

ADMINISTRATION ACCOMMODATION REVIEW



PUBLIC CONSULTATION REPORT

FEBRUARY 2016

Background:

CONTEXT

Council identified an *Administrative Accommodation Review Process* as a High Priority for 2015. The initiation of this first phase is defined as follows:

To evaluate and obtain a Council decision on consolidating administrative functions in fewer locations through a more centralized service delivery model.

In this regard a Phase One Report – Option Evaluation Results was presented to Council on **November 23rd, 2015**. The Phase One report evaluated the *Existing Service Delivery Model* and four *Alternative Options* – two *Dispersed Service Delivery* and two *Consolidated Options* as well as alternative community locations. In addition to a high level financial analysis using net present values, strengths and weaknesses of each option were evaluated based on:

- Efficiencies Achieved
- Impact on Customer Service
- Impact on Corporate Image
- Work Environment Quality

At the request of Council, on **January 12, 2016** an Addendum providing further information was presented regarding:

- the remaining life span of the administrative building portfolio at the end of the 20 year amortization period.
- Additional information and quantification of the anticipated efficiencies that would be achieved under the consolidated delivery model.
- Additional information regarding the volume of customer service interactions taking place at the County's customer service centres.

Following the presentation of the Phase One Report, Council passed a resolution including the following:

...AND THAT staff be directed to initiate a community input process until January 22, 2016 and report back at the February 2, 2016 Council in Committee meeting.

The community input process is complete and the intent of this report is to provide the results and analysis of the public consultation process.

1. PUBLIC CONSULTATION PROGRAM

1.0 Methods of Public Consultation

The following methods of public consultation were used to solicit stakeholder feedback:



- Surveys
- Public Open Houses
- Stakeholder Focus Groups
- Meetings with Chambers of Commerce and Business Improvement Associations (BIA's)
- Other

1.1 Surveys

Three types of surveys were available for the public to provide feedback on administrative accommodations based on the four options presented to Council.

Online Survey

An online survey was developed by staff using the website Surveymonkey.com. The survey was linked to the County website and consisted of 13 questions including an open comment option at the end. The survey was configured to only allow the completion of one survey per computer, tablet or mobile phone to promote the most accurate community representation possible. The survey was open from December 1, 2015 until January 24, 2016.

Paper Survey

A paper survey identical to the online survey was made available at County Administration Offices and all branches of the Library. The survey was open from December 1, 2015 until January 22, 2016. Survey results for the paper surveys will be provided separate from the online survey for a number of reasons:

- The online survey requires all questions to be completed in order for a survey to be submitted. Since many of the paper surveys were received without all questions completed, those cannot be entered into Surveymonkey without manipulating the data.
- It is beneficial to separate the statistics of those who prefer to complete the survey online versus those who obtained the paper survey by visiting an office or preferred that approach.

- One of the pitfalls of paper surveys is the integrity of the data. It is important to note that when providing paper surveys, it is very difficult to monitor whether all of the collected surveys are from different individuals versus receiving multiple surveys from the same person. To protect the integrity of the online survey method, it is useful to present results of online and paper surveys separately.

Short Form Survey

A paper survey similar to the other surveys, but containing only four of the questions (Questions 2, 3, 11 & 12), was made available at the public open houses in an attempt to gauge a response from attendees rather quickly. These results will also be presented separately.

1.2 Public Open Houses

Four Public Open Houses took place as follows:

Hagersville - January 6, 2016 Hagersville Arena – Almas Room
Cayuga – January 13, 2016 Cayuga Administration Building
Dunnville – January 19, 2016 Dunnville Community Lifespan Centre
Caledonia – January 20, 2016 HCCC – Remax Room

The public open houses were drop-in style and consisted of three stations. The first station allowed attendees to view a PowerPoint presentation similar to the presentation made to Council in November, 2015. Station 2 consisted of five information boards summarizing the existing circumstances and each of the four options. The information boards included a description of each option, the associated square footage, and the key strengths and weaknesses. Station 3 consisted of three information boards including financial information associated with each option, the evaluation process for the non-financial metrics and the conclusions formulated based on the data. Station 3 also included the short form survey that could be completed and submitted. Information cards were available to attendees identifying the online survey method.

1.3 Stakeholder Focus Groups

Two stakeholder focus groups were scheduled to be held on January 12th and 14th respectively. Community leaders within a social or business capacity were randomly identified and invited to attend a focus group session. The businesses, associations and community groups represented a wide cross-section of the County.

Due to inclement weather on one of the scheduled evenings, the two focus groups were combined and held on January 14th at the Cayuga Administration Building. A presentation of the Accommodations Review Report and various options and analysis was provided to the

group, and they were asked to complete a workbook outlining their thoughts on the various options, the customer service vision and ultimately their preference for administrative accommodations in Haldimand County.

1.4 Meetings with Chambers of Commerce & BIA's

In November, 2015 staff attended meetings with the following Chamber and BIA groups:

- Dunnville BIA
- Dunnville Chamber of Commerce
- Cayuga Chamber of Commerce
- Selkirk Chamber of Commerce
- Jarvis Board of Trade
- Hagersville Chamber of Commerce
- Caledonia BIA
- Caledonia Chamber of Commerce

An overview of the accommodations review information and options was presented to the attendees at each meeting along with a request for feedback.

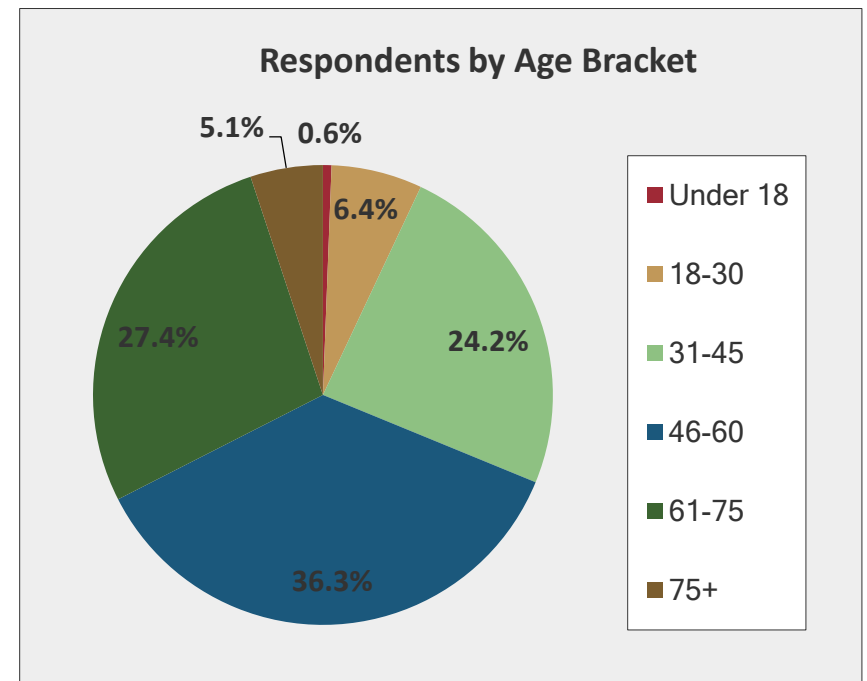
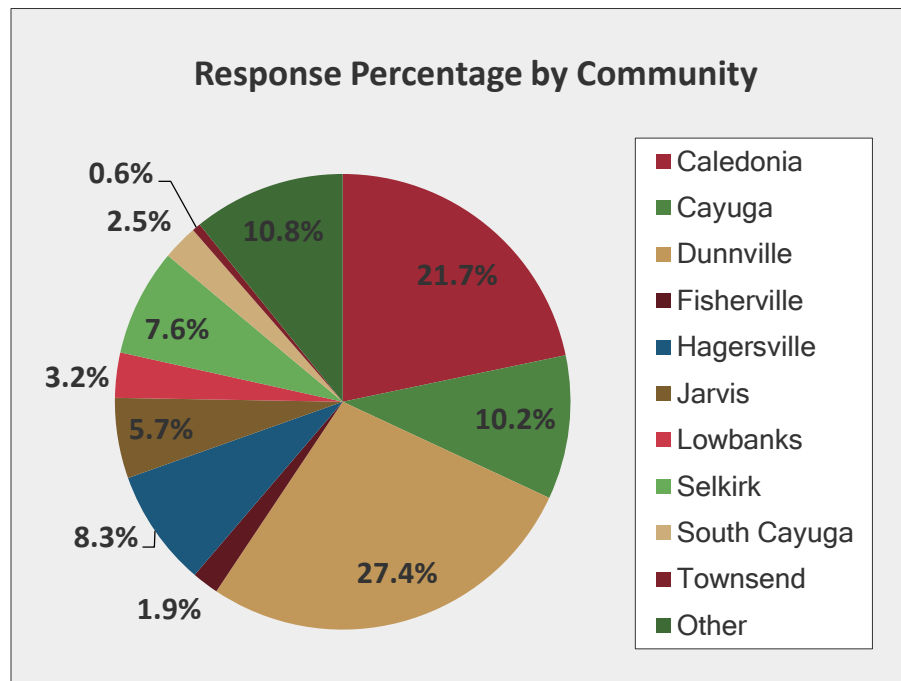
1.5 Other Methods of Public Consultation

Ongoing communications via the County's website and other related technology were utilized during the public consultation process. Council also took measures to waive the procedural bylaw for the February 2 CIC meeting to allow the public to speak from the floor without requiring delegate registration. Finally, although staff did not specifically solicit independent stakeholder submissions from the public; those that were received are addressed within the report. Further information on these other methods of public consultation are outlined below in the Results section.

2 PUBLIC CONSULTATION RESULTS & ANALYSIS

2.1 Online Survey Results

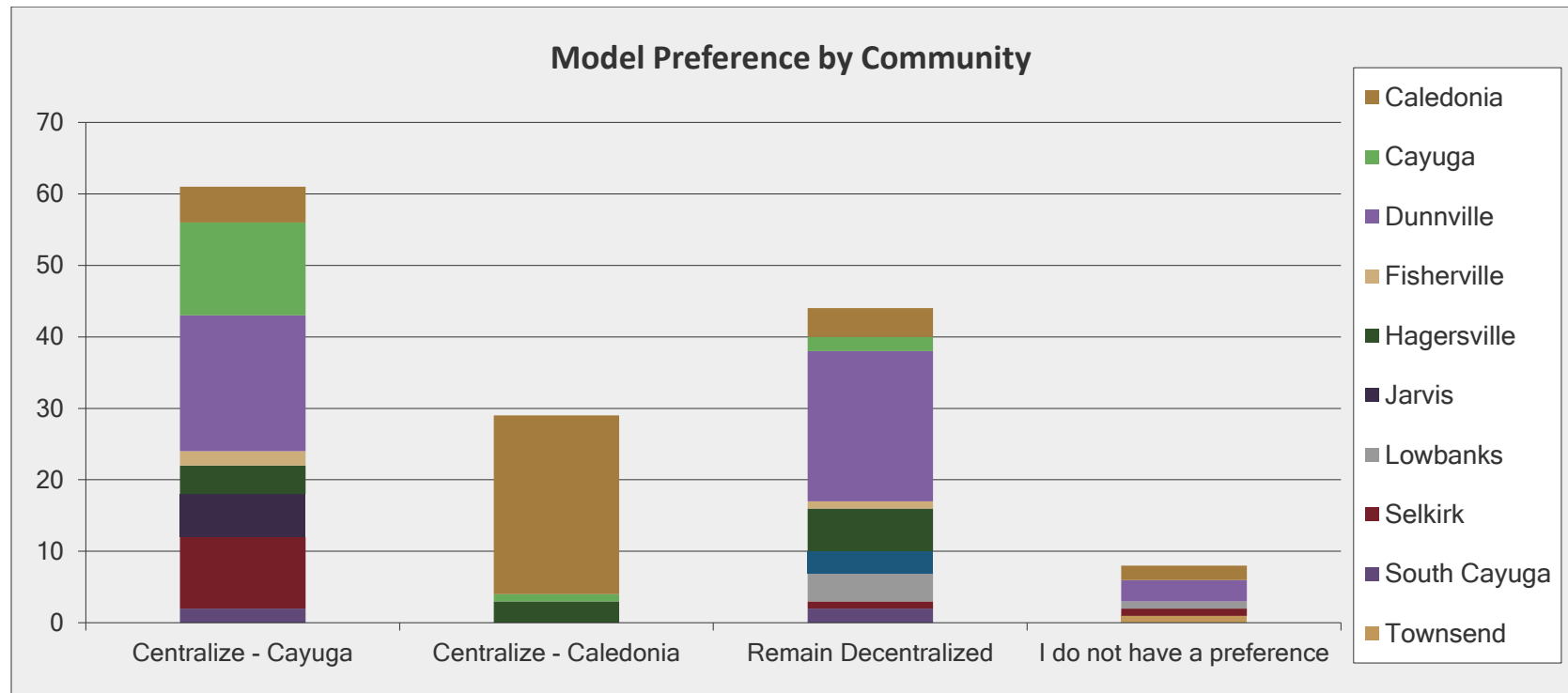
157 surveys were completed using the online survey tool. This number of respondents and the controls in place to ensure validity should provide a representative sample of the wider community in terms of feedback received. The online survey and results by individual question are attached as **Appendix A**. The charts below indicate the demographics of the respondents by community and by age, demonstrating that the online results are reflective of Haldimand County.



KEY FINDINGS FROM ONLINE SURVEY:

- 90% of respondents are residents of Haldimand County while 13% are business owners or developers.
- One third of the respondents are over the age of 60.
- 66% of respondents prefer a centralized option in either Cayuga or Caledonia while 30% prefer a decentralized model.
- Of those respondents who support a centralized model, 67% prefer a Cayuga location while 33% prefer a Caledonia location.
- Long term financial implications was seen as the most important factor by those who preferred centralizing in Cayuga.
- Over 50% of respondents have either not visited a County office in the past twelve months, or have only visited 1-2 times.
- Of those respondents who have visited an office in the past twelve months, the most common offices visited were Cayuga and then Dunnville.
- The most common reason for visiting an office was to make a payment (53%) while the second most common was to obtain a burn permit or dog tag.
- Of those residents who have visited a County office more than 12 times in the past 12 months, 69% support centralization while 31% prefer decentralization.
- 41% of respondents would prefer the County to build a new building on property it already owns while 30% prefer purchasing property at a suitable location.
- The majority of people completing the survey are between the ages of 31 and 75 with the largest representation from the 46-60 age range.
- The majority of respondents over the age of 60 are from Dunnville.
- Those respondents 75 years of age or older were evenly split on their support for centralization in Cayuga or decentralization.
- The area represented by the highest number of respondents is Dunnville (27%) while Caledonia was close behind (22%).
- Of those respondents from Dunnville, 49% prefer decentralization while 44% prefer centralization in Cayuga. There were not any Dunnville respondents who preferred centralization in Caledonia. *(see chart below)*
- Of those respondents from Caledonia, 74% were in favour of centralizing in Caledonia.
- 81% of Cayuga respondents were in favour of centralizing in Cayuga.
- A slight majority of Hagersville respondents prefer centralization (54%) while 46% prefer decentralization. Of those preferring centralization, the opinion is split closely between Cayuga and Caledonia.
- It is interesting to note that 83% of those from Selkirk support centralizing in Cayuga; 67% of respondents from Fisherville and from Jarvis also support Cayuga centralization.
- 80% of respondents from Lowbanks prefer decentralization.
- South Cayuga respondents were split 50/50 on decentralization or centralizing in Cayuga.

The chart below shows preferences by community:



With respect to the eight factors that survey respondents were asked to rate, the following is the list in order of importance, from highest to lowest. In brackets behind each factor is the percentage of respondents who ranked the factor as 10, very important.

1. Long Term Financial Implications (43%)
2. Enabling County Employees to Conduct Work Efficiently (37%)
3. Access to Customer Service In Person (39%)
4. Comprehensive Service – Can Get What You Need in One Location (35%)
5. Access to Customer Service Electronically (33%)
6. County Staff Work Environment (23%)
7. Having a Local Presence in Multiple Communities (32%)
8. County Corporate Image to its Taxpayers, Businesses and Visitors (26%)

2.2 Paper Survey Results

24 paper surveys were submitted by the deadline of January 22, 2016. As previously mentioned, these surveys are more difficult to interpret because the controls that exist in the on-line version do not apply. For example: the possibility of multiple surveys being submitted by the same individual. In many instances some questions are not answered at all, making it difficult to provide an overall analysis of the collected data. These limitations should be kept in mind when reviewing the results of the paper survey.

Additionally, some paper surveys were received after the deadline and after all of the data had been compiled for this report. These surveys are available should Council wish to review them.

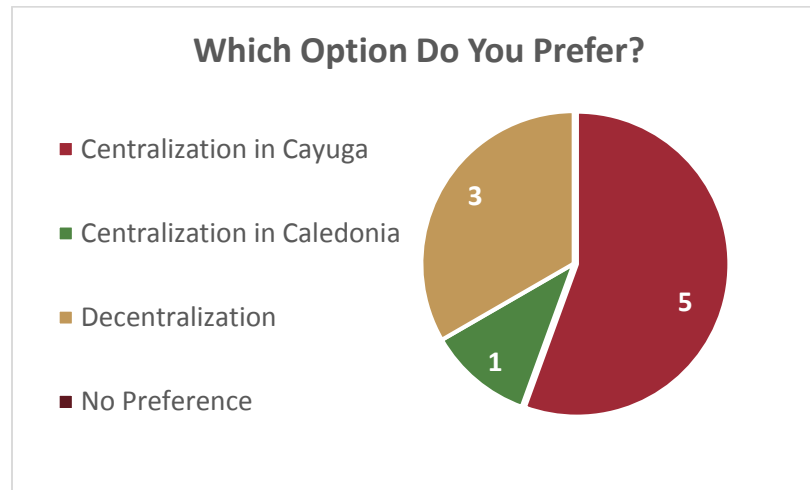
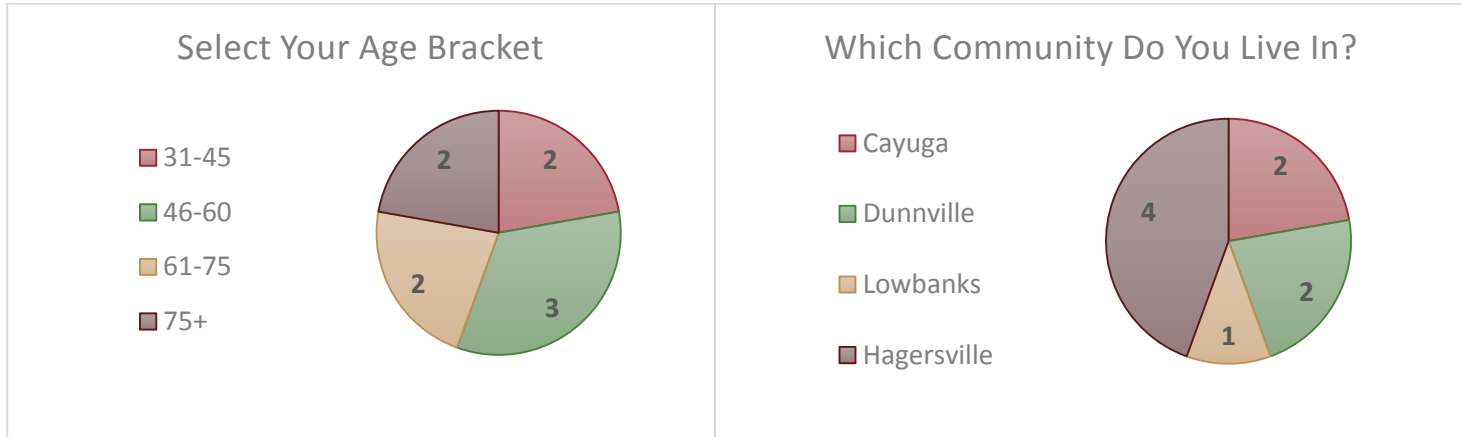
Results from the paper survey are attached as **Appendix B**.

KEY FINDINGS FROM PAPER SURVEY:

- Of those who had a preference for one of the proposed options, it was an even split between a decentralized model (46%) and centralizing in Cayuga (46%).
- Interestingly, of 24 surveys received, 11 respondents (46%) either did not answer the question asking for their option preference or indicated they did not have a preference.
- When asked how many visits have been made to a County office in the past year, there were as many people who had attended an office more than 12 times in the year, as there were people who had never visited an office in the past year.
- 48% of those who responded have either attended an office 1-2 times, or not at all, in the past year.
- Making payments was the most common reason for attending a County office.
- The majority of people completing the survey are between 31-75 years.
- 50% of those completing a paper survey consider themselves having advanced computer/internet experience.
- The majority of people over 60 prefer centralization in Cayuga.
- 75 % of respondents are residents of Haldimand County.
- 48% of respondents are from Dunnville.
- Of those respondents from Dunnville 45% prefer decentralization while 18% do not have a preference and 36% did not answer the question.

2.3 Short Form Survey Results

9 short form surveys were received at the public opens houses. Responses to Questions 1, 3, and 4 are shown in the charts below.



KEY FINDINGS FROM SHORT FORM SURVEY:

- Of the five respondents who chose centralization in Cayuga, 3 are from Hagersville and 2 are from Cayuga.
- The decentralized model was chosen by respondents from Dunnville and Lowbanks.
- The lone respondent for centralizing in Caledonia was from Hagersville.
- There were 4 respondents within the age brackets of 61-75 and 75+, equally distributed. Of those four respondents, half prefer centralization in Cayuga while the other half prefer decentralization.
- The majority of respondents (8 out of 9) felt that the following factors are very important:
 - County Corporate Image
 - Long Term Financial Implications
 - Access to Electronic Customer Service
 - Staff Work Environment
- 100% of the respondents felt that Enabling County Employees to Conduct Work More Efficiently is very important.
- Most respondents (6) believe Comprehensive Service – Able to Get What You Need In One Location is very important. 2 respondents felt it was somewhat important while one respondent did not feel it was important.
- 5 people felt that a local presence was very important while 3 people felt it was somewhat important. One person felt it was not important.
- Only 22% of respondents felt in person customer service was very important. The majority felt that it was somewhat important while 3 people felt it was not important at all.

Overall, the results of the short form survey are consistent with the most other methods of public consultation whereby the preferred option is to centralize in the Cayuga area with support for online customer service options.

2.4 Public Open House Results

Attendance at the public open house events is shown on the chart below:

DATE	LOCATION	ATTENDANCE
Wednesday, January 6 th	Hagersville	7
Wednesday, January 13 th	Cayuga	5
Tuesday, January 19 th	Dunnville	14*
Wednesday, January 20 th	Caledonia	2

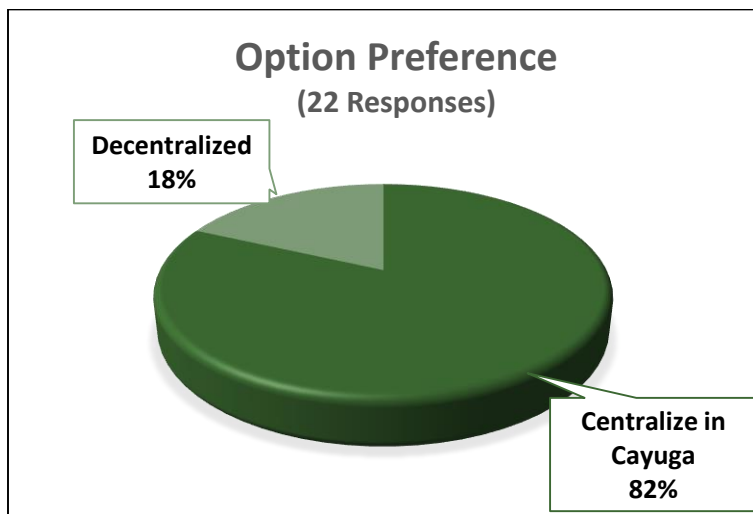
**this number is slightly lower than actual as some attendees did not sign in*

Overall, a total of 28 people attended the open houses that were held across the County. Most attendees were present to obtain information and did not disclose a specific opinion; however, most people either completed a short form survey or committed to completing the online survey/paper survey.

2.5 Stakeholder Focus Group Results

68 people representing a wide cross section of communities across Haldimand County were invited to attend focus group sessions held at the Cayuga Administration Building. 22 people attended. The focus group was set up classroom style and presentations were provided outlining the background, options, customer service vision, financial and non-financial factors. At intervals throughout the presentation the group was asked to complete a workbook. **Appendix C** is a copy of the workbook that was utilized for the focus group sessions. At the end of the session each participant was asked to select their preferred option and state why they chose that option. There was also space for additional feedback.

The charts below show the overall preferences of the participants as well as the community representation and preferred options by location:



Community		Preferred Option*
Caledonia	4	3 centralize in Cayuga; 1 decentralize
Cayuga	4	4 centralize in Cayuga
Dunnville	5	2 centralize in Cayuga; 3 decentralize
Fisherville	1	1 centralize in Cayuga
Hagersville	3	3 centralize in Cayuga
Jarvis	2	2 centralize in Cayuga
Selkirk	1	1 centralize in Cayuga
South Cayuga	1	1 centralize in Cayuga
No response	4	4 centralize in Cayuga

*Some participants chose multiple communities so their preferred option appears more than once.

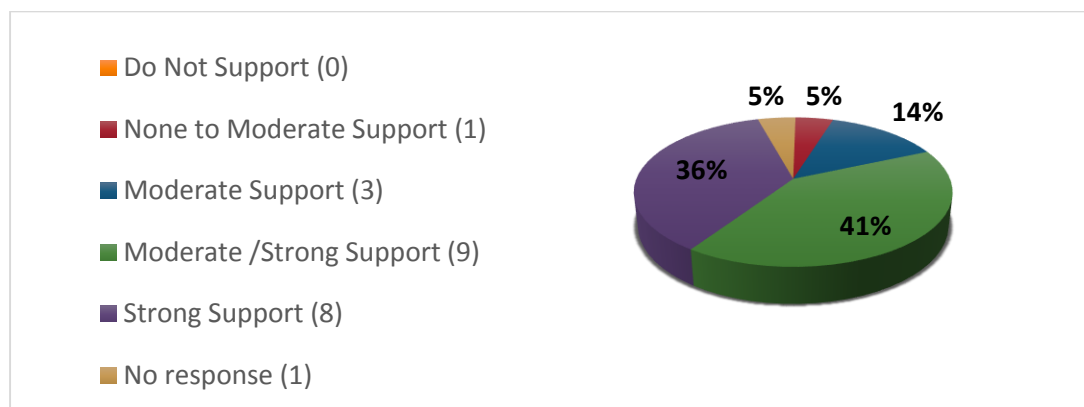
Overall, a centralized model in Cayuga was supported by a vast majority of the group (82%). Comments pertaining to the individual choices are included in the table below and shown as submitted:

Centralization in Cayuga – Comments Received in Support of this Model	Total: 17
<ul style="list-style-type: none"> A new central office in Cayuga which is about centre of the County to be easily reached by all residents, use 2 – 3 libraries for added CSR to help residents who can't travel easily, give Haldimand County a new fresh look. 	
<ul style="list-style-type: none"> Most central, increased efficiencies. 	
<ul style="list-style-type: none"> Staff efficiencies, management efficiencies. 	
<ul style="list-style-type: none"> #3 with 24/7 online access, best scenario for HR & efficiency, central & most fair, significantly improves image & client experience, best opportunity to manage energy., can offer most flexibility. 	
<ul style="list-style-type: none"> Centralized service model delivery. Long term cost efficiencies. 	
<ul style="list-style-type: none"> Central location, continues to expand the central functions that exist. 	
<ul style="list-style-type: none"> Cayuga – central location. 	
<ul style="list-style-type: none"> Will be cost effective over time. Will be very efficient. 	
<ul style="list-style-type: none"> Time to invest in the future rather than putting off the inevitable of building replacement for a future Council. Cayuga remains central to the County. 	
<ul style="list-style-type: none"> Central in County and creates efficiencies, conversion issues is a concern. 	
<ul style="list-style-type: none"> Key is use of library hubs for some services, long term investment will yield cost savings well into the future, will not have to deal with obsolete decrepit buildings in 20 years, Cayuga is 20 minutes from anywhere in the County – this is a reasonable distance to travel. 	
<ul style="list-style-type: none"> Adjacencies – cross learning, who does what? In the long run more economical, better for staff, e-government still front & centre. 	
<ul style="list-style-type: none"> Great improvement on workspace, cross learning working together. 	
<ul style="list-style-type: none"> New building in Cayuga – central location fairer to both Dunnville & Cayuga residents. More cost effective, efficient, decentralized – better use of tech., one stop shop, use of librarys. 	
<ul style="list-style-type: none"> Central geography and therefore best for largest volume of public. If Caledonia was chosen it is a long way from Lowbanks. We already have concerns from people in Dunnville feeling like they are not always part of the County. 	
<ul style="list-style-type: none"> Increased efficiency, faster processing of service, better assets with new build, time for a new build. Dunnville to Caledonia is not 35 km., Lowbanks border to Wainfleet is 19 km from Dunnville town hall, therefore, Dunnville service area is as far as 55 km from Caledonia. 	
<ul style="list-style-type: none"> Just a good investment for the future, keep it central – a person at the far east end of County (Lowbanks) would have to travel almost 55 km to Caledonia – not a good customer service. 	

Those in favour of remaining decentralized offered the following comments:

Decentralized Model – Comments Received in Support of this Model	Total: 4
<ul style="list-style-type: none"> Relocate staff to occupy the vacant spaces in County owned buildings. Decentralized offices throughout the County is customer friendly. The customer is paying the bill! Therefore the customer must be satisfied with a customer friendly decentralized “service for the customer”. 	
<ul style="list-style-type: none"> Cost and I really think there should be a presence in all communities. 	
<ul style="list-style-type: none"> Library availability good idea. 	
<ul style="list-style-type: none"> Keep costs down, there doesn’t seem to be growth in County, keep population close to services, wait for economy to turn around. 	

There appeared to be a correlating support for the customer service vision from most focus group participants with 36% ranking their support 5/5. 41% ranked the customer services vision support as 4/5.



With respect to offering online customer services and utilizing the library branches as community hubs, some of the supportive comments received were:

Comments In Support Of Customer Service Vision:
<ul style="list-style-type: none"> Many things at provincial level require use of e-forms now (hunting tags). I see no problem with going that route at the municipal level.
<ul style="list-style-type: none"> Really like the public library idea.
<ul style="list-style-type: none"> The use of the Library system is a positive idea.
<ul style="list-style-type: none"> I think that using the libraries lends a great opportunity to get more people in to see the value of our library system.
<ul style="list-style-type: none"> We do need to move forward on e-government and I can’t see a better partnership than the library since they have such similar vision.
<ul style="list-style-type: none"> Really like the e-government framework and convenience.

Some of the common remarks related to the change in customer service that will need to be taken into consideration are as follows:

Comments/Concerns Regarding Customer Service Vision:
<ul style="list-style-type: none"> • Library hours versus administrative hours should be reviewed.
<ul style="list-style-type: none"> • Training of staff at library branches so they have the same knowledge at CSR's.
<ul style="list-style-type: none"> • Public perception is a concern, so it will be very important that library staff are very well trained in both the technical aspect and the communication skills.
<ul style="list-style-type: none"> • Online self serve options assumes that the customer has the skill set to find information they need.
<ul style="list-style-type: none"> • Concerned about the senior population.
<ul style="list-style-type: none"> • Rural high speed internet availability – could the online services vision be used to influence better internet service in our area?

Additionally, a space for general comments was made available to participants. The table below contains the comments received verbatim:

Other Comments/Considerations :
<ul style="list-style-type: none"> • Other properties should be evaluated. Possibly lease a building.
<ul style="list-style-type: none"> • Utilize existing buildings, even if you have to relocate staff. If buildings have vacant space, encourage "home town" businesses to rent the available spaces. To build new, when existing County owned buildings have empty spaces is not the way to go. The projected population increase over the next 20 years does not justify centralizing with a new "one stop shopping" building. Reorganized staff to fit the building spaces that exist now – do not close existing "service" buildings! All municipalities must be considered; because customer service must come first, ahead of staff satisfaction. "He who pays the piper, calls the tune". Conclusion: dispersed service delivery is the way to go! Re-locate staff to the existing spaces in county owned buildings!
<ul style="list-style-type: none"> • Great presentation, would like to keep office in Cayuga at the centre, customer service increase hours at libraries, live CSR at each.
<ul style="list-style-type: none"> • Excellent presentation. The admin. office should remain in Cayuga due to its historical value and being the centre of the County (geographically). Re customer service, increase hours at libraries to match admin. offices and/or hire more staff for libraries and/or locate a 'live' CSR at each library.
<ul style="list-style-type: none"> • Even though Caledonia growing in Haldimand, new building should not be located extreme west of County, I believe it would cause them – us thinking in publics mind. Keep new building central Cayuga – fair for driving.
<ul style="list-style-type: none"> • In preparing business plan to sell to public, consideration should be given to staff efficiencies – should be considerable efficiencies and savings. Currently, public are familiar with and acceptant of today's standard and service. If you are going to change, you must present a plan where public is happy – convenience, financial common sense. As Council it has to make long term financial and business sense.

2.6 Chambers of Commerce and BIA Meetings

The project sponsor and project lead attended meetings with each respective Chamber of Commerce, BIA and Board of Trade in Haldimand County. An overview of the Accommodations Review was provided and the groups were encouraged to provide their feedback. Overall, the majority of informal feedback received from this method of consultation was support for a centralized facility, recognizing aging infrastructure and long term financial implications for the County as a whole. This support was accompanied by equal support of the concept of library branches providing service to the public, albeit in a different way, and online services becoming more available.

2.7 County Website and Communications

A page on the County's website was developed late November, 2015, dedicated to the Accommodations Review, with a link to the Phase One Report that was presented to Council in November, the online survey and staff contact information for those with questions about the review. Additionally, the January Addendum Report was added to the website prior to the January 12th CIC meeting on the Council Agenda page, and later added to the Accommodations page. The Accommodations page was highlighted on the home page of the website for easy access.

As of January 25, 2016 the Accommodations page on the County website had received 642 views with an average time of 4 minutes and 28 seconds spent on the page.

In December the Sachem published an article informing the public of the Accommodations Review. Communication directing the public to the Accommodations Review information on the County website, the surveys and the public open houses was also posted repeatedly via the use of Twitter and the County newspaper advertisements in the Sachem and the Haldimand Press. Email blasts to the County's pre-authorized email list consisting of 913 emails were sent out as a reminder of the survey. Additionally, the Haldimand County Tourism and Haldimand County Public Library Facebook accounts posted notices on their respective pages encouraging the public to complete the online survey.

2.8 CIC Meeting Delegations

On January 18, 2016 Council passed a motion to waive the procedural bylaw allowing delegations at the February 2, Council in Committee meeting, to present their feedback on the Accommodations Review without requiring the normal registration. Delegates have been provided 5 minutes each to address Council.

2.9 Unsolicited Stakeholder Submissions

Although stakeholder submissions other than those previously mentioned, were not specifically solicited, staff received two comments via voicemail, one via email and one written submission. Staff committed to providing all public feedback to Council and have attached these submissions/comments as **Appendix D**.

3 SUMMARY

Based on all measurable sources of feedback, the total number of participants in the public consultation process was 243. Of that number, 212 provided some form of measurable feedback. 64% of those providing feedback are in support of a centralized model for administrative accommodations. Of those in favour of centralization 67% prefer the Cayuga location.

Customer service is a key factor and most feedback providers support the concept of using the public library branches as community hubs, providing a different style of service to customers through the use of e-government and online services. Investment in technology was seen as an important step in the right direction to provide online services in a convenient manner for residents of Haldimand County. There was a strong link between the implementation of the customer service enhancements with the preference for a more centralized model of administrative service delivery.

Although some concern about the senior population was expressed, those seniors providing feedback were evenly split (50% decentralized and 50% centralized) on their preferred model of administrative services. One third of the respondents using the on-line survey were over the age of 60.

Long term financial implications was seen as a highly important factor to consider with the majority of associated comments indicating that an investment in building infrastructure to a new centralized facility was the way to achieve the best long term financial outcome.

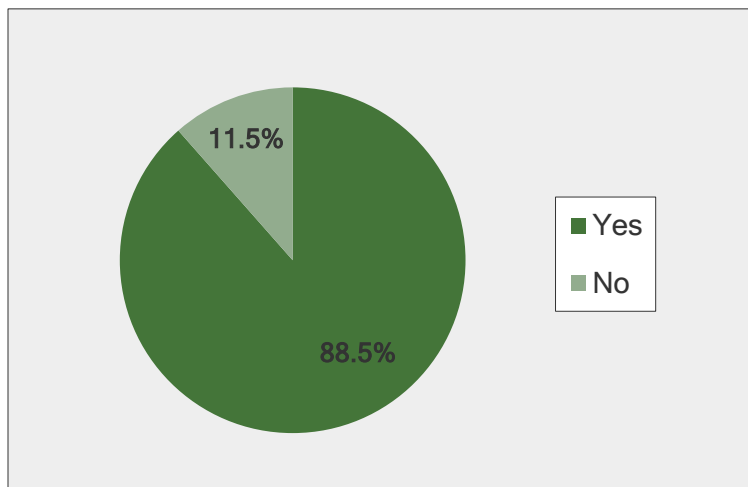


ADMINISTRATIVE ACCOMMODATIONS PUBLIC SURVEY

ONLINE SURVEY RESULTS

QUESTION #1

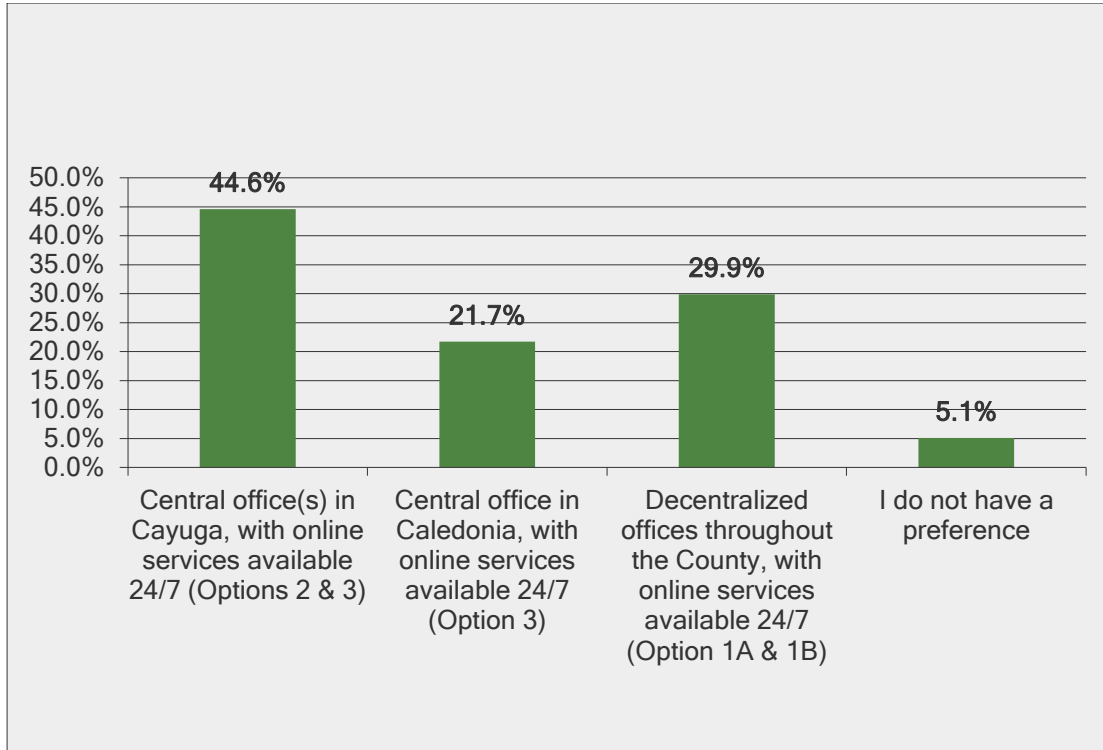
I have read the Haldimand County Administration Accommodation Review report?



Question 1 - Answer Options	Response Percent	Response Count
Yes	88.5%	139
No	11.5%	18

QUESTION #2

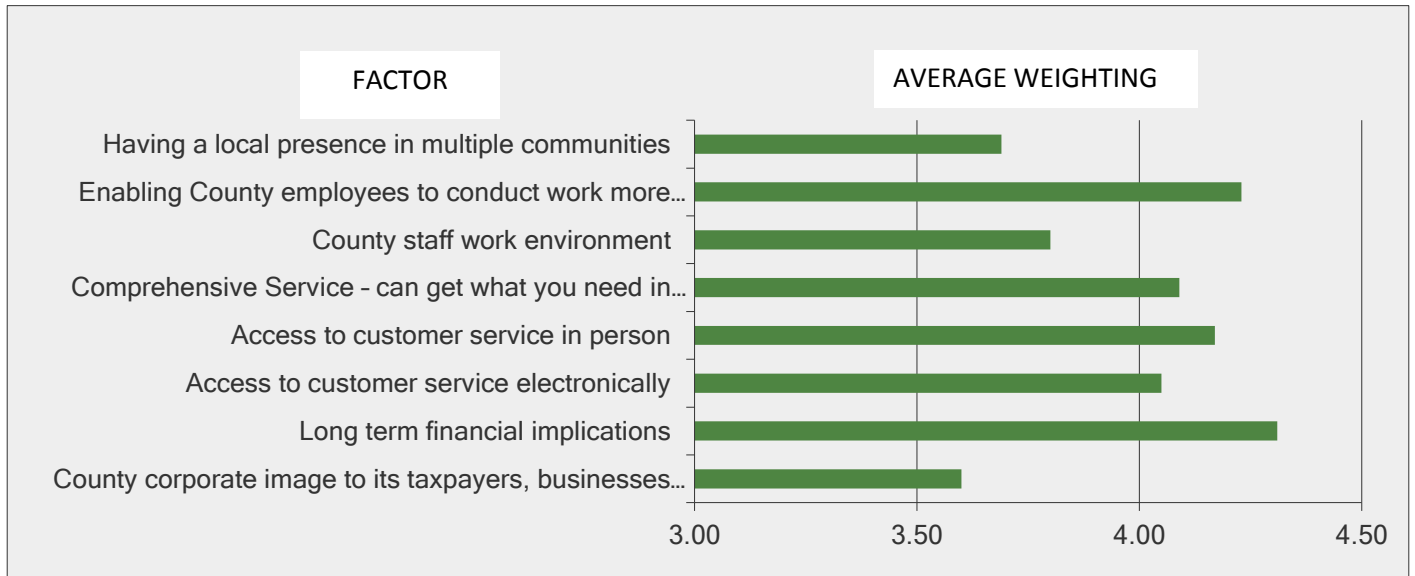
I prefer the following model for County administrative accommodations:



Question 2 - Answer Options	Response Percent	Response Count
Central office(s) in Cayuga, with online services available 24/7 (Options 2 & 3)	44.6%	70
Central office in Caledonia, with online services available 24/7 (Option 3)	21.7%	34
Decentralized offices throughout the County, with online services available 24/7 (Option 1A & 1B)	29.9%	47
I do not have a preference	5.1%	8

QUESTION #3

When considering municipal administrative accommodations, please indicate the importance of each of the following factors:



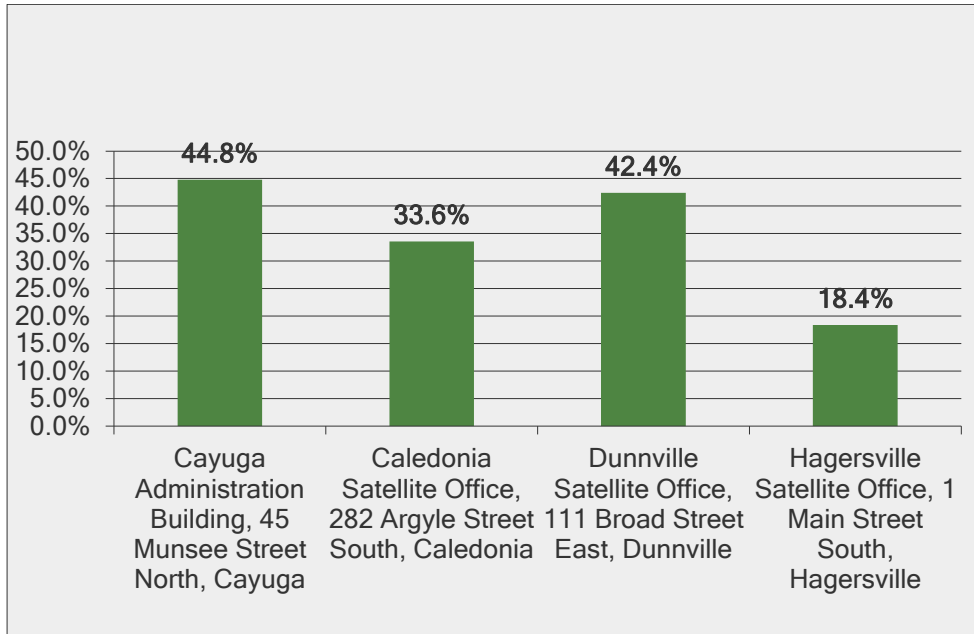
QUESTION #4

In the past 12 months I have visited a local municipal service office:

Question 4 - Answer Options	Response Percent	Response Count
1-2 times	31.2%	49
3-5 times	29.3%	46
6-12 times	8.9%	14
more than 12 times	10.2%	16
I have not visited a municipal service office in the past 12 months	20.4%	32

QUESTION #5

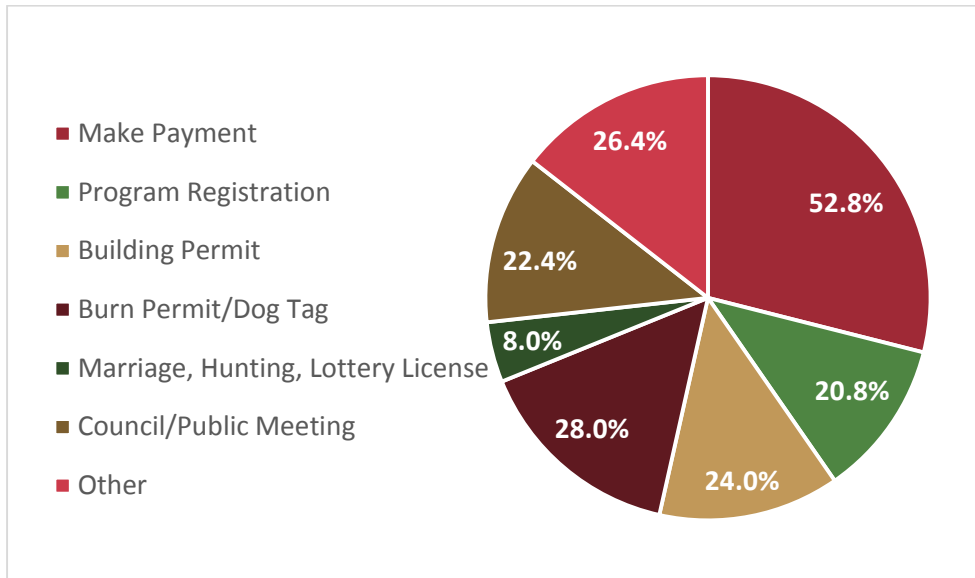
If you have visited a County office in the past 12 months please indicate which office(s) you attended. Check all that apply.



Question 5 - Answer Options	Response Percent	Response Count
Cayuga Administration Building	44.8%	56
Caledonia Satellite Office	33.6%	42
Dunnville Satellite Office	42.4%	53
Hagersville Satellite Office	18.4%	23
	<i>answered question</i>	125
	<i>skipped question</i>	32

QUESTION #6

If you attended a municipal office in the past 12 months please indicate the purpose of your visit(s). Check all that apply.



Question 6 - Answer Options	Response Percent	Response Count
Make a payment (taxes, water, facility rental, other)	52.8%	66
Register for a County program	20.8%	26
Building Permit application/inquiry	24.0%	30
Obtain a Burn Permit or Dog Tag	28.0%	35
Obtain a Marriage License, Hunting License, Lottery License	8.0%	10
Council or Public Meeting	22.4%	28
Other (please specify)	26.4%	33
<i>answered question</i>		125
<i>skipped question</i>		32

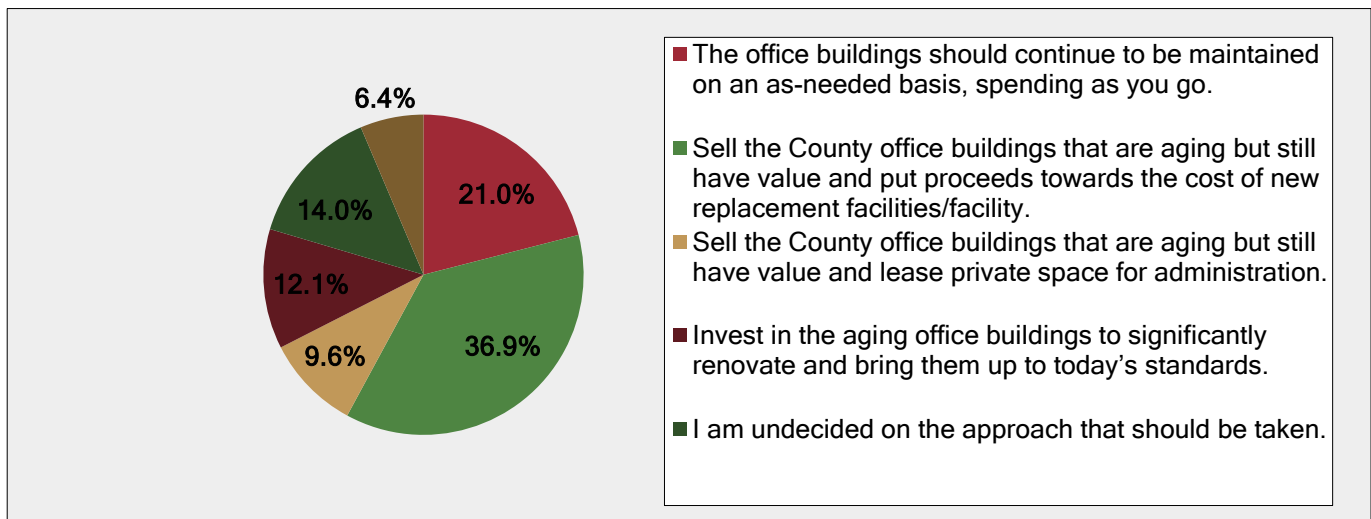
33 respondents answered "Other" and 32 provided details as shown below in the identical format submitted.

Question 6 - "Other" Comments:	
1	Work and work related meetings
2	Obtain Lottery licence for charitable organization
3	Business meetings
4	Work
5	Grant application
6	land survey office
7	recycling bins
8	info on County regulations
9	To get a copy of this report and to make an inquiry
10	Work, Finance Student

11	Battery recycling drop off
12	Information on specific issues related to services
13	Deal with property taxes for a property I inherited
14	I do not drive and need access to pamphlets for the Chamber of Commerce
15	Information, staff meeting,
16	Picking up paperwork
17	Meeting
18	Put up community events posters
19	Information
20	Question about bylaw
21	Bylaw information
22	Volunteer Organization information/forms completion. Serving on County Committees.
23	Report on lottery licence activity
24	information
25	Information gathering from planning dept.
26	renovation inquiry, recycling boxes inquiry
27	Health Unit and Court Services
28	Bylaw information. Public meeting information. County development plans information.
29	Information
30	work
31	Health Unit
32	Work

QUESTION #7

Many County office buildings are nearing the end of their useful lives and require significant financial resources for maintenance and repairs. Please check the statement you agree with most.



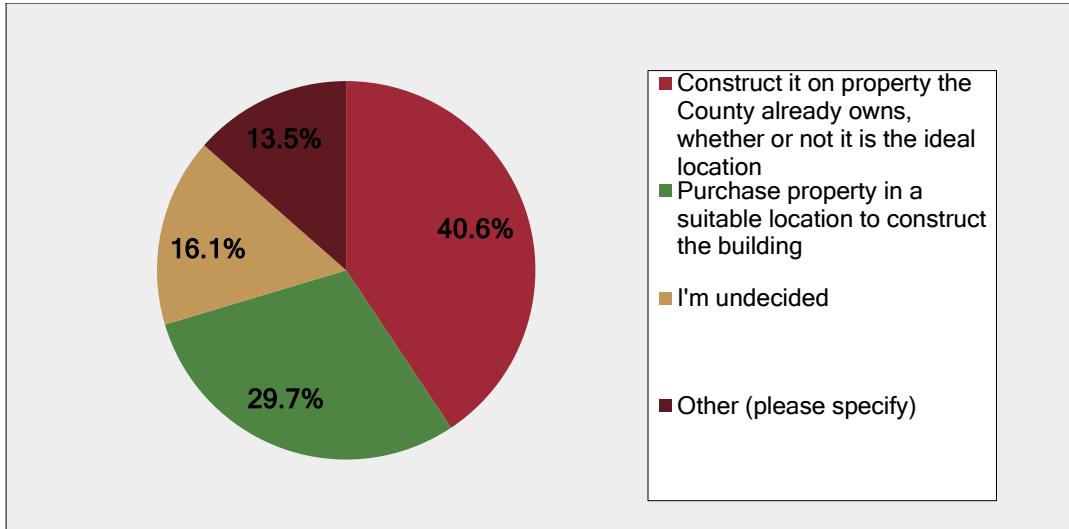
Question 7 - Answer Options	Response Percent	Response Count
The office buildings should continue to be maintained on an as-needed basis, spending as you go.	21.0%	33
Sell the County office buildings that are aging but still have value and put proceeds towards the cost of new replacement facilities/facility.	36.9%	58
Sell the County office buildings that are aging but still have value and lease private space for administration.	9.6%	15
Invest in the aging office buildings to significantly renovate and bring them up to today's standards.	12.1%	19
I am undecided on the approach that should be taken.	14.0%	22
Other (please specify)	6.4%	10

10 respondents answered "Other" and 8 provided details as shown below in the identical format submitted.

Question 7 - "Other" Comments:	
1	Chamber of Commerce could use the building for a lot of offices and still have an office for people who do not wish to use computers. ie-Seniors
2	Councils approach seems to be spend money to save i.e. firehouses, few buy that philosophy.
3	Maintain the buildings that need minimal maintenance, sell off the aging buildings, consolidate staff, support buildings that have the most customer service, eliminate the buildings that are for staff and equipment housing.
4	It depends on the situation, future cost of maintenance and the impact of hardship for the community in question.
5	PUBLIC /PRIVATE SIMILAR TO NORFOLK COUNTY
6	I agree with the second statement BUT also feel that the county should utilise their NEW spaces better as well as use library locations to have sub-offices where residents can go to to pay bills,get licenses etc. I also think those sub-offices should have staff available on all days when libraries are open to better serve Seasonal cottagers and visitors who need to get information.
7	We should build a new administration office, own it and own the land it is on.
8	Maintain a presence in County geographical locations that benefits everyone and not just Caledonia and Cayuga. This may require maintaining some older facilities.

QUESTION #8

If the County constructs a new administration facility, the County should:



Question 8 - Answer Options	Response Percent	Response Count
Construct it on property the County already owns, whether or not it is the ideal location	40.6%	63
Purchase property in a suitable location to construct the building	29.7%	46
I'm undecided	16.1%	25
Other (please specify)	13.5%	21
<i>answered question</i>		155
<i>skipped question</i>		2

21 respondents answered "Other" and 20 provided comments as shown below in the identical format submitted.

Question 8 - "Other" Comments:	
1	don't know what you answer is - I would prefer to leave things as they are, and fix as necessary.
2	The administration office in Cayuga is fine the way it is!
3	Should not construct new
4	See #13
5	it should be in Cayuga in the middle of the County so everyone has access to it and not an inconvenience for a person to have to drive to far ie Dunnville to Caledonia
6	if county property is not available, purchasing would be necessary
7	If the county owns a property that is ideal then it should be used, otherwise a suitable location may need to be assessed and property may need to be purchased.
8	Lowest taxpayer cost only

9	If we own land that is suitable use it; but if none is suitable, then we must purchase.
10	The County has spent enough money on construction with this current Mayor. Stop spending unnecessarily. Everything does not have to be done right away. Money should be spent updating the sewage system so that more homes can be built. We need to be creating income first. Can't keep spending our money without increasing revenue.
11	depends on cost and location.
12	reno
13	Caledonia is central
14	Purchase property in a suitable location and sell what is not ideal
15	place it in Dunnville
16	CANNOT JUSTIFY THE COST FOR POPULATION
17	Look at property that is already owned first, if not suitable, pick property that will not only meet the needs but enhance Cayuga's footprint.
18	All development should be on property owned by the County but it needs to be in the correct location in each community. As stated before look at Library sites as they are well used by everyone wherever the locationnn. Staff can easily be trained to multi-task as relief so no-one has to come back.
19	Too vague - would need to know more details to form an opinion.
20	Construct on purchased suitable property and sell unsuitable already owned property.

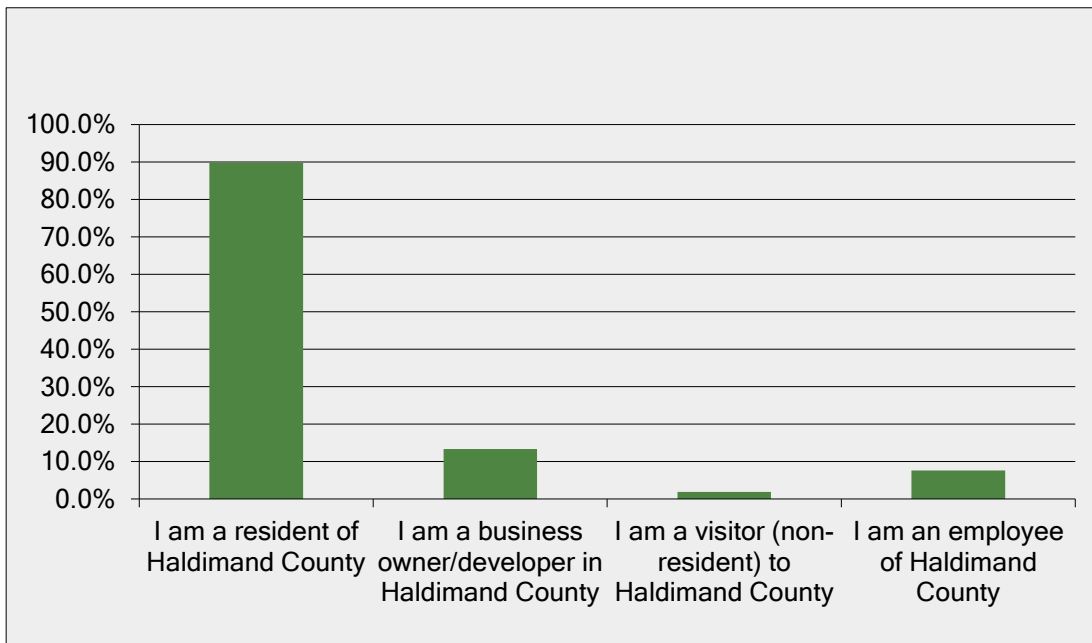
QUESTION #9

With 1 being no experience at all, and 5 being advanced experience, please rate your computer/internet skill level:

Question 9 - Answer Options	1 - no computer/internet experience at all	2	3 - average skill level on computer/internet	4	5 - advanced experience using computer/internet	Response Count
Computer/internet experience	0	11	55	38	53	157

QUESTION #10

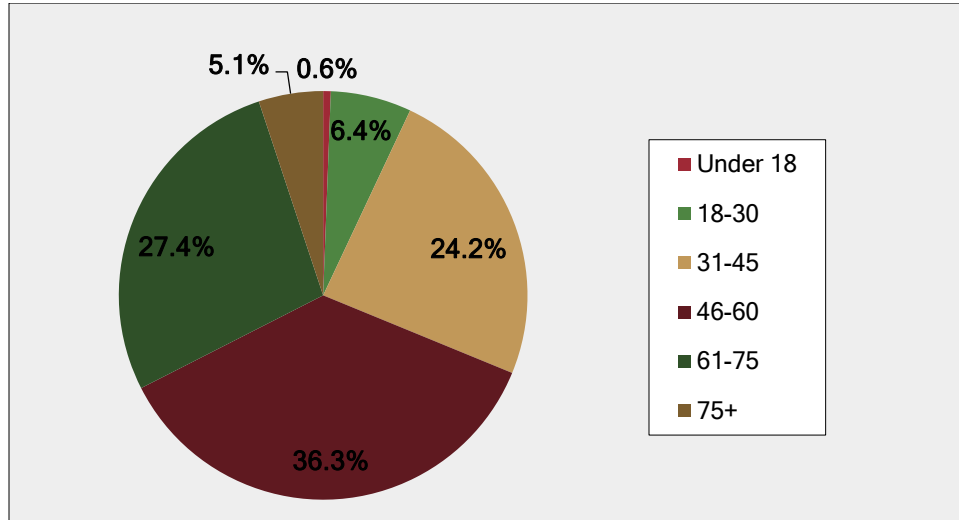
Please select one of the following:



Question 10 - Answer Options	Response Percent	Response Count
I am a resident of Haldimand County	89.8%	141
I am a business owner/developer in Haldimand County	13.4%	21
I am a visitor (non-resident) to Haldimand County	1.9%	3
I am an employee of Haldimand County	7.6%	12

QUESTION #11

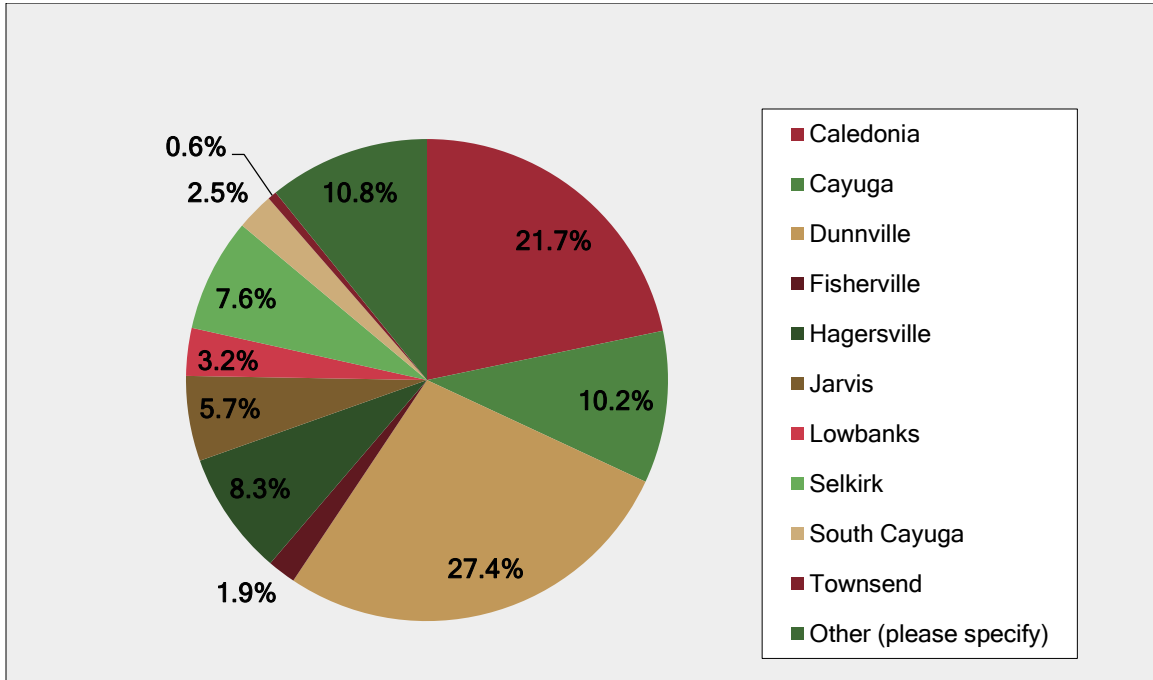
Please select your age bracket.



Question 11 - Answer Options	Response Percent	Response Count
Under 18	0.6%	1
18-30	6.4%	10
31-45	24.2%	38
46-60	36.3%	57
61-75	27.4%	43
75+	5.1%	8

QUESTION #12

Which Haldimand County community do you live in?



Question 12 - Answer Options	Response Percent	Response Count
Caledonia	21.7%	34
Cayuga	10.2%	16
Dunnville	27.4%	43
Fisherville	1.9%	3
Hagersville	8.3%	13
Jarvis	5.7%	9
Lowbanks	3.2%	5
Selkirk	7.6%	12
South Cayuga	2.5%	4
Townsend	0.6%	1
Other (please specify)	10.8%	17

17 respondents answered "Other" and provided details as shown below in the identical format submitted.

Question 12 - "Other" Comments:	
1	farm on western edge of Haldimand - closest community is Townsend or Jarvis..
2	Lakeshore
3	York
4	Canfield

5	Nanticoke
6	Canfield
7	Rural about equal distant to Hagersville caledonia Cayuga
8	York
9	Nanticoke
10	Garnet
11	N/A
12	Sweet's Corners - Lakeshore
13	Offices are located in Hagersville, Caledonia and Dunnville.
14	Halton
15	Glanbrook
16	Other
17	Hamilton

QUESTION #13

If you have additional feedback on the Administrative Accommodations Review please provide your comments below.

53 respondents included additional feedback, provided below in the identical format it was submitted:

Question 13 - Additional Comments:	
1	difficulty driving as far as Cayuga - NEVER go to Caledonia - like the personal service and ease of doing business in Hagersville.
2	Never lease if you can own re question 7
3	With the possible growth forecasted for Caledonia, would it not make more sense to move main building of Haldimand County here with looking to make services easier online? It also makes sense to make use of existing newer buildings in towns like Cayuga, Hagersville and Dunnville to provide a local support as to reduce travel for your employees who need to work out of those locations and sell off what buildings you can for revenue.
4	If Council chooses to put a central office in Caledonia I think there should remain a smaller service office in Dunnville since the distance is so spread out and one of the Dunnville offices is going to remain open anyway so that space could be used and seniors and people who can't use a computer can still go for face to face service and not just be shown how to do it on a computer - not as easy as it sounds.
5	I feel with the aging population and the number of those who are not familiar with using computers/internet it is very important to maintain a local presence in each community. Most people are currently aware of where our local offices are and changing that may create confusion for some of the general public.
6	I appreciate a county in each community but I am also understanding of efficient spending and budgetary constraints
7	Invest in a new building rather than maintaining the old. But be sure that you can either get value out of the building in a sale or that there will be suitable long-term leasees that will contribute cash to the County. I'm undecided between Caledonia and Cayuga as the location. I would just advise Council not to be make their decision out of fear of repercussions from the other communities if Caledonia is chosen. When you look at other rural Ontario municipalities, there is usually one town/small city that is the hub of that municipality. Clearly Caledonia will be that town for Haldimand. Having said that, I think Cayuga is a viable option as well

8	<p>We have an aging population, we also have a diverse socio-economic population. There is no public transportation. It is unreasonable to expect residents to travel to a central location for services. Not all residents have computers or are computer literate. Closing satellite offices is a disservice to Haldimand County communities.</p>
9	<p>DSO is one of the last vestiges of the former Town of Dunnville. Closing it is like a final nail in the coffin for this community. We've lost two fire halls and 2 urban schools in the past few years. This doesn't paint a very good picture for those looking for a place to raise a family. Instead of gutting this community, I would expect our local councillors to support projects to encourage growth in Dunnville. Instead, they are willing to invest our money into a housing development that will most certainly end up in the same situation as Douglas Creek Estates. And any funds raised through the sale of the DSO will be an asset of the county, not the former Town of Dunnville. With the lack of investment in this community, it is no wonder that projected population estimates show little growth in Dunnville. In fact, the present population numbers used in the county's analysis doesn't include the thousands of rural residents who use the services offered at the DSO. I would guess that the hundreds or thousands of seasonal residents would not be included either. I'm sure that people in Lowbanks, Stromness, Oswego Park and along lake would prefer the drive to Dunnville over having to drive to a central office. I know of one county staffer who expressed concern about having to drive to various offices for meetings or to sign important documents. When you are on the sunshine list, I don't see the problem with a few people having to spend some time in a vehicle as opposed to hundreds having to drive all over the county. The same logic that is being used to promote better use of technology by the public can also be applied to staff.</p>
10	<p>Quite nice to be asked our input.</p>
11	<p>Beware of compromising other community projects: Where is the new Cayuga library going??? and interest is increasing in an indoor pool in Cayuga. Both these facilities would make sense to be beside our new arena- many other communities/cities place these facilities in one location and it makes a LOT of sense.</p> <p>In addition please consider Sr. citizens who may not be computer literate or as mobile as they would like to be. In addition they may not have a local family network for assistance.</p>
12	<p>While I attended the open house in Dunnville on Tuesday evening, I learned there was an addendum to the report. When I got home and reviewed the document I couldn't believe the numbers for the Dunnville office reflected under Section 3 Customer Service Centre Use regarding the volume of use of existing customer service centres compared to the other locations. I cannot believe that Council would ever consider closing both of the Dunnville locations.</p> <p>I would respectfully like to propose a 5th option for Council's consideration as follows:</p> <ul style="list-style-type: none"> • Close the Cayuga, Hagersville and Kohler offices and build a new municipal office in Caledonia • Sell the DSO and DMPF and use the proceeds towards building a smaller, secondary building in Dunnville on the property behind the fire station. <p>As stated in the report, Caledonia is projected to be the fastest growing community in the County. The Mayor, Council, SMT and staff from the Cayuga, Hagersville and Kohler offices could be located in this new building. A smaller, secondary building in Dunnville could house the staff from the two former Dunnville locations. This will put the OPP and ambulance in a more desirable location allowing quick access to Main Street. OPP will now be more visible in the community. With the geographical size of our county a centralized option does not work. Choosing the 5th Option reduces the number of administrative offices substantially and allows all residents of the county better, quicker access to municipal services.</p> <p>When faced with 4 options, most people presume they must choose the best of the four proposals without</p>

	considering alternatives. I appreciate all the work the committee has done to this point but I feel this 5th option should be explored. Let's please do this once and get it right!
13	THank you for giving me, as a resident, a chance to voice my opinion on the possible options for this decision.
14	I believe the set up the way it now is the best way to do business, offices in the communities. People shouldn't have to drive all over the County, ie driving from Dunnville to Caledonia to pay a bill or get a dog tag or a burn permit especially OUR SENIORS, who still pay their bills in person and stop into the offices to ask questions. If they decide to build a new building it needs to be in Cayuga in the middle of the County and not some way over priced fancy building similar to all our new fancy fire halls that have been built recently.
15	As the Dunnville office has the most number of people walking in (almost a third more than Cayuga the next most used) I would suggest closing Cayuga office, build a facility in Caledonia for council chambers and what ever staff would be there, close the Dunnville office and the Forest St. facility and build suitable facility for these offices at the property behind fire station 9 in Dunnville and close the other satellite offices. You would have to look at where to place the works dept. trucks and equipment.
16	I'm sure you have already decided what is going to happen as always (arena) among other things. My vote is for anywhere except Caledonia. Re : new subdivision in Caledonia - do you watch the news?
17	By centralizing everything Haldimand to Cayuga and closing facilities in Dunnville, you are effectively eliminating the choices of new residents in terms of where they would like to live. Why live in Dunnville when Cayuga has all brand new facilities. Furthermore, as all you data indicates, residents in the Dunnville area and east have the furthest to travel if consolidation is chosen. It would be far more accommodating if the facilities and services be located in the 2 larger centres of Caledonia and Dunnville and that the residents in the middle and outlying areas could go to these places. In fact the residents in the middle would have their choice of going to either town, which gives them better access to county facilities and services than anyone else in the County. Also, the advantages that were put forth in your study regarding having everyone under one roof and somehow making that more efficient etc is just ridiculous. The computer skills of county workers and the computer technology that the county has, is in general far more advanced than the average Haldimand resident. County computers linked to a central data base enables employees of the County to work anywhere...out of their home, their car, an arena or various county facilities. Everyone knows that everyone emails each other far more than speaking face to face even when their offices are right next door let alone in the same building. The efficiencies of having everyone under one roof to share data etc is a very moot point in todays world.
18	economic, social, as well as, environmental issues should be addressed in making this decision
19	Maintain what is in use, sell surplus buildings.
20	I am sorry I did not get to the Meeting. As Office Manager, you have no idea how many times I have been told we need more parking. This is by Residents and Tourists.If we were in the Town Hall Building, because I really think this is a done deal ,parking would NOT be such an issue. This also pertains to our Mudcat Festival that brings in thousands of Tourists every year. Dunnville is getting bigger with Tourism each year and because I do not drive, would I have to get a ride to another Town to pick up the keys for the washrooms and more books that I need for our Chamber? We have a beautiful replica of the old Town Hall that was made by Residents of our Town. It is upstairs at the Town hall now and I take visitors and residents over to see it all the time. It is a large piece of work by all involved . Where will it go ?
21	The report appears to been slanted towards building, perhaps if you do this resolving possible treaty conflicts would be looked at in advance. I do not have much faith in this process.
22	Make sure the existing Municipal offices are utilized at 100% capacity & sell the oldest buildings.
23	After the final decision is made and the building review is done, a staff review should also then be done to see if we have overlap of services and can reduce County staff size as well

24	I have had to drive to Dunnville to pick up an item, they should be able to at least send items to location closest to where you live. Should not have to take a day off work to drive 1/2 hour from where I live to pick up something from another office. I work in one location of a 7 location business, we have inter office mail, and our customers can pick up at any of those locations. This isn't a hard concept.
25	We live on the lake and recieve little to no services for the exhorbinant taxes we pay already. I,and my fellow residents attended a meeting where you wanted to take away our garbage service(the only 12 month of the year service we get).Attendance was high because we have no faith already in how our tax dollars are being spent.We also have no faith in how future tax dollars will be spent.Show us that you can actually be fiscally responsible(as we have to be to pay the outrageous taxes for little to no service we get) before you decide on such frivolous plans for our money.By the way,we have to buy our own street lights here!!!!
26	I think that having all the services available in one central community is the most advantageous approach and Cayuga seems to be that place.
27	Office in Hagersville which I visited last was unable to answer my ques. re: waste disposal, boat ramps, closest services. After 3 yrs still do not have a "BLACK" box or any County info for NEW residents.
28	Although this does not directly pertain to administrative review I would like to voice my (and my family's) desire for an indoor, year round fitness facility with an indoor pool. While our new hockey arenas are wonderful they do not provide a fitness opportunity for those of us who do not skate or play hockey. In order to go to fitness facility or swimming we must take ourselves, and our money to pay for these activities, out of the county we live in. An place for these activities in our own community would be a wonderful thing.
29	<p>The Satelite office in Dunnville would be a great home for the Dunnville Chamber of Commerce . They would also have a better location (# 3 hwy) for the Tourism office, MP's, MPP & for our county news paper Satelite office The Sachem. As seen in Dunnville's 150 birthday, the Satelite office was also the home for a Museum to display Dunnville's heritage, which being located on a main hwy, was visited by many tourist. Wouldn't it be wonderful to be able to say we have a permanent site to display the incredible history that Dunnville has been noted for & not just kept in a basement.</p> <p>This building could also keep a county office, so residents that do not have access or better yet, knowledge of a computer, could still come to get questions answered... Instead of speaking to an answering machine, that annoye's all of us! The county could even once a week have a county staff, to be at the Satelite office so people could come & pay their taxes, get a licence, building permit, or book their children in a camp or swimming. I do hope council will give this much thought to Dunnville's Satelite office. The Dunnville Chamber of Commerce would be happy to look after this county building & make it accessible for others that need an office or board room.</p>
30	The administration office should be central to everyone in the community. Having only 1 in Dunnville or Caledonia is way too far for some communities. Cayuga is central and is up and coming with their infrastructure.
31	<p>Directing back to what I stated in question eight I honestly feel there should be a local representative for municipal government maintained at a location in each of the area's losing their buildings.</p> <p>I would also suggest the facility not go to Caledonia as it is not centralized and also the cost of the lease there is totally unnecessary.</p>
32	As an elderly resident, feel it's important to consider & pass on to the younger generation a modern viable accommodation system, with instant access to building, burn or marriage permit licenses, etc. No more doddering around!
33	POPULATION OF THE COUNTY DOES NOT JUSTIFY THE COSTS INVOLVED.THIS COUNTY CANNOT BE SUSTAINED WITH THE CURRENT OR FUTURE POPULATION.

34	If I can go to one building when I am in need of something like a permit and get everything I need and my questions answered in one visit to one building, that is what I want. I don't want to go to one building and be told they can't help me, that I need to go to another building for that. Very frustrating. I would also very much like to see an indoor pool be built in Haldimand County, centrally located in Cayuga. Please help bring Cayuga back to life.
35	A central office in Cayuga is central, with option 3
36	A centralized administration with Customer Service Reps at each library would be best. This would enable daily hours at each library which in turn would make each more of a community space.
37	<p>With each day people get better with technology but many do not have computers so use the Library equipment. The library has always been the heart of a community and will continue to be that way with or without technology.</p> <p>Haldimand has to remember it is a RURAL community and not Urban so needs are different. There is no public transport so residents go to their closest office and despite the use of cell phones most people prefer to deal with a REAL person. To have all county services in a location in the small towns is the way to go.</p>
38	re #8 - if purchasing land to build, could you not sell some existing lands - they might be worth a lot depending upon location ?
39	We need to own our administration building. Under no circumstances should we lease.
40	I believe it is more economical and less costly to the taxpayers to renovate the existing Cayuga administration building rather than tear it down and start over. The building may need updates as required by law to be safe but any other unnessesary expenses for cosmetic purposes is not required. I am already taxed out and would like to see our taxes go to improvements necessary to benefit the community ie: road work, etc, not to the comfort of the town employees. They already have it to good to begin with ie: road crews allowed to stand around at a job site, holding up shovels and doing nothing.
41	The selection should be based on which one serves the greatest amount of people in Haldimand County
42	A new purpose-built building offers an opportunity for a fresh start and an improved user experience for staff and residents/visitors to the building. It would be great to see the County build a consolidated building in Caledonia reflecting a modern office environment that still respects the town's historic roots and can successfully function using significantly less energy. I hope for the building to be an example of creativity and sustainability for the community.
43	It would be appropriate and useful to have input/meetings for public on plans before they are presented in the local paper as occurred in December 2015. It seems as though the decisions have already been made. You are our representatives.
44	The Caledonia Office is a asset to the community.
45	The front desk at Caledonia is very friendly and helpful and a huge asset to our community
46	Looks like Dunnville is getting screwed over yet again. The population projections that this report is based on seem a little bit suspect to me. With the ongoing land claims issues how is Caledonia going to double in population over the next few years. Caledonia is the only Satellite office that is losing money hand over fist. Why not just keep the status quo and make repairs as needed. If Caledonia's tax base is going to grow this much then certainly there is enough money in the budget to keep things as they are so that all communities have adequate service. There should be more than enough money left over to purchase land in Caledonia and build a new satellite office that won't be throwing money away at lease costs every year.
47	Cut costs, and save money. Use all resources efficiently. Keeping everybody together, keeps people accountable.

48	The lack of public transportation in Haldimand must be a major part of the thinking concerning accommodations.
49	In the case of Dunnvilles' office, would County consider leasing it out? for example Chamber of Commerce/Tourist information/and museum
50	The current system isn't broken,don't try and fix it.Tweak the current system to better accomodate the growth over the next 30 years. Every time politicians try to "fix" anything,it cost us,the taxpayer more for less.
51	one central location in Cayuga beside the current CAB makes the most sense for the entire County, leaving the vacant land at the arena for other recreational purposes.
52	We must be careful in our decision not to corportize too much and risk alienating residents for the benefit of attracting corporate investment. Losing the charm of small town living and accessibility for all residents for the benefit of business would be a shame. It is a balance for sure. Where would council meet in the Caledonia/Dunnville option?
53	I trust that this isn't going to be like the School Board - decision already made and looking for public input after the fact to make it look good.

END OF ONLINE SURVEY RESULTS

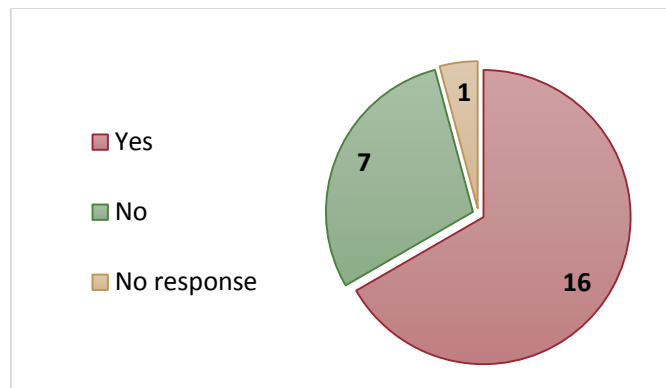


ADMINISTRATIVE ACCOMMODATIONS PUBLIC SURVEY

PAPER SURVEY RESULTS

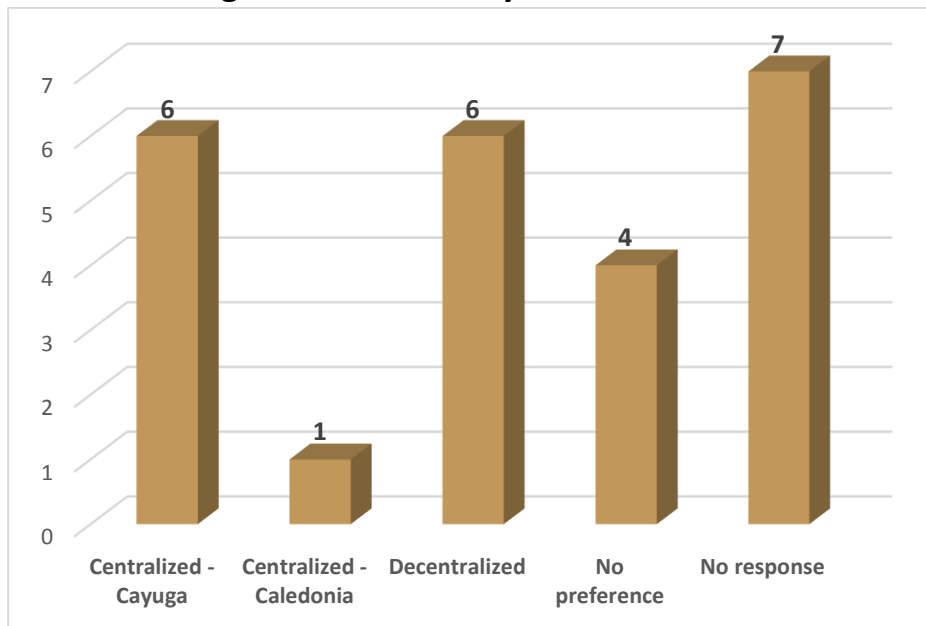
QUESTION #1

I have read the Haldimand County Administration Accommodation Review report?



QUESTION #2

I prefer the following model for County administrative accommodations:



QUESTION #3

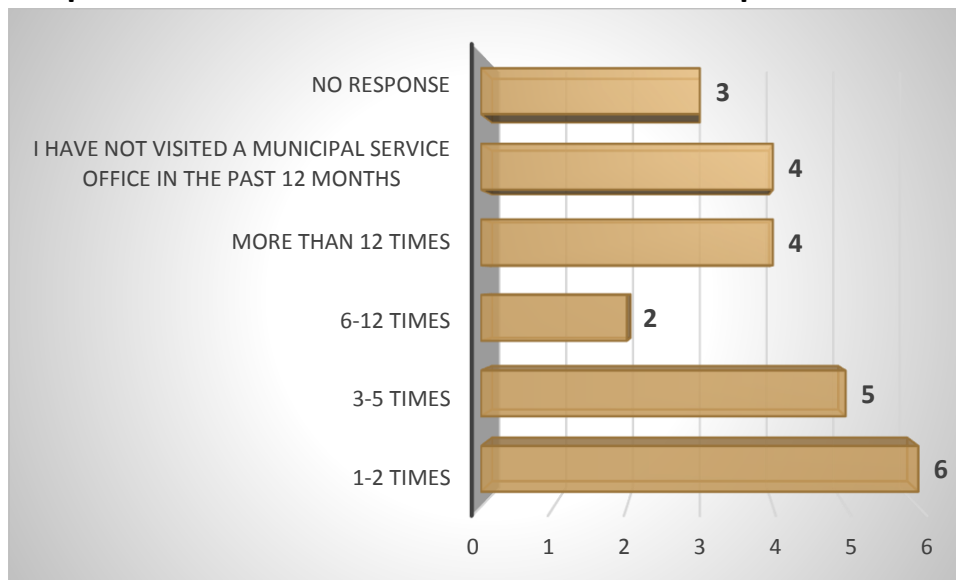
When considering municipal administrative accommodations, please indicate the importance of each of the following factors:

Note: Not all respondents ranked every factor

FACTOR	Not Important			Somewhat Important				Very Important		
	1	2	3	4	5	6	7	8	9	10
Corporate Image	4.5%	0%	0%	0%	4.5%	4.5%	13.6%	13.6%	18.2%	40.9%
Long Term Financial Implications	0%	0%	0%	4.3%	4.3%	13.0%	21.8%	17.4%	13.0%	26%
Electronic Customer Service	4.2%	0%	4.2%	4.2%	20.8%	4.2%	8.3%	13.0%	13.0%	29.2%
In Person Customer Service	0%	4.3%	0%	0%	8.7%	0%	4.3%	13.0%	8.7%	60.9%
Comprehensive Service	0%	0%	5%	20%	5%	0%	0%	5%	15%	50%
Staff Work Environment	4.3%	8.7%	0%	0%	21.7%	4.3%	4.3%	21.7%	8.7%	26.1%
Efficient County Work	0%	0%	0%	4.5%	27.3%	4.5%	0%	13.6%	9.1%	40.9%
Local Presence	8.3%	4.2%	8.3%	0%	8.3%	0%	4.2%	12.5%	4.2%	50%

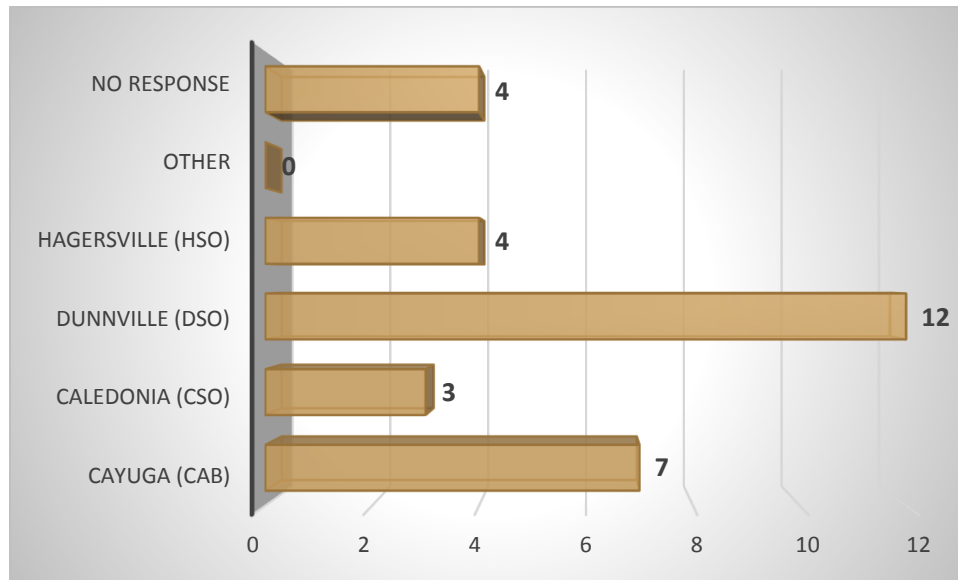
QUESTION #4

In the past 12 months I have visited a local municipal service office:



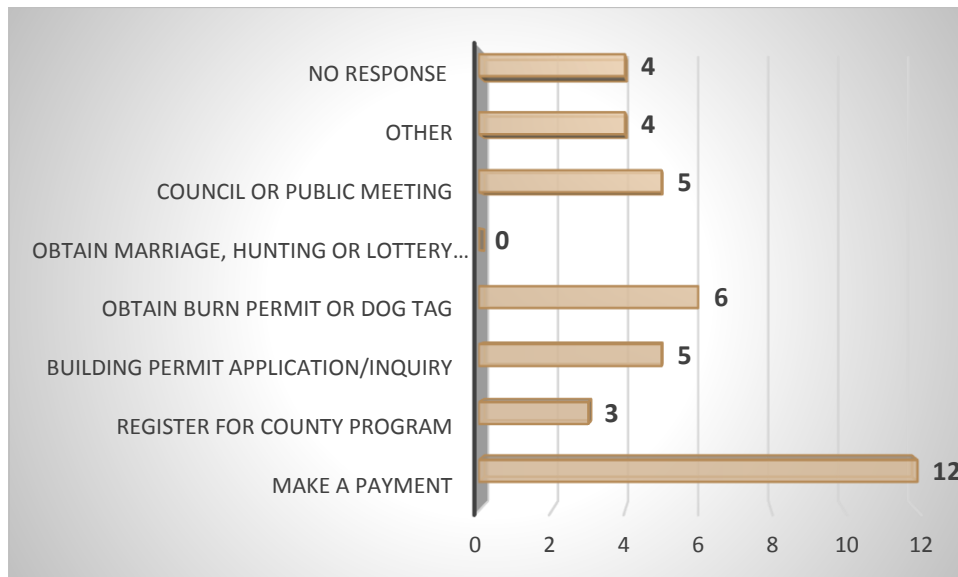
QUESTION #5

If you have visited a County office in the past 12 months please indicate which office(s) you attended. Check all that apply.



QUESTION #6

If you attended a municipal office in the past 12 months please indicate the purpose of your visit(s). Check all that apply.



“OTHER” COMMENTS (4): Burial Permit, Employment, Looking for Census Info, Publication Inquiries

QUESTION #7

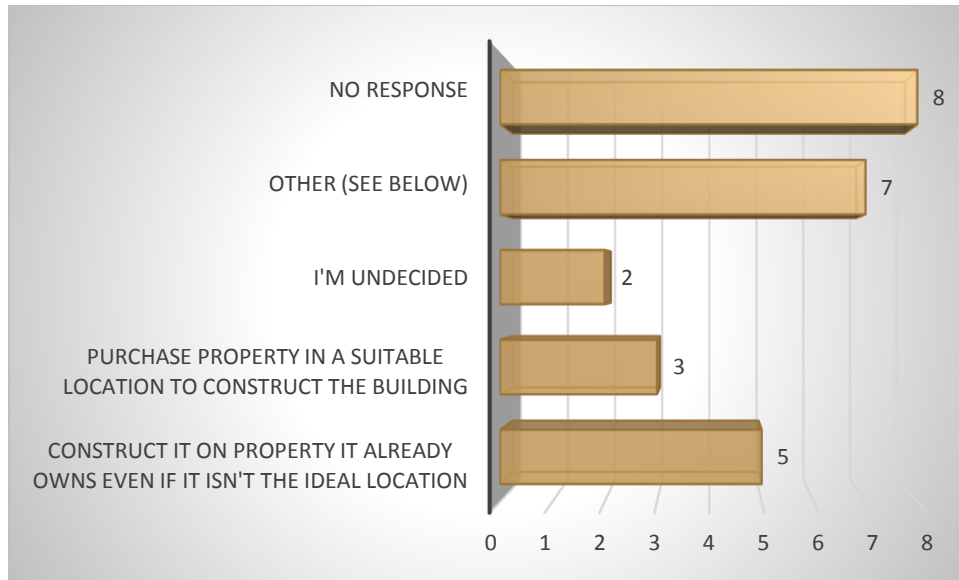
Many County office buildings are nearing the end of their useful lives and require significant financial resources for maintenance and repairs. Please check the statement you agree with most.

	Responses	%
The office buildings should continue to be maintained on an as-needed basis, spending as you go.	5	20.8%
Sell the County office buildings that are aging but still have value and put proceeds towards the cost of new replacement facilities/facility.	3	12.5%
Sell the County office buildings that are aging but still have value and lease private space for administration.	2	8.3%
Invest in the aging office buildings to significantly renovate and bring them up to today's standards.	2	8.3%
I am undecided on the approach that should be taken.	3	12.5%
Other	3	12.5%
No Response	6	25%

QUESTION 7 – “OTHER” COMMENTS (3):	
1	Keep Cayuga Building & build by Cayuga Arena – so all services are in one town.
2	A case by case evaluation should be the process of assessment.
3	See #13.

QUESTION #8

If the County constructs a new administration facility, the County should:



Comments below have been recorded identical to how they were written on the survey....

QUESTION 8 - "OTHER" COMMENTS (6):	
1	Build in Cayuga location
2	Build onto Cayuga Arena so can streamline some services and then the arena can be utilized year round i.e. walking track
3	Cost of construction always exceeds budget, demolish re-use site if possible
4	County should not construct a new facility
5	As central to all taxpayers & workers LIVING in the County as possible
6	A case by case evaluation should be the process of assessment.

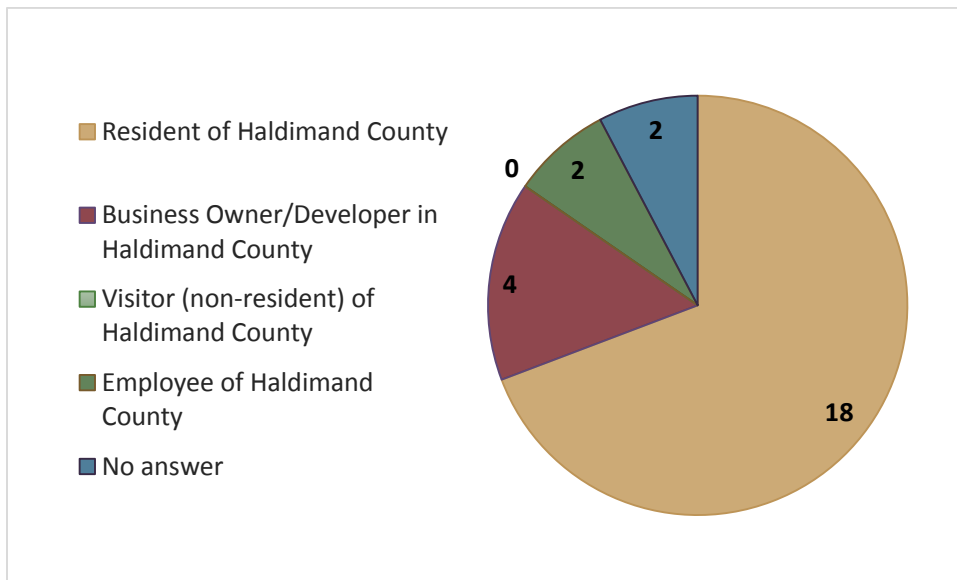
QUESTION #9

With 1 being no experience at all, and 5 being advanced experience, please rate your computer/internet skill level:

Computer/Internet Experience	No experience at all			Advanced Experience		No response
	1	2	3	4	5	
	8.3% (2)	16.7% (4)	20.8% (5)	25% (6)	25% (6)	4.2% (1)

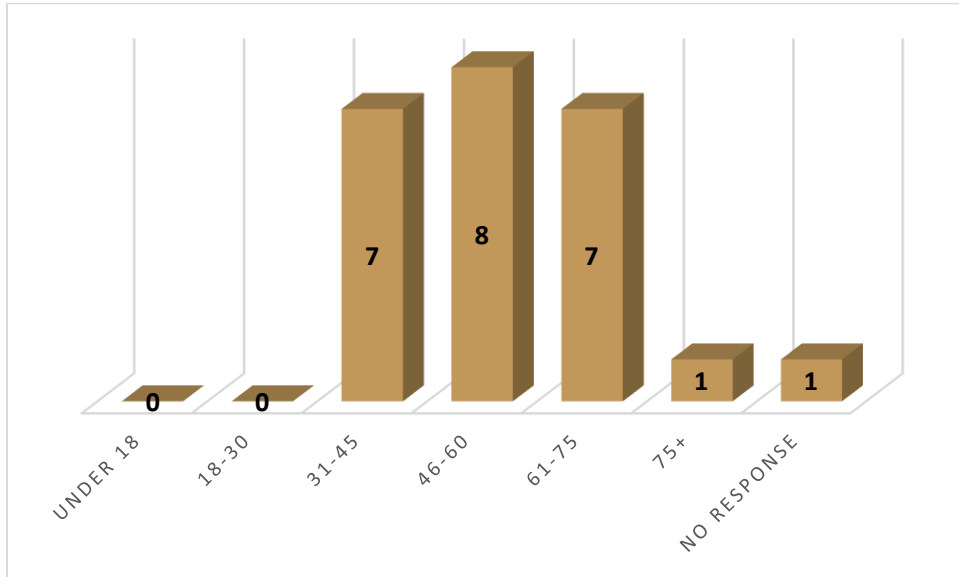
QUESTION #10

Please select one of the following:



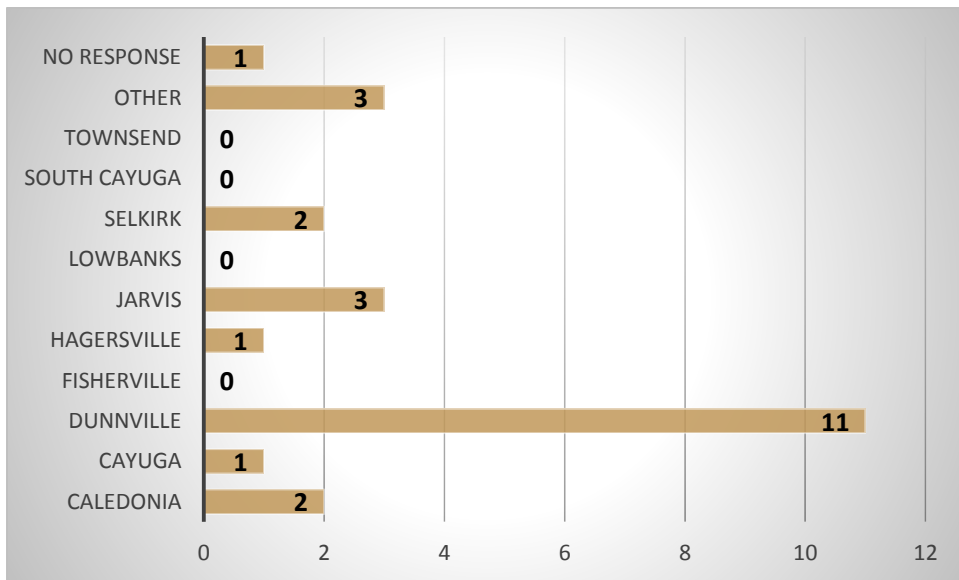
QUESTION #11

Please select your age bracket.

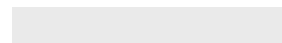


QUESTION #12

Which Haldimand County community do you live in?



"OTHER" COMMENTS (3): Canfield, Cheapside, Ancaster



QUESTION #13

If you have additional feedback on the Administration Accommodations Review please provide your comments below.

Comments below have been recorded identical to how they were written on the survey....

QUESTION 13 - ADDITIONAL FEEDBACK (9)	
1	<p>I have lived in Caledonia all of my 64 years. I'm sorry to say, I don't like the direction this town is heading. Twenty years ago, a second bridge should have been built.</p> <p>For years, this town and county has been controlled and run the provincial Liberal government going as far back as the days of Mayor Edith Fuller.</p> <p>A select few have called the shots over the years and still do. Haldimand County is one of the most corrupt in Ontario – Sad But True.</p>
2	<p>(2) Does "Central" office mean same as "Administrative"? If it does what legal means does council have giving them right to move from one location to another?</p> <p>(7), (8) Last time I was at the Administrative Building I noticed boxes lined & stackup along walls, if the building space is non existent take the satellite offices & convert them into space for archiving purposes</p>
3	<p>Centralized services in Cayuga would be an economic "shot in the arm" for Cayuga.</p>
4	<p>It is clear staff and senior management want out of Dunnville cuts to planning to senior parks & rec staff moved to Caledonia, closing of Halid / Hydro in Dunnville, no County presents, closing of fire stations not rebuilding (old library) on the river site pocketed the money and lied to the public.</p> <p>No twin arena, riverfront park is a gravel pit 5 years later.</p> <p>Alder St mess,</p> <p>and no consideration for the people in Lowbanks its 50 min drive to Cayuga. Its move in the middle never mind Dunnville.</p>
5	<p>We don't want to drive to Cayuga</p> <p>Some reason you think we would except that!</p> <p>Enough is enough</p> <p>What about parking for Central Park?</p>
6	<p>Website sucks (County)</p> <p>No real reliable interest in rural Dunnville</p>
7	<p>Like the school board G.E.S.B. its cut Dunnville its to far away from the West County</p> <p>They can drive longer to Cayuga to other West Communities are more inline</p> <p>Combine Caledonia Hagersville Cayuga (old town)</p> <p>Leave Dunnville alone you have done enough cuts</p>
8	<p>this community has been your easy cost cutting area like schools and staff offices already Dunnville is angry</p>
9	<p>KEEP DUNNVILLE'S TOWN HALL OPEN</p> <p>Dunnville's "Town Hall" must remain open to provide all the described services in the Administration Accommodation Review (AAR) but also it must be kept open to accommodate and provide the needs & wishes of the local residents.</p> <p>Governments being closer to their residents make it inherently more responsive therefore instilling greater confidence in the local populace that will be able to observe their local representatives actively meeting their needs and expectations.</p> <p>The value of "closeness" and residents' accessibility to the local "Town Hall" would only diminish if there's not the local responsiveness from a local administration office and staff hence a barrier would be to develop in local social & economic matters.</p>

Having a local "Town Hall" would also prove that there's local ownership of decisions and the means for a quick response assisting e.g.. future development of local industry and businesses.

Keeping Dunnville's "Town Hall" filled with locally employed staff is also important because they have a greater knowledge of the area and are intimately aware of many local issues unlike staff living and commuting from other regions.

Furthermore, the importance of a local "Town Hall" must be to preserve and promote Dunnville's identity and uniqueness ... which is paramount.

Our local council should be key instruments to serve the constituents of Dunnville instead of being instruments of the community's demise!

Overall, eliminating the Dunnville's "Town Hall" would only further exacerbate an already disenfranchised constituency who continue to experience a very tenuous political and governmental atmosphere.

In fact this particular initiative, AAR, would only further alienate Dunnville's local residents from the County Administration creating a greater mistrust and a possible total collapse of governance of Haldimand County.

- | | |
|----|--|
| 10 | Do not lease – get out o the Caledonia Lease situation that has cost taxpayers millions of Dollars. |
| 11 | Administration should definitely remain centrally in the County (Cayuga). Newcomers to the West end of the County are already too oriented to Hamilton and need encouragement to get to know other areas of Haldimand. |

END OF PAPER SURVEY RESULTS

ADMINISTRATION ACCOMMODATION REVIEW



STAKEHOLDER CONSULTATION

PHASE ONE – OPTION EVALUATION RESULTS



JANUARY 2016

COMMUNITY STAKEHOLDER WORKBOOK

Please enjoy a light lunch while we deliver a short presentation on the Haldimand County Accommodations Review Options and Key Information.

Following the presentation, we will progress through this workbook in an effort to provide information, answer questions and gather your feedback. It is not necessary for you to identify yourself or your organization on the workbook but if you wish to do so, you may.

Feel free to ask questions throughout the evening. It is important that the various options are understood so informed feedback can be gathered. Your input is valuable.

As the evening concludes, we ask that you leave your workbook at your seat or place it in the provided box.

A dotmocracy exercise will be available at the end of the evening so you may select the option you feel Haldimand County would benefit from most. This will allow you to see the opinion of the group as a whole, while keeping your workbook comments unidentifiable to the group.

CUSTOMER SERVICE FOR THE FUTURE:

Customer Service – Moving Forward:

Vision:

Improved access for customers through an e-government framework.

Improved convenience for residents to manage and pay for services 24/7, from any location.

Eliminate the need for a customer to drive to an office for service – provide customer choice.

Challenges:

- Customers' level of comfort or proficiency in computer use
- Lack of high-speed internet in rural area



Customer Service – Moving Forward:

Vision:

Library Branches as Community Hubs

- Public access computers available at every branch
- Six branches compared to 4 customer service centres
- Opportunity to provide digital literacy to community members at all branches
- Guidance on using online self-service options so residents may obtain County services
- Seniors use the Internet the least, but are the fastest growing group of users. *(Statistics Canada)*
- As existing users move through age cohorts it is expected that computer literacy will increase

Online Self-Serve Options

- Majority of services currently offered in person can be offered online, with internal process changes and the appropriate technology investment
- Anticipated that the customer service vision will be implemented across all options - costs for technology enhancements related to online self-service and library community hubs have not been included in the financial costing of the various Options.
- Self-service improvements will be better defined through the Business Application Software Replacement Project being proposed for 2016-2018.



What are the key opportunities associated with the Customer Service Vision?

What are some of the key challenges/matters that need to be addressed?

On a scale of 1-5 (with 5 being highest) how strongly do you support the Customer Service Vision: (circle answer)

	Do Not Support			Support	
Level of Agreement with the Customer Service Vision	1	2	3	4	5

OPTION 1A – CONSOLIDATION OF TWO DUNNVILLE ADMINISTRATIVE BUILDINGS- ALL OTHER BUILDINGS REMAIN STATUS QUO

OPTION 1A – CONSOLIDATION OF DUNNVILLE ADMINISTRATIVE BUILDINGS

Description:

Closure and sale of the Dunnville Satellite Office (DSO) with some staff being relocated to the Dunnville Multi-Purpose Building to occupy space recently vacated by Fire Administration. Included is a customer service centre and 2 Building Inspectors

Key Facts:

The vacant space at the DMPB can accommodate the proposed uses

Renovation costs to facilitate the changes at DMPB are minor

Eliminates one administrative building in the inventory and generates one-time revenue from building sale

Maintains the strengths of the current service delivery model in terms of local customer service centres and a County local presence

Maintains the weaknesses / challenges of the current service delivery model including inefficiencies, capital costs of aging facilities

It does not provide the space desired by the OPP and the Health and Social Services Department

What are the positives of Option 1A?

What are the negatives of Option 1A?

OPTION 1B – CONSOLIDATION OF TWO DUNNVILLE ADMINISTRATIVE BUILDINGS, ELIMINATE CSO LEASE, CONSTRUCT ONE NEW FACILITY

OPTION 1B – CONSOLIDATION OF DUNNVILLE ADMINISTRATIVE BUILDINGS + ELIMINATE CSO LEASE + NEW BUILD

Key Facts:

Eliminates 2 administration offices, although the County will retain ownership of HSO & KSO for other purposes:

- Eliminates the on-going rental of administrative space (CSO)
- Eliminates the DSO, generating one-time revenue from the DSO building sale and opportunity for rental revenue at HSO

Provides the County owned space desired by the Health and Social Services Department in Dunnville but not Caledonia.

Addresses the space desires of the OPP.

Renovation costs to facilitate the changes at DMPB, HSO, HCCC are minor.

Anticipates capital repairs at the CAB but no overall renovation.

Maintains the strengths of the current service delivery model in terms of local customer service centres and a County local presence.

Creates key adjacencies for those groups serving business (development) clients and it allows adjacencies by co-locating development & infrastructure functions in one location.

It maintains some of the weaknesses / challenges of the current service delivery model including capital and operating costs for multiple aging buildings.

What are the positives of Option 1B?

OPTION 1B – CONSOLIDATION OF DUNNVILLE ADMINISTRATIVE BUILDINGS + ELIMINATE CSO LEASE + NEW BUILD

Key Facts:

Eliminates 2 administration offices, although the County will retain ownership of HSO & KSO for other purposes:

- Eliminates the on-going rental of administrative space (CSO)
- Eliminates the DSO, generating one-time revenue from the DSO building sale and opportunity for rental revenue at HSO

Provides the County owned space desired by the Health and Social Services Department in Dunnville but not Caledonia.

Addresses the space desires of the OPP.

Renovation costs to facilitate the changes at DMPB, HSO, HCCC are minor.

Anticipates capital repairs at the CAB but no overall renovation.

Maintains the strengths of the current service delivery model in terms of local customer service centres and a County local presence.

Creates key adjacencies for those groups serving business (development) clients and it allows adjacencies by co-locating development & infrastructure functions in one location.

It maintains some of the weaknesses / challenges of the current service delivery model including capital and operating costs for multiple aging buildings.

What are the negatives of Option 1B?

OPTION 2- ELIMINATE SATELLITE OFFICES, RENOVATE THE CAYUGA ADMINISTRATION BUILDING AND CONSTRUCT A NEW BUILDING

OPTION 2 – ELIMINATE SATELLITE OFFICES, RENOVATION OF CAYUGA ADMINISTRATION BUILDING + NEW BUILD

Closure and sale of the Dunnville Satellite Office (DSO) with staff relocated to a renovated Cayuga Administration Building (CAB).

Closure of the Caledonia Satellite Office (CSO) and elimination of the lease.

Closure of Hagersville Satellite Office (HSO) with space to be used for expanded OPP community policing office (700 sq. ft.) and 2000 sq. ft. rental.

HCCC used for expanded OPP sub office (800 sq. ft.) and 1000 sq. ft. rental.

DMPB used for expanded Health and Social Services uses plus non-administrative uses.

Construction of a new facility of approximately 20,850 square feet, in Cayuga, to accommodate staff from CSO, HSO, HCCC, Kohler and some from CAB. The Kohler building will remain in the County inventory as part of the fleet garage. Functional services in the new build will include:

- Planning & Development
- Building & By-law
- Economic Development & Tourism
- Community Development & Partnerships
- Facilities & Parks Operations
- Roads Operations
- Engineering
- Environmental Services

What are the positives of Option 2?

OPTION 2 – ELIMINATE SATELLITE OFFICES, RENOVATION OF CAYUGA ADMINISTRATION BUILDING + NEW BUILD

Key Facts:

Reduces administrative buildings to 2; generates one-time revenue from DSO sale and rental revenue from HSO and HCCC.

- Retains ownership of KSO – Fleet Garage & Roads Yard.
- Eliminates the on-going rental of administrative space (CSO).

Creates a centralized service delivery model due to the elimination of local customer service centres, requiring more dependency on technology for service – or travel to centralized office.

May create confusion for customers as to which Cayuga office to attend.

Creates desired key adjacencies:

- groups serving business (development) clients together
- Public Works and development staff in one location
- All corporate services functions together
- Keeps senior management with Council

Co-location improves overall corporate capacity by gaining efficiencies as a result of existing staffing resources being in one location.

Addresses the space desires of the OPP.

Provides the County owned space desired by the Health and Social Services Department in Dunnville but not in Caledonia.

Can be physically accommodated on County owned land (Cayuga Square or Cayuga Arena). At the Cayuga Square site a new build of this size is the maximum that can be accommodated.

Renovation costs for the existing Cayuga Administration Building are significant.

What are the negatives of Option 2?

OPTION 3 – ELIMINATE SATELLITE OFFICES & CAB, BUILD ONE NEW CONSOLIDATED ADMINISTRATION BUILDING

OPTION 3 – ELIMINATE SATELLITE OFFICES & CAB + NEW CONSOLIDATED ADMINISTRATION BUILDING

Closure and sale of the Dunnville Satellite Office (DSO) and Cayuga Administration Building (CAB) with staff relocated to a new, purpose built consolidated administration facility of 44,150 square feet.

Closure of the Caledonia Satellite Office (CSO) and elimination of the lease for Haldimand County use.

Hagersville Satellite Office (HSO) used for expanded OPP community policing office (700 sq. ft.) and 2000 sq. ft. rental.

HCCC used for expanded OPP sub office (800 sq. ft.) and 1000 sq. ft. rental.

DMPB used for expanded Health and Social Services uses plus non-administrative uses.

What are the positives of Option 3?

OPTION 3 – ELIMINATE SATELLITE OFFICES & CAB + NEW CONSOLIDATED ADMINISTRATION BUILDING

Key Facts:

Rationalizes administrative buildings resulting in 2 facilities

- Generates one-time revenue from building sale (DSO and CAB) and rental revenue from HSO and HCCC.
- Retains ownership of KSO – Fleet Garage & Roads Yard.
- Eliminates the on-going rental of administrative space (CSO)

Creates a centralized service delivery model due to the elimination of local customer service centres.

Addresses the space desires of the OPP.

Provides the County owned space desired by the Health and Social Services Department in Dunnville but not in Caledonia.

Creates desired key adjacencies:

- groups serving business (development) clients together.
- Public Works and development staff in one location.
- All corporate services functions together with the divisions they support.
- Keeps senior management with Council.

Co-location improves overall corporate capacity by gaining efficiencies as a result of existing staffing resources being in one location.

Can be physically accommodated on County owned land at the Cayuga Arena property.

Eliminates the need for major renovation and capital replacement costs at CAB.

What are the negatives of Option 3?

COMPARING THE OPTIONS – WHAT ARE THE KEY FACTORS TO CONSIDER?

EVALUATION METRICS FOR OPTIONS

60 Evaluation Measures Related to:

- Efficiencies Achieved
- Impact on Customer Service
- Impact on Corporate Image
- Work Environment Quality

	- the option under consideration is positive relative to the metric
	- the option under consideration is neutral relative to the metric
	- the option under consideration is negative relative to the metric

Financial Evaluation:

- New Construction Costs
- Other Capital Costs (Building Condition Assessments, Projections, Transition, Renovation, Land)
- Operating Costs (Utilities, Maintenance, staff wages relating to building, grounds and equipment maintenance, Debt Financing, Travel time)
- Revenues (Building sales, 3rd Party and Private sector leases)
- Special Circumstances (POA, CAB renovation)

When considering municipal administrative accommodations, please indicate the importance of each of the following factors:

	Not Important			Very Important	
	1	2	3	4	5
County corporate image to its taxpayers, businesses and visitors	1	2	3	4	5
Long term financial implications	1	2	3	4	5
Access to customer service electronically	1	2	3	4	5
Access to customer service in person	1	2	3	4	5
Comprehensive Service – can get what you need in one location	1	2	3	4	5
County staff work environment	1	2	3	4	5
Enabling County employees to conduct work more efficiently	1	2	3	4	5
Having a local presence in multiple communities	1	2	3	4	5

PREFERRED ACCOMMODATION OPTION

Conclusions:

Dispersed Service Delivery Model (Options 1A & 1B)

Modest improvements to the existing service delivery approach can be implemented in a cost effective manner. A decentralized service delivery system going forward will have the following implications:

- Maintains face to face customer service opportunities as well as building inspection/permitting services in the major communities as well as a County presence and touchdown space which is consistent with current practices.
- Some of the current customer service challenges will continue to exist in terms of clients knowing where to get service and the ability to provide comprehensive service without requiring multiple visits.
- It is possible to improve the key adjacency/efficiency desires for development/business services clients but there will continue to be inefficiencies for other service areas as well as internal cross functional communication and coordination challenges going forward.
- The ability to respond to growth and new service demands is more challenging as there is less flexibility in terms of how space can be utilized.
- Most of the County's administrative buildings are several decades old. While the model incorporates on-going maintenance, these assets will be near the end of their useful life at the end of the amortization period.
- There are inherent challenges associated with layout and infrastructure that exists in older facilities relative to efficient service delivery, corporate image and work environment.
- It allows the rationalization of some of the current County operated facilities and the re-use of these for private sector functions.

I prefer the following model for County administrative accommodations:

- Central office(s) in Cayuga, with online services available 24/7 (Options 2 & 3)
- Central office in Caledonia, with online services available 24/7 (Option 3)
- Decentralized offices throughout the County, with online services available 24/7 (Options 1A & 1B)
- I do not have a preference.

Conclusions:

Consolidated Service Delivery Model (Options 2 & 3)

More costly than the existing service delivery approach but provides the following return on investment:

- Allows adjacencies, improved collaboration, coordination and efficiency, by co-locating work groups.
- Adds capacity by reducing inefficiencies associated with multiple offices, travel time, and the significant effort required to coordinate work between functions. In disciplines with multiple incumbents, additional staff capacity can be used to undertake more work and will reduce additional staff demands to address growth and new work requirements going forward.
- Improves internal communication across the Corporation, allowing further reduction of work silo's.
- Promotes cross-functional learning and collaboration thus providing better, more comprehensive services for the community.
- Allows for some minor duplication of service that currently exists to be reduced thus allowing the resources to be reallocated for other County needs.
- Improved work space, personal interaction and co-location of staff will support good staff morale, affinity to the organization and a better understanding of who does what.
- Will provide clarity of location for customers and allow more comprehensive customer service – particularly for clients who need services from several functions. It also provides the opportunity to better deliver better services with increased flexibility in how staff are deployed.
- At the end of the 20 year amortization period the County's main administrative building assets will be at mid-life span and with a useful lifespan of at least another 30 years with routine maintenance.
- It allows a number of properties currently used by the County which are strategically located to be reused / redeveloped for private sector functions thus contributing to the overall economic development of the County.

Why?:

UNSOLICITED STAKEHOLDER SUBMISSIONS

1. Verbal comments from Dr. Reza Kazemi, Dunnville:

“Unfortunately I can’t make it tonight, but I’m very interested actually in this concept that is being discussed tonight. I have some ideas, but very quickly, maybe I can just pass the idea in this message.

I think it’s fine to close buildings, but services need to be maintained within the different towns and one of the better ways to do it is by supporting community centres – a presence in the community centre. Definitely strengthen the community centres, but also to allow the Haldimand County offices to be available and present in small communities that exist in Haldimand.”

2. Verbal comments from Lorna Williams, Selkirk Seniors Club:

Mrs. Williams didn’t feel there was a need to attend the focus group session, as being in Selkirk, her and her group members were used to driving the distance to a County office to conduct their business. She didn’t feel it would affect them in any way as to what option was chosen for County administration.

3. Written submission received from Michael Ramsey (attached)

Halidmand Accommodation Review

It has become clear in Dunnville that cutting, downsizing, moving, and fractioned projects with Cayuga is the norm ex. New arenas, pools museums, municipal staff out number political representation, county events, its that we can go to Dunnville its to far away from the other communities, And yet it ok for Dunnville to drive west..

Take in mind the TOTAL lac of respect for the people of Lowbanks and how far Cayuga is to them ?

The school boards think nothing of closing our schools 3 gone with one more to go. The removal of the old arena which could be your market now, the old chamber building by the river YOU TOOK THE MONEY and lied to the community . 15 years to get our streets done . Loss of our hydro stations and economic dollars , The total disrespect of moving Dunnville management and staff to Cayuga and Calidonia BECAUSE IT BETTER FOR THEM but our community pays for in local staff moral ,disorganization , lac of communications with the public and FOR SENCE of commitment to get it fix or listen to complaints, by the county management in our area its so clear.

If this is what be can expect with things already downsized in Dunnville then no thank you to future Downsizing

THOUGHTs centralized means more staff travelling around or alternative having no clue of the area ,

As you have shown Dunnville is the wasteland for Halidmand we are NOT in the west halidmand {to far away}family never will be , so go back to the old town of halidmand model Combine the three towns Hag, Calidonia, Cayuga office its been done before it works 20 years of much lower cost can be reduced by million and leave Dunnville with its office and little lower cost then today,, I believe in the east and west halidmand approach our needs and want are TOTALLY different in economic growth , community directions . advertising, this is to vat of an area to make it one big happy family .. they need to be separated and brought to together when needed...

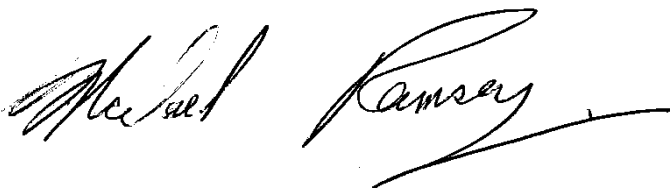
Rural Dunnville has not kept up with technology interent

Public libuary hors are not in harmony with citizens people work ,school, most out of town Hamiton and Niagara

Public expectation is to do what they need not what staff need Managing I between is a huge problem in Halidmand LOOK AT YOUR STAFF TURN OVER

Please consider WEST and EAST Halidmand approach two Dept. And two offices.. that's it Let the the citizens feel the are apart and have some say in there section of the county ...

WE hadone big county system in the 40 and 50s it didn't work don t make the mistake again

A handwritten signature in black ink, appearing to read "Michael Ramsey". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.