

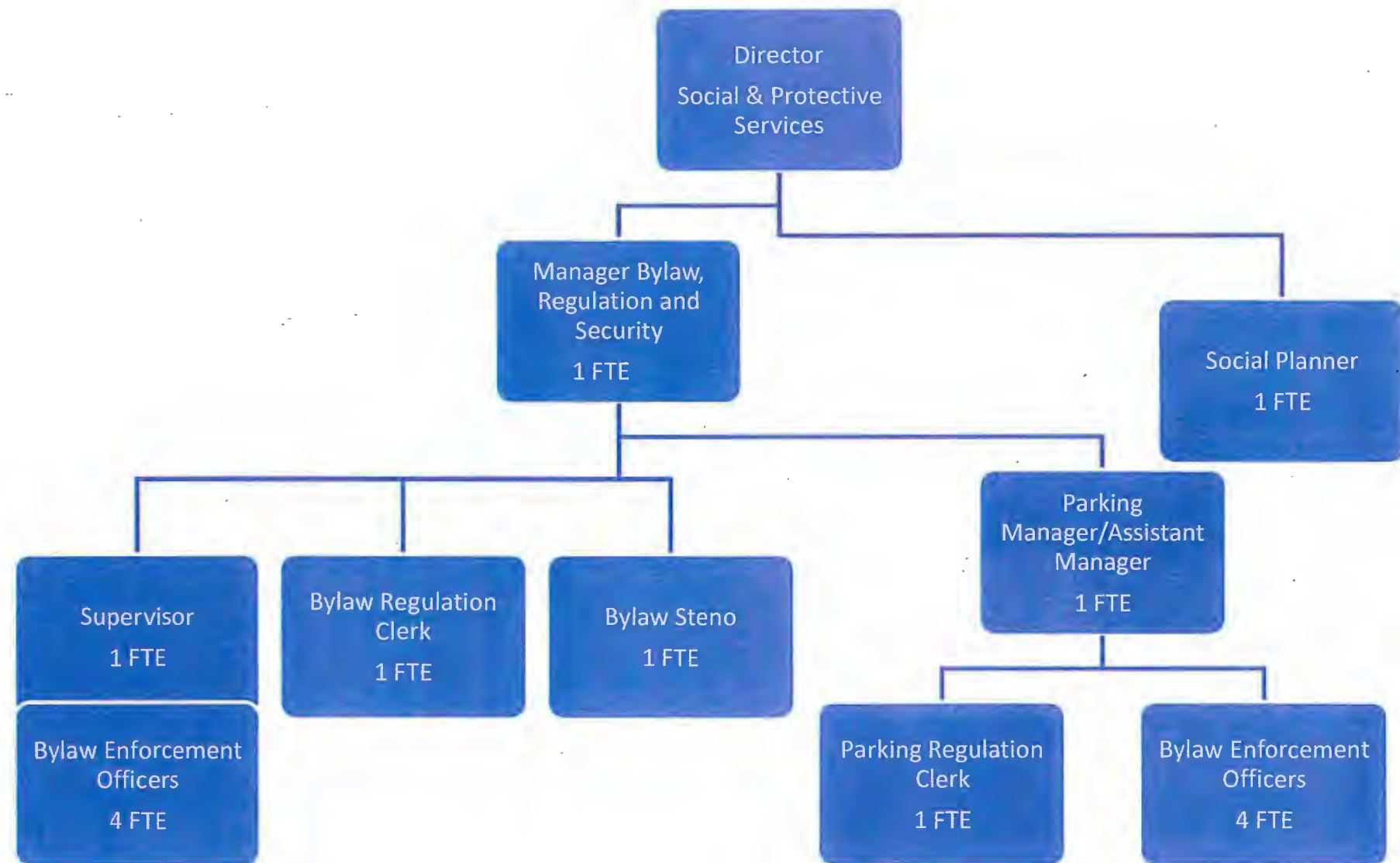
AMENDED AGENDA
SPECIAL OPEN COMMITTEE OF THE WHOLE MEETING
BOARD ROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
WEDNESDAY, 2014-FEB-12, AT 9:00 A.M.

1. **CALL THE SPECIAL COMMITTEE OF THE WHOLE MEETING TO ORDER:**
2. **INTRODUCTION OF LATE ITEMS:**
3. **ADOPTION OF AGENDA:**
4. **PRESENTATIONS:**
 - (a) Mr. Tom Hickey, General Manager, Community Services, to provide a presentation regarding the 2014-2018 Financial Plan for Social & Protective Services – Bylaw, Regulation & Security, Social Planning. Council discussion regarding the Financial Plan to follow the presentation. *Pg. 1-12*
5. **CORPORATE SERVICES:**
 - (a) **Council Initiatives**
6. **QUESTION PERIOD:** *(Agenda Items Only)*
7. **ADJOURNMENT:**

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



**COUNCIL BUDGET REVIEW
SOCIAL & PROTECTIVE SERVICES
BYLAW SERVICES & SOCIAL PLANNING
February 12, 2014**



Social & Protective Services - Regulation & Security, Parking & Social Planning - 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 facilities. Renewal projects focus on replacing major components of each facility.
- Identify specific projects for upgrades to current facilities.

Significant Events

Bylaw Services

- In 2013, the parking enforcement business model was changed and expanded.
 - The old business model focused on parking enforcement in the downtown area. Contractors provided parking enforcement and security services.
 - The new business model focuses on a larger geographic area within the City, integrates other bylaw enforcement functions and includes ambassadorial functions in the downtown area.
- In 2013, additional city staff were hired including a Parking Manager, Parking Regulation Clerk and additional Bylaw Officers to fully implement the new business model.

In 2014 the monthly parking fees at the Wallace and Wentworth lot were revised to make rates consistent with all other downtown parkades.

In 2014 27 new parking stalls are being added to the overall downtown parking plan with the implementation of the new parking lot on Selby Street in the Old City Quarter.

In the Spring of 2013 Bylaw Notice Enforcement Bylaw 2012 No. 7159 was implemented which provides for discounts and surcharges on bylaw violations and fines. The bylaw is anticipated to have a positive impact on collections rates and will be assessed once it has been in effect for a full year.

In October 2012 an increase to impound fees in the animal control contract was approved. This is the first increase since Bylaw 4923 Control Of Animals was first passed in 1995 and is anticipated to act as a deterrent for dog owners who allow their dogs to run at large.

Social Planning

In 2013 the City hosted it's first Immigrant Welcome Ceremony for new comers to Canada who have taken up residence in Nanaimo.

Council approved the creation of the Mayor's Youth Advisory Council which will meet quarterly to provide Mayor and Council with youth perspectives and experiences that can help inform municipal processes and decision making.

Current Level of Service

Bylaw Services

The Bylaw Services Division provides the City with a variety of services related to regulatory, security and parking issues. They work to gain compliance and enforce municipal bylaws such as unsightly property, noise, street entertainers, snow removal and signs. Bylaw Enforcement Officers also work in conjunction with the RCMP on a variety of programs and initiatives such as downtown security issues, public security matters, BAR Watch and nuisance properties within the City.

Under the new parking model Bylaw Enforcement Officers provide parking enforcement and an ambassadorial presence in the Downtown Core, Old City Quarter and Brechin Hill Area and at the Nanaimo Aquatic Centre and the Nanaimo Ice Centre.

In addition to metered street parking the City also operates three parkades - Bastion Street Parkade, Harbourfront Parkade and the Port of Nanaimo Centre as well as a seven parking lots - Wallace/Wentworth, Prideaux/Franklyn, Dunsmuir St, Cavan Street, Maffeo Sutton, Brechin Boat Ramp and Selby St. (opening in 2014).

Provide security services from 7 am to 5:30 pm 7 days a week on the downtown streets, waterfront area, parkades and surface parkade lots

The City owns and maintains an animal control facility which is operated under a contract. Animal control issues approx. 12,000 dog licenses a year.

Social Planning

Social Planning works collaboratively with local non profit agencies and faith based groups to coordinate effective responses to social issues and advises mayor and Council on the municipality's role in addressing these issues.

Detailed analysis is conducted of social issues affecting the community including poverty, homelessness, affordability of housing, substance misuse and mental health, special needs housing, the impact of an aging demographic, attraction and integration of immigrants to the community, anti-social behaviour and public disorder.

Social & Protective Services - Regulation & Security, Parking & Social Planning - Current Level of Service
2014 - 2018 Financial Plan Review

Implementation of the City of Nanaimo "Response to Homelessness Action Plan" and Housing and Harm Reduction Strategy which aims to address the increasing problems associated with homelessness and related challenges of mental illness and addiction.

Continuous Improvement Changes

Bylaw Services

In conjunction with the City of Parksville a new adjudication process for bylaw violations was implemented. The new process provides citizens with a fast and fair ticket dispute process approved by the Province. As well, the creation of an early screening process allows citizens with concerns regarding tickets to be heard within two day, this resolves matters where the ticket can be cancelled for valid circumstances (i.e. meter broken) without the need for adjudication. The new adjudication process will save on legal fees as a solicitor is no longer required to prosecute the cases. It is anticipated to have a net yearly savings of approx. \$12,000 in legal fees.

To improve customer service and encourage more prompt payment of fines owing a new online payment system for bylaw tickets was implemented.

Social Planning

In 2005 the Housing Legacy Reserve was created based upon an earlier recommendation from PLAN Nanaimo to establish a Housing Legacy fund for cash in lieu contributions negotiated with developers who opt not to build affordable units on-site and make these funds available for affordable housing development across the city through a complementary ground lease program. Initial funding for the reserve was from annual unspent gaming revenue with subsequent funding from general revenue and developer contributions. By leveraging these funds a number of permanent additions to the social infrastructure have been created. Since 2008 these projects include:

Year	Project	Operator	Description	Units
2008	2104 Bowen Road	Nanaimo Affordable Housing Society	Affordable rental housing for single adults on fixed incomes/low incomes	20 bachelor apartments
2009	126 Haliburton Street - Balmoral Hotel	Canadian Mental Health Association	Reduce homelessness by providing housing for single adults with mental illness or addiction	20 single room occupancy units
2010	355 Nicol Street - Samaritan House Emergency Shelter for Women	Island Crisis Care Society	Reduce homelessness by providing beds for single homeless women	20 beds
2011	477 Tenth Street Tillicum Lelum Aboriginal Youth and Elder Housing	Tillicum Lelum Aboriginal Friendship Centre	Prevention of homelessness amongst aboriginal youth and aboriginal elders on low incomes	18 bachelor apartments
2011	477 Tenth Street - Youth Safe House	Tillicum Lelum Aboriginal Friendship Centre	Prevention of youth homelessness and protection of vulnerable youth under the age of 19	5 beds
2012	437 Wesley Street includes 24/7 on-site staff support	Canadian Mental Health Association	Reduce homelessness by providing housing for single adults with mental illness or addiction	36 bachelor apartments
2013	545 Haliburton Street Rowe House	Nanaimo Youth Services Association	Safe affordable housing for single employed youth (under 30) entering the work force	18 rooming house units

Annual Operating Programs Include:

Bylaw Services

Bylaw Enforcement

- Enforcement of all City regulatory bylaws such as:
 - Graffiti
 - Dumping
 - Property maintenance
 - Panhandlers
 - Abandoned autos
 - Noise
 - Buskers
 - Parks assistance
 - Animal control
 - Squatters
- Provide assist to other City departments with enforcement issues such as suite removals
- Liaison with the RCMP on public security matters and Bar Watch initiatives
- Assist neighbourhood associations with bylaw and security matters including Good Neighbour Agreements that deal with concerns that may arise between neighbourhoods and social services agencies/ liquor outlets. Assistance for Good Neighbour Agreements may include:
 - Attending meetings and being part of the resolution
 - Assisting in the writing and monitoring of the agreements
- Provide staff support for Safer Nanaimo Advisory Committee
- In conjunction with the RCMP and provincial government agencies monitor and take action on nuisance properties in the City
- Prepare bylaws and amendments as required and advise other departments/agencies with respect to bylaw issues
- Receive disputes, collect evidence and provide evidentiary packages for the adjudication process

Social & Protective Services - Regulation & Security, Parking & Social Planning - Current Level of Service

2014 - 2018 Financial Plan Review

Parking Enforcement

- Patrolling downtown on street parking areas and off street parking facilities
- Respond to public parking complaints
- Bylaw adjudication hearing preparation
- Special event parking assistance and monitoring

Security

- Provide assistance to City departments on security matters (i.e. Occupy Nanaimo, Colliery Dam)
- Review Crime Prevention through Environmental Design issues
- Parkade security including monitoring and reporting vandalism and inappropriate public use of facilities and cleanliness
- Downtown security including public nuisance issues and providing assistance to RCMP

Repair and Maintenance

- Repair and maintenance of parking infrastructure including three parkades: Harbourfront, Bastion Street and Port of Nanaimo Centre (PoNC), seven parking lots and on-street parking meters
- Repair and maintenance of animal control facility

Social Planning

Housing/Homelessness

- Support the allocation of Housing Legacy Reserve funds to affordable housing projects
- Assist with creation of rooming house bylaws, Good Neighbour Agreements and Housing Agreements
- Support initiatives and processes to address homelessness such as the Federal Homeless Partnering Strategy and the Provincial Extreme Weather Response
- Lead municipal response to emergencies of a social nature; extreme weather events, tenant displacements arising from flood, fires etc.
- Collaborate with the Real Estate Division in the development of a land acquisition strategy with respect to sites for future development of affordable housing
- Participate in nuisance properties committee monitoring and responding to problematic land use
- Reviewing development proposals for social impact

Community Involvement

- Support initiatives and work with organization that address social issues within the City
 - Food Security - development and implementation of Nanaimo Food Strategy, working with local food agencies, food banks and hot meal programs
 - Inclusive Communities - working with the Multicultural Society on the integration of newcomers and a range of social inclusion initiatives
 - Public Safety - support initiatives addressing the safety of the general public and of vulnerable citizens such as used syringe drop boxes, sex trade worker initiative, recovery houses
 - Public Health - support Island Health in addressing social determinants of health such as teen pregnancy, drop out rates, suicide, addictions
 - Seniors - support organizations that work to address issues related to seniors
- Support initiatives fostering inclusion of children and youth in municipal planning and policy development
- Participate in community based committees on social issues such as Nanaimo's Working Group on Homelessness, Community Advisory Board on Homelessness, Greater Nanaimo Early Years Partnership
- Liaison and support to the Social Planning Advisory Committee (SPAC)
- Member, Safer Nanaimo Advisory Committee

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (e.g. animal control contract, parking contract, legal fees related to bylaw enforcement)
- Materials and Supplies
- Bad Debts Expense

Indirect costs that are incurred to support operations such as payroll, accounts payable, human resources and senior management resources are not included in operations actuals/budget.

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

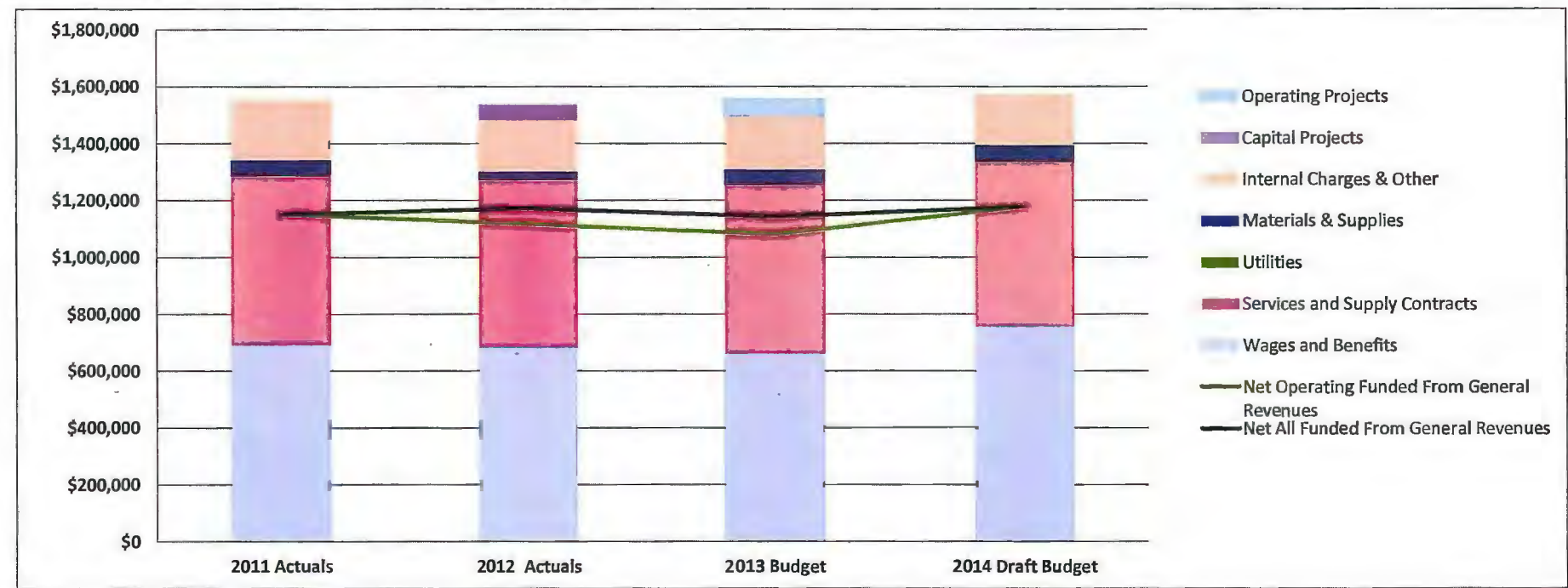
2014 Draft Budget reflects organizational change to include Social Planner prior years are not restated

Bylaw Services (excluding Parking) & Social Planning	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Animal Impound Fees	21,465	28,945	25,000	25,250	25,000
Licenses	196,980	195,139	235,000	237,350	235,000
Fines	181,195	134,705	151,000	152,510	133,000
Recoveries	902	6,462	3,000	3,030	1,000
Total Operating Revenues	400,542	365,251	414,000	418,140	394,000
Wages and Benefits	692,708	682,976	662,002	675,242	757,665
Services and Supply Contracts	590,357	585,845	589,821	588,357	575,340
Utilities	1,926	2,247	2,500	2,550	2,700
Materials & Supplies	55,106	28,971	52,800	53,856	57,050
Internal Charges & Other	210,650	180,940	185,880	189,239	178,288
Total Operating and Maintenance Expenditures	1,550,748	1,480,979	1,493,003	1,509,244	1,571,043
Net Operating Funded from General Revenue	1,150,206	1,115,728	1,079,003	1,091,104	1,177,043
Transfers from Reserves	-	-	-	-	-
Other Project Funding	-	-	-	-	-
Total Project Funding	-	-	-	-	-
Capital	-	55,942	-	-	-
Operating	-	-	63,000	-	-
Total Project Expenditures	-	55,942	63,000	-	-
Net - Funded from General Revenues	1,150,206	1,171,670	1,142,003	1,091,104	1,177,043
Funded from General Revenues	74%	76%	73%	72%	75%
Cost per Capita \$	13.23 \$	13.39 \$	12.87 \$	12.12 \$	13.08
Budgeted FTEs			8.0		9.0

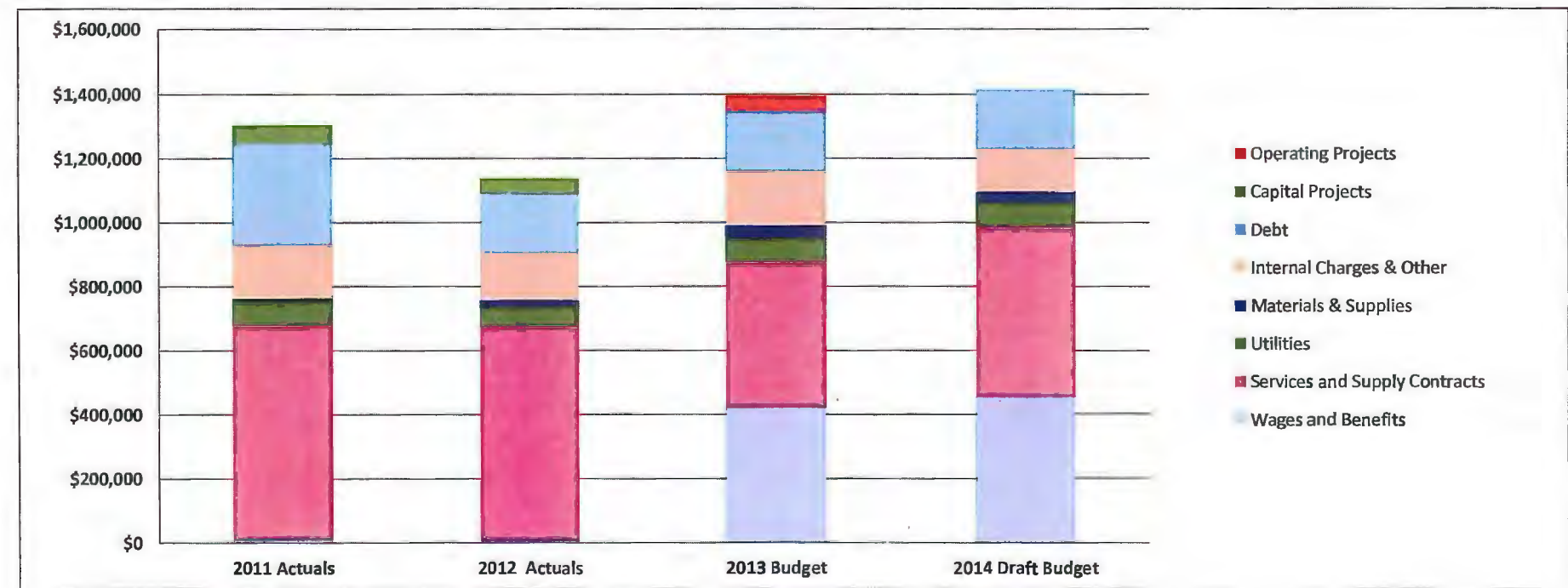
Social & Protective Services - Regulation & Security, Parking & Social Planning - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review

Parking	2013 - 2017 Financial Plan				
	2011 Actuals	2012 Actuals	2013 Budget	2014 Budget	2014 Draft Budget
Parking Fees	552,557	575,954	547,500	552,975	547,500
Parking Permits	489,893	478,094	460,800	465,408	549,720
Parking Meter Hood Rental	1,920	3,640	2,000	2,020	2,000
Parking Fines	274,332	254,266	247,100	249,571	162,000
City Property Rentals	33,600	30,000	30,000	30,300	30,000
Parking Adjudication Fees	-	-	-	-	500
Total Operating Revenues	1,352,302	1,341,954	1,287,400	1,300,274	1,291,720
Wages and Benefits	9,398	5,911	423,100	481,179	455,865
Services and Supply Contracts	666,778	664,875	451,085	390,719	526,372
Utilities	74,301	60,761	71,600	73,032	75,205
Materials & Supplies	10,956	25,092	43,850	34,935	37,335
Internal Charges & Other	166,669	146,499	169,474	172,863	133,646
Total Operating and Maintenance Expenditures	928,102	903,138	1,159,109	1,152,728	1,228,423
Net Excluding Tsf to Parking Reserve and Debt	(424,199)	(438,816)	(128,291)	(147,546)	(63,297)
Transfer to/(from) Parking Reserve	109,054	253,058	-	-	-
Debt	315,145	185,758	185,758	185,758	185,758
Total Tsf to Parking Reserve and Debt	424,199	438,816	185,758	185,758	185,758
Net Operating Funded from General Revenue	(0)	0	57,467	38,212	122,461
Transfers from Reserves	60,658	47,106	50,000	-	-
Other Project Funding	-	-	-	-	-
Total Project Funding	60,658	47,106	50,000	-	-
Capital	60,658	47,106	-	-	-
Operating	-	-	50,000	-	-
Total Project Expenditures	60,658	47,106	50,000	-	-
Net - Funded from General Revenues	(0)	0	57,467	38,212	122,461
Total Operating & Maintenance Expenditures per Capita	\$ 10.67	\$ 10.32	\$ 13.06	\$ 12.80	\$ 13.65
Budgeted FTEs			6.0		

Expenditure Analysis - Bylaw Services (excluding Parking) & Social Planning



Expenditure Analysis - Parking



Social & Protective Services - Regulation & Security, Parking & Social Planning - 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		2015	2016	2017	2018	Future Years
Description		\$	% - 1% taxation					
	Service Level Changes							
	Parking							
	License Plate Recognition System	97,810	0.1%					
	Parking							
	Harbourfront Parkade							
	Ceiling Crack Repair	10,000	0.0%					
	Lighting					150,000		
	Membrane Renewal				350,000			
	Membrane Patching	25,000	0.0%					
	Roof - Gordon Street Entrance	10,000	0.0%					
	Bastion Street Parkade							
	Lighting Improvement Upgrade	50,000	0.1%					
	Engineering - Post Tension Beams Evaluation	30,000	0.0%					
	P/T Strand Repair - Beam 21 and Two Slab Strands	200,000	0.2%					
	P/T Strand Repair - Beams 22, 23 and 40			380,000				
	P/T Strand Repair - Beams 34, 35, 39 and Two Slab Strands						360,000	
	Exterior Wall Sealing						250,000	
30037	Parking Meter Replacement Program	9,000	0.0%	9,000	9,000	9,000		
	Bylaw							
30034	Animal Shelter Roof & Siding	27,000	0.0%					
	Social Planning							
10513	1597 Boundry Crescent MOU Housing First Project	320,000	0.4%					
30031	Immigrant Welcome Reception	4,500	0.0%	4,500	4,500	4,500	4,500	
Total Expenditures		783,310	0.9%	393,500	363,500	163,500	614,500	



**COUNCIL BUDGET REVIEW
SOCIAL & PROTECTIVE SERVICES
SUMMARY ALL DEPARTMENTS
February 12, 2014**

**Social & Protective Services - Regulation & Security, Parking & Social Planning - Annual Operating and Maintenance
2014 - 2018 Financial Plan Review**

Annual Operating and Maintenance Budget

Annual operating and maintenance budgets include:

- Staffing
- Contracted Services (e.g. animal control contract, parking contract, legal fees related to bylaw enforcement)
- Materials and Supplies
- Bad Debts Expense

Indirect costs that are incurred to support operations such as payroll, accounts payable, human resources and senior management resources are not included in operations actuals/budget.

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

2014 Draft Budget reflects organizational change to include Social Planner prior years are not restated

Social and Protective Services (Fire, Police, 911, Emergency Services, Bylaw, Parking)	2013 - 2017 Financial Plan				2014 Draft Budget
	2011 Actual	2012 Actual	2013 Budget	2014 Budget	
Fire Protection Contracts	79,635	84,173	84,173	85,015	84,173
911 Revenue	591,949	573,326	545,670	556,583	540,000
Provincial Traffic Fine	1,711,541	1,718,360	843,162	843,162	843,162
Keep of Prisoners	107,861	78,687	80,000	80,800	80,000
Animal Impound Fees	21,465	28,945	25,000	25,250	25,000
Other Licenses	196,980	195,139	235,000	237,350	235,000
Bylaw Fines	190,660	153,785	163,000	164,630	145,000
Parking Fees	552,557	575,954	547,500	552,975	547,500
Parking Permits	489,893	478,094	460,800	465,408	549,720
Parking Meter Hood Rental	1,920	3,640	2,000	2,020	2,000
Parking Fines	274,332	254,266	247,100	249,571	162,000
Parking Adjudication Fees	-	-	-	-	500
City Property Rentals	661,428	628,244	606,278	617,479	581,715
Recoveries	654,450	710,906	716,171	727,774	706,613
Miscellaneous Revenue	137,102	135,577	122,800	124,028	132,800
Other Revenue	10,578	62,754	10,000	10,100	11,500
Total Operating Revenues	5,682,353	5,681,849	4,688,654	4,742,145	4,646,683
Wages and Benefits	16,842,354	17,549,331	18,812,722	19,290,371	19,268,204
Services and Supply Contracts	2,161,900	2,175,962	1,920,053	1,872,390	2,014,157
RCMP Contract	17,504,128	19,398,518	20,546,736	21,961,408	20,687,930
Utilities	300,521	292,704	311,500	317,730	341,505
Materials & Supplies	731,308	692,588	797,638	803,769	820,840
Internal Charges & Other	1,163,942	1,149,080	1,202,092	1,223,697	1,071,785
Total Operating and Maintenance Expenditures	38,704,153	41,258,182	43,590,740	45,469,364	44,204,421
Net Excluding Transfers to Reserve and Debt	33,021,800	35,576,333	38,902,086	40,727,220	39,557,738

Transfer to/(from) Reserves	134,054	253,058	(32,467)	(12,713)	(97,461)
Debt	621,266	491,855	491,833	501,302	491,809
Total Transfer to Reserves and Debt	755,320	744,913	459,366	488,589	394,348
Net Operating Funded from General Revenue	33,777,120	36,321,246	39,361,452	41,215,809	39,952,086

Transfers from Reserves	921,733	1,098,398	1,908,424	822,000	-
Other Project Funding	13,691	-	-	2,400,000	-
Total Project Funding	935,424	1,098,398	1,908,424	3,222,000	-

Capital	643,342	1,154,618	1,669,224	3,147,000	-
Operating	595,588	179,093	515,815	271,400	-
Total Project Expenditures	1,238,930	1,333,711	2,185,039	3,418,400	-

Net - Funded from General Revenues	34,080,626	36,556,559	39,638,067	41,412,209	39,952,086
% Funded from General Revenues	84%	84%	86%	84%	90%
Cost per Capita	\$ 391.91	\$ 417.72	\$ 446.58	\$ 460.02	\$ 443.80

Budgeted FTEs - Municipal	189.7	191.7
Budgeted FTEs - RCMP	140.0	140.0

Expenditures Analysis

