



Corporate Report

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BUDGET COMMITTEE

SEP 23 2009

DATE: September 16, 2009

TO: Chair and Members of Budget Committee
Meeting Date: September 23, 2009

FROM: Brenda R. Breault, CMA MBA
Commissioner of Corporate Services and City Treasurer

SUBJECT: Request for Information on Citizen Value Measurement (CVM)
Survey

RECOMMENDATION: That the report dated September 16, 2009 on the Citizen Value Measurement Survey from the Commissioner of Corporate Services and City Treasurer be received for information.

BACKGROUND: At the Budget Committee meeting of June 9th, the Communications Division was asked to provide additional information with respect to the City's annual Citizen Value Measurement survey.

In 2008, following a Request for Proposal (RFP) process, Pollara Research was selected as the successful market research firm to re-design the City's service satisfaction survey. Previous to this time, the City had purchased an annual subscription with Environics Research, which allowed us to participate in four Omnibus surveys per year (Focus Ontario) and an enhanced survey of Mississauga residents every second year. Omnibus Surveys are research in which multiple clients contribute questions to the same survey. The Environics survey provided satisfaction scores for a list of City services as well as some public opinion information on various topics.

Pollara's proposal involved the creation of a customized research tool called the Citizen Value Measurement survey or CVM. The CVM survey provides city-wide research information on:

1. resident satisfaction with the value that they receive from City services
2. the importance that residents place on City services; and
3. the aspects of each service (or attributes) that drive citizens' satisfaction. This information may be the most important benefit of the CVM survey, since it can assist staff and Council with making resource allocation decisions that are part of the Business Plan and Budgeting process.

In addition to these service measures, the survey also identifies:

4. resident satisfaction with their quality of life in the City
5. residents' perceptions of the top issues facing the City
6. satisfaction with the City's progress in achieving the Strategic Plan priorities; and
7. citizens' preferences for funding the City's budget (tax increases, versus user fee increases versus service level reductions)

In addition to providing richer and significantly more actionable data than previous surveys, the cost of CVM is very comparable to the previous Environics surveys (See Appendix 1).

CVM surveys are used by some of Canada's largest corporations and agencies: Bell Canada, Aliant and Telus, the Bank of Montreal, Canadian Tire and others. In terms of public sector users, Pollara has indicated that the City is a leader in adopting this approach, which is drawing considerable interest from other municipalities as well as the Province of Ontario.

PRESENT STATUS:

The contract with Pollara Research covers the years 2008 to 2010, inclusive, and is based on a 3-year pricing schedule with years 2 and 3 of the contract subject to budget funding approval.

As is noted in the table below, the survey cost dropped significantly (by 42%) after year 1, since the initial costs of developing the survey

are no longer required. The bulk of Year 2 and 3 costs deal with survey administration, participant recruitment, data analysis, and reporting of the results.

Year 1 (2008) <i>Completed</i>	Year 2 (2009) <i>In Progress</i>	Year 3 (2010) <i>Subject To Budget Funding Approval</i>
Development and design of new survey questionnaire	N/A	N/A
Stakeholder meetings (internal) and focus groups (2) with external stakeholders	N/A	N/A
N/A	Review of questionnaire if required	Review of questionnaire if required
Survey administration and fieldwork - telephone and online with goal of 1,100 complete	Survey administration and fieldwork - telephone and online with goal of 1,100 complete	Survey administration and fieldwork - telephone and online with goal of 1,100 complete
Data processing	Data processing	Data processing
Analysis and interpretation	Analysis and interpretation	Analysis and interpretation
Research Reports and Presentation	Research Reports and Presentation	Research Reports and Presentation
Total: \$87,748 includes GST	\$52,311 includes GST	\$52,311 includes GST
Survey in field: August 2008	Survey in field: June, 2009	Survey in field: May, 2010

COMMENTS:

Communications staff are not yet in a position to conduct the CVM survey in house due to our limited ability to access online survey respondents. However, this option could be explored for 2011 and beyond. Conducting the survey with 'in-house' resources would still require both hard costs (related to survey software and citizen

recruitment) as well as soft costs (staff time estimated at approximately 175 hours to conduct the survey, analyze the results and communicate the results). However, the overall budget impact for the CVM survey would be reduced by using this approach.

Only minimal cost reductions could be further achieved by reducing the number of surveys that we conduct (participant recruitment costs are estimated at between \$15-\$25 /person to access research panel participants). However, this option would not be recommended due to the reduced accuracy that would result with our survey results.

The long-term value of the Citizen Value Measurement survey is that it provides information that will enable us: to quantifiably track our service performance over time; to make informed resource allocation decisions about our services; to assess changes in citizens' attitudes and views; and it will enable us to determine the impact that targeted service changes may have on resident satisfaction.

FINANCIAL IMPACT: The Citizen Value Measurement survey has been budgeted for 2009 in the amount of \$53,000. A similar amount is being included in the proposed 2010 Budget.

CONCLUSION: The Citizen Value Measurement survey provides useful input to business plan priority setting and strategic plan progress reporting. Staff propose that the City proceed with the current agreement to have Pollara Research conduct the survey in 2010 while exploring the feasibility of conducting the survey in house, at a reduced cost, starting in 2011.

ATTACHMENTS: Appendix 1: **Appendix 1: CVM versus Environics Cost Comparison**



Brenda R. Breault, CMA MBA
Commissioner, Corporate Services and Treasurer

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Appendix 1: CVM versus Environics Cost Comparison

YEAR	VENDOR	BUDGET	ACTUALS
2006 <i>(Enhanced Survey Year)</i>	Environics	\$50,100	\$74,000
2007	Environics	\$47,100	\$0 <i>(Environics Contract was not renewed pending the CVM RFP)</i>
2008 <i>(Year1-CVM)</i>	Pollara	\$90,900	\$83,750
2009 <i>(Year2 - CVM)</i>	Pollara	\$53,000	\$52,311 <i>(To be invoiced)</i>
2010 <i>(Year 3 - CVM)</i>	Pollara	\$53,000 <i>(Request)</i>	\$52,311 <i>(Estimated)</i>