



Special General Government Committee

Agenda

Date: December 9, 2016

Time: 9:00 AM

Place: Clarington Public Library,
Newcastle Branch, Meeting Room
150 King Avenue East, Newcastle



Inquiries & Accommodations: For inquiries about this agenda, or to make arrangements for accessibility accommodations for persons attending, please contact: Michelle Chambers, Committee Coordinator, at 905-623-3379, ext. 2106 or by email at mchambers@clarington.net.

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Noon Recess: Please be advised that, as per the Municipality of Clarington's Procedural By-law, this meeting will recess at 12:00 noon, for a one hour lunch break, unless otherwise determined by the Committee.

Cell Phones: Please ensure all cell phones, mobile and other electronic devices are turned off or placed on non-audible mode during the meeting.

Copies of Reports are available at www.clarington.net

Date: December 9, 2016
Time: 9:00 AM
Place: Newcastle Library

1 Call to Order

2 Declaration of Interest

3 Staff Report

3.1 In a workshop-style format, the Interim Chief Administrative Officer will be providing a Verbal Report concerning:

1. the status of the changes sought in the Administration's attention to building prosperity, customer service, staff engagement, efficiency and effectiveness in service delivery and clear policy analysis;
2. the status of the 32 Strategic Plan commitments;
3. the views of the customers we serve about their satisfaction with our services and how they experience their interaction with us, the limitations with the data on this matter and the intended Administration action in response to these findings;
4. the results of the analysis of the staffing requests put to the Interim CAO and the suggested resources required to realize the results expected in items 1, 2 and 3

(Supporting documentation to be distributed under separate cover)

4 Adjournment

Presentations & Handouts

SPECIAL GENERAL GOVERNMENT COMMITTEE AGENDA DECEMBER 9, 2016

Mayor Adrian Foster:

9:00 – 9:05

Call to Order
Declaration of Interest

The Interim Chief Administrative Officer will be providing a Verbal Report concerning:

9:05 – 9:20

The status of the changes sought in the Administration's attention to building prosperity, customer service, staff engagement, efficiency and effectiveness in service delivery and clear policy analysis;

9:20 – 10:20

The status of the 32 Strategic Plan commitments;

10:20 – 10:35

Break

10:35 – 11:00

The views of the customers we serve about their satisfaction with our service and how they experience their interaction with us, the limitations with the data on this matter and the intended Administration action in response to these findings

11:00 – 12:15

The results of the analysis of the staffing requests put to the Interim CAO and the suggested resources required to realize the results expected in Items 1,2 and 3.

Adjournment



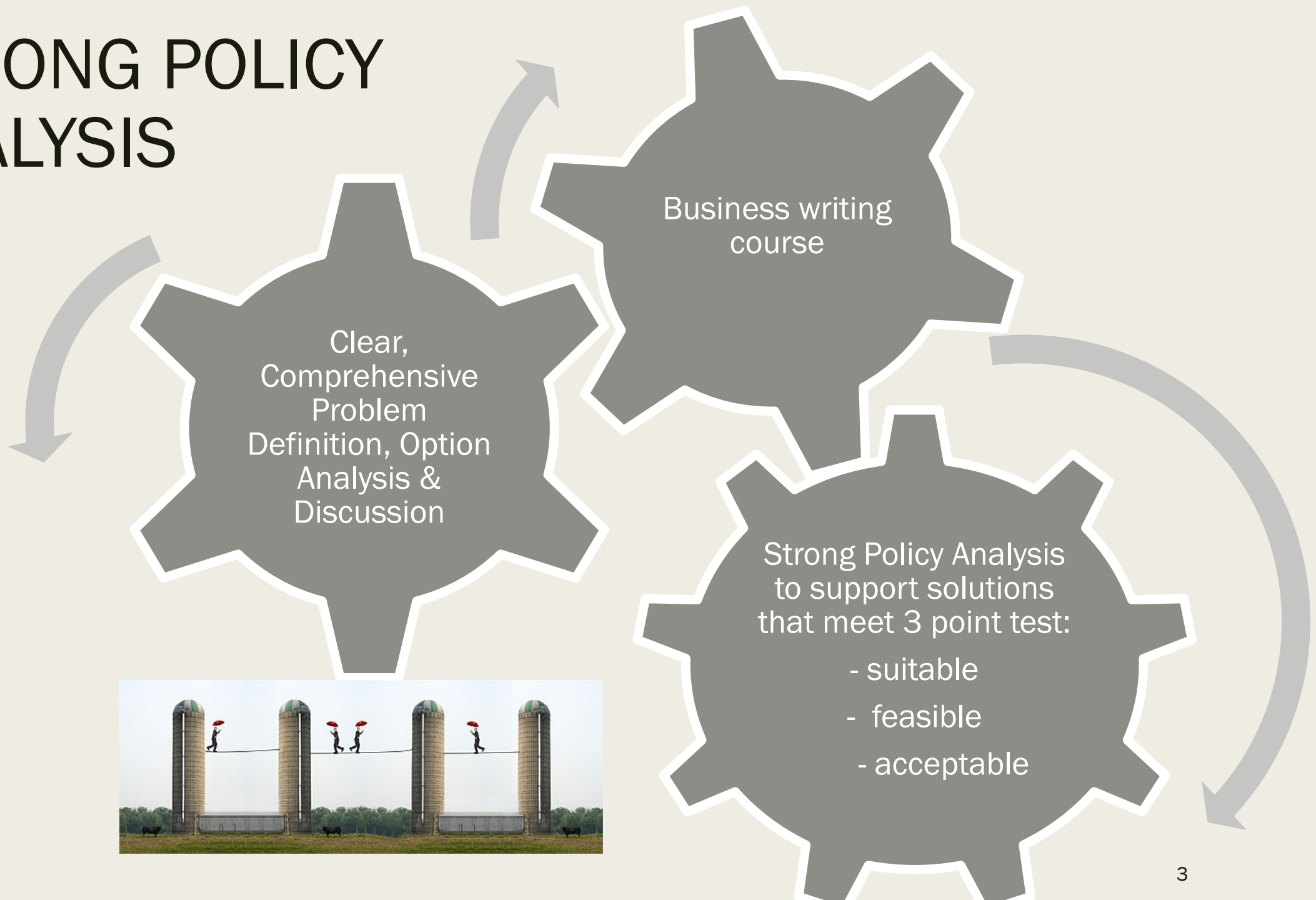
ENABLING SUCCESS FOR CLARINGTON: TRANSFORMING THE ADMINISTRATION

Presentation to Mayor & Council
Curry Clifford, MPA, CMO
Interim CAO
December 9, 2016

ENABLERS



STRONG POLICY ANALYSIS



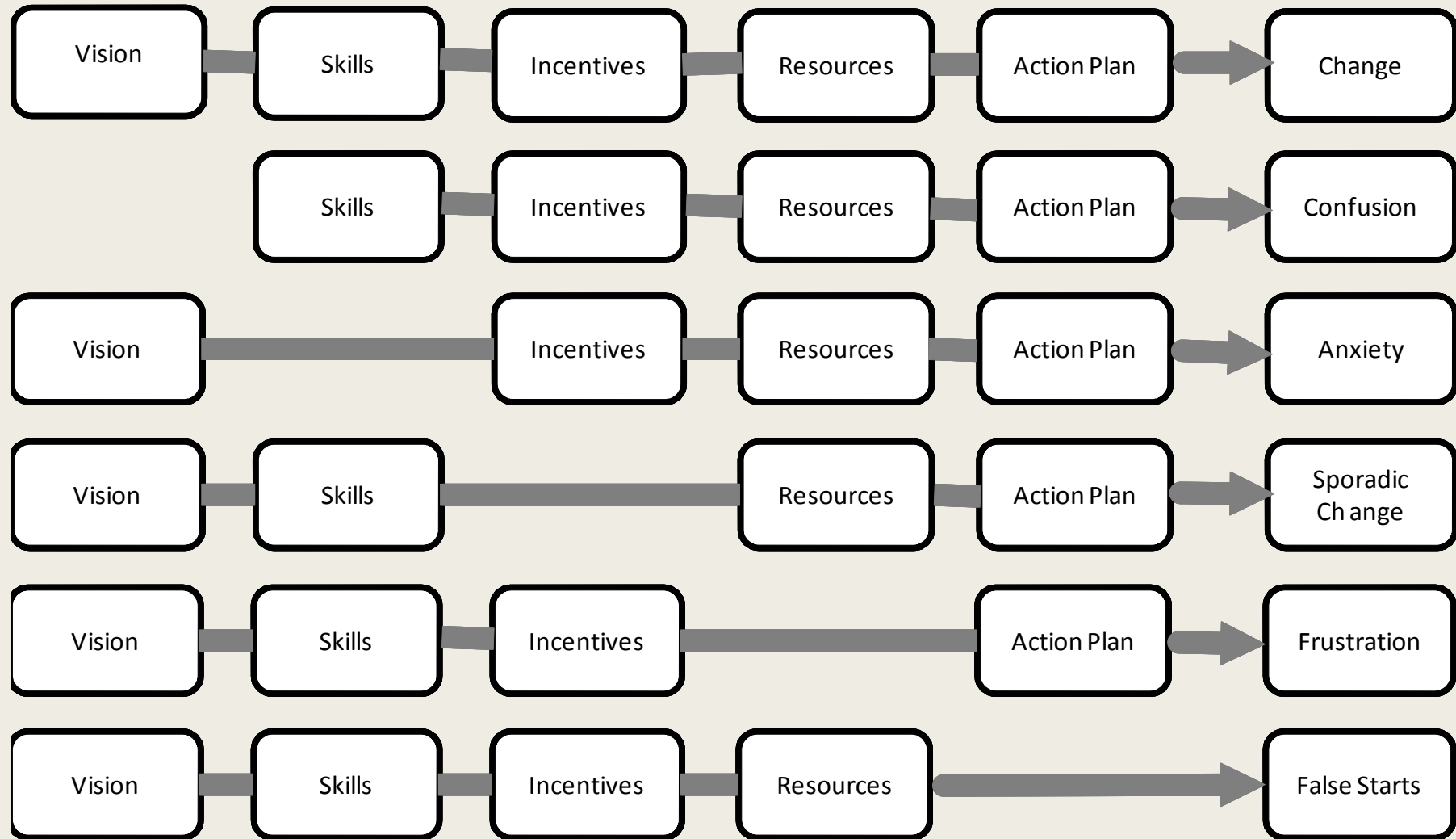
ENGAGED STAFF



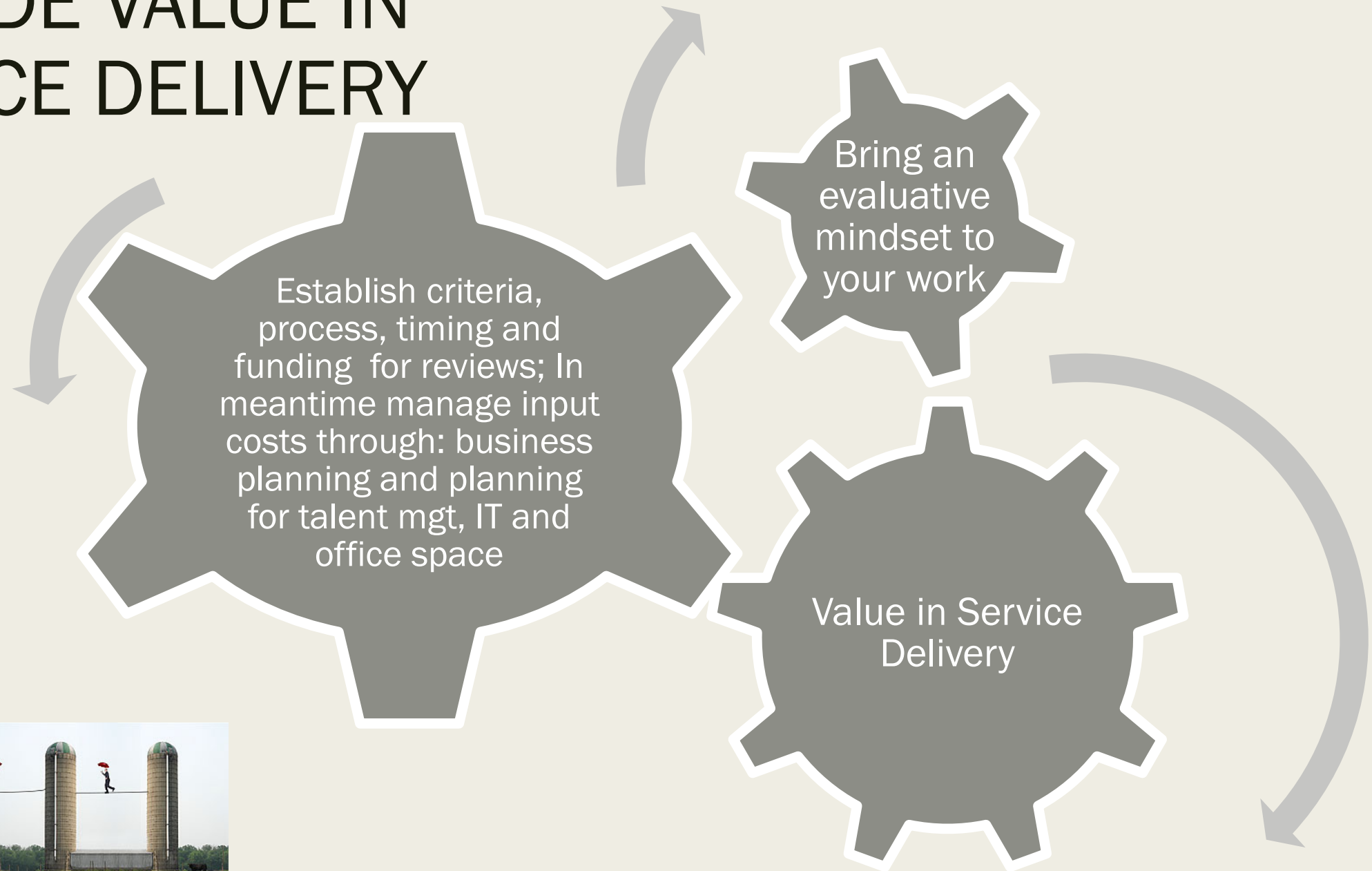
STRONG CUSTOMER SERVICE



Getting Successful Change



PROVIDE VALUE IN SERVICE DELIVERY



WHAT QUESTION DOES A SERVICE DELIVERY REVIEW SEEK TO ANSWER:

1. Do we really need to continue to be in this business/service?
2. What do citizens expect of the service and what outcomes does Council want for this service?
3. How does current performance compare to expected performance?
4. Do the activities logically lead to the expected outcomes?
5. How is demand for the service being managed?
6. What are the full costs and benefits of the service?
7. How can benefits and outputs of the service be increased?
8. How can the number and cost of inputs be decreased?
9. What are the alternative ways of delivering the service?
10. How can a service change best be managed, implemented and communicated?

BUILD PROSPERITY

Align Actions (\$ and staff focus) with Goals - JET and Process review teams; build and manage reln'ships with key investors and enablers (Region and Province)

Understand what influences investment decisions, what you can do about it, what you want your community to be known for (substance and process) and build an Urgency of Action to realize that

Build Prosperity



ENABLERS



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Co-ordinator at 905-623-3379 ext. 2131

To: Mayor Foster and Members of Council
From: Curry Clifford, Interim CAO
Date: December 6, 2016
Subject: Status of the 32 Strategic Plan Commitments
File:

Mayor and Council:

Attached is a table showing the status of the implementation of our Strategic Plan. This is for the 2nd item under 3.1 of our workshop meeting on December 9th.

The last column in the table is the key column to focus on. The other columns just repeat what you came to in the Strategic Plan itself then what you would have seen in the implementation plan in November 2015 (Report COA-003-15).

Discussion points:

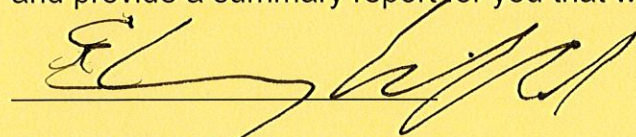
Overall we are making good progress on the 32 commitments. Several have been completed and many are underway.

Only two, I suggest, need to be revisited to determine if you wish to make a course adjustment. These have been noted in the table.

We are at the mid-point in this plan so of course there are still a few to get underway. Some of these, as noted in the 2015 implementation plan, require new funding, including staffing. Those dependent on funding being provided in the 2017 Budget, including staffing, are bolded and you'll want to, of course, review these closely.

Next Steps:

Based on our discussion on Friday and your Budget decisions in February, I'll refine this and provide a summary report for you that will be more useful for public reporting.



Curry Clifford, MPA, CMO
Interim CAO

Attachment – Implementation of Strategic Plan Table

Mid-term Report on Status of Implementing the 2015-18 Strategic Plan – Nov 28th DRAFT

Noted bolded items are subject to 2017 Budget approval

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
1.	FACILITATE THE CREATION OF JOBS, ATTRACTION OF NEW BUSINESSES AND EXPANSION OF EXISTING BUSINESSES					
1.1	Work with the Clarington Board of Trade to update our economic development strategy to advance our considerable strength and competitive advantage in nuclear energy and in agriculture.	Lead: CBOT	<ul style="list-style-type: none"> CBOT develop draft Economic Development Strategy (as part of CBOT business planning process) 	<ul style="list-style-type: none"> Majority of work to be executed by dedicated volunteers from local business community potential resource implications may arise as discussion progresses 	3rd ¼ of 2016	COMPLETED <ul style="list-style-type: none"> - Key Stakeholder meetings were hosted. - Economic Development Plan 2021 with 63 activities, performance measures and accompanying 5 year contract approved by Council October 31, 2016 - preliminary investigation by Interim CAO underway of community economic development branding
1.2	Identify, in consultation with the business community, key projects such as the GO Train extension, improved fibre optic service and serviced land that will encourage business retention, expansion and attraction and then collaborate with other orders of government, businesses and community organizations to advance these projects.	Lead: CAO Office Assisted By: CBOT and Other Departments	<ul style="list-style-type: none"> Roundtable discussions with businesses (as part of CBOT business planning process) Partnerships with other affected parties, e.g., neighbouring municipalities, Regional Government, college, university to develop and implement government relations strategy to influence provincial government 	<ul style="list-style-type: none"> Additional Staff time Potential resource implications as discussion progresses 	Continuous ongoing task	ONGOING <ul style="list-style-type: none"> -CBOT has hosted 3 stakeholder meetings with various business groups to identify key projects and broadband and serviced lands remain top priority initiatives. - CBOT participates in a regional working group on broadband solutions - Interim CAO co-ordinating with CBOT, Planning and Engineering an inventory of detailed servicing plans and strategies for all developable industrial lands. Goal is to set priorities and influence Regional and in some instances Provincial government to partner with the Municipality and businesses to service lands - Interim CAO co-ordinating early GO Train extension implementation matters with Metrolinx, Oshawa, Whitby and Region to enable optimal local benefits and for 2023/24 timelines to be met.

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
						-Interim CAO beginning to develop with Lakeridge Health a Gov't Relns strategy for the expansion of Bowmanville Hospital
1.3	Continue with process improvements that streamline development approvals, including approvals by other government agencies and effectively communicate the improvements.	Lead: Planning/Engineering	<ul style="list-style-type: none"> • Process Improvement Team comprising Planning and Engineering to develop ideas for ongoing improvements with consultation with the industry and agencies. • Work with neighbouring lower tier municipalities to develop common requests to other governments for process improvements • Develop materials identifying changes and brand the improvements • Continue with the successful pre-consultation process 	<ul style="list-style-type: none"> • Additional Staff time and other resource implications 	Continuous improvement as an ongoing task	<p>ONGOING</p> <p>This items is a joint project between Planning and Engineering with Planning taking the lead role.</p> <p>- Terms of reference prepared for Joint Process Review Team to be launched in first quarter of 2017 and branding of improvements to be early task</p> <p>- Created JET (Joint Economic Development Team) process for expediting/responding to significant job creation development opportunities</p> <p>- Held 60 pre-consultations to date in 2016.</p> <p>Specific improvements implemented to date include:</p> <p>-Delegated Apartments in House and Oak Ridge Moraine Site Plans to Manager of Dev. Review</p> <p>-Improvements to temporary sign permitting process</p> <p>-New circulation distance standards for rural applications</p> <p>- Met with Regional staff regarding their requirements for application</p>
1.4	Explore innovative approaches to Development Charges on industrial and commercial property that balances the cost of servicing with economic gains for the community.	Lead: Finance Assisted by: Planning Services and Engineering	<ul style="list-style-type: none"> • Update to Development Charges By-law • Ongoing monitoring of uptake of incentives to ensure appropriateness and determine future modifications • Ongoing scanning of other municipalities' actions for new approaches • Communication of incentives to generate market interest 	<ul style="list-style-type: none"> • Additional Staff time • Incentives may have Budget implications 	Mid 2015 Ongoing with Annual Reporting/ Tracking	<p>COMPLETED</p> <p>-Development charges by-law updated July 1, 2015 including industrial exemptions and small business exemptions.</p> <p>-Tracking quarterly through Financial Update to Council.</p> <p>Budget allocation to be included in</p>

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
			•			draft 2017 budget due to successful uptake. - Marketing through Planning, Engineering (Building) and CBOT. -Courtice CIP approved by Planning Committee November 14, 2016 including proposed incentives to be included in the 2017 draft budget for mixed use developments (among others). Next step is marketing plan through Planning and CBOT.
1.5	Review and implement the best option for the delivery of the tourism function.	Lead: Tourism	<ul style="list-style-type: none"> Council report COD-016-15 considered by Council and referred back to entertain proposals for delivery of this function 	<ul style="list-style-type: none"> Pending decision of Council 	4 th ¼ of 2015	COMPLETED Council decided in Fall 2015 to enhance the service and deliver it in-house.
1.6	Collaborate with local organizations to enable arts and culture to make a strong contribution, directly and indirectly, to business expansion in the community.	Lead: CAO Office	<ul style="list-style-type: none"> Report to Council after consultation with organizations on the findings of the discussion 	<ul style="list-style-type: none"> Allocation required in 2016 Budget for 3rd party facilitator and arts and culture expert to engage the Arts and Culture community Unknown at this time scale of resourcing to pursue findings of discussion 	1 st ¼ 2016 New proposed date - 1 st ¼ 2018	💡 REQUIRES COUNCIL DIRECTION (Yellow light) No allocation provided in 2016 Budget. Council will need to decide whether it wishes to maintain this objective and if so provide an allocation in 2018 Budget of \$5,000 to \$7,000 for this purpose.
2.	DEMONSTRATE GOOD GOVERNANCE AND VALUE FOR THE TAX DOLLAR					
2.1	Communicate widely, frequently and through various channels how good governance and value for the Clarington tax dollar are being provided.	Lead: Communications Assisted By: All Departments	<ul style="list-style-type: none"> Continue to explore and develop good news stories promoting the Corporation and related initiatives Leverage social media to its fullest extent 	<ul style="list-style-type: none"> All Departments 	Continuous Ongoing Effort	ONGOING -New budget brochures designed in 2016, new Q&A on website, videos and new commentary under development. Budget survey software approved with implementation planned in 2017. -Continued communication through press releases on various corporate initiatives with explanation of dollar impact on the community and service results for residents and businesses. -Social media engagement continuously increasing

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
2.2	Investigate putting in place an ongoing evaluation process in which specific services are identified and systematically reviewed to determine the most effective and efficient way to provide them.	Lead: CAO Office Assisted By: All Departments	<ul style="list-style-type: none"> Review Best Practices by municipalities on service delivery reviews Develop evaluation process including criteria for selecting services for review, questions to be answered by reviews, frequency of reviews, number of reviews per year, who to undertake them Determine priorities for services to be reviewed 	<ul style="list-style-type: none"> Additional Staff time Independent reviews will require funding with scale of funding based on evaluation process chosen and complexity, scale, number and nature of services being reviewed, 	2017	<p>GROUND WORK UNDERWAY</p> <p>-Preliminary investigation commencing with Interim CAO and Internal Auditor with funds suggested in the draft 2017 budget.</p> <p>-Report to Council anticipated in March 2017 setting out approach based on funding allocated in Budget</p> <p>- preliminary review of candidate services to review being undertaken by CAO when considering budget requests</p> <p>-enablers of service delivery efficiency and effectiveness underway including first time corporate plans for office space and IT and, starting in 2017, subject to Staffing Budget decisions, corporate plans for talent management and business planning.</p>
2.3	Review opportunities for joint capital and/or operations with School Boards, Regional Government and other public agencies.	Lead: CAO Office Assisted by: All Departments	<ul style="list-style-type: none"> Identify potential capital and operations projects hold discussions with School Board and Region and other agencies and report to Council on findings 	<ul style="list-style-type: none"> Additional Staff time 	2016 New proposed date - 2017	<p>TO BE SCHEDULED</p> <p>-Position to undertake work (Corporate Initiatives Officer) is unfunded so abbreviated outreach will be undertaken in 2017.</p> <p>- Incremental gains to date include partnership with OCACL for use of Baseline Community Centre.</p>
3.	MANAGE GROWTH TO MAINTAIN OUR "SMALL TOWN" FEEL					

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
3.1	Provide for walkable mixed-use neighbourhoods and encourage a "small town" feel in the Official Plan and neighbourhood plans.	Lead: Planning Assisted by: Engineering	<ul style="list-style-type: none"> Underlying framework will be in the Official Plan Update Through Priority Green Neighbourhood standards, develop walkability criteria for new neighbourhoods Implement recommendations contained in the Transportation Master Plan Update Engineering Standards to reflect changes to neighbourhood plans and address accessibility Include walkability and mixed use development in neighbourhood plans 	<ul style="list-style-type: none"> Additional Staff time and other resource implications leading up to implementation Implementing features for walkability and accessibility will have budget implications 	2017	PARTIALLY COMPLETED -Official Plan policies on walkable communities adopted by Council on November 1, 2016. -Priority Green Implementation Framework developed. - Further work through Secondary plan to be undertaken in 2017-2018. - Transportation Master Plan to be considered by Council on December 12 th . Engineering standards to be developed in 2017.
3.2	Support a variety of affordable mixed housing types and community design attributes that support our residents at every stage of life and across all abilities.	Lead: Planning	<ul style="list-style-type: none"> Recommend to Council where appropriate approval of affordable housing projects Council to consider affordable mixed housing in new developments 	<ul style="list-style-type: none"> Existing Staff time 	Ongoing	ONGOING -Support for higher density housing projects provided in context of applications and incentives. - Assisted Developer and Durham Region in a successful bid for 75 supportive housing unit project at 50 Martin Road - Courtice CIP/Development Charges incentives address affordable housing
3.3	Investigate, with the Clarington Board of Trade, the interest of each BIA in additional downtown revitalization programs.	Lead: Clarington Board of Trade	<ul style="list-style-type: none"> CBOT to discuss with BIAs 	<ul style="list-style-type: none"> None 	CBOT to report back to Municipality in 2016	COMPLETED CBOT has concluded the Main Street BR+E Survey project, initial results have been presented to Council and all BIA's. Final Reports to be completed January 2017 and presented at launch event. Next step will be action plan.
3.4	Reinforce our "small town" feel through tourism initiatives that showcase our agriculture and small town attributes.	Lead: Tourism	Subject to Council decision in item 1.5, tasks here could include: <ul style="list-style-type: none"> Continue to expand upon existing partnerships and relationships with CBOT, CTMB, Central Counties, Durham Tourism and other Tourism partners 	<ul style="list-style-type: none"> Additional Staff time 	Ongoing	ONGOING - Tourism plan refresh completed, working on way-finding signage, getting people to our towns and local farms and businesses. Continued promotion with refreshed campaigns to draw attention to Clarington and all its attributes.

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
			<ul style="list-style-type: none"> Ramp up marketing, create way- finding signage and map to highlight Clarington's attributes Continue to participate at and promote special events 			
3.5	Educate and promote how growth needs to be managed to maintain and sustain our "small town" feel.	Lead: Planning and Communications/Tourism	<ul style="list-style-type: none"> Develop a series of brochures and website materials on growth management topics Examine Best Practices 	<ul style="list-style-type: none"> Reallocation of Staff time 	2017 forward	UNDER DEVELOPMENT - Incremental steps taken including, Press release regarding the OPA, directing media inquiries, answering questions to explain growth management. Continue discussion on how to improve and educate.
3.6	Advocate to the Provincial and Regional governments the need to reflect the significance of this Clarington priority in updates to the Growth Plan for the Greater Horseshoe, the Greenbelt Plan and the Oak Ridges Moraine Conservation Plan.	Lead: Planning	<ul style="list-style-type: none"> Support through submissions to the Four Plan Provincial Review the expansion of the Greenbelt into the urban separators and policies that provide more flexibility to interpretation of targets, uses in Greenbelt etc. 	<ul style="list-style-type: none"> Existing Staff time 	2016	UNDERWAY -Reports approved by Council setting out Clarington position. - Discussion with Regional staff. - Additional discussion and advocacy required with Provincial staff re: Greenbelt boundaries.
4.	ENABLE SAFE, EFFICIENT TRAFFIC FLOW AND ACTIVE TRANSPORTATION					
4.1	Determine transportation projects, including active transportation projects, to be given priority through the completion of Clarington's Transportation Master Plan and implement the decisions.	Lead: Engineering	<ul style="list-style-type: none"> Council review and approval of Transportation Masterplan Develop a 10 year capital Transportation plan 	<ul style="list-style-type: none"> Additional Staff time 	1 st ¼ 2016 New proposed date - 2017	FRAMEWORK FOR PRIORITY SETTING COMPLETED- Transportation Master Plan - Implementation of priorities identified in the plan are subject to the 2017 Capital Budget and Forecast. - A 10 year Capital Transportation Improvement Plan has been drafted and utilized in the preparation of the 2017 Capital Budget and Forecast
4.2	Refine and update the Asset Management plan to efficiently manage and prioritize maintenance of roads, bridges and sidewalks and expand to a comprehensive plan incorporating all municipal assets.	Lead: Finance Assisted by: All Departments	<ul style="list-style-type: none"> Develop Asset Management Plan showing: State of Local Infrastructure, Expected Levels of Service, Asset Management Strategy, and Financing Strategy. 	<ul style="list-style-type: none"> Additional Staff time 	4 th ¼ 2016	UNDERWAY -Updated Council at Budget Workshop on November 4 th , 2016, departmental meetings scheduled late November 2016, target draft to Council February 2017
4.3	Create a dedicated rural road levy to address our rural road infrastructure deficit	Lead: Finance	<ul style="list-style-type: none"> Provide dedicated funding through the 2016 budget 	<ul style="list-style-type: none"> Additional Staff time 	1 st ¼ 2016	COUNCIL DECISION TO MEET COMMITMENT BY APPROVING


	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
		Assisted by Engineering and Operations				A 0.63% DEDICATED RURAL ROAD LEVY IN 2016 BUDGET
4.4	<p>Work with and influence the Ministry of Transportation to address community concerns with their services, including but not limited to:</p> <ul style="list-style-type: none"> • Improvements to Hwy 401 interchanges • Hwy 407 extension • Extension of GO Train Service to Courtice and Bowmanville 	<p>Lead: Engineering</p> <p>Assisted by: CAO Office</p>	<ul style="list-style-type: none"> • Partnerships with other affected parties, e.g., CBOT, neighbouring municipalities and Regional Government, college, university to develop and implement government relations strategy to influence provincial government 	<ul style="list-style-type: none"> • Additional Staff time • Potential resource implications as discussion progresses 	Ongoing	<p>ONGOING</p> <ul style="list-style-type: none"> -Active discussions with MTO on improvements to Waverley Rd Interchange -ongoing discussions with MTO on other priorities including building understanding of the wide public benefits of a Lambs Road interchange and other interchange improvements. - Overall Government Relations Strategy will need to be developed in later part of 2017 to advance these initiatives - working with the MTO and Blackbird construction regarding challenges in the construction of the 407 such as traffic detours, well interferences, road impacts relating to our road network and specifically Trulls Road. - Gained commitment for GO extension plus: acquired lands for Courtice GO Rail Station and collector road and currently in process of transferring title for station property to Metrolinx; Active discussions with Metrolinx on implementation; Municipality will undertake Mobility Hub Design Study to influence the EA Update for GO Rail and to provide input for Secondary Planning

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
5.	PROMOTE RESIDENT ENGAGEMENT IN OUR COMMUNITY					
5.1	Leverage technology to effectively communicate to residents the range of community organizations in Clarington and their events and activities.	Lead: CAO Assisted by: Community Services	<ul style="list-style-type: none"> Use existing new website and calendar to promote events and activities 	<ul style="list-style-type: none"> Additional Staff time 	Ongoing	ONGOING Continue to leverage and build social media following. Working on new ways to convey information including videos. Tourism promotes all events and activities, using website, social media. Communications assists with local community groups by advertising smaller local events on screens at the MAC.
5.2	Actively promote volunteerism, including helping Clarington residents interested in volunteering to be matched with organizations needing volunteers through such services as United Way's volunteer registry.	Lead: Community Services Assisted by: Operations	<ul style="list-style-type: none"> Investigate volunteer registry options to determine best fit for Clarington and its community volunteer needs Continue to support volunteers as they plan and implement community special events Continue to engage the volunteer community in Community Services Department events Develop a volunteer resource package for community organizations 	<ul style="list-style-type: none"> Additional Staff time 	4 th ¼ of 2017	UNDERWAY -In process of investigating volunteer registry options - Ongoing support of volunteers as they plan and implement community special events -Ongoing engagement of the volunteer community in Department events -In (3 rd ¼ of 2017) the Department will develop a volunteer resource package for community hall boards
5.3	Assess the needs for training in leadership, governance, volunteer retention and recruitment for community organizations and jointly develop a means to address these needs.	Lead: Community Services Assisted by: Operations and Clerks	<ul style="list-style-type: none"> Support volunteer agencies and community organizations with training and learning opportunities Coordinate an annual volunteer roundtable (networking opportunity) for representatives of local community organizations Develop a new Community Group Affiliation program that supports new, emerging and more established community groups Continue Volunteer Recognition Program 	<ul style="list-style-type: none"> Reallocation of Staff time 	2017	UNDERWAY -Ongoing support to volunteer agencies and community organizations with training and learning opportunities -Co-ordinate an annual volunteer roundtable -For 4 th ¼ of 2017 Department to develop a new Community Group Affiliation program Program review of Volunteer Recognition Event will be undertaken in 2017 for implementation in 2019 for which may require additional resources in 2018 Budget.

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
						Related matters: development of operation manuals for volunteer hall boards and co-ordinating training opportunities in 2017.
5.4	Support and enhance youth and older adult services	Lead: Community Services	<ul style="list-style-type: none"> Continue to deliver and enhance camps, and recreation programs for children, youth and adults Maintain current service partnerships and investigate new partnerships Assume responsibility for community wide older adult programming as of January 2016 Facilities Development Strategy will investigate future facility expansion to accommodate growth in youth and adult services 	<ul style="list-style-type: none"> Additional Staff time 	2016 and ongoing	<p>UNDERWAY</p> <p>-Ongoing delivery and enhancement of camps and recreation programs for children, youth and adults subject to budget approvals to enable catch-up to substantial growth in pop. served</p> <p>-Ongoing service partnerships and investigating new partnerships</p> <p>- Department has completed assuming responsibility for community wide older adult programming</p> <p>- The Facilities Development Strategy is anticipated to come on January 23, 2017 GGC Meeting with subsequent reports for implementation of Strategy recommendations</p>
5.5	Pursue the "Youth Friendly" community designation and enable our community's youth to contribute to the community's zest and future.	Lead: Community Services	<ul style="list-style-type: none"> Collaborate with and bring interested parties together, i.e. Boards of Education, Police, Municipality, Firehouse Youth Centre, Youth Leading Youth Committee, Durham Youth Council, and other community organization i.e. Visual Arts Centre, etc. Review all Best Practices and Programs Meet with representatives from Parks and Recreation Ontario, and neighbouring Youth Friendly Communities Submit application to the Province 	<ul style="list-style-type: none"> Reallocation of Staff time 	4 th ¼ 2017	<p>ON TRACK TO ADDRESS</p> <p>By the end of 2017 Department will:</p> <p>- collaborate and bring interested parties together; review best practices and programs; meet with representatives from Parks and Recreation Ontario; report to Council about application to Province</p>

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
5.6	Enhance Council and corporate communications.	All Departments	<ul style="list-style-type: none"> • Conduct regular Citizen Survey to obtain citizen feedback • Continue engagement methods such as Public Information Open Houses • Regular meetings with our stakeholders • Develop community engagement policy based on best practices • Develop criteria and policy for determining when to provide comprehensive communications of an initiative 	<ul style="list-style-type: none"> • Reallocation of Staff time 	Ongoing	<p>ONGOING</p> <p>-Completed survey by pollster of random sample of residents on satisfaction with municipal services and Municipal administered survey on customer service experience. Staff working group being established to follow-up on findings.</p> <p>Public Consultation and Engagement Committee formed within Planning and completed first task with updated public meeting signs.</p> <p>- By first ¼ of 2018, will develop policies on community engagement and when to provide comprehensive communications for an initiative</p> <p>Additional Initiatives include:</p> <ul style="list-style-type: none"> - Business writing course being provided to 50 staff early in 2017 to enhance clarity and conciseness of written communications - Improved format for Council and Standing Committee Agendas/Minutes. Easier access and easier readability for the public. - Currently working to improve complaint page on the website

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
						and to develop a Transparency and Accountability page. - Finalizing Corporate Complaint Policy and supporting Departmental procedures and executed contract with ADR Chambers for Ombudsman Services. Working with Durham Region regarding Integrity Commissioner contract.
6.	ENHANCE ACCESS TO OUR UNIQUE NATURAL ENVIRONMENT					
6.1	Adopt updated natural heritage preservation policies in the Official Plan.	Lead: Planning	<ul style="list-style-type: none"> Adopt new policies that support natural heritage preservation 	<ul style="list-style-type: none"> Existing Staff time 	1 st ¼ 2016	COMPLETED Updated natural heritage policies included in Official Plan adopted by Council on November 1, 2016.
6.2	Collaborate with community organizations and other stakeholders and partners wishing to advance this priority through events.	Lead: Communications and Tourism	<ul style="list-style-type: none"> Promoting access to the Community Event Calendar for community groups to post their events 	<ul style="list-style-type: none"> Existing Staff time 	Ongoing	ONGOING - Ongoing tourism promotion of natural environment, trails and cycling through new website - Continued promotion through social media and blog
6.3	Integrate the promotion of our unique natural environment into tourism initiatives.	Lead: Tourism Assisted by: Other Departments	<ul style="list-style-type: none"> Pending Council decision regarding provision of Tourism services 	<ul style="list-style-type: none"> To be determined Ongoing through publications, social media etc. 	4 th ¼ 2015	COMPLETED - Working with Central Counties Tourism on a regional trails strategy, from which a local sub-strategy would be created. This would include an app for residents. -New tourism website promotes the natural environment, has Adventure seekers, boating, cycling, trail area promoting different sports outdoor activities. -Blog promotes country drives -Central Counties Trails strategy underway, to help create both regional and Clarington-based strategy for promotion.
6.4	Continue the development of parkland along the waterfront.	Lead: Planning and Engineering	<ul style="list-style-type: none"> Develop a 10 year capital Waterfront plan for the entire Clarington waterfront incorporating 	<ul style="list-style-type: none"> Existing Staff time and other resource implications 	Plan: 2017 Implementation:	UNDERWAY -Terms of Reference for Waterfront Plan under preparation


	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
		Assisted by: Operations	recreational, cultural, land use and natural heritage matters <ul style="list-style-type: none"> Update Land Acquisition Strategy and prioritize acquisition 	<ul style="list-style-type: none"> Significant Capital Funding 	Annual Budget Process	and expected to be completed by the end of January 2017 and consultant to be engaged by April 2017 and work completed by end of 2017 to develop: <ul style="list-style-type: none"> -Land Acquisition Study update underway after adoption of Official Plan and expected to be before Council by Fall 2017 subject to Budget approval. -Additional Initiatives include: <ul style="list-style-type: none"> -Commenced the construction of Bond Head Waterfront Park for completion in 2017 -Acquired 30 ha of land in Courtice from Region and Durham Radio -Negotiated transfer of 8.5 ha of land in Graham Creek Valley and additional 0.5 ha on Newcastle waterfront.
6.5	Prioritize and build additional trails including trails to connect our community to the waterfront.	Lead: Engineering Assisted by: Planning and Operations	<ul style="list-style-type: none"> Develop a 10 year capital Trails plan with standards, priorities, opportunities for public involvement, promotion and marketing Apply for funding available for trails from other orders of government 	<ul style="list-style-type: none"> Existing Staff Time and other resource implications 	Plan: 2017 Implementation: Annual Budget Process	GROUND WORK COMPLETED <ul style="list-style-type: none"> - 10 year Active Transportation Plan Capital Trails Improvement Plan has been drafted and utilized for the preparation of the 2017 Capital Budget. -Specific trail building underway in 2017 will include: <ul style="list-style-type: none"> - constructing the Farewell Creek Trail - completing the trail through Camp 30 - connecting of sidewalks on Concession Street.
6.6	Investigate putting in place a Trails Council or similar body as a means of community engagement on promotion, location and maintenance of trails.	Lead: Planning and Engineering Assisted by: Operations	<ul style="list-style-type: none"> Review experiences of other municipalities Develop Terms of Reference Select members and ongoing meetings to develop short and long term plans, community involvement, marketing, etc. Consult Trails Council on 10 year plan noted in 6.5 	<ul style="list-style-type: none"> Reallocation of Staff time 	2016 New proposed date - 2017	 REQUIRES COUNCIL DIRECTION (Yellow light) Development of an Active Transportation Committee that could incorporate the responsibilities of a Trail Council.

	New Actions	Assigned Department	Task	Resources Required	Completion Date	Status
						Internal discussion with staff with report to Council 2017.



CUSTOMER SERVICE

Presentation to Mayor & Council
Curry Clifford, MPA, CMO
Interim CAO
December 9, 2016



POLLSTER'S SURVEY



- Blind-folded, is this an elephant or a horse?
- What is really being measured here? Perceptions or actual experience? Quality or Quantity?
- May be most useful as a means of understanding needs and what services most influence overall opinions rather than views about quality

CUSTOMER EXPERIENCE SURVEY

- Measures what matters in quality...it's just that it doesn't measure any one service often enough to know if the reading is off
- May be most useful at the aggregate level – overall how are we doing on the factors that matter to customers:
 - Timeliness
 - Treated fairly
 - Knowledgeable staff
 - Able to get through easily
 - Going the extra mile
 - Got what I needed

ACTION PLAN

1. Get better data to continuously be aware of customer's concerns and efficiently respond – CRM
2. Review Development Approval Process – organize from outside-in, rather than inside-out.
3. Review key business processes – let improvements on the 6 drivers drive the review and focus efforts on: information management; how work is designed; staff training
4. Understand and address misperceptions

If this information is required in an alternate format, please contact the Accessibility Co-ordinator at 905-623-3379 ext. 2131

To: Mayor Foster and Members of Council
From: Curry Clifford, Interim CAO
Date: December 6, 2016
Subject: Customer Service Surveys and Actions to Improve Customer Service
File:

Mayor and Council:

One of the items on our agenda for the special Workshop meeting on Dec 9th is the customer service surveys. This memo provides information to enable a discussion of this item.

Background:

You'll recall that in the spring you were advised (by Report CAO-002-2016) that two surveys would be undertaken.

One would be done by a pollster calling a representative sample of residents in June to ask about their level of satisfaction with 34 different Clarington services.

The second would be administered by the Municipality over the course of the summer and ask residents and businesses that had a recent customer service experience with us to rate their satisfaction. This rating would be on six factors that over 15 years of testing and 8 surveys of federal, provincial and municipal services have been determined to be the key "drivers of satisfaction" with public services.

Purpose of this note:

In this note, I wish to:

1. share with you the results of each of these surveys – they are attached
2. discuss validity and reliability issues with the surveys, what they are telling us and what they are not telling us

3. tell you about the four point action plan the Administration will be taking to improve customer service

1. Results of the surveys.

The pollster GFK's 17 page report is attached. There are three key pages I draw to your attention:

- p. 4 (overall satisfaction)
- p. 5 significant differences in satisfaction (for some services, the home location within the Municipality, gender, age and place of employment significantly affected the Clarington resident's rating of the service)
- p.11 which shows the satisfaction with the service and the "derived importance" of each service – that is how much of an impact a change in satisfaction of a particular service /program has on satisfaction with the job the Municipality is doing overall.

An extract of the second survey – Customer Experience Survey- is also attached. I say "extract" as it starts at Question 7 as Questions 1-6 established "background data" (place of residence, place of work etc.) and asked the respondent to, in their own words, name the service they were rating. Some 209 responses were received and these responses concerned some 40 different services – from Ash Tree removal to parking tickets to swim lessons to planning services to building inspection to animal services. The consolidated responses on the seven key drivers/questions of customer satisfaction to all 40 services from the 209 respondents is attached. The response to Q.11 attached shows the break-down by department of the services respondents were commenting on. Some departments such as Community Services and Clerks had responses from more than 50 residents whereas others such as Communications and Tourism or Finance has less than 10. (Responses were received either on a paper survey provided throughout municipal facilities and then sealed in a confidential envelope pre-addressed to the CAO or by the respondent completing an on-line version of the survey.)

2. Validity and reliability issues with the surveys and the limitations of their use

Pollster's Survey:

The pollster called 500 residents who were representative of our population overall in terms of age (except persons under 18 were not polled), gender, place of residence and place of employment/business/school.

Where all 500 people polled answered a question, one can be 95% confident that the results reported are accurate to within + or minus 4.4%.

However, in many services there were more people who didn't answer the question than those who did. The pollster notes that the lowest number of people providing an answer to any service was 141 or 28% of respondents – that is 62% saying "don't know"*. The pollster still considered these numbers sufficient, but noted in that instance that the margin of error would be as high as + or minus 8% at 95% confidence. So a service reporting a rating of 50% could be as high as 58% or as low as 42%.

(* Note while he reported that no service had greater than 62% that said "don't know", the actual results show that in the case of youth day camps the number was 70%, and for indoor soccer rentals it was 68%.)

However from a service quality management perspective these results themselves need to be further discounted. This because many more respondents had an opinion about a service than could reasonably be expected to have an experience with the service. As examples, only 25% said don't know when asked about their satisfaction with firefighting response, 24% in the case of land-use planning, 16% in the case of economic development and 53% in the case of building inspection. It could reasonably be expected that if asked have you had a recent experience with this service, the % who would say no would be much higher than these numbers. Thus the numbers reported here should be interpreted very carefully as its clear that respondents are forming opinions about a service without having any direct experience with it.

Municipally Administered Customer Experience Survey:

It therefore becomes important to assess these responses against the responses in the other survey that asked those who had an experience with the service to rate it. Again there are some 40 different services assessed. The results for services like building inspection and land use planning that were rated very low in the survey by the pollster, received very favorable ratings by customers who had direct experience with these services. So the low poll ratings in these services may well be picking up concerns with other matters other than the quality of the service delivery such as the rate of fees charged for the service, the level of development charges, concerns about transportation improvements at the Regional or provincial level, concerns with the many provincial and or Regional planning policies, like intensification, that are being implemented through the Municipal Planning Services Department or general perceptions based on other sources of information other than first-hand experience.

At the same time, the customer experience survey, because it covers such a wide range of services, has too low of a number of respondents assessing any one service to permit valid and reliable conclusions to be drawn about a particular service. For comparison purposes it is useful only at an aggregate level.

All of this should not be read as meaning residents' opinions are unimportant, but rather they may be forming an opinion based on factors other than direct experience.

Moreover, their opinions may well reflect important needs. That is, residents could, in some instances, have interpreted the question about satisfaction with a specific service to mean how satisfied are you with the quantity of the service/Municipal action rather than how satisfied are you with the quality of the service/Municipal action. So, as an example, does the lower rating on services like "trails and paths" or "preservation of the natural environment" or "beaches/waterfront" reflect concerns about quality or quantity? Earlier surveys, comments received during the course of day to day interaction with residents and during the development of the

OP and the Transportation Master Plan and recommendations received from the Sustainability Committee may suggest there is low satisfaction with the quantity of the service/Municipal action provided.

It's that need that the Municipality is paying very strong attention to with this Budget, the new OP and the new Transportation Master Plan.

In short, all of these considerations mean that the poll results should not be used to set priorities for improvement in service quality.

3. The four point action plan that the Administration will be taking to improve customer service

At this point, your Administration has determined that efforts are best placed on improving customer service rather than conducting more surveys. A four point plan will be undertaken:

- i. The investigation of a suitable, feasible and acceptable **Customer Relationship Management (CRM)** system has been set by the Interim CAO as a priority. The Operations Department will be testing one software for this purpose starting in January and that testing and an overall IT planning work that will run over the winter will inform the direction that Clarington can take. A CRM system will provide us with real-time, analyzable data on where service issues are arising as well of course more importantly track the resolution of service requests. There is a small budget allocation proposed for this purpose in the 2017 Budget. The investigation may well determine that a much more significant allocation will be required to be in place to provide a comprehensive, corporate-wide CRM to serve our large customer base across some 100 different services and to provide the necessary system integration – in simple terms, to address concerns with organizational silos and to ensure the right hand is aware of what the left hand is doing.
- ii. The Planning Services Department and the Engineering Department together will, starting in early 2017, be putting in place a **Joint Process Review Team** as noted at item 1.3 of the Mid-term Report on the Status of Implementing the Strategic Plan. It will, within existing budget and staffing, reflect on these

surveys, assess best practices and take an outside-in, customer centric lens to our development review and approval processes. It will, subject to a terms of reference to be finalized, also recommend any information management, job design and staff development necessary to generate strong results in the six known drivers of customer satisfaction.

- iii. Each Department will in 2017, within existing budget and staffing, reflect on these surveys, assess best practices and take an outside-in customer centric lens **to reviewing key business processes**. Each will also determine any changes in information management, job design or staff development necessary to generate strong results on the six-known drivers of customer satisfaction.
- iv. The Communications Division of the CAO's Office will, with each Department, in 2017/18, assess **the public and stakeholder perceptions** of key services and, with the Department, develop suitable communications tactics to correct any misperceptions of the service.

I will report to Council on the status of these four actions at the end of my nine month contract in June, 2017 and will discuss with your permanent CAO any outstanding matters for his/her attention.

Conclusion:

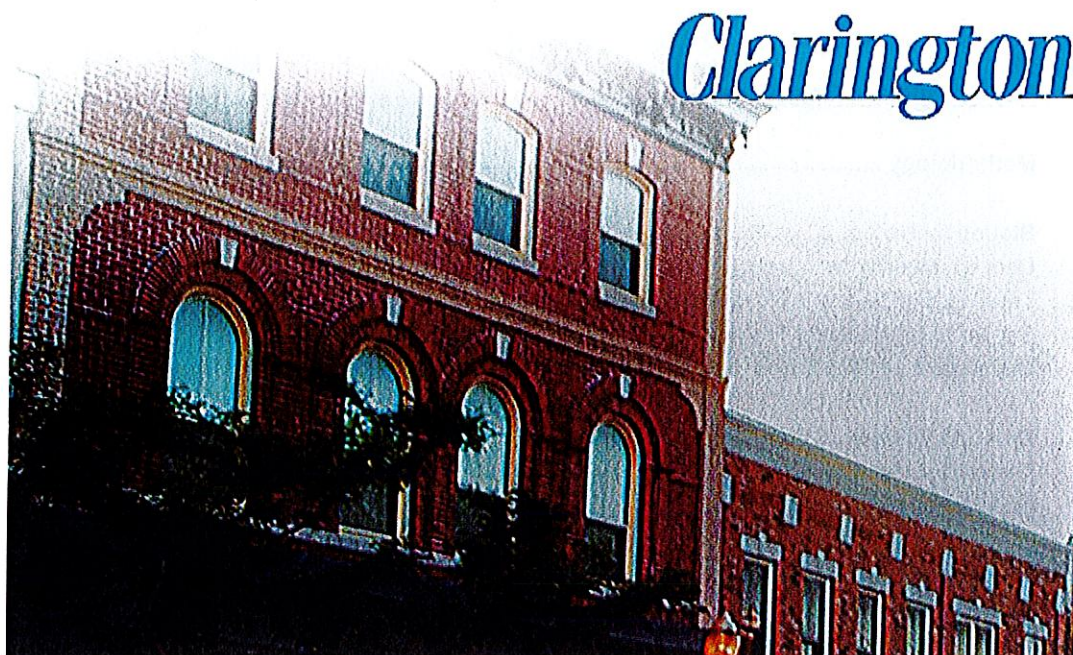
The Municipality undertook two surveys of customer satisfaction in 2016. The surveys provided only a general sense of the views of our diverse range of customers across a large spectrum of services. There are many limitations with these surveys and they should not be used to set priorities for improvements in service quality. Going forward the Administration will be focused on improving customer service through: better data collection; business process improvements that if improved can be expected to address the six known drivers of customer satisfaction; enhanced communications to address any misperceptions of services. A status report will be provided by the Interim CAO in June 2017.



Curry Clifford, MPA, CMO
Interim CAO

Attachments:

GFK report, Citizen Satisfaction Survey
Report on Customer Service Experience Survey for Residents – Responses to
Questions 7, 8, 9 and 11.



CITIZEN SATISFACTION SURVEY

Prepared by: Leo Hussey, Senior Research Director
GfK Canada
5700 Explorer Drive, Suite 104 | Mississauga, Ontario | Canada | L4W 0C6
Email: leo.hussey@gfk.com
T +1 905 277 2669 x 235 | M +1 647 919 8755
www.gfk.com/

Date July 14, 2016

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1 Background and Objectives

The Municipality of Clarington wishes to ensure it has a solid understanding of its customers' views about their satisfaction with its services so that it can continue to improve service delivery. To that end, it has contracted GfK, a third-party marketing research and public opinion firm, to conduct a citizen satisfaction survey among its residents. This would be the third wave of a similar satisfaction survey, with the earlier two conducted by the Municipality.

2 Methodology

Between June 15 and June 28, 2016, GfK randomly contacted residents of Clarington (18 years of age or older) to participate in a telephone survey. The survey instrument took 7 minutes to administer over the telephone. The total sample size is n=500 and results can be considered accurate to within +/- 4.4% at the 95% confidence level. The data are representative of the population of the Municipality of Clarington based on age, gender, region and place of employment / school.

3 Statistical Notes

3.1 Derived Importance

GfK uses 'derived importance' to help determine strategic priorities for municipalities. Derived importance is a statistical calculation based on the correlation between the input variables (i.e. satisfaction with individual services and programs) and an outcome variable (i.e. satisfaction with services overall). Specifically for this study, the question trying to be answered was: How much impact does a change in satisfaction of a particular service/program have on satisfaction with the job the municipality of Clarington is doing overall? This correlation reveals the extent to which various service items are related to, or drive, overall satisfaction with services. Ultimately, driver analysis relies on a statistical predictive model to determine priorities for the Municipality and can help inform the future allocation of municipal funding.

3.2 Treating 'Don't know' / 'No opinion' Responses

In instances where respondents were asked to rate their satisfaction with various services offered by the Municipality, those who were unable to provide a response (i.e. answered "don't know" or "no opinion") were removed from the analysis.

Not all services are used by all residents. The satisfaction scores for various services will, therefore, be based on varying sample sizes. The smallest sample size achieved was n=141. It is important to note that the rating of a subset of the sample is still a part of the total sample and that is what we would base the margin of error on. Nonetheless, even if the total sample size for the sample was n=141, the margin of error would be +/- 8%, at the 95% confidence level. So a service receiving a satisfaction rating of 50% could only be as high as 58% or as low as 42%. In our opinion, all services have sufficient sample sizes for comparative purpose.

3.3 Statistical Significance Testing

GfK applied statistical significance testing to analyze survey results by certain demographics (i.e. age, gender, region, and place of employment / school). Statistical significance testing tells us whether or not differences between the observed percentages are reflective of real differences in the population, or are merely a chance occurrence. As well, it allows for deeper analysis of different segments among the population. Statistical significance takes into account difference in percentage points, sample size, distribution, etc. For this reason, it may be found given two sets of variables with the same percentage point difference that one reveals a statistically significant difference in the population, while the other does not. Only statistically significant differences by various demographics that are seen as important to the analysis are discussed within this report.

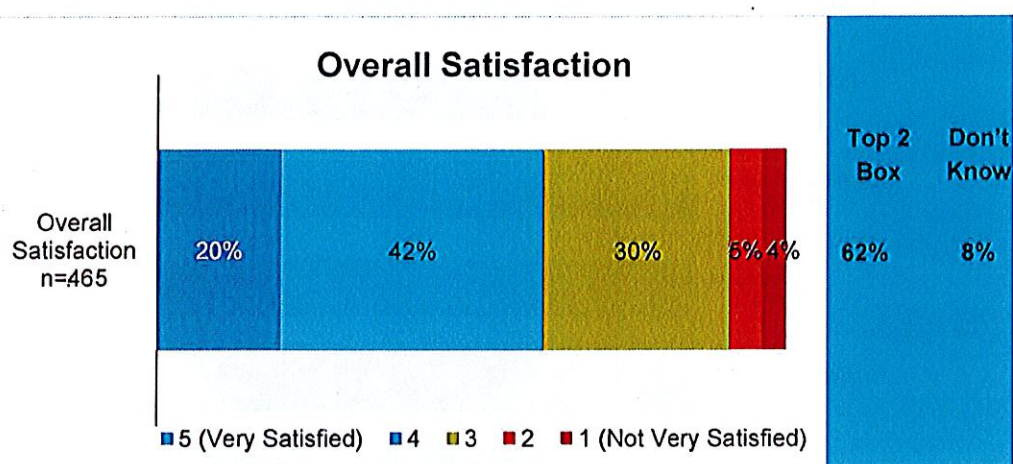
3.4 Understanding “Top 2 Box” and “Bottom 2 Box” Score

The Top 2 Box score (also referred to as Top 2 Box %) is a research wide accepted practice and is the best way to understanding satisfaction when using a 4 or 5 point scale. It is simply the net percentage of the highest categories on the rating scale. For example, when the scale is: very satisfied, somewhat satisfied, neither satisfied nor dissatisfied, somewhat dissatisfied, and very dissatisfied, then the combined number of respondents who answered either 'very satisfied' or 'somewhat satisfied' would be reported as the Top 2 Box score. Conversely, the Bottom 2 Box score is the net percentage of respondents of the lowest categories of the rating scale. Using the same example, the combined number of respondents who answer 'somewhat dissatisfied' or 'very dissatisfied' would be grouped together to represent the bottom 2 box score (or bottom 2 box %).

4 Detailed Results

4.1 Overall Satisfaction

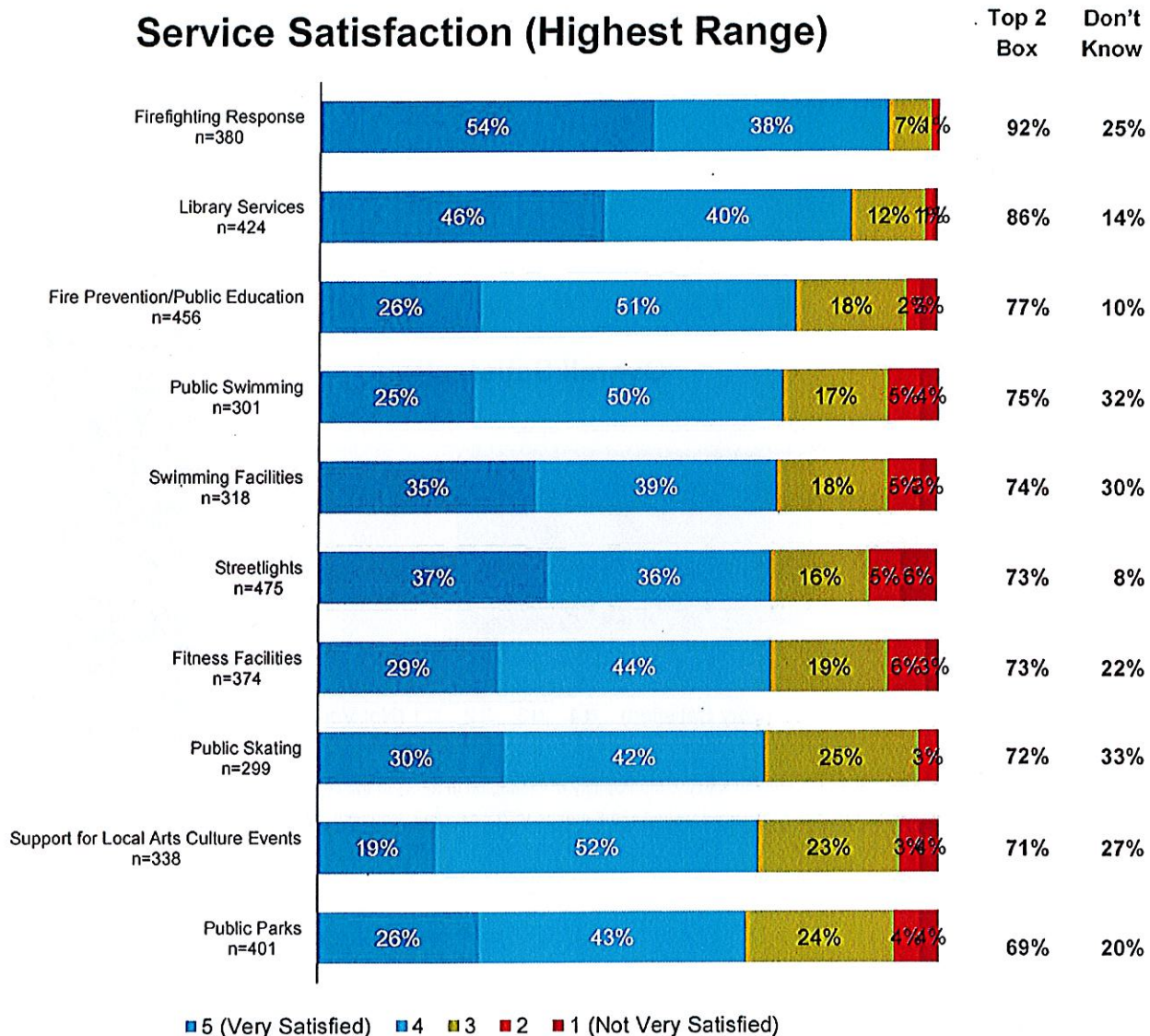
How satisfied are residents with services offered by the Municipality of Clarington overall? The majority of respondents (62%) said they are either very or somewhat satisfied with services overall (20% and 42%, respectively). There were no statistical differences by age, gender, region or place of employment / school.



Q1. Overall, how satisfied are you with the Municipality of Clarington in terms of the services it provides. Please use a five point scale where 1 means NOT very satisfied and 5 means VERY satisfied. You also have the option of choosing "Don't Know".

4.2 Satisfaction with Services

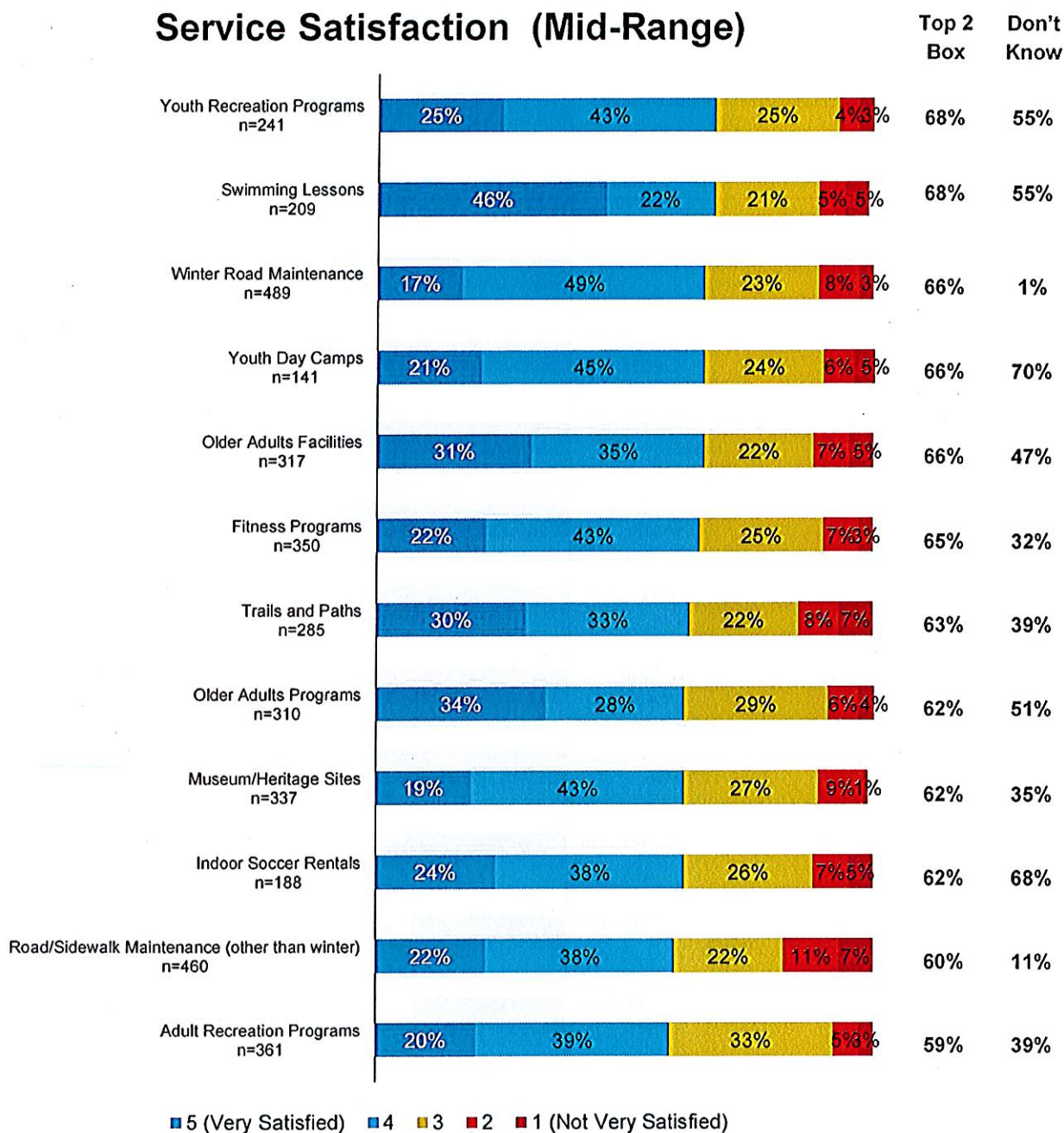
Respondents were asked to rate their satisfaction with various services and aspects of the Municipality of Clarington. The top 10 service in terms of satisfaction are depicted below.



Q2. Now, please rate your level of SATISFACTION with the services I'm about to read out using a five point scale where 1 means NOT very satisfied and 5 means VERY satisfied. Thinking about <insert service and randomize>, how satisfied are you with this service? (Read out scale if necessary)

Services that fall in the middle range in terms of satisfaction range are depicted below:

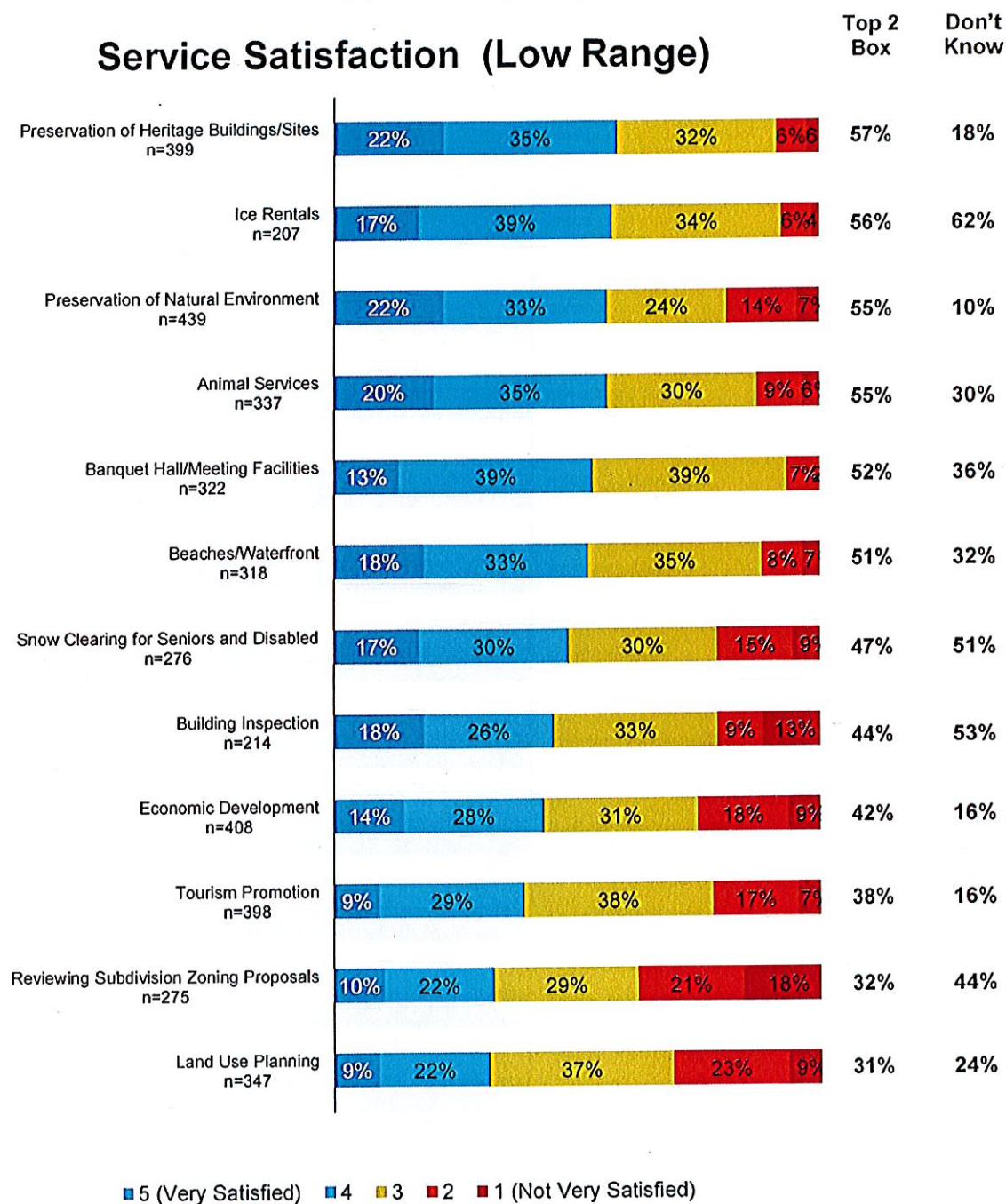
Service Satisfaction (Mid-Range)



Q2.

Now, please rate your level of SATISFACTION with the services I'm about to read out using a five point scale where 1 means NOT very satisfied and 5 means VERY satisfied. Thinking about <insert service and randomize>, how satisfied are you with this service? (Read out scale if necessary)

Services with the lowest satisfaction scores (less than 60%) are depicted below:



Q2. Now, please rate your level of SATISFACTION with the services I'm about to read out using a five point scale where 1 means NOT very satisfied and 5 means VERY satisfied. Thinking about <insert service and randomize>, how satisfied are you with this service? (Read out scale if necessary)

5 Significant Differences

Analysis was conducted to see if any statistically significant differences existed by region, gender or age. Overall, satisfaction levels are quite uniform across demographic variables with the following exceptions:

5.1 Regional Differences

In most services, there are similar levels of satisfaction across the Municipality. However, the most notable exceptions are:

- Animal services (71% in Courtice vs 51% in Other)
- Preservation of the natural environment (69% in Courtice vs 48% in Bowmanville and 47% in Newcastle)
- Trails and paths (70% in Courtice vs. 56% in Newcastle and 55% in Bowmanville)
- Preservation of heritage buildings (63% in Courtice vs. 49% in Bowmanville)
- Winter road maintenance (75% in Courtice vs. 59% in Bowmanville)
- Fitness facilities (83% in Courtice vs. 53% in Bowmanville)
- Public swimming (82% in Courtice vs. 61% in Bowmanville)
- Library services (90% in Courtice vs. 74% in Newcastle)

5.2 Gender Differences

Females had higher satisfaction ratings than males with the following service:

- Older adult facilities (76% to 56%, respectively)
- Older adult programs (74% to 46%, respectively)
- Preservation of heritage buildings / sites (67% to 45%, respectively)
- Indoor Soccer rentals (74% to 53%, respectively)

5.3 Age Differences

Residents 55+ had higher satisfaction ratings than 35-54 years old with the following services:

- Adult recreation programs (68% to 53%, respectively)
- Older Adult Programs (67% to 51%, respectively)
- Animal Services (60% to 44%, respectively)

5.4 Place of Employment / School Differences

Residents who neither work nor go to school had higher satisfaction ratings than residents who work or go to school outside the Municipality of Clarington with the following services:

- Winter road maintenance (75% vs 56%, respectively)
- Adult recreation programs (76% vs 45%, respectively)
- Older Adult programs (74% vs 48%, respectively)
- Animal Services (66% to 44%, respectively)
- Land use Planning (41% to 21%, respectively)

5.5 Differences within the “Don’t Know” response category

When it comes to the ability to provide a valid satisfaction response (code 1-5) versus a “don’t know” response, we note the following differences.

Respondents 55+ were more likely to say “don’t know” to the following services:

- Trails and Paths (55%)
- Beaches / Waterfront (46%)
- Swimming facilities (45%)
- Swimming Lessons (63%)
- Youth Day Camps (79%)
- Youth Recreation Programs (59%)

6 Priority areas

The priority items displayed in the table below take into account two important pieces of information. First, derived importance, which is the correlation of each discrete service / aspect of Clarington with overall satisfaction; and second, room for improvement in satisfaction scores (i.e., a higher percentage of respondents who gave the service a relatively low rating). By focusing on the services that are the most important and have the most room for improvement, the municipality can be most productive with its resources.

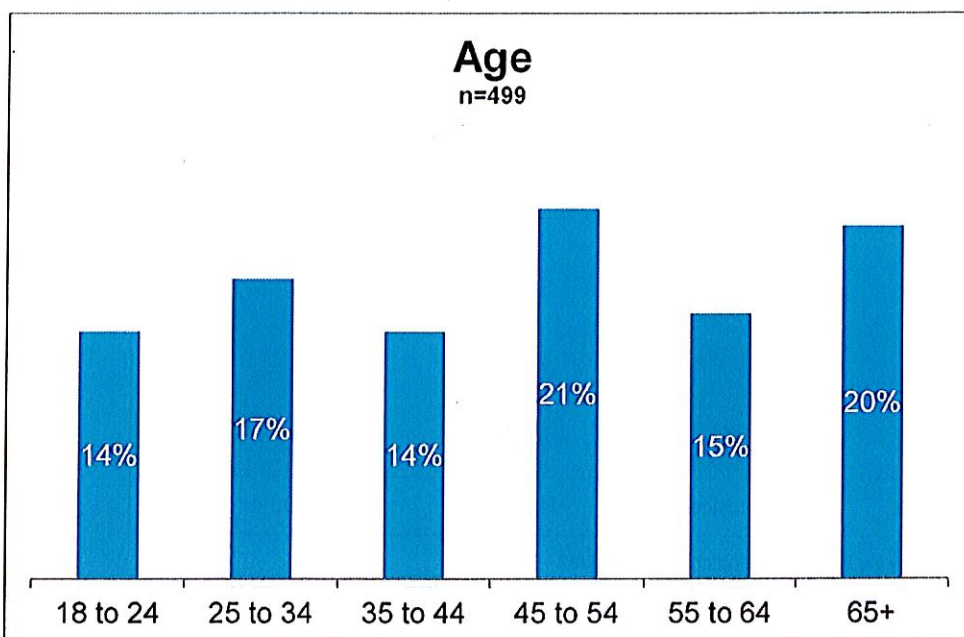
The Top Ten (in the blue section) priorities to improve overall satisfaction with the services provided by the Clarington include the following:

- Reviewing Subdivision Zoning Proposals
- Building Inspection
- Land Use Planning
- Economic Development
- Tourism Promotion
- Animal Services
- Preservation of Natural Environment
- Trails and Paths
- Adult Recreation Programs
- Preservation of heritage buildings / sites

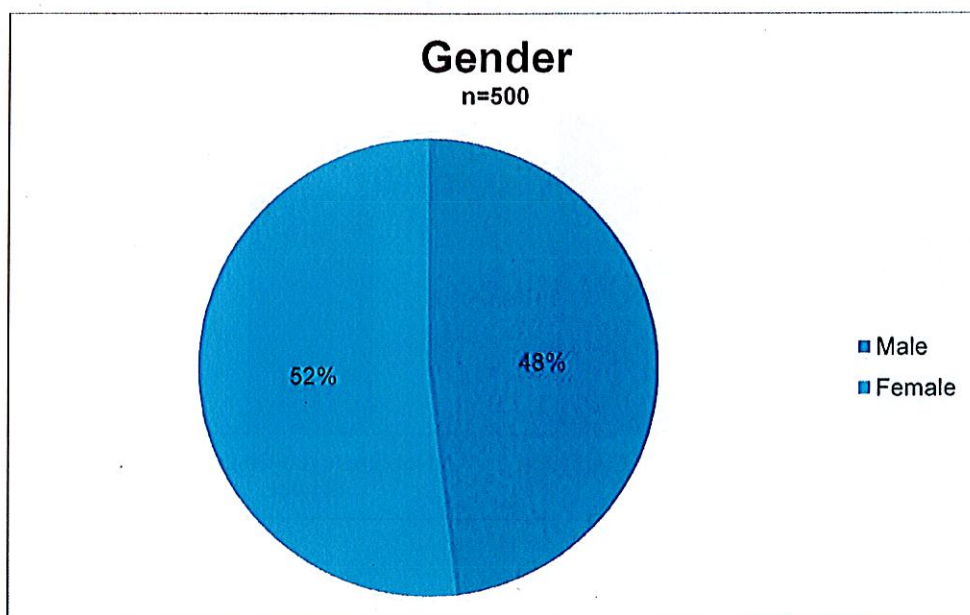
For more details please see the table below.

Services	Derived Importance	Satisfaction (top two box)	Priority Ranking
reviewing subdivision zoning proposals	0.504	32%	1
building inspection	0.617	44%	2
land use planning	0.462	31%	3
economic development	0.449	42%	4
tourism promotion	0.420	38%	5
animal services	0.545	56%	6
preservation of natural environment	0.491	55%	7
trails and paths	0.597	63%	8
adult recreation programs	0.521	59%	9
preservation of heritage buildings/sites	0.454	57%	10
winter road maintenance	0.560	66%	11
beaches/waterfront	0.375	51%	12
snow clearing for seniors and disabled	0.337	47%	13
older adults programs	0.467	62%	14
road/sidewalk maintenance other than winter	0.445	60%	15
banquet hall/meeting facilities	0.362	52%	16
fitness programs	0.486	65%	17
ice rentals	0.382	57%	18
indoor soccer rentals	0.430	62%	19
streetlights	0.558	73%	20
support for local arts culture events	0.504	70%	21
fitness facilities	0.525	72%	22
youth day camps	0.422	65%	23
public parks	0.459	68%	24
older adults facilities	0.405	66%	25
swimming lessons	0.417	69%	26
fire prevention/public educ.	0.476	77%	27
recreation programs- youth	0.339	68%	28
museum/heritage sites	0.285	63%	29
public swimming	0.418	75%	30
swimming facilities	0.400	75%	31
public skating	0.240	72%	32
library services	0.332	86%	33
firefighting response	0.247	92%	34

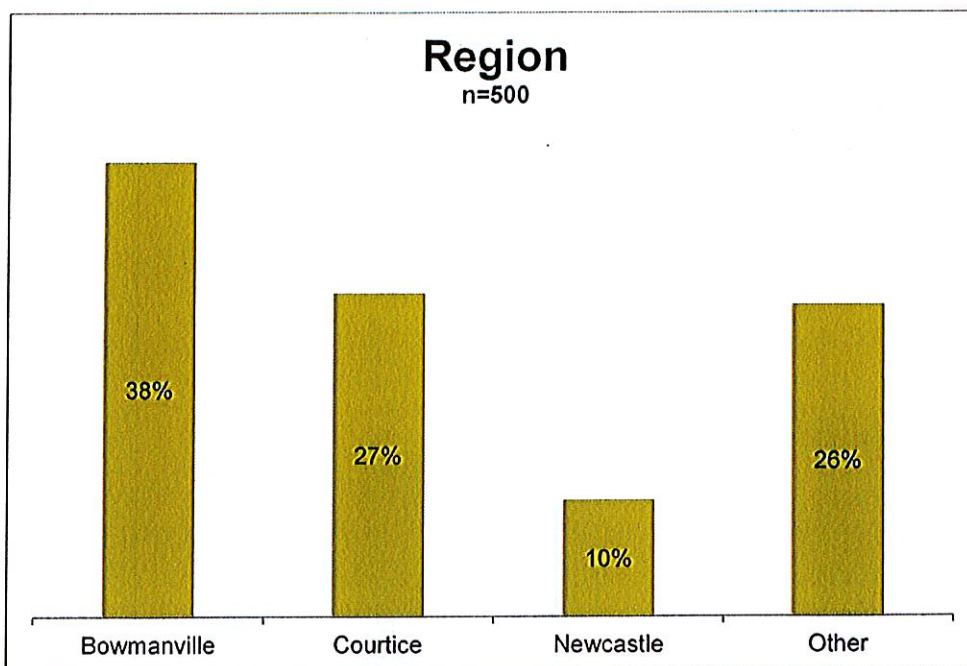
7 Sample Profile



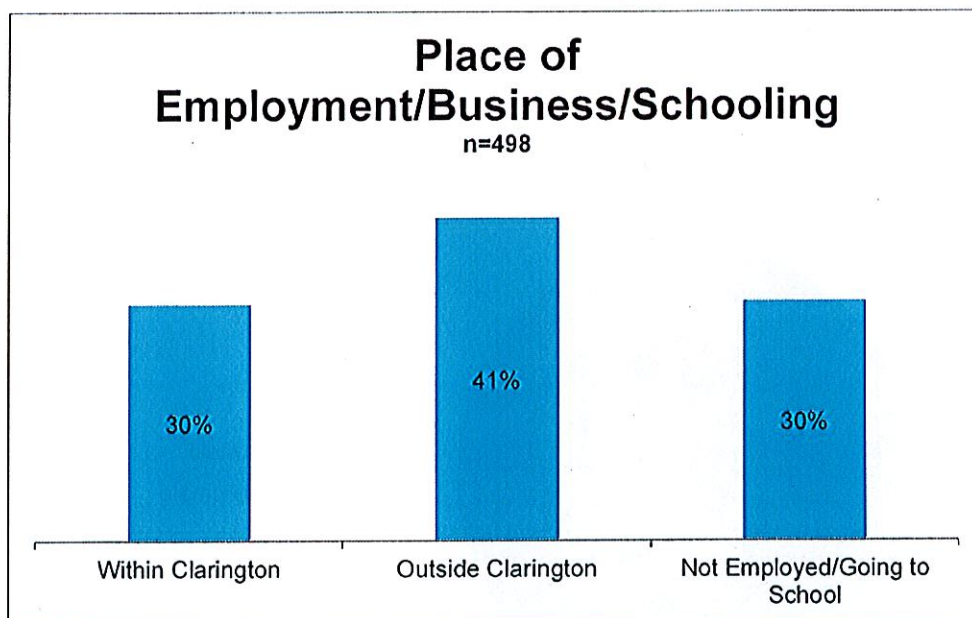
D1. Which of the following age categories do you fall into?



D2. Record Gender



D4: In which of the following areas of Clarington do you reside?



D3: Is your place of employment, business or schooling....?

8 Questionnaire

Introduction:

Hello, my name is _____ and I am calling from GfK on behalf of the Municipality of Clarington. We are conducting a Citizen Satisfaction Survey that will provide Council and staff with important resident feedback. Please be assured we are not calling to sell or solicit anything and your answers will be kept strictly confidential. May I please speak to a person in your household that is over the age of 18 and has had the most recent birthday? *(If not the same person re-introduce yourself and proceed to Screener Q1)*

Note to interviewer: If respondents ask, the survey will take approximately 7 minutes. If respondent wants to contact the municipality for any reason, please provide them with this phone number: XXXX)

Section One: Overall Satisfaction with Services

Q1. Overall, how satisfied are you with the Municipality of Clarington in terms of the services it provides. Please use a five point scale where 1 means NOT very satisfied and 5 means VERY satisfied. You also have the option of choosing "Don't Know".

Not Very Satisfied				Very Satisfied	Don't know / No opinion (Do not read out)
1	2	3	4	5	9

Section Two: Satisfaction with Service Delivery

Q2. Now, please rate your level of SATISFACTION with the services I'm about to read out using a five point scale where 1 means NOT very satisfied and 5 means VERY satisfied. Thinking about <insert service and randomize>, how satisfied are you with this service? (Read out scale if necessary)

Item	Not Very Satisfied				Very Satisfied	DK / No Opinion (Do not read out)
winter road maintenance	1	2	3	4	5	9
road/sidewalk maintenance other than winter	1	2	3	4	5	9
trails and paths	1	2	3	4	5	9
public parks	1	2	3	4	5	9
beaches/waterfront	1	2	3	4	5	9
preservation of natural environment	1	2	3	4	5	9
streetlights	1	2	3	4	5	9
swimming facilities	1	2	3	4	5	9
public swimming	1	2	3	4	5	9
swimming lessons	1	2	3	4	5	9
youth day camps	1	2	3	4	5	9
recreation programs- youth	1	2	3	4	5	9
adult recreation programs	1	2	3	4	5	9
public skating	1	2	3	4	5	9
older adults facilities	1	2	3	4	5	9
older adults programs	1	2	3	4	5	9
fitness facilities	1	2	3	4	5	9
fitness programs	1	2	3	4	5	9
library services	1	2	3	4	5	9
museum/heritage sites	1	2	3	4	5	9
support for local arts culture events	1	2	3	4	5	9
preservation of heritage buildings/sites	1	2	3	4	5	9
economic development	1	2	3	4	5	9

tourism promotion	1	2	3	4	5	9
animal services	1	2	3	4	5	9
building inspection	1	2	3	4	5	9
land use planning	1	2	3	4	5	9
reviewing subdivision zoning proposals	1	2	3	4	5	9
ice rentals	1	2	3	4	5	9
banquet hall/meeting facilities	1	2	3	4	5	9
indoor soccer rentals	1	2	3	4	5	9
snow clearing for seniors and disabled	1	2	3	4	5	9
fire prevention/public educ.	1	2	3	4	5	9
firefighting response	1	2	3	4	5	9

Section Three: Respondent Profile

D1. It is important to hear from a broad cross-section of the public, including representation from all age groups. Which of the following age categories do you fall into?

18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65+	Refuse
1	2	3	4	5	6	9

D2. Record Gender Automatically:

Male	Female
1	2

D3: Is your place of employment, business or schooling...?

Within the Municipality of Clarington	Outside the Municipality of Clarington	Neither employed nor going to school	Refused (do not read)
1	2	9	

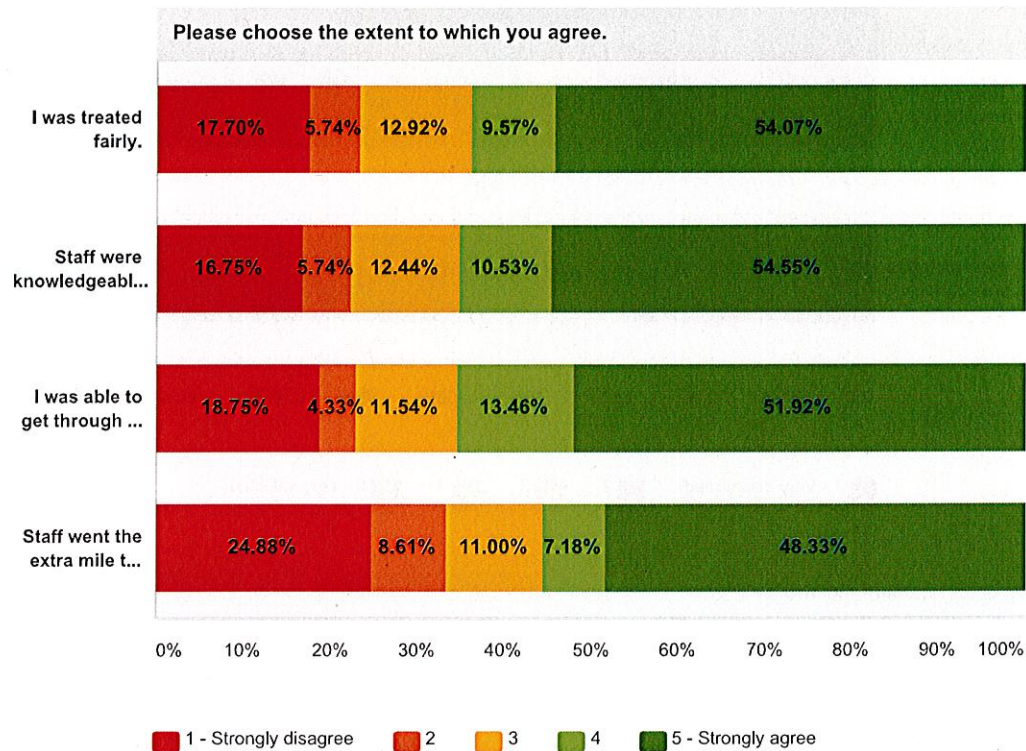
D4: In which of the following areas of Clarington do you reside?

Courtice	1
Bowmanville	2
Newcastle	3
Orono	4
... on a farm	5
Other	9

Thank you for your time. Your participation is very important to us. Have a nice evening.

Q8 Thinking about your experience with the delivery of the service you chose in question 6, please pick the extent to which you agree with each of the four statements, where 1 means "Strongly Disagree" and 5 means "Strongly Agree":

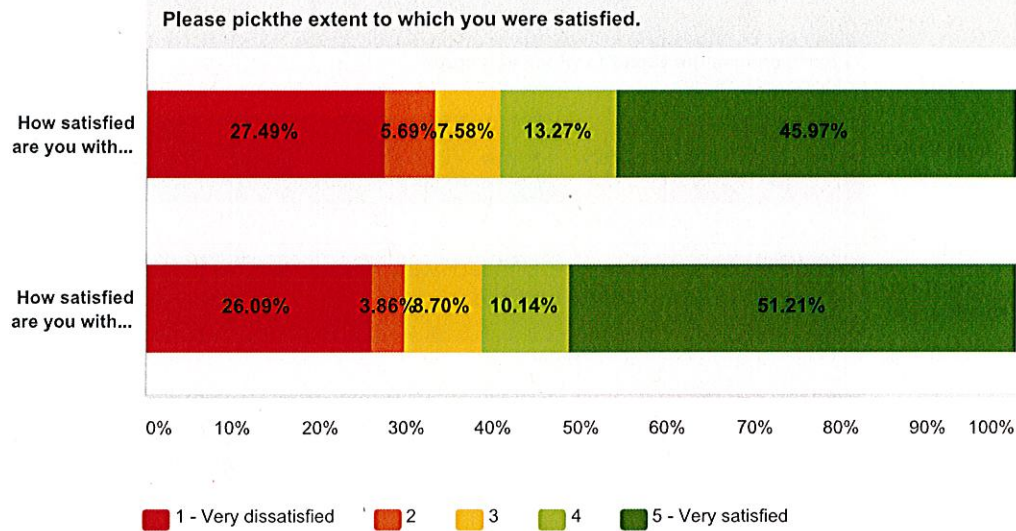
Answered: 210 Skipped: 1



Please choose the extent to which you agree.						
	1 - Strongly disagree	2	3	4	5 - Strongly agree	Total
I was treated fairly.	17.70% 37	5.74% 12	12.92% 27	9.57% 20	54.07% 113	209
Staff were knowledgeable and competent.	16.75% 35	5.74% 12	12.44% 26	10.53% 22	54.55% 114	209
I was able to get through to staff without difficulty.	18.75% 39	4.33% 9	11.54% 24	13.46% 28	51.92% 108	208
Staff went the extra mile to make sure I got what I needed.	24.88% 52	8.61% 18	11.00% 23	7.18% 15	48.33% 101	209

Q7 Looking at the service you chose for question number 6, please pick the extent to which you were satisfied, where 1 means "Very Dissatisfied" and 5 means "Very Satisfied":

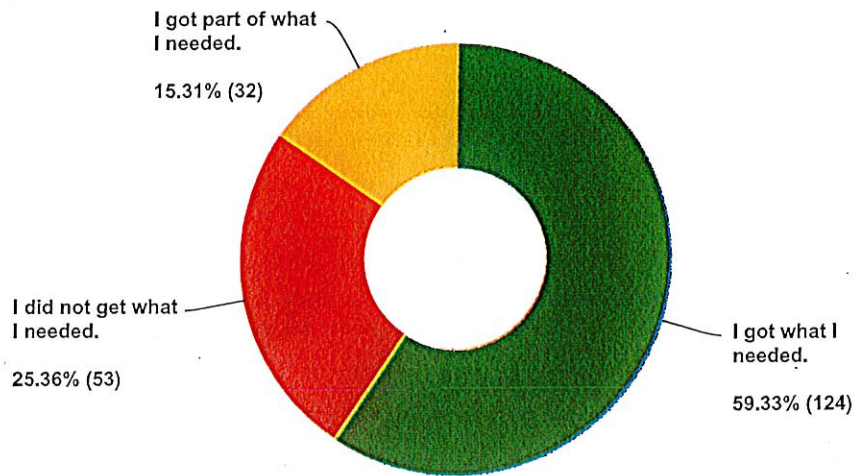
Answered: 211 Skipped: 0



Please pick the extent to which you were satisfied.						
	1 - Very dissatisfied	2	3	4	5 - Very satisfied	Total
How satisfied are you with the overall quality of service delivery?	27.49%	5.69%	7.58%	13.27%	45.97%	
	58	12	16	28	97	211
How satisfied are you with the amount of time it took to get the service?	26.09%	3.86%	8.70%	10.14%	51.21%	
	54	8	18	21	106	207

Q9 In the end, did you get what you needed? Which statement would you say applies to your experience?

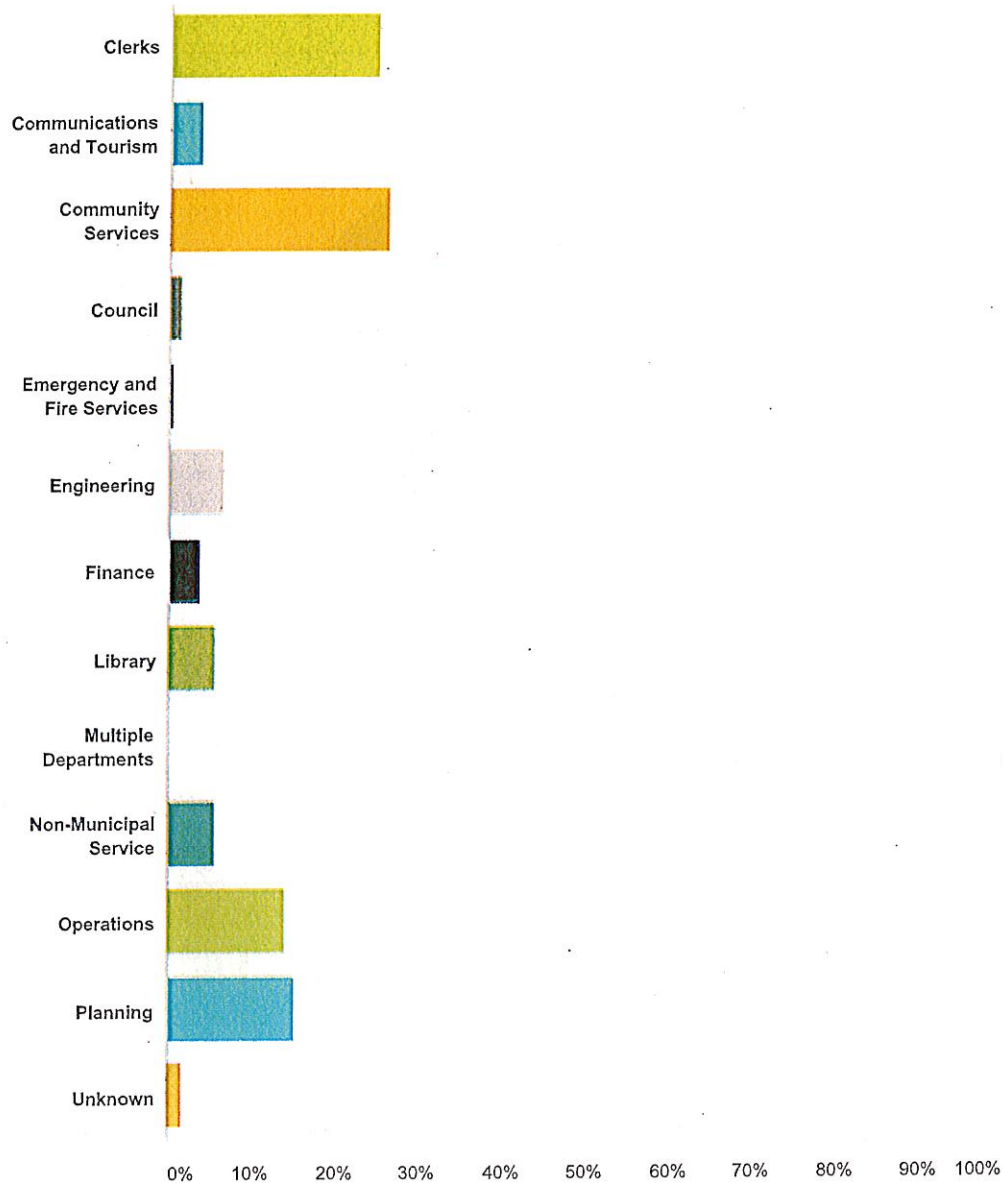
Answered: 209 Skipped: 2



Answer Choices	Responses	
I got what I needed.	59.33%	124
I did not get what I needed.	25.36%	53
I got part of what I needed.	15.31%	32
Total		209

Q11 Department

Answered: 211 Skipped: 0



Answer Choices

Responses

Clerks	25.12%	53
Communications and Tourism	3.79%	8
Community Services	26.54%	56
Council	1.42%	3
Emergency and Fire Services	0.47%	1
Engineering	6.64%	14



STAFFING REQUESTS

Presentation to Mayor & Council

Curry Clifford, MPA, CMO

Interim CAO

December 9, 2016



The Big Picture Through the CAO's Lens

- from the November 4th Budget Workshop

This Budget is about:

1. Maintaining existing levels of service, but over a larger customer/service base, e.g. more customers/more complex needs
2. Protecting your assets – state of good repair and avoiding replacement costs. Same goes for your people.
3. Meeting new strategic priorities
4. Enabling
 - revenue growth
 - *cost management*
 - *efficiency*
5. Increasing the level of service



... And doing that while keeping tax levels competitive and optimizing opportunities for jobs and investment

Staffing Requests

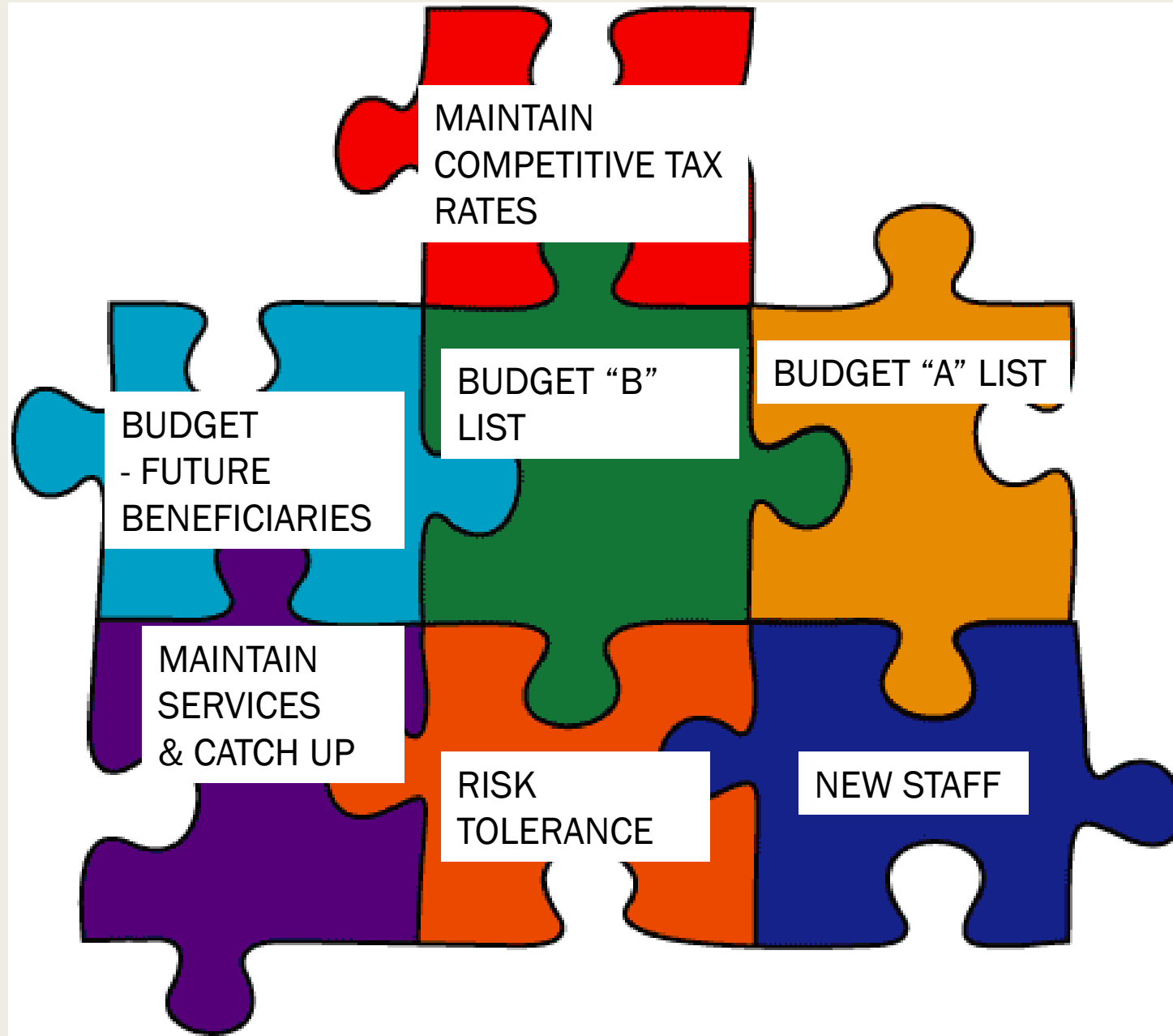
- from the November 4th Budget Workshop

- Recommendations to be developed for December 9th in context of today's information and discussion
- 26 positions requested of CAO
- Not all will be funded. Instead, guided by 2011 Policy of tying staff growth to assessment growth ... and will not be suggesting allocation of even one-half of that.

And my recommendations on staffing will be guided, in this order, by resourcing that will:

1. *Provide significant revenues*
2. *Enable stronger cost management*
3. *Allow deeper efficiency gains*
4. *Maintain existing level of service, but over a larger customer service base, e.g. more customers, more complex needs. Note – in most instances we are playing catch-up*
5. *Address new strategic priorities*
6. *Increase the level of service*

Putting the Puzzle Together



Staffing Requests – Bottom Line

- 26 positions requested – at a cost of \$1,774,700
- 12 positions either did not pass the filters or would not create significant risks if not addressed in 2017
- 14 positions recommended – at a net cost of \$618,700
- Net cost represents 34.3% of the \$1.8 million in assessment growth
- Gross cost of \$995,700 reduced by \$377,000 to create net of \$618,700
- \$377,000 represents:
 - *Cost of Senior Plans Examiner (\$87,700) – not a tax levy increase*
 - *Cost of Principal Planner (\$121,200) – recovered from developers, although resources will lag municipal costs*
 - *Cost of Corporate Initiatives Officer (\$168,100) as position will not be filled in 2017*

STAFF REQUESTS – ANALYSIS AND RECOMMENDATIONS OF INTERIM CAO

Dept. & Position	\$ Request - Salary and Benefits	Key Business Results	Risks If Not Resourced	Notes
ED Senior Plans Examiner	\$87,700	Speed up development approval process Enable on site approval of less complex building proposals	Investment deferred, delayed or exits Reputational risk and customer dissatisfaction with timeliness	This additional cost would not increase the tax levy because of cost recovery for this service
PSD Principal Planner – Community Planning	\$121,200	Efficiently and effectively complete multiple secondary plans - many concurrently – the approach adopted by Council. This, while continuing to process major commercial applications	Work of developers to create secondary plans may simply get bottlenecked if municipal resources not put in place to project management them Customer dissatisfaction with timelines Inadequate municipal oversight of secondary planning process Potential to increase housing costs	Secondary planning was a major issue in the Official Plan review. Given the number of secondary plans anticipated, this position is anticipated to be developer-funded for a number of years
ED Infrastructure Technologist –	\$98,400	Meet effective asset mgmt. needs and targets (in roads & related infrastructure) In-house regular design & inspections to identify early and inexpensive actions to avoid significant replacement costs	Lost opportunity to reduce consulting costs and reallocate those savings to preventative maintenance treatment improvements. Examples: reduce consulting fees by \$100,000 and use these savings to increase crack sealing and shoulder maintenance funding Delays in identifying and addressing servicing need resulting in delayed industrial and commercial development. Our current economic development program needs accurate more easily assessable inventory of information which would be one of the key responsibilities of this position	This position would focus on implementing the 10 year Master Transportation Program as well as the Active Transportation Program and the implementation of an Active Transportation Committee.
FD Policy Analyst	\$79,900	Development of business planning, long term strategic financial planning, service level reviews, budget alternatives Assists with putting management systems in place to advance value for tax dollar objective	No line of sight to know if \$ will generate results as no business plans Difficult to make decisions about service levels and budget alternatives as analysis not available to show financial consequences Short-term approaches to long term issues that may not be well documented and understood	May identify revenue opportunities in course of research work in policy analysis Approval here is conditional on the department developing and implementing a business planning approach for the corporation
CAO's Office Administrative support on economic dev, govt relations and corporate projects-part-time – shared with Mayor's Office	\$55,500	Support for enabling new functions of CAO to be met - economic development, government relations and each of 5 priorities/ enablers of strategic results	Compromises CAO's ability to research, analyze, prepare for discussion and present on key economic development opportunities, government relations strategies and effective management systems and processes, incl expenditure management processes	
CSD Health & Safety/HR/Payroll representative & co-ordinator	\$86,000	Efficient and effective delivery of health & safety, HR and payroll services	Compromised or failed ability to support increasingly complex corporation in the area of its largest spend – labour - as these functions are without a back-up Cost management of WSIB and NEER premiums threatened as health & safety support limited to one person in a 700 person organization Talent management and performance planning (tied to business planning) unlikely to get implemented	Approval here is conditional on the Dept developing and implementing a Talent Management Plan and Performance Planning system tied to business plans
CSD Part-time Recreation Programmer	\$33,700	On the ground delivery of high demand recreation programs to more people, including financial assistance programs	Compromise of existing service levels as position reflects catch-up to doubling of service demand in last 3 years Reduce opportunity to generate additional revenues as programming at capacity May not complete extensive requirements to gain “youth friendly” community designation	

Dept. & Position	\$ Request	Key Business Results	Risks If Not Resourced	Notes
CSD Part-Time Fitness Centre Programmer	\$33,700	Smartly managed fitness programming and equipment for a growing population	Lost opportunity to generate revenue, manage costs and catch-up to demand which has risen to 100 weekly group fitness classes	Additional capacity here can generate revenue equal to offset some of the cost
EFSD Full-time firefighter	\$91,100	Fire suppression and emergency services, including responses to medical calls	Will not begin to reach new service level that was recommended in the Fire Master Plan received as information but not adopted by Council in Feb 2014	2014 Fire Master Plan received as information by Council recommended four additional firefighters. At this time, one position is recommended with other positions to be funded when (a) the community needs and established Council priorities in other service areas are better met and (b) when the Municipality is better able to finance this significant ongoing and inflexible cost
OD 2 Part-time Parks & Roads	\$45,000	Clean, safe roads, parks and waterfront	Service levels compromised (unkempt natural and built environment) during peak demand times May impact staff's involvement with the removal of EAB affected trees Delay in emptying garbage during winter months in our park due to winter maintenance requirements	
CD Clerk II – customer service enquiries for Clerks and administration of municipal law enforcement	\$64,000	Respond at a professional and knowledgeable level to resolve customer enquiries and collect revenues incl parking fines and licensing	Bottlenecks at the intake stage and resolution stage of by-law enforcement as this position provides key supports at these points in the process Committee Secretary and Administrative Assistant unable to focus on this growing work as they would be required to continue to divide their time with responding to customer enquires Ability to maintain adequate level of customer service and collect revenues. Comparing all of 2013 (last increase in frontline complement from P/T to F/T) to YTD November 30, 2016 (i.e. not yet a full year): Marriage licenses increased 25%; death registrations increased 46%; printshop requests increased 43%; printshop pages (excluding Agenda) increased 22%; number of Council and Committee regular meetings increased 17%; parking tickets increased 110%; licensing/permits increased 56%; MLE occurrences (excluding parking) increased 28% Overtime costs and time in lieu will continue to be significant (190 hours and 360 hrs/respectfully per year)	Approval here is conditional on the Dept undertaking a scoped internal review of the process of intake of enforcement requests and process for resolution
PSD Senior Planner – Development Review	\$101,300	Comprehensive and clear analysis of development proposals and provide expert advice on how to respond to them to fit with a complex range of provincial, Regional and Municipal goals	Slowed process and loss of investment opportunity and revenues as growth increases, policy requirements become increasingly complex and development becomes increasingly innovative Customer dissatisfaction with timeliness and reputational risk (e.g. Fraser Institute Report)	The Region delegate subdivision approval powers to Clarington in 2000 but to date there has been no corresponding increase in staff complement to account for this workload. Note this service has not had a staff complement increase in the last 25 years despite the growth in development Approval here is conditional on the Dept undertaking a review of the development approval process
PSD Clerk 1- move from part-time to full-time for data input on development tracking	\$27,000	Ensures that status of development approvals is up to date and provides the foundation for putting more application information online	Data for tracking, managing performance and decision-making can be out of date	Improved data input by clerical staff allows planners to concentrate on application processing Approval here is conditional on the Dept undertaking a review of the development approval process
CSD Network Support Technician	\$71,200	Efficient, effective support of frequently changing hardware and software across a diverse range of businesses	Productivity of a diverse range of services compromised as support limited or delayed	Fills a position as incumbent needed for ongoing new IT security matters. Supports over 18 remote locations and over 350 workstations and over 500 users