

Deloitte. City of Cambridge Community Satisfaction Online Survey April 2022

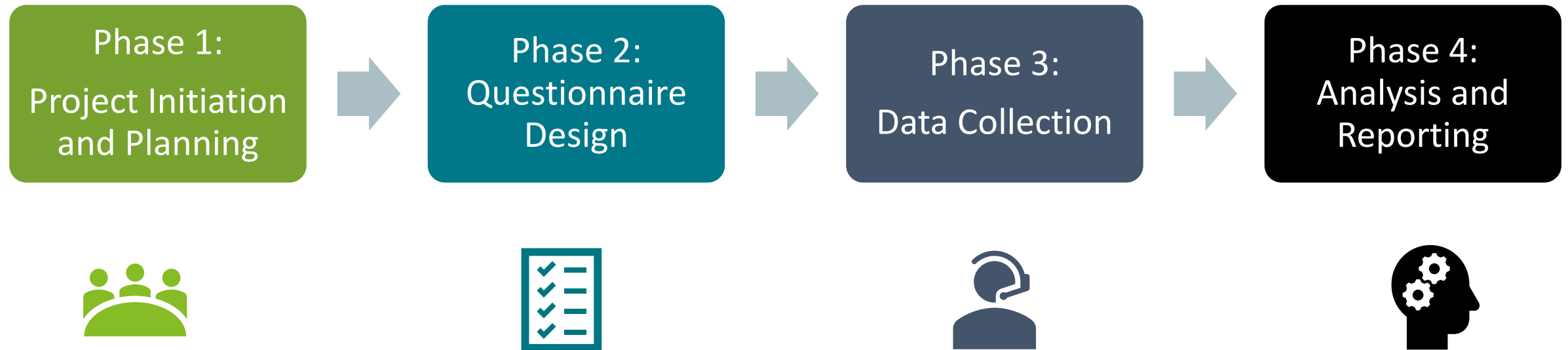


Photo Credit: City of Cambridge – Explore Waterloo Region

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

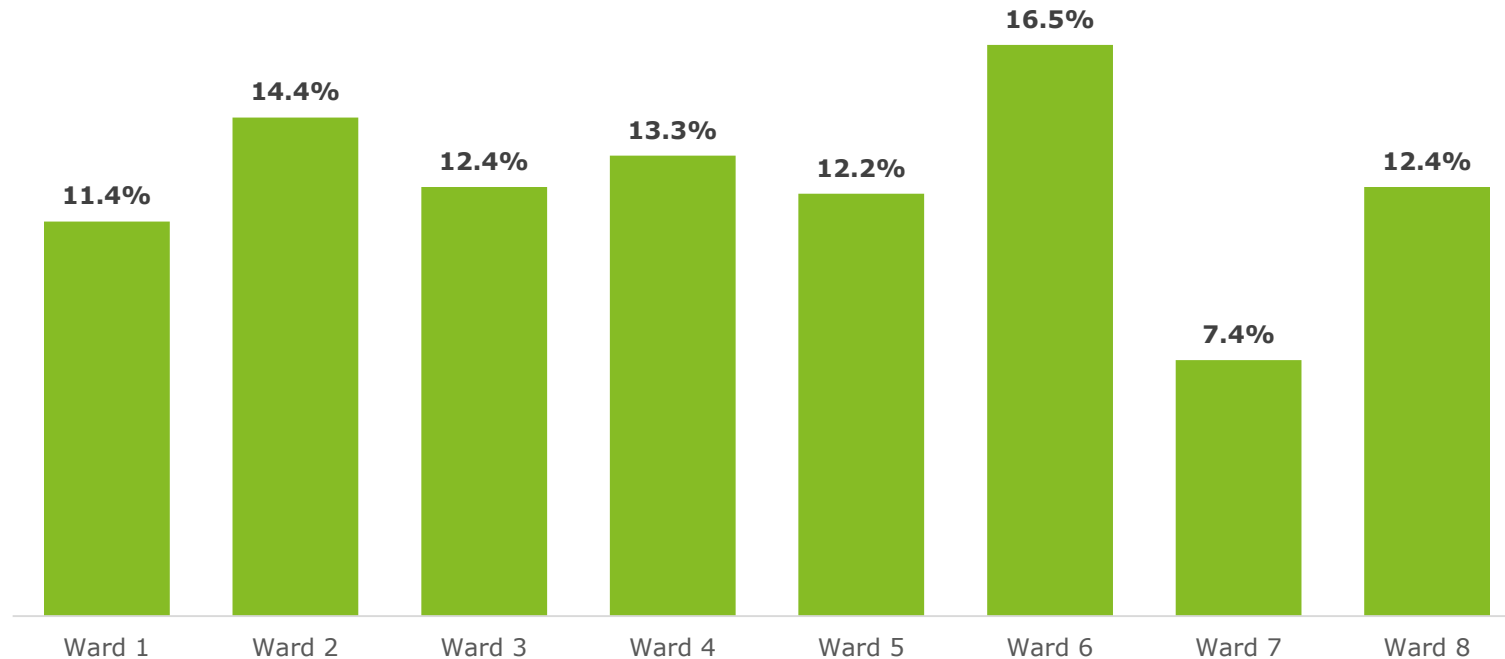


The online survey used the following methods

- 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



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

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

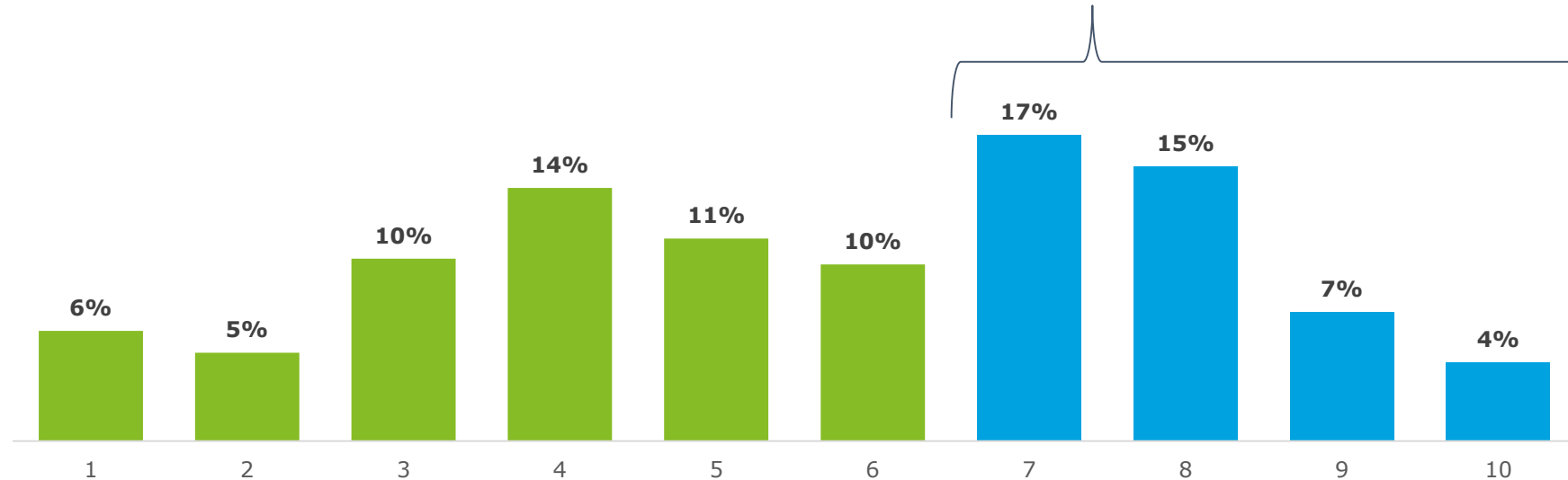
Generally, in open link surveys, respondents tend to have more polarized views and opinions.

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.**

Metric	Phone Sample	Open-Link Web Sample
Satisfaction living in Cambridge	63%	44%
Open-Ended Sentiment	+0.14	-0.17
Net Promoter Score	-20%	-47%
Overall Quality of Life	72%	48%
Overall Satisfaction with Services	59%	48%
Satisfaction with Customer Service	62%	46%
Satisfaction with Overall Strategic Plan	61%	47%
Satisfaction with Progress on Collaboration Actions	37%	24%

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



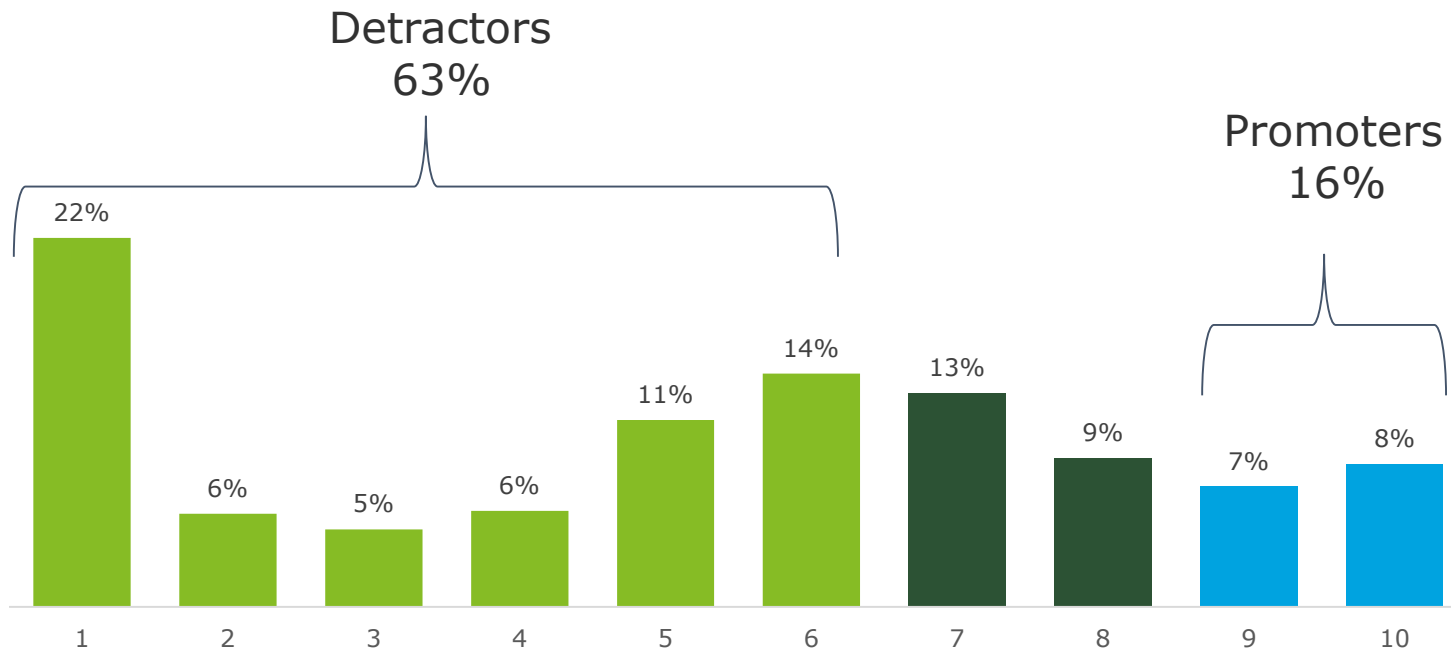
Time Trend:
3 percentage point increase from 2020.

Overall, how satisfied are you with living in Cambridge?

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


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.



Group	Definition
Promoters	Active proponents of the community
Passives	Neutral individuals
Detractors	Individuals with a negative opinion that may harm branding efforts

Net Promoter Score:
Promoters - Detractors
-47%



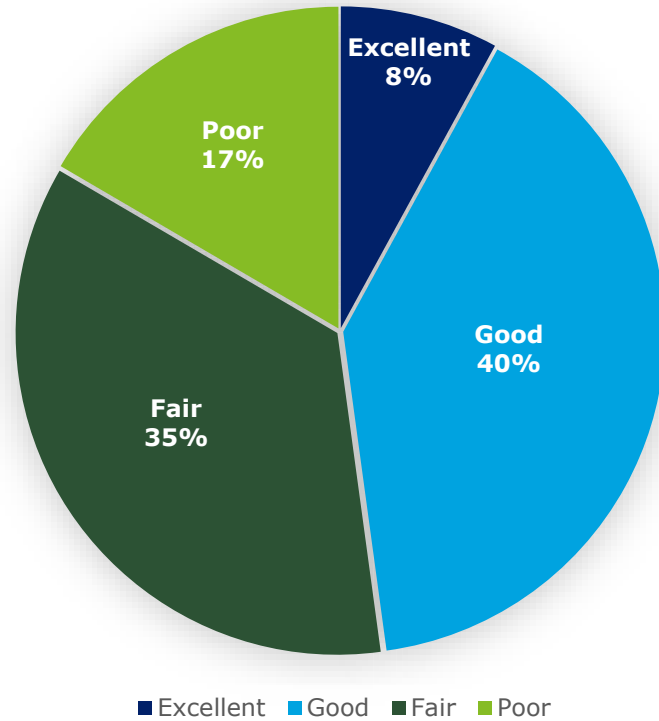
Time Trend:
 7 percentage point decrease from 2020.

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

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

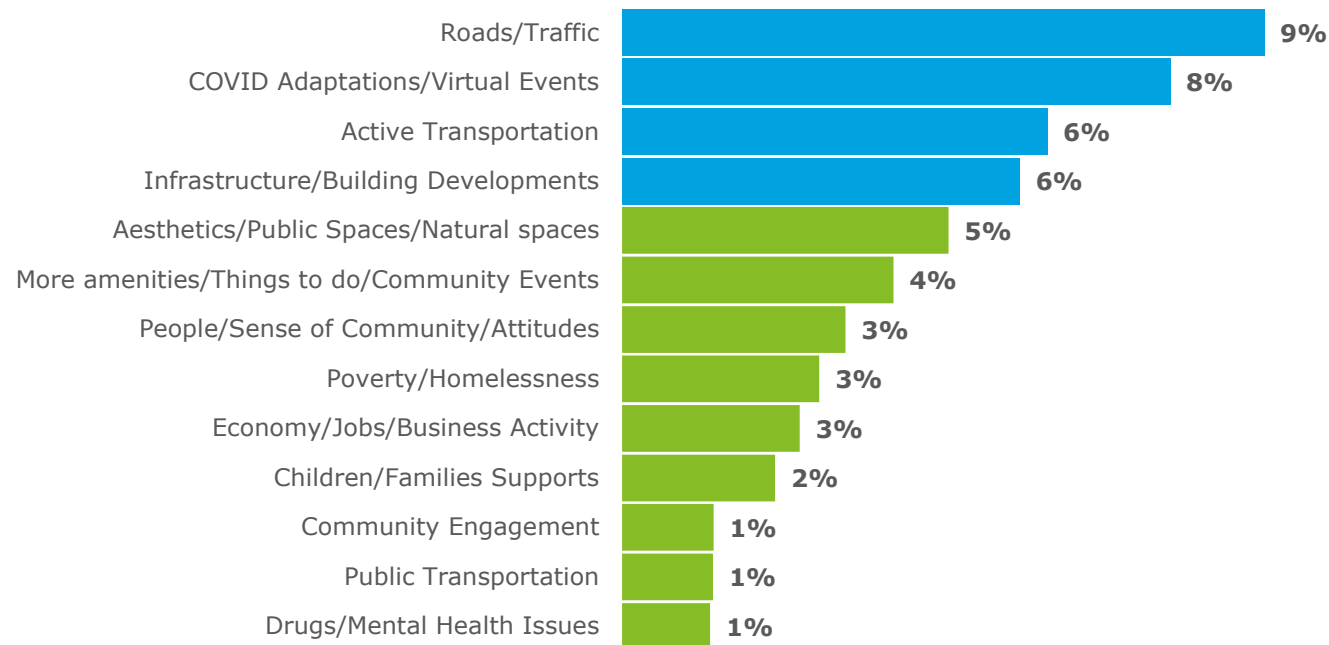
How would you rate the overall quality of life in Cambridge?



Top 2: 48%
Excellent or Good

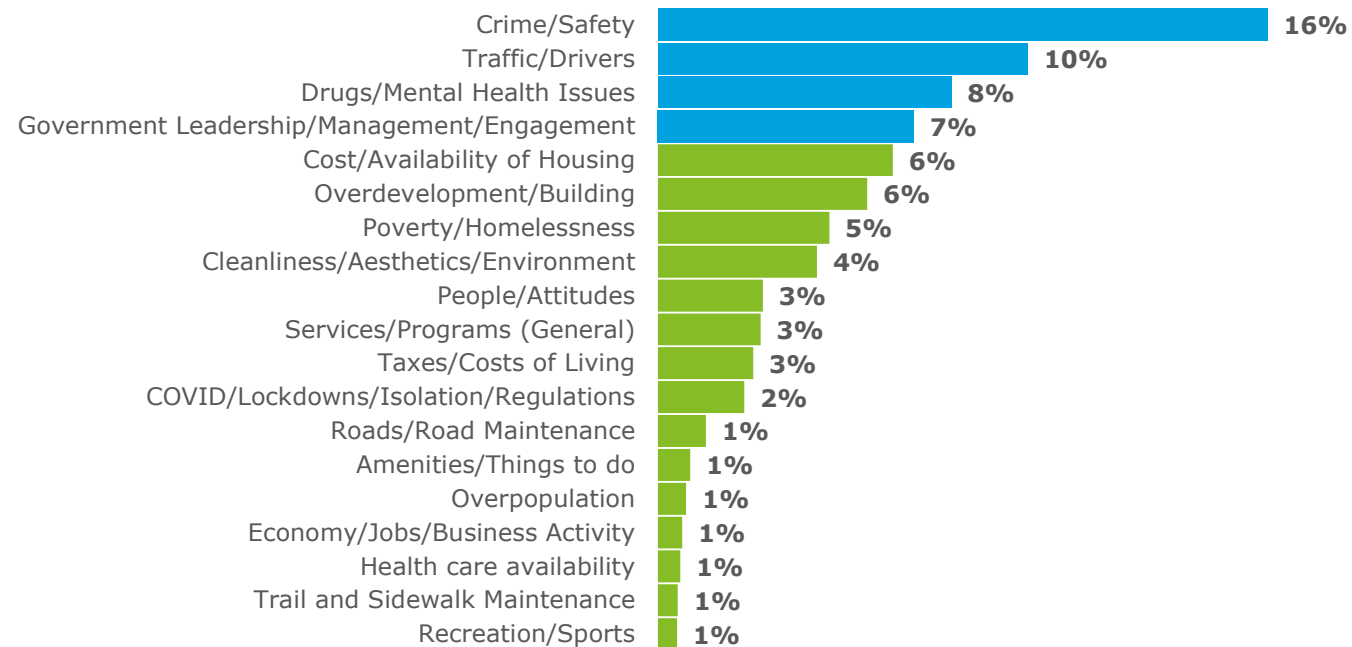
Time Trend:
1 percentage point **decrease** from 2020.

Citizens when asked to describe the elements that had improved in the last two years, noted the following:



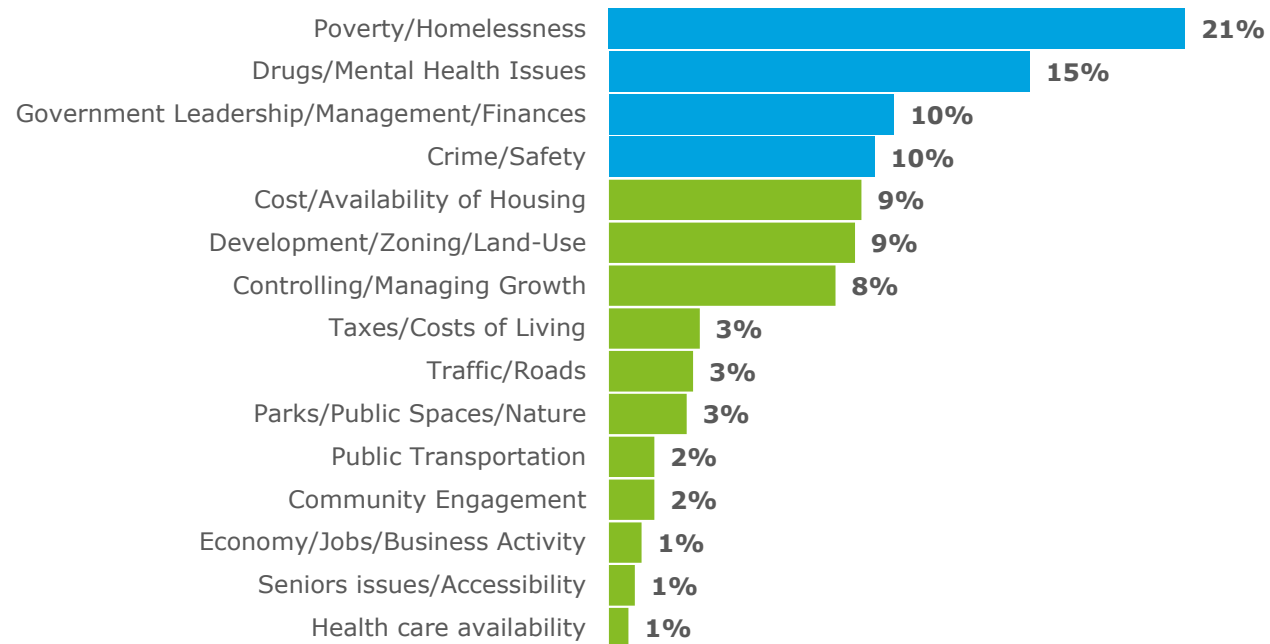
Thinking about the quality of life in Cambridge over the past two years, what, if anything has gotten better?

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



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

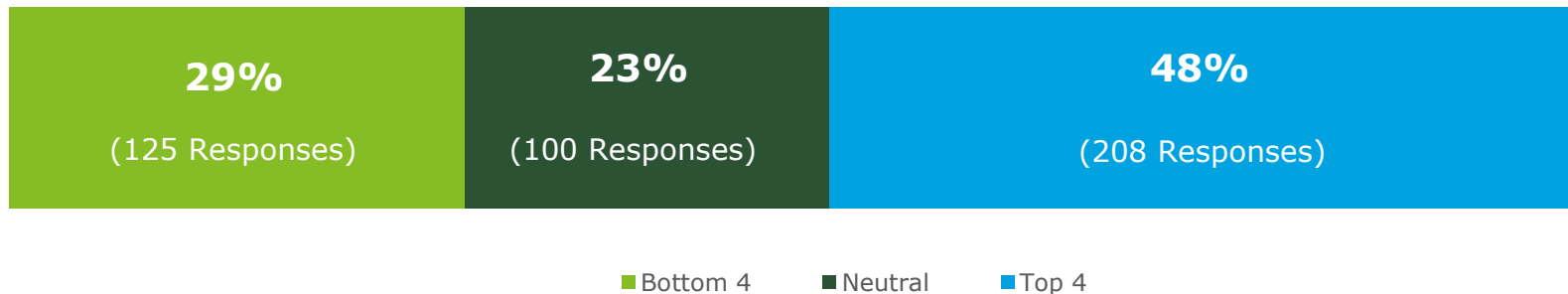
When asked to narrow down to a single challenge, respondents noted they felt the City of Cambridge's most important issue was:



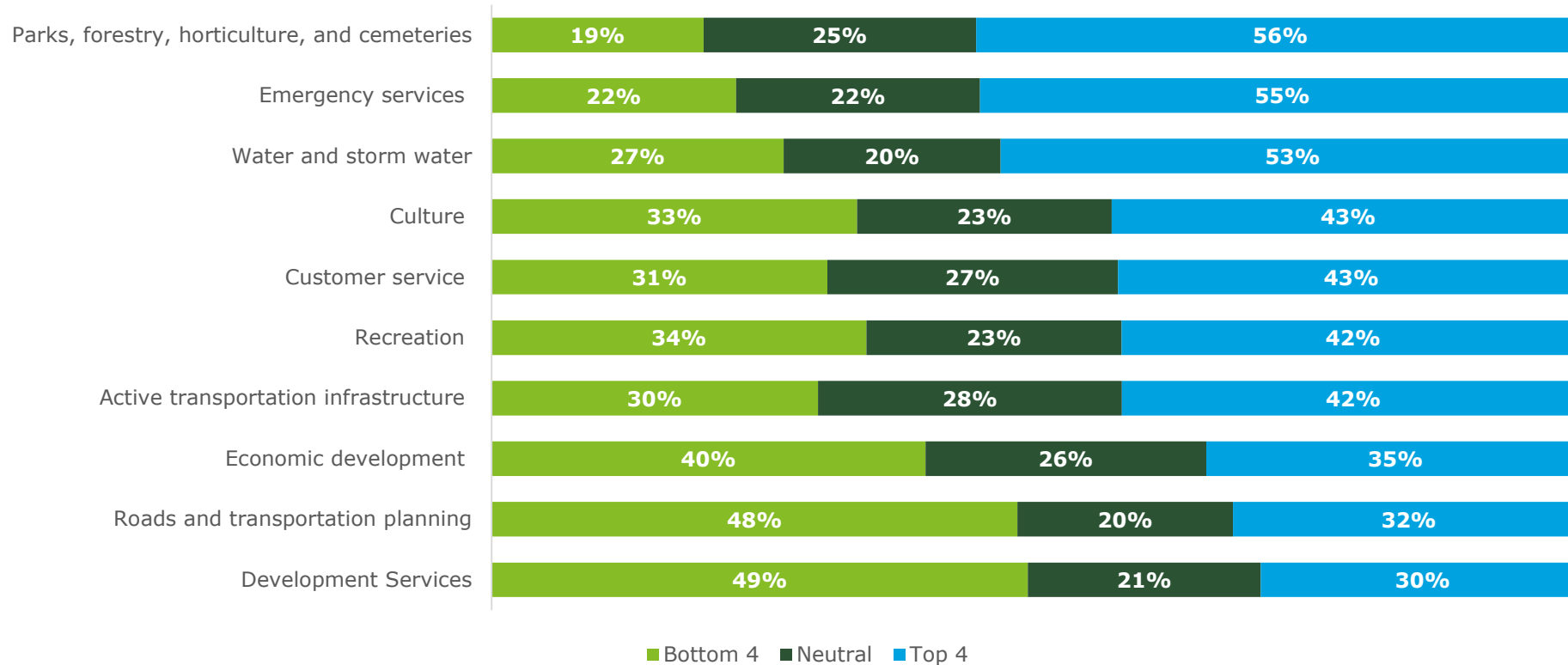
In your opinion, what, if anything, is the single most important issue facing the City of Cambridge today?

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?



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.



City services were divided into four categories based on their relative priority rank.

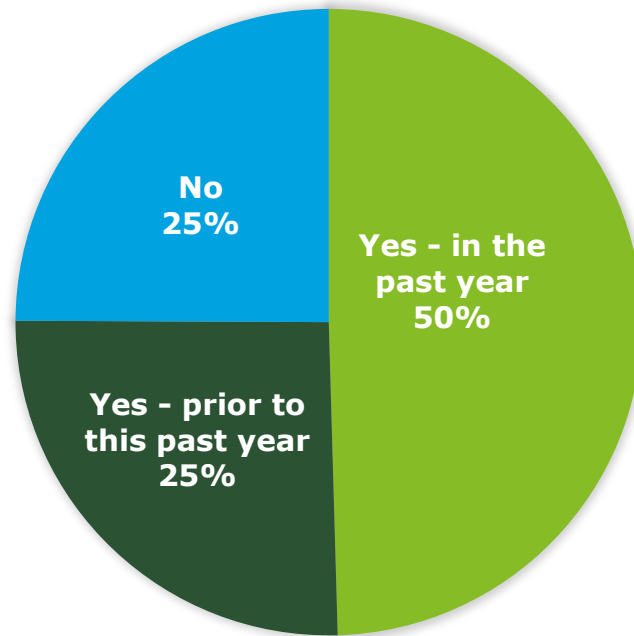


Using the derived importance from resident satisfaction, the Top 3 items in terms of importance to residents are **Development Services, Customer Service, and Roads and Transportation.**

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

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.

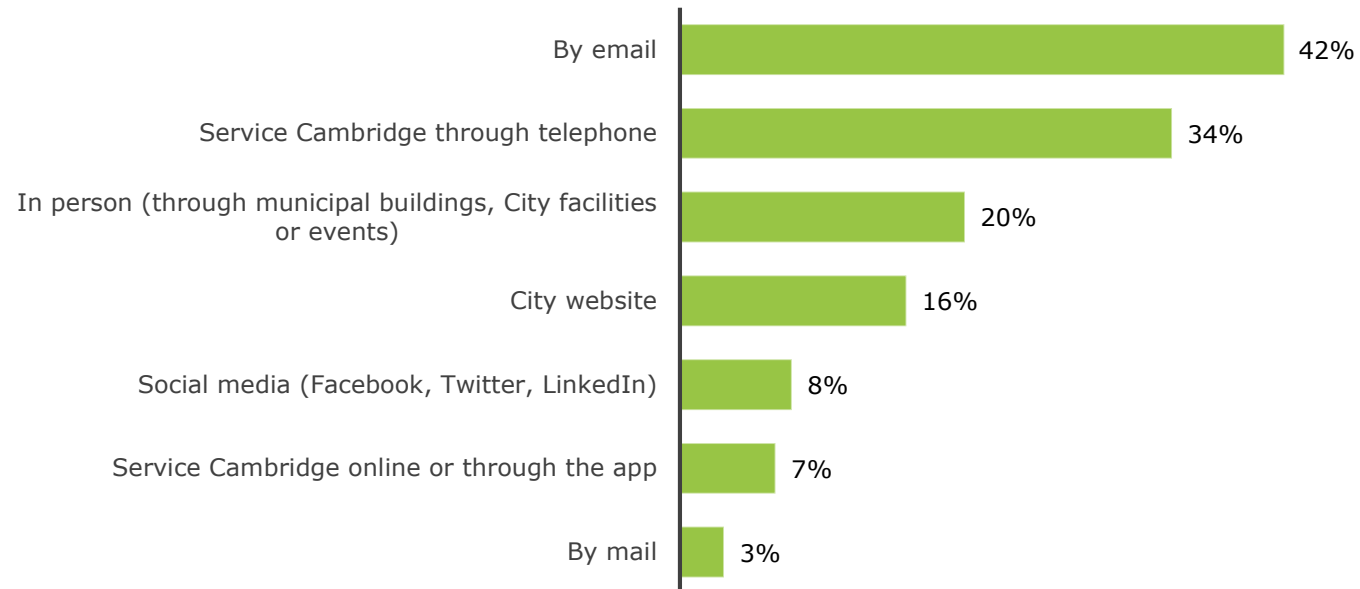
Have you ever contacted the City of Cambridge?



**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.*

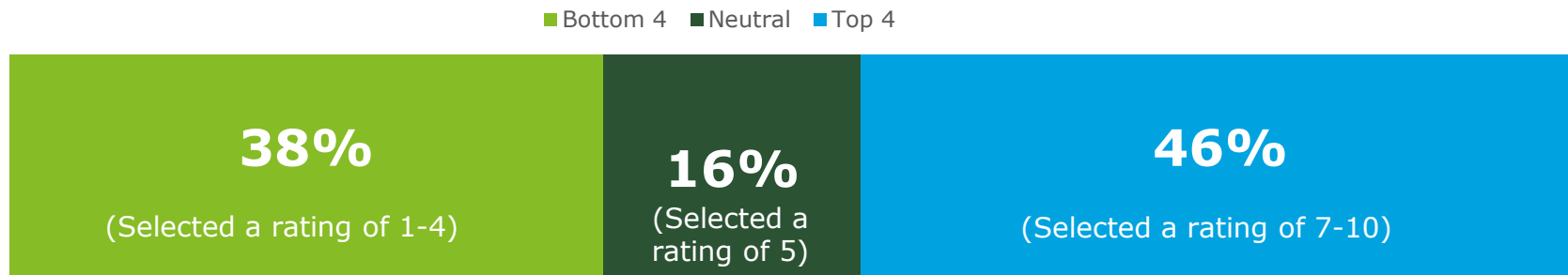
If participants indicated they had contacted the City of Cambridge, these were the methods and **communications channels residents used. The majority engaged with the City **directly by email**.**

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



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.**



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

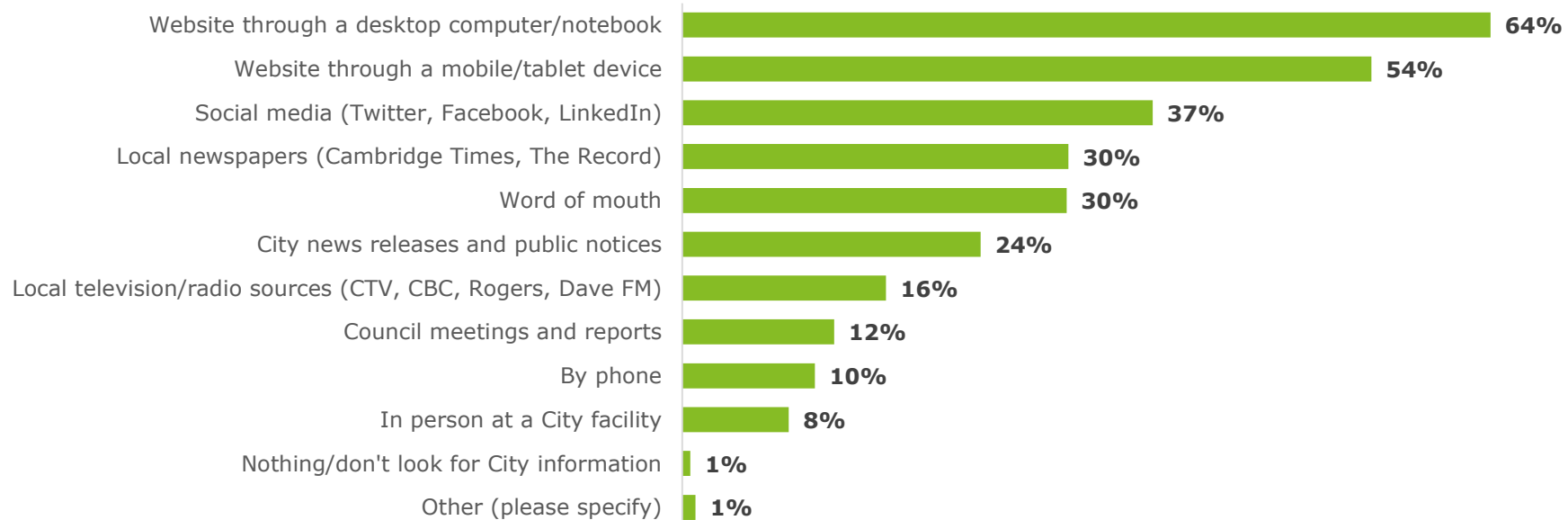
Time Trend:
28% strongly or somewhat disagreed that they were satisfied with the levels of customer service received **in 2020.**

Time Trend:
In 2020, 17% were neutral

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

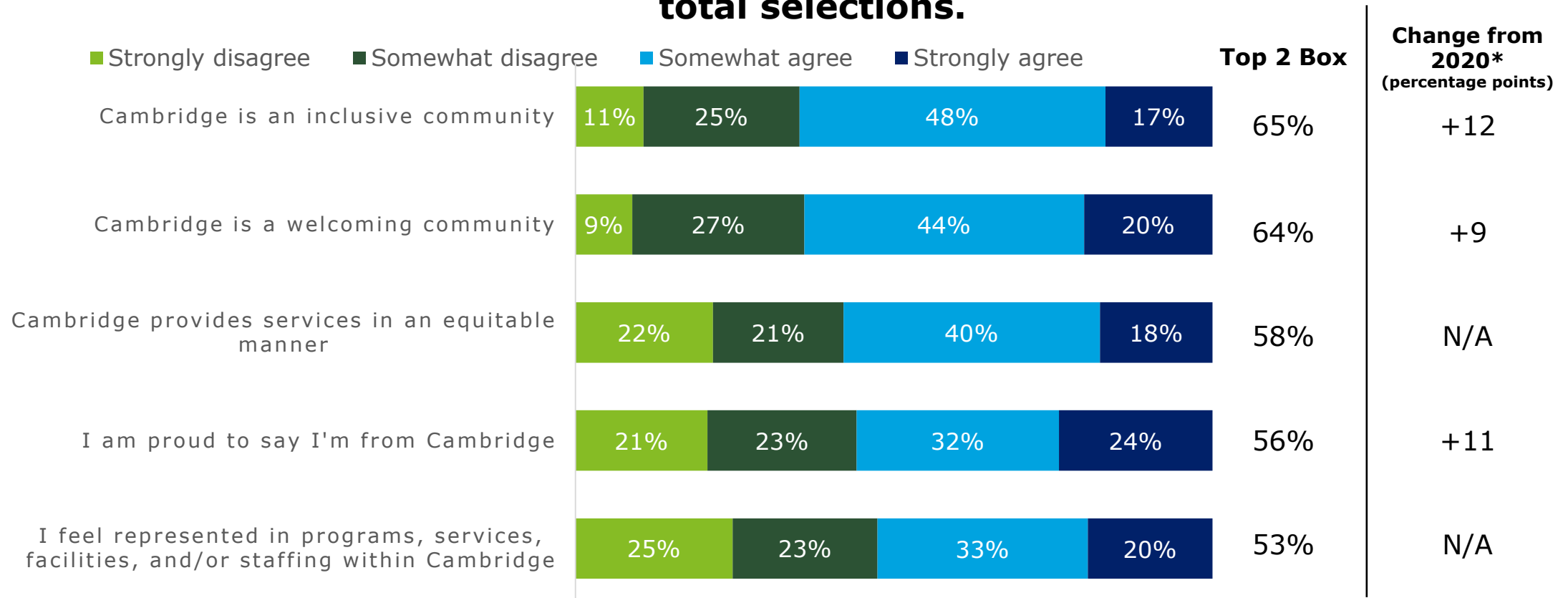
When residents search for information about the City of Cambridge, the primary source they go to is the **City of Cambridge website on a computer or mobile device.**

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.**

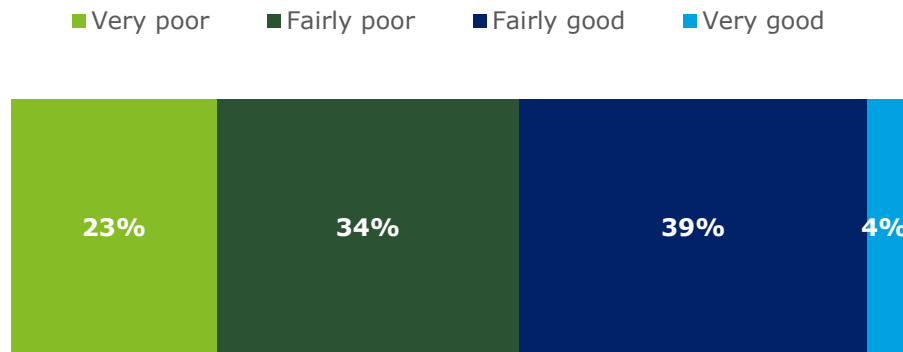


*** Other responses included: *Speaking with City Councilors directly, Cambridge email newsletters, blue pages in phone book, subscribe to meeting notices.*

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.



57 % of respondents selected a negative answer when asked about their perception of value for their tax dollars.



Thinking about the programs and services provided by the City of Cambridge, would you say you receive **good value or poor value** for you tax dollars?

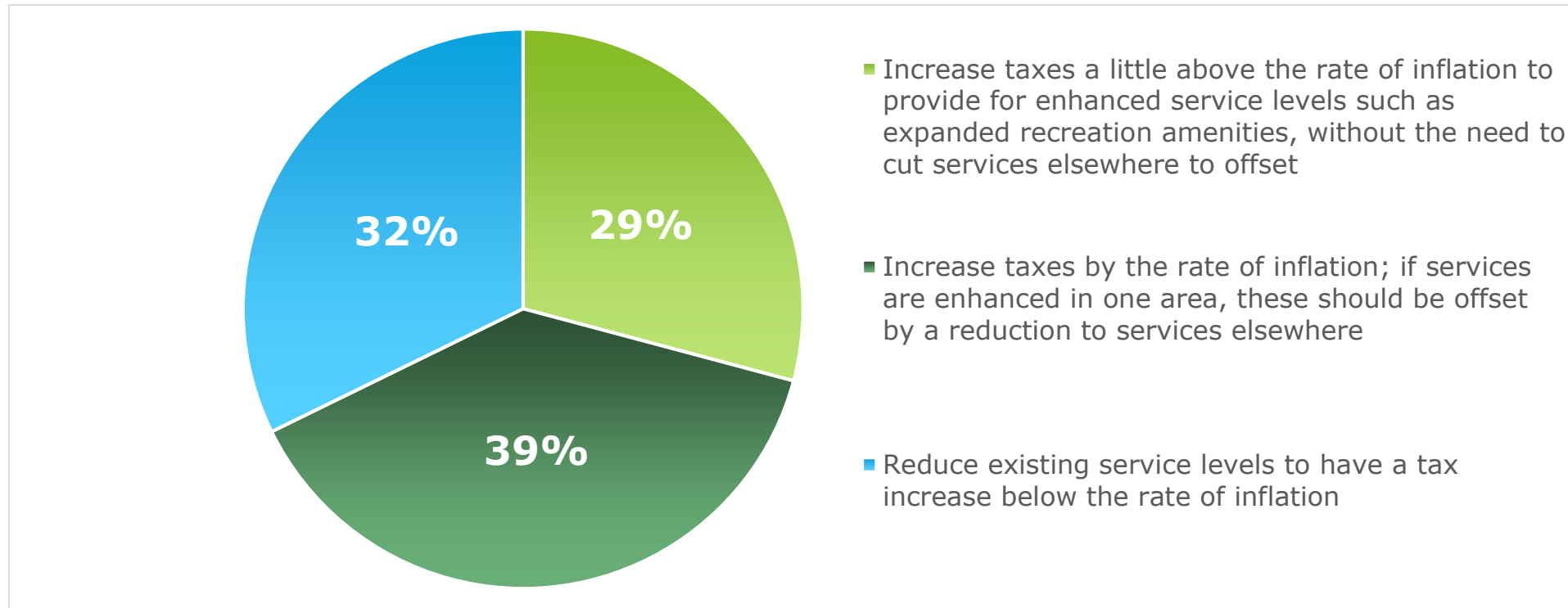
When residents were describe why they chose the value selection preference on the previous question, they used the following descriptions:

Reasons for good value	Reasons for poor value
Amount/value of services/programs provided	Roads Conditions/Traffic
Compared to other places	Amount spent on Drugs/Homelessness/Poverty*
Roads/Traffic	Crime/Safety in City
Overall Direction of City	Aesthetics/Upkeep of City

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?

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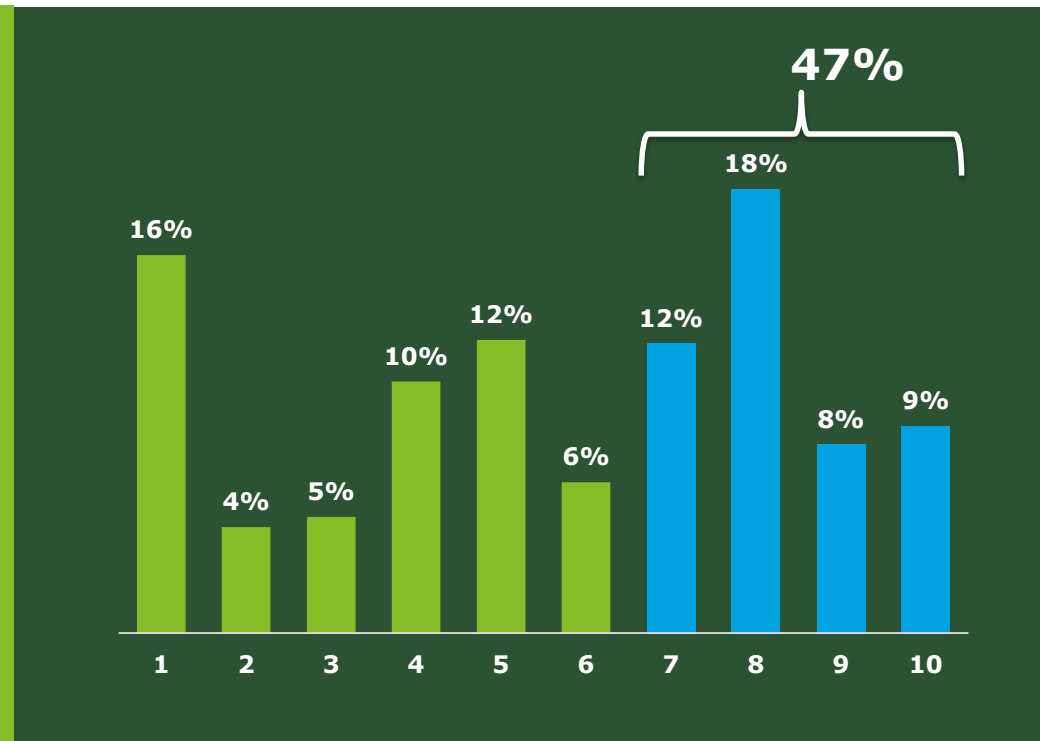
The City of Cambridge has three main goals guiding their 2020-2023 Strategic Plan.

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.

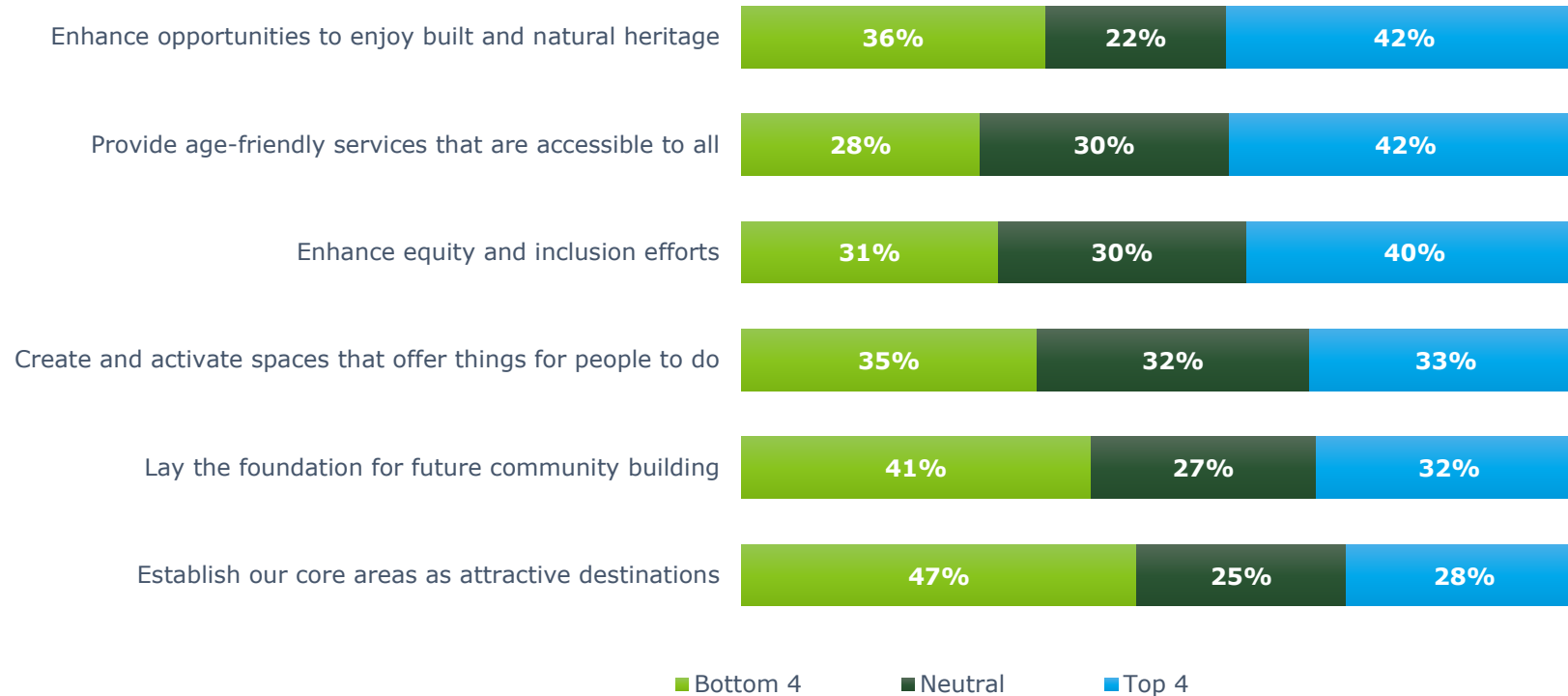


47% of participants selected a ranking of 7 or higher (Top 4)

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

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".



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.**

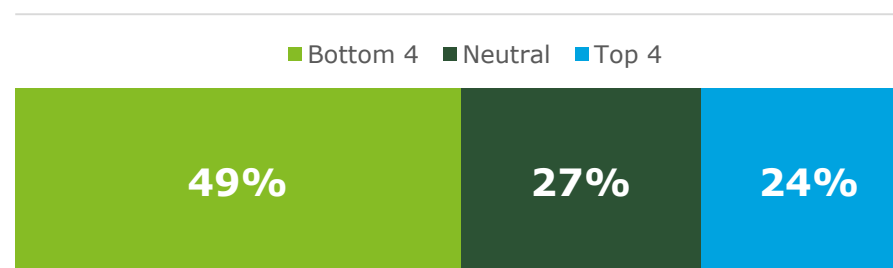
Action	Importance	Performance	Priority Rank
Establish our core areas as attractive destinations	9.4	28%	1
Lay the foundation for future community building	7.4	32%	2
Create and activate spaces that offer things for people to do	6.6	33%	3
Enhance opportunities to enjoy built and natural heritage	5.7	42%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

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

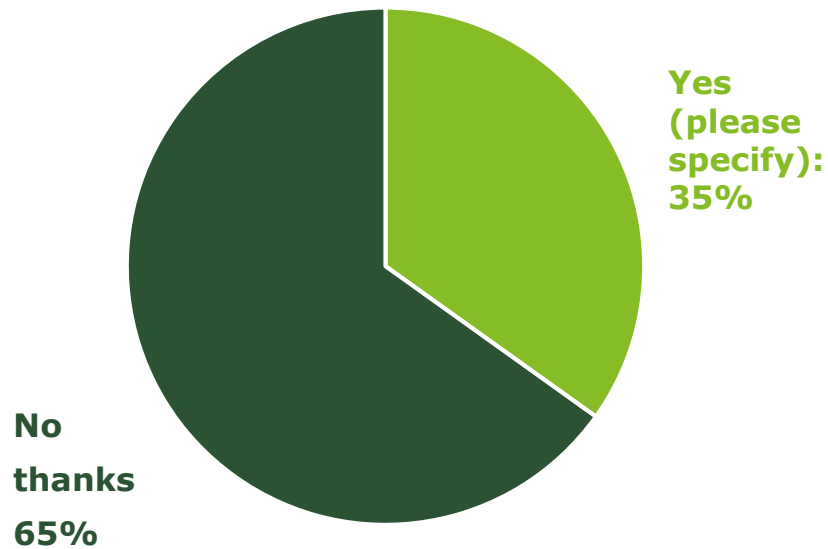
1. Enable small business to succeed
2. Increase housing options
3. Encourage safe and healthy neighbourhoods
4. Improve access to social supports
5. Take action to combat climate change
6. Prepare for emergency prevention and recovery
7. Promote and develop more transportation options

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



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

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?

"It's great to have a strategic plan but if nothing changes nothing will get better."

"I think these are all great goals but I am unsure of the city's progress."

Positive Responses

"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.."

Negative Responses

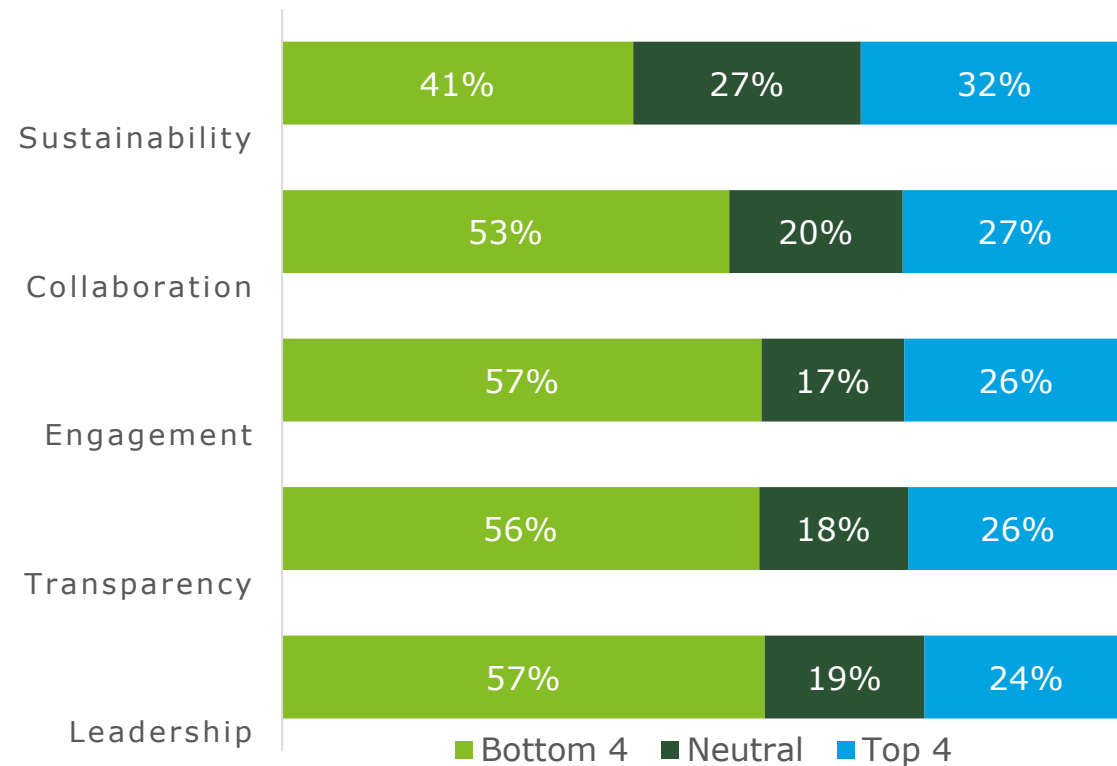
A sample of a few of the comments at each end of the satisfaction scale (extremely dissatisfied and extremely satisfied)

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

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

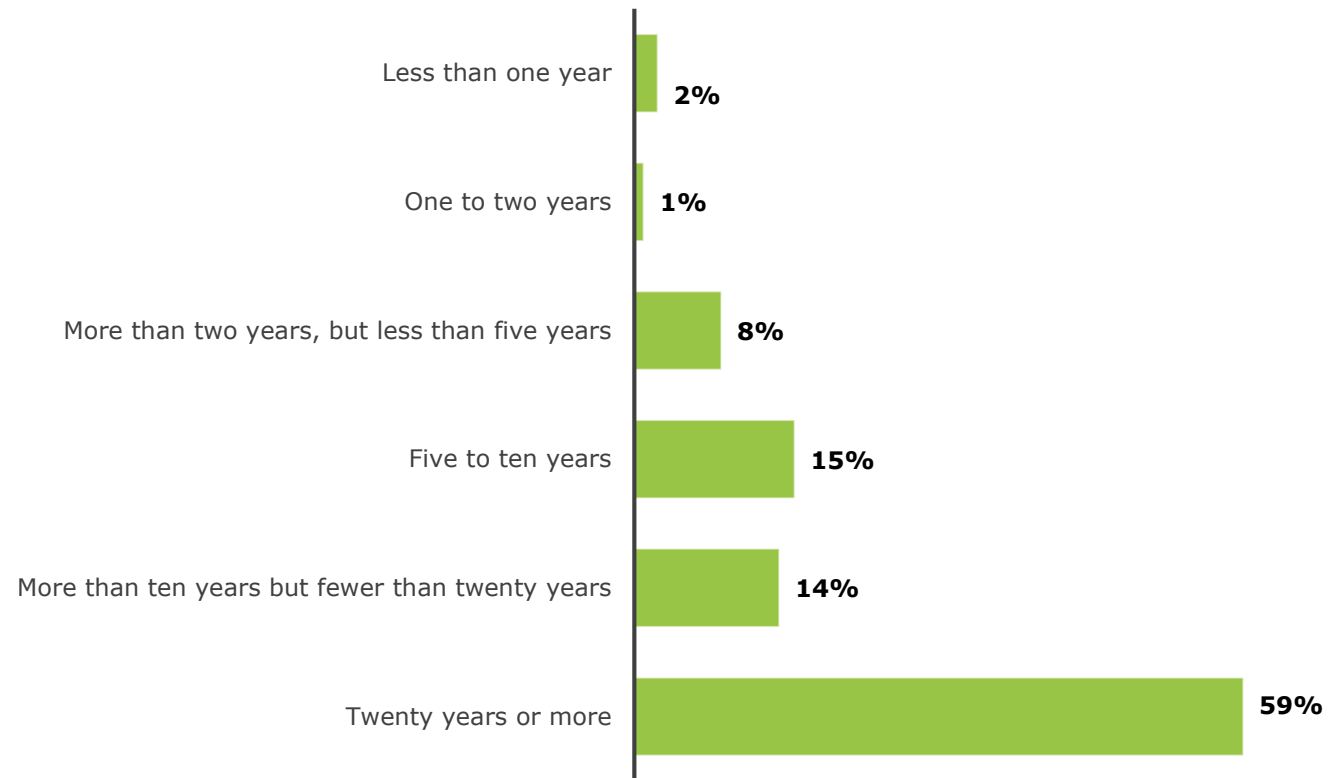


Online respondents indicated from their perspective that the #1 most important and priority value is **leadership**, and their #2 priority ranking is **engagement**.

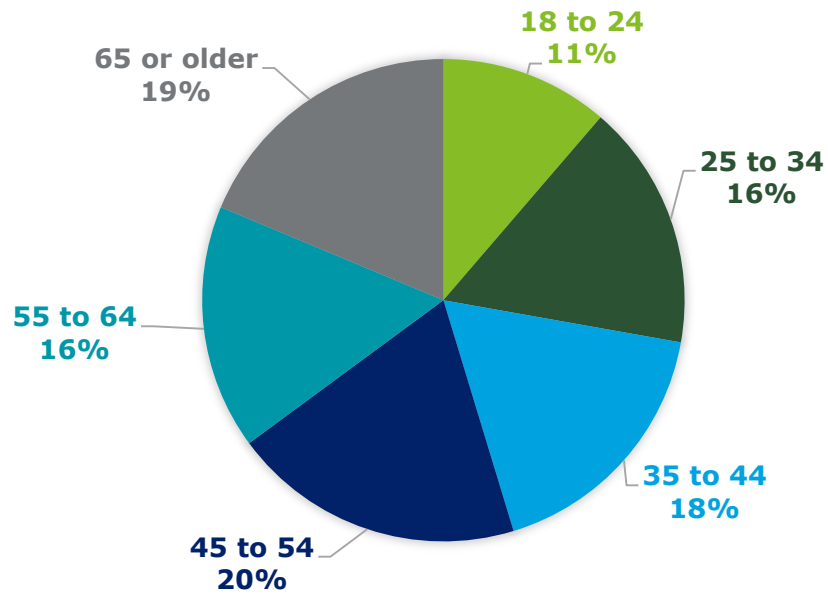
Value Statement	Importance	Performance	Priority Rank
Leadership	9.4	24%	1
Engagement	8.1	26%	2
Transparency	7.8	26%	3
Collaboration	7.7	27%	4
Sustainability	8.9	32%	5

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

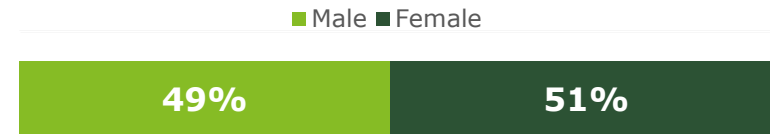
How many years have you lived in the City of Cambridge? (approximately)



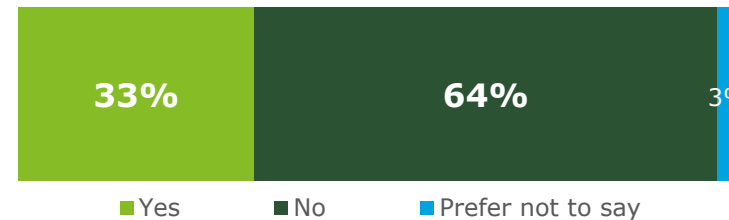
How old are you?



How would you describe your gender identity

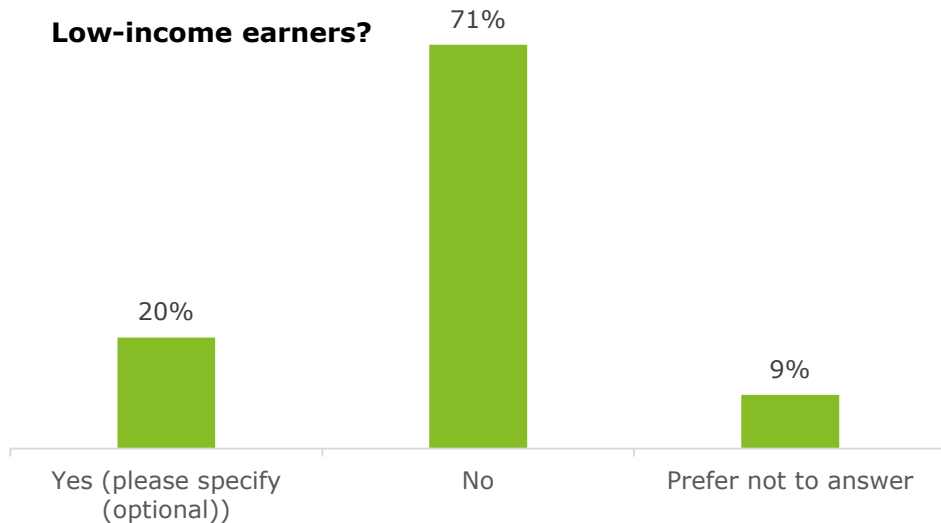


Do you have any children under the age of 18 living in your household?



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?



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

Thank You!

Contact Details

Chris Bandak, Managing Director, Economic Advisory Practice Deloitte

cbandak@deloitte.ca

Simon Webb, Senior/Associate, Economic Advisory Practice Deloitte

swebb@deloitte.ca

Alanna Davidson, Analyst, Economic Advisory Practice Deloitte

aladavidson@deloitte.ca