

**Deloitte.** City of Cambridge Community Satisfaction Phone Survey April 2022



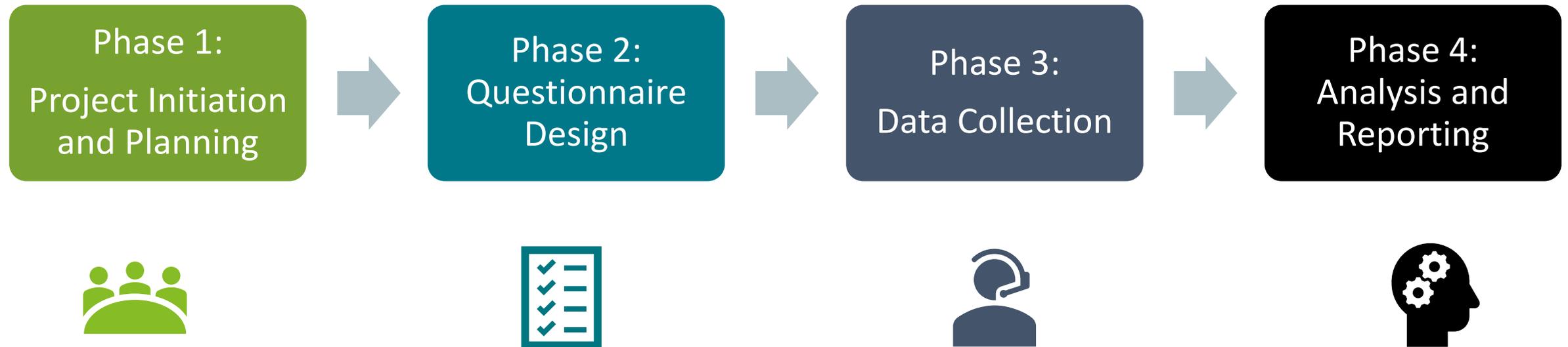
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**The purpose of the 2022 City of Cambridge Community Satisfaction Survey was to:**

- 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 residents' 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



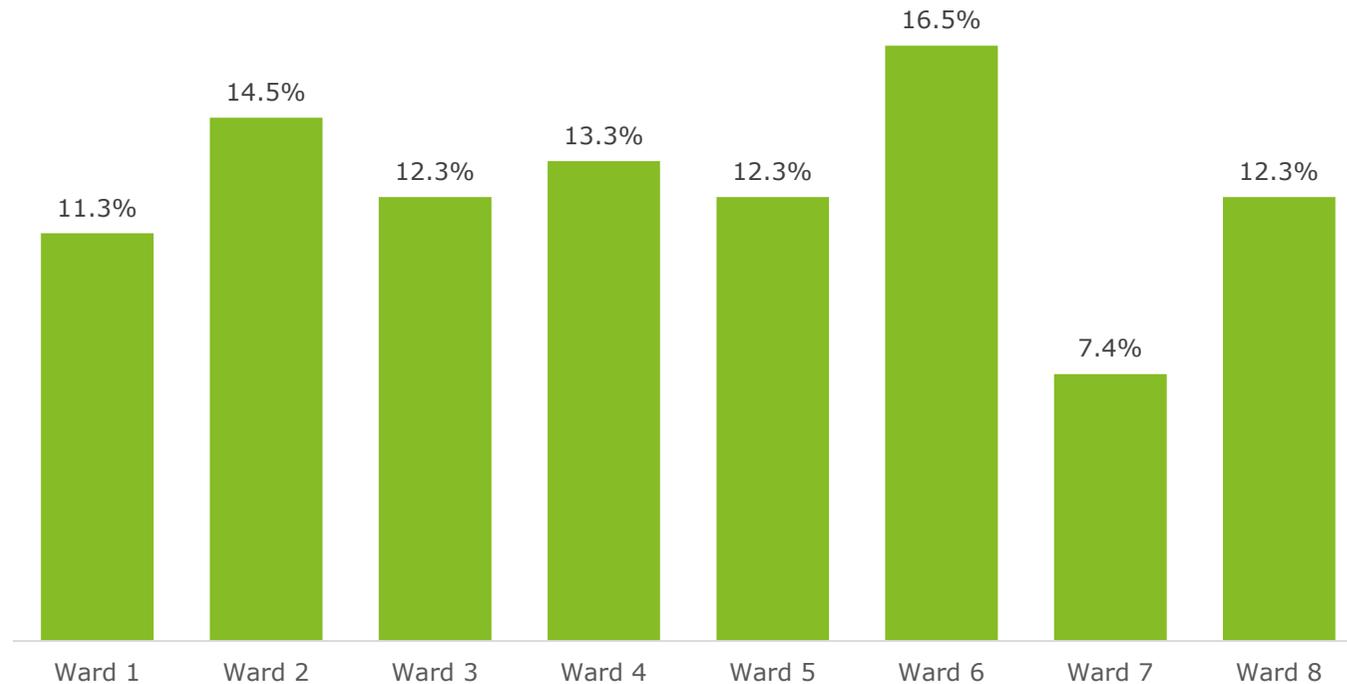
## The survey used the following methods

- The survey was conducted using our state-of-the-art Voxco Computer Aided Telephone Interviewing system (CATI).
- Respondents were randomly-selected from the city's population using a mix of landlines and cell phone numbers.
- Numbers were dialed from March 23<sup>rd</sup> to April 13<sup>th</sup>, 2022
  - 4:00pm to 9:00pm on weekdays**
  - 10:00am to 4:00pm on Saturdays**
- A total of 406 interviews were completed leading to a maximum margin of error of +/- 4.9% with a 95% confidence interval. There was a total response rate among the total phone sample of 5.1%.
- Results were weighted to the exact proportions of the population by age, gender and ward (Census 2016 Statistics Canada).



**The 406 phone survey respondents are shown below by wards.**

Percentage of responses distributed by wards



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

- To keep interview length manageable, certain questions were removed from the phone portion partway through the fieldwork and were left in the online survey.
  - These questions were primarily open-ended, exploratory questions.
  - Within this report, the results for these questions also include the responses from the online survey.
  - Further, results were compared directly from the phone and online portions of the survey in the following slide.

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

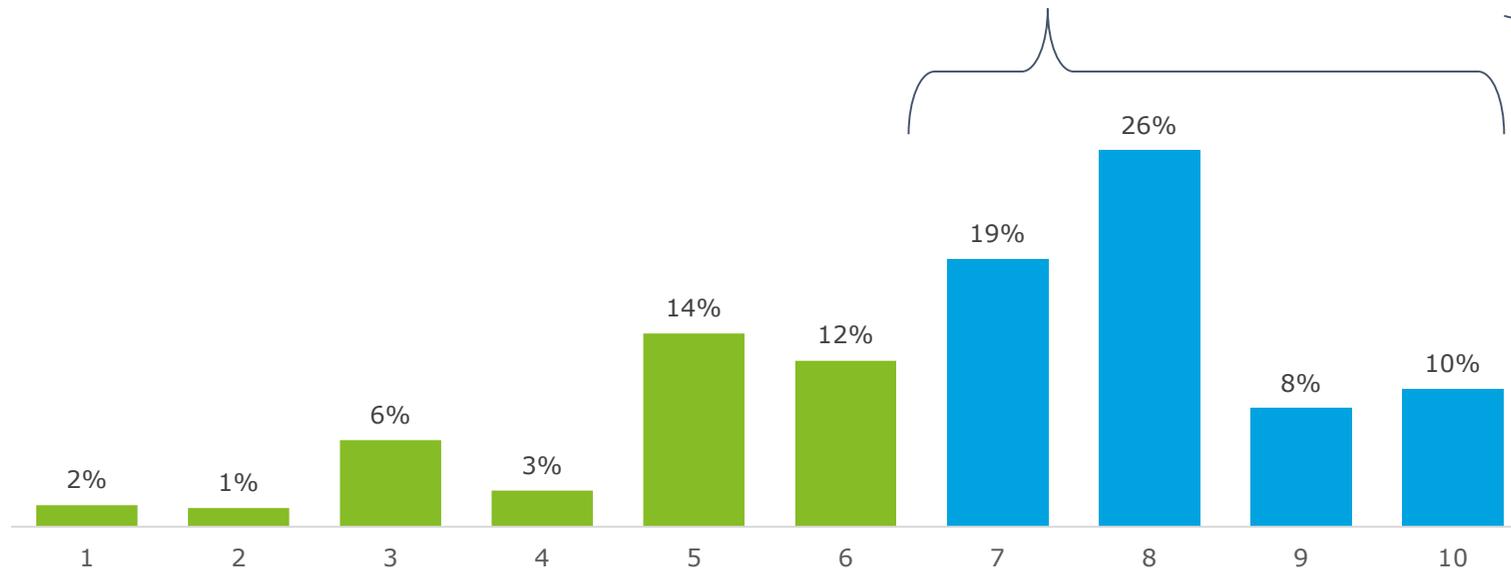
Generally, in open link surveys, respondents tend to have more polarized views and opinions.

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%

The City of Cambridge received a high rating of citizens **overall satisfaction with living in Cambridge**, with **63%** of respondents rating their satisfactions a level 7 or higher.

**KPI: 63%** Satisfaction rate with living in Cambridge by survey respondents.



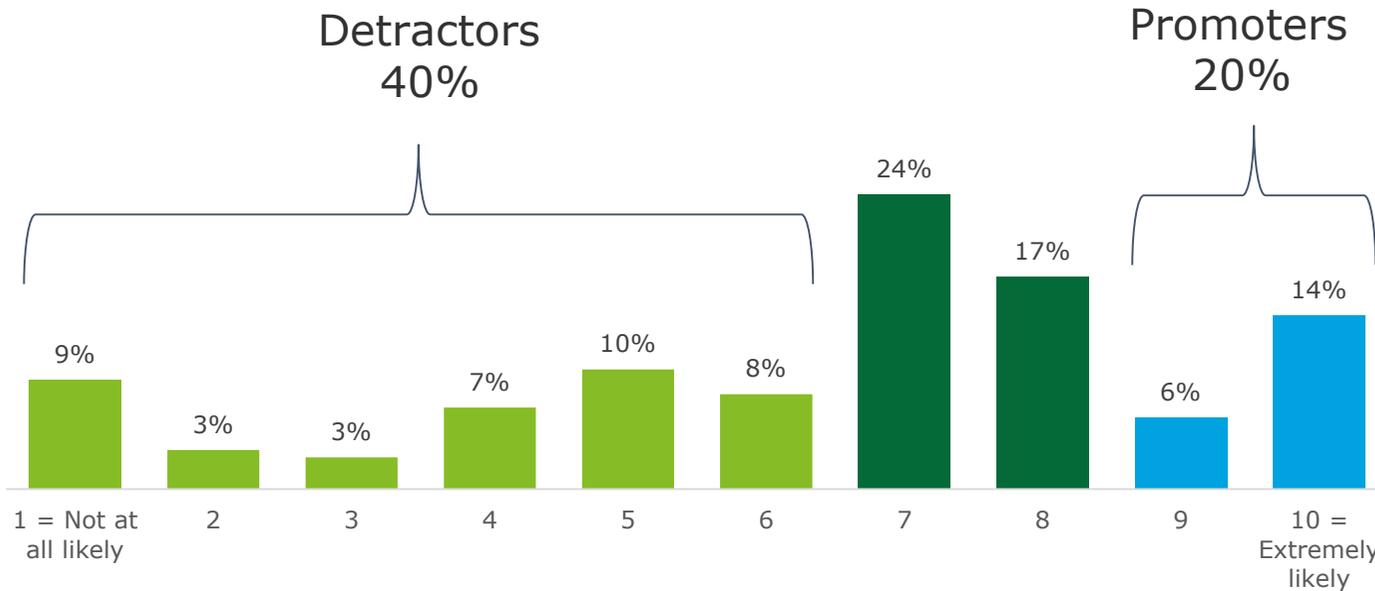
**Time Trend:**  
5 percentage point **decrease** from 2020.

**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.**



**Net Promoter Score Calculation**

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*

**-20%**

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

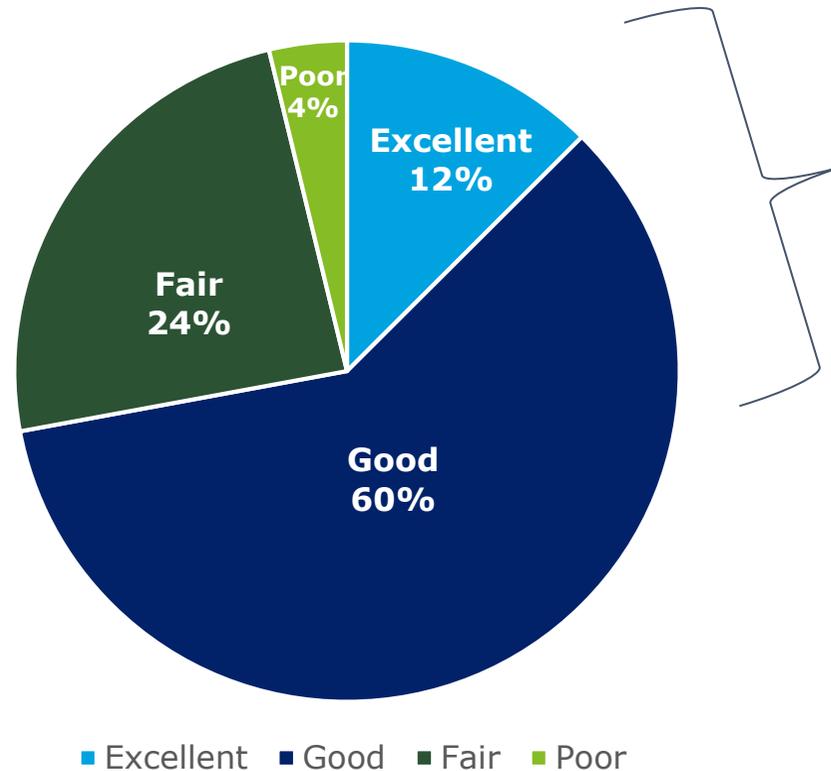
Using a number 1 to 10, where 1 is not satisfied at all, and 10 is extremely satisfied



**Time Trend:**  
5-point **decrease** from 2020.

When survey participants were asked to rate their **quality of life** in Cambridge, the majority (**60%**) indicated they felt it was "Good".

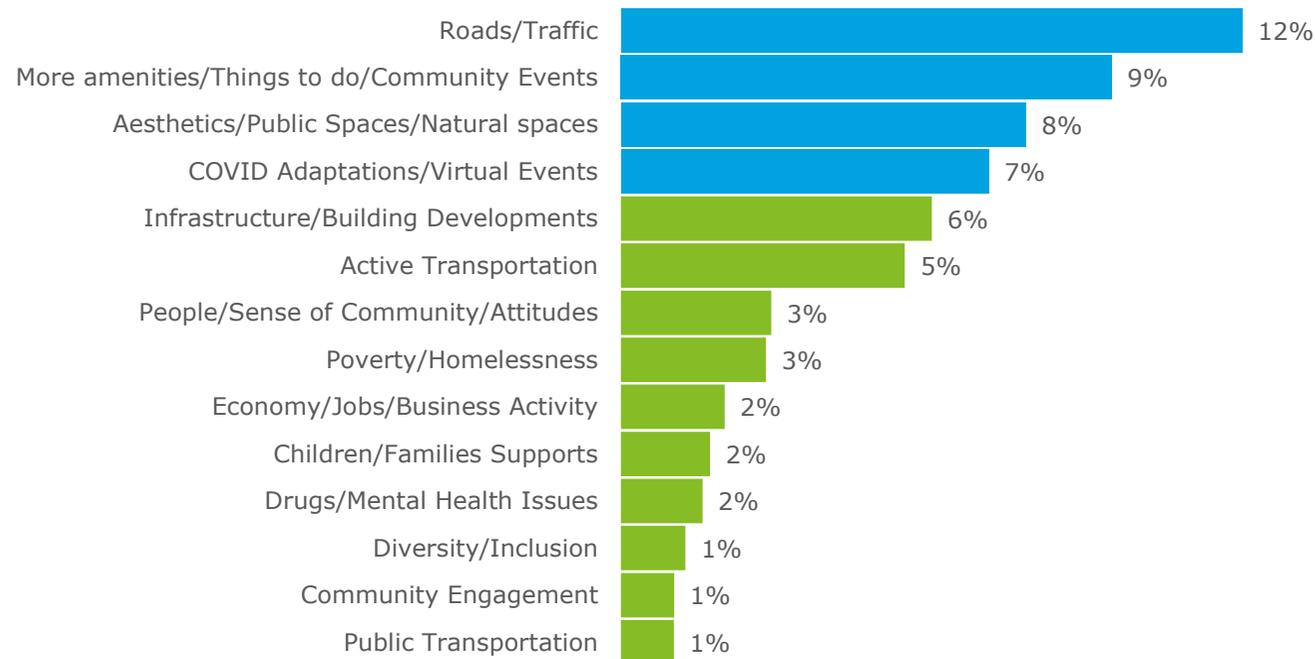
**How would you rate the overall quality of life in Cambridge?**



Top 2: 72%  
Excellent or Good

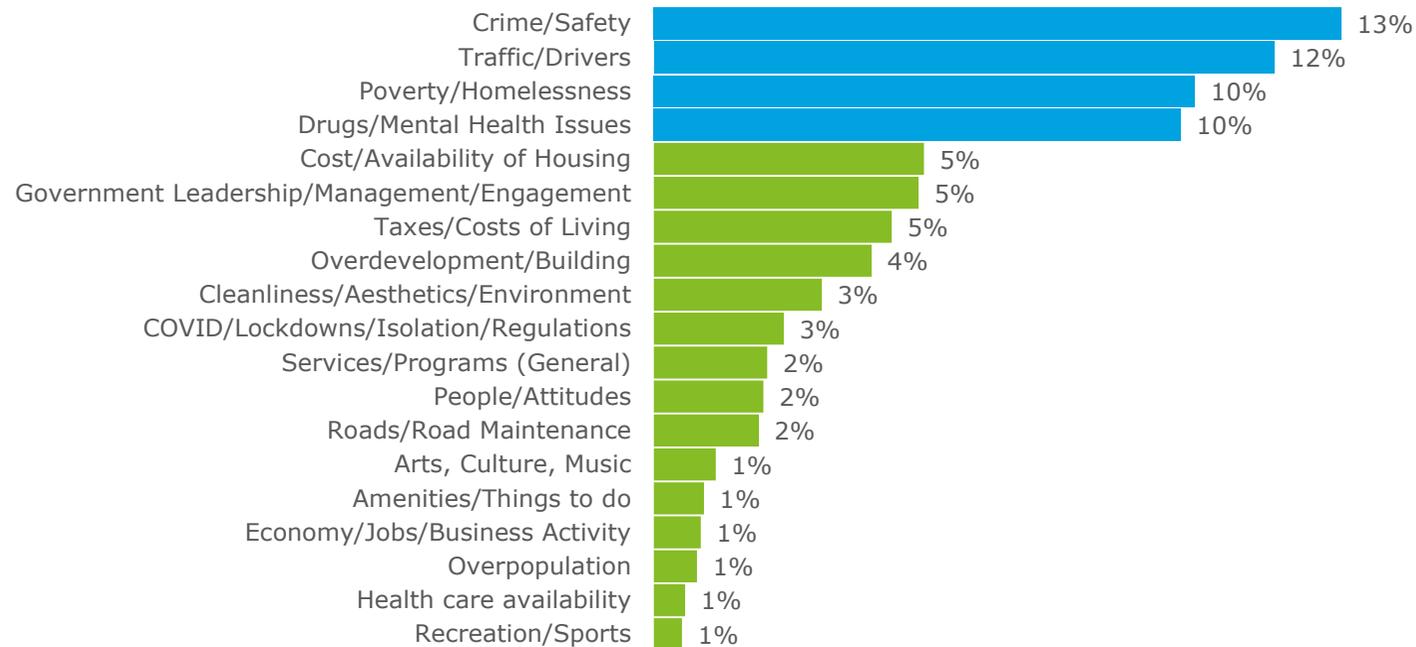
**Time Trend:**  
Remained stable  
from 2020.

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



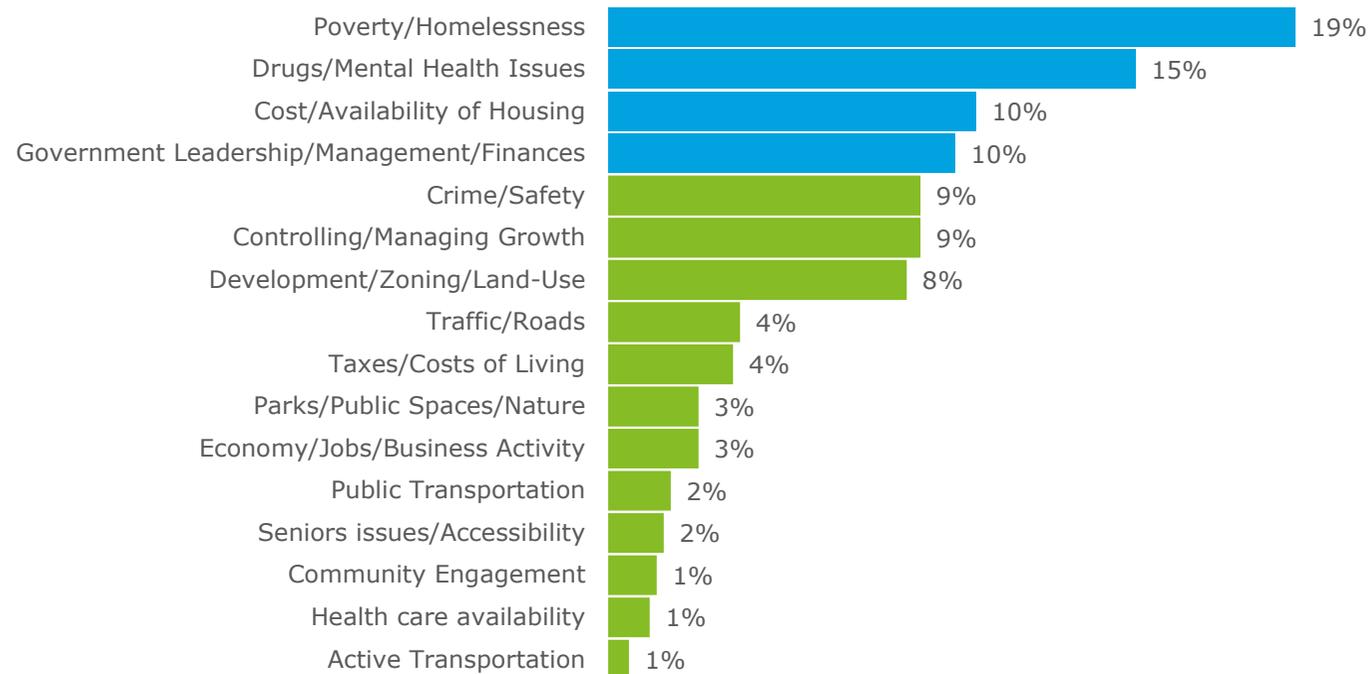
**Thinking about the quality of life in Cambridge over the past two years, what, if anything has gotten better?**

**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?**

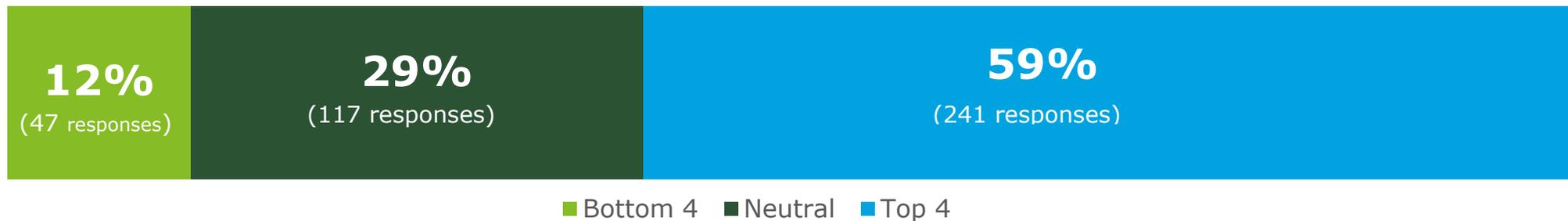
**When asked to narrow down to a single challenge, respondents noted they felt Cambridge's most important issue was:**



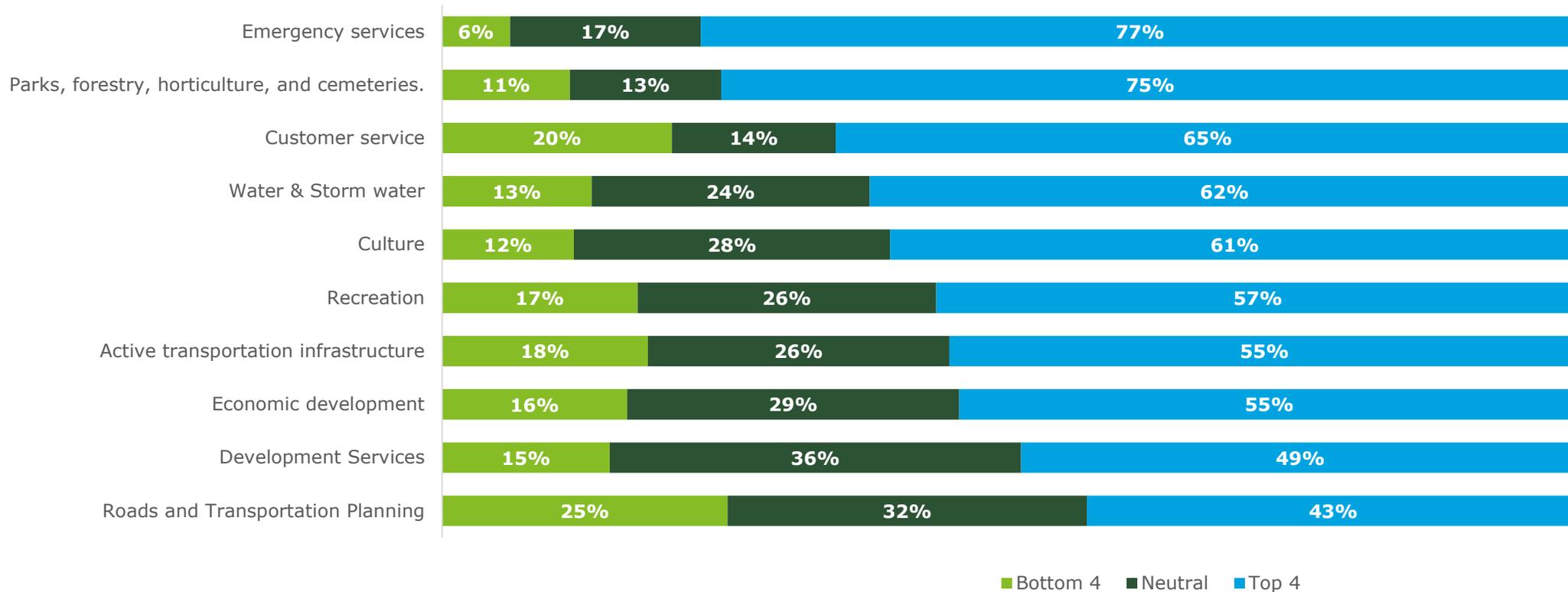
**In your opinion, what, if anything, is the single most important issue facing the City of Cambridge today?**

When asked about their general satisfaction with the **quality of services provided** by the City of Cambridge, the majority 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 various services to its residents. When asked to rate their overall satisfaction with these services, overwhelming, most respondents selected a 7 or higher rating for each service.**



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

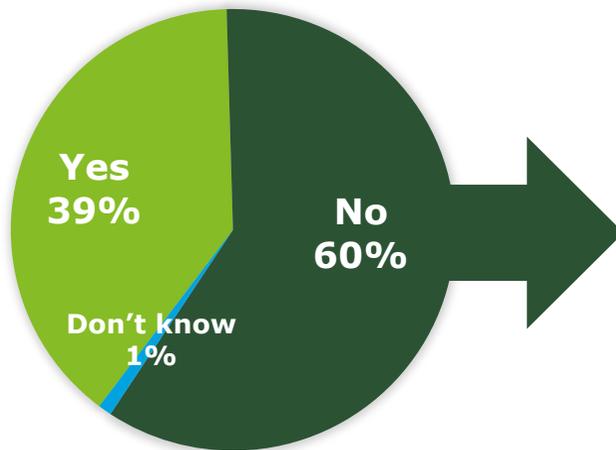


When reviewing the derived importance based on satisfaction levels, Customer Service was noted as the most important area to respondents.

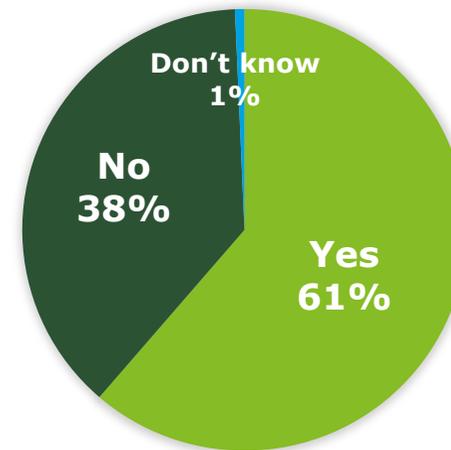
Service	Importance	Performance	Priority Rank
Customer service	9.4	65%	1
Roads and transportation planning	6.8	43%	2
Recreation	6.6	57%	3
Development services	6.8	49%	4
Economic development	5.7	55%	5
Active transportation infrastructure	4.3	55%	6
Water & storm water	5.4	62%	7
Parks, forestry, horticulture, and cemeteries	5.1	75%	8
Culture	4.9	61%	9
Emergency services	6.0	77%	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.

**In the past year, have you contacted the City of Cambridge? n=406**



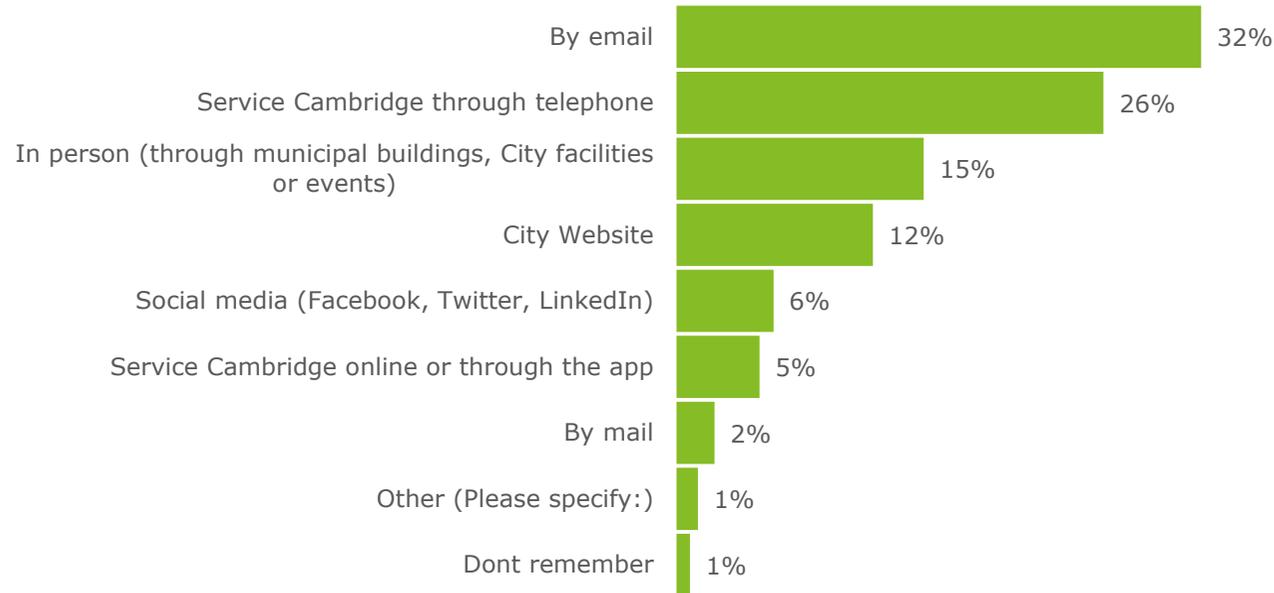
**Have you ever contacted the City of Cambridge? n=247**



*\*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 by **email**.**

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



\*\*\* Other responses included: during a zoom meeting, attending a public meeting, or called a councilor directly

During their contact and communication with the City of Cambridge, Residents indicated they had **very 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.**

■ Bottom 4   ■ Neutral   ■ Top 4 Box



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

**Time Trend:**

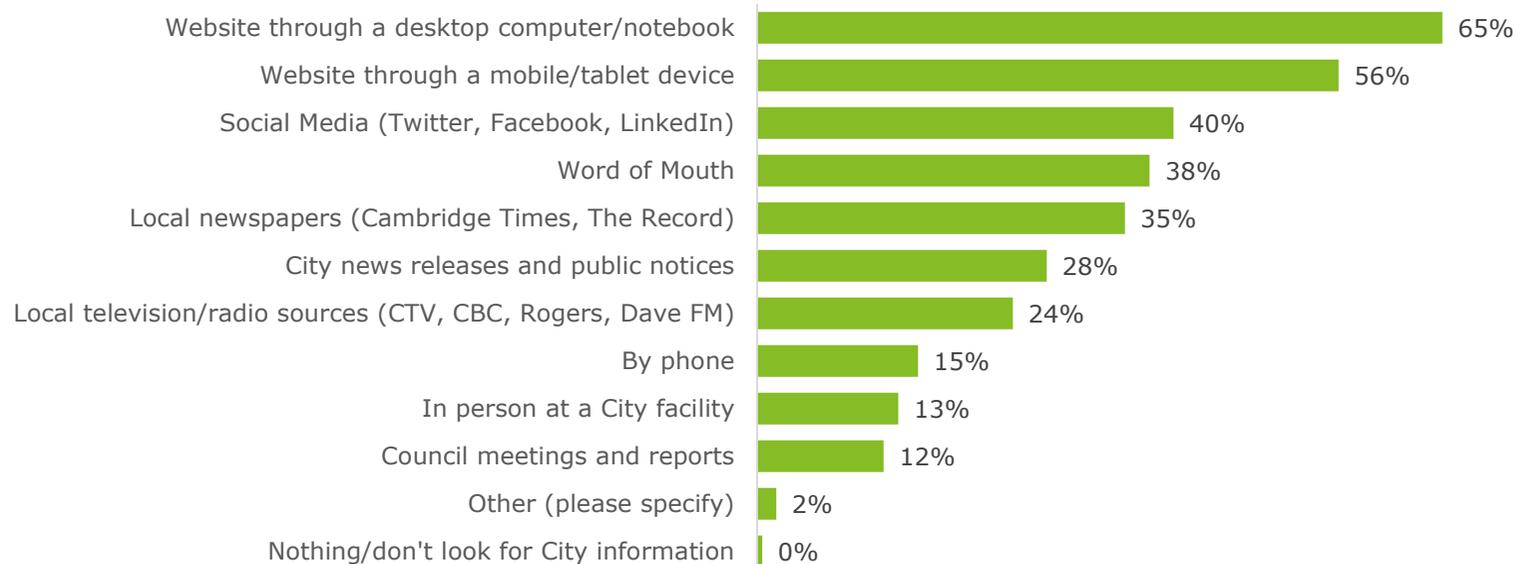
**22% strongly or somewhat disagreed** that they were satisfied with the levels of customer service received **in 2020.**

**Time Trend:**

**73% strongly or somewhat agreed** that they were satisfied with the levels of customer service received **in 2020.**

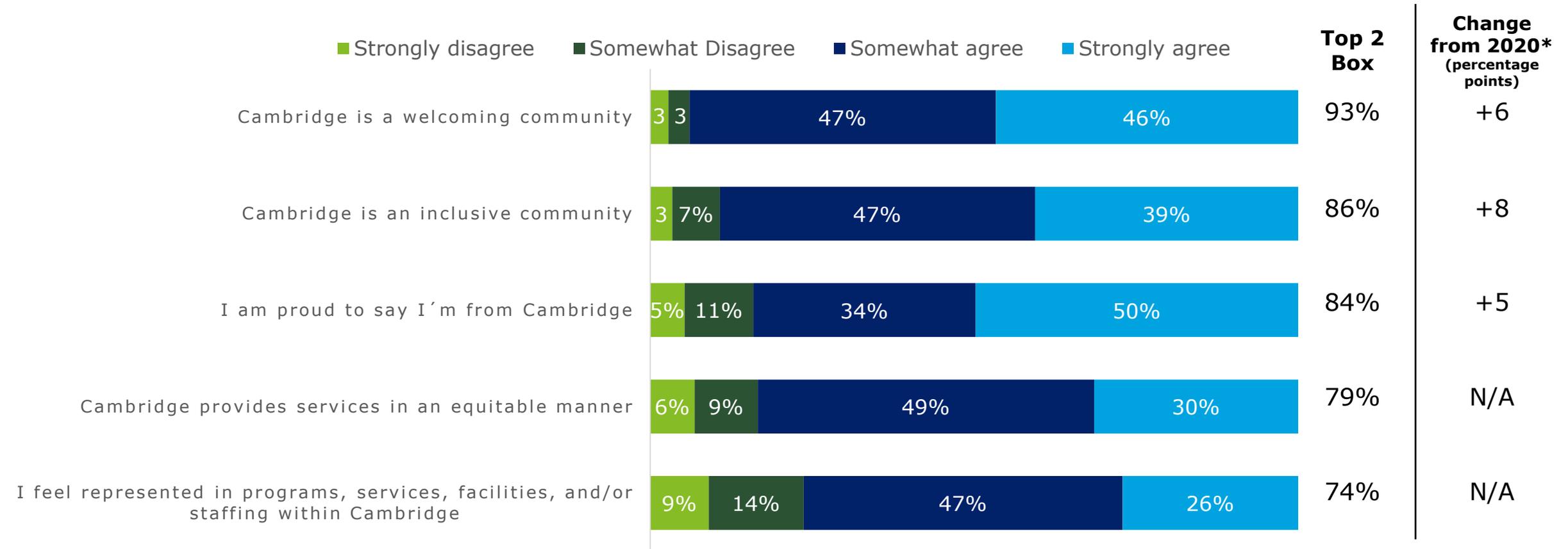
**When residents search for information about the City of Cambridge, the primary source they go to is the **City of Cambridge website** on a computer or mobile device.**

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: Google, Yellow Pages, Pingstreet app, Senior Centre newsletter, in person during a City event, Activity brochures, road/ bus change notifications.

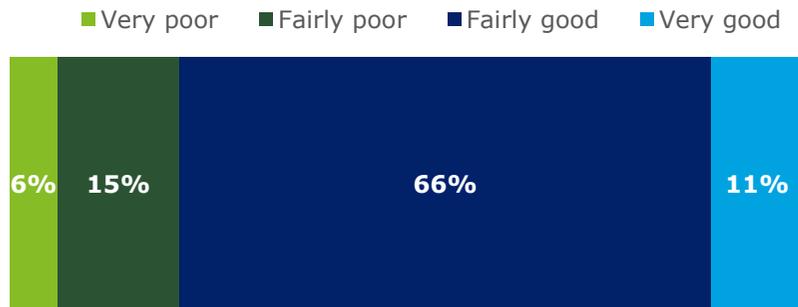
**Residents were asked to indicate how much they agreed or disagreed with the following statements. In each instance, the positive answers made up 74%-93% of the total selections.**



n=406

\*In 2020, the scale had 5 levels, with a neutral option.

The majority of participants indicated they feel they receive **“Fairly Good”** 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?

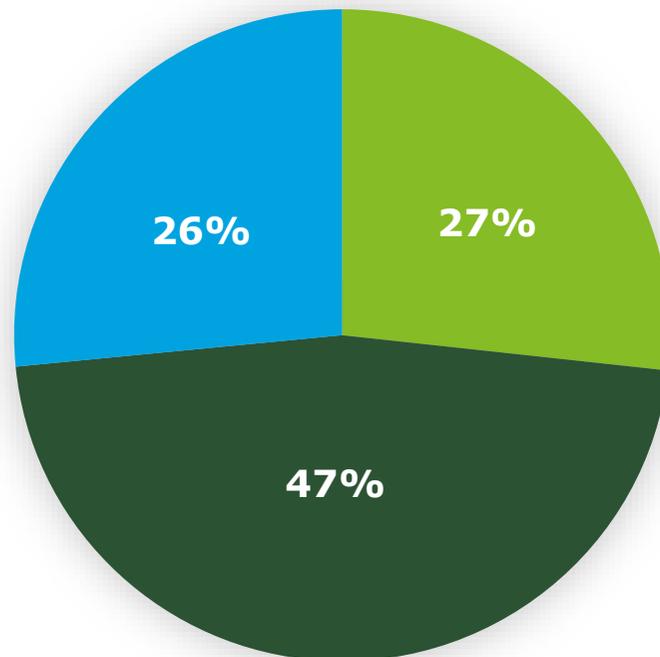
n=402

When residents were to **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
Overall positive direction of City	Comparison to other places
Amount/value of services/programs provided	Amount spent on drugs/homelessness*
Maintenance of roads/traffic	Condition of roads/traffic
Comparison to other places	High amounts of taxes/cost of living

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?

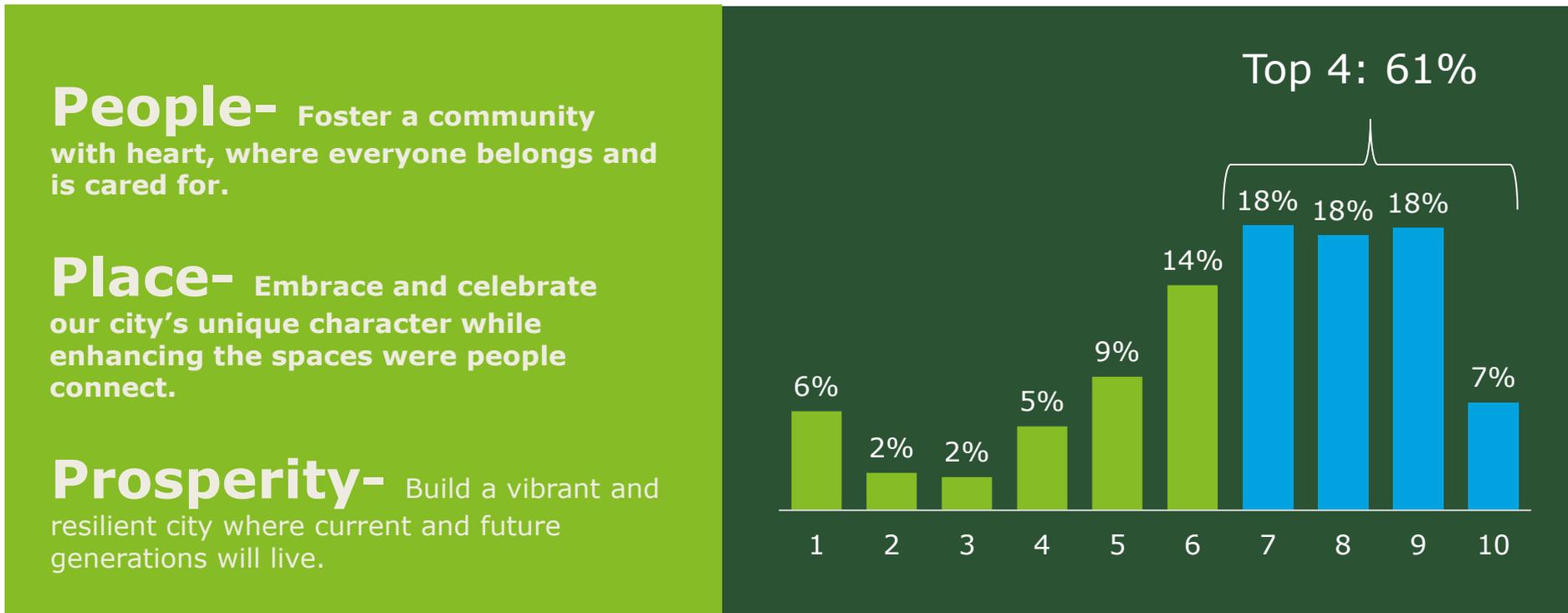
**Which of the following options would you most prefer for Cambridge to balance increasing costs?**



- 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.

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?

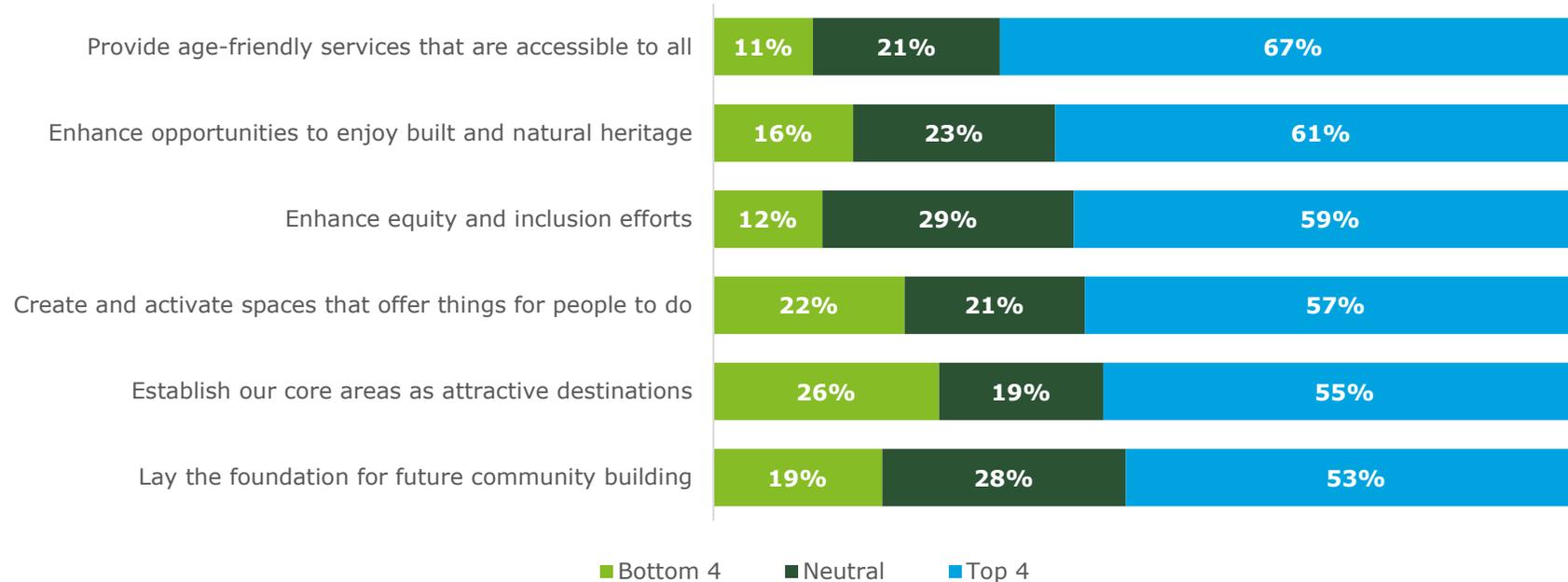


61% of participants selected a ranking of 7 or higher (Top 4)

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 actions from the strategic plan, respondents placed the most importance on the **foundational community building action** and identified this as their highest priority.

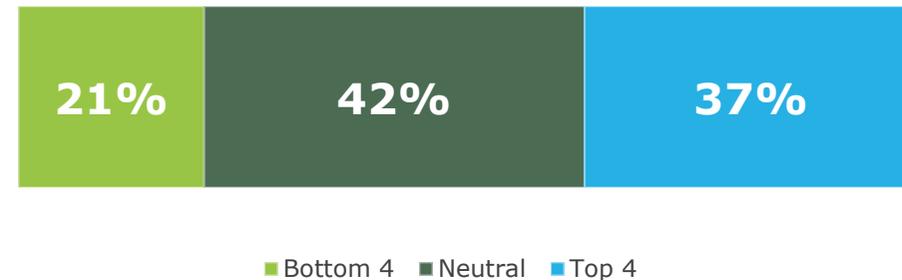
Action	Importance	Performance	Priority Rank
Lay the foundation for future community building	9.4	53%	1
Establish our core areas as attractive destinations	7.0	55%	2
Create and activate spaces that offer things for people to do	6.1	57%	3
Enhance opportunities to enjoy built and natural heritage	7.4	61%	4
Enhance equity and inclusion efforts	5.7	59%	5
Provide age-friendly services that are accessible to all	5.9	67%	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

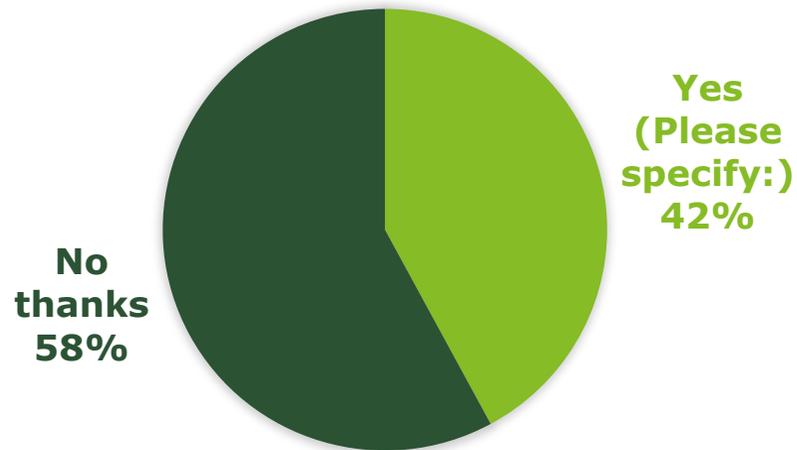
1. Enable small business to succeed
2. Increase housing options
3. Encourage safe and healthy neighbourhoods
4. Improve access to social supports
5. Take action to combat climate change
6. Prepare for emergency prevention and recovery
7. Promote and develop more transportation options

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



Overall, majority of residents indicated **they’re neutral about 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?

“Transportation has been increasing, infrastructure is growing, there's some festivals; they need to improve crime in areas like trails.”

**“It’s good to be included.”**

Positive Responses

**“Not much has been done to provide safe areas for people to enjoy.”**

“More businesses should become more involved in helping the City improve our community; it's just as much their responsibility as it is the City's.”

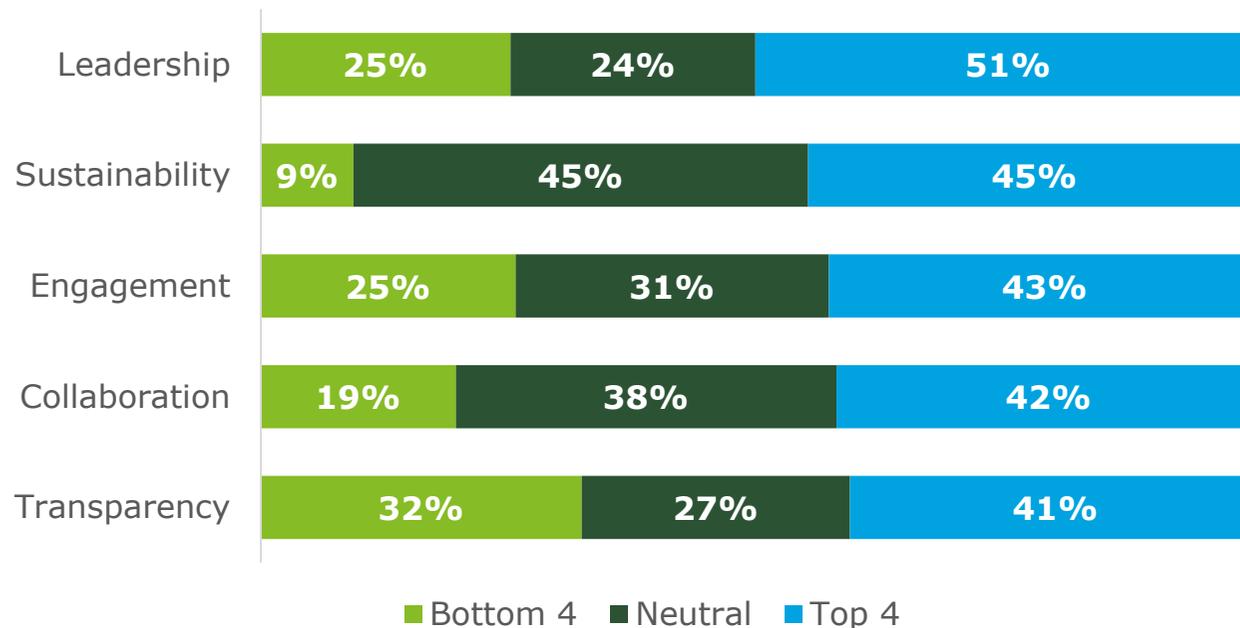
Negative Responses

## 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**?

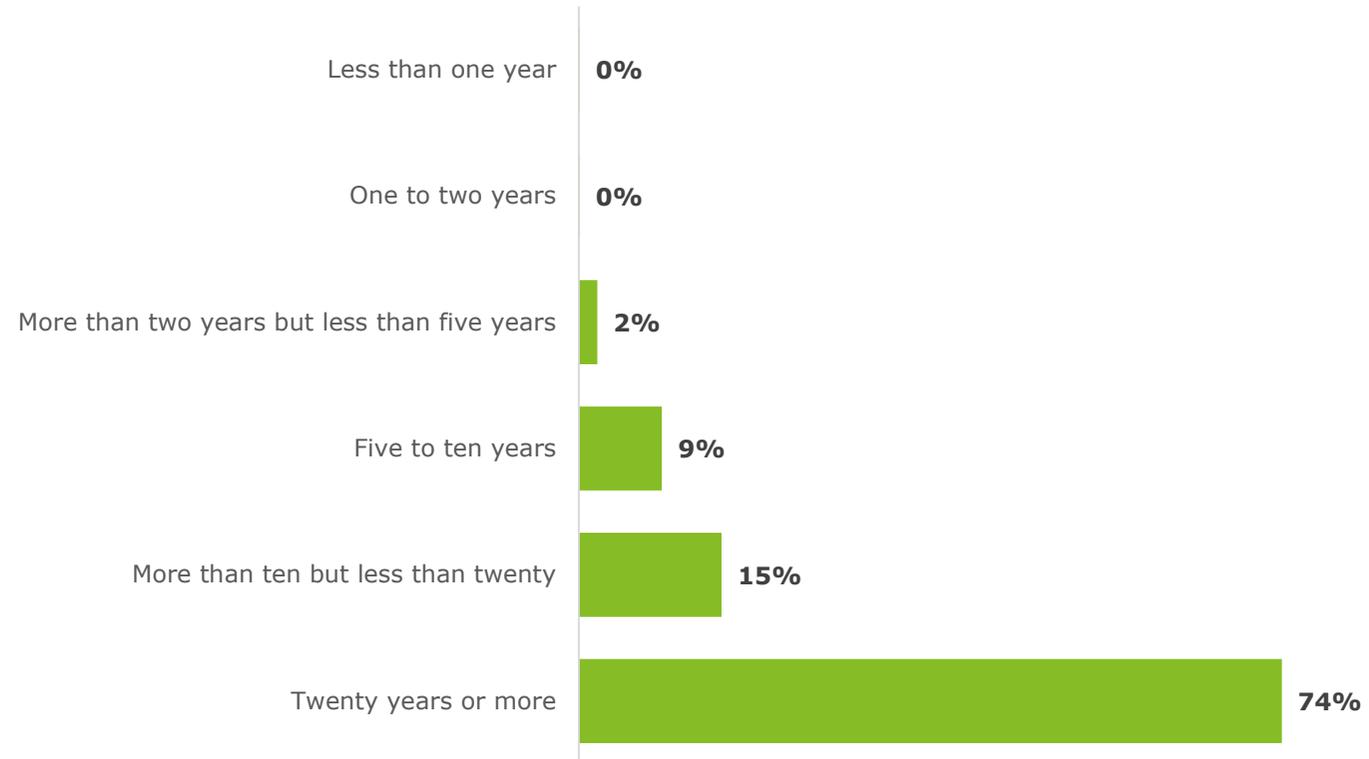


Respondents indicated from their perspective that the **#1** most important value is **engagement**, and the strength of importance was notably greater than their **#2** priority ranking.

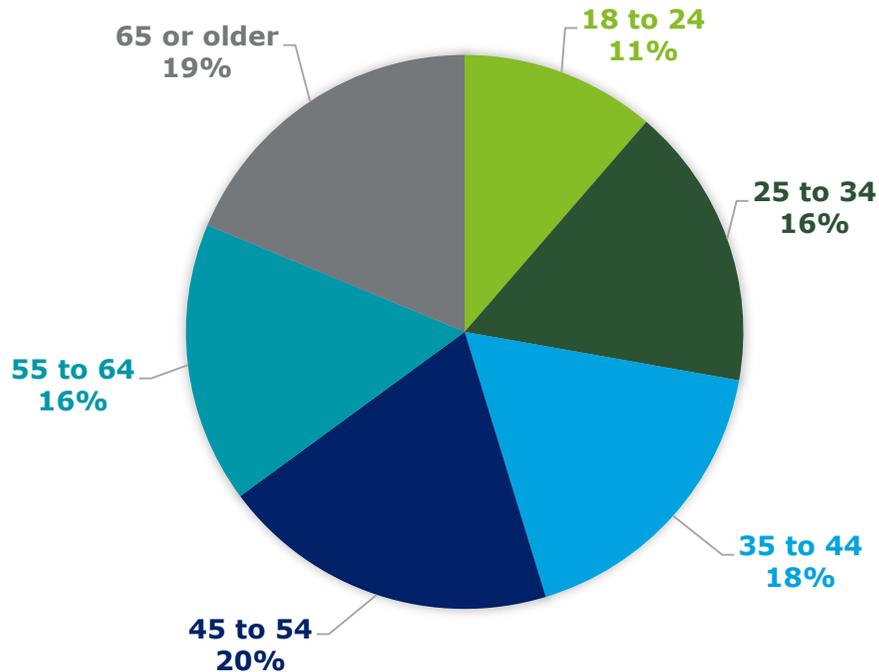
Value Statement	Importance	Performance	Priority Rank
Engagement	9.4	43%	1
Transparency	5.7	41%	2
Leadership	5.9	51%	3
Collaboration	7.0	42%	4
Sustainability	6.1	45%	5

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

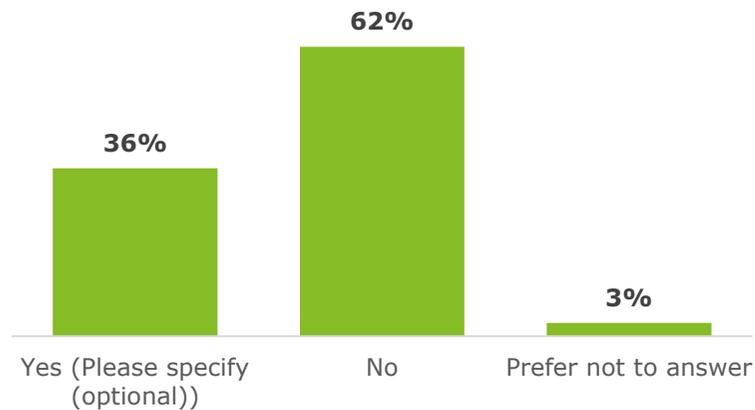


### Do you have any children under the age of 18 living in your household?



**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 the following applied to them**

Gender	6
Disability	9
Senior	65
Low-income earners	10
Immigrant	10
Race	8
Marital status	15
Sexual identity	4
Indigenous Peoples	1
Selected Yes, but requested not to disclose	10

# Thank You!

## Contact Details

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