AMENDED AGENDA
SPECIAL OPEN COMMITTEE OF THE WHOLE MEETING
BOARD ROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
THURSDAY, 2014-FEB-27, AT 9:00 A.M.

1. **CALL THE SPECIAL COMMITTEE OF THE WHOLE MEETING TO ORDER:**

2. **INTRODUCTION OF LATE ITEMS:**

    - Item 5 (a) Council Initiatives – add proposed motion from Councillor Bestwick regarding not awarding any contracts or employment offerings until Council adopts the 2014 Budget.

3. **ADOPTION OF AGENDA:**

4. **PRESENTATIONS:**

    (a) Staff presentations regarding the 2014-2018 Financial Plan for Corporate Services. Council discussion regarding the Financial Plan to follow each presentation.

    - Information Technology & Legislative Services - Mr. Guillermo Ferrero, Director, and Mr. Chris Jackson, Manager, Legislative Services.   *Pg. 1-10*

    - Human Resources and Organizational Planning - Ms. Terry Hartley, Director.   *Pg. 11-17*

    - Finance & Purchasing – Mr. Brian Clemens, Director.   *Pg. 18-23*

5. **CORPORATE SERVICES:**

    (a) **Council Initiatives**

    - Councillor Bestwick proposed motion – "That Council direct Staff to not award any contracts or employment offerings until Council adopts the 2014 Budget."

6. **OTHER BUSINESS:**

7. **QUESTION PERIOD:** *(Agenda Items Only)*

8. **ADJOURNMENT:**

ACTING MAYOR: COUNCILLOR KIPP
2014-JAN-20 to 2014-MAR-09

CITY OF NANAIMO

THE   HARBOUR   CITY

COUNCIL BUDGET REVIEW
INFORMATION TECHNOLOGY & LEGISLATIVE SERVICES
February 27, 2014

Organizational Chart

Guillermo Ferrero
Director of Information Technology &
Legislative Services

Jason Birch
A/Manager Information Technology

Chris Jackson
Manager Legislative Services

CLIENT SUPPORT

- **Grace de Boeck** — Sr. Client Support Specialist
- **Matthew Gemmelman** — Client Support Specialist
- **Derrick Blackwood** — Client Support Specialist

TECHNICAL SUPPORT

- **Ed Lefurgey** — Sr. Tech Support Specialist
- **Tom Rothoehler** — Sr. Tech Support Specialist
- **Erin Holman** — Sr. Tech Support Specialist
- **Rolf Phillips** — Programmer/Network Analyst

APPLICATIONS SUPPORT

- **Matthew Dunstan** — Sr. Applications Analyst
- **Vacant** — Sr. Applications Analyst
- **Dan Stevens** — Applications Analyst
- **Jeff Jacob** — Applications Analyst
- **Jessica Maple** — Applications Analyst
- **Ross Collicutt** — Applications Analyst

FINANCIAL SYSTEMS

- **Debbie Schnibel** — Supervisor Financial Systems & Reporting
- **Abe Lang** — Sr. Applications Analyst
- **Kathryn Kennedy** — Sr. Applications Analyst
- **Shelley Matthewman** — IT Clerk

MAYOR / COUNCIL SUPPORT

- **Marilyn Smith** — Administrative Asst.

FOI/CLAIMS ADMIN

- **Sheila Gurrie** — Claims/FOI Coordinator

RECORDS MANAGEMENT

- **Sharon Winter** — Records Management Clerk

COUNCIL CLERICAL SUPPORT

- **Iris King** — Steno/Coordinator Legislative Services
- **Sky Snelgrove** — Steno – Legislative Services
- **Donna Smith** — Steno – Legislative Services

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Corporate Services - Information Technology and Legislative Services - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:
Annual operating and maintenance activities to provide current service levels
Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
Identify specific projects for expansion/upgrades to current infrastructure.

INFORMATION TECHNOLOGY
Significant Events

2011 By-Election and Election
2011 Computer Virus Attack
2012 SAP Budget Module Implementation
2012 What's Building in my Neighbourhood Launched
2012 Phone System Replacement – Public Works
2012 SARC Network, Server and Telephone Implementation and Transition
2013 Two Successful e-Town Hall Meetings
2013 Phone System Replacement – Parks & Recreation
2013 Tempest Business Licensing Module Replacement
2013 Implemented inter-municipal business licensing
2013 Provide access to Building Permits and Business Licences via MyCity
2013 Renegotiated TELUS Mobility Contract
2013 Nanaimo Cultural Map Launched
2013 Shaw Go Wi-Fi contract signed and installation commencing
2013 Structural Change (IT combined with Legislative Services, one management position rescinded)
2014 Nanaimo Crime Map Launched
2014 Upcoming Election

Current Level of Service
The information technology department provides the organization with support for assets and business processes throughout the City. Some basic statistics for 2013:

- 430+ desktop phones and voicemail accounts
- 900+ Exchange mailboxes
- 450+ computers, spanning over 40 different models and configurations, including specialty devices for fire dispatch and engines, engineering workstations, and information display boards
- 150+ servers (120+ virtual servers, remainder physical)
- 200+ city-owned mobile devices (smartphones and tablets)
- Major business applications supported: SAP, Tempest, Class, FDM, Sharepoint, Munsys, MapGuide/NanaimoMap, Fleet, Cit y of Nanaimo Website, Social Media Software
- 20+ custom citizen-facing web applications (e.g. Fire Incidents, Crime Map, What's Building, Garbage Calendars, Recreation Schedules, Business Licences, Bid Opportunities)
- Over 130 corporately supported applications
- 2300+ updates to the City of Nanaimo website by all departments
- 515 Tweets and 962 Facebook posts by all departments
- 18+ sites: Ice Centre, Aquatic Centre, Oliver Woods, Services and Resource Centre, City Hall, Public Works, Fire Command, ECC, Fire Stations 1, 2, 3, 4 & 7,
- Major technical systems supported: network storage (SAN), MS Exchange email, Citrix, spam filter, network firewall, corporate anti-virus software, security video systems,
- 365,000+ email messages allowed, over 5 million spam messages blocked
- 4000 virus-laden emails blocked
- 50+ Terabytes of data stored (five times the amount of data in all of the books in the US Library of Congress)

Corporate Services - Information Technology and Legislative Services - Current Level of Service
2014 - 2018 Financial Plan Review

- Full data backups, including offsite storage in case of catastrophic failure
- 1 GB of data transferred to and from the Internet in an average month over a high-speed 100mbps data connection
- 200+ corporate and desktop printers
- 37 City of Nanaimo Free Wi-Fi access points in City facilities for use by the public and by staff (reducing smartphone data usage)
- 50km+ of networking cables, connected by 60+ network switches

All of this is supported by four functional work groups:
Client Support

- initial point of contact for most technology'-based client issues (phones, computers, software)
- approximately 4,000 individual trouble reports resolved by directly by Client Support in 2013
- advanced issues handed off to Applications Support, Financial Systems or Technical Support as required
- provisioning new computers and upgrading existing computers when required. Approximately 20% of all City computers are replaced in a given year. In 2013 this was higher than usual
- providing audio'-visual and computing support for presentations, including provision and setup of "loaner" laptops, projectors, and conference phones as necessary
- upgrading software across all licensed computers as necessary
- user and email account creation and changes as staff move between positions and roles
- providing support for printers, network and wireless access as well as mobile data issues
- providing operational technical support for council

Technical Support

- installing and maintaining all corporate technical infrastructure (servers, switches, networking cables)
- maintaining MS Exchange email software
- maintaining network security, spam, and virus protection software
- maintaining network management software
- maintaining remote access software (Citrix)
- maintaining virtual computing infrastructure (VMWare)
- maintaining and ensuring validity of backup software
- managing access to all corporate printers and multi-function photocopiers
- providing first and second-tier support for all City facilities other than SARC and City Hall

Financial Systems

- providing first-tier support for SAP software, which stores financial, human resources, payroll, and asset management information. Acts as liaison with consultant support when required
- providing first-tier support for Tempest, which stores land records, taxation, development information, dog licences, calls for service, ticketing, and many other municipal data
    - resolving customer issues where possible and acting as liaison with Applications Support for advanced technical issues
    - referring identified software deficiencies to Tempest (113 defects and enhancement requirements identified in 2013)
- implementing and supporting new functionality in SAP and Tempest as dictated by business needs of organization
- maintaining enterprise budget reporting software
- developing business dashboard functionality - allowing a cross-application view of high-level business information such as budget, business licensing, building permits, fire responses
- developing custom queries for advanced analysis tasks not supported in existing software
- coordinating software and hardware purchases across entire organization. Over 650 individual purchases in 2013
- tracking and renewing critical hardware and software support contracts
- digitizing all IT asset records, currently over 22,000 documents
- providing clerical support to the Information Technology department

Corporate Services - Information Technology and Legislative Services - Current Level of Service
2014 - 2018 Financial Plan Review

Applications Support
- providing second-tier support for Tempest (upgrades, technical troubleshooting)
- developing custom queries and reports for Tempest to meet specific analytical requirements (60+ custom reports in 2013)
- providing technical support and sustainment for Class, the Parks and Recreation registration and customer relationship management software
- providing technical support and sustainment for FDM, the Fire Department dispatch and records management software
- providing technical support and sustainment for SharePoint, the City's Intranet (City Portal) software
- providing technical support and sustainment for Fleet, the City's fleet management software
- providing technical support and sustainment for MapGuide, NanaimoMap, Munsys and other corporate mapping applications
- providing technical support and sustainment for the City's website and social media software
- developing custom in-house software to support internal business processes and provide enhanced service to citizens

LEGISLATIVE SERVICES
Significant Events:

Completed a formal petition process for Ornamental Streetlighting in the Cilaire Area in 2011
Conducted by-election in 2011
Conducted two Alternative Approval Processes: to authorize the borrowing of a maximum of $22.5 Million for the construction of a Water Treatment Plant,
    and to authorize the Emergency Water Connection Agreement between the City of Nanaimo (the City) and Nanaimo Forest Products (NFP) in 2011
Conducted the 2011 Municipal Election
Records Management Clerk position created in 2012
Staffing turnover: recruitment, hiring, orientation, training, cross-training undertaken for 5 of 7 positions from hold 2012-2013
Conduct DNBIA Board Elections
Working towards implementation of eSCRIBE (part of 'paperless agenda' project)
Initiated Hard Copy Document Review (historical records backlog)
Continuing with Electronic Data Management development
Working towards Release of 2010, 2011, 2012 and 2013 In-Camera minutes, agendas and attachments; developing quarterly reporting systems for release of in-camera items no longer private or confidential
2014 Municipal Election

	2008	2009	2010	2011	2012	2013	2014*	Notes
FOIPOP Requests	57	77	73	76	87	109	-	There is a trend with requests proportionately becoming more complex and extensive than previous years.
Claims	18	10	19	18	16	16	-	A 'claim' is opened and decided by the City insurer when there is bodily injury, the claim exceeds $5,000, or legal action is undertaken. All other claims are dealt with by the City staff, where the claim is either denied or costs paid out by the associated department.
Regular Council/ Committee of the Whole Meetings	31	32	32	34	39	31	4	In-Camera meetings are included; Special Meetings increases in 2013 are largely attributed to budget meetings and separate closed meetings.
Special Council/ Committee of the Whole Meetings	9	8	9	6	3	37	10	
							*up to Feb 17, 2014	

Corporate Services - Information Technology and Legislative Services - Current Level of Service
2014 - 2018 Financial Plan Review

Current Level of Services:

- provides the public with information related to activities of Council;
- oversees the statutory record keeping, and required retention/ destruction;
- processes requests under the *Freedom of Information and Protection of Privacy Act* ;
- responsible for conducting elections and elector approval processes, including referendums;
- oversees claims administration for the City;
- carries out the Statutory duties and requirements expected of the Corporate Office;
- administer Oaths and Take Affirmations, Affidavits and Declarations;
- oversees and assists other departments in the support and admin of Council Standing Committees, Select Committees, and Commissions;
- administers Council and Committee of Whole including: agendas, bookings, logistics, recording, transcribing, action lists, website updates, Shaw Cable video admin, support e-town hall, professional advice;
- administers City liability insurance;
- coordinates internal circulation of Council correspondence;
- coordinates invitations to Mayor and Council, including arrangements to attend AVICC, FCM, UBCM;
- responds or refers to requests for the Mayor or a member of Councillor;
- provide first point of contact with City Hall customer service;
- provides administrative assistance to the Mayor's Office.

Continuous Improvement Changes

The departments priority is to provide day to day service delivery to Council and meet legislated obligations. These day to day tasks take up roughly 85 to 100% of staff time. Depending on the time of week, month and year there are opportunities for staff to work on projects. Below is a list of projects and initiatives that Council has directed staff to work on, and others that staff have identified in order to improve processes and maintain relevancy. Again, staff time dedicated to these projects is always subject to other Council and legislated directives that must take priority including processing FOIPOP requests, election deadlines, or administering additional special Council meetings.

- Council Policy Review
- Governance Steering Committee Administration
- Governance Review Implementation
- Procedure Bylaw Review
- Delegation Bylaw Update
- Implementation of eSCRIBE (part of "Paperless Agenda" project)
- Investigate options for replacing current DOS program to track records storage information and records due for destruction.
- Develop and undertake routine and scheduled review/ updates of Council administrative bylaws and procedures

Corporate Services - Information Technology and Legislative Services - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:
- Staffing
- Service and Supply Contracts
  - Information Technology - corporate software licenses, data/phone line charges, external consultants
- Materials and Supplies
  - Information Technology - corporate software/hardware purchases

Notes:
CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases
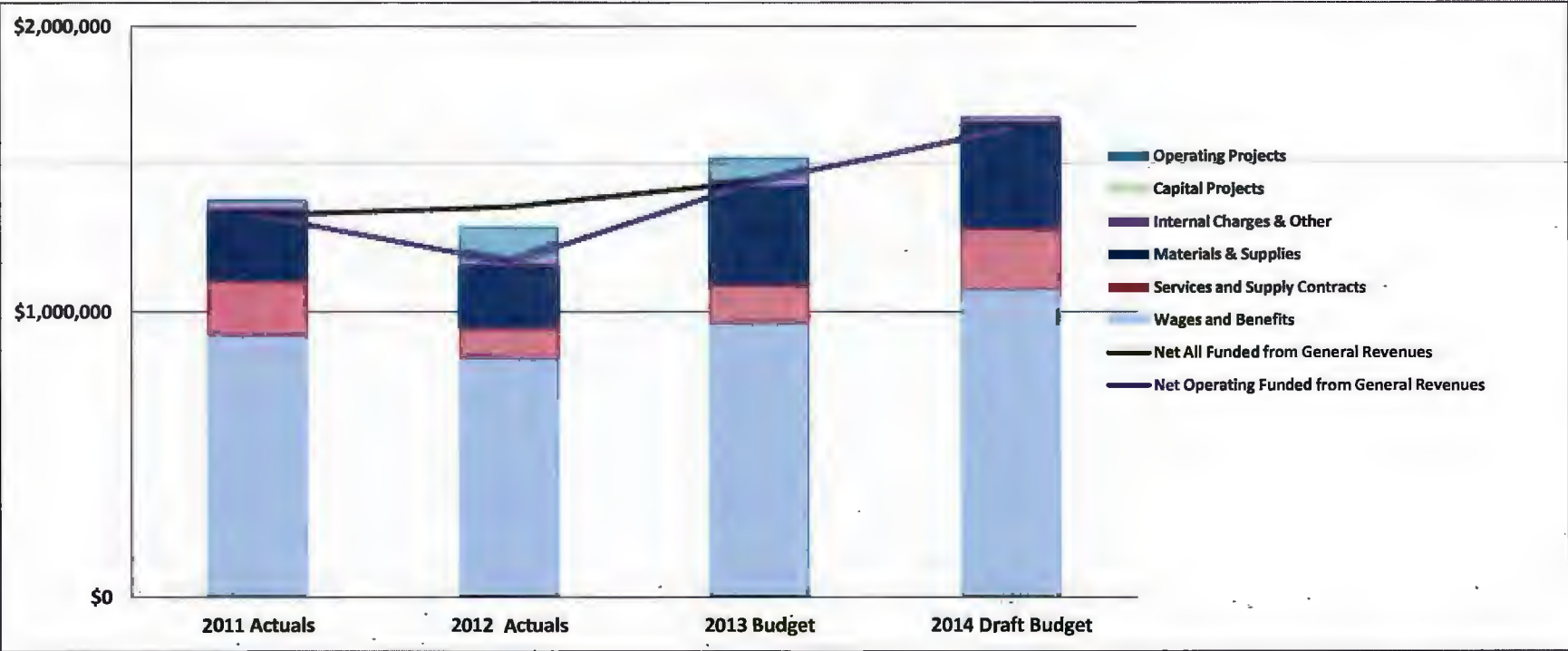Director, IT and Legislative services is included in IT financial information

Legislative Services	2011 Actuals	2012 Actuals	2013 - 2017 Financial Plan		2014 Draft Budget
			2013 Budget	2014 Budget	
Recoveries	42,431	8,951	7,180	41,592	43,800
Other Revenues	1,100	2,299	-	505	-
Total Operating Revenues	**43,531**	**11,250**	**7,180**	**42,097**	**43,800**
Wages and Benefits	919,383	838,949	960,139	1,007,636	1,076,344
Services and Supply Contracts	186,267	102,447	131,875	342,083	212,925
Materials & Supplies	248,939	216,322	342,696	375,549	369,446
Internal Charges & Other	26,400	26,400	28,880	31,050	24,088
Total Operating and Maintenance Expenditures	**1,380,989**	**1,184,118**	**1,463,590**	**1,756,318**	**1,682,803**
Net Excluding Transfer to Reserves	**1,337,458**	**1,172,868**	**1,456,410**	**1,714,221**	**1,639,003**
Transfer to/(from) Leg Serv Reserve		78,000			
Net Operating Funded from General Revenues	**1,337,458**	**1,250,868**	**1,456,410**	**1,714,221**	**1,639,003**
Transfers from Reserves	15,527	-	78,000	-	-
Other Project Funding	-	-	-	-	
Total Project Funding	**15,527**	**-**	**78,000**	**-**	**-**
Capital	-	-	-	-	-
Operating	15,527	115,893	78,000		
Total Project Expenditures	**15,527**	**115,893**	**78,000**	**-**	**-**
Net - Funded from General Revenues	**1,337,458**	**1,366,761**	**1,456,410**	**1,714,221**	**1,639,003**
Funded from General Revenues	**96%**	**105%**	**94%**	**98%**	**97%**
Cost per Capita	$ 15.38	$ 15.62	$ 16.41	$ 19.04	$ 18.21
Budgeted FTEs				7.0	

Corporate Services - Information Technology and Legislative Services - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Information Technology Services	2011 Actuals	2012 Actuals	2013 - 2017 Financial Plan		2014 Draft Budget
			2013 Budget	2014 Budget	
Recoveries	-	866	-	-	-
Other Revenues	5,839	33,285	-	-	-
Total Operating Revenues	5,839	34,152	-	-	-
Wages and Benefits	1,792,396	1,789,776	1,883,572	1,921,243	1,748,786
Services and Supply Contracts	738,997	848,225	1,093,458	1,115,327	1,154,770
Materials & Supplies	369,428	287,835	230,800	235,416	215,100
Internal Charges & Other	38,360	40,140	39,060	35,771	29,500
Total Operating and Maintenance Expenditures	2,939,182	2,965,975	3,246,890	3,307,757	3,148,156
Net Excluding Transfer to Reserves	2,933,343	2,931,824	3,246,890	3,307,757	3,148,156
Transfer to/(from) SAP Reserve	164,725	56,900			
Net Operating Funded from General Revenues	3,098,068	2,988,724	3,246,890	3,307,757	3,148,156
Transfers from Reserves	457,446	405,709	640,900	593,000	-
Other Project Funding	5,839	107,848	998,861	680,000	-
Total Project Funding	463,285	513,557	1,639,761	1,273,000	-
Capital	477,446	548,808	740,900	693,000	-
Operating	103,115	107,848	998,861	680,000	-
Total Project Expenditures	580,561	656,656	1,739,761	1,373,000	-
Net - Funded from General Revenues	3,215,344	3,131,823	3,346,890	3,407,757	3,148,156
Funded from General Revenues	91%	86%	67%	73%	100%
Cost per Capita $	36.97 $	35.79 $	37.71 $	37.85 $	34.97
Budgeted FTEs				20.0	

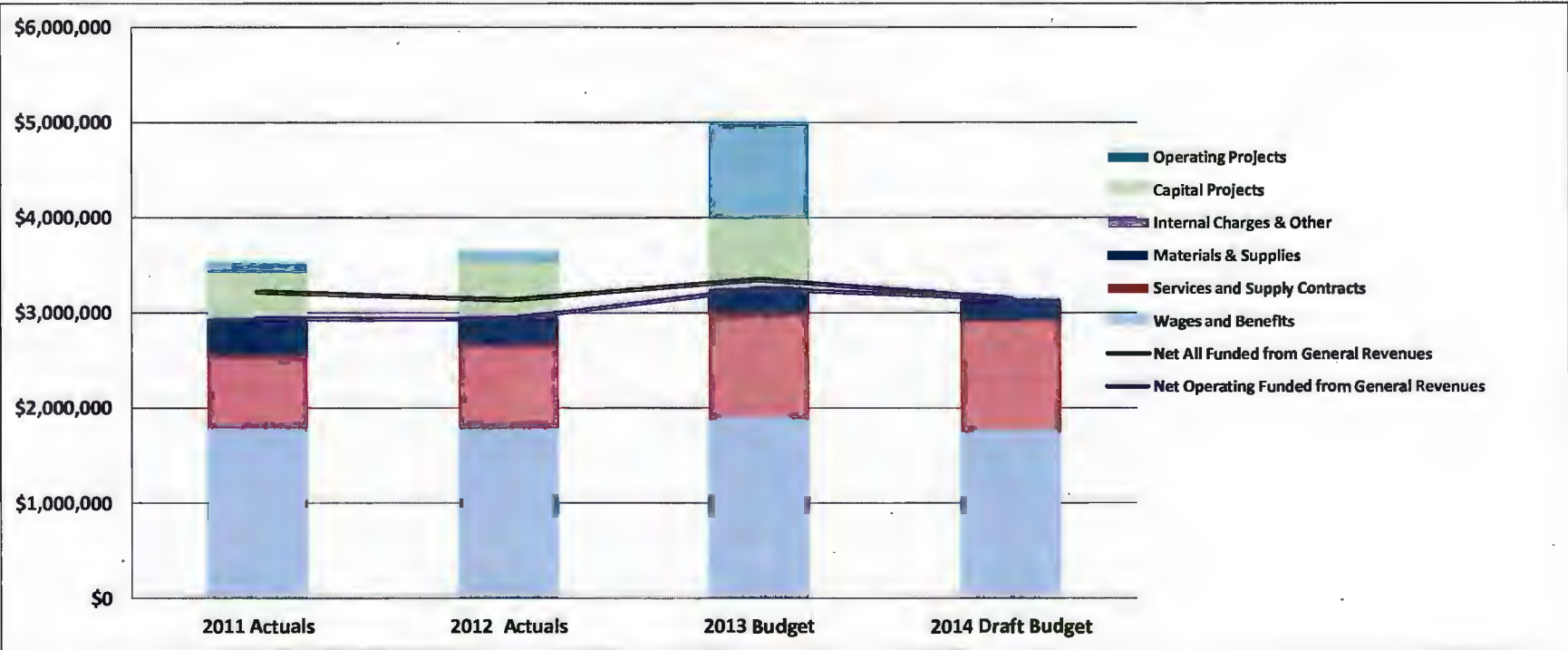**Corporate Services - Information Technology and Legislative Services - Annual Operating and Maintenance**
2014 - 2018 Financial Plan Review

Expenditure Analysis - Legislative Services

Legend:
- Operating Projects
- Capital Projects
- Internal Charges & Other
- Materials & Supplies
- Services and Supply Contracts
- Wages and Benefits
- Net All Funded from General Revenues
- Net Operating Funded from General Revenues

X-axis: 2011 Actuals, 2012 Actuals, 2013 Budget, 2014 Draft Budget
Y-axis: $0, $1,000,000, $2,000,000

Expenditure Analysis - Information Technology

Legend:
- Operating Projects
- Capital Projects
- Internal Charges & Other
- Materials & Supplies
- Services and Supply Contracts
- Wages and Benefits
- Net All Funded from General Revenues
- Net Operating Funded from General Revenues

X-axis: 2011 Actuals, 2012 Actuals, 2013 Budget, 2014 Draft Budget
Y-axis: $0, $1,000,000, $2,000,000, $3,000,000, $4,000,000, $5,000,000, $6,000,000

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Information Technology and Legislative Services - Service Level Changes and Projects
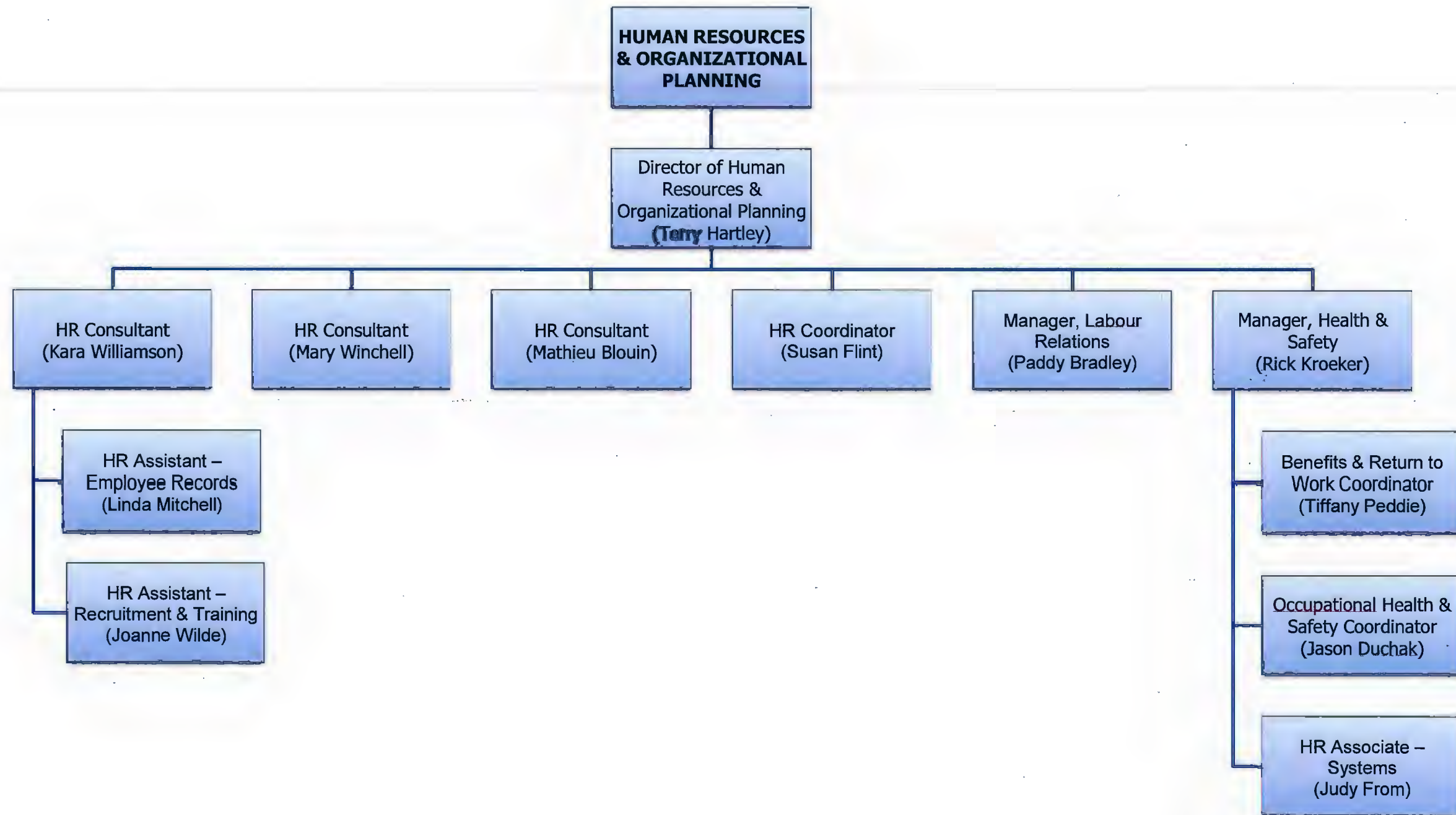**2014 - 2018 Financial Plan Review**

Notes:
Internal charges to departments ($/computer) contribute to a reserve for funding information technology projects.
1) Projects are for expenditures that do not occur every year or vary from year to year.
2) Most projects are related to asset management of current facilities.
3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.
4) Projects can be funded from DCC's, other reserves, grants and general taxation funding.

	Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects

Early Approval/Critical Projects - excluded from Decision Package Approval Process	2014 $	% - 1% taxation	2015	2016	2017	2018	Future Years
Information Technology							
Networking Equipment Sustainment	15,000	0.0%	15,000	15,000	20,000	15,000	
Physical Server Sustainment	25,000	0.0%	25,000	25,000	25,000	25,000	
Uninterruptable Power Supply (UPS) Sustainment	10,000	0.0%	10,000	10,000	35,000	10,000	
ERP Business Warehouse Sustainment	20,000	0.0%	20,000	20,000	20,000	20,000	
Election 2014	7,500	0.0%			8,500		
Computer Hardware Sustainment	24,000	0.0%	24,000	36,000	25,000	26,000	
Legislative Services							
Nanaimo Mayor's Youth Advisory Council	3,000	0.0%	3,000	3,000	3,000	3,000	
	104,500	0.1%	97,000	109,000	136,500	99,000	-

Projects - Included in Decision Package Approval Process	$	% - 1% taxation	2015	2016	2017	2018	Future Years
Information Technology							
Air Watch MDM	5,000	0.0%	1,000	1,000	5,000	1,000	
Archive Link Enhancements	30,000	0.0%					
Budget Software Sustainment	10,000	0.0%	5,000				
Business Workflow Enhancements	10,000	0.0%	10,000	10,000	10,000	10,000	
Citrix Server Farm Sustainment	5,000	0.0%	5,000	25,000	5,000	5,000	
Clearscada Sustainment	5,000	0.0%	1,000		2,000	3,000	
Commvault Upgrade for Dedupe Storage			15,000	15,000	10,000	10,000	
Computer Room Expansion Stn #1			20,000				
Corporate Printer Replacement	24,000	0.0%				32,000	
Corporate Storage Filer Replacement			145,000		25,000		
Document Management				50,000	15,000		
Electronic Records Archiving				50,000			
E-Mailing of Paystubs	30,000	0.0%					
ERP Business Warehouse Drill Down	10,000	0.0%					
ERP Dashboard Sustainment	10,000	0.0%	10,000	10,000	10,000	10,000	
ERP Enhancement Packs (Bi-Yearly)			10,000		10,000		
ERP Software Enhancements					200,000		
HVAC for SARC LAN Rooms	5,000	0.0%	5,000	5,000			
IP Address Management	7,000	0.0%					
IT Trailer/ Mobile Command Centre			20,000	10,000	10,000	10,000	
LAN Business Continuity	15,000	0.0%	10,000	20,000	20,000	15,000	
LAN Upgrades	20,000	0.0%	20,000	48,000	25,000	12,000	
Microsoft Major Apps Licensing			100,000	100,000	100,000	250,000	
Network Security Audit	15,000	0.0%				15,000	
Public Works Server Room	5,000	0.0%	15,000				
Security Systems CCTV	15,000	0.0%	10,000				
Software Licences	20,000	0.0%	20,000	75,000	20,000	20,000	
Telephone Audit	5,000	0.0%					
Telephone System Replacement	100,000	0.1%		12,000	15,000		
Tempest Enhancements	24,000	0.0%					
VM Server Farm	165,000	0.2%		24,000	16,000	16,000	
VM Ware Views	15,000	0.0%	5,000	10,000			
Web Mapping Replacement	70,000	0.1%	30,000				
Windows 7 Rollout: Workstations	3,000	0.0%			5,000	5,000	
Wireless Redundancy to PW/Fire Station#2	20,000	0.0%	5,000				
Wireless to Fire Station 3			15,000				
	665,000	0.7%	577,000	565,000	598,000	434,000	
	747,500	0.9%	574,000	574,000	629,500	518,000	

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CITY OF NANAIMO
THE HARBOUR CITY

COUNCIL BUDGET REVIEW
CORPORATE SERVICES
HUMAN RESOURCES & ORG PLANNING
February 27, 2014

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                          │   HUMAN RESOURCES       │
                          │ & ORGANIZATIONAL        │
                          │     PLANNING            │
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                                     │
                          ┌─────────────────────────┐
                          │  Director of Human       │
                          │    Resources &           │
                          │ Organizational Planning  │
                          │    (Terry Hartley)       │
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| HR Consultant (Kara Williamson) | HR Consultant (Mary Winchell) | HR Consultant (Mathieu Blouin) | HR Coordinator (Susan Flint) | Manager, Labour Relations (Paddy Bradley) | Manager, Health & Safety (Rick Kroeker) |

HR Assistant – Employee Records (Linda Mitchell)

HR Assistant – Recruitment & Training (Joanne Wilde)

Benefits & Return to Work Coordinator (Tiffany Peddie)

Occupational Health & Safety Coordinator (Jason Duchak)

HR Associate – Systems (Judy From)

* 12 FTEs (including 2 OH&S)

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Corporate Services - Human Resources - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:

Annual operating and maintenance activities to provide current service levels
Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.
Identify specific projects for expansion/upgrades to current infrastructure.

Department Overview:

Vision: We partner with our customers to achieve excellence for the community.
Mission: We provide professional human resources services and guide organizational planning initiatives to fulfill the goals of the municipality.
Values: Integrity, Support, Excellence, Teamwork, Respect, Responsiveness.

Goals:
1. Provide human resources services and programs that are responsive, effective and efficient.
2. Attract and retain talented people.
3. Promote and support a safe, healthy, harmonious and high performance workplace.
4. Contribute to the success of the corporate strategic plan.

Current Level of Service:

Recruitment & Selection
The goal of this service is to attract, screen and select qualified candidates for City positions. HR&OP staff advise on and manage the recruitment process in a manner intended to maintain a fair, consistent and transparent hiring process which complies with legislative and collective agreement requirements and does not favour or discriminate.

Training & Employee Development
The purpose of this function is to develop a highly skilled and engaged workforce to meet the current and future needs of the corporation. This involves coordinating corporate orientation and training, designing/monitoring the performance management process, and supporting career development and leadership development initiatives.

Employee Relations
The goal of employee relations is to foster a positive work environment. This includes developing/maintaining programs to support regular attendance, coordinating respectful workplace training and workplace investigations, mediating workplace disputes, conducting exit interviews, and providing general advice on employee relations issues.

Labour Relations
The purpose of this function is to oversee and foster positive and effective Union-Management relations. It involves managing the relationships with the unions, overseeing the grievance handling process, collective bargaining, providing advice and training to managers on the interpretation and application of the Collective Agreement and coordinating effective employer representation for dispute resolution processes.

Corporate Services - Human Resources - Current Level of Service
2014 - 2018 Financial Plan Review

Job Classification, Compensation & Benefits
The intention of this function is to design and maintain a total compensation program to achieve internal pay equity, maintain market competitiveness, and ensure good value and cost-effectiveness of compensation and benefit programs. This includes providing information and advice on job classification, compensation and benefits, administering the CUPE and Exempt job evaluation plans, maintaining the exempt compensation and transportation allowance policies and managing benefit and leave plans for all employees.

Health, Safety & Disability Management
The goal of this program is to maintain a health and safety program that reduces workplace illness and injury through compliance with OH&S legislation and best practices. To meet this goal, HR&OP staff provide consultative services on health and safety issues, co-ordinate occupational health & safety orientation & training, work with joint committees to identify and resolve safety concerns, manage injury and illness claims and facilitate the return to work and accommodation processes.

Organizational Development
The purpose of organizational development is to engage employees in organizational efforts to increase corporate effectiveness and efficiency. This includes coordinating organizational & strategic planning initiatives, supporting organizational design/reorganization, developing competencies and using these in human resources processes, succession planning, internal communication, employee surveys and employee retention initiatives.

Additional Services/Functions
HR Information Management (SAP data & reports, employee files, organizational charts)
Employee Wellness
Social Activities (e.g. Picnic, Corporate BBQ, Christmas Lunch)
Service Recognition
Access & ID Cards
Recruitment, Assignment & Evaluation of Temporary Employees

Significant Events:

Revised Respectful Workplace policy and program in anticipation of new OH&S legislation. Used RFP process to select training consultants and coordinated supervisory and general training for City Council members and 671 employees.

As part of a Joint Steering Committee, a new CUPE job evaluation plan was developed. Prepared communication materials and trained 290 employees on the job evaluation process. Collected and reviewed job information questionnaires for 85% of CUPE job classifications. These questionnaires have been reviewed by the joint rating committee and a job hierarchy has been developed.

Completed collective bargaining with IAFF within Council mandate. The agreement was reached after 11 days of bargaining, 3 sessions with a government appointed mediator (including one with legal counsel) and 4 subcommittee meetings.

Corporate Services - Human Resources - Current Level of Service
2014 - 2018 Financial Plan Review

Upcoming Events:

CUPE Collective Bargaining
CUPE Job Evaluation Plan Implementation
Disability Management Program changes

Metrics:

	2009	2010	2011	2012	2013
Number of Employees	1375	1322	1296	1236	1271
Job Competitions	75	86	86	98	103
Staff Movements (No Competition)	NT	NT	NT	NT	29+
Turnover Rate	4.2%	5.4%	6.9%	6.1%	5.5%
Corporate Training Courses (including OH&S)	72	64	53	75	62
Respectful Workplace Investigations[1]	NT	NT	NT	NT	4
Grievance Activity	28	15	19	21	36
Short-term Sick Leave Hours	83.2	76.3	96.4	88.8	87.4
New LTD Claims	6	8	3	5	9
Permanent Accommodations	1	4	1	5	4
Service Award Recipients[2]	20	55	136	84	102

[1] Commenced tracking in 2013
[2] Revised service recognition policy commencing in 2011 so that recognition commenced earlier (at 5
years rather than 15 years) and more frequently (every 5 years).

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Corporate Services - Human Resources - Current Level of Service
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:
- Staffing
- Software Licenses
- Materials and Supplies
- Employment Expenses (i.e. vehicle allowance, memberships, training and development)

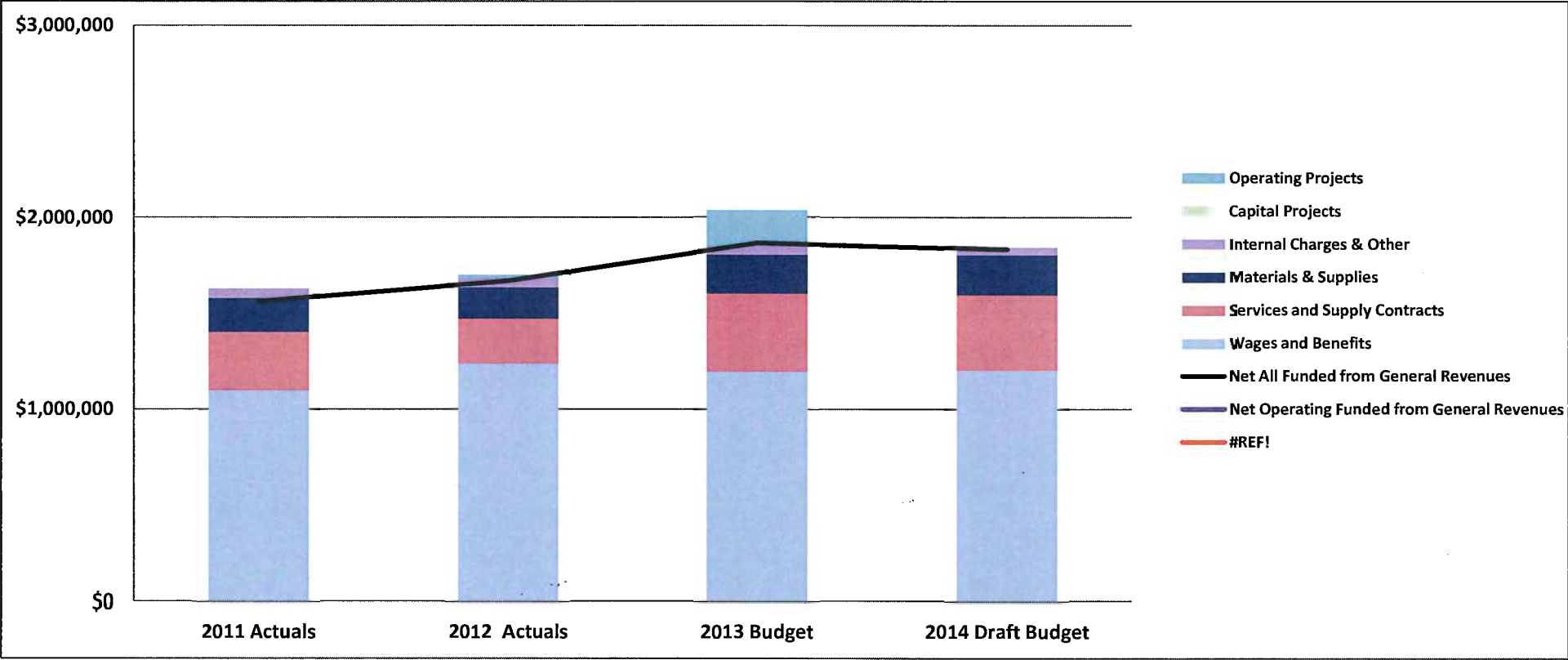**Notes:**
CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

Human Resources	2011 Actuals	2012 Actuals	2013 - 2017 Financial Plan		2014 Draft Budget
			2013 Budget	2014 Budget	
Recoveries	31,083	14,744	12,000	12,120	10,249
Transfers from Reserves	33,700	-	34,705	-	-
Total Operating Revenues	**64,783**	**14,744**	**46,705**	**12,120**	**10,249**
Wages and Benefits	1,096,033	1,234,762	1,195,642	1,219,555	1,201,089
Services and Supply Contracts	303,765	233,779	406,255	378,981	392,100
Materials & Supplies	175,078	163,511	200,862	204,879	208,827
Internal Charges & Other	49,544	49,485	46,530	43,624	38,672
Total Operating and Maintenance Expenditures	**1,624,420**	**1,681,537**	**1,849,289**	**1,847,039**	**1,840,688**
Net	**1,559,636**	**1,666,793**	**1,802,584**	**1,834,919**	**1,830,439**
Transfers from Reserves	345	16,732	124,318	-	-
Other Project Funding	-	-	-	-	-
Total Project Funding	**345**	**16,732**	**124,318**	**-**	**-**
Capital	-	-	-	-	-
Operating	345	16,732	186,018	7,300	-
Total Project Expenditures	**345**	**16,732**	**186,018**	**7,300**	**-**
Net - Funded from General Revenues	1,559,636	1,666,793	1,864,284	1,842,219	1,830,439
Funded from General Revenues	100%	99%	94%	100%	100%
Cost per Capita	$ 17.93	$ 19.05	$ 21.00	$ 20.46	$ 20.33
Budgeted FTEs				12.0	

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Corporate Services - Human Resources - Current Level of Service
2014 - 2018 Financial Plan Review

Expenditure Analysis

■	Operating Projects
■	Capital Projects
■	Internal Charges & Other
■	Materials & Supplies
■	Services and Supply Contracts
■	Wages and Benefits
—	Net All Funded from General Revenues
—	Net Operating Funded from General Revenues
—	#REF!

Chart axis labels: $3,000,000 / $2,000,000 / $1,000,000 / $0

X-axis: 2011 Actuals, 2012 Actuals, 2013 Budget, 2014 Draft Budget

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CITY OF NANAIMO
THE HARBOUR CITY

COUNCIL BUDGET REVIEW
CORPORATE SERVICES
FINANCE & PURCHASING
February 27, 2014
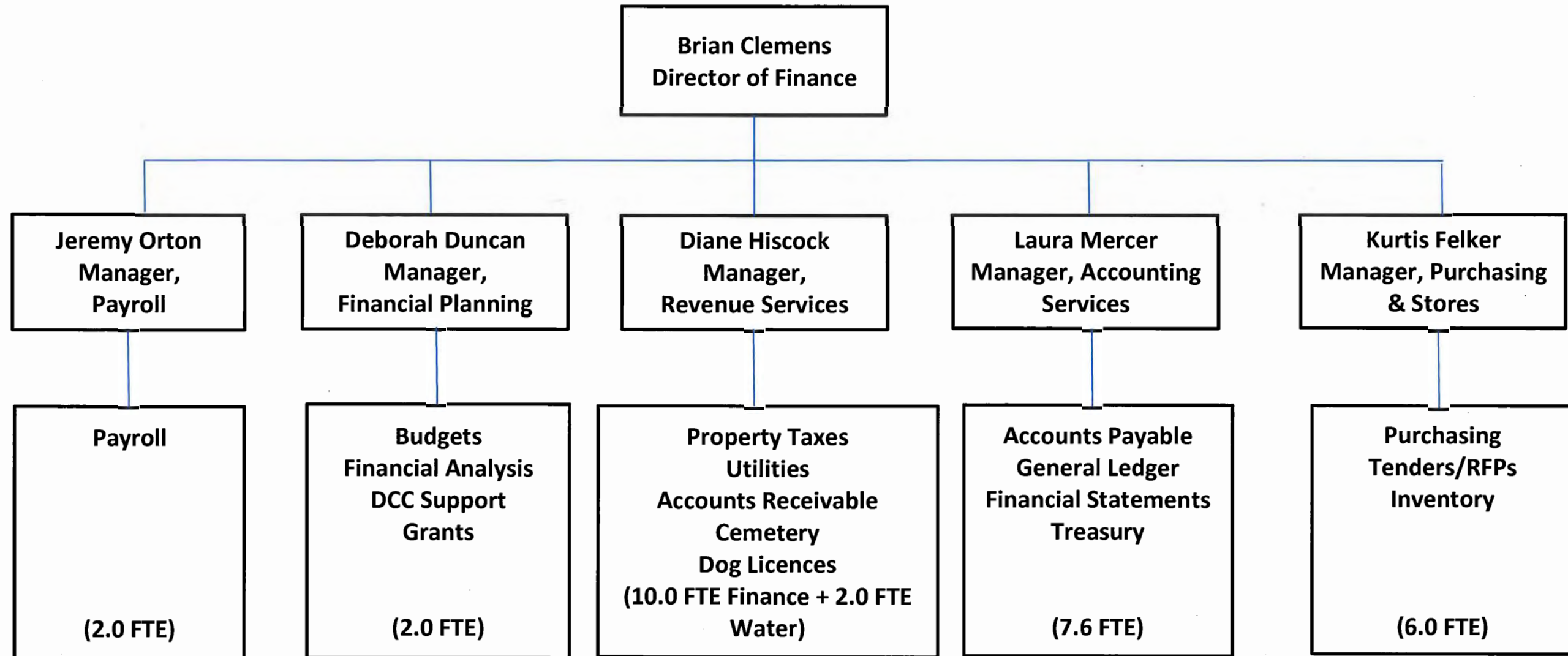
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                          ┌─────────────────────┐
                          │   Brian Clemens      │
                          │  Director of Finance │
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Jeremy Orton Manager, Payroll	Deborah Duncan Manager, Financial Planning	Diane Hiscock Manager, Revenue Services	Laura Mercer Manager, Accounting Services	Kurtis Felker Manager, Purchasing & Stores
Payroll	Budgets Financial Analysis DCC Support Grants	Property Taxes Utilities Accounts Receivable Cemetery Dog Licences (10.0 FTE Finance + 2.0 FTE Water)	Accounts Payable General Ledger Financial Statements Treasury	Purchasing Tenders/RFPs Inventory
(2.0 FTE)	(2.0 FTE)		(7.6 FTE)	(6.0 FTE)

Corporate Services - Finance & Purchasing - Current Level of Service
2014 - 2018 Financial Plan Review

Financial and Operational Planning includes:
Annual operating and maintenance activities to provide current service levels

Identify specific projects, supported by a long range asset management plan, for renewal of current infrastructure.

Identify specific projects for expansion/upgrades to current infrastructure.

Significant Events:
Council's initiative to reduce the major industry tax rate to be equal to the commercial tax rate over several years was achieved in 2013.

Implemented new budget/service level review process.

Current Level of Services:

Revenue Services
Responsible for billing, collecting money and maintaining records for properties, business licenses and dog licenses.

Maintains records of assessment, ownership, legal description and tax accounts. Tax notices and reminders are mailed annually to 35,850 property accounts and an annual tax sale is held for properties where property taxes are unpaid for three years.

Bills for water, sewer and garbage services, known as User Rates. There are 22,000 property accounts that are billed three times a year. The Revenue Section also issues 5,600 dog licenses annually.

Ensures that these bills are collected, the money is deposited promptly in the bank and that the transactions are appropriately recorded in the City's financial records.

Accounting Services
Responsible for the expenditures of the City of Nanaimo including processing over 30,000 invoices annually, resulting in the issuance of 12,000 accounts payable cheques.

Prepares monthly financial reports for internal review, and an annual financial statement.

Responsible for ensuring that the financial records accurately reflect the financial position of the City

Monitors cash flow and invests any available funds within the guidelines established by the Community Charter.

Year end reporting, including preparing the Statement of Financial Information.

Financial Planning
Prepare the City's financial plan annually for review and adoption by Council.

Collecting information from all departments and working with senior management to prepare a draft budget in accordance with the principles that have been established by Council

The budget is modified during a public input and discussion period and finally adopted by bylaw.

Provides financial analysis and works on special projects such as the Development Cost Charge review.

Payroll
Provides bi-weekly paycheques for approximately 850 employees (including full-time, part-time and casual employees).

Year end reporting, such as issuing T4's and employee pay information for the Statement of Financial Information.

Purchasing
Overall responsibility for acquiring goods, services, and construction as per Council's Purchasing Bylaw NO.7175 adopted in 2013.

Responsible for the operation of Central Stores and Fleet Stores warehouses. Combined inventory value of $673,000 at the end of fiscal 2013.

Responsible for processing electronic requisitions and issuing Purchase Orders. 2,153 Purchase Orders issued valued at $85 million in 2013.

Responsible for issuing formal Tenders/Requests For Proposals. 80 Tenders/RFPs issued in 2013.

Responsible for disposing of surplus City assets. $54,000 recovered in 2013.

Prepares quarterly "Direct Award" and "One Response" reports for Council's Information.

Corporate Services - Finance & Purchasing - Current Level of Service
2014 - 2018 Financial Plan Review

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:
- Staffing
- Software Licenses
- Materials and Supplies
- Employment Expenses (i.e. vehicle allowance, memberships, training and development)

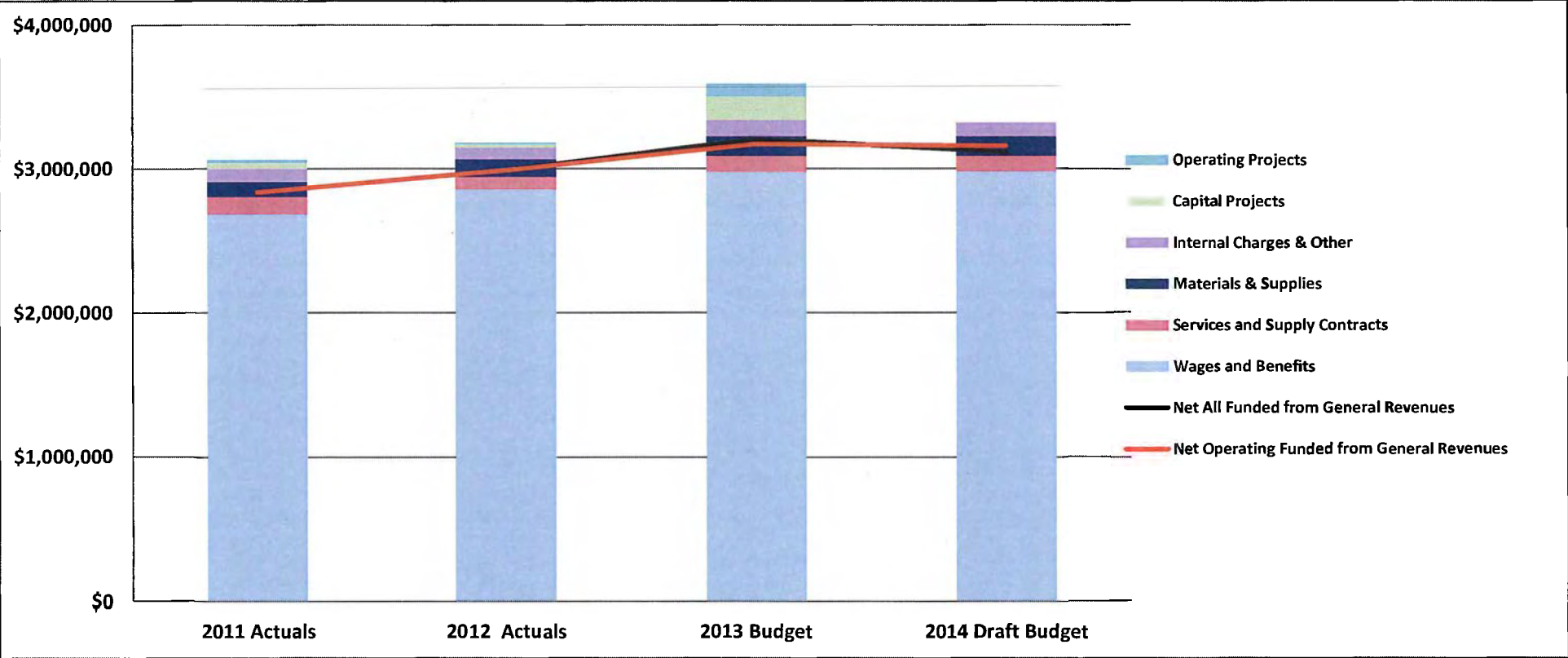**Notes:**
CUPE contract expires December 31 2013
2013 - 2017 Financial Plan includes inflationary increases for years 2 to 5 (2% increase for wages and benefits)
2014 Draft Budget does not include an increase for wages and benefits, a contingency is used for wages increases

Finance and Purchasing	2011 Actuals	2012 Actuals	2013 - 2017 Financial Plan		2014 Draft Budget
			2013 Budget	2014 Budget	
Services to Other Governments - Provincial	39,460	39,738	40,000	40,400	41,000
Property Information Letter Sales	38,767	33,695	40,000	40,400	35,000
Commissions	29,915	34,495	32,000	32,320	35,000
Other Revenue	1,986	2,973	2,000	2,020	2,000
Miscellaneous Revenue	53,233	45,937	49,000	49,490	47,000
Total Operating Revenues	**163,361**	**156,838**	**163,000**	**164,630**	**160,000**
Wages and Benefits	2,681,477	2,852,986	2,975,556	3,035,068	2,978,425
Services and Supply Contracts	122,351	90,214	113,100	115,362	108,700
Materials & Supplies	101,934	120,353	135,230	133,447	137,630
Internal Charges & Other	92,314	81,785	110,440	109,651	91,929
Total Operating and Maintenance Expenditures	**2,998,076**	**3,145,339**	**3,334,326**	**3,393,527**	**3,316,684**
Net	**2,834,715**	**2,988,501**	**3,171,326**	**3,228,897**	**3,156,684**
Transfers from Reserves	65,272	35,225	194,150	101,000	42,000
Other Project Funding	-	-	25,425	-	-
Total Project Funding	**65,272**	**35,225**	**219,575**	**101,000**	**42,000**
Capital	42,428	25,427	163,575	59,000	-
Operating	22,844	9,798	91,000	77,000	-
Total Project Expenditures	**65,272**	**35,225**	**254,575**	**136,000**	**-**
Net - Funded from General Revenues	**2,834,715**	**2,988,501**	**3,206,326**	**3,263,897**	**3,114,684**
Funded from General Revenues	**93%**	**94%**	**89%**	**92%**	**94%**
Cost per Capita	$ 32.60	$ 34.15	$ 36.12	$ 36.26	$ 34.60
Budgeted FTEs				33.7	

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Corporate Services - Finance & Purchasing - Current Level of Service
2014 - 2018 Financial Plan Review

Expenditure Analysis

Chart legend:
- Operating Projects
- Capital Projects
- Internal Charges & Other
- Materials & Supplies
- Services and Supply Contracts
- Wages and Benefits
- Net All Funded from General Revenues
- Net Operating Funded from General Revenues

X-axis categories: 2011 Actuals, 2012 Actuals, 2013 Budget, 2014 Draft Budget

Y-axis: $0, $1,000,000, $2,000,000, $3,000,000, $4,000,000

Corporate Services - Finance & Purchasing - Service Level Changes and Projects
2014 - 2018 Financial Plan Review

Notes:

1) Projects are for expenditures that do not occur every year or vary from year to year.

2) Most projects are related to asset management of current facilities.

3) Projects are either classified as operating or capital to comply with accounting standards. Larger cost projects are classified as capital.

4) Projects can be funded from DCC's, other reserves, grants and general taxation funding.

	Asset Renewal Projects	New Assets Projects	Asset Upgrade Projects	Strategic Projects			

	2014						
Projects - included in Decision Package Approval Process	**$**	**% - 1% taxation**	**2015**	**2016**	**2017**	**2018**	**Future Years**
Finance							
Financial/Performance Audits	50,000	0.1%	50,000	50,000	50,000	50,000	
Purchasing							
Photocopier Purchases (Capital)	59,000	0.1%	42,000	10,000	116,000		
Photocopier Purchases (Operating)	42,000	0.0%	24,000		56,000		
Property Valuations for Insurance	35,000	0.0%	35,000	35,000	10,000	10,000	
	186,000	**0.2%**	**151,000**	**95,000**	**232,000**	**60,000**	

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