



Staff Report

Strategic Initiatives

Report To: COW- Admin, Corp and Finance, SI, Comm. Services
Meeting Date: October 27, 2025
Report Number: SI.25.012
Title: 2024 Resident Satisfaction Survey Analysis and Action Plan
Prepared by: Tim Hendry, Director of Strategic Initiatives

A. Recommendations

THAT Council receive Staff Report SI.25.012, entitled “2024 Resident Satisfaction Survey Analysis and Action Plan” for information.

B. Overview

This report provides Council with a summary of the recommended action plan in response to the results of the 2024 Resident Satisfaction Survey.

C. Background

The Resident Satisfaction Survey was conducted from October 16, 2024, to November 24, 2024, and received 828 responses. The survey questions were approved by Council in August 2024 through report [FAF.24.082](#). The results from the survey were presented to Council in January 2025 through report [SI.25.001](#).

The purpose of the Resident Satisfaction Survey is to better understand resident satisfaction related to the Town’s service delivery, customer service and communication, financial management and leadership. The survey also included questions regarding resident satisfaction with Town-owned infrastructure, including roads, sidewalks, bridges, water and wastewater systems and recreational facilities/amenities.

The survey results have been reviewed in detail by the Town’s Senior Management Team and will be used to track and implement measures to strengthen service delivery. In addition, the results were provided to StrategyCorp to help inform the [Corporate Strategic Plan update project](#), which launched in June 2025.

D. Analysis

The analysis of survey results included a comparison of the 2024 survey results against the 2022 survey results. Notably, the 2024 survey received a higher response rate, which is attributed to the strong promotional campaign that was conducted.

The analysis included a review of satisfaction levels related to demographic segments (age ranges and length of residency) and geography (communities and urban/rural areas). A detailed overview of the analysis is included as Attachment #1 to this report.

At a high level, respondent satisfaction softened across all survey questions. The general shift was from higher satisfaction levels to more moderate satisfaction levels. Notably, there were no significant differences in satisfaction related to age; instead, the most considerable changes in satisfaction were observed in relation to geography and length of residency. At a high-level observation, respondents from Thornbury and Clarksburg were generally less satisfied than other areas of the community, and longer-term residents were generally less satisfied than newer residents.

It's important to highlight that the survey was conducted as an opportunity-based survey, meaning that the response base consisted of residents who were aware of the survey and took the time to complete it. As a result, the age distribution in both years of surveying does not reflect the actual breakdown of the population as per the census. As directed through Councillor Maxwell's Notice of Motion, staff are actively reviewing opportunities to strengthen and improve how surveys are conducted and to consider the use of statistically significant surveying methodologies.

Action Plan

Following the review of the survey results, the Senior Management Team developed the following list of actions to improve service delivery and address resident satisfaction concerns.

It's important to note that the list of actions is not comprehensive and does not encompass the entire work plan of Town departments; instead, it prioritizes actions based on the key areas identified in the report.

1. Satisfaction & Service Quality

Focus Areas	Recommendation and Actions
Customer Service	The Manager of Communications & Customer Service is actively conducting a customer service review to assess how the Town manages customer service. The project is focused on reviewing internal policies and procedures, including customer service standards, staff training, software/tools and the internal staffing structure to ensure customer service consistency and excellence. A staff report with an overview of the assessment and recommendations will be presented to Council in Q4 2025.
Town Services	The following section focuses on recommendations and actions related to the <u>four</u> Town services that experienced a 5% or greater decrease in satisfaction between the 2022 and 2024 survey results.

	1. Corporate Communications: The Communications Division is actively working to improve internal processes to ensure that public communication and notices are provided in an accurate, consistent and timely manner. Communications staff regularly attend department and project meetings to ensure that proactive communications planning and lead time are incorporated into work plans. To further support the efforts of the Communications Team, a communications review project has been recommended for consideration in the 2026 Town Budget. The project's focus will be on refining internal processes and standards to enhance communication efficiency and consistency. 2. Town Clerk Services: The Clerk's Department is actively working with Council to review and update the Procedural By-law. This work is on track and is expected to be completed by the end of 2025. The Clerks Department is also working with the Communications Division and the Accountability and Transparency Committee to update content on the Town website to make information related to engaging with Council (correspondence, deputations, public comment, etc.) more easily understood. In addition, the new Records Management Coordinator is assisting in responding to requests made under the Municipal Freedom of Information and Protection of Privacy Act. 3. By-law Enforcement: The By-law Department is enhancing public understanding of by-law requirements by offering more FAQs and public notices. This aims to clarify processes and enforcement for residents. Officer training is being expanded to include de-escalation and customer service skills. Software upgrades for parking, AMPs, and STA licensing are underway to boost efficiency and accessibility. Weekly meetings and complaint summaries ensure officers remain informed. Collaboration with other departments has been enhanced to address resident concerns more comprehensively. The department's more effective enforcement approach has led to increased statistics and ticket issuance compared to past years. 4. Land Use Planning & Building Services: The Planning and Development Services Department is committed to strengthening processes, enhancing service delivery and improving communication with the public. Following the results of the 2022 Resident Satisfaction Survey, the Planning and Development Services Department (PDS) launched a user-focused survey to gather feedback directly from its service users. The survey was shared with members of the public who interacted with PDS staff through inquiries or formal applications, including but not limited to planning inquiries and applications, as well as building permit inquiries and applications.
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A summary is included below, and a report detailing the findings and recommended department-specific actions is attached to this report.

Building Services

The user survey indicated that 88.57% of customers who completed the survey were Satisfied or Very Satisfied with the service received by the Building Department.

Summary of Key Themes: The majority of feedback was 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 Building Services Department were superior to those in other municipalities.

Development Engineering

The user survey indicated that 85.71% of customers who completed the survey were Satisfied or Very Satisfied with the service received by Development Engineering.

Summary of Key Themes: 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 a lack of clarity in post-approval steps involving other departments.

Planning

The user survey indicated that 77.78% of customers who completed the survey were Satisfied or Very Satisfied with the service received by the Planning Department.

Summary of Key Themes: 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.

Cloudpermit Implementation

Throughout 2025, the Town introduced Cloudpermit, an online permitting system designed to make the planning and development application process more efficient, user-friendly, and transparent for

	residents, builders, developers, and other members of the community. Cloudpermit was launched for the Building Department in January 2025 and expanded to the Planning Department in April 2025, allowing applicants to apply for, track, and manage building and planning applications online. The continued implementation of Cloudpermit supports the Town’s commitment to improving customer service and directly responds to key findings from the PDS Customer Service Survey, which identified the need for improved communication and greater transparency throughout the application process. Through real-time application tracking, centralized file sharing, and streamlined communication tools, Cloudpermit enhances clarity around application timelines, next steps and decision-making, resulting in a more consistent and predictable customer experience.
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2. Fiscal Responsibility & Taxation

Focus Areas	Recommendation and Actions
Value for Tax Dollars	The results of the 2024 survey noted that roughly two in three respondents expressed that they feel they receive ‘very good’ and ‘good value’ for their tax dollars, which is comparable with 2022 results. Further, <i>‘Enhancing service levels by increasing fees for users of the service’</i> and <i>‘Maintaining current service levels, with a property tax increase matched to inflation’</i> continue to be the two preferred tax strategy options reported by respondents. When asked which services should be reduced to maintain taxes, <i>‘Council/Town Administrative Operations’</i> continued to be reported as the primary area to reduce the level of service, followed by <i>‘Events/Festivals/Family Activities’</i>. Given that the Town’s primary focus is on fiscal responsibility and efficient service delivery, feedback shared through the 2024 survey was used to help shape the framework of the 2026 Town budget. The focus of the 2026 Town budget is on core services, ensuring that essential and legislated obligations are met first. This includes integrating the Asset Management Plans into the budgeting process to address lifecycle costs and support infrastructure sustainability. The development of Integrated Capital Plans demonstrates the commitment to aligning financial resources with long-term infrastructure needs. These measures are designed to enhance transparency, accountability, and service efficiency while balancing taxpayer affordability in a challenging economic environment.

3. Governance & Strategic Direction

Focus Areas	Recommendation and Actions
Town Council	The results of the 2024 survey noted that the level of satisfaction with Council softened across all satisfaction metrics in 2024 versus 2022. The largest declines in satisfaction were with respect to the <i>'Quality of Decision Making'</i> (65% to 53%) and <i>'Strategic Planning and Strategy Development'</i> (60% to 49%). When it comes to overall performance, younger respondents had the lowest levels of satisfaction (53%), as did residents of Thornbury (55%). Council has proactively committed in 2025 to updating the Corporate Strategic Plan. This aims to clearly define long-term goals and strategically allocate resources for the Town's future development. Furthermore, Council is actively collaborating with staff on key initiatives to enhance governance, communication, decision-making, and financial management.
High Priority Projects	The results of the 2024 survey noted that increased access to family healthcare continues to be a high priority for the majority, outpacing all other topics again. When looking at other areas, there is more of a reductive mindset when it comes to high-priority areas. The biggest shifts were declines as opposed to increases. The largest declines in high-priority areas were: • Waterfront Acquisition for Public Use (17%) • Cycling Infrastructure (13%) • Servicing for Clarksburg (10%) • Attainable Housing Units (9%) • Outdoor Skating Rink (9%) The following section provides specific details related to the plans and work underway to support the <u>top five</u> ranked priority projects. 1. Increased access to Family Health Care: Significant progress has been made to increase access to family health care in the community. In June 2025, the Town established a Family Physician Recruitment Working Group comprised of residents and stakeholders with a mandate of facilitating the recruitment of new physicians to support the local community by leveraging municipal authority to address this critical need. In October 2025, the Working Group proudly announced and welcomed Dr. Bali to the community, marking the first new doctor to join the community in recent years. The Working Group has also been actively supporting the expansion of Family Health

	Team services in The Blue Mountains, through recent advocacy efforts at the 2025 Association of Municipalities of Ontario Conference. 2. Preservation and Retention of Mature Trees on Public Land: Understanding the value and importance of trees for our community, the Town approved a new Urban Forestry Coordinator staff position that was filled in mid-2025. The new position will focus on developing and implementing the Urban Forest Management Plan, including functions such as completing technical tree guidelines, hazard risk assessments, tree inventories, and invasive species control efforts. 3. Increased Access to Long Term Care: In May 2025, the Town announced a partnership with peopleCare Communities to enable the development of a new long-term care (LTC) home in the Craigeleith area on a section of the former Tee's Please property. Through the partnership, peopleCare will purchase three acres of the 18-acre Town-owned land to build the new LTC home, which will provide care and services for up to 192 people. The project was made possible through Council's commitment to work with peopleCare to identify potential sites and options to build a LTC home. 4. Investing in Infrastructure Replacement: The Town is proactively planning, prioritizing and investing in key projects throughout the community to revitalize aging infrastructure and support future growth. This includes multiple road reconstruction projects, water and wastewater system upgrades, stormwater management improvements, bridge and culvert replacements, master plans and environmental assessments. In total, the Town is projecting to invest more than \$400 million in capital infrastructure in the next 10 years. 5. Increased Supply of Attainable Housing Units: In August 2026, Council approved entering into a memorandum of understanding (MOU) with Home Opportunities, a non-profit housing corporation, to explore the possibility of an attainable housing project on town-owned land. The MOU is intended to be a tool to assess community interest and review opportunities for a potential partnership. As part of the early stages, an inventory of vacant municipal land is being reviewed with the parameters of 6 – 10 acres, with the potential to allow for 150 – 250 units at 25 units per acre.
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E. Strategic Priorities

1. Communication and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

F. Environmental Impacts

No environmental impacts are anticipated as a result of this report.

G. Financial Impacts

No direct financial impacts are anticipated as a result of this report. Budget to support the 2024 Resident Satisfaction Survey was approved in the 2024 Town Budget.

Budgets associated with the actions mentioned in this report have been either supported through the 2025 Town budget or will be considered in future budgets based on department work plans.

H. In Consultation With

Adam Smith, Chief Administrative Officer
Senior Management Team
Shawn Postma, Manager of Community Planning
Kent Waugh, The W Group
Erin Deviney, Independent Market Research Consultant

I. Public Engagement

The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required.

However, any comments regarding this report should be submitted to Tim Hendry, Director of Strategic Initiatives si@thebluemountains.ca.

J. Attached

1. Resident Satisfaction Survey – Analysis and Trends
2. Secondary Survey – Planning and Development Services Department

Respectfully submitted,

Tim Hendry
Director of Strategic Initiatives

For more information, please contact:
Tim Hendry, Director of Strategic Initiatives
si@thebluemountains.ca
519-599-3131 extension 282

Report Approval Details

Document Title:	SI.25.012 2024 Resident Satisfaction Survey Analysis and Action Plan.docx
Attachments:	- Attachment 1 - Resident Satisfaction Survey.pdf - Attachment 2 - Planning and Development Services Department Survey.pdf
Final Approval Date:	Oct 8, 2025

This report and all of its attachments were approved and signed as outlined below:

Tim Hendry - Oct 8, 2025 - 3:59 PM



Resident Satisfaction Survey Analysis and Trends

A deeper dive into a select number of questions from the 2022 and 2024 Results

Report Outline

Three key areas were explored to more deeply understand two things:

1. What satisfaction changes, if any, occurred in 2024 vs. 2022?
2. What, if any, meaningful differences are there in relevant subgroup opinions in 2024?

Background Information

Section 1: Satisfaction & Service Quality

Section 2: Fiscal Responsibility & Taxation

Section 3: Strategic Governance & Taxation

Background Information

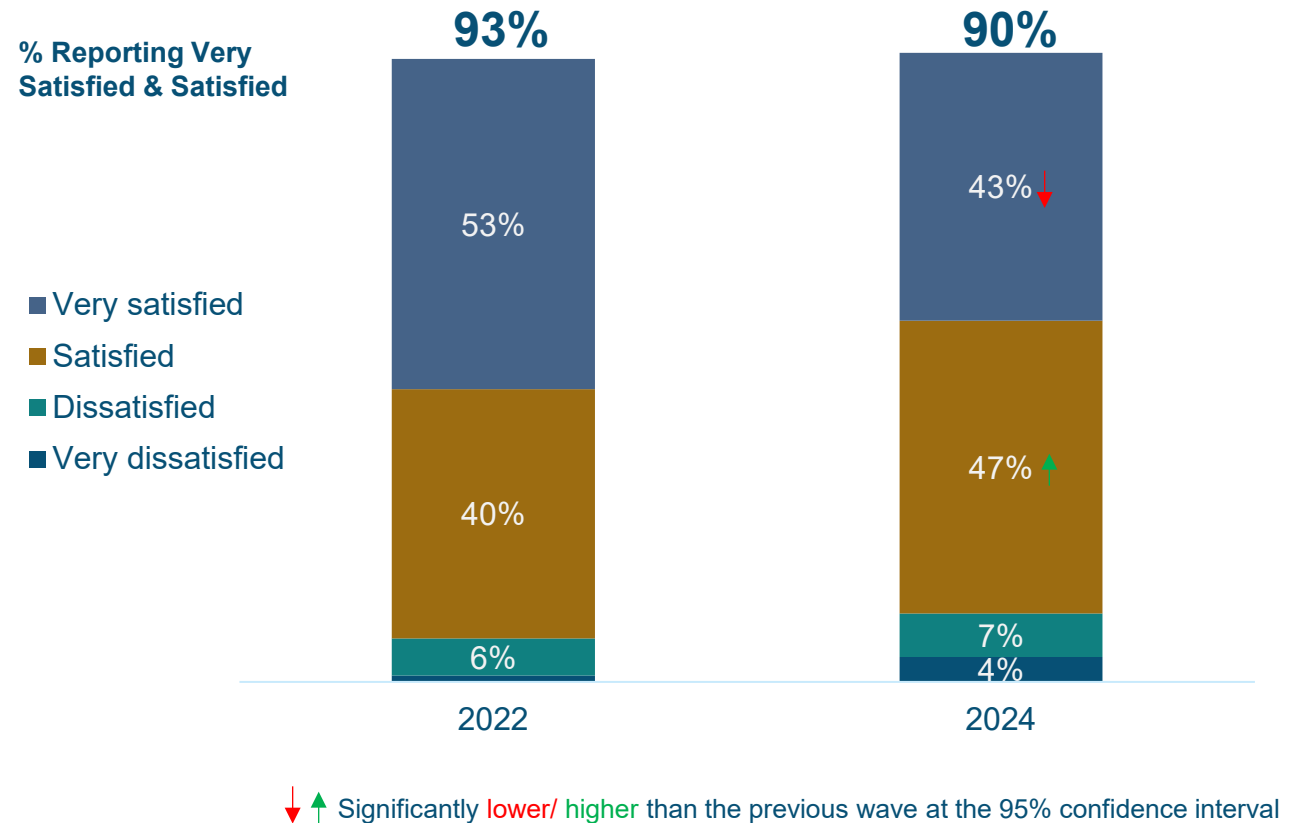
- Data reflects responses given. Not all questions were answered by all participants. This also applies to demographic questions.
 - **2022 Survey:** Conducted from May 31 – June 26, 2022. Conducted in two parts (Part 1: n=269, Part 2 n=151)
 - **2024 Survey:** Conducted from October 17 – November 26, 2024. n=774 (n=567 responded to demographic and classification responses)
- A key method of benchmarking trends was completed through significance testing. It is worth noting that this survey was voluntary in nature, with community members having the opportunity to decide whether to respond or not and is therefore not a random probability sample. The significance testing used in this report, reflects what would apply to a random probability sample with a 95% confidence interval.
- Please note that rounding does impact the totals of some numbers and if something exceeds 100%, it is not an error but rather due to rounding.
- Also worth noting is that the age distribution in both years of surveying does not reflect the actual breakdown of the population as per the census; survey respondents skew older compared to the actual age distribution.
- This analysis was conducted by Erin Deviney, an independent market research consultant

Section 1: Satisfaction & Service Quality

Satisfaction with Living in TBM

- Through comparing the results, it's evident that overall satisfaction remains high, although there has been a shift from those reporting being 'very satisfied' to more moderate satisfaction
- Overall satisfaction is comparable across all ages; however, younger residents are significantly less likely to report being 'Very Satisfied' (22% among those 18-44, 37% among those 45-54 and 46% among those 55+)
- While overall satisfaction levels are high in all areas of the community, there are meaningful differences. For example, nearly universal levels of satisfaction were reported in Blue Mountain Village (98%) and Lora Bay (96%) and with lower satisfaction levels reported in Clarksburg (89%) and Thornbury (87%)
- Also, longer term residents are less likely to be satisfied overall and less likely to be highly satisfied. Newer residents (Less than 5 years) are most likely to report being VERY satisfied (64% vs. 37% among those 20+ years)

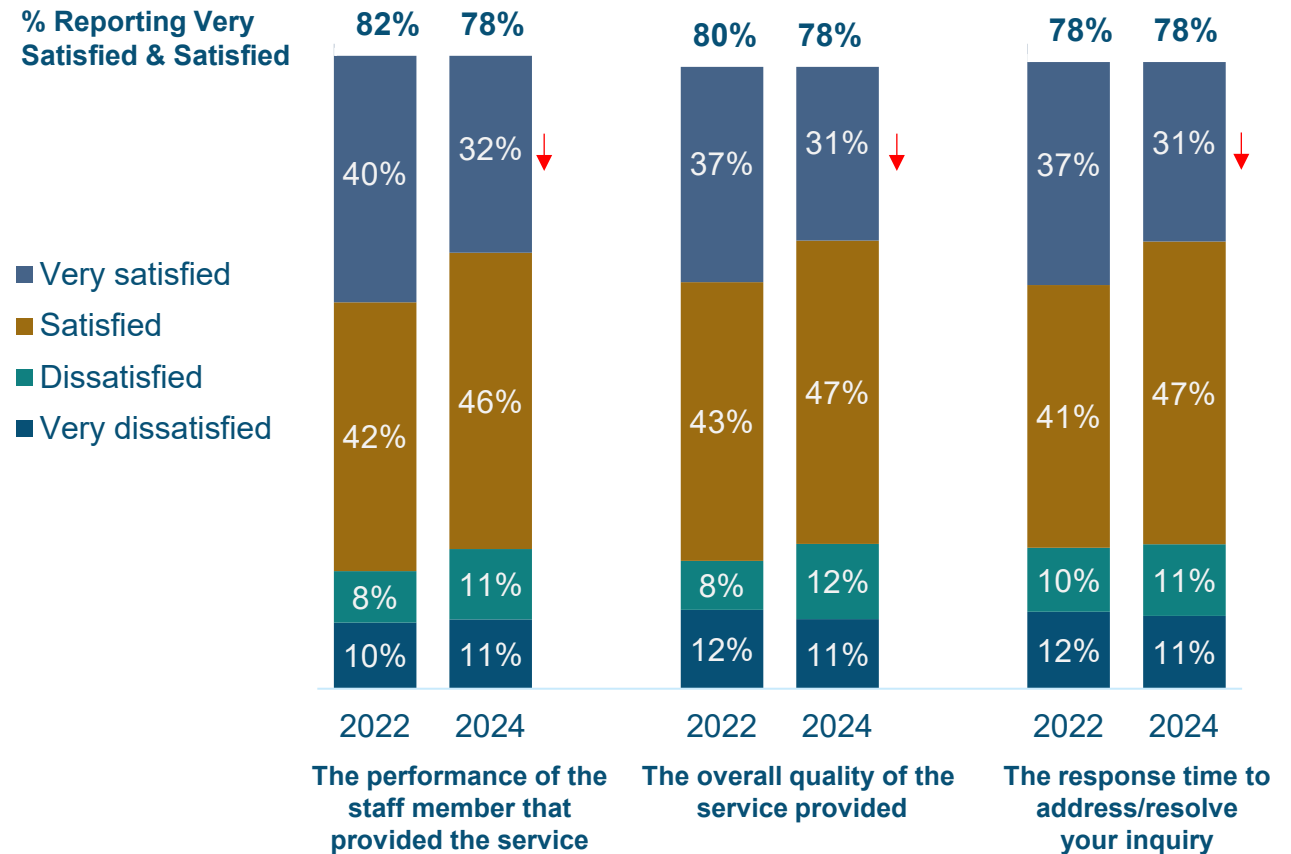
How do you generally feel about the Town of The Blue Mountains as a place to live?



Satisfaction with Town Customer Service Interaction

- Among respondents who had an interaction with a Town staff member most report a satisfactory recent experience
- That said, there is a general shift towards more moderate satisfaction versus those reporting being very satisfied

Level of Satisfaction with....

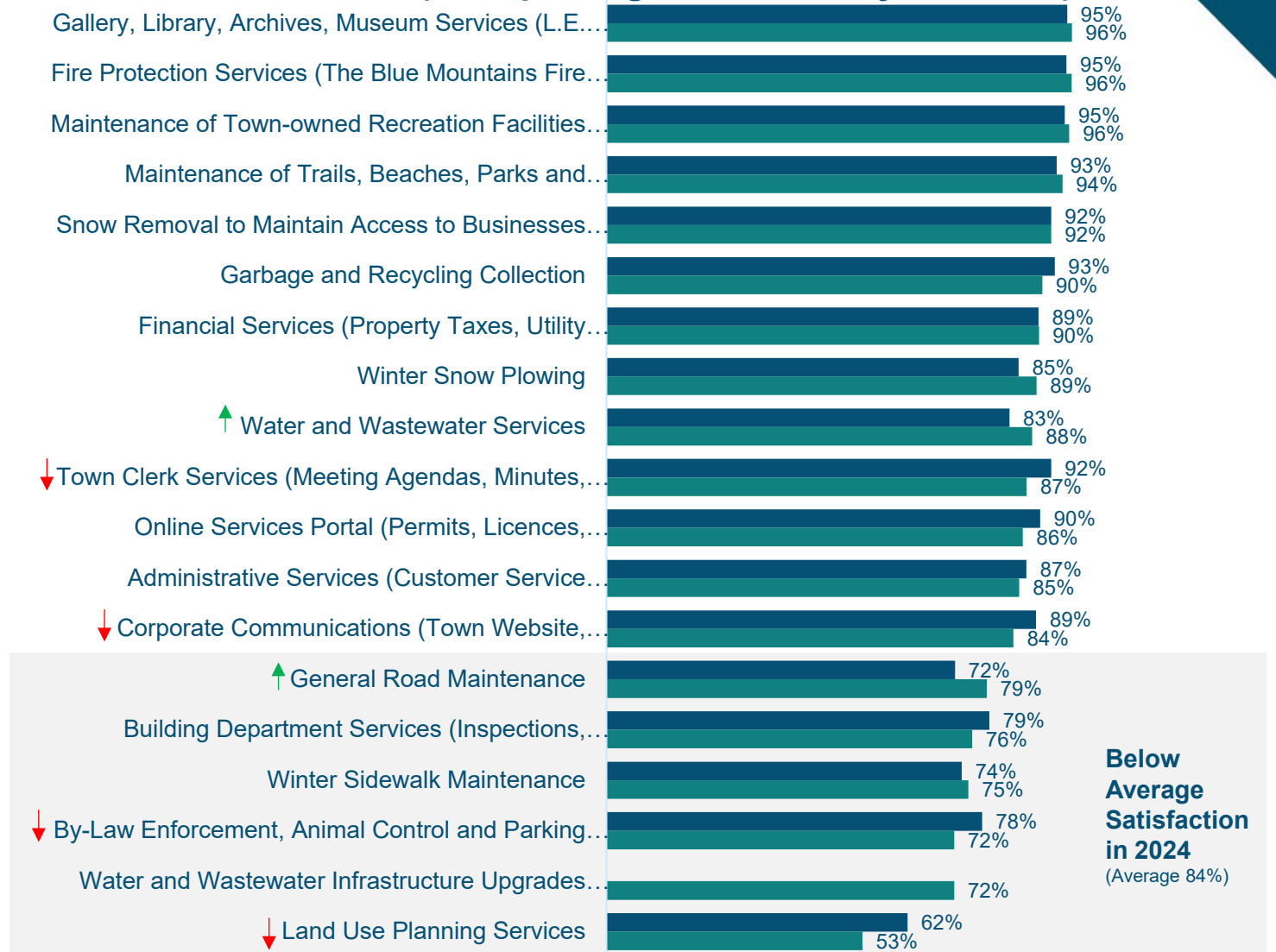


Satisfaction with Town Services

- Overall satisfaction levels are largely consistent with 2022, with most respondents expressing high overall satisfaction
- The average satisfaction rating for Town services was 84%
- Two areas saw improvements – Water and Wastewater Services (5% increase) and General Road Maintenance (7% increase)
- Four areas saw declines – Town Clerk Services (5% decrease), Corporate Communications (5% decrease), By-law Enforcement (6% decrease) and Land Use Planning Services (9% decrease)

↓ ↑ 5% lower/ higher from 2022 vs 2024

Level of Satisfaction for Town Services (% Reporting Satisfied/Very Satisfied)



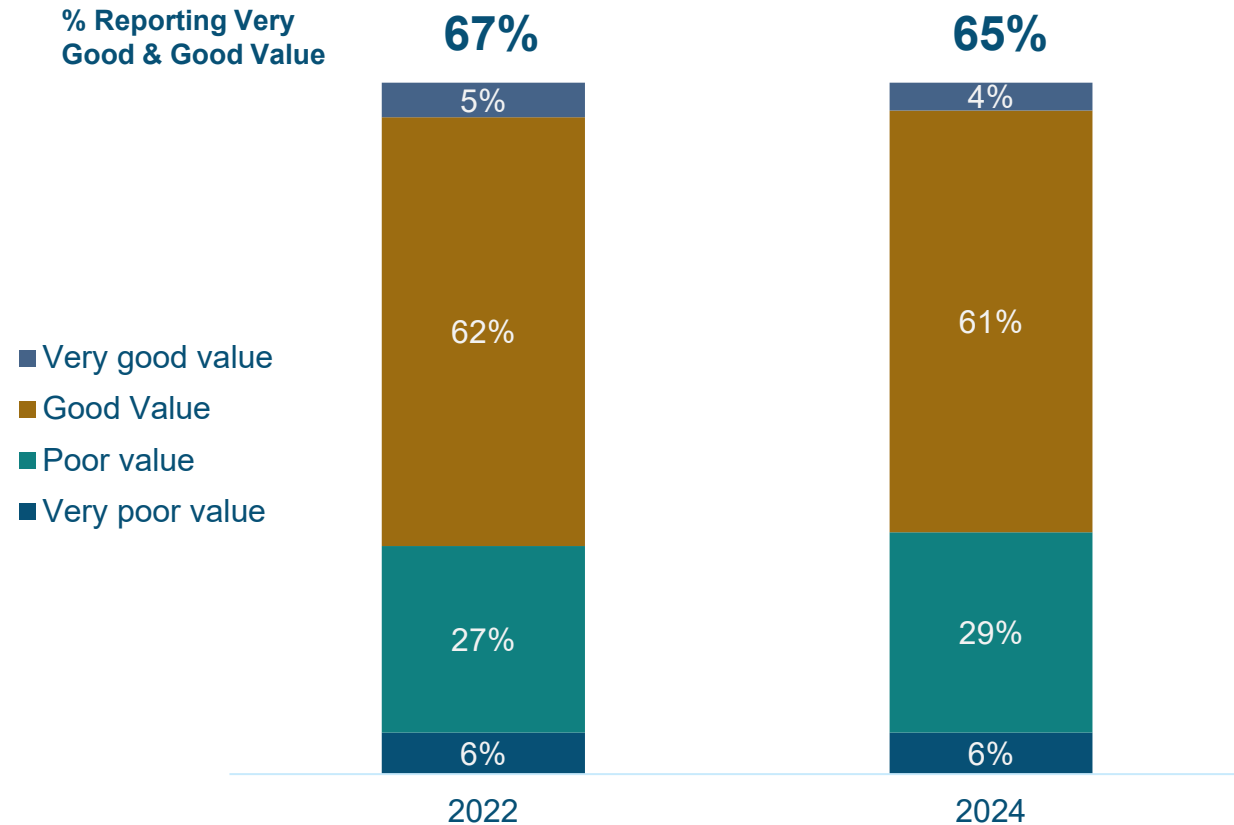
Section 2:

Fiscal Responsibility & Taxation

Value for Tax Dollars

- Roughly two in three respondents expressed that they feel they receive 'very good' and 'good value' for their tax dollars, which is comparable with 2022 results
- Perceptions are similar across age groups as well as communities throughout the Town
- However, newer residents (less than five years), reported more positive value for their tax dollars versus longer-term residents (77% vs. 61% among those 10+ years saying Good/Very Good Value)

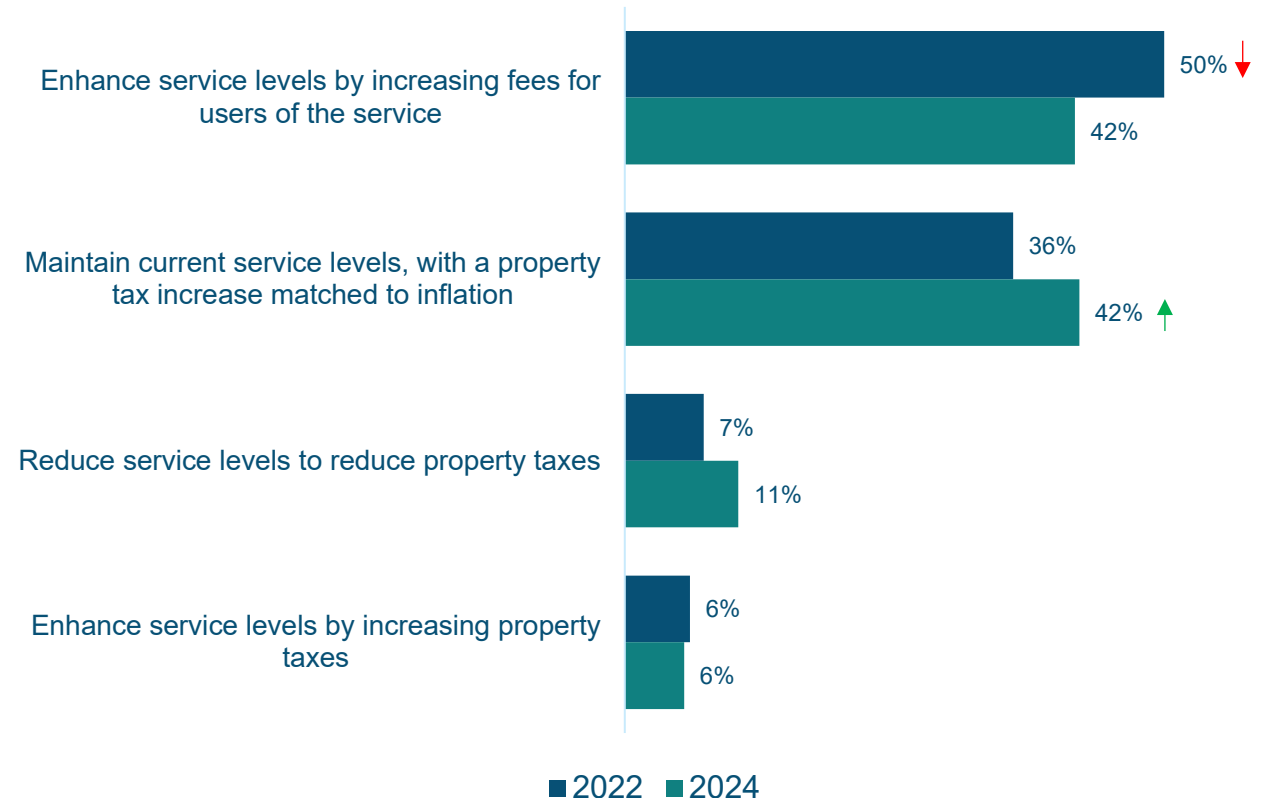
Please rate the value that you get for your tax dollars:



Support for Tax Strategies

- 'Enhancing service levels by increasing fees for users of the service' and 'Maintaining current service levels, with a property tax increase matched to inflation' continue to be the two preferred options reported by respondents
- However, the proportion of those in support of enhancing service levels by increasing fees for users is down significantly from 2024 to 2022 (8% reduction)
- While there is nuance between preferences between ages and communities, the top two choices were consistent across the board

Thinking about the services provided by the Town, which of the following tax strategies do you support?

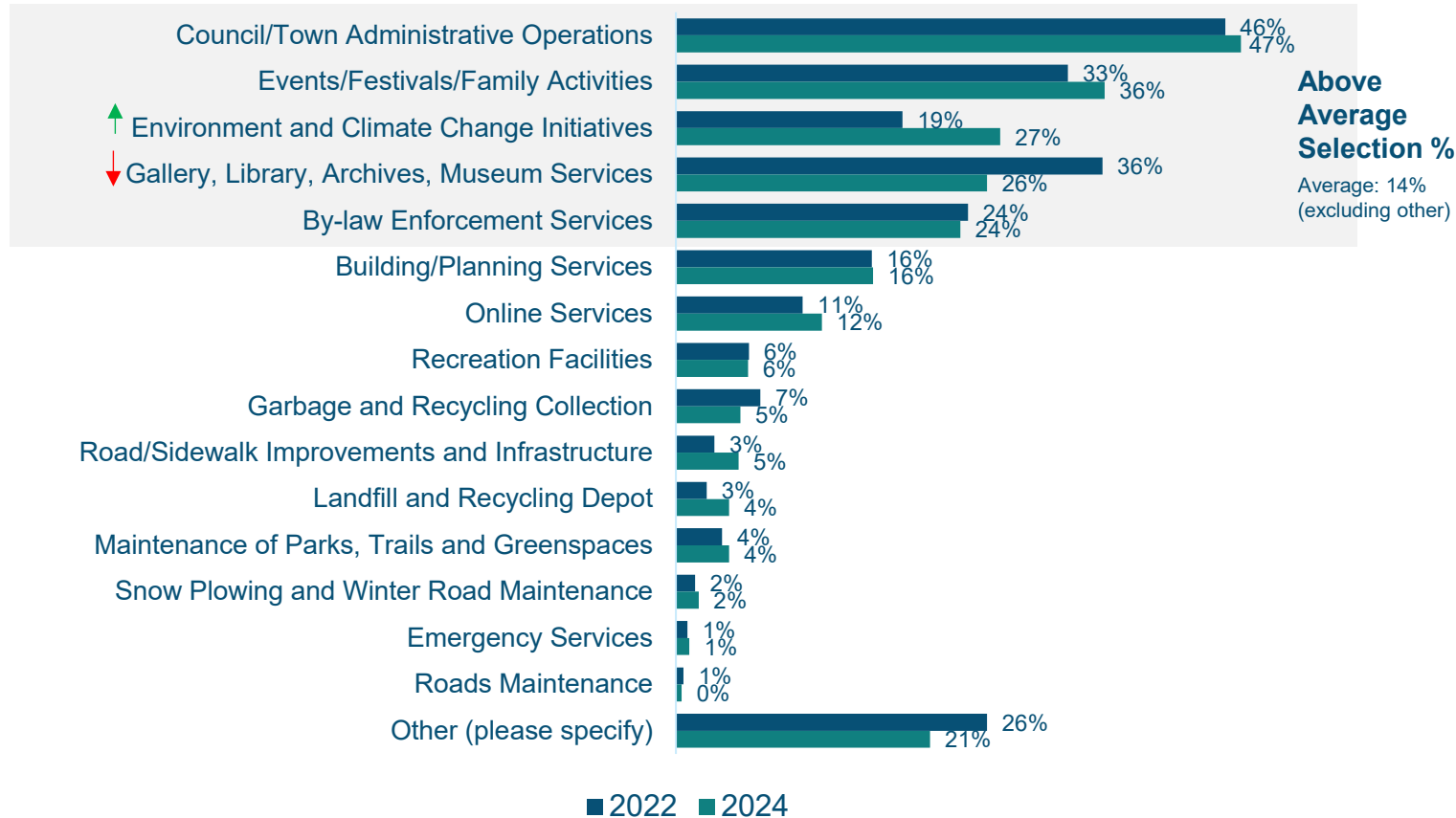


↓ ↑ Significantly lower/ higher than the previous wave at the 95% confidence interval

Service Reduction to Maintain Taxes

- 'Council/Town Administrative Operations' continue to be reported as the service to reduce to maintain taxes followed by 'Events/Festivals/Family Activities'
- While most selections were comparable with 2022, there were two meaningful shifts. The increase in those selecting 'Environment and Climate Change Initiatives' and the reduction in those choosing 'Gallery, Library, Archives and Museum Services'

If the Town had to reduce services to maintain taxes, which services would you reduce?



↓ ↑ Significantly lower/ higher than the previous wave at the 95% confidence interval

Section 3: Governance & Strategic Direction

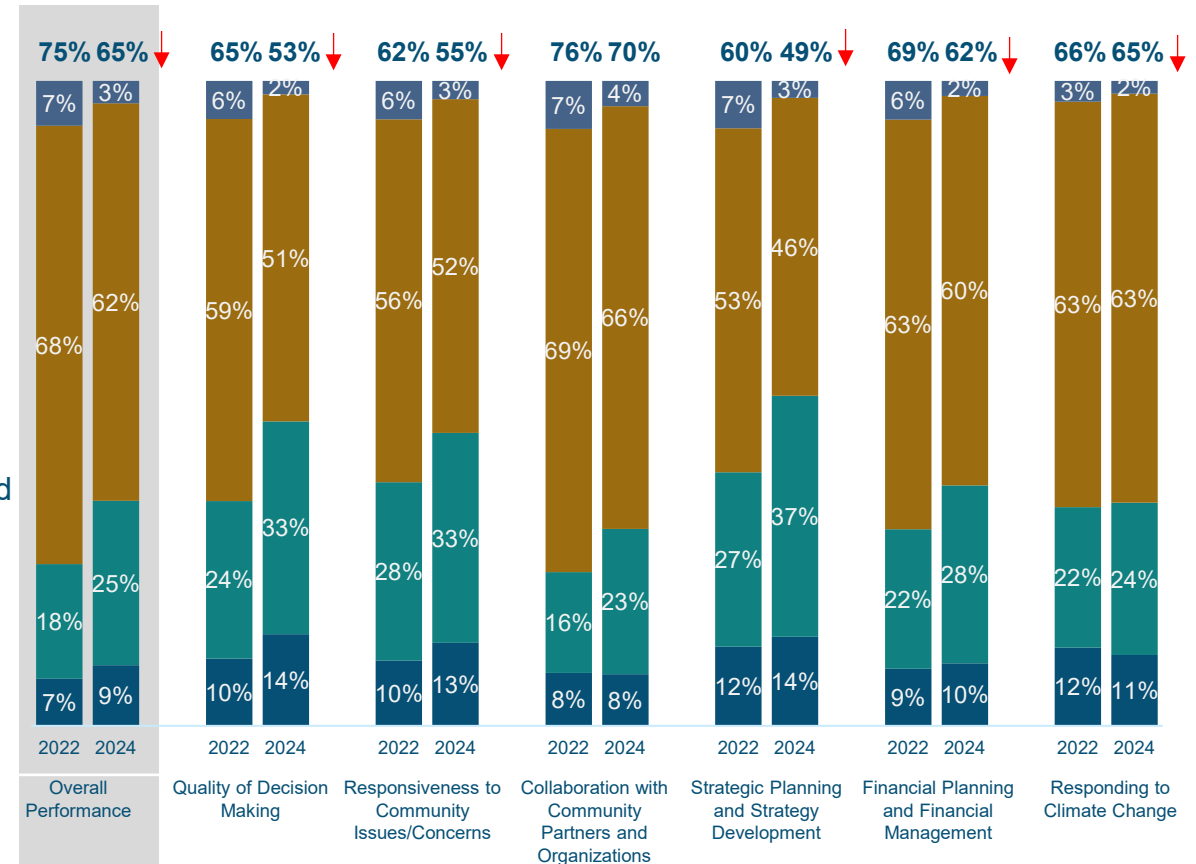
Satisfaction with Town Interaction

- There was a softening across all satisfaction metrics in 2024 versus 2022
- The largest declines in satisfaction were with respect to the 'Quality of Decision Making' (65% to 53%) and 'Strategic Planning and Strategy Development' (60% to 49%)
- Given the softening on specific elements, it is not surprising to see a 10-point decline in satisfaction with overall performance (75% to 65%).
- When it comes to overall performance, younger respondents had the lowest levels of satisfaction (53%), as did residents of Thornbury (55%)

Level of satisfaction with the current term of the Town of the Blue Mountains Council....

% Reporting Very Satisfied & Satisfied

■ Very satisfied
 ■ Satisfied
 ■ Dissatisfied
 ■ Very dissatisfied

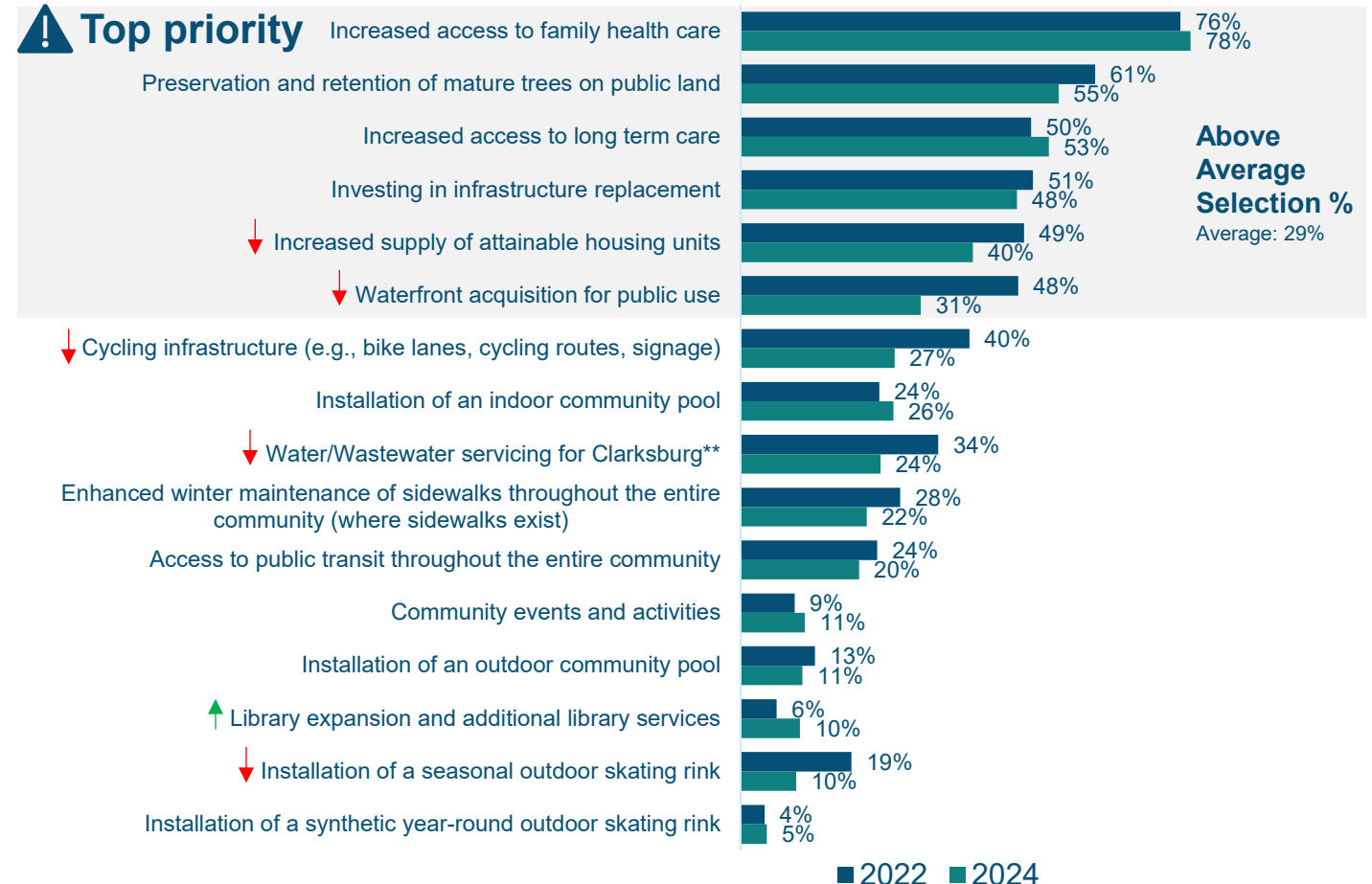


↓ ↑ Significantly lower/ higher than the previous wave at the 95% confidence interval

High Priority Projects for Next Term

- Increased access to family healthcare continues to be a high priority for the majority, outpacing all other topics again
- When looking at other areas, there is more of a reductive mindset when it comes to high-priority areas. The biggest shifts were declines as opposed to increases. The largest declines in high-priority areas were:
 - Waterfront Acquisition for Public Use (17%)
 - Cycling Infrastructure (13%)
 - Servicing for Clarksburg (10%)
 - Attainable Housing Units (9%)
 - Outdoor Skating Rink (9%)

To help guide what projects the Town of The Blue Mountains should focus on during the next term of Council, please indicate your priority for each of the following topics



↓ ↑ Significantly lower/ higher than the previous wave at the 95% confidence interval



Thank you



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.



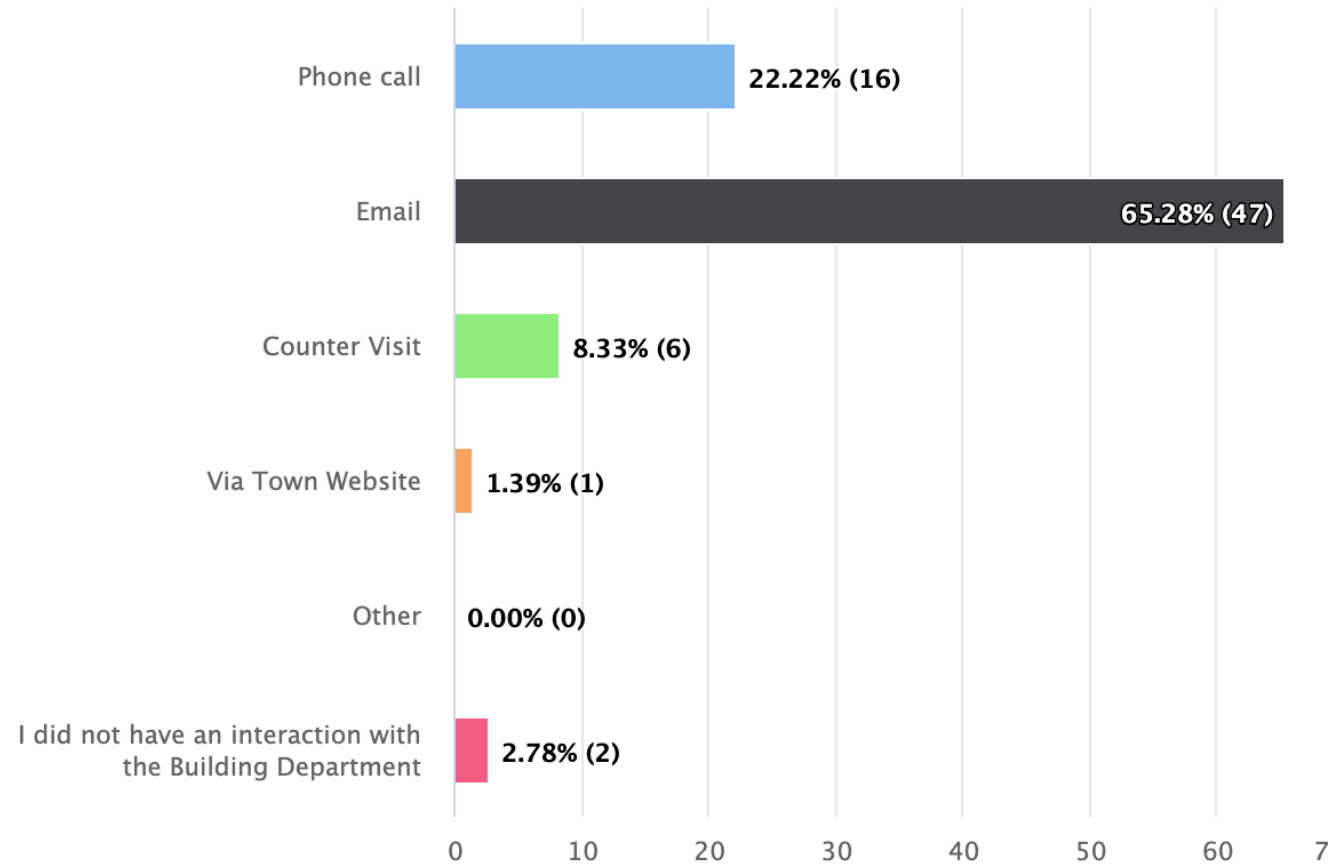


Building & Development Services Division Client Satisfaction & Performance Improvement Program

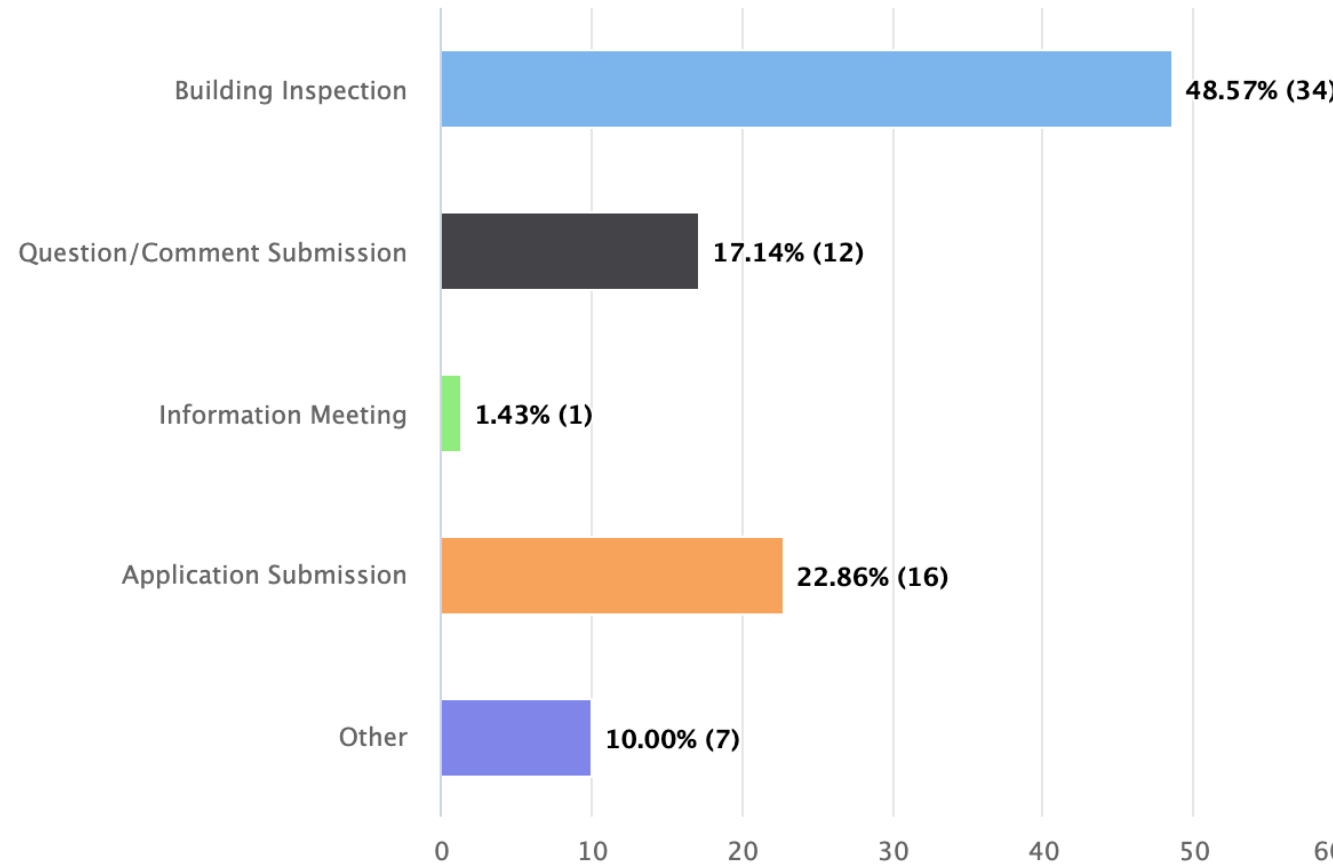
BUILDING SERVICES

Prepared by Kent Waugh, Managing
Partner, The W Group

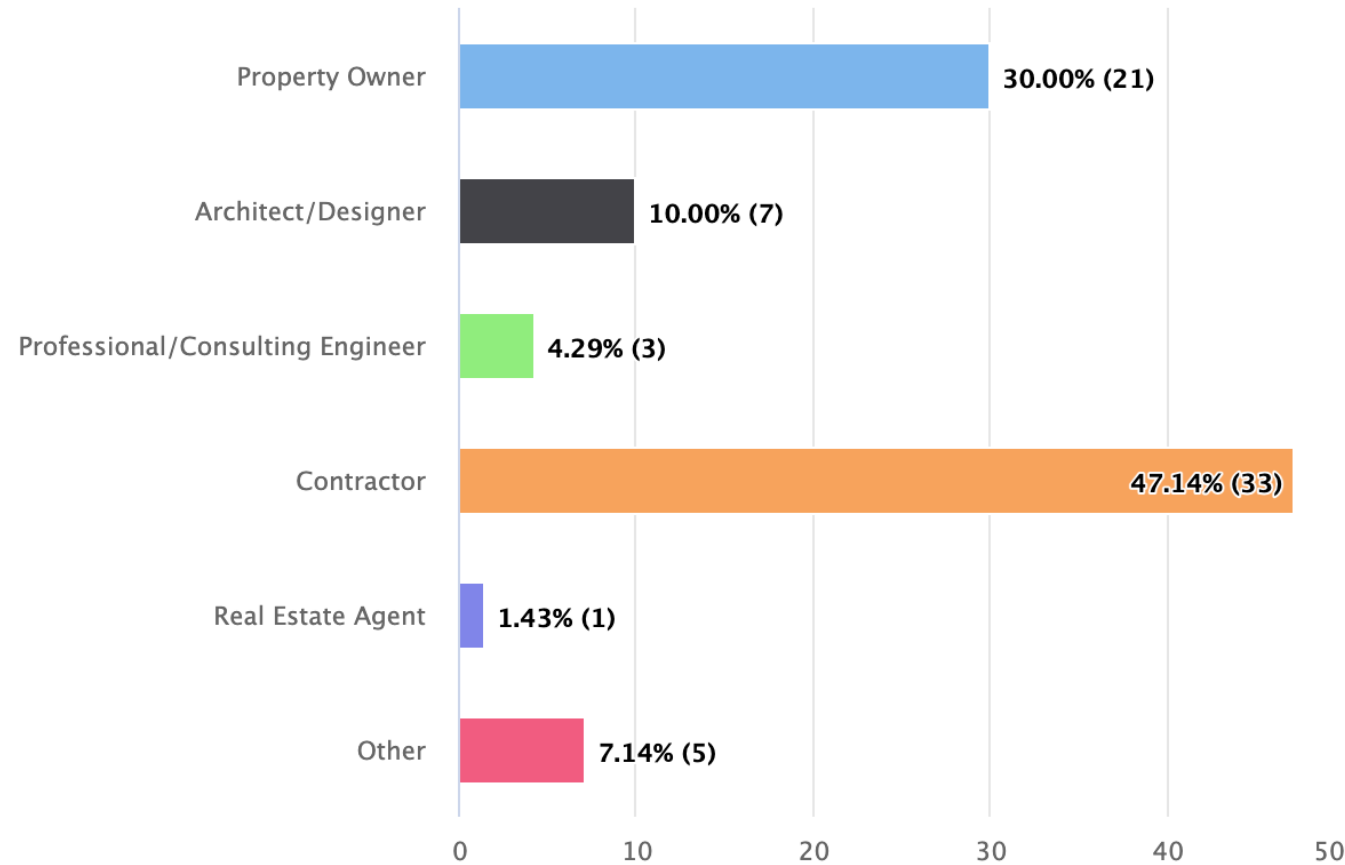
How did you interact with the Building Department?



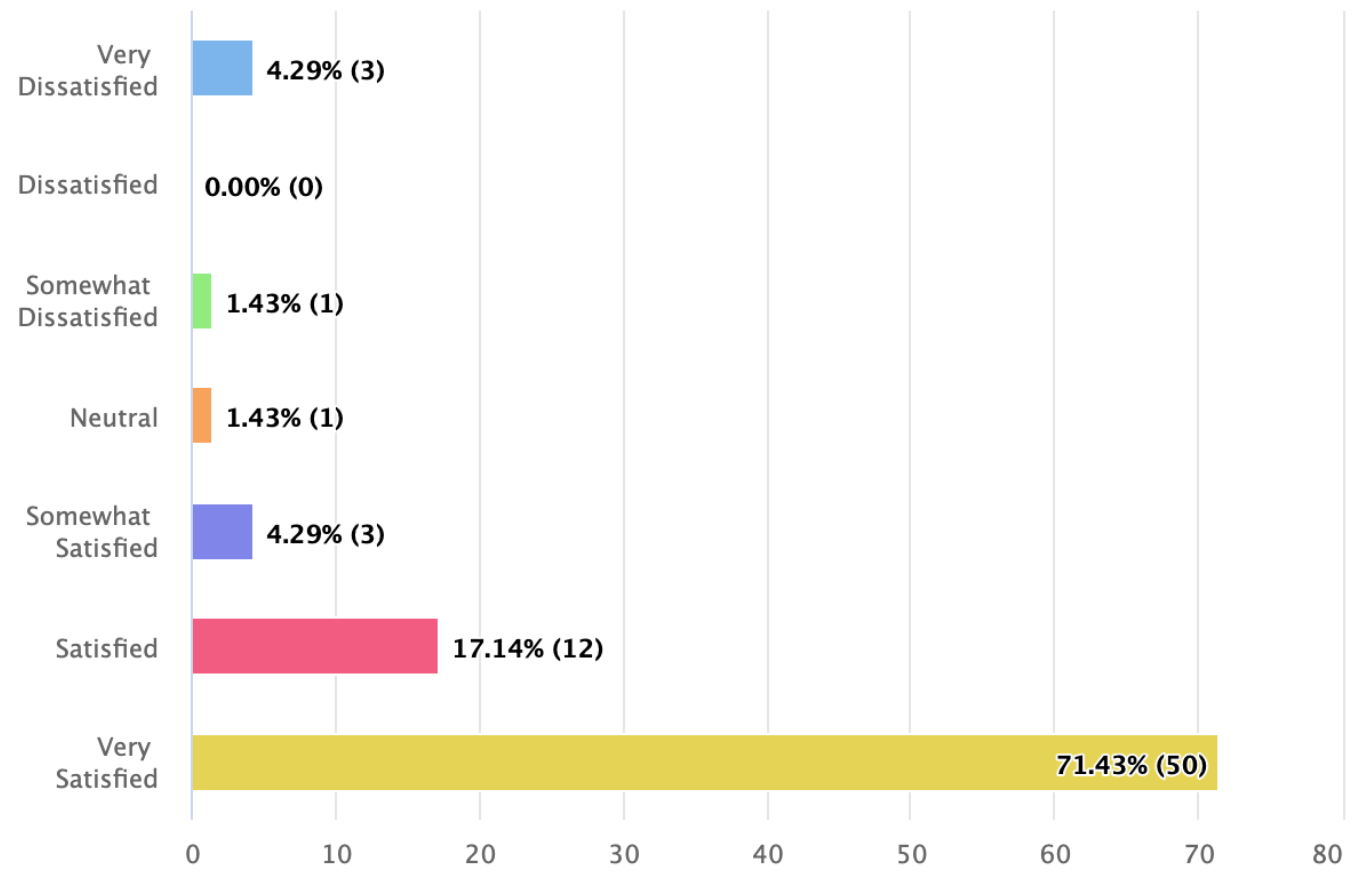
What was the nature of your interaction with the Building Department?



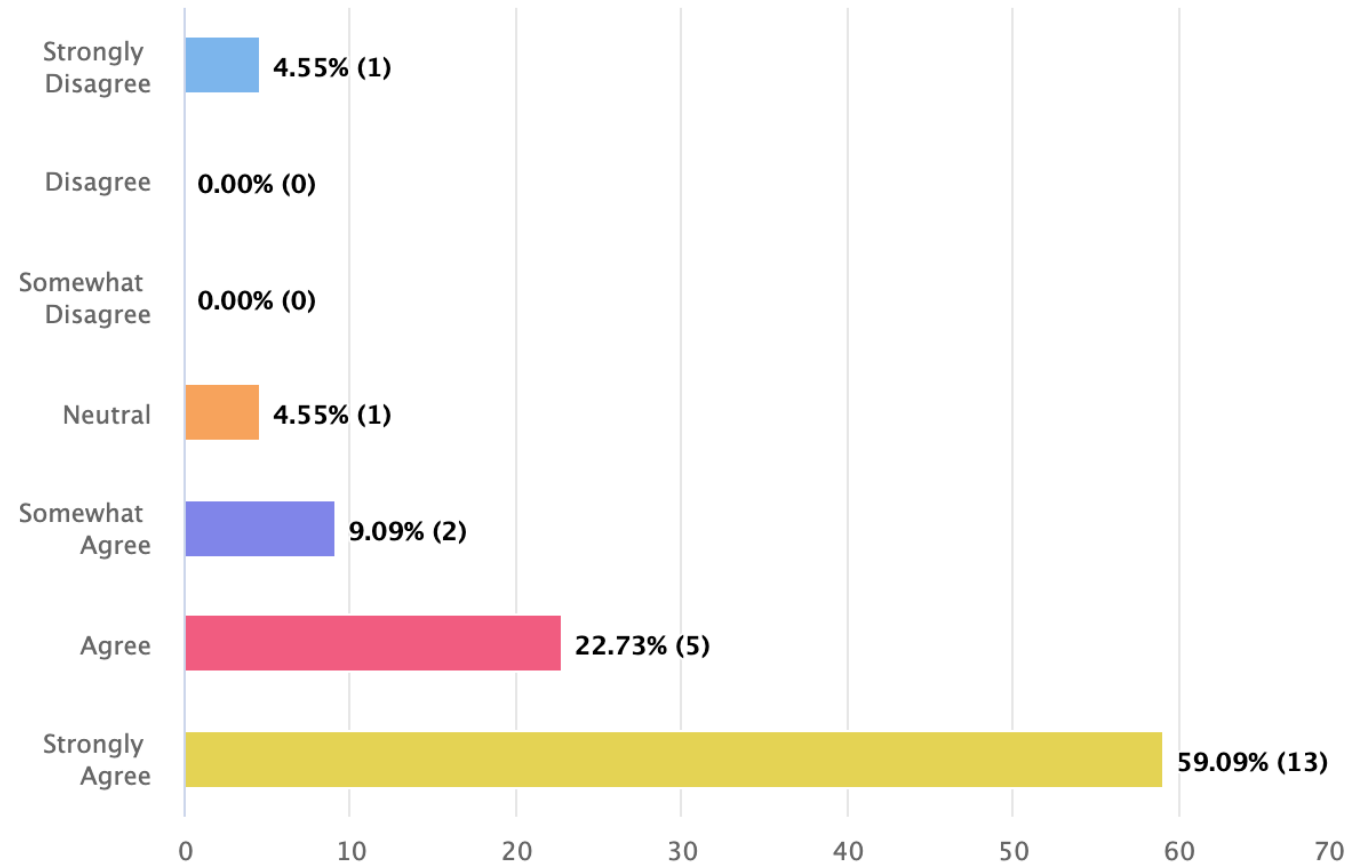
Which of the following best describes you?



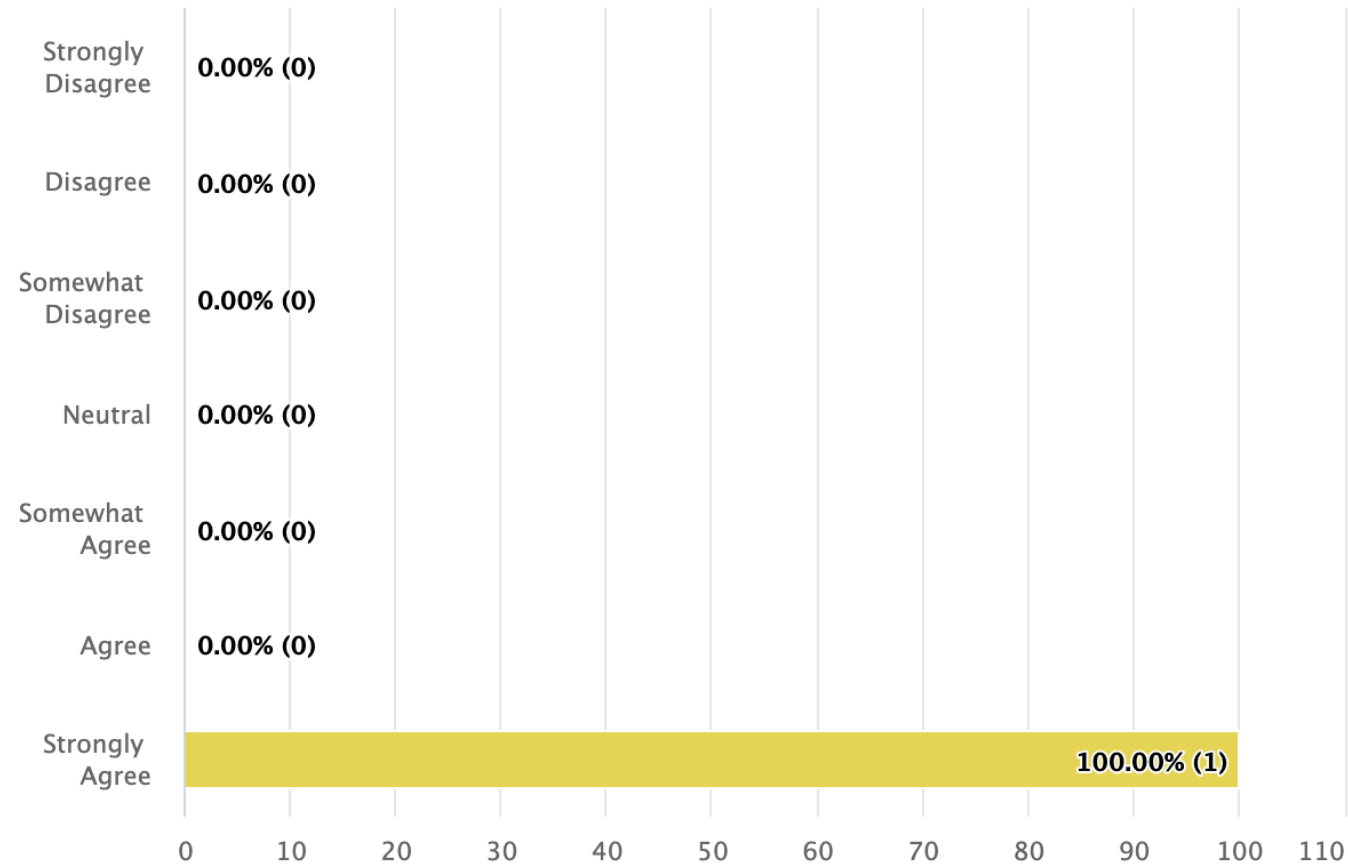
Overall, how satisfied were you with the service you received from the Building Department?



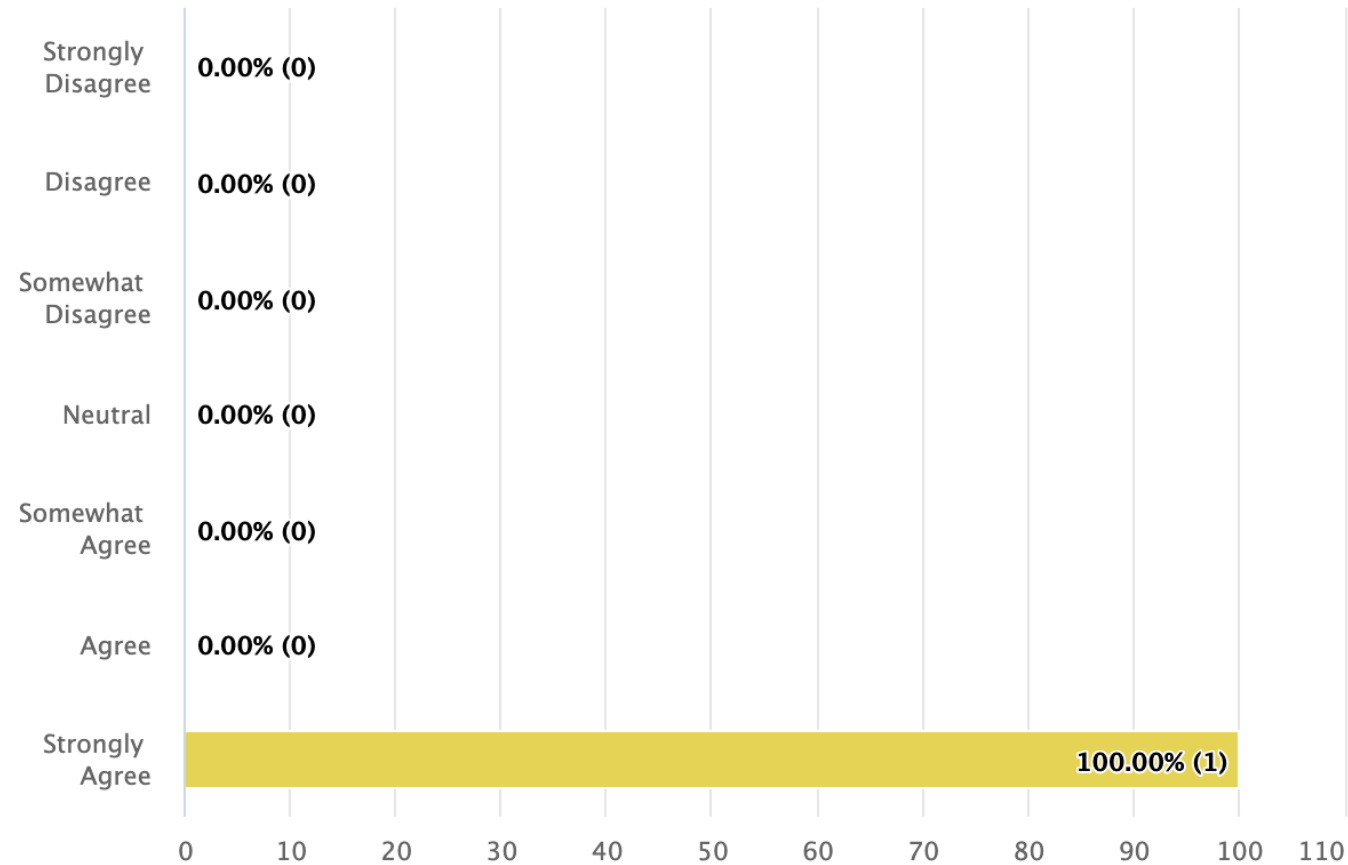
It was easy to access program information in person or by phone.



It was easy to access Building information online.



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



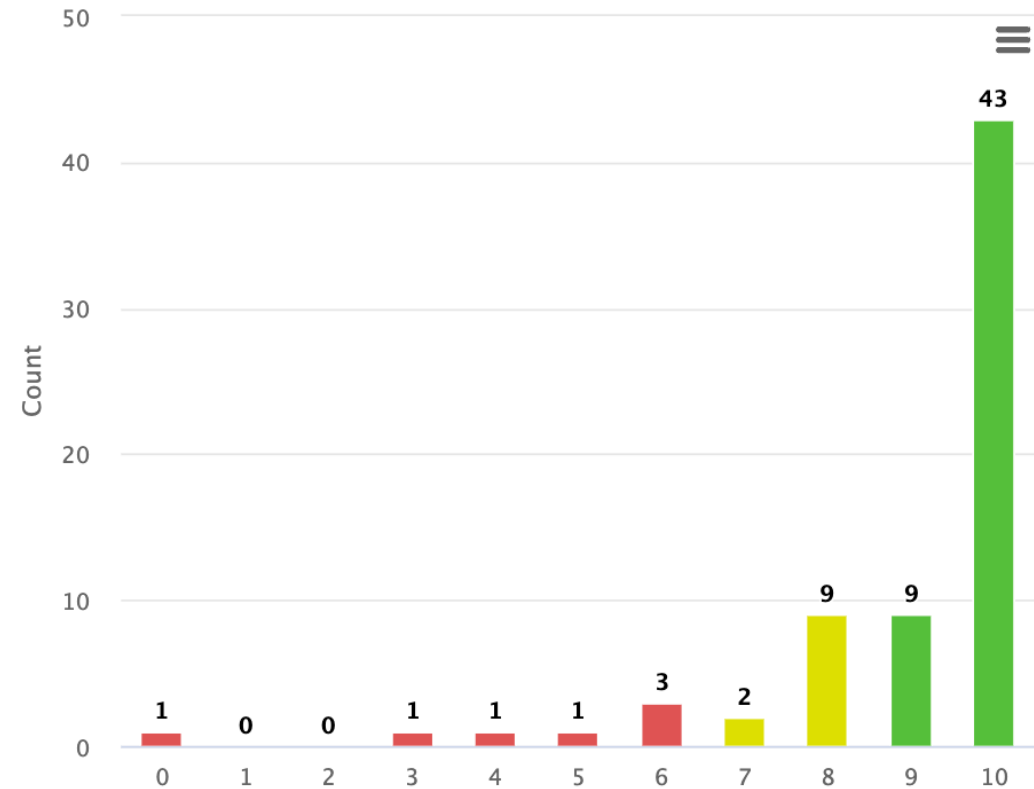
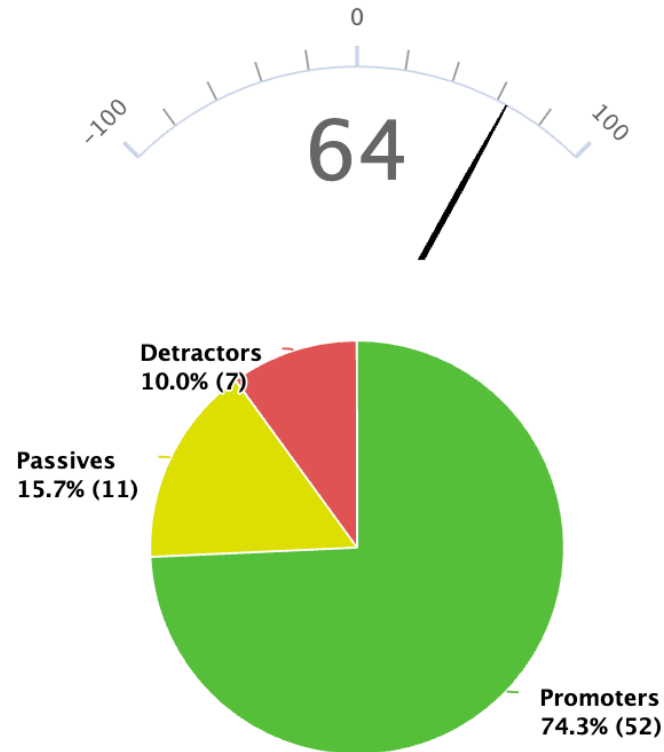
Based on your most recent experience with the Building Department, please rate your level of agreement with each item below.

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.

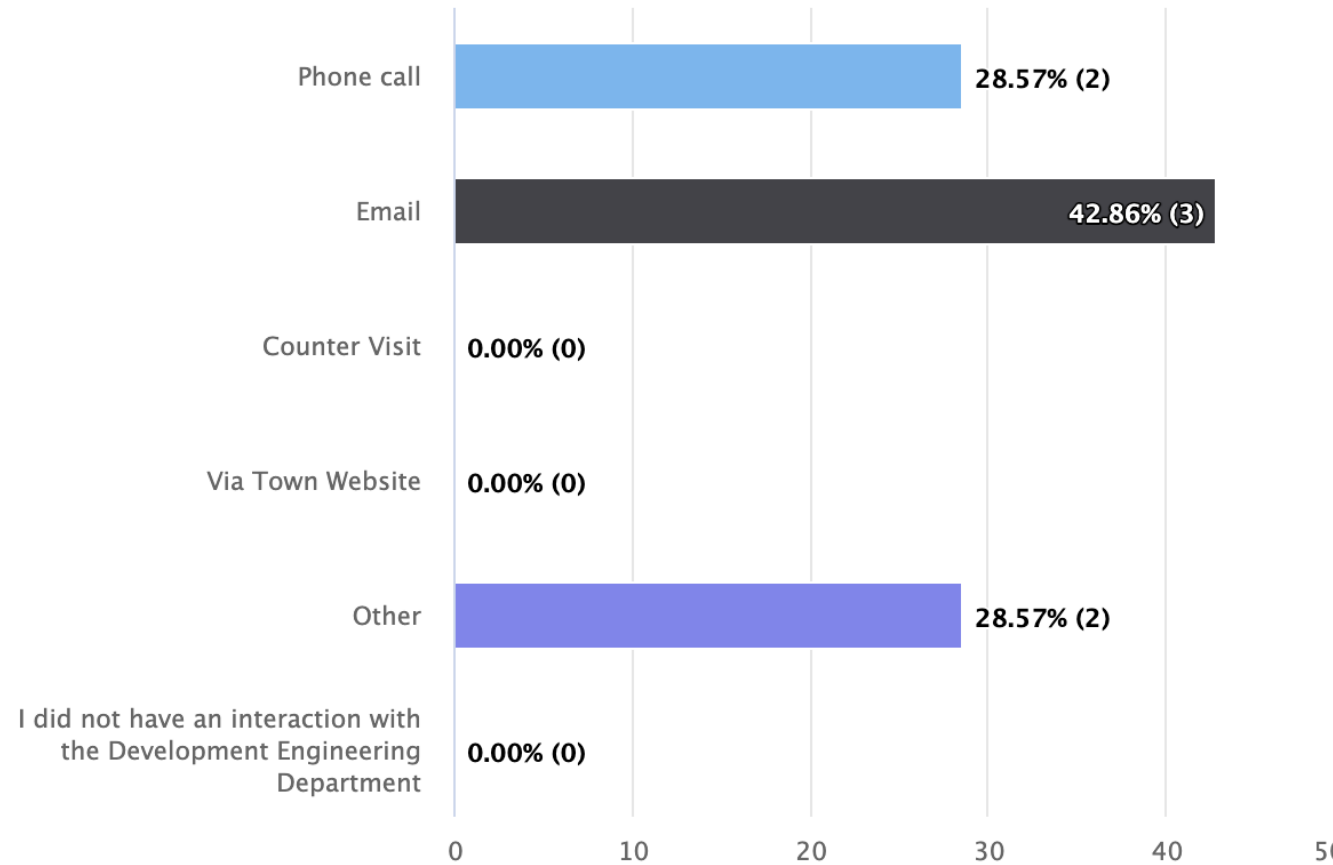


Building & Development
Services Division Client
Satisfaction & Performance
Improvement Program

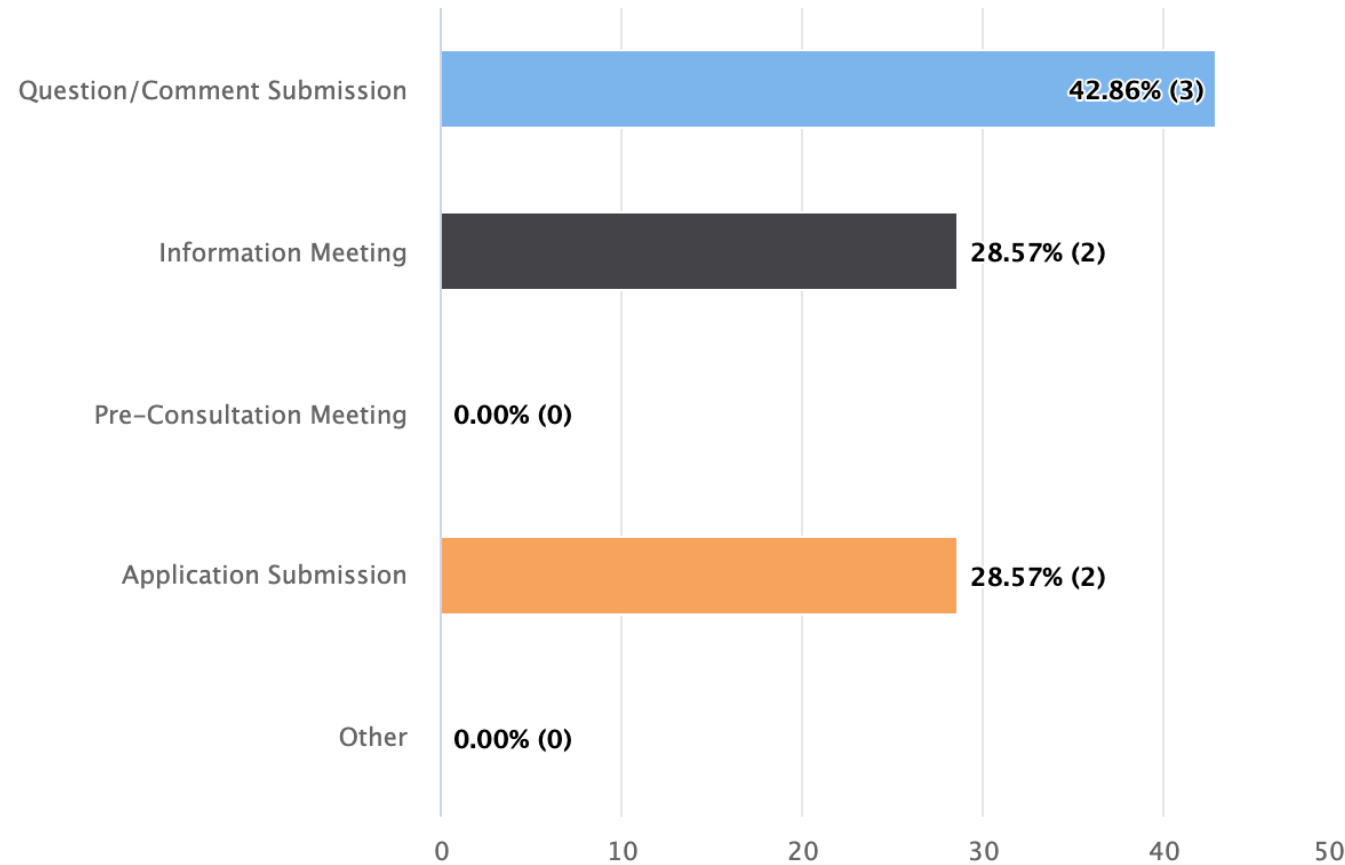
DEVELOPMENT ENGINEERING SERVICES

Prepared by Kent Waugh, Managing
Partner, The W Group

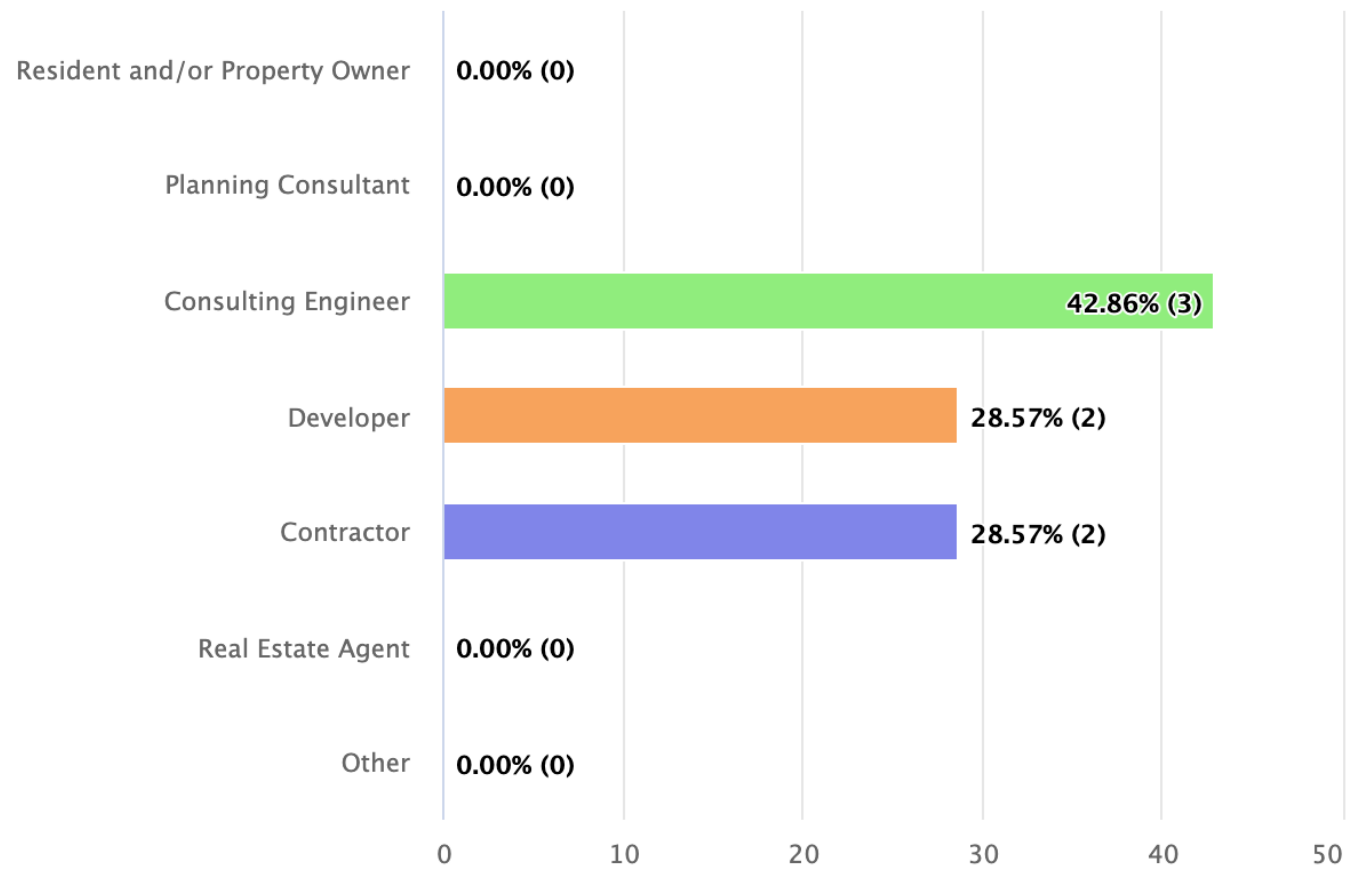
How did you interact with the Development Engineering Department?



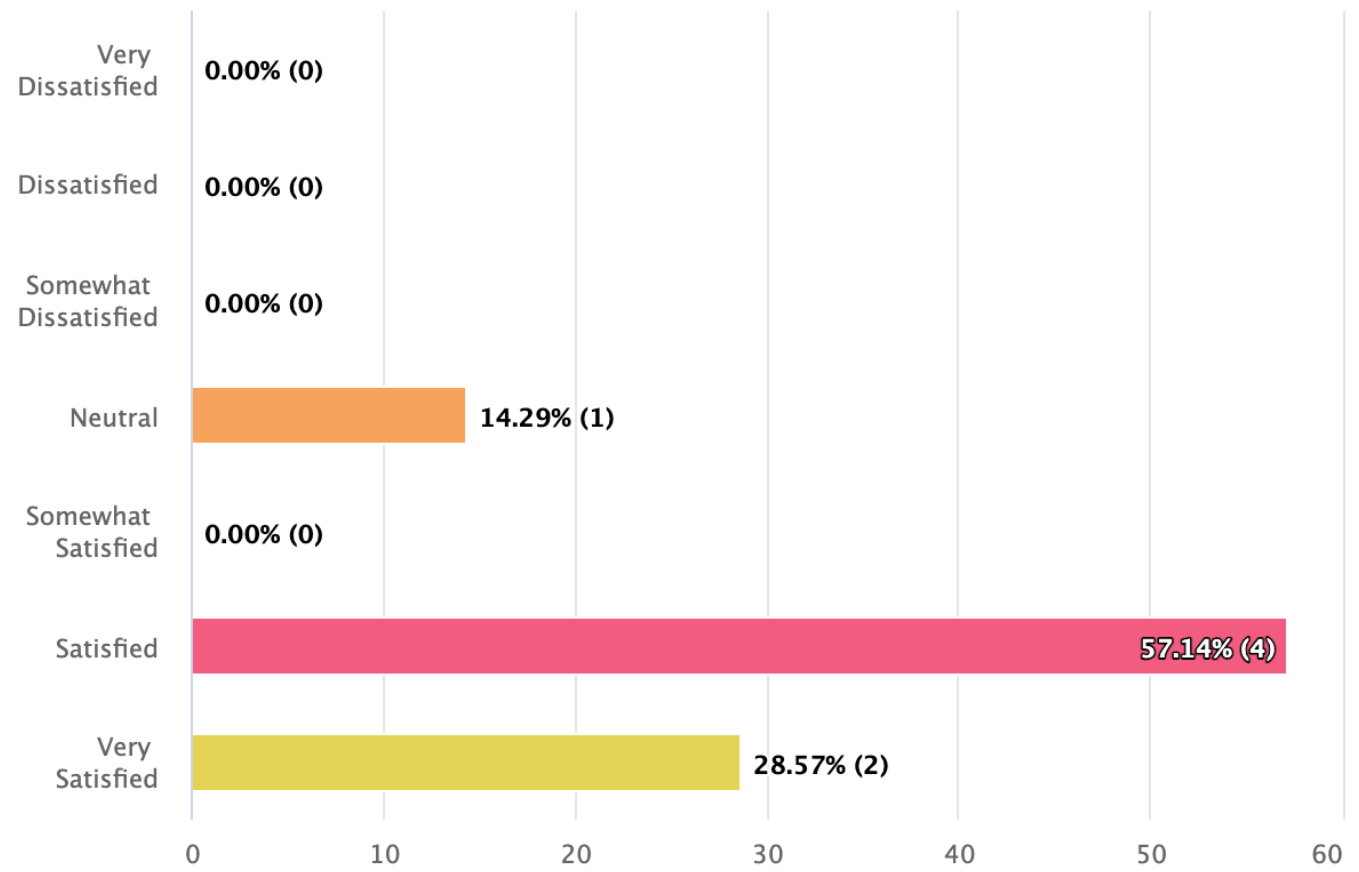
What was the nature of your interaction with the Development Engineering Department?



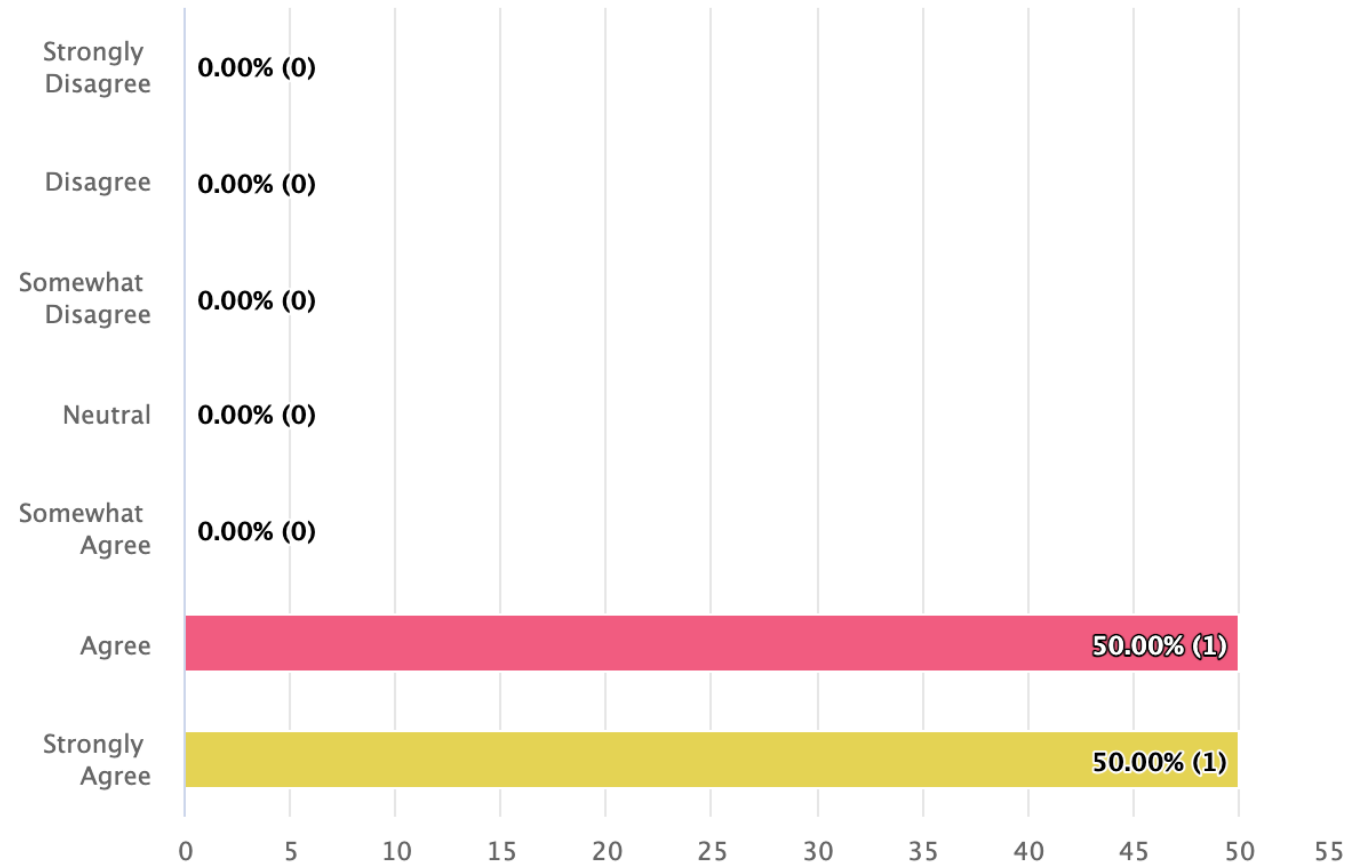
Which of the following best describes you?



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.

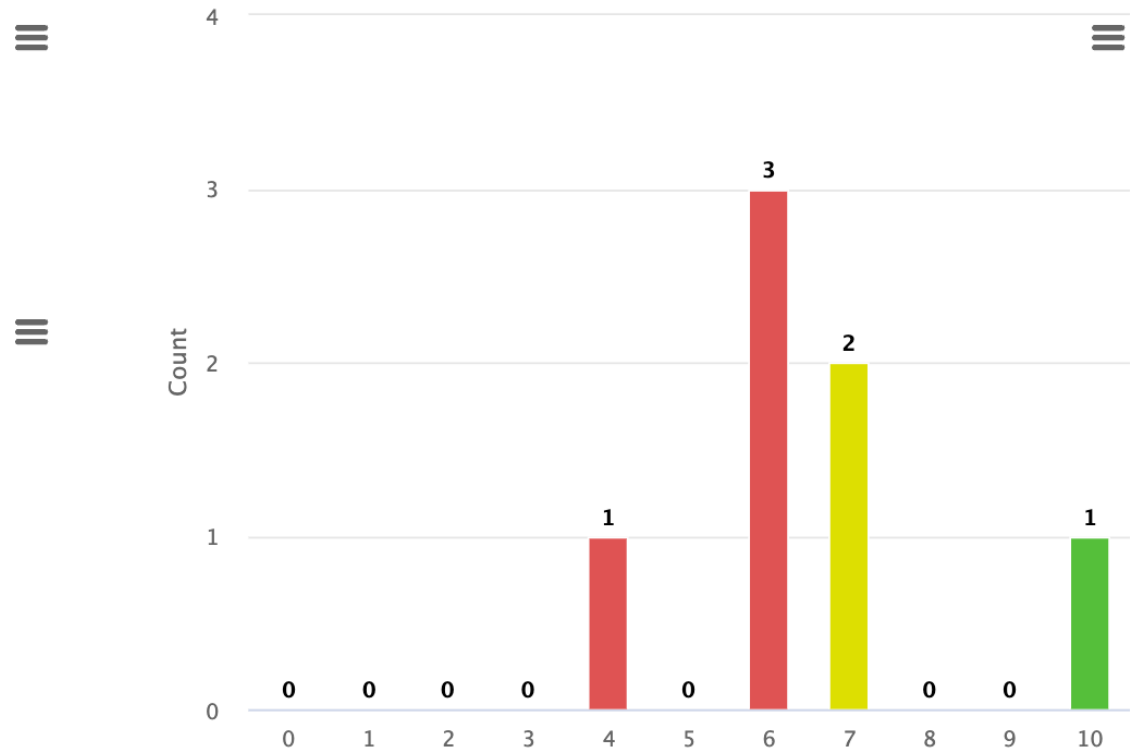
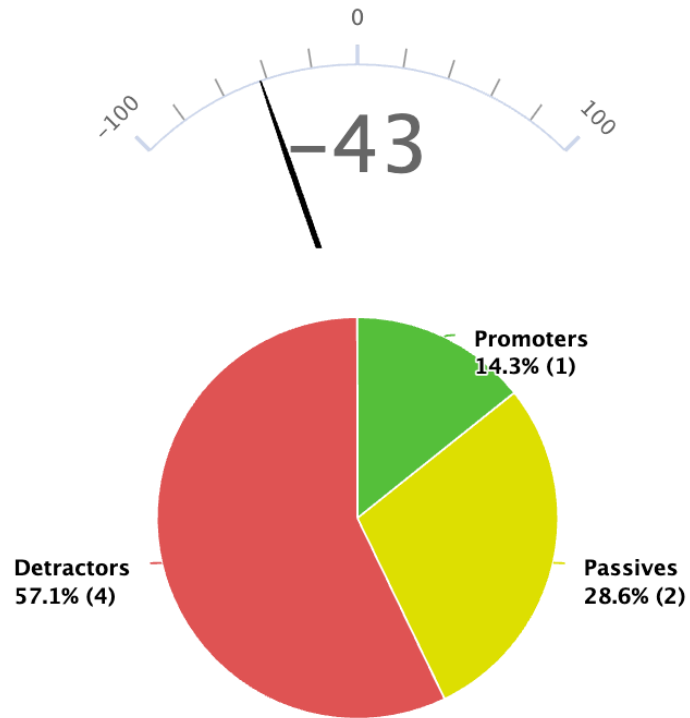


Based on your most recent experience with the Development Engineering Department, please rate your level of agreement with each item below.

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 <u>interaction with</u> 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 <u>decision made by</u> 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.



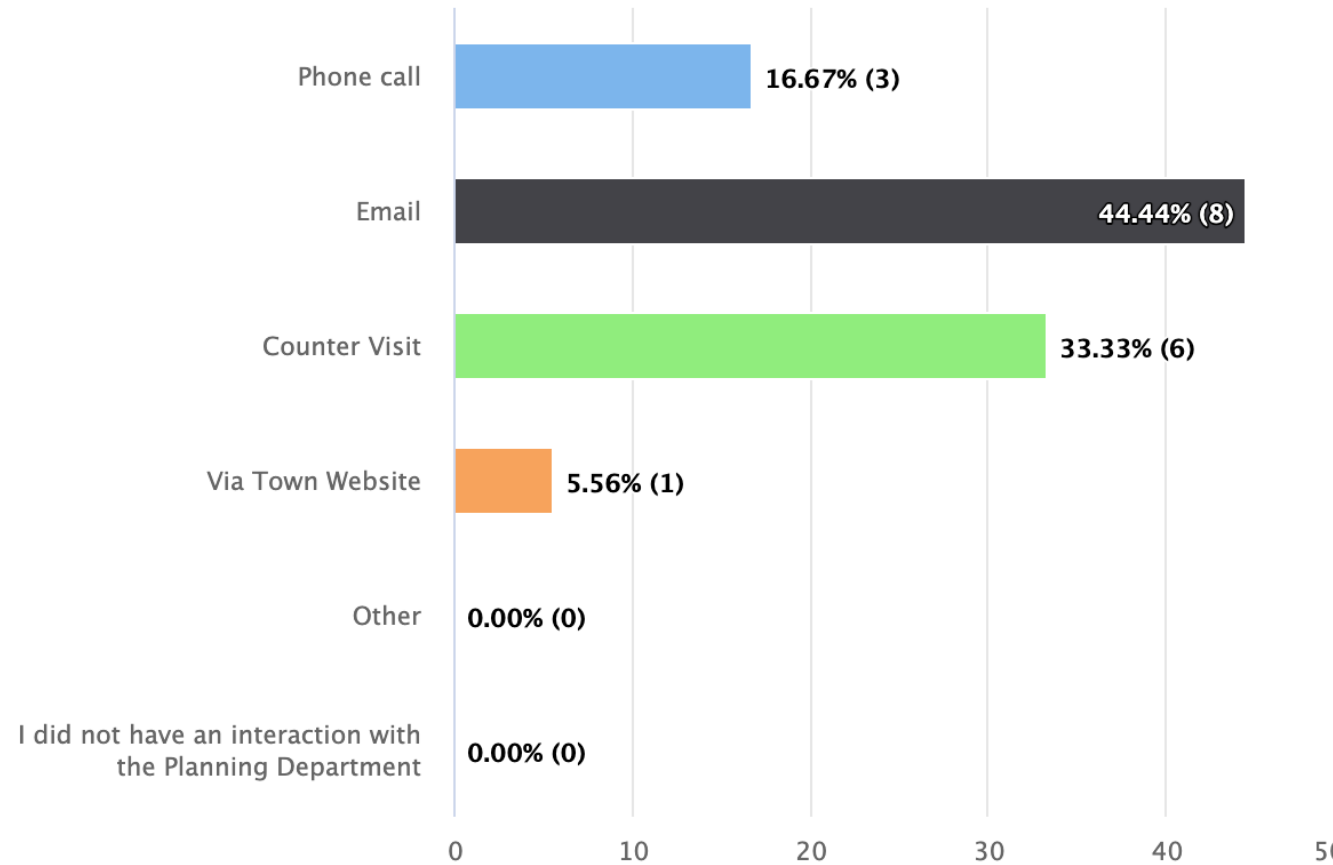


Building & Development Services Division Client Satisfaction & Performance Improvement Program

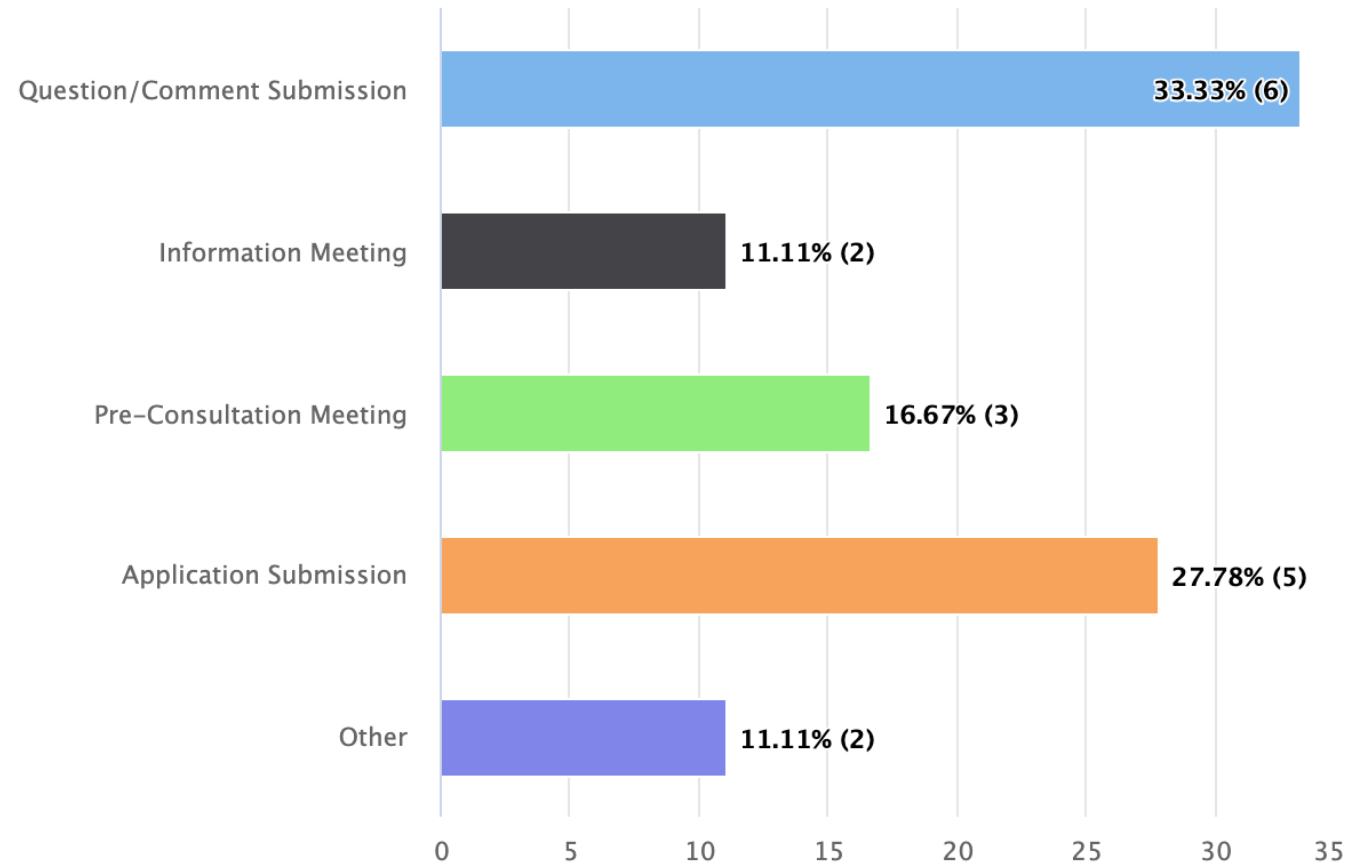
PLANNING SERVICES

Prepared by Kent Waugh, Managing
Partner, The W Group

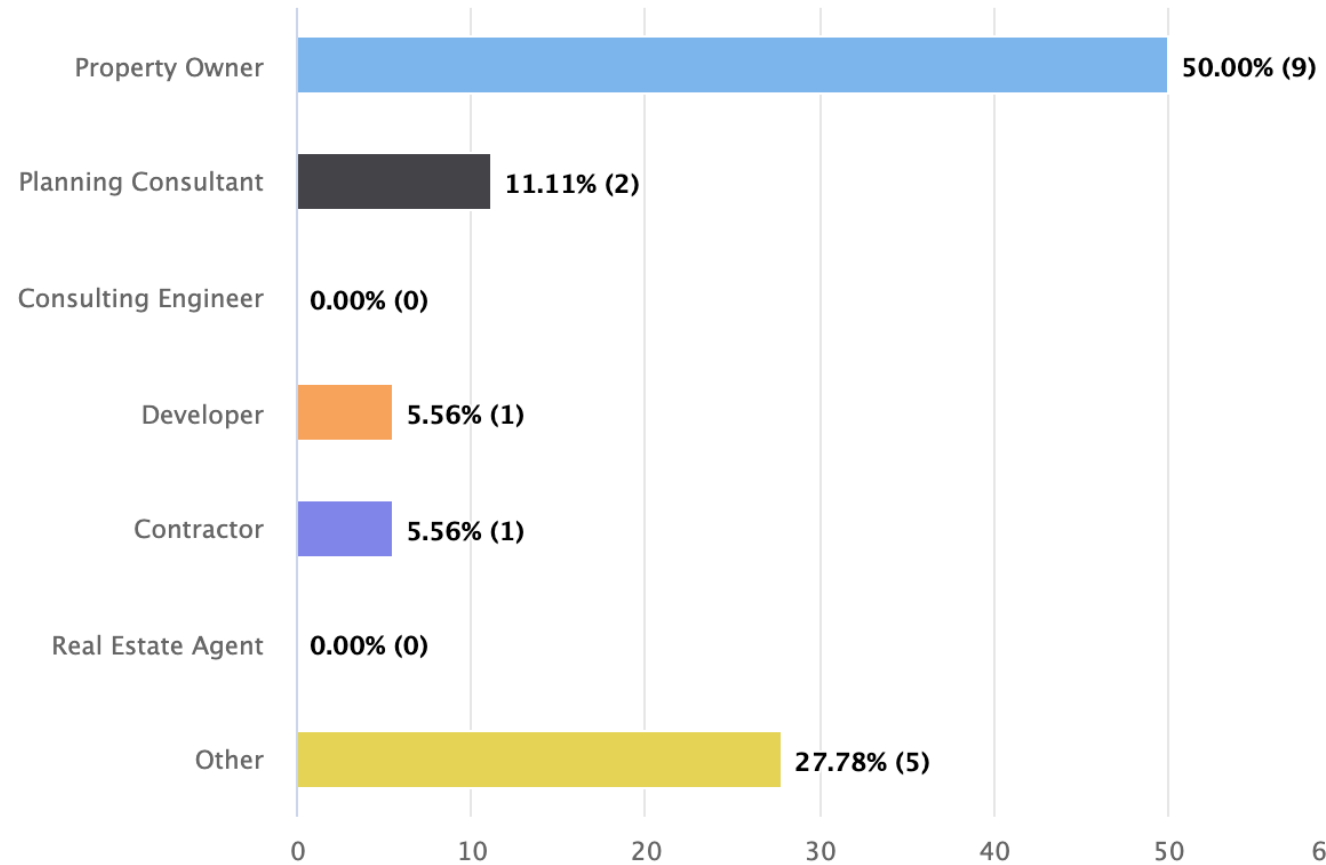
How did you interact with the Planning Department?



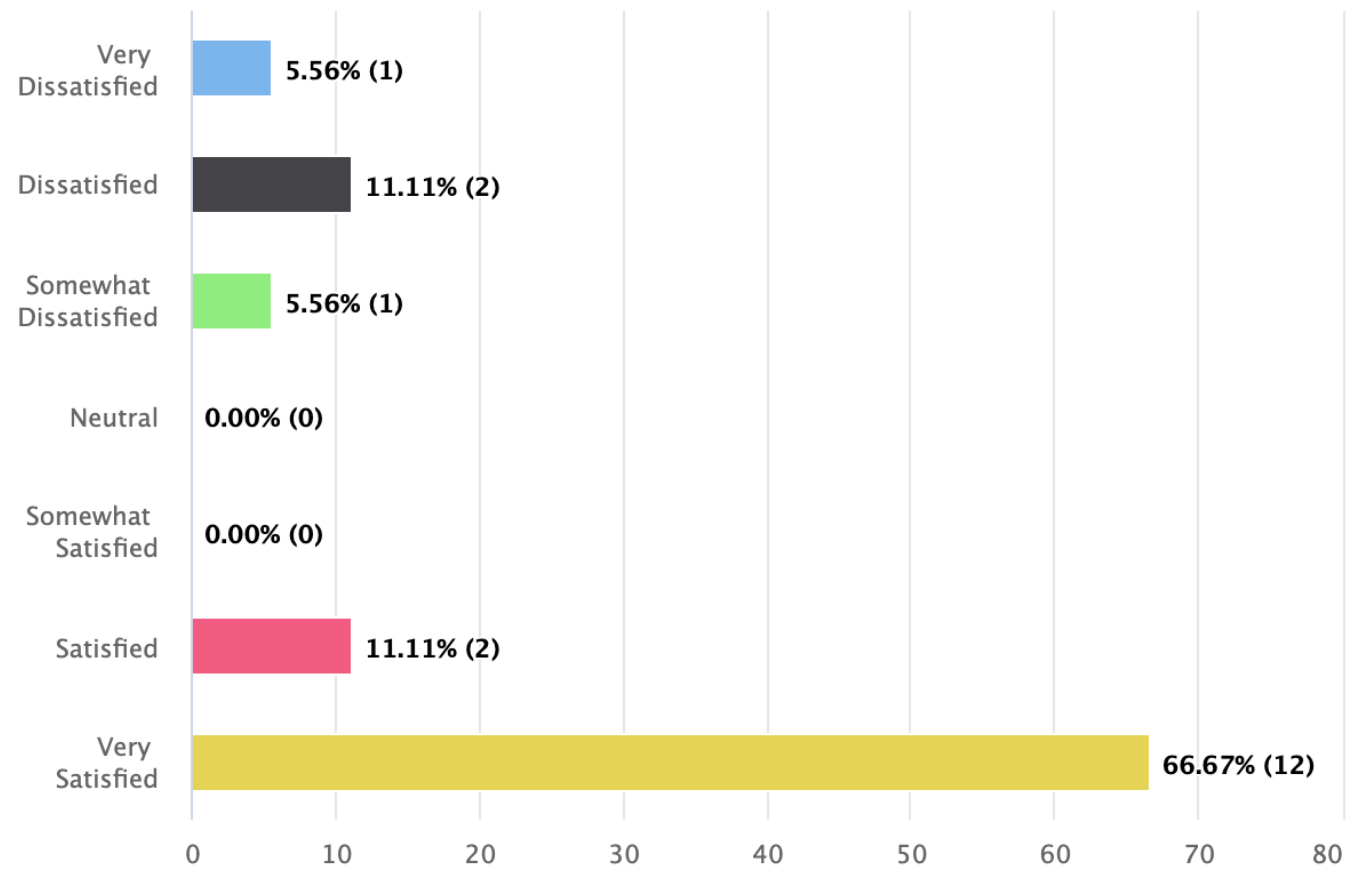
What was the nature of your interaction with the Planning Department?



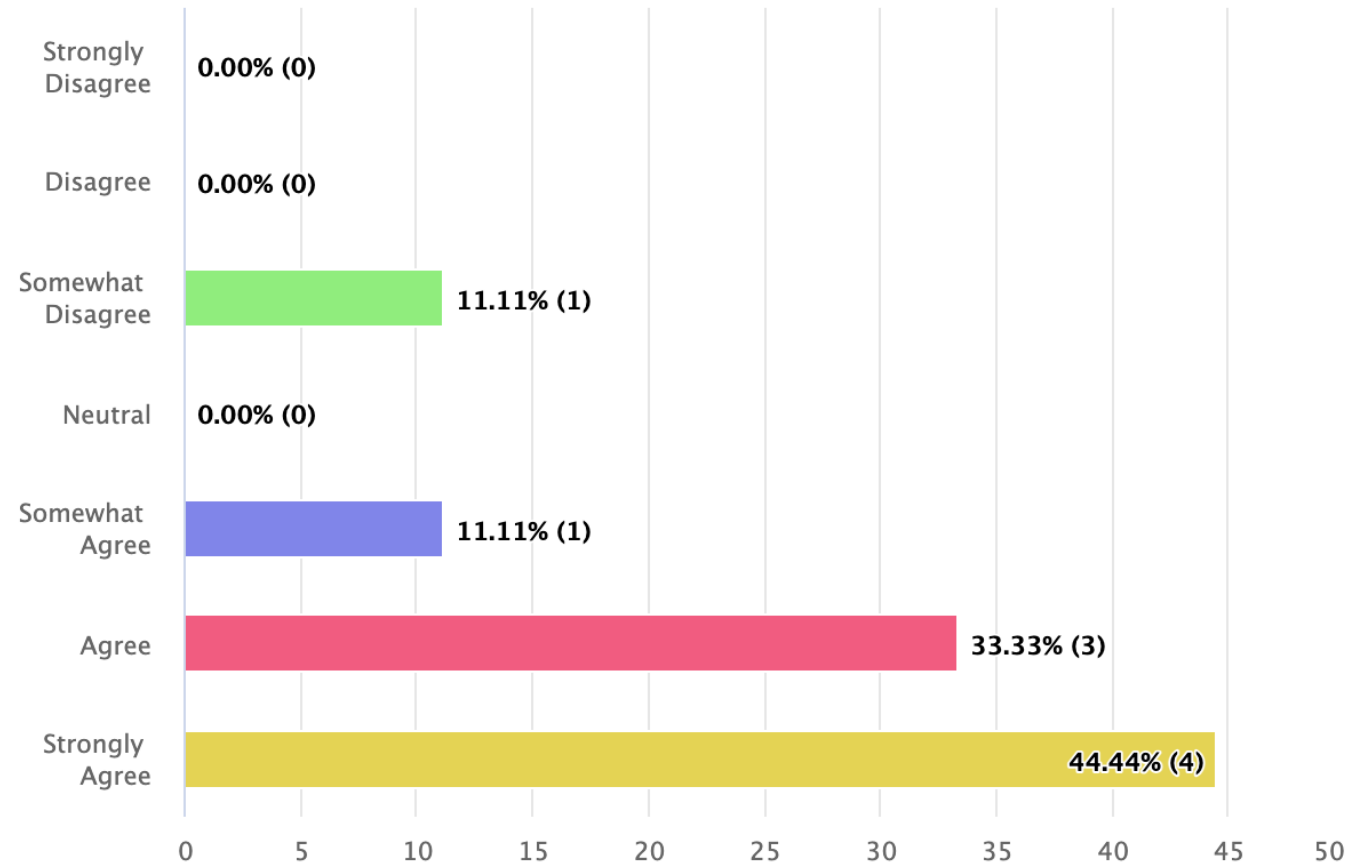
Which of the following best describes you?



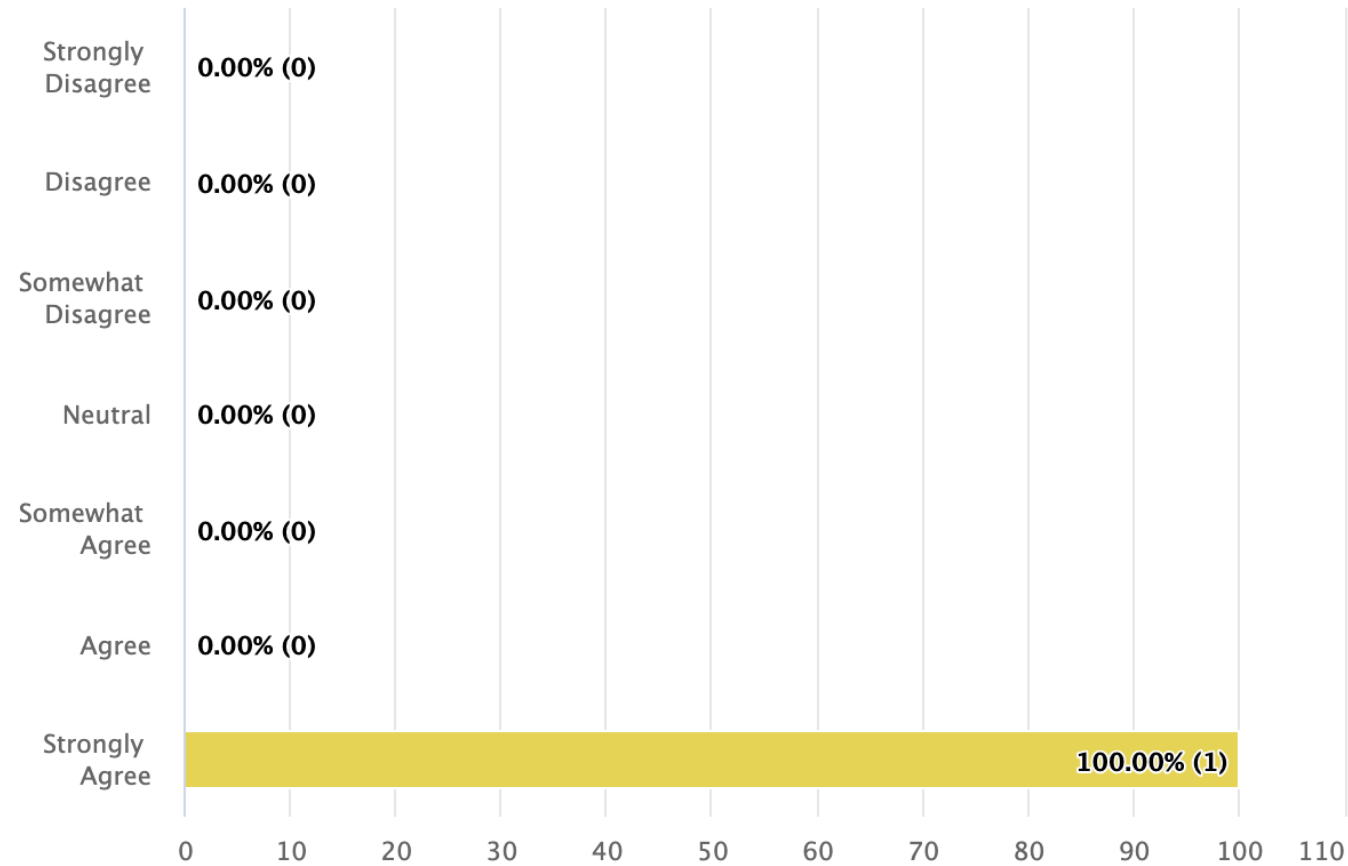
Overall, how satisfied were you with the service you received from the Planning Department?



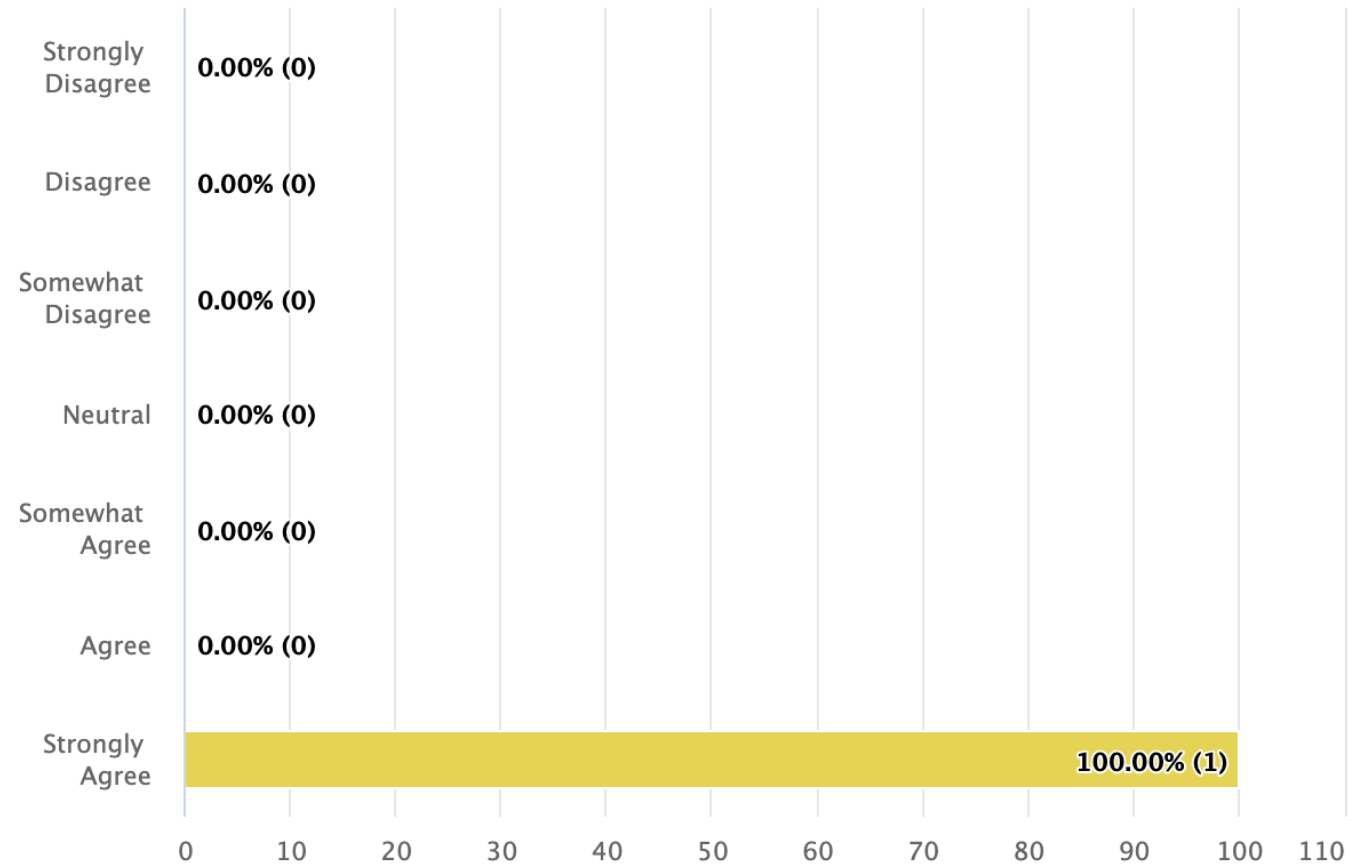
It was easy to access program information in person or by phone.



It was easy to access Planning information online.



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

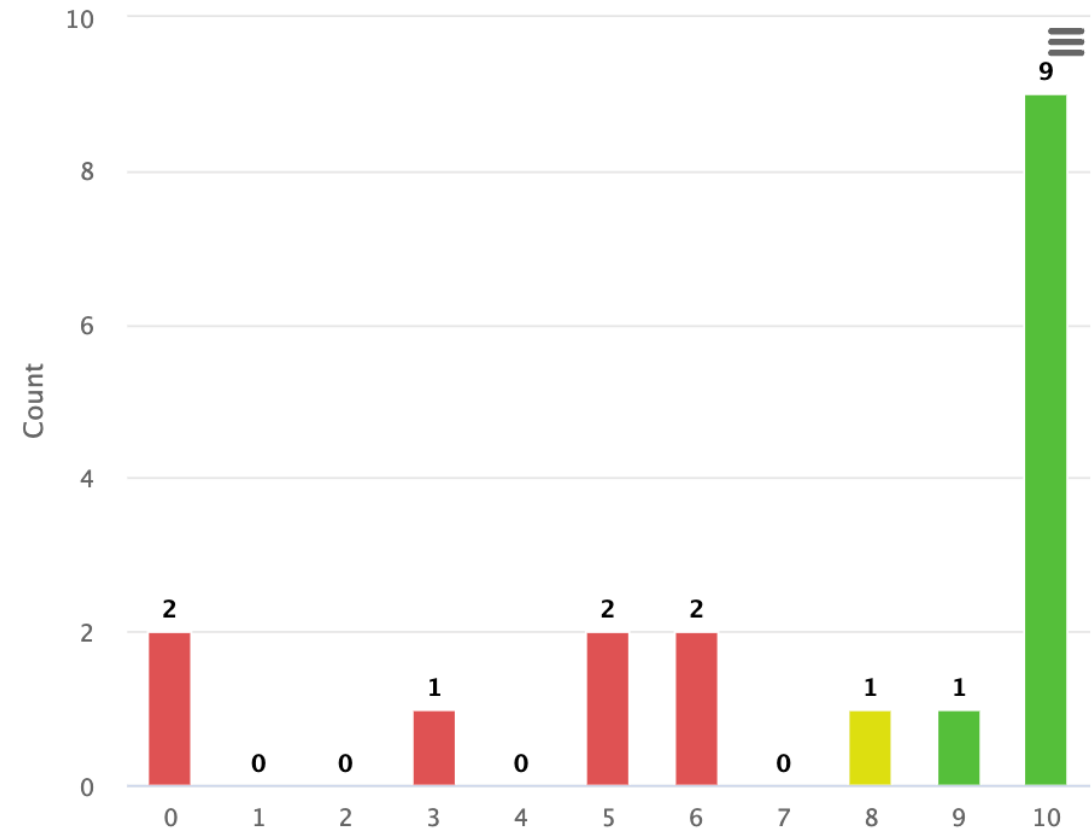
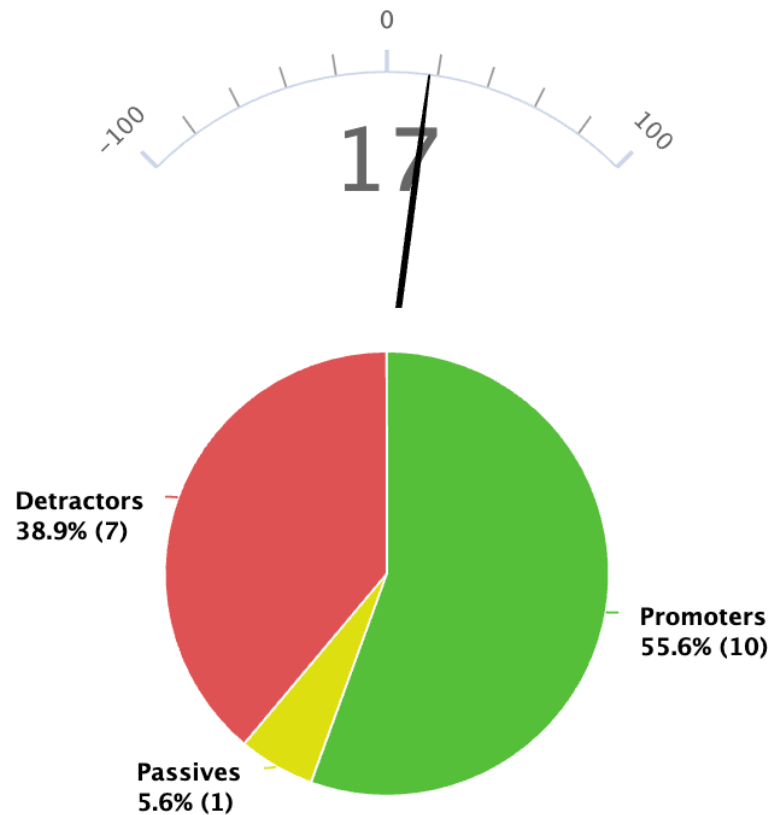


Based on your most recent experience with the Planning Department, please rate your level of agreement with each item below.

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 <u>interaction with</u> 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 <u>decision made</u> 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.

