



One Stop Development Shop Customer Service Enhancements Growth & Community Development Services

March 21, 2019
Growth Committee



Presentation Outline

- Drivers for customer service improvement
- One Stop Development Shop – What we have achieved
- One Stop Development Shop – Areas of Improvement
- Customer Service enhancement plan – Next 90 days
- Customer Service enhancement plan – By end of 2019
- Recommendations & Next steps

What are the drivers for improvement?

- Council Priorities related to Growth & Prosperity, Valued Service Delivery & Fiscal Responsibility
- The City is facing significant financial challenges: Population and tax base growth is stagnant, operating costs are outpacing operating revenues. Beginning in 2021, it is expected that the City will face a \$12M shortfall.
- Saint John needs more robust tax based growth to close the gap.
- Customer Service & Growth are interconnected. Providing excellence in service delivery to our clients contributes to our ability to attract investment.
- The City's One Stop Development shop is an economic development tool – but we need to continually improve our services to ensure a positive experience for our clients & a positive climate for investment

One Stop Development Shop – what we have achieved in the last 5 years

One Stop for all Development approvals



What began as a multi-year project to transform our service, is now core to our customer service role as facilitators of smart growth.

One Stop Development Shop – What are the areas of improvement?

- Our customers are not having a consistent experience. Resolution is not streamlined and is being escalated to various parties. When there are road blocks, we need to do better at facilitating solutions.
- Expectations for some processes are unclear causing frustration and costly resubmissions & expectations may not always be reasonable.
- Lack of formalized customer feedback system to track customer satisfaction (beyond efficiency metrics).
- Perception is reality – negative experiences can undermine City's investment attraction efforts.

One Stop Development Shop – Where do we want to be?

- Knowledgeable team who embrace continuous improvement & reputation of delivering innovative growth plans.
- Opportunity to capitalize on growth momentum in the core and introduce improvements with City Hall move and website refresh.
- Working together, One Stop Development Shop & DevelopSJ, aspire to leverage our innovative partnership to **facilitate & champion growth** and
- Realize our vision to be **best in class at solutions-based customer centric service that drives smart growth**



Plan for Customer Service Enhancement

Three focus areas for 2019 working collaboratively with DevelopSJ:

- **Fostering a customer centric culture**
- **Reducing barriers & incentivizing smart growth**
- **Improving processes to reduce red tape**

Many improvements will be actioned as short term wins, others requires policy or bylaw changes or more robust process improvements.

Plan for Customer Service Enhancement

Next 90 days:

1. **Introduce a Manager of Customer Service Operations for the One Stop Development Shop** as a single point of contact to enhance the customer experience, manage front line staff and work with a quick reaction team to resolve customer issues and drive service improvement. Achieved as a secondment within existing establishment.
2. **Deliver customer service training** to strengthen competencies and capacity to deliver solutions-oriented customer service excellence.
3. **Host engagement sessions with Developers/client groups** to understand pain points, identify & prioritize areas of improvement.
4. **Deliver up to 10 “just do it” improvements.** Potential improvements will be selected based on client feedback and include phasing of planning & infrastructure requirements, streamlining heritage approvals and new value added tools.



Plan for Customer Service Enhancement

By end of 2019:

- 5. Facilitate adoption of Central Peninsula Neighbourhood Plan, new Heritage Bylaw & related Zoning Bylaw amendments** to remove barriers, drive transformational growth to unlock the development potential for the core. Accelerate incentive programs to build momentum.
- 6. Deliver improvements to the planning and infrastructure processes** to ensure an efficient and effective process for clients. Focus will be cutting red tape, reducing barriers, improving predictability and creating new value added tools to achieve outcomes, while reducing costs of doing business.



Recommendation & Next Steps

- Receive & file the report;
- Deliver Council presentation on March 25;
- Move forward with client engagement and deliver customer service enhancements that are responsive to client needs; and
- Provide regular updates to Growth Committee & Council at key milestones.

Q & A

