



 Region of Peel
Working for you

CITIZEN SATISFACTION, TRUST & CONFIDENCE IN PEEL

Results of Survey Research in Support of the
Common Purpose Measurement Strategy, 2011

CORPORATE REPORT

TABLE OF CONTENTS

Executive summary	3
1. Objectives and research method	5
2. The Client Satisfaction Index	10
3. Access	13
4. Timely service	17
5. Drivers of satisfaction	20
6. Diversity	28
7. The Peel Living survey	31
8. The waste survey	34
9. The business survey	39
10. Trust and confidence in Peel	43
11. Citizens' priorities for action	48
12. Recommendations	50

EXECUTIVE SUMMARY

The Region of Peel created the Common Purpose Strategy to support a unified approach to service delivery across the Corporation. Surveys of major client groups in 2008 and 2009 defined a comprehensive research method and created baseline results.

The 2011 research tracks progress and extends the investigation in three new directions: an analysis of how Peel Living contributes to resident's quality of life, a detailed study of waste disposal, and a study of business clients. At this time, Peel's research supporting the Common Purpose is the most complete measurement strategy of any Canadian municipality.

Research design

The 2011 research method was consistent with the approach taken in previous years:

- 1 Public Works services were assessed in a telephone survey of residents who were randomly selected from the Region's population.
- 2 Clients of most Public Health and Human Services programs were interviewed by telephone, with respondents being drawn from lists of the current client populations.
- 3 Pencil-and-paper surveys were administered by Peel staff to clients of the following programs:
 - Long Term Care (surveys were often completed with the assistance of family members);
 - Emergency Shelters and Transitional Housing; and
 - Healthy Sexuality Clinics.
- 4 A pencil-and-paper survey was mailed to recent clients of Paramedic Services. Respondents had the option of doing this survey on paper or online.

The following customized telephone surveys are new in 2011:

- 5 Peel Living residents;
- 6 Waste Services clients (sampled at random from the general population); and
- 7 Business clients (sampled at random from two sub-populations):
 - Each of the five Business Improvement Areas (BIAs); and
 - Businesses that are inspected by the Region (food establishments, swimming pools and personal services businesses).

The research encompasses the views of more than 6,000 clients in all.

Highlights

Customer Satisfaction Index (CSI)

The CSI is a weighted average of client satisfaction with 28 Regional service Groupings. The index currently stands at 7.90 out of 10, an increase of 1.5% over 2009 and 4% over 2008.

Diversity

A new question in the survey of the general population tested agreement with the statement, “*Peel services meet the needs of this diverse community*”. There is broad agreement with the statement (average agreement is 7.3 out of 10), but very importantly, agreement is equal across language groups, income groups, and between Canadian-born residents and immigrants. There is no evidence of any insider/outsider divide.

Drivers of client satisfaction

The Common Purpose Strategy seeks to identify drivers of client satisfaction that operate across the spectrum of Peel services. The 2011 research verifies the core “direct” drivers: staff performance, a coherent service delivery process, timeliness, and outcome. The model is extended to show the indirect impact of problems with access: client ratings of staff performance, timeliness and the service delivery process are reduced, and this in turn reduces overall satisfaction.

The Peel Living survey

The Peel Living survey differs from others in that its focus is quality of life, rather than client satisfaction. Scores on several quality of life indicators are generally good, ranging from 6.6 to 8.3, with most lying near 7.3. Individual scores range more widely. A number of variables contribute to perceived quality of life, including:

- Life stage: those who see Peel Living as a transitional stage give lower ratings than those who see it as long-term accommodation;
- Family status: seniors give the highest ratings, followed by singles and then families; and
- Connection to human and physical resources in the building and community: those with links to the community score higher than those with few links.

The waste survey

Residents register strong support for Peel’s recycling programs, however there is room for improvement in the way that many dispose of common objects such as fluorescent lights, batteries, and paper cups. Looking to the future, incineration is seen as preferable to landfill, even if it is more costly. Satisfaction with the current garbage and recycling is high, at 8.2 out of 10.

The business survey

Business clients give very similar ratings as residents to the services that they have in common – garbage pickup, roads and water. In general there are not significant differences across the five BIAs. Inspection service for food establishments, pools and spas, and personal service businesses received very high satisfaction scores of more than 9 out of 10.

1. OBJECTIVES AND RESEARCH METHOD

The organizing system

The Region of Peel created the Common Purpose Strategy in 2008 to support a unified approach to service delivery across the Corporation.

This unique Strategy links three critical areas: employee engagement, client satisfaction, and trust and confidence in Peel's Regional Government. The underlying premise is that engaged employees can provide superior levels of service to citizens, and that this in turn produces high levels of trust and confidence in Peel's Regional Government. It is grounded in the Service Value Chain, an empirically driven model that has been embraced by leading Canadian public sector service delivery jurisdictions.¹

In 2008, Peel commissioned ERIN Research to conduct a major study of client satisfaction to give a region-wide perspective on clients' experiences with Peel services. The research was replicated with some modifications in 2009.

The 2011 research tracks progress and extends the investigation in three new directions: an analysis of quality of life in Peel Living residences, a detailed study of waste disposal, and a study of business clients. At this time, Peel's research supporting the Common Purpose Strategy is the most comprehensive measurement strategy of any Canadian municipality.

The 2011 surveys were conducted in spring 2011. They include more than 6,000 respondents and 28 service groupings. This dynamic research program enables Peel not only to have empirical results for many of its key residential and business services but also to empower its staff to move forward together with comparable research results on which they can continue to build service improvements and measure progress.

¹ Heintzman, R., & D. Brian Marson 2005. People, Service and Trust: Is there a public sector service value chain? *International Review of Administrative Sciences*, 71(4), 549–575

The Region of Peel

The Regional Municipality of Peel embraces the City of Mississauga, the City of Brampton and the Town of Caledon. Peel serves more than 1.3 million residents who live within the Region's 1,254 square kilometer service area.

Objectives

The 2011 research objectives are to:

- 1 Provide current data for the Region-wide Client Satisfaction Index
- 2 Compare 2008, 2009 and 2011 client satisfaction results for individual services
- 3 Update the drivers of client satisfaction
- 4 Expand the model of trust and confidence in Peel
- 5 Provide reports and/or decks similar to the 2008 and 2009 research for departments and programs:
 - Public Works
 - Public Health
 - Human Services
 - Employee and Business Services (EBS)
 - Long Term Care (LTC)
 - Emergency Shelters and Transitional Housing (ESTH)
 - Paramedic Services
- 6 Conduct detailed surveys and report results for three new areas:
 - Satisfaction with Business Services
 - Satisfaction with Waste Services
 - Quality of Life among Peel Living residents

Research design

The 2011 research method was consistent with the approach taken in previous years:

- 1 Public Works services were assessed in a telephone survey of residents who were randomly selected from the Region's population.
- 2 Clients of most Public Health and Human Services programs were interviewed by telephone, with respondents being drawn from lists of the current client populations.
- 3 Pencil-and-paper surveys were administered by Peel staff to clients of the following programs:
 - Long Term Care (surveys were often completed with the assistance of family members);
 - Emergency Shelters and Transitional Housing; and
 - Healthy Sexuality Clinics.
- 4 A pencil-and-paper survey was mailed to recent clients of Paramedic Services. Respondents had the option of doing this survey on paper or online.

The following customized telephone surveys are new in 2011:

- 5 Peel Living residents;
- 6 Waste Services clients (sampled at random from the general population); and
- 7 Business clients (sampled at random from two sub-populations):
 - Each of the five Business Improvement Areas (BIAs); and
 - Businesses that are inspected by the Region (food establishments, swimming pools and personal services businesses).

Sample and response rates

The 2011 sample included more than 6,000 respondents.

A random sample of the general population provides a good basis for assessing satisfaction with widely used services such as those provided by Public Works. On the other hand, it would include very few Peel Living residents or childcare recipients. In general, clients of Public Health and Human Services would not be well represented in a simple random selection from the population. In Public Health and Human Services, clients were therefore selected at random from those who had received the service within the past year.

Table 1. Interviews and response rates

Survey mode	Number completed	Response rate
Telephone interviews		
General population	1,200	34%
Health Services clients	600	77%
Human Services clients excl. Peel Living	600	86%
Peel Living residents	600	79%
Users of Waste services	800	40%
Business clients	850	73%
Subtotal	4,650	
Paper surveys		
Paramedics clients	576	23%
Long Term Care (LTC) residents	312	44%
Healthy Sexuality Clinics clients	506	n/a
Emergency Shelters/Transitional Housing (ESTH)	140	n/a
Subtotal	1,534	
Total	6,184	

The four telephone surveys have a core of common questions plus additional service-specific questions. Interviews were conducted by ERIN Research Inc. in April, May and June 2011.

The pencil-and-paper surveys have some questions in common, but most items are framed around specific aspects of the service. The Long Term Care (LTC) survey was administered by LTC staff. In some instances residents completed the survey independently; in most cases, family members were involved. The ESTH and Healthy Sexuality Clinic surveys were given to groups of clients of these services at the sites in question. The Paramedics survey was mailed to Peel residents who had used this service in the past year. The pencil-and-paper surveys were also administered between April and June 2011.

The standard margin of error for a sample of 6,184 is $\pm 1.2\%$. Groups within the total sample are smaller, and so have larger margins of error. For the general population sample of 1,200 the error is 2.8%.

Response rates are calculated using the method recommended by Statistics Canada and the Marketing Research and Intelligence Association (MRIA). Basically, it is the number of completed responses as a percentage of eligible contacts: not-in-service numbers and non-qualified contacts such as businesses in a residential survey are excluded from the calculation.²

Survey methods

Ideally, all surveys would be administered in the same way, e.g., by telephone. The same question asked on the phone and in a paper survey may generate slightly different response data. Some surveys were administered by Peel staff, either because of client confidentiality or to limit costs, and this may also affect results. It is impossible to know whether or how much these methodological differences affect scores. When examining the detailed results of an individual program, any bias is constant and therefore invisible. The issue could be of greater concern when scores are added across differing methods. The Customer Satisfaction Index does this, however the division between paper surveys administered by Peel staff and telephone surveys conducted by ERIN Research has been almost the same since 2008. Trends over time are not compromised.

Weighting of responses

Some results in the Corporate report combine respondents from all or several of the groups listed in Table 1. As a rational basis for combining results, the different survey groups were weighted in proportion to the Regional budget that the program consumes. For example, Long Term Care accounts for 7% of the budget of all services in Table 1, however the 313 LTC respondents make up just 5% of the total sample. LTC responses are therefore weighted “up” bring them to 7%. This applies to results such as the Client Satisfaction Index (CSI) that reflect all services. Results are not weighted when there is no need, for example when reporting results of individual services.

Reporting of results

The majority of survey questions used 5-point response scales, where, for example, 1 indicates “Strongly disagree” and 5 indicates “Strongly agree”. When reporting these results, it is often useful to give the average response, and many readers find the 5-point format difficult in this context.

The more intuitive 10-point format is therefore used to report average scores. This 10-point scale corresponds to the 5-point scale used to answer the survey in the manner shown below. A score of 3 on the 5-point scale corresponds to 5 out of 10; 4 on the 5-point scale corresponds to 7.5 out of 10 and so on.

	Strongly disagree										Strongly agree
<i>“Staff were knowledgeable and competent”</i>	1	2	3	4	5						5
	0	1	2	3	4	5	6	7	8	9	10

² Detailed formulae can be found at <http://www.mria-arim.ca/STANDARDS/Response.asp>

2. THE CLIENT SATISFACTION INDEX

The Client Satisfaction Index (CSI) summarizes the satisfaction level of clients across all 28 service groupings in the research. Each service contributes to the index in proportion to its budget, as described in the Method section.

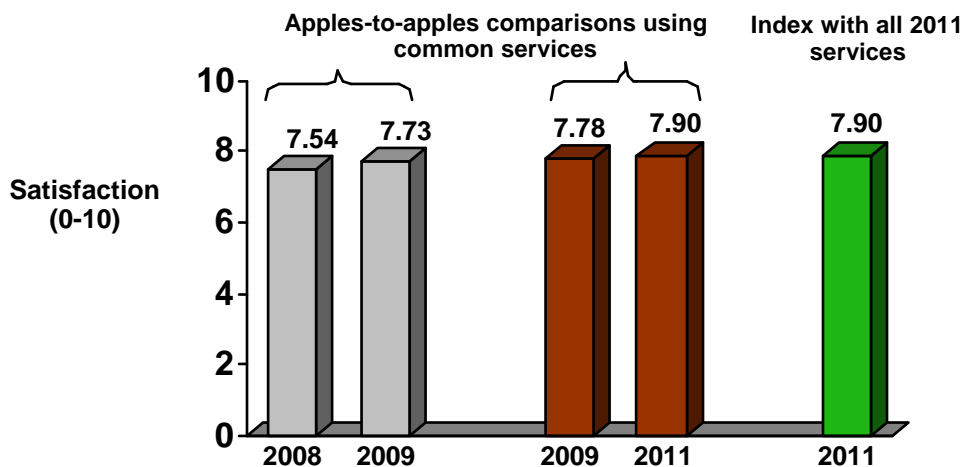
The set of services in the index has changed slightly each year, and Figure 1 therefore shows apples-to-apples comparisons between each pair of years. The changes are small: in 2009, three services were added. In 2011, one service was added and two were dropped.

The gray columns include the services that were common to 2008 and 2009. Satisfaction for these services increased by 0.19 points out of 10, or 2.5%³.

The brown columns include the services that were common to 2009 and 2011. Satisfaction for these services increased by 0.12 points, or 1.5%. The increase from 2008 to 2011 is thus about 4%.

The green column shows all 28 service groupings measured in 2011. The Index is a weighted average of the satisfaction scores in Table 2, following.

Figure 1. Peel's Client Satisfaction Index



³ An index is an aggregate of different measures, not a statistical estimate. It is not possible to say whether the change in an index is statistically significant. Percentage change is an appropriate comment.

Table 2. Overall satisfaction with individual Peel services

Service	Satisfaction (0–10)		
	2008	2009	2011
Human Services			
Ontario Works Services: <i>Active clients</i>	7.5	7.5	7.7
Ontario Works Services: <i>Recent clients</i>	6.2	6.8	7.6
Emergency Shelters & Transitional Housing §	7.3	6.7	7.6
Region of Peel Learn. Play. Care: <i>Full fee</i>	8.5	9.0	9.0
Region of Peel Learn. Play. Care: <i>Subsidized</i>	8.2	8.3	9.0
Contracted Childcare Services *	9.1	8.4	8.7
Childcare Subsidy Wait List Service	3.8	4.6	4.4
Rent Supplement Service: <i>Commercial buildings</i> *	6.6	7.4	8.4
Peel Living Residential Services §	7.7	8.1	7.6
Peel Access to Housing (PATH) wait list	4.8	4.3	5.8
Health Services			
Long Term Care Services *	8.2	8.5	8.3
Dental Screening Service (CINOT)	7.5	8.9	8.5
Breastfeeding Support Services	8.5	9.0	9.1
Breastfeeding Companion Service	–	–	8.3
Prenatal Services	9.1	9.3	8.7
Healthy Babies Healthy Children Services	8.8	9.1	9.0
Healthy Sexuality Clinics	–	9.2	9.1
Food Handler Training	–	9.6	9.3
Paramedic Services	–	9.1	8.9
Public Works			
Water Quality *	7.5	7.8	7.7
Water Billing and Collection Service *	8.0	8.3	7.8
Water Meter Repairs and Maintenance	8.3	8.4	8.8
TransHelp Service § (2009 and 2011 use same method)	(7.5)	8.5	8.7
Road Maintenance (Regional Roads) *	6.8	7.0	7.0
Waste Collection Service (curbside pickup) *	8.0	8.2	8.3
Community Recycling Service	8.2	8.6	8.6
Employee and Business Services			
Client Contact Centre	7.6	7.7	7.7
Regional website	7.4	7.4	7.2

* Statistically significant difference year-to-year

§ Methods differ over time: Results are not directly comparable

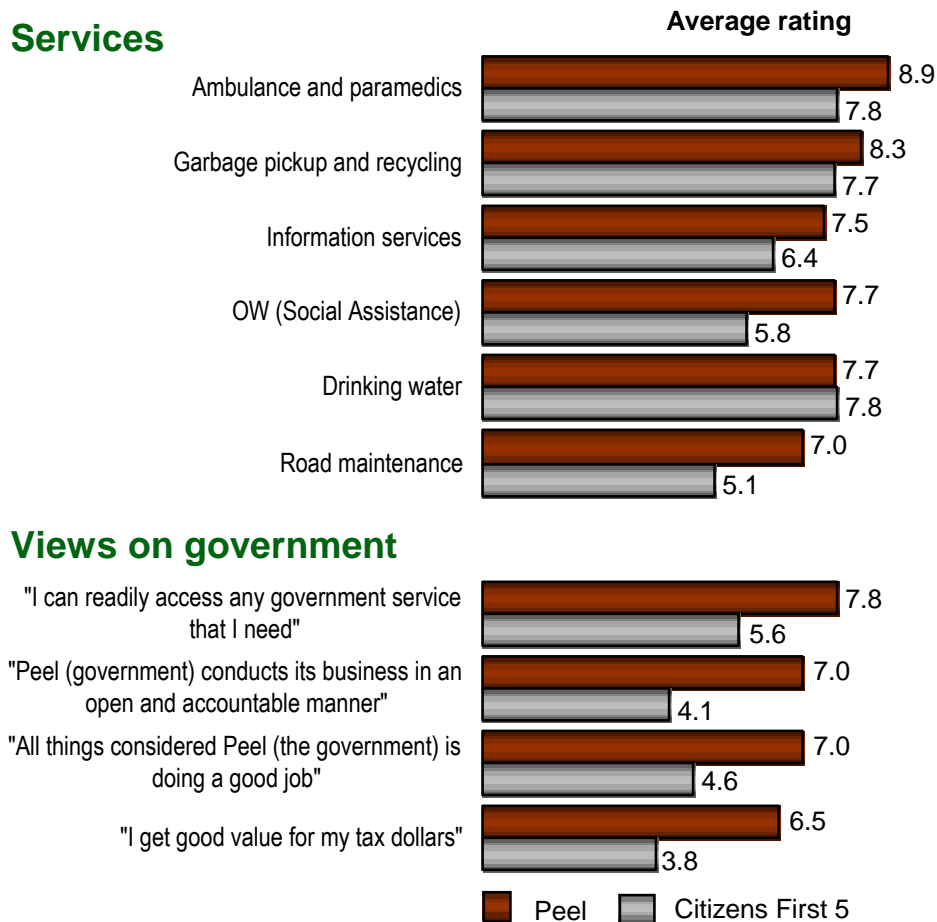
The PATH wait list combines the two older wait lists: Peel Living Wait List Service and Market Applicant wait list.

The Region of Peel in the national context

The Region of Peel participated in the national survey, Citizens First 5 and is again a sponsor of Citizens First 6, scheduled for 2011-2012.

Several measures in the present research are parallel to items in Citizens First 5. While this was fielded in 2007, the comparison is tenable: service quality scores at the national level have changed slowly in the past (though this does not rule out surprises in the future). Citizens First 6 will provide a closer comparison. Peel scores for service quality are equal to or better than the national average on each of the six measures in Figure 2.

Figure 2. The Region of Peel and Citizens First 5



Garbage and recycling are a single measure for Peel. In CF5 they were separate measures: The CF5 score shown here is the average of garbage and recycling.

Information services was a single measure in CF5 that included phone and Internet. The Peel score shown above is the average of the Contact Centre and Internet scores.

The CF5 scores for the statements about governments are based on ratings of municipal and regional governments.

3. ACCESS

Access to service refers loosely to the steps that a client goes through before the core service delivery process begins. It includes getting information on the phone or website, finding the right person to talk to or the right place to go, and sometimes encountering dead ends along the way. Access often involves different staff than those who are involved in service delivery, and to get a clean measure of satisfaction with service delivery it is therefore important to measure access and other aspects of service delivery separately.

The central measure of access in this survey is a set of 16 questions that identify problems that the client may encounter in different channels of communication (Table 3). Each problem has a negative impact on the client's overall satisfaction rating. For example, 17% of clients stated that the process was too complicated – their averages satisfaction rating was 2.7 points lower than clients who did not find the process complicated.

Table 3. Access problems decrease satisfaction

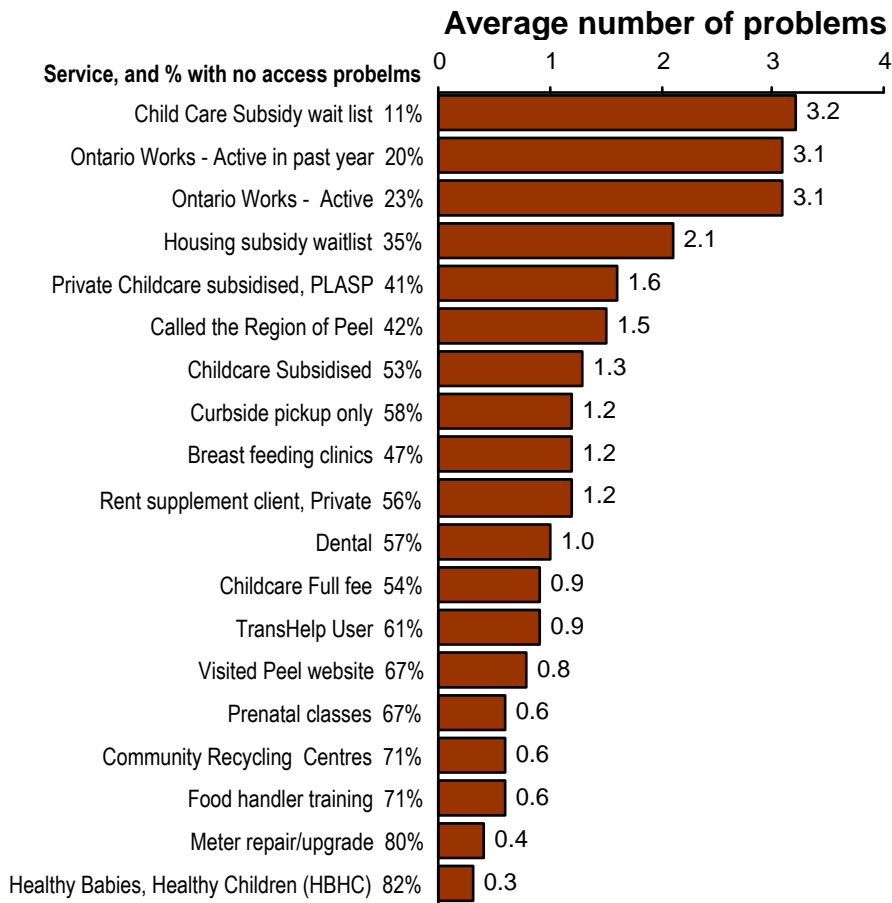
Problem	Percent of clients	Decrease in satisfaction (0–10)
Among all clients		
Process too complicated, too much red tape	17%	2.7
Access to staff was difficult	22%	2.6
I got incorrect/conflicting information	16%	2.5
I didn't know where to get the information I needed	16%	2.0
Hours of service did not fit my schedule	10%	2.0
Among those who visited a Peel office or site		
Peel staff did not take enough time to explain things	13%	2.7
I had to wait too long in line	10%	2.5
I got bounced from one person/department to another	11%	2.2
Office was in an inconvenient location	20%	1.2
Among those who telephoned		
Staff did not take enough time to explain things to me	15%	2.9
No response or slow response to phone messages	33%	2.4
I had to wait too long on hold	24%	1.7
I got bounced from one person or department to another	20%	1.5
Among those who visited the Peel website		
I had trouble finding the information I needed	16%	3.0
I had trouble getting the right email address (or no response to an email)	18%	2.6
I had trouble finding the right site	8%	2.2

Access problems by program

The number of access problems that a client experiences, (listed in Table 3), varies across services (Figure 3). Note that the Ontario Works (OW) sample is shown as two entries – active clients and those that left the program in the past year. They report the same number of access problems, but differ on other important measures, reported elsewhere.

In some instances, access problems can occur in a single interaction while in other contexts they can be spread over time. Services such as visiting a website – with a short time frame and a single channel – can be expected to produce fewer access issues than long-term services that require multiple channels. The ranking in Figure 3 generally confirms this premise.

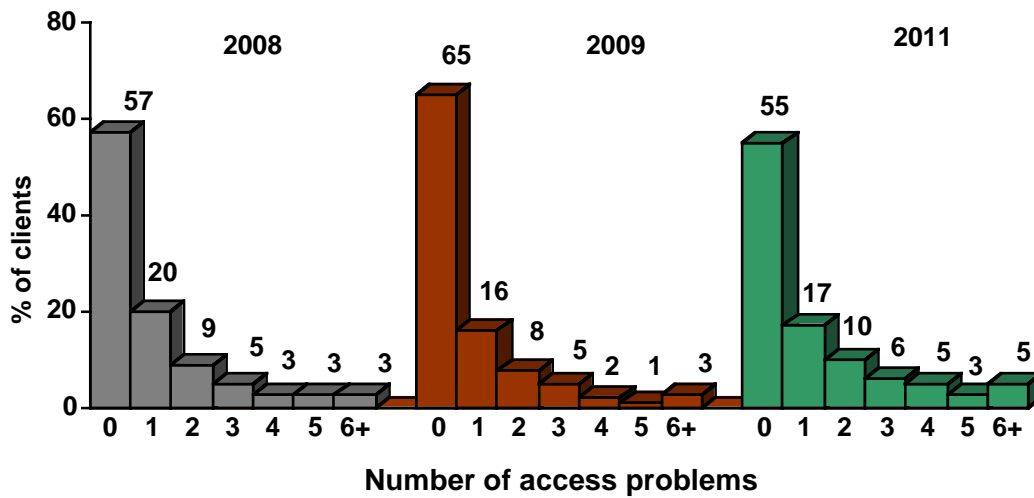
Figure 3. Access problems by program



Access problems over time

Figure 4 shows that there has been some variation in the reported number of access problems by year, but no consistent trend. To make the comparison consistent across years, Figure 4 omits Peel Living, which did not have the access questions in 2011, and Ontario Works, which did not receive these questions in 2009.

Figure 4. Access problems by year

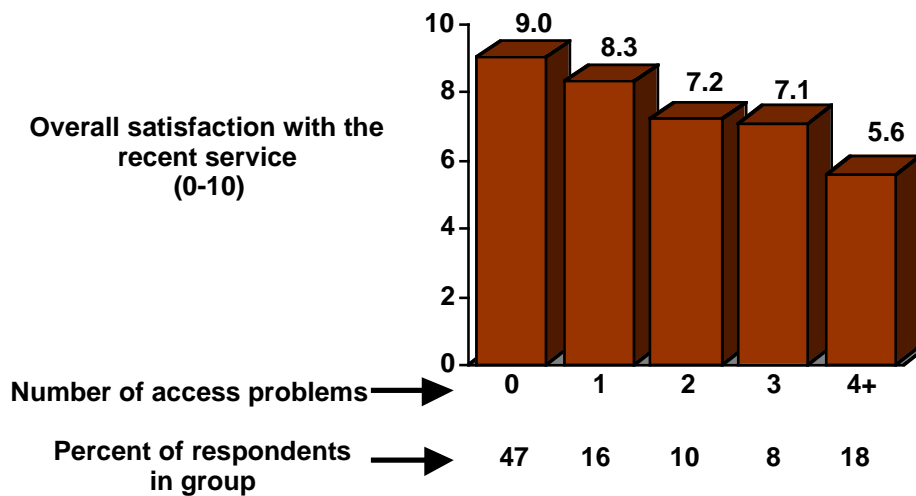


Cumulative impact of access problems

Figure 5 shows the cumulative impact that access problems have on satisfaction. With no access problems, satisfaction averages 9 out of 10. A single access problem reduces satisfaction to 8.3 out of 10, and additional problems continue to depress the score.

While access problems have a profound impact on satisfaction, the relationship is not as direct as Figure 5 implies. The chapter on Drivers of Satisfaction shows how access and other factors contribute to client satisfaction.

Figure 5. Impact of access problems on overall satisfaction with service



4. TIMELY SERVICE

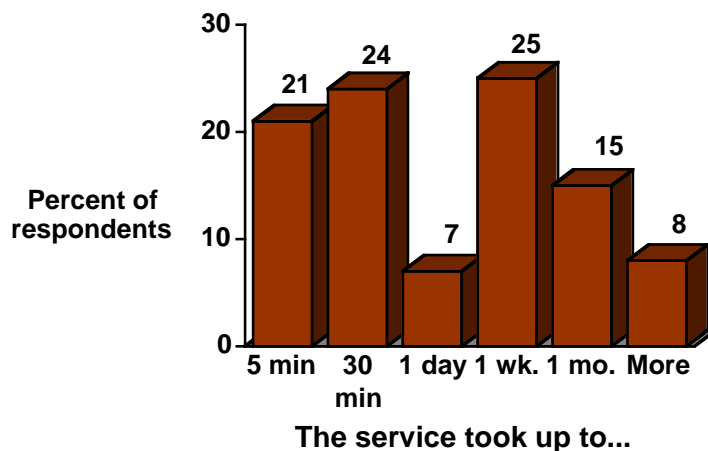
It is well known that timeliness contributes strongly to satisfaction with service delivery. To some degree, “faster is better”, but the situation is more nuanced than that. This section examines:

- The relationship among elapsed time, the client’s expectations, and satisfaction;
- The premium that is gained for very fast service; and
- The penalty for slow service.

The survey asked how long it took to get the service – from first contact until the service was completed – and how long the client expected the entire process would take. The analysis includes only those services that have a delimited time frame, i.e., transactional services, certain public health services such as CINOT, pre-natal clinics, food handler training. It excludes clients of OW, Peel Living and child care (other than a those who had time-limited experiences).

Figure 6 shows the time frames involved. About half were completed in a day or less while the other half required a week, a month, or more.

Figure 6. Time frame for completed services



Satisfaction with service delivery is fairly constant across the different time intervals: satisfaction is similar for services that take a long time or a short time (Figure 7). In other words, the **absolute** amount of time that a service takes is not related to satisfaction.

Figure 7. Satisfaction based on time taken

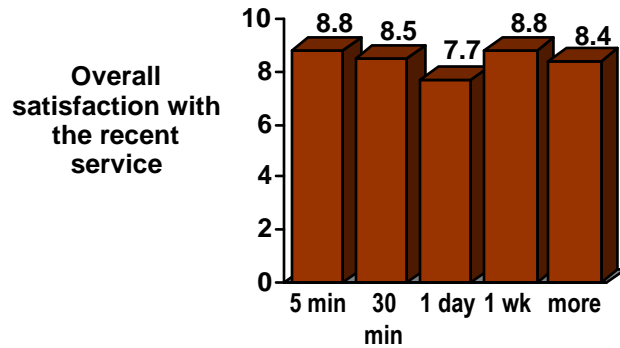


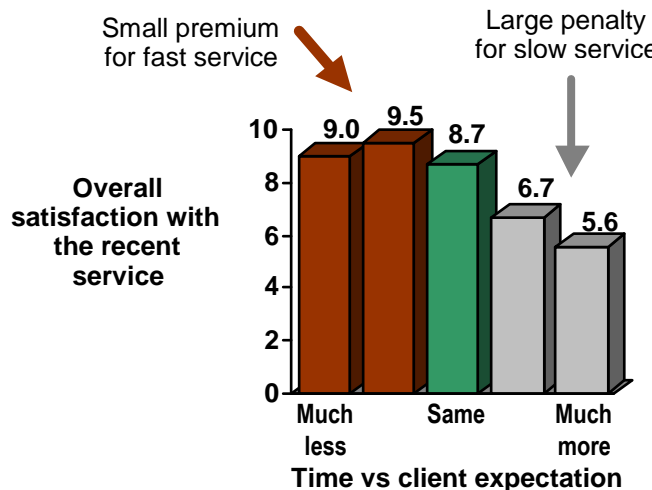
Figure 8 shows that satisfaction varies considerably based on the client’s expectation of how long the process will take:

- There is a **small premium** for faster-than-expected service – in the range of 0.3 to 0.8 points out of 10.
- There is a **large penalty** when service takes longer than expected – 2 points out of 10 when service takes somewhat longer and nearly 3 points when it takes much longer.

Most respondents stated that the service took about the time they expected. The proportions of clients in each group of Figure 8 are:

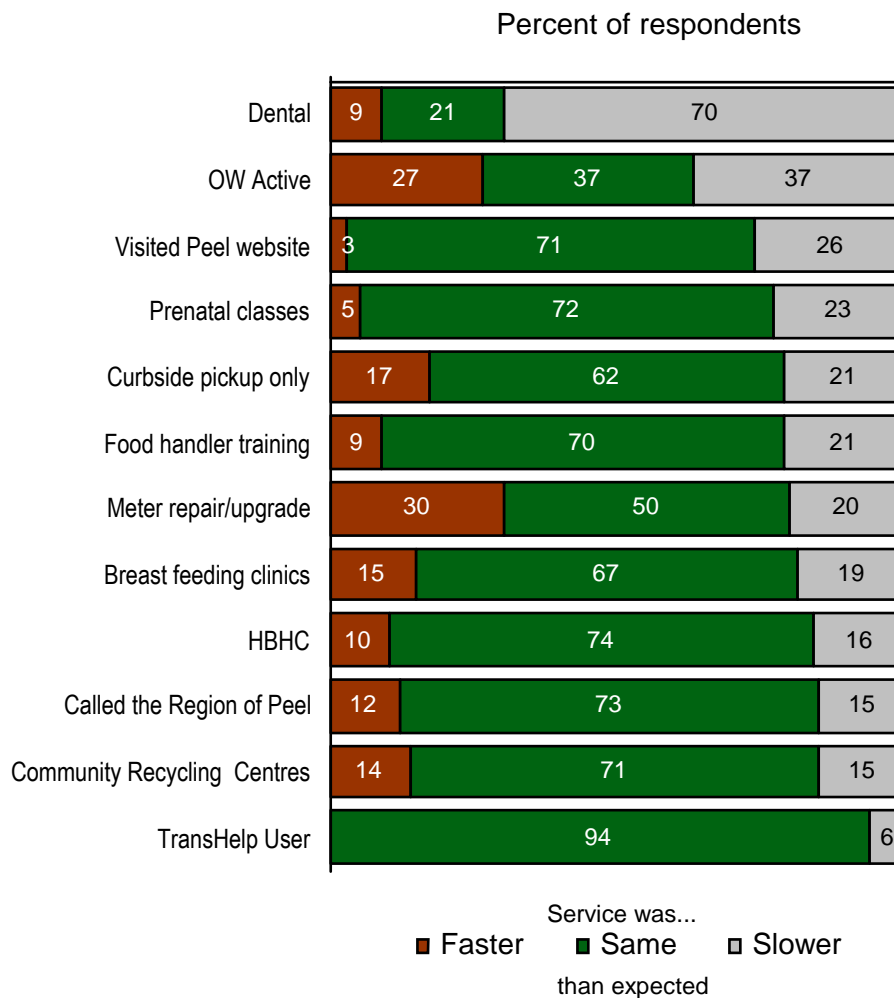
- 3% said the service took much less time than expected;
- 10% said somewhat less than expected;
- 66% said the same as expected;
- 13% said somewhat longer than expected; and
- 9% said much longer than expected.

Figure 8. Satisfaction based on client’s expectation of the time required



Overall, 22% reported that the service took longer than they expected. Figure 9 breaks this down by program.⁴ When service is slower than expected there are two likely explanations, a) that the service truly was slower than optimal for the individual involved, or b) that the client’s expectations were out of line with what the program can deliver – or both.

Figure 9. The experience of timely service by program



⁴ Figure 9 includes only those time-limited experiences where the timeliness question can be asked *and* where there is a sufficient number of respondents.

5. DRIVERS OF SATISFACTION

A central goal of the Common Purpose Strategy is to map out an approach to service improvement that applies across a wide range of services. The fact that “drivers of satisfaction” can be common to different services has been demonstrated in Citizens First and other research. It is an important finding: it justifies a unified approach to service delivery, and simplifies day-to-day operations. One general approach to service improvement can replace a set of program-specific methods.

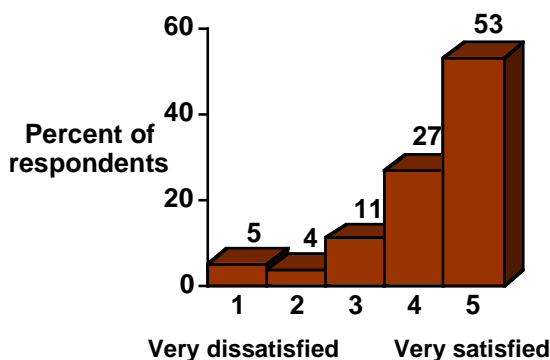
A common model does not imply a cookie-cutter system. The commonality is at the level of the principles that underlie client satisfaction, such as timeliness and easy access. The specific implementation of these will vary with the program in question. Citizens have different ideas of timely service when there is a sewer backup and when their water meter stops working.

This chapter explores drivers of satisfaction in the context of most of the Public Works, EBS, Public Health and Human services studied. Several client groups are excluded as their surveys do not contain the core questions used in the analysis⁵. It extends the driver analyses reported in the earlier Common Purpose research, but is consistent with them.

Survey respondents were asked a detailed set of questions about a single recent experience they had with the Region. Those clients who were sampled from the Public Health and Human Services lists were asked about the program they participated in. Those in the general population sample were asked about any recent contact. Most described a Public Works service or an information service, but some reported Public Health and Human Services experiences as well.

Figure 10 shows the overall satisfaction scores for this set of recent services. The average is 8.0 out of 10. Clearly, most respondents were very happy with the quality of service that Peel provided, but some were not. The research question is to identify what goes right for those who are satisfied and what goes wrong for those who are not. This will provide a rational basis to increasing satisfaction.

Figure 10. Overall satisfaction with the recent service



⁵ Program-specific surveys are used, for historical or other reasons, in LTC, Paramedic services, ESTH, and Healthy Sexuality Clinics. Peel Living residents are also excluded as their 2011 survey focuses on quality of life, not satisfaction. Peel Living clients in commercial buildings and on the PATH wait list are included in the analysis.

Most of the recent services involve Peel staff (or contractors, as in the case of garbage collection), and clients' perceptions of staff performance are an important component of the driver analysis. Services where there is no staff contact (e.g., visiting the website) are treated in a separate analysis.

Model elements, in Figure 11 to Figure 13

“Process” is a set of three related measures that describe the ease of navigating the service delivery system:

- It was clear what I could do if I had a problem
- Procedures were easy to follow
- Information about the service was easy to understand

“Staff” is a set of seven related measures of staff performance:

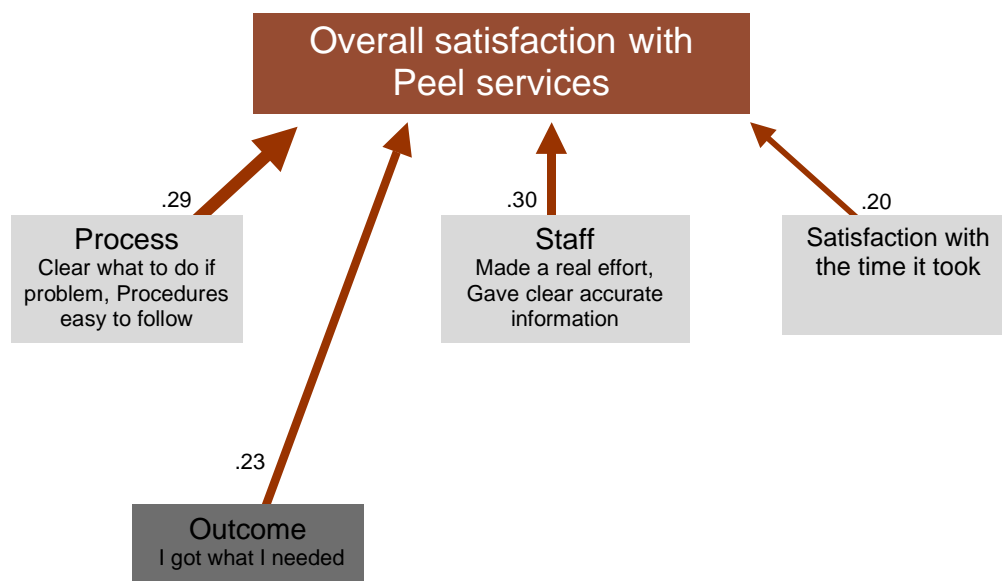
- Staff took the time to understand what I wanted
- Staff made a real effort to make sure I got what I needed
- Staff were knowledgeable and competent
- I got clear, accurate information
- I was treated fairly
- I was treated in a friendly, courteous manner
- Staff cared about my situation

“Outcome” is the client’s response to the question, “I got what I needed”. “Yes” is a positive outcome while “No” or “I got part of what I needed” are negative outcomes.

“Access” is measured by the number of access problems that the person reported, and “Timeliness” is the client’s rating of satisfaction with the time it took to get the service,

For clarity, the model is described in three stages, Part 1 is similar to the 2009 model. It shows four factors that have an impact on satisfaction. The interpretation of the drivers is clear, for example, staff performed well, and therefore I was satisfied (or, conversely, staff performed poorly and I was not).

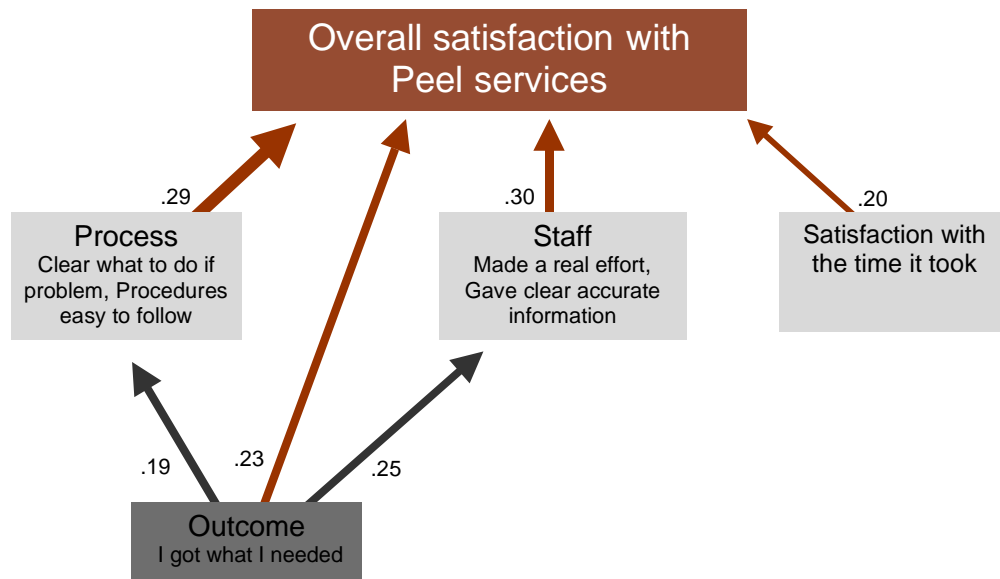
Figure 11. Drivers for services with staff contact, part 1



The number beside the arrow shows the strength of the relationship. The number is a standardized regression coefficient: the coefficient of .30 for staff means that an increase of one unit staff performance is likely to cause an increase of .30 units in overall satisfaction. The present rating of staff performance averages 8.5 out of 10 across the seven measures. In the unlikely event that it could be increased to 9.5, overall satisfaction should increase from its present 8.0 to 8.3.

Part 1 showed factors that have a direct impact on satisfaction, and Part 2 introduces indirect effects. Outcome has two indirect impacts, both of which are understandable enough. Not getting the outcome they want leads clients to think a) that the service delivery process is flawed, and b) that staff are unhelpful or incompetent or otherwise performing poorly.

Figure 12. Drivers for services with staff contact, part 2



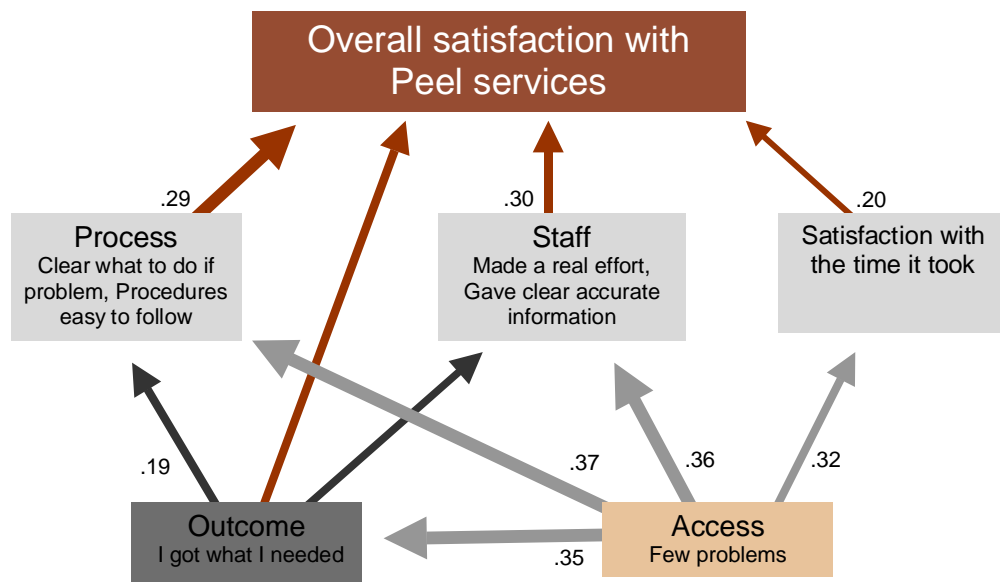
The final stage of the model brings in access. Figure 5 showed the cumulative impact of access problems on satisfaction, but its effect is entirely indirect. (Defining a path from access straight to satisfaction yields a regression coefficient near zero.)

Access is the earliest stage of the service delivery process and it colours clients' perceptions of all that follows. The impacts all make intuitive sense. If I have problems accessing the service I may:

- See the process as flawed, e.g., it is **not** clear what to do when I have a problem;
- Blame staff for steering me in the wrong direction; or,
- Find timeliness lacking (I have wasted time getting where I need to be).

The link from access to outcome reflects people who encounter obstacles accessing the service and never achieve a satisfactory outcome.

Figure 13. Drivers for service with staff, part 3



Impact of the drivers, for services with staff contact

The four direct drivers are of similar strength. They have slightly different coefficients, ranging from .20 to .30, but they are all in the same ballpark.

Figure 14 illustrates the size of the impact that the drivers have on satisfaction. The first column represents clients who found service to be good in terms of all four of the direct drivers, that is, they:

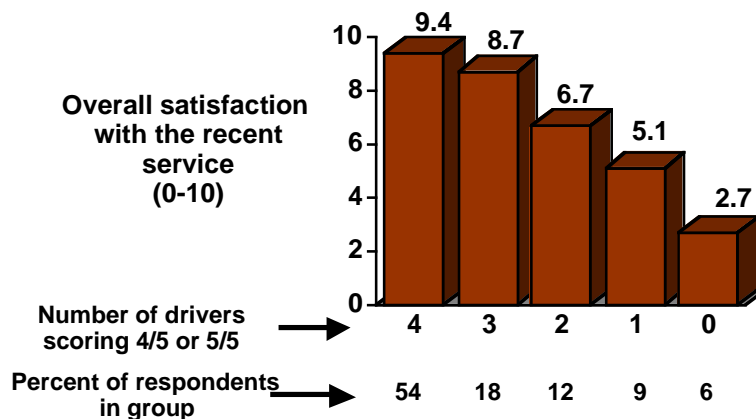
- Gave a “good” rating of 4 out of 5 (7.5 out of 10) to process, to staff performance and to timeliness; and/or,
- Got the outcome they needed.

The 54% of clients in this group rated overall satisfaction very high – 9.4 out of 10.

The second column represents the 18% of clients who found service less than positive on any one of the four drivers. Either they did not get what they needed or they rated process or staff or timeliness at less than 4 out of 5. Their overall satisfaction with service delivery drops to 8.7 out of 10.

When two drivers fall below the “good” standard, satisfaction drops to 6.7. When all four drivers are low, satisfaction averages just 2.7.

Figure 14. Impact of the drivers: services with staff contact



Services with no staff contact

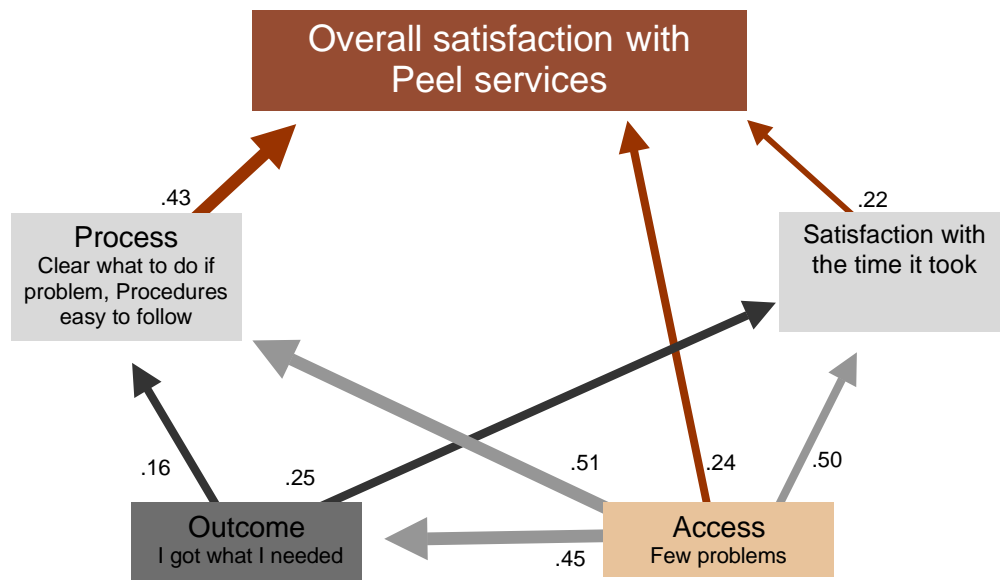
The majority of services that clients described as their recent experience involved Peel staff. Services that do not involve staff tend to be either transactions or information-seeking processes that have relatively short time spans (90% of these clients report that the service took less than one hour).

Because no staff are involved, the driver model is necessarily different, however it is parallel in its structure to the earlier model. The differences are:

- Outcome has only indirect effects, on process (as before), and on timeliness, i.e., “I did not get what I wanted – it was a waste of time”; and,
- Access has its indirect impacts, as before, and also a direct impact on satisfaction, i.e., “I had trouble finding what I needed and so I am dissatisfied”.

From a service delivery perspective, these are rather fine points. The core message is that the same drivers are important in both situations. Clients look at service delivery through the same lens – with the obvious difference that staff play an important role when they are involved in the process.

Figure 15. Drivers for service where no staff are present



Performance on the drivers

Performance scores for services without a staff presence are slightly lower than when staff are involved. It is not useful to make much of this disparity, as different services are involved in the two contexts. One might speculate, however, that clients experience more problems with the service delivery process when staff are not present to help them through it. In these circumstances the service may also seem slow, and so the timeliness rating is slightly lower.

Performance scores on the drivers can indicate where to target service improvement efforts. It is generally easier to improve a low-scoring element than one that is already doing well. Table 4 shows that each of the drivers in the staff contact group is in the 8 out of 10 range – there is a good balance among them. If one were much lower than the others it would be an obvious candidate for attention, but this is not the case. Likewise, the staff and process measures for services without staff contact are very close.

Table 4. Performance on drivers

Driver	Average score	
	Staff contact	No staff contact
Drivers measured on 0-10 scale		
Satisfaction with the time it took	8.0	7.6
Service delivery process (average of 3 measures)	8.4	7.8
Staff performance (average of 7 measures)	8.4	–
Percentage measure		
Outcome: % who got what they needed	80%	89%
Overall satisfaction with service delivery	8.0	7.4

Implications of the driver analysis

Three important points emerge from these results.

First, it is apparent that the Region of Peel can provide a very high degree of service to its citizens. This chapter began with the finding, Figure 10, that 80 percent of all clients rated their recent experience at either 4 or 5 out of five. In addition, scores on the drivers are high across the three types of service. Peel does not, therefore have to re-think its approach to service delivery. (If only a few clients gave their service a 5 out of 5, Peel might consider a large scale re-vamping of service delivery, but this is clearly not Peel's situation.)

The current results emphasize that high scores come from service delivery that is consistently high across the full set of drivers. **Improvements will arise by ensuring that all clients experience the level of service that the majority receive today.**

Secondly, there are limitations to what Peel can do. It is not always possible to give clients the outcome they want, (although it is possible to present that outcome in ways that are more easily comprehended by the client or with a sense of empathy for their situation). The limitations on outcomes probably arise more often in the relational services than elsewhere, and they may place a ceiling on the performance score for this driver. With the other drivers, there is theoretically no ceiling. Staff can make an effort on behalf of every client, though if workload is high and time is short it may not be a practical reality. Timely service is clearly possible, as most clients give good ratings for timeliness, however delays caused by inefficient processes or regulations may impact some.

Third, the high proportions of variance that the drivers account for imply that a corporate-wide approach to service improvement is feasible. The same drivers apply to clients across the spectrum. This should not prevent individual services from enquiring more deeply into the dynamics of their own client groups, but there is without doubt a fundamental commonality to client satisfaction across services and departments.

The Client Satisfaction Index now stands at 7.91, up 1.8% from 2009. With scores this high, future gains may be relatively small, but incremental improvement is still possible.

6. DIVERSITY

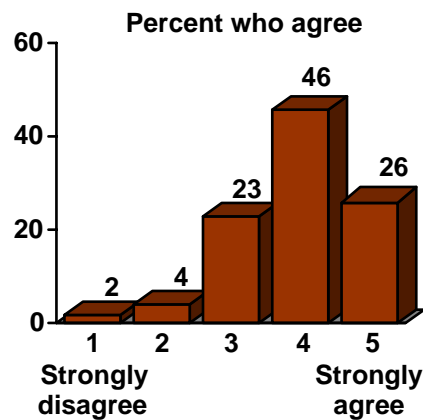
It is well known that Peel is one of the most ethnically diverse jurisdictions in Canada. The 2006 census reported that 49% of the population were immigrants. Among respondents to the survey of the general population, 57% stated that they were newcomers,⁶ and 35% have first languages other than English.

A question about diversity was phrased carefully so that respondents had a common understanding of the issue:

Peel has people of many different backgrounds – There are people with disabilities, and different economic, cultural, racial and religious groups. On a scale of 1 – 5 , how much do you agree with the statement that, “Peel services meet the needs of this diverse community”?

Overall, agreement is quite high, (Figure 16), with the average standing at 7.3 out of 10. Of interest then, is who agrees and disagrees? In particular, how do immigrants and those whose first language is not English compare to long term residents?

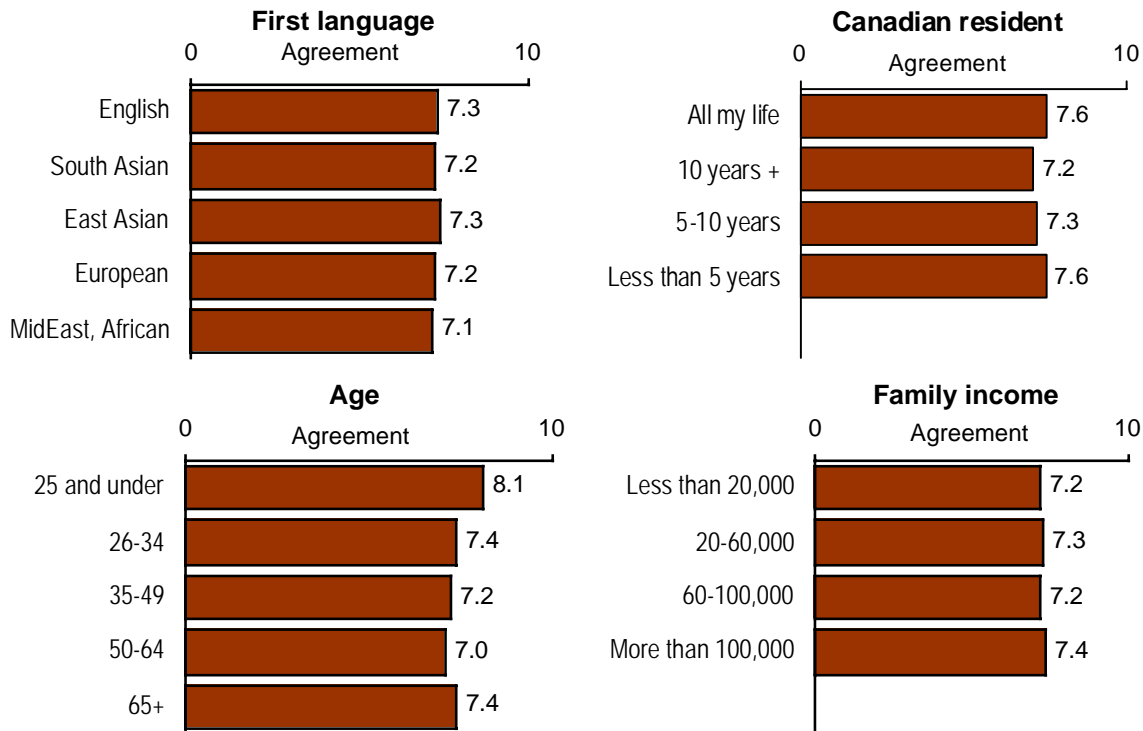
Figure 16. “Peel services meet the needs of this diverse community”



⁶ The difference between these figures could arise from several factors a) the census data are 5 years old, b) the census data reflect the entire population and the survey only went to adults, and c) sampling error.

The clear message from Figure 17 is that demographics have no bearing on the perception that Peel meets the needs of its diverse community. There is indeed a range of opinion on this question, but these shades of opinion cannot be linked to demographics: none of these demographic variables has a statistically significant impact on response to the diversity question.

Figure 17. Demographics and agreement with the diversity question, “Peel services meet the needs of this diverse community”



A general note on demographic impacts

Demographic variables are very important in certain contexts. On a time scale of years or decades, for example, they describe how our population is aging, with consequent impacts on consumer behaviour.

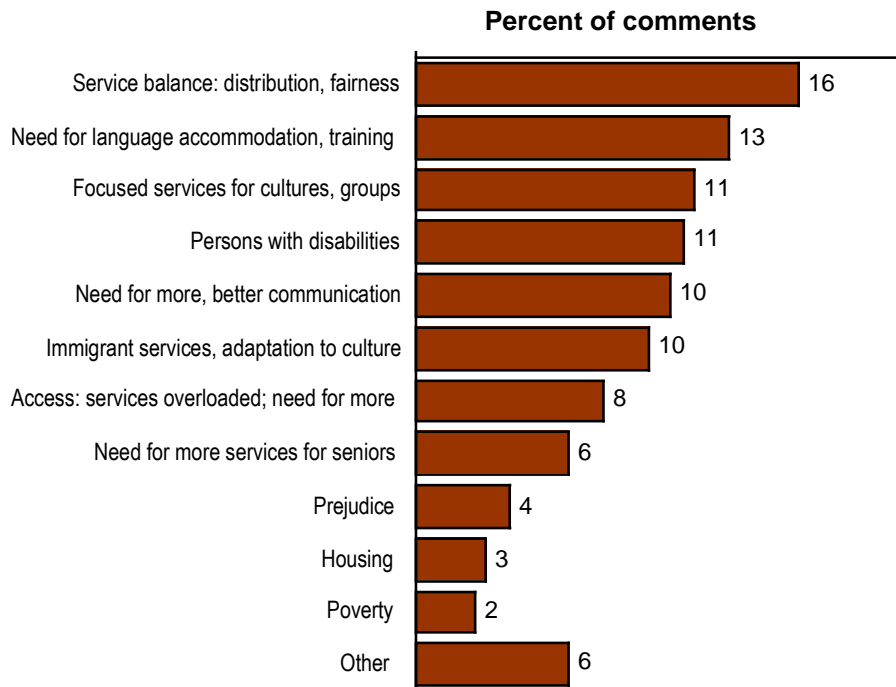
In the area of public sector service quality, however, one generally hopes to find an absence of demographic effects. The lack of demographic differences on the diversity question – indicating the absence of division among social groups – is a case in point.

In Chapter 6 of the 2009 Common Purpose research, ERIN did a careful analysis of demographic impacts on perceptions of service delivery. The magnitude of these impacts ranged from small to non-existent, and in all cases demographic effects were dwarfed by contextual factors such as the drivers of satisfaction. This pattern is also true of the 2011 research.

Comments on diversity

Just over one-quarter of respondents feel that Peel is not doing a particularly good job on the diversity front, (those that answered 1, 2, or 3 in Figure 16), and these people answered a follow-up question: “What should Peel do to meet the needs of a diverse community?” Their suggestions are summarized in Figure 18 and reported in full under separate cover.

Figure 18. “What should Peel do to meet the needs of a diverse community?”



7. THE PEEL LIVING SURVEY

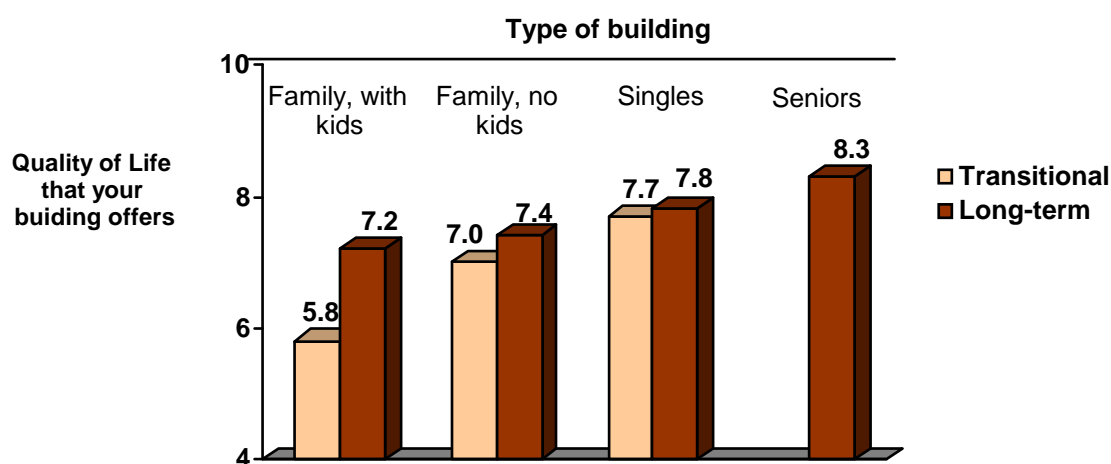
The main focus of the Common Purpose research is client satisfaction. The survey of 600 Peel Living residents takes a broader view, enquiring into residents' perceptions of how the Peel Living program contributes to residents' Quality of Life (QL).

Peel Living accommodates several quite distinct populations, and assessing their individual perspectives was another objective of the survey. Four potential sources of divergence are investigated:

- Rental status: Residents who pay market rates (Market Applicants) and those who are subsidized (rent geared to income, or RGI);
- Type of building: Seniors, Singles and Families;
- Within the family group are those with and without children; and,
- Life stage: Those who see Peel Living as a transitional stage versus long-term accommodation.

Figure 19 shows how these dynamics affect one of the major indicators, “the quality of life that your building offers”. The transitional/long-term dimension has a strong impact on perceived QL, while differences across the four groups are smaller, but still statistically significant. One might ask whether age plays a part in this, (as the four groups in Figure 19 progress from younger to older), but it does not. After accounting for the transitional/long-term dynamic and for differences among the four groups, age does not have a statistically significant impact on perceived QL.⁷

Figure 19. Perceptions of quality of life

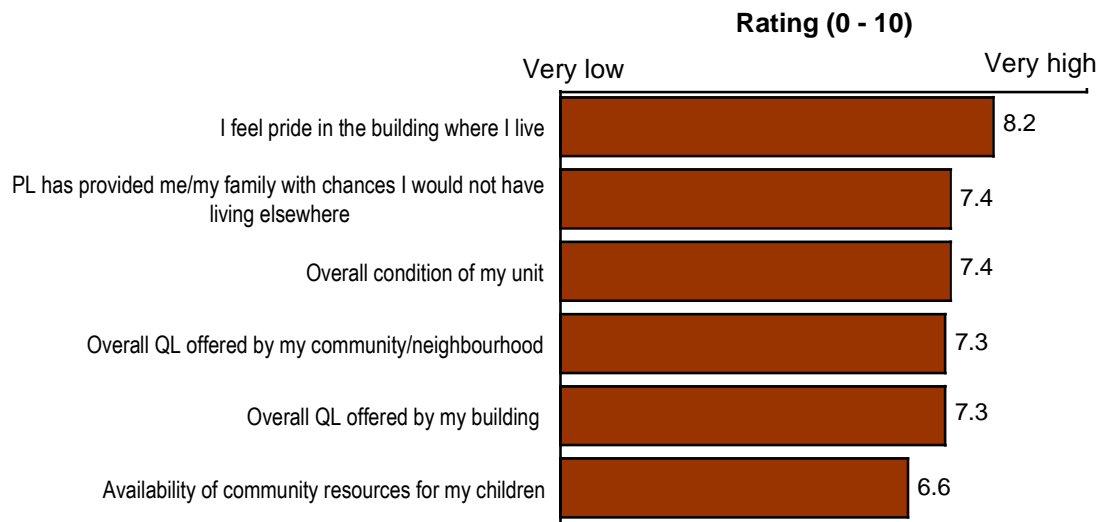


⁷ This is another example of negative demographic impact. If one looked **only** at the age variable, one would conclude that age had an impact on QL. But age *per se* explains nothing – the differences in QL here results from life stage and family type that are roughly correlated with age.

Major QL indicators

Scores for the QL indicators in Figure 20 are all firmly in positive territory. Each varies with transitional/long-term outlook and family group along the lines of Figure 19. “Availability of community resources for my children” has the lowest score, and is part of the reason why families with children tend to score lower on QL indicators across the board.

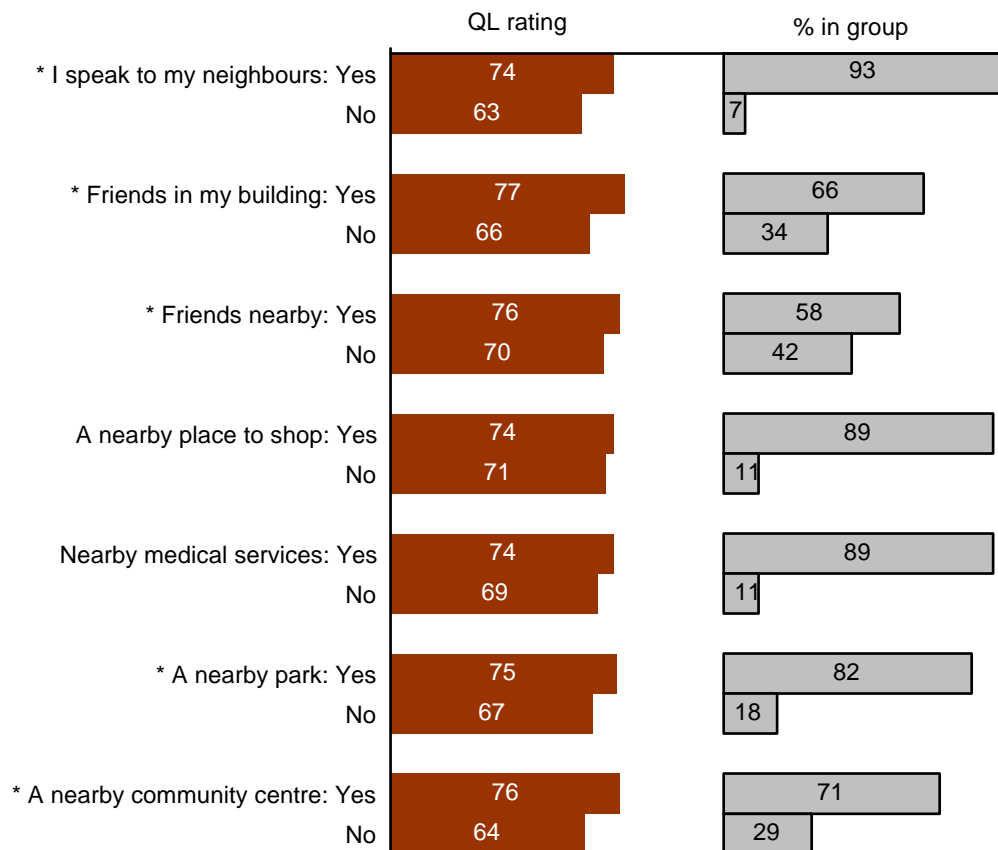
Figure 20. Major QL indicators



Resources and QL

Friends and physical resources contribute to QL. Figure 21 shows the impact of several resources. The top bar shows that 93% of residents say they speak to their neighbours, and this group rates QL at 7.4, compared to 6.3 for those who do not speak to their neighbours. A nearby place to shop and nearby medical services do not have a statistically significant impact on QL, while each of the other resources does.

Figure 21. Perceptions of quality of life in your community



8. THE WASTE SURVEY

The waste survey assesses residents' current perceptions of waste and recycling services and asks about directions for the future. Eight hundred randomly selected citizens participated in the 15-20 minute telephone survey in May and June 2011.

To begin, Table 5 documents some general perceptions about recycling. The first four statements show strong philosophical support for recycling – people find value in the practice. The last three statements indicate that most people reject negative views – that recycling rules are complicated or that they are uncertain what to put in the blue box. In fact, only 11% of respondents agreed that recycling rules were too complicated and just 14% said they were uncertain what to put in the blue box.

When the matter is put to the test, however, recycling practices may not be as good as it appears.

Table 5. Perceptions of recycling

Statement	Average agreement
Recycling is good for the community, next generation	9.5
I recycle because it's good for the environment	9.4
I support Peel's efforts to increase recycling	9.3
I recycle because it saves money	7.9
I would recycle more if it didn't take so long	3.0
I am uncertain what I can put in a Blue Box	2.4
I am uncertain about the benefits of recycling	2.0
The recycling rules are too complicated	2.0

Residents were asked how they normally disposed of 10 objects (Figure 22). Answers were open-ended (i.e., no suggestions from the interviewer). Responses were later coded as acceptable or not. Interviewers allowed a fair bit of leeway when deciding this, for example, acceptable solutions for half-empty paint cans include taking them to the CRC, returning them to a retailer that has a disposal program, or giving them to someone who has a use for the paint.

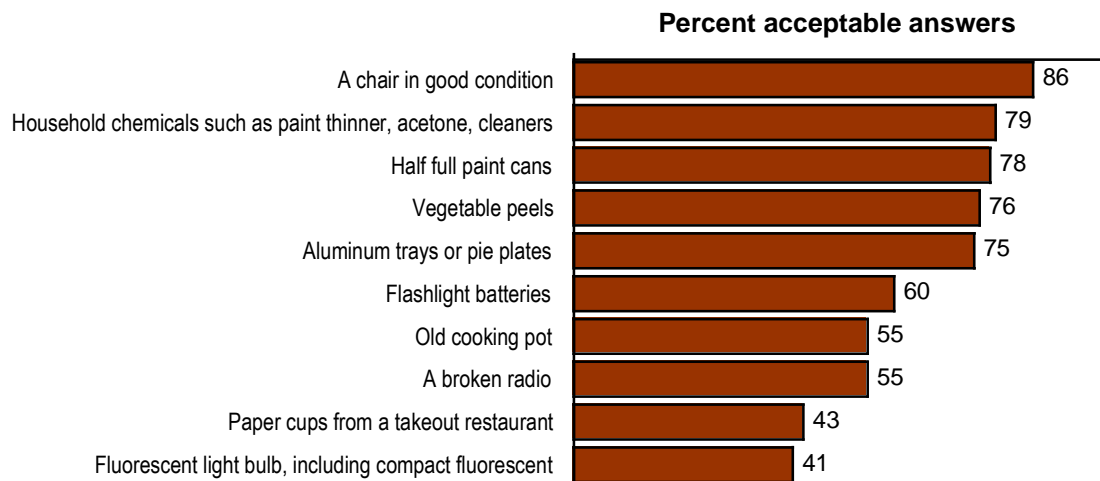
A chair in good condition presented little challenge – most people would give it away. Just 11% put it in the garbage.

Moving down the list finds some notable wrong answers:

- 23% put flashlight batteries in the garbage;
- 27% put broken radios in the garbage;
- 31% put fluorescent lights in the garbage while 17% chose the blue box;
- 54% put paper cups from a takeout restaurant in the blue box.

Across the ten items, 65% of answers were acceptable.

Figure 22. What do you normally do with...



Reducing bagged garbage

The survey posed two potential avenues to reducing bagged garbage. Both are in use in certain other municipalities in Ontario. In order to elicit thoughtful answers, the rationale for these proposals was stated explicitly as follows:

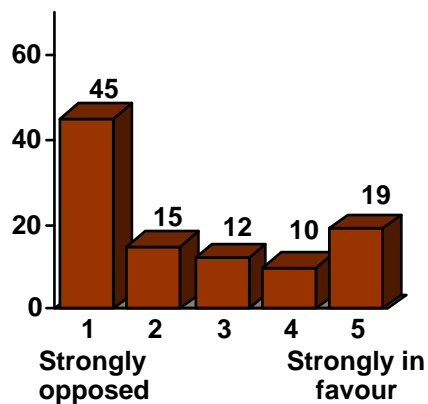
The Region of Peel tries to minimize the amount of garbage that is sent to landfill by encouraging people to use their blue boxes and green bins as much as possible.

I am going to mention two ideas that would encourage recycling, and ask whether you would support them.

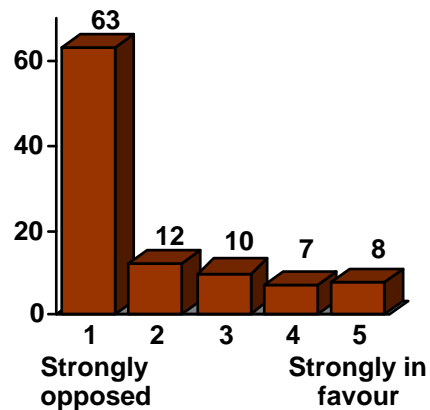
While neither proposal found much support, the one-bag-a-week idea drew less resistance.

Figure 23. Proposed solutions to reduce bagged garbage

Set a limit of only one free bag/container per week. Buy bag tags for the rest.



Collect garbage every *two* weeks. Green Bins would still be collected every week.



Future directions

Respondents also addressed a possible tradeoff between landfill and incineration to produce energy. Landfill is the cheaper of these options.

The question was introduced as follows:

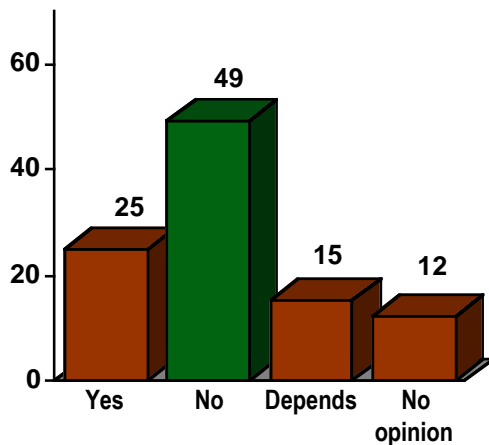
Peel disposes of garbage in two ways -- some goes to landfill and some is incinerated to produce energy (about half).

The question was asked twice, in different ways. The green columns in Figure 24 represent consistent responses:

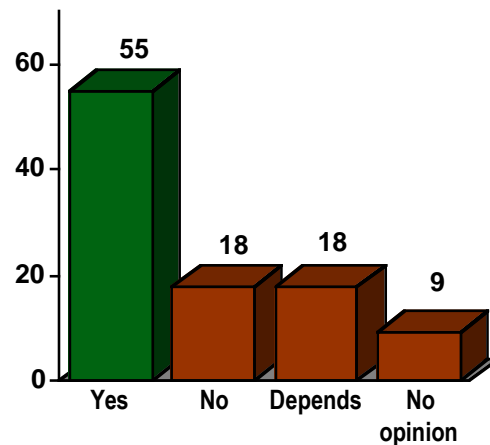
- “No” to landfill, even if it is cheap; and,
- “Yes” to incineration even if it is more costly.

Figure 24. Landfill and incineration

Would you support sending all of Peel’s non-recyclable garbage to landfill if it was cheaper than incinerating it?



Would you support sending all of Peel’s non-recyclable garbage to an incinerator to produce energy if it meant spending more money than landfill?



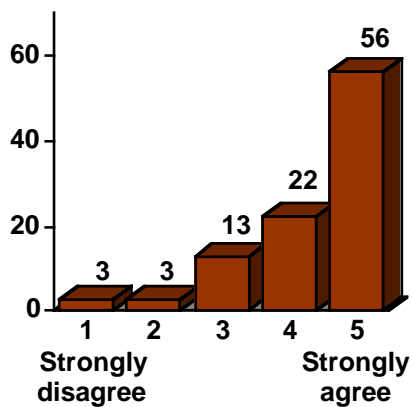
The big picture

Rounding out residents' views on the future of garbage disposal, there is very strong support for the idea that disposal should take place within Regional borders.

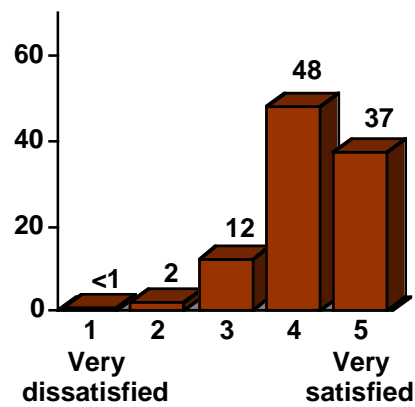
Overall satisfaction with the present waste disposal system is high; the average satisfaction score of 8.2 out of 10 is essentially the same as the 8.3 out of 10 obtained in the general population survey discussed elsewhere in this report. (The Customer Satisfaction Index uses the 8.3 from the general population survey.)

Figure 25. Overall views

It is important to manage waste within Peel's borders and not ship it to some other community
Average = 8.7/10



How satisfied are you with the present waste disposal system – garbage, recycling, CRCs, energy from waste?
Average = 8.2/10



9. THE BUSINESS SURVEY

The business survey is essentially two separate surveys, with a small amount of overlap. These are:

- A survey of the five Business Improvement Areas (BIAs), focusing on the services that Peel provides to all these businesses. Garbage collection, water, and roads are the major services. See chart below for 5 BIAs, listed alphabetically.
- A survey of the inspection process for the three types of inspections that the Region conducts: food establishments including restaurants, swimming pools and spas, and personal services businesses including hair, nail etc. services.

The varying numbers of respondents in the BIA groups are proportional to the size of the BIA – Port Credit being the largest and Clarkson the smallest.

In the inspection survey, food inspections were given the largest share as restaurants account for the large majority of inspections. Pools and personal services were given equal emphasis, to ensure a large enough N to report each group separately. The inspection groups are not proportional to the number of clients: approximately 78% of inspection clients are restaurants, 17% personal services and 5% pools and spas.

Interviews were conducted by telephone in May and June 2011. The response rate was 40% – a high figure that implies a good degree of interest by the business community in Regional services.

Table 6. Business interviews

Survey	Number completed
Business Improvement Area	
Brampton	126
Bolton	52
Clarkson	32
Port Credit	142
Streetsville	77
Total	429
Inspection type	
Food establishments	202
Pool or spa	110
Personal Services	111
Total	423

Satisfaction with Peel services

For the most part, BIA clients and residents share very similar perceptions of regional services. (The residential numbers are from the random survey of the general population, Table 2.) The website is the only notable point of divergence: businesses report greater satisfaction than residents.

The BIAs differ significantly on just one of these measures: Streetsville rated water quality highest at 8.2 out of 10, Bolton lowest at 6.7, while the other three BIAs were very close to the overall average of 7.7.

Table 7. Perceptions of BIA businesses and the general population

Service	Overall satisfaction	
	BIA Businesses	Residential
CRC	8.8	8.6
Garbage pickup	8.6	8.3
Recyclable pickup	8.6	8.3
Peel website *	8.0	7.2
Water quality, overall	7.6	7.7
Customer Contact Centre	7.4	7.7
Regional road maintenance	7.0	7.0

Perceptions of government

“Service reputation” is the general perception of all services that a government provides. Comparing the service reputation scores of different governments is not an exact exercise, as each government provides a different set of services. Nonetheless, it is encouraging to see that the service reputation of Peel Regional government stands well above those of other governments. The difference is statistically significant.

The lower scores for federal and provincial governments may reflect a “close to home” factor. Often, institutions that are based in one's own community are seen as more friendly and responsive than those at a distance. Some or all of the spread between Regional, provincial and federal scores in Table 8 may be due to the “close to home” factor. This cannot explain the Regional-municipal difference, which must reflect the different sets of services and other local matters.

There are not statistically significant differences among the three municipalities on any of the measures in Table 8.

Table 8. Perceptions of BIA businesses and the general population

Statement	Agreement	
	BIA Businesses	Residential
Peel gives me good value for tax dollars	6.5	6.5
Regional government conducts its business in an open and accountable manner	6.6	7.0
Service quality		
Overall quality of service that your business receives from...		
Peel Regional government	7.4	–
Your municipal government	6.6	–
The provincial government	6.0	–
The federal government	5.7	–

Satisfaction with inspections

One might imagine that inspections would generate low satisfaction scores, but this is not necessarily the case. While businesses may not look forward to the inspector's visit, inspections that are done well can generate very high client satisfaction scores.

Passing an inspection is obviously a happy moment, and the client may rate satisfaction high simply on that account. Infractions can lead to dissatisfaction, but they need not. ERIN has conducted several thousand interviews with Ontario businesses that receive inspections over more than ten years. This research has yielded several keys to high satisfaction ratings. All the following points rest on clear communication between inspector and client:

The essentials for all businesses are:

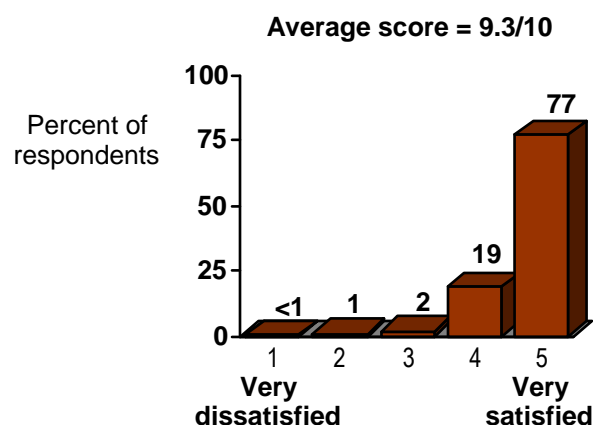
- The client understands the need for inspections (i.e., to maintain public health standards);
- The client perceives that the inspector understands their business needs; and
- The inspection takes a reasonable amount of time.

When infractions are found, the keys to improvement are:

- The inspector provides an adequate explanation of the problem (i.e., why there was an infraction);
- The inspector gives the client the information they need to remedy the problem; and
- The client finds the inspector's written report to be reasonable.

Proving these points statistically requires a solid base of dissatisfied clients, and the Peel sample provides only 16 businesses that rated satisfaction at less than 4 out of 5.

Figure 26. Overall satisfaction ratings for inspections



10. TRUST AND CONFIDENCE IN PEEL

Introduction

The results described in this chapter are based on the general population survey of 1,200 Peel residents. The standard margin of error for the general population sample is +/- 2.8%.

Trust and confidence in public institutions have been studied extensively over the past 50 years in many countries around the world. Various factors contribute to trust/confidence or the lack of it, including how governments deal with economic and social issues. Citizens' views of political parties and government policies also play a role. The present analysis does not extend to these larger issues, but examines whether citizens' perceptions of Peel services contribute to trust and confidence.

The 2009 research focused exclusively on the relationship between Regional services and confidence in Regional government. For 2011, certain quality of life indicators are added to the model, thereby improving its explanatory power.

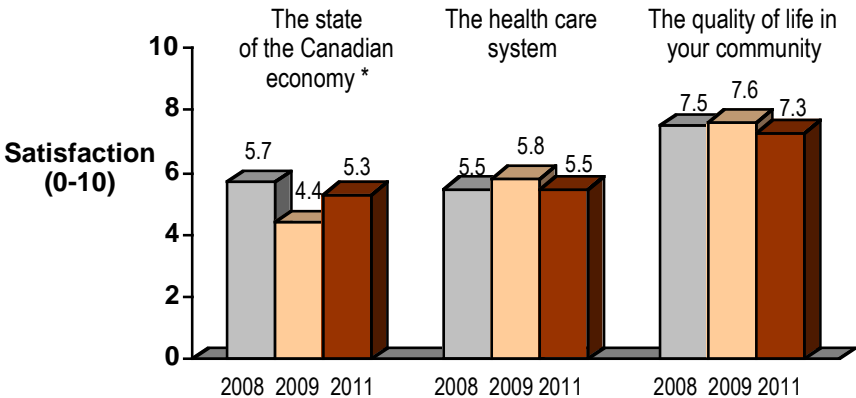
Global indicators of well-being

Members of the general population in Peel were asked, overall how satisfied they were with three flagship issues, namely:

- The present state of the Canadian economy;
- The health care system; and
- The quality of life in Peel.

The dip in the “state of the economy” measure that followed the 2009 recession had largely reversed in spring 2011. The other two measures have remained relatively stable.

Figure 27. Global indicators



Trust and confidence

Trust and confidence are complex ideas, and no single survey item can provide an adequate measure. The 2011 survey combines five items, three used in the earlier research and two new ones. The first four (Table 9) define specific dimensions on which citizens view Regional government while the fifth is a summary measure of performance.⁸ These five items together form the measure of confidence that appears in the model, Figure 28. The average of the five indicators for 2011 is 6.9 out of 10.

The model measure labelled “Service commitments” is also a scale, composed of five statements about staff performance based on Peel’s stated policy on provision of service to the public⁹. Other items in the model are single measures, e.g., the three global indicators from Figure 27.

Table 9. Trust and confidence in Peel

Statement	2008	2009	2011
	Agreement (0 – 10)		
I can count on Peel to do what is best for its citizens *	7.2	7.4	7.0
Peel gives me good value for my tax dollars *	6.8	7.0	6.5
Peel conducts its business in an open and accountable manner *	7.3	7.5	7.0
The region of Peel is in touch with the needs of my community	–	–	6.7
All things considered, the Region is doing a good job	–	–	7.3

* Statistically significant difference year to year
Results are based on the general population of Peel

⁸ Statistically, the items are related and form a good scale, alpha = .93.

⁹ “We will: respond promptly, make a sincere effort to help, provide easy access to our programs and services, be respectful, communicate clearly, keep our commitments.”

The model of trust and confidence. Figure 28, shows how Peel citizens piece these measures together.

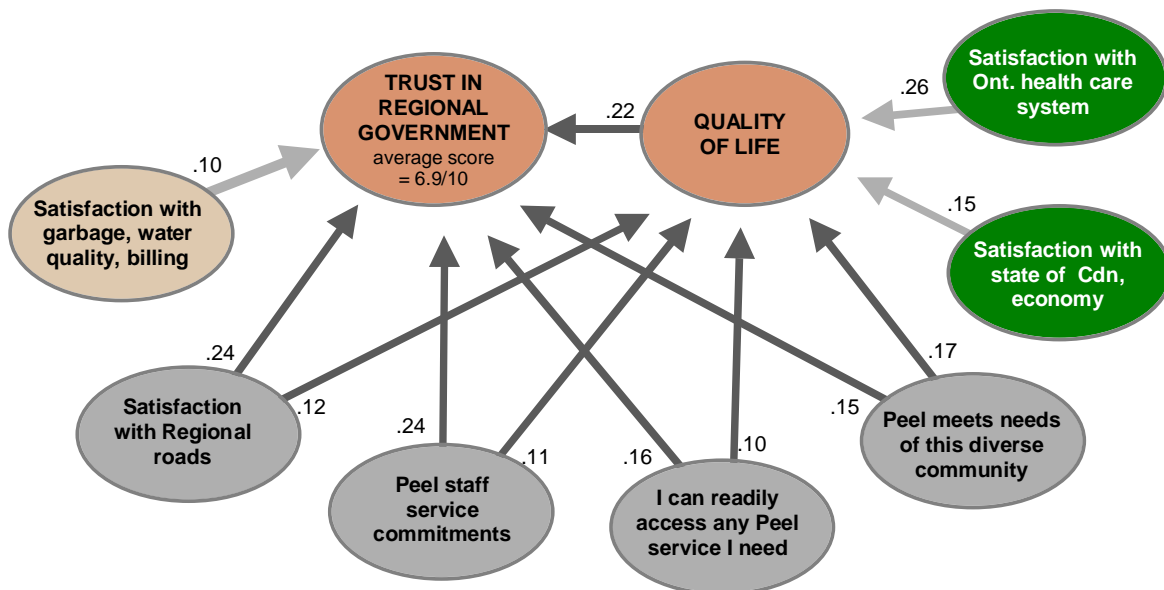
- Satisfaction with garbage collection, water quality and water billing contribute directly to confidence in regional government. The logic is, “I have confidence in my Regional government because they do a good job in providing these needed services”, or conversely, for a minority, “I lack confidence in my Regional government because I do not think that they do a good job in providing these services”.
- The gray measures contribute directly to confidence in Regional government. They also contribute indirectly through their impact on quality of life in the community.
- The measures in green contribute to quality of life in the community, and so indirectly to confidence in Regional government.

This model blends service delivery and other quality of life indicators in order to give a comprehensive overview. It accounts for 56% of the variance in confidence in Regional government.

Peel is directly responsible for just the service components of the model. If we focus *only* on the service measures, we find that services account for 32% of the variance in trust/confidence. This is slightly more than the 24% of variance accounted for in the 2009 research. The increase may result a) from the fact that the 2011 trust/confidence measure is a refinement of that used in 2009, b) from the margins of error that are associated with any statistical measures, and c) from “real” changes in citizens’ perceptions. Notwithstanding these sources of variation, the variance estimates for 2009 and 2011 are close. It seems reasonable to conclude that the contribution of services to trust/confidence is in the range of 25-30%.

The model is still incomplete. Confidence in government rests on citizens’ perceptions of policies and political figures, as well as on government services. Building in these dynamics could raise the model’s power above the 56% mark.

Figure 28. Trust and confidence in Peel



Service experience, quality of life, and trust/confidence

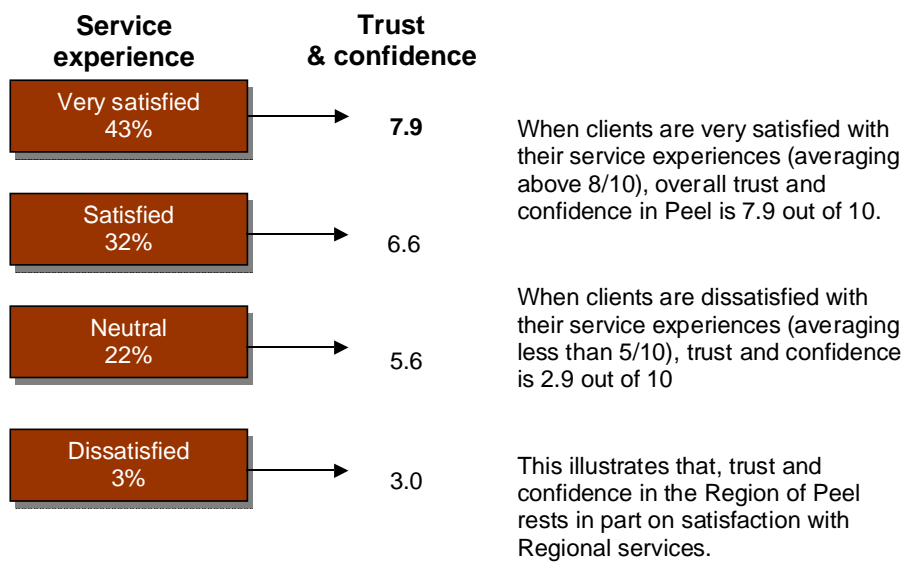
The trust/confidence model, Figure 28, states that both good service and other quality of life factors contribute to trust/confidence in Regional government.

Figure 29 illustrates the magnitude of the first relationship, between service experience and trust/confidence. "Service experience" is the respondent's average rating of six Regional services: curbside pickup, water quality, water billing, Regional roads, Contact Centre and Website.

The 43% of respondents who rated these services in the "very satisfied" range – above 8 out of 10 – also scored high on trust-confidence – 7.9 out of 10.

As satisfaction with services declines, so does trust/confidence in Regional government.

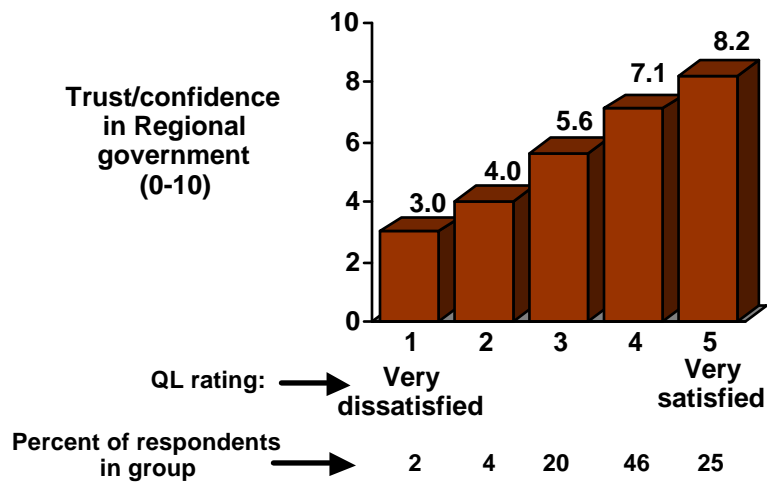
Figure 29. Service experience and trust/confidence



The trust/confidence model also specifies a positive relationship between quality of life and trust/confidence in Regional government. Figure 30 shows that this, too, is a very strong association.

The 25% who are very satisfied with the quality of life in their community also score high on trust/confidence – 8.2 out of 10. Each decrement in the quality of life score sees a corresponding drop in trust/confidence.

Figure 30. Quality of life and trust/confidence



11. CITIZENS' PRIORITIES FOR ACTION

The survey queried respondents on their perceptions of Peel’s major services, and toward the end respondents had thus been briefed on the elements within the Region’s jurisdiction. They were then asked the question: “Thinking about all the services that the Region of Peel provides, what are your top one or two suggestions for improvement?” This question was asked only to those in the general survey, and results therefore represent the views of the population at large. The open-ended responses were analyzed and grouped into the themes shown in Table 10.

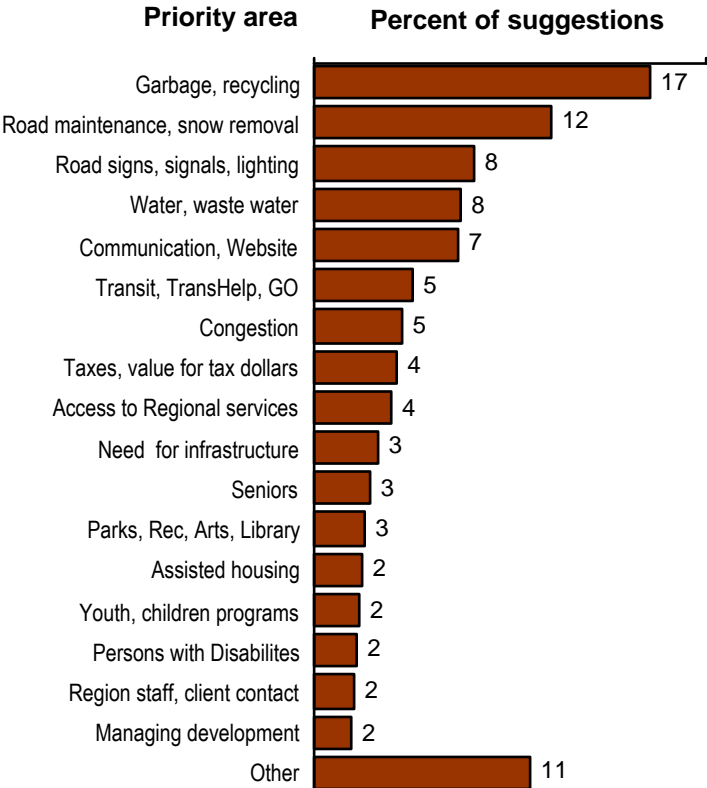
About 5% of the suggestions fell outside Regional jurisdiction, and these are not included in the count.

Within the garbage and recycling area, major themes are:

- Mess: blowing recyclables, bins strewn about;
- Inconvenience: lineups at the CRC, need for more or bigger blue boxes, limits on what can be recycled; and
- Need for accurate up-to-date information.

These issues will be explored in greater detail in the report of the Waste survey.

Table 10. Citizens’ priorities for improvement



Within the road signs area, improving traffic flow by better synchronization of stop lights is the dominant theme. Reducing speed, especially in residential areas, and easier-to-read signs are also present.

Under water and waste water, cost (especially the waste water bill) and quality (smell, taste) are the main issues.

12. RECOMMENDATIONS

ERIN Research presents the following as recommendations for the Region's consideration. Some flow directly from the results of the research, and others are based more generally on best practices grounded in ERIN's work with the Region and other jurisdictions over the past decade.

I. QUICK WINS

Recommendation 1: Communicate Peel's services more effectively to the public

Interviewee comments revealed a desire for more information about many of Peel's services. ERIN supports the Region in its vigorous efforts to improve the Peel website.

Suggestions for website:

- Use client friendly terms – “lay person language”
- Offer key information in multi-lingual formats
- Use images reflecting our diverse population: race, ethnicity, age, gender balance, etc.

Suggested vehicle: Widely distribute point-form pamphlet on key Peel services

- Insert information with taxes, waste announcements, etc.
- Make widely available in public areas (e.g., libraries, schools, community organizations, Peel client programs, etc.)
- Offer key information in multi-lingual formats
- Use images reflecting diverse population: race, ethnicity, age, gender balance, etc

Recommendation 2: Communicate research results effectively to all staff

Use research results as a framework for systematic engagement and action-oriented improvements by all staff across the corporation. Systematically engage Senior Management, Middle Management, and Staff in research roll-out sessions. Incorporate these messages:

- Message 1: Peel's Common Purpose Strategy is working effectively
- Message 2: Research empirically demonstrates excellent staff efforts
- Message 3: Celebrate service successes and the staff that deliver them
- Message 4: Highlight Peel's strategic service priorities for the next 2-3 years.

Suggested Vehicle: Issue new online CAO quarterly: Service Excellence Bulletin (Intranet)

- Post results of research attached to/embedded in first CAO Bulletin

Recommendation 3: Communicate research results effectively to the public

Many comments made by the public in the 6,000 plus surveys indicate a lack of knowledge of Peel's citizen-centred efforts to improve. Deliver the research results in ways that people will see them and understand them.

Suggested vehicles:

- Create a "friendly" online Service Excellence Bulletin from CAO (Internet)
- Post results attached to/embedded in first Bulletin
- Address citizens' priorities re: basic services, e.g., garbage, roads, water
- Demonstrate that Peel takes these priorities seriously: spell out actions
- Translate into major languages used in Peel

Recommendation 4: Communicate research results effectively to Council

Deliver the results in ways that Council understands, embraces and uses them.

Suggested vehicles:

- Deliver high level presentation to Council of key messages and results
- Highlight achievements
- Map out major strategic initiatives going forward
- Enable Chair and Councillors to use results in their own communications with the public and others

II. HOUSEKEEPING IMPROVEMENTS

Recommendation 5: Make the website easier to navigate

- Don't assume that clients use the same terminology as Peel to search for services, programs, information
- Update website to be crystal clear and easy to navigate
- Design an updated look-and-feel for the website
- Offer key information in multiple languages, incorporating diverse ethnic/racial images and gender balance

Recommendation 6: Implement more training on customer contact

- Although difficult for contracted services, frequently those are the client-facing services where lasting impressions are created

III. HEAVY LIFTING IMPROVEMENTS

Recommendation 7: Build citizens' priorities into a corporate-wide strategic plan

Recommendation 8: Translate drivers of client satisfaction into specific actions in each program

Suggested vehicles:

- Hold service improvement brainstorming workshops for staff
- Hold an ongoing contest for bright service improvement ideas
- Make every day a better service day. Celebrate random acts of excellent service

Recommendation 9: Consider new ways to engage the community

Suggested vehicles:

- "Exploit" the Internet as vehicle for citizen input
- Consider hiring a Chief Digital Officer charged with ongoing communication with community, focusing on vulnerable populations as well as general population

IV. DIRECTIONAL IMPROVEMENTS

Recommendation 10: Continue the Common Purpose Strategy for service improvement

It is believed that Peel has pioneered the most comprehensive and most statistically powerful research strategy of services to its users in this country.

The results are positive, informative and empower people at all levels and in most programs to continually improve services to the public and to businesses.

Going forward, the Region may wish to consider results-based outcomes as an additional essential component of its measurement strategy. This would include:

- Clear accountability for outcomes
- Ambitious vision and targets
- High level coordination of multi-agency partnerships, with formal MOU between partner agencies
- Strong senior management commitment to back the evidence and sustain the outcomes focus of related policies and programmes

Recommendation 11: Link research results to the Region of Peel's Strategic Plan and share with public, staff and Council

Recommendation 12: Leverage powerful empirical information to impact Government of Ontario policy (e.g., Peel Living, wait lists)

Through its comprehensive research strategy, Peel has acquired powerful empirical information. For example, the survey involving 600 residents living in Peel social housing demonstrates that people who reside in Peel Living feel that they have attained a better quality of life for themselves and their families than they would have had they not had this vital opportunity.

Another example is that people on wait lists, be it for childcare or housing, are the most dissatisfied clients of any services delivered by the region and that this pattern has been in evidence for almost a decade since Peel embarked on researching client satisfaction.

Peel can use this kind of information very effectively, in concert with other local and regional governments and agencies, to influence the policies and funding practices of Government of Ontario and the Government of Canada which fund many of the services that the Region of Peel has been mandated to deliver.