

Building Services Division Client Satisfaction & Performance Improvement Program

Prepared by Kent Waugh,
Managing Partner, The W Group



Building Services Division Client Satisfaction & Performance Improvement Program

In response to Citizen Satisfaction Survey feedback received in 2022 and 2024, the Building Services Division implemented a Customer Satisfaction (CSat) Feedback Program. The CSat Program was designed to solicit evaluative feedback from the Division's client base.

This report summarizes the feedback gathered to date and highlights key findings and potential performance improvement opportunities, enabling the Building Services Division to continue to meet and exceed client expectations.

The data analysis presented in this report is derived from the CSat Feedback Survey administered to all division clients since July 2024. The performance evaluation and recommended actions to increase satisfaction are derived from The W Group's work with numerous municipalities in conjunction with their building services teams, process and performance improvement efforts.

Note: Unlike traditional surveys, CSat (Customer Satisfaction) surveys do not rely on statistically significant sample sizes. Each response should be valued individually, as it reflects the experience and perspective of a unique client.



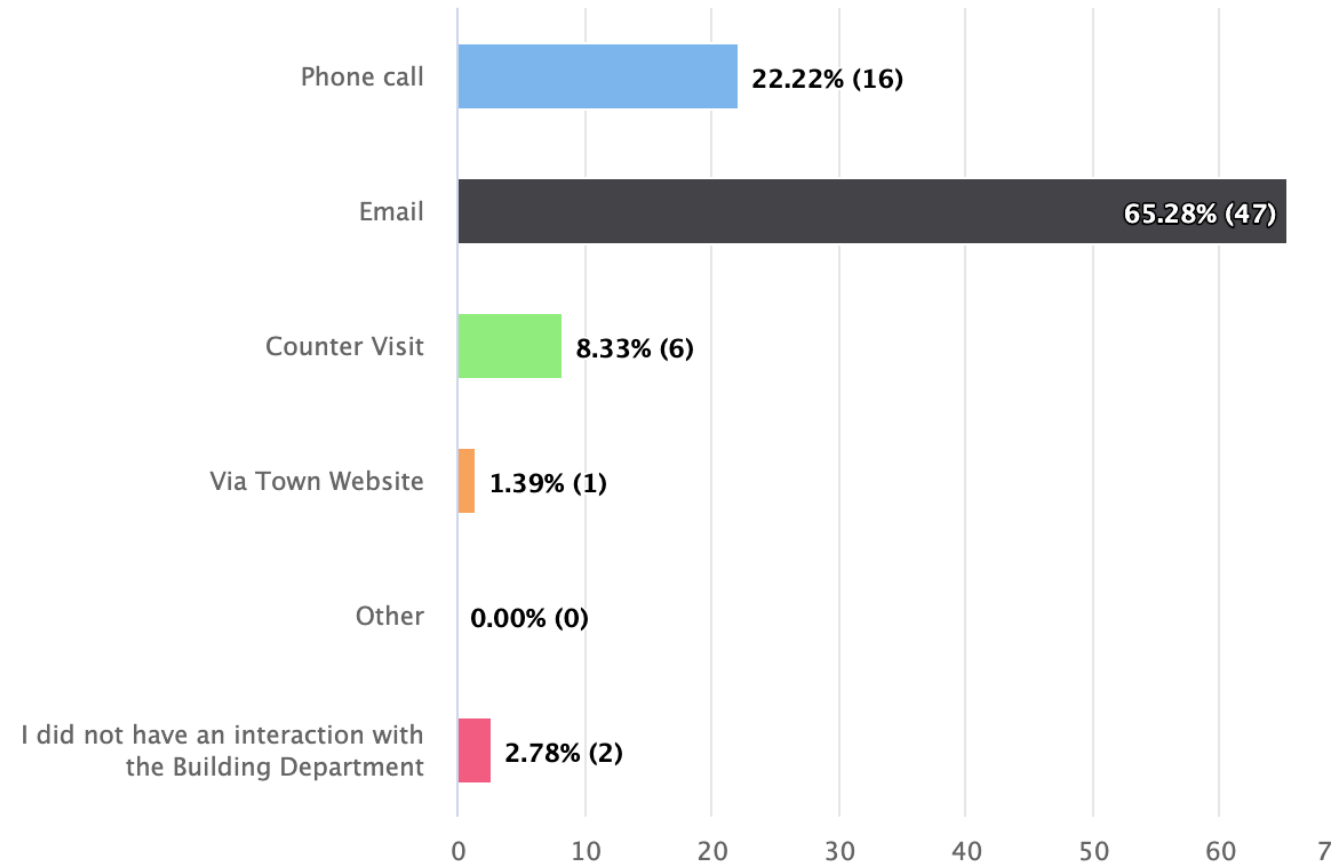


Building & Development
Services Division Client
Satisfaction & Performance
Improvement Program

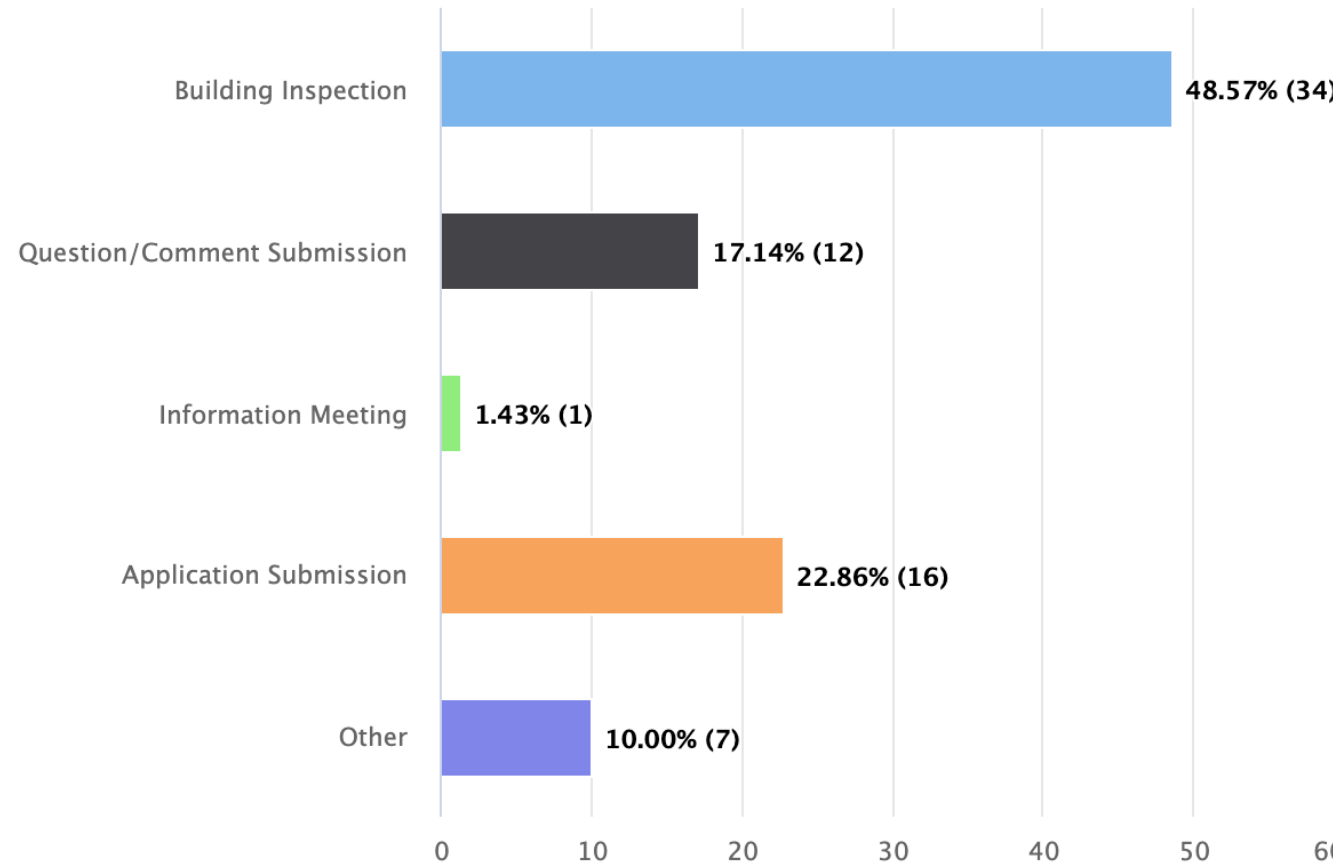
BUILDING SERVICES

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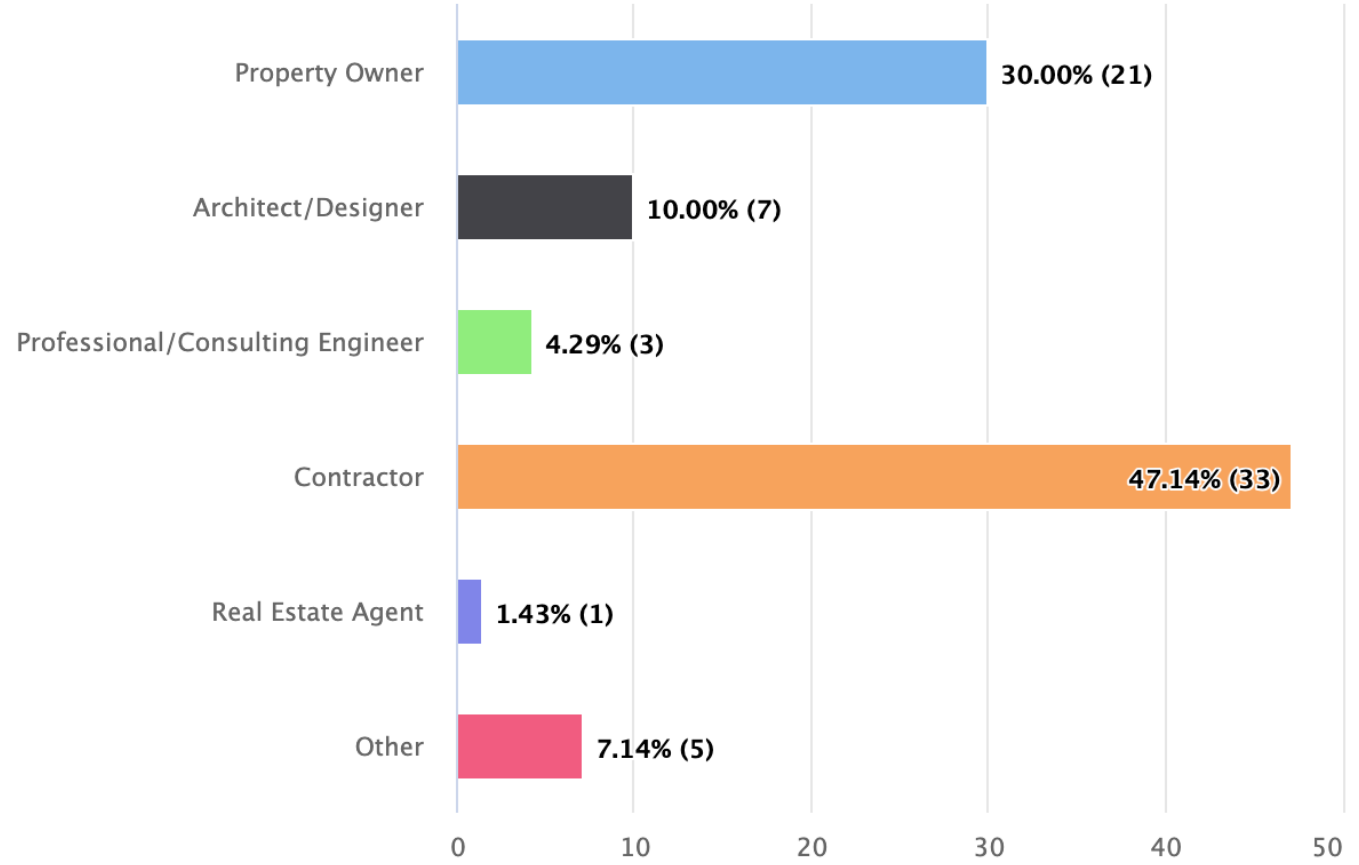
How did you interact with the Building Department?



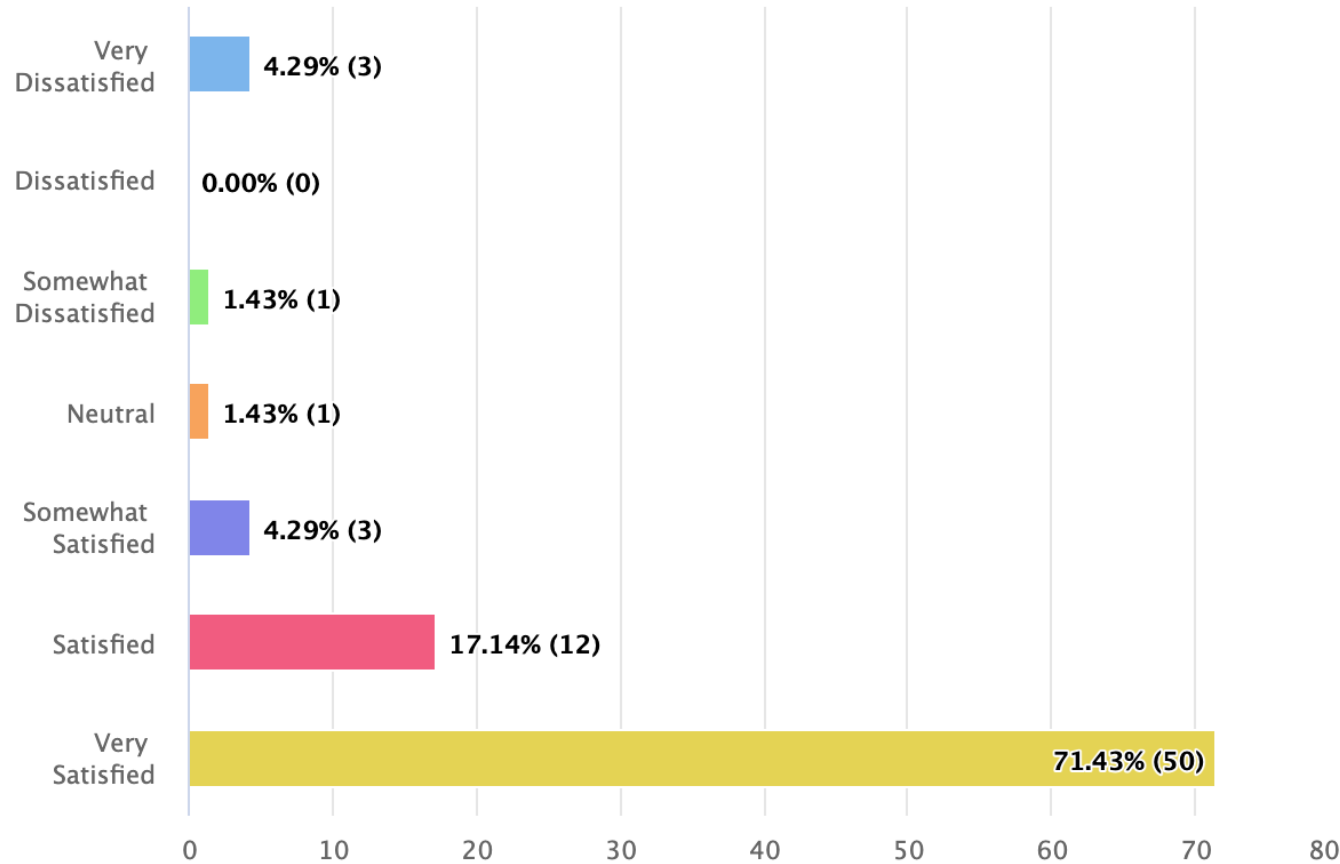
What was the nature of your interaction with the Building Department?



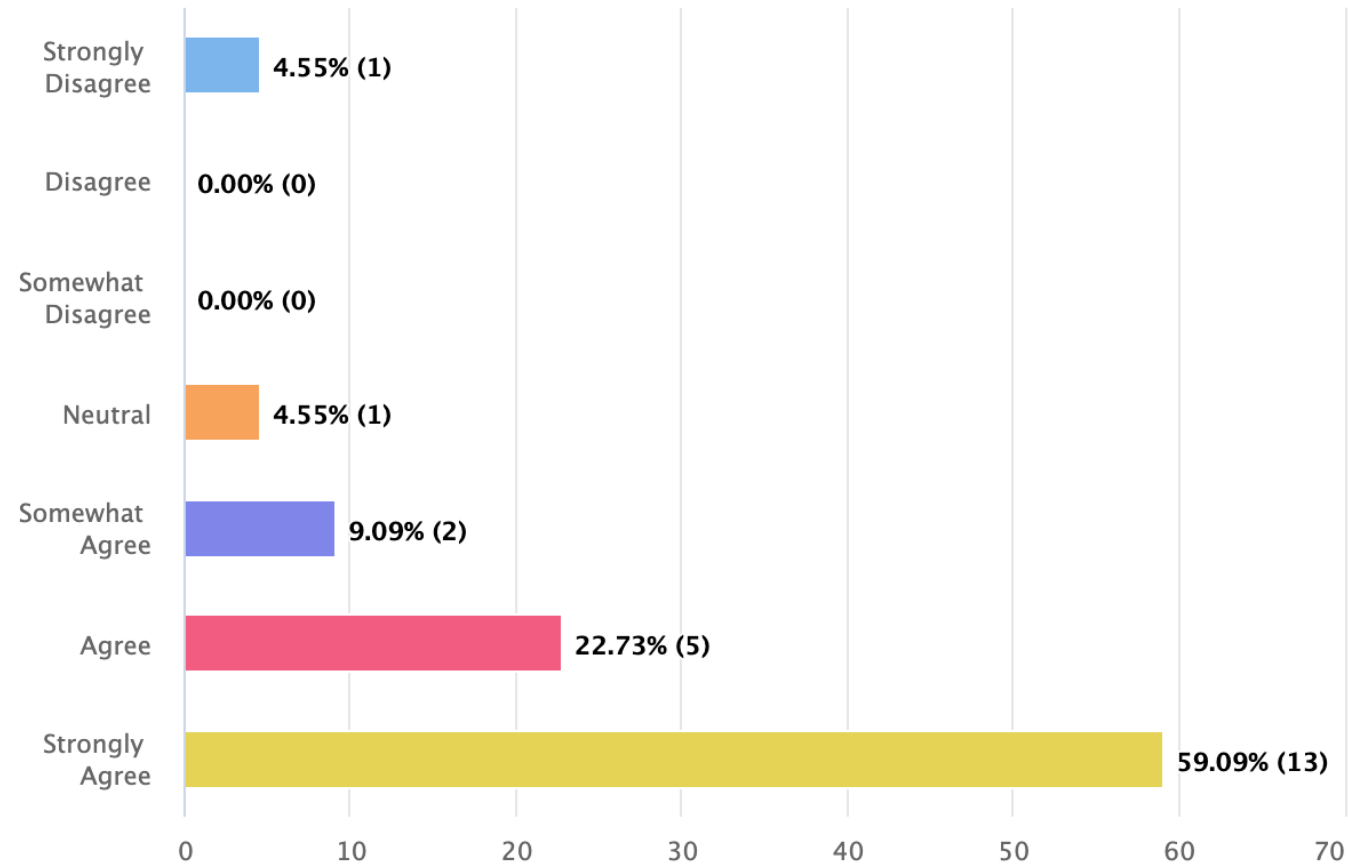
Which of the following best describes you?



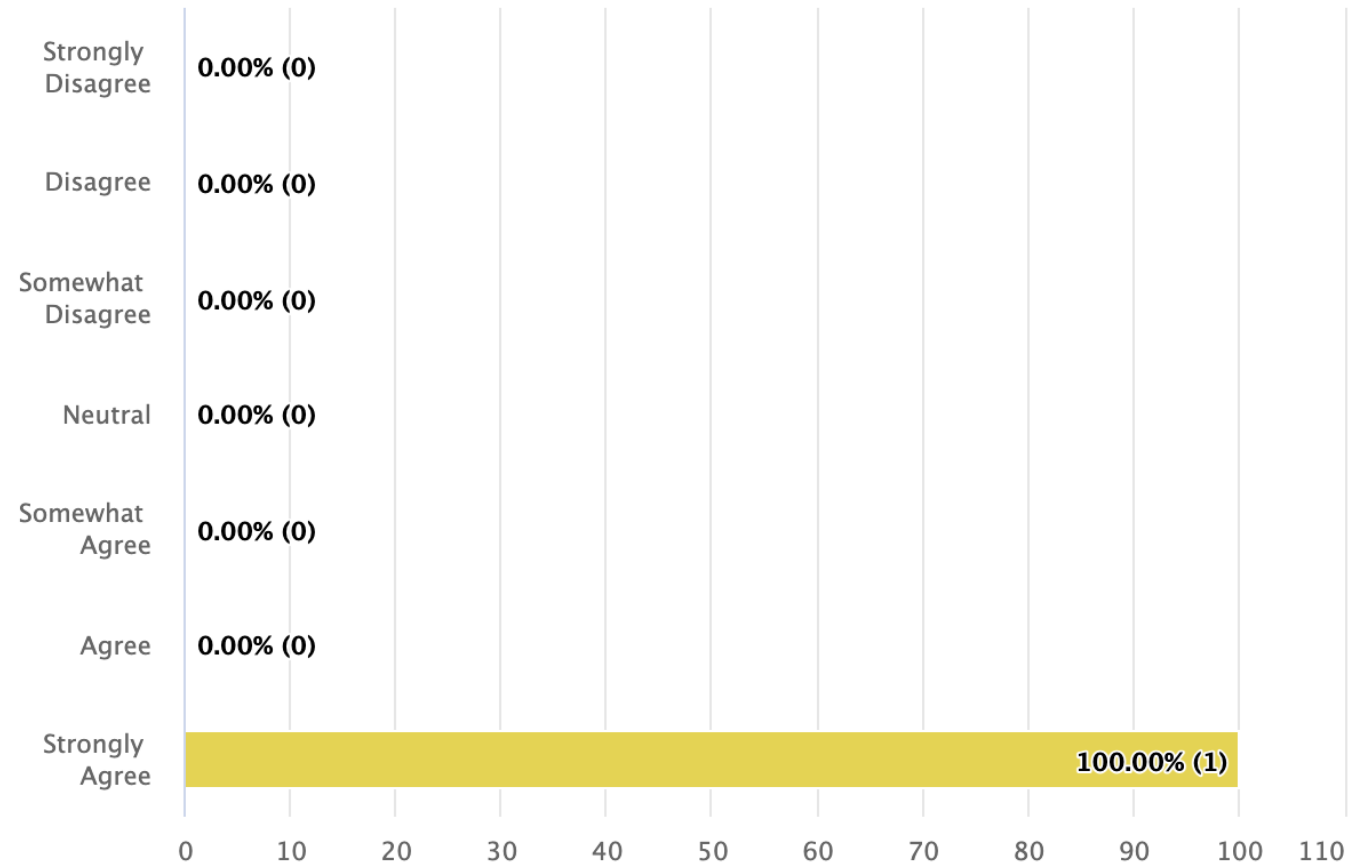
Overall, how satisfied were you with the service you received from the Building Department?



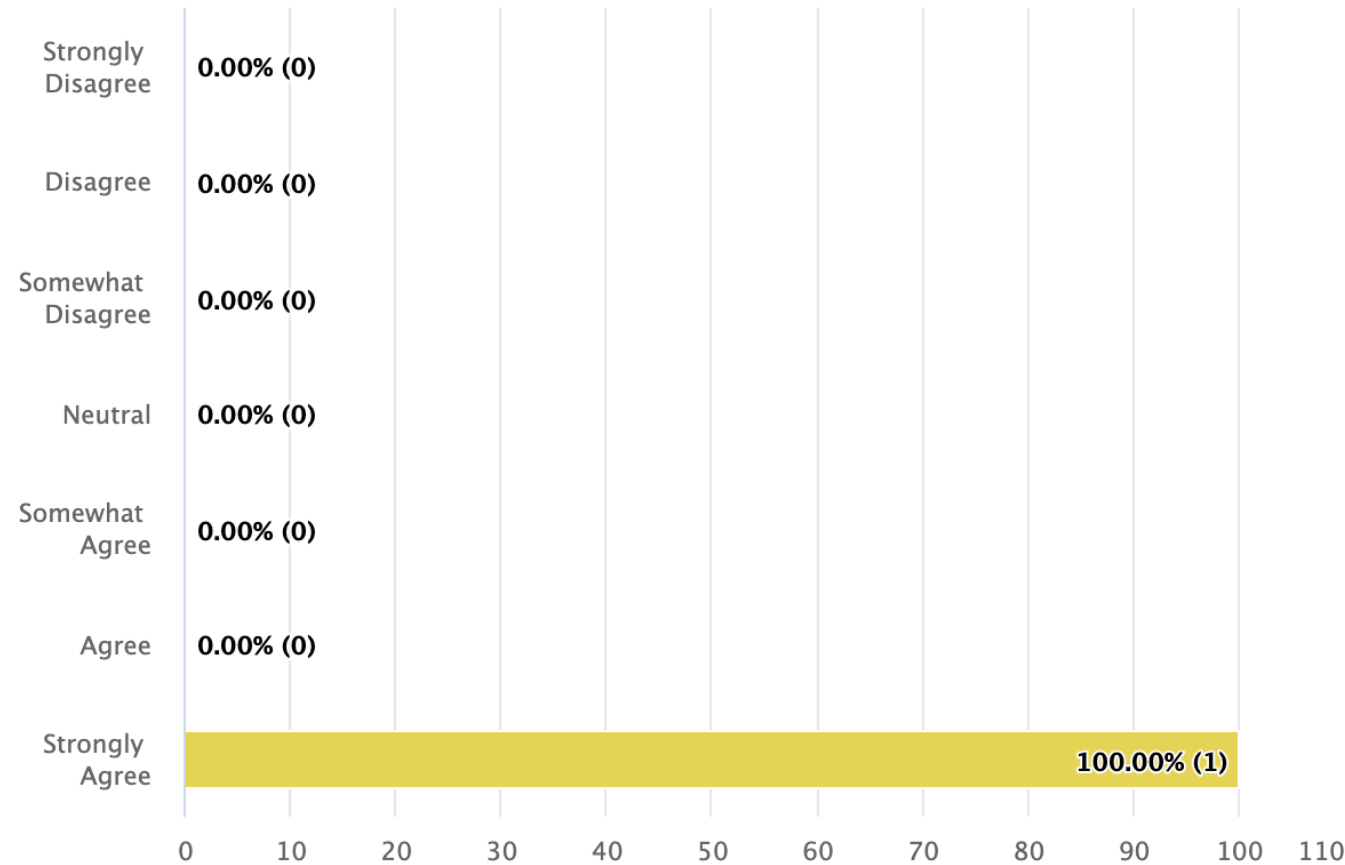
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It was easy to access Building information online.



Building information on the Town website is clear and easy to understand.



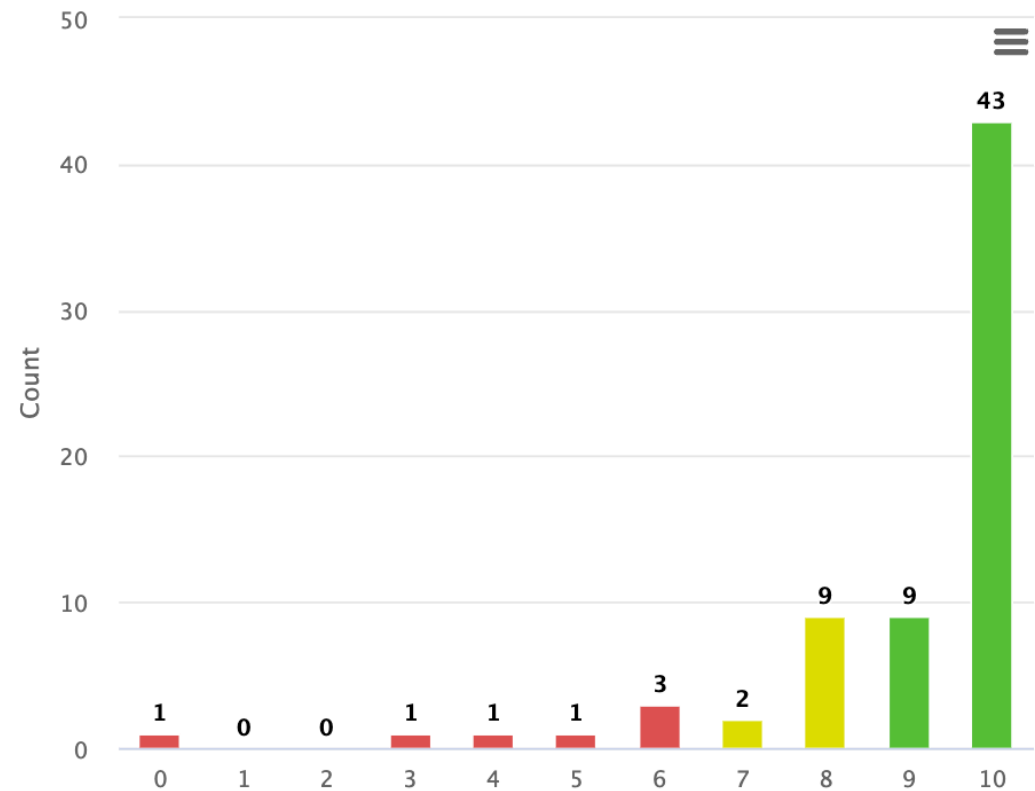
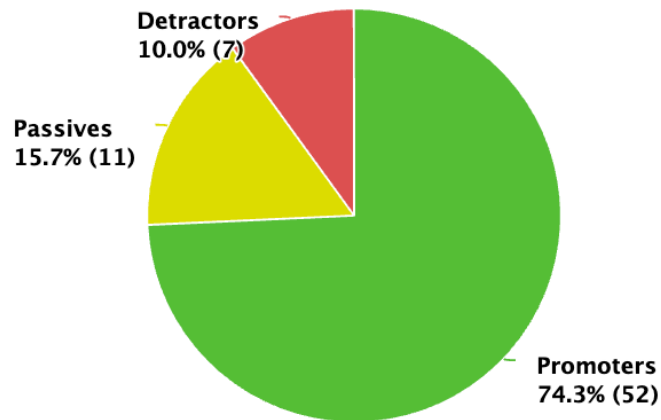
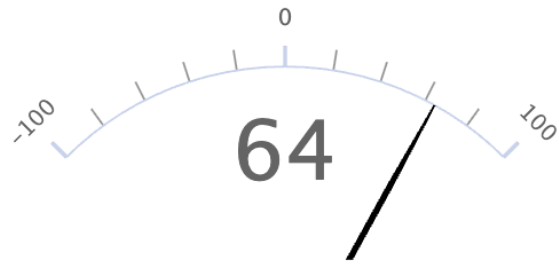
Based on your most recent experience with the Building Department, please rate your level of agreement with each item below.

Questions	Not Applicable	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	Total
Building staff were friendly and approachable.	2.86% 2	0.00% 0	1.43% 1	0.00% 0	1.43% 1	1.43% 1	25.71% 18	67.14% 47	100% 70
I was able to schedule a requested meeting with the Building staff in a reasonable timeframe.	28.57% 20	0.00% 0	0.00% 0	0.00% 0	1.43% 1	1.43% 1	20.00% 14	48.57% 34	100% 70
Building staff responded to my question/request in a reasonable timeframe.	2.86% 2	0.00% 0	0.00% 0	0.00% 0	4.29% 3	1.43% 1	30.00% 21	61.43% 43	100% 70
Building forms and applications are easily accessible.	15.71% 11	0.00% 0	0.00% 0	5.71% 4	5.71% 4	4.29% 3	28.57% 20	40.00% 28	100% 70
Building forms and applications are clear and easy to complete.	18.57% 13	0.00% 0	0.00% 0	2.86% 2	5.71% 4	10.00% 7	25.71% 18	37.14% 26	100% 70
Building staff were able to answer my question/request or direct me to other Town staff who could answer my question.	7.14% 5	1.43% 1	0.00% 0	0.00% 0	1.43% 1	4.29% 3	30.00% 21	55.71% 39	100% 70
My complete application was acknowledge within a reasonable time.	12.86% 9	0.00% 0	1.43% 1	4.29% 3	4.29% 3	4.29% 3	21.43% 15	51.43% 36	100% 70
My permit was issued within a reasonable time.	15.71% 11	1.43% 1	4.29% 3	0.00% 0	7.14% 5	5.71% 4	18.57% 13	47.14% 33	100% 70
The inspection process was clear and efficient.	24.29% 17	0.00% 0	1.43% 1	2.86% 2	2.86% 2	2.86% 2	20.00% 14	45.71% 32	100% 70
Total	- 90	- 2	- 6	- 11	- 24	- 25	- 154	- 318	- -

Note: The highlighted items point to areas where targeted process improvements can significantly enhance overall satisfaction levels.



And finally, if they are taking on a building project, how likely are you to recommend working with the Town of the Blue Mountains Building Department to a friend or colleague?



Summary of Key Themes Identified

The majority of feedback is highly positive, emphasizing **professionalism, helpfulness, accessibility, and positive staff interactions**. Clients consistently praise specific staff members for their knowledge, responsiveness, and personal service. Many note that their experiences with the Town of the Blue Mountains (TBM) Building Services Department were **superior to those in other municipalities**.

Theme	Description	Mentions
Exceptional Staff Interactions	Staff were described as friendly, knowledgeable, helpful, patient, and respectful.	20+
Responsiveness and Accessibility	Clients appreciated timely responses, ability to talk to real people, and easy access to staff.	10+
Inspection Quality and Efficiency	Inspectors were professional, constructive, and provided helpful guidance.	5–6
Permit Process Clarity and Speed	Efficient coordination and fast permit approvals were highlighted, though clarity on inspections needed was lacking.	3–4
Improved Service Over Time	Clients noted improvements over recent years.	2–3
Document/Form Accessibility Issues	A few users noted difficulties finding specific forms or inspection requirements.	2
Appreciation of Personalized Follow-up	Examples include refund cheques and customized help.	1–2



Building - Recommended Actions to Increase Satisfaction

Improve Permit-Specific Inspection Information

- *Action:* Update permit documentation to clearly indicate **which inspections are required for each specific permit type**, not just a generic summary list.
- *Why:* Enhances clarity and reduces confusion, aligning with best practices from other municipalities.

Enhance Online Form and Document Accessibility

- *Action:* Create a **centralized digital portal** for all forms and instructions (searchable and mobile-friendly).
- *Why:* A few users found it difficult to locate the necessary forms, which affected their efficiency.

Maintain and Promote Personalized Service Culture

- *Action:* Continue to support staff with **customer service training** and recognize exemplary service publicly.
- *Why:* Staff friendliness and responsiveness are core to satisfaction; reinforcing this culture ensures consistency.

Expand Same-Day Inspection and Real-Time Support Options

- *Action:* Where feasible, offer **same-day or next-day inspection scheduling online**, and real-time live chat/email support.
- *Why:* This is a major differentiator from other municipalities, as noted by users.

Highlight Improvements and Performance Metrics

- *Action:* Communicate recent improvements and performance stats in newsletters or website updates.
- *Why:* Builds trust and reinforces the department's reputation for professionalism and progress.

Introduce “Permit Navigator” Tool

- *Action:* Develop a digital checklist or wizard that guides applicants through steps, forms, and required inspections for each permit type.
- *Why:* Reduces applicant stress and error, and supports the strong customer experience already in place.



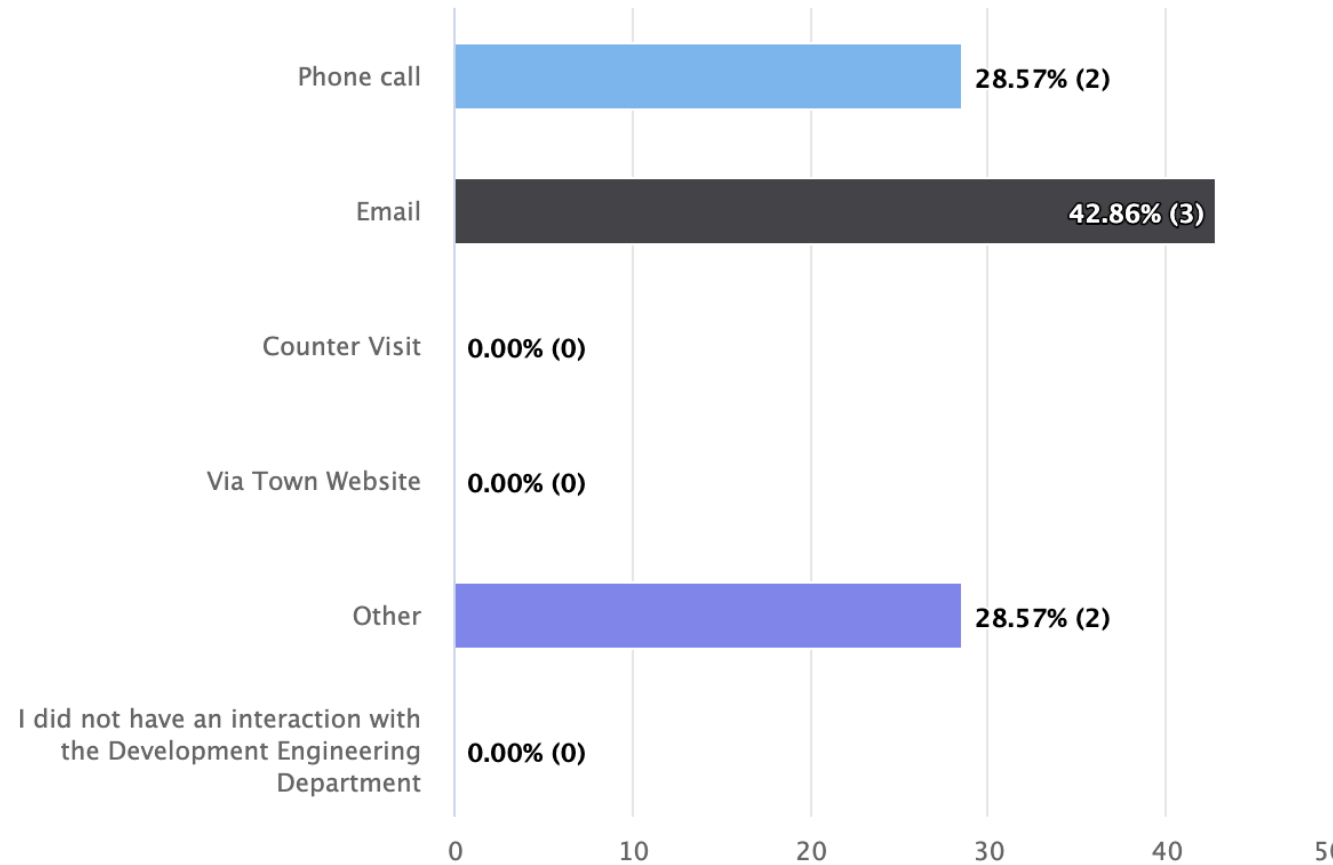


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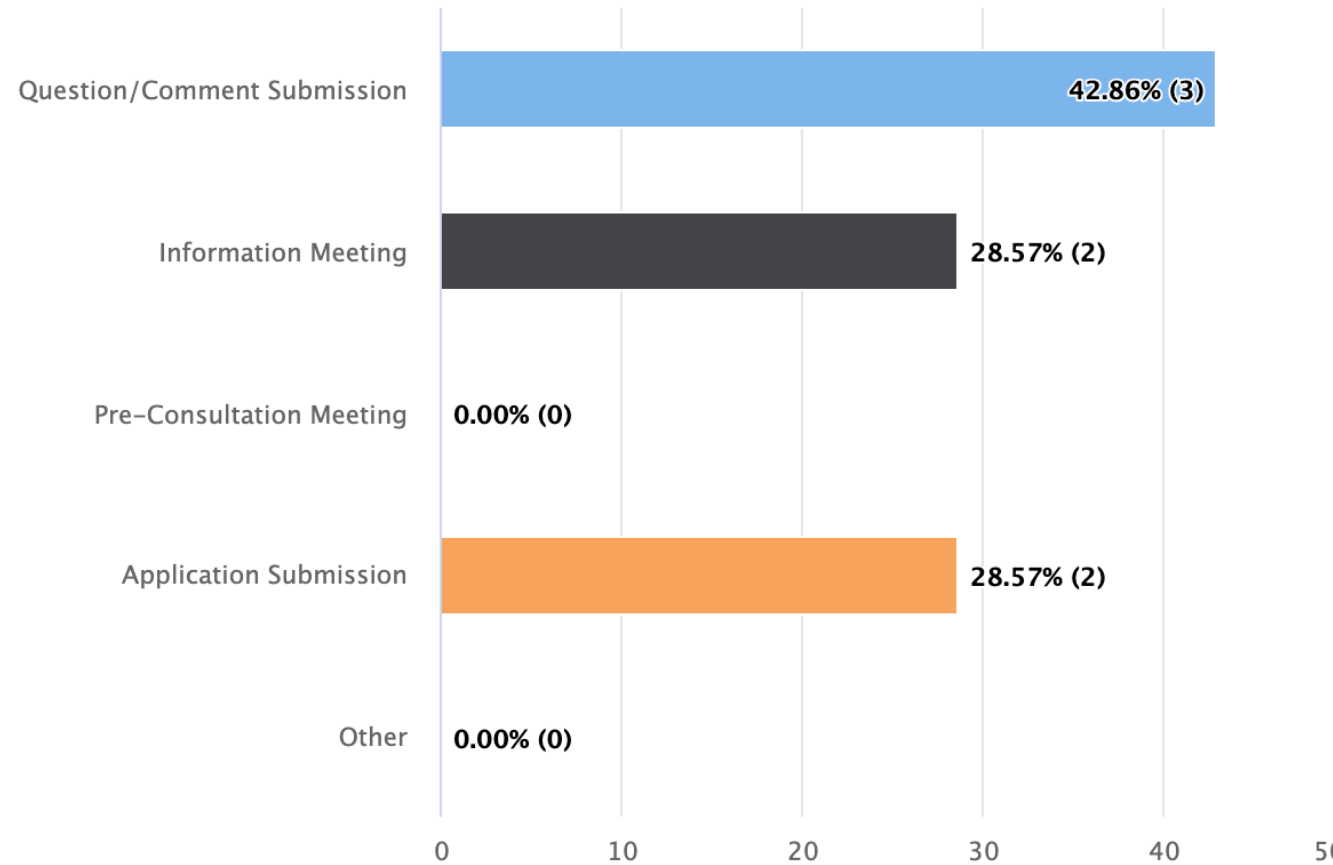
DEVELOPMENT ENGINEERING SERVICES

Prepared by Kent Waugh, Managing
Partner, The W Group

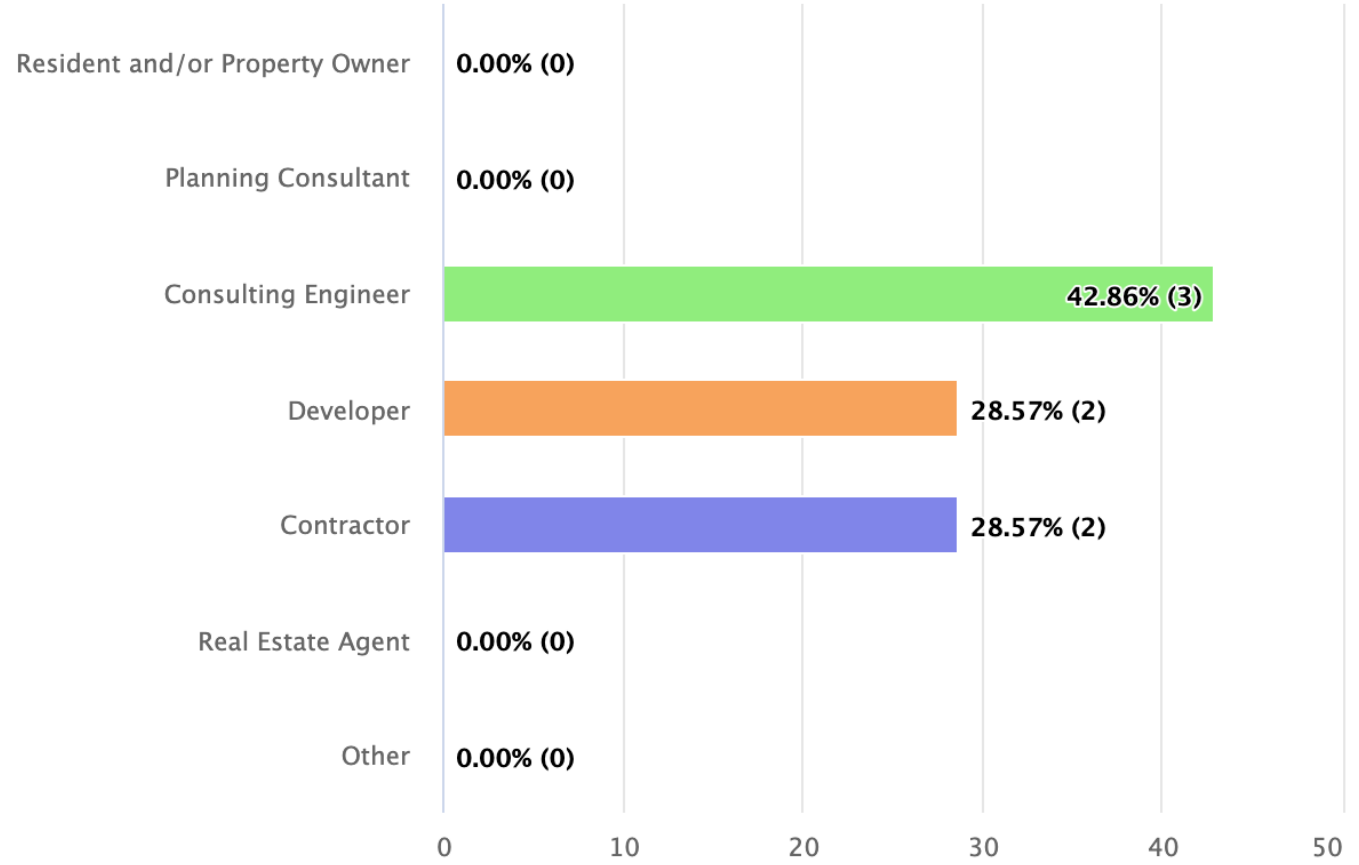
How did you interact with the Development Engineering Department?



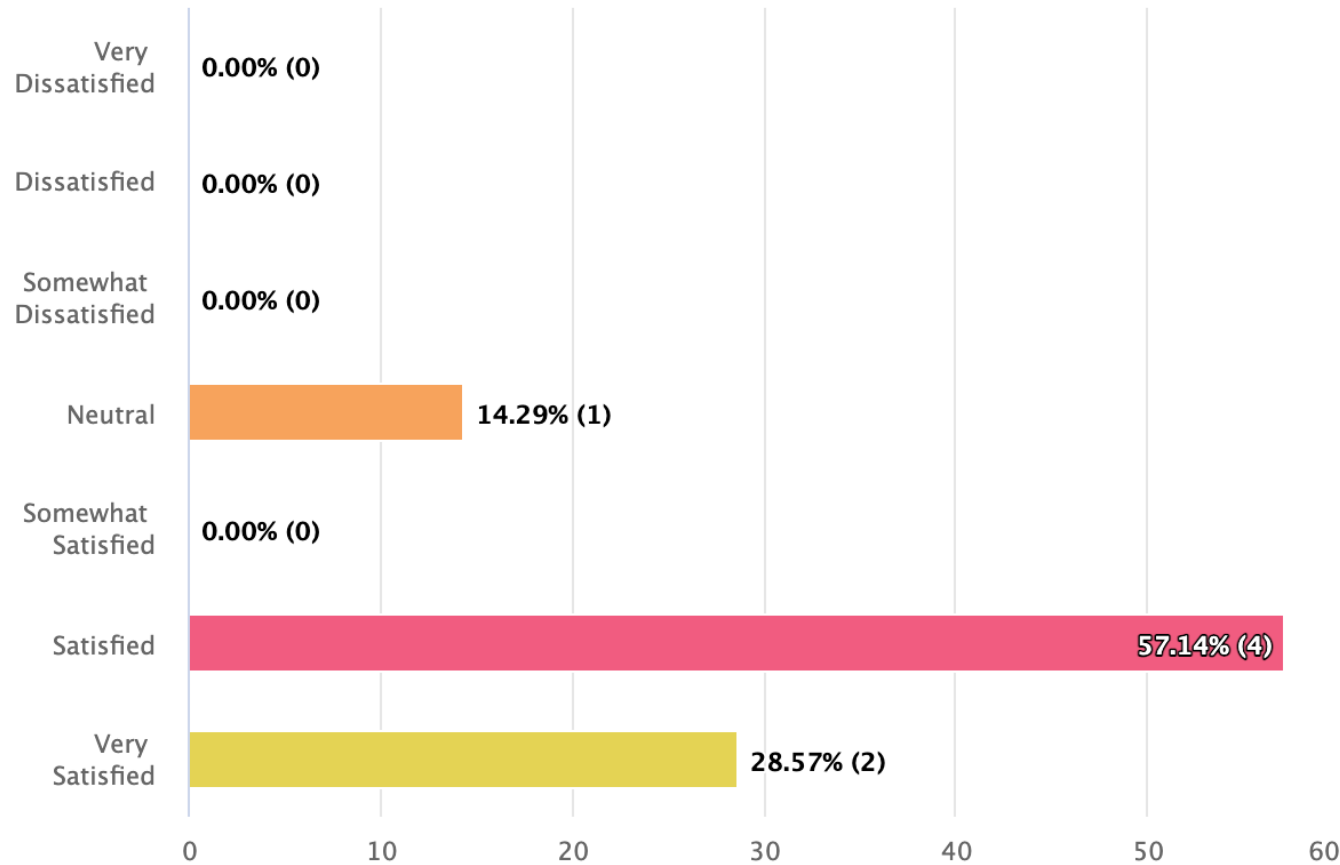
What was the nature of your interaction with the Development Engineering Department?



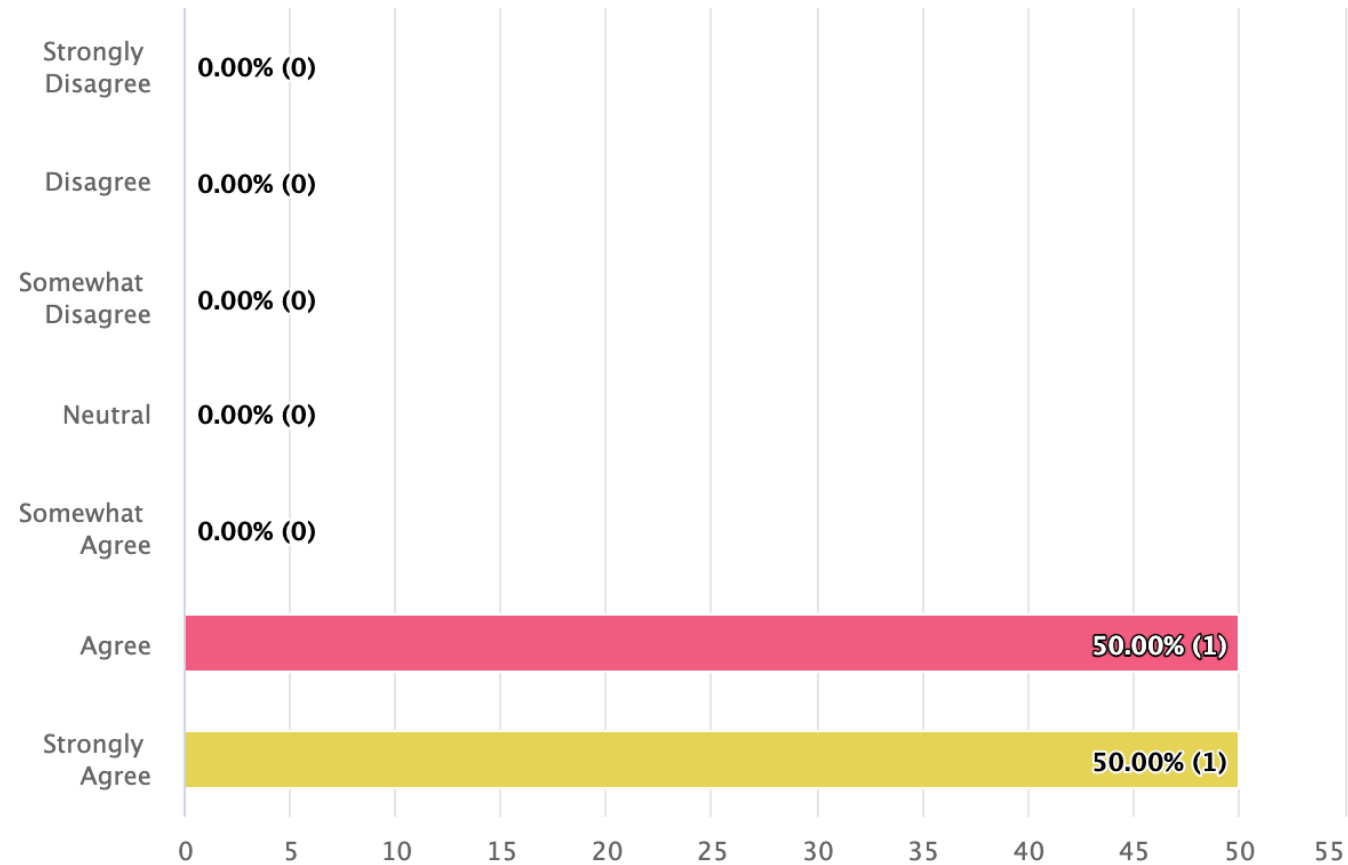
Which of the following best describes you?



Overall, how satisfied were you with the service you received from the Development Engineering Department?



It was easy to access program information in person or by phone.



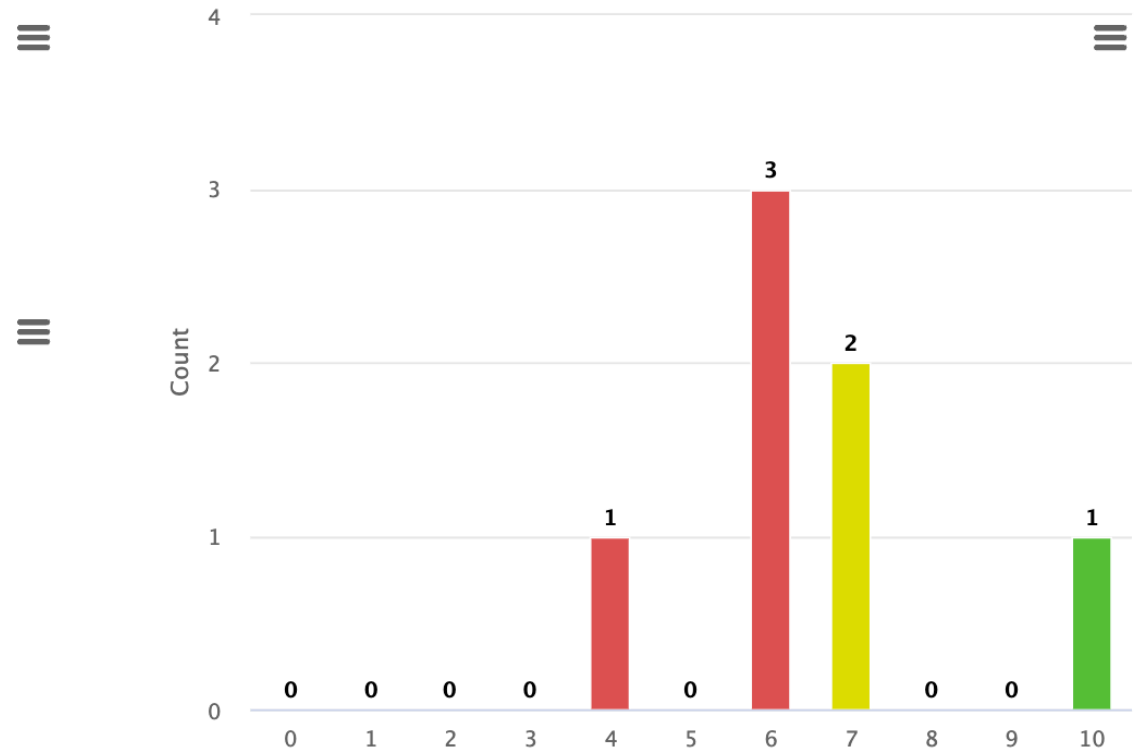
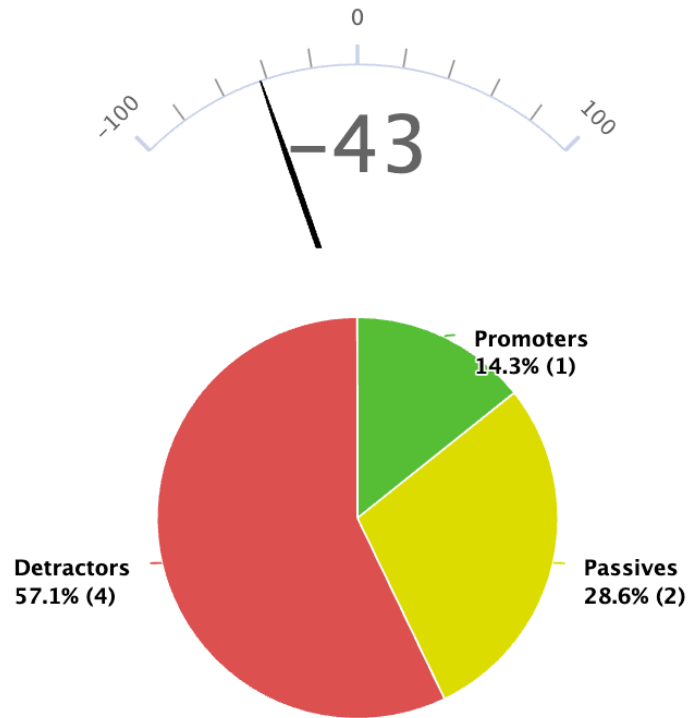
Based on your most recent experience with the Development Engineering Department, please rate your level of agreement with each item below.

Questions	Not Applicable	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	Total
Development Engineering staff were friendly and approachable.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	57.14% 4	42.86% 3	100% 7
I was able to schedule a requested meeting with the Development Engineering staff in a reasonable timeframe.	14.29% 1	0.00% 0	0.00% 0	14.29% 1	14.29% 1	0.00% 0	42.86% 3	14.29% 1	100% 7
Development Engineering staff responded to my question/request in a reasonable timeframe.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	28.57% 2	28.57% 2	14.29% 1	28.57% 2	100% 7
Development Engineering forms and applications are easily accessible.	14.29% 1	0.00% 0	0.00% 0	14.29% 1	14.29% 1	14.29% 1	28.57% 2	14.29% 1	100% 7
Development Engineering forms and applications are clear and easy to complete.	42.86% 3	0.00% 0	0.00% 0	14.29% 1	14.29% 1	14.29% 1	14.29% 1	0.00% 0	100% 7
Development Engineering staff were able to answer my question/request or direct me to other Town staff who could answer my question.	14.29% 1	0.00% 0	0.00% 0	0.00% 0	14.29% 1	42.86% 3	14.29% 1	14.29% 1	100% 7
Communication surrounding my Development Engineering application, including requirements and timeframes, was clear.	14.29% 1	0.00% 0	14.29% 1	14.29% 1	28.57% 2	0.00% 0	14.29% 1	14.29% 1	100% 7
I was satisfied with my interaction with the Development Engineering Department.	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0	57.14% 4	0.00% 0	28.57% 2	100% 7
I was satisfied with the decision made by the Development Engineering Department.	28.57% 2	0.00% 0	0.00% 0	0.00% 0	14.29% 1	42.86% 3	14.29% 1	0.00% 0	100% 7
Total	- 9	- 0	- 1	- 5	- 9	- 14	- 14	- 11	- -

Note: The highlighted items point to areas where targeted process improvements can significantly enhance overall satisfaction levels.



And finally, if they are taking on a building project, how likely are you to recommend working with the Town of the Blue Mountains Development Engineering Department to a friend or colleague?



Summary of Key Themes Identified

Feedback about the Development Engineering Department is mixed. While **individual staff members** are praised for being **professional, responsive, and helpful**, there are **recurring concerns about delays** in the overall process and **lack of clarity** in post-approval steps involving other departments.

Theme	Description	Mentions
Delays and Inefficiencies in Timelines	Concerns about slow feedback loops, repeated submissions, and backlogs in post-approval steps.	2
Interdepartmental Coordination Challenges	Frustration over the lack of clarity and prolonged sign-offs involving other departments.	1-2
Positive Staff Interactions	High praise for specific staff members for being responsive, helpful, and professional.	1-2



Development Engineering - Recommended Actions to Increase Satisfaction

Streamline Review and Feedback Timelines

- ▶ *Action:* Set and publish **clear response time standards** for submissions and feedback, with automated tracking and reminders for staff.
- ▶ *Why:* Reduces frustration with perceived bottlenecks and demonstrates a commitment to accountability.

Improve Interdepartmental Workflow and Transparency

- ▶ *Action:* Develop a **standardized post-approval checklist** that outlines steps, timelines, and required sign-offs from other departments.
- ▶ *Why:* Helps applicants understand the full process, prevents unnecessary back-and-forth, and clarifies expectations.

Enhance Cross-Department Collaboration Tools

- ▶ *Action:* Introduce **interdepartmental coordination meetings or digital task tracking tools** to speed up joint approvals.
- ▶ *Why:* Streamlines communication and prevents delays due to siloed responsibilities.

Continue Empowering and Recognizing Responsive Staff

- ▶ *Action:* Encourage ongoing **customer service training** and recognize staff publicly for exceptional support.
- ▶ *Why:* Builds on positive impressions of staff and reinforces a culture of helpfulness.

Introduce Development Tracker for Applicants

- ▶ *Action:* Offer a **project tracker portal** where applicants can view real-time status updates across departments.
- ▶ *Why:* Increases transparency and reduces the need for follow-up calls or emails.



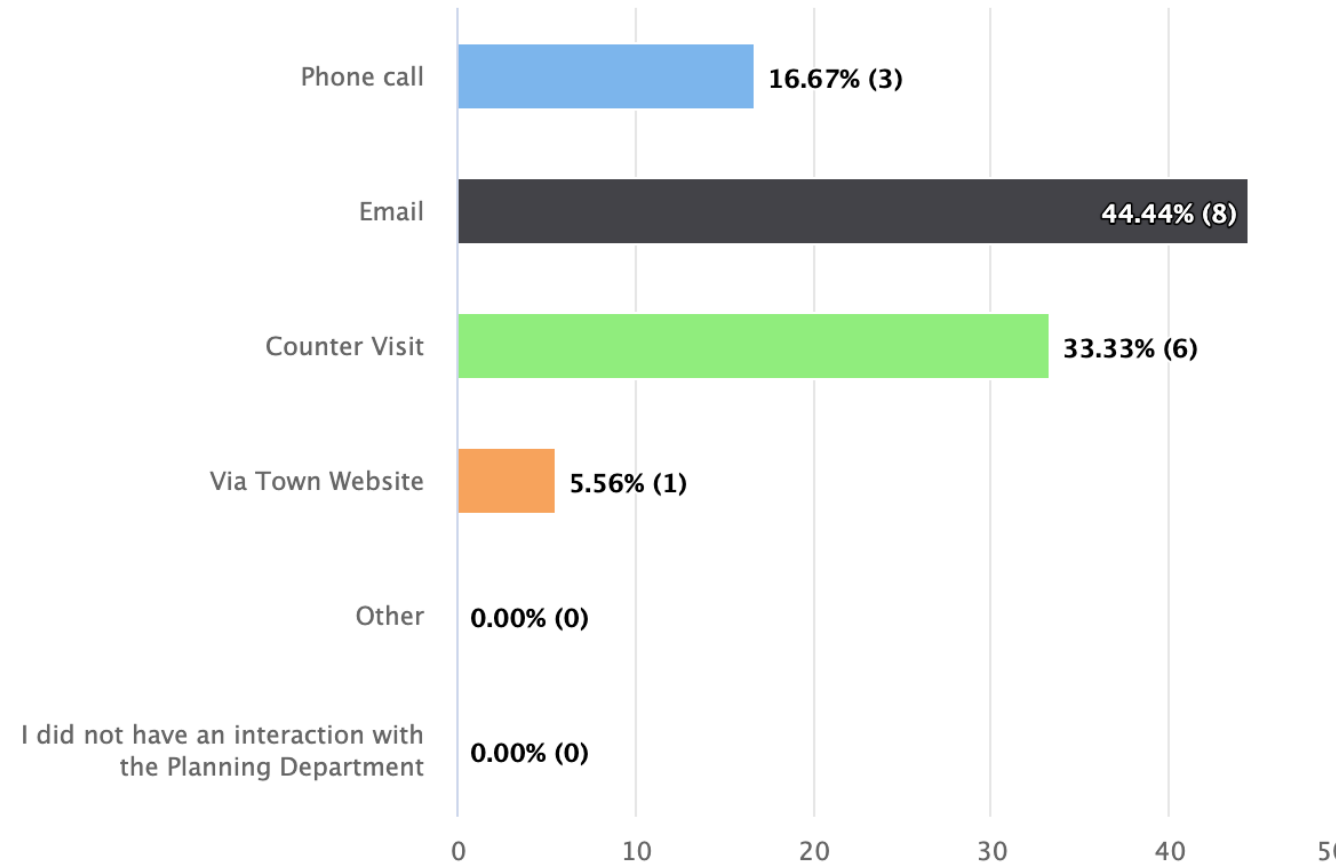


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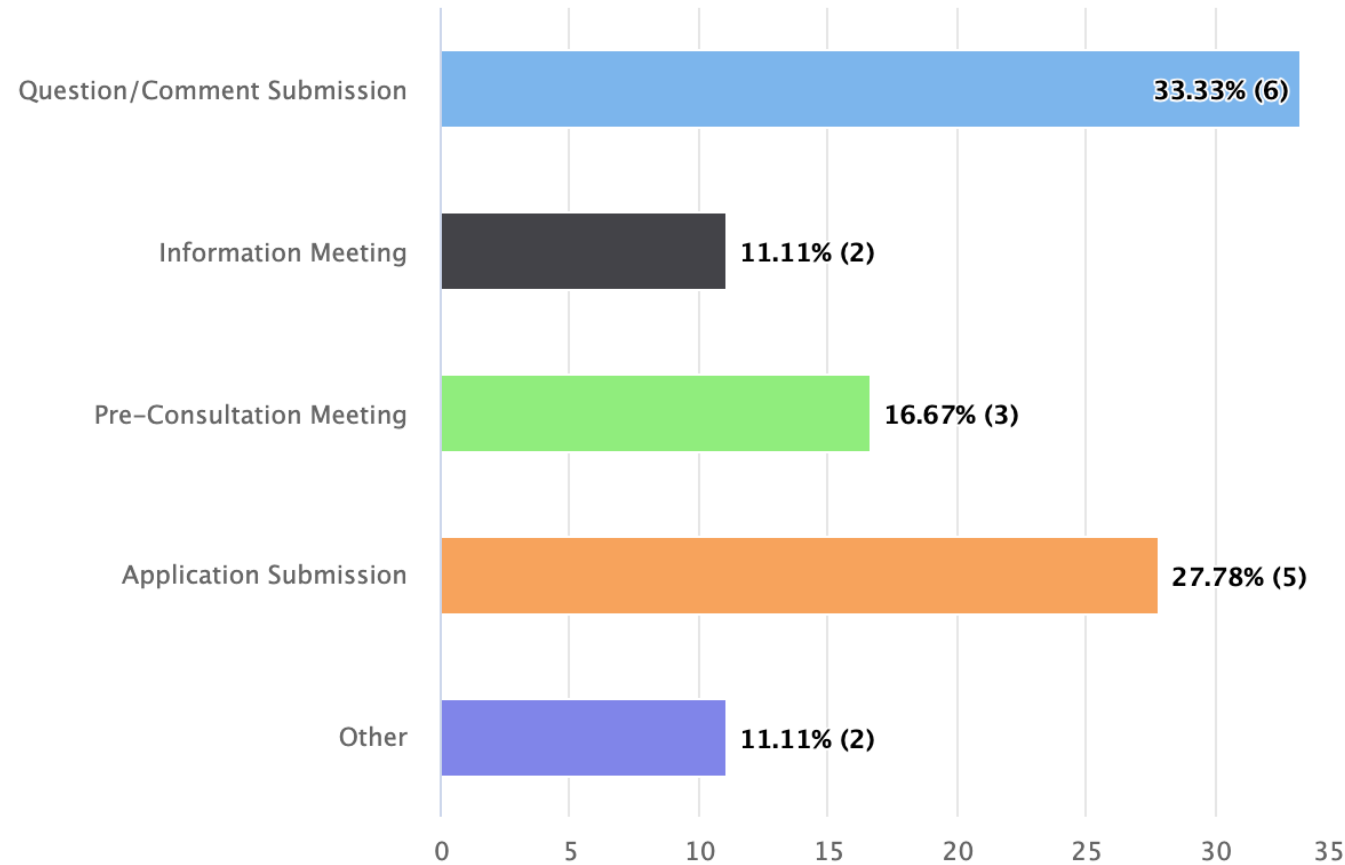
PLANNING SERVICES

Prepared by Kent Waugh, Managing
Partner, The W Group

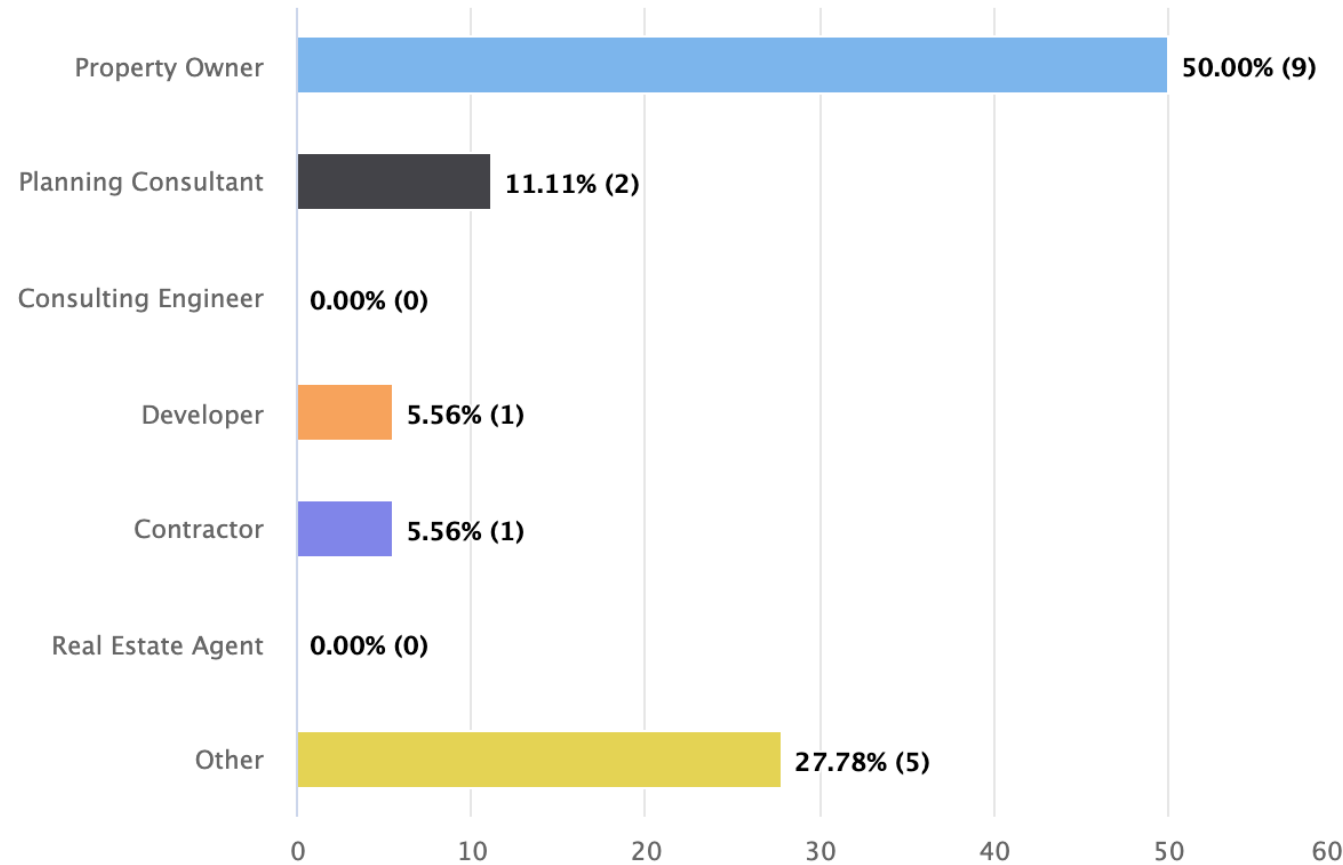
How did you interact with the Planning Department?



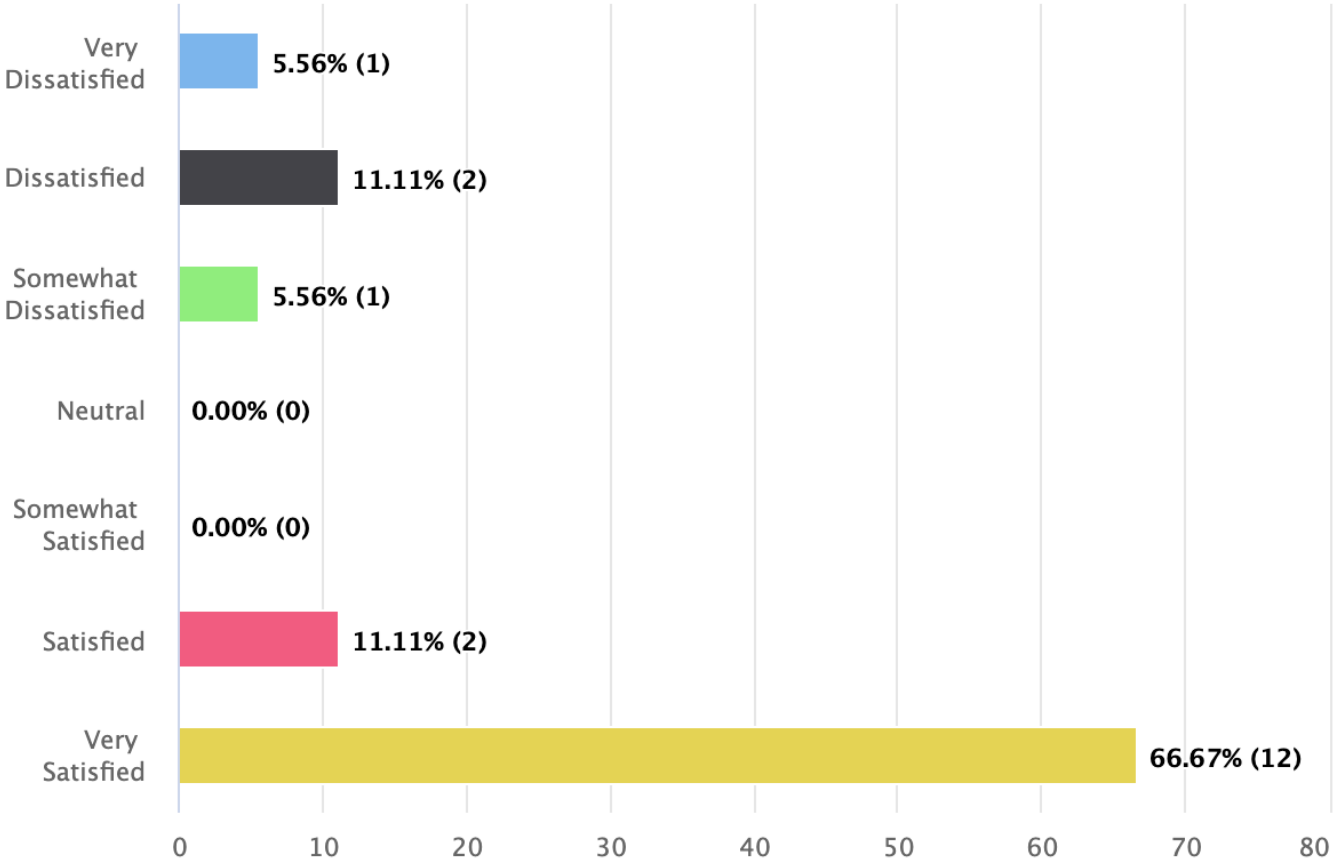
What was the nature of your interaction with the Planning Department?



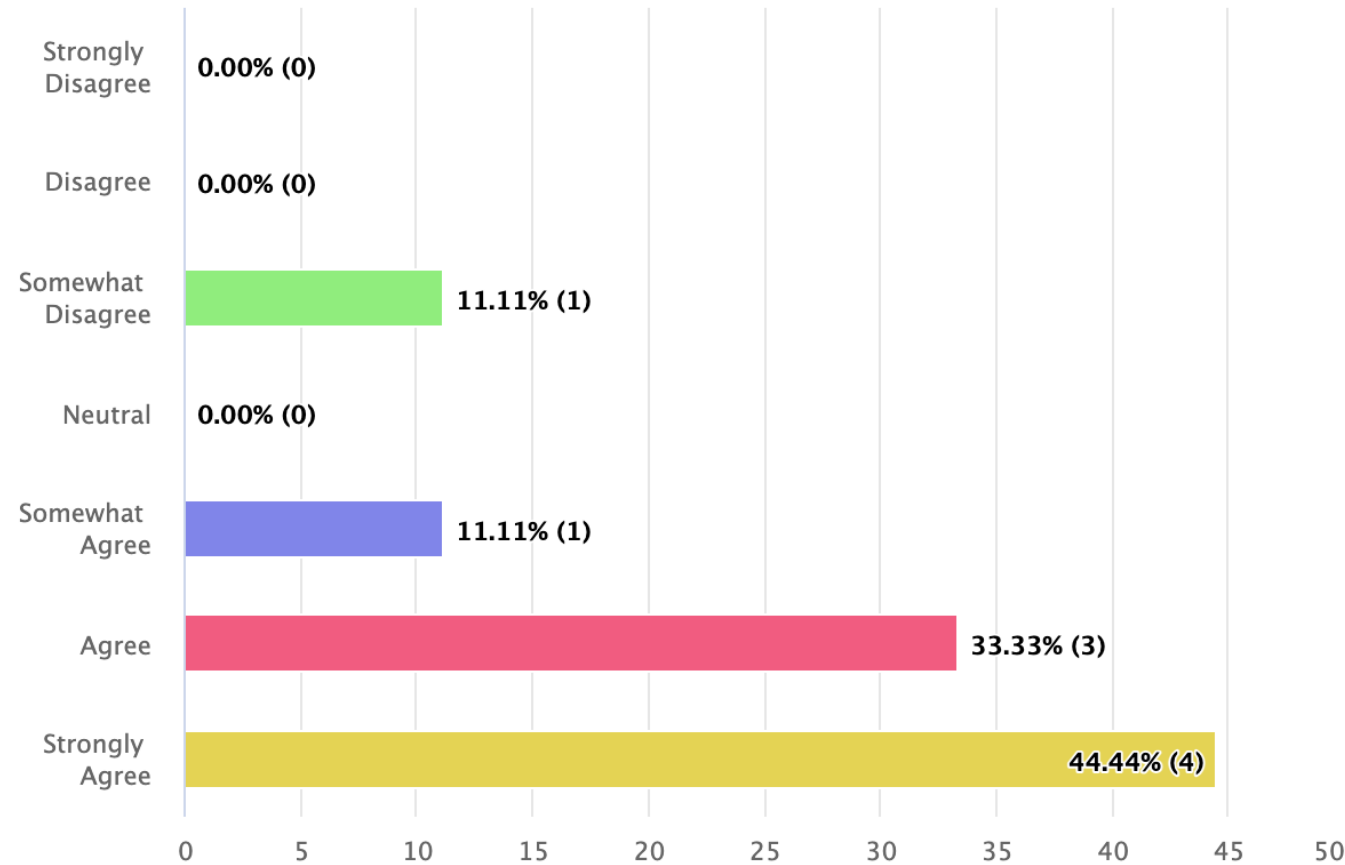
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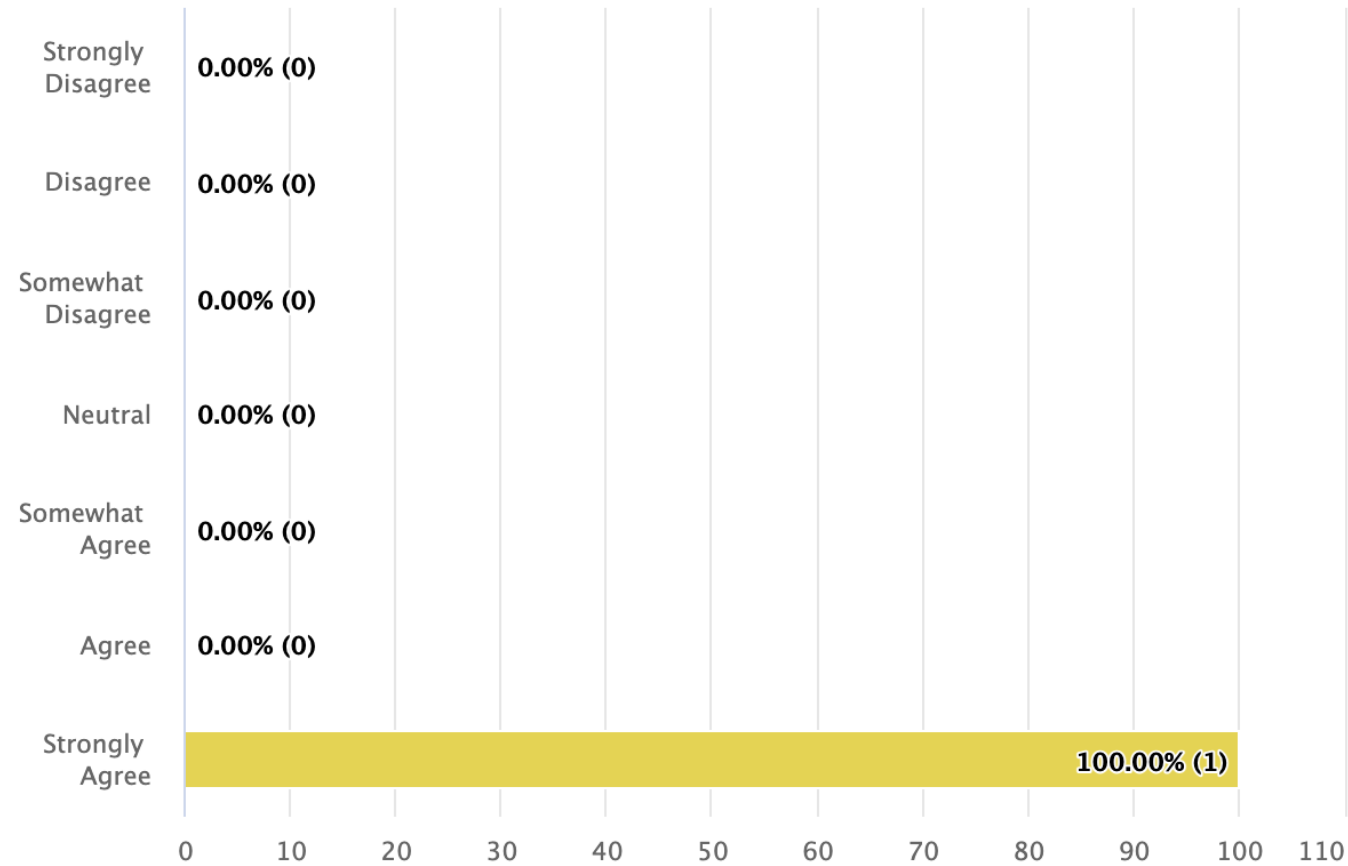
Overall, how satisfied were you with the service you received from the Planning Department?



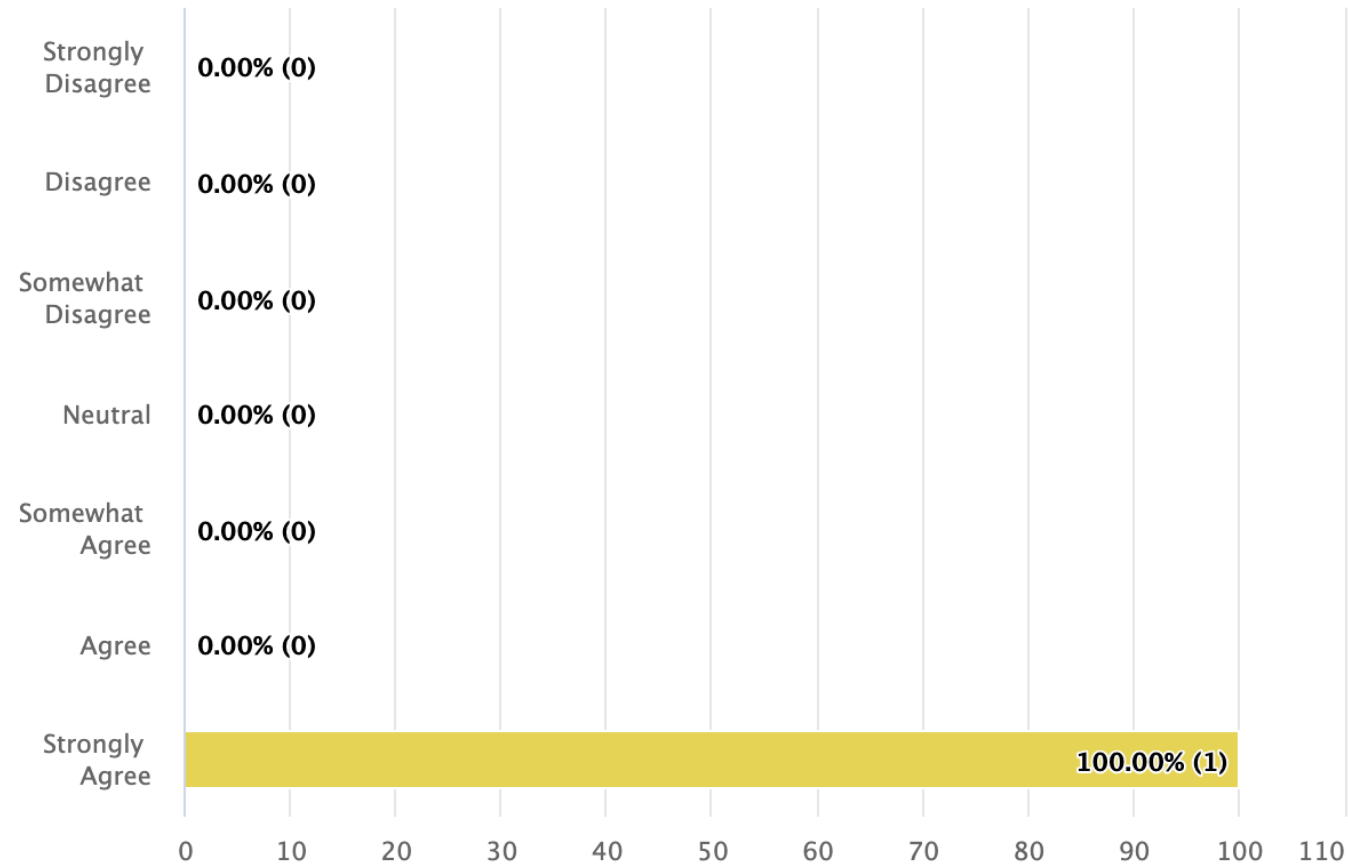
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Planning information on the Town website is clear and easy to understand.



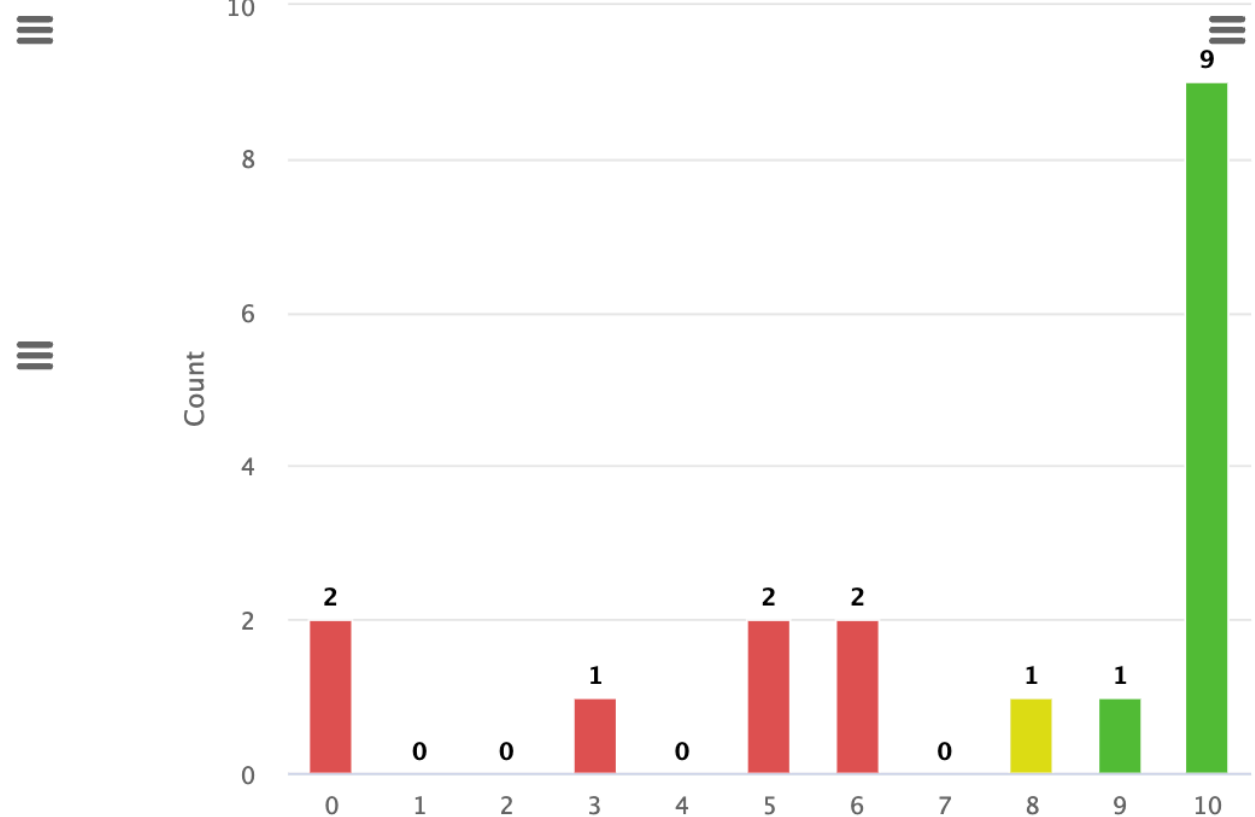
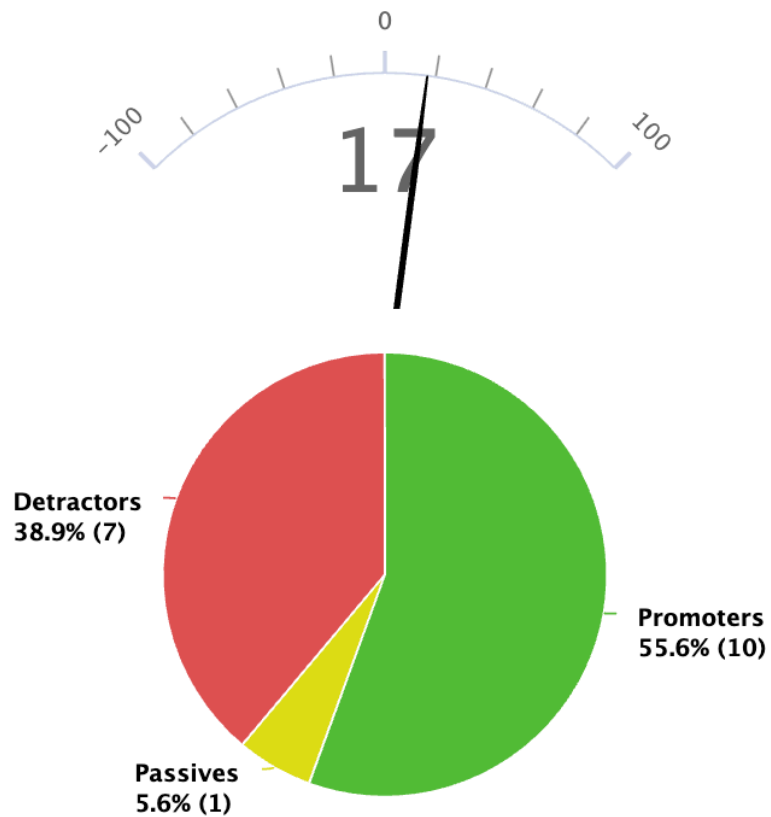
Based on your most recent experience with the Planning Department, please rate your level of agreement with each item below.

Questions	Not Applicable	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree	Total
Planning staff were friendly and approachable.	16.67% 3	0.00% 0	0.00% 0	0.00% 0	5.56% 1	0.00% 0	16.67% 3	61.11% 11	100% 18
I was able to schedule a requested meeting with the Planning staff in a reasonable timeframe.	16.67% 3	5.56% 1	0.00% 0	0.00% 0	11.11% 2	5.56% 1	11.11% 2	50.00% 9	100% 18
Planning staff responded to my question/request in a reasonable timeframe.	11.11% 2	5.56% 1	5.56% 1	5.56% 1	0.00% 0	5.56% 1	11.11% 2	55.56% 10	100% 18
Planning forms and applications are easily accessible.	16.67% 3	5.56% 1	0.00% 0	0.00% 0	11.11% 2	5.56% 1	16.67% 3	44.44% 8	100% 18
Planning forms and applications are clear and easy to complete.	22.22% 4	0.00% 0	0.00% 0	5.56% 1	11.11% 2	11.11% 2	5.56% 1	44.44% 8	100% 18
Planning staff were able to answer my question/request or direct me to other Town staff who could answer my question.	16.67% 3	0.00% 0	5.56% 1	5.56% 1	5.56% 1	0.00% 0	11.11% 2	55.56% 10	100% 18
Communication surrounding my Planning application, including requirements and timeframes, was clear.	16.67% 3	5.56% 1	5.56% 1	0.00% 0	0.00% 0	5.56% 1	11.11% 2	55.56% 10	100% 18
I was satisfied with my interaction with the Planning Department.	16.67% 3	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	11.11% 2	61.11% 11	100% 18
I was satisfied with the decision made by the Planning Department.	22.22% 4	0.00% 0	5.56% 1	0.00% 0	5.56% 1	5.56% 1	5.56% 1	55.56% 10	100% 18
Total	- 28	- 5	- 5	- 3	- 9	- 7	- 18	- 87	- -

Note: The highlighted items point to areas where targeted process improvements can significantly enhance overall satisfaction levels.



And finally, if they are taking on a building project, how likely are you to recommend working with the Town of the Blue Mountains Planning Department to a friend or colleague?



Summary of Key Themes Identified

Feedback regarding the municipality’s Planning Department is generally positive, with users expressing appreciation for **helpful staff, in-office support**, and the **online zoning map**. However, there are a few concerns about **communication issues**, particularly with **email reliability**, **phone messaging clarity**, and **unanswered follow-ups**.

Theme	Description	Mentions
Helpful and Supportive Staff	Staff were praised for being kind, helpful, and knowledgeable.	4–5
Effective In-Person Support	Visitors were pleased that their questions were resolved immediately during office visits.	2
Strong Digital Tools	The online zoning map was highlighted as a valuable and effective resource.	1
Email and Attachment Delivery Issues	Planning emails sometimes contain broken links or missing attachments.	1
Lack of Response to Follow-Ups	At least one user did not receive responses despite multiple follow-ups.	1
Phone Messaging System Issues	Phone system instructions for leaving a message were unclear.	1



Planning - Recommended Actions to Increase Satisfaction

Improve Email Communications and File Delivery

- *Action:* Audit and update the email system to ensure that development files, attachments, and embedded links display correctly across platforms.
- *Why:* Reduces user frustration and avoids unnecessary back-and-forth requests for missing documents.

Enhance Phone Messaging System

- *Action:* Revise voicemail instructions to be more user-friendly and confirm receipt of messages with auto-replies or follow-up acknowledgements.
- *Why:* Increases user confidence and reduces confusion when leaving voice messages.

Ensure Timely Response to Inquiries

- *Action:* Implement a response time policy with internal tracking to ensure all inquiries (especially follow-ups) are answered within a set timeframe.
- *Why:* Avoids user frustration due to unanswered questions and maintains trust in the department's reliability.

Leverage and Promote Online Tools

- *Action:* Promote the online zoning map and other digital tools through public education (e.g., short videos or FAQs on the website).
- *Why:* Builds on what's working well and empowers users to self-serve where possible.

Continue Fostering a Supportive, Knowledgeable Team Culture

- *Action:* Provide regular training and recognition for staff who consistently deliver excellent service.
- *Why:* Reinforces the department's reputation for professionalism and approachability.

