

MINUTES

DEVELOPMENT PROCESS REVIEW COMMITTEE

THURSDAY, 2012-JAN-12 AT NOON

FRANKLYN TRAINING ROOM, CITY HALL ANNEX, 238 FRANKLYN STREET



PRESENT:

Dr. Patrick Ross, Patrick Ross Consulting

Committee Members:

Mayor John Ruttan ex officio

Councillor Bill Bestwick

Councillor Jim Kipp

Councilor Bill McKay

Greg Constable, Island West Coast Developments

Byron Gallant, President, Nanaimo Homebuilders' Association

Ian Niamath, Ian Niamath Architects

Maureen Pilcher, Maureen Pilcher & Assoc.

Rod Smith, Newcastle Engineering

Others from the Development Community:

Donna Hais, RW Wall Ltd.

Lance McNabb, Nored Developments Ltd.

Sid Whittaker, Hazelwood Construction Services Inc.

Chris Nudd, Hazelwood Construction Services Inc.

Brian Henning, Williamson & Assoc. Land Surveyors

Darren Moss, Tectonica Management Ltd.

Brian Senini, Lawyer, Vining Senini

City Staff:

Al Kenning, City Manager

Douglas Holmes, Assistant City Manager, General Manager, Corporate Services

Ted Swabey, General Manager, Community Safety & Development

Terry Hartley, Director of Human Resources & Organizational Planning

Andrew Tucker, Director of Planning

Toby Seward, Director of Development

Holly Pirozzini, Administrative Assistant

Tom Neil, Manager, Permit & Support Services

Laura Mercer, Manager, Revenue Services

Nelda Richardson, Regulation Assistant

REGRETS:

Bob Wall, RW Wall Ltd.

Will Melville, Delinea Design Consultants

Dave Hammond, Re/Max Real Estate

Jeff Tomlinson, JE Anderson & Associates

CALL TO ORDER

The meeting was called to order at 12:00 p.m.

Mr. Swabey stated that today's Special Meeting of the Development Process Review Committee is to receive a presentation from Dr. Patrick Ross, Patrick Ross Consulting, about a Customer Service initiative that has also been initiated with staff in Development Services over the past several months. The Customer Service initiative is attempting to realign "service

delivery” in a way that recognizes the partnership that staff has with the development community and the citizens of Nanaimo. He acknowledged Members of the Development Process Review Committee and introduced Dr. Patrick Ross. All attendees introduced themselves.

Dr. Patrick Ross stated that in June, 2011, Patrick Ross Consulting (PRC) was hired to create and facilitate a professional development process to enhance customer service in the Planning and Development Departments. He advised that concerns had been voiced from the public and from the building construction industry respecting permit processing and that Ted Swabey saw an opportunity to improve customer service. The process took six months, whereby a series of seminars, workshops and meetings (or “purposeful conversations”) were held that culminated in the drafting of a recommended service mission statement and a motto. All staff and managers participated (approximately 70).

PRC noted that the following important ingredients were necessary for this process to be successful: engagement, buy-in, powerful/professional development, shared mission, and inclusion towards outcomes. Elements for professional development were: process, include all staff and managers, input shaped the outcome; not pre-conceived, small groups for interaction, practical responses that staff could take away and try, and make it fun.

PRC piloted a web-based company called THOUGHTstream to gather information/feedback through email. THOUGHTstream was the communication tool to receive valuable information quickly, which PRC then used in the planning of staff seminars.

All staff and managers were asked the following four questions:

- A) In your opinion, what is customer service?
- B) Based on your experience, what are two to four examples of outstanding customer service?
- C) Based on your daily work place experience, what are two to four specific suggestions to improve our relationship with our customers?
- D) Do you have any further thoughts or comments about customer service within your department?

94% of staff provided feedback to the survey questions and the responses were anonymous, thoughtful and impressive. PRC concluded from the responses received from the participants that customer service already existed; it did not need to be created, but enhanced. Also, Staff development needs to be ongoing and it's important to implement staff's good ideas.

The following draft “Service Mission Statement” was collaboratively written by a volunteer group of staff:

“Working together in partnership with our customers we provide professional planning and development services intended to honor Nanaimo’s past, create Nanaimo’s present, and shape Nanaimo’s future.”

Also, suggested was the following draft “Motto”:

“Serving you serves Nanaimo”

Each of the report's recommendations was explained and PRC strongly suggested that the Development Process Review Committee meet with a delegation of staff once per year and act on the recommendations:

1. Professional Relationship and Protocol
2. Professional Role Clarification
3. Professional Collaboration
4. Professional Development
5. Professional Meetings
6. Professional Review
7. Professional Pro activity
8. Professional Simplification
9. Professional Staffing
10. Professional Space

PRC concluded that in order to enhance customer service, the following factors will influence collective efforts:

- engage managers and staff;
- professional development;
- collaboration with community and customer;
- interdepartmental collaboration and team work;
- professional complaint protocol;
- problem solving skills; and
- shared Service Mission and Motto.

A question and answer period followed with Mr. Swabey inviting all attendees to email him with submissions/comments regarding today's presentation.

The Patrick Ross Report will be available for distribution, once it is finalized and reviewed by all staff in Development Services.

ADJOURNMENT

The meeting adjourned at 1:20 p.m.

APPROVED:

Chair

2012-Jan-30

Date