



Staff Report

To: Mayor and Members of Council Meeting of April 3, 2023

From: Brooke Lambert, Chief Administrative Officer

Subject: Report CAO 2023-004 Strategic Plan Update (Phase 1) and Community Satisfaction Survey Findings

RECOMMENDATION

THAT Council of the Township of Wellington North receive Report CAO 2023-004 for information;

AND THAT Council receive the results of the 2023 Community Satisfaction Survey for information;

AND FURTHER THAT Council approve the next steps in the Strategic Planning process including:

- Holding a Council Workshop on April 11 from 3- 5 pm;
- Initiating broader staff consultation; and
- Developing the community consultation plan.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

- February 6, 2023 Report CAO 2023-002 2022 Year in Review
- December 19, 2022 Report CAO 2022-009 Proposed Strategic Planning Process (2022-2026)
- August 12, 2019 Report CAO 2019-005 being an update report on Councils Strategic Priorities
- May 27, 2019 CAO 2019-003 being a report on Council Strategic Priorities: 2018-2022 and recommended actions outlined
- January 8, 2018 Report CAO 2018-002 being a report on the Strategic Plan 2018

BACKGROUND

In December 2022, Council approved the 2022-2026 Strategic Planning process, including the development of the first ever Community Satisfaction Survey.

In February and March 2023, Deloitte Consulting conducted a statistically significant phone survey (100 respondents) across the Township to gather insights on satisfaction levels for

township services as well as understanding what some of the key community priorities are moving forward. The results of this survey can be found in Attachment 1.

Overall, the results of the phone survey indicated that residents are generally very satisfied with both quality of life in Wellington North as well as the services provided by Township. The results are summarized as follows:

- The vast majority of residents (97%) were satisfied with the quality of life in the Township of Wellington North.
- 96% of residents were satisfied with the overall services provided by the Township. Residents were most satisfied with fire services (100%), cemeteries (99%), licensing (97%), and elections management (96%).
- Using Deloitte's proprietary derived importance methodology, it was found that road & sidewalk maintenance, outdoor pools and splashpads, land use planning, and bylaw enforcement were top priorities for respondents.
- 89% of residents felt that they receive good value for their tax dollars with the programs and services provided by the Township.
- 81% of respondents agreed that Wellington North provides sufficient opportunities and information to allow them to participate and engage with the Township.

At the same time, all community residents were encouraged to participate by answering the same survey offered online through our website. 260 responses were received through this method and the results can be found in Attachment 2.

These results provide a valuable compliment to the phone survey. In general, while satisfaction levels were somewhat lower, similar priorities and trends in service satisfaction as well as priority areas for improvement were observed. Overall, the findings indicated:

- The majority of respondents (82%) were satisfied with the overall quality of life in the Township of Wellington North.
- 82% of respondents were satisfied with the services provided by the Township. Respondents were most satisfied with fire services (94%), cemeteries (88%), and street lighting (87%).
- When asked about preferred methods of communicating and engaging with the Township, respondents most commonly reported online surveys (57%), social media (44%), and email (39%).
- Respondents frequently mentioned social media posts and email as their preferred methods of receiving information from the Township of Wellington North.

Insights from the Community Satisfaction Survey

The Community Satisfaction Survey is a valuable tool that will provide insights into various Township discussions, including the strategic plan. For example, several priority areas have begun to emerge that will help the township focus future discussions with all its stakeholders. These include:

- Recreation facilities, activities, and events
-

-
- Road maintenance and repair
 - Community safety (Policy, By-law)
 - Improved communications
 - Growth management and affordable housing

While it forms a basis for further discussion around priorities and direction, it can also provide information around where the Township can improve core services to help better serve the community and meet its needs. Understanding where we are starting from and how our efforts impact the community is also a critical part of measuring the effectiveness of the Township's efforts.

Senior Management has been provided with these results and different service areas will receive the detailed comments that will help provide additional context to the results. It is anticipated that staff can continue to improve the services we deliver using this information as a basis for what is working well and what can be made even better.

Strategic Plan – Phase 1 Update

As part of the workplan for the strategic plan, staff have completed an environmental scan of relevant background materials that will help form the next steps in the process.

Further, the Project Team (staff focused) and Steering Committee (management focused) have been established. In addition, the Project Team retained the consulting firm DOABLE to assist with the subsequent phase of the strategic planning process.

Phase 2 – Updated Workplan

Phase 2 of the strategic planning process is focused on bringing different stakeholders into the process and developing a strategic direction for the township. It will involve:

- Conducting a workshop with Council to understand community priorities and insights on what Council would like to achieve going forward;
- Initiating staff consultation, including surveys and interviews that will address staff's perspective on key community issues, ability to deliver and continuously improve core services, and corporate values; and
- Developing a more detailed public consultation plan that will allow for targeted stakeholder discussions followed by community review of the emerging strategic plan.

Based on this workplan, the strategic planning process is expected to be completed in early Fall 2023. At this time, final recommendations will be brought to Council for decision.

For more information on the workplan, please see Attachment 3.

FINANCIAL CONSIDERATIONS

In December 2022 \$40,000 was approved for the Strategic Planning process and has been identified in the 2023 Budget. This includes funding for the Community Satisfaction Survey as well as additional funds for consulting services.

ATTACHMENTS

Attachment 1 – Community Satisfaction Phone Survey Results
Attachment 2 – Community Satisfaction Online Survey Results
Attachment 3 – TWN Strategic Plan, Revised Workplan

STRATEGIC PLAN 2019 - 2022

Do the report's recommendations align with our Strategic Areas of Focus?

☒ Yes

☐ No

☐ N/A

Which priority does this report support?

☒ Modernization and Efficiency

☒ Partnerships

☒ Municipal Infrastructure

☒ Alignment and Integration

Prepared By:	Brooke Lambert, Chief Administrative Officer	<i>Brooke Lambert</i>
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Recommended By:	Brooke Lambert, Chief Administrative Officer	<i>Brooke Lambert</i>
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Township of Wellington North **Community Satisfaction Survey**

March 2023



The purpose of the 2023 Wellington North Community Satisfaction Survey was to:

- Objectively measure satisfaction with municipal services and prioritize issues.
- Continuously improve municipal service delivery and inform service program design and delivery.
- Guide future actions and decisions of the Township of Wellington North.
- Enhance budgetary planning and decision processes integrating residents' priorities regarding municipal services.
- Undertake a statistically representative data collection method to obtain accurate relevant feedback from residents.

The survey used the following data collection methods:

- Residents aged 18 and older were randomly-selected from the City's population using a mix of landlines and cell phone numbers. This scientific methodology resulted in 100 completed surveys, which results in a margin of error for the study of +/-9.8% at a 95% confidence level.
- An open link survey was also distributed through the Township to residents, which resulted in 260 completes. These results are shown in a separate report.
- Results were weighted to the exact proportions of the population by age and gender (Census 2021 Statistics Canada)

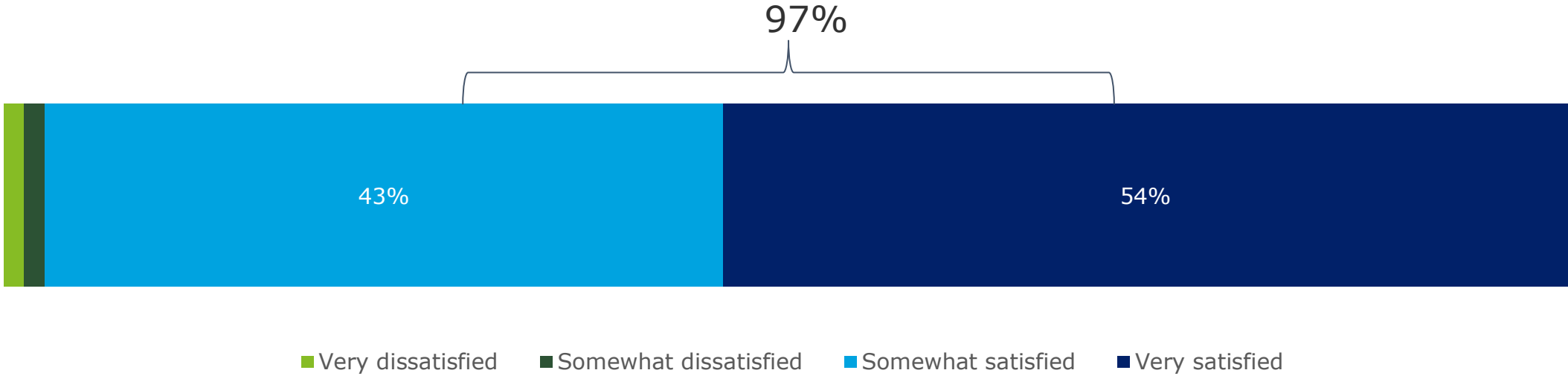
Key Findings from the Market Research Data:

- The vast majority of residents (97%) were satisfied with the quality of life in the Township of Wellington North.
- 96% of residents were satisfied with the overall services provided by the Township. Residents were most satisfied with fire services (100%), cemeteries (99%), licensing (97%), and elections management (96%).
- Using Deloitte's proprietary derived importance methodology, it was found that road & sidewalk maintenance, outdoor pools and splashpads, land use planning, and bylaw enforcement were top priorities for respondents.
- 89% of residents felt that they receive good value for their tax dollars with the programs and services provided by the Township.
- 81% of respondents agreed that Wellington North provides sufficient opportunities and information to allow them to participate and engage with the Township.



Detailed Findings from Market Research Data

The overwhelming majority of residents (97%) were satisfied with the quality of life in the Township of Wellington North.



Overall, how satisfied are you with the quality of life in the Township of Wellington North? Would you say you are...

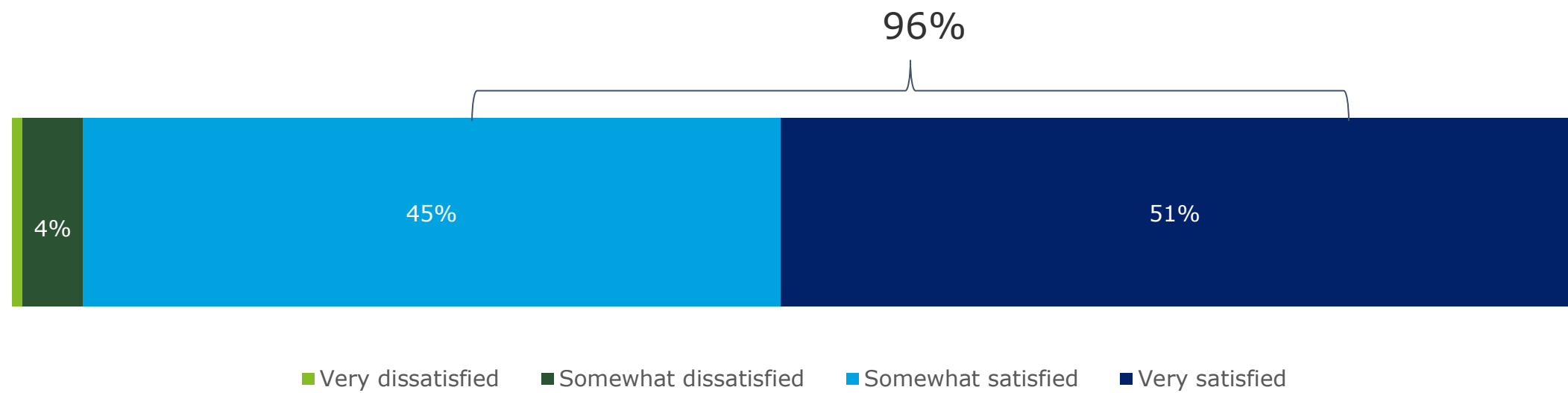
Respondents were shown/read the following information about services in the Township:

For your information, the Township of Wellington North delivers 7 programs with over 25 services. The programs include:

- *Environmental Protection (such as Water Distribution and Wastewater Collection)*
- *Corporate Services (such as HR, Financial Management, and IT)*
- *Transportation (such as Roads, Sidewalks, and Street Lighting)*
- *Development (such as Planning and Permits)*
- *Public Safety (such as By-law Enforcement and Inspections)*
- *Community Services (such as Recreation Facilities and Parks)*
- *Governance and Civic Engagement (such as Council, Engagement and Decision Making)*

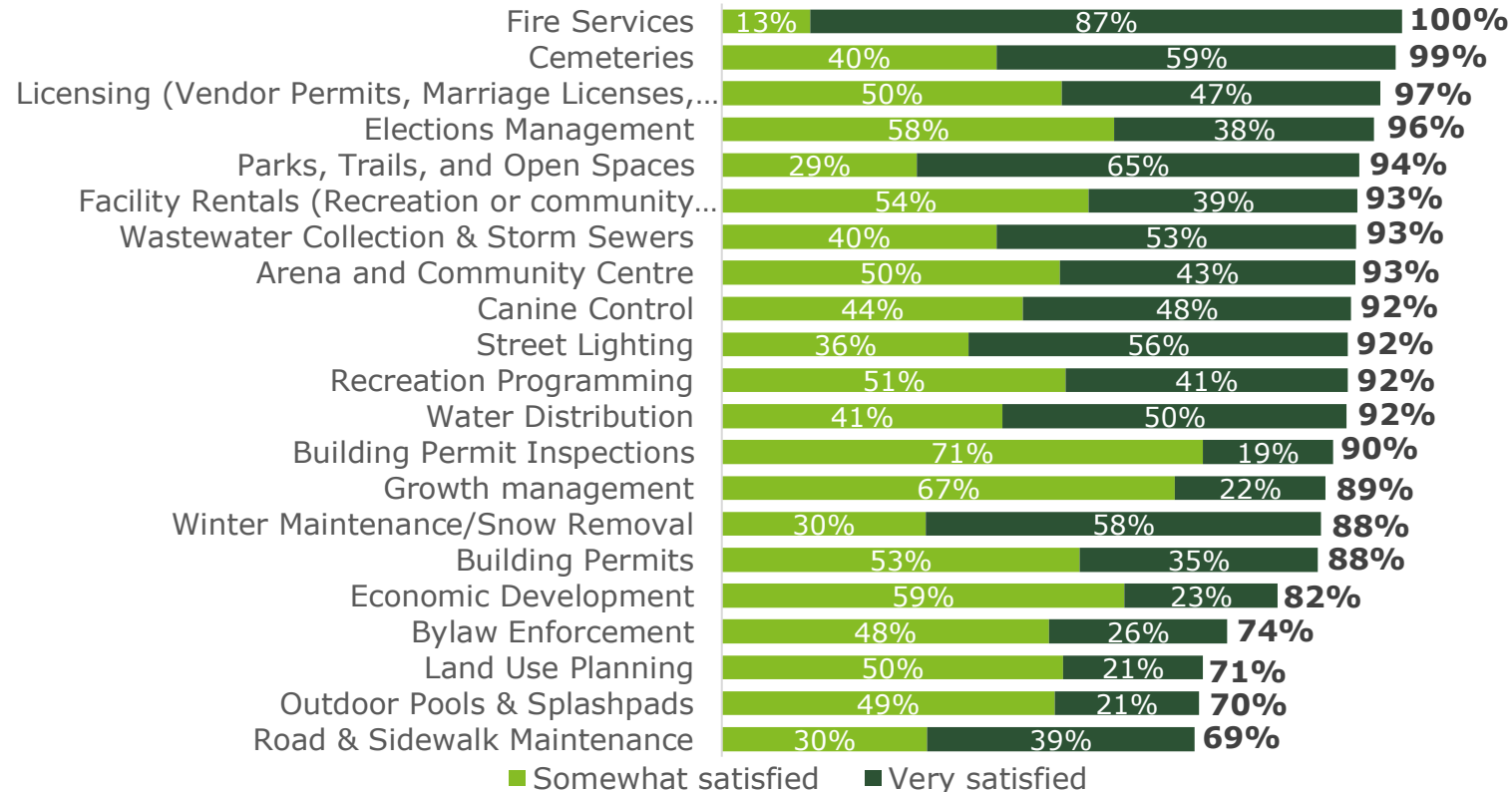
Some services within Wellington North are provided by the County of Wellington and not by the Township, such as emergency management, garbage/recycling, the library, long term care, and the museum/archives.

96% of residents were somewhat satisfied to very satisfied with the services provided by the Township of Wellington North.



Overall, how satisfied are you with the services provided by the Township of Wellington North? Are you...

The vast majority of residents were satisfied with fire services (100%), cemeteries (99%), licensing (97%), and elections management (96%).



**We would like to get your opinion on various services provide by the Township of Wellington North municipal government.
Please rate your level of satisfaction with each of these services.**



Derived Importance

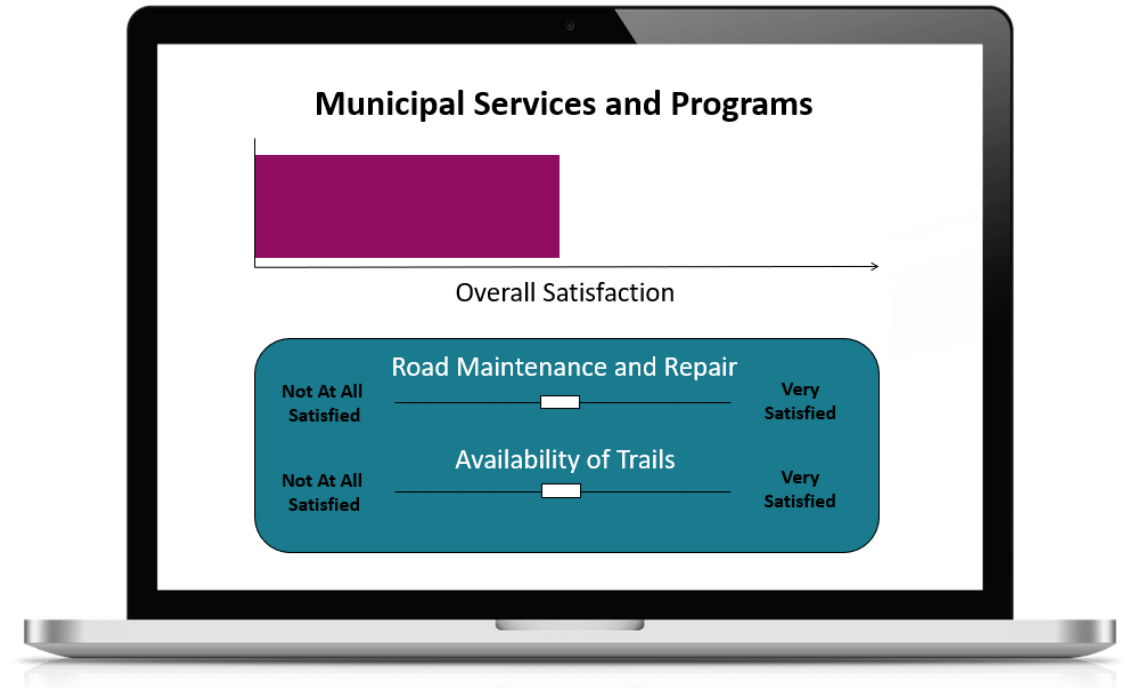
- A statistical calculation of importance
- Far more accurate relative to asking importance
- Calculates the correlation coefficient of municipal services with the KPI
- Services with a high derived importance will have the greatest impact on the KPI



Priority Matrix

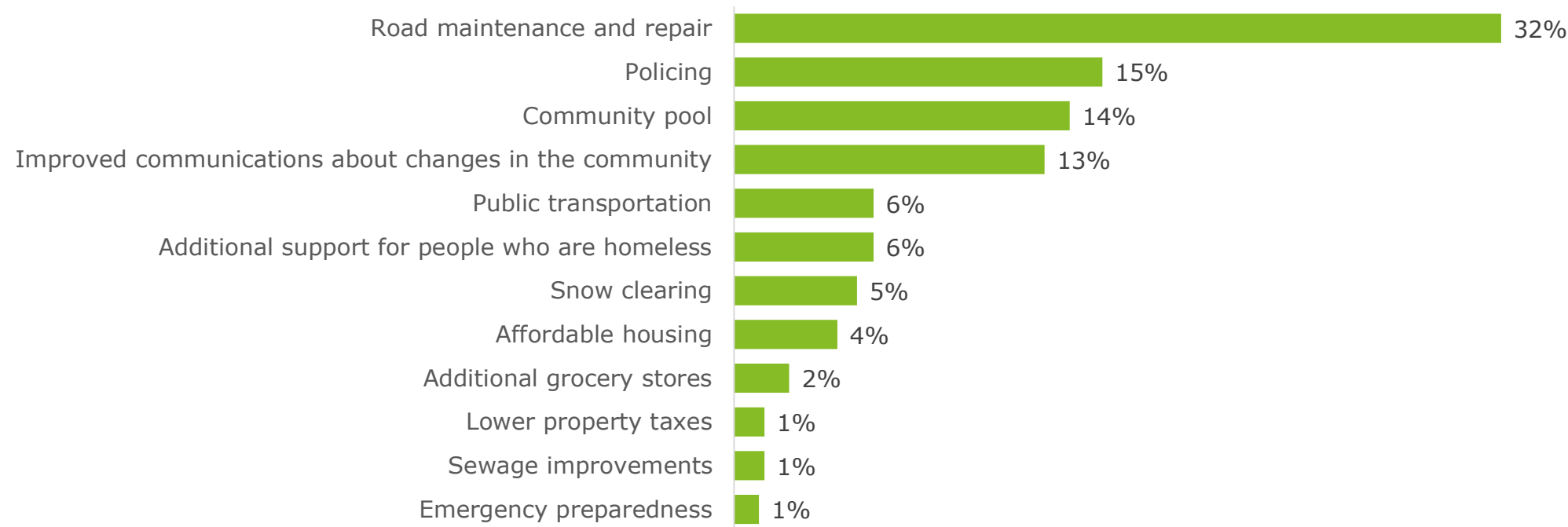
- A list of municipal services to focus efforts
- Each priority is calculated using the level of satisfaction and the importance of each service (Derived Importance)
- Services with lower satisfaction scores and higher importance become the top priorities
- Making improvements to the top priorities will have the greatest impact on improving the overall KPI

Example:



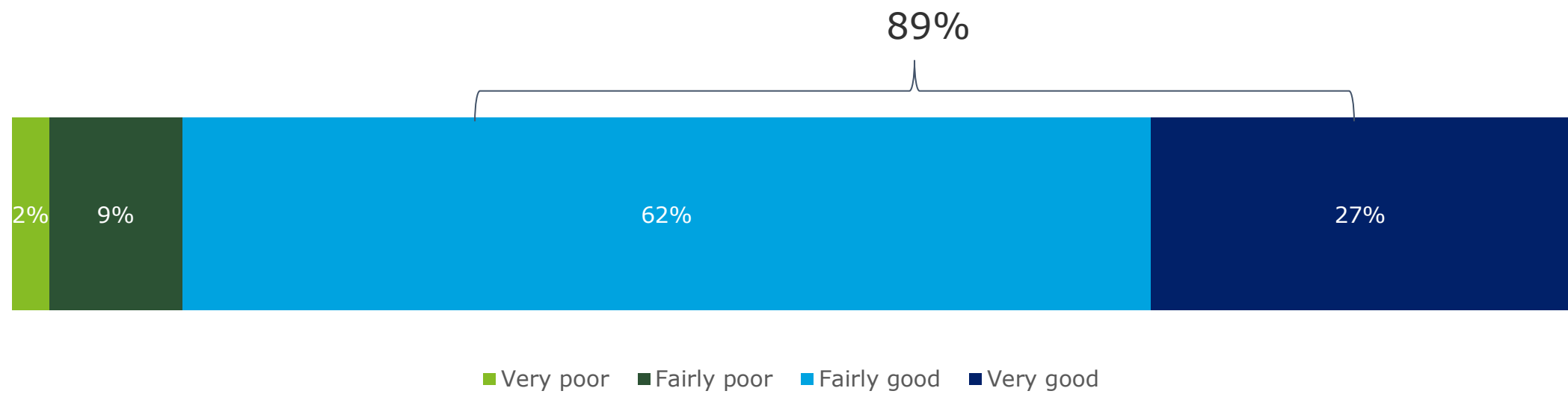
Factor	Performance	Importance	Priority Rank
Road & Sidewalk Maintenance	69%	6.7	1
Outdoor Pools & Splashpads	70%	5.5	2
Land Use Planning	71%	5.2	3
Bylaw Enforcement	74%	5.5	4
Economic Development	82%	4.9	5
Growth management	89%	5.5	6
Winter Maintenance/Snow Removal	88%	5.2	7
Parks, Trails, and Open Spaces	94%	9.4	8
Building Permits	88%	4.6	9
Recreation Programming	92%	6.4	10
Water Distribution	92%	5.8	11
Building Permit Inspections	90%	4.6	12
Wastewater Collection & Storm Sewers	93%	6.1	13
Canine Control	92%	5.5	14
Facility Rentals (Recreation or community facilities)	93%	5.8	15
Arena and Community Centre	93%	5.5	16
Street Lighting	92%	4.6	17
Elections Management	96%	5.2	18
Licensing (Vendor Permits, Marriage Licenses, Lottery Licenses)	97%	4.6	19
Cemeteries	99%	6.1	20
Fire Services	100%	4.0	21

Residents most commonly mentioned road maintenance and repair (32%) as a priority to improve the quality of municipal services.



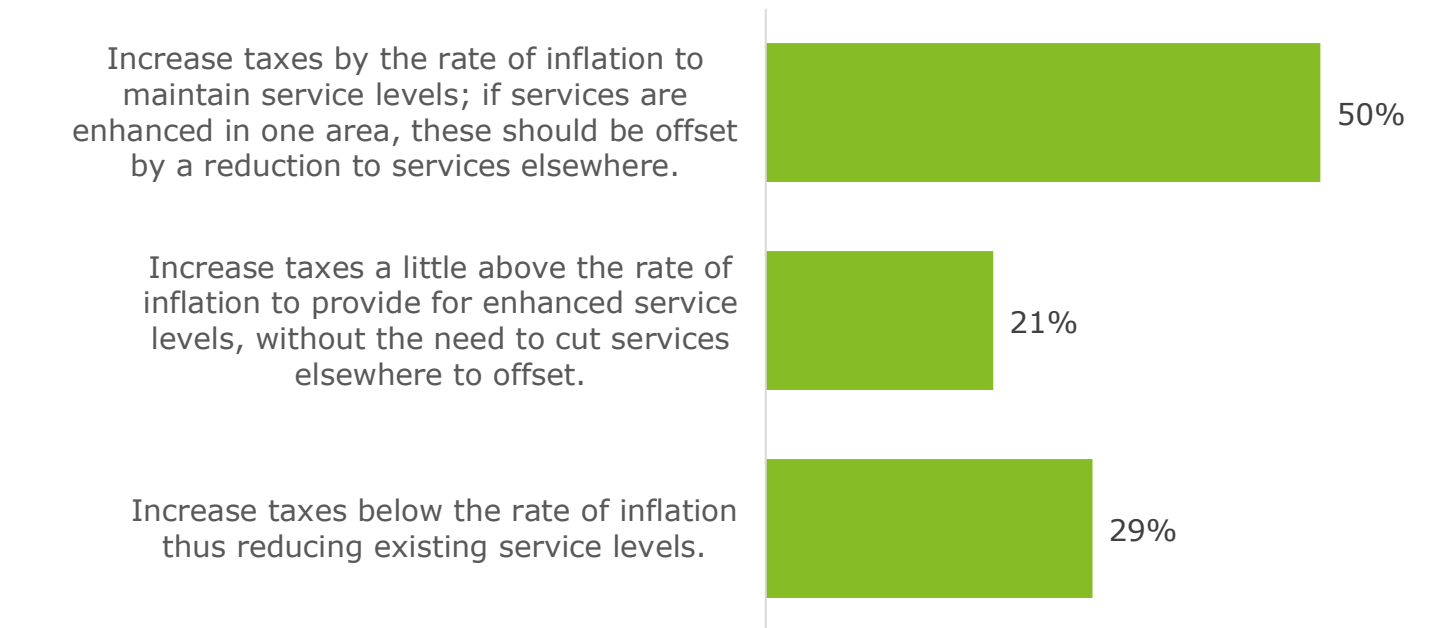
As a resident of Wellington North, what is the one issue you feel should be prioritized to improve the quality of municipal services?

The majority of residents (89%) felt that they receive good value for their tax dollars with the programs and services provided by the Township.



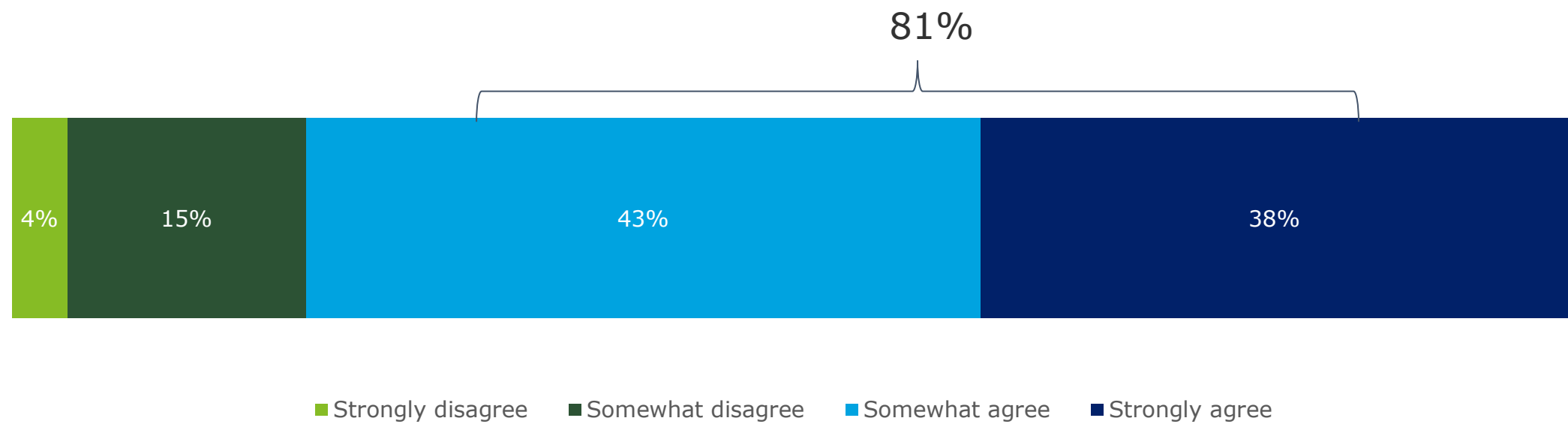
Thinking about the programs and services provided by the Township, how would you rate the value you receive for your tax dollars? Is it...?

50% of respondents reported a preference for increasing taxes by the rate of inflation as the preferred method for the Township to balance increasing costs. 71% of respondents would be in favour of at least a small tax increase.



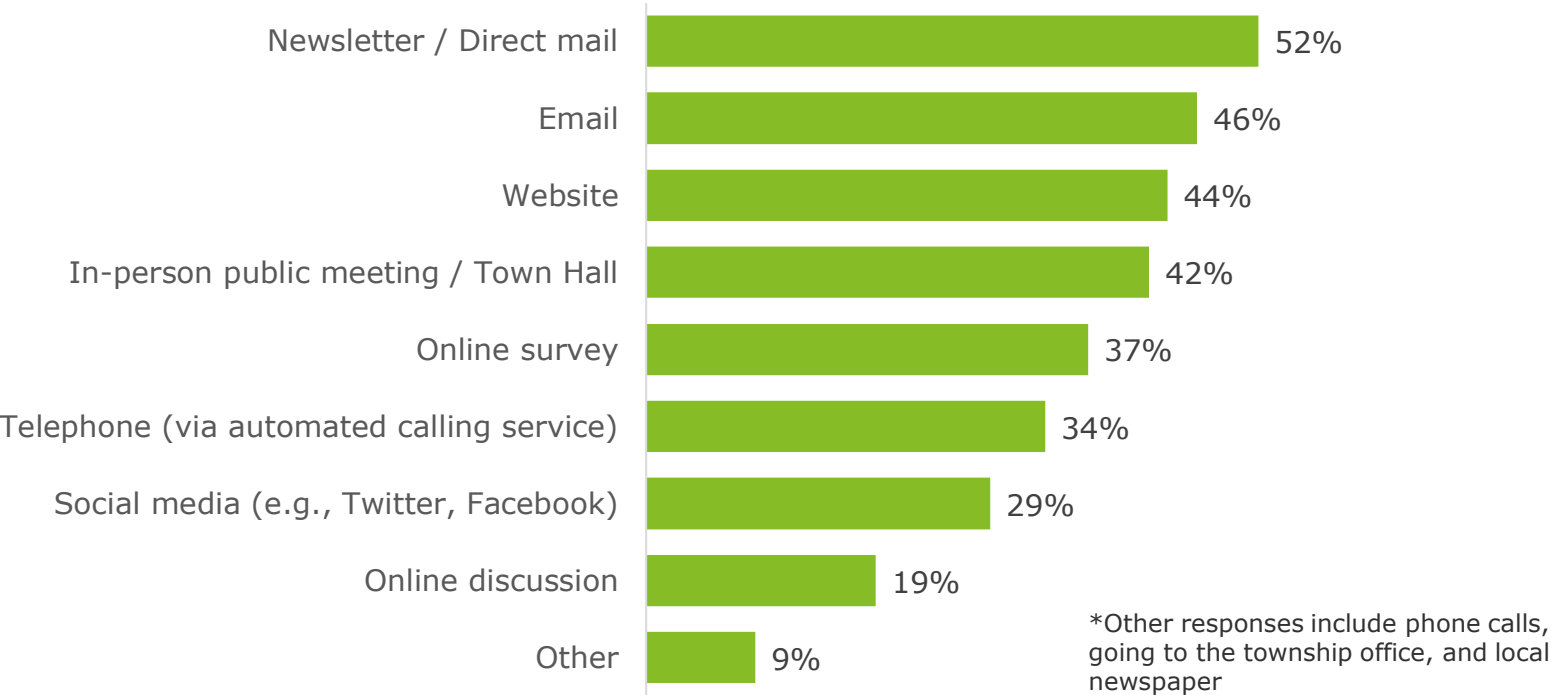
Local governments must balance the cost of delivering services with taxation, and the cost of providing services continue to rise as a result of inflation. Additionally, adding or enhancing services further adds to costs. Which of the following options would you most prefer for Wellington North to balance increasing costs?

Most residents agreed (81%) that Wellington North provides sufficient opportunities and information for meaningful participation and engagement with the Township.



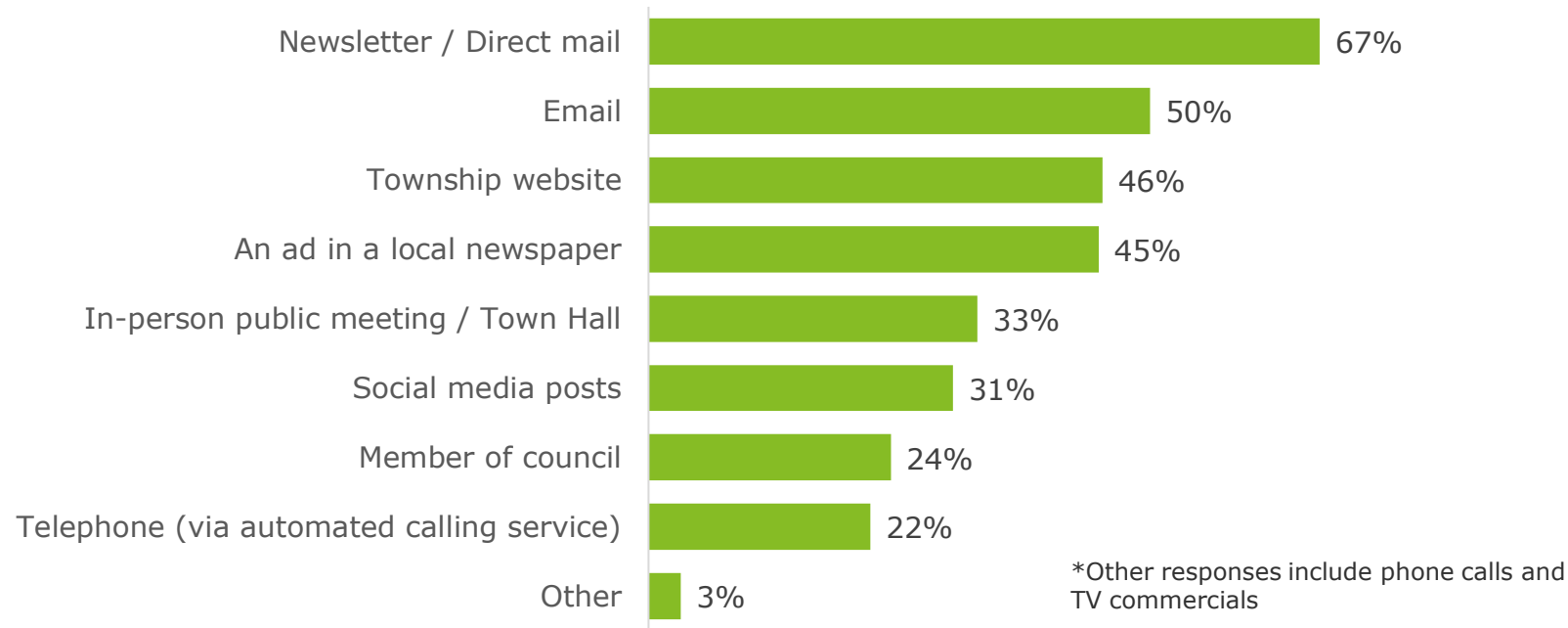
Do you agree or disagree that Wellington North provides sufficient opportunities and information to allow you to meaningfully participate and engage with the Township? Would you say...

Respondents most commonly noted newsletters/direct mail as the preferred method of communicating and engaging with the town.



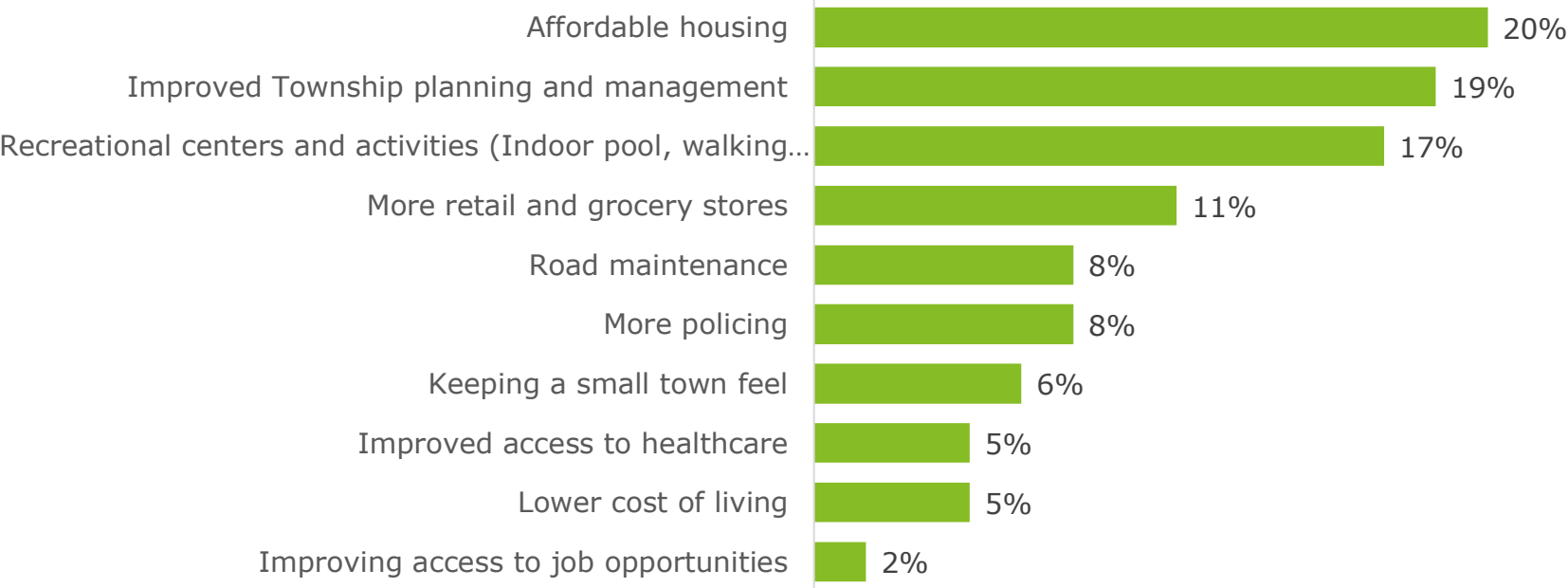
What is your preferred method(s) of communicating and engaging with the Township of Wellington North?

Most residents indicated that newsletters/direct mail (67%) were their preferred methods of receiving information about events, programs, and budget from the Township.

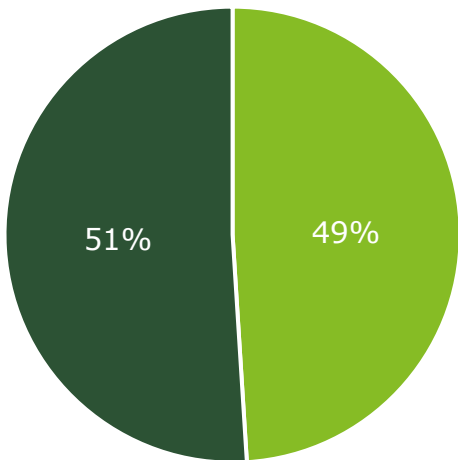


What is your preferred method(s) of receiving information such as events, programs, and budget from the Township of Wellington North?

Residents most commonly mentioned affordable housing as the biggest opportunity for Wellington North to improve quality of life in the Township.

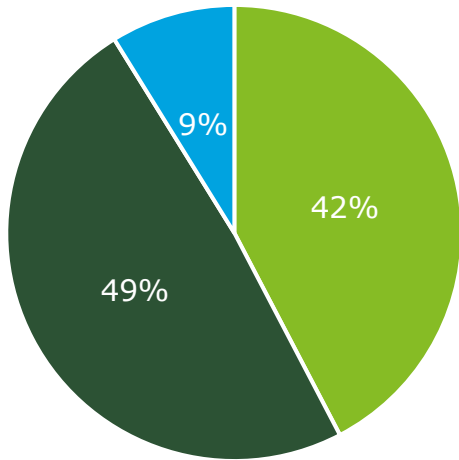


Looking to the future, what is the biggest opportunity for Wellington North to improve the quality of life in the Township over the next four years?



■ Male ■ Female

How do you describe your gender identity?
(N=100)



■ Yes ■ No ■ Prefer not to say

Do you identify as a member of a marginalized population?
(N=100)

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Township of Wellington North

Community Satisfaction Online Survey

March 2023



The purpose of the 2023 Wellington North Community Satisfaction Survey was to:

- Objectively measure satisfaction with municipal services and prioritize issues.
- Continuously improve municipal service delivery and inform service program design and delivery.
- Guide future actions and decisions of the Town of Wellington North.
- Enhance budgetary planning and decision processes integrating residents' priorities regarding municipal services.
- Provide a widely accessible platform for residents to provide their feedback on municipal services.

The survey used the following data collection method:

- An open link survey was distributed through the Township to residents, which resulted in 260 completes.

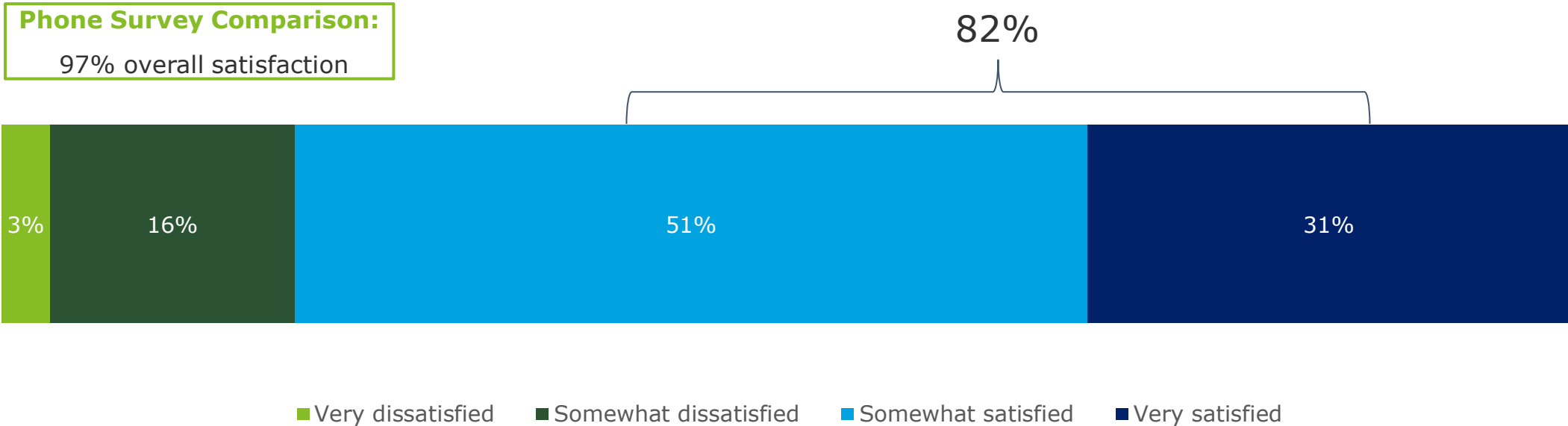
Key Findings from the Market Research Data:

- The majority of respondents (82%) were satisfied with the overall quality of life in the Township of Wellington North.
- 82% of respondents were satisfied with the services provided by the Township. Respondents were most satisfied with fire services (94%), cemeteries (88%), and street lighting (87%).
- Most residents (59%) reported they receive fairly good value for their tax dollars, with 9% indicating they receive very good value.
- 59% of respondents agreed that Wellington North provides them with sufficient opportunities and information for them to meaningfully participate and engage with the Township.
- When asked about preferred methods of communicating and engaging with the Township, respondents most commonly reported online surveys (57%), social media (44%), and email (39%).
- Respondents frequently mentioned social media posts and email as their preferred methods of receiving information from the Township of Wellington North.



Detailed Findings from Market Research Data

The majority of residents (82%) were satisfied with the quality of life in the Township of Wellington North.



Overall, how satisfied are you with the quality of life in the Township of Wellington North? Would you say you are...

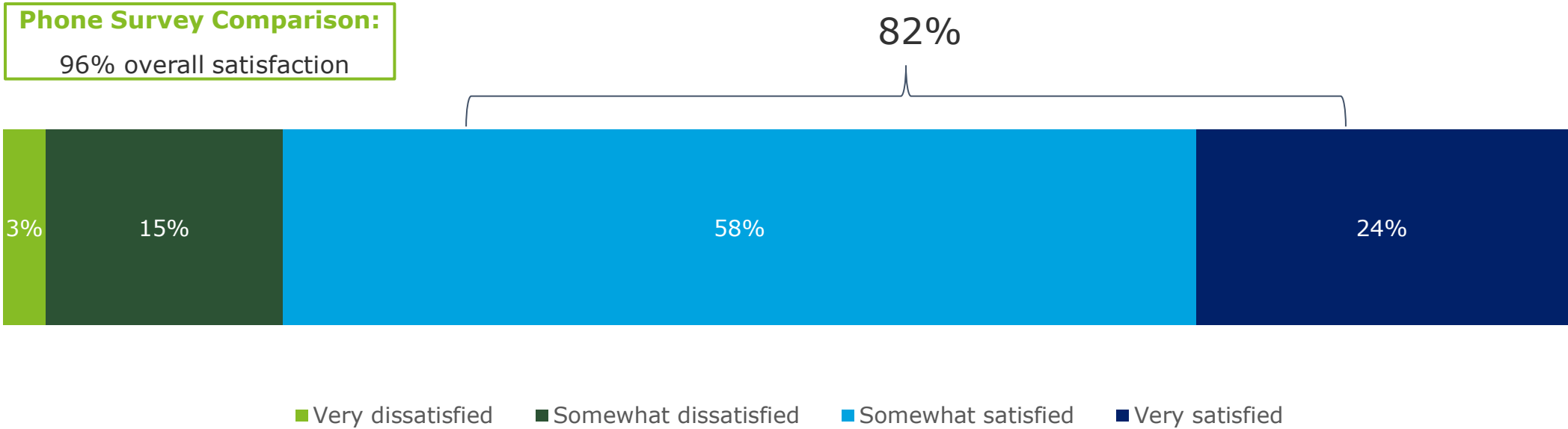
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- *Corporate Services (such as HR, Financial Management, and IT)*
- *Transportation (such as Roads, Sidewalks, and Street Lighting)*
- *Development (such as Planning and Permits)*
- *Public Safety (such as By-law Enforcement and Inspections)*
- *Community Services (such as Recreation Facilities and Parks)*
- *Governance and Civic Engagement (such as Council, Engagement and Decision Making)*

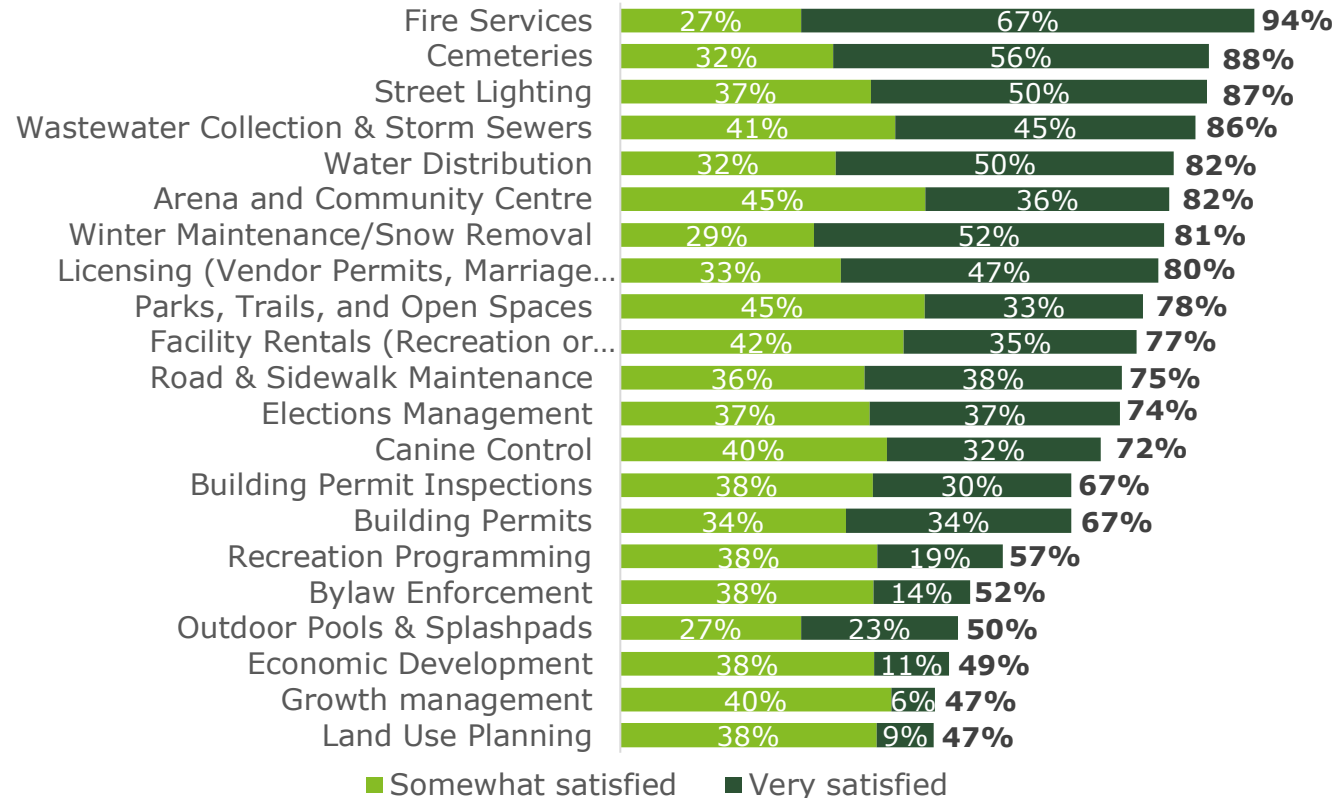
Some services within Wellington North are provided by the County of Wellington and not by the Township, such as emergency management, garbage/recycling, the library, long term care, and the museum/archives.

82% of residents were somewhat satisfied to very satisfied with the services provided by the Township of Wellington North.



Overall, how satisfied are you with the services provided by the Township of Wellington North? Are you...

The vast majority of residents were satisfied with fire services (94%), cemeteries (88%), street lighting (87%), and wastewater collection & storm sewers (86%).



**We would like to get your opinion on various services provide by the Township of Wellington North municipal government.
Please rate your level of satisfaction with each of these services.**



Derived Importance

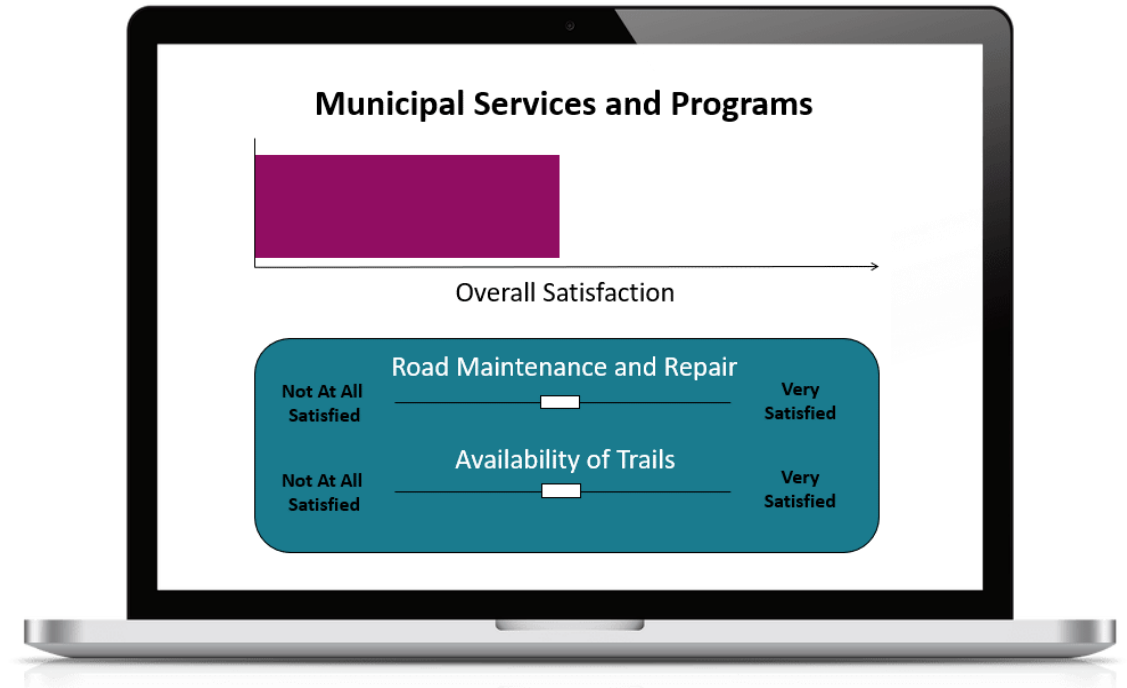
- A statistical calculation of importance
- Far more accurate relative to asking importance
- Calculates the correlation coefficient of municipal services with the KPI
- Services with a high derived importance will have the greatest impact on the KPI



Priority Matrix

- A list of municipal services to focus efforts
- Each priority is calculated using the level of satisfaction and the importance of each service (Derived Importance)
- Services with lower satisfaction scores and higher importance become the top priorities
- Making improvements to the top priorities will have the greatest impact on improving the overall KPI

Example:



Factor	Performance	Importance	Priority Rank
Economic Development	49%	8.6	1
Land Use Planning	47%	6.9	2
Growth management	47%	6.7	3
Outdoor Pools & Splashpads	50%	7.1	4
Recreation Programming	57%	7.9	5
Bylaw Enforcement	52%	6.9	6
Elections Management	74%	9.4	7
Building Permit Inspections	67%	7.3	8
Building Permits	67%	6.7	9
Canine Control	72%	6.5	10
Road & Sidewalk Maintenance	75%	6.3	11
Facility Rentals (Recreation or community facilities)	77%	6.7	12
Parks, Trails, and Open Spaces	78%	6.9	13
Arena and Community Centre	82%	7.3	14
Licensing (Vendor Permits, Marriage Licenses, Lottery Licenses)	80%	6.5	15
Winter Maintenance/Snow Removal	81%	6.5	16
Water Distribution	82%	6.1	17
Wastewater Collection & Storm Sewers	86%	6.1	18
Cemeteries	88%	6.3	19
Street Lighting	87%	5.7	20
Fire Services	94%	5.7	21

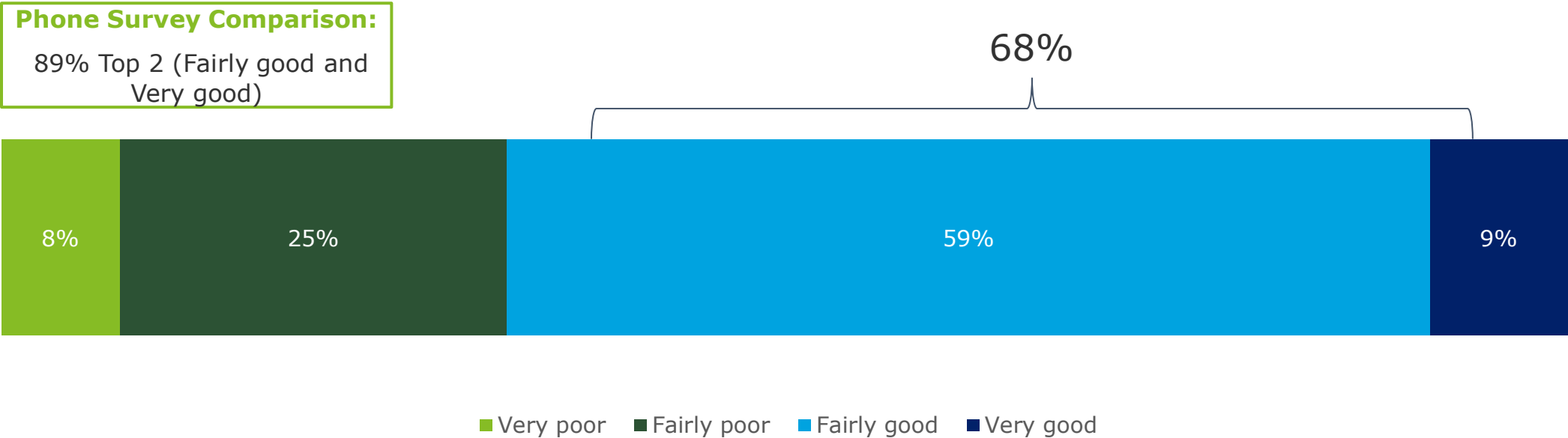
* Note: It is not recommended to use the priorities established in the online survey for setting strategic directions. For this, Deloitte recommends using the randomly-sampled phone results as these are more representative of the full population of the Township.

Residents commonly mentioned recreation facilities, activities, and events (30%) as an issue that should be prioritized.



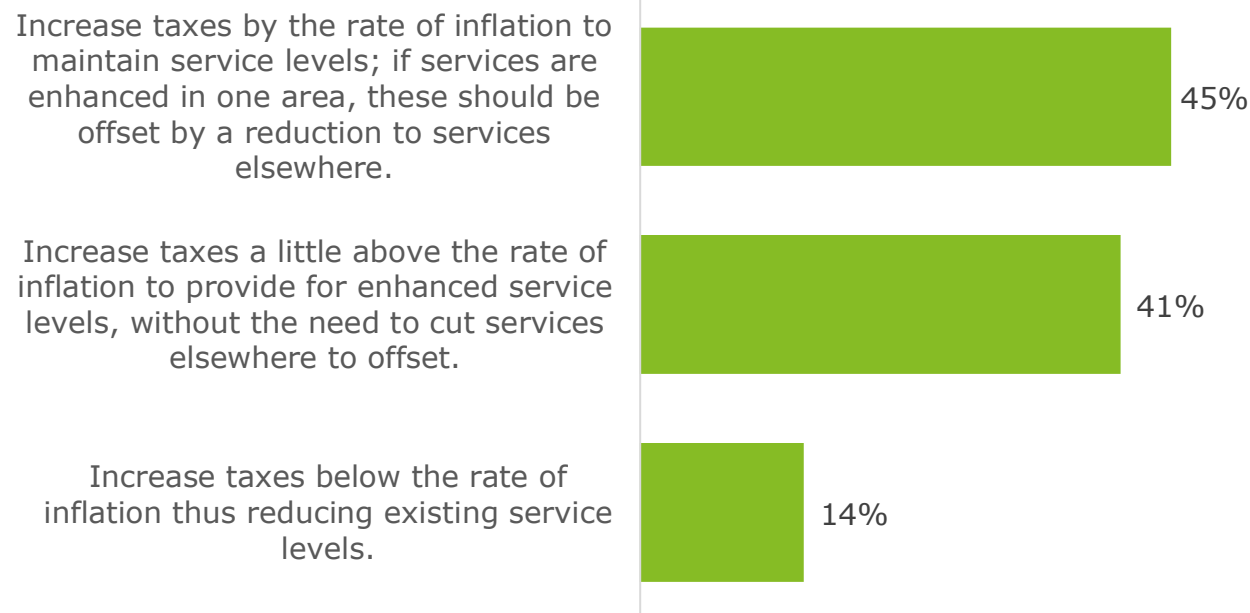
As a resident of Wellington North, what is the one issue you feel should be prioritized to improve the quality of municipal services?

Most respondents (68%) felt that they receive good value for their tax dollars with the programs and services provided by the Township.



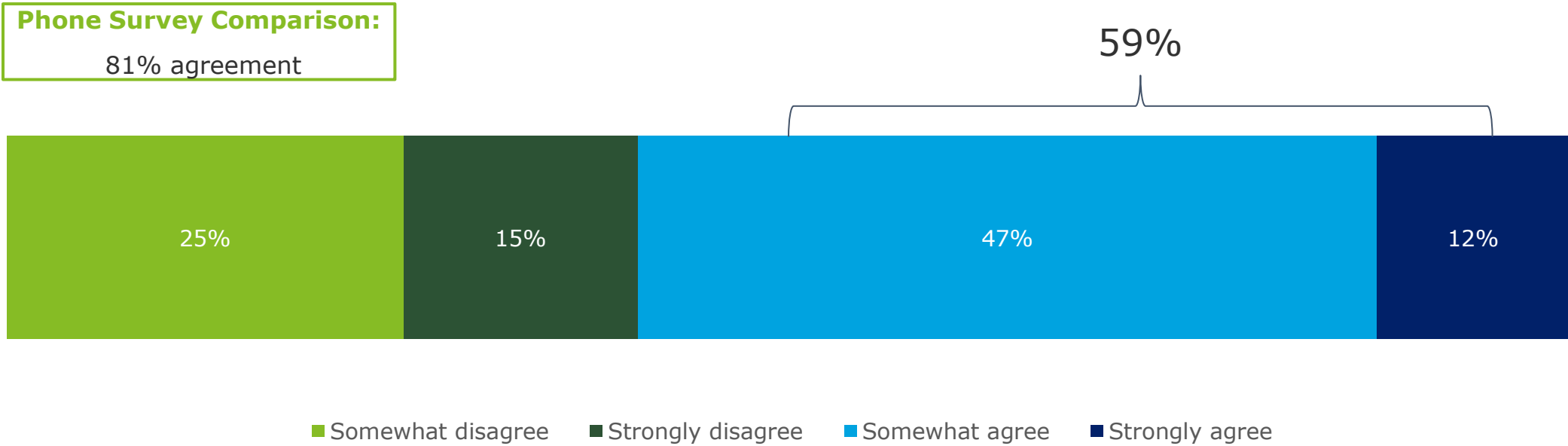
Thinking about the programs and services provided by the Township, how would you rate the value you receive for your tax dollars? Is it...?

45% of respondents reported a preference for increasing taxes by the rate of inflation as the preferred method for the Township to balance increasing costs. 86% of respondents would be in favour of at least a small tax increase.



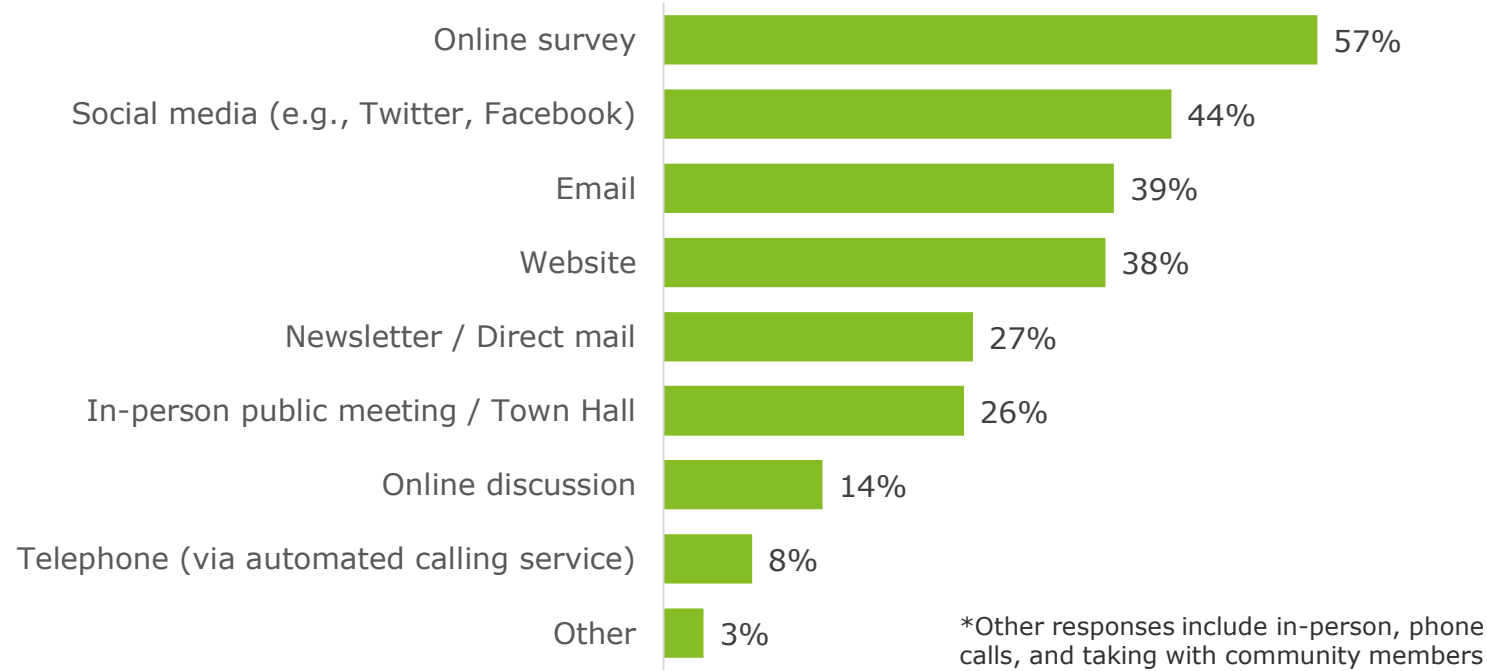
Local governments must balance the cost of delivering services with taxation, and the cost of providing services continue to rise as a result of inflation. Additionally, adding or enhancing services further adds to costs. Which of the following options would you most prefer for Wellington North to balance increasing costs?

59% of respondents agreed that Wellington North provides sufficient opportunities and information for meaningful participation and engagement with the Township.



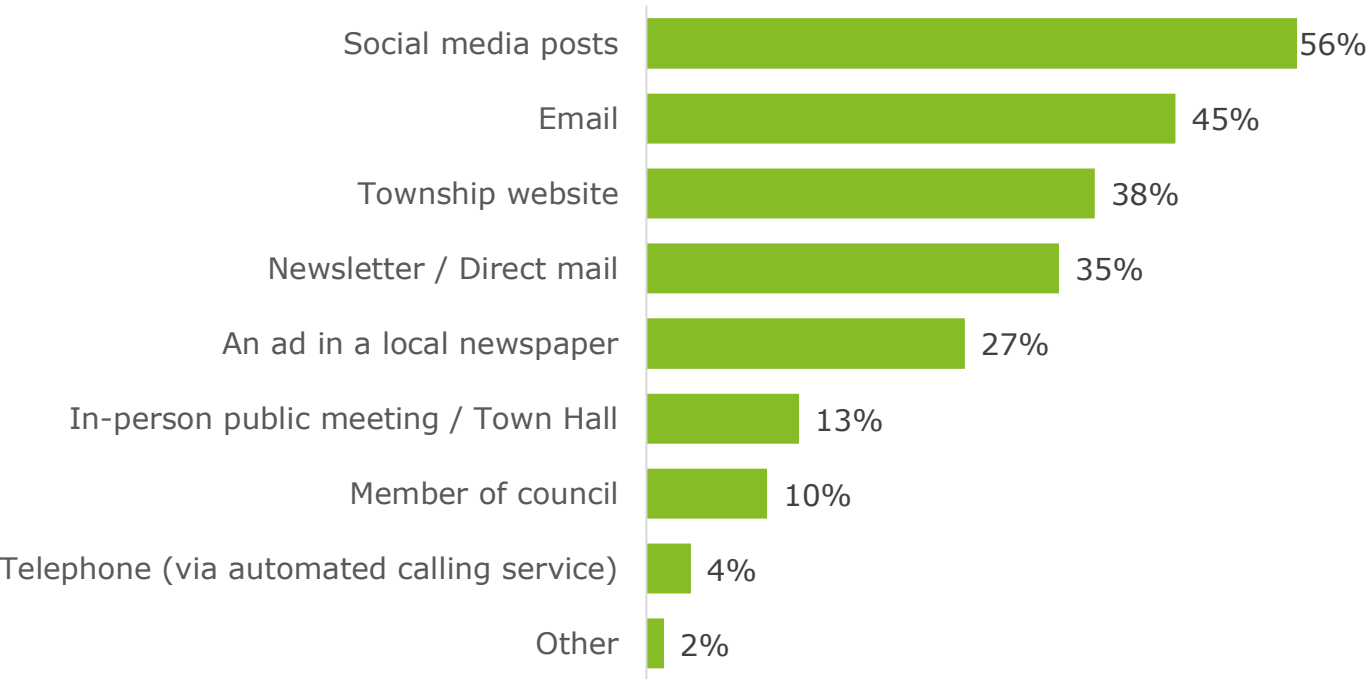
Do you agree or disagree that Wellington North provides sufficient opportunities and information to allow you to meaningfully participate and engage with the Township? Would you say...

Residents most commonly mentioned online surveys (57%), social media (44%), and email (39%) as their preferred methods of communicating and engaging with the Township.



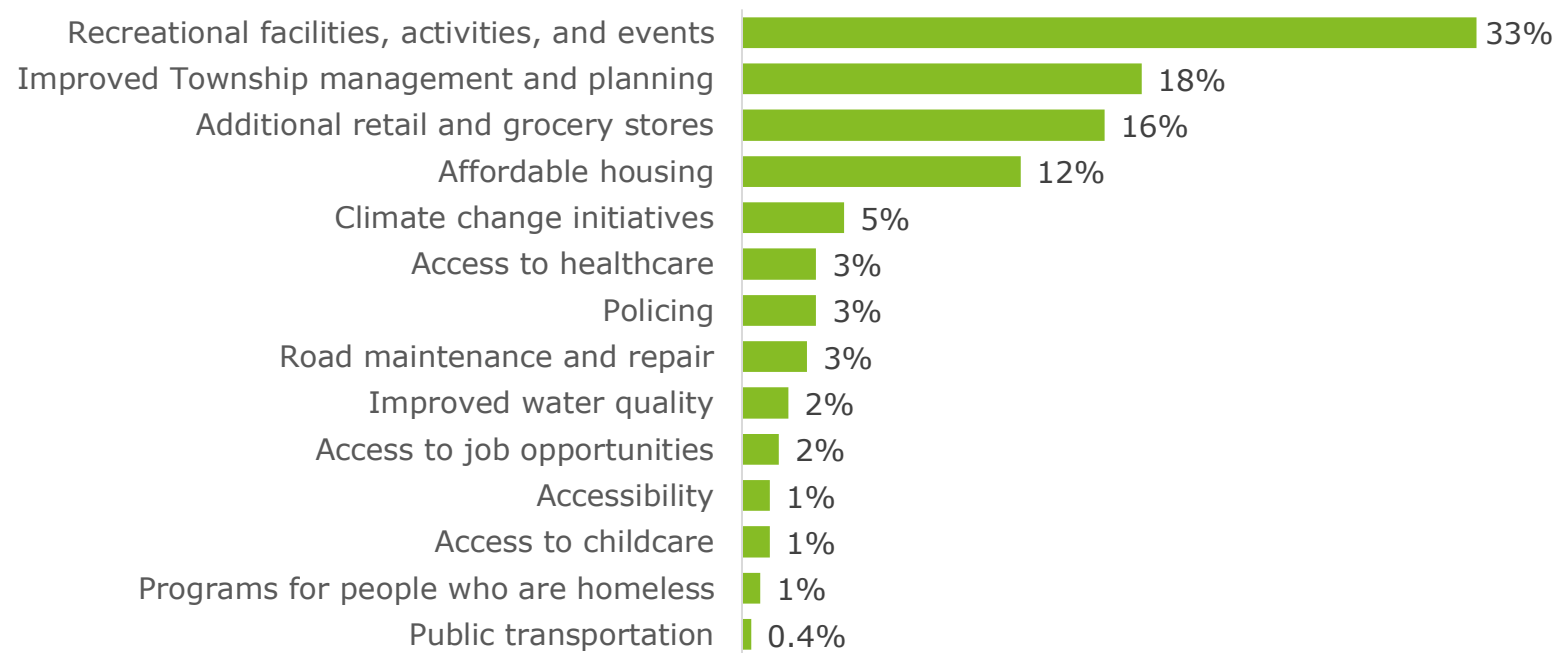
What is your preferred method(s) of communicating and engaging with the Township of Wellington North?

Respondents frequently mentioned social media posts (56%) and email (45%) as their preferred methods of receiving information from the Township.

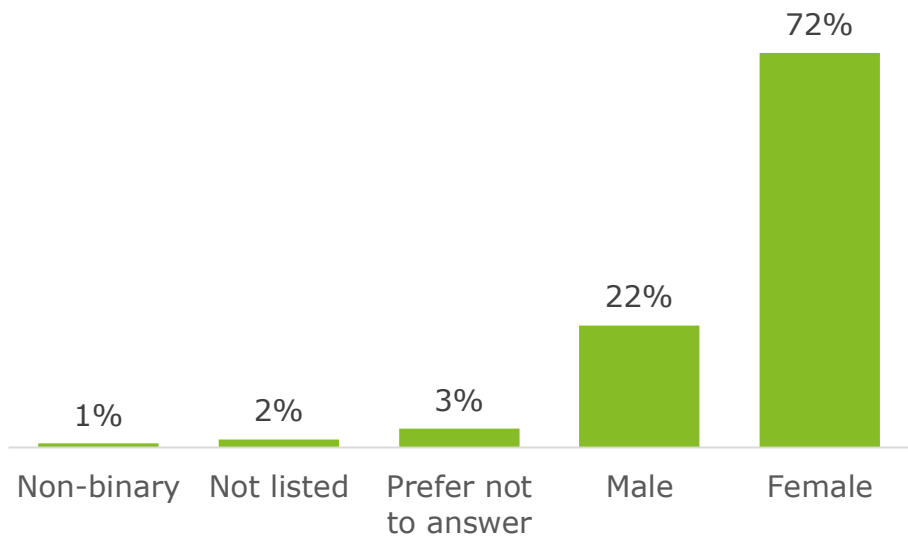


What is your preferred method(s) of receiving information such as events, programs, and budget from the Township of Wellington North?

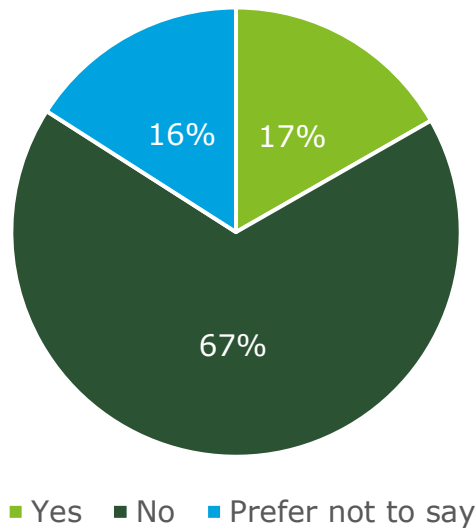
Residents frequently mentioned recreation facilities, activities, and events (33%) as the biggest opportunity for Wellington North to improve the quality of life.



Looking to the future, what is the biggest opportunity for Wellington North to improve the quality of life in the Township over the next four years?



How do you describe your gender identity?
(N=260)



Do you identify as a member of a marginalized population?
(N=260)

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Attachment 3

TWN Strategic Plan – Revised Workplan

Task Name

Project start-up (March 2023)

Review phase two project objectives with the core project team
Adjust and confirm proposal workplan (i.e., key activities related to objectives)
Review and clarify findings-to-date

Council direction workshop (April 2023)

Prepare council direction workshop
Facilitate council direction workshop
Summarize workshop feedback

Staff engagement (April 2023)

Develop staff survey questions to gather insights on findings to date and input/recommendations
Create and upload staff survey
Analyze and summarize survey feedback
Develop a framework for staff-staff satellite visits to support a shared understanding
Gather staff reflections on the framework
Analyze and summarize staff reflections
Prepare sensemaking workshop for staff project team
Facilitate sensemaking workshop
Summarize sensemaking workshop feedback

Steering committee sensemaking (May/June 2023)

Summarize all input-to-date into a strategic framework for review
Prepare a strategy framing and scoping workshop (emerging strategic issues, strategic priorities)
Facilitate strategy and scoping workshop, parts 1 and 2
Summarize workshop feedback

Pressure-testing with stakeholders (June/July/August 2023)

Identify stakeholders for focus group engagement
Ensure focus group promotion and registration
Prepare focus groups 1-3 (on emerging strategic plan)
Facilitate focus groups 1 to 3
Summarize focus group 1-3 feedback
Develop survey for feedback on emerging strategic plan
Create and upload survey
Analyze and summarize survey feedback

Final plan development support (August/September 2023)

Provide supports to staff to confirm strategic plan (e.g., writing, strategy management)