



## 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.

<b>FINANCIAL CONSIDERATIONS</b>
---------------------------------

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 *Brooke Lambert*

**Recommended By:** Brooke Lambert, Chief Administrative Officer *Brooke Lambert*

**Deloitte.**



**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:**

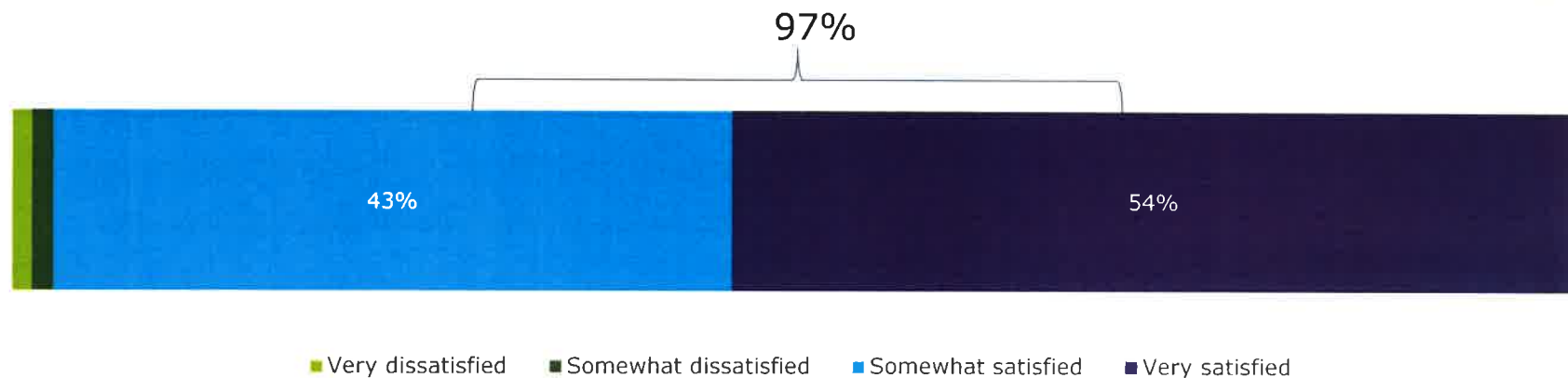
- The vast majority of residents (97%) were satisfied with the quality of life in the Township of Wellington North.
- 96% of residents were satisfied with the overall services provided by the Township. Residents were most satisfied with fire services (100%), cemeteries (99%), licensing (97%), and elections 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...**

---

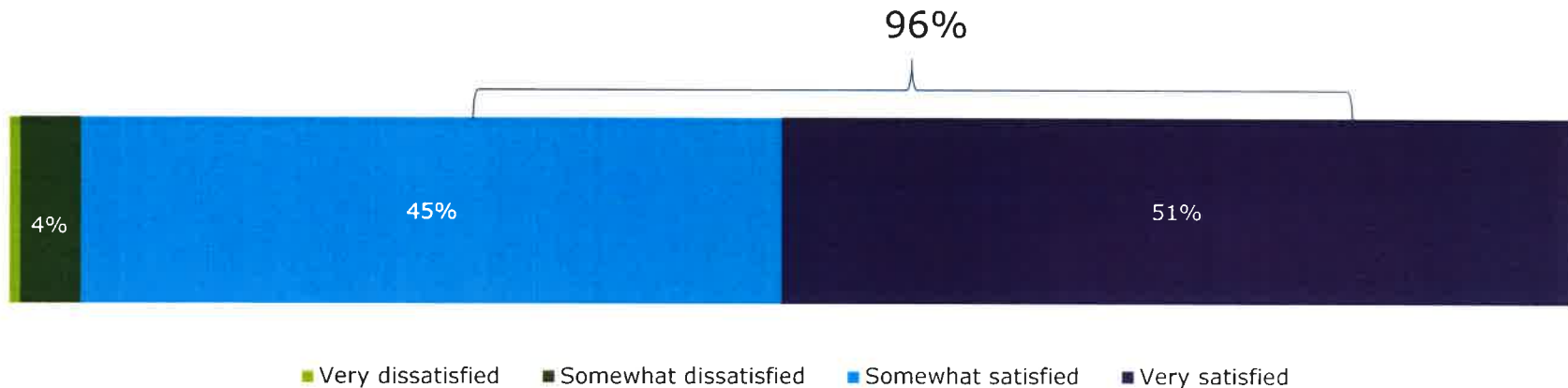
**Respondents were shown/read the following information about services in the Township:**

*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)*

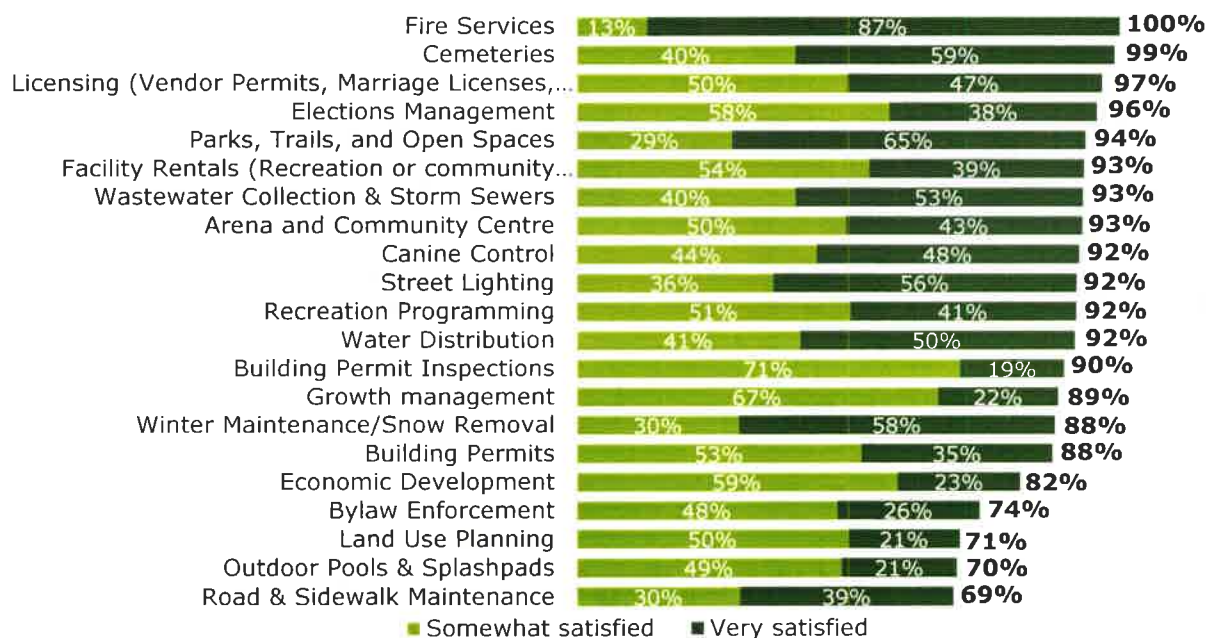
*Some services within Wellington North are provided by the County of Wellington and not by the Township, such as emergency management, garbage/recycling, the library, long term care, and the museum/archives.*

**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

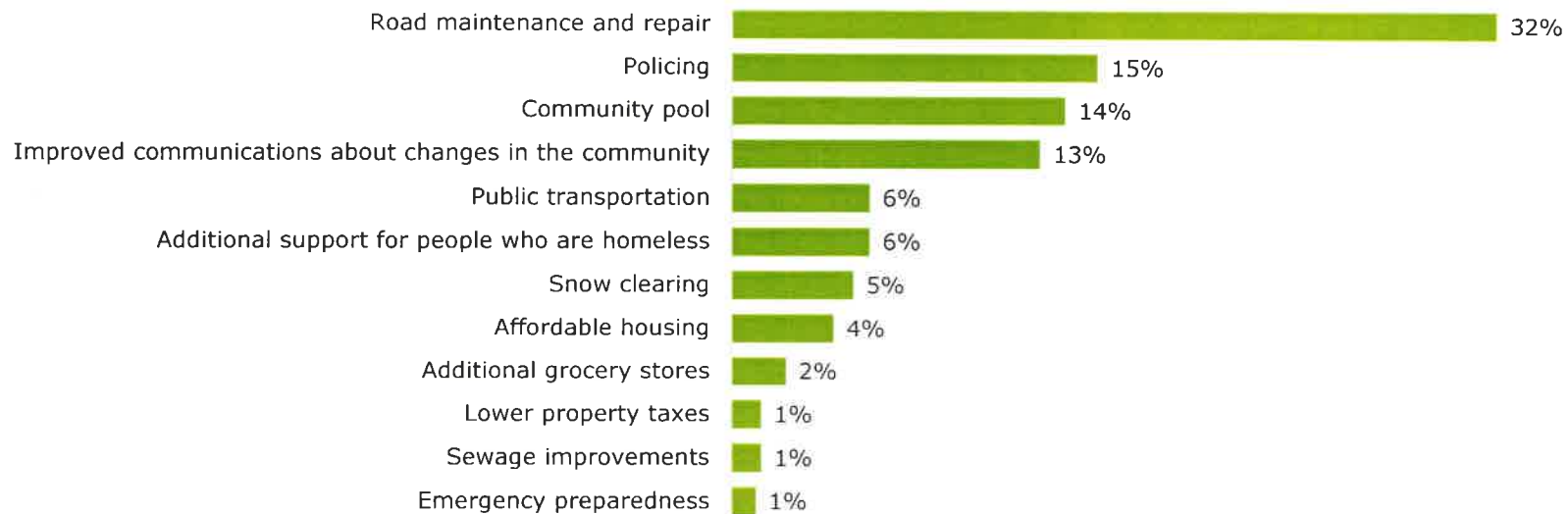
Example:





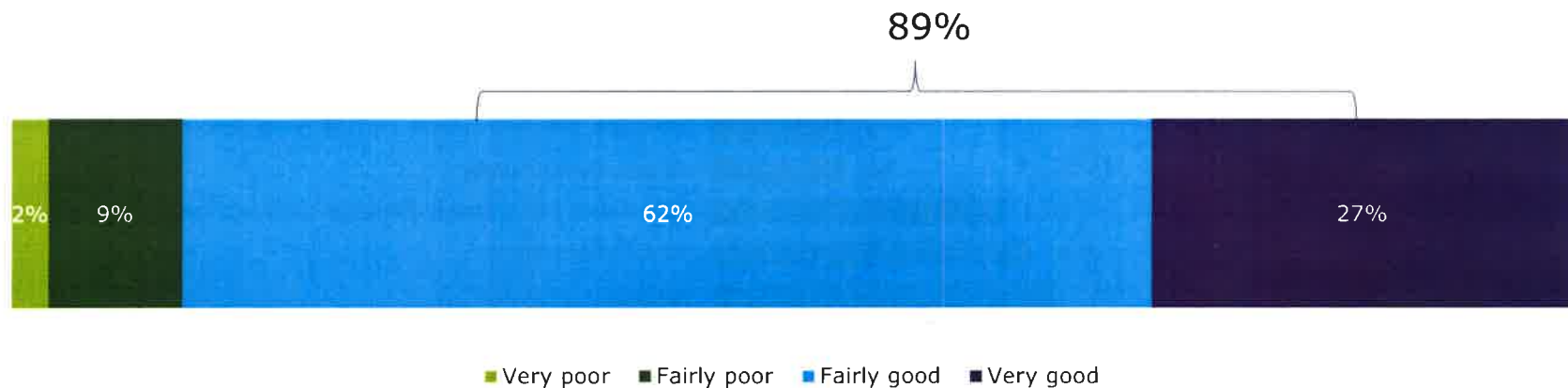
Factor	Performance	Importance	Priority Rank
Road & Sidewalk Maintenance	69%	6.7	1
Outdoor Pools & Splashpads	70%	5.5	2
Land Use Planning	71%	5.2	3
Bylaw Enforcement	74%	5.5	4
Economic Development	82%	4.9	5
Growth management	89%	5.5	6
Winter Maintenance/Snow Removal	88%	5.2	7
Parks, Trails, and Open Spaces	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.**



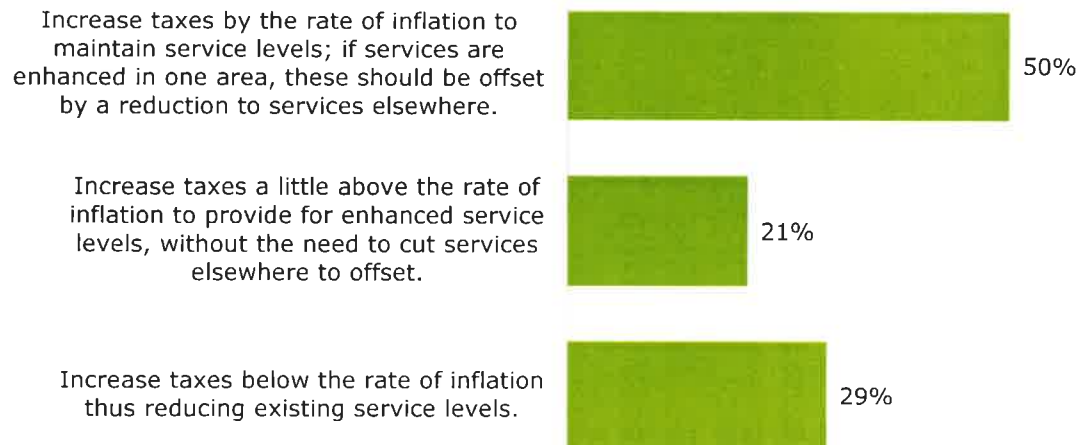
**As a resident of Wellington North, what is the one issue you feel should be prioritized to improve the quality of municipal services?**

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



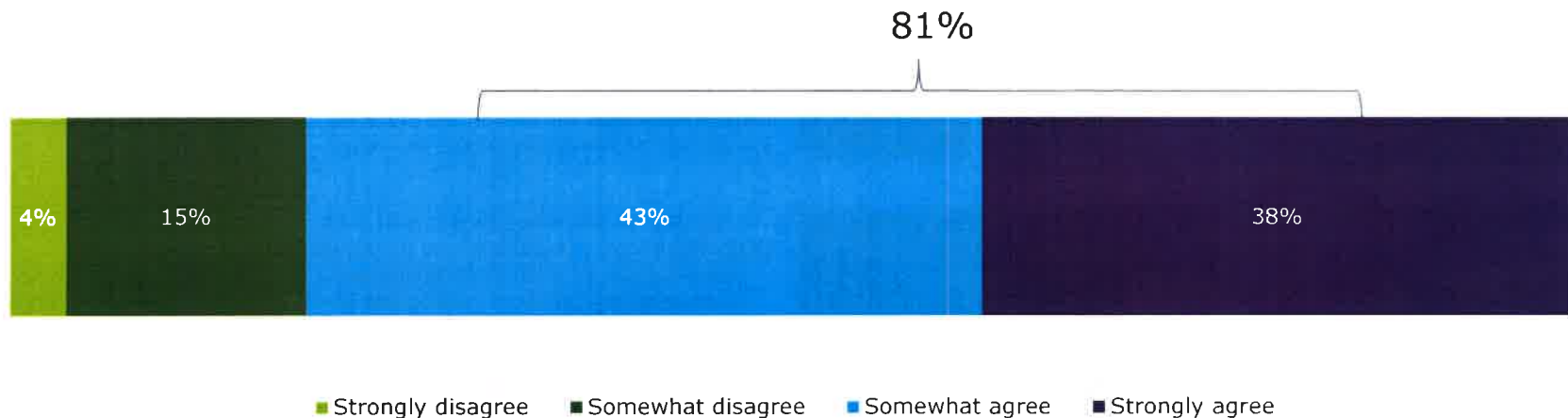
**Thinking about the programs and services provided by the Township, how would you rate the value you receive for your tax dollars? Is it...?**

**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?**

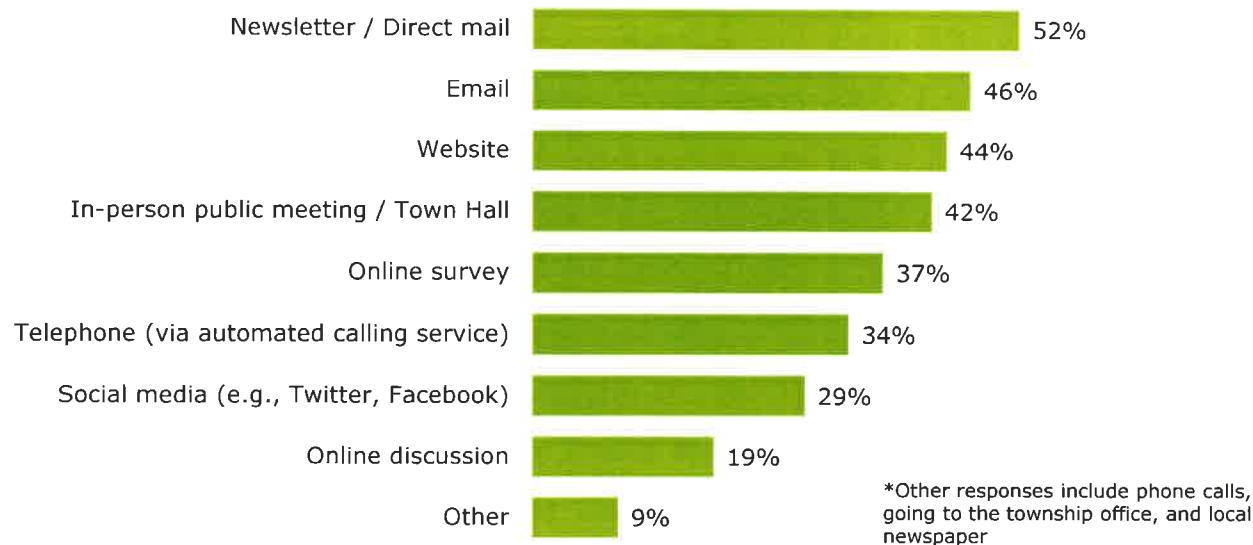
**Most residents agreed (81%) that Wellington North provides sufficient opportunities and information for meaningful participation and engagement with the Township.**



**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 you...**

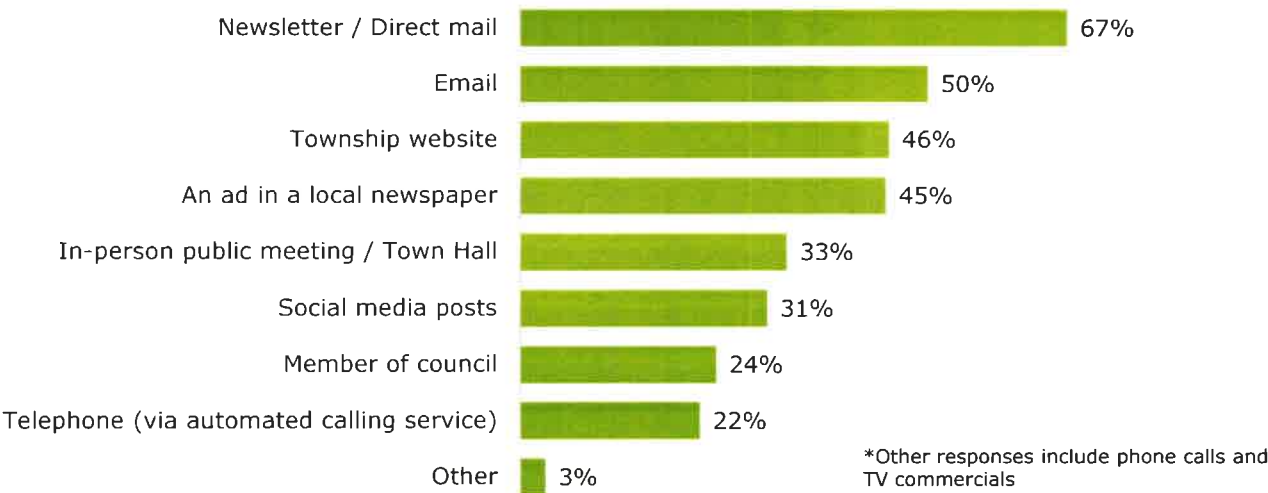


**Respondents most commonly noted newsletters/direct mail as the preferred method of communicating and engaging with the town.**



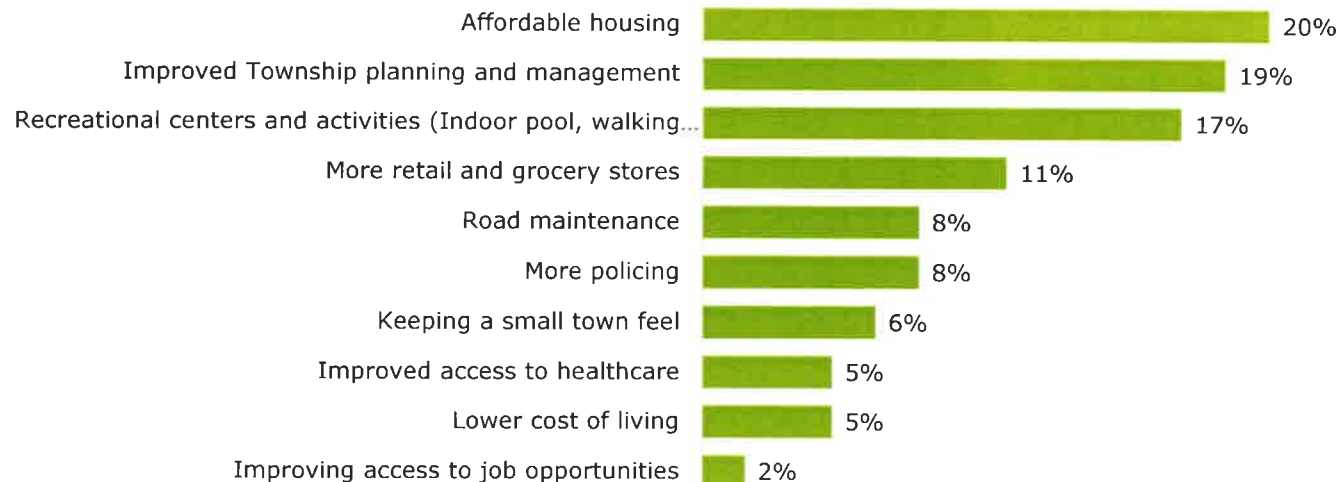
**What is your preferred method(s) of communicating and engaging with the Township of Wellington North?**

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

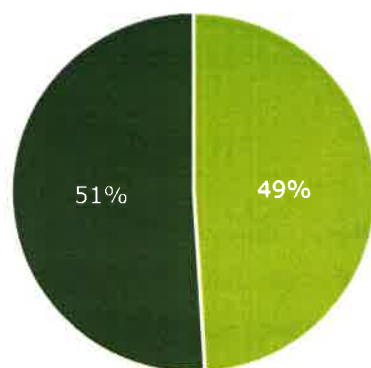


**What is your preferred method(s) of receiving information such as events, programs, and budget from the Township of Wellington North?**

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

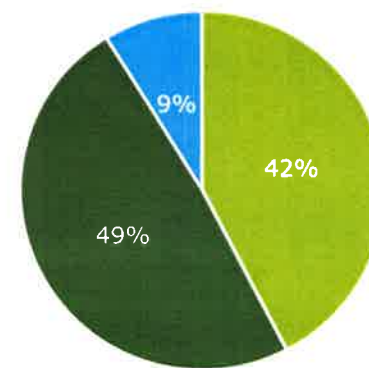


**Looking to the future, what is the biggest opportunity for Wellington North to improve the quality of life in the Township over the next four years?**



■ 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)

**Chris Bandak**

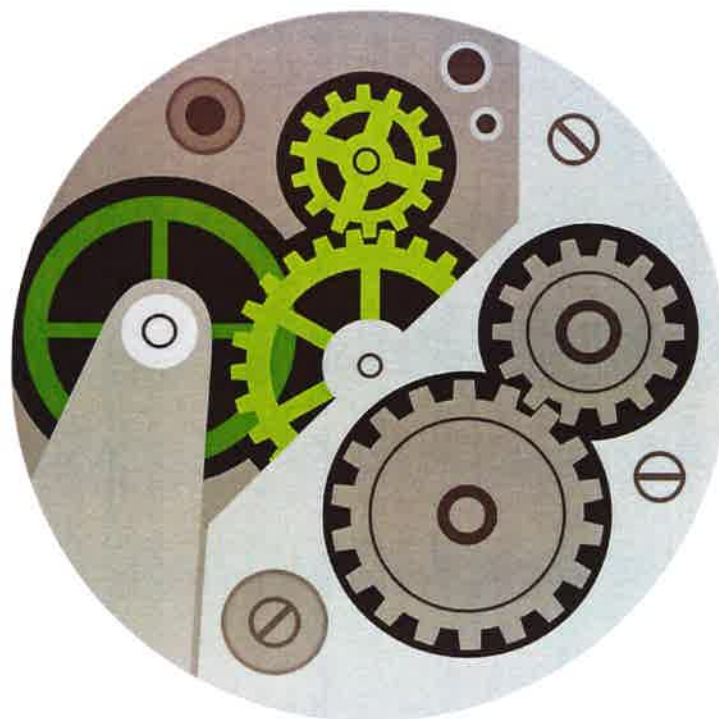
Managing Director, Economic and Policy Advisory  
cbandak@deloitte.ca  
+1 (416) 607-6747

**Simon Webb**

Manager, Economic and Policy Advisory  
swebb@deloitte.ca  
+1 (613) 299-3776

**Ivana Bjelakovic**

Analyst, Economic and Policy Advisory  
ibjelakovic@deloitte.ca  
+1 (647) 532-4407







[www.deloitte.ca](http://www.deloitte.ca)

#### About Deloitte

Deloitte provides audit and assurance, consulting, financial advisory, risk advisory, tax, and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500® companies through a globally connected network of member firms in more than 150 countries and territories bringing world-class capabilities, insights, and service to address clients' most complex business challenges. Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited. Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Our global Purpose is making an impact that matters. At Deloitte Canada, that translates into building a better future by accelerating and expanding access to knowledge. We believe we can achieve this Purpose by living our shared values to lead the way, serve with integrity, take care of each other, foster inclusion, and collaborate for measurable impact.

To learn more about how Deloitte's approximately 312,000 professionals, over 12,000 of whom are part of the Canadian firm, please connect with us on LinkedIn, Twitter, Instagram, or Facebook.

© Deloitte LLP and affiliated entities.

## 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)

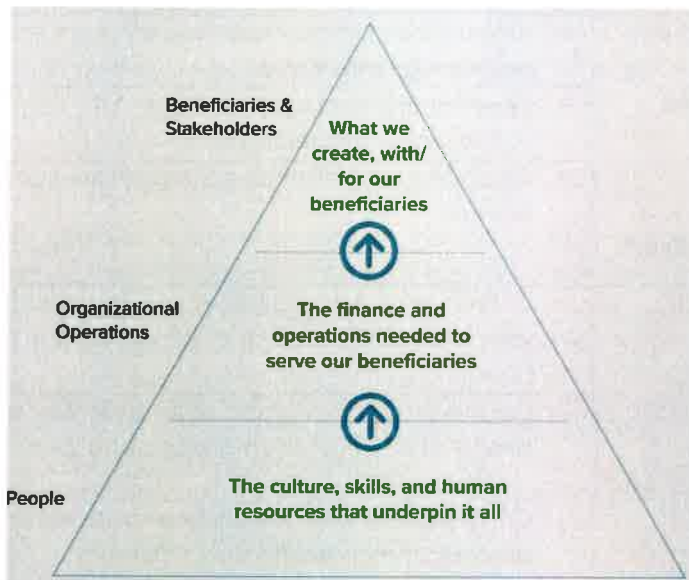


## Township of Wellington North, Strategic Planning:

### Emerging Strategic Priorities, Draft Summary to-date

June 14, 2023

#### The Planning Framework



The planning framework organizes strategic issues, using three main lenses:

- The impact that an organization will prioritize on behalf of its stakeholders for duration of the plan,
- The operations necessary to be prioritized to achieve the impact sought, and
- The characteristics of the team and people who underpin the plan.

#### The Emerging Strategic Priorities

- ▶ *For community (the impact we seek to create for our stakeholders)*
  - A growing, safe, inclusive, and sustainable community.
- ▶ *For the work (the operations necessary to create the impact we seek)*
  - Advancing TWN methods and platforms to engage and bring the community together.
  - Delivering quality community services and superior customer service, attuned to community need.
  - Shaping and supporting growth for the benefit of existing and future residents.
- ▶ *For our people (the staff, volunteers, culture, etc., that underpin it all)*
  - Increasing TWN staff engagement, retention, and capacity.

## The Emerging Priorities, Success Statements, and Objectives

### Ultimate Impact

→ A growing, safe, inclusive, and sustainable community.

### Operational and Team Strategic Priorities

Strategic priority	Success statement	Objectives
Advancing TWN methods and platforms to engage and bring the community together.	TWN has increased community engagement and cohesion (e.g., through volunteerism, social media, partnerships).	→ Streamline communication platforms and use technology efficiently.
		→ Develop and engage in purposeful community partnerships.
		→ Celebrate the community (e.g., share success stories).
Delivering quality community services and superior customer service, attuned to community need.	TWN has carefully maintained, enhanced, and improved services in balance with community need and want.	→ Sustain, expand, and balance resources to keep up with growth and infrastructure needs.
		→ Define service levels and align their delivery to best match population growth and want.
		→ Continuously improve service to strive for the greatest effectiveness and efficiency.
		→ Create and grow partnerships.
Shaping and supporting growth for the benefit of existing and future residents.	TWN has carefully maintained and supported growth for a sustainable and inclusive community.	→ Update the Growth Management Strategy.
		→ Update and develop master plans and studies.
		→ Improve TWN's ability to adapt to change.
		→ Maximize a variety of housing types for all.
Increasing TWN staff engagement, retention, and capacity.	TWN is an employer of choice, with highly engaged and capable staff.	→ Ensure staff resources are directed toward community priorities.
		→ Improve team building and staff culture.
		→ Ensure competitive compensation.
		→ Identify and live our organizational values.