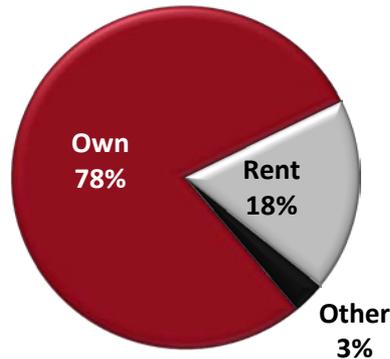
**Tenure in Calgary**

Less than 5 years	10%
5 to less than 10 years	13%
10 to less than 15 years	13%
15 to less than 20 years	10%
20 to less than 30 years	17%
30 to less than 40 years	18%
40 or more	20%
<i>Mean</i>	24.5 years

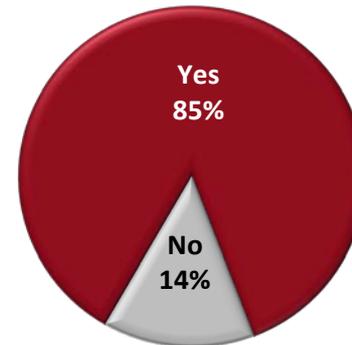
**Type of Home**

Apartment	9%
Townhouse	5%
Condominium	5%
Single-detached house	69%
Duplex-attached house	6%
Another type of multi-dwelling unit	4%
No response	1%

**Own or Rent**

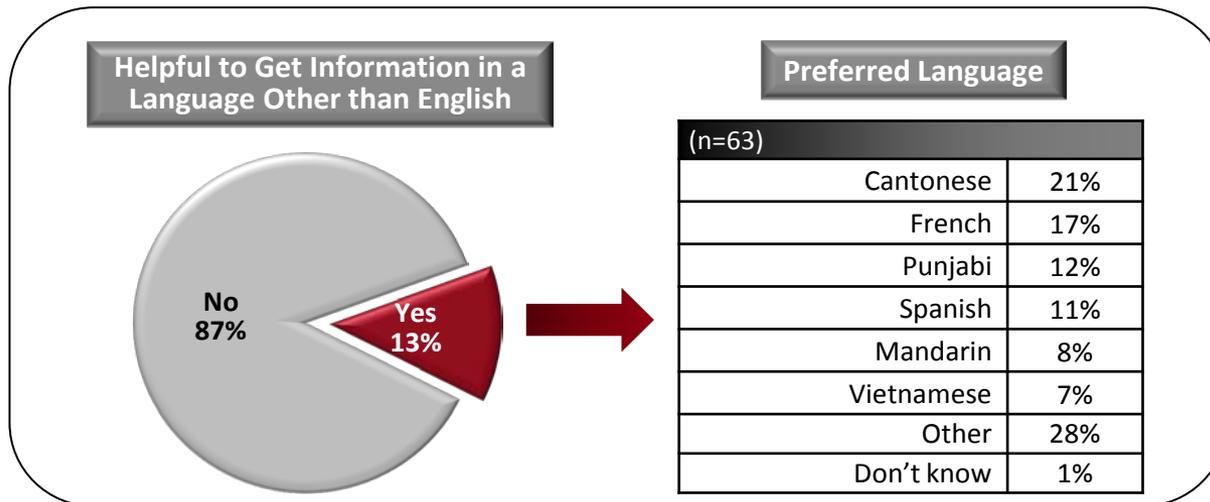
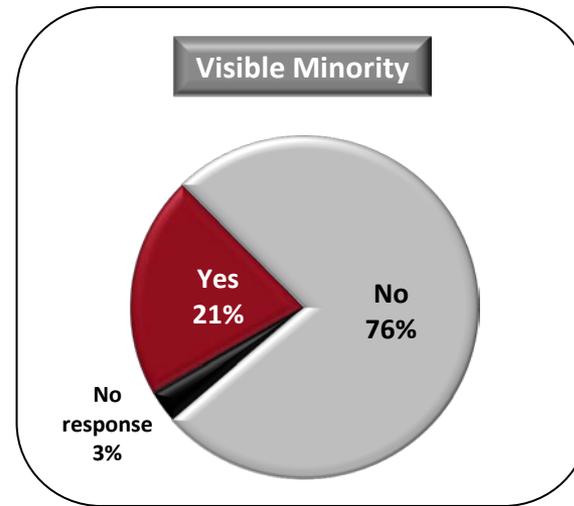
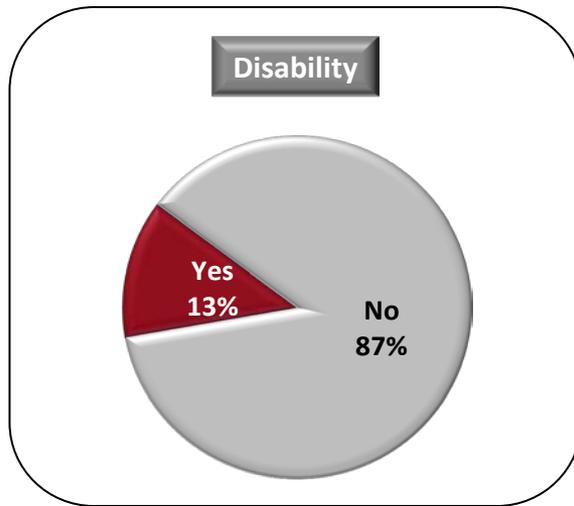


**Responsible for Property Taxes**



Base: All respondents (n=712)

# Disability, Minority and Preferred Language



Base: All respondents (n=712)



## Contact Information

### **Jamie Duncan**

Vice President  
Ipsos Reid Public Affairs

635 Eighth Avenue SW, Suite 600  
Calgary, AB, Canada T2P 3M3

Phone: 403.294.7385  
email: [jamie.duncan@ipsos.com](mailto:jamie.duncan@ipsos.com)

### **Sheela Das**

Associate Vice President  
Ipsos Reid Public Affairs

635 Eighth Avenue SW, Suite 600  
Calgary, AB, Canada T2P 3M3

Phone: 403.294.7382  
email: [sheela.das@ipsos.com](mailto:sheela.das@ipsos.com)