

For Information Only

Customer Service Evaluations

Presented To:	Community Services Committee
Presented:	Monday, May 06, 2013
Report Date	Wednesday, Apr 24, 2013
Type:	Correspondence for Information Only

Recommendation

For Information Only

Background

In 2011 – 2012, the Community Development Department developed Strategic Plans for each of its operating divisions. As part of this process, where appropriate, stakeholders and clients were surveyed and/or given the opportunity to provide feedback.

In addition to the survey results, Strategic Plans were created in performing a variety of exercises which assisted in obtaining goals for the divisions – identifying strategic assets, performing a SWOT and PEST analysis, analyzing strategic positioning for the divisions and identifying planned actions to achieve goals.

This report will contain two components, firstly, an overview of the survey results from the operating divisions and secondly, listings of the goals, survey outcomes and achieved outcomes for the divisions within Community Development.

Methodology

Each division/section developed their own set of questions to be used for their respective surveys. In most instances, Survey Monkey (web-based survey tool) was utilized to solicit input and feedback. Survey Monkey surveys were available in both official languages and were made available in hard copy/ paper format, as well as being available on-line.

Signed By

Report Prepared By

Jason Nelson
Coordinator of Community Initiatives
and Quality Assurance
Digitally Signed Apr 24, 13

Division Review

Rob Blackwell
Manager, Quality, Administrative and
Financial Services
Digitally Signed Apr 24, 13

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Apr 24, 13

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Apr 24, 13

Data was collected from the following division and target population:

<i>Division /Section</i>	<i>Target Population</i>
Children Services	Clients
Housing Services	Applicants – Housing Registry
Housing Services	Housing Providers and Stakeholders
Leisure Services	Customers
Leisure Services	Stakeholders
Social Services	Clients

Summary of Evaluations/Feedback

Children Services

Children Services completed a client satisfaction survey in 2010 that rated the following areas:

- Parent satisfaction with child care staff (day care staff)
- Parent satisfaction with the Children Services office
- Satisfaction of parents using Best Start Hubs

In general, results of the survey were very positive. Parents reported to be very satisfied with most aspects of the services and programs with a 96 % satisfaction rating when it came to the centre's caregivers/staff and a 99 % satisfaction rating with the Children Service's office.

Additionally, 96% of respondents indicated an answer of "Yes" when asked: "Would you recommend Best Start Hubs to a family member or friend?"

90 % of respondents were satisfied to somewhat satisfied with the child care staff and 94% were satisfied with Children Services.

Identified Areas for Improvement as Linked to Children Services Strategic Plan

<i>Strategic Goals</i>	<i>Related Survey Outcomes</i>	<i>Actions Taken</i>
Be a provincial leader in planning and supporting a high quality viable child care system that meets families' needs	<ul style="list-style-type: none"> · 55% of parents were satisfied with the space provided at the Best Start Hub · 29% of parents felt that the Best Start Hub was helpful in their parenting/caregiving · 38% of parents felt that the Best Start Hub helped them to know more about their child's development 	<ul style="list-style-type: none"> · To enhance the program quality delivered by staff at the Best Start Hubs, a sub-committee was formed to help support the training of early childhood educators. Changes to City staff roles to include training and mentoring of program quality staff. · To further enhance the experience at Best Start Hubs, a single access online registration for hubs along with a new website containing a resource section and an interactive calendar have been developed and awaiting launch.
Improve customer service and operations with Information Technology innovations	<ul style="list-style-type: none"> · 63% of parents felt that a variety of childcare options were explained to them 	<ul style="list-style-type: none"> · The implementation of technology will look to further increase the variety of child care options that staff can make available to parents. · An attendance system software has been completed and is currently awaiting testing.

Provide leadership in the delivery of children's programming within the City of Greater Sudbury, including an integrated Children Service Planning team to plan for all City services related to children

· The Healthy Communities integrated planning group for children was established to identify connections to services/agencies for children in the community.

Housing Services

Housing Services completed two surveys that rated the services offered to both Housing Applicants and Housing Providers. The following areas were measured:

- Customer Service
- Communication
- Technology

Applicants indicated a 100% satisfaction rating when it came to the customer service they received - treated in a courteous fashion and in the language of their choice. When asked to comment on areas needing improvements, applicants indicated a need to have more housing available and shorter wait lists.

Providers were asked to rate from poor to excellent the web-based application to maintain the centralized wait list for social housing. 88% of respondents rated communication between registry staff and provider staff as good to excellent in the event of a problem with the system. In the open ended portion of this question, respondents indicated that the ability to view bedroom sizes online would be assist with administrating applications.

Identified Areas for Improvement as Linked to Housing Services Strategic Plan

<i>Strategic Goals</i>	<i>Related Survey Outcomes</i>	<i>Actions Taken</i>
Develop expertise - new Housing Services Act	· 15% of applicants identified further information on the application process and guidelines as being an area for improvement.	<ul style="list-style-type: none"> · A consultation with housing providers, provincial staff and service managers has occurred to provide them with a full review of policies, processes and forms. · In addition, staff are in the process of identifying changes to local practices and completing an analysis of the pros and cons.
Deliver training to housing providers, CGS staff, stakeholders and the public	· 63% of providers indicated that training should involve a better understanding of procedures, policies and legislation in order to assist managers in their roles. In addition, 56% indicated a need for training to occur more often.	<ul style="list-style-type: none"> · Training is being provided to managers in order that they have a better understanding of procedures, policies and legislation to assist them in their roles.
Develop and implement a local housing plan	· 30% of respondents indicated a shorter wait list and more housing as requirements to improve Housing Services.	<ul style="list-style-type: none"> · The background work for the Housing & Homelessness Plan is underway. The plan is being completed in collaboration with Social Services and Planning Services in order to ensure a co-ordinated approach to the identified issues. · Community & stakeholder consultations have been completed for input into the final plan.
Support and promote community based program delivery & strengthen the integrity of the social housing system	· 28% of respondents rated the communication regarding program requirements and compliance to be poor to fair.	<ul style="list-style-type: none"> · The 2013 operational review schedule is being finalized and set to commence in early spring. · The 2012 wait list stats are being compiled and will be reviewed for trends and anomalies. · Action plans for providers in difficulty will be prepared / approved and then action will be taken by staff in a timely manner to minimize risk.

Leisure Services

Leisure Services developed and administered two separate questionnaires to gauge the satisfaction with Leisure Services facilities and programs for both Customers as well as Stakeholders. The following areas were examined:

- Customer Service
- Quality of Facilities
- Quality of Programs

Customers

Customers were asked to rate the level of customer service received at a facility. 100% of respondents were very satisfied to somewhat satisfied with the level of customer service as it relates to staff being friendly, helpful and knowledgeable.

When asked about other services at the facilities, 41% were satisfied to somewhat satisfied with the quality of rental services and 43% were satisfied to somewhat satisfied with the price of rental services.

Stakeholders

The top two facilities/programs most frequented by stakeholders were arenas at 84%, followed by Parks Services at 75%.

When stakeholders were asked if they thought that arenas were well maintained, 89% of respondents indicated yes to spectator areas, 83% said yes for common areas, 60% indicated yes for the maintenance of washrooms and 61% said yes for dressing rooms.

Stakeholders felt they were most engaged in the process of having an impact on services and programs through online information and least through the process of addressing Council and Committee.

Identified Areas for Improvement as Linked to Leisure Services Strategic Plan

<i>Strategic Goals</i>	<i>Related Survey Outcomes</i>	<i>Actions Taken</i>
Continued effort in the infrastructure renewal of both small and large scale projects	<ul style="list-style-type: none">· 56% of respondents indicated that parks and leisure facilities needed to be better maintained and equipped.· 38% of stakeholders indicated that the availability of an arena and ice time as being a future need for their organization.· 35% of stakeholders indicated that arenas could be more efficient.· 64% of stakeholders indicated a need to construct a multiuse facility.	<ul style="list-style-type: none">· \$ 200,000.00 has been allocated for the purchase of new gym equipment for 2013 and 2014.· The arena renewal strategy will look to address concerns from users (i.e. availability of arena and ice time) by developing surveys to request feedback and develop solutions.· Retrofit a number of recreational facilities including energy efficiencies.· A life cycle analysis of short term (1-5 years) and long term (6-10 years) capital needs of recreational facilities including all arenas and municipal pools.· The Parks and Opens Space Leisure Master Plan will be updated.

Implement the Sustainable Mobility Plan	<ul style="list-style-type: none"> · 30% of respondents indicated that having access to outdoor facilities enriched their lives. 	<ul style="list-style-type: none"> · Additional trail development completed by Rainbow Routes Association, including the completion of the Lily Creek Boardwalk in 2012. · Working with the Sustainable Mobility Committee to bring forward new projects.
Parks Development/Maintenance	<ul style="list-style-type: none"> · 43% of customers were dissatisfied to somewhat satisfied in regards to playgrounds and tot lots. 	<ul style="list-style-type: none"> · Marguerite & Gerry Lougheed Park will provide park access to residents in the West end area. This falls directly in line with the Parks, Open Space & Leisure Master Plan which identifies park area for residents within an 800 meter radius. Additional parks to be created in Greater Sudbury: Dominion Park, Lady Ashley, Corsi Hill playground, Hines playground, Hazelton/Lions Gate, Katmic, Shelbourne and Korpela subdivisions. · The 2013 Parks By-law will bring regulations more in line with today's standards and people's expectations – i.e. no smoking. · The development of fully accessible play structures – Theresa playground, Ridgcrest playground, James Jerome Sports Complex and Howard Armstrong Recreation Centre, as well as senior's friendly parks. · Audit of playgrounds and parks for accessibility being completed by 2013. · Better access to Bell Park - planning for the redevelopment of the former St. Joseph's Hospital Site.
Advance Communication with Citizens, User Groups and Partners	<ul style="list-style-type: none"> · 66% of stakeholders were engaged when they had leisure services and programming information provided to them online. 	<ul style="list-style-type: none"> · To further communicate with citizens, website improvements and increased usage of the website for marketing and promotional purposes. · Continued efforts to improve on-line registration as well as the usage of social media (Facebook and Twitter) for recreational facility information and programs i.e. Feel Free to Feel Fit Interactive Maps.
Promote Sport Tourism and Special Events	<ul style="list-style-type: none"> · 43% of customers indicated that facilities could be improved with an investment of capital dollars. 	<ul style="list-style-type: none"> · Upgrades to facilities have resulted in hosting the OFSSAA track and Field Championship June 2011, Les Jeux de la Francophonie July 2011, Ontario Cup Mountain Bike Race July 2012, Ontario Cup Cross Country Ski Race Jan 2013. · Further work with Sports Tourism strategy and Sport Tourism Advisory Panel will result in future events such as Canada Cup Mountain Bike races 2013 & 2014, Legion Provincial Track and Field Championships July 2013, OFSSAA Cross Country Running Championships November 2013.
Further develop inclusive, dynamic and fiscally responsible leisure and recreation programming under the Healthy Community Human Health and Well-Being pillar	<ul style="list-style-type: none"> · 35% of respondents indicated that they were dissatisfied with the innovation of new facilities and programs. 	<ul style="list-style-type: none"> · To develop new and innovative programming, grant applications targeted at specific demographics were completed. · Exploring new program offerings that address physical literacy - Little Blades (learn to skate 3-4 year olds), Kinder Ski and Kinder Snowboard programs (under 6), improved options for weeknight courses ski and snowboard.

Social Services

A survey was conducted by Social Services to determine the level of satisfaction with regards to the services delivered by the department. Single people were the largest demographic group that participated in the survey and represented 67% of respondents. The following areas were examined:

- Customer Service
- Community Programs for Clients

Clients provided written comments regarding the services they received. 43% of comments from clients indicated they had a positive experience with their worker as well as the programs and services offered. 17% of comments noted a need for better customer service

Respondents were asked about the services and programs available to them through the City's Leisure and Citizen Services. Nineteen percent accessed services from the Leisure Guide program and 52% accessed Employment Support Services at a Library. In the open ended portion of the question, respondents indicated that the YMCA, walking and biking trails were other recreation programs accessed in the community.

Identified Areas for Improvement as Linked to Social Services Strategic Plan

<i>Goal</i>	<i>Related Survey Outcomes</i>	<i>Actions Taken</i>
Further the client-centered approach to service	<ul style="list-style-type: none"> · 43% of comments from clients indicated that they had a positive experience with their worker as well as the programs and services offered · 23% of clients indicated that services could be improved with access to workers who are better informed on their situation by providing them with information on related services. · 17% of clients indicated a need for better customer service overall. 	<ul style="list-style-type: none"> · Operational review of one section of the division is underway to determine efficiencies and potential streamlining of duties. · Client satisfaction surveys have been conducted after each employment training program. · Reporting structure within the Income Support Section was reviewed and reorganized to enhance client service.
Build capacity to be responsive to community and provincial initiatives	<ul style="list-style-type: none"> · 30% of respondents indicated that providing affordable housing would assist homeless people. · 25% of clients indicated that additional training would be useful in finding employment. 	<ul style="list-style-type: none"> · Commissioner's report on Social Assistance Review has been released and we are awaiting for provincial direction regarding the implementation of recommendations. · In partnership with Housing Services and Planning Services, a consultant has been engaged and the background work for the Housing & Homelessness Plan is underway. The plan is being completed in collaboration in order to ensure a co-ordinated approach to the identified issues. · Community & stakeholder consultations have been completed for input into the final plan.
Improve and enhance the social indicators of health of at risk individuals	<ul style="list-style-type: none"> · 10% of respondents accessed walking and biking trails in Greater Sudbury 	<ul style="list-style-type: none"> · Development of the Healthy Community Feel Free to Feel Fit Interactive Maps. · Partnership with Leisure Services in the continuation of the Feel Free to Feel Fit Swimming Program. · Partnership with Citizen Services in providing computer literacy interactive stations at every Citizen Service Centre across CGS.

Conclusion

The survey results gathered from clients/customers and stakeholders are valuable to the divisions of Community Development in order to continue provide excellent services and programs that meet the needs of the residents of Greater Sudbury.

The results obtained from the surveys enable staff to plan for the future and determine what is currently working well, what areas need improving and what questions should appear on prospective surveys. Customer evaluation surveys will continue to play an integral role in the development and implementation of future Strategic Plans for divisions within Community Development.