



Town of Newmarket

Agenda

Council Workshop

Date: Wednesday, December 5, 2018
Time: 9:00 AM
Location: Council Chambers
Municipal Offices
395 Mulock Drive
Newmarket, ON L3Y 4X7

Pages

1. 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.

2. Declarations of Pecuniary Interest

3. Items

3.1 Newmarket Citizen Satisfaction Survey 2018

3.1.1	Presentation by MDB Insight	1
3.1.2	Information Report: 2018 Community Survey Results	35
3.1.3	2018 Community Satisfaction Survey Key Findings Report	39
3.1.4	Community Survey Ward level analysis	71
3.1.5	Benchmarking report	81

3.2 Overview of Customer Relations Management System

4. Closed Session (+/- 12:00 PM)

4.1 Bus Tour - educational/training session under Section 239(3.1) of the Municipal Act (transportation, current properties, future areas for development)

Note: Public map to be distributed when available.

5. Adjournment



Newmarket Citizen Satisfaction Survey 2018

Prepared by MDB Insight December 5, 2018



Background and Methodology

Background

The broad purpose of the survey is to measure the Level of Satisfaction and Degree of Importance for a variety of services provided by the Town. The survey includes 14 'core' questions drawn from the ICCS Common Measurements Tool (CMT) as well as several additional questions.

Methodology

The research was conducted via live agent Computer-Assisted-Telephone-Interviewing (CATI) from June 20th to July 12th, 2018.

- In total, 808 surveys were completed with residents of the Town of Newmarket 18 years of age or older. Surveys were also conducted in 2002, 2005, 2010, 2014 with a sample size of approximately n=800.



Key Findings

- Almost all residents (95%) are satisfied with Newmarket as a place to live, consistent with previous levels.
 - The vast majority of residents (85%) indicated that they were receiving at least fair value for their tax payer dollars and user fees spent in support of Town services, also on par with historical levels. Looking at the top two box score (good or very good value), however, there has been a 4 percentage point increase (from 48% to 52%) since 2014.
 - More than 4 out of 5 residents (82%) are satisfied with the local municipal government. This metric has not been this high since 2002 after which time it has been on the decline for nearly a decade reaching a low of 71% in 2010. This increase to 82% is statistically significant, extends the upward trend which began in 2014, and puts this metric at an all-time high.
 - Citizen Engagement Index remains stable at 72.
-



Key Findings

Consistent with the high levels of KPI, we see strong results in satisfaction levels of municipal services and programs. The improvement in overall satisfaction can also be traced to the very large increases in several programs and services:

- Public consultation on municipal processes increased 19 Percentage Points
- Museum increased 15 Percentage Points
- Children's Camps increased 12 Percentage Points
- Seniors Centre / Programs increased 12 Percentage Points
- Inclusion Programs (for people with disabilities) increased 11 Percentage Points
- Yard waste collection increased 11 Percentage Points
- Animal control services increased 11 Percentage Points



Key Findings

Departments which residents had interactions with in the past year also performed well on the four service KPI's:

- Overall Satisfaction remains high at 80%.
- Satisfaction with the staff was strongest at 83%, but dropped 5 percentage points over 2014;
- Accessibility and Quality remained strong at 83% and 81%, respectively;
- Timeliness remains the lowest item at 79%, 2 percentage points lower than its 2014 standing.

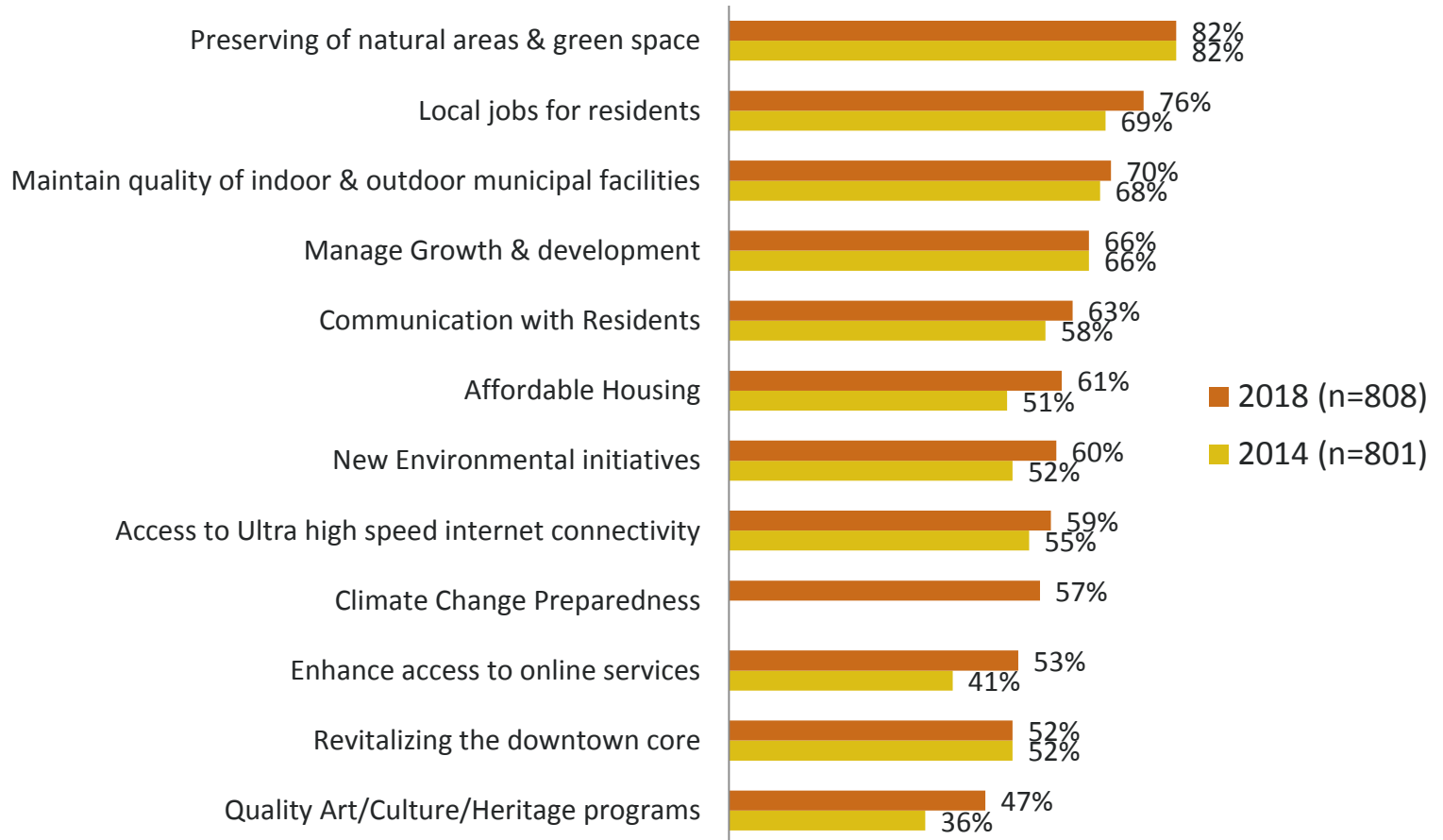


Key Priorities



Priorities

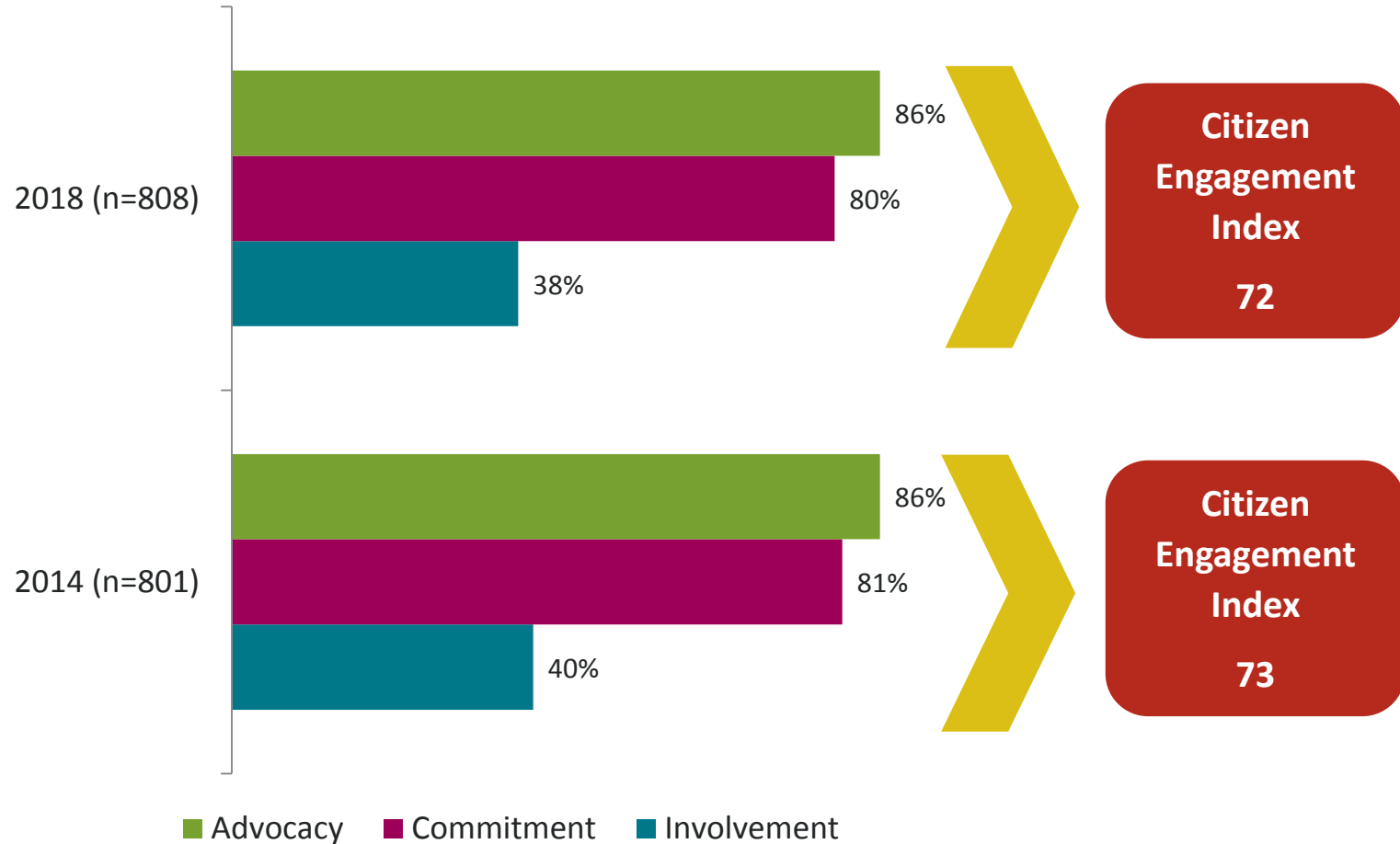
Top Priorities for Newmarket Council (Top 3 Box %)



Key Performance Indicators



Citizen Engagement Index steady at 72



Advocacy: "I would recommend Newmarket as a place to live"

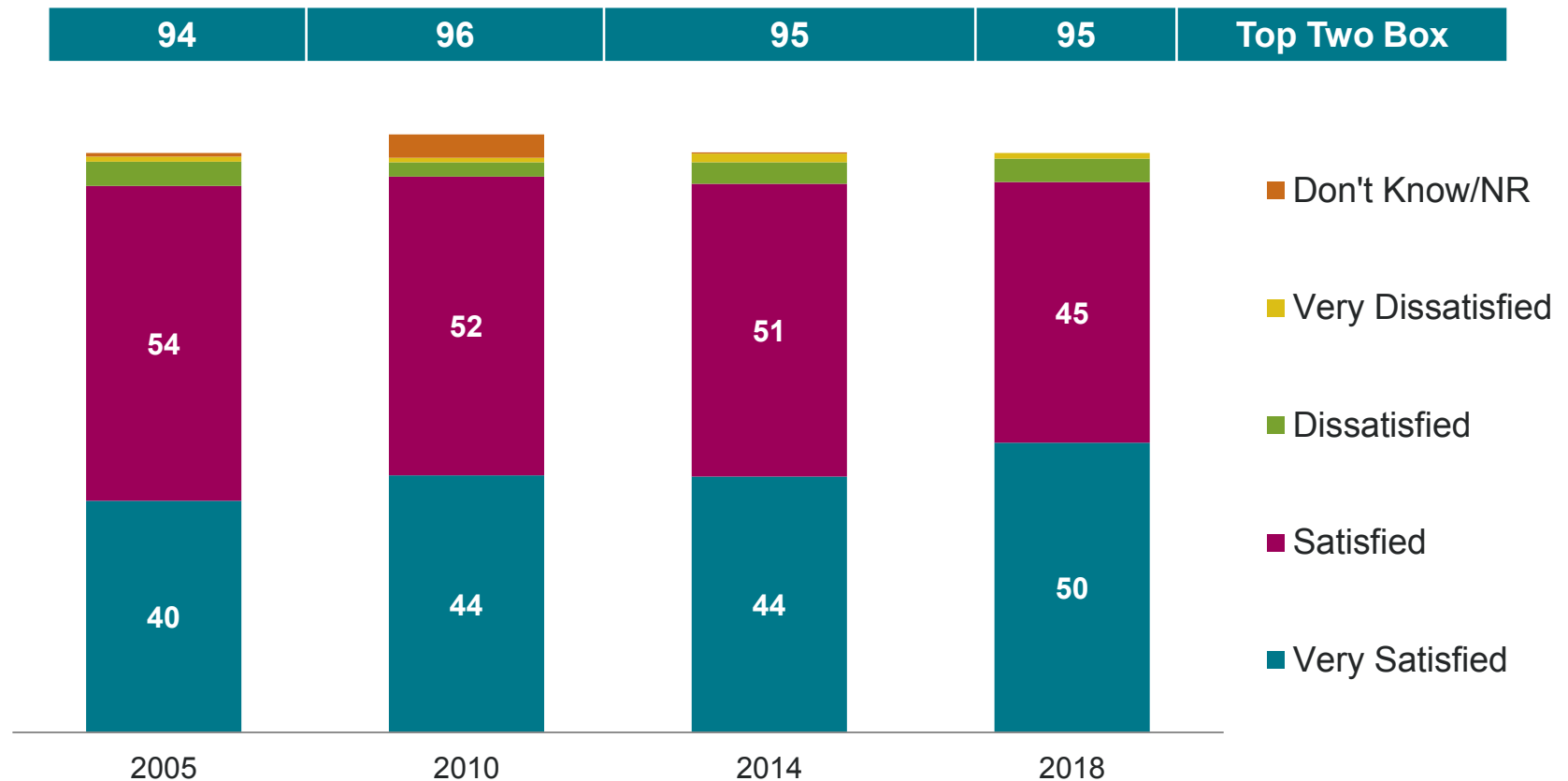
Commitment: "I plan to reside in Newmarket for the foreseeable future"

Involvement: "I often get involved in my community through cultural events, celebrations, recreation programs, volunteering, or other ways"



Almost universal satisfaction with Newmarket as a place to live

Overall Satisfaction with Newmarket as a place to live

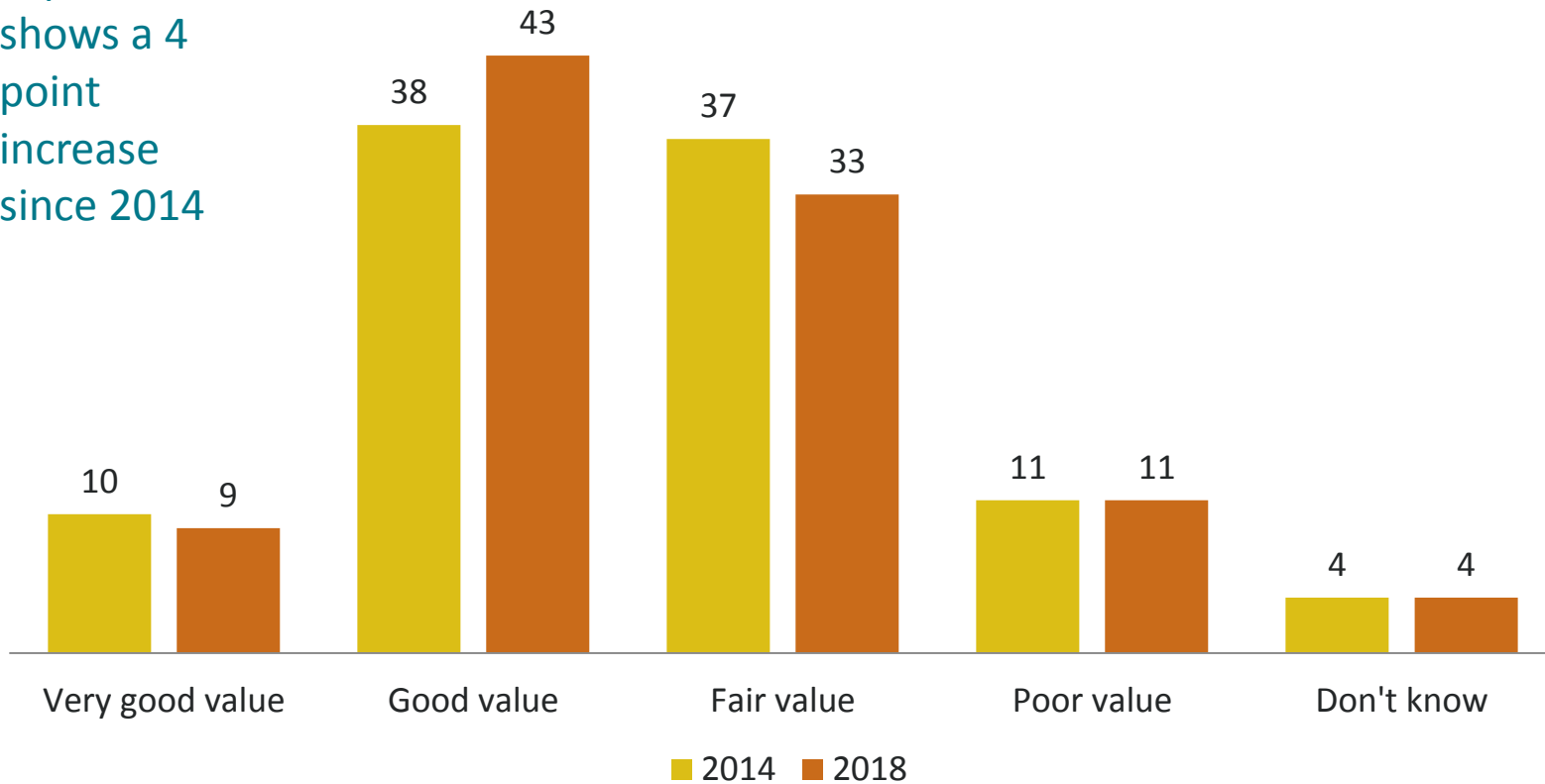




85% receive at least fair value for taxes / user fees they pay

Value for Tax Dollars / User Fees

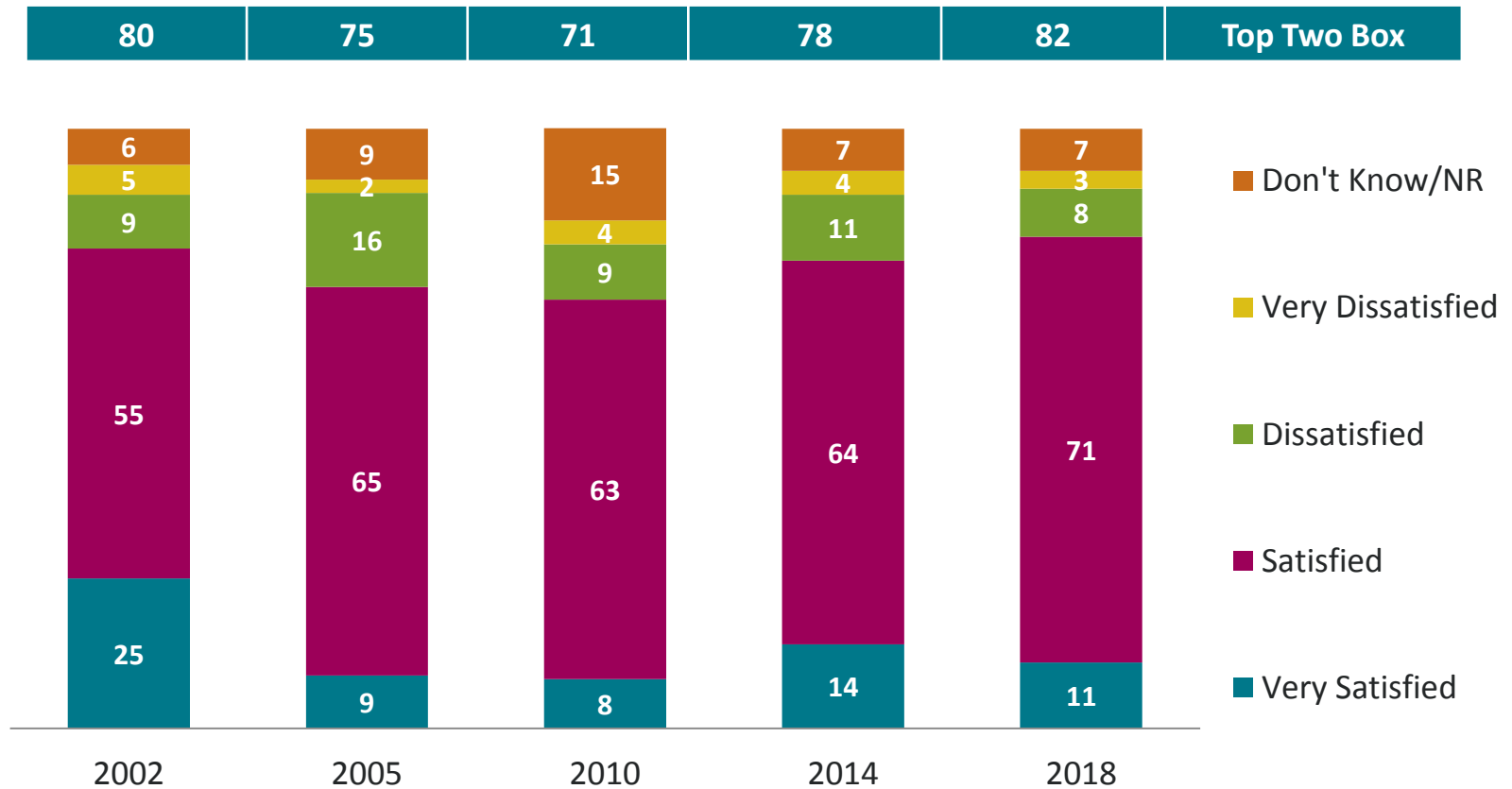
Top 2 box
shows a 4
point
increase
since 2014





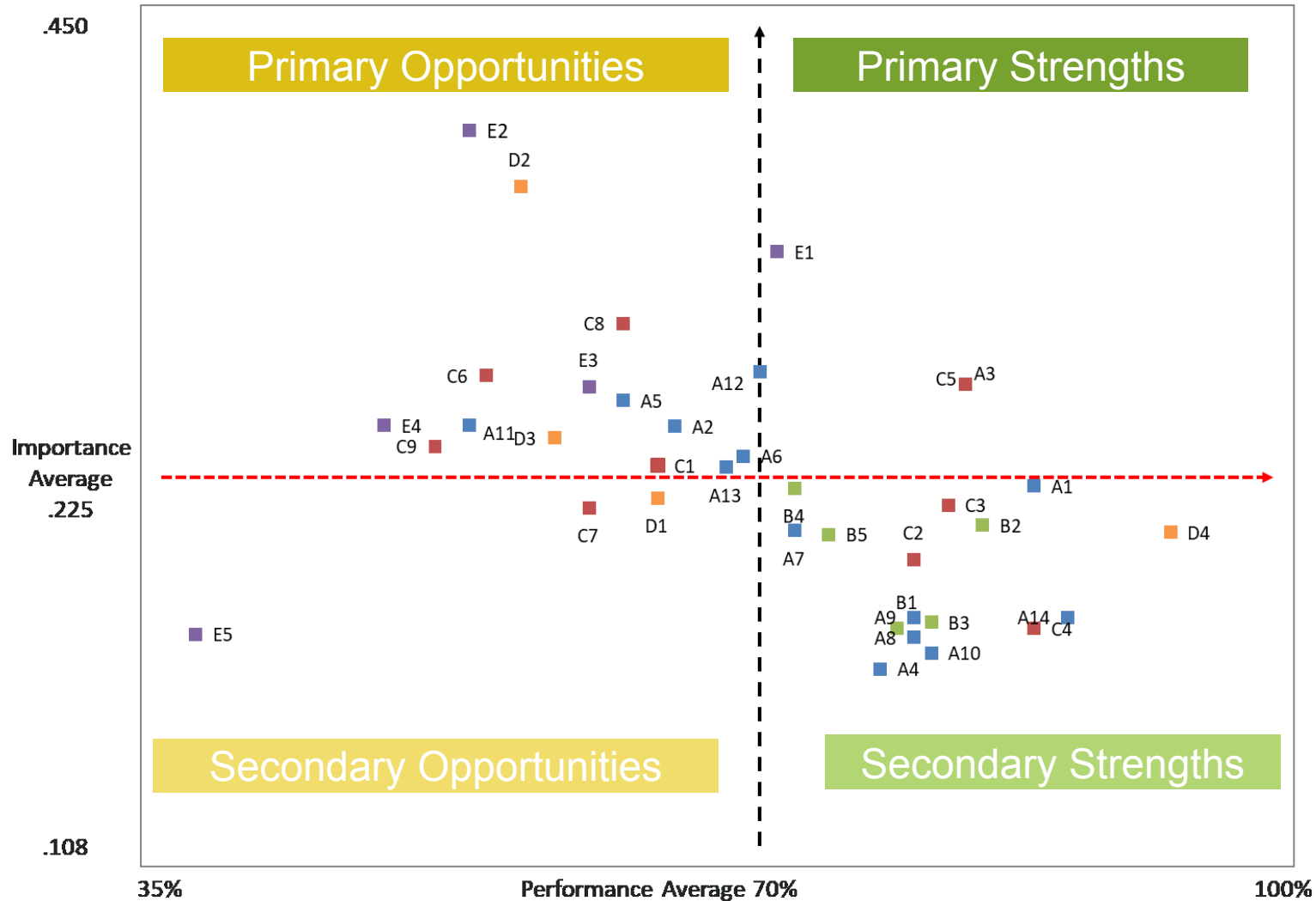
Overall Satisfaction with local government at an all time high of 82%

Level of Satisfaction with Local Government (%)



Priority Setting

Ways to help improve Overall Satisfaction



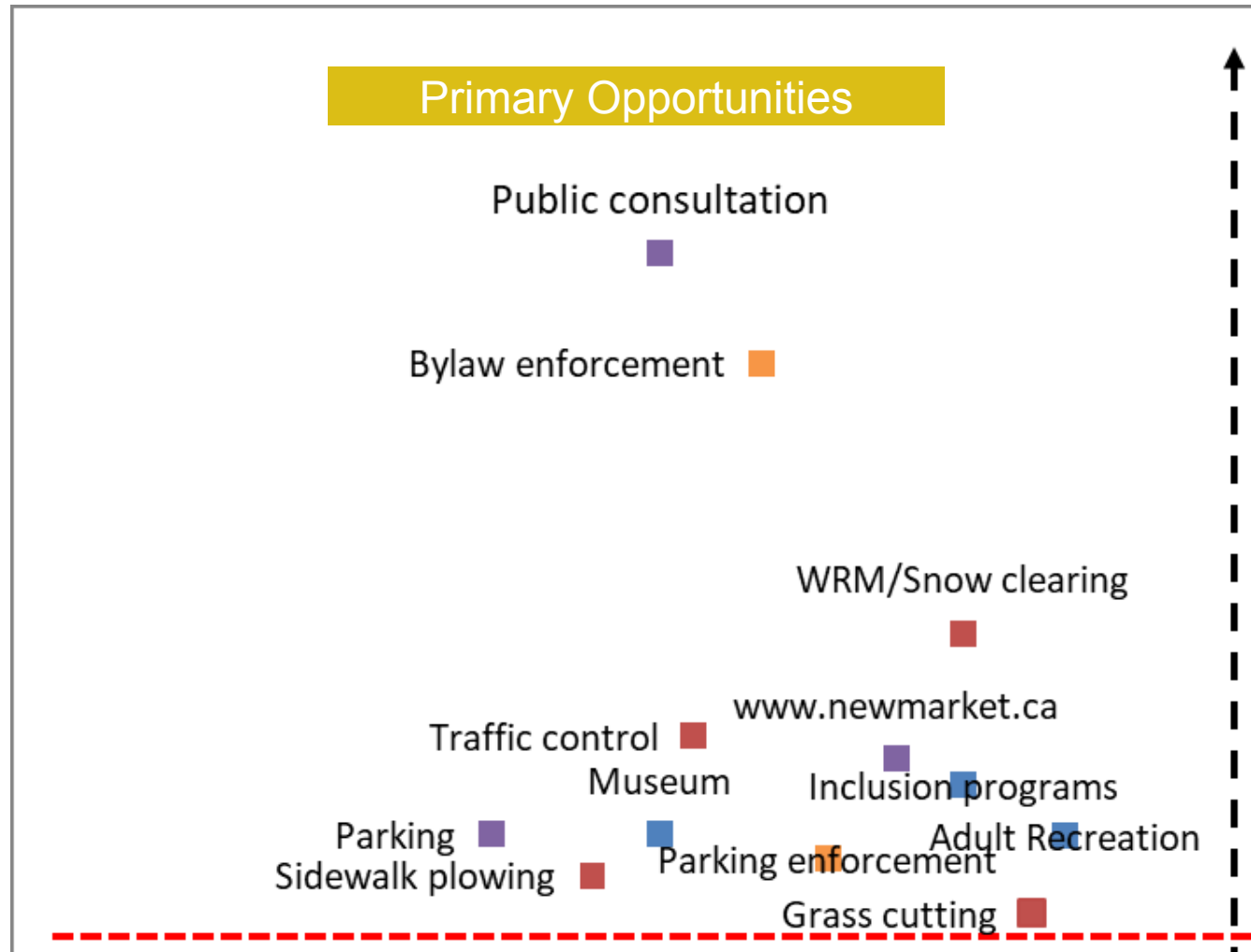


Legend

Rec and Culture		Facility and Field Condition		Public Works	
Walking/bike trails	A1	Aquatics facilities	B1	Grass cutting/boulevard maintenance	C1
Adult Recreation programs	A2	Skating facilities	B2	Parks maintenance	C2
Children's Recreation programs	A3	Sport Playing Fields	B3	Garbage / recycling collection	C3
Children's camps	A4	Youth Centre/Skate park	B4	Yard waste collection	C4
Inclusion programs	A5	Facility Newmarket Theatre	B5	Water supply	C5
Youth Recreation Programs	A6			Traffic control and safety measures	C6
Seniors Centre/programs	A7			Street sweeping	C7
Aquatic and swimming programs	A8			Winter road maintenance	C8
Arts and Culture programs/events	A9			Snow plowing for sidewalks	C9
Public Library	A10	Interaction with Customer Service Centre	E1	Safety and Community Services	
Museum	A11	Public consultation on municipal processes	E2	Animal control services	D1
Newmarket Theatre	A12	www.newmarket.ca	E3	Bylaw enforcement	D2
Old Town Hall	A13	Parking	E4	Parking enforcement	D3
Community special events	A14	Availability of Parking in Downtown Newmarket	E5	Fire and emergency services	D4



Primary Opportunities to help improve Overall Satisfaction





Primary Opportunities for 2018 to help improve Overall Satisfaction

	Opportunity 2014	Opportunity 2018
Street sweeping	Y	
Community Consultation	Y	Y
Traffic control and safety measures	Y	Y
Snow plowing for sidewalks	Y	Y
Winter road maintenance	Y	Y
Museum	Y	Y
Bylaw enforcement	Y	Y
Town Website	Y	Y
Adult Recreation programs	Y	Y
Grass cutting/boulevard maintenance	Y	Y
Parking		Y
Parking Enforcement		Y
Inclusion Programs		Y

Satisfaction with programs and services and willingness to pay more for improvements

Recreation and Culture Programs

Items	Performance				Percentage Point Change '14-'18	% Willing to Pay to Improve	% Taxes	% User fees	% both
	2005	2010	2014	2018					
Community Special Events	75%	77%	84%	88%	+4	9%	-	30%	70%
Walking / Bike Trails	59%	74%	86%	86%	0	22%	56%	-	44%
Children's Recreation Programs	64%	71%	75%	82%	+7	40%	-	75%	25%
Public Library	73%	75%	75%	80%	+5	62%	47%	16%	37%
Aquatic And Swimming Programs	46%	66%	75%	79%	+4	40%	14%	49%	37%
Arts And Culture Programs/Events		73%	73%	79%	+6	33%	-	86%	14%
Children's Camps		57%	65%	77%	+12	37%	-	59%	41%
Seniors Centre / Programs	60%	65%	60%	72%	+12	47%	61%	20%	19%
Newmarket Theatre	68%	72%	69%	70%	+1	9%	45%	17%	38%
Youth Recreation Programs	52%	51%	65%	69%	+4	53%	-	62%	38%
Old Town Hall				68%	N/A	10%	44%	12%	44%
Adult Recreation Programs	43%	53%	58%	65%	+7	49%	10%	71%	29%
Inclusion Programs (for people with disabilities)		46%	51%	62%	+11	62%	30%	7%	63%
Museum	45%	49%	38%	53%	+15	34%	11%	32%	57%

Shaded = Primary Opportunity



Recreation and Culture Facilities

Items	Performance				Percentage Point Change '14-'18	% Willing to Pay to Improve	% Taxes	% User fees	% both
	2005	2010	2014	2018					
Skating Facilities	57%	72%	79%	83%	+4	49%	4%	53%	43%
Sport Playing Fields	61%	67%	72%	80%	+8	56%	53%	-	47%
Aquatics Facilities	45%	74%	77%	78%	+1	39%	4%	68%	28%
Newmarket Theatre				74%	N/A	19%	32%	14%	54%
Youth Centre/Skate Park	57%	50%	63%	72%	+9	14%	13%	10%	77%



Public Works Services

Items	Performance				Percentage Point Change '14-'18	% Willing to Pay to Improve	% Taxes	% User fees	% both
	2005	2010	2014	2018					
Yard waste collection	62%	81%	75%	86%	+11	8%	29%	15%	55%
Water supply		71%	79%	82%	+3	29%	39%	-	61%
Garbage / recycling collection	66%	80%	73%	81%	+8	12%	50%	24%	26%
Parks maintenance (e.g. playground equipment, benches)	67%	67%	76%	79%	+3	33%	57%	12%	31%
Grass cutting/boulevard maintenance	54%	54%	58%	64%	+6	20%	55%	5%	40%
Winter road maintenance (snow clearing)	60%	64%	61%	62%	+1	41%	68%	10%	22%
Street sweeping	57%	63%	53%	60%	+7	17%	59%	16%	25%
Traffic control and safety measures	39%	55%	52%	54%	+2	33%	66%	10%	24%
Snow plowing for sidewalks	46%	51%	43%	51%	+8	34%	45%	11%	44%



Safety and Community Services

Items	Performance				Percentage Point Change '14-'18	% Willing to Pay to Improve	% Taxes	% User fees	% both
	2005	2010	2014	2018					
Fire and emergency services	92%	92%	94%	94%	0	24%	100%		
Animal control services	55%	51%	53%	64%	+11	44%	59%	8%	33%
Parking enforcement	49%	42%	50%	58%	+8	29%	37%	13%	50%
Bylaw enforcement	46%	45%	49%	56%	+7	42%	75%	8%	17%



Other Services

Items	Performance				Percentage Point Change '14-'18
	2005	2010	2014	2018	
Interaction with Customer Service Centre	78%	81%	71%	71%	0
Town of Newmarket website www.newmarket.ca			58%	60%	+2
Public consultation on municipal processes	45%	48%	34%	53%	+19
Parking				48%	N/A
Availability of Downtown Parking				37%	N/A

Action Planning



Things to consider for improving Overall Satisfaction

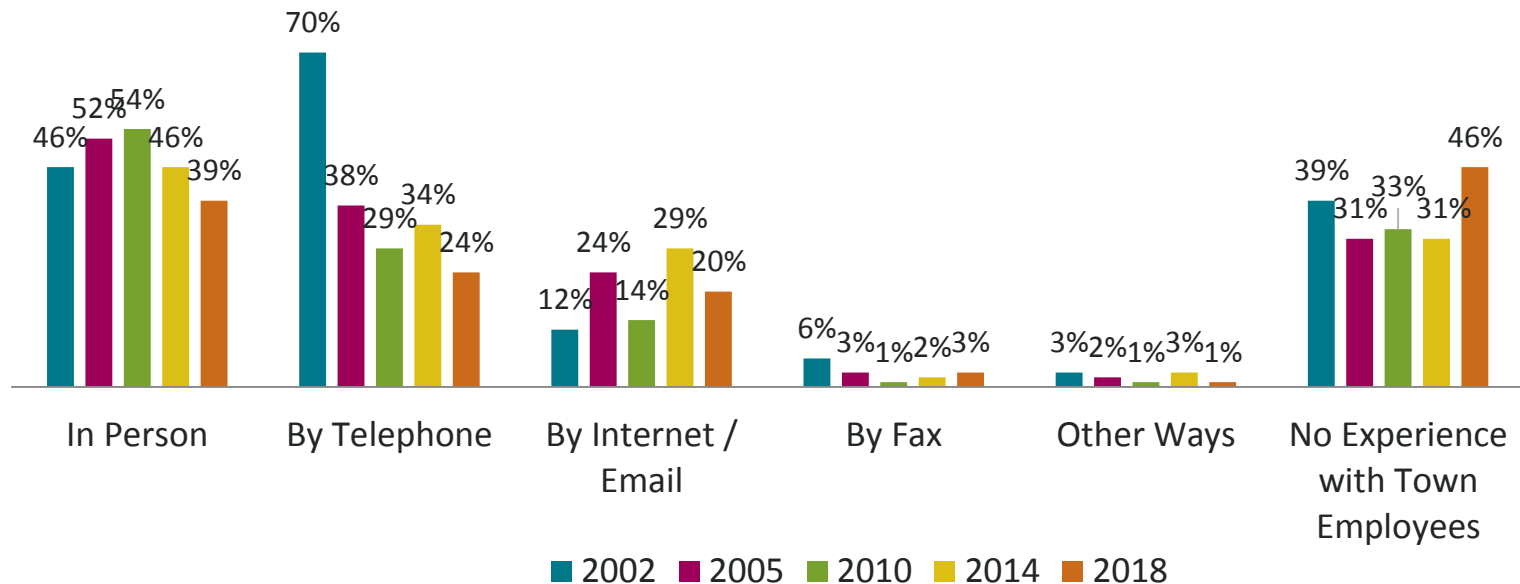
- ✓ What drives Overall Satisfaction?
 - ✓ Which drivers have the most room for improvement (Primary Opportunities)?
 - ✓ Which opportunities are residents willing to pay more for in order to get improvement service?
 - ✓ What does improvement look like (Open-ended comments)?
 - ✓ Is the funding to come from taxes or user fees?
-

CMT Questions



Mode of contact with the Town (multiple response)

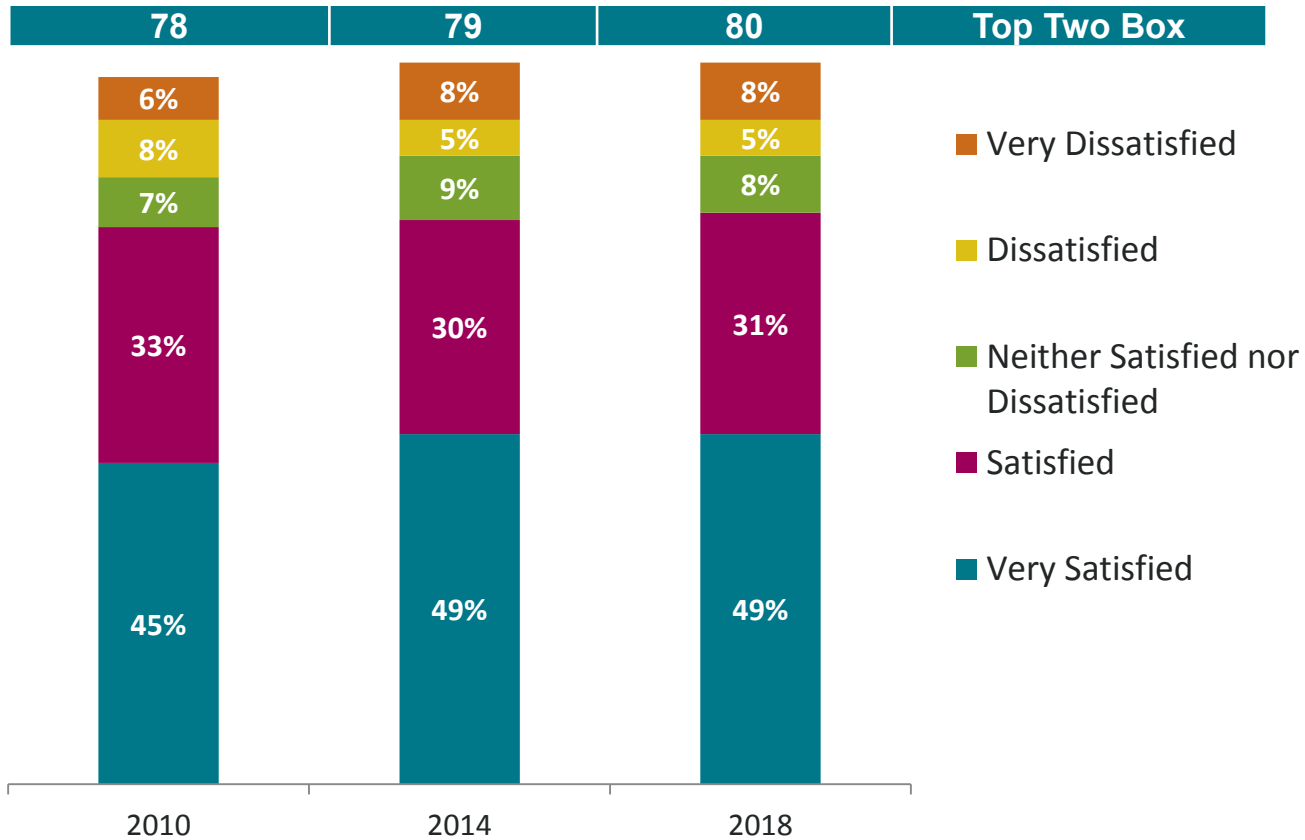
Historical Trending of Past Year Mode of Contact with Municipal Departments / Services





Overall Satisfaction with Service

Overall Satisfaction with Service (n=498)





Satisfaction with Service remains high and shows signs of improvement

Questions	Your Org	Group 1*	Group 2**	Group 3***	Your Org 2010	Your Org 2014	Change 2014-2018
Timeliness	4.22	3.95	3.80	4.06	4.07	4.23	-0.01
Accessibility	4.35	4.09	4.15	4.38	4.15	4.27	+0.08
Overall satisfaction	4.23	4.04	3.90	4.21	4.04	4.19	+0.04
Satisfaction with staff	4.35	4.28	4.31	4.38	4.14	4.40	-0.05
Treated fairly	4.52	4.27	4.30	4.41	4.35	4.50	+0.02
Informed on what to do	4.38	4.19	4.23	4.29	4.18	4.39	-0.01
Staff went extra mile	4.08	3.96	3.97	4.03	3.94	3.98	+0.10
Staff good listeners	4.43	4.25	4.34	4.34	4.22	4.33	+0.10
Staff courteous	4.63	4.48	4.47	4.44	4.45	4.53	+0.10
Staff respectful	4.62	4.59	4.46	4.46	4.44	4.57	+0.05
Clear what to do	4.24	4.10	4.10	4.25	4.08	4.22	+0.02
Hours were convenient	4.35	4.07	4.04	4.31	4.10	4.11	+0.24
Knowledgeable staff	4.41	4.18	4.17	4.33	4.23	4.37	+0.04

* Group 1 – All organizations in the database

** Group 2 – Municipal level organizations (all)

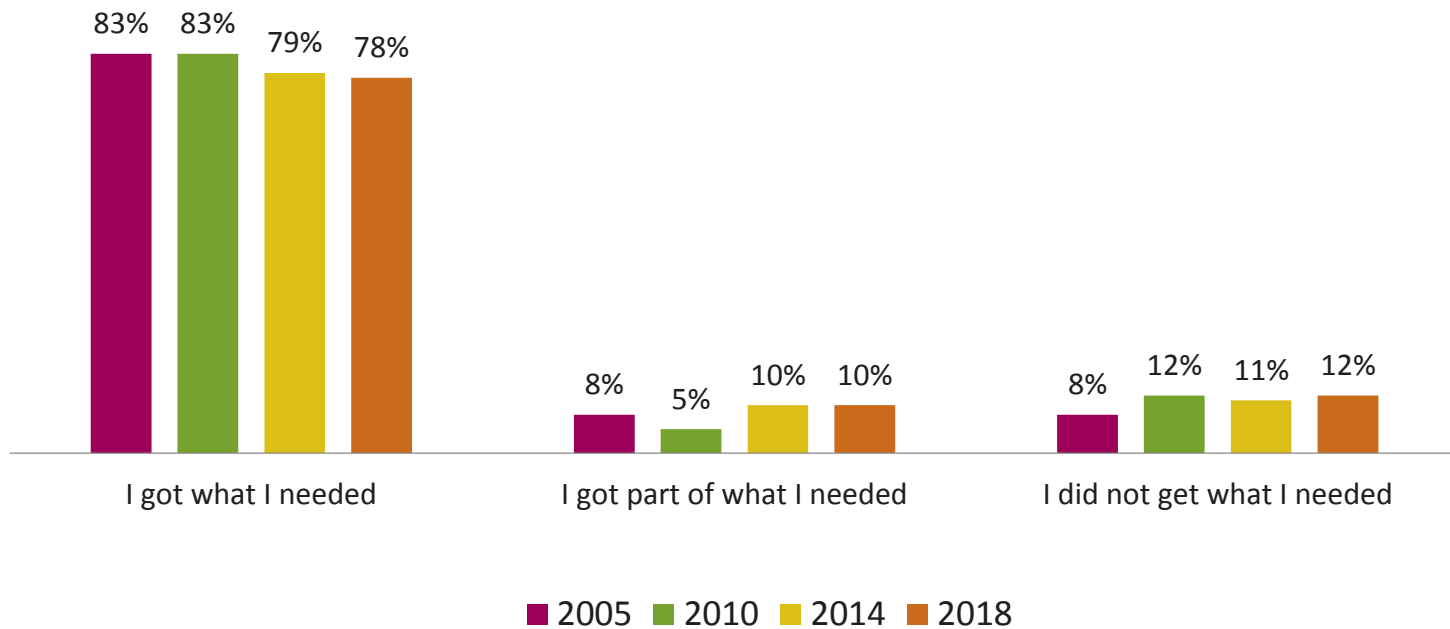
*** Group 3 – Municipal level organizations (Ontario)

- ✓ Increased performance on 10 / 13 questions compared to 2014 survey
- ✓ Scored higher than the average of all other organizations in the database for all 13 questions.
- ✓ Scored higher than the average of all municipalities in the database for all 13 questions.
- ✓ Scored higher than the average for 10 out of 13 questions as compared to all Ontario municipalities in the database.
- ✓ Lowest score is a very respectable 4.08 / 5 for “Staff went the extra mile”
- ✓ “Hours were convenient” jumped significantly due to more locations and online services.



Historical Trends

Needs Met During Most Recent Interaction (Top 2 Box %) n=472

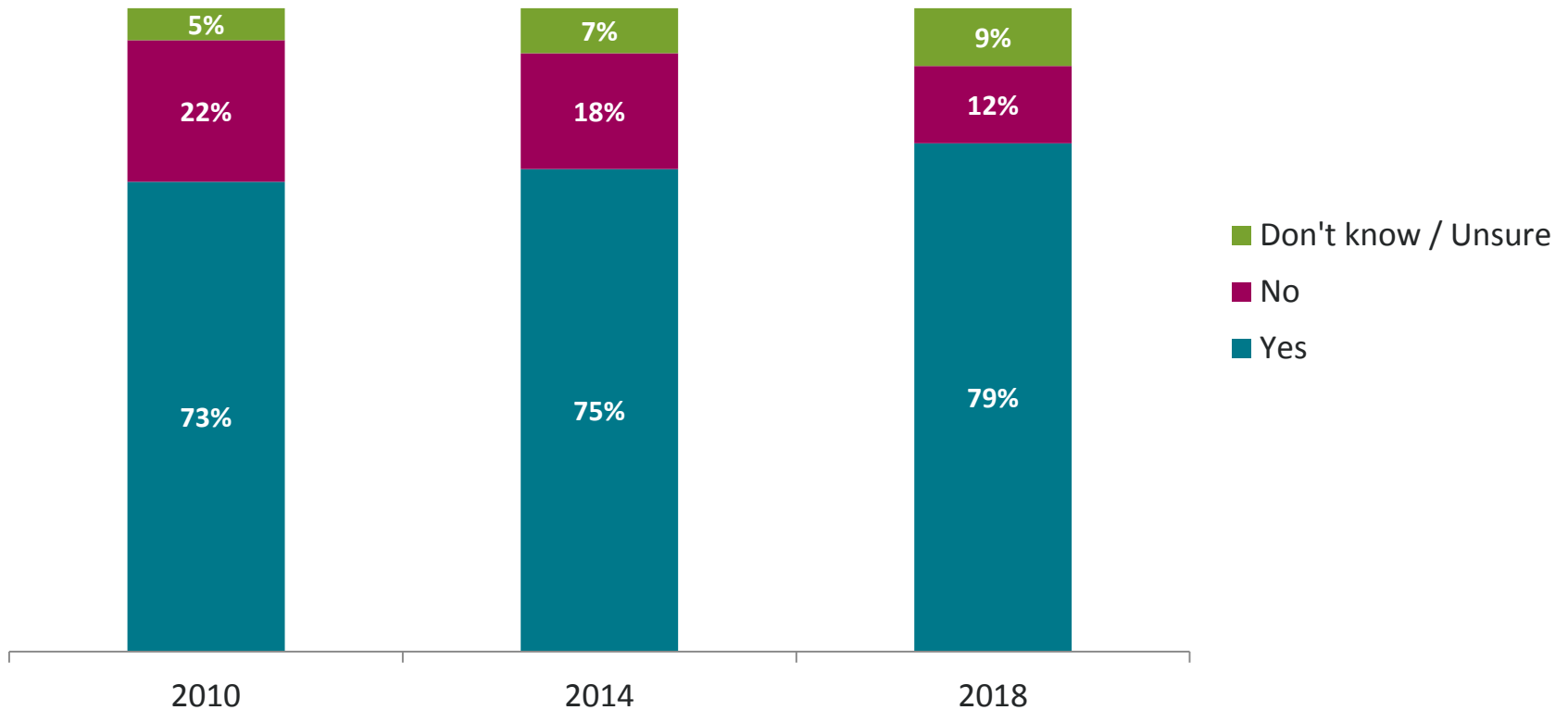


Communications



8 out 10 feel the Town does provide enough information

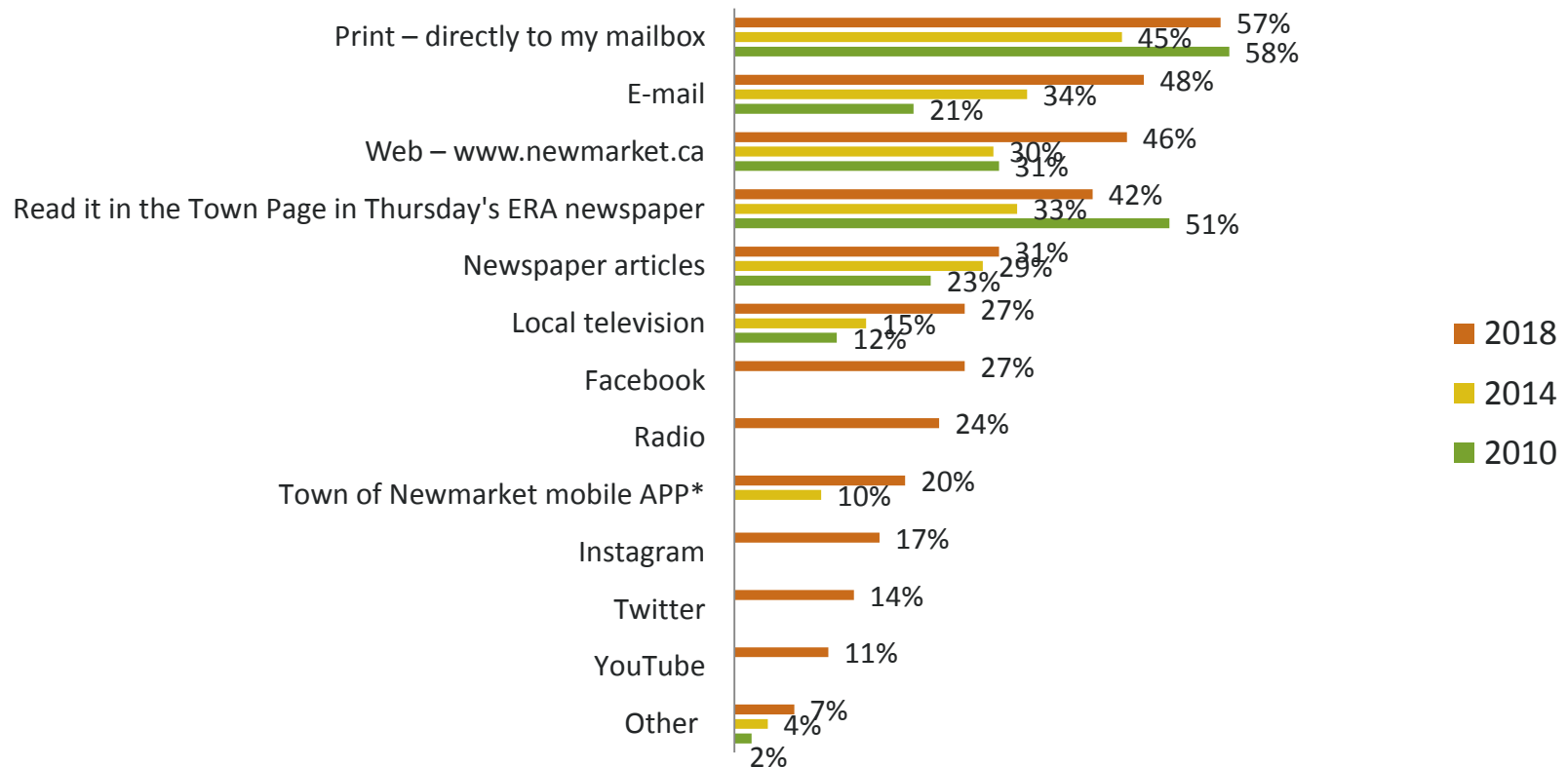
Adequate Information Provided on Projects, Programs and Services
(Top 2 Box %) n=808





Most residents still prefer print communication although social media is popular and likely to continue growing

Preferred Means of Receiving Information about the Town (n=808)





Town of Newmarket
395 Mulock Drive P.O. Box 328,
Newmarket, Ontario, L3Y 4X7

Email: info@newmarket.ca | Website: newmarket.ca | Phone: 905-895-5193

2018 Community Survey Results Staff Report

Report Number: 2018-15

Department(s): Customer Service

Author(s): Bonnie G. Munslow

Meeting Date: December 5, 2018

Recommendations

1. That the report entitled 2018 Community Survey results dated December 5, 2018 be received for information purposes.

Purpose

The purpose of this report is to provide Members of Council with the results from the 2018 Community Survey.

Background

The Town of Newmarket's vision is to be a community "well beyond the ordinary" with an accompanying corporate mission to "make Newmarket even better." In 2002, 2005, 2010, and 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 municipal elections.

Through an RFP process, MDB Insight was selected to conduct our 2018 survey. As with previous surveys, this survey included several 'core' questions drawn from the ICCS's (Institute of Citizen Centered Service) Common Measurement Tool, as well as questions designed to better understand residents' priorities for the new term of Council. In the 2014 Community Survey we introduced questions related to levels of citizen engagement and perceived value for tax dollars. These questions were also included in the 2018 survey.

The objectives of the 2018 Community Survey were to:

- Obtain community input and evaluate the current services offered by the Town of Newmarket;
- Assess residents' levels of satisfaction and perceived levels of importance related to the services we provide;
- 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 and tax perspective);
- Obtain feedback as to the expected service levels and improvements needed in customer service and how to best spend tax dollars and;
- Benchmark the results of the 2018 Community Satisfaction Survey with those from 2014, 2010 and 2005 Community Surveys.

The information and feedback from the Community Survey will help inform Council's Strategic Priorities for the 2018 – 2022 term. MDB Insight will be presenting this information at a workshop on December 5, 2018.

Discussion

Briefly, the 2018 results include the following highlights:

- 95% of residents are satisfied with Newmarket as a place to live;
- 85% of residents indicate that they were receiving at least fair value for their tax dollars;
- An all-time high of 82% of residents are satisfied with their local municipal government (a statistically significant increase as compared to previous surveys);
- Several programs and services saw very large increases in overall satisfaction rates;
- When compared with our benchmarking groups, the Town of Newmarket scored higher than the average of all other organizations in the database, for all 13 questions;
- Increased performance on 10/13 benchmark questions compared to the 2014 survey;
- Town staff continue to provide excellent service to members of the community.

Conclusion

Overall, the results for the 2018 Community Survey are extremely positive. Consistent with the high levels of Key Performance Indicators, we see strong results in satisfaction levels for many municipal services and programs. The improvement in overall satisfaction can also be traced to the very large increases in satisfaction for several programs and services.

Business Plan and Strategic Plan Linkages

Well-equipped and managed

- Leading the way by creating an environment for extraordinary public service
- Providing service excellence
- Creating a clear vision of the future and supporting plans and strategies to guide the way
- Providing municipal services that meet existing and future needs of residents

Well-respected

- Encouraging community engagement in local government

Consultation

Led by the Manager, Corporate Customer Service, senior staff from across the organization were involved in providing input into the questions, reviewing the submissions through the RFP process, and making final recommendations related to the selection of the consulting firm.

Human Resource Considerations

No additional human resource considerations are required as a result of this report.

Budget Impact

There is no budget impact.

Attachments

The following attachments are provided with this report:

1. 2018 Community Satisfaction Survey Key Findings Report
2. 2018 Community Survey Results – Ward level analysis
3. 2018 Community Survey presentation, prepared by MDB Insight
4. Benchmarking Report (CMT), Prepared by ICCS

Approval



Bonnie G. Munslow, Manager Corporate Customer Service
Community Services

A handwritten signature in black ink, appearing to read 'Ian McDougall', with a long horizontal stroke extending to the right.

Ian McDougall, Commissioner Community Services
Community Services

Contact

For more information on this report, contact Bonnie Munslow, bmunslow@newmarket.ca or extension 2251.



Town of Newmarket

2018 Community Satisfaction Survey Key Findings Report



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Methodology

Background

The broad purpose of the survey is to measure the level of satisfaction and degree of importance for a variety of services provided by the Town. The survey includes 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, 2010, 2014 with a sample size of approximately n=800. In 2018, the sample size is n=808. 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. The 2014 and 2018 surveys were only conducted by telephone, with the inclusion of cell phone numbers, to ensure that we had a representative sample.

Field Dates & Response Rate

The research was conducted via live agent Computer-Assisted-Telephone-Interviewing (CATI) from June 20th to July 12th, 2018. In total, 808 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 13.5%.



Executive Summary

Overall, results for the 2018 Citizen Satisfaction Survey are extremely positive.

- Almost all residents (95%) are satisfied with Newmarket as a place to live, consistent with previous levels.
- The vast majority of residents (85%) indicated that they were receiving at least fair value for their tax payer dollars and user fees spent in support of Town services, also on par with historical levels. Looking at the top two box score (good or very good value), however, there has been a four point increase (from 48% to 52%) since 2014.
- More than 4 out of 5 residents (82%) are satisfied with the local municipal government. This metric has not been this high since 2002 after which time it has been on the decline for nearly a decade reaching a low of 71% in 2010. This increase to 82% is statistically significant, extends the upward trend which began in 2014, and puts this metric at an all-time high.
- Citizen Engagement Index remains stable at 72.

Consistent with the high levels of KPI, we see strong results in satisfaction levels of municipal services and programs. The improvement in overall satisfaction can also be traced to the very large increases in several programs and services.

▪ Public consultation on municipal processes:	increased 19 points
▪ Museum:	increased 15 points
▪ Children's Camps:	increased 12 points
▪ Seniors Centre / Programs:	increased 12 points
▪ Inclusion Programs (for people with disabilities):	increased 11 points
▪ Yard waste collection:	increased 11 points
▪ Animal control services:	increased 11 points

Departments which residents had interaction with in the past year also performed well on the four service KPI's. Overall Satisfaction remains high at 80%. Satisfaction with the staff was strongest at 83%, but dropped 5 points over 2014; accessibility and quality remained strong at 83% and 81%, respectively; Timeliness remains the lowest item at 79%, 2 points lower than its 2014 standing. The service satisfaction for those who had contact with the Town has shown some deterioration, nothing significant or alarming, but something to keep an eye on.

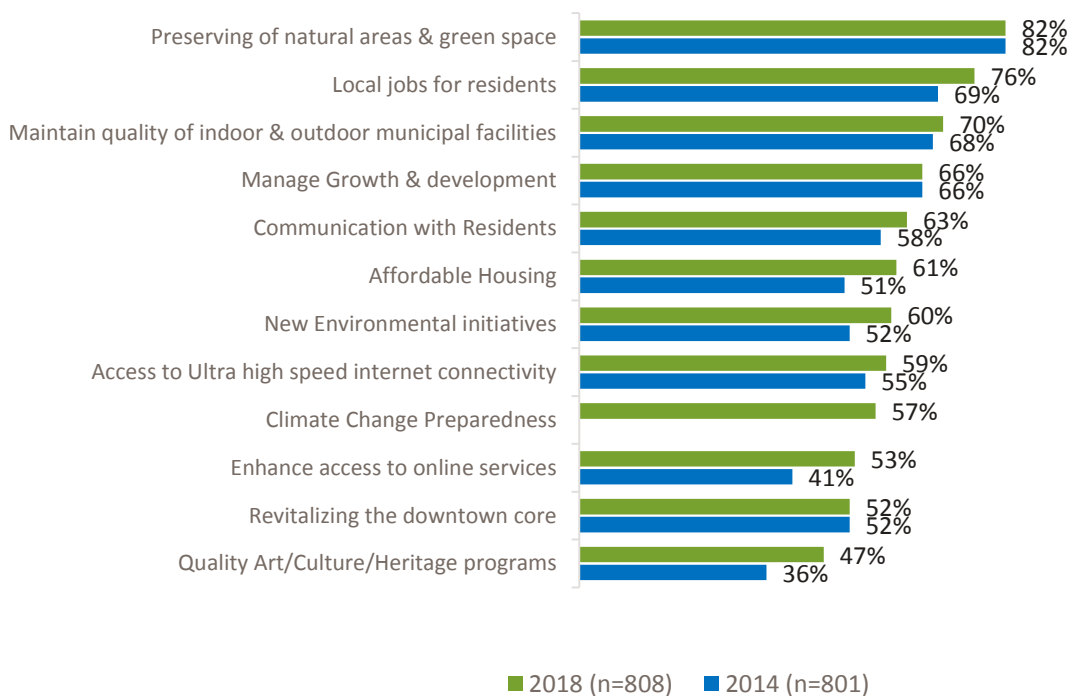


Council Priorities

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'. The top three priorities in 2018 are consistent with those in the 2014 survey: Preservation of natural areas & green spaces, local jobs for residents, and maintaining the quality of indoor & outdoor municipal facilities (68%).

Items seen as less important to residents also remained the same: quality art / culture / heritage programs (47%), revitalizing the downtown core (52%), and enhancing access to online services (53%).

Top Priorities for Newmarket Council (Top 3 Box %)



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."

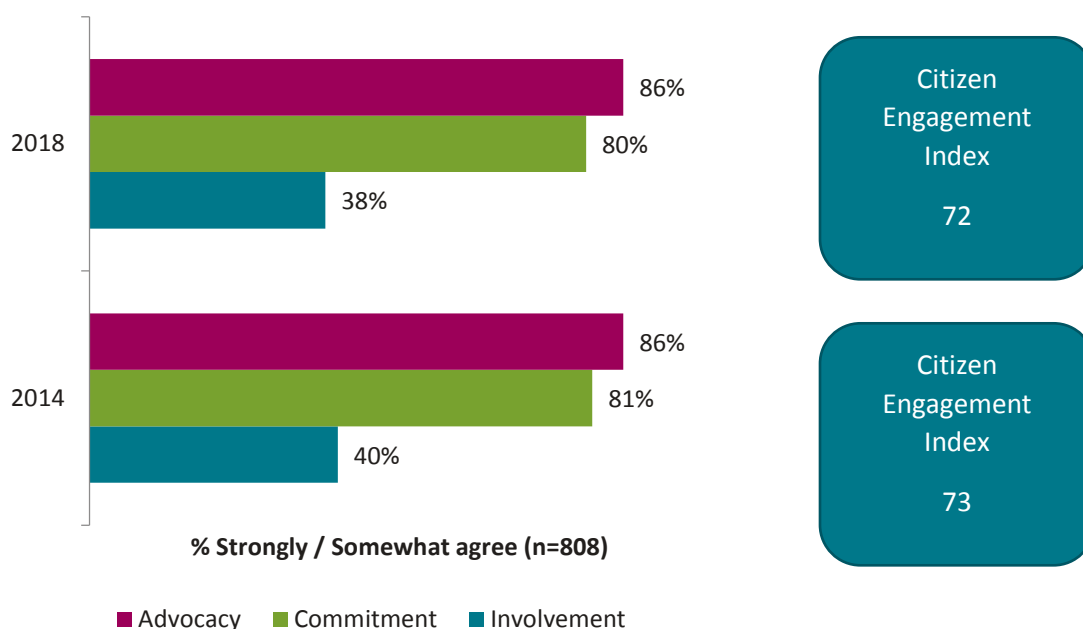


Key Performance Indicators

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. This is different than simply or merely being satisfied with the services provided by the municipality.

The town of Newmarket has a unique set of behaviours that they would like to see in their citizens and as such the following three statements are 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 if improvements are being made to increase engagement over time.



Advocacy: “I would recommend Newmarket as a place to live”

Commitment: “I plan to reside in Newmarket for the foreseeable future”

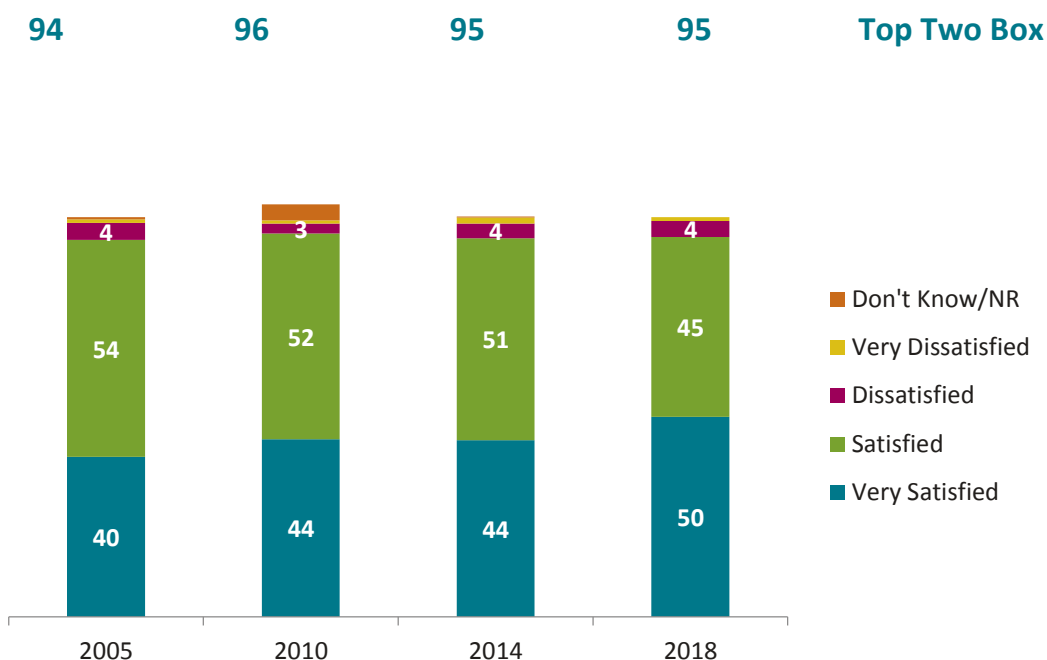
Involvement: “I often get involved in my community through cultural events, celebrations, recreation programs, volunteering, or other ways”



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 (50% very satisfied, 45% satisfied) showing that the Town of Newmarket is still seen by the vast majority of residents as a good place to live. Findings for 2018 for this question were not statistically different from 2014 results. However, the proportion saying they are very satisfied has reached an all-time high at 50%.

Overall Satisfaction with Newmarket as a place to live (%) n=808



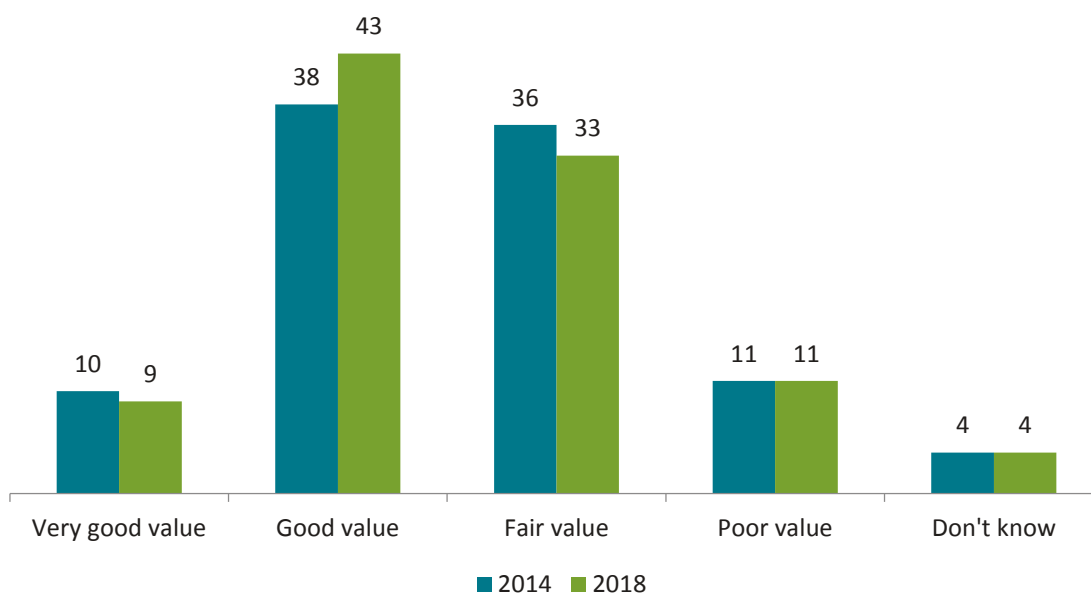
How do you generally feel about the Town as a place to live? Are you: very satisfied, satisfied, dissatisfied, or very dissatisfied?



Value for Money

When it came to value for tax dollars and user fees spent in support of Town services, 85% of residents indicated they felt they were receiving at least fair value for their money (9% very good value, 43% good value, 33% fair value), a strong result for this metric. The top two box (very good and good value), however shows a 4 point increase over 2014 (from 48% to 52%). 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=808



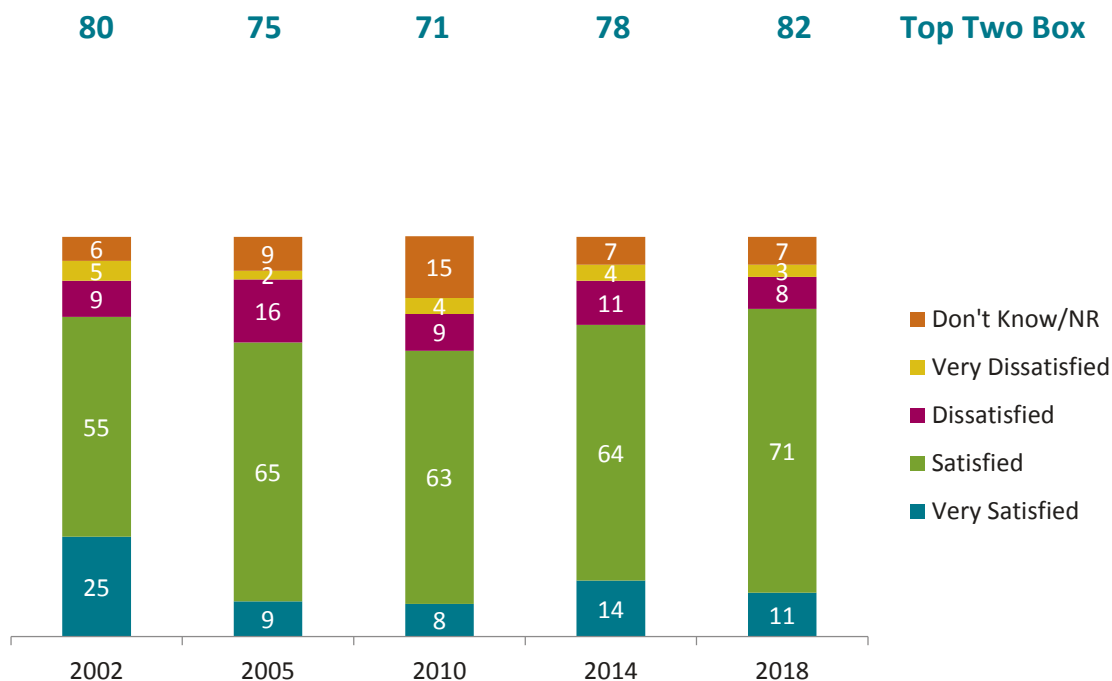
Your tax bill consists of payment for Town services, York Region & York Region School Boards. Thinking about the 40% of your tax bill that goes to supporting Town services along with user fees collected, would you say you receive: very good value, good value, fair value, or poor value for your tax dollars / user fees?



Overall Satisfaction with Local Municipal Government

Respondents were asked how satisfied they are with the Town of Newmarket municipal government. Overall Satisfaction trended downward from 2002 and 2005 before bottoming out in 2010 and reversing direction. Over 8-in-10 are now either very satisfied, or satisfied (82%). This marks another significant wave over wave increase (71% → 78% → 82%) and is the highest score recorded since 2002.

Level of Satisfaction with Local Government (%) N=808



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

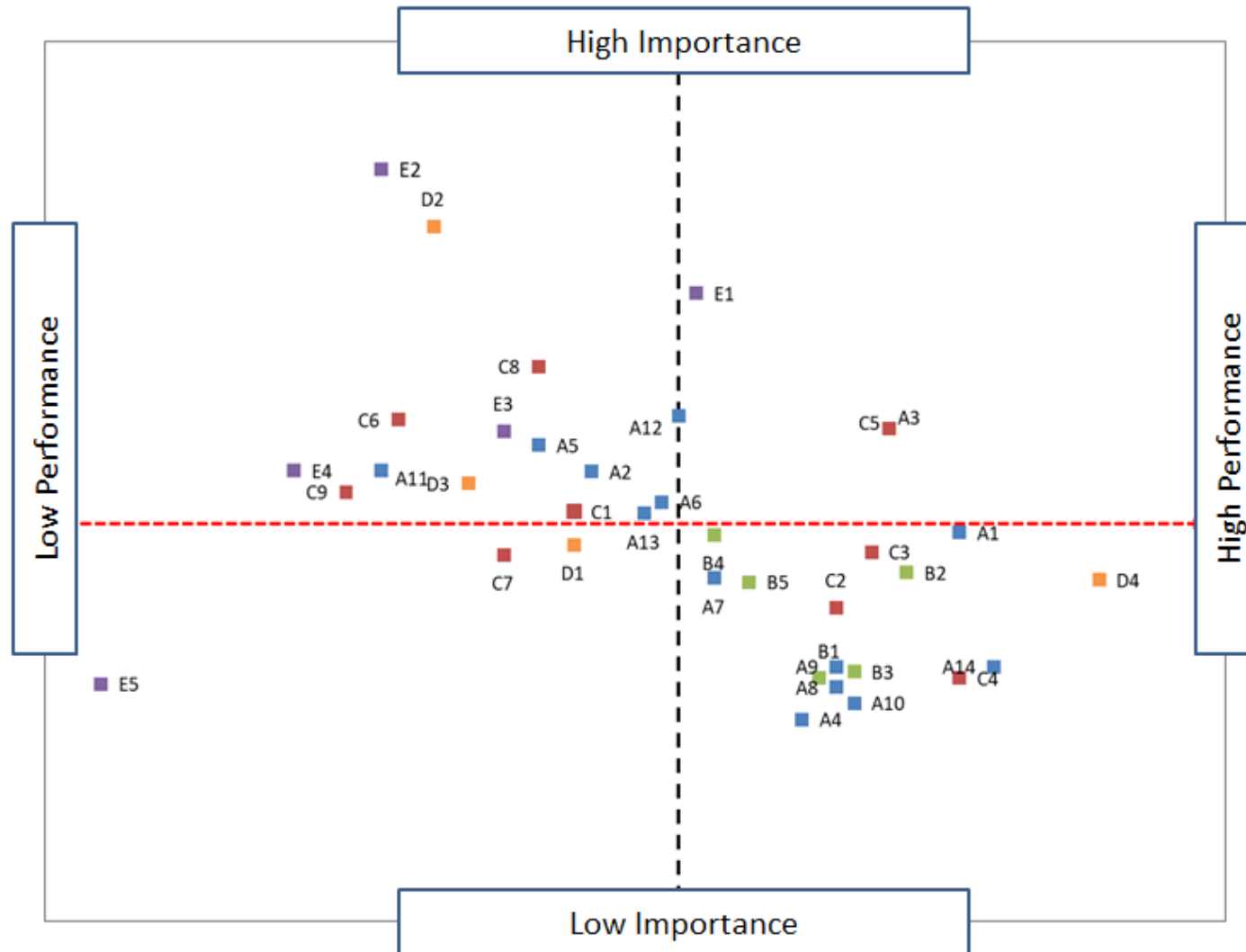


Priorities for Improving Overall Satisfaction with local government

Services and programs can have high or low satisfaction scores which means some are performing better than others. Service or programs can be more or less statistically correlated with overall satisfaction which means some have more importance than others when it comes to driving overall satisfaction. The quadrant analysis presented on the next page divides the services into four quadrants depending on their performance and importance scores. Items with high importance but low performance are priorities of focus for improving overall satisfaction.

The top priority items for improving residents' satisfaction with local municipal government were:

- public consultation on municipal processes (E2),
- traffic control and safety measures (C6),
- winter road maintenance (C8),
- Inclusion Programs (A5),
- Museum (A11),
- the Town of Newmarket website (E3),
- snow plowing for sidewalks (C9),
- parking (E4),
- bylaw enforcement (D2),
- adult recreation programs (A2),
- grass cutting / boulevard maintenance (C1), and
- parking enforcement (D3).





Rec and Culture		Facility and Field Condition		Public Works	
Walking/bike trails	A1	Aquatics facilities	B1	Grass cutting/boulevard maintenance	C1
Adult Recreation programs	A2	Skating facilities	B2	Parks maintenance	C2
Children's Recreation programs	A3	Sport Playing Fields	B3	Garbage / recycling collection	C3
Children's camps	A4	Youth Centre/Skate park	B4	Yard waste collection	C4
Inclusion programs	A5	Facility Newmarket Theatre	B5	Water supply	C5
Youth Recreation Programs	A6			Traffic control and safety measures	C6
Seniors Centre/programs	A7			Street sweeping	C7
Aquatic and swimming programs	A8			Winter road maintenance	C8
Arts and Culture programs/events	A9	Other Services		Snow plowing for sidewalks	C9
Public Library	A10	Interaction with Customer Service Centre	E1	Safety and Community Services	
Museum	A11	Public consultation on municipal processes	E2	Animal control services	D1
Newmarket Theatre	A12	www.newmarket.ca	E3	Bylaw enforcement	D2
Old Town Hall	A13	Parking	E4	Parking enforcement	D3
Community special events	A14	Availability of Parking in Downtown Newmarket	E5	Fire and emergency services	D4



Service 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'.

Recreation and Culture Programs Satisfaction and Willingness to Pay for improvements

On the top of the list were Community Special Events (88%), walking / bike trails (86%), and Children's Recreation programs (82%). Residents were least satisfied with the Museum (53%), followed by Inclusion Programs for people with disabilities (62%), and Adult Recreation Programs (65%). Inclusion and Adult Recreation Programs are services which residents say they are willing to pay more for to receive better service. Residents would like to see the former receive funding from a combination of user fees and taxes while the latter receive it primarily from users fees.

Comparison to historical data shows almost all items presented to residents showed some performance improvement from 2014 to 2018. The Recreation and Culture Programs that showed the largest gains were Museum (up 15 p.p.), Children's Camp and Seniors Centre / Programs (both up 12 p.p.), adult and children's recreation programs (both up 7 p.p.) and arts and culture programs / event (up 6 p.p.)

Items	2005	2010	2014	2018	2014-2018 Performance Gap	% Willing to Pay to Improve	% Taxes	% User fees	% both
Community Special Events	75%	77%	84%	88%	+4	9%	-	30%	70%
Walking / Bike Trails	59%	74%	86%	86%	0	22%	56%	-	44%
Children's Recreation Programs	64%	71%	75%	82%	+7	40%	-	75%	25%
Public Library	73%	75%	75%	80%	+5	62%	47%	16%	37%
Aquatic And Swimming Programs	46%	66%	75%	79%	+4	40%	14%	49%	37%
Arts And Culture Programs/Events	-	73%	73%	79%	+6	33%	-	86%	14%
Children's Camps	-	57%	65%	77%	+12	37%	-	59%	41%
Seniors Centre / Programs	60%	65%	60%	72%	+12	47%	61%	20%	19%
Newmarket Theatre (Program)	68%	72%	69%	70%	+1	9%	45%	17%	38%
Youth Recreation Programs	52%	51%	65%	69%	+4	53%	-	62%	38%
Old Town Hall	-	-	-	68%	N/A	10%	44%	12%	44%
Adult Recreation Programs	43%	53%	58%	65%	+7	49%	10%	71%	29%
Inclusion Programs (for people with disabilities)	-	46%	51%	62%	+11	62%	30%	7%	63%
Museum	45%	49%	38%	53%	+15	34%	11%	32%	57%



Recreation and Culture Facilities Satisfaction and Willingness to Pay for improvements

When it came to Recreation and Culture Facilities in the Town of Newmarket it was found that residents were most satisfied with Skating facilities (83%) and Sport Playing fields (80%). Residents were least satisfied with the Youth Centre / Skate Park (72%). Only 14% of those dissatisfied with the Youth Centre/Skate Park were willing to pay more for improved services.

Looking at historical trending of satisfaction levels with Recreation and Culture Facilities in the Town of Newmarket it was found that relative to 2014 satisfaction levels, all facilities have improved. The leading gains were noted for the Youth Centre / Skate Park (up 9 p.p., a significant increase), and the Sport Playing Fields (up 8 p.p.).

Items	2005	2010	2014	2018	2014-2018 Performance Gap	% Willing to Pay to Improve	% Taxes	% User fees	% both
Skating Facilities	57%	72%	79%	83%	+4	49%	4%	53%	43%
Sport Playing Fields	61%	67%	72%	80%	+8	56%	53%	-	47%
Aquatics Facilities	45%	74%	77%	78%	+1	39%	4%	68%	28%
Newmarket Theatre (Facility)	-	-	-	74%	N/A	19%	32%	14%	54%
Youth Centre/Skate Park	57%	50%	63%	72%	+9	14%	13%	10%	77%



Public Work Services Satisfaction and Willingness to Pay for improvements

Residents were also asked to rate their satisfaction with various Public Work Services. On the whole, in 2018 residents were most satisfied with Yard waste collection (86%), the Water Supply (82%), and Garbage / Recycling (81%). Public Work Services that residents were least satisfied with included Snow Plowing for Sidewalks (51%), Traffic Control and Safety Measures (54%) and Street Sweeping (60%).

Historically, all items show improvement over 2014 with yard waste collection (up 11 p.p.), garbage collection and snow plowing for sidewalks (both up 8 p.p.), street sweeping (up 7 p.p.), and grass cutting / boulevard maintenance (up 6 p.p.) showing significant increases over 2014.

Items	2005	2010	2014	2018	2014-2018 Performance Gap	% Willing to Pay to Improve	% Taxes	% User fees	% both
Yard waste collection	62%	81%	75%	86%	+11	8%	29%	15%	55%
Water supply	-	71%	79%	82%	+3	29%	39%	-	61%
Garbage / recycling collection	66%	80%	73%	81%	+8	12%	50%	24%	26%
Parks maintenance (e.g. playground equipment, benches)	67%	67%	76%	79%	+3	33%	57%	12%	31%
Grass cutting/boulevard maintenance	54%	54%	58%	64%	+6	20%	55%	5%	40%
Winter road maintenance (snow clearing)	60%	64%	61%	62%	+1	41%	68%	10%	22%
Street sweeping	57%	63%	53%	60%	+7	17%	59%	16%	25%
Traffic control and safety measures	39%	55%	52%	54%	+2	33%	66%	10%	24%
Snow plowing for sidewalks	46%	51%	43%	51%	+8	34%	45%	11%	44%



Safety and Community Services Satisfaction and Willing to Pay for improvements

The strong majority, over 9-in-10 (94%) indicated they were satisfied with Fire and Emergency Services in the Town. Residents were less satisfied with Bylaw Enforcement (56%) and Parking Enforcement (58%).

Historical comparison show that all Safety and Community Services showed some increase in performance with Animal Control (up 11 p.p.), Parking enforcement (up 8 p.p) and Bylaw enforcement (up 7 p.p.) showing significant increases.

Items	2005	2010	2014	2018	2014-2018 Performance Gap	% Willing to Pay to Improve	% Taxes	% User fees	% both
Fire and emergency services	92%	92%	94%	94%	0	24%	100%	-	-
Animal control services	55%	51%	53%	64%	+11	44%	59%	8%	33%
Parking enforcement	49%	42%	50%	58%	+8	29%	37%	13%	50%
Bylaw enforcement	46%	45%	49%	56%	+7	42%	75%	8%	17%



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 (60%). Residents were less satisfied overall with Public Consultation on Municipal Processes but that has jumped a significant 19 p.p. since 2014.

Items	2005	2010	2014	2018	2014-2018 Performance Gap
Interaction with Customer Service Centre	78%	81%	71%	71%	0
Town of Newmarket website www.newmarket.ca	-	-	58%	60%	+2
Public consultation on municipal processes	45%	48%	34%	53%	+19
Parking	-	-	-	48%	N/A
Availability of Downtown Parking	-	-	-	37%	N/A



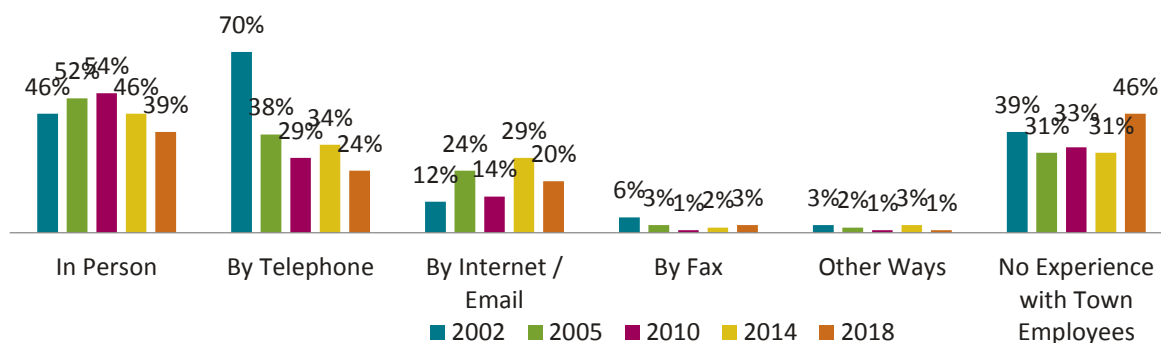
Contact with Municipal Departments / Services

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 (39%), followed by telephone (24%), and internet / email (20%). On the whole, 46% of residents mentioned they have no experience with Town employees in the past year.

Relative to previous year's findings, in person remains the most mentioned mode of contact although it has declined from 2014 (down 7 p.p.). Contact by telephone remained the second most frequently mentioned mode of contact, down 10 p.p., and internet / email remained the third although usage down 9 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 (25%), and By-Law enforcement (9%) and the Planning Department (6%).

Municipal Town Department / Service Last Accessed n=472

Items	2018
Customer Service Centre	25%
By-law enforcement	9%
Planning Department	6%
Magna Centre	6%
Public works services	4%
Sports Fields	3%
Parking enforcement	3%
Finance	2%
Building Permits and/or inspections	2%
Library Services	1%
Town Council	1%
Community Centre	1%
Old Town Hall	1%
Clerk's office	1%
Seniors Centre	1%
Other (Specify)	31%



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 2018, overall satisfaction with the staff who provided the service continues to receive high ratings (83%), as does accessibility of the service / product (83%).

Historically, all questions in this are statistically stable with the exception of satisfaction with the staff who provided the service, down 5 p.p.

Historical Trending of Satisfaction Various Aspects of Most Recent Municipal Town Department / Service Interaction (Top 2 Box %) n=472

Items	2005	2010	2014	2018	2014-2018 Performance Gap
Overall how satisfied were you with the staff who provided the service?	86	80	88	83	-5
Overall, how satisfied were you with the accessibility of the service/product?	84	82	83	83	N/C
How satisfied were you with the overall quality of service delivery?	83	77	81	81	N/C
Overall, how satisfied were you with the amount of time it took to get the service?	83	78	81	79	-2



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 (89% each), and that they were treated fairly (87%). Residents were less inclined to agree that the staff went the extra mile to make sure they got what they needed (71%) and it was clear what to do for problem resolutions (75%).

Historical Trending of Statement Agreement Regarding Most Recent Municipal Town Department / Service Interaction (Top 2 Box %) n=472

Compared to 2010 levels, all services are statistically stable with the exception of being informed of everything they need to do in order to get the service/product/info which dropped 5 p.p. since 2014.

Items	2005	2010	2014	2018	2014-2018 Perf. Gap
Staff were courteous	89	89	90	89	-1
Staff were respectful	89	89	90	89	-1
I was treated fairly	89	86	89	87	-2
Staff were good listeners	84	81	83	84	1
Staff were knowledgeable and competent	86	80	86	83	-3
I was informed of everything I had to do in order to get the service / product / info.	86	81	85	80	-5
The hours of service were convenient	78	76	75	77	2
It was clear what to do if I had a problem	83	75	80	75	-5
Staff went the extra mile to make sure I got what I needed	80	70	71	71	N/C

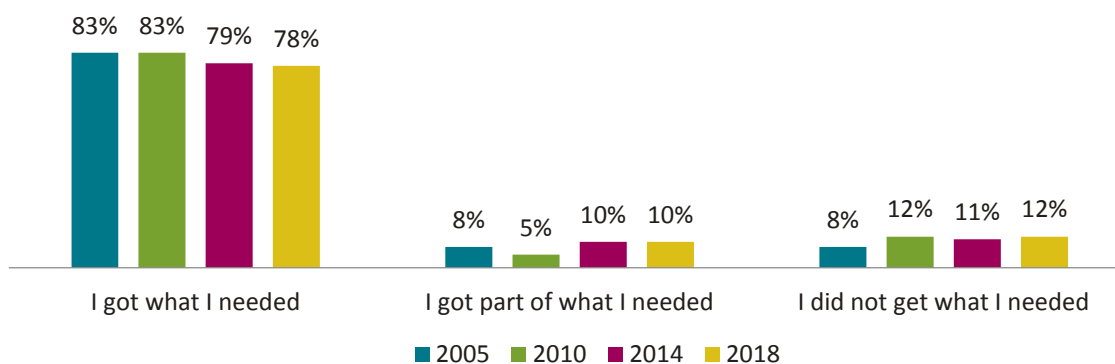


Needs Met During Most Recent Interaction

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 (78%), with 1-in-10 indicating their needs were either partially met, or not met at all (10%, 12% respectively).

Taking a look at results for this question in the past it was found that there have not been any significant changes over 2014.

**Historical Trending of Needs Met During Most Recent Interaction
(Top 2 Box %) N=472**



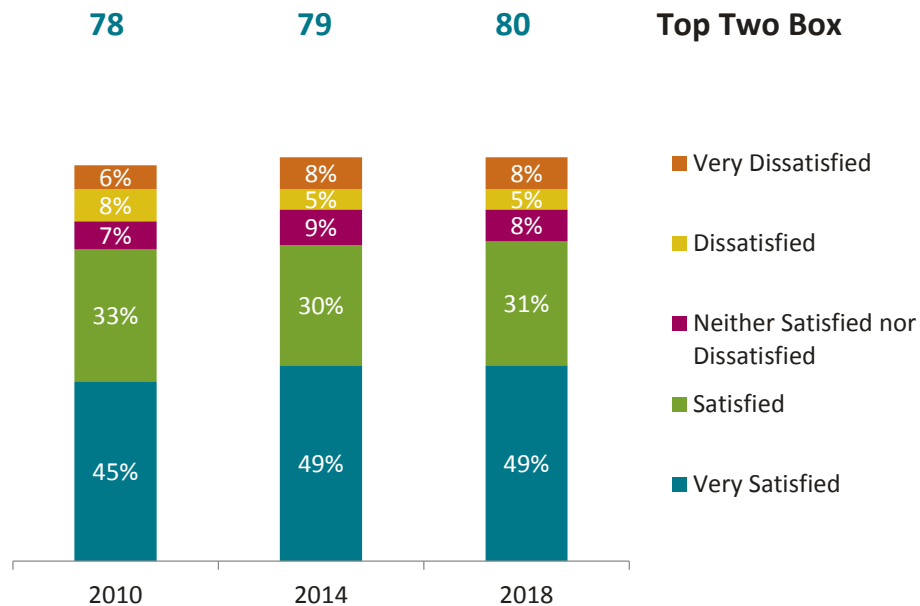
Again, based on this most recent experience and contact with the Town, in the end, did you...?



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 historical levels, 8-in-10 indicated they were satisfied (80%).

Satisfaction with Service (%) N=498



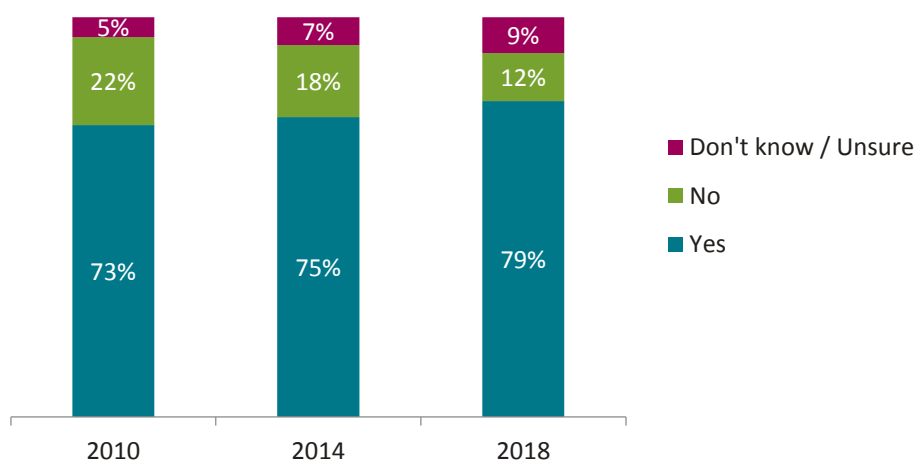
Overall, how satisfied were you with this service? Were you...?



Town of Newmarket Communication and Information Sources

When it came to the Town providing adequate information it was found that just under 8 out of 10 feel the Town does provide enough information (79%), with 1-in-10 feeling they don't (12%). Under 1-in-10 indicated they didn't know enough to give an answer 9%. These results show a trending improvement since 2010 with the proportion saying the Town provides adequate information on project, programs and service, up 6 points since 2010.

Adequate Information Provided on Projects, Programs and Service (Top 2 Box %) N=808

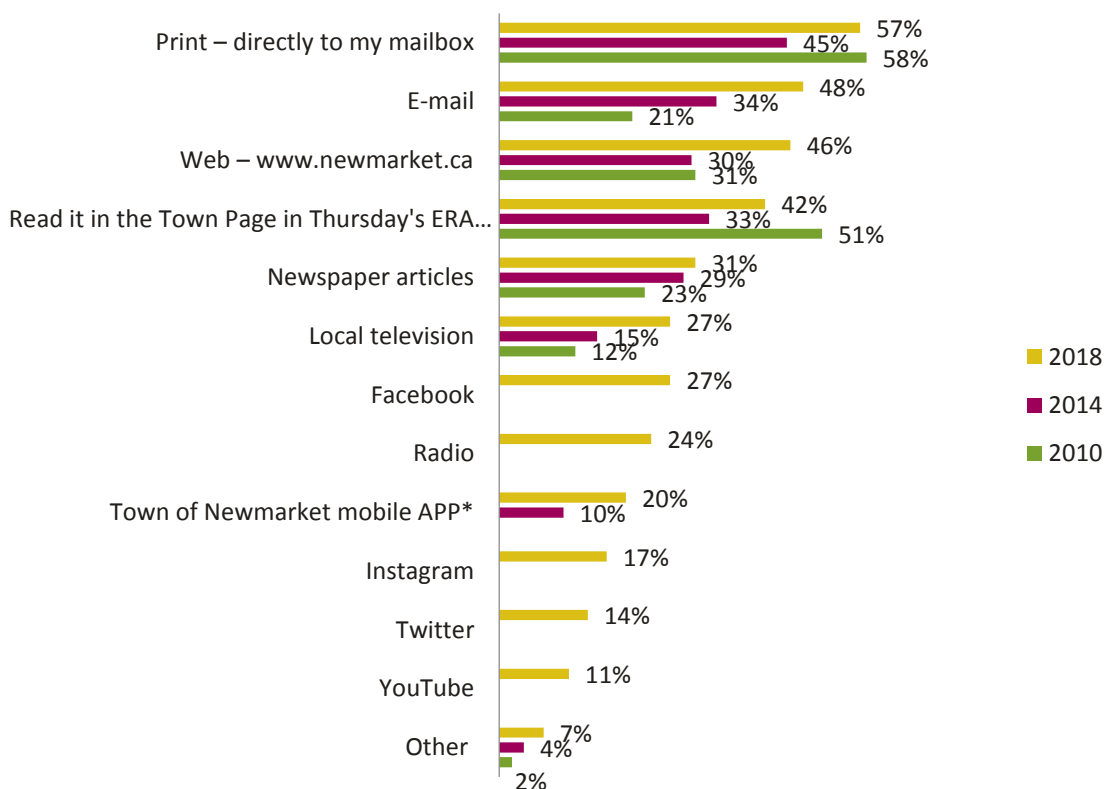


Do you feel the Town provides adequate information on projects, programs and services?



When asked how residents would prefer to receive information about the Town it was found that most preferred print, directly to their mailbox, 57%, up significantly from 45%, followed by e-mail, 48%, up significantly from 34%, and the town website 46%, up from 30%. Social media is also popular, particularly facebook at 27%.

Preferred Means of Receiving Information about the Town n=808



How would you prefer to receive Town information?



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	2018
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

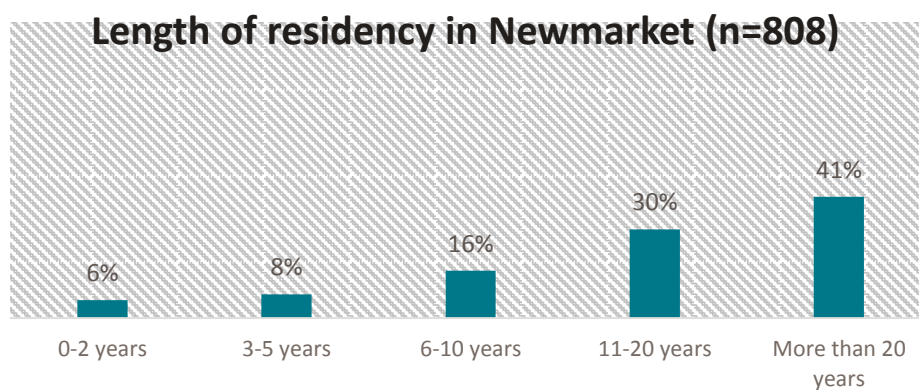
Do you have any additional comments or suggestions about what the Town of Newmarket could do to achieve customer service excellence in the future? (Question was open ended)



Appendix I - Demographics

Length of Time Lived in Town of Newmarket

Most residents surveyed have lived in the area for more than 10 years (30% 11-20, 41% 20+ years).



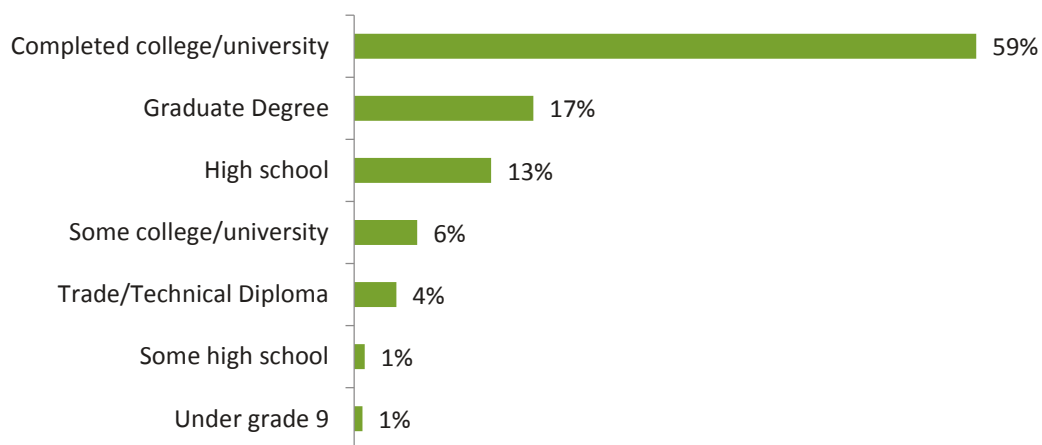
How long have you lived in Newmarket?



Respondent Highest Level of Education Completed

Over half of residents surveyed have completed college or university (59%), with just shy of 1-in-5 holding a graduate degree (17%).

Level of Education (n=808)

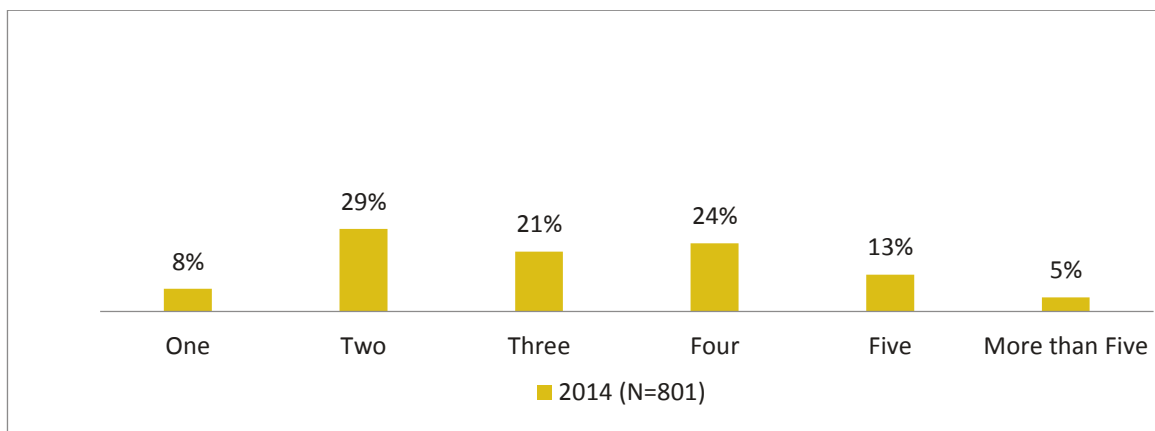


What is the highest level of formal education that you have completed?



Number of Persons in Household

Most residents who completed the survey indicated they have between two to four persons living in their household (29% two, 21% three, and 24% four).

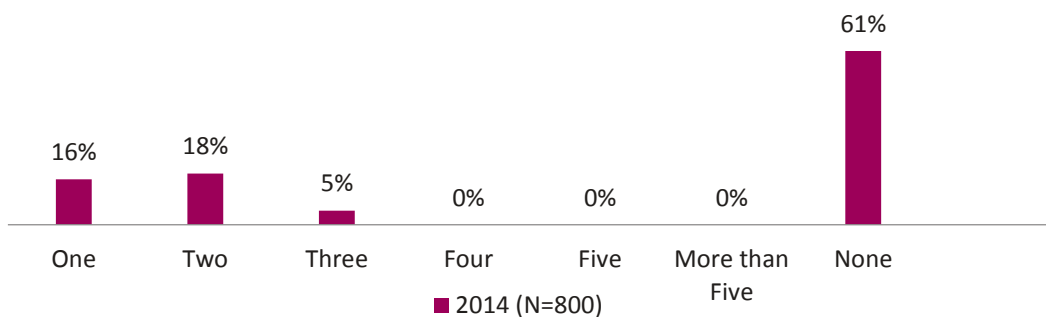


How many people live in your household?



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

More than 6-in-10 indicated they have no children in the household.



How many are children under the age of 18?



2018 Community Survey Results

Ward Level Analysis



WARD SUMMARY

Ward 1.

- Strengths: Highest in terms of value for money, satisfaction with Newmarket Theatre, Skating facilities, Parking enforcement.
- Challenges: None

Ward 2.

- Strengths: None
- Challenges: Lowest on all three KPI's (Satisfaction with Newmarket as a Place to live, Satisfaction with Local Government, and value for money), and on satisfaction with Walking Trails, Children's Recreation Programs, Inclusion Programs, Youth Rec Programs, Museum, Newmarket Theatre, Aquatics facilities, Grass cutting, parks maintenance, Garbage/recycling collection, yard waste collection, street sweeping, Winter road maintenance, Snow plowing for sidewalks, Animal control, Bylaw enforcement, Parking enforcement, Fire and emergency services, Public Consultation, Newmarket Website, Parking and Availability of Parking in Downtown Newmarket.



WARD SUMMARY

Ward 3.

- Strengths: Highest on KPI Satisfaction with Newmarket as a place to live, and satisfaction with Arts and Culture, Museum, Community Special Events, parks maintenance, Garbage / recycling collection, Yard waste collection, Winter road maintenance, Snow plowing for sidewalks, and Fire and emergency services
- Challenges: Lowest on satisfaction with Adult Rec Programs, Children's Camps, Sport playing fields, and Youth Centre/Skate park.

Ward 4.

- Strengths: Highest on satisfaction with Children's Camps, Newmarket Theatre Facility, Traffic Control, Street sweeping, Fire and emergency services, Parking enforcement, Animal control, and Newmarket Website
- Challenges: Lowest on satisfaction with Aquatic swimming programs, and skating facilities.



WARD SUMMARY

Ward 5

- Strengths: Highest on satisfaction with Seniors Centre/programs, and Old Town Hall
- Challenges: Lowest on satisfaction with Newmarket Theatre Facility, water supply

Ward 6

- Strengths: Highest on KPIs Satisfaction with Newmarket as a place to live and Satisfaction with Local Government, and satisfaction with Walking/bike trails, Adult Rec programs, Children's Rec programs, Inclusion programs, Youth Rec programs, Aquatic and swimming programs, Aquatics facilities, Sports Playing fields, Youth Centre/Skate park, Grass cutting, water supply, Bylaw enforcement, Public Consultation, Parking and Availability of Parking in Downtown Newmarket, Interaction with Customer Service Centre
- Challenges: None

Ward 7

- Strengths: Highest on satisfaction with Street sweeping
 - Challenges: Lowest on Satisfaction with Seniors Centre programs, Arts and Culture programs, Old Town Hall, Community Special events, yard waste collection, traffic control , and Interaction with Customer Service Centre
-



KPI's by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7
Town of Newmarket as a Place to Live	96%	86%	98%	97%	96%	98%	95%
Satisfaction with Local Municipal Government	84%	69%	82%	82%	77%	88%	86%
Value for Money	93%	71%	85%	90%	88%	79%	89%



Recreation and Culture Programs by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7
Walking/bike trails	78%	74%	91%	90%	82%	92%	91%
Adult Recreation programs	61%	58%	56%	73%	71%	78%	58%
Children's Recreation programs	81%	73%	78%	81%	89%	92%	76%
Children's camps	73%	81%	67%	83%	75%	82%	74%
Inclusion programs (for people with disabilities)	69%	40%	59%	68%	62%	71%	70%
Youth Recreation Programs	65%	61%	70%	71%	62%	81%	72%
Seniors Centre/programs	73%	74%	69%	75%	77%	73%	62%
Aquatic and swimming programs	72%	86%	78%	70%	78%	88%	77%
Arts and Culture programs/events	82%	83%	85%	78%	80%	77%	72%
Public Library	78%	83%	82%	76%	77%	81%	83%
Museum	49%	30%	68%	67%	48%	58%	59%
Newmarket Theatre	81%	50%	72%	77%	69%	76%	69%
Old Town Hall	68%	69%	67%	72%	75%	67%	61%
Community special events	88%	88%	96%	94%	87%	86%	84%



Recreation and Culture Facilities by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7
Aquatics facilities	79%	72%	77%	73%	83%	85%	77%
Skating facilities	90%	84%	79%	73%	89%	84%	75%
Sport Playing Fields	78%	76%	71%	84%	73%	90%	80%
Youth Centre/Skate park	72%	77%	63%	72%	69%	78%	68%
Facility Newmarket Theatre	76%	76%	77%	79%	63%	77%	68%



Public Work Services by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7
Grass cutting/boulevard maintenance	60%	53%	62%	69%	64%	73%	66%
Parks maintenance	74%	74%	86%	80%	80%	78%	84%
Garbage / recycling collection	81%	69%	92%	72%	86%	87%	82%
Yard waste collection	86%	82%	89%	87%	85%	88%	82%
Water supply	85%	78%	80%	78%	76%	90%	85%
Traffic control and safety measures	58%	47%	60%	61%	51%	60%	42%
Street sweeping	61%	47%	64%	66%	59%	56%	66%
Winter road maintenance (snow clearing)	68%	49%	72%	58%	62%	69%	56%
Snow plowing for sidewalks	50%	41%	59%	57%	51%	53%	49%



Safety and Community Services by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7
Animal control services	58%	52%	59%	78%	70%	72%	59%
Bylaw enforcement	63%	41%	62%	63%	42%	70%	51%
Parking enforcement	68%	42%	43%	68%	56%	64%	57%
Fire and emergency services	97%	83%	98%	98%	95%	95%	95%



Other Services by Ward

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7
Interaction with Customer Service Centre	73%	66%	69%	72%	69%	81%	64%
Public consultation on municipal processes	59%	34%	42%	53%	55%	63%	57%
Town of Newmarket website www.newmarket.ca	59%	49%	60%	78%	53%	63%	62%
Parking	52%	32%	43%	58%	39%	62%	46%
Availability of Parking in Downtown Newmarket	41%	18%	32%	43%	37%	49%	37%



THE REPORT FOR SERVICE MANAGERS

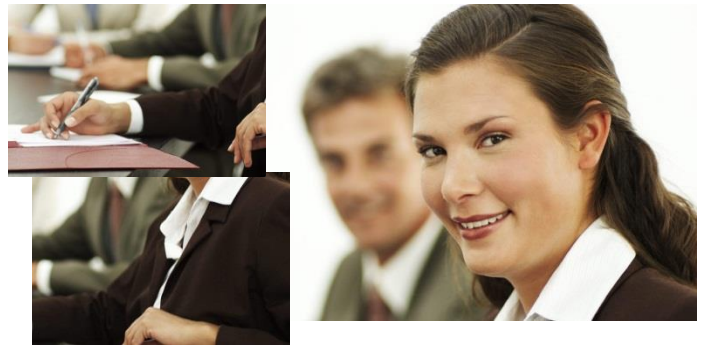


COMMON MEASUREMENTS TOOL

Benchmarking Report

Prepared by the ICCS for the Town of Newmarket
Community Satisfaction Survey 2018

September 2018



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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); and
- Priorities for Service Improvement (present only if important/satisfied paired questions were asked).

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

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 those 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	Your Org 2014	Change 2014-2018
Timeliness	4.22	3.95	3.80	4.06	4.07	4.23	-0.01
Accessibility	4.35	4.09	4.15	4.38	4.15	4.27	+0.08
Overall satisfaction	4.23	4.04	3.90	4.21	4.04	4.19	+0.04
Satisfaction with staff	4.35	4.28	4.31	4.38	4.14	4.40	-0.05
Treated fairly	4.52	4.27	4.30	4.41	4.35	4.50	+0.02
Informed on what to do	4.38	4.19	4.23	4.29	4.18	4.39	-0.01
Staff went extra mile	4.08	3.96	3.97	4.03	3.94	3.98	+0.10
Staff good listeners	4.43	4.25	4.34	4.34	4.22	4.33	+0.10
Staff courteous	4.63	4.48	4.47	4.44	4.45	4.53	+0.10
Staff respectful	4.62	4.59	4.46	4.46	4.44	4.57	+0.05
Clear what to do	4.24	4.10	4.10	4.25	4.08	4.22	+0.02
Hours were convenient	4.35	4.07	4.04	4.31	4.10	4.11	+0.24
Knowledgeable staff	4.41	4.18	4.17	4.33	4.23	4.37	+0.04

* 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.

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.

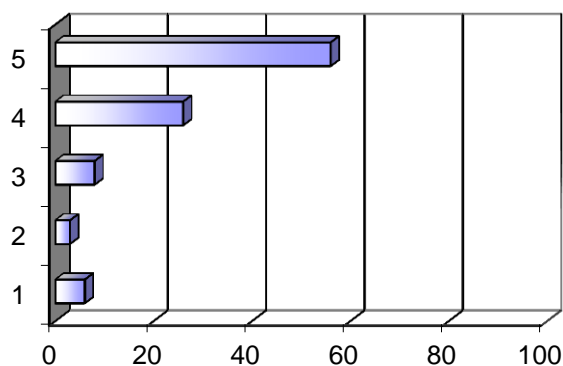
NOTE: The wording of questions as they appear in this report has been aligned with the way they were presented in the survey questionnaire. They do not necessarily correspond to the exact wording of questions in the current version of the CMT Question Bank.

Q:

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

Average Score: 4.22

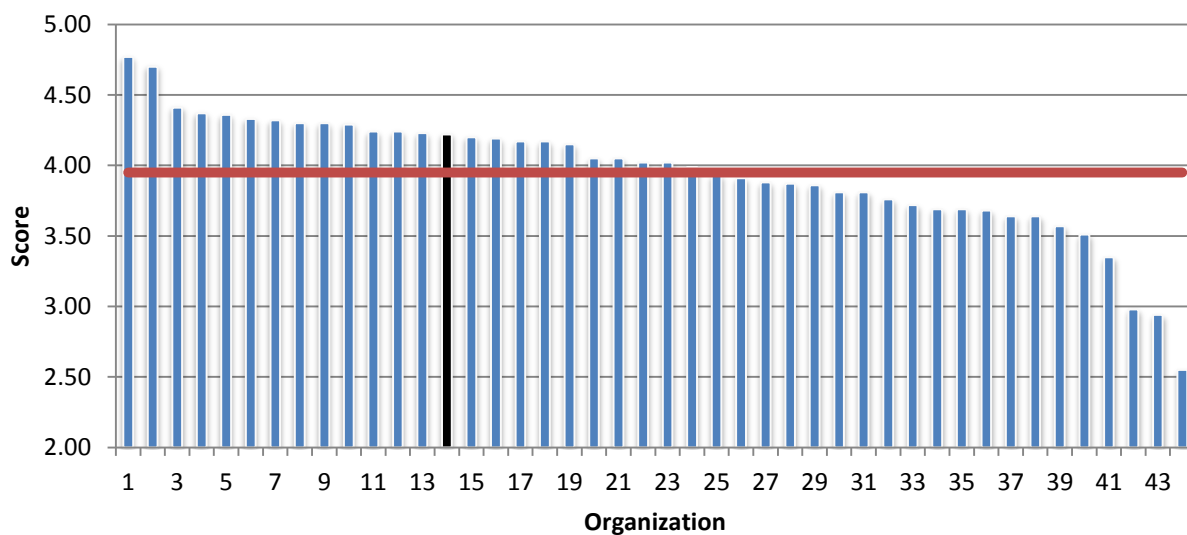
	Response	Count	Percent
5	Very satisfied	261	56 %
4		121	26 %
3		37	8 %
2		15	3 %
1	Very dissatisfied	30	6 %
Total		464	



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...](#)

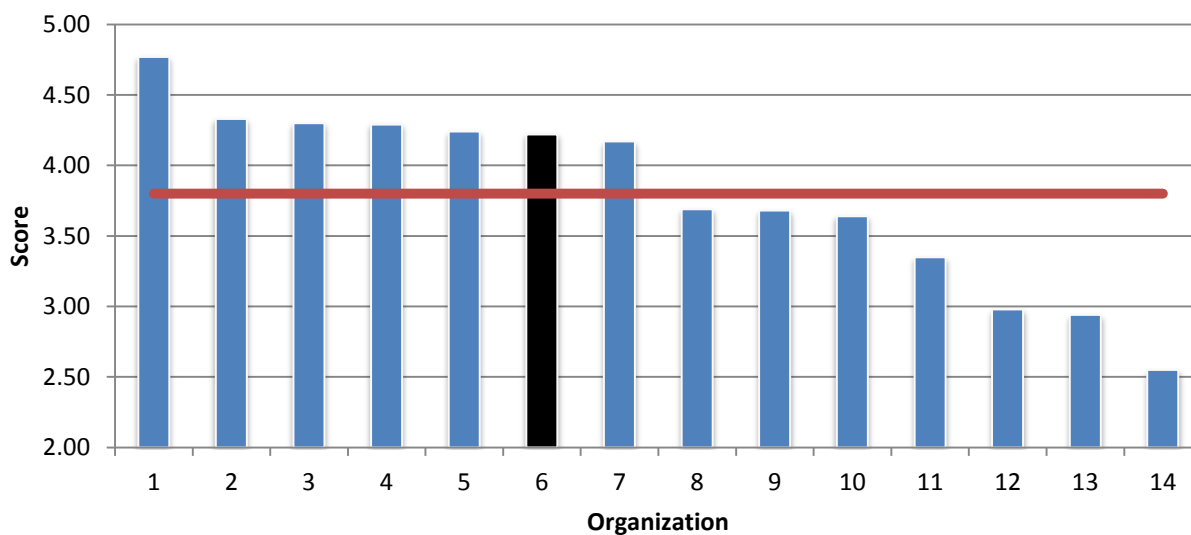
Benchmarking Group 1 – Timeliness



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.77	94	100	1	3.95
	1220407	4.70	93	97	2	
	1450101	4.41	85	95	3	
Your Org	1240301	4.22	81	70	14	
Lowest	1230202	2.55	39	2	44	

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

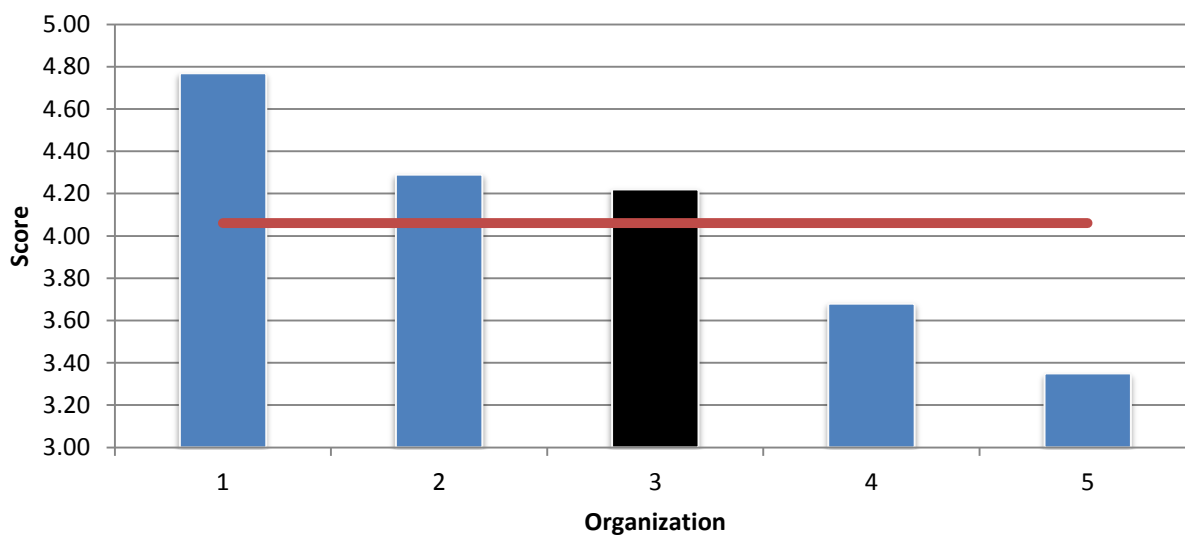
Benchmarking Group 2 – Timeliness



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.77	94	100	1	3.80
	1230501	4.33	83	92	2	
	1230701	4.30	83	85	3	
Your Org	1240301	4.22	81	64	6	
Lowest	1230202	2.55	39	7	14	

*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	1330201	4.77	94	100	1	4.06
Performers	1310101	4.29	82	80	2	
Your Org	1240301	4.22	81	60	3	
Lowest	1360101	3.35	59	20	5	

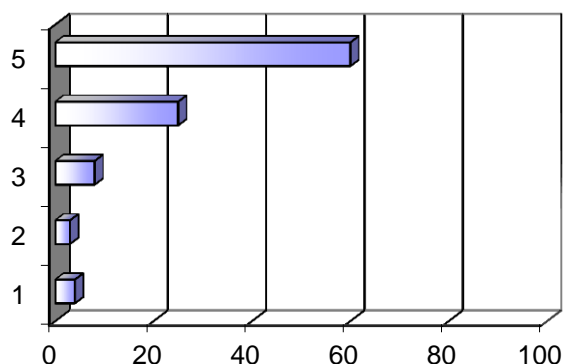
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

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

Average Score: 4.35

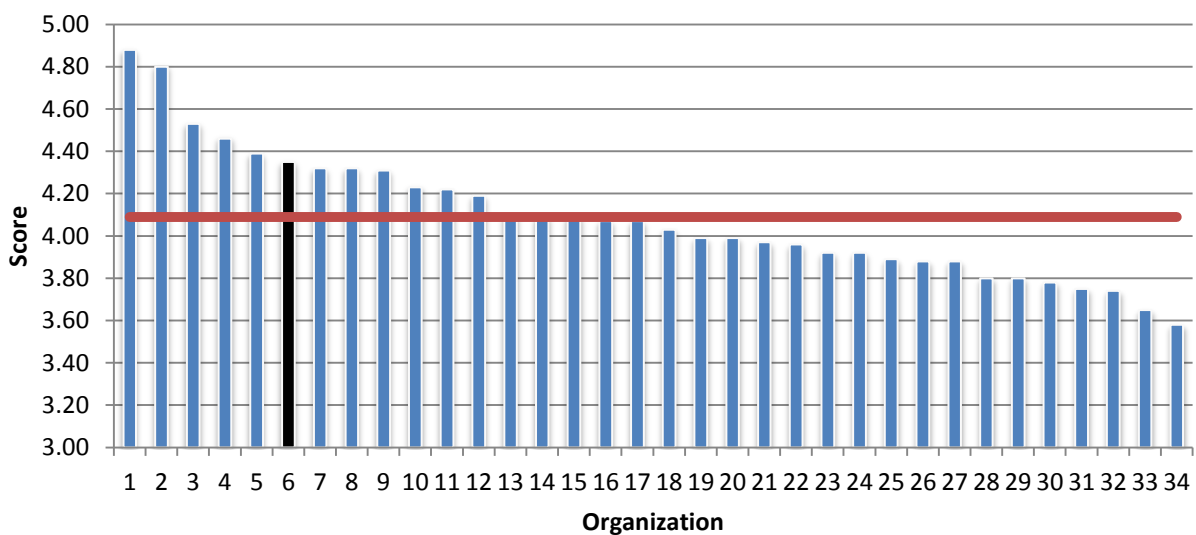
	Response	Count	Percent
5	Very satisfied	280	60 %
4		119	25 %
3		37	8 %
2		13	3 %
1	Very dissatisfied	18	4 %
Total		467	



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...](#)

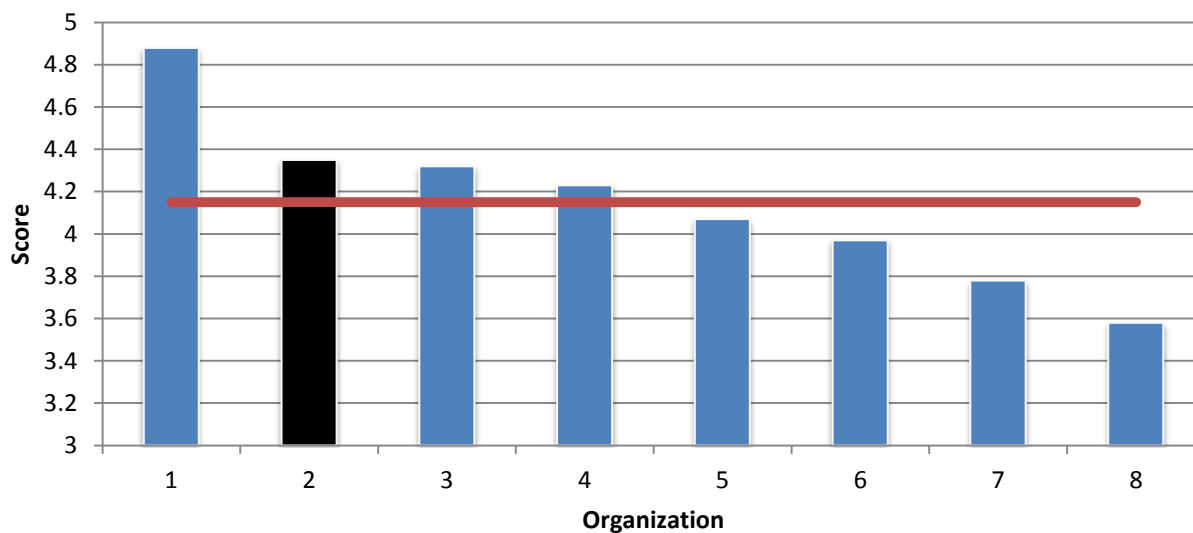
Benchmarking Group 1 – Accessibility



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.88	97	100	1	4.09
	1220407	4.80	95	97	2	
	1450101	4.53	88	94	3	
Your Org	1240301	4.35	84	85	6	
Lowest	1401610	3.58	65	2	34	

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

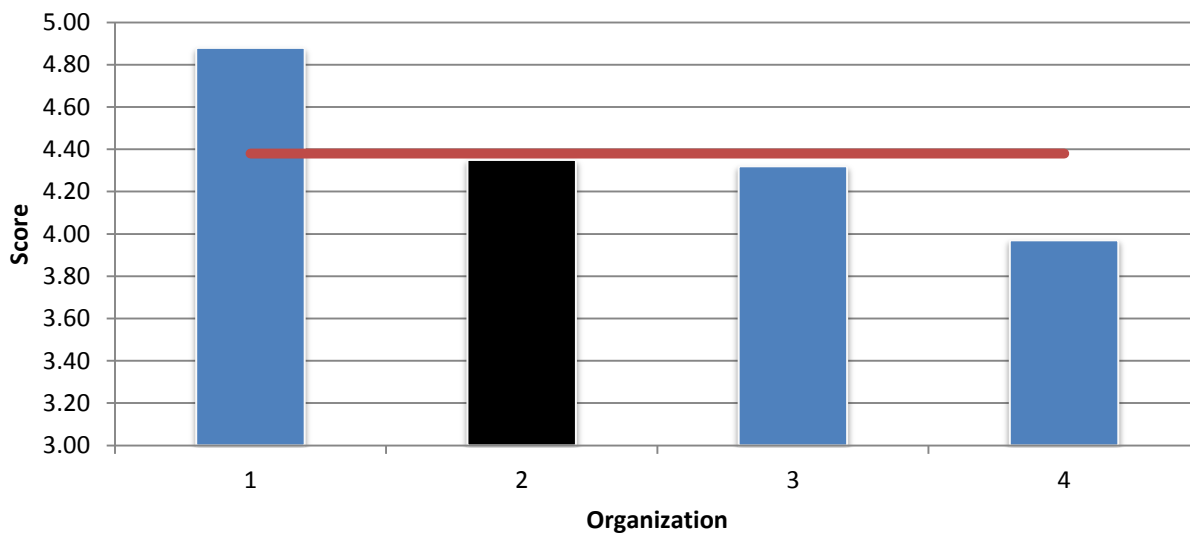
Benchmarking Group 2 – Accessibility



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.88	97	100	1	4.15
Your Org	1240301	4.35	84	87	2	
Top Performers	1310101	4.32	83	75	3	
Lowest	1401610	3.58	65	12	8	

*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	4.38
Your Org	1240301	4.35	84	75	2	
Top Performers	1310101	4.32	83	50	3	
Lowest	1390101	3.97	74	25	4	

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

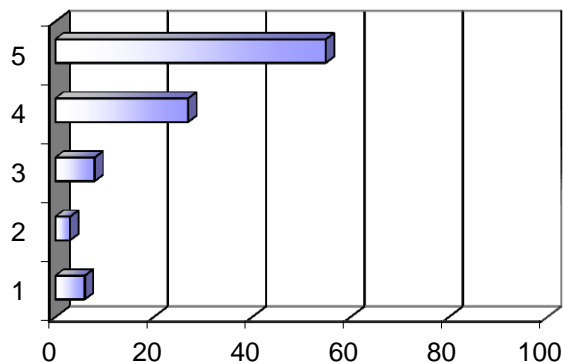
Q:

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

Average Score: 4.23

	Response	Count	Percent
5	Very satisfied	257	55 %
4		127	27 %
3		39	8 %
2		14	3 %
1	Very dissatisfied	27	6 %

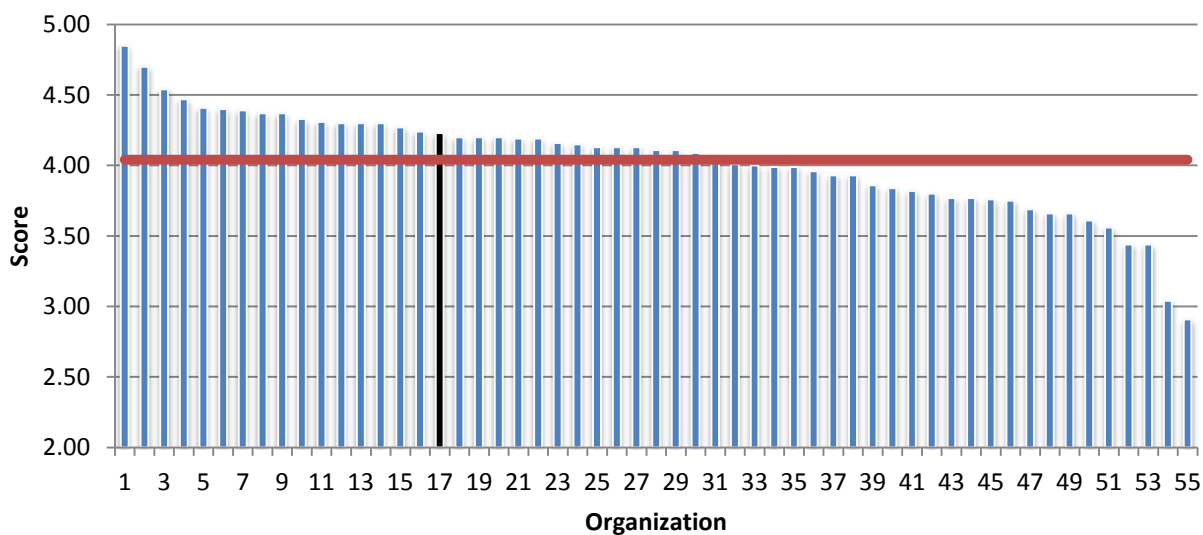
Total 464



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.

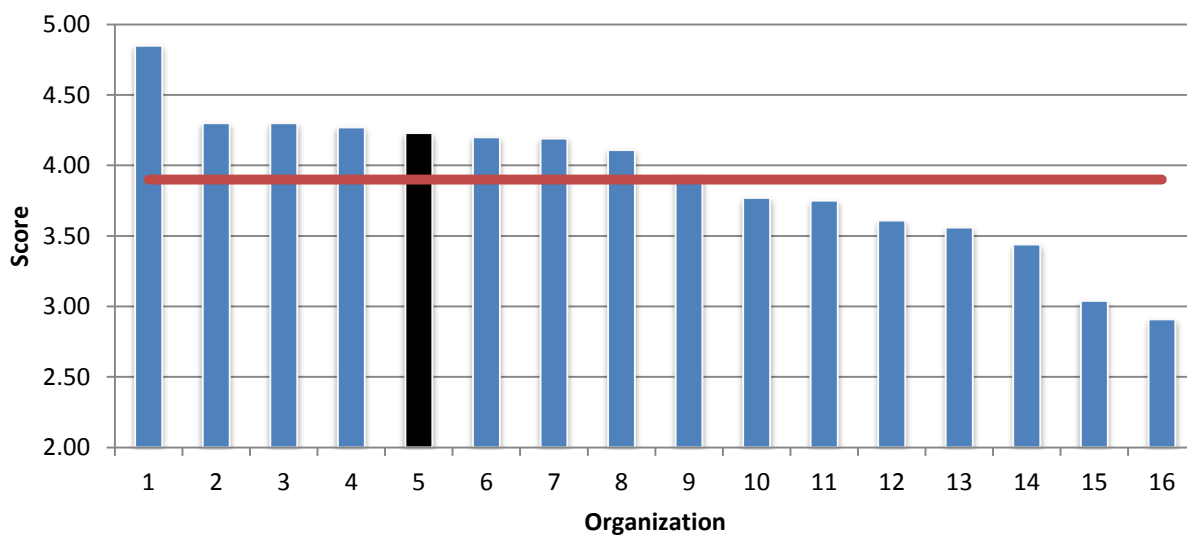
Benchmarking Group 1 – Overall satisfaction



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.85	96	100	1	4.04
	1220407	4.70	93	98	2	
	1220101	4.54	89	96	3	
Your Org	1240301	4.23	81	70	17	
Lowest	1230401	2.91	48	1	55	

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

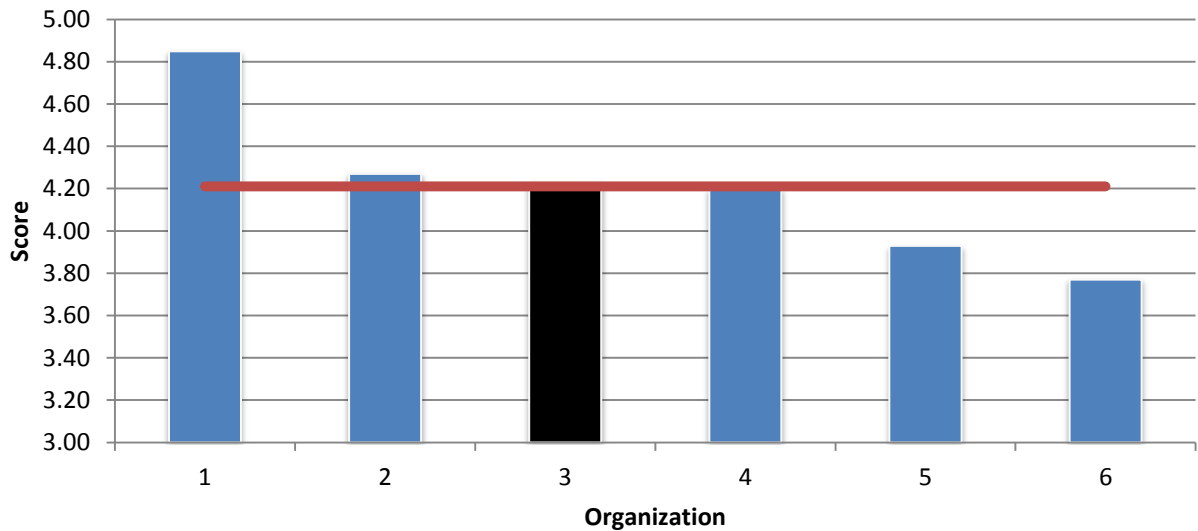
Benchmarking Group 2 – Overall satisfaction



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.85	96	100	1	3.90
	1230302	4.30	83	93	2	
	1230501	4.30	83	87	3	
Your Org	1240301	4.23	81	75	5	
Lowest	1230401	2.91	48	6	16	

*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	1330201	4.85	96	100	1	4.21
Performers	1310101	4.27	82	83	2	
Your Org	1240301	4.23	81	66	3	
Lowest	1390101	3.77	69	16	6	

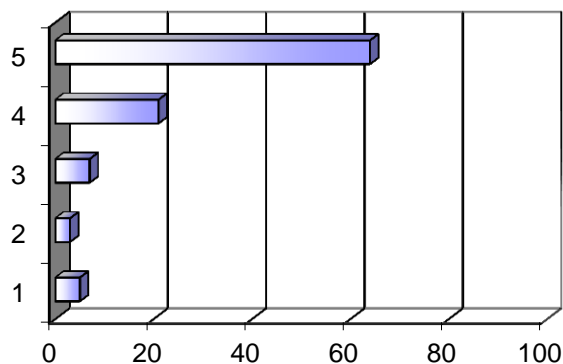
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

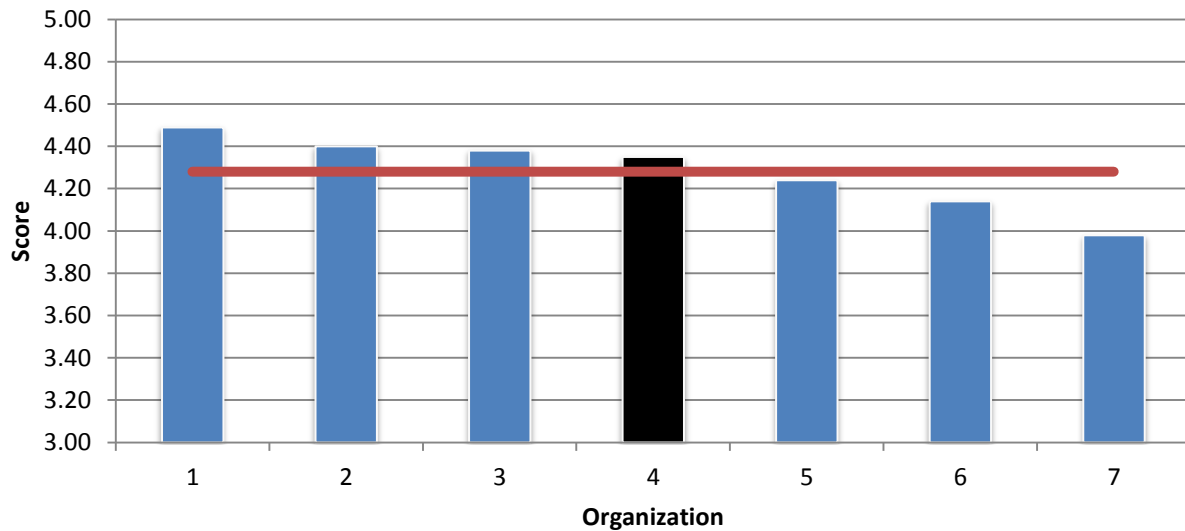
Overall, how satisfied were you with the staff who provided the service?

Average Score: 4.35

	Response	Count	Percent
5	Very satisfied	293	64 %
4		97	21 %
3		30	7 %
2		16	3 %
1	Very dissatisfied	23	5 %
Total		459	



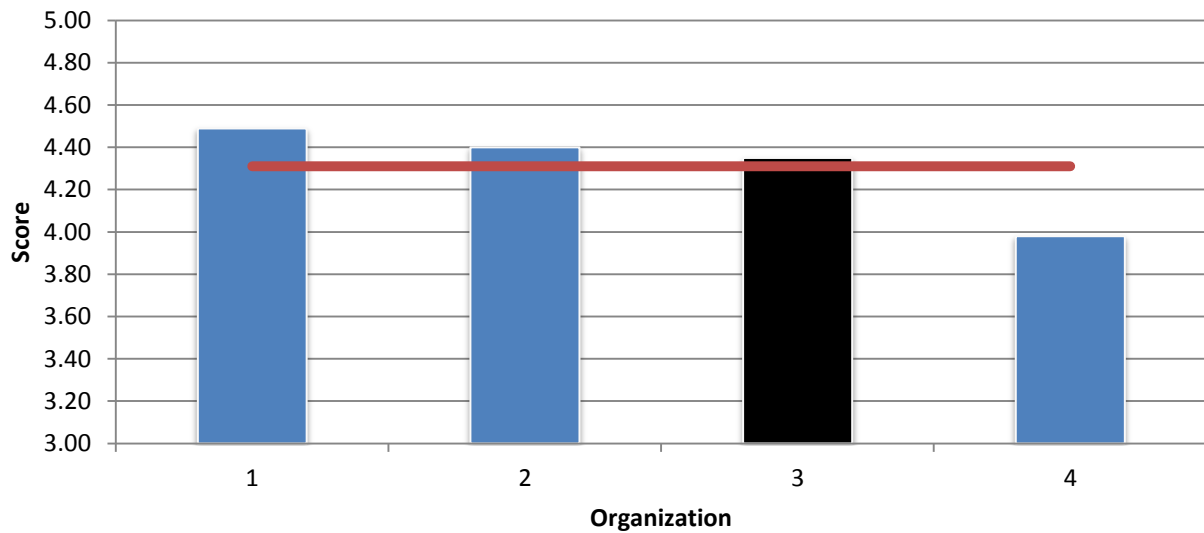
Benchmarking Group 1 – Satisfaction with staff



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1230301	4.49	87	100	1	4.28
	1310101	4.40	85	85	2	
	1460101	4.38	85	71	3	
Your Org	1240301	4.35	84	57	4	
Lowest	1230101	3.98	75	14	7	

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

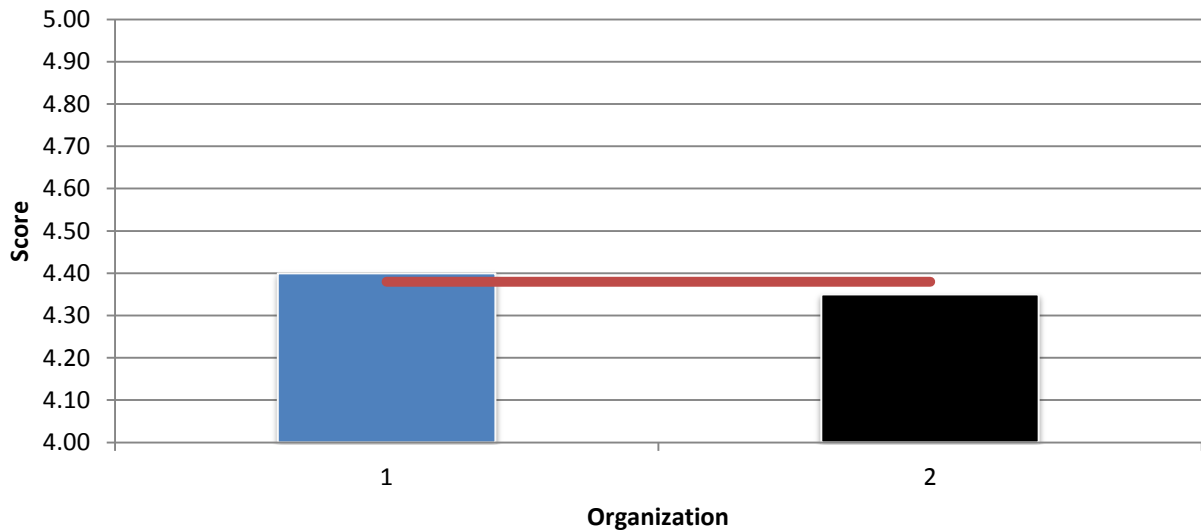
Benchmarking Group 2 – Satisfaction with staff



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top	1230301	4.49	87	100	1	4.31
Performers	1310101	4.40	85	75	2	
Your Org	1240301	4.35	84	50	3	
Lowest	1230101	3.98	75	25	4	

*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
Top Performers	1310101	4.40	85	100	1	4.38
Your Org	1240301	4.35	84	50	2	

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

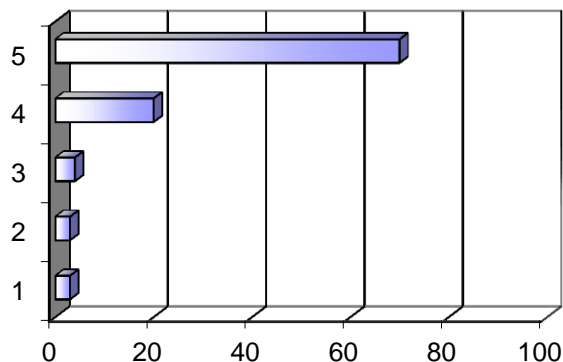
Q:

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

Average Score: 4.52

	Response	Count	Percent
5	Strongly agree	322	70 %
4		92	20 %
3		20	4 %
2		12	3 %
1	Strongly disagree	13	3 %

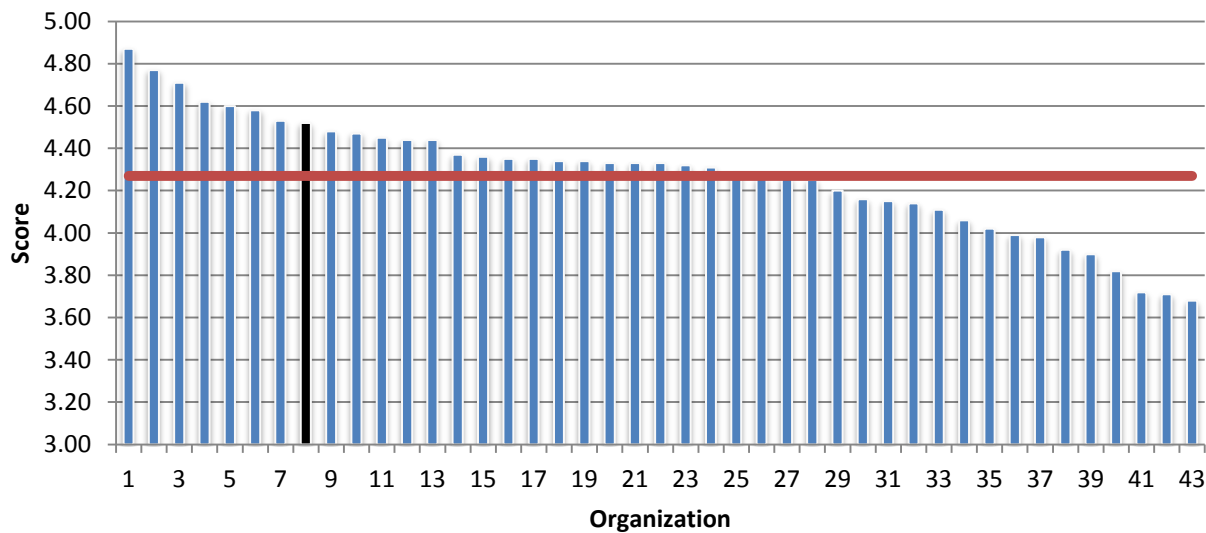
Total 459



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...](#)

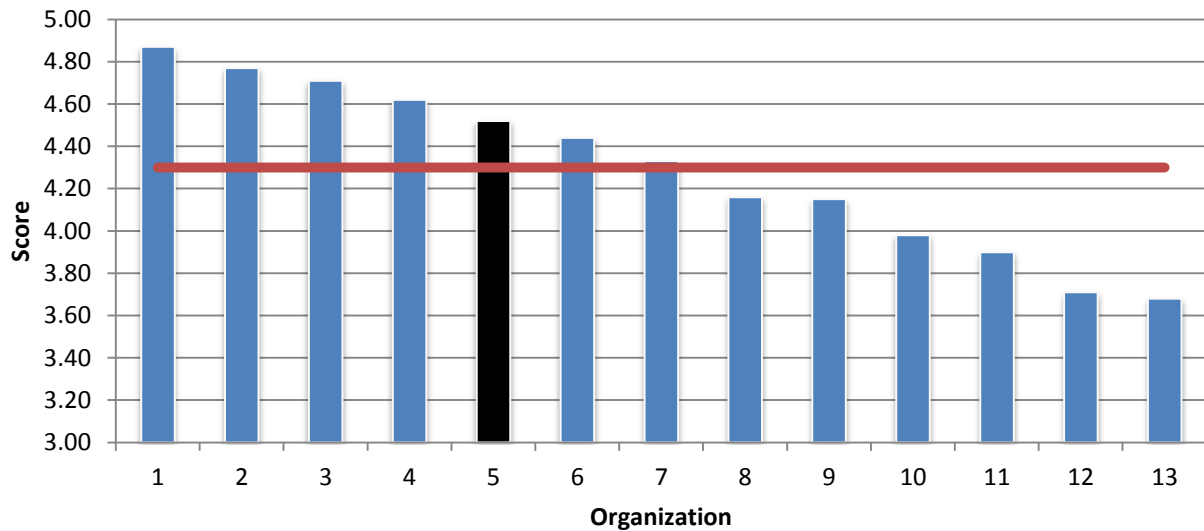
Benchmarking Group 1 – Treated fairly



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.87	97	100	1	4.27
	1230701	4.77	94	97	2	
	1230301	4.71	93	95	3	
Your Org	1240301	4.52	88	83	8	
Lowest	1401612	3.68	67	2	43	

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

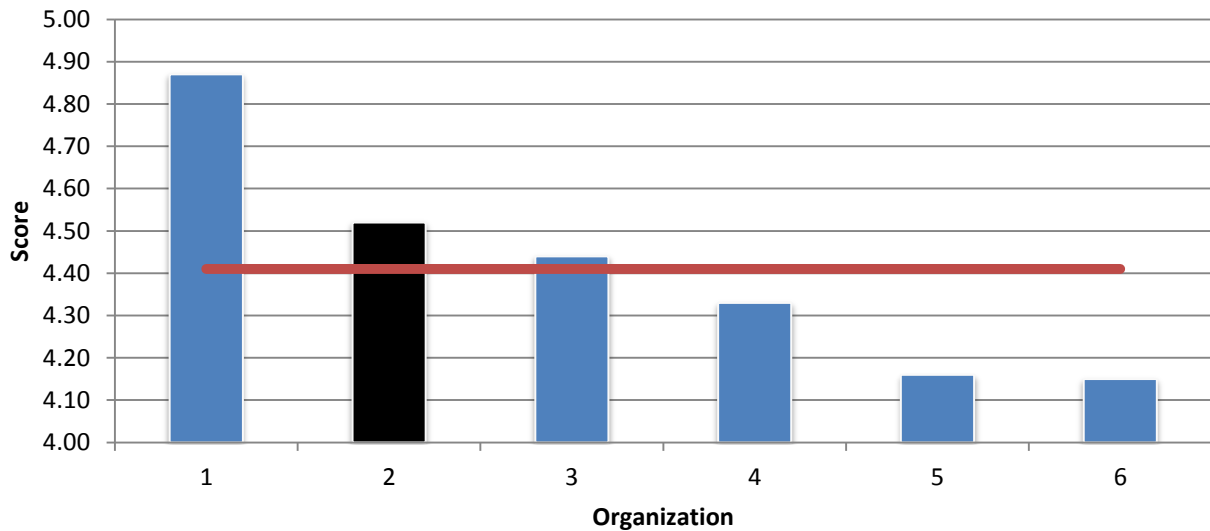
Benchmarking Group 2 – Treated fairly



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.87	97	100	1	4.30
	1230701	4.77	94	92	2	
	1230301	4.71	93	84	3	
Your Org	1240301	4.52	88	69	5	
Lowest	1401612	3.68	67	7	13	

*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 Performers	1330201	4.87	97	100	1	4.41
Your Org	1240301	4.52	88	83	2	
Top Performers	1310101	4.44	86	66	3	
Lowest	1390101	4.15	79	16	6	

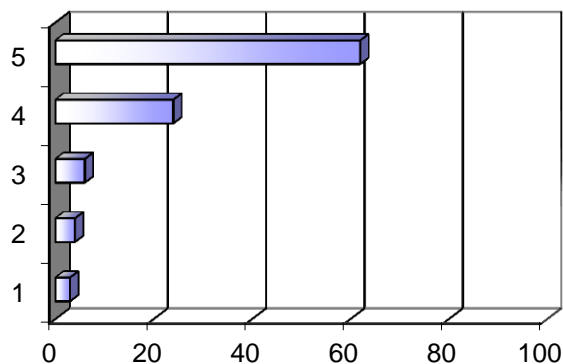
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

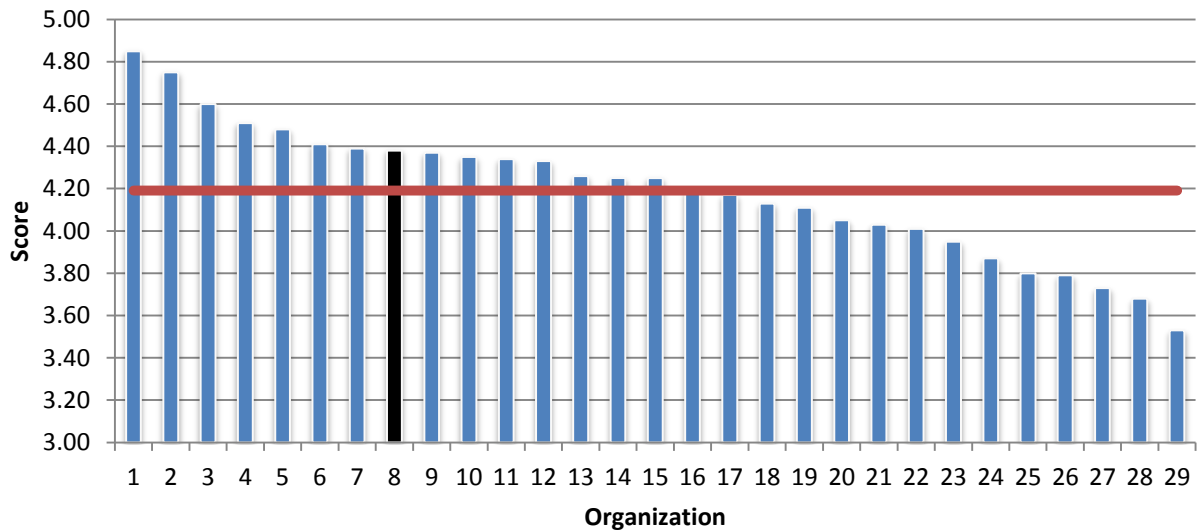
I was informed of everything I had to do in order to get the service/product.
How much do you agree with the statement?

Average Score: 4.38

	Response	Count	Percent
5	Strongly agree	277	62 %
4		109	24 %
3		29	6 %
2		17	4 %
1	Strongly disagree	15	3 %
Total		447	



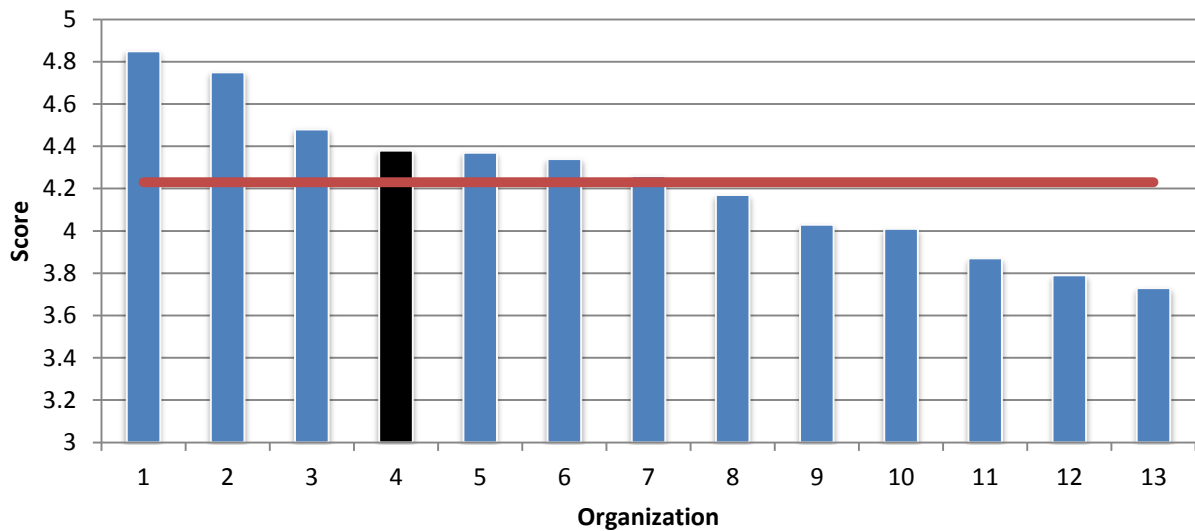
Benchmarking Group 1 – Informed on what to do



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.85	96	100	1	4.19
	1230701	4.75	94	96	2	
	1220101	4.60	90	93	3	
Your Org	1240301	4.38	85	75	8	
Lowest	1210101	3.53	63	3	29	

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

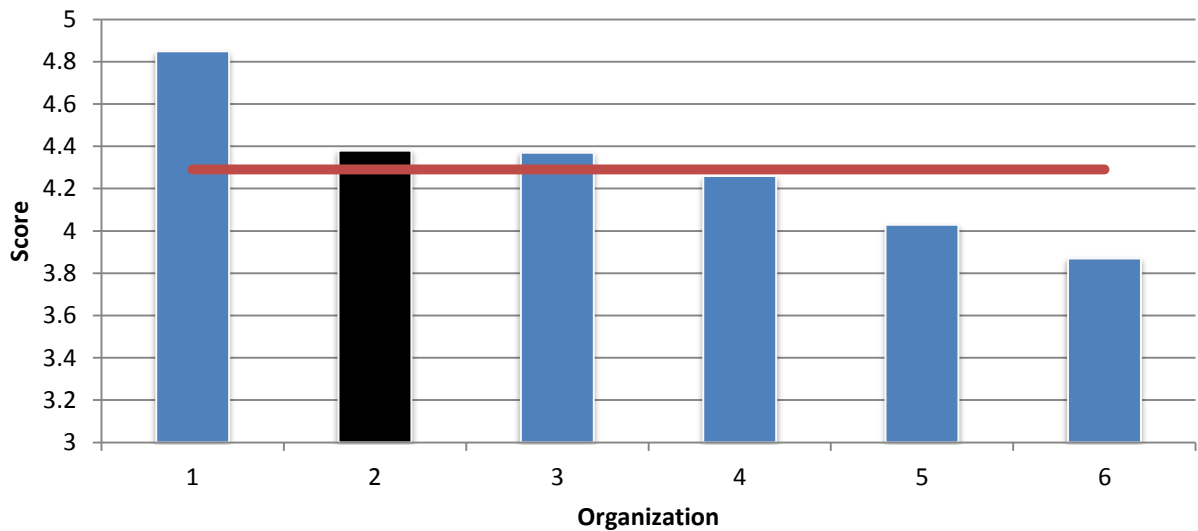
Benchmarking Group 2 – Informed on what to do



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.85	96	100	1	4.23
	1230701	4.75	94	92	2	
	1230501	4.48	87	84	3	
Your Org	1240301	4.38	85	76	4	
Lowest	1401610	3.73	68	7	13	

*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	4.29
Your Org	1240301	4.38	85	83	2	
Top Performers	1310101	4.37	84	66	3	
Lowest	1390101	3.87	72	16	6	

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

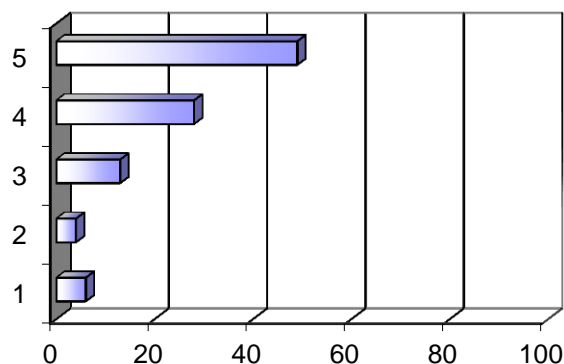
Q:

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

Average Score: 4.08

	Response	Count	Percent
5	Strongly agree	217	49 %
4		125	28 %
3		57	13 %
2		19	4 %
1	Strongly disagree	29	6 %

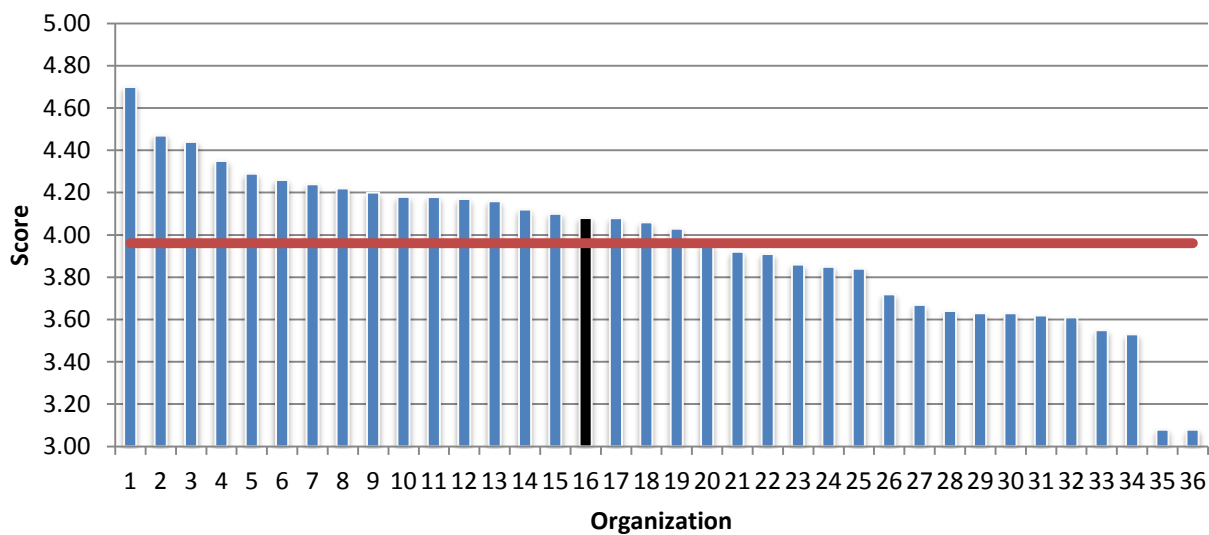
Total 447



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 developed a short e-learning course entitled *An Introduction to Citizen-Centred Service*. For more information, please [contact the ICCS](#).

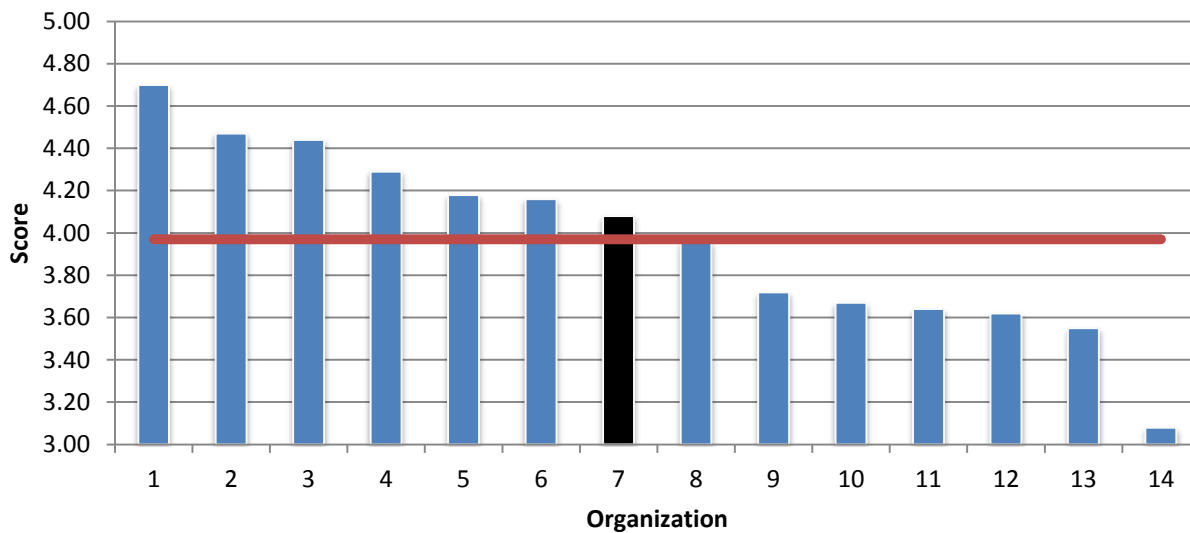
Benchmarking Group 1 – Staff went extra mile



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.70	93	100	1	3.96
	1230301	4.47	87	97	2	
	1230701	4.44	86	94	3	
Your Org	1240301	4.08	77	58	16	
Lowest	1250101	3.08	52	2	36	

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

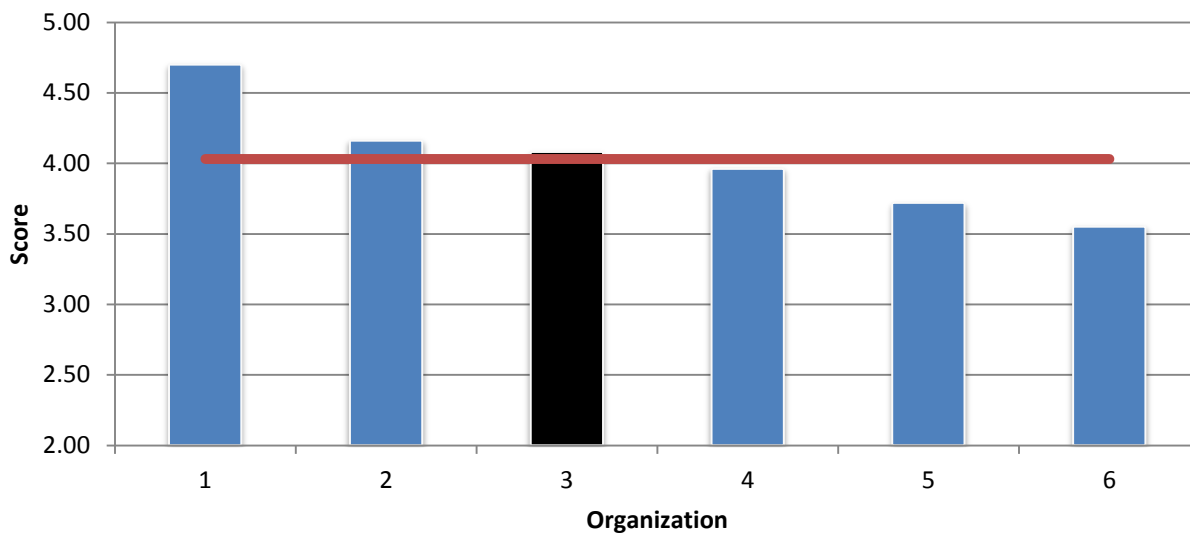
Benchmarking Group 2 – Staff went extra mile



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.70	93	100	1	3.97
	1230301	4.47	87	92	2	
	1230701	4.44	86	85	3	
Your Org	1240301	4.08	77	57	7	
Lowest	1230201	3.08	52	7	14	

*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	4.03
Performers	1310101	4.16	79	83	2	
Your Org	1240301	4.08	77	66	3	
Lowest	1390101	3.55	64	16	6	

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

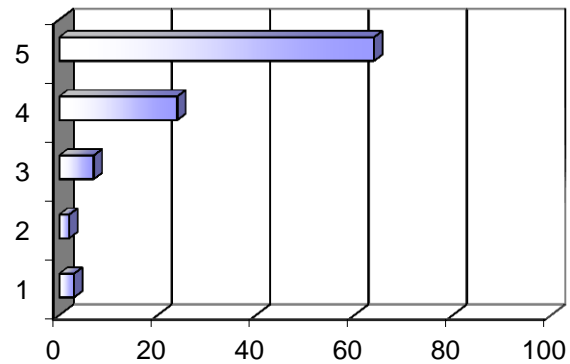
Q:

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

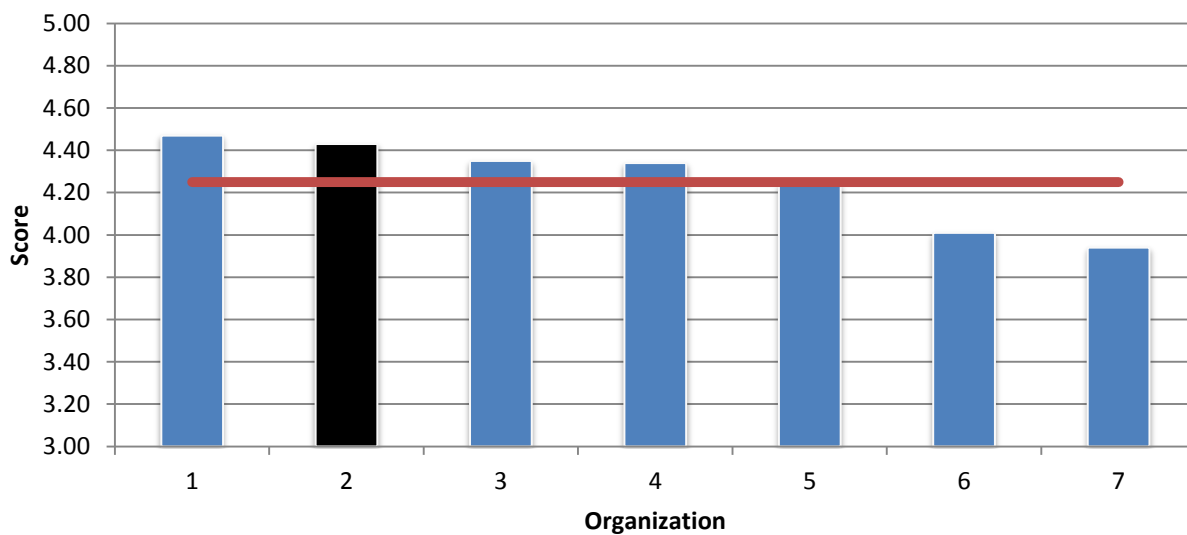
Average Score: 4.43

	Response	Count	Percent
5	Strongly agree	289	64 %
4		111	24 %
3		31	7 %
2		11	2 %
1	Strongly disagree	13	3 %

Total 455



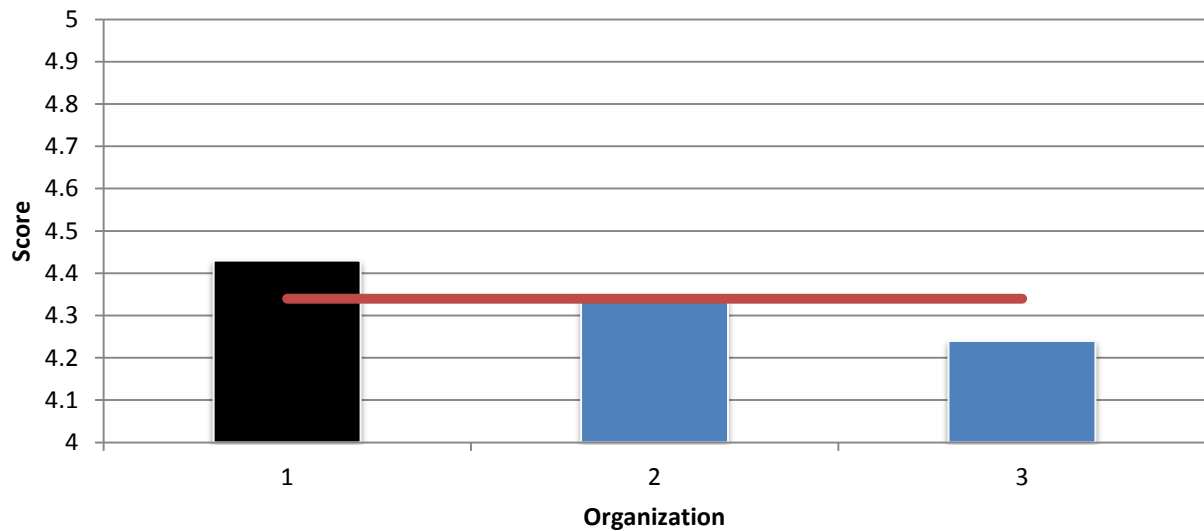
Benchmarking Group 1 – Staff good listeners



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1460101	4.47	87	100	1	4.25
Your Org	1240301	4.43	86	85	2	
Top Performers	1460102	4.35	84	71	3	
Lowest	1271601	3.94	74	14	7	

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

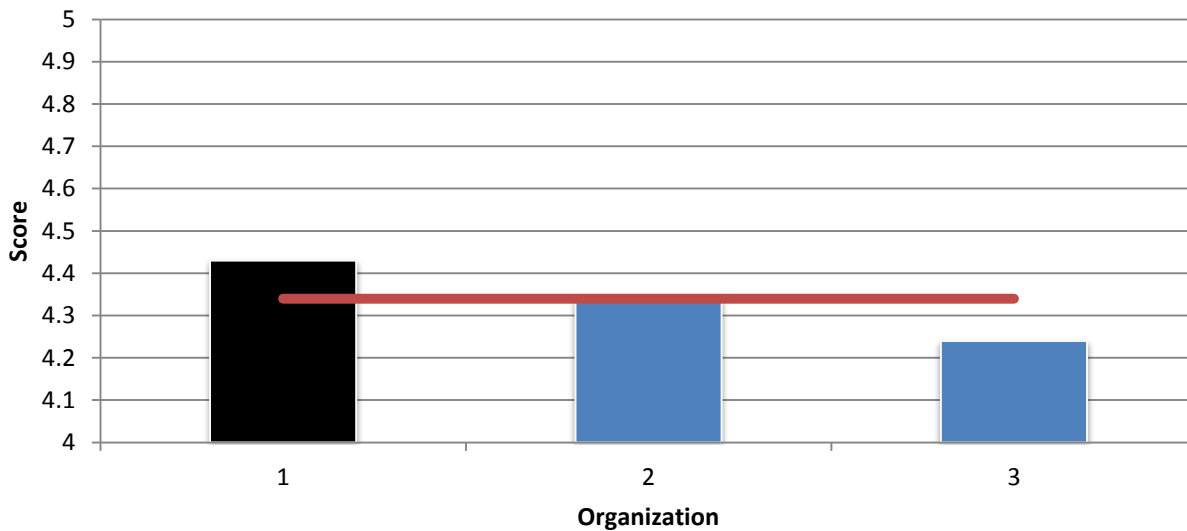
Benchmarking Group 2 – Staff good listeners



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Your Org	1240301	4.43	86	100	1	4.34
Top Performers	1310101	4.34	84	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
Your Org	1240301	4.43	86	100	1	4.34
Top Performers	1310101	4.34	84	66	2	
Lowest	1290101	4.24	81	33	3	

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

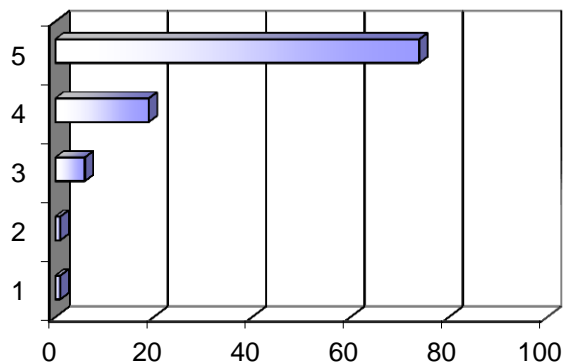
Q:

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

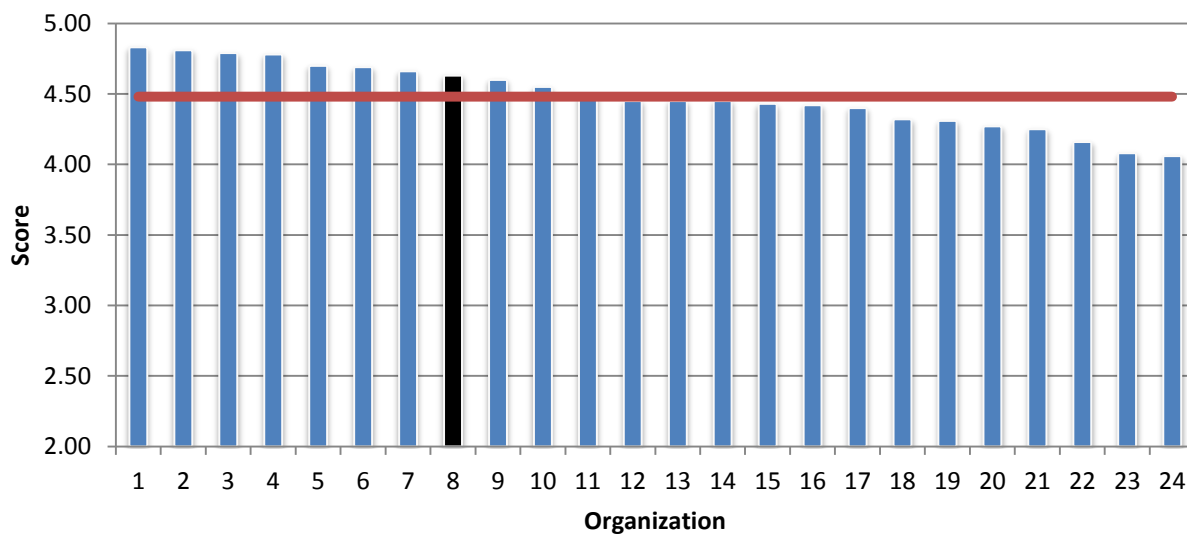
Average Score: 4.63

	Response	Count	Percent
5	Strongly agree	339	74 %
4		85	19 %
3		27	6 %
2		3	1 %
1	Strongly disagree	5	1 %

Total 459



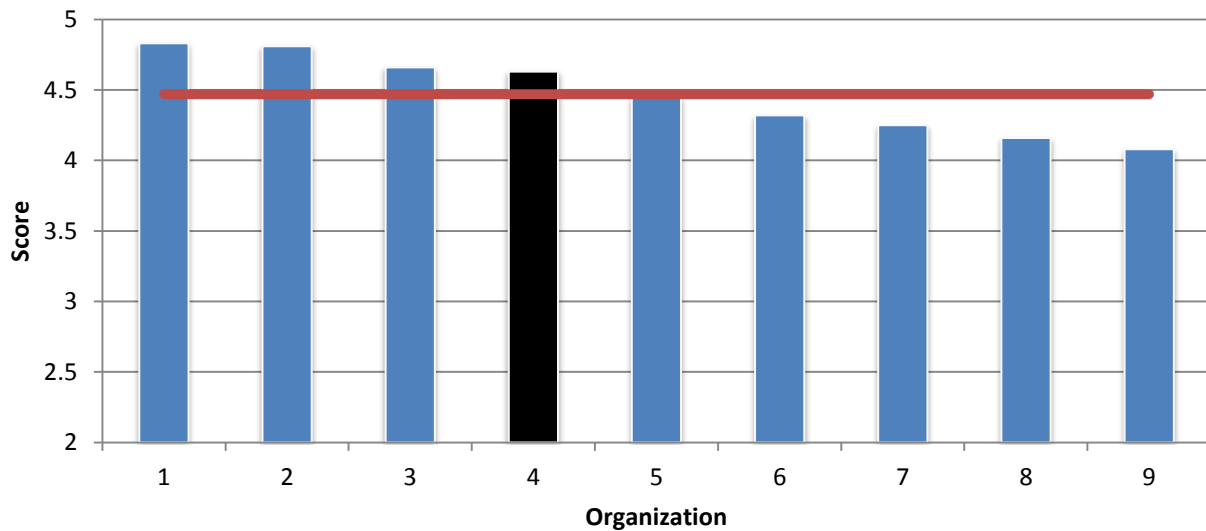
Benchmarking Group 1 – Staff courteous



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1230701	4.83	96	100	1	4.48
	1230601	4.81	95	95	2	
	1351102	4.79	95	91	3	
Your Org	1240301	4.63	91	70	8	
Lowest	1220401	4.06	77	4	24	

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

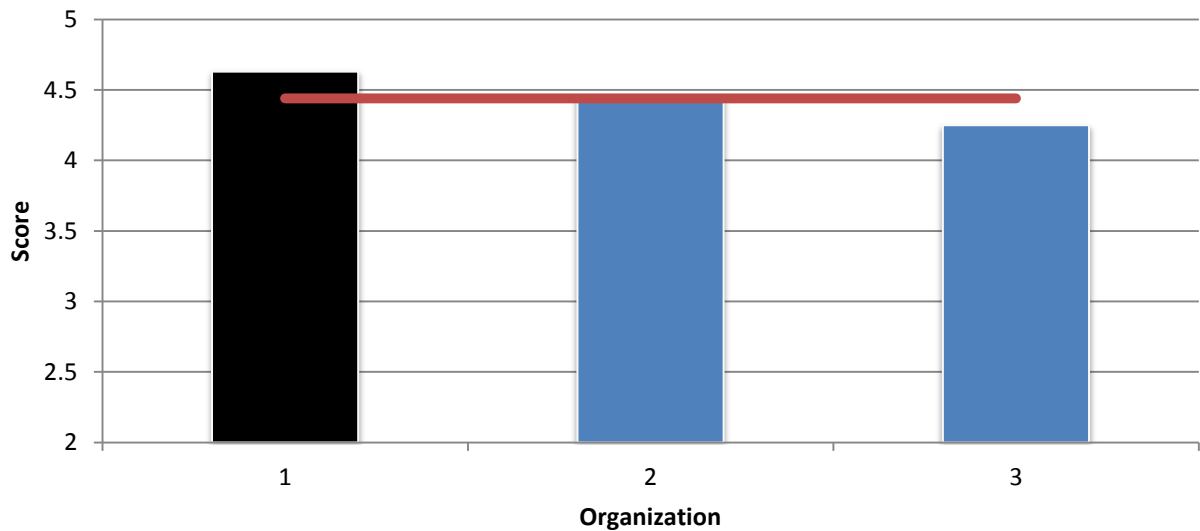
Benchmarking Group 2 – Staff courteous



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1230701	4.83	96	100	1	4.47
	1230601	4.81	95	88	2	
	1230301	4.66	92	77	3	
Your Org	1240301	4.63	91	66	4	
Lowest	1230401	4.08	77	11	9	

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

Benchmarking Group 3 – Staff courteous

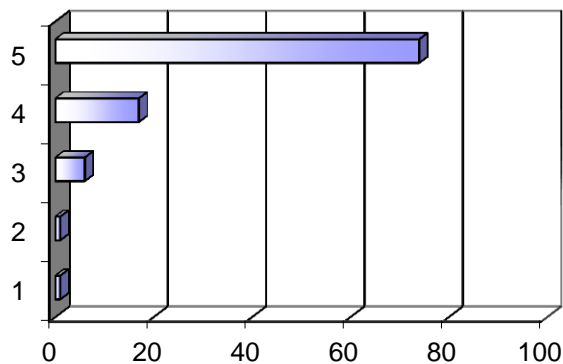


*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Your Org	1240301	4.63	91	100	1	4.44
Top Performers	1310101	4.45	86	88	2	
Lowest	1360101	4.25	81	77	3	

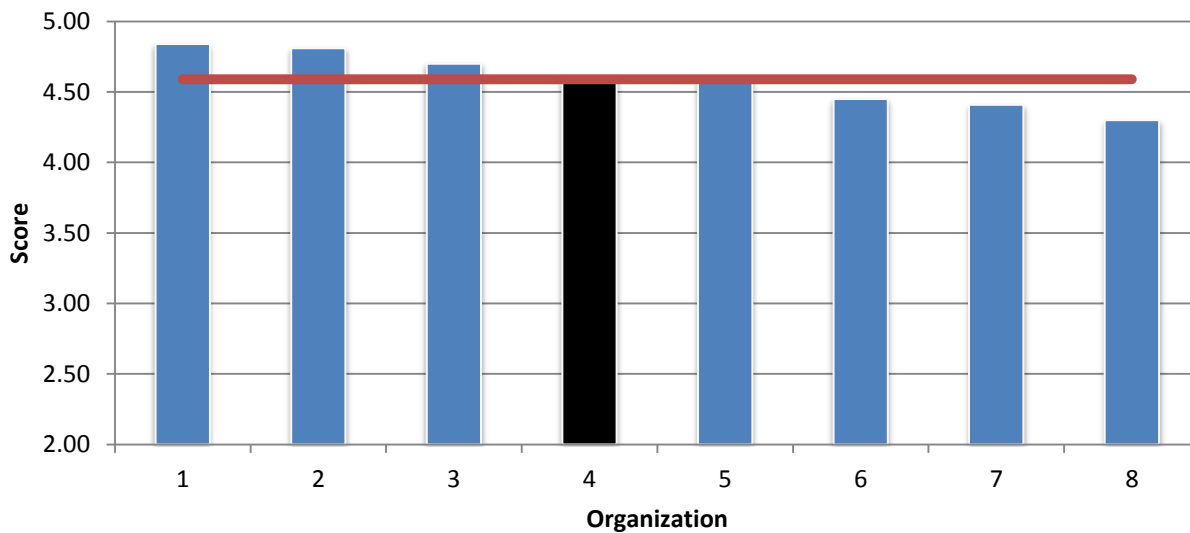
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:
Staff were respectful. How much do you agree with the statement?
Average Score: 4.62

	Response	Count	Percent
5	Strongly agree	341	74 %
4		79	17 %
3		26	6 %
2		6	1 %
1	Strongly disagree	6	1 %

Total 458


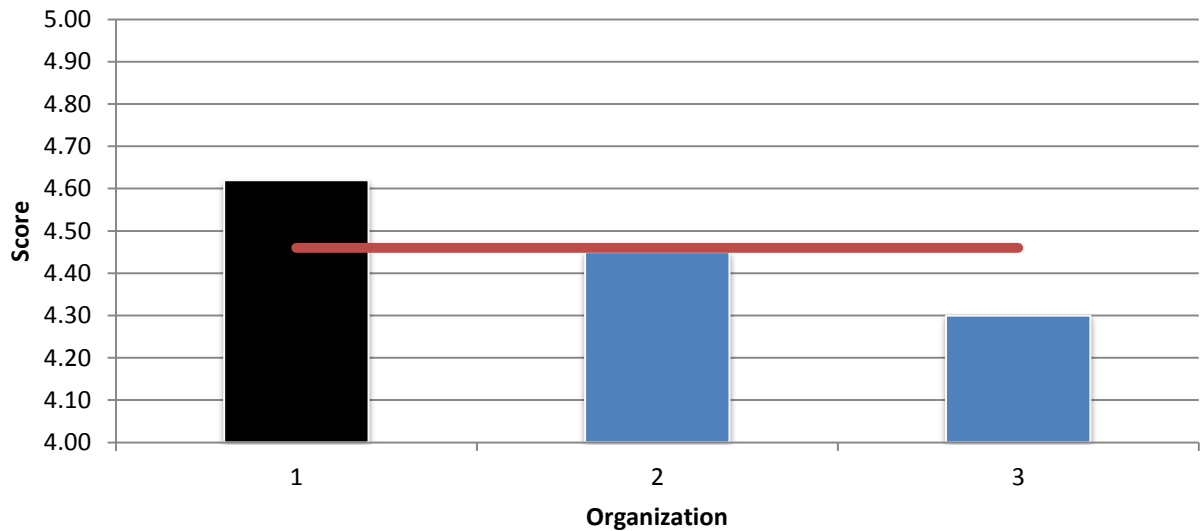
Benchmarking Group 1 – Staff respectful



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1351101	4.84	96	100	1	4.59
	1351102	4.81	95	87	2	
	1351201	4.70	93	75	3	
Your Org	1240301	4.62	91	62	4	
Lowest	1290101	4.30	83	12	8	

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

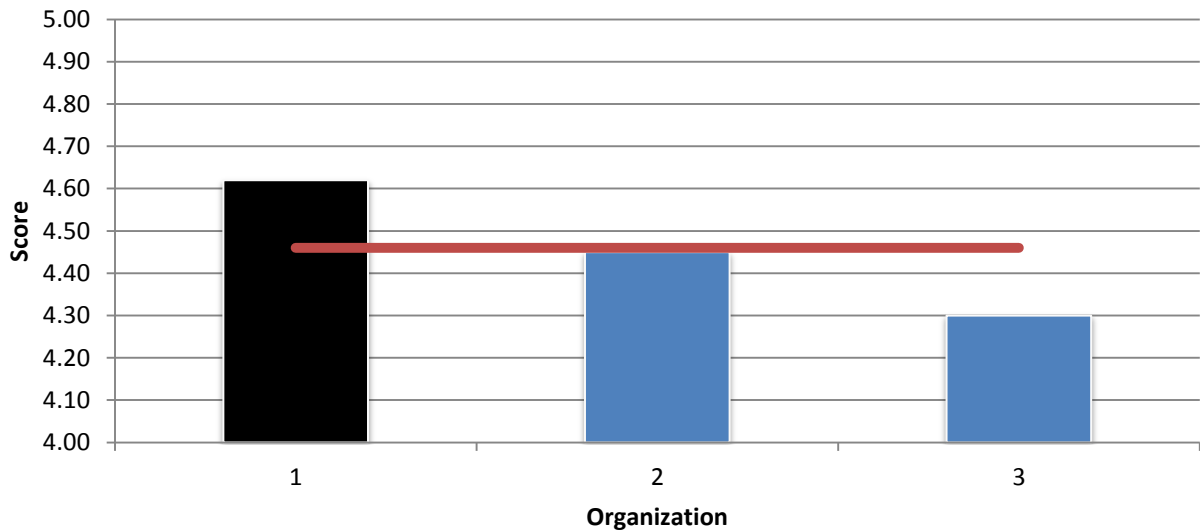
Benchmarking Group 2 – Staff respectful



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Your Org	1240301	4.62	91	100	1	4.46
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.

Benchmarking Group 3 – Staff respectful



*Group 3	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Your Org	1240301	4.62	91	100	1	4.46
Top Performers	1310101	4.45	86	66	2	
Lowest	1290101	4.30	83	33	3	

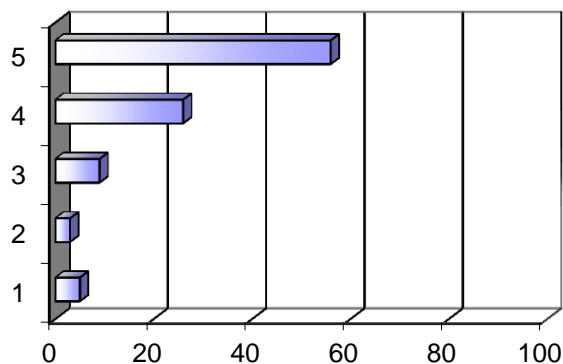
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

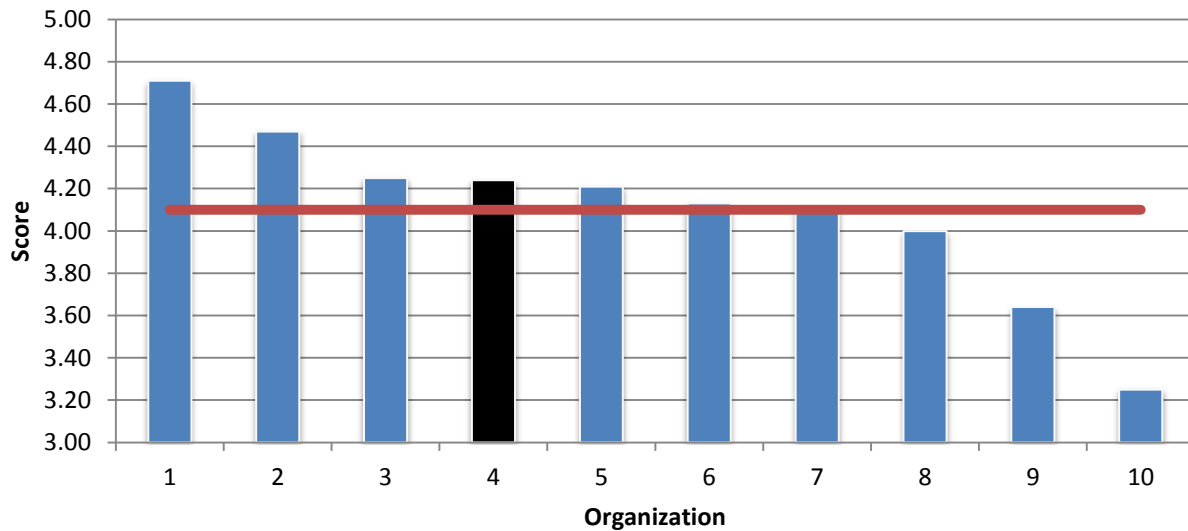
It was clear what to do if I had a problem. How much do you agree with the statement?

Average Score: 4.24

	Response	Count	Percent
5	Strongly agree	248	56 %
4		117	26 %
3		41	9 %
2		15	3 %
1	Strongly disagree	24	5 %
Total		445	



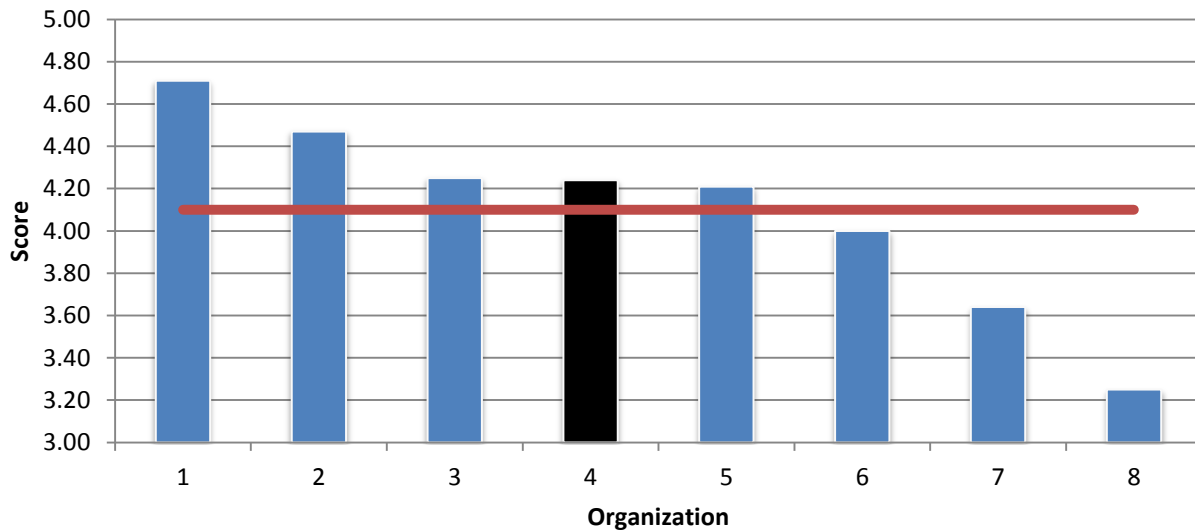
Benchmarking Group 1 – Clear what to do



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1230701	4.71	93	100	1	4.10
	1230601	4.47	87	90	2	
	1310101	4.25	81	80	3	
Your Org	1240301	4.24	81	70	4	
Lowest	1230201	3.25	56	10	10	

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

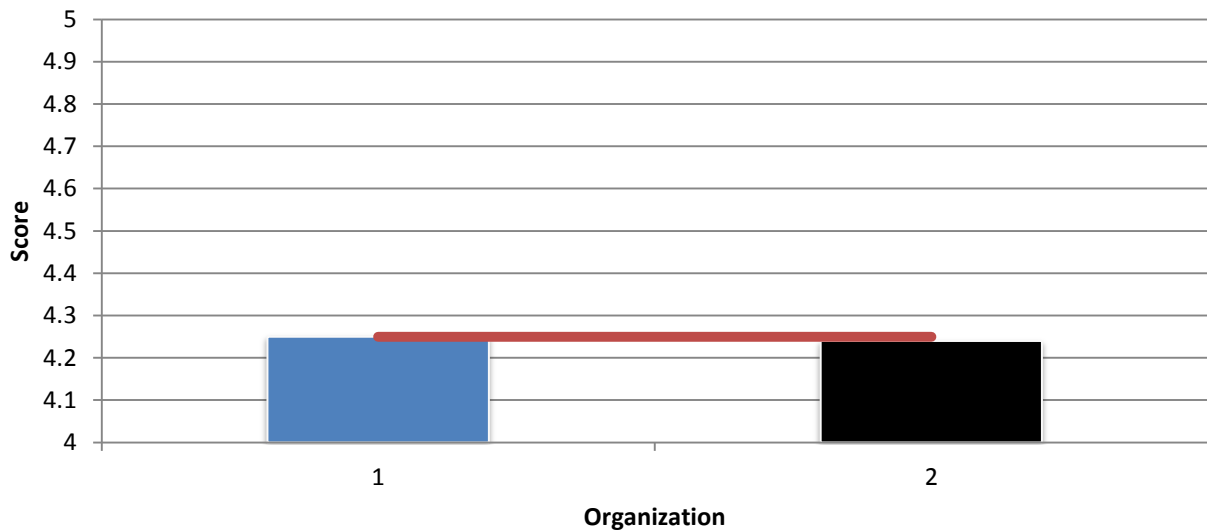
Benchmarking Group 2 – Clear what to do



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1230701	4.71	93	100	1	4.10
	1230601	4.47	87	87	2	
	1310101	4.25	81	75	3	
Your Org	1240301	4.24	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	4.25
Your Org	1240301	4.24	81	50	2	

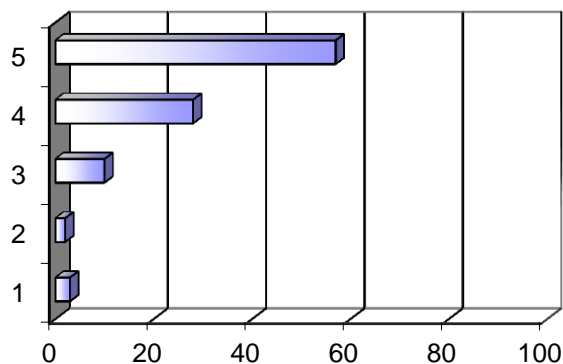
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

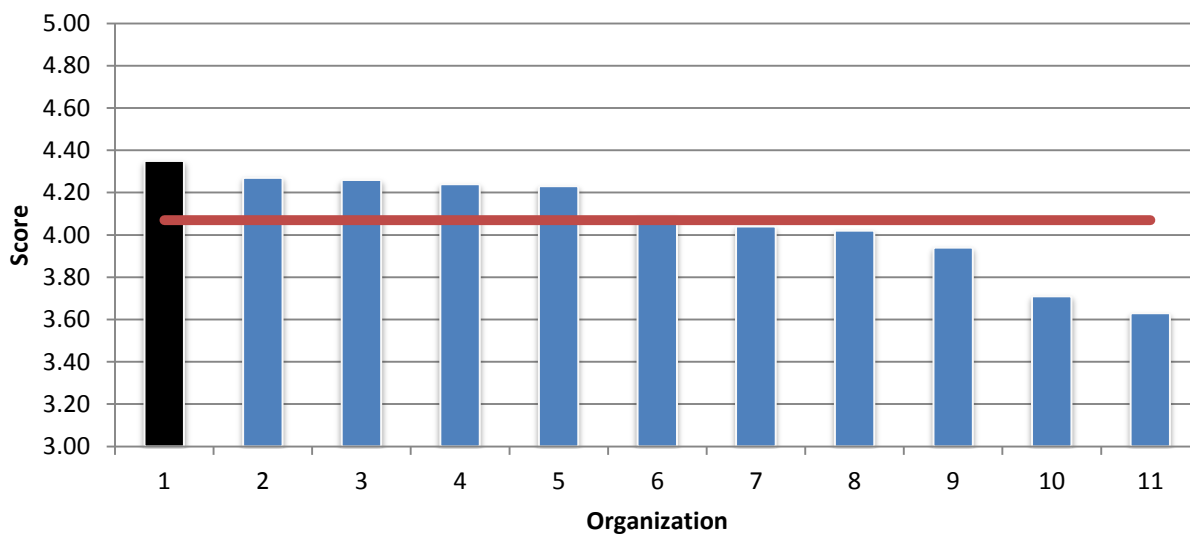
The hours of service were convenient. How much do you agree with the statement?

Average Score: 4.35

	Response	Count	Percent
5	Strongly agree	264	57 %
4		129	28 %
3		48	10 %
2		7	2 %
1	Strongly disagree	14	3 %
Total		462	



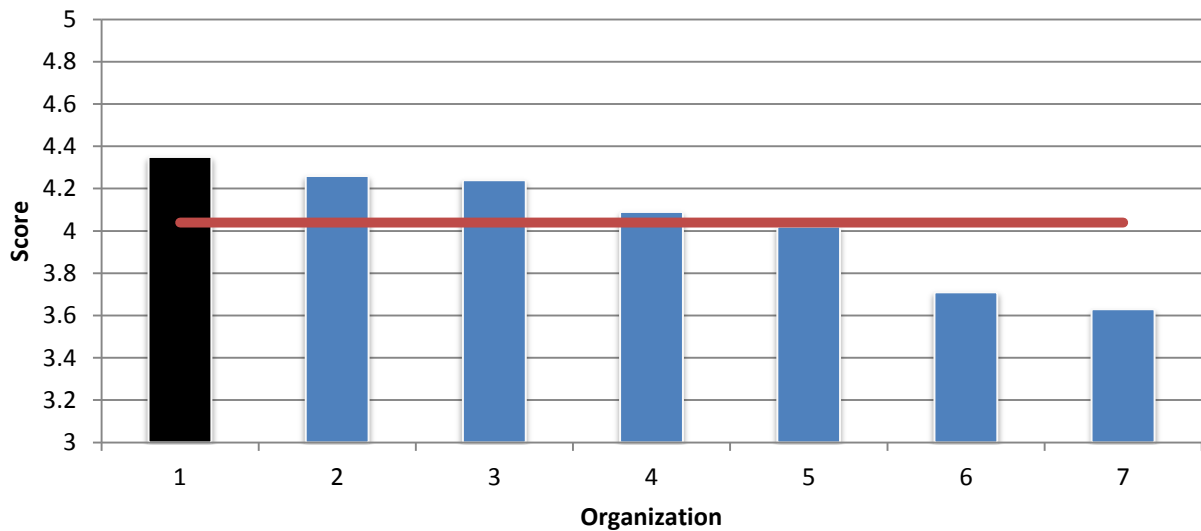
Benchmarking Group 1 – Hours were convenient



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Your Org	1240301	4.35	84	100	1	4.07
Top Performers	1271401	4.27	82	90	2	
	1310101	4.26	82	81	3	
Lowest	1401610	3.63	66	9	11	

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

Benchmarking Group 2 – Hours were convenient

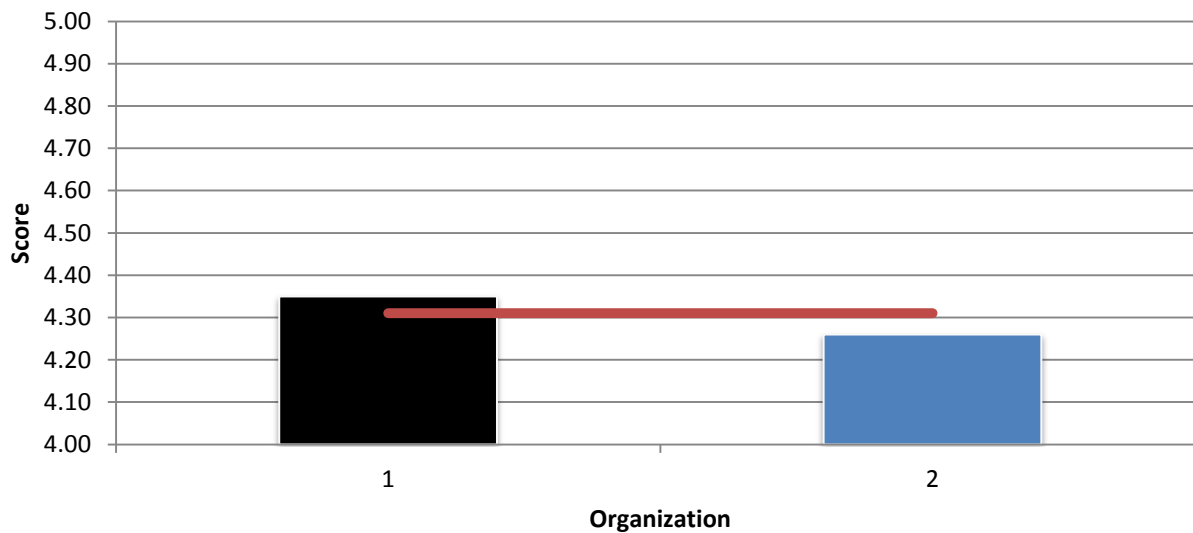


*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Your Org	1240301	4.35	84	100	1	4.04
Top Performers	1310101	4.26	82	85	2	
	1401611	4.24	81	71	3	
Lowest	1401610	3.63	66	14	7	

*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
Your Org	1240301	4.35	84	100	1	4.31
Lowest	1310101	4.26	82	50	2	

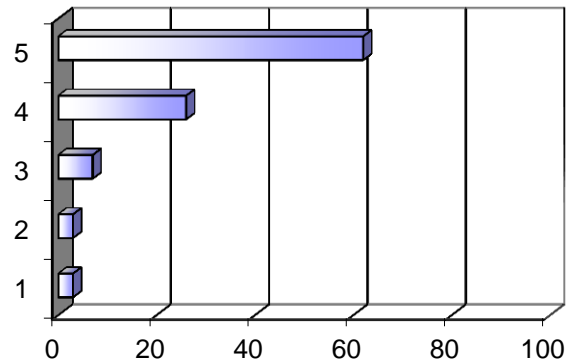
*For a description of benchmarking group criteria, please see sub-section 3.1.

Q:

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

Average Score: 4.41

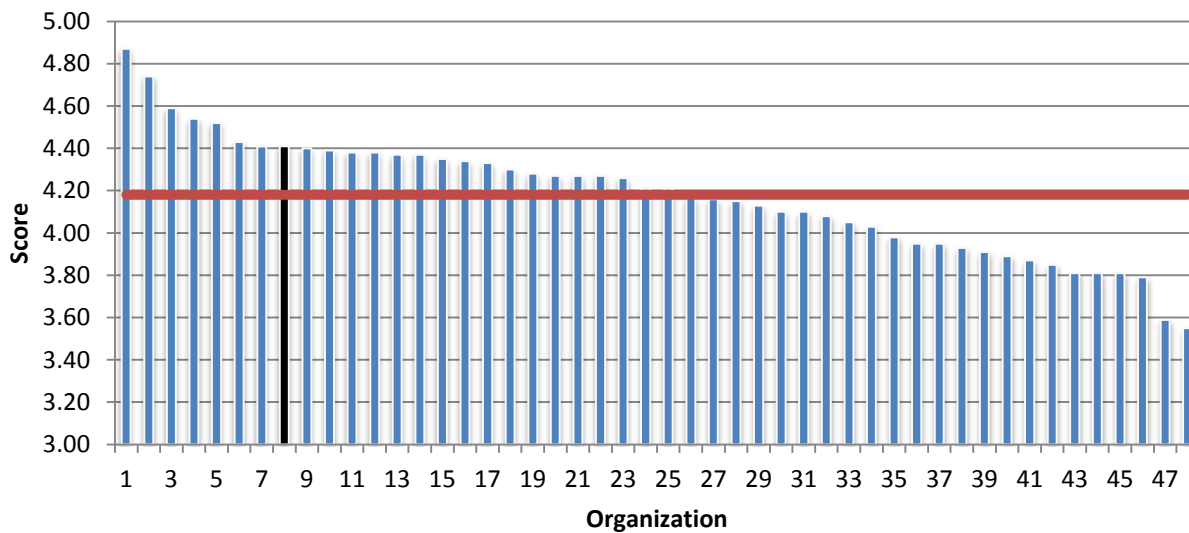
	Response	Count	Percent
5	Strongly agree	284	62 %
4		118	26 %
3		31	7 %
2		13	3 %
1	Strongly disagree	13	3 %
Total		459	



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...](#)

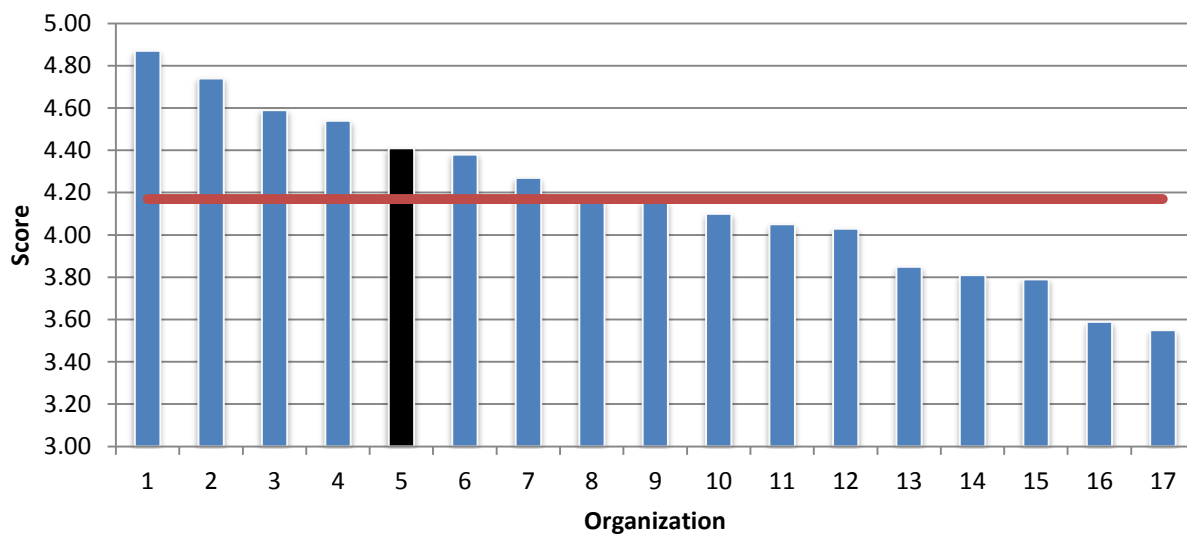
Benchmarking Group 1 – Knowledgeable staff



*Group 1	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.87	97	100	1	4.18
	1230701	4.74	94	97	2	
	1230301	4.59	90	95	3	
Your Org	1240301	4.41	85	85	8	
Lowest	1230201	3.55	64	2	48	

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

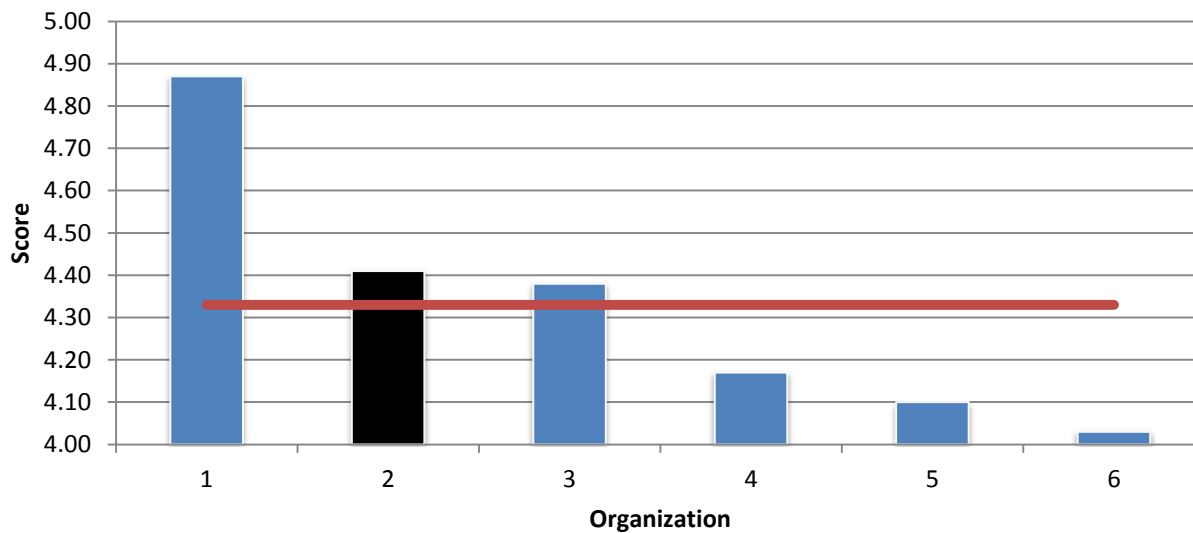
Benchmarking Group 2 – Knowledgeable staff



*Group 2	Survey ID	Average	Percent	Percentile	Rank	Overall Avg
Top Performers	1330201	4.87	97	100	1	4.17
	1230701	4.74	94	94	2	
	1230301	4.59	90	88	3	
Your Org	1240301	4.41	85	76	5	
Lowest	1230201	3.55	64	5	17	

*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	4.33
Your Org	1240301	4.41	85	83	2	
Top Performers	1310101	4.38	85	66	3	
Lowest	1360101	4.03	76	16	6	

*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. Upon request, the ICCS can provide the following information for the top-performing organizations whose data has been included in this report:

- how the survey was administered,
- the timeframe within which it was collected,
- the size of the sample, and
- the response rate of the survey.