

Notice

In accordance with the Town's Procedure By-law, no decisions are to be made but rather this meeting is an opportunity for Council to have informal discussion regarding various matters.

Declarations of Pecuniary Interest

Items

1. Chief Administrative Officer to provide an overview of the Council Workshop.
2. Legislative/Legal Framework - 9:00 to 10:30 a.m.

The Director of Legal Services/Municipal Solicitor to introduce Ms. Kim Mullin, Partner, WeirFoulds LLP who will be providing an overview of legislation and bills affecting municipalities and Council.

3. 10:30 a.m. - Break

4. Community Framework - 10:45 a.m. - 12:00 p.m.

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The Manager of Customer Services to introduce Leo Hussy, Vice President, Client Services and Chris Bandak, Group President of Forum Research regarding the 2014 Community Satisfaction Survey Results.

5. Educational/Training Session - Bus Tour – 1:00 p.m. – 4:00 p.m.

Recommendation:

THAT the Council Workshop resolve into Closed Session for the purpose of an educational/training session under Section 239(3.1) of the Municipal Act, regarding strategic matters and inter-municipal relations.

Adjournment

November 24, 2014

**COMMUNITY SERVICES - CUSTOMER SERVICES
INFORMATION REPORT # 2014 – 29**

TO: Members of Council

COPY: Bob Shelton, CAO
Anita Moore, Commissioner of Corporate Services
Peter Noehammer, Commissioner of Development & Infrastructure
Services
Members of OLT

SUBJECT: Community Survey - 2014

ORIGIN: Manager, Customer Services

The Town of Newmarket's current vision statement is to be a community "well beyond the ordinary" with an accompanying corporate mission to "make Newmarket even better". In 2002, 2005, 2010 and June 2014, using the services of outside consultants, the Town conducted community surveys of approximately 800 residents. In 2008 Council agreed that Community Surveys should be conducted every four years, aligned with the timing of the municipal elections.

Through a standard RFP process Forum Research was selected to conduct our 2014 survey. The purpose of the survey was to measure the level of satisfaction and degree of importance for a variety of services provided by the Town. As with previous surveys, this survey included 14 'core' questions drawn from the ICCS's (Institute of Citizen Centered Service) Common Measurement Tool.

The objectives of the 2014 survey were to:

- Obtain community input and evaluate the current services offered by the Town of Newmarket;
- Gain insight into services where the level of satisfaction is rated as neutral or dissatisfied and find ways to understand and improve upon these ratings;
- Obtain community input as to the service priorities (from a budget & tax perspective);
- Obtain feedback as to the expected service levels and improvements needed in customer service and how to best spend tax dollars;

Customer Services

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- Benchmark the results of the 2014 Community Satisfaction Survey with those from the 2010, 2005 and 2002 Community Surveys;
- Inform Council of residents' feedback for the purpose of setting Council's strategic priorities for the upcoming term of council.

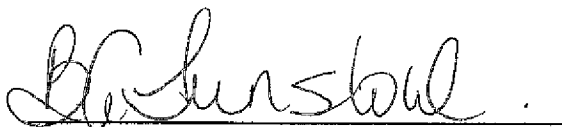
This information will help inform Council's Strategic Priorities for the 2014 – 2018 term. Forum Research will be presenting this information at a workshop on December 10, 2014.

Briefly, the 2014 results include the following highlights:

- 95% of respondents are satisfied with the Town of Newmarket as a place to live;
- The majority of residents (84%) indicated that they are receiving at least fair value for their tax dollars and user fees;
- Nearly 4 out of 5 residents (78%) are satisfied with the local municipal government;
- 19 of 32 services surveyed saw an increase in performance from 2010;
- A statistically significant increase in performance was found for each CMT question regarding service interaction;
- All services received a minimum score of 3.98 or higher out of 5;
- When compared with our benchmark groups including several municipalities, the Town of Newmarket fares very favourably;
- Town staff continues to deliver excellent customer service to members of the community.

CONTACT

Any questions related to this report and this initiative should be directed to the Project Lead, Bonnie Munslow, Manager, Customer Services at bmunslow@newmarket.ca



Bonnie G. Munslow
Manager, Customer Services



Ian McDougall
Commissioner, Community Services



Town of Newmarket: 2014 Community Satisfaction Survey Key Findings Report

November 17, 2014



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Methodology

Background

The Town of Newmarket selected Forum Research Inc. through a standard RFP process to conduct customer service market research consulting and fieldwork services. These services included: project management, research design, data collection, analysis, reporting and presentation of results. The broad purpose of the survey was to measure the level of satisfaction and degree of importance for a variety of services provided by the Town. The survey included 14 'core' questions drawn from the ICCS Common Measurements Tool (CMT) as well as several additional questions. The survey has been conducted in 2002, 2005, and 2010 with a sample size of approximately N=800. Past research methodologies have been primarily telephone based with the option to complete online through the Town's website, or via mail through a paper copy of the survey available at Town offices or upon request. This survey was only conducted by telephone, with the inclusion of cell phone numbers, to ensure that we had a representative sample.

Past important issues uncovered during the 2010 wave of research included: Traffic, Cost of living / taxes / user fees, Growth, Road system improvements, and Quality / Quantity of municipal services. Special attention will be paid to monitoring the movement of these past key metrics in addition to the objectives laid out in the section that follows.

New Questions & Analysis

Questions pertaining to council priorities were modified from the original "open-ended" style question to a closed ended importance ranking. Rather than asking respondents what they thought were the top three priorities, a list of potential priorities were read out and they were asked to rate the importance of each one. The list was then ranked from highest importance to lowest. A set three 'Citizen Engagement Index' questions were used to determine and benchmark Citizen Engagement. Finally, Forum Research removed the 'stated' importance questions and introduced 'derived' importance to help determine strategic priorities for the town moving forward.

Field Dates & Response Rate

The research was conducted via live agent Computer-Assisted-Telephone-Interviewing (CATI) from June 23rd to July 5th, 2014. In total, N=801 surveys were completed with residents of the Town of Newmarket. A profile of respondents can be found in Appendix I – Demographics.

The overall response rate for this study was 15.5%.

Executive Summary

Overall, the results from the 2014 community survey for the Town of Newmarket were very positive.

- Almost all residents (95%) are satisfied with Newmarket as a place to live, consistent with previous levels in 2005 and 2010.
- The vast majority of residents (84%) indicated that they were receiving at least fair value for their tax payer dollars and user fees spent in support of Town services. There is no historical comparison on this metric.
- Nearly 4 out of 5 residents (78%), are satisfied with the local municipal government. This metric recorded a high of 80% in 2002 but has been on the decline for nearly a decade reaching a low of 71% in 2010. This increase to 78% is statistically significant, reverses the downward trend, and puts this metric back on par statistically with the high in 2002.

Consistent with the high levels of KPI's, we see strong results in satisfaction levels with increases in many categories. Overall, 19 of the 32 programs / services recorded an increase in performance from 2010, continuing an upward trend from 2005. The largest gains in performance were seen in Youth and Recreation programs (up 14 p.p., a significant increase), the Youth Centre and Skate Park (up 13 p.p., a significant increase) and Walk / Biking Trails (up 11 p.p., a significant increase).

Departments which residents had interaction with in the past year also performed well as 4 out of 5 residents indicated they were satisfied with service overall. Although consistent with overall satisfaction levels in 2010, a statistically significant increase in performance was found for each CMT question regarding service interaction. Largest gains in performance were recorded for the staff that provided the service as well as for overall quality of service delivery (up 8 p.p. and 4 p.p. respectively). Residents indicated that staff was knowledgeable and competent (up 6 p.p.), staff was clear what to do when they had a problem (up 5 p.p.), and residents were informed of everything they had to do in order to get the service / product / information (up 4 p.p.) needed.

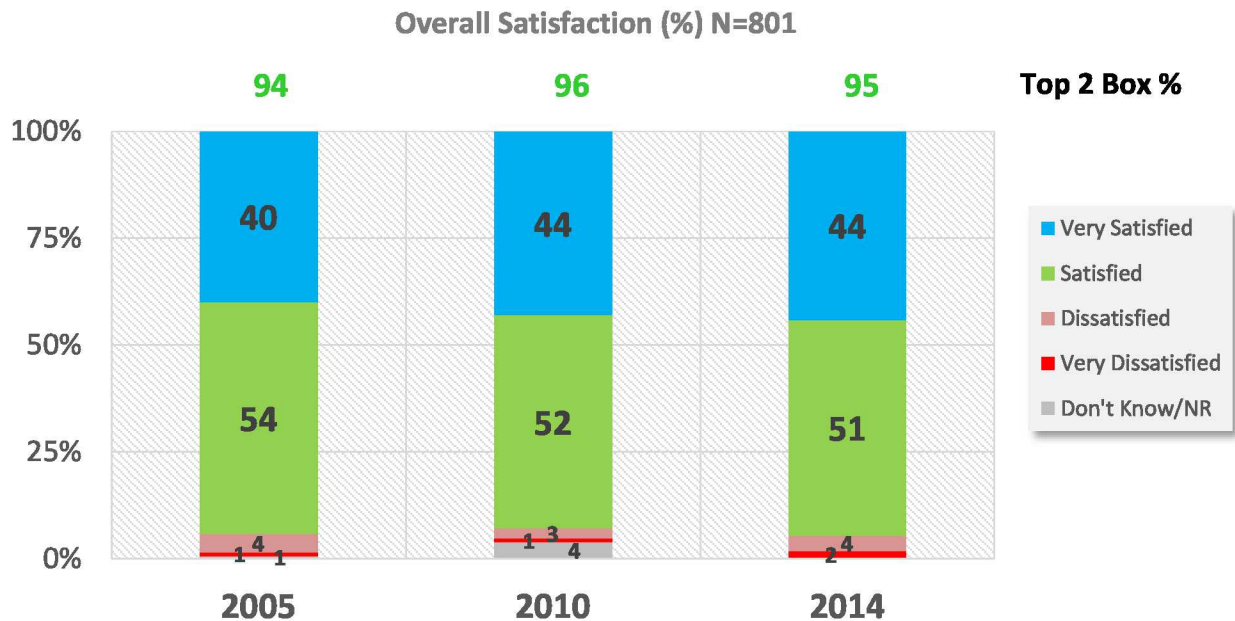
Looking forward, to continue improving resident satisfaction with the Town of Newmarket as a Place to Live, a derived importance analysis pointed to public consultation on municipal processes, traffic control and safety measures, parking enforcement, bylaw enforcement, animal control services, the Town of Newmarket website, winter road maintenance, and the condition of the Youth Centre / Skate Park as top priorities. Furthermore, top priorities for improving residents satisfaction with local municipal government were public consultation on municipal processes, traffic control and safety measures, winter road maintenance (snow clearing), the Town of Newmarket website, snow plowing for sidewalks, bylaw enforcement, adult recreation programs, grass cutting / boulevard maintenance, and street sweeping.

Given these strong findings, it is recommended that a Community satisfaction survey be administered (although smaller in nature) for the Town of Newmarket in two years to continue to track positive trends in satisfaction levels and better gauge overall progress moving forward.

Key Performance Indicators

Town of Newmarket as a Place to Live

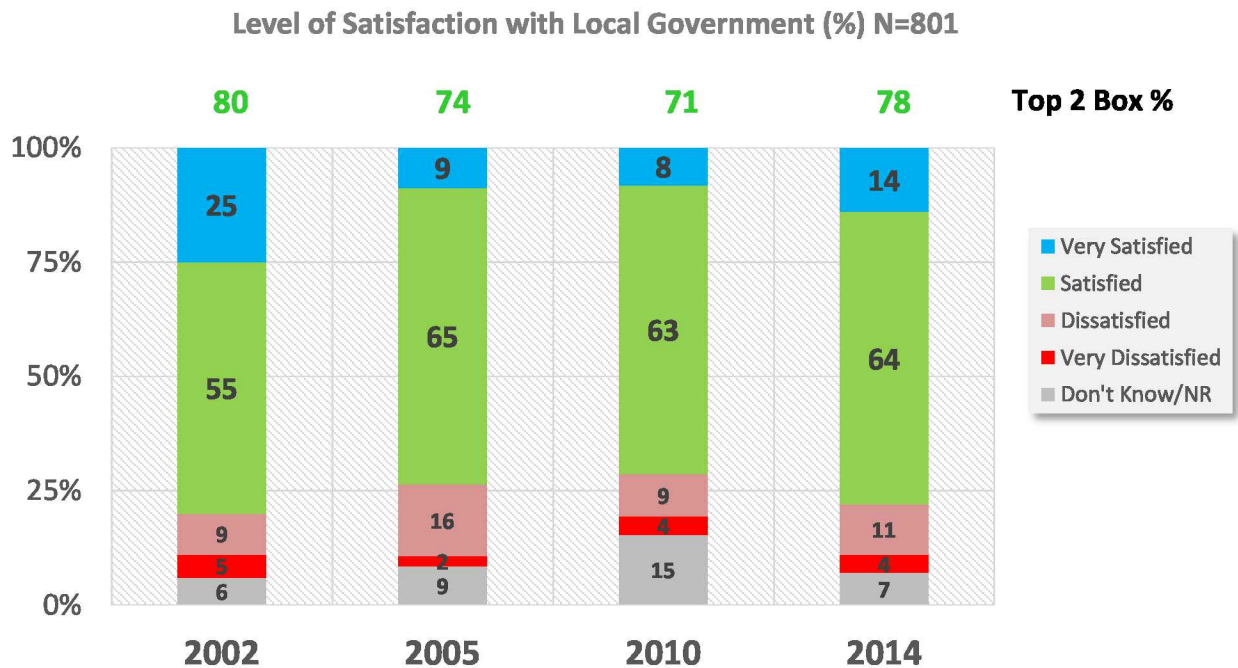
How do residents feel about the Town of Newmarket as a place to live in general? In keeping with previous findings, 95% of those surveyed indicated they are either very satisfied, or satisfied, with the Town as a place to live (44% very satisfied, 51% satisfied) showing that the Town of Newmarket is still seen by the vast majority of residents as a good place to live. Only 4% indicated they were dissatisfied, with half that figure indicating they are very dissatisfied (2%). Findings for 2014 for this question were not statistically different from 2010, or 2005 results.



How do you generally feel about the Town as a place to live? Are you: very satisfied, satisfied, dissatisfied, or very dissatisfied?

Satisfaction with Local Municipal Government

Residents were also asked how satisfied they are with the local municipal government, and it was found that just shy of 8-in-10 are either very satisfied, or satisfied (78%). This marks a significant increase from 2010 levels (71% → 78%), mostly among those indicating they are 'very satisfied' (8% → 14%), and a return to 2002 combined satisfaction levels.

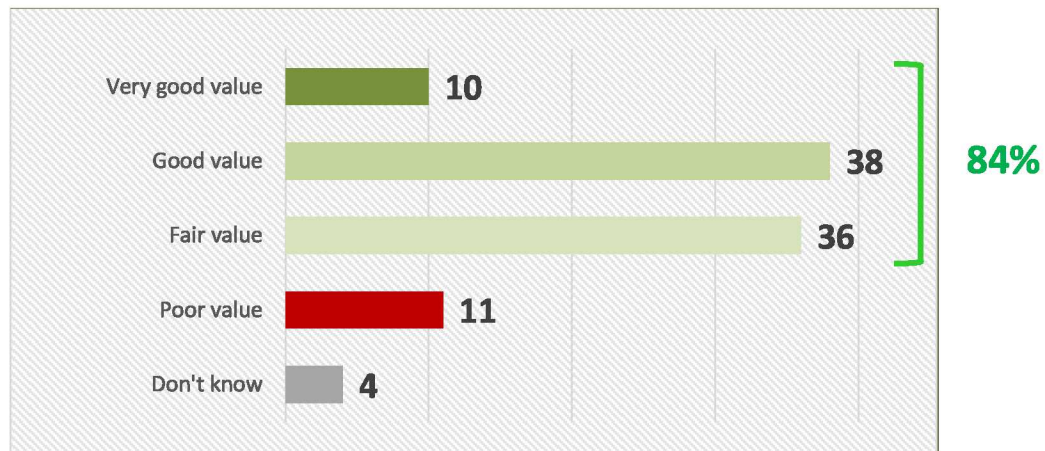


How satisfied are you with the Town of Newmarket local municipal government? Are you: very satisfied, satisfied, dissatisfied, or very dissatisfied?

Value for Money

When it came to value for tax dollars and user fees spent in support of Town services, over 8-in-10 residents indicated they felt they were receiving at least fair value for their money (10% very good value, 38% good value, 36% fair value), a strong result for this metric. Only 1-in-10 residents surveyed thought they were receiving poor value for money spent, and 4% indicated they didn't know enough to comment.

Value for Tax Dollars / User Fees (%) n=801

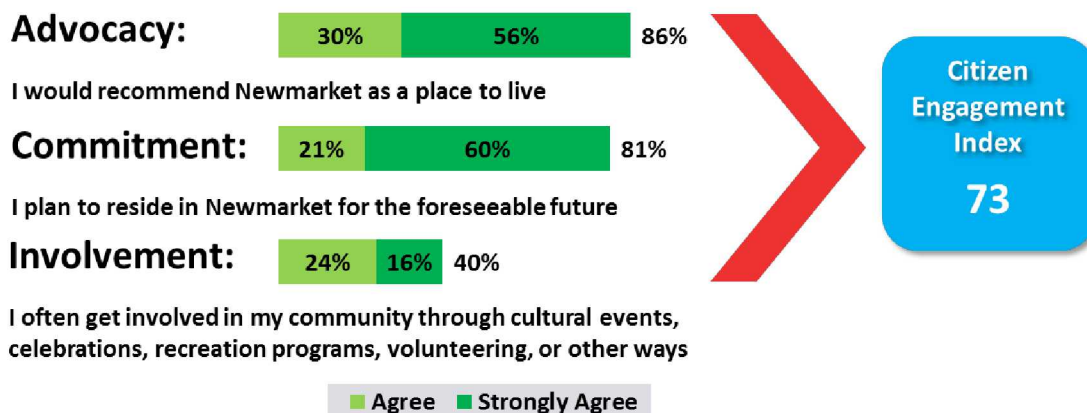


Your tax bill consists of payment for Town services, York Region & York Region School Boards. Thinking about the 39% of your tax bill that goes to supporting Town services along with user fees collected, would you say you receive: very good value, good value, fair value, or poor value for your tax dollars / user fees?

Citizen Engagement Index

Citizen Engagement is a composite measure of a set of behaviours associated with Engagement: the kind of behaviour that one would expect to see in Engaged Citizens. At the end of the day, municipalities need to ask themselves what kind of behaviour that they would like to see in their residents as a result of the services they provide. This is different than simply or merely being satisfied with the services provided by the municipality. In the private sector, there has been movement away from customer satisfaction toward a customer loyalty index, and away from employee satisfaction toward an employee engagement index. The definition of customer loyalty or employee engagement may vary by consulting firm or industry or individual organization or company, but what is common is the idea that a set of behaviours rolled into an index is a better indication of performance than one single variable such as overall satisfaction.

The town of Newmarket may have a unique goal for the types of behaviours they would like to see in their citizens and as such the following three statements were used to comprise the Newmarket Citizen Satisfaction Index. As it is a unique measure, a comparison to other municipalities does not exist. What is most important, however, from a benchmarking perspective is to understand what the current level of engagement is (as defined by the town of Newmarket) and to determine what drives that set of behaviours so that improvements can be made to increase engagement.

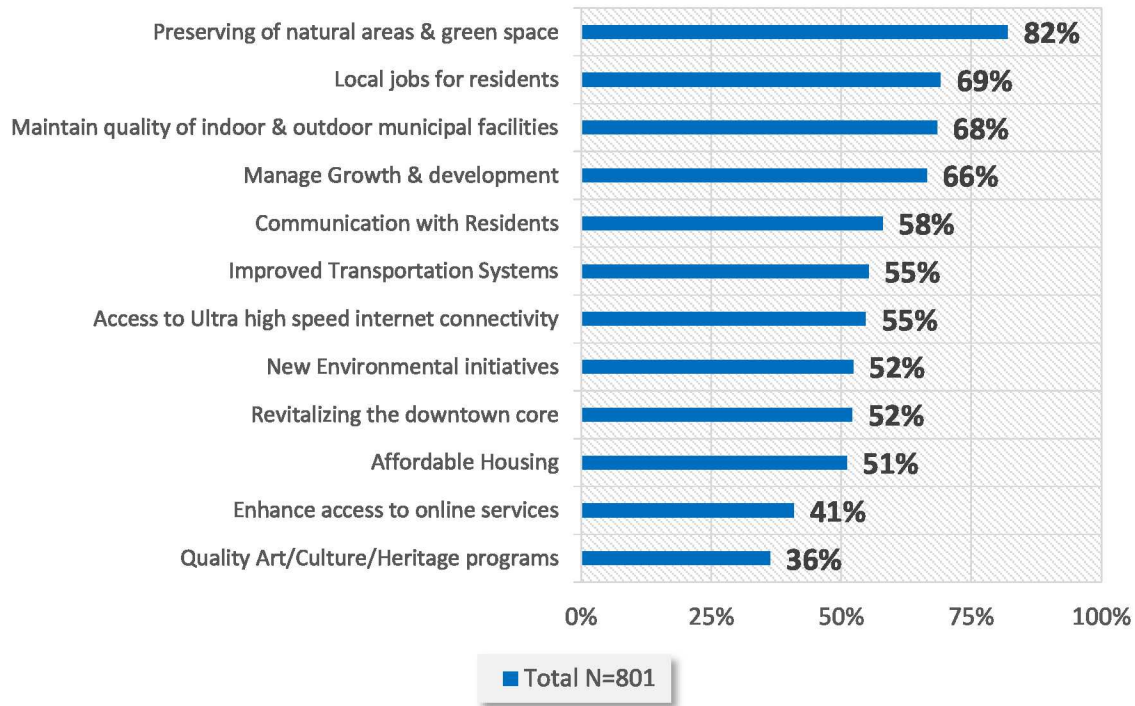


Council Priorities

Residents were asked to think about priorities that Newmarket Council could address in the future, and to rank the importance of each using a 10-point scale where 1 meant 'not at all important', and 10 meant 'extremely important'. Of those items presented, what was the leading priority for Council according to residents? Preservation of natural areas & green spaces was seen as the highest priority among residents, with 82% of those surveyed giving this item a Top 3 Box rating (7-10). This was followed somewhat distantly by local jobs for residents (69%), maintaining the quality of indoor & outdoor municipal facilities (68%), and managing growth & development (66%).

Items seen as less important to residents included quality art / culture / heritage programs (36%), and enhancing access to online services (41%).

Top Priorities for Newmarket Council (Top 3 Box %) N=801



Thinking about priorities that Newmarket Council could address in the future, how important is each of the following to you. Please use a 10-point scale, where 1 means "not at all important" and 10 means "extremely important."

Service Satisfaction

Recreation and Culture Programs Satisfaction

Residents were asked how they would rate various Recreation and Culture Programs and offerings on a scale of 1 to 5, where 5 represented 'very satisfied', and 1 'very dissatisfied'. Which Recreation and Culture Programs and offerings were residents most satisfied with? On the top of the list were walking / bike trails (86%), and followed by Community Special Events (84%), trailed somewhat distantly by Children's Recreation programs, the Public Library, and Aquatic and Swimming Programs (75% each). Residents were least satisfied with the Museum (38%), followed by Inclusion Programs for people with disabilities (51%), and Adult Recreation Programs (58%).

Comparison to historical data shows well over half of the items presented to residents showed some performance improvement from 2010 to 2014. The Recreation and Culture Programs that showed the largest gains were Youth Recreation Programs (up 14 p.p., a significant increase), Walking / Bike Trails (up 11 p.p., a significant increase), and Aquatic and Swimming Programs (up 9 p.p., a significant increase). The only items that showed a decrease were the Museum (down 11 p.p., a significant decrease), the Seniors Centre / Programs (down 5 p.p. a significant decrease) and the Newmarket Theatre (down 3 p.p., although it should be noted this variance does not test as significant and is within the margin of error for this study).

2014 Recreation and Culture Program Satisfaction (Top 2 Box %) N=801

Items	2014
Walking / Bike Trails	86%
Community Special Events (e.g. Canada Day, 1 st Night, Winterfest, Santa Claus Parade)	84%
Children's Recreation Programs	75%
Public Library	75%
Aquatic And Swimming Programs	75%
Arts And Culture Programs/Events (e.g. Music In The Park, Heritage Art Contest, Kreative Kids Festival)	73%
Newmarket Theatre	69%
Children's Camps	65%
Youth Recreation Programs	65%
Seniors Centre / Programs	60%
Adult Recreation Programs	58%
Inclusion Programs (for people with disabilities)	51%
Museum	38%

Historical Trending of Recreation and Culture Program Satisfaction (Top 2 Box %) N=801

Items	2005	2010	2014	2010-2014 Performance Gap
Youth Recreation Programs	52%	51%	65%	+14
Walking / Bike Trails	59%	74%	86%	+11
Aquatic And Swimming Programs	46%	66%	75%	+9
Children's Camps*		57%	65%	+8
Community Special Events (e.g. Canada Day, 1 st Night, Winterfest, Santa Claus Parade)	75%	77%	84%	+7
Adult Recreation Programs	43%	53%	58%	+5
Inclusion Programs (for people with disabilities)*		46%	51%	+5
Children's Recreation Programs	64%	71%	75%	+4
Public Library	73%	75%	75%	0
Arts And Culture Programs/Events (e.g. Music In The Park, Heritage Art Contest, Kreative Kids Festival)*		73%	73%	0
Newmarket Theatre	68%	72%	69%	-3
Seniors Centre / Programs	60%	65%	60%	-5
Museum	45%	49%	38%	-11

We would like to get your opinion on various Town services. Using a 5-point scale where 1 means "very dissatisfied" and 5 means "very satisfied", please rate the quality of these services in Newmarket. Now starting with (service) what is your opinion on the quality of this? And, now for (service)?

****Items introduced in 2010, no previous historical data***

Recreation and Culture Facilities Satisfaction

When it came to Recreation and Culture Facilities in the Town of Newmarket it was found that residents were most satisfied with Skating and Aquatics Facilities (79%, 77% top 2 box respectively), and the Sport Playing Fields (72%). Residents were least satisfied with the Youth Centre / Skate Park (63%).

2014 Recreation and Culture Facility Satisfaction (Top 2 Box %) N=801

Items	2014
Skating Facilities	79%
Aquatics Facilities	77%
Sport Playing Fields	72%
Youth Centre/Skate Park	63%

Looking at historical trending of satisfaction levels with Recreation and Culture Facilities in the Town of Newmarket it was found that relative to 2010 satisfaction levels have improved for all presented facilities. The leading gains were noted for the Youth Centre / Skate Park (up 13 p.p., a significant increase), Skating Facilities (up 7 p.p., a significant increase), and the Sport Playing Fields (up 5 p.p., a significant increase). Satisfaction levels also increased slightly for the Aquatics Facilities, but not to a significant degree (3 p.p.).

Historical Trending of Recreation and Culture Facility Satisfaction (Top 2 Box %) N=801

Items	2005	2010	2014	2010-2014 Performance Gap
Youth Centre/Skate Park	57%	50%	63%	+13
Skating Facilities	57%	72%	79%	+7
Sport Playing Fields	61%	67%	72%	+5
Aquatics Facilities	45%	74%	77%	+3

We would like to get your opinion on various Town services. Using a 5-point scale where 1 means “very dissatisfied” and 5 means “very satisfied”, please rate the quality of these services in Newmarket.

Now starting with (service) what is your opinion on the quality of this? And, now for (service)?

Public Work Services Satisfaction

Residents were also asked to rate their satisfaction with various Public Work Services. On the whole, in 2014 residents were most satisfied with the Water Supply (79%), followed by Parks Maintenance (76%), and Yard Waste Collection (75%). Public Work Services that residents were least satisfied with included Snow Plowing for Sidewalks (43%), Traffic Control and Safety Measures (52%), and Street Sweeping (53%).

2014 Public Work Services Satisfaction (Top 2 Box %) N=801

Items	2014
Water Supply	79%
Parks Maintenance (e.g. Playground Equipment, Benches)	76%
Yard Waste Collection	75%
Garbage / Recycling Collection	73%
Winter Road Maintenance (Snow Clearing)	61%
Grass Cutting/Boulevard Maintenance	58%
Street Sweeping	53%
Traffic control and safety measures	52%
Snow Plowing For Sidewalks	43%

Historically, Parks Maintenance, Water Supply, and Grass Cutting / Boulevard Maintenance were the only items to show an increase relative to 2010 when it came to Public Work Services satisfaction levels (9, 8, 5 p.p. respectively, all significant increases). All other items showed a decline with street sweeping and snow plowing for sidewalks dropping the furthest (10, 8 p.p. respectively, both tested as significant declines).

Historical Trending of Public Work Services Satisfaction (Top 2 Box %) N=801

Items	2005	2010	2014	2010-2014 Perf. Gap
Parks maintenance (e.g. playground equipment, benches)	67%	67%	76%	+9
Water supply*		71%	79%	+8
Grass cutting/boulevard maintenance	54%	54%	58%	+4
Winter road maintenance (snow clearing)	60%	64%	61%	-3
Traffic control and safety measures	39%	55%	52%	-3
Yard waste collection	62%	81%	75%	-6
Garbage / recycling collection	66%	80%	73%	-7
Snow plowing for sidewalks	46%	51%	43%	-8
Street sweeping	57%	63%	53%	-10

We would like to get your opinion on various Town services. Using a 5-point scale where 1 means “very dissatisfied” and 5 means “very satisfied”, please rate the quality of these services in Newmarket.

Now starting with (service) what is your opinion on the quality of this? And, now for (service)?

**Items introduced in 2010, no previous historical data*

Safety and Community Services Satisfaction

How satisfied are residents with various Safety and Community Services? The strong majority, over 9-in-10 (94%) indicated they were satisfied with Fire and Emergency Services in the Town. Residents were less satisfied, by a margin of nearly 2:1, with Bylaw Enforcement (49%), Parking Enforcement (50%), and Animal Control Services (53%).

2014 Safety and Community Services Satisfaction (Top 2 Box %) N=801

Items	2014
Fire and emergency services	94%
Animal control services	53%
Parking enforcement	50%
Bylaw enforcement	49%

Comparing 2014 results to the last wave of research conducted in 2010, it is shown that all Safety and Community Services showed some increase in performance with Parking Enforcement leading the pack (up 8 p.p., a significant increase), followed by Bylaw Enforcement (up 4 p.p., although it should be noted this increase did not test as significant), Fire and Emergency Services and Animal Control Services (up 2 p.p. each, slight increases that did not test as statistically significant).

Historical Trending of Safety and Community Services Satisfaction (Top 2 Box %) N=801

Items	2005	2010	2014	2010-2014 Performance Gap
Parking enforcement	49%	42%	50%	+8
Bylaw enforcement	46%	45%	49%	+4
Fire and emergency services	92%	92%	94%	+2
Animal control services	55%	51%	53%	+2

We would like to get your opinion on various Town services. Using a 5-point scale where 1 means "very dissatisfied" and 5 means "very satisfied", please rate the quality of these services in Newmarket.

Now starting with (service) what is your opinion on the quality of this? And, now for (service)?

Satisfaction with Other Services

Residents were also asked to rate some 'other' services provided by the Town of Newmarket. Of these 'other' services it was found that residents were most satisfied with their interaction with the Customer Service Centre (71%), followed by the Town of Newmarket Website (58%). Residents were less satisfied overall with Public Consultation on Municipal Processes, with just over 1-in-3 indicating they were satisfied (34%).

2014 Safety and Community Services Satisfaction (Top 2 Box %) N=801

Items	2014
Interaction with Customer Service Centre	71%
Town of Newmarket website www.newmarket.ca	58%
Public consultation on municipal processes	34%

Looking at historical data, performance has decreased for the 'other' services that have been previously assessed. The largest decline was for Public Consultation on Municipal Processes (down 14 p.p.), followed by interaction with the Customer Service Centre (down 10 p.p.), both of which tested as statistically significant declines.

Historical Trending of Safety and Community Services Satisfaction (Top 2 Box %) N=801

Items	2005	2010	2014	2010-2014 Performance Gap
Interaction with Customer Service Centre	78%	81%	71%	-10
Public consultation on municipal processes	45%	48%	34%	-14
Town of Newmarket website www.newmarket.ca*			58%	

We would like to get your opinion on various Town services. Using a 5-point scale where 1 means "very dissatisfied" and 5 means "very satisfied", please rate the quality of these services in Newmarket.

Now starting with (service) what is your opinion on the quality of this? And, now for (service)?

**Item introduced in 2014, no previous historical data*

Residents Willingness to Pay to Improve Town Services

Willingness to Pay to Improve Town Services N=801

Items	Taxes	Fees	Both	Not Willing to Pay
Snow plowing for sidewalks	20%	3%	12%	65%
Museum	5%	22%	12%	61%
Bylaw enforcement	13%	6%	8%	73%
Traffic control and safety measures	13%	4%	13%	70%
Parking enforcement	8%	9%	9%	74%
Street sweeping	7%	3%	11%	80%
Winter road maintenance (snow clearing)	13%	3%	12%	72%
Animal Control Services	10%	9%	14%	67%
Grass cutting/boulevard maintenance	9%	1%	13%	77%
Inclusion programs (for people with disabilities)	7%	17%	23%	54%
Garbage / recycling collection	11%	5%	9%	75%
Town of Newmarket website www.newmarket.ca	8%	1%	8%	83%
Adult Recreation programs	5%	22%	17%	56%

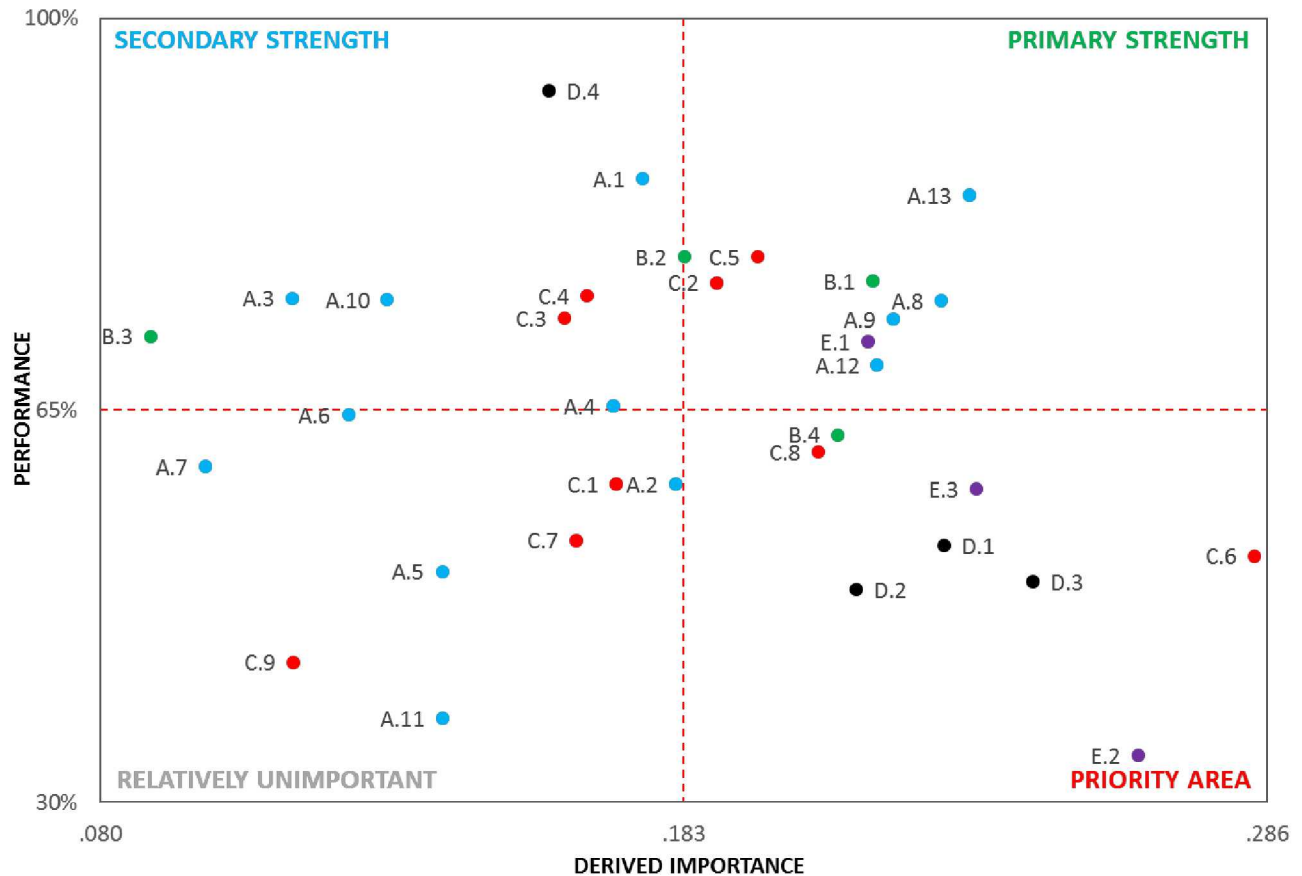
Would you be willing to pay to improve (service)? + For (service), would you prefer an increase in taxes, or the introduction or increase in user fees, or a combination of both?

The majority of residents were not willing to pay to improve the services they were most dissatisfied with. Of those who were willing to pay to improve, the method of payment varied somewhat, with residents leaning on the most practical method of paying based on the type of service. For example, of those who were willing to pay to improve snow plowing for sidewalks most preferred paying through taxes (20%), with only 3% citing user fees, and 12% saying a combination of both. In contrast, those who were willing to pay to improve the Museum or Adult Recreation Programs preferred paying through user fees (22% each). Of note, Inclusion Programs, Adult Recreation Programs, and the Museum had the greatest willingness to pay to improve the services (46%, 44%, and 39% respectively are willing to pay in some form), while the Town of Newmarket website, Street Sweeping, and Grass Cutting / Boulevard maintenance has the highest overall resistance to pay to improve with approximately 8-in-10 unwilling to pay.

Priorities for Improvement

Priorities for Improving Resident's Satisfaction with Town as a Place to Live

Using derived importance analysis the top priorities for improving residents satisfaction with the Town of Newmarket as a Place to Live included: public consultation on municipal processes, traffic control and safety measures, parking enforcement, bylaw enforcement, animal control services, the Town of Newmarket website, winter road maintenance, and the condition of the Youth Centre / Skate Park.

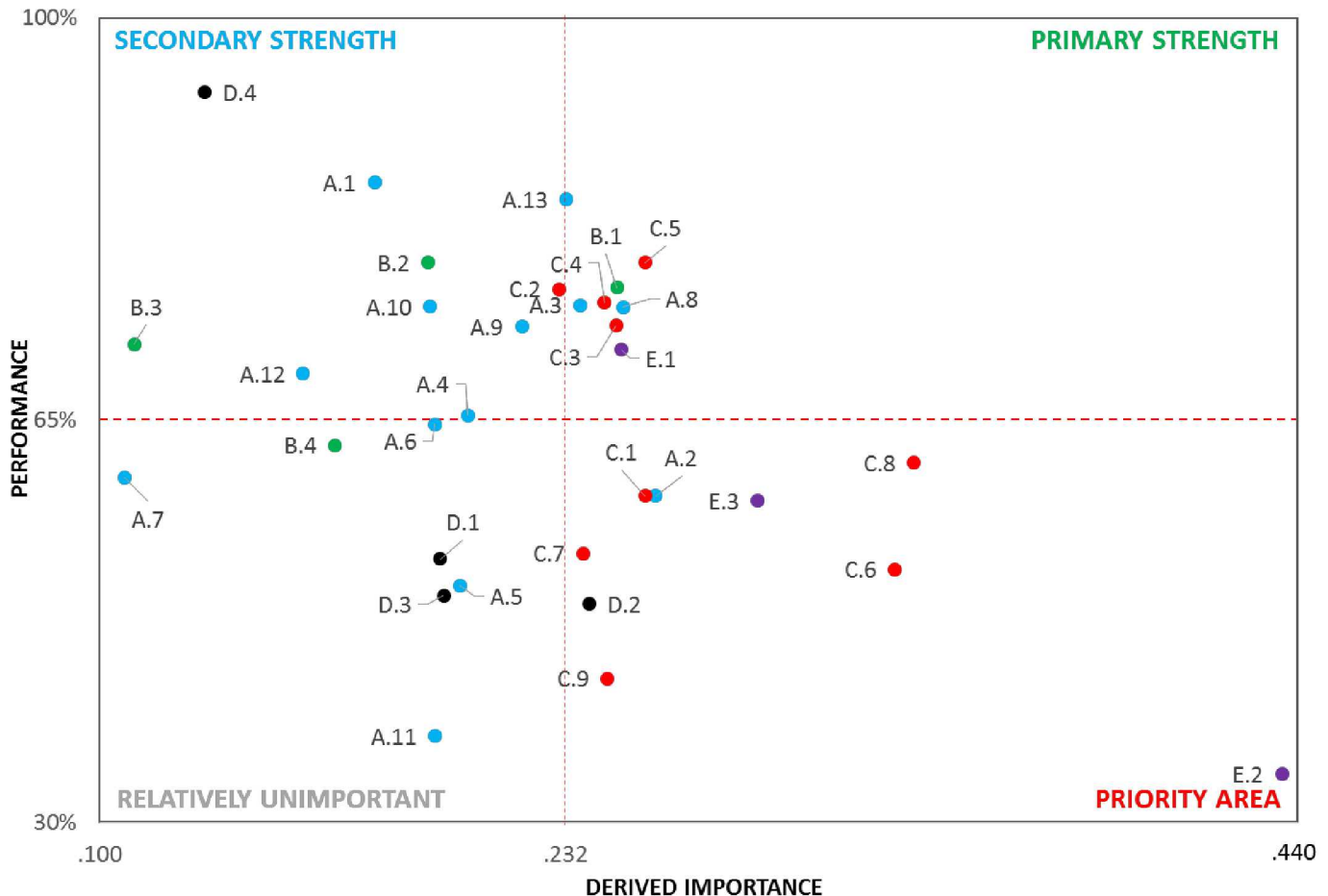


A.1	Walking/bike trails	B.1	Condition of the Aquatics facilities	D.1	Animal control services
A.2	Adult Recreation programs	B.2	Condition of the Skating facilities	D.2	Bylaw enforcement
A.3	Children's Recreation programs	B.3	Condition of the Sport Playing Fields	D.3	Parking enforcement
A.4	Children's camps	B.4	Condition of the Youth Centre/Skate park	D.4	Fire and emergency services
A.5	Inclusion programs (for people with disabilities)	C.1	Grass cutting/boulevard maintenance	E.1	Interaction with Customer Service Centre
A.6	Youth Recreation Programs	C.2	Parks maintenance	E.2	Public consultation on municipal processes
A.7	Seniors Centre/programs	C.3	Garbage / recycling collection	E.3	Town of Newmarket website www.newmarket.ca
A.8	Aquatic and swimming programs	C.4	Yard waste collection	LEGEND	
A.9	Arts and Culture programs/events	C.5	Water supply		
A.10	Public Library	C.6	Traffic control and safety measures		Recreation and Culture
A.11	Museum	C.7	Street sweeping		Facility / Field Condition
A.12	Newmarket Theatre	C.8	Winter road maintenance (snow clearing)		Public Works Services
A.13	Community special events	C.9	Snow plowing for sidewalks		Safety and Community Services
					Other

Overall Satisfaction with Town of Newmarket as a Place to Live				
Question	Statement	Importance	Performance	Priority
E.2	Public consultation on municipal processes	.263	34%	1
C.6	Traffic control and safety measures	.284	52%	2
D.3	Parking enforcement	.245	50%	3
D.2	Bylaw enforcement	.213	49%	4
D.1	Animal control services	.229	53%	5
E.3	www.newmarket.ca	.235	58%	6
A.11	Museum	.140	38%	7
C.8	Winter road maintenance (snow clearing)	.207	61%	8
B.4	Condition of the Youth Centre/Skate park	.210	63%	9
C.7	Street sweeping	.164	53%	10
A.2	Adult Recreation programs	.182	58%	11
C.1	Grass cutting/boulevard maintenance	.171	58%	12
A.5	Inclusion programs	.140	51%	13
A.12	Newmarket Theatre	.217	69%	14
C.9	Snow plowing for sidewalks	.114	43%	15
E.1	Interaction with Customer Service Centre	.216	71%	16
A.9	Arts and Culture programs/events	.220	73%	17
A.4	Children's camps	.171	65%	18
A.8	Aquatic and swimming programs	.228	75%	19
B.1	Condition of the Aquatics facilities	.216	77%	20
C.2	Parks maintenance	.189	76%	21
A.6	Youth Recreation Programs	.124	65%	22
C.3	Garbage / recycling collection	.162	73%	23
C.5	Water supply	.196	79%	24
C.4	Yard waste collection	.166	75%	25
A.7	Seniors Centre/programs	.099	60%	26
B.2	Condition of the Skating facilities	.183	79%	27
A.13	Community special events	.233	84%	28
A.10	Public Library	.131	75%	29
A.3	Children's Recreation programs	.114	75%	30
B.3	Condition of the Sport Playing Fields	.089	72%	31
A.1	Walking/bike trails	.176	86%	32
D.4	Fire and emergency services	.159	94%	33

Priorities for Improving Overall Satisfaction with services provided by Local Municipal Government

The top priorities for improving residents satisfaction with local municipal government were: public consultation on municipal processes, traffic control and safety measures, winter road maintenance (snow clearing), the Town of Newmarket website, snow plowing for sidewalks, bylaw enforcement, adult recreation programs, grass cutting / boulevard maintenance, and street sweeping.



A1	Walking/bike trails	B.1	Condition of the Aquatics facilities	D.1	Animal control services
A2	Adult Recreation programs	B.2	Condition of the Skating facilities	D.2	Bylaw enforcement
A3	Children's Recreation programs	B.3	Condition of the Sport Playing Fields	D.3	Parking enforcement
A4	Children's camps	B.4	Condition of the Youth Centre/Skate park	D.4	Fire and emergency services
A5	Inclusion programs (for people with disabilities)	C.1	Grass cutting/boulevard maintenance	E.1	Interaction with Customer Service Centre
A6	Youth Recreation Programs	C.2	Parks maintenance	E.2	Public consultation on municipal processes
A7	Seniors Centre/programs	C.3	Garbage / recycling collection	E.3	Town of Newmarket website www.newmarket.ca
A8	Aquatic and swimming programs	C.4	Yard waste collection	LEGEND	
A9	Arts and Culture programs/events	C.5	Water supply		Recreation and Culture
A10	Public Library	C.6	Traffic control and safety measures		Facility / Field Condition
A11	Museum	C.7	Street sweeping		Public Works Services
A12	Newmarket Theatre	C.8	Winter road maintenance (snow clearing)		Safety and Community Services
A13	Community special events	C.9	Snow plowing for sidewalks		Other

Overall Satisfaction with the Services Provided by Municipal Gov't				
Question	Statement	Importance	Performance	Priority
E.2	Public consultation on municipal processes	.436	34%	1
C.6	Traffic control and safety measures	.326	52%	2
C.9	Snow plowing for sidewalks	.244	43%	3
C.8	Winter road maintenance (snow clearing)	.331	61%	4
A.11	Museum	.195	38%	5
D.2	Bylaw enforcement	.239	49%	6
E.3	www.newmarket.ca	.287	58%	7
C.7	Street sweeping	.237	53%	8
A.2	Adult Recreation programs	.258	58%	9
C.1	Grass cutting/boulevard maintenance	.255	58%	10
A.5	Inclusion programs	.202	51%	11
D.3	Parking enforcement	.198	50%	12
D.1	Animal control services	.197	53%	13
E.1	Interaction with Customer Service Centre	.248	71%	14
A.4	Children's camps	.204	65%	15
A.6	Youth Recreation Programs	.195	65%	16
C.3	Garbage / recycling collection	.246	73%	17
A.8	Aquatic and swimming programs	.249	75%	18
B.4	Condition of the Youth Centre/Skate park	.167	63%	19
C.4	Yard waste collection	.243	75%	20
A.9	Arts and Culture programs/events	.220	73%	21
A.3	Children's Recreation programs	.236	75%	22
B.1	Condition of the Aquatics facilities	.247	77%	23
C.2	Parks maintenance	.230	76%	24
C.5	Water supply	.255	79%	25
A.12	Newmarket Theatre	.158	69%	26
A.10	Public Library	.194	75%	27
A.7	Seniors Centre/programs	.107	60%	28
B.2	Condition of the Skating facilities	.193	79%	29
A.13	Community special events	.232	84%	30
B.3	Condition of the Sport Playing Fields	.110	72%	31
A.1	Walking/bike trails	.178	86%	32
D.4	Fire and emergency services	.130	94%	33

KPI Priority Comparison Grid

There are 5 key services that have a significant impact on *both* satisfaction with Newmarket as a place to live, as well as satisfaction with Local Municipal government. These are: Traffic Control and Safety Measures, Winter Road Maintenance (snow clearing), Bylaw enforcement, Public Consultation on Municipal Processes, and the Town of Newmarket website. Also important to note is that all Public Works Services have a significant impact on satisfaction with Local Municipal government; whereas, Safety / Community Services mainly impact satisfaction with the town as a place to live.

			Satisfaction with the Town as a Place to Live	Satisfaction with Local Municipal Government
Recreation and Culture	A2	Adult Recreation Programs		✓
Facilities/Field Condition	B4	Condition of the Youth Centre	✓	
Public Works Services	C1	Grass Cutting/ Boulevard Maintenance		✓
	C6	Traffic Control and Safety Measures	✓	✓
	C7	Street Sweeping		✓
	C8	Winter Road Maintenance (snow clearing)	✓	✓
	C9	Snow plowing for sidewalks		✓
Safety / Community Services	D1	Animal Control Services	✓	
	D2	Bylaw Enforcement	✓	✓
	D3	Parking Enforcement	✓	
Other	E2	Public Consultation on Municipal Processes	✓	✓
	E3	Town of Newmarket Website	✓	✓

Contact with Municipal Departments / Services

Past Year Mode of Contact with Municipal Departments / Services

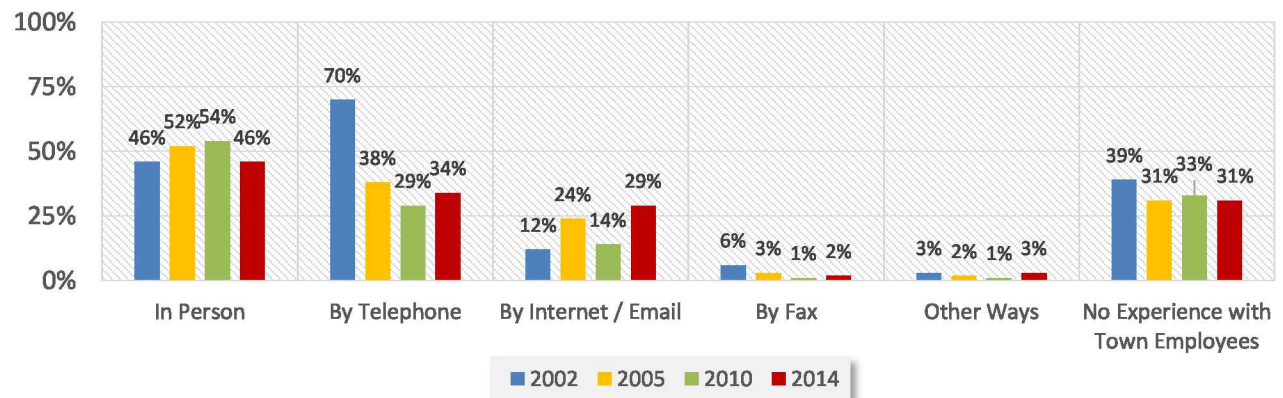
Of those residents who indicated they have had contact in the past year with Town of Newmarket municipal departments, the leading mention for mode of contact was in person (46%), followed by telephone (34%), and internet / email (29%). On the whole, 31% of residents mentioned they have no experience with Town employees in the past year.

2014 Past Year Mode of Contact with Municipal Departments / Services N=801

Items	2014
In person	46%
By Telephone	34%
By internet / email	29%
Other type of experience	3%
By Fax	2%
No experience with Town employees in last year	31%

Relative to previous year's findings, in person remains the most mentioned mode of contact (46%) although it has declined from 2010 (down 8 p.p.). Contact by telephone remained the second most frequently mentioned mode of contact, up 5 p.p. from 2010 (34%), and internet / email remained the third although usage of this mode has doubled since 2010 (14%→29%, an increase of 15 p.p.)

Historical Trending of Past Year Mode of Contact with Municipal Departments / Services



Within the past year, in what ways, if any, have you visited or accessed any of the Newmarket municipal departments to conduct business or obtain services?

Municipal Town Department / Service Last Accessed

The most frequently mentioned last Town Department / Services accessed in the past year were the Customer Service Centre (23%), and Public Works Services (19%), trailed somewhat distantly by Parks and Recreation, By-law Enforcement, and Finance (6% each). None of the residents surveyed had last accessed the Fire Department, Hollingsworth Arena, Museum, Trails, or the Communications Office.

Municipal Town Department / Service Last Accessed N=498

Items	2014
Customer Service Centre	23%
Public Works Services	19%
Parks And Recreation	6%
By-Law Enforcement	6%
Finance	6%
Building Permits and / or Inspections	4%
Planning Department	4%
Town Council	3%
Community Centre	3%
Parking Enforcement	3%
Clerk's Office	3%
Library Services	2%
Youth Centre	2%
Magna Centre	2%
Human Resources	1%
Legal Services	1%
Engineering Services	1%
Ray Twinney Complex	1%
Gorman Pool	1%
Newmarket Theatre	1%
Sports Fields	0%*
Seniors Centre	0%*
Economic Development Office	0%*
Fire Department	0%**
Hollingsworth Arena	0%**
Museum	0%**
Trails	0%**
Communications Office	0%**
Other (Specify)	8%

What municipal Town department or service have you last accessed? (<1%, ** 0%)*

Satisfaction with Various Aspects of Most Recent Municipal Town Department / Service Interaction (CMT Questions)

Residents who indicated they had accessed a Town Department or Service in the past 12 months were then asked to rate their level of satisfaction with various items related to service delivery. In 2014, overall satisfaction with the staff who provided the service received the highest satisfaction level (88% top 2 box), followed by satisfaction with the accessibility of the service / product (83%).

2014 Satisfaction with Various Aspects of Most Recent Municipal Town Department / Service Interaction (Top 2 Box %) N=498

Items	2014
Overall how satisfied were you with the staff who provided the service?	88
Overall, how satisfied were you with the accessibility of the service / product?	83
Overall, how satisfied were you with the amount of time it took to get the service?	81
How satisfied were you with the overall quality of service delivery?	81

Historically, all questions in this series showed some improvement relative to 2010 scores. Overall satisfaction with the staff who provided the service increased by a significant margin (up 8 p.p.), followed by satisfaction with the overall quality of service delivery (up 4 p.p.), the amount of time it took to get the service (up 3 p.p.), and finally – satisfaction with the accessibility of the service / product (up 1 p.p.), all noted variances but not statistically significant.

Historical Trending of Satisfaction Various Aspects of Most Recent Municipal Town Department / Service Interaction (Top 2 Box %) N=498

Items	2005	2010	2014	2010-2014 Performance Gap
Overall how satisfied were you with the staff who provided the service?	86	80	88	+8
How satisfied were you with the overall quality of service delivery?	83	77	81	+4
Overall, how satisfied were you with the amount of time it took to get the service?	83	78	81	+3
Overall, how satisfied were you with the accessibility of the service/product?	84	82	83	+1

Statement Agreement Regarding Most Recent Municipal Town Department / Service Interaction (CMT Questions)

Residents who had an interaction with a Municipal Town Department or Service in the past 12 months were also asked to rate their agreement level with a series of statements regarding their service interaction. It was found that residents were most likely to agree that the staff were courteous and respectful (90% each), and that they were treated fairly (89%). Residents were less inclined to agree that the staff went the extra mile to make sure they got what they needed (71%), of that the hours of service were convenient (75%).

2014 Statement Agreement Regarding Most Recent Municipal Town Department / Service Interaction (Top 2 Box %) N=498

Items	2014
Staff were courteous	90
Staff were respectful	90
I was treated fairly	89
Staff were knowledgeable and competent	86
I was informed of everything I had to do in order to get the service / product / info.	85
Staff were good listeners	83
It was clear what to do if I had a problem	80
The hours of service were convenient	75
Staff went the extra mile to make sure I got what I needed	71

Historical Trending of Statement Agreement Regarding Most Recent Municipal Town Department / Service Interaction (Top 2 Box %) N=498

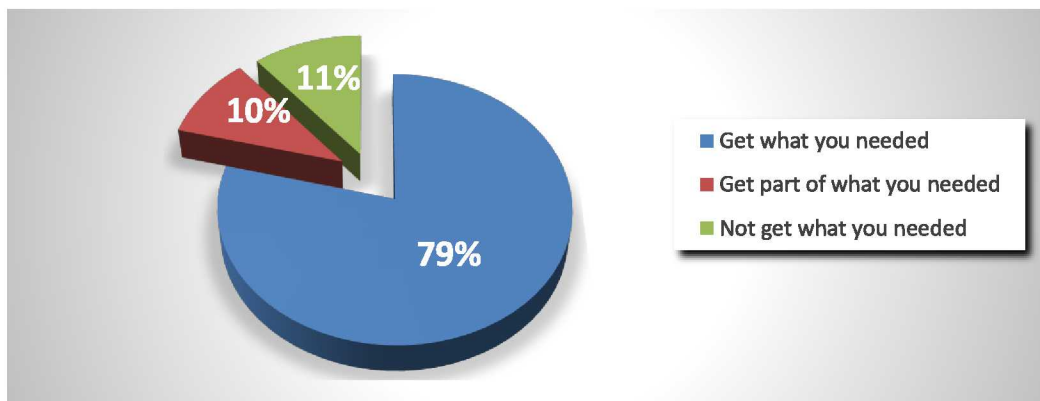
Compared to 2010 levels staff knowledge and competence showed the highest increase (up 6 p.p.), followed by it being clear what to do if residents had a problem (up 5 p.p.), both of which are statistically significant increase. The only aspect to show a decline was the convenience of the hours of service (down 1 p.p.), although it should be noted this is within the margin of error, and not a significant variance.

Items	2005	2010	2014	2010-2014 Perf. Gap
Staff were knowledgeable and competent	86	80	86	+6
It was clear what to do if I had a problem	83	75	80	+5
I was informed of everything I had to do in order to get the service / product / info.	86	81	85	+4
I was treated fairly	89	86	89	+3
Staff were good listeners	84	81	83	+2
Staff were courteous	89	89	90	+1
Staff were respectful	89	89	90	+1
Staff went the extra mile to make sure I got what I needed	80	70	71	+1
The hours of service were convenient	78	76	75	-1

Needs Met During Most Recent Interaction

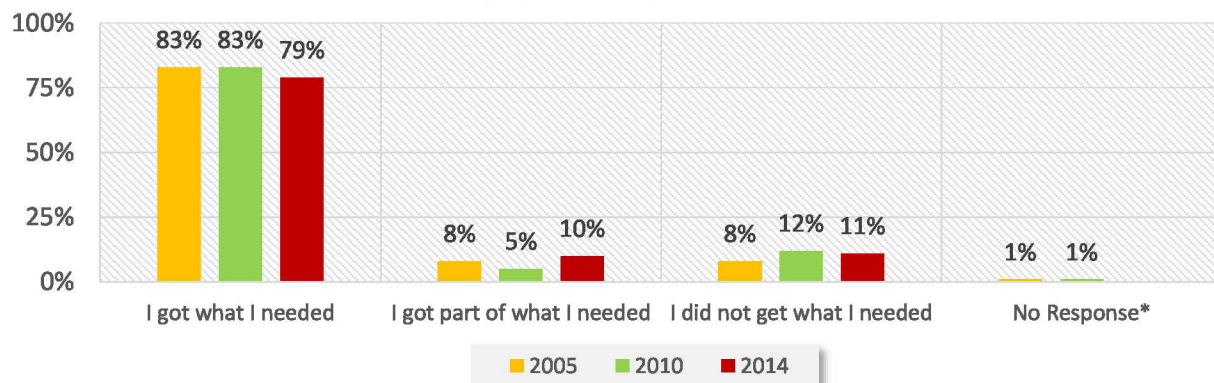
Residents were also asked if they got everything they needed during their most recent interaction with a Town Department or Service. On the whole, just shy of 8-in-10 indicated they got what they needed (79%), with 1-in-10 indicating their needs were either partially met, or not met at all (10%, 11% respectively).

2014 Needs Met During Most Recent Interaction (Top 2 Box %) N=498



Taking a look at results for this question in the past it was found that there was a small, and not statistically significant, decrease in the number of residents indicating they got what they needed in 2014 relative to 2010 (down 4 p.p.), and a significant increase in the number of residents saying they received 'part' of what they needed (up 5 p.p., doubling since 2010).

**Historical Trending of Needs Met During Most Recent Interaction
(Top 2 Box %) N=498**

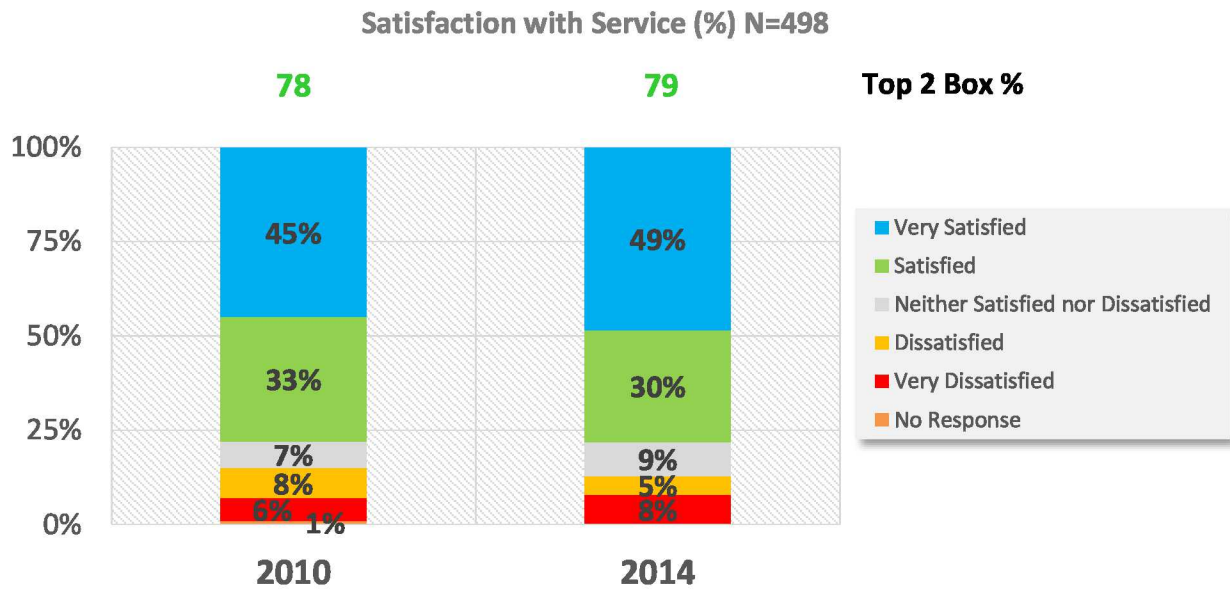


Again, based on this most recent experience and contact with the Town, in the end, did you...?

****'No response' is no longer an option in 2014***

Overall Satisfaction with Service

Residents who had an interaction with a Town Department or Service in the past 12 months were also asked how satisfied they were with the service overall. In keeping with 2010 levels, just shy of 8-in-10 indicated they were satisfied (79%).



Overall, how satisfied were you with this service? Were you...?

**'No response' is no longer an option in 2014*

Town of Newmarket Communication and Information Sources

When it came to the Town providing adequate information it was found that just over 3-in-4 feel the Town does provide enough information (76%), with 1-in-5 feeling they don't (18%). Under 1-in-10 indicated they didn't know enough to give an answer (7%). These results are not significantly different from 2010 findings.

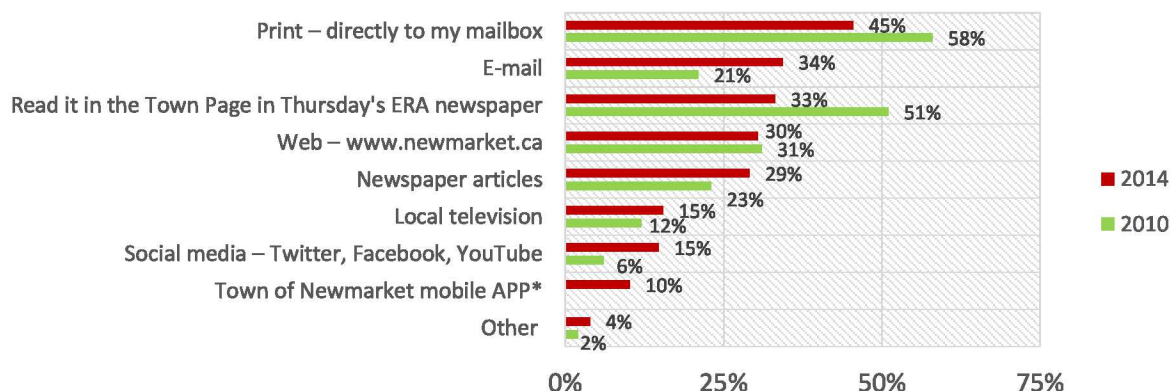
Adequate Information Provided on Projects, Programs and Service (Top 2 Box %) N=801



Do you feel the Town provides adequate information on projects, programs and services?

When asked how residents would prefer to receive information about the Town it was found that most preferred print, directly to their mailbox (45%, down significantly from 58% in 2010), followed by e-mail (34%, up significantly from 21%), and reading about it in the Town Page in Thursday's ERA newspaper (33%, down significantly from 51%). The town website, and other newspaper articles followed closely behind (30%, stable; 29% up significantly from 23%). Less preferred were the Town APP (10%), social media (15%, although it has increased significantly from 6% in 2010), and local television (15%).

Preferred Means of Receiving Information about the Town N=801



How would you prefer to receive Town information?

***Not asked in 2010**

Additional Comments / Suggestions for Improvement

What additional comments or suggestions did residents provide about the Town of Newmarket to achieve customer service excellence in the future? The top two responses were 'Better communication with the public/advertise services' (19) and 'Slow/stop the pace of development and new building' (17). These comments/suggestions were followed by 'Town Councillors are out of touch/not accountable' (13), 'Listen to what the public has to say' (12), 'Finish the roadwork on Davis Drive' (11), and 'Greater transparency/accountability on how tax dollars are spent' (11).

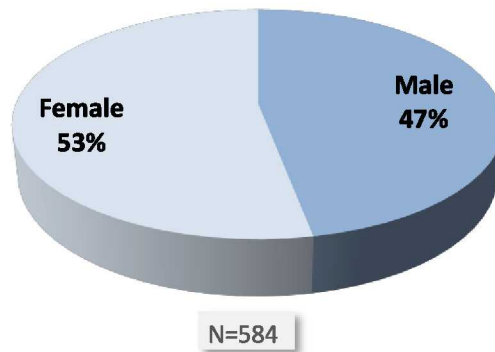
Items	2014
Better communication with the public/Advertise services	19
Slow/Stop the pace of development and new building	17
Town council/Councillors are out of touch/not accountable	13
Listen to what the public has to say	12
Finish the roadwork on Davis Drive	11
Greater transparency/accountability on how tax dollars are spent	11
Improved/faster roadwork and road maintenance	10
More recreational facilities (skate parks, , senior center, splash pads, etc.)	10
Shorten the length of the survey	9
More by-law enforcement	8
Improve traffic congestion	7
Keep doing surveys/Happy to do survey	7
Protect green space/parks	7
More recreation and culture programs	7
More use of social media/the internet to communicate with residents	7
Lower taxes	6
Curb spending of tax dollars	6
Expand/Improve transit system	6
More efficient use of current staff/resources	6
Stop the Glenway development	5
Roadwork on Davis Drive is hurting businesses	5
Need more senior's residences/affordable senior living	5
Build an off-leash dog park	4
Expand/Maintain the trail system	4
Simplify the phone system/Be easier to reach	4
Improve/fix the drinking water	3
Better clearing of roads/sidewalks in the winter	3
Longer office hours	2
Garbage pick-up should be expanded	2

Do you have any additional comments or suggestions about what the Town of Newmarket could do to achieve customer service excellence in the future? (Question was open ended)

Appendix I - Demographics

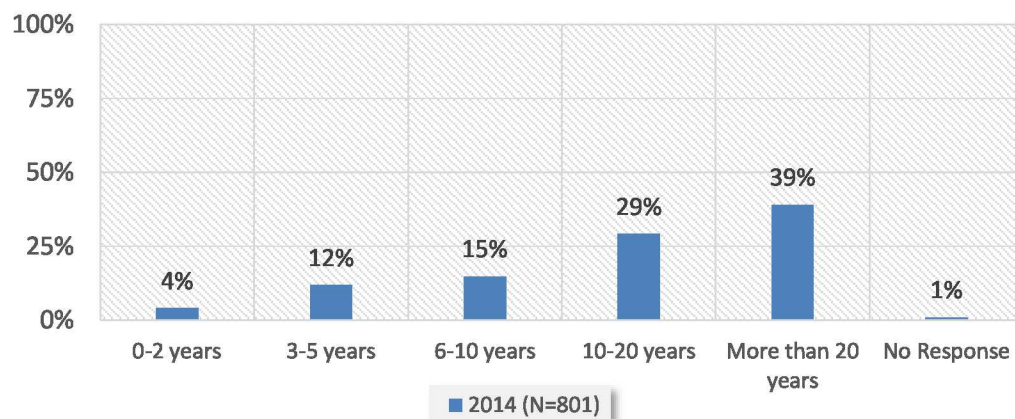
Gender

There was a fairly even distribution of male vs. female respondents (47% vs. 53% respectively)



Length of Time Lived in Town of Newmarket

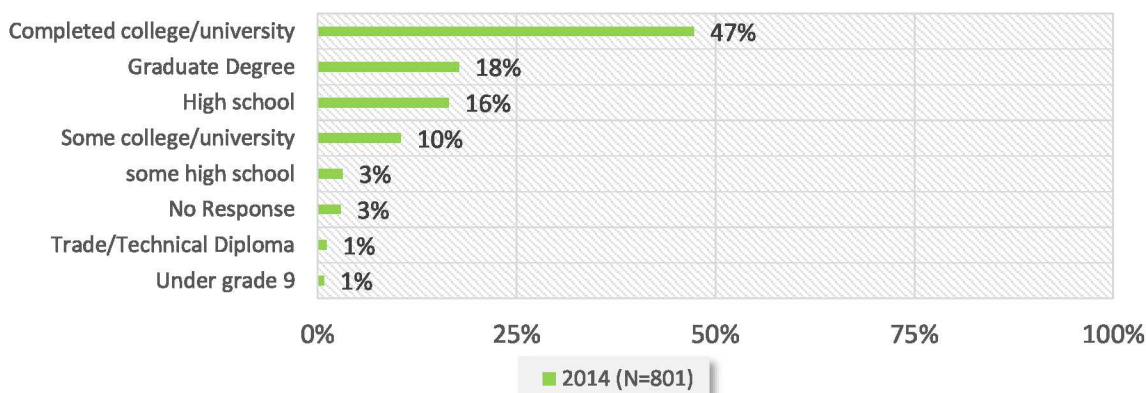
Most residents surveyed have lived in the area for 10 to more than 20 years (29% 10-20, 39% 20+ years).



How long have you lived in Newmarket?

Respondent Highest Level of Education Completed

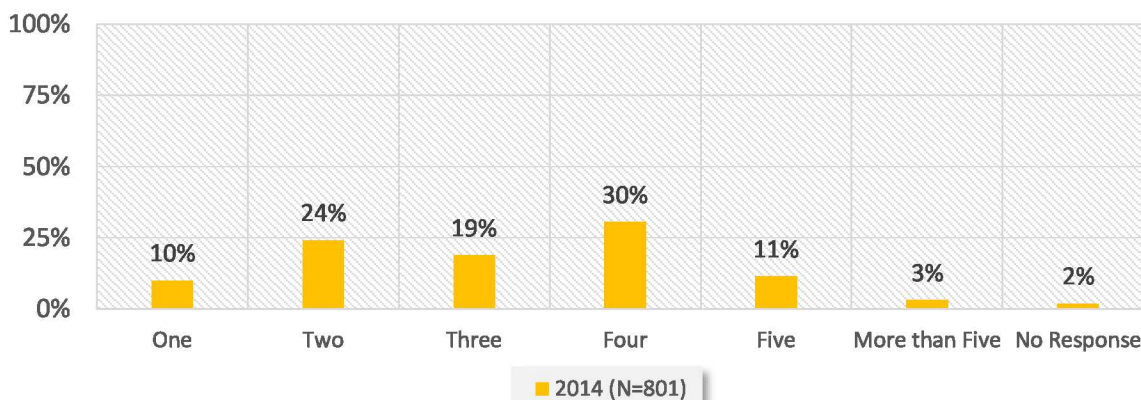
Close to half of residents surveyed have completed college or university (47%), with just shy of 1-in-5 holding a graduate degree (18%). Another quarter of residents completed high school (16%), or some college or university (10%).



What is the highest level of formal education that you have completed?

Number of Persons in Household

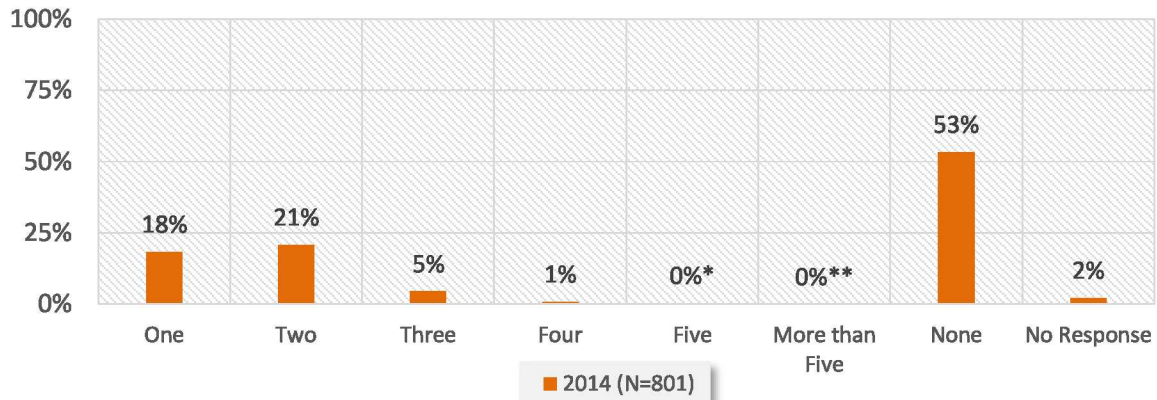
Most residents who completed the survey indicated they have between two to four persons living in their household (24% two, 19% three, and 30% four).



How many people live in your household?

Number of Children in Household (<18 years of age)

Just shy of 4-in-10 indicated they have one to two children in the household (19% one, 21% two), and just over half of those surveyed have none (53%).

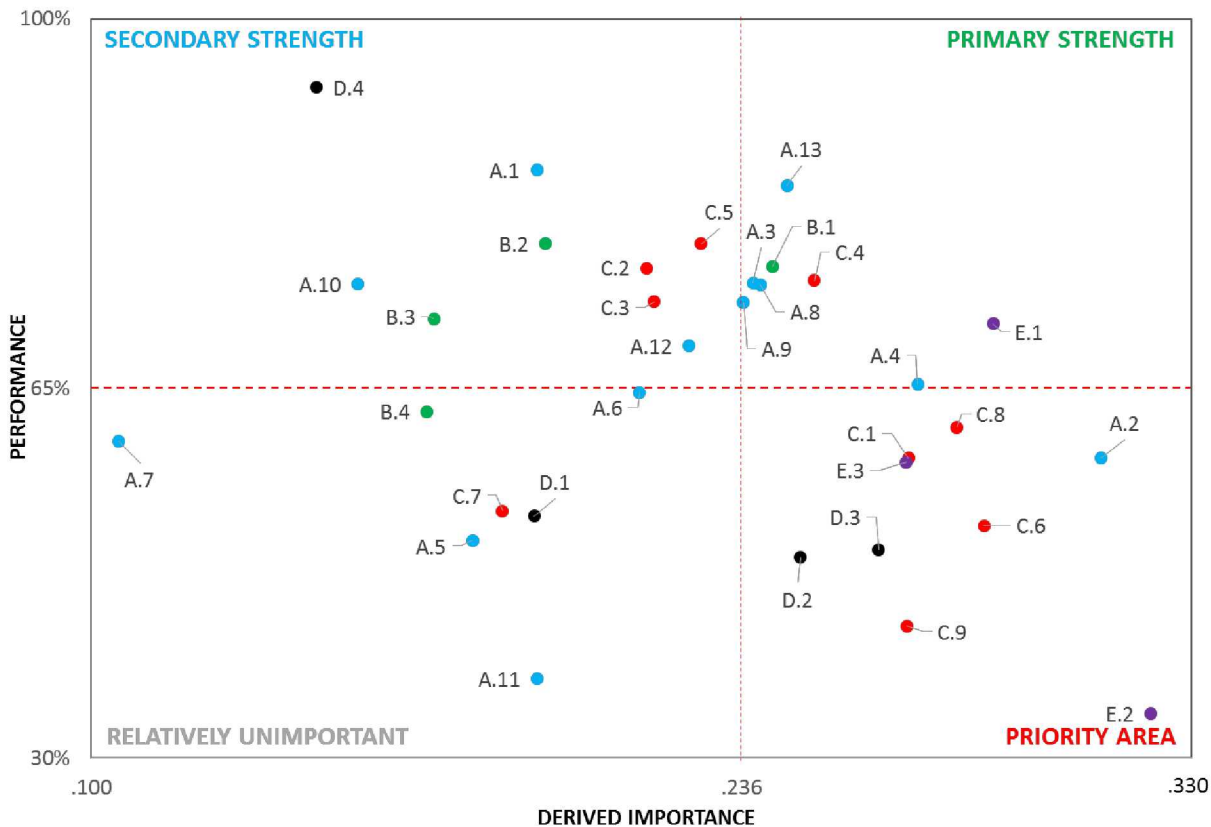


How many are children under the age of 18? (<1, **0)*

Appendix II – Supporting Information

Priorities for Improving Perceived Value for Money

When it came to improving residents perceived value for money it was found that the top priorities for improvement were: public consultation on municipal processes, snow plowing for sidewalks, traffic control and safety measures, adult recreation programs, parking enforcement, bylaw enforcement, winter road maintenance (snow clearing), Town of Newmarket website, and grass cutting / boulevard maintenance.

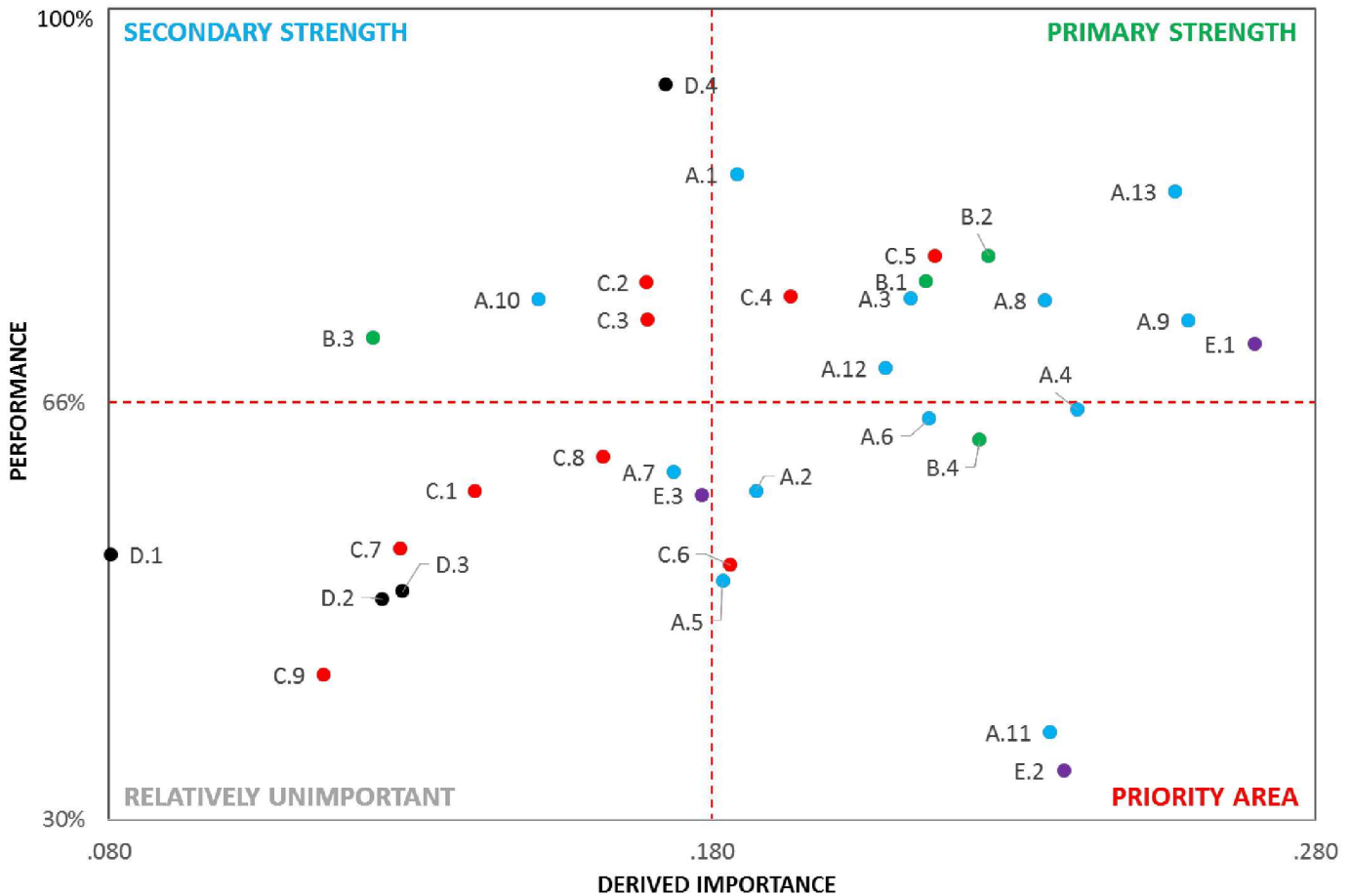


A.1	Walking/bike trails	B.1	Condition of the Aquatics facilities	D.1	Animal control services
A.2	Adult Recreation programs	B.2	Condition of the Skating facilities	D.2	Bylaw enforcement
A.3	Children's Recreation programs	B.3	Condition of the Sport Playing Fields	D.3	Parking enforcement
A.4	Children's camps	B.4	Condition of the Youth Centre/Skate park	D.4	Fire and emergency services
A.5	Inclusion programs (for people with disabilities)	C.1	Grass cutting/boulevard maintenance	E.1	Interaction with Customer Service Centre
A.6	Youth Recreation Programs	C.2	Parks maintenance	E.2	Public consultation on municipal processes
A.7	Seniors Centre/programs	C.3	Garbage / recycling collection	E.3	Town of Newmarket website www.newmarket.ca
A.8	Aquatic and swimming programs	C.4	Yard waste collection	LEGEND	
A.9	Arts and Culture programs/events	C.5	Water supply		Recreation and Culture
A.10	Public Library	C.6	Traffic control and safety measures		Facility / Field Condition
A.11	Museum	C.7	Street sweeping		Public Works Services
A.12	Newmarket Theatre	C.8	Winter road maintenance (snow clearing)		Safety and Community Services
A.13	Community special events	C.9	Snow plowing for sidewalks		Other

Value for Money				
Question	Statement	Importance	Performance	Priority
E.2	Public consultation on municipal processes	.321	.342	1
C.9	Snow plowing for sidewalks	.271	.425	2
C.6	Traffic control and safety measures	.287	.520	3
D.3	Parking enforcement	.265	.497	4
A.2	Adult Recreation programs	.311	.584	5
D.2	Bylaw enforcement	.248	.490	6
A.11	Museum	.193	.375	7
E.3	www.newmarket.ca	.270	.580	8
C.1	Grass cutting/boulevard maintenance	.271	.584	9
C.8	Winter road maintenance (snow clearing)	.281	.613	10
A.4	Children's camps	.273	.654	11
D.1	Animal control services	.193	.529	12
A.5	Inclusion programs	.180	.506	13
C.7	Street sweeping	.186	.534	14
E.1	Interaction with Customer Service Centre	.289	.711	15
A.6	Youth Recreation Programs	.215	.646	16
A.12	Newmarket Theatre	.225	.690	17
A.9	Arts and Culture programs/events	.236	.731	18
B.4	Condition of the Youth Centre/Skate park	.170	.628	19
C.4	Yard waste collection	.251	.752	20
A.8	Aquatic and swimming programs	.240	.748	21
A.3	Children's Recreation programs	.238	.750	22
C.3	Garbage / recycling collection	.218	.732	23
B.1	Condition of the Aquatics facilities	.242	.765	24
C.2	Parks maintenance	.216	.764	25
B.3	Condition of the Sport Playing Fields	.172	.716	26
C.5	Water supply	.227	.787	27
A.7	Seniors Centre/programs	.106	.600	28
B.2	Condition of the Skating facilities	.195	.787	29
A.10	Public Library	.156	.749	30
A.13	Community special events	.245	.842	31
A.1	Walking/bike trails	.193	.857	32
D.4	Fire and emergency services	.147	.935	33

Priorities for Increasing the Citizen Engagement Index Score

When it came to improving the Citizen Engagement Index Score, derived importance analysis shows that the improving performance for the following will result in the largest gains: public consultation on municipal processes, the museum, the condition of the Youth Centre / Skate Park, youth recreation programs, and adult recreation programs.



A.1	Walking/bike trails	B.1	Condition of the Aquatics facilities	D.1	Animal control services
A.2	Adult Recreation programs	B.2	Condition of the Skating facilities	D.2	Bylaw enforcement
A.3	Children's Recreation programs	B.3	Condition of the Sport Playing Fields	D.3	Parking enforcement
A.4	Children's camps	B.4	Condition of the Youth Centre/Skate park	D.4	Fire and emergency services
A.5	Inclusion programs (for people with disabilities)	C.1	Grass cutting/boulevard maintenance	E.1	Interaction with Customer Service Centre
A.6	Youth Recreation Programs	C.2	Parks maintenance	E.2	Public consultation on municipal processes
A.7	Seniors Centre/programs	C.3	Garbage / recycling collection	E.3	Town of Newmarket website www.newmarket.ca
A.8	Aquatic and swimming programs	C.4	Yard waste collection	LEGEND	
A.9	Arts and Culture programs/events	C.5	Water supply		Recreation and Culture
A.10	Public Library	C.6	Traffic control and safety measures		Facility / Field Condition
A.11	Museum	C.7	Street sweeping		Public Works Services
A.12	Newmarket Theatre	C.8	Winter road maintenance (snow clearing)		Safety and Community Services
A.13	Community special events	C.9	Snow plowing for sidewalks		Other

Citizen Engagement Index				
Question	Statement	Importance	Performance	Priority
E.2	Public consultation on municipal processes	.238	34%	1
A.11	Museum	.236	38%	2
A.5	Inclusion programs	.182	51%	3
C.6	Traffic control and safety measures	.183	52%	4
B.4	Condition of the Youth Centre/Skate park	.224	63%	5
A.4	Children's camps	.241	65%	6
E.1	Interaction with Customer Service Centre	.270	71%	7
A.2	Adult Recreation programs	.187	58%	8
A.6	Youth Recreation Programs	.216	65%	9
E.3	www.newmarket.ca	.178	58%	10
A.9	Arts and Culture programs/events	.259	73%	11
A.7	Seniors Centre/programs	.174	60%	12
C.9	Snow plowing for sidewalks	.116	43%	13
D.3	Parking enforcement	.129	50%	14
A.12	Newmarket Theatre	.209	69%	15
D.2	Bylaw enforcement	.125	49%	16
C.8	Winter road maintenance (snow clearing)	.162	61%	17
C.7	Street sweeping	.128	53%	18
A.8	Aquatic and swimming programs	.235	75%	19
C.1	Grass cutting/boulevard maintenance	.141	58%	20
A.3	Children's Recreation programs	.213	75%	21
B.1	Condition of the Aquatics facilities	.215	77%	22
B.2	Condition of the Skating facilities	.226	79%	23
C.4	Yard waste collection	.193	75%	24
C.5	Water supply	.217	79%	25
C.3	Garbage / recycling collection	.169	73%	26
A.13	Community special events	.257	84%	27
C.2	Parks maintenance	.169	76%	28
A.10	Public Library	.151	75%	29
D.1	Animal control services	.080	53%	30
B.3	Condition of the Sport Playing Fields	.124	72%	31
A.1	Walking/bike trails	.184	86%	32
D.4	Fire and emergency services	.172	94%	33

Appendix III- IVR Survey Results

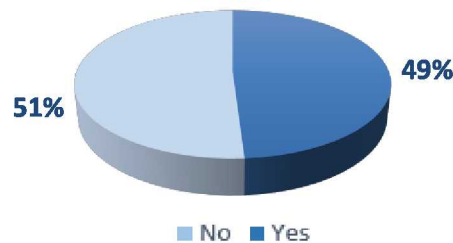
The following section displays the results of an IVR (Interactive Voice Response) survey conducted on November 10th, 2014. In total N=400 surveys were completed with residents in the Town of Newmarket. In order to ensure results are representative of the population, the data was weighted by age and gender.

Participation in Newmarket Recreation and Culture Programs

Respondents were asked if they or one of their dependents have participated in any Town of Newmarket Recreation and Culture program within the past two years. 51% of respondents said they have not participated, while the remaining 49% said that either they or one of their dependents have participated in a recreation and culture program.

Participation in Recreation and Culture

n=400



Looking specifically at the most recent recreation and culture program for which respondents (or their dependents) have participated in, majority (66%) were pre-registration programs. The other 34% were drop-in programs.

Pre-registration vs. Drop-in Program

n=183



Value for Money

When it came to the value respondents received for the money spent on their recreation and culture program, the overwhelming majority (95%) believed they received at least fair value for their money; and 74% said they received either “good” or “very good” value for their money. (n=183)

95%			
Poor value for money	Fair value for Money	Good value for Money	Very good value for money
5%	25%	42%	28%

Dealing with Costs for Recreation and Culture Programs

Given the costs for Recreation and Culture programs are paid for by taxes or user fees paid by the participant or a combination of both, respondents were asked in their opinion, how the total costs for these programs should be divided. Overall, majority of respondents (65%) believe the costs should be split between the participant and the tax base. However, it should be noted that nearly a quarter of respondents (23%) believe it should be paid for wholly by the participant. (n=400)

Total costs should be paid by the participant	Total costs should be split between the participant and the tax base	Total costs should be paid by taxes
23%	65%	12%

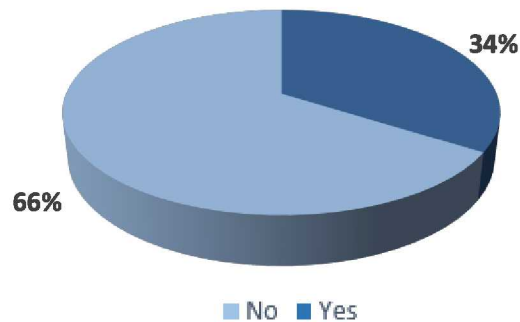
Respondents were asked if they believe there should be subsidies to help cover the costs of recreation and culture programs- particularly, subsidies based on participants’ age, ability to pay for the program, as well as to persons with a disability. The overwhelming majority believe that subsidies should be provided to participants based on all three factors- age, ability to pay, and disability. However, subsidies were most highly supported for persons with a disability (90% support).

N=400	YES	NO
Subsidies based on age	71%	30%
Subsidies based on ability to pay	81%	19%
Subsidies for persons with a disability	90%	10%

Information Regarding Tax Dollar Spending

When it came to whether or not respondents felt they have the information they require regarding how tax dollars are spent, majority (66%) said they do not.

Have information required regarding how tax dollars are spent (n=400)



Overall, majority of respondents (69%) said they would be interested in increasing their level of understanding of how their tax dollars are spent. Expectedly, those who felt they do not have the information they require regarding how tax dollars are spent are significantly more likely to say they are interested in increasing their level of understanding. Similarly, those who believe they have enough information required about how tax dollars are spent are significantly more likely to say they are not interested in increasing their understanding.

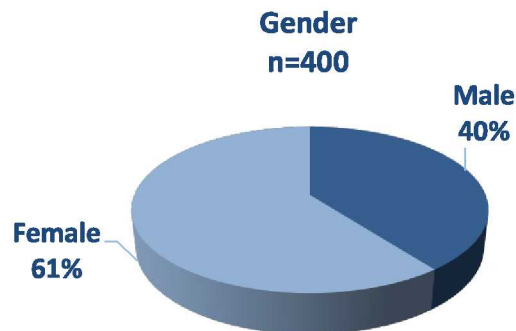
N=400	Yes- Have information required	No- Do not have information required	Total
Interested in increasing level of understanding	46%	81%	69%
Not interested in increasing level of understanding	54%	20%	31%

Looking specifically at respondents who said they are interested in raising their understanding of how tax dollars are spent, respondents said they would most prefer to do this through information posted on the Town website (53%) as well as printed material available from the Town (39%). The least preferred method was attending seminars at Town Hall (8%). (n=279)

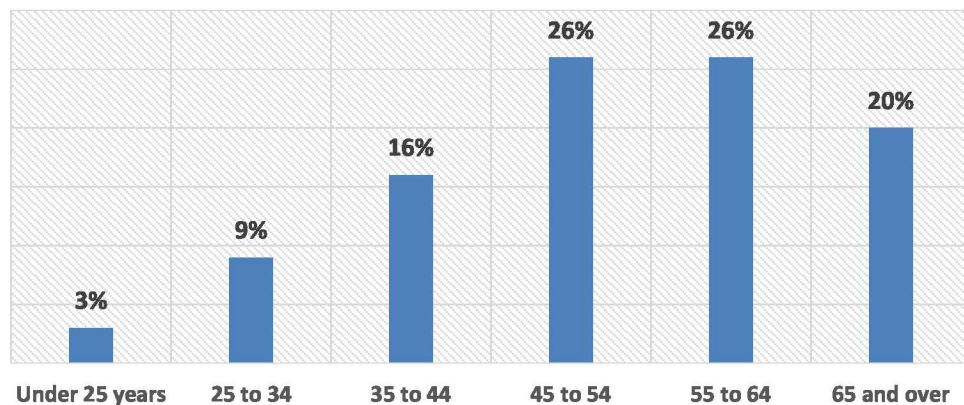
Printed material available from the Town	39%
Attend seminars at Town Hall	8%
Information on the Town website	53%

Demographics:

Gender (n=400)

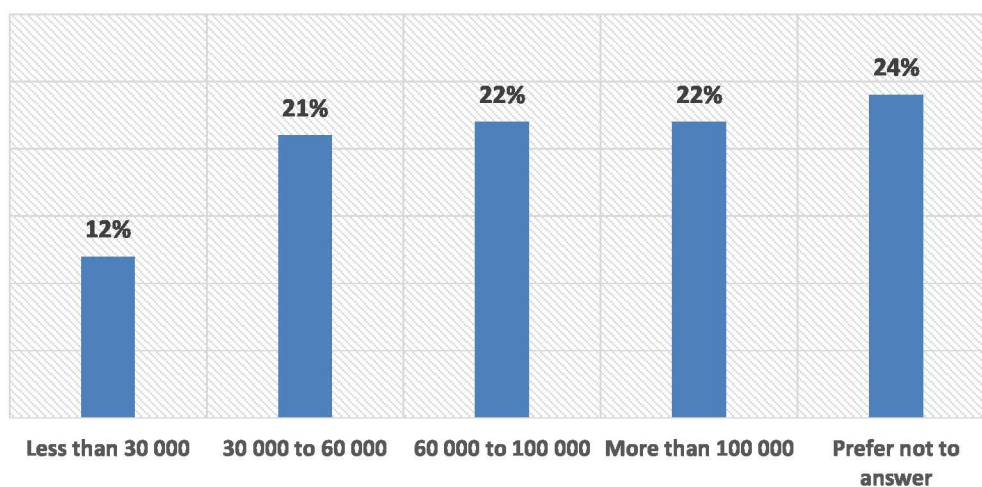


Age (n=400)





**Income
(n=400)**





THE REPORT FOR SERVICE MANAGERS



COMMON MEASUREMENTS TOOL

Benchmarking Report

**Prepared by the ICCS for the Town of Newmarket
Community Satisfaction Survey 2014**

September 2014



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Section 1

CMT

INTRODUCTION

1. CMT INTRODUCTION

The Common Measurements Tool (CMT) is an inter-jurisdictional tool for designing client satisfaction surveys in the public sector. By using the questions set out in the CMT, organizations can compare their results against peer organizations, identifying good practices and sharing lessons learned.

This benchmarking report is based on client satisfaction survey results that you submitted to the Institute for Citizen-Centred Service (ICCS), and compares these survey results with selected peer groups. It is hoped that this report will supplement your own analysis, providing you with valuable insights that you can use in your service improvement plan.



The CMT Benchmarking report is divided into sections as follows:

- Benchmarking Summary;
- Question-by-Question Results and Benchmarking (including the benchmarking criteria identifying the criteria used to select the benchmark groups);
- Priorities for Service Improvement (present only if important/satisfied paired questions were asked); and,
- Survey descriptions.

1.1 Benchmarking Summary

The Benchmarking Summary provides an overall average score for each CMT question selected for benchmarking, and compares the score of your organization to each benchmarking group selected. In the Question-by-Question Results and Benchmarking section, these results will be expanded.

1.2 Question-by-Question Results and Benchmarking

1.2.1 Question-by-Question Results

For each CMT question you included in your client survey, the report provides basic summary information about how your clients responded. For example, the report provides the number of clients who answered the question, the average rating they gave your organization, and a graph illustrating the distribution of these ratings. This section of the report provides only information about your survey, and does not contain any comparison information.

1.2.2 Benchmarking

For each CMT question you included in your client survey, the report then provides benchmarking information against up to three selected peer groups. For example, the report shows you how your rating compares with the highest and lowest ratings in that peer group. A percentile score and ranking are also provided so that you can see how many other organizations received ratings both above and below your organization. An overall average score of all the organizations is calculated, which gives a general indication of that aspect of service delivery across all organizations.

>> **Note: While the benchmarking exercise itself is designed to be anonymous, it may be possible to contact peer organizations through the ICCS.**

Section 2

BENCHMARKING

SUMMARY

2. BENCHMARKING SUMMARY

2.1 Executive Summary

The following table summarizes the overall average for each question selected for benchmarking, and compares the score of your organization to each benchmarking group selected. In addition, your organization's current score is compared to that obtained previously. In the next section, these results will be expanded on a question-by-question basis. For details on each benchmarking group, see Section 3.

Questions	Your Org	Group 1*	Group 2**	Group 3***	Your Org 2010	Change 2010-2014
Timeliness	4.23	3.93	3.84	3.89	4.07	+0.16
Accessibility	4.27	4.22	4.49	4.49	4.15	+0.12
Overall satisfaction	4.19	4.09	4.03	4.17	4.04	+0.15
Satisfaction with staff	4.40	4.38	4.34	4.40	4.14	+0.26
Treated fairly	4.50	4.32	4.25	4.13	4.35	+0.15
Informed on what to	4.39	4.14	4.12	4.47	4.18	+0.21
Staff went extra mile	3.98	3.97	4.01	3.97	3.94	+0.04
Staff good listeners	4.33	4.18	4.30	4.30	4.22	+0.11
Staff courteous	4.53	4.41	4.29	4.09	4.45	+0.08
Staff respectful	4.57	4.61	4.48	4.44	4.44	+0.13
Clear what to do	4.22	4.09	4.09	4.24	4.08	+0.14
Hours were convenient	4.11	4.16	4.12	4.19	4.10	+0.01
Knowledgeable staff	4.37	4.20	4.14	4.09	4.23	+0.14

* Group 1 – All organizations in the database

** Group 2 – Municipal level organizations (all)

*** Group 3 – Municipal level organizations (Ontario)



The following colour coding has been used throughout this report in order to illustrate your performance:

Green Your organization is performing very well against the background of your peers and/or is meeting client expectations.

In section 3.3 (Benchmarking), this colour indicates that your average ranks in the top third of all averages for the specified benchmarking group.

Yellow Your organization's performance may need to be examined.

In section 3.3 (Benchmarking), this colour indicates that your average ranks in the middle third of all averages for the specified benchmarking group.

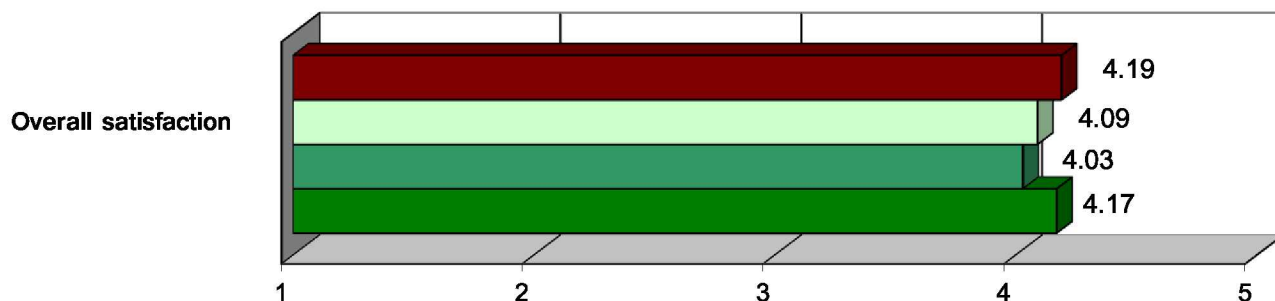
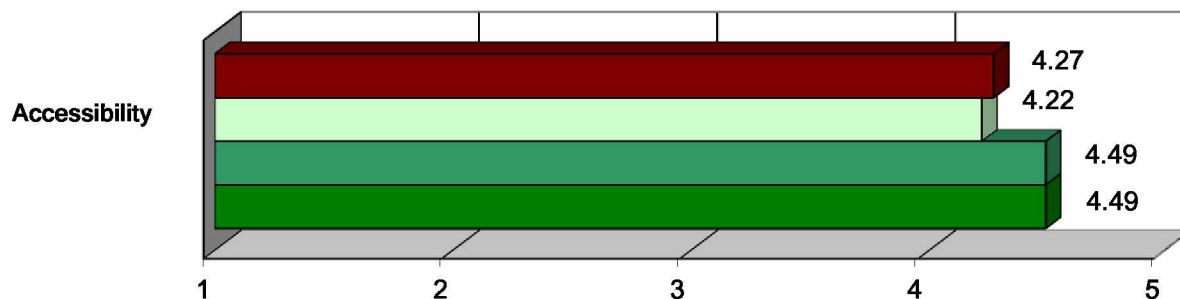
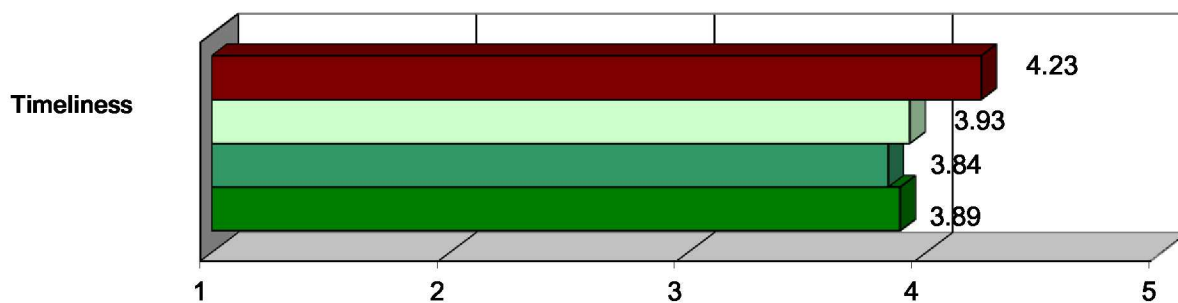
Red Satisfaction with your organization's performance is low in comparison to the results of your peers. Further examination should be made as to whether or not the expectations of your clients are being met.

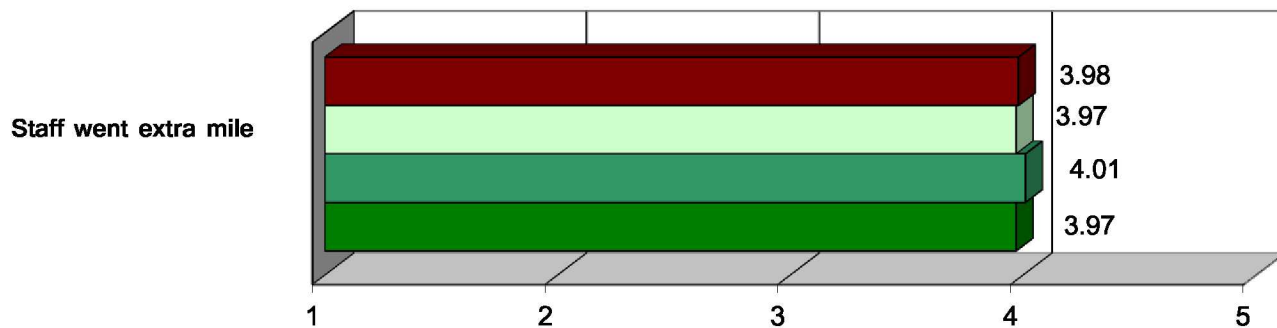
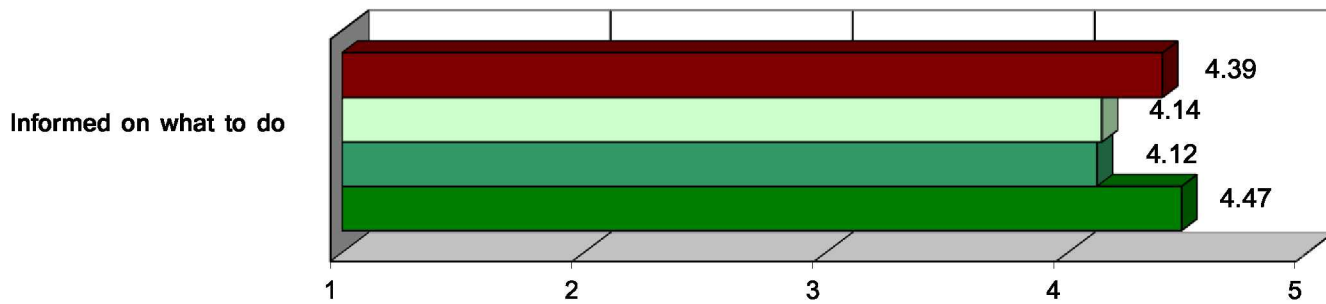
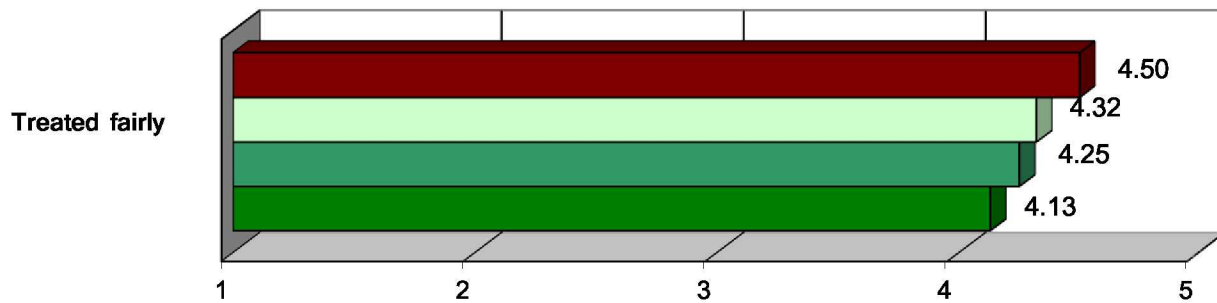
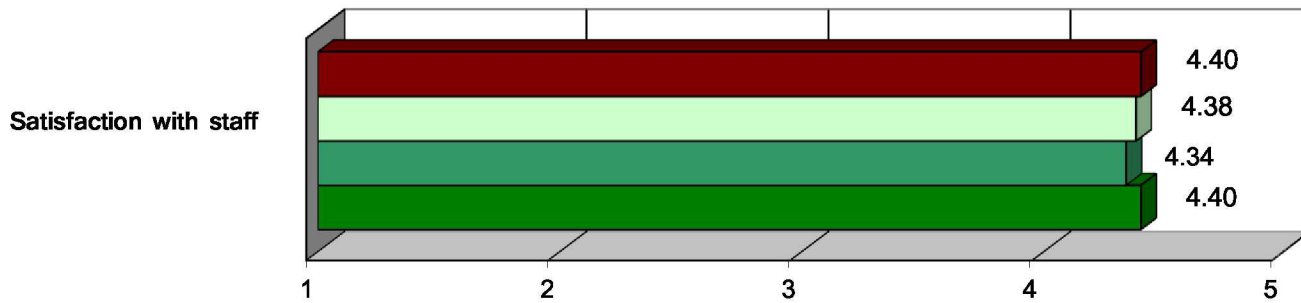
In section 3.3 (Benchmarking), this colour indicates that your average ranks in the bottom third of all averages for the specified benchmarking group.

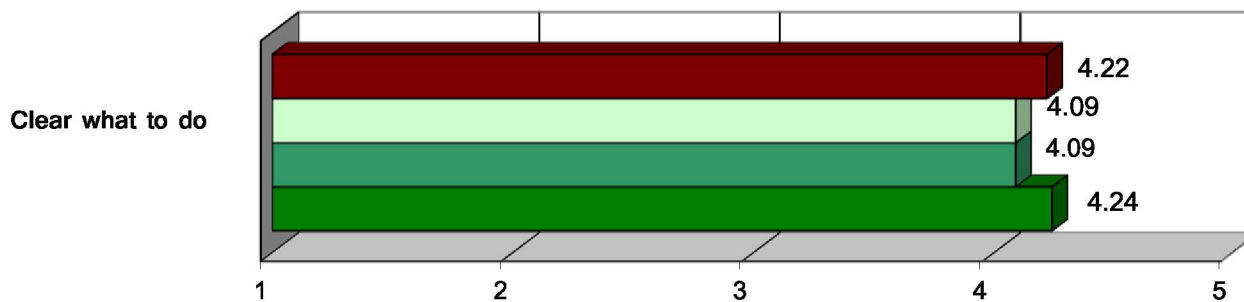
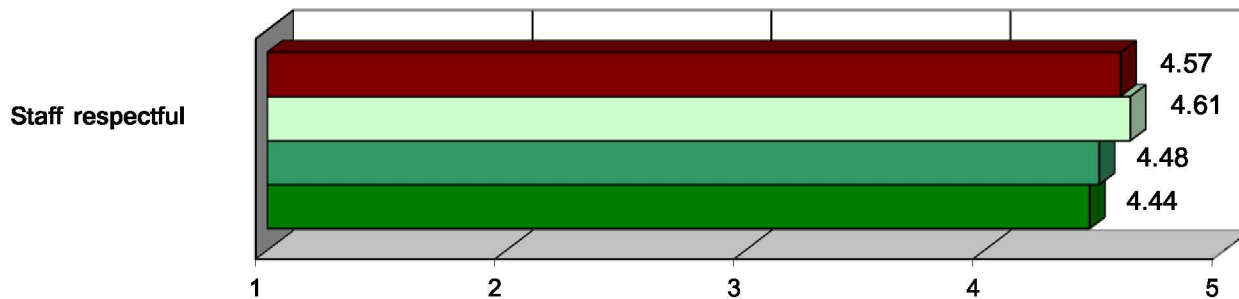
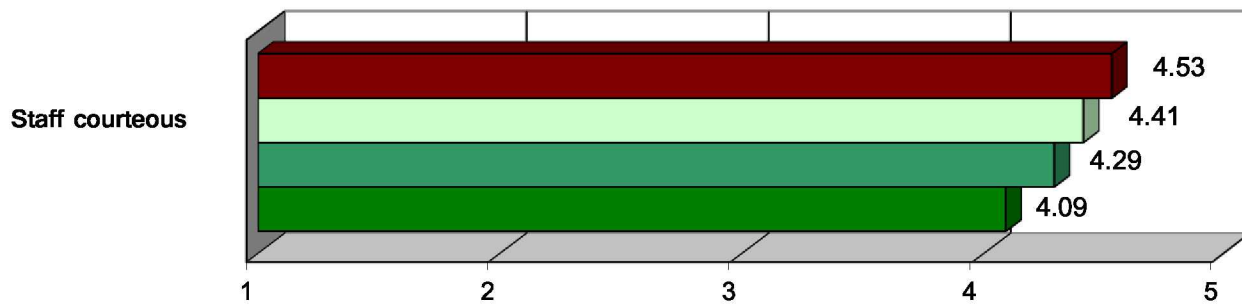
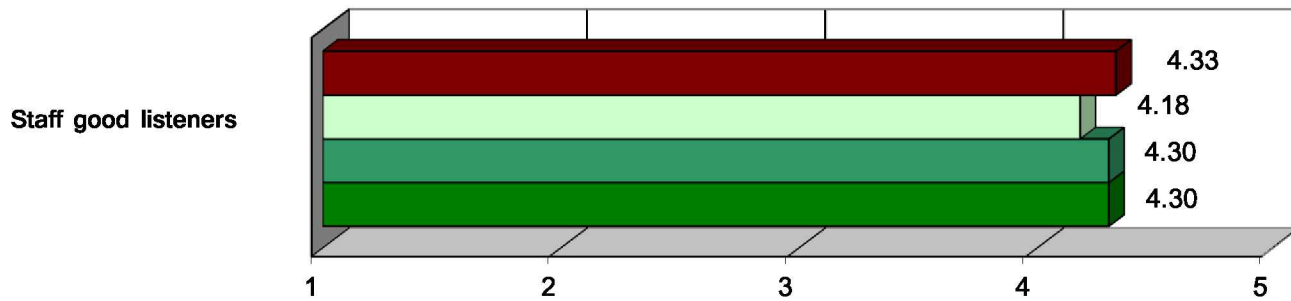
Please note that the above formula does not take into consideration specific factors affecting satisfaction with individual service areas. The colour coding is meant to provide a quick overview of how your organization is performing against its peers. However, each result should be placed in the context of the relevant service delivery environment.

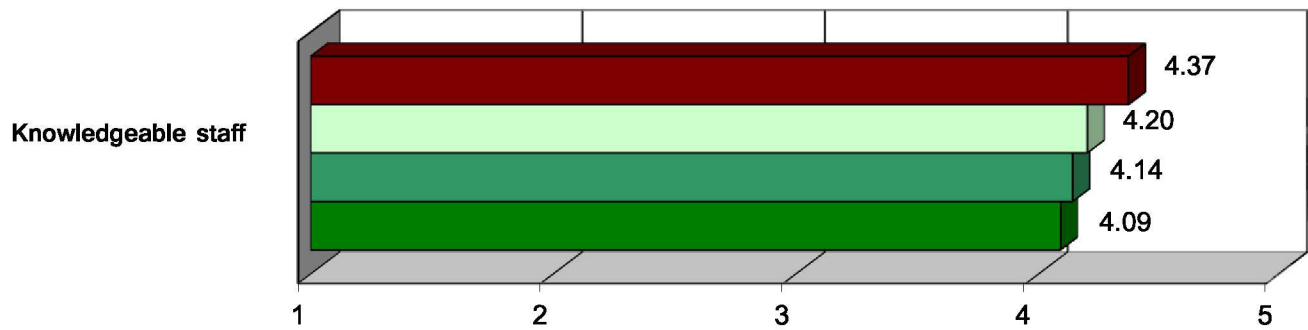
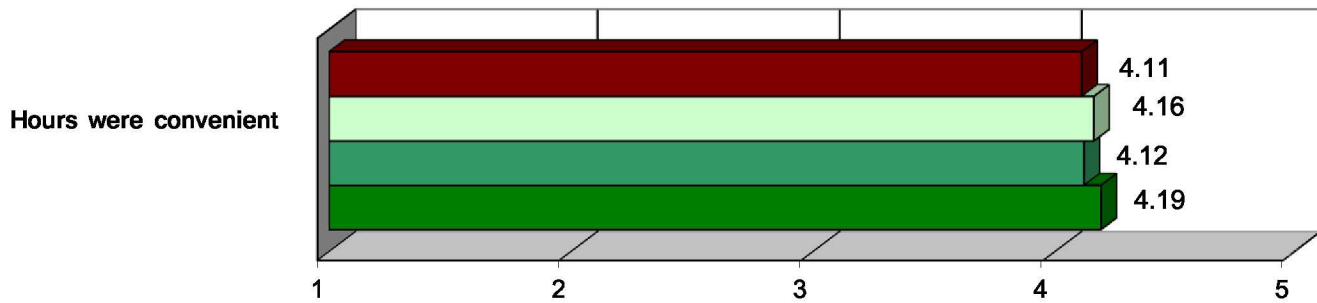
2.2 Question-by-Question Summary

The following charts provide a question-by-question representation of how your organization is performing in comparison to the average for each benchmarking group.









QUESTION-BY-QUESTION RESULTS & BENCHMARKING

Section 3

3. QUESTION-BY-QUESTION RESULTS AND BENCHMARKING

3.1 Summary of Benchmarking Report Criteria

The following section outlines the parameters selected for each benchmarking group.

Group 1 – All Organizations in the Database

Sector

Public Sector

Scope

Not specific to any scope of service

Level of Government

All levels of government

Activity

Not specific to any activity

Client Group

All client groups

Industry

Not specific to any industry

Group 2 – Municipal Level Organizations (All)

Sector

Public Sector

Scope

Not specific to any scope of service

Level of Government

Municipal

Activity

Not specific to any activity

Client Group

All client groups

Industry

Not specific to any industry

Group 3 – Municipal Level Organizations (Ontario)

Sector

Public Sector

Scope

Not specific to any scope of service

Level of Government

Municipal (Ontario)

Activity

Not specific to any activity

Client Group

All client groups

Industry

Not specific to any industry

3.2 Question-by-Question Results

For every CMT question in your survey, this section provides summary information about how your clients responded. For each question, the report highlights the number of responses, displays the overall average, and illustrates the distribution of responses in graphical format.

3.3 Benchmarking

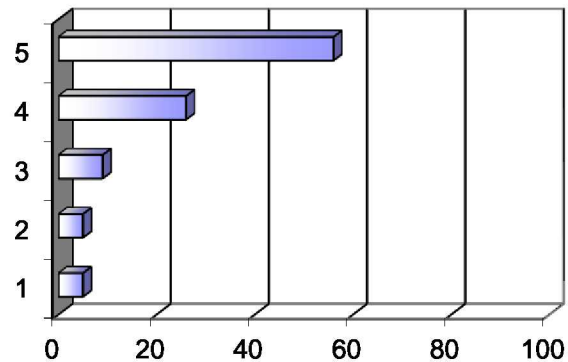
This section provides comparison data against selected peer organizations for every CMT question that was selected in your survey (where comparison data is available). The percentile score and ranking are provided so that you can see how many organizations scored above and below you. The Overall Average indicates how all the selected organizations are performing in this particular aspect of service delivery, and is another way for you to determine how your organization compares overall.

Q:

Overall, how satisfied were you with the amount of time it took to get the service?

Average Score: 4.23

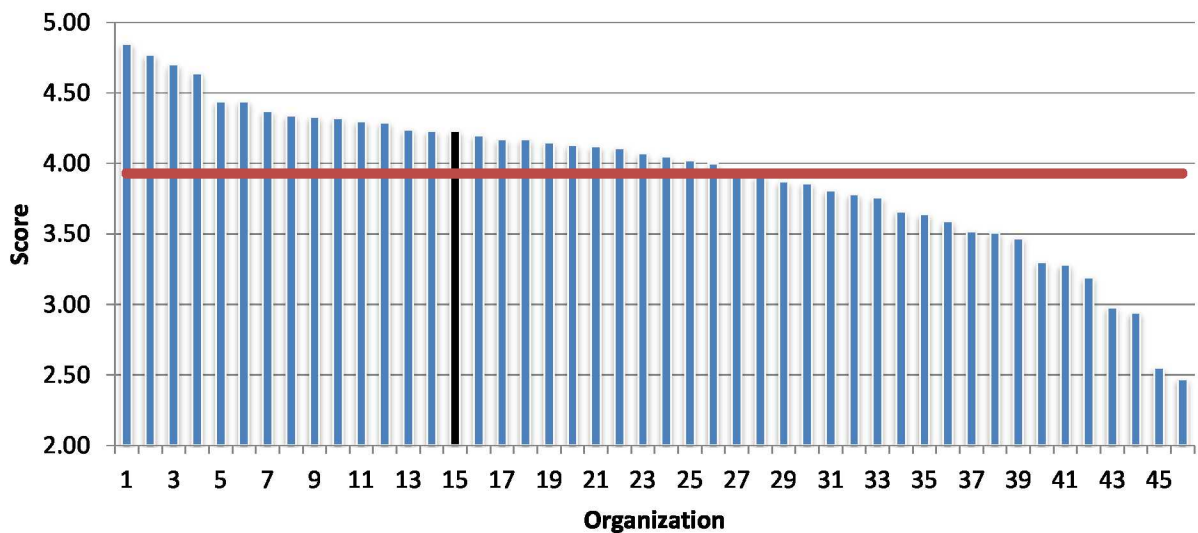
	Response	Count	Percent
5	Very satisfied	273	56 %
4		125	26 %
3		42	9 %
2		23	5 %
1	Very dissatisfied	25	5 %
Total		488	



WHAT LEADERS ARE DOING . . .

- In order to ensure timely processing of treatment benefits, Veterans Affairs Canada has included revision and implementation of benefit grids as one of the priorities in its Integrated Business and Human Resources Plan. [Learn more...](#)
- ServiceOntario has greatly reduced wait times by establishing service guarantees for some of their services such as applying for a birth certificate. [Learn more...](#)

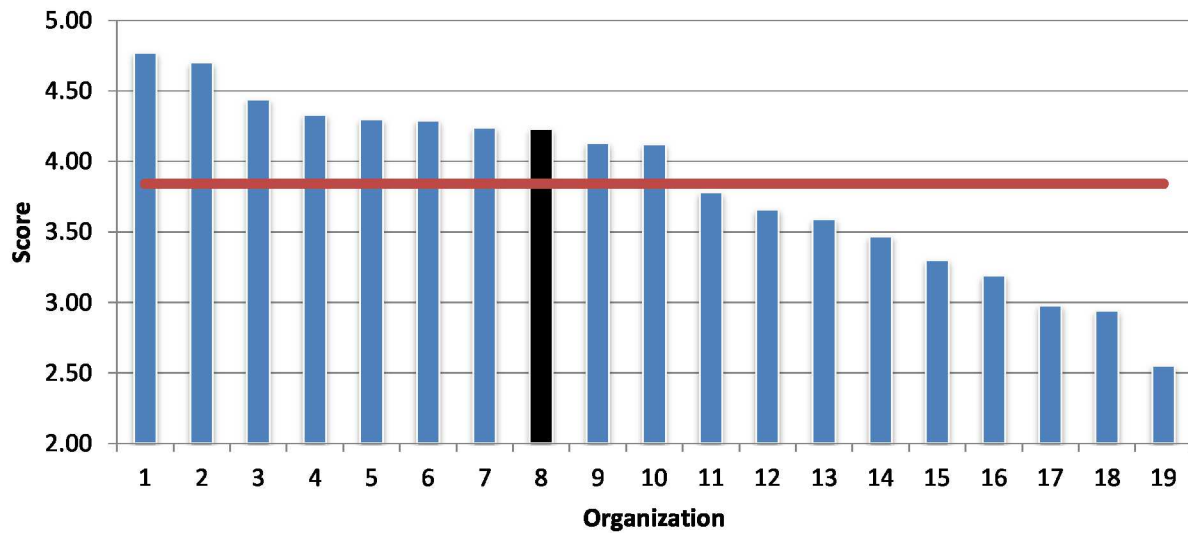
Benchmarking Group 1 – Timeliness



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1140104	4.85	96	100	1	3.93
	1330201	4.77	94	97	2	
	1220407	4.70	93	95	3	
Your Org	1240201	4.23	81	69	15	
Lowest	1080202	2.47	37	2	46	

*For a description of benchmarking group criteria, please see sub-section 3.1.

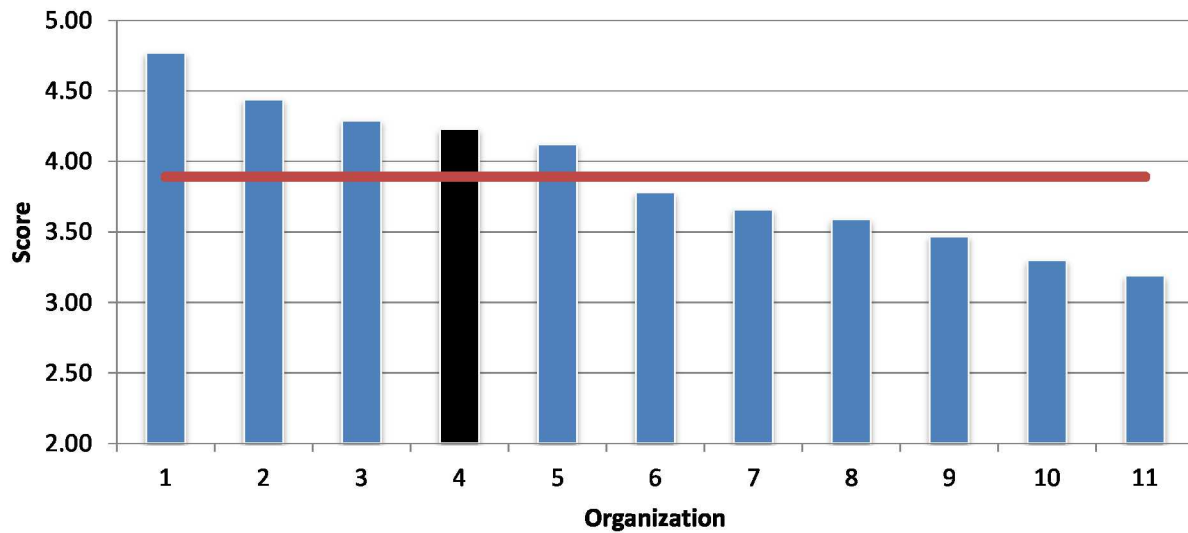
Benchmarking Group 2 – Timeliness



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.77	94	100	1	3.84
	1220407	4.70	93	94	2	
	1190108	4.44	86	89	3	
Your Org	1240201	4.23	81	63	8	
Lowest	1230202	2.55	39	5	19	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Timeliness



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.77	94	100	1	3.89
	1190108	4.44	86	90	2	
	1310101	4.29	82	81	3	
Your Org	1240201	4.23	81	72	4	
Lowest	1190133	3.19	55	9	11	

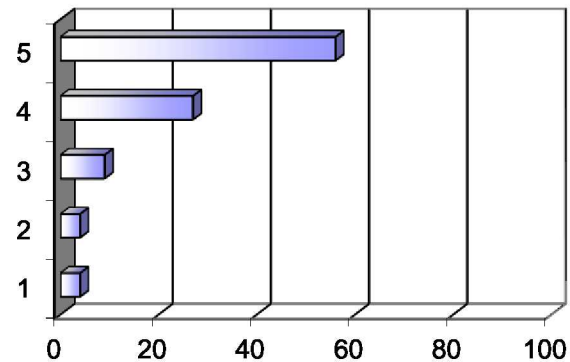
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

Overall, how satisfied were you with the accessibility of the service/product?

Average Score: 4.27

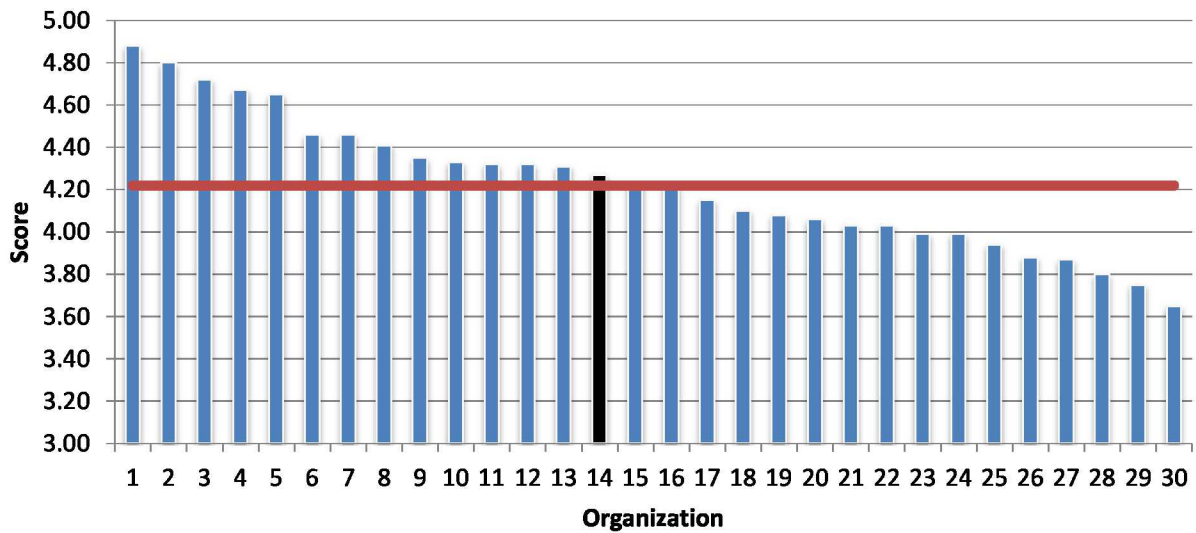
	Response	Count	Percent
5	Very satisfied	273	56 %
4		130	27 %
3		44	9 %
2		21	4 %
1	Very dissatisfied	18	4 %
Total		486	



WHAT LEADERS ARE DOING . . .

- Veterans Affairs Canada has shifted from a program-centred to a client-centred approach by first identifying the needs of individual clients and then enabling easy access to the right services by coordinating departmental and community resources. [Learn more...](#)
- The Government of Ontario increased accessibility by making multiple services available over multiple channels. Many of them have extended hours of service. [Learn more...](#)

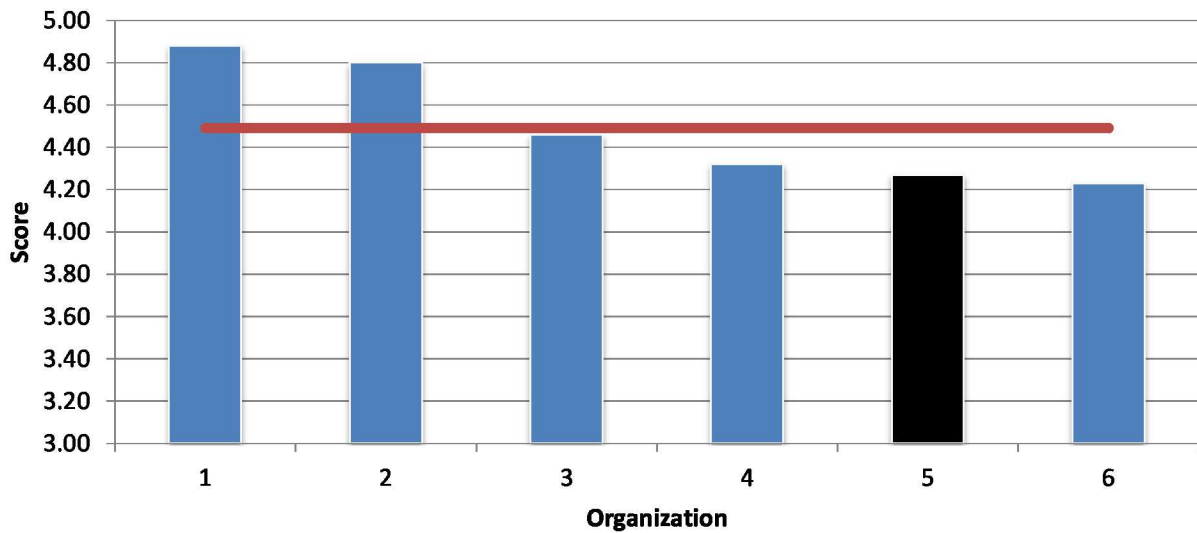
Benchmarking Group 1 – Accessibility



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.88	97	100	1	4.22
	1220407	4.80	95	96	2	
	1140104	4.72	93	93	3	
Your Org	1240201	4.27	82	56	14	
Lowest	1210101	3.65	66	3	30	

*For a description of benchmarking group criteria, please see sub-section 3.1.

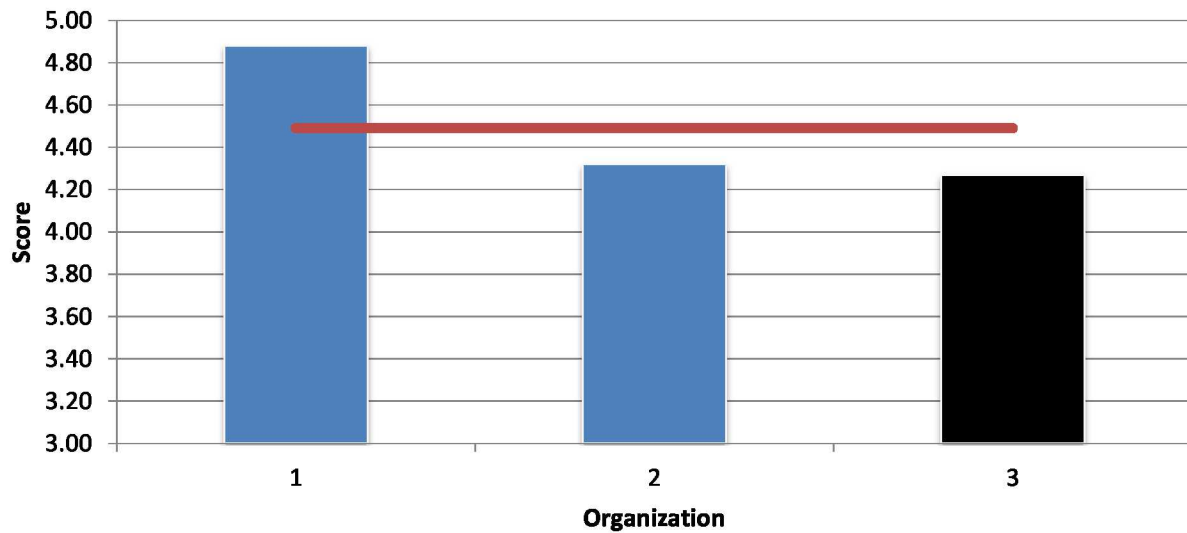
Benchmarking Group 2 – Accessibility



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.88	97	100	1	4.49
	1220407	4.80	95	83	2	
	1110103	4.46	87	66	3	
Your Org	1240201	4.27	82	33	5	
Lowest	1230301	4.23	81	16	6	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Accessibility



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.88	97	100	1	4.49
	1310101	4.32	83	66	2	
Your Org	1240201	4.27	82	33	3	

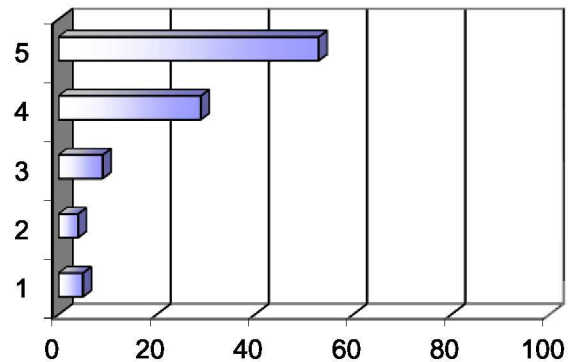
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

How satisfied were you with the overall quality of service/product delivery?

Average Score: 4.19

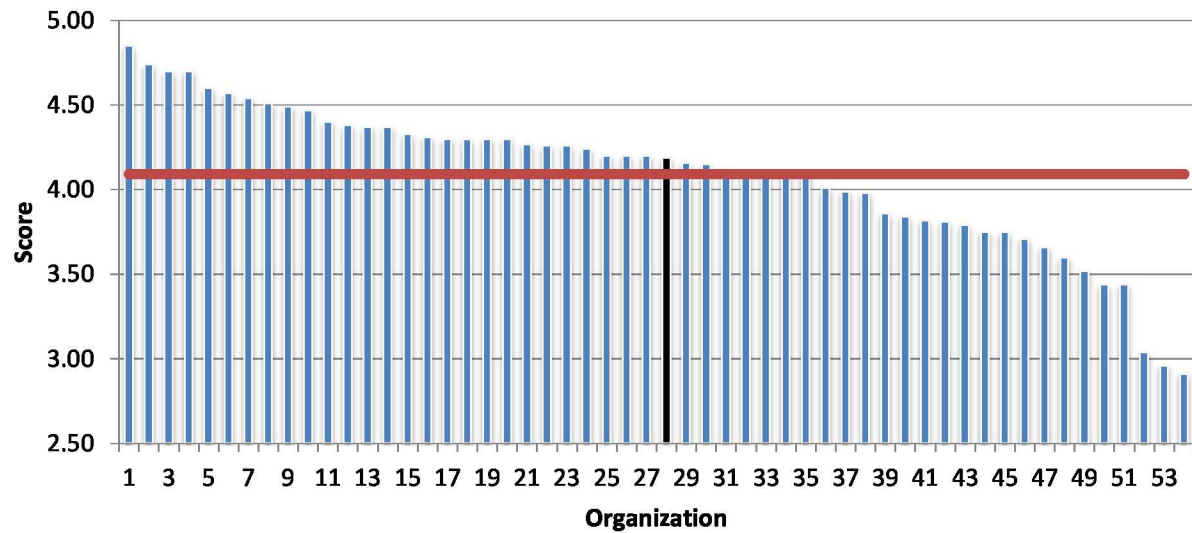
	Response	Count	Percent
5	Very satisfied	253	53 %
4		139	29 %
3		42	9 %
2		20	4 %
1	Very dissatisfied	26	5 %
Total		480	



WHAT LEADERS ARE DOING . . .

- Veterans Affairs Canada has placed a particularly strong emphasis on such elements as developing an annual review, technology use and maintaining a cadre of trained employees. [Learn more...](#)
- ServiceOntario conducts quarterly customer satisfaction surveys to determine priorities for improvement and then implements actions designed to improve service delivery in the identified areas.

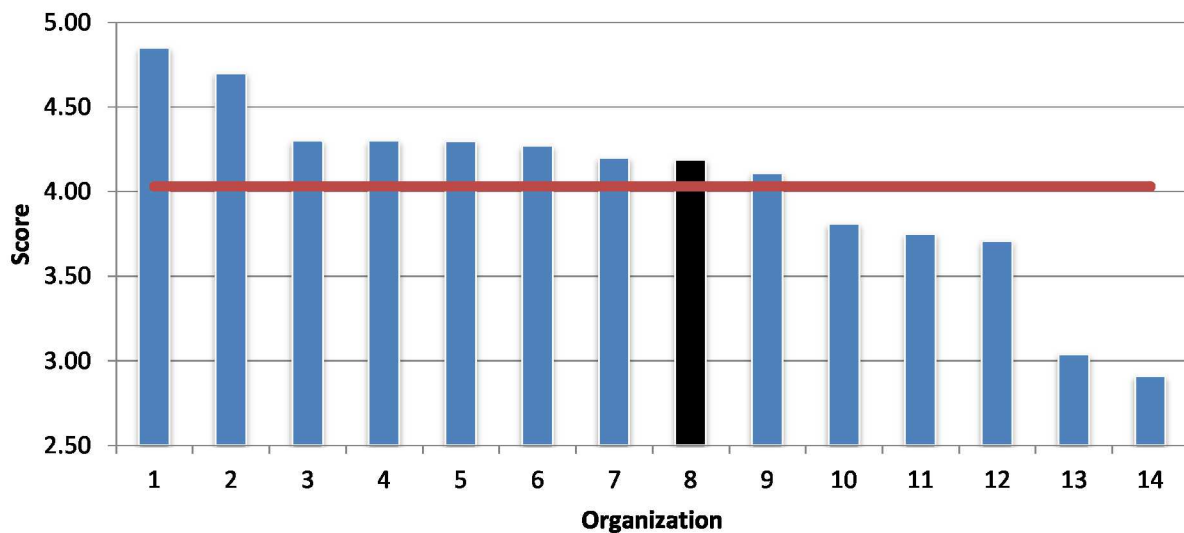
Benchmarking Group 1 – Overall satisfaction



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.85	96	100	1	4.09
	1170101	4.74	94	98	2	
	1150101	4.70	93	96	3	
	1220407	4.70	93	94	4	
Your Org	1240201	4.19	80	50	28	
Lowest	1230401	2.91	48	1	54	

*For a description of benchmarking group criteria, please see sub-section 3.1.

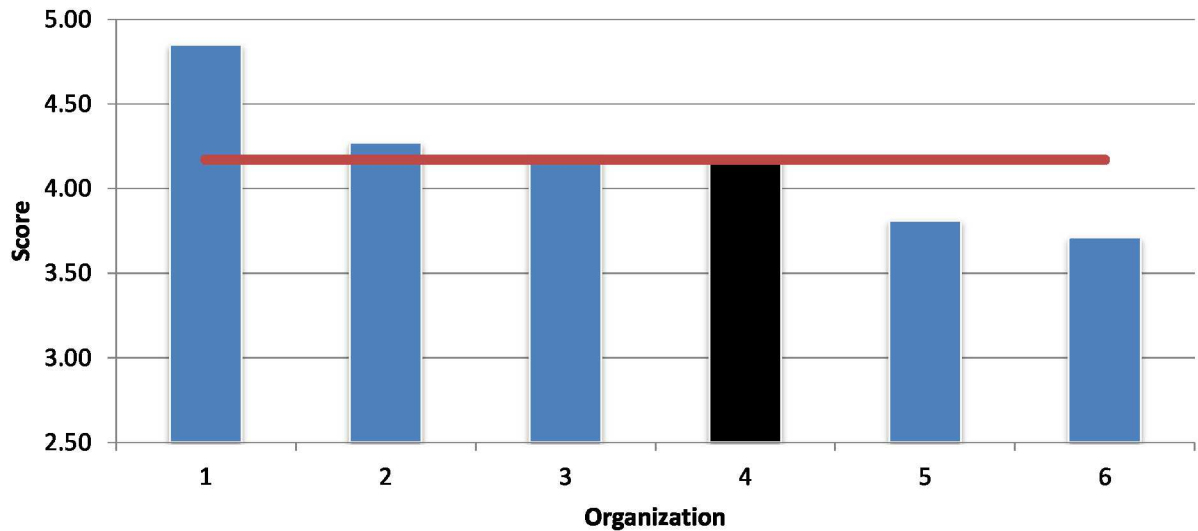
Benchmarking Group 2 – Overall satisfaction



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.85	96	100	1	4.03
	1220407	4.70	93	92	2	
	1110103	4.30	83	85	3	
	1230302	4.30	83	78	4	
	1230501	4.30	83	71	5	
Your Org	1240201	4.19	80	50	8	
Lowest	1230401	2.91	48	7	14	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Overall satisfaction



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.85	96	100	1	4.17
	1310101	4.27	82	83	2	
	1290101	4.20	80	66	3	
Your Org	1240201	4.19	80	50	4	
Lowest	1190101	3.71	68	16	6	

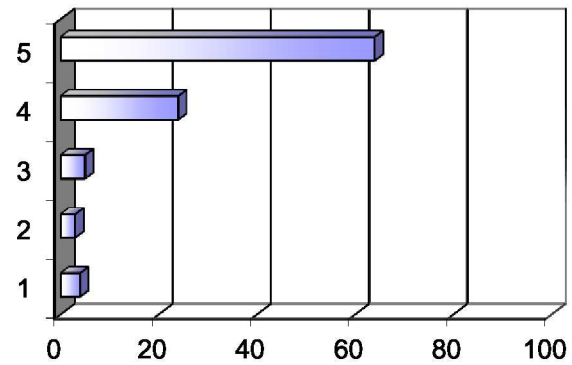
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

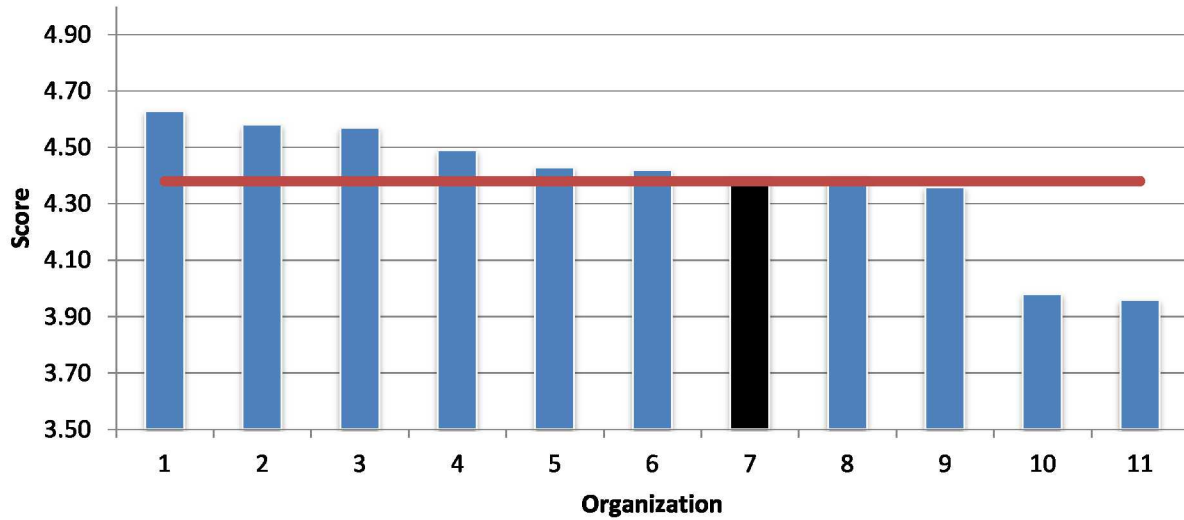
Overall, how satisfied were you with the staff who provided the service?

Average Score: 4.40

	Response	Count	Percent
5	Very satisfied	302	64 %
4		114	24 %
3		24	5 %
2		12	3 %
1	Very dissatisfied	21	4 %
Total		473	



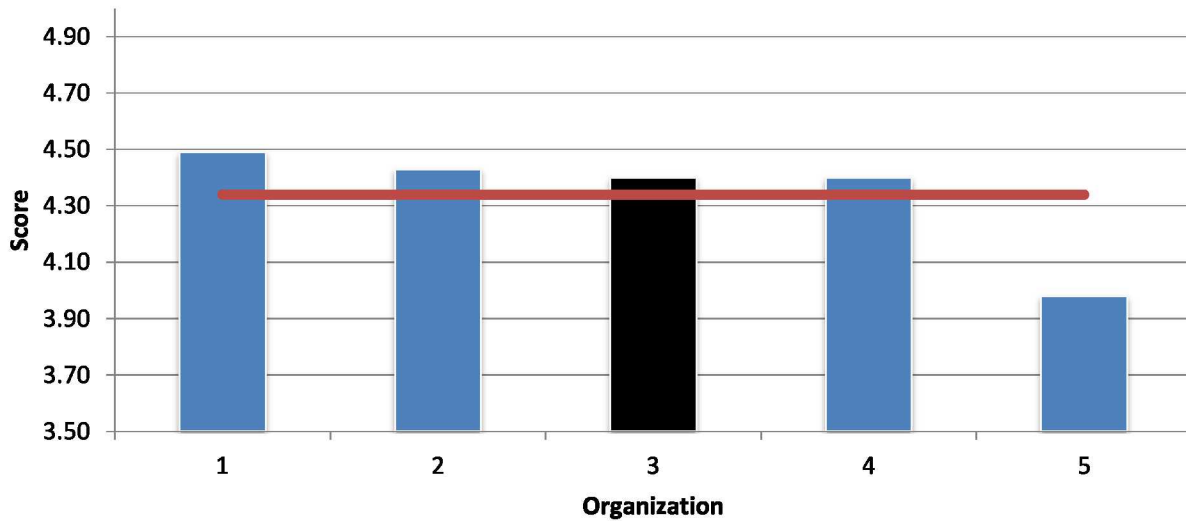
Benchmarking Group 1 – Satisfaction with staff



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1140104	4.63	91	100	1	4.38
	1070101	4.58	90	90	2	
	1140103	4.57	89	81	3	
Your Org	1240201	4.40	85	45	7	
Lowest	1020201	3.96	74	9	11	

*For a description of benchmarking group criteria, please see sub-section 3.1.

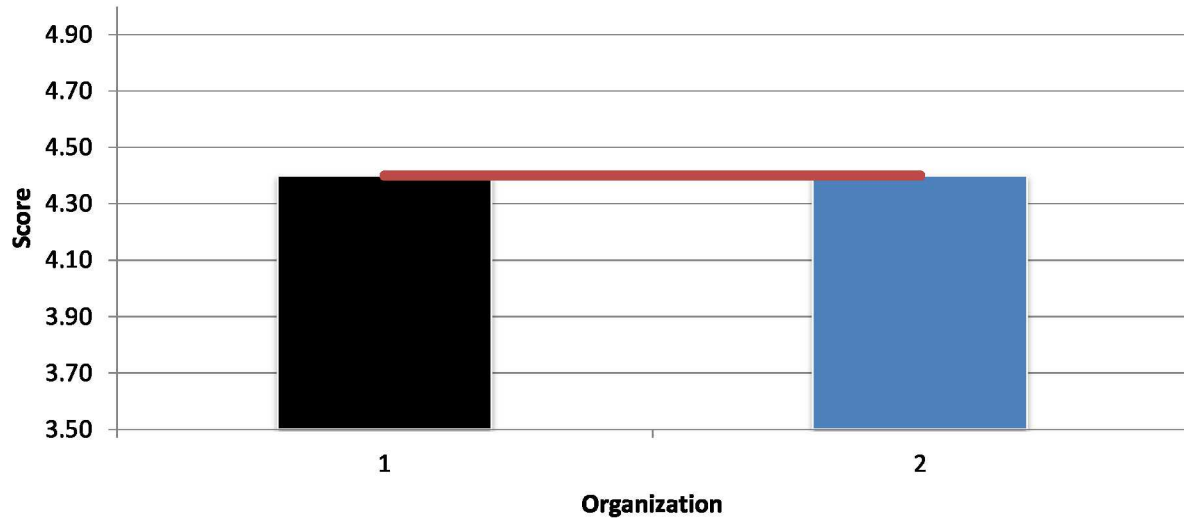
Benchmarking Group 2 – Satisfaction with staff



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1230301	4.49	87	100	1	4.34
	1110103	4.43	86	80	2	
Your Org	1240201	4.40	85	60	3	
Top Performers	1310101	4.40	85	40	4	
Lowest	1230101	3.98	75	20	5	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Satisfaction with staff



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Your Org	1240201	4.40	85	100	1	4.40
Lowest	1310101	4.40	85	50	2	

*For a description of benchmarking group criteria, please see sub-section 3.1.

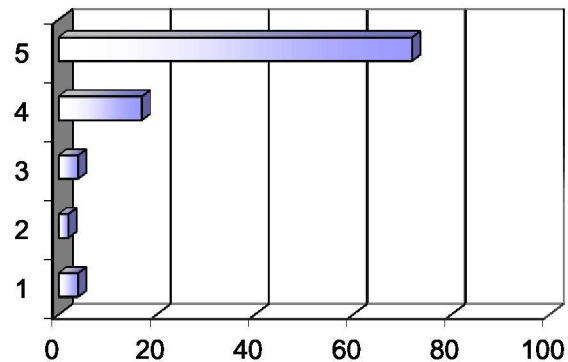
Q:

I was treated fairly. How much do you agree with the statement?

Average Score: 4.50

	Response	Count	Percent
5	Strongly agree	342	72 %
4		83	17 %
3		20	4 %
2		11	2 %
1	Strongly disagree	21	4 %

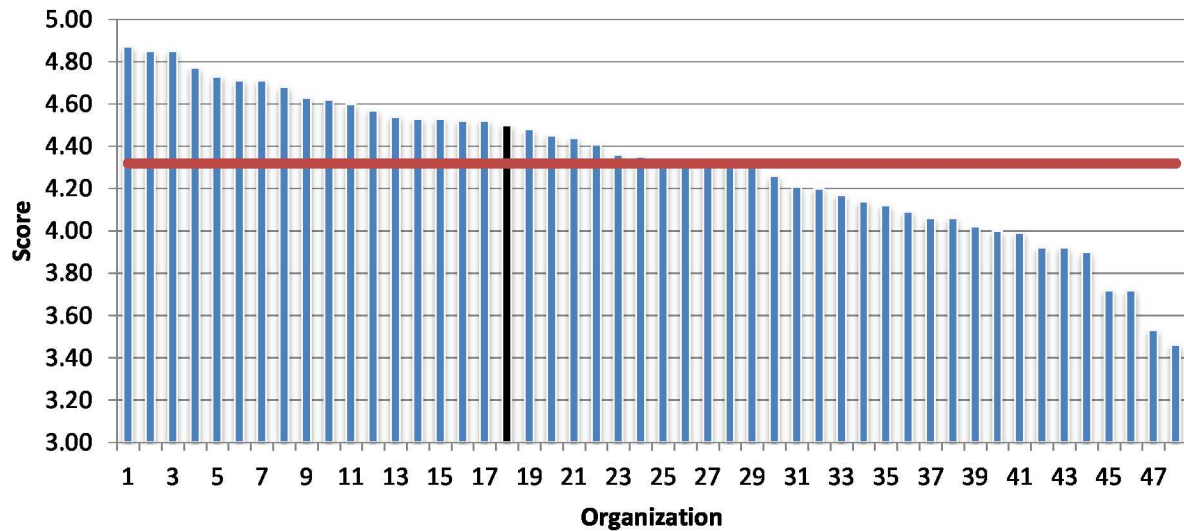
Total 477



WHAT LEADERS ARE DOING . . .

- Veterans Affairs Canada has developed the Veterans Bill of Rights to ensure that its clients are treated with respect, dignity and fairness. [Learn more...](#)
- Ontario Public Service has established a Diversity Strategy that ensures that all customers are served and treated fairly and with respect, regardless of their background, appearance, orientation, etc. [Learn more...](#)

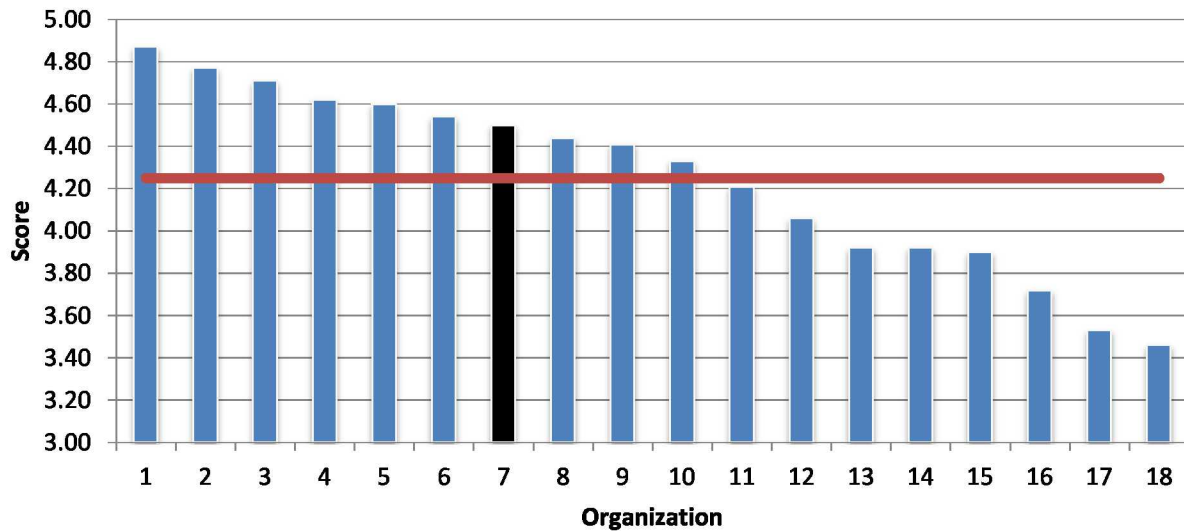
Benchmarking Group 1 – Treated fairly



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.87	97	100	1	4.32
	1150101	4.85	96	97	2	
	1170101	4.85	96	95	3	
Your Org	1240201	4.50	88	64	18	
Lowest	1190126	3.46	62	2	48	

*For a description of benchmarking group criteria, please see sub-section 3.1.

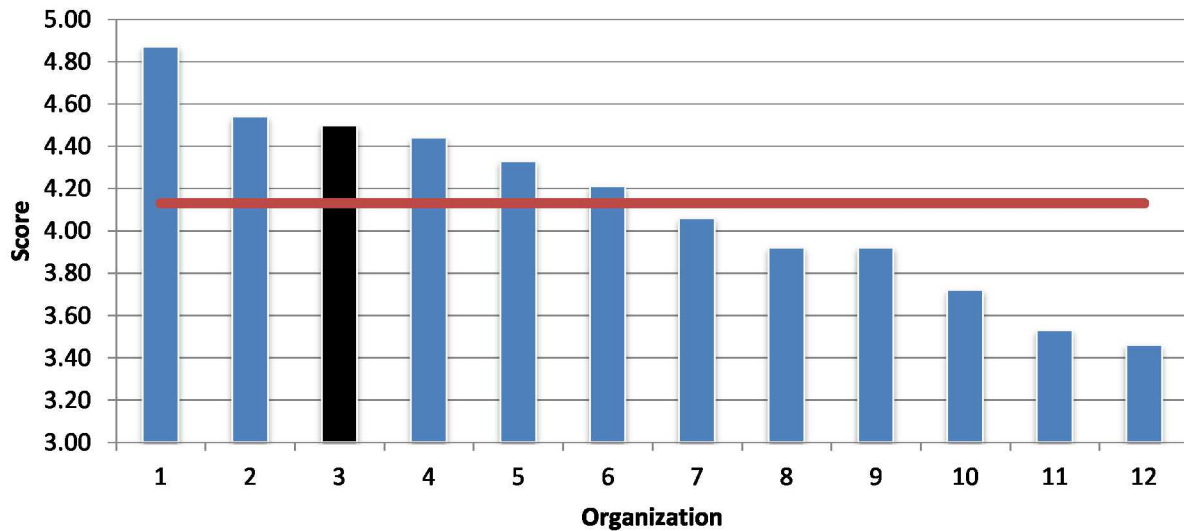
Benchmarking Group 2 – Treated fairly



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.87	97	100	1	4.25
	1230701	4.77	94	94	2	
	1230301	4.71	93	88	3	
Your Org	1240201	4.50	88	66	7	
Lowest	1190126	3.46	62	5	18	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Treated fairly



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top	1330201	4.87	97	100	1	4.13
Performers	1190108	4.54	89	91	2	
Your Org	1240201	4.50	88	83	3	
Lowest	1190126	3.46	62	8	12	

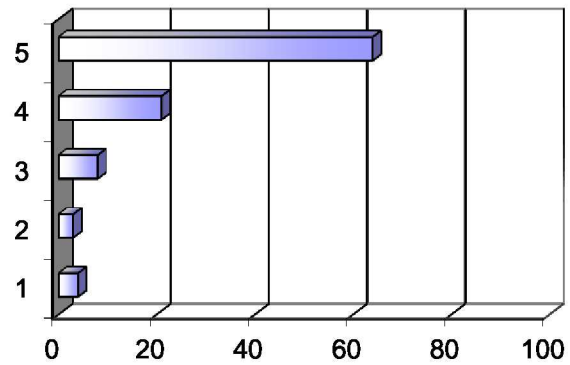
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

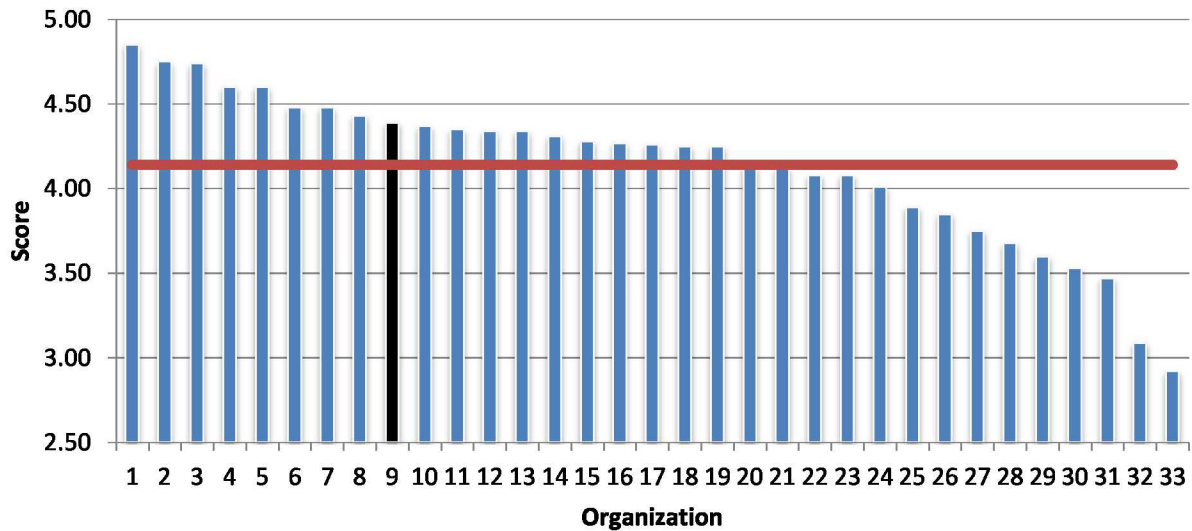
I was informed of everything I had to do in order to get the service/product.
How much do you agree with the statement?

Average Score: 4.39

	Response	Count	Percent
5	Strongly agree	305	64 %
4		98	21 %
3		37	8 %
2		14	3 %
1	Strongly disagree	19	4 %
Total		473	



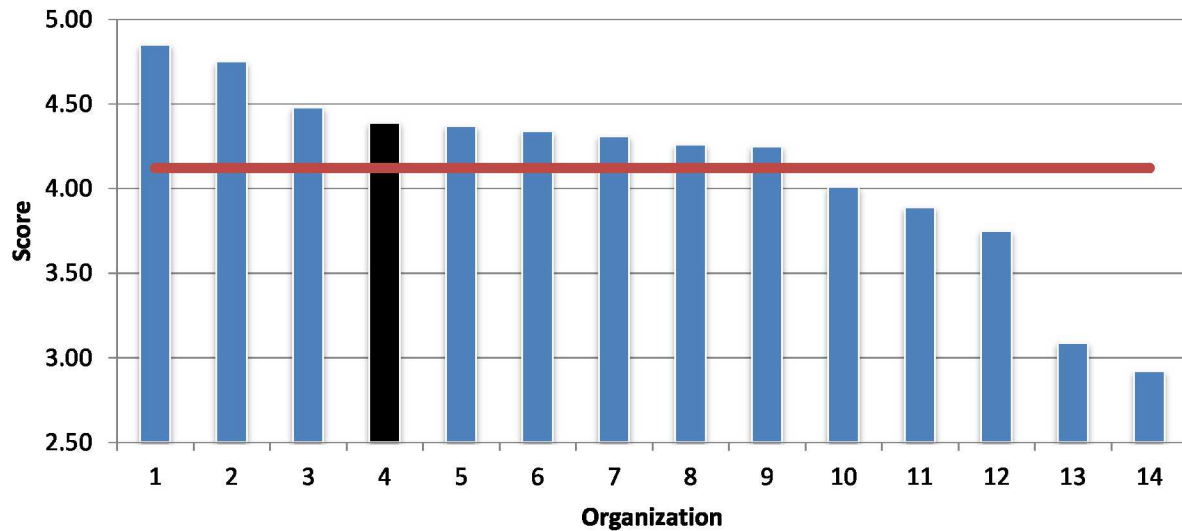
Benchmarking Group 1 – Informed on what to do



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.85	96	100	1	4.14
	1230701	4.75	94	96	2	
	1170101	4.74	94	93	3	
Your Org	1240201	4.39	85	75	9	
Lowest	1060301	2.92	48	3	33	

*For a description of benchmarking group criteria, please see sub-section 3.1.

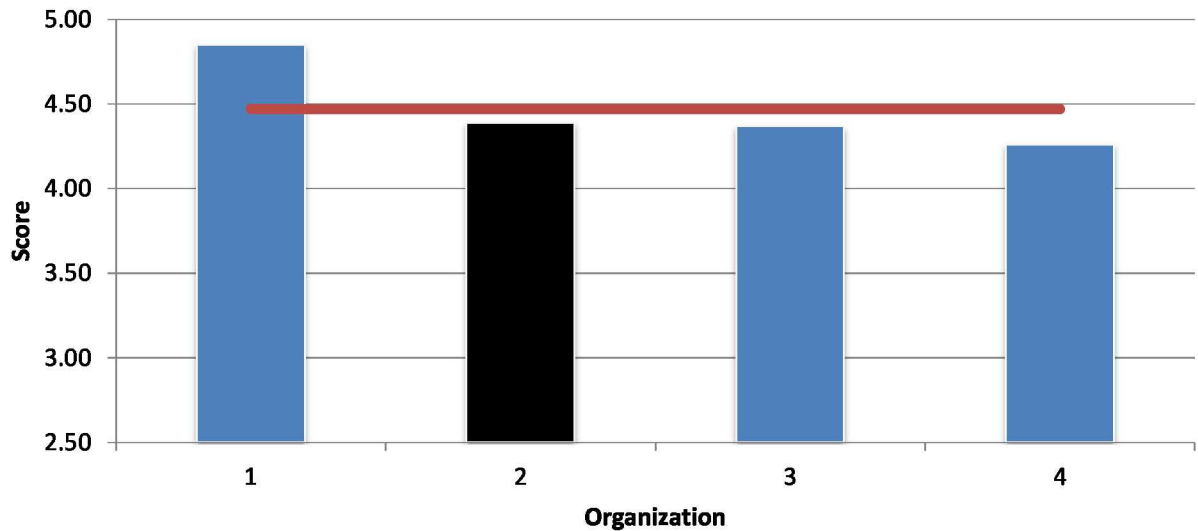
Benchmarking Group 2 – Informed on what to do



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.85	96	100	1	4.12
	1230701	4.75	94	92	2	
	1230501	4.48	87	85	3	
Your Org	1240201	4.39	85	78	4	
Lowest	1060301	2.92	48	7	14	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Informed on what to do



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.85	96	100	1	4.47
Your Org	1240201	4.39	85	75	2	
Top Performers	1310101	4.37	84	50	3	
Lowest	1290101	4.26	82	25	4	

*For a description of benchmarking group criteria, please see sub-section 3.1.

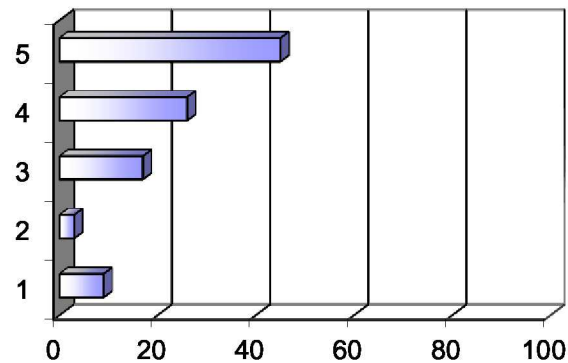
Q:

Staff went the extra mile to make sure I got what I needed. How much do you agree with the statement?

Average Score: 3.98

	Response	Count	Percent
5	Strongly agree	213	45 %
4		124	26 %
3		80	17 %
2		12	3 %
1	Strongly disagree	40	9 %

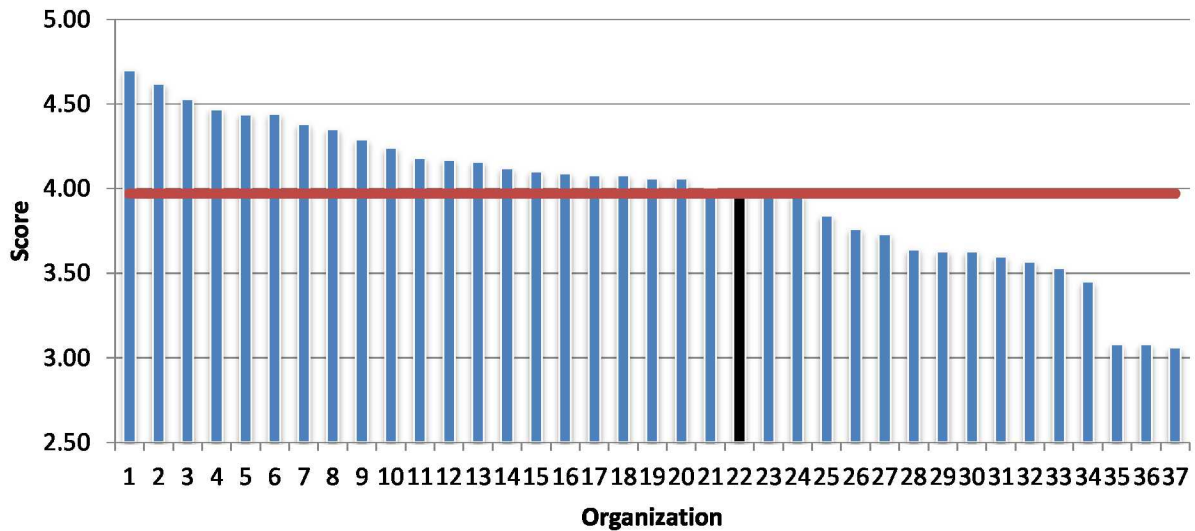
Total 469



WHAT LEADERS ARE DOING . . .

- Service Canada College has developed a training program for frontline staff focusing on the five drivers of service satisfaction including the extra mile. [Learn more...](#)
- In conjunction with the ICCS, the Public Sector Service Delivery Council has recently developed a short e-learning course entitled *An Introduction to Citizen-Centred Service*. For more information, please [contact the ICCS](#).

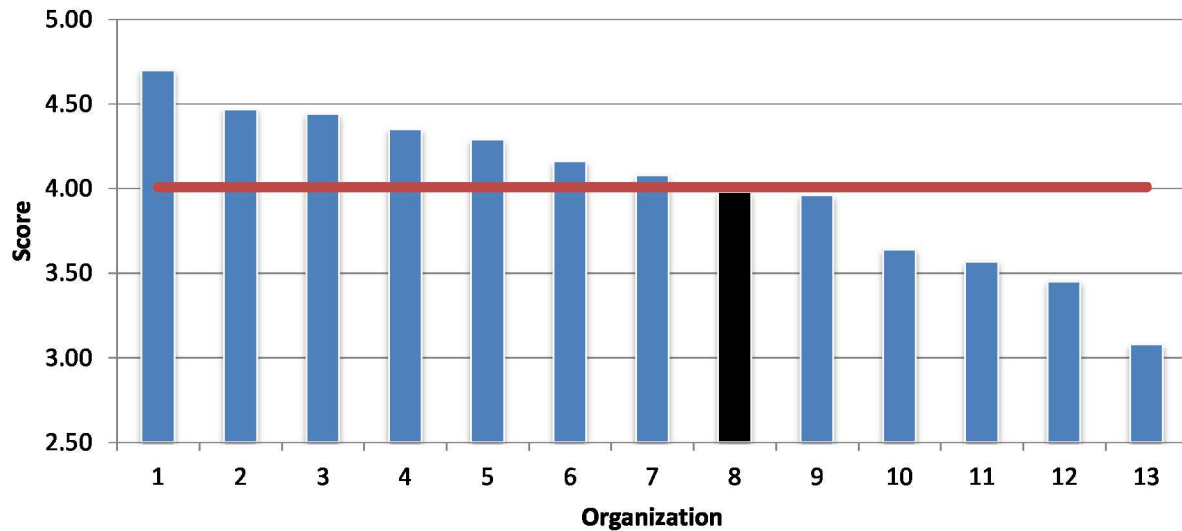
Benchmarking Group 1 – Staff went extra mile



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.70	93	100	1	3.97
	1170101	4.62	91	97	2	
	1140104	4.53	88	94	3	
Your Org	1240201	3.98	75	43	22	
Lowest	1010101	3.06	52	2	37	

*For a description of benchmarking group criteria, please see sub-section 3.1.

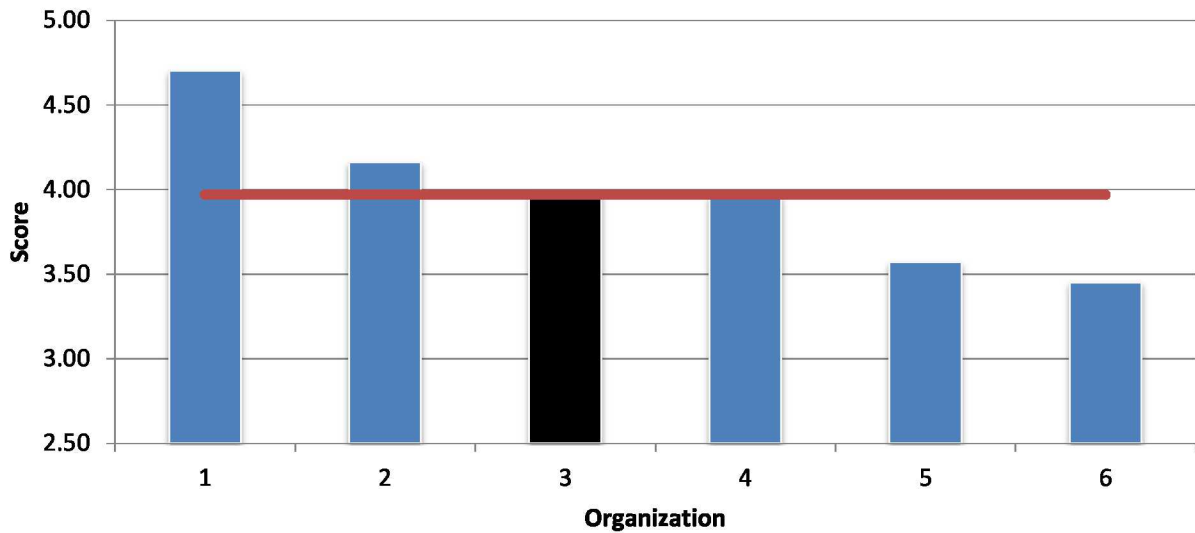
Benchmarking Group 2 – Staff went extra mile



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.70	93	100	1	4.01
	1230301	4.47	87	92	2	
	1230701	4.44	86	84	3	
Your Org	1240201	3.98	75	46	8	
Lowest	1230201	3.08	52	7	13	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Staff went extra mile



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top	1330201	4.70	93	100	1	3.97
Performers	1310101	4.16	79	83	2	
Your Org	1240201	3.98	75	66	3	
Lowest	1100101	3.45	61	16	6	

*For a description of benchmarking group criteria, please see sub-section 3.1.

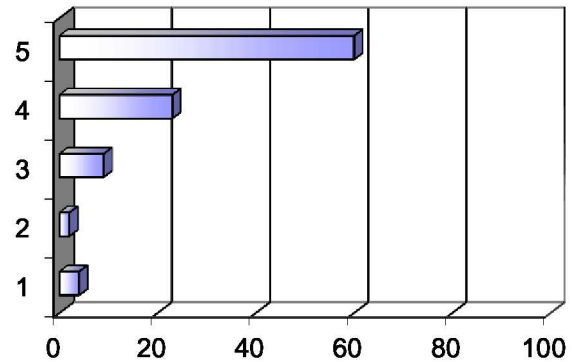
Q:

Staff were good listeners. How much do you agree with the statement?

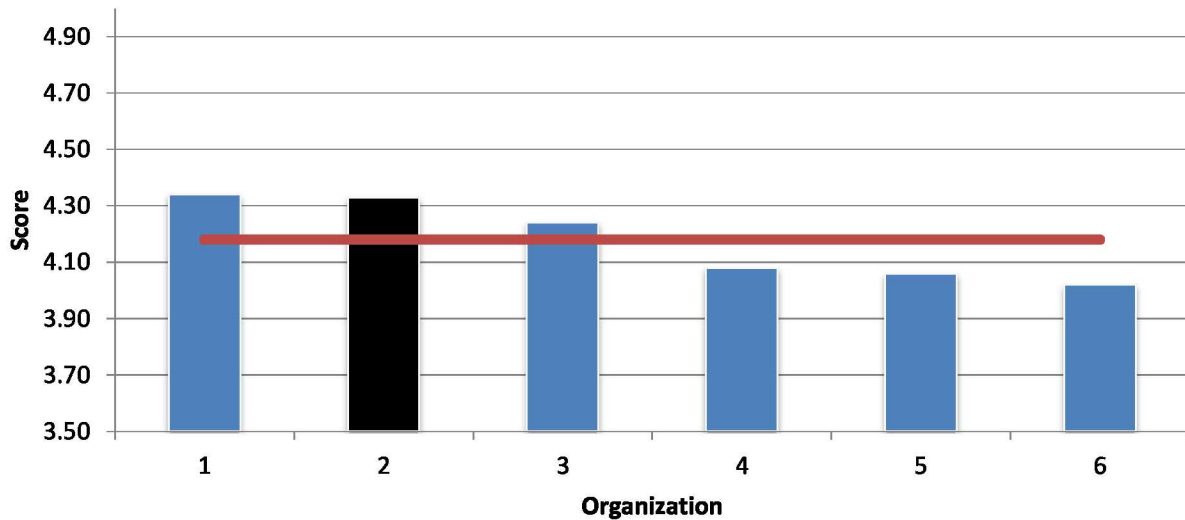
Average Score: 4.33

	Response	Count	Percent
5	Strongly agree	283	60 %
4		110	23 %
3		44	9 %
2		11	2 %
1	Strongly disagree	21	4 %

Total 469



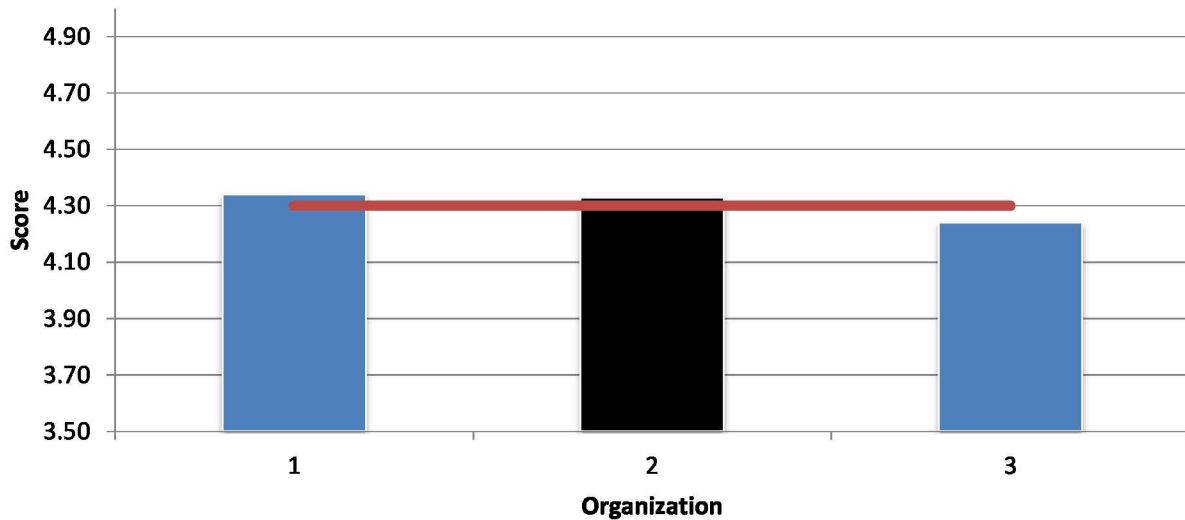
Benchmarking Group 1 – Staff good listeners



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1310101	4.34	84	100	1	4.18
Your Org	1240201	4.33	83	83	2	
Top Performers	1290101	4.24	81	66	3	
Lowest	1271001	4.02	76	16	6	

*For a description of benchmarking group criteria, please see sub-section 3.1.

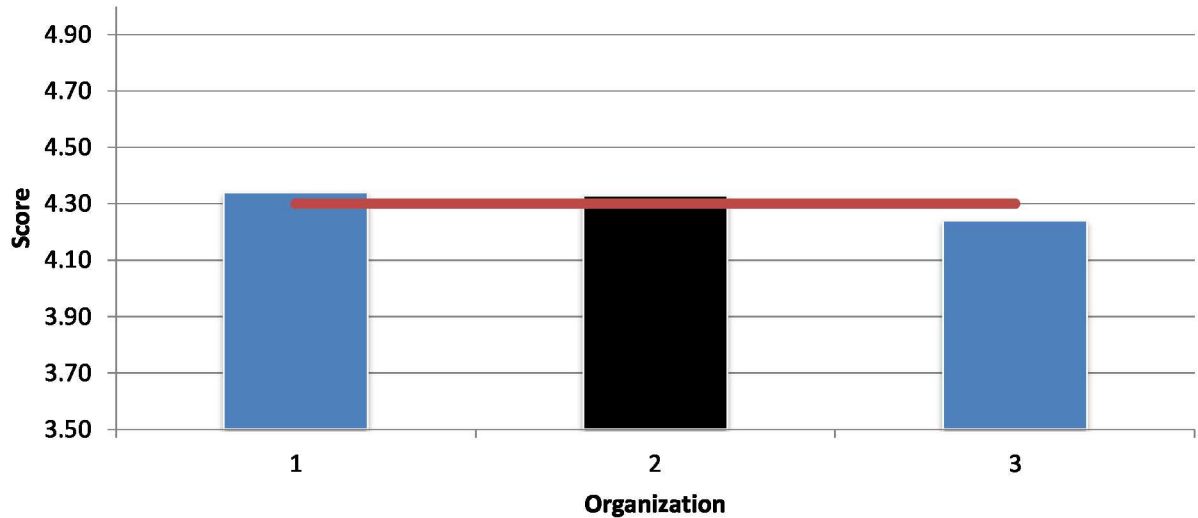
Benchmarking Group 2 – Staff good listeners



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1310101	4.34	84	100	1	4.30
Your Org	1240201	4.33	83	66	2	
Lowest	1290101	4.24	81	33	3	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Staff good listeners

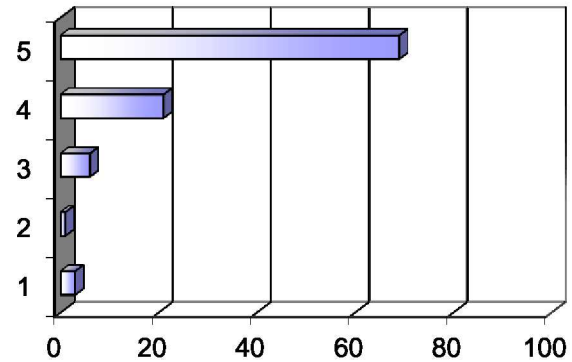


*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1310101	4.34	84	100	1	4.30
Your Org	1240201	4.33	83	66	2	
Lowest	1290101	4.24	81	33	3	

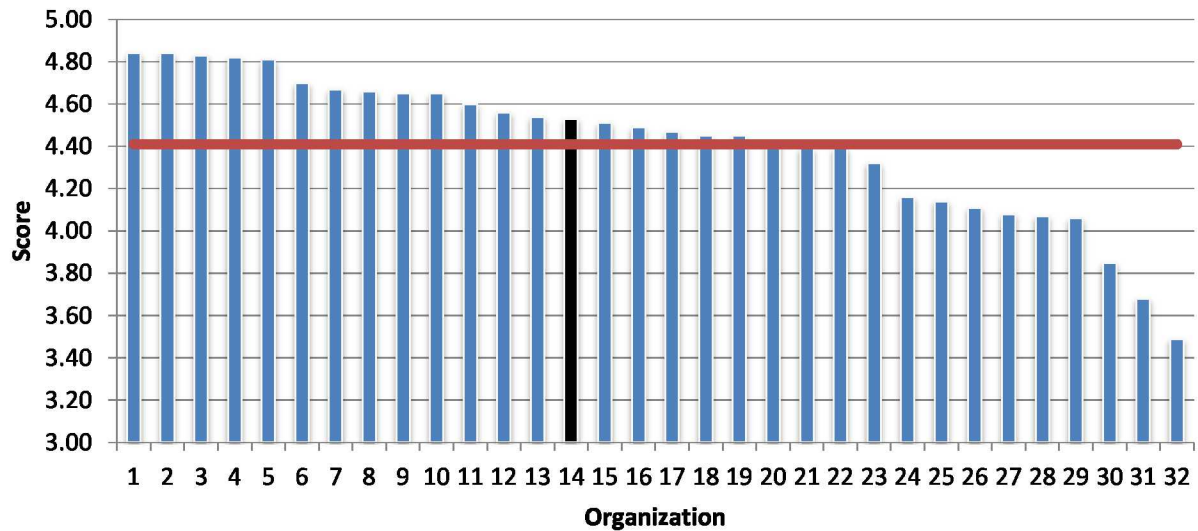
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:
Staff were courteous. How much do you agree with the statement?
Average Score: 4.53

	Response	Count	Percent
5	Strongly agree	328	69 %
4		98	21 %
3		30	6 %
2		5	1 %
1	Strongly disagree	12	3 %
Total		473	



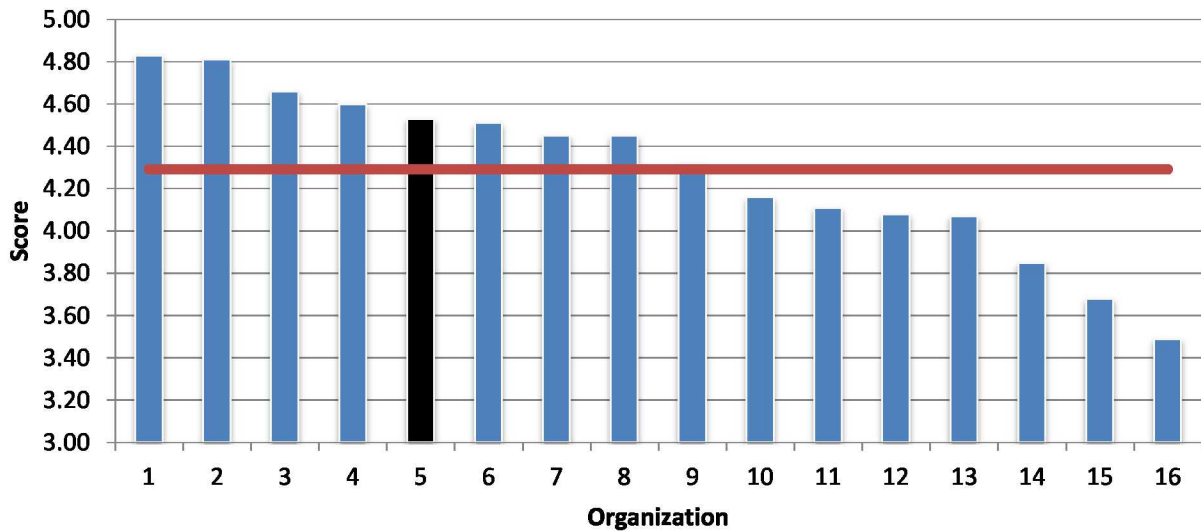
Benchmarking Group 1 – Staff courteous



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1020101	4.84	96	100	1	4.41
	1150101	4.84	96	96	2	
	1230701	4.83	96	93	3	
Your Org	1240201	4.53	88	59	14	
Lowest	1190126	3.49	62	3	32	

*For a description of benchmarking group criteria, please see sub-section 3.1.

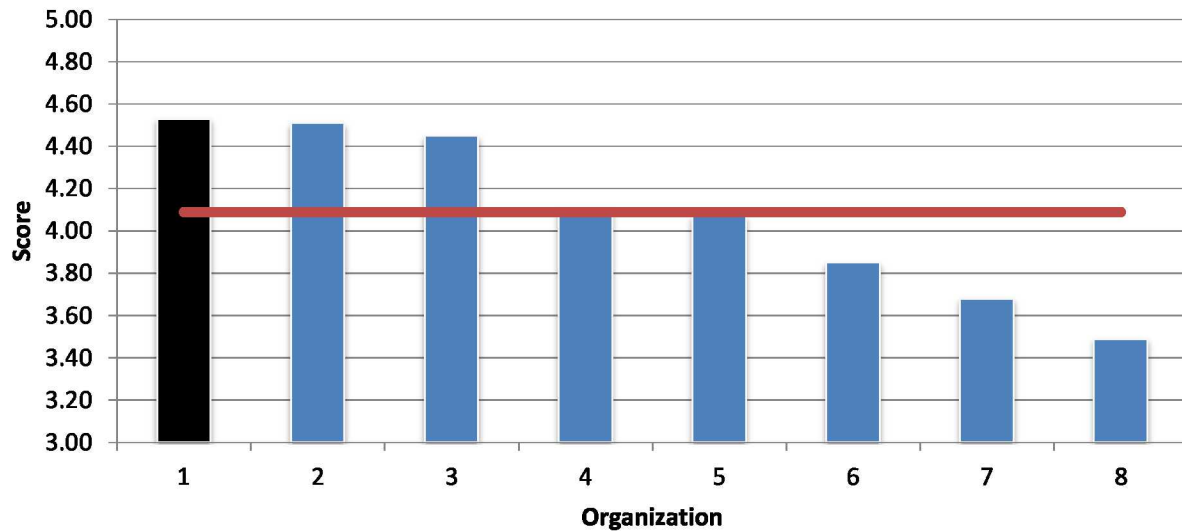
Benchmarking Group 2 – Staff courteous



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1230701	4.83	96	100	1	4.29
	1230601	4.81	95	93	2	
	1230301	4.66	92	87	3	
Your Org	1240201	4.53	88	75	5	
Lowest	1190126	3.49	62	6	16	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Staff courteous



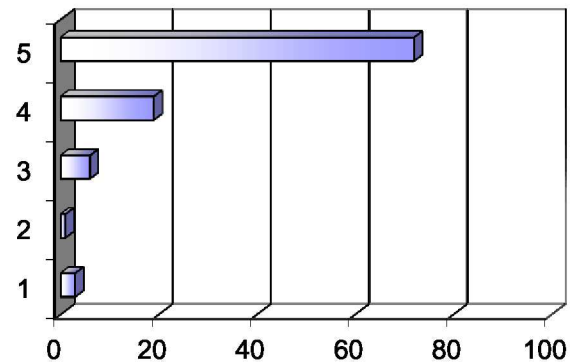
*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Your Org	1240201	4.53	88	100	1	4.09
Top Performers	1190108	4.51	88	87	2	
	1310101	4.45	86	75	3	
Lowest	1190126	3.49	62	12	8	

*For a description of benchmarking group criteria, please see sub-section 3.1.

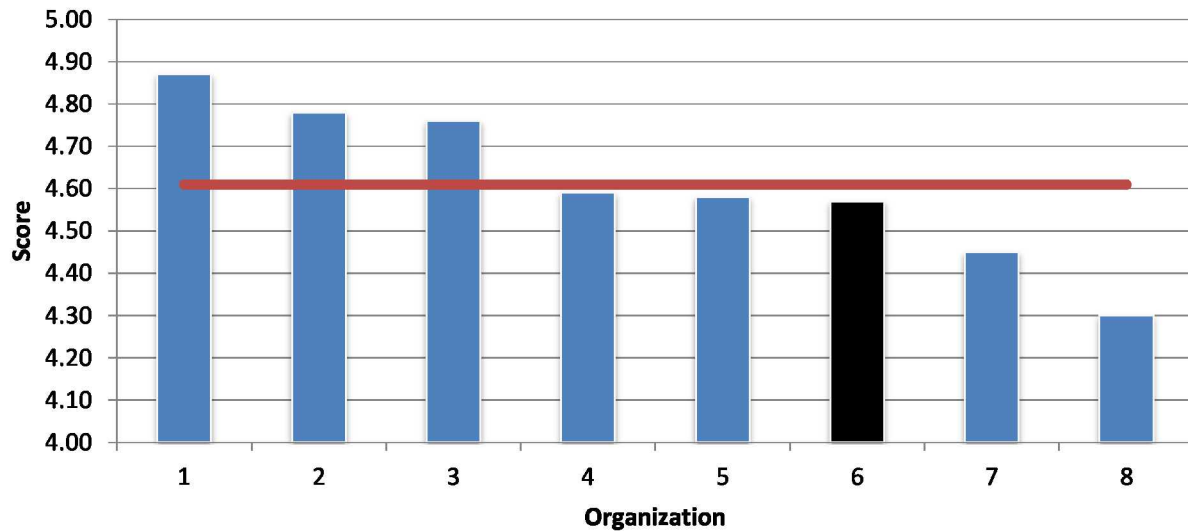
Q: Staff were respectful. How much do you agree with the statement?

Average Score: 4.57

	Response	Count	Percent
5	Strongly agree	341	72 %
4		89	19 %
3		28	6 %
2		4	1 %
1	Strongly disagree	12	3 %
Total		474	



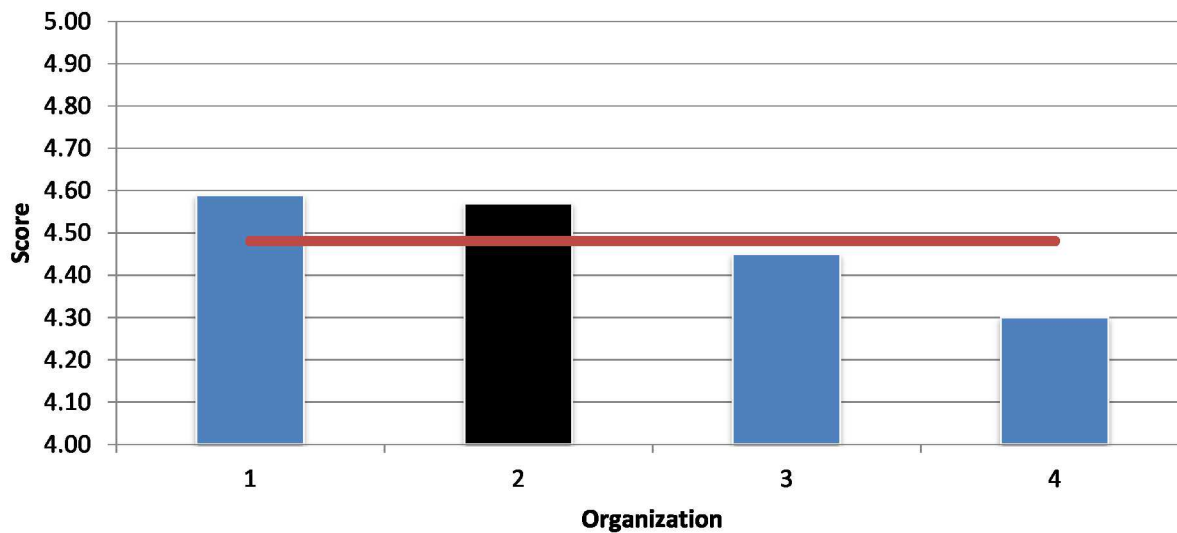
Benchmarking Group 1 – Staff respectful



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1170101	4.87	97	100	1	4.61
	1020101	4.78	95	87	2	
	1140103	4.76	94	75	3	
Your Org	1240201	4.57	89	37	6	
Lowest	1290101	4.30	83	12	8	

*For a description of benchmarking group criteria, please see sub-section 3.1.

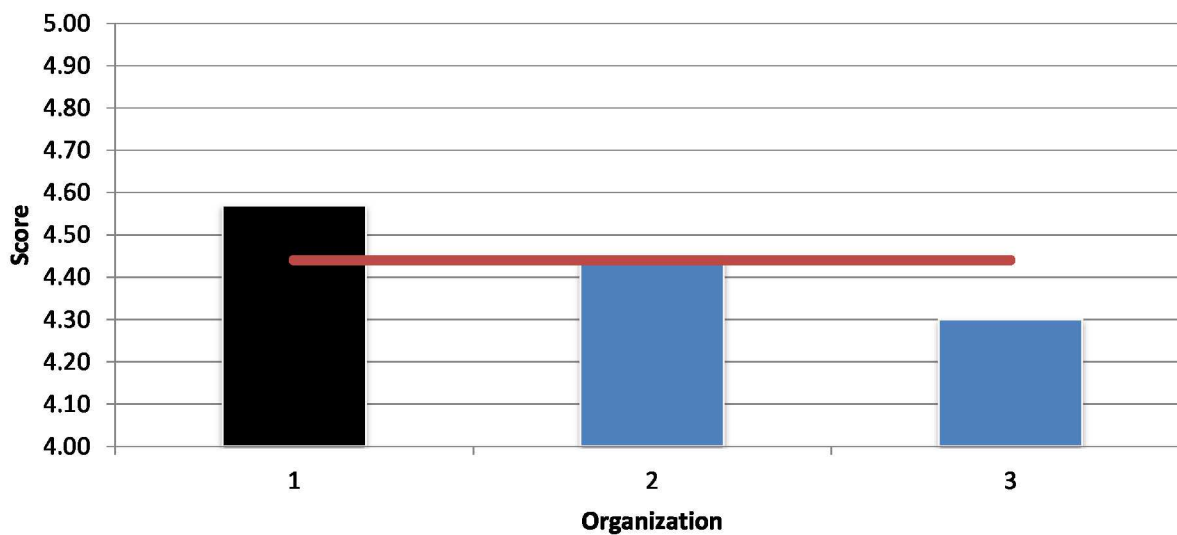
Benchmarking Group 2 – Staff respectful



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1110101	4.59	90	100	1	4.48
Your Org	1240201	4.57	89	75	2	
Top Performers	1310101	4.45	86	50	3	
Lowest	1290101	4.30	83	25	4	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Staff respectful



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Your Org	1240201	4.57	89	100	1	4.44
Top Performers	1310101	4.45	86	66	2	
Lowest	1290101	4.30	83	33	3	

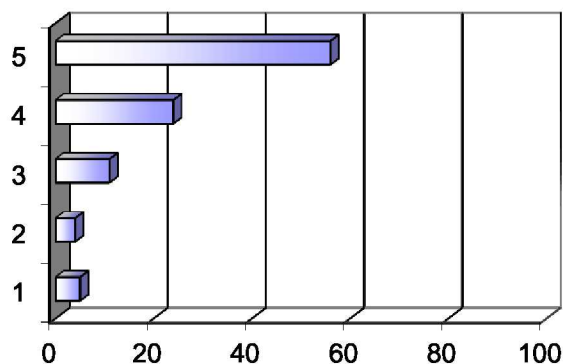
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

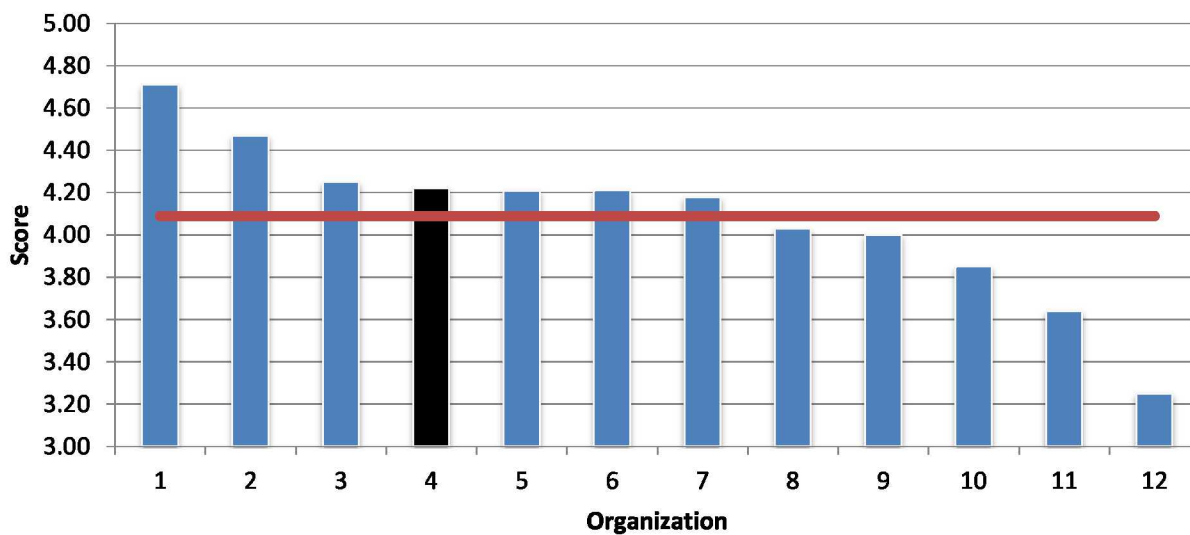
It was clear what to do if I had a problem. How much do you agree with the statement?

Average Score: 4.22

	Response	Count	Percent
5	Strongly agree	264	56 %
4		115	24 %
3		51	11 %
2		17	4 %
1	Strongly disagree	25	5 %
Total		472	



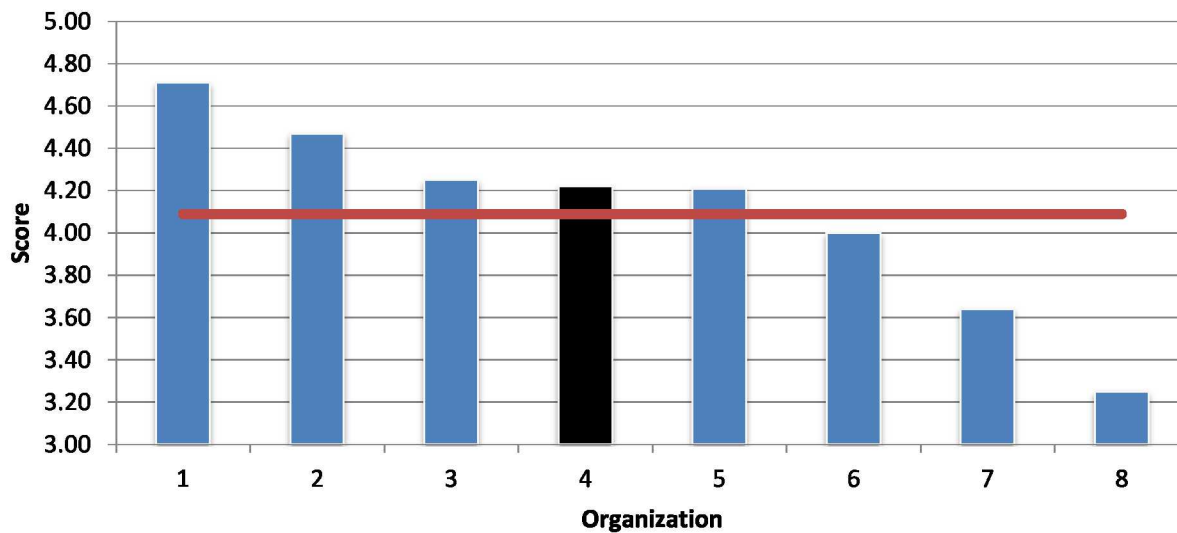
Benchmarking Group 1 – Clear what to do



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1230701	4.71	93	100	1	4.09
	1230601	4.47	87	91	2	
	1310101	4.25	81	83	3	
Your Org	1240201	4.22	81	75	4	
Lowest	1230201	3.25	56	8	12	

*For a description of benchmarking group criteria, please see sub-section 3.1.

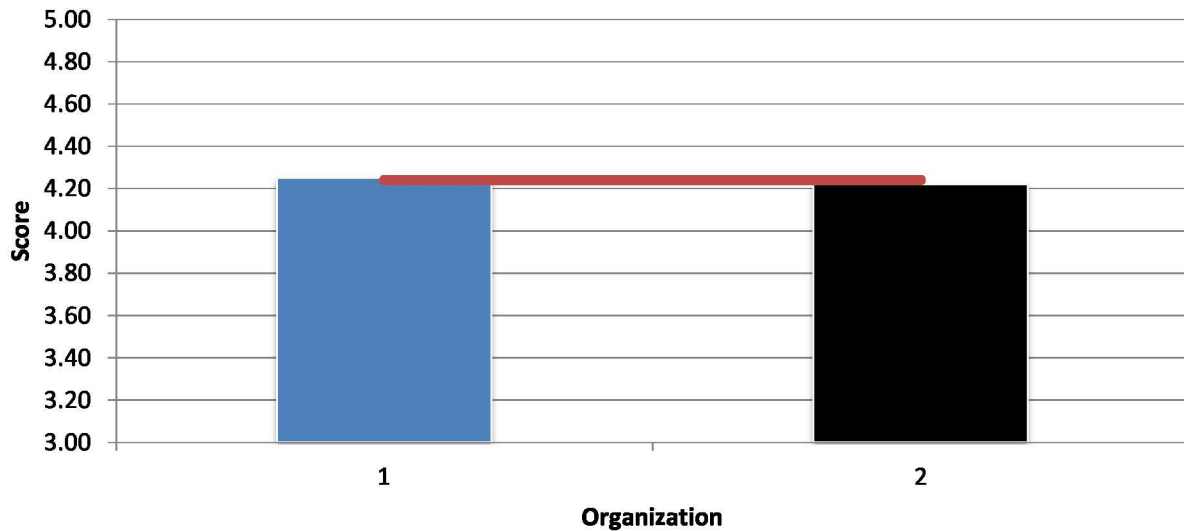
Benchmarking Group 2 – Clear what to do



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1230701	4.71	93	100	1	4.09
	1230601	4.47	87	87	2	
	1310101	4.25	81	75	3	
Your Org	1240201	4.22	81	62	4	
Lowest	1230201	3.25	56	12	8	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Clear what to do



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1310101	4.25	81	100	1	4.24
Your Org	1240201	4.22	81	50	2	

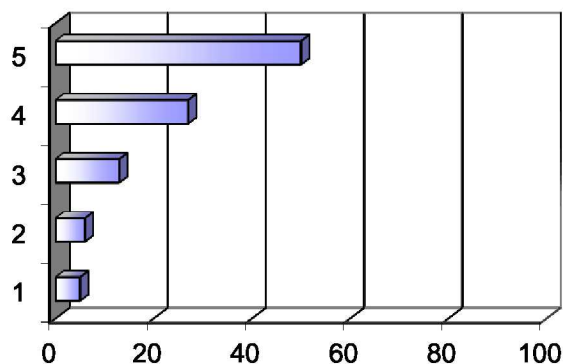
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

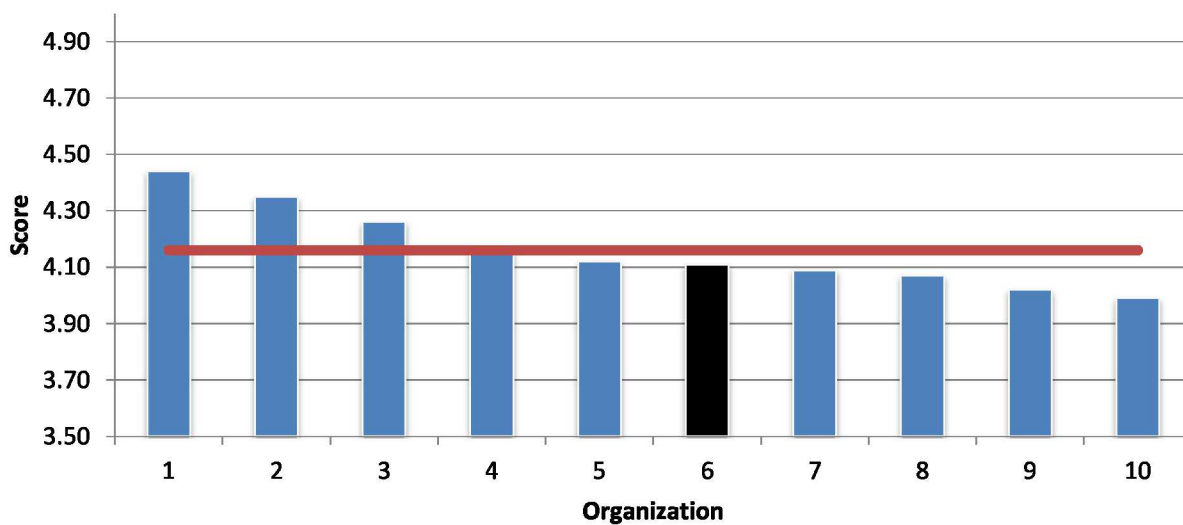
The hours of service were convenient. How much do you agree with the statement?

Average Score: 4.11

	Response	Count	Percent
5	Strongly agree	239	50 %
4		127	27 %
3		61	13 %
2		30	6 %
1	Strongly disagree	22	5 %
Total		479	



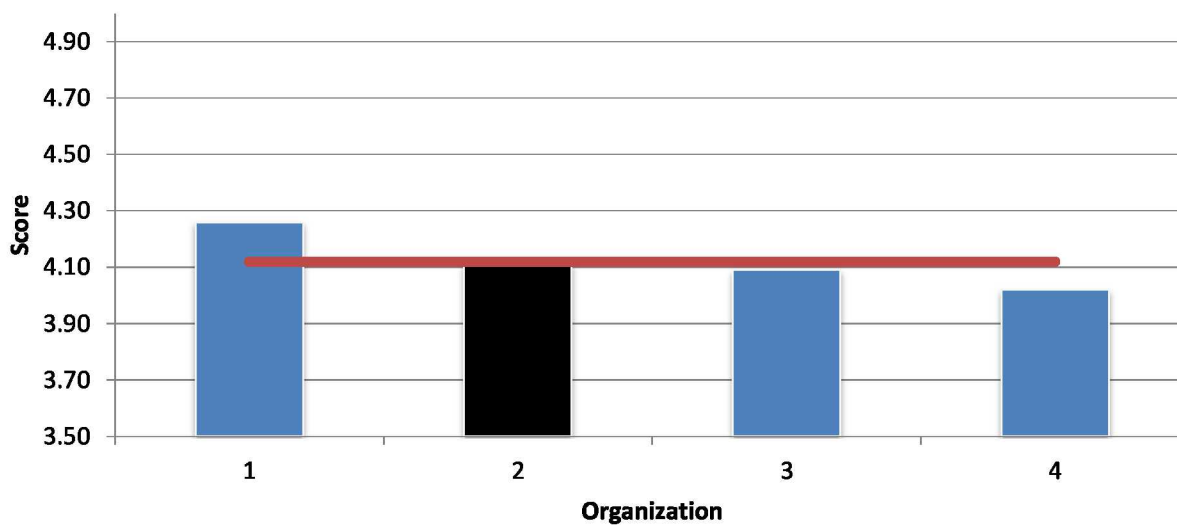
Benchmarking Group 1 – Hours were convenient



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1090102	4.44	86	100	1	4.16
	1271201	4.35	84	90	2	
	1310101	4.26	82	80	3	
Your Org	1240201	4.11	78	50	6	
Lowest	1020201	3.99	75	10	10	

*For a description of benchmarking group criteria, please see sub-section 3.1.

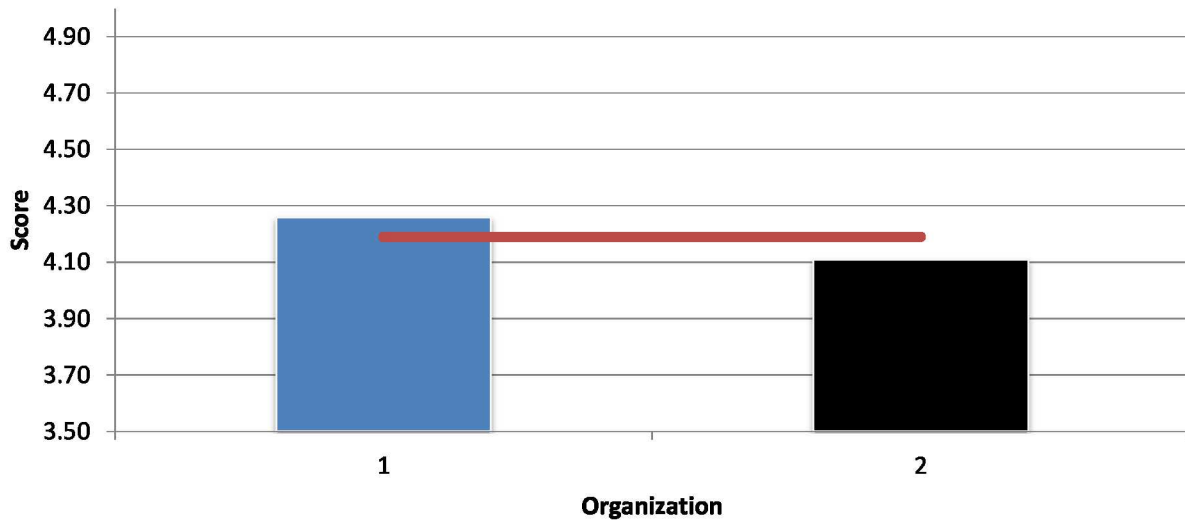
Benchmarking Group 2 – Hours were convenient



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1310101	4.26	82	100	1	4.12
Your Org	1240201	4.11	78	75	2	
Top Performers	1230201	4.09	77	50	3	
Lowest	1230301	4.02	76	25	4	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Hours were convenient



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1310101	4.26	82	100	1	4.19
Your Org	1240201	4.11	78	50	2	

*For a description of benchmarking group criteria, please see sub-section 3.1.

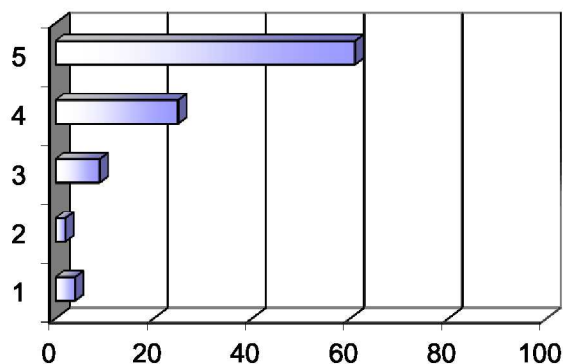
Q:

Staff were knowledgeable and competent. How much do you agree with the statement?

Average Score: 4.37

	Response	Count	Percent
5	Strongly agree	288	61 %
4		119	25 %
3		41	9 %
2		10	2 %
1	Strongly disagree	17	4 %

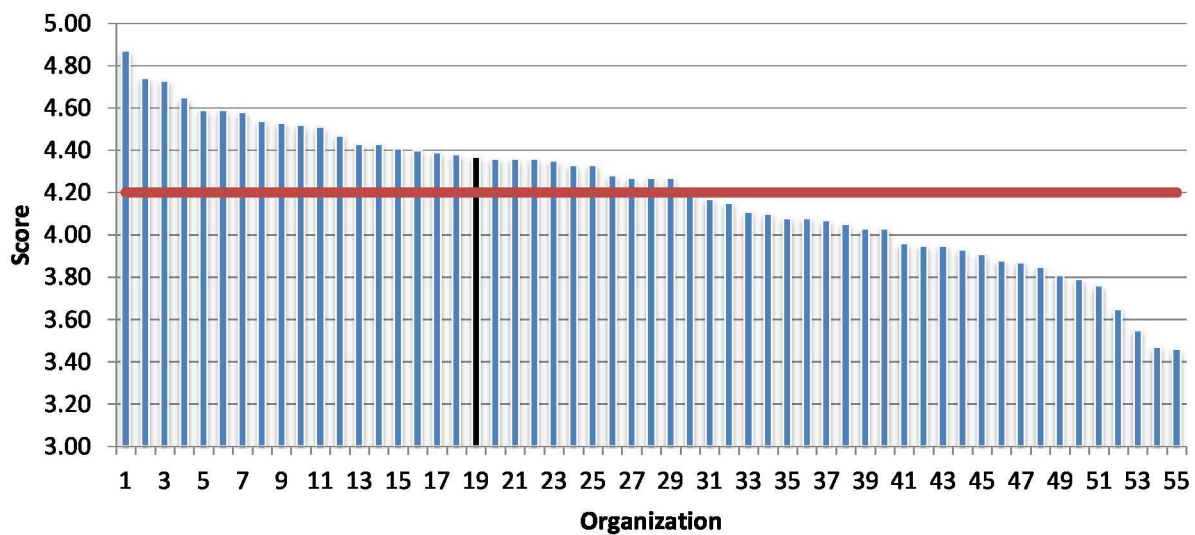
Total 475



WHAT LEADERS ARE DOING . . .

- Service Canada has included such goals as hiring the right people and assisting them in keeping their skills up-to-date in the overall framework of enhancing organizational effectiveness.
- The Government of Ontario has expanded its learning programs for all levels of staff and enabled them to take advantage of numerous learning opportunities that are offered at no cost in various fields relating to customer service. [Learn more...](#)

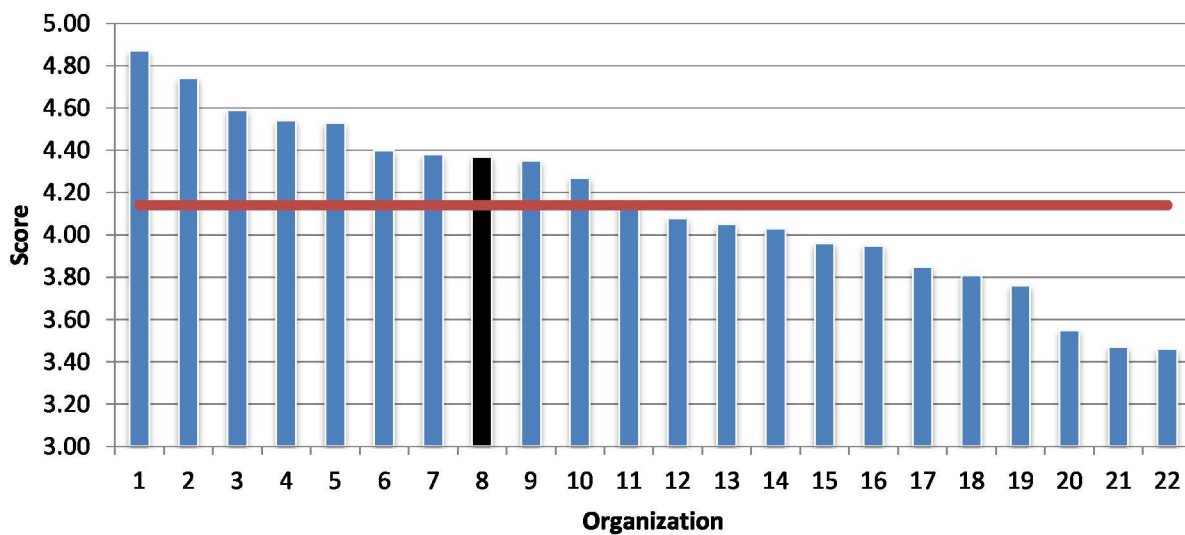
Benchmarking Group 1 – Knowledgeable staff



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.87	97	100	1	4.20
	1230701	4.74	94	98	2	
	1170101	4.73	93	96	3	
Your Org	1240201	4.37	84	67	19	
Lowest	1190133	3.46	62	1	55	

*For a description of benchmarking group criteria, please see sub-section 3.1.

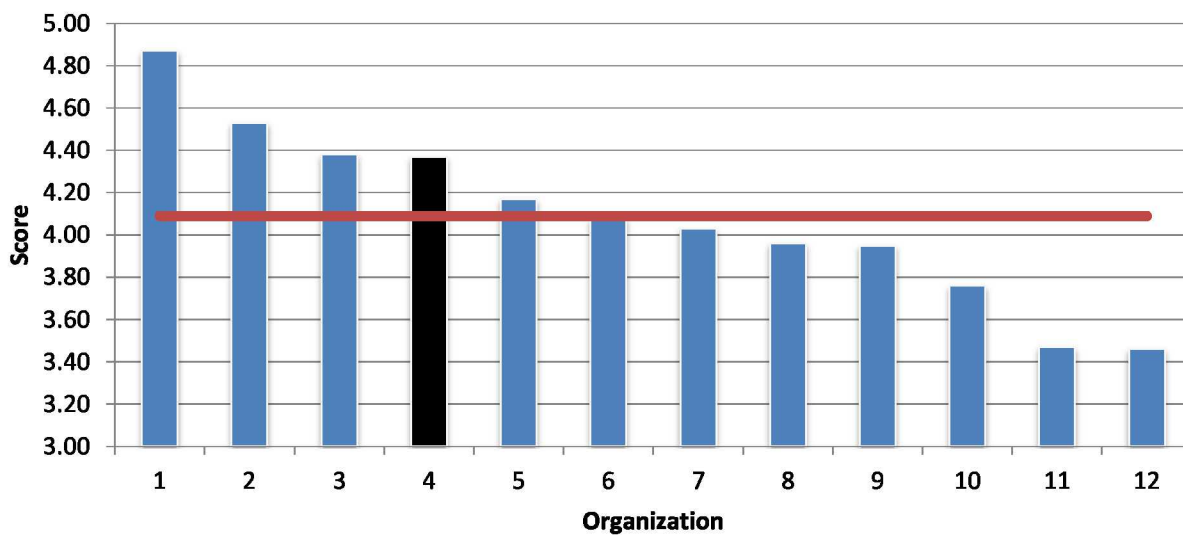
Benchmarking Group 2 – Knowledgeable staff



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.87	97	100	1	4.14
	1230701	4.74	94	95	2	
	1230301	4.59	90	90	3	
Your Org	1240201	4.37	84	68	8	
Lowest	1190133	3.46	62	4	22	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Benchmarking Group 3 – Knowledgeable staff



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.87	97	100	1	4.09
	1190108	4.53	88	91	2	
	1310101	4.38	85	83	3	
Your Org	1240201	4.37	84	75	4	
Lowest	1190133	3.46	62	8	12	

*For a description of benchmarking group criteria, please see sub-section 3.1.

Section 4

SURVEY METHODOLOGY

INFORMATION

4. SURVEY METHODOLOGY INFORMATION

The value of any benchmarking exercise is partly dependent on whether the various organizations/services/surveys are truly comparable. While use of the CMT helps ensure the questions and response scales are consistent, many other methodological factors can affect the comparability of survey results. This section is included for analysts who want to assess more closely the various methodological factors that might affect comparability, including how the survey was administered, the timeframe within which it was collected, the size of the sample, and the response rate of the survey. It only includes the surveys ranked in the top three in the benchmarking groups in Section 3 of your report.

Survey ID	Mode of Data Collection	Date Collected	Sample Size	Response Rate (%)
1020101	Telephone	2007-08-29	37	42
1070101	Telephone	2008-02-11	13	76
1090102	Telephone/Web	2007-02-19	719	N/A
1110101	Telephone	2008-03-03	600	25
1110103	Telephone	2008-03-03	600	25
1140103	Telephone	2008-10-27	204	26
1140104	Telephone	2008-10-27	107	31
1150101	Telephone	2008-03-30	404	N/A
1170101	Telephone	2009-03-31	249	46
1190108	Telephone	2009-10-31	1008	16
1220407	Telephone/In-person	2009-10-29	20	N/A
1230201	Telephone	2010-06-20	282	26
1230301	Web/Email	2010-06-03	539	N/A
1230302	Web/Email	2010-06-03	539	N/A
1230501	Telephone	2010-06-05	337	33

1230601	Telephone	2010-06-18	464	24
1230701	Telephone	2010-06-18	518	45
1271201	Telephone	2013-07-31	293	20
1290101	Telephone/In-person/Web/Mail	2006-03-01	580	15
1310101	Telephone	2011-06-03	609	35
1330201	Telephone	2012-12-14	400	N/A

Council Orientation Tour

December 10, 2014

1:00 pm to 4:30 pm

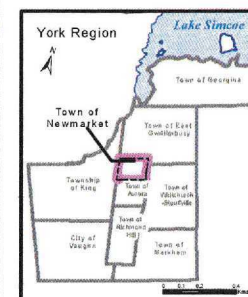


The “New” Newmarket:

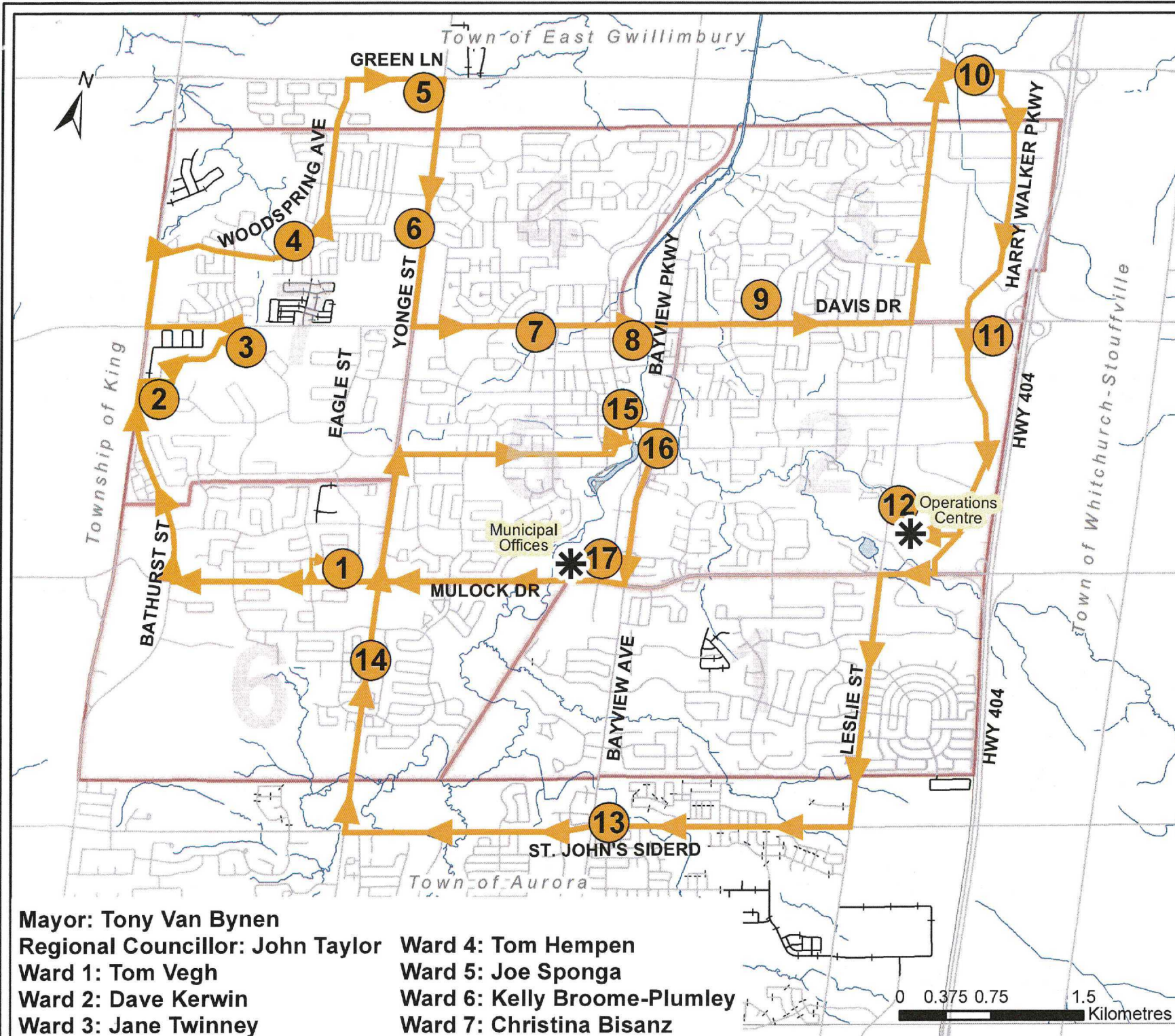
- Beyond Borders
 - Aurora, King & East Gwillimbury Interfaces
- Strategic Properties
- Supporting Transformation
- Prosperity & Progress
- Moving Newmarket

The Town of Newmarket Council 2014

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Designed & Produced by Information Technology - GIS
Source: Google, Highway, Municipal Boundaries, Water Features - Geographic
Dataset, Planning and Development Services Department - The Regional
Municipality of York, 2014. Landmarks: Town of Newmarket, 2014.
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FOR A LEGAL SURVEY, Please November, 2014.



Mayor: Tony Van Bynen

Regional Councillor: John Taylor

Ward 1: Tom Vegh

Ward 2: Dave Kerwin

Ward 3: Jane Twinney

Ward 4: Tom Hempen

Ward 5: Joe Sponga

Ward 6: Kelly Broome-Plumley

Ward 7: Christina Bisanz

0 0.375 0.75 1.5
Kilometres

Council Orientation Bus Tour – Wednesday, December 10, 2014 @ 1:00 pm

<p>1 – NW Corner of Mulock & Yonge (Bob Shelton, Rick Nethery) Mulock Estate</p> <p>2 – Sykes off Bathurst (Bob Shelton, Rachel Prudhomme, Rick Nethery) Partnerships with King - Roads Agreements & Fire Services Mosaik Property - Low Impact Dev. Voluntary Contributions</p> <p>3 – Alex Doner / Davis & Bathurst (Ian McDougall, Rick Nethery,) Glenway East/West Servicing Allocation/Approach Entrance Sign</p> <p>4 – Woodspring (Rick Nethery, Rachel Prudhomme) North West Quadrant Natural Heritage & Environmental Park Bike Lanes Speed Boards Trail Connections Gap North and South</p>	<p>5 – Greenlane, East Gwillimbury (Peter Noehammer, Rick Nethery, Rachel Prudhomme) East Gwillimbury Interface North & South sides of Green Lane Green Lane Corridor Development/Commerce East/West Collector Hwy 400/404 connector</p> <p>6 – Yonge north of Davis (Rachel Prudhomme, Rick Nethery) Region Improvement & Timing/Viva Slessor Property Ownership</p> <p>7 – Davis Drive Corridor (Bob Shelton, Rick Nethery, Chris Kallio, Rachel Prudhomme) Secondary Plan/Intensification Church, Rental, Tree Frog, Oscar Group Streetscaping HUB study</p> <p>8 – Seniors Meeting Place (Bob Shelton, Rachel Prudhomme, Chris Kallio) Holland River Trail - Pedestrian & Bike Friendly CreateIT / Gigabit Corridor</p> <p>9 – Hollingsworth Arena</p>	<p>10 – Greenlane & Harry Walker (Rick Nethery, Rod Smith) Residential and Industrial – Rice Development Servicing Arrangements EG Servicing Agreement</p> <p>11 – SW corner of Davis & Harry Walker (Bob Shelton, Peter Noehammer, Rod Smith, Ian McDougall, Chris Kallio, Rick Nethery, Esther Armchuk) Economic Development considerations 404 Greenbelt Review Employment Lands/Property Assessment Industrial – Snap On Tools Halton Recycling lands EMS Snow Storage Partnered with EG and Aurora LED Lights Regional Interest</p> <p>12 – 1275 Maple Hill Court (Harry VanWensem) Operations Centre - LEEDTM Silver Break & Facility Tour</p> <p>13 – Leslie & St. John (Rick Nethery, Bob Shelton, Paul Leslie) Greenbelt Filling In Subdivision Part of Newmarket? CYFS 5th Fire Station</p>	<p>14 – Yonge south of Eagle (Rick Nethery, Rachel Prudhomme, Chris Kallio) York Region District Headquarters Allied Global VIVA – See Plan Trail Construction/S:W Condominium Development Eagle Street/Old Parks Shop</p> <p>15 – Riverwalk Commons (Chris Kallio, Rachel Prudhomme, Bob Shelton, Peter Noehammer) Restaurants Joia Rekindling Community Centre Parking Emerging Redevelopment Old Town Hall</p> <p>16 – Prospect & Water (Bob Shelton) Regional Interest</p>
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