The purpose of the 2022 City of Cambridge Community Satisfaction Survey was to:

- Enhance and support corporate strategic planning and budgeting
- Guide future actions and decisions of the City of Cambridge
- Inform service program design and delivery
- Enhance citizen experience and gauge citizens’ priorities regarding municipal services
- Engage the public to inform future directions for the City which are evidence-based and identify changes over time by benchmarking against the 2020 pre-pandemic satisfaction survey
The approach and implementation plan

**Methodology**

**Phase 1:** Project Initiation and Planning

**Phase 2:** Questionnaire Design

**Phase 3:** Data Collection

**Phase 4:** Analysis and Reporting

Community Satisfaction Survey - City of Cambridge 2022
The online survey used the following methods

- The online survey was located on City of Cambridge website and the Engage WR platform.

- The survey was promoted through the City of Cambridge communication team through social media channels, Engage Cambridge, press release and notifications on the City of Cambridge website.

- The survey was accessible online from March 22nd to April 18th 2022.

- A total of 447 responses were obtained.

- Results were weighted to the exact proportions of the population by age, gender and ward (Census 2016 Statistics Canada).
447 Online survey respondents as weighted by wards

Percentage of responses distributed by wards

<table>
<thead>
<tr>
<th>Ward 1</th>
<th>Ward 2</th>
<th>Ward 3</th>
<th>Ward 4</th>
<th>Ward 5</th>
<th>Ward 6</th>
<th>Ward 7</th>
<th>Ward 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.4%</td>
<td>14.4%</td>
<td>12.4%</td>
<td>13.3%</td>
<td>12.2%</td>
<td>16.5%</td>
<td>7.4%</td>
<td>12.4%</td>
</tr>
</tbody>
</table>

* Note: Throughout the report, some percentages may not add to 100% due to rounding.

n=447
Overall, compared to the results of the phone portion of the survey, the results of the open-link web portion were generally more negative.

Generally, in open link surveys, respondents tend to have more polarized views and opinions.

The phone survey reaches individuals who may not otherwise go out of their way to respond to surveys. This method is viewed as more representative of the general population.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Phone Sample</th>
<th>Open-Link Web Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction living in Cambridge</td>
<td>63%</td>
<td>44%</td>
</tr>
<tr>
<td>Open-Ended Sentiment</td>
<td>+0.14</td>
<td>-0.17</td>
</tr>
<tr>
<td>Net Promoter Score</td>
<td>-20%</td>
<td>-47%</td>
</tr>
<tr>
<td>Overall Quality of Life</td>
<td>72%</td>
<td>48%</td>
</tr>
<tr>
<td>Overall Satisfaction with Services</td>
<td>59%</td>
<td>48%</td>
</tr>
<tr>
<td>Satisfaction with Customer Service</td>
<td>62%</td>
<td>46%</td>
</tr>
<tr>
<td>Satisfaction with Overall Strategic Plan</td>
<td>61%</td>
<td>47%</td>
</tr>
<tr>
<td>Satisfaction with Progress on Collaboration Actions</td>
<td>37%</td>
<td>24%</td>
</tr>
</tbody>
</table>
44% of residents who responded indicated their overall satisfaction with living in Cambridge was ranked as a 7 or higher on a 10 point scale.

**KPI:** 44% Satisfaction rate with living in Cambridge

**Overall, how satisfied are you with living in Cambridge?**
Using a scale where 1 is not satisfied at all, and 10 is extremely satisfied

Time Trend: 3 percentage point increase from 2020.
Net Promoter Score

A word-of-mouth marketing metric measuring the balance between promoters and detractors in the community.

There were a relatively larger proportion of potential detractors compared to active promoters of the City.

How likely would you be to recommend Cambridge as a place to live to a friend or colleague?

Using a number 1 to 10, where 1 is not satisfied at all, and 10 is extremely satisfied

n=444

Community Satisfaction Survey - City of Cambridge 2022
When survey participants were asked to rate their quality of life in Cambridge, the largest segment (40%) indicated they felt it was “Good”.

How would you rate the overall quality of life in Cambridge?

- Excellent: 8%
- Good: 40%
- Fair: 35%
- Poor: 17%

Top 2: 48% Excellent or Good

Time Trend: 1 percentage point decrease from 2020.

n=442 Community Satisfaction Survey - City of Cambridge 2022
Citizens when asked to describe the elements that had **improved** in the last two years, noted the following:

- Quality of Life and Expectations
  - Roads/Traffic: 9%
  - COVID Adaptations/Virtual Events: 8%
  - Active Transportation: 6%
  - Infrastructure/Building Developments: 6%
  - Aesthetics/Public Spaces/Natural spaces: 5%
  - More amenities/Things to do/Community Events: 4%
  - People/Sense of Community/Attitudes: 3%
  - Poverty/Homelessness: 3%
  - Economy/Jobs/Business Activity: 3%
  - Children/Families Supports: 2%
  - Community Engagement: 1%
  - Public Transportation: 1%
  - Drugs/Mental Health Issues: 1%

Thinking about the quality of life in Cambridge over the past two years, what, if anything has gotten better?

n=278
When asked, citizens noted that they felt the following elements had gotten worse in the last two years:

- Crime/Safety: 16%
- Traffic/Drivers: 10%
- Drugs/Mental Health Issues: 8%
- Government Leadership/Management/Engagement: 7%
- Cost/Availability of Housing: 6%
- Overdevelopment/Building: 6%
- Poverty/Homelessness: 5%
- Cleanliness/Aesthetics/Environment: 4%
- People/Attitudes: 3%
- Services/Programs (General): 3%
- Taxes/Costs of Living: 3%
- COVID/Lockdowns/Isolation/Regulations: 2%
- Roads/Road Maintenance: 1%
- Amenities/Things to do: 1%
- Overpopulation: 1%
- Economy/Jobs/Business Activity: 1%
- Health care availability: 1%
- Trail and Sidewalk Maintenance: 1%
- Recreation/Sports: 1%

Thinking about the quality of life in Cambridge over the past two years, what, if anything has gotten worse?

n=327

Community Satisfaction Survey - City of Cambridge 2022
When asked to narrow down to a single challenge, respondents noted they felt the City of Cambridge’s most important issue was:

- Poverty/Homelessness: 21%
- Drugs/Mental Health Issues: 15%
- Government Leadership/Management/Finances: 10%
- Crime/Safety: 10%
- Cost/Availability of Housing: 9%
- Development/Zoning/Land-Use: 9%
- Controlling/Managing Growth: 8%
- Taxes/Costs of Living: 3%
- Traffic/Roads: 3%
- Parks/Public Spaces/Nature: 3%
- Public Transportation: 2%
- Community Engagement: 2%
- Economy/Jobs/Business Activity: 1%
- Seniors issues/Accessibility: 1%
- Health care availability: 1%

In your opinion, what, if anything, is the single most important issue facing the City of Cambridge today?

n=420

Community Satisfaction Survey - City of Cambridge 2022
When asked about their general satisfaction with the quality of services provided by the City of Cambridge, almost 50% of respondents selected a level 7 or greater on a 10 point scale (indicated by the Top 4).

Generally speaking, how satisfied are you with the overall quality of services provided by the City of Cambridge?

- 29% (125 Responses) - Bottom 4
- 23% (100 Responses) - Neutral
- 48% (208 Responses) - Top 4
The City of Cambridge provides a number of services to its residents. When asked to rate their overall satisfaction with these services, the total for all Top 4 selections (7 or higher rating for each service) outpaced the other categories.

<table>
<thead>
<tr>
<th>Service</th>
<th>Bottom 4</th>
<th>Neutral</th>
<th>Top 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, forestry, horticulture, and cemeteries</td>
<td>19%</td>
<td>25%</td>
<td>56%</td>
</tr>
<tr>
<td>Emergency services</td>
<td>22%</td>
<td>22%</td>
<td>55%</td>
</tr>
<tr>
<td>Water and storm water</td>
<td>27%</td>
<td>20%</td>
<td>53%</td>
</tr>
<tr>
<td>Culture</td>
<td>33%</td>
<td>23%</td>
<td>43%</td>
</tr>
<tr>
<td>Customer service</td>
<td>31%</td>
<td>27%</td>
<td>43%</td>
</tr>
<tr>
<td>Recreation</td>
<td>34%</td>
<td>23%</td>
<td>42%</td>
</tr>
<tr>
<td>Active transportation infrastructure</td>
<td>30%</td>
<td>28%</td>
<td>42%</td>
</tr>
<tr>
<td>Economic development</td>
<td>40%</td>
<td>26%</td>
<td>35%</td>
</tr>
<tr>
<td>Roads and transportation planning</td>
<td>48%</td>
<td>20%</td>
<td>32%</td>
</tr>
<tr>
<td>Development Services</td>
<td>49%</td>
<td>21%</td>
<td>30%</td>
</tr>
</tbody>
</table>

n=372-444
City services were divided into four categories based on their relative priority rank.

**Priority Ranking Explained**

- **Level of Importance**: A measure of the level of the strength of relationship between the service and overall satisfaction with City Services.
- **Performance**: the percentage of citizens somewhat or very satisfied with the service in the City.
- **Priority rank**: determined for each factor based on high levels of importance and low levels of performance.
Core Service Satisfaction

Using the derived importance from resident satisfaction, the Top 3 items in terms of importance to residents are Development Services, Customer Service, and Roads and Transportation.

<table>
<thead>
<tr>
<th>Services</th>
<th>Importance</th>
<th>Performance</th>
<th>Priority Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development services</td>
<td>6.2</td>
<td>30%</td>
<td>1</td>
</tr>
<tr>
<td>Customer service</td>
<td>9.4</td>
<td>43%</td>
<td>2</td>
</tr>
<tr>
<td>Roads and transportation planning</td>
<td>4.1</td>
<td>32%</td>
<td>3</td>
</tr>
<tr>
<td>Economic development</td>
<td>4.7</td>
<td>35%</td>
<td>4</td>
</tr>
<tr>
<td>Active transportation infrastructure</td>
<td>6.2</td>
<td>42%</td>
<td>5</td>
</tr>
<tr>
<td>Culture</td>
<td>5.3</td>
<td>43%</td>
<td>6</td>
</tr>
<tr>
<td>Recreation</td>
<td>4.7</td>
<td>42%</td>
<td>7</td>
</tr>
<tr>
<td>Water and storm water</td>
<td>4.1</td>
<td>53%</td>
<td>8</td>
</tr>
<tr>
<td>Emergency services</td>
<td>4.7</td>
<td>55%</td>
<td>9</td>
</tr>
<tr>
<td>Parks, forestry, horticulture, and cemeteries</td>
<td>4.7</td>
<td>56%</td>
<td>10</td>
</tr>
</tbody>
</table>

The City of Cambridge provides a number of services to its residents. Now, we'd like to ask about your satisfaction with these services, where 1 means not satisfied at all and 10 means extremely satisfied.

n=447
Have you ever contacted the City of Cambridge?

*Contacting means directly by phone, email or in person. It does not include interacting with City Services such as time spent at an arena or visiting a park.*

n=447
If participants indicated they had contacted the City of Cambridge, these were the methods and communications channels residents used. The majority engaged with the City directly by email.

How did you contact the City of Cambridge? If you tried more than one way, please record all that apply.

- By email: 42%
- Service Cambridge through telephone: 34%
- In person (through municipal buildings, City facilities or events): 20%
- City website: 16%
- Social media (Facebook, Twitter, LinkedIn): 8%
- Service Cambridge online or through the app: 7%
- By mail: 3%

n=335
During their contact and communication with the City of Cambridge, residents indicated they had **positive overall satisfaction** with the customer service they received.

The majority of residents noted that they selected a value of 7 or higher on a 10 point scale.

![Bar chart](chart)

Scale utilized: 1 being “Not satisfied at all” to 10 “Extremely satisfied”

- **38%** (Selected a rating of 1-4)
- **16%** (Selected a rating of 5)
- **46%** (Selected a rating of 7-10)

**Time Trend:**
- **28%** strongly or somewhat disagreed that they were satisfied with the levels of customer service received in **2020**.
- **55%** strongly or somewhat agreed that they were satisfied with the levels of customer service received in **2020**.
- **17%** were neutral in **2020**.

n=332

_Community Satisfaction Survey - City of Cambridge 2022_
When residents search for information about the City of Cambridge, the primary source they go to is the **City of Cambridge website** on a computer or mobile device.

What are the main sources that you use to find information about the City of Cambridge? If you tried more than one way, please record all that apply.

- Website through a desktop computer/notebook: 64%
- Website through a mobile/tablet device: 54%
- Social media (Twitter, Facebook, LinkedIn): 37%
- Local newspapers (Cambridge Times, The Record): 30%
- Word of mouth: 30%
- City news releases and public notices: 24%
- Local television/radio sources (CTV, CBC, Rogers, Dave FM): 16%
- Council meetings and reports: 12%
- By phone: 10%
- In person at a City facility: 8%
- Nothing/don't look for City information: 1%
- Other (please specify): 1%

*** Other responses included: Speaking with City Councilors directly, Cambridge email newsletters, blue pages in phone book, subscribe to meeting notices.

n=447
Residents were asked to indicate how much they agreed or disagreed with the following statements. In each instance, the **positive answers made up 53%-65% of the total selections.**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Somewhat disagree</th>
<th>Somewhat agree</th>
<th>Strongly agree</th>
<th>Top 2 Box</th>
<th>Change from 2020* (percentage points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambridge is an inclusive community</td>
<td>11%</td>
<td>25%</td>
<td>48%</td>
<td>17%</td>
<td>65%</td>
<td>+12</td>
</tr>
<tr>
<td>Cambridge is a welcoming community</td>
<td>9%</td>
<td>27%</td>
<td>44%</td>
<td>20%</td>
<td>64%</td>
<td>+9</td>
</tr>
<tr>
<td>Cambridge provides services in an equitable manner</td>
<td>22%</td>
<td>21%</td>
<td>40%</td>
<td>18%</td>
<td>58%</td>
<td>N/A</td>
</tr>
<tr>
<td>I am proud to say I'm from Cambridge</td>
<td>21%</td>
<td>23%</td>
<td>32%</td>
<td>24%</td>
<td>56%</td>
<td>+11</td>
</tr>
<tr>
<td>I feel represented in programs, services, facilities, and/or staffing within Cambridge</td>
<td>25%</td>
<td>23%</td>
<td>33%</td>
<td>20%</td>
<td>53%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

n=362-422

Community Satisfaction Survey - City of Cambridge 2022
Thinking about the programs and services provided by the City of Cambridge, would you say you receive good value or poor value for your tax dollars?

When residents were asked if they received good or poor value for their tax dollars, 57% of respondents selected a negative answer. It is important to note that this is a sample of 395 respondents.

When residents were asked why they chose the value selection preference on the previous question, they used the following descriptions:

<table>
<thead>
<tr>
<th>Reasons for good value</th>
<th>Reasons for poor value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount/value of services/programs provided</td>
<td>Roads Conditions/Traffic</td>
</tr>
<tr>
<td>Compared to other places</td>
<td>Amount spent on Drugs/Homelessness/Poverty*</td>
</tr>
<tr>
<td>Roads/Traffic</td>
<td>Crime/Safety in City</td>
</tr>
<tr>
<td>Overall Direction of City</td>
<td>Aesthetics/Upkeep of City</td>
</tr>
</tbody>
</table>
Local governments must balance the cost of delivering services with taxation, and the cost of providing services continue to rise as a result of inflation. Additionally, adding or enhancing services such as expanded recreation amenities further adds to costs.

Which of the following options would you most prefer for Cambridge to balance increasing costs?

- Increase taxes a little above the rate of inflation to provide for enhanced service levels such as expanded recreation amenities, without the need to cut services elsewhere to offset
- Increase taxes by the rate of inflation; if services are enhanced in one area, these should be offset by a reduction to services elsewhere
- Reduce existing service levels to have a tax increase below the rate of inflation

n=361 Community Satisfaction Survey - City of Cambridge 2022
The City of Cambridge has three main goals guiding their 2020-2023 Strategic Plan.

Overall, how satisfied are you with the goals of the strategic plan?

**People** - Foster a community with heart, where everyone belongs and is cared for.

**Place** - Embrace and celebrate our city’s unique character while enhancing the spaces where people connect.

**Prosperity** - Build a vibrant and resilient city where current and future generations will live.

47% of participants selected a ranking of 7 or higher (Top 4)

1 indicates “Not satisfied at all”, and 10 means “Extremely satisfied”.

n=436
The City’s strategic plan currently has six actions in which they have a leadership role. How satisfied you are with the City’s progress to-date for each of the following actions?

1-10 point scale used where 1 indicates “Not satisfied at all”, and 10 means “Extremely satisfied”.

- Enhance opportunities to enjoy built and natural heritage: 36% Neutral, 22% Bottom 4, 42% Top 4
- Provide age-friendly services that are accessible to all: 28% Neutral, 30% Bottom 4, 42% Top 4
- Enhance equity and inclusion efforts: 31% Neutral, 30% Bottom 4, 40% Top 4
- Create and activate spaces that offer things for people to do: 35% Neutral, 32% Bottom 4, 33% Top 4
- Lay the foundation for future community building: 41% Neutral, 27% Bottom 4, 32% Top 4
- Establish our core areas as attractive destinations: 47% Neutral, 25% Bottom 4, 28% Top 4

n=353-424

Community Satisfaction Survey - City of Cambridge 2022
Out of the six lead actions from the strategic plan, respondents placed the most importance on **establishing our core areas as attractive destinations** and identified this as their highest priority.

<table>
<thead>
<tr>
<th>Action</th>
<th>Importance</th>
<th>Performance</th>
<th>Priority Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish our core areas as attractive destinations</td>
<td>9.4</td>
<td>28%</td>
<td>1</td>
</tr>
<tr>
<td>Lay the foundation for future community building</td>
<td>7.4</td>
<td>32%</td>
<td>2</td>
</tr>
<tr>
<td>Create and activate spaces that offer things for people to do</td>
<td>6.6</td>
<td>33%</td>
<td>3</td>
</tr>
<tr>
<td>Enhance opportunities to enjoy built and natural heritage</td>
<td>5.7</td>
<td>42%</td>
<td>4</td>
</tr>
<tr>
<td>Provide age-friendly services that are accessible to all</td>
<td>7.2</td>
<td>42%</td>
<td>5</td>
</tr>
<tr>
<td>Enhance equity and inclusion efforts</td>
<td>5.7</td>
<td>40%</td>
<td>6</td>
</tr>
</tbody>
</table>

n=447

Community Satisfaction Survey - City of Cambridge 2022
The City’s strategic plan also has **seven collaborative actions** that the City aims to collaborate on with other levels of government to accomplish.

### 7 Collaborative Actions

1. Enable small business to succeed
2. Increase housing options
3. Encourage safe and healthy neighbourhoods
4. Improve access to social supports
5. Take action to combat climate change
6. Prepare for emergency prevention and recovery
7. Promote and develop more transportation options

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How satisfied you are with the City’s progress to-date overall, across all seven of the collaboration actions?

- **Bottom 4**: 49%
- **Neutral**: 27%
- **Top 4**: 24%

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The largest volume of responses indicated they selected a rating of 4 or lower for their overall satisfaction tied to the specific 7 actions.

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Community Satisfaction Survey - City of Cambridge 2022

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n=406
Respondents who elaborated further on their level of satisfaction of the seven collaborative actions noted the following themes.

Would you like to elaborate on your satisfaction with the seven collaborative actions mentioned previously?

Yes (please specify): 35%

No, thanks 65%

A sample of a few of the comments at each end of the satisfaction scale (extremely dissatisfied and extremely satisfied):

**Positive Responses**

- “It’s great to have a strategic plan but if nothing changes nothing will get better.”

**Negative Responses**

- “I think these are all great goals but I am unsure of the city’s progress.”

- “Crime is out of control in our city and tax payers seem to be paying the price.”

- “Please create AFFORDABLE housing. Building new, expensive apartment buildings will further gentrify this struggling community.”

n=439

Community Satisfaction Survey - City of Cambridge 2022
Strategic Plan

How satisfied are you with the City’s progress to-date for each of the following public values?

- **Sustainability**: 41% Bottom, 27% Neutral, 32% Top
- **Collaboration**: 53% Bottom, 20% Neutral, 27% Top
- **Engagement**: 57% Bottom, 17% Neutral, 26% Top
- **Transparency**: 56% Bottom, 18% Neutral, 26% Top
- **Leadership**: 57% Bottom, 19% Neutral, 24% Top

Public Values

The City’s strategic plan includes a public value statement in which every goal, objective and action will be considered within the context of delivering five public values:

- Engagement
- Transparency
- Collaboration
- Leadership
- Sustainability

n=365-408

Community Satisfaction Survey - City of Cambridge 2022
Online respondents indicated from their perspective that the #1 most important and priority value is **leadership**, and their #2 priority ranking is **engagement**.

<table>
<thead>
<tr>
<th>Value Statement</th>
<th>Importance</th>
<th>Performance</th>
<th>Priority Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>9.4</td>
<td>24%</td>
<td>1</td>
</tr>
<tr>
<td>Engagement</td>
<td>8.1</td>
<td>26%</td>
<td>2</td>
</tr>
<tr>
<td>Transparency</td>
<td>7.8</td>
<td>26%</td>
<td>3</td>
</tr>
<tr>
<td>Collaboration</td>
<td>7.7</td>
<td>27%</td>
<td>4</td>
</tr>
<tr>
<td>Sustainability</td>
<td>8.9</td>
<td>32%</td>
<td>5</td>
</tr>
</tbody>
</table>

n=447
To better understand the different views and needs of the community, the following demographic information was collected.

How many years have you lived in the City of Cambridge? (approximately)

- Less than one year: 2%
- One to two years: 1%
- More than two years, but less than five years: 8%
- Five to ten years: 15%
- More than ten years but fewer than twenty years: 14%
- Twenty years or more: 59%

n=447
Demographics

How old are you?

- 18 to 24: 11%
- 25 to 34: 16%
- 35 to 44: 18%
- 45 to 54: 20%
- 55 to 64: 16%
- 65 or older: 19%

How would you describe your gender identity?

- Male: 49%
- Female: 51%

Do you have any children under the age of 18 living in your household?

- Yes: 33%
- No: 64%
- Prefer not to say: 3%
Do you identify as a member of a marginalized population based on:

- Gender,
- Sexual identity,
- Race,
- Marital status,
- Disability status,
- Youth,
- Newcomers/immigrants,
- Seniors,
- Indigenous Peoples, or
- Low-income earners?

<table>
<thead>
<tr>
<th>Choice</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes (please specify (optional))</td>
<td>20%</td>
</tr>
<tr>
<td>No</td>
<td>71%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>9%</td>
</tr>
</tbody>
</table>

Those that selected Yes, and chose to indicated provided the following themes:

- Gender: 5
- Disability: 8
- Senior: 21
- Low-income earners: 8
- Immigrant: 3
- Race: 9
- Martial Status: 2
- Sexual identity: 4
- Indigenous Peoples: 1
- Selected Yes, but requested not to disclose: 3

n=447

Community Satisfaction Survey - City of Cambridge 2022
Thank You!

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