



# District of North Cowichan Citizen Satisfaction Survey 2019

July 17, 2019

Tim Chan, Vice President

# Agenda

- Survey Background and Objectives
- Methodology
- Executive Summary
- Issues Agenda and Current Service Levels
- Interactions with the District
- Planning for the Future
- Conclusions and Recommendations

# Community Satisfaction Survey: Background and Objectives

# Survey Background and Objectives

## Background

The Municipality of North Cowichan commissioned NRG to conduct the first Citizen Satisfaction Survey among residents of the District. The intent of the survey is to provide the Municipality with information regarding the awareness, use and satisfaction with current service levels, as well as information regarding perceptions of potential future directions.

## Objectives

The objectives of the Citizen Satisfaction Survey were to:

- Identify the most important local issues to residents of North Cowichan;
- Gauge satisfaction with overall quality of life, the overall level and quality of services provided by North Cowichan, and specific services offered by North Cowichan;
- Understand perceptions of value for tax dollars;
- Determine the types and sources of information desired by residents, as well as preferred contact method for future interactions; and,
- Gauge responses to potential approaches to funding future large projects, as well as strategies for balancing funding and service levels.

# Methodology

# Methodology: Data Collection

## Three Modes of Data Collection

1. The study was primarily conducted via telephone interviewing, using phone numbers (both landline and cellphone) for the District of North Cowichan.
2. If respondent was unable or unwilling to participate when reached by phone, they were also given the opportunity to participate through an online survey. The interviewer would collect the respondent's email address and a personalized link would be emailed to the respondent within the next few business days.
3. The study was also offered via an open link online survey (publicized in a news release titled "North Cowichan Launches First Ever Citizen Satisfaction Survey" that contained a link to the survey) in parallel with the telephone survey.

## Notes on Sampling

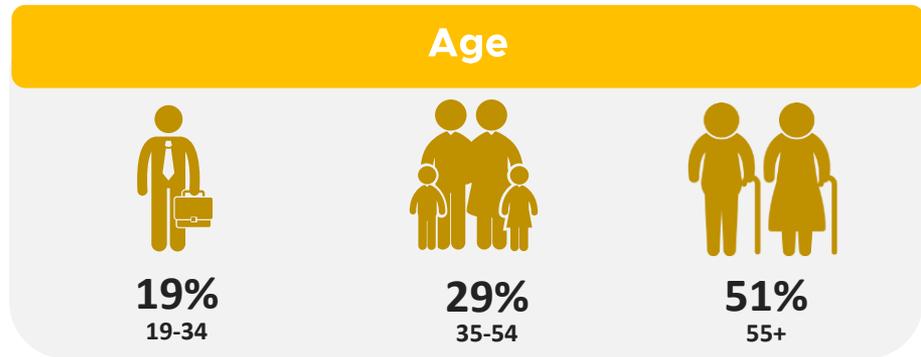
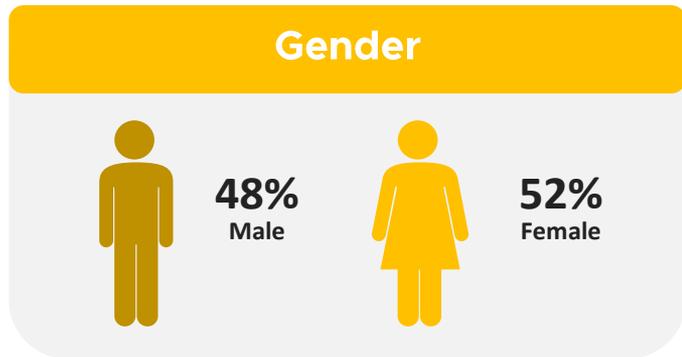
- Results from modes 1 and 2 are included in this analysis; these are considered to be collected via random sampling and are therefore appropriate for statistical analysis.
- Open link results will be shared with the District of North Cowichan under separate cover. These results should be considered directional as they were not collected via random sampling and thus may not be representative.

## Methodology: Data Collection

### Details of Data Collection

- Telephone interviewing was conducted from May 29 through June 17, 2019. Online invitations were also sent during this period as requested.
- The parallel open link was launched a week later as requested by North Cowichan, thus was active from June 11 to June 25, 2019.
- A total of 400 North Cowichan households were included in the final results:
  - 395 collected by telephone
  - 5 collected online through an email invitation
- Based on the total population and sample size, the maximum margin of error for the total sample is  $\pm 4.9\%$ , 19 times out of 20.
- Potential participants were ineligible for the study if:
  - They do not reside in the District of North Cowichan.
  - A member of the household works for the Municipality of North Cowichan (including municipal employees, volunteer firefighters, and elected officials for the Municipality), or in the fields of marketing research or media.

## Demographics (weighted proportions)



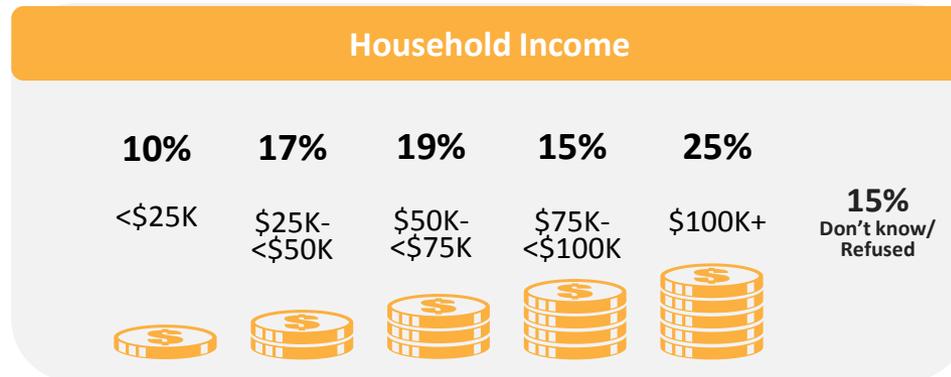
Data were weighted by gender and age based on 2016 Census proportions to ensure demographic representativeness of results to the population of the District of North Cowichan.

# Demographics



- **The majority are longer-term residents of North Cowichan:**
  - 34% have lived in North Cowichan for thirty or more years
  - 21% have lived in North Cowichan for twenty to fewer than thirty years
  - 22% have lived in North Cowichan for ten to fewer than twenty years
  - 23% are relatively new to the area, with fewer than ten years in residence
- **Four in five (81%) are homeowners; 17% rent their current home.**
- **Most share their home with other household members; however, few of these households include children under 18:**
  - 62% of households have one or two members, and 38% have three or more.
  - 26% of households include children under 18.
- **The majority say they plan to continue living in North Cowichan:**
  - 67% say they will live in North Cowichan for at least 10 years
  - 16% say they will live in North Cowichan for less than 5 years
  - 11% say they expect to live in North Cowichan for 6-10 years

# Demographics



- **Most are college or university-educated:**
  - 7% have less than a high school education
  - 23% have a high-school diploma
  - 23% attended but did not complete post-secondary studies
  - 36% completed a post-secondary degree or diploma
  - 11% have a post-graduate education

# Executive Summary

# Executive Summary

## Issues Agenda and Current Service Levels

- When residents are asked, on an unaided basis, to name the most important challenge facing North Cowichan, the most commonly cited challenge is improving water quality (mentioned by 22% of residents).
- When asked to pick one issue for local leaders to take action on, the most mentioned subject is homelessness/drug addiction (17%).
- Parks, greenspace and natural beauty are aspects about North Cowichan that nearly one-half (48%) of residents reference as their favorite things about the District.
- Nearly all residents rate the overall quality of life in North Cowichan as good (97% rate it as either very good or good).
- Satisfaction with the overall level and quality of services provided by North Cowichan is also very high (89% rate this as very satisfied or somewhat satisfied).
  - Among specific services, community planning has the most room for improvement (73% are satisfied), followed by bylaw enforcement (70%) and development and building permits (59%). Note that 'community planning' may mean different things to different people and was not specifically defined in the survey.
  - Among specific services, development and building permits has the most room for improvement (59% are satisfied), followed by bylaw enforcement (70%) and community planning (73%). Note that community planning may mean different things to different people and was not specifically defined in the survey, which may account for lower satisfaction levels.

# Executive Summary

## Issues Agenda and Current Service Levels *(continued)*

- The services that have the greatest influence on the overall level and quality of services rating for the District are road maintenance and community planning (22% and 16% share of impact, respectively).
- Four-in-five residents (80%) feel that they get good value overall for their tax dollars, given all the programs and services they receive from North Cowichan.
- Fewer than one-half (44%) of residents surveyed personally contacted or dealt with a North Cowichan employee within the past year. This contact was most commonly either in-person (61%) or by telephone (42%).
  - Satisfaction with North Cowichan staff interactions was generally good, with the staff's ability to resolve issues having the most room for improvement (72% are either very satisfied or somewhat satisfied).
- Nearly two-thirds (63% of residents) feel they currently receive just the right amount of information from North Cowichan. However, one-third (33%) believe they receive too little information from the District.
  - Fewer residents want North Cowichan to provide them with information about engagement opportunities (43%) and council meetings (40%) than other types of information (i.e. taxes, development planning, etc.)
- The most common sources residents would use to find information about North Cowichan include: the District's website (51%), the Internet/Google (41%), call the District office directly or speak with staff (26%) and the local newspaper (22%).
- Three-quarters of residents (74%) are satisfied with their opportunities to provide input to the District of North Cowichan on their views and priorities.

# Executive Summary

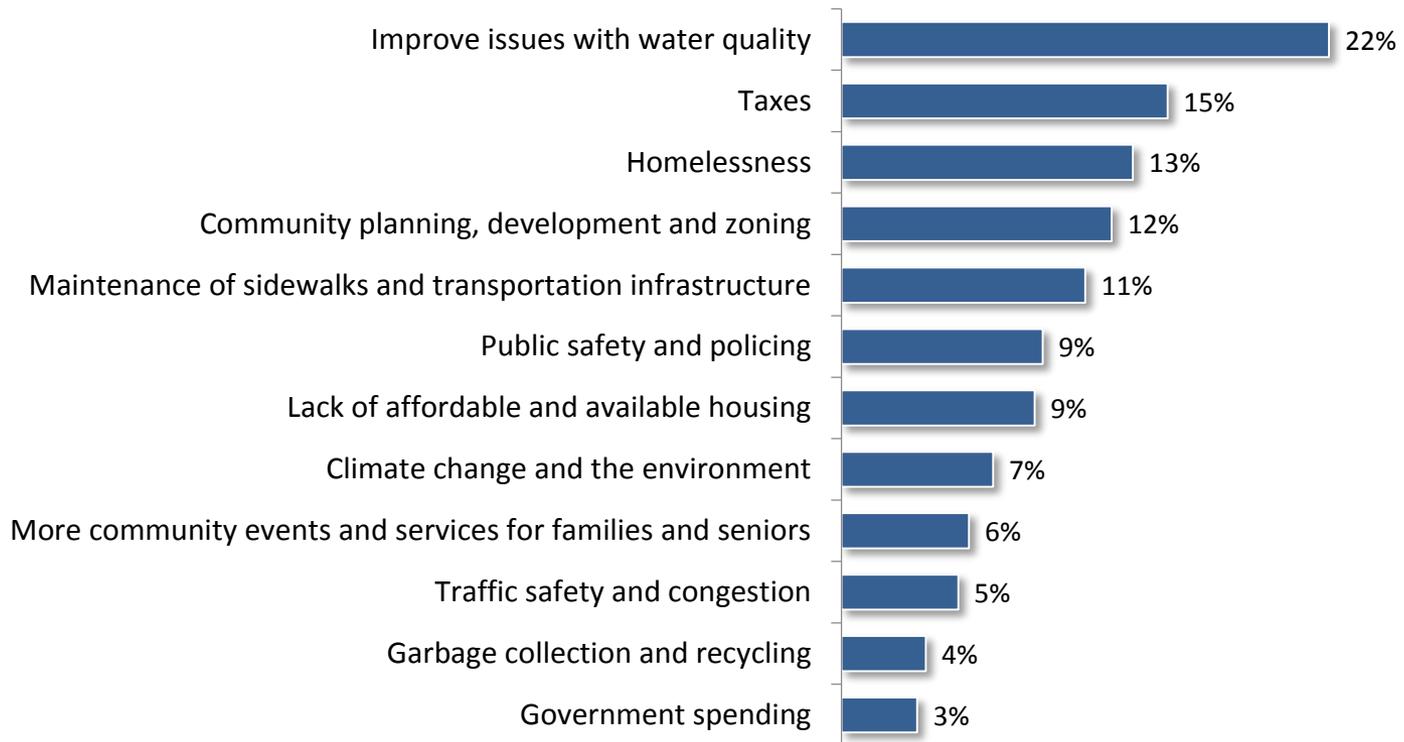
## Planning for the Future

- The most preferred means to be contacted by North Cowichan in the future are email (46%), mail (29%) and telephone (15%).
- The most preferred way to do business with North Cowichan are in-person at municipal hall (61% selecting), and online via the website (26%).
  - Older residents prefer the in-person approach (72% among those aged 55+), while among those aged 19-34 preference is the same for in-person and online (41% and 40% respectively).
- If there were an emergency situation in North Cowichan, the largest proportion would prefer to receive communication from the District about what to do via cell phone (40%), followed by radio (19%) or landline phone (14%).
- Overall, more residents like the changes to North Cowichan over the last 5-10 years than dislike them (63% versus 20% respectively).
  - Among those indicating they do not like the changes to the District, the leading reasons cited relate to community planning/development and zoning/density issues.
- One-half (51%) of residents would prefer to see North Cowichan's population continue to grow by about the same rate of 1% per year in the future. Just over one-quarter (28%) would prefer to see the District grow at a slower rate.
- When thinking about current service levels/infrastructure and property taxes, twice as many would prefer the District increase taxes (55%) than cut services (28%).

**Results:**  
*Issues Agenda and Current Service Levels*

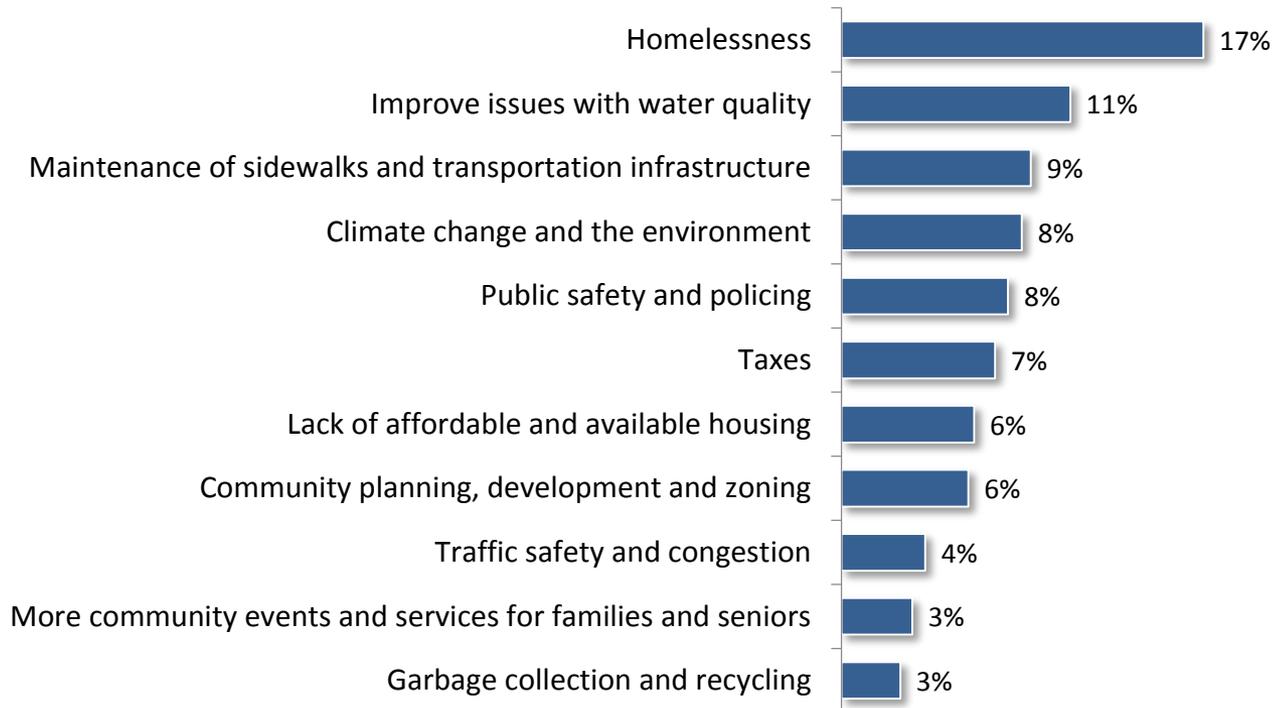
# Most important challenges facing the community

What do you feel are the most important challenges facing North Cowichan?  
(All Mentions)



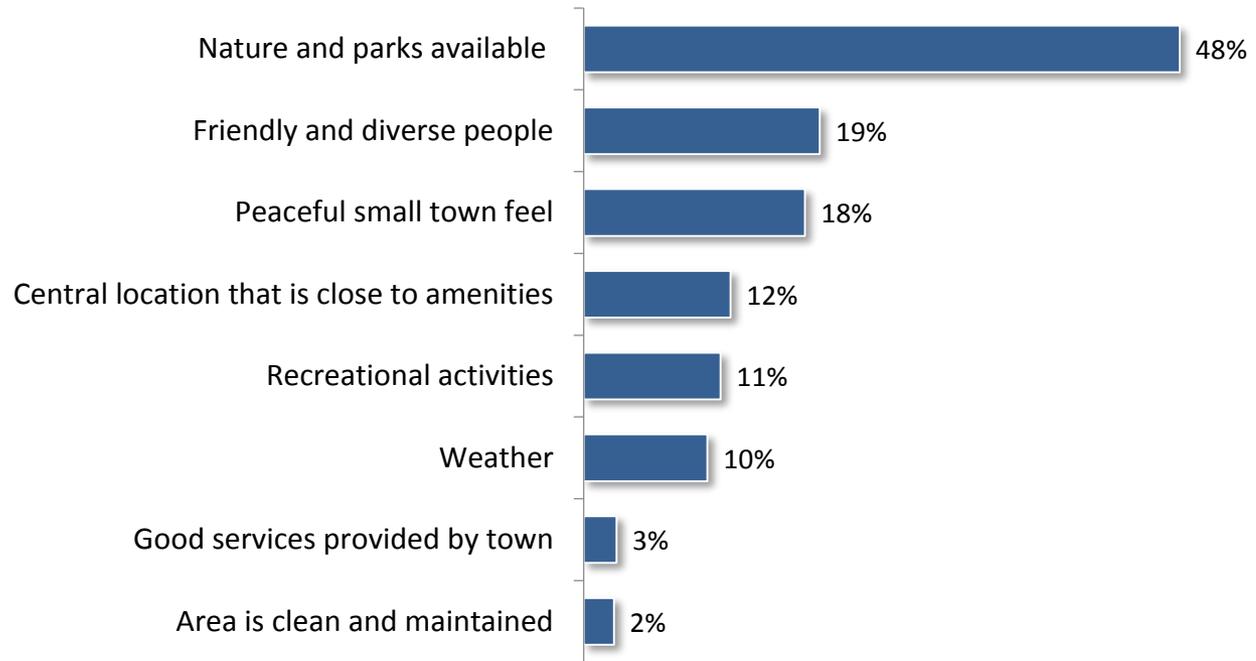
# Key issue for local leaders to take action on

If you had to pick only one issue for your local leaders to take action on, what would it be?  
(All Mentions)



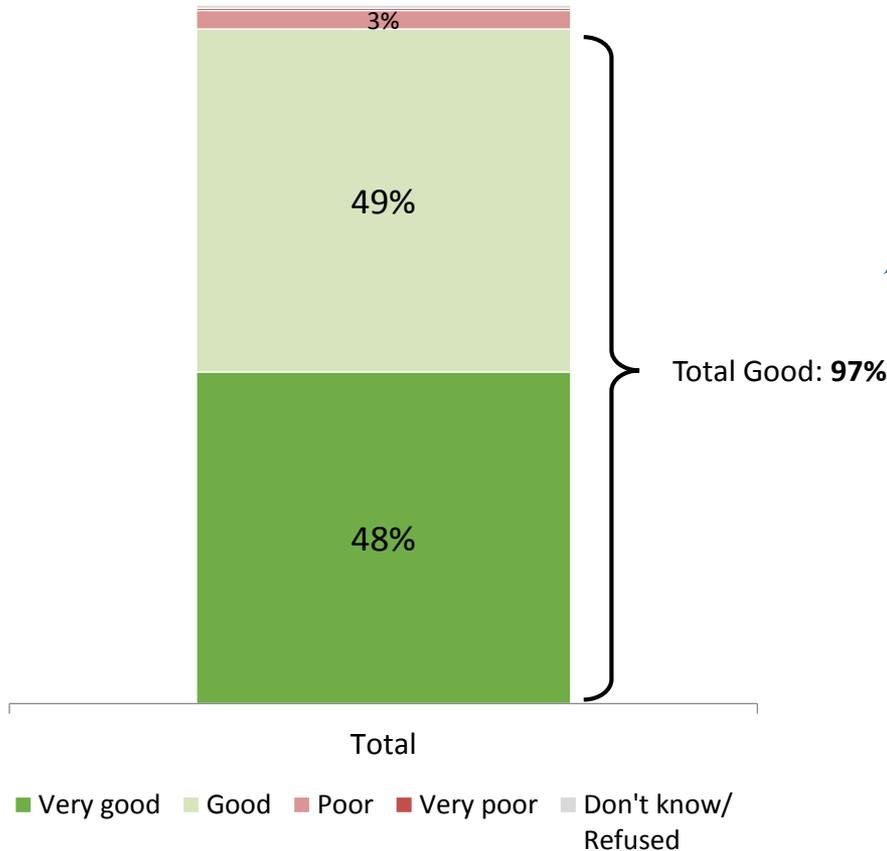
# Favorite thing about North Cowichan

What is your favorite thing about North Cowichan?  
(All Mentions)



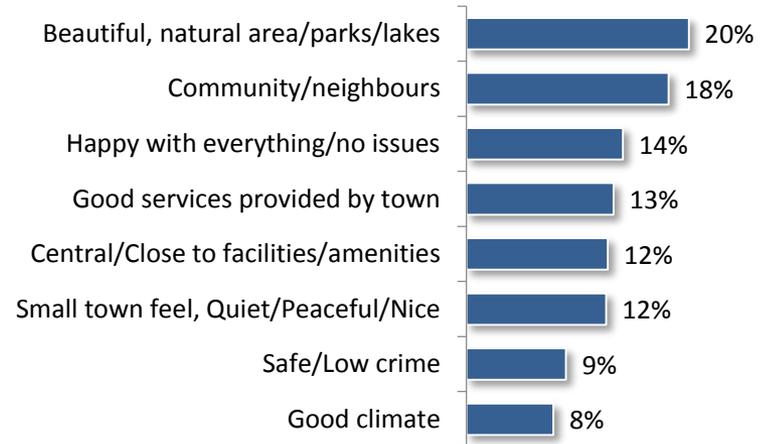
# Overall quality of life in North Cowichan

How would you rate the overall quality of life in North Cowichan today?



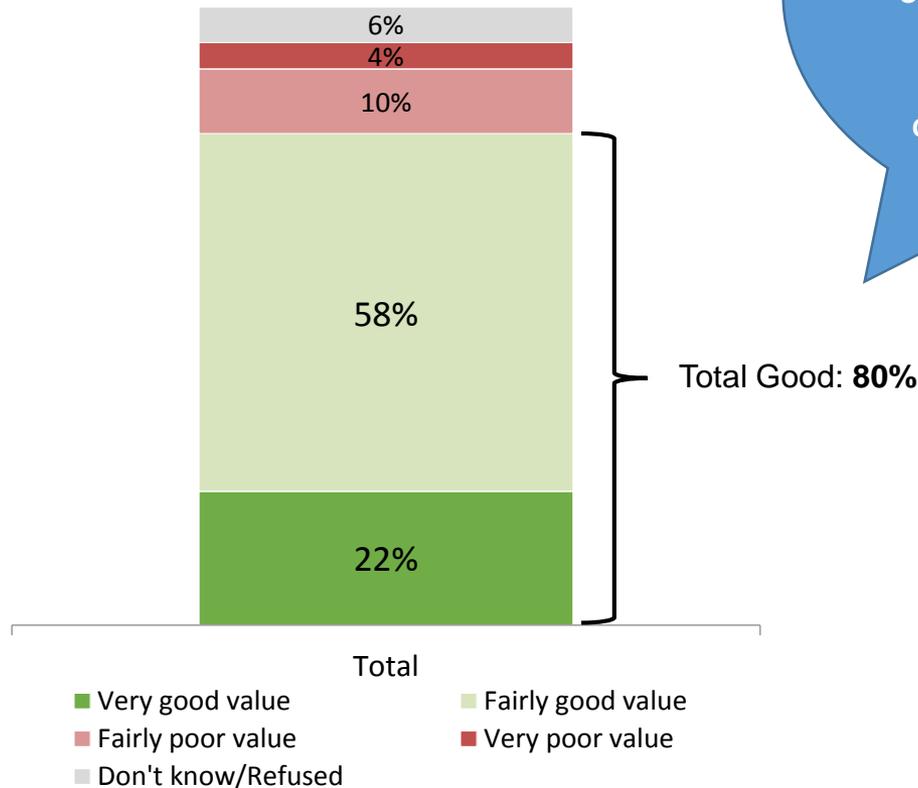
**OTHER SELECT BC COMMUNITIES:**  
 Oak Bay (2016): 99% good, 77% very good;  
 Town of View Royal (2019): 99% good, 59% very good;  
 Port Coquitlam (2017): 98% good, 48% very good;  
 Central Saanich (2015): 97% good, 57% very good;  
 Kelowna (2018): 94% good, 36% very good

Why do you say the overall quality of life in North Cowichan is good/very good?



# Value for tax dollars

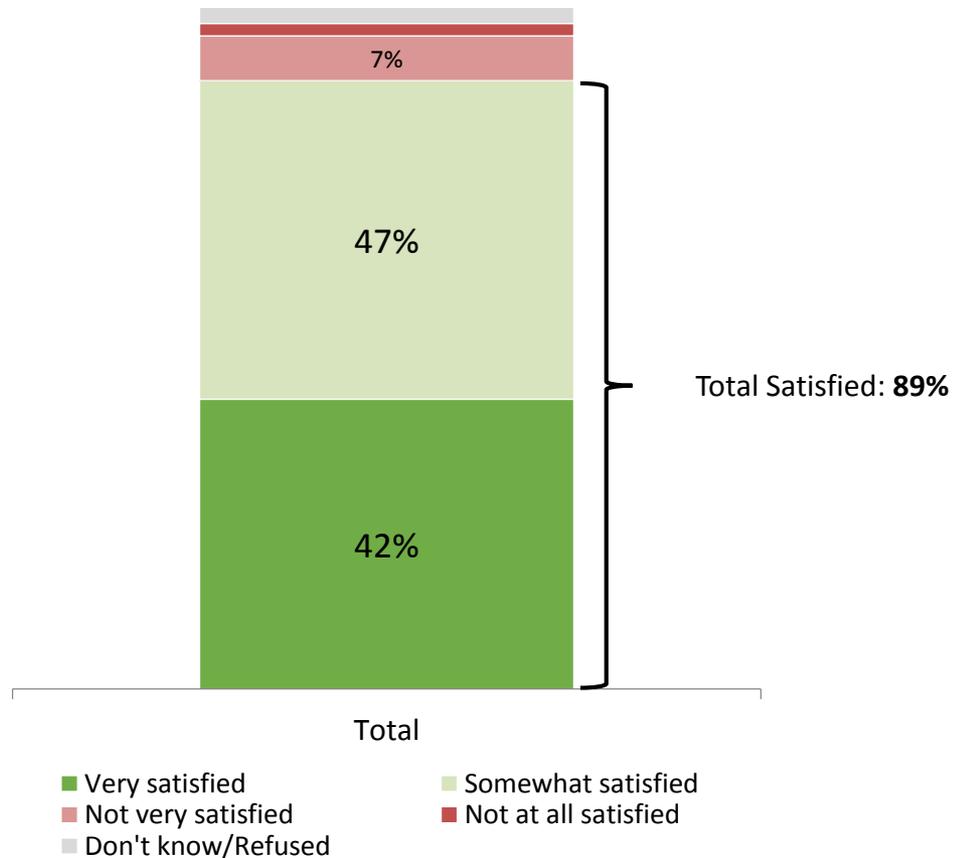
Thinking about all the programs and services you receive from North Cowichan, would you say overall that you get good value or poor value for your tax dollars?



**OTHER SELECT BC COMMUNITIES:**  
View Royal (2019): 86% good, 41% very good;  
Port Coquitlam (2017): 86% good, 21% very good;  
Oak Bay (2016): 83% good, 37% very good;  
Kelowna (2018): 79% good, 16% very good  
Central Saanich (2015): 78% good, 25% very good;

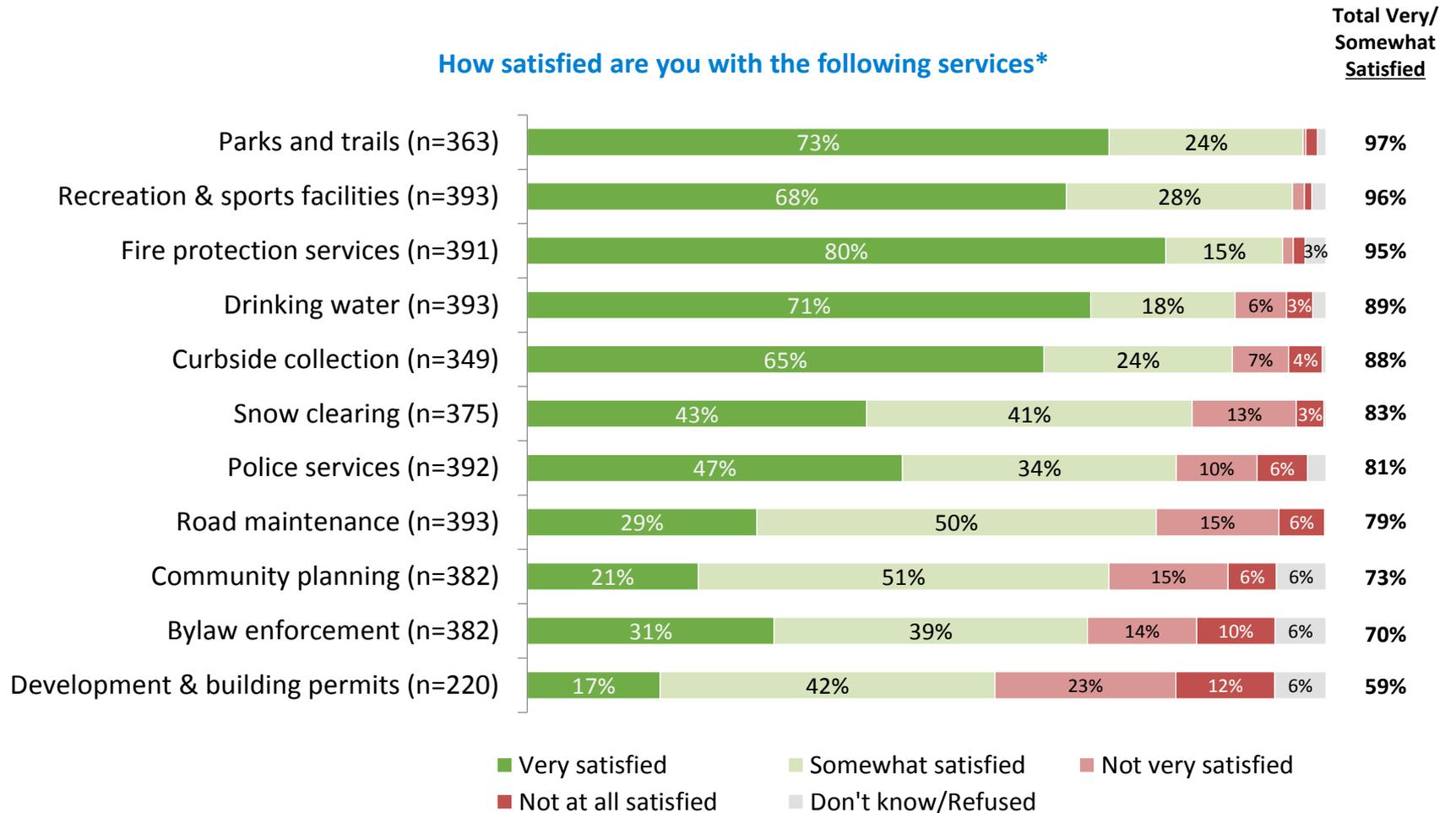
# Satisfaction with overall level and quality of services

How satisfied are you with the overall level and quality of services provided by North Cowichan?



# Satisfaction with specific North Cowichan services

How satisfied are you with the following services\*



# Influencers on Satisfaction with the Overall Level and Quality of Services provided by North Cowichan

**Key Driver Analysis** allows for the identification of particular aspects of the services provided by North Cowichan that are having a greater impact on or drive resident's satisfaction with the overall level and quality of services provided by North Cowichan. NRG constructed and ran a regression model using the data collected from local residents of North Cowichan. Key driver analysis was performed against the variable, *Satisfaction with the overall level and quality of services provided by North Cowichan*. The Key Driver Analysis reveals the strength of the relationship between the specific aspects (independent variables) and the key measure or metric (the dependent variable).

The following variables were used in the key driver analysis.

**Dependent variable:**

**Satisfaction with the Overall Level and Quality of Services provided by North Cowichan (Q6)**

**Independent variables:**

**Satisfaction with the Specific Services provided by North Cowichan (Q7)**

**Methodology:** Each of the service aspects' average satisfaction scores are calculated and then outlaid with it's relative and derived importance on the satisfaction with the overall level and quality of services provided by North Cowichan. The importance scores are derived from a Shapley Value Regression taking the relative importance scores. The scores are then mean centered and normalized to produce the coordinates for the importance scale (X-axis). The same method is used for the average satisfaction scores of each service aspect to produce the coordinates for the performance scale (Y-axis). Quadrants are set by establishing the average performance rating and derived importance scores across all of the service aspects that were rated. Therefore, this analysis provides a relative comparison of which areas to focus on to either improve or maintain.

The regression model built for this key driver analysis yielded an R Squared of 0.41 – meaning that 41% of the variation in the overall satisfaction scores can be explained by the service aspects. That level of R Squared score suggests a substantial amount of variance being explained by the regression model which indicates that the model is a good fit.

# Key Driver Analysis: Categories

The four quadrants are divided into the following:

**Reinforce:** High importance; high performance (upper right quadrant)

- Perceptions of North Cowichan's level of service on these aspects performs well and is deemed as critical to residents' overall satisfaction with the level and quality of services provided by the Municipality. These are the core strengths and it is critical to ensure these service aspects are maintained or strengthen its position.

**Focus:** High importance; low performance (lower right quadrant)

- These critical service aspects are perceived to be performing relatively poorly and they should be given the highest priority and focus. These are the core weaknesses and it is critical to improve and strengthen these service aspects.

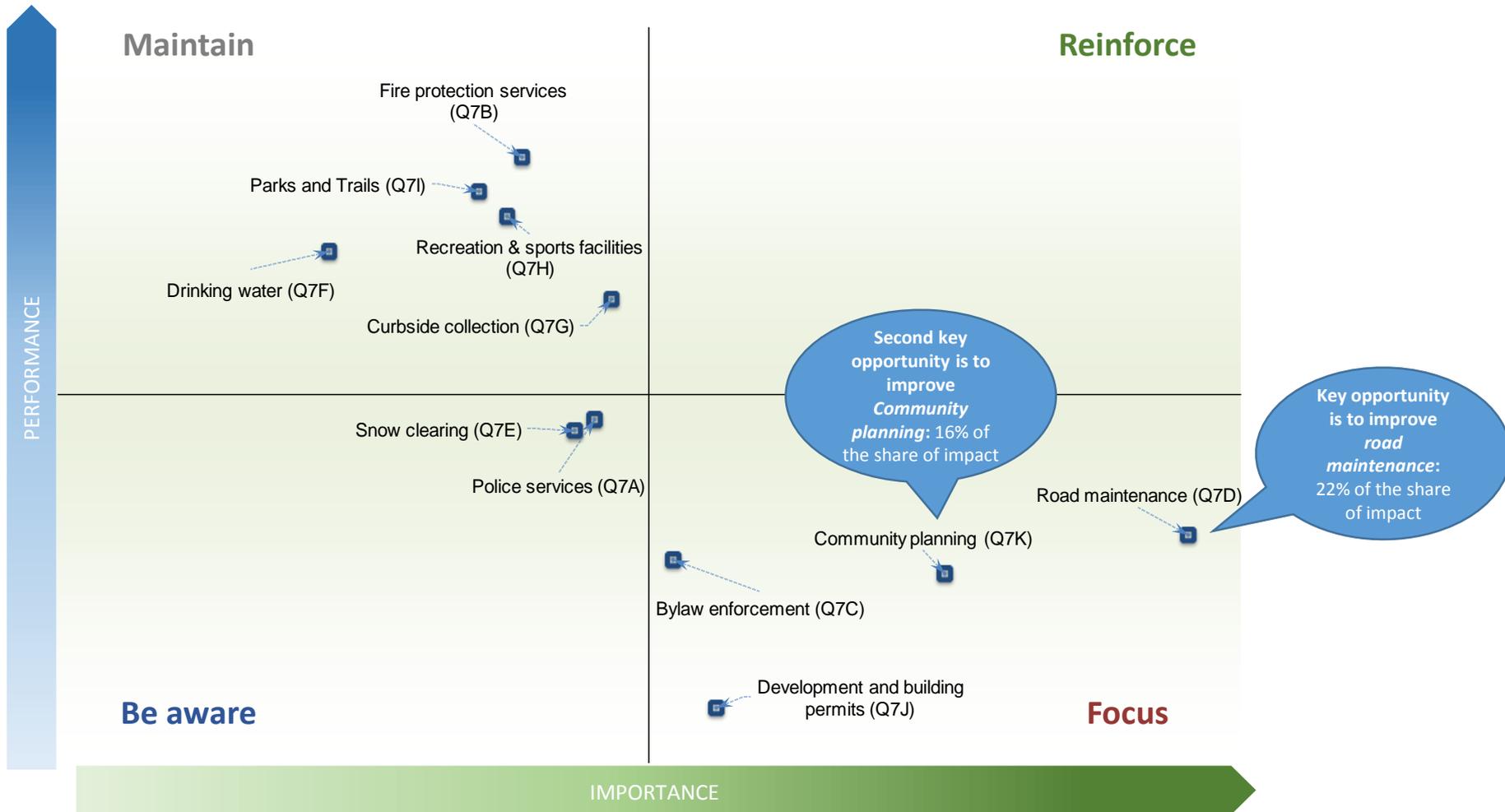
**Maintain:** Low importance; high performance (upper left quadrant)

- These service aspects are found to have a relatively weaker impact on residents' overall satisfaction with the level and quality of services provided by the Municipality. However, they are relatively well regarded by residents and should be at a minimum maintained.

**Be aware:** Low importance; low performance (lower left quadrant)

- While residents perceive these service aspects as not performing well by North Cowichan, they also do not significantly impact their satisfaction with the overall level and quality of services provided by the Municipality. Thus, they should not be a priority or focus for any action at this time.

# Key Driver Analysis: Areas of focus



# Key Driver Analysis: Category Breakdown

## **Focus:**

These are areas of critical weaknesses that residents perceive about the level and quality of service provided by North Cowichan and it is important to focus on these service aspects to improve overall satisfaction. The service aspects in this quadrant are key opportunities and key drivers of resident's overall satisfaction, which should be given the highest priority.

The service aspects are:

- Road maintenance (Q7D)
- Community planning (Q7K)
- Development and building permits (Q7J)
- Bylaw enforcement (Q7C)

## **Maintain:**

These aspects are found to not have a significant impact on the satisfaction of the overall level and quality of services provided by the Municipality, but they are perceived to be performing relatively well by residents. The performance level of these service aspects should be at a minimum maintained. The service aspects that fall into this quadrant are:

- Curbside collection (Q7G)
- Fire protection services (Q7B)
- Recreation and sports facilities (Q7H)
- Parks and trails (Q7I)
- Drinking water (Q7F)

In particular, focus and attention should be given to *Curbside collection (Q7G)* as this aspect is relatively higher on the importance spectrum than the other service aspects in this quadrant. It is important to continue to maintain or if time and resources allow, improve the performance level of this service aspect.

## **Be aware:**

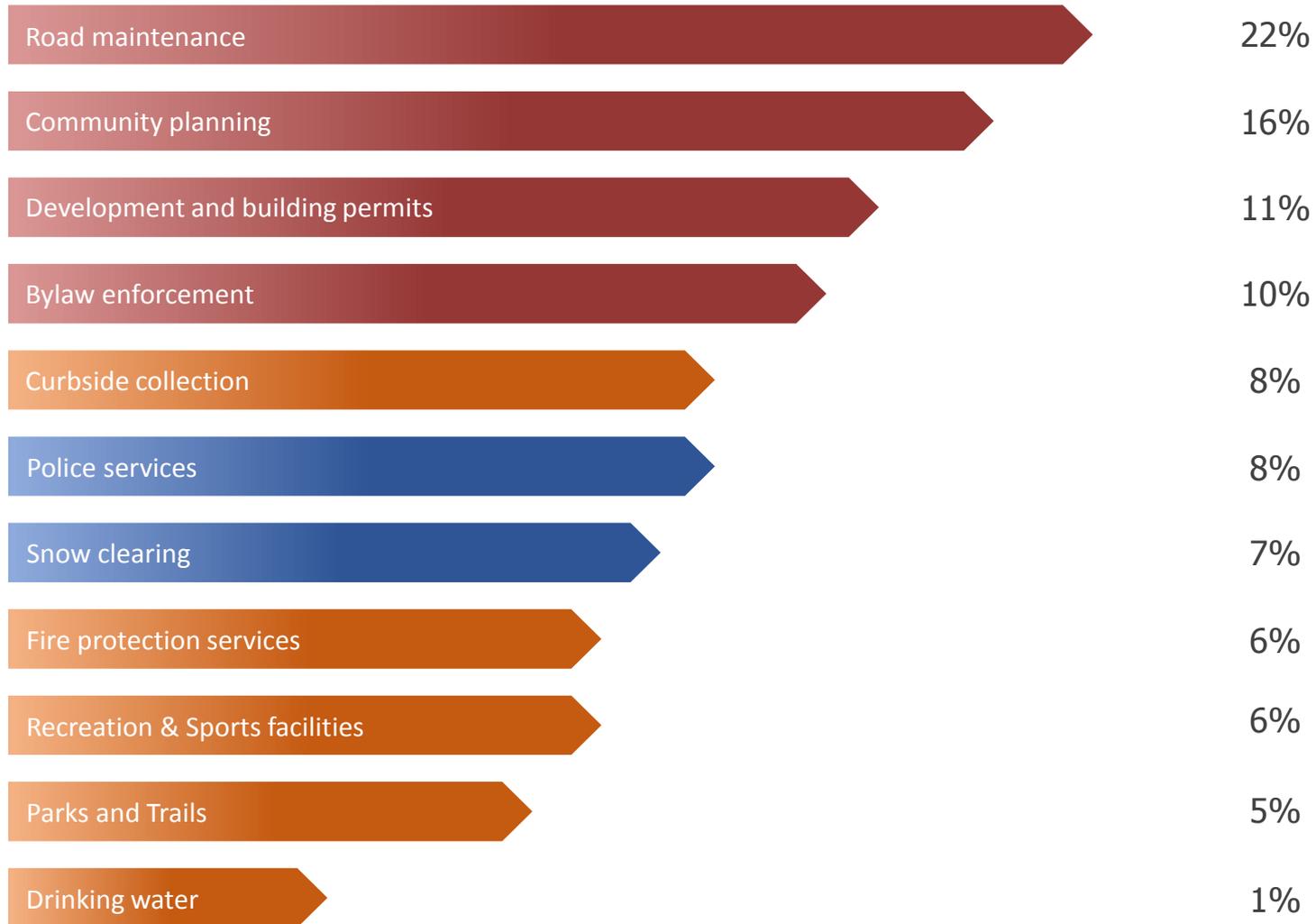
These service aspects should not be a priority for action at this time. However, monitoring of these aspects is advised in case they become more important in the future. The service aspects that fall into this quadrant are:

- Police services (Q7A)
- Snow clearing (Q7E)

Of note, both of these aspects are relatively high on the importance spectrum compared to the other service aspects so if time and resources allow, focus can be allocated to maintain or improve the performance of these service aspects.

# Key Driver Analysis: Share of impact

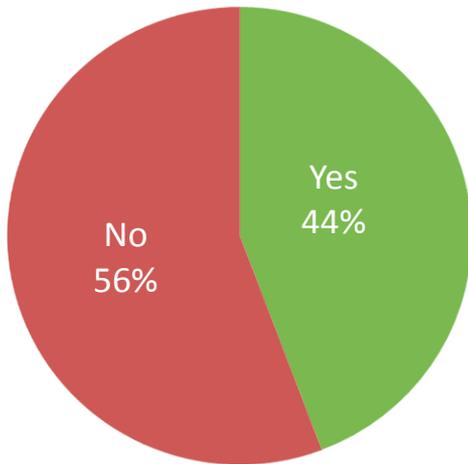
## Impact on Overall Satisfaction



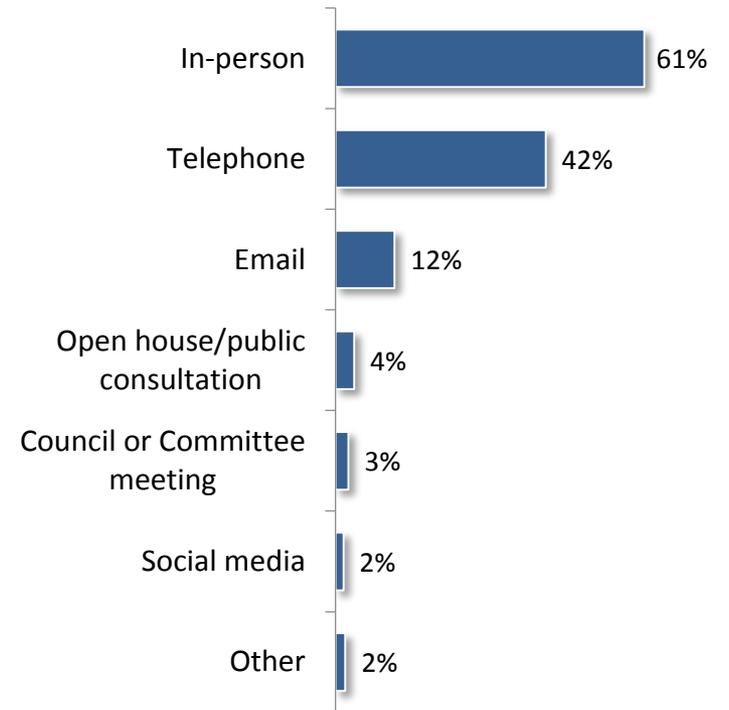
**Results:**  
*Interactions with the District*

# Contact with North Cowichan staff

Have you personally contacted or dealt with a North Cowichan employee within the past year?



How did this contact occur?  
(All Mentions among those who had contact)



(n=186)

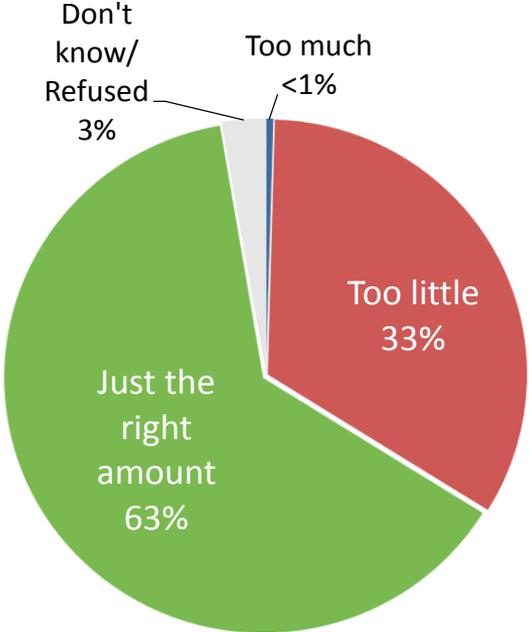
# Satisfaction with North Cowichan staff interactions



(n=186)

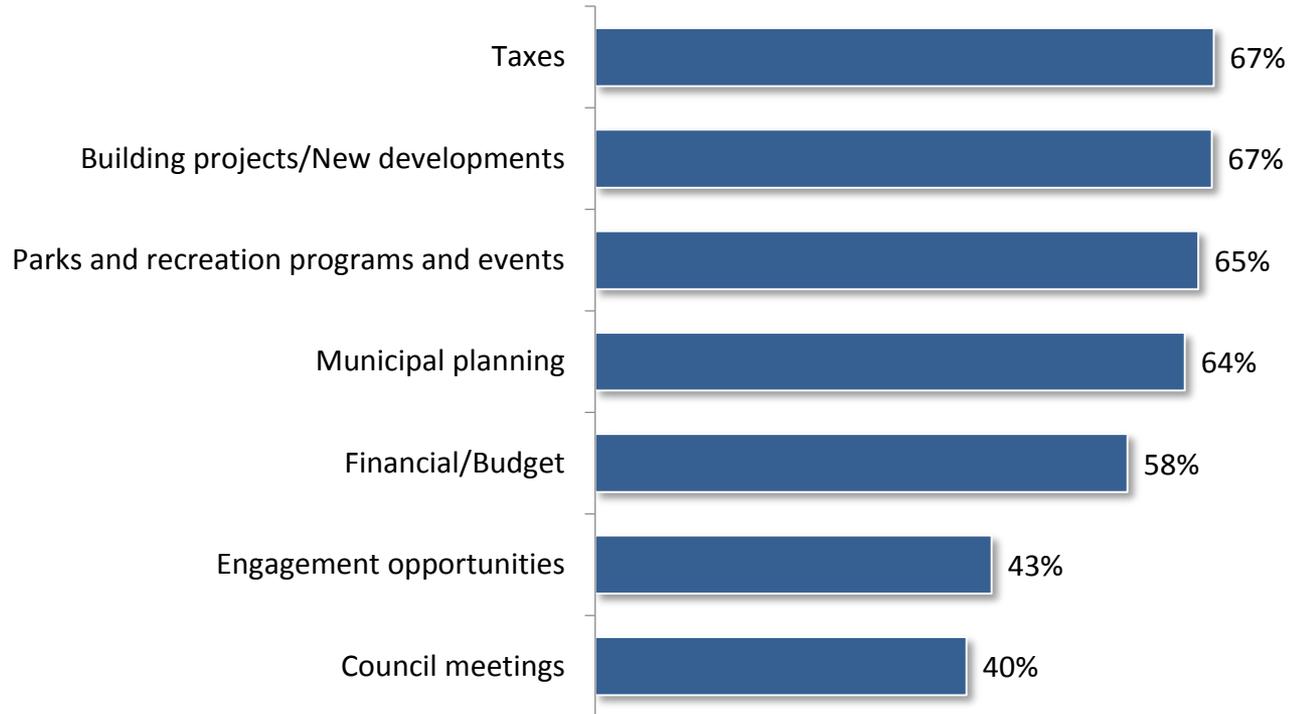
# Information from North Cowichan

In your opinion, do you currently receive too much, too little, or just the right amount of information from North Cowichan?



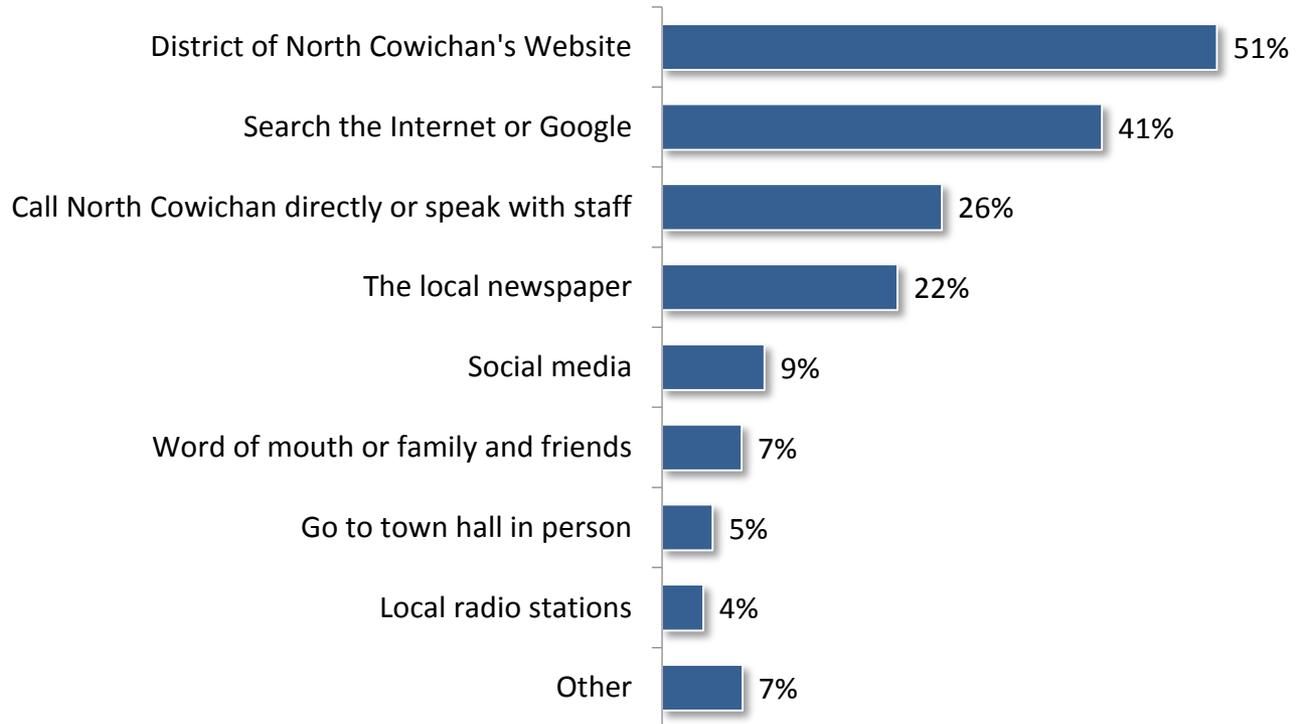
# Information preferred from North Cowichan

Thinking about your information needs, what kinds of information do you want North Cowichan to provide you with? (Multiple response)



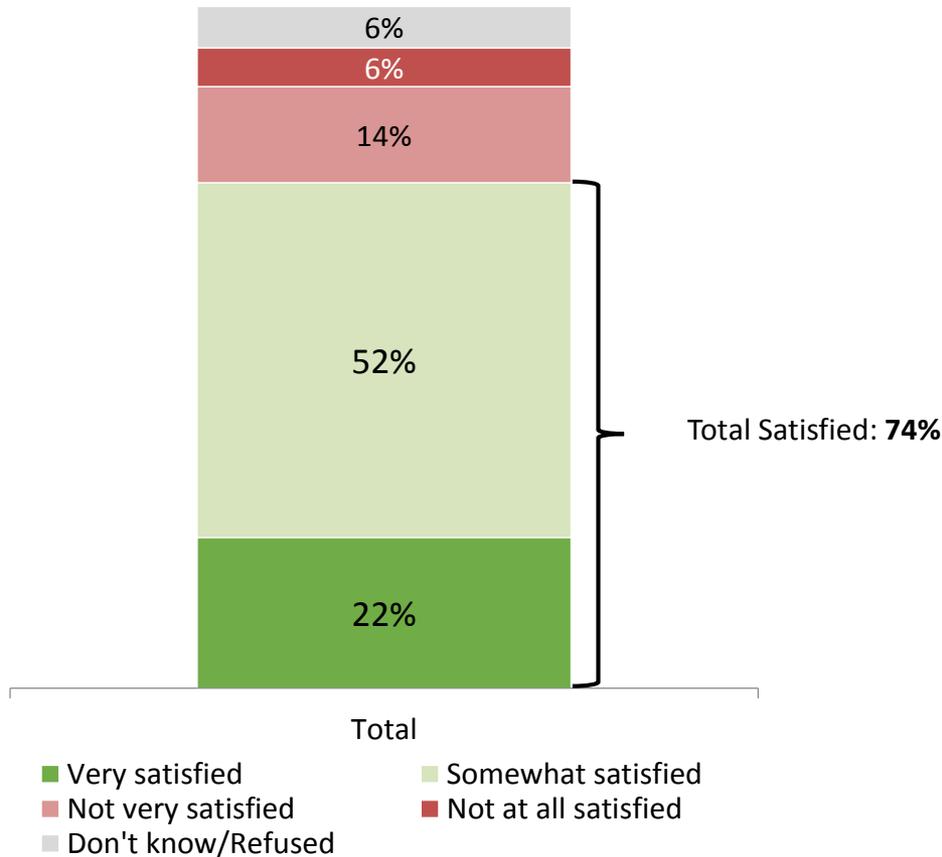
# Sources of information on North Cowichan

If you were looking for information about North Cowichan, what sources would you use to find this information? (Multiple response)



# Satisfaction with opportunities to provide input

How satisfied are you with your opportunities to provide input to the District of North Cowichan on your views and priorities?



## Why do you feel this way – Not Satisfied (n=80)

Not listened to for decision making	29%
No opportunities for input (council meetings)	23%
Not enough information provided	20%
Not sure who to contact	5%
Meeting held at inadequate time	4%
No calls returned	3%

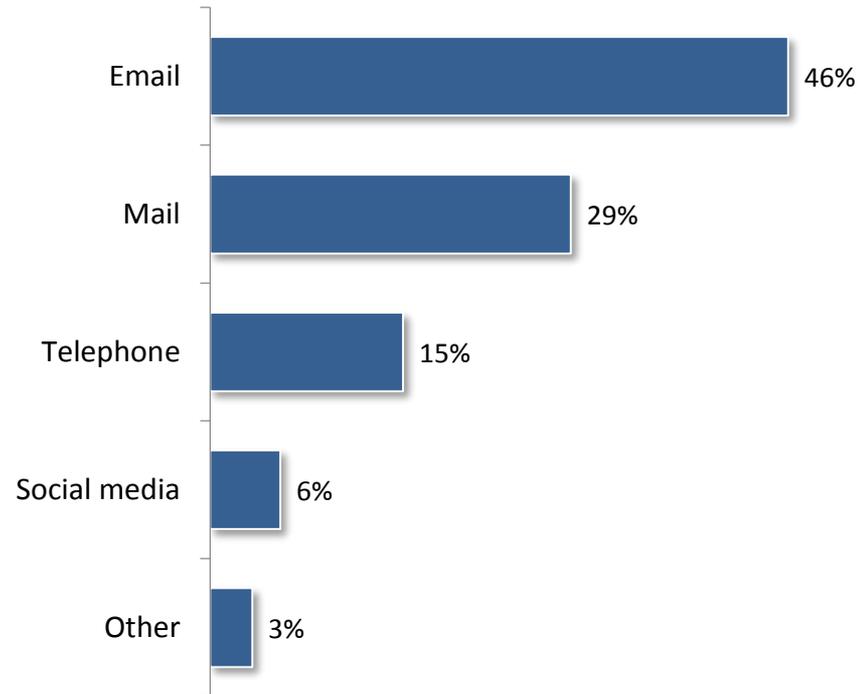
## Why do you feel this way – Satisfied (n=294)

No complaints	10%
Information is provided	8%
Accessible to staff and council	7%
Able to attend meetings	7%
Variety of ways to provide input	5%
Listens to you	4%

**Results:**  
*Planning for the Future*

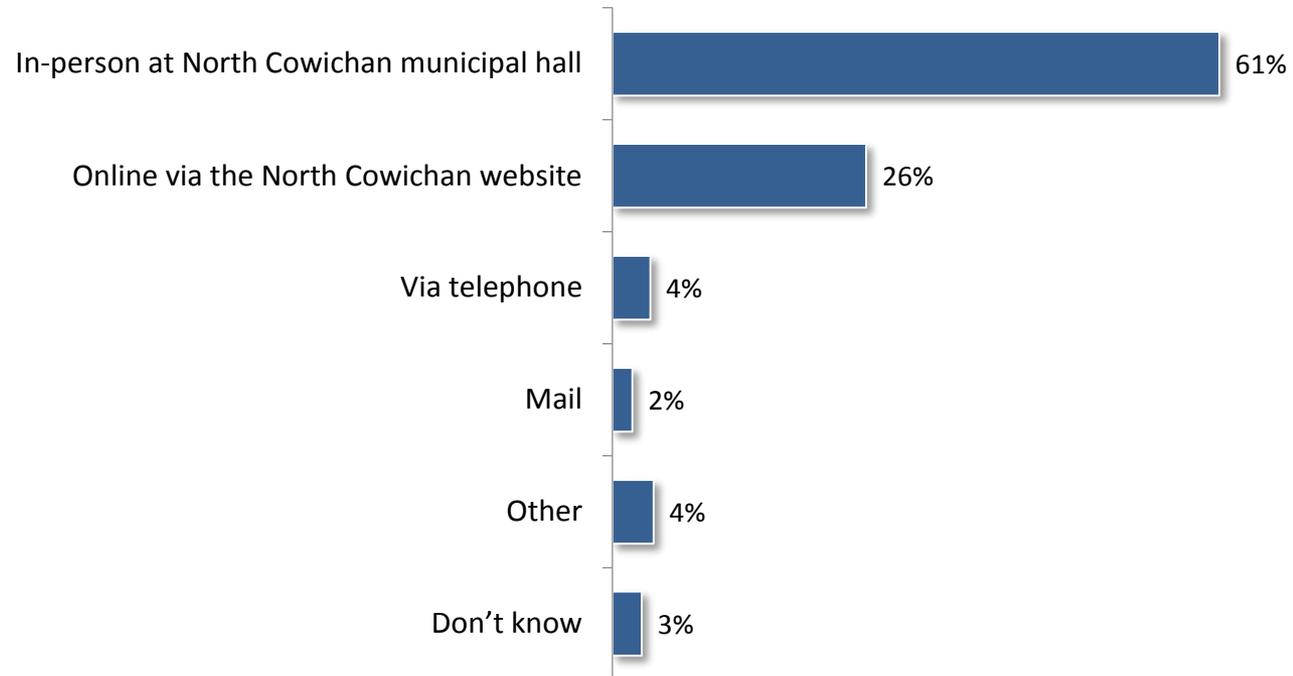
# Preferred means of contact from North Cowichan

Of the following options, how would you most prefer to be contacted by North Cowichan in the future? (Single response)



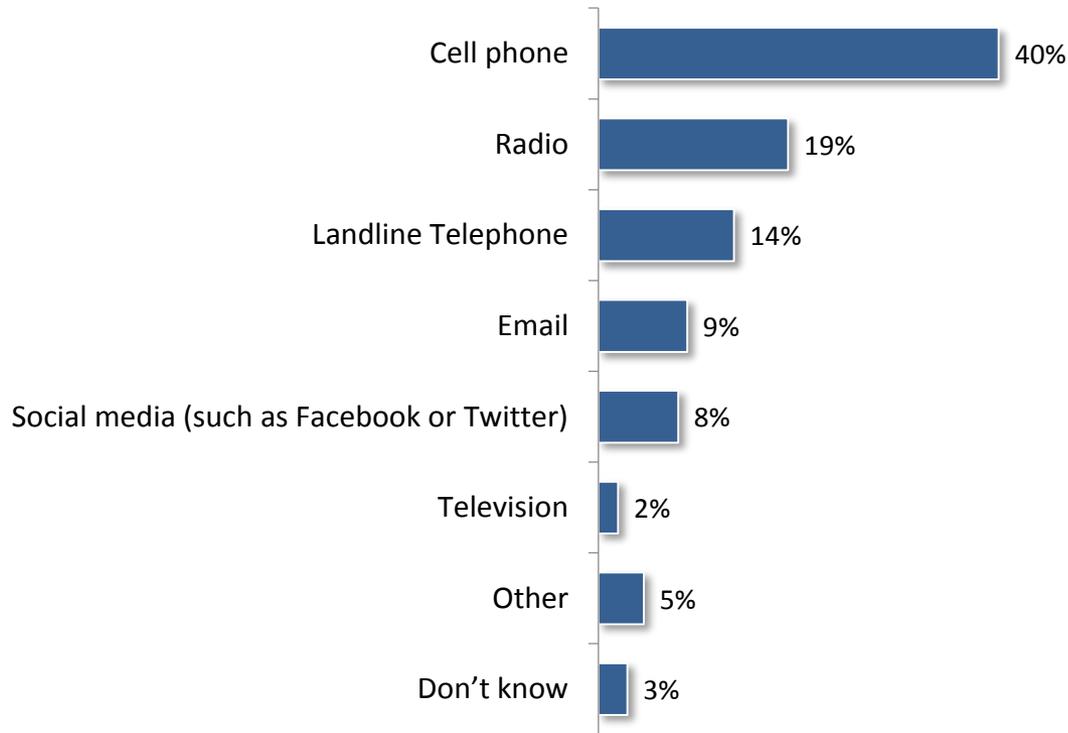
# Preferred way to do business with North Cowichan

If you have business to conduct with the North Cowichan, for instance, paying a bill, purchasing a dog license, or submitting a permit application, what is your preferred way to do this? (Single response)



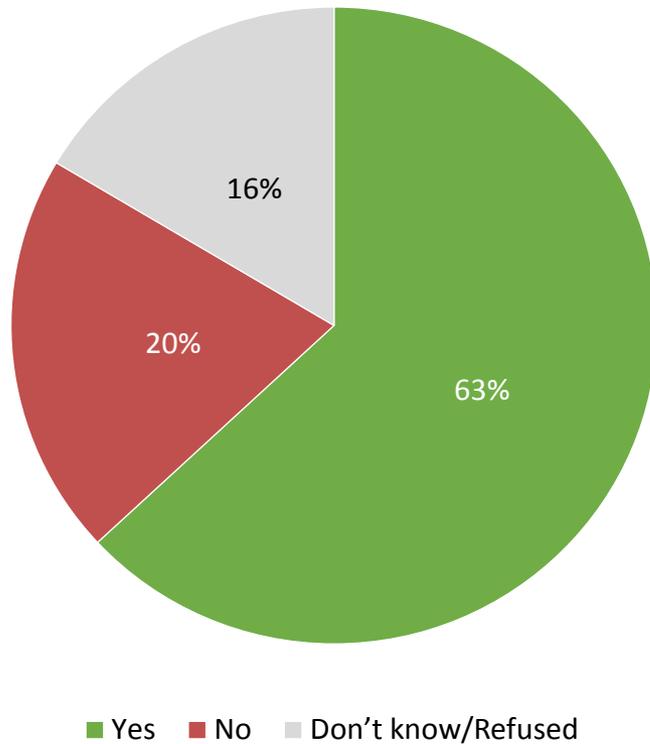
# How prefer to receive emergency communication from the District

If there was an emergency situation in North Cowichan, such as an earthquake or other such disaster, how would you most prefer to receive communication from the District about what you need to do? (Single response)



# Like changes to North Cowichan?

In general, have you liked the changes to North Cowichan over the last 5-10 years?



## What changes to North Cowichan do you specifically not like?

(Among those saying No, n=94)

Community planning, development, and zoning	40%
Traffic	10%
Government spending	8%
Listening to public concerns	8%
Employment	6%
Homelessness	6%

## What changes to North Cowichan do you specifically like?

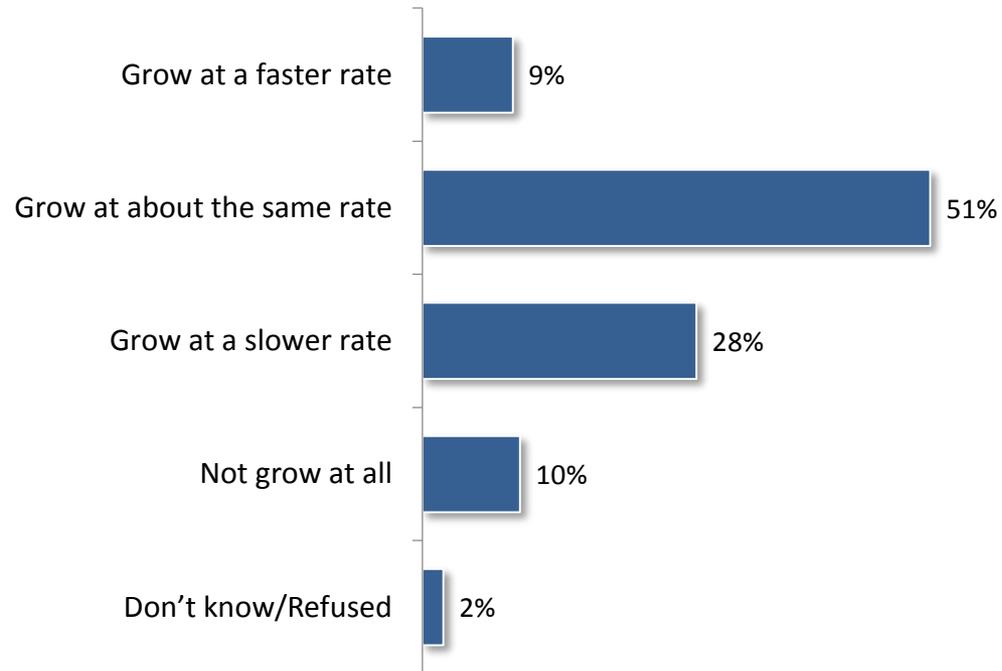
(Among those saying Yes, n=240)

Recreational activities	17%
Parks and greenspace	14%
Housing development	11%
Access to walking, biking, and hiking trails	9%
City council (better planning, good communication, provide information, listens)	8%
Maintenance of transportation infrastructure	8%
Businesses – Shopping, restaurants	7%
Community growth and planning	7%
Clean well maintained area	6%

*Mentions of more than 5% are displayed*

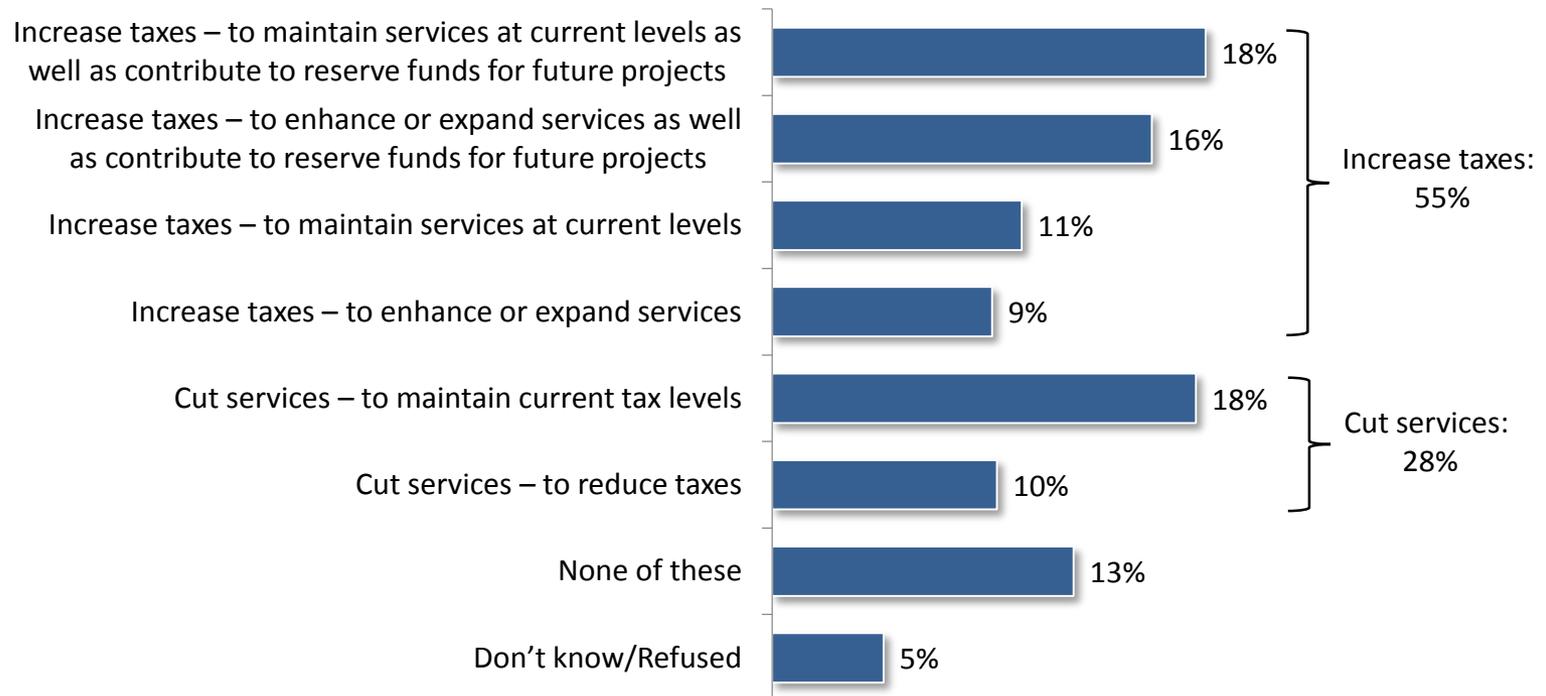
# North Cowichan's population growth

North Cowichan's population has been growing by about 1% per year.  
Would you prefer to see North Cowichan...



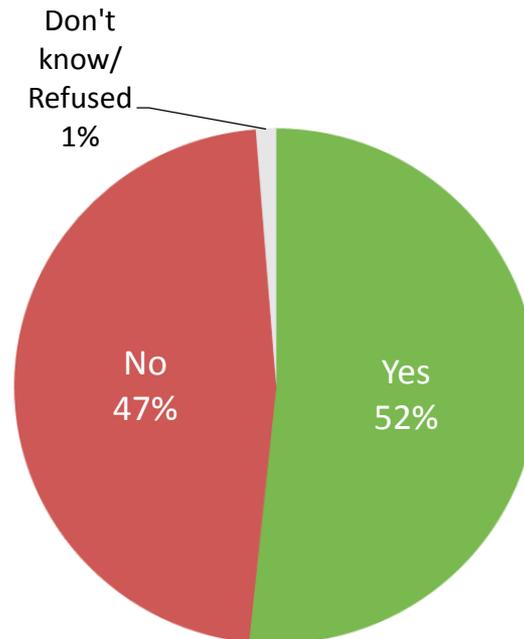
# Approaches to service levels and property taxes

When thinking about current service levels/infrastructure and property taxes, which one of the following approaches would you most like the District to pursue?



# Receive information about use of forest lands

North Cowichan is one of the few communities in North America that owns and manages forest lands for the benefit of residents. North Cowichan will soon begin gathering public input about the highest and best use for these forest lands. Would you like to be included on a North Cowichan email list to receive information and provide your input on this topic?



# Conclusions and Recommendations

## Conclusions and Recommendations

- Residents view the District of North Cowichan very positively towards:
  - Overall quality of life rating – on par with other select BC communities
  - The overall level and quality of services provided
  - The majority of services provided
  - Feel that overall they get good value for their tax dollars
- Residents would prefer to maintain or increase service levels, even if that means an increase in property taxes.
- Road maintenance should be a top focus area for North Cowichan as this is a key driver of overall satisfaction with the level and quality of services provided by the District. Interests and desires around community planning should be further explored, as this has the next highest influence on the overall rating of the District.

# Conclusions and Recommendations

Performance results are strong overall; however, results could be strengthened in the following areas:

- Road maintenance and community planning services
- Development and building services
- Training and supports to enable staff to resolve resident issues
- Continue sharing information with residents and seeking input on their views and priorities

## High Level Comparison of Telephone vs Online results

	Telephone (Weighted %)	Online – Open (Unweighted %)
<b>Age</b>		
18-34	19%	8%
35-54	29%	29%
55+	51%	58%
<b>Gender</b>		
Male	48%	31%
Female	52%	61%
<b>Overall quality of life in North Cowichan</b>		
Good/Very good	97%	82%
<b>Satisfaction with overall level and quality of services</b>		
Very/Somewhat satisfied	89%	76%
<b>Value for tax dollars</b>		
Fairly/Very good value	79%	65%
<b>Satisfaction with opportunities to provide input to District</b>		
Very/Somewhat satisfied	74%	55%

# Questions?

## **Tim Chan, Vice President**

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