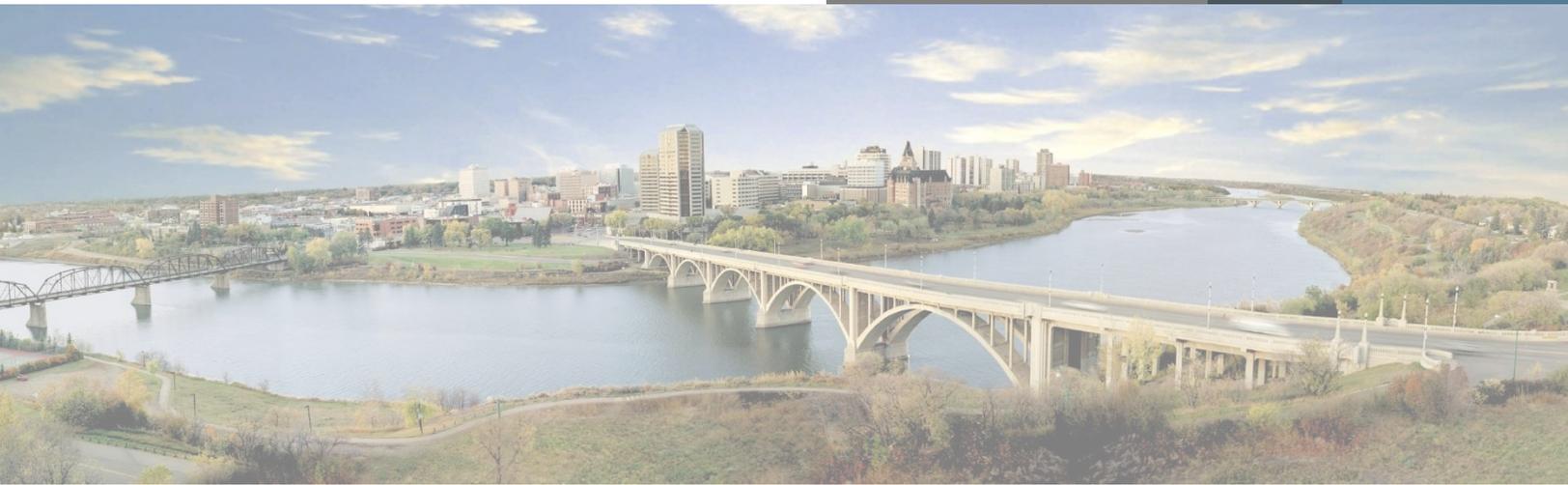


Civic Satisfaction &  
Performance Survey 2018  
Self-Selected



*City of*  
**Saskatoon**

June/July 2018

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## PURPOSE

The City of Saskatoon commissioned a Civic Satisfaction & Performance survey, to gain insights on the City of Saskatoon's performance, as well as residents' experience/impressions related to quality of life, satisfaction, important issues, and the value of programs and services received.

The results of the survey are intended to identify trends, develop baseline performance data, inform decisions related to initiatives and actions for the strategic priorities, balancing the budget, and service delivery decisions related communications, engagement and customer service.

Additionally, the survey will help identify key trends and issues of importance to aid the city's continuing goal of service excellence.

The primary objectives of the survey were the following:

- Perceptions of quality of life in Saskatoon and the direction the City of Saskatoon is heading;
- Perceptions of satisfaction;
- What citizens believe is the most important issue facing the City;
- Perceived value of civic services;
- Preferences for balancing the budget;
- Satisfaction and preference for receiving City information and communications;
- Experience and impression of community engagement;
- Preference, experience and impressions of customer service;
- Volunteering in the community;
- Performance indicators related to the strategic goals; and
- Ideas for creating efficiencies and savings.

## **Executive Summary**

In 2018, the City of Saskatoon reviewed the Civic Services Survey and developed a more comprehensive two staged process to collect input from residents. Instead of one survey, the City of Saskatoon developed a Civic Satisfaction & Performance survey and a Civic Services and Spending Priorities Survey.

The Civic Satisfaction & Performance survey was implemented in June 2018. This year there were significant changes from previous years in the survey to improve the data and ask new questions.

In addition, the City of Saskatoon introduced a third methodology for their public opinion research to be more inclusive. This year, a survey link was hosted on the City of Saskatoon's website that allowed residents who were not randomly selected to participate. The link was open to anyone who wished to offer their insights.

The City of Saskatoon advertised this link, and its request for feedback widely, through social media, news releases, city website, radio ads, and others.

Almost 700 residents of Saskatoon participated in this open process. The sample size from the self-selected survey results were significant and therefore are considered reliable but are not representative of the population due to the non-random approach. It is worth noting that self-selected participants also tend to offer lower ratings on scale questions.

The results of the telephone and online – panel responses are the subject of a separate report since the data is considered both reliable and representative due to the random selection process. This document presents the findings of the online: self-selected survey only. All references to “respondents” refer only to online: self-selected respondents.

### **Satisfaction/Quality of Life**

Respondents indicated they were satisfied with living in the City (66%). An additional 12% provided a neutral response.

Respondents also indicated that the quality of life is good or very good (60%) with an additional 29% rating the quality of life in Saskatoon as fair.

The majority of respondents (69%) indicated the quality of life in Saskatoon has either stayed the same or has gotten better over the past three years.

The majority of respondents (64%) indicated they are satisfied with the quality of services provided by the City of Saskatoon. An additional 19% provided a neutral response.

### **Most Important Issues**

Respondents indicated the most important issues facing the City of Saskatoon were:

- Taxes (20%)
- Public safety/crime/policing (17%)
- Cost of living (10%)

### **Perceived Value and Budget**

About a third of respondents (31%) indicated that they receive very good or good value from services provided by the City of Saskatoon. Another 39% provided a more neutral response (neither good value nor poor value).

About a third of respondents (30%) prefer a combination of property tax and user fee increases and one quarter (26%) would prefer the City to stop providing a particular service in order to balance the City's operating budget.

### **Communications**

About 6-in-10 (63%) of respondents indicated they were satisfied with the quality of City communications.

The preferred method to receive information about the City of Saskatoon programs or services was E-mail (44%), followed by Website (saskatoon.ca) (43%), Media (35%), Facebook (34%) and Social Media (33%).

### **Customer Service/Contact the City**

E-mail was reported as the most preferred (58%) method that respondents would use to contact the City of Saskatoon. Email was closely followed by telephone (52%) as a preferred method to contact the City.

The least preferred methods of contacting the City of Saskatoon are:

- Social media (14%)
- Text message (11%)

Just under half (49%) of respondents said they contacted the City for a business-related reason.

The majority of respondents were most likely to either agree/strongly agree or provide a neutral response when evaluating performance in other customer service related questions.

### **Community Engagement and Volunteering**

Almost half (48%) of respondents indicated they volunteered in their community.

Approximately a third of respondents indicated the City is good/very good at offering meaningful opportunities for residents to participate. However, the majority of respondents (71%) indicated that the City does not do enough to get the public's input on decisions.

### **Strategic Goal Performance Indicators**

New in 2018, were 9 additional questions providing indicators of performance related to various strategic goals. The information is intended to provide a baseline in order to measure future progress.

Overall, the City of Saskatoon received favourable responses in the following areas:

- a) Effectiveness of providing online services (83%)
- b) Providing a mix of recreation, sport, and cultural facilities year-round (82%)

There were mixed responses related to Saskatoon being an inclusive welcoming city to all, preserving natural resources and protecting the environment, feeling of safety living in the city, approach to making downtown an appealing destination and an appealing place to live, effectiveness of balancing growth throughout the city and investing in a mix of transportation options for moving around.

### **Suggestions on Efficiencies and Savings**

Respondents from the randomized telephone were directed to the City of Saskatoon website if they were interested in providing a suggestion on finding efficiencies or savings. All self-selected respondents had the opportunity to provide suggestions as well.

The most common response was to reduce wasteful spending on unnecessary services (24%).

## METHODOLOGY

Research was conducted via Computer assisted web interviewing (CAWI) methodologies amongst self-selected residents of Saskatoon.

<b>Fieldwork Dates</b>	June 29 – July 29, 2018
<b>Method</b>	Computer Assisted Web Interviewing (CAWI/Online)
<b>Criteria for Participation</b>	Residents within the City of Saskatoon who are 18 years of age / older
<b>Sample Size</b>	688 CAWI – Self Selected/Online – Self-selected)
<b>Average Length</b>	11 minutes
<b>Margin of Error*</b>	± 3.48%, 19 times out of 20

\*A probability sample of this size would have a margin of error of 3.48%, 19/20

### Moving to a ten-point scale

A 10-point scale offers far more discrimination than a 4-or 5-point scale and allows a respondent the ability to provide more nuance to their answer. Additionally, answering on a 10-point scale may be easier for a respondent because a 10-point scale is already likely to be a familiar construct to most.

### What is a “Top Box” and “Bottom Box” Score?

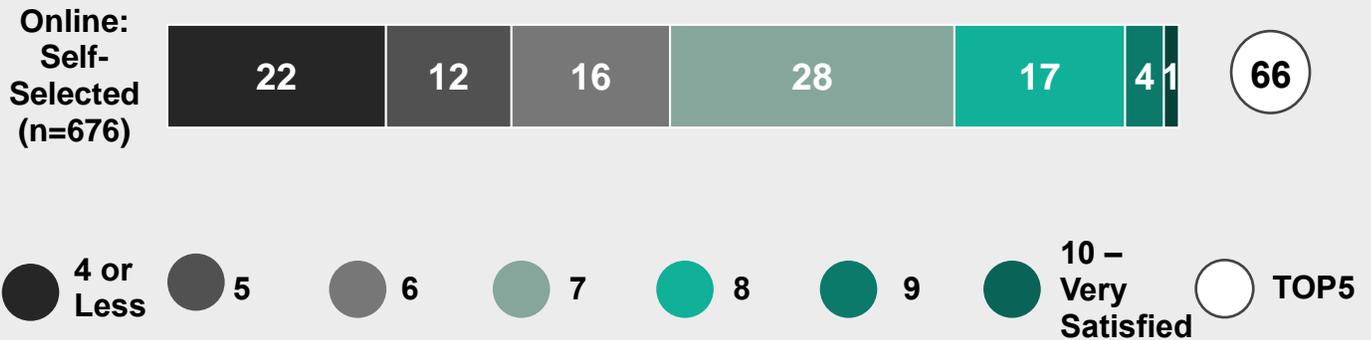
The top box score is a research wide accepted practice and is the best way to understanding satisfaction when using a 4 or 5 point scale. It is simply the net percentage of the highest categories on the rating scale. For example, if the scale is: Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, and Very Dissatisfied, then the combined number of respondents who answered either ‘Very Satisfied’ or ‘Somewhat Satisfied’ would be reported as the top 2 box score. Conversely, the bottom box score is the net percentage of respondents of the lowest categories of the rating scale. Using the same example, the combined number of respondents who answer ‘Somewhat Dissatisfied’ or ‘Very Dissatisfied’ would be grouped together to represent the bottom box score.

## Online Sampling

For this online study, the link to access the survey was posted on the City of Saskatoon's website. Therefore, the responses from the link on the City of Saskatoon website were labelled as "Self-Selected" and the data is not representative of the City as a whole since the sampling method was non-random/self-selected. Since this is the first time using a non-random sampling method, the data cannot be trended with previous survey data. While data from self-selected respondents is not indicative of Saskatoon as a whole, the sample size is not insignificant. A considerable portion of residents chose to participate, and the invitation was broadcast widely, giving many in the City an opportunity to share their views.

## DETAILED FINDINGS

### Rating Satisfaction with Living in the City (%)



**Q1a.** Overall, how satisfied are you with living in the city of Saskatoon? Please use a number from 1 to 10, where 1 is not satisfied at all, and 10 is very satisfied.

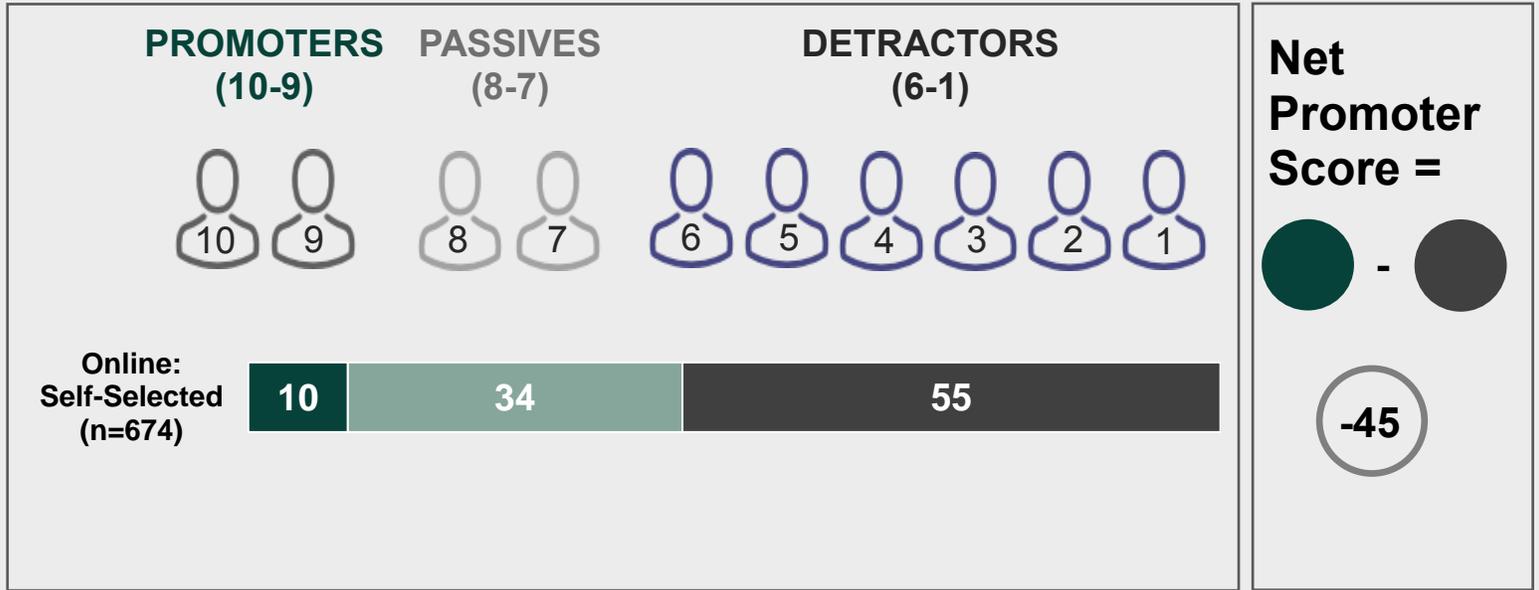
**Sample size:** Self-selected  $n = 676$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

Residents were asked to rate their satisfaction with living in Saskatoon using a scale of 1 (Not at all satisfied) to 10 (Very satisfied). TOP5 indicates a satisfied rating between 6-10.

The majority of respondents (66%) indicated that they are satisfied (rated satisfaction 6, 7, 8, 9, or 10) with living in the city. An additional 12% provided a neutral response.

## Recommendation on a Scale of 1 (Not at all likely) to 10 (very likely) (%)



**Q1b.** How likely would you be to recommend Saskatoon as a place to live to a friend or colleague?

**Sample size:** Self-selected  $n = 674$ ; excluding 'Don't know' and 'Prefer Not to Say'

**Sample framework:** All

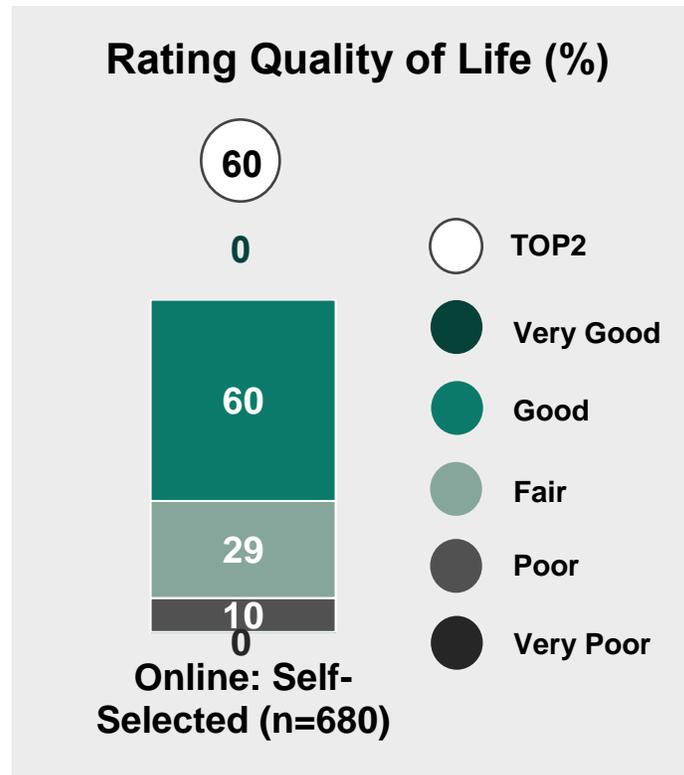
A Net Promoter Score (NPS) assesses loyalty.

The NPS was measured by asking citizens to rate their likelihood of recommending Saskatoon as a place to live, on a scale from 1 to 10, with 1 being not at all likely and 10 being very likely. Based on the score provided, residents were classified as Promoters, Passives or Detractors of Saskatoon.

- Respondents that rated the city as 9 or 10 are considered promoters, and are likely to speak positively of the city if asked.
- Respondents that rated the city as 7 or 8 are considered passives. They aren't unsatisfied, but nor are they satisfied. They are comfortable and would not be as likely to promote the city as Promoters, but nor are they expected to actively speak ill of the city, either.
- Respondents that rated the city as 6 or below are considered detractors, and are expected to be much less likely to speak favourably about the city, and much more likely to speak ill of the city.

NPS is calculated by subtracting the detractors from the promoters, which provides a net score of the proportion of citizens promoting Saskatoon.

Only 1-in-10 (10%) respondents indicated that they are likely to recommend Saskatoon as a place to live to a friend or colleague. Over half of the respondents (55%) are Detractors, giving the city of Saskatoon an overall Net Promoter Score of -45.



**Q1c.** How would you rate the quality of life in Saskatoon?

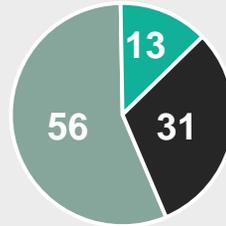
**Sample size:** Self-selected  $n = 680$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All data is unweighted to ensure accurate historical trending; trending graph only includes online panel respondents

The majority of respondents (60%) indicated the quality of life in Saskatoon is good. There were no respondents who indicated the quality of life in Saskatoon was 'Very Good' or 'Very Poor'. An additional 29% indicated the quality of life in Saskatoon is 'Fair'.

## Opinion of Change in Quality of Life Over the Past Three Years (%)

Online: Self-Selected  
(n=663)



Gotten Worse

Stayed the Same

Gotten Better

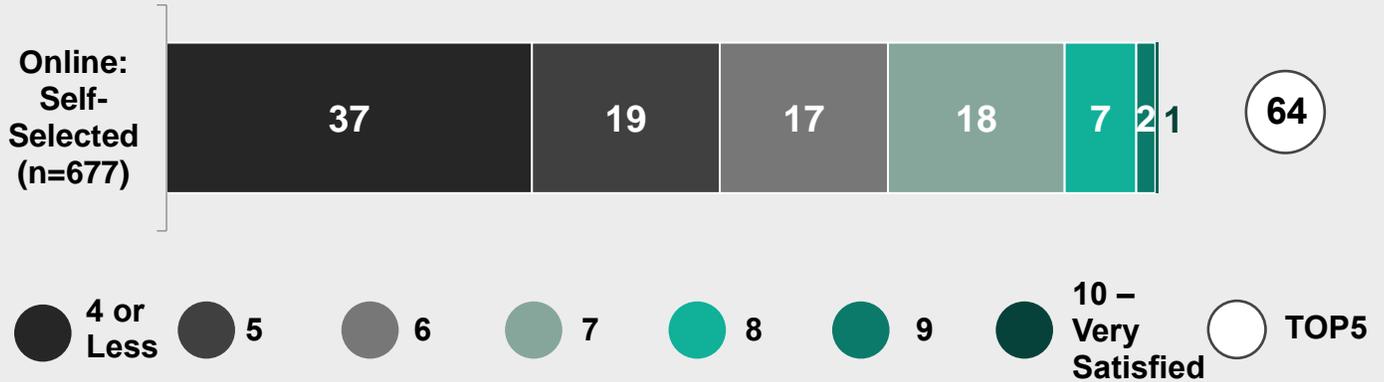
**Q1d.** In your opinion, over the past three years, has the quality of life in Saskatoon...

**Sample size:** Self-selected  $n = 663$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

The majority of respondents (69%) indicated the quality of life in Saskatoon has stayed about the same or gotten better over the past three years. A third of respondents (31%) indicated the quality of life in Saskatoon has gotten worse.

## Rating Satisfaction with Services Provided by the City (%)

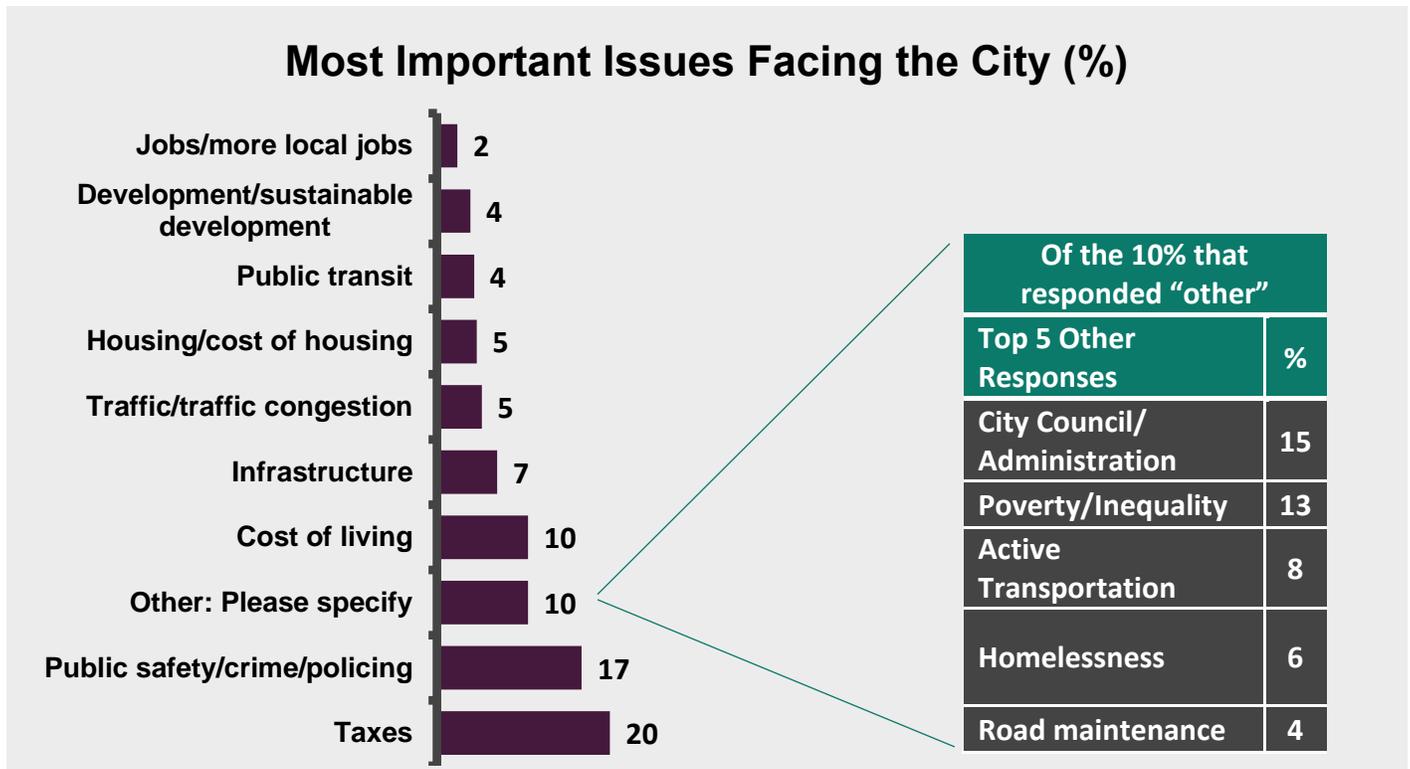


**Q2.** Overall, how satisfied are you the quality of the services provided by the City of Saskatoon?

**Sample size:** Self-selected  $n = 677$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All data is unweighted

Close to half of respondents (44%) indicated they are satisfied with the quality of services provided by the City of Saskatoon. An additional 19% provide a more neutral response.



**Q3.** In your opinion, what is the single most important issue facing the City of Saskatoon? That is, the one issue you feel should receive the greatest attention?

**Sample size:** Self-selected  $n = 679$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

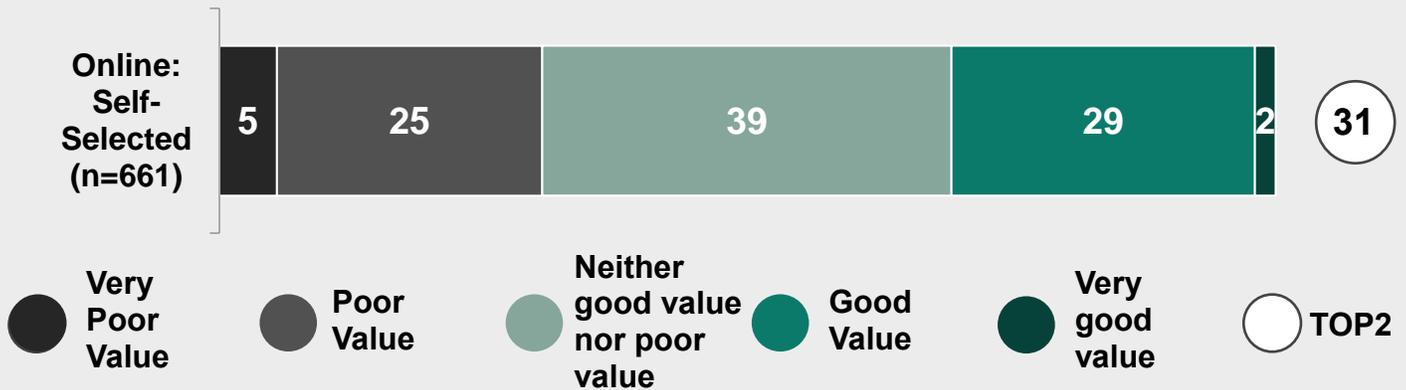
**Sample framework:** All

**\*\*Only top 10 answers shown**

Respondents indicated the top three important issues facing the City of Saskatoon were:

- Taxes (20%)
- Public safety/crime/policing (17%)
- Cost of living (10%)

## Rating Value of Services Provided by the City (%)



**Q4.** Thinking about the services provided to you by the City of Saskatoon, what value, if any, do you receive from these services? \*Question was modified from 2016 to remove any potential bias.

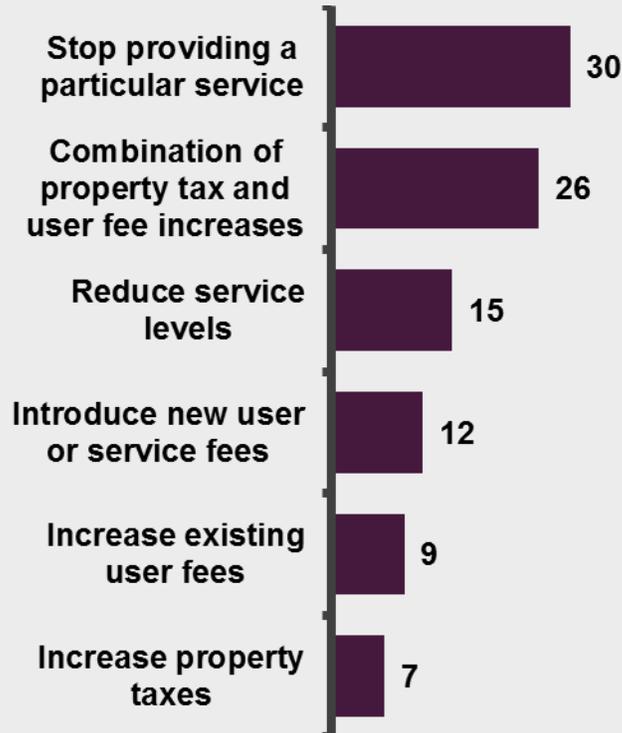
**Sample size:** Self-selected  $n = 661$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

Respondents had mixed responses in terms of the value received from services provided by the City. Although 31% of respondents indicated the value received from services provided by the City were good or very good, another 39% indicated they were neither good nor poor.

## Preferred Approaches to Balancing Operating Budget (%)

### Online: Self-Selected (n=551)

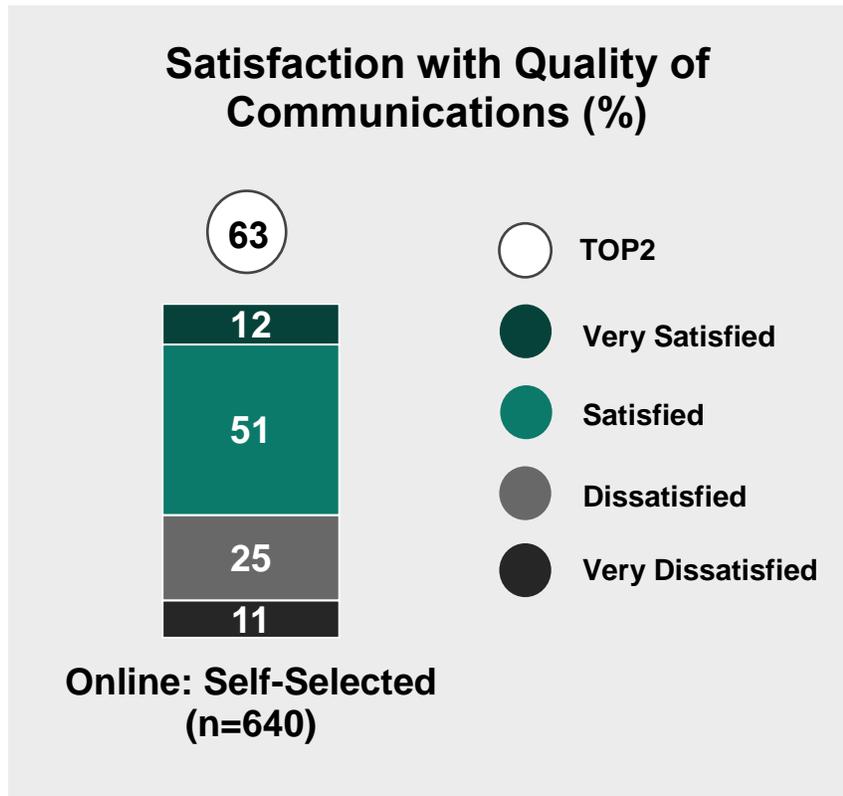


**Q5.** Occasionally, the City needs to make choices on how to balance its operating budget. Which of the following approaches, if any, would you most prefer?

**Sample size:** Self-selected  $n = 551$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

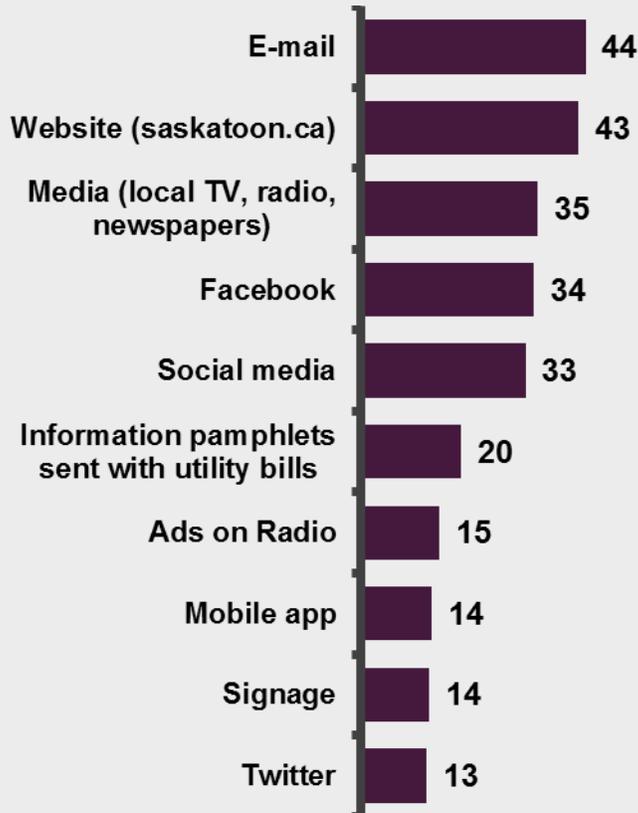
About a third of respondents (30%) would prefer the City to stop providing a particular service in order to balance the City's operating budget and a quarter (26%) would prefer a combination of property tax and user fee increases.



**Q6.** Overall, how satisfied or dissatisfied are you with the quality of City communications?  
**Sample size:** Self-selected  $n = 640$ ; excluding 'Don't know' and 'Prefer Not to Say' responses  
**Sample framework:** All

A total of 63% of respondents indicated they were satisfied with the quality of City communications.

### Top 10 Preferred Communication Methods (%) Online: Self-Selected (n=672)

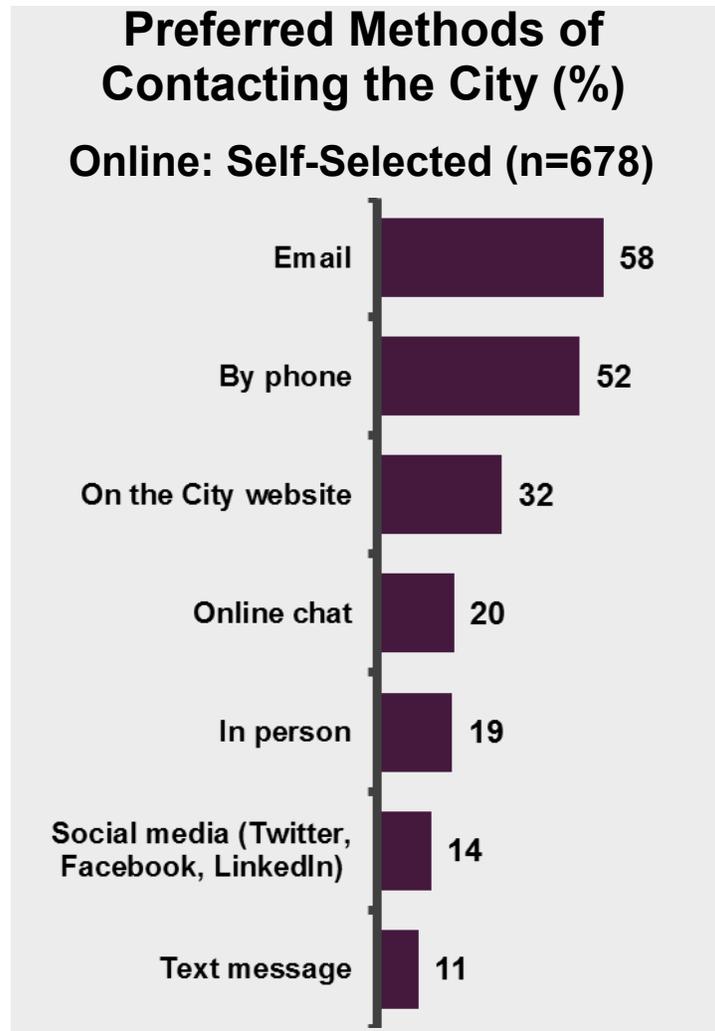


**Q7.** How do you prefer to receive information about City of Saskatoon programs or services? **(Multiple mentions)**

**Sample size:** Self-selected  $n = 672$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

Self-selected respondents generally prefer more digital methods for receiving information about the City of Saskatoon programs and services. The majority prefer E-mail (44%), followed by Website (saskatoon.ca) (43%), Media (35%), Facebook (34%) and Social Media (33%).



**Q8.** Generally, how would you prefer to contact the City of Saskatoon? (**Multiple mentions**)

**Sample size:** Self-selected  $n = 678$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

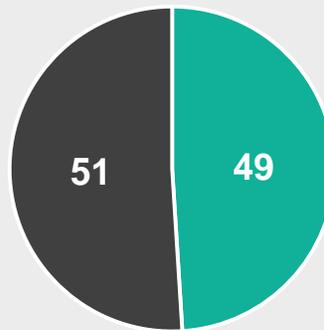
E-mail was reported as the most preferred (58%) method that respondents would use to contact the City of Saskatoon. This was closely followed by preferences to contact the City by phone (52%).

The least preferred methods of contacting the City of Saskatoon are:

- Social media (14%)
- Text message (11%)

## Contacted City for Business-Related Reason (%)

Online: Self-Selected (n=675)



No

Yes

**Q9.** In the past twelve months, have you contacted the City of Saskatoon or one of its employees for a business-related reason?

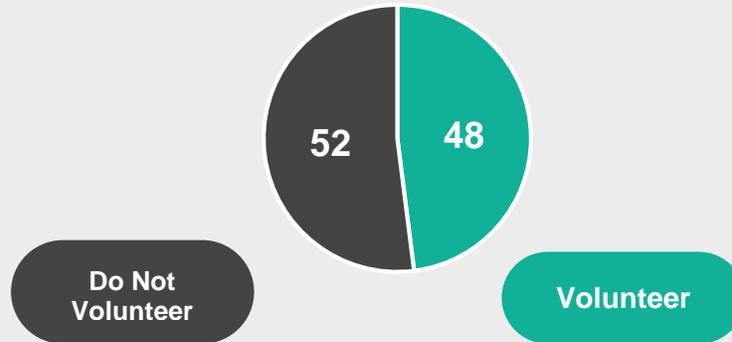
**Sample size:** Self-selected  $n = 675$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

Just under half (49%) of respondents said they contacted the City for a business-related reason.

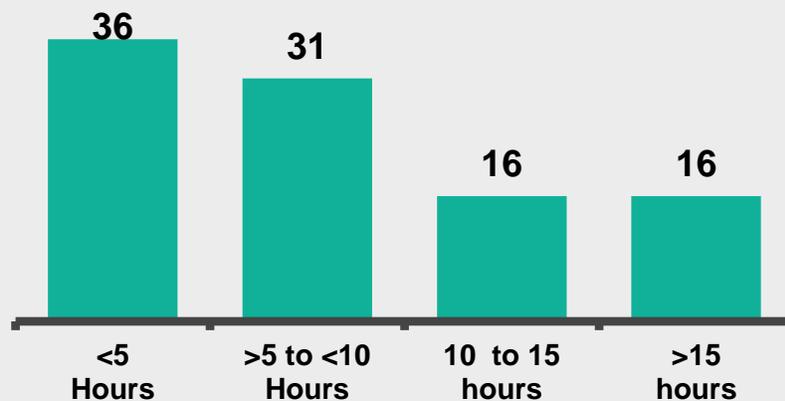
## Volunteering in the Community (%)

Online: Self-Selected (n=647)



## Number of Volunteered Hours in a Month (%)

Online: Self-Selected (n=299)



**Q10a.** Do you volunteer in the community? An example could be at a hospital, as a youth sports coach, or at a local shelter. (Top)

**Sample size:** Self-selected  $n = 647$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

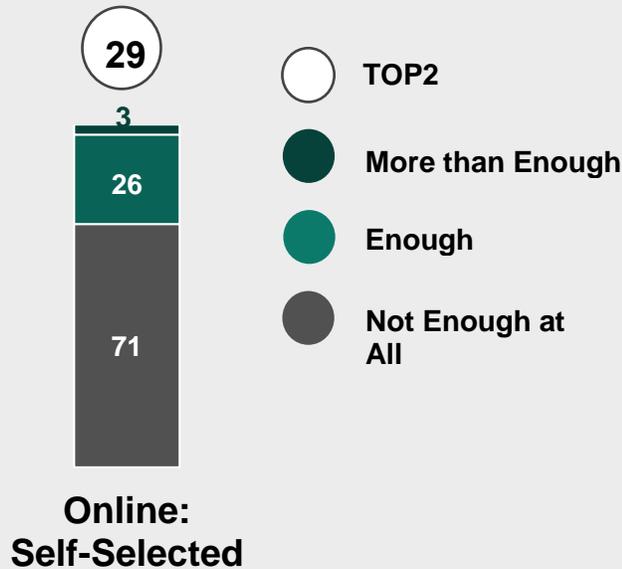
**Q10b.** In an average month, how many hours do you volunteer? (Bottom)

**Sample size:** Self-selected  $n = 199$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** Volunteers in community

Almost half (48%) of the respondents indicated they volunteered in their community. Of the respondents who volunteer in the community, about a third (36%) volunteer less than 5 hours per month, and about a third (31%) volunteer more than 5 hours, but less than 10 hours.

## Opinion of Whether City does Enough to get Public Input on Decisions It Makes (%)



**Q10d.** Do you think the City does enough, or not, to get the public's input on the decisions it makes?

**Sample size:** Self-selected  $n = 619$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

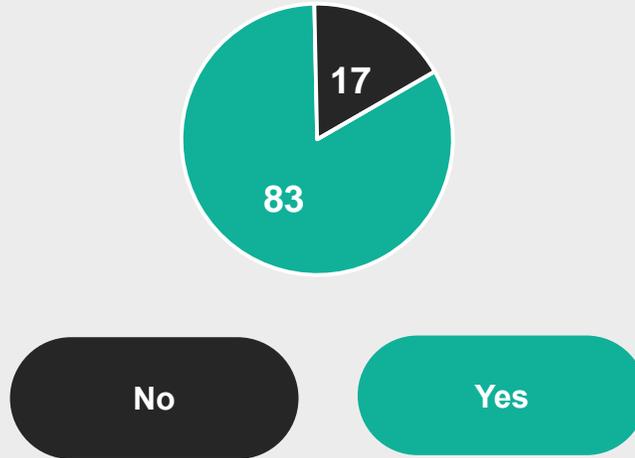
About a quarter of respondents (26%) indicated the City does enough to get the public's input on decisions. The majority of respondents (71%) indicated that the City does not do enough to get the public's input on decisions.

An additional question related to community engagement was included in the 2018 survey. Refer to the Appendix for more information related to this specific question.

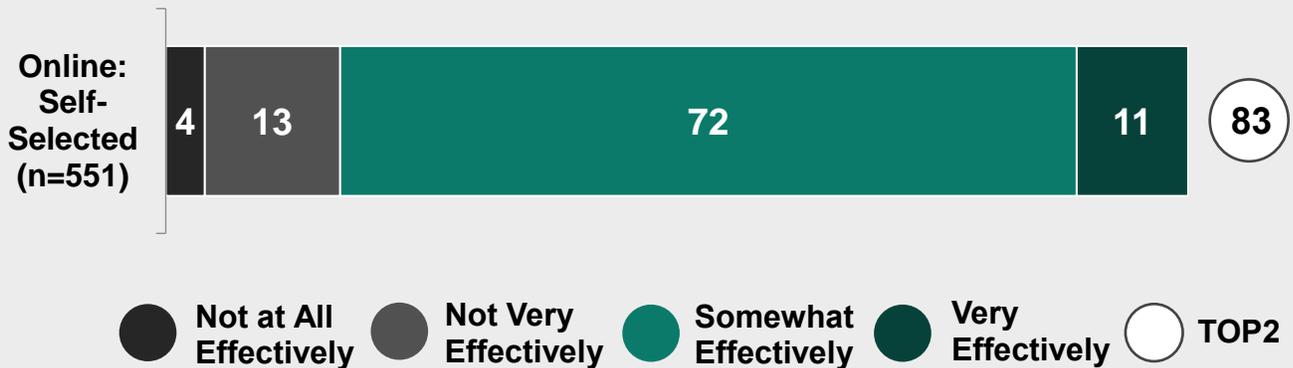
Respondents were asked to rate a series of questions related to the City of Saskatoon’s strategic goals. The results related to questions for online services, safety, mix of recreation, sport, and cultural facilities, downtown, and balancing growth are intended to provide a baseline in order to measure future progress.

## Use of Services Offered Online (%)

Online – Self-Selected (n=619)



## Rating the Effectiveness of Services Provided Online (%)



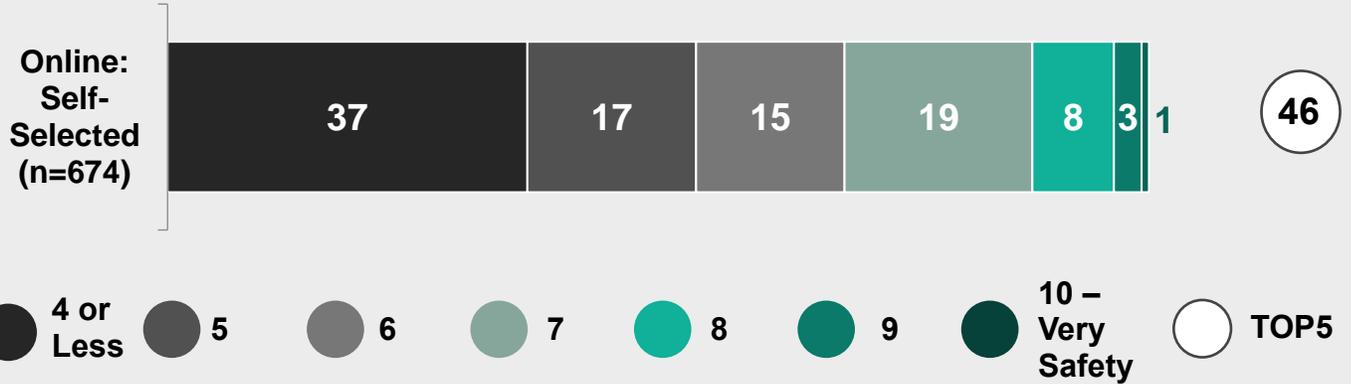
**Q11a.** Have you ever used any of the services the City of Saskatoon offers online? (Top); **Q11b.** In your opinion, how effectively, if at all, does the City of Saskatoon provide services online? (Bottom)

**Sample size:** [Top] Self-selected  $n = 619$ ; excluding ‘Don’t know’ and ‘Prefer Not to Say’ responses; [Bottom] Self-selected  $n = 551$ ; excluding ‘Don’t know’ and ‘Prefer Not to Say’ responses

**Sample framework:** All (Top); Used online services (Bottom)

The majority of respondents (83%) indicated they have used the services the City of Saskatoon offers online. Furthermore, 83% rated the City of Saskatoon’s online services as very effective or effective.

## Rating Feeling of Safety Living in City (%)



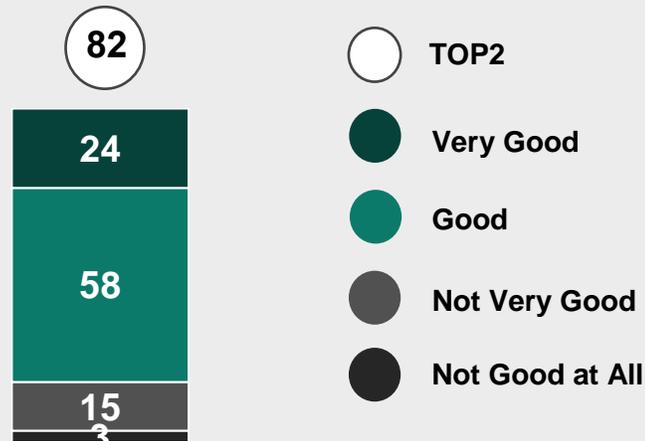
**Q12a.** If you were to ask a family member, or colleague, how safe they feel living in Saskatoon, how do you think they would answer?

**Sample size:** Self-selected  $n = 674$ ; excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

Just under half (46%) indicated they thought a family member or colleague would say they feel safe (rating 6, 7, 8, 9, or 10) living in Saskatoon. An additional 17% provided a more neutral response (rating of 5).

### Rating City on Providing Mix of Recreation, Sport, and Cultural Facilities Year-Round (%)



Online: Self-Selected  
(n=631)

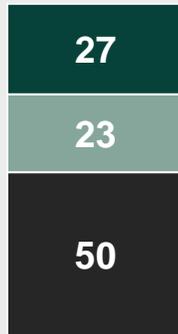
**Q12b.** Generally, how is the City doing with providing a mix of recreation, sport, and cultural facilities year-round?

**Sample size:** Self-selected  $n = 631$ , excluding 'Don't know' and 'Prefer Not to Say' responses

**Sample framework:** All

The vast majority of self-selected respondents (82%) rated the City as very good or good with providing a mix of recreation, sport, and cultural facilities year-round.

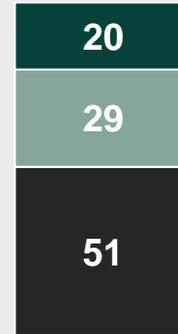
### Opinion of City's Approach to Making Downtown an Appealing Destination (%)



Online: Self-Selected (n=620)



### Opinion of City's Approach to Making Downtown an Appealing Place to Live (%)



Online: Self-Selected (n=593)

### Rating the Effectiveness of Balancing Growth Throughout the City (%)



**Q13a.** In your opinion, is the City of Saskatoon on the right path or the wrong path toward making downtown an appealing destination? (Top Left); **Q13b.** In your opinion, is the City of Saskatoon on the right path or the wrong path toward making downtown an appealing place to live? (Top Right) **Q13c.** In your opinion, how effectively, if at all, is the City of Saskatoon balancing growth throughout the city? (Bottom)

**Sample size** Self-selected  $n = 620$ ; excluding 'Don't know' and 'Prefer Not to Say' responses (Top Left); Self-selected  $n = 593$ ; excluding 'Don't know' and 'Prefer Not to Say' responses (Top Right); Self-selected  $n = 636$ ; excluding 'Don't know' and 'Prefer Not to Say' responses (Bottom)

**Sample framework:** All

Approximately one quarter of respondents indicate the City of Saskatoon is on the right path towards making downtown an appealing destination. Another quarter of respondents indicate the City is neither on the right path or wrong path. Half (50%) of respondents indicated that the City of Saskatoon is on the wrong path towards making downtown an appealing destination.

Similarly, 20% of respondents indicate the City of Saskatoon is on the right path towards making downtown an appealing place to live. Another 29% of respondents indicate the City is neither on the right path or wrong path. Approximately half (51%) of respondents indicated that the City of Saskatoon is on the wrong path towards making downtown an appealing place to live.

Although 42% of respondents indicate the City of Saskatoon is effectively balancing growth throughout the City, the majority of respondents (58%) indicated the City is not balancing growth.

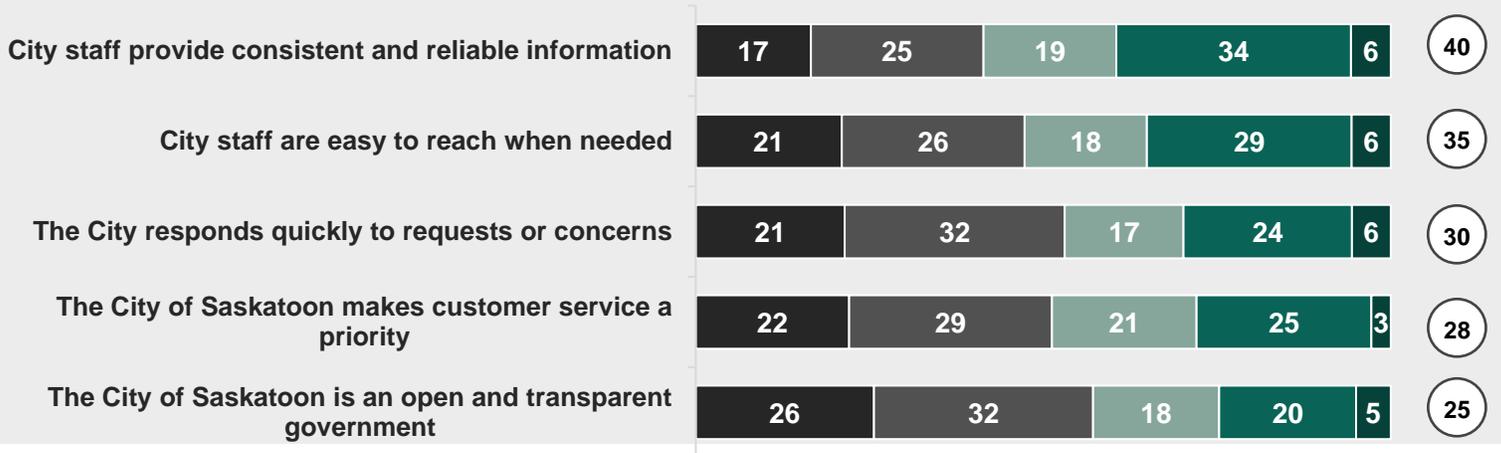
## Strategic Goals

■ Strongly disagree
■ Somewhat disagree
■ Neither agree nor disagree
■ Somewhat agree
■ Strongly agree
○ TOP2



## Customer Service

■ Strongly disagree
■ Somewhat disagree
■ Neither agree nor disagree
■ Somewhat agree
■ Strongly agree
○ TOP2



**Q14.** For each, you may strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree, or strongly agree.

**Sample size:** Varies

**Sample framework:** All

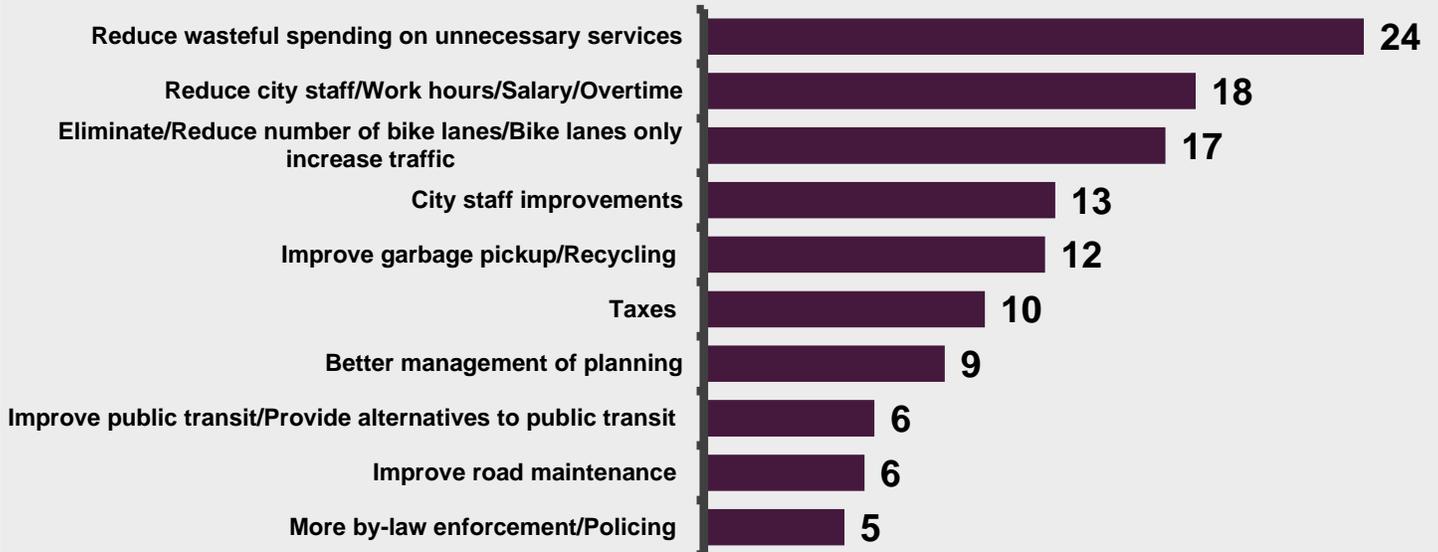
Respondents were asked to rate a series of statements related to the City of Saskatoon strategic goals. The information is intended to provide a baseline in order to measure future progress.

- A total of 58% of respondents agreed Saskatoon is an inclusive welcoming city to all. An additional 17% provided neutral responses (neither agree nor disagree).
- A total of 49% of respondents agreed the City does a good job preserving natural resources and protects the environment. An additional 24% provided neutral responses.
- A total of 33% of respondents agreed the City is investing in a mix of transportation options for moving around. An additional 19% provided neutral responses.

Respondents were asked to rate a series of statements about the City of Saskatoon customer service.

- A total of 40% of respondents agreed that City staff provide consistent and reliable information while another 19% provided neutral responses (neither agree nor disagree).
- A total of 35% of respondents agreed that City staff are easy to reach when needed while another 18% provided neutral responses.
- A total of 30% of respondents agreed the City responds quickly to requests or concerns and an additional 17% provided neutral responses.
- A total of 28% of respondents agreed the City makes customer service a priority with an additional 21% provided neutral responses.
- A total of 25% of respondents agreed the City is an open and transparent government with an additional 18% provided neutral responses.

## Suggestions on Efficiencies or Savings (%)



## Other Towns / Regions / Countries (%)



**D5b.** Do you have a suggestion on finding efficiencies or savings, that doesn't include reducing or eliminating an existing service or services? Please describe your idea on how the City of Saskatoon can become more efficient, or find savings, but please keep in mind your idea should not include reducing or eliminating an existing service or services. **D5c.** As far as you know, has your suggestion been tried elsewhere, and, if so, in what town, region, or country was it tried?

**Sample size: Top:** Self-selected  $n = 450$ , **Bottom:** Self-selected  $n = 143$

**Sample framework:** All

Demographic Profile of Respondents  
Participating Via Posted Online Survey Link



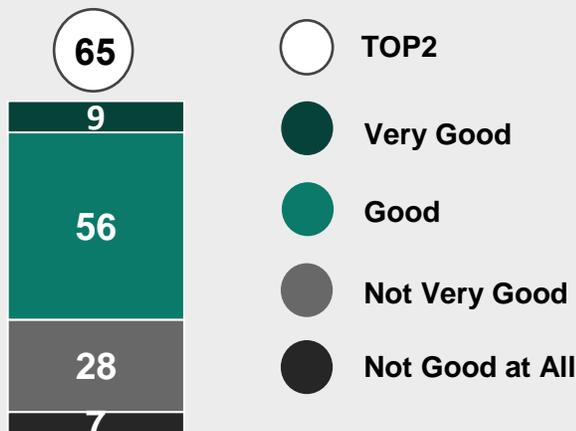
D1. D7. D2.

**Sample size:** Self-selected  $n = 670$ ; excluding 'Don't know' and 'Prefer Not to Say' responses (Top); Self-selected  $n = 509$ ; excluding 'Don't know' and 'Prefer Not to Say' responses (Middle); Self-selected  $n = 669$ ; excluding 'Don't know' and 'Prefer Not to Say' responses (Bottom)

## APPENDIX

Participants were also asked, “In your opinion, how good, or not, is the City of Saskatoon at offering meaningful opportunities for its residents to participate?” However, we received significant feedback that this question was not clear. It does not explain what is meant by “opportunities for its residents to participate”. This question will be asked in a different manner in the Civic Spending & Service Priorities Survey and reported with the results of that survey.

### Rating City on Providing Meaningful Opportunities for Participation (%)



Online: Self-Selected  
(n=585)

It is recognized that the question is not as clear as it should be, as it does not explain what is meant by “opportunities for its residents to participate”. This question will be asked in a different manner in the Civic Spending & Service Priorities

**Q10c.** In your opinion, how good, or not, is the City of Saskatoon at offering meaningful opportunities for its residents to participate?

**Sample size:** Self-selected  $n = 585$ ; excluding ‘Don’t know’ and ‘Prefer Not to Say’ responses

**Sample framework:** All

6-in-10 of respondents (TOP2 = 65%) indicated the City is good/very good at offering meaningful opportunities for residents to participate.