AGENDA FOR THE REGULAR COMMITTEE OF THE WHOLE MEETING TO BE HELD IN THE SHAW AUDITORIUM, 80 COMMERCIAL STREET, NANAIMO, BC ON MONDAY, 2013-JAN-21, COMMENCING AT 4:30 P.M.

CHAIR: COUNCILLOR KIPP

- 1. CALL THE REGULAR COMMITTEE OF THE WHOLE MEETING TO ORDER:
- 2. INTRODUCTION OF LATE ITEMS:
- 3. ADOPTION OF AGENDA: (Kipp/Johnstone)
- 4. ADOPTION OF MINUTES: (Kipp/Johnstone)
 - (a) Minutes of the Regular Committee of the Whole Meeting held in the Pg. 3-7 Shaw Auditorium, 80 Commercial Street, on Monday, 2012-DEC-10 at 4:30 p.m.
- 5. PRESENTATIONS:
 - (a) Ms. Jean Crowder, MP Nanaimo-Cowichan to provide a presentation regarding local and federal government issues.
- 6. **ADMINISTRATION:**

NONE

7. COMMUNITY SAFETY AND DEVELOPMENT:

NONE

- 8. CORPORATE SERVICES:
 - (a) Delegations pertaining to the 2013-2017 Financial Plan.
 - (b) Balanced Scorecard Presentation

Mr. B. E. Clemens, Director of Finance, to provide a demonstration of the Balanced Scorecard on the City's Website.

<u>Staff Recommendation:</u> That Council receive the report regarding the *Pg.* 8-9 balanced scorecard presentation.

(c) 2013-2017 Financial Plan Process

<u>Staff Recommendation:</u> That Council endorse the process for *Pg. 10-11* completing the review of the 2013-2017 Financial Plan.

(d) Governance Steering Committee

<u>Staff Recommendation:</u> That Council approve the Mandate and Objectives for the Governance Policy, Structure and Process Review Steering Committee (Governance Steering Committee) as attached to the report.

Pg. 12-16

9. **COMMUNITY SERVICES:**

NONE

10. CORRESPONDENCE (not related to a Report to Council):

NONE

11. NOTICE OF MOTION:

12. OTHER BUSINESS:

13. **DELEGATIONS** (not related to a Report to Council): (10 MINUTES)

- (a) Mr. Mark Collins regarding Development Permit DP00075, for an 11 unit Pg. 17 strata townhouse development at 3217 Hammond Bay Road.
- (b) Representatives from CVI Centre for the Arts regarding the exterior *Pg.* 18 repairs needed at Nanaimo Centre Stage.
- (c) Mr. Craig Evans regarding the Colliery Dams. Pg. 19
- (d) Mr. Jeff Solomon regarding the Colliery Dams. Pg. 20

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

15. ADJOURNMENT:

MINUTES OF THE REGULAR COMMITTEE OF THE WHOLE MEETING HELD IN THE SHAW AUDITORIUM, 80 COMMERCIAL STREET, NANAIMO, BC ON MONDAY, 2012-DEC-10 COMMENCING AT 4:30 P.M.

PRESENT:

Members:

Councillor G. Anderson

Councillor W. L. Bestwick Councillor M. D. Brennan Councillor G. E. Greves

Councillor D. K. Johnstone (arrived 4:34 p.m.)

Councillor J. A. Kipp Councillor W. B. McKay Councillor J. F. K. Pattje

Absent:

Mayor J. R. Ruttan, Chair

Staff:

A. C. Kenning, City Manager

E. C. Swabey, General Manager of Community Safety and Development

T. M. Hickey, General Manager of Community Services

T. L. Hartley, Director of Human Resources and Organizational Planning

B. E. Clemens, Director of Finance T. P. Seward, Director of Development

Superintendent McPhail, OIC, Nanaimo Detachment RCMP

A. J. Tucker, Director of Planning

S. Clift, Director of Engineering and Public Works P. Kristensen, Director of Information Technology

S. Graham, Manager of Financial Planning and Payroll

S. Samborski, Senior Manager, Recreation & Culture Services

P. Cooper, Communications Manager

A. Coronica, Financial Analyst

T. Samra, Manager of Legislative Services

K. King. Steno/Coordinator of Legislative Services

S. Snelgrove, Recording Secretary

CALL THE OPEN MEETING TO ORDER:

The Regular Committee of the Whole Meeting was called to order at 4:30 p.m.

2. <u>INTRODUCTION OF LATE ITEMS:</u>

- (a) Move Agenda Item 4 (b) Minutes of the Regular Meeting of the Parks, Recreation and Culture Commission held in the Bowen Park Complex Conference Room, on Wednesday, 2012-OCT-24 at 7:00 p.m. to Item 9 (e).
- (b) Add Agenda Item 5 (a) Mr. Gordon Fuller regarding the cost of continuing to tape the Committee Of the Whole meetings in regards to the Financial Plan.
- (c) Add Agenda Item 5 (a) Staff Report 2013-2017 Financial Plan.

(d) Add Agenda Item 11 (a) Notice of Motion - Councillor Pattje.

ADOPTION OF AGENDA:

It was moved and seconded that the Agenda, as amended, be adopted. The motion carried unanimously.

4. ADOPTION OF MINUTES:

It was moved and seconded that the Minutes of the Regular Committee of the Whole Meeting held in the Shaw Auditorium, 80 Commercial Street, Nanaimo, BC on Monday, 2012-NOV-26 at 4:30 p.m. be adopted as circulated. The motion carried unanimously.

5. <u>PRESENTATIONS</u>:

(a) Mr. Brian Clemens, Director of Finance, provided a presentation regarding the 2013 - 2017 Financial Plan.

Delegation

Mr. Gordon Fuller.

Staff Report – 2013 - 2017 Financial Plan

It was moved and seconded that Council receive the report for information; and review the 2013-2017 Financial Plan at upcoming Committee of the Whole meetings. The motion carried unanimously.

Councillor Anderson and Councillor Greves vacated the Shaw Auditorium at 5:27 p.m.

Councillor Anderson and Councillor Greves returned to the Shaw Auditorium at 5:28 p.m.

CORPORATE SERVICES:

(a) 2013 SAP Software Annual Maintenance

It was moved and seconded that Council award the 2013 SAP Software Annual Maintenance to Open Business Process Inc. at a cost of \$269,500.25. The motion carried unanimously.

(b) Assessment Roll Adjustments

It was moved and seconded that Council receive the report regarding Assessment Roll Adjustments. The motion carried unanimously.

COMMUNITY SERVICES:

(a) Green Lake Area Water Mains

It was moved and seconded that Council award the replacement of the asbestos cement water mains on Lake Place, Lake View Crescent and Mt. View Road to Palladian Developments Inc. for the negotiated price of \$256,651.73 (excluding HST). The motion carried.

Opposed: Councillor McKay

(b) 2013 Sport Tournament Grant Requests

It was moved and seconded that Council approve the expenditure of \$10,275.00 for the first intake of the 2013 Sport Tournament Grant allocations as noted below.

	Sport Tournament Grant Applications 2013				
	GROUP	2013	2013		
		REQUESTED	RECOMMENDED		
1	Nanaimo Minor Hockey Association	1,500.00	750.00		
2	Nanaimo Riptide Swim Team	1,000.00	500.00		
3	Nanaimo Kennel Club	2,500.00	1,250.00		
4	Nanaimo District Lacrosse Association	1,500.00	725.00		
5	Nanaimo Canoe and Kayak Club	1,000.00	375.00		
6	Nanaimo Squash Club - Junior Championships	1,500.00	400.00		
7	Nanaimo Squash Club- Nanaimo Open	1,000.00	425.00		
8	Nanaimo White Rapids Swim Club	1,500.00	850.00		
9	Nanaimo Ultimate Association	1,000.00	325.00		
10	Nanaimo Curling Centre - Pacific Coast & BC Interior Provincial Masters Curling	1,000.00	575.00		
11	WPVL Nanaimo Breakers Fastball	1,000.00	550.00		
12	Nanaimo District Minor Fastball Association Midget Island Cup	1,000.00	525.00		
13	Nanaimo District Minor Fastball Association - U U14/U16 Open Challenger	1,000.00	450.00		
14	Nanaimo Diamonds Synchronized Swim Club	3,725.87	1,125.00		
15	Nanaimo Curling Club - BC Wheelchair Curling Championships	500.00	450.00		
16	Nanaimo & District Track & Field- 2013-Elwood Wylie Memorial Meet	2,300.00	1000.00		
	TOTALS		\$10,275.00		

The motion carried unanimously.

Acting Mayor Bestwick vacated the Shaw Auditorium at 5:40 p.m. on a conflict of interest as he is a previous owner of the Nanaimo Clippers.

Councillor McKay vacated the Shaw Auditorium at 5:41 p.m. on a conflict of interest as he has a business relationship with the Nanaimo Clippers.

MINUTES – COMMITTEE OF THE WHOLE 2012-DEC-10 PAGE 4

Councillor Johnstone assumed the Chair.

(c) Nanaimo Clippers Western Canada Cup Funding Application

It was moved and seconded that Council approve a one-time increase to the Sport Tournament Grant fund to support the 2013 Nanaimo Clippers Western Canada Cup Tournament in the amount of \$5,000.00. The motion carried unanimously.

Councillor Bestwick resumed the Chair at 5:49 p.m.

Councillor McKay returned to the Shaw Auditorium at 5:49 p.m.

(d) Community Program Development Grant Application Cedar 4-H Sr. Advisory Council for Beban Park 4-H Barnyard

It was moved and seconded that Council approve the Community Program Development Grant Application submitted by the Cedar 4-H Sr. Advisory Council in the amount of \$4,000 for the 2013 year. The motion carried unanimously.

(e) Minutes of the Regular Meeting of the Parks, Recreation and Culture Commission held 2012-OCT-24

It was moved and seconded that Council receive the minutes of the Parks, Recreation and Culture Commission Meeting held 2012-OCT-24. The motion carried unanimously.

8. NOTICE OF MOTION:

(a) Councillor Pattje provided a notice of motion for consideration at the 2012-DEC-17 Council Meeting.

WHEREAS the Council adopted a resolution on February 27, 2012 to re-locate all Committee of the Whole meetings at the Shaw Auditorium for the remainder of 2012 or until such time as the Board Room in the new Annex Building has been completed; and,

WHEREAS the Council adopted a resolution on April 23, 2012 that the Committee of the Whole meetings be video recorded and placed on the City Website; and,

WHEREAS there is a significant cost to install video recording equipment in the new Service and Resource Centre Board Room and this equipment is already in the Shaw Auditorium:

THEREFORE BE IT RESOLVED THAT Council direct Staff to amend the Council Key Date Calendar 2013 to give notice that all future Committee of the Whole meetings will be held at the Shaw Auditorium and that such meetings continue to be video recorded and placed on the City website.

MINUTES – COMMITTEE OF THE WHOLE 2012-DEC-10 PAGE 5

9.	QUES	NOITE	PERI	OD:
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- (1) Mr. Fred Taylor, re: Assessment Roll Adjustments and tax rates.
- (2) Mr. Ron Bolin, re: Sole source Green Lake Water Mains.

Acting Mayor Bestwick vacated the Shaw Auditorium at 5:40 p.m. on a conflict of interest as he is a previous owner of the Nanaimo Clippers.

Councillor McKay vacated the Shaw Auditorium at 5:41 p.m. on a conflict of interest as he has a business relationship with the Nanaimo Clippers.

Councillor Johnstone assumed the Chair.

(3) Mr. Gord Fuller, re: Nanaimo Clippers Western Canada Cup funding application.

Acting Mayor Bestwick and Councillor McKay returned to the Shaw Auditorium at 6:03 p.m.

Acting Mayor Bestwick resumed the Chair.

10. <u>ADJOURNMENT:</u>

It was moved and seconded at 6:03 p.m. that the meeting terminate. The motion carried unanimously.

CHAIR			
CERTIFIED CORRECT:			
CORPORATE OFFICER			

City of Nanaimo

REPORT TO COUNCIL

DATE OF MEETING: 2013-JAN-21

AUTHORED BY: B.E. CLEMENS, DIRECTOR OF FINANCE

RE: BALANCED SCORECARD PRESENTATION

STAFF RECOMMENDATION:

That Council receive this report for information.

PURPOSE:

To introduce the completed Balanced Scorecard to Council and the public.

DISCUSSION:

As part of the Building Trust program, staff undertook to develop a new type of organizational performance measurement known as a Balanced Scorecard. A Balanced Scorecard is a set of quanitifiable measures that go beyond the usual financial measures to include other ways of looking at organizational performance.

The standard scorecard has been modified to better suit the City's objectives. Six perspectives have been chosen: customer, social, environmental, employee, service & program delivery, and financial. Within these categories there are a total of more than fifty different performance measures. The measures were chosen by a team of staff representing all departments and were shown to Council in fall of 2011. During 2012, staff worked to develop baseline data and to start to create linkages between these measures and organizational priorities and to identify targets and initiatives for each measure. This process has resulted in some adjustments to the measures to conform to the data that is available.

The City's Balanced Scorecard is now available for public viewing, although there is still work to be done on some of the measures; for example, not all currently have targets identified. Also, there are two measures relating to business satisfaction with City taxes and services where data is not currently available. Most of the measures use 2011 data - these will be updated as 2012 information becomes available.

The Balanced Scorecard measures were selected before the 2012-2015 Strategic Plan was undertaken, so the measures don't correspond directly to the Strategic Plan. However, the majority of the performance measures fit into the four pillars of the Strategic Plan: economic, environmental, social, and cultural. Several of the measures address the six strategic priorities. including asset management, taking responsibility, water, and community building.

> (Council (committee.Cow ☑ Open Meeting

Meeting Date: 2013-JAN-21

☐ In-Camera Meeting

The Balanced Scorecard is one of the strategies referenced in the Strategic Plan under "taking responsibility." Staff will continue to develop the scorecard by regularly reviewing the measures and making adjustments where necessary. It is expected that measures will evolve over time to ensure they always reflect the City of Nanaimo's organizational goals and objectives.

Staff will be making a presentation at tonight's meeting to show Council and the public how to access the Balanced Scorecard on the City's website.

Respectfully submitted,

B.E. Clemens
Director of Finance

Concurrence by:

D.W. Holmes

Assistant City Manager/General Manager

Corporate Services

CITY MANAGER COMMENT:

I concur with the staff recommendation.

Drafted: 2012-JAN-10

BEC/rb

City of Nanaimo

REPORT TO COUNCIL

DATE OF MEETING: 2013-JAN-21

AUTHORED BY: B. E. CLEMENS, DIRECTOR OF FINANCE

RE: 2013 - 2017 FINANCIAL PLAN PROCESS

STAFF RECOMMENDATION:

That Council endorse the process for completing the review of the 2013-2017 Financial Plan.

PURPOSE:

To outline a process for review of the 2013-2017 Financial Plan leading up to final adoption before the statutory deadline of 2013-MAY-15.

DISCUSSION:

The 2013-2017 Financial Plan (also known as "the Budget") was presented to Council on 2012-DEC-10. This was followed by a presentation on asset management on 2013-JAN-14. Going forward, staff are recommending the following schedule:

January 28 Regular Council - first three readings of the budget bylaw

February 18 Regular Council - adoption of the bylaw
March 4 Electronic Town Hall Meeting (tentative date)

Feb to April
April 22
Budget briefings on selected issues and budget discussion (see below)
Regular Council - Introduction of amended budget and tax rate bylaws

May 13 Regular Council - Final adoption of amended budget and tax rate bylaws

Time will continue to be set aside at every Council and Committee of the Whole meeting between now and adoption for members of the public to address Council with their concerns about the budget.

Council's review of the budget can be conducted at any level of detail as desired by Council. Various levels of detail have been tried in previous years, ranging from very high level to line-by-line. In previous years, there was often a presentation from department heads providing general information on what is included in their budgets.

This year, staff would like Council to consider a different approach. Beginning in February, staff are proposing to provide briefing sessions on specific aspects of the budget. Some suggested topics include:

- RCMP contract budget how we budget for the largest single operating expenditure and past and future trends in policing costs;
- Municipal cost pressures e.g., energy costs, vehicle fuel costs, GHG offsets, asphalt, and how similar expenditures impact the budget. This would also include a discussion about why the Consumer Price Index does not represent municipal cost increases;



- How wages and benefits are calculated and budgeted for and their impact on the budget;
- Tax policy relationships between the property tax classes, with opportunity for discussion on commercial and industrial tax rates;
- Debt policy when it is appropriate to use long term debt, how we compare with other municipalities, and some long term forecasting of our debt levels;
- The long term fire plan and its impact on the budget;
- Reserves uses and balances;
- The five year capital plan review of major projects.

The list of topics may be modified and may not be presented in the above order. Other topics may be added if Council has any specific requests. The briefings will be held as part of the regular open Committee of the Whole or Council meetings between now and the introduction of bylaws in April.

Staff are also proposing to set aside some less structured time as part of future Committee of the Whole meetings for Council to ask questions and debate budget issues prior to the final adoption in April/May. For example, it may be appropriate to have a budget on March 18th after the "Electronic Town Hall Meeting" tentatively scheduled for March 4th to discuss ideas or questions presented at that meeting.

Even though budget discussions will continue until April, staff recommends that Council pass the preliminary financial plan bylaw as outlined in the above schedule. Until the new plan is adopted, City expenditures will be governed by the plan adopted by Council last May. The new financial plan has changes from the previous year and adopting it as soon as possible will authorize these changes.

Respectfully submitted,

B.E. Clemens DIRECTOR, FINANCE

Concurrence by:

D.W. Holmes

ASSISTANT CITY MANAGER /

GENERAL MANAGER OF CORPORATE SERVICES

CITY MANAGER COMMENT:

I concur with the staff recommendation.

Drafted: 2013-JAN-16

BC/tw

City of Nanaimo

REPORT TO COUNCIL

DATE OF MEETING:

2013-JAN-21

AUTHORED BY:

TRACY SAMRA, MANAGER OF LEGISLATIVE SERVICES

RE:

GOVERNANCE STEERING COMMITTEE

STAFF RECOMMENDATION:

That Council approve the Mandate and Objectives for the Governance Policy, Structure and Process Review Steering Committee (Governance Steering Committee) attached as Attachment "A".

BACKGROUND:

Council directed Staff to initiate a Request for Proposal (RFP) process to hire a consultant to conduct a governance policy, structure and process review and audit by resolution on 2012-NOV-05.

Council established the Steering Committee by resolution on 2013-JAN-14 and appointed Councillors Greves, Johnstone and Kipp. The approved Terms of Reference for the RFP form part of the Mandate and Objectives for this new Governance Steering Committee.

DISCUSSION:

Council identified an external Governance Policy, Structure and Processes Review and Audit as an important element to implementing the Strategic Plan.

Respectfully submitted,

Tracv Samra

Manager of Legislative Services Corporate Services Division

Concurrence by:

Douglas Holmes

Assistant City Manager /

General Manager of Corporate Services

(Council

M Committee.CDW

12 Open Meeting

☐ In-Camera Meeting

Meeting Date: 2013-JAN-21

Report to Council – 2013-JAN-21 RE: Governance Steering Committee

CITY MANAGER COMMENT:

I concur with the Staff recommendation.

Drafted: 2013-JAN-17

ATTACHMENT A



GOVERNANCE POLICY, STRUCTURE AND PROCESS REVIEW STEERING COMMITTEE MANDATE & OBJECTIVES

(adopted 2013-JAN-21)

Mandate

The Governance Policy, Structure and Process Review Steering Committee (Governance Steering Committee) has a mandate to support, guide and oversee the selection of a qualified consultant to undertake a governance review for the City of Nanaimo as set out in the Terms of Reference mandated by Council on 2012-NOV-05 at a Committee of the Whole Meeting and attached as Appendix "A".

Objectives

The objectives of the Governance Committee are to:

- ensure the selection of a qualified consultant is made in accordance with the Terms of Reference approved by Council and the Request for Proposal No. 1389;
- make recommendations on the deliverables by the consultant;
- support linkages to Council's Operating Philosophy articulated in the Strategic Plan; and,
- make recommendations to Council on the Final Report of the consultant including recommendations regarding the proposed Governance Policy.

Chair

The Governance Steering Committee will be chaired by a member of Council elected by the Committee.

Meetings

The Governance Steering Committee will:

- meet at the Call of the Chair; and,
- establish meeting days and times after consultation with Committee members.

<u>Membership</u>

The membership of the Governance Review Steering Committee will be comprised of three (3) members of Council: Councillors Greves, Kipp and Johnstone.

APPENDIX "A"

TERMS OF REFERENCE

The consultant will be responsible for providing expert advice in the form of the following deliverables (note that proponents are not limited by the deliverables and may wish to expand on them):

- <u>Audit Current Policy-Setting Environment:</u> measuring against the Operating Philosophy articulated in the Strategic Plan and assessing the City's governance to date including, but not limited to:
 - o use of committees;
 - o role and authority of committees;
 - o timing and format of meetings;
 - o policies related in in-camera meetings;
 - o practices for preparing Council for decision-making, including Council Briefings;
 - o delegated authority to staff (including delegation bylaw); and
 - o Council meetings (including procedure bylaw);
- <u>Recommendations:</u> providing recommendations for the City of Nanaimo's policy setting environment intended to meet the objectives of the Strategic Plan;
- <u>Policy Documentation:</u> drafting any policy documentation required to implement the recommendations; and,
- <u>Best Practices Alternatives:</u> providing any appropriate "Best Practices" other than those recommended that may be effective in the City of Nanaimo's circumstances with a comment on their strengths and weaknesses in the City's application.

GOVERNANCE POLICY, STRUCTURE AND PROCESS REVIEW STEERING COMMITTEE

Chair: TBD

Staff Liaison: Tracy Samra, Manager of Legislative Services

Name / Appointment Type	Appointed	Term Expires
Councillor Greves	2013-JAN-14	Upon adoption of Policy by Council
Councillor Johnstone	2013-JAN-14	Upon adoption of Policy by Council
Councillor Kipp	2013-JAN-14	Upon adoption of Policy by Council

Mark Collins has requested an appearance before council.

The requested date is Jan 21, 2013.

The requested meeting is: FPCOW

Presenter's information

City: Nanaimo Province: BC

Details of Presentation:

Our neighbourhood delegation wants to appear before council to protest DP000755 which is a proposal for building an 11 unit strata townhouse development planned for 3217 Hammond Bay Road. We do not believe the character of this proposed land use should be allowed here as it is not consistent with detached family housing found throughout the rest of the neighbourhood. The proposal is for a strata lot with attached row housing. As a strata this has the real potential to easily become 11 rental units and that outcome has no place in our neighbourhood. We feel this proposal is a use that clearly does not conform to the fabric of our existing surrounding SFD neighbourhood. The R10 zoning calls for detached housing and does not appear to permit this type of design as cluster housing with the attached 3 storey town houses being built to more than 2 storeys. This is the kind of use in maximizing density is more consistent with an urban core setting. We do not believe the character of this proposed use conforms with the intention of the community or conforms with the intention of the R10 zoning. We strongly object to townhouses or a large rental element being allowed to be established or introduced into our neighbourhood and wish to appear before the Committee of the Whole to present our neighbourhood's objection to this proposed town house development.

CVI Centre for the Arts - Nanaimo has requested an appearance before council.

The requested date is Jan 21, 2013.

The requested meeting is: FPCOW

Presenter's information

Address: 150 Commercial Street

City: Nanaimo Province: BC

Postal Code: V9R 5G6

Email: manager@centrefortheartnanaimo.org

Business Phone: 250-754-2264

Details of Presentation:

We wish to speak regarding the exterior repairs needed at Nanaimo Centre Stage.

☐ Council	Agenda Item	
Committee COW	. Delegation	
Open Meeting	Proclamation	
☐ In-Camera Meeting	Correspondence	
Meeting Date: 200	13-TAN-21	

Craig Evans has requested an appearance before council.

The requested date is Jan 21, 2013.

The requested meeting is: FPCOW

Presenter's information

City: Nanaimo Province: BC

Details of Presentation:

regarding colliery dam

Open Meeting In-Camera Meeting	Agenda Item Delegation Proclamation Correspondence	
Meeting Date: 2013-	JAN-21	

Jeff Solomon has requested an appearance before council.

The requested date is Jan 21, 2013.

The requested meeting is: FPCOW

Presenter's information

City: Nanaimo Province: BC

Details of Presentation:

regarding colliery dam

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