



AGENDA

GOVERNANCE AND PRIORITIES COMMITTEE MEETING

Monday, March 25, 2019, 1:00 P.M. - 4:00 P.M.

Board Room, Service and Resource Centre,
411 Dunsmuir Street, Nanaimo, BC

Pages

1. CALL TO ORDER:

2. INTRODUCTION OF LATE ITEMS:

3. APPROVAL OF THE AGENDA:

4. REPORTS:

a. COMMUNITY WELLNESS/LIVABILITY:

1. Emergency Management

3 - 30

To be introduced by Karen Fry, Fire Chief.

Presentation

1. Karen Lindsay, Manager, Emergency Program

b. GOVERNANCE AND MANAGEMENT EXCELLENCE:

1. Core Services Review Update

31 - 38

To be introduced by Sheila Gurrie, City Clerk.

Purpose: To provide Council with an update of the status of Core Service Review recommendations.

Recommendation: That the Governance and Priorities Committee receive the status of Core Service Review recommendations for information.

c. ENVIRONMENTAL RESPONSIBILITY:

d. ECONOMIC HEALTH:

5. QUESTION PERIOD:

6. ADJOURNMENT:

City of Nanaimo Emergency Management

Karen Lindsay
Manager, Emergency Program

Overview

- Emergency Management Program
- Legislative Requirements
- Hazards in our Community
- Mayor and Council Role

Christchurch - Perspective

- Over 6000 homes cannot be built where they were (loss of tax base) – At one point over 40% of the population had moved away
- Response – 31,000 chemical toilets had to come from China – you were lucky if one was within 300 m of your home.
- 525 Disposal Tanks, 300 km of street sewers damaged – estimated 6 months to several years to get back to original state.
- Immediate evacuation of 6 wards of hospital. 133 patients arrived within 1st hour in first 24 hours – 321 people. Had to set up triages at malls and parking lots
- No water
- 181 dead – had to establish temporary morgue

Comparison

Metro Christchurch
Population 380,000
181 Deaths
1200 Buildings Demolished
500,000 Tonnes Silt
8MTonnes Rubble

Metro Vancouver
Population 2,200,000
1,050 Deaths
6960 Buildings Demolished
2,900,000 Tonnes Silt
46.4M Tonnes rubble

Emergency Management

Mission

To create and maintain a cooperative organization to manage risks from major emergencies and disasters that may affect the City of Nanaimo

The term Emergency Management reflects the intent to continuously examine actions that might help reduce the likelihood and impact of major emergency and disasters.



Functions of Emergency Management

The vision for the Emergency Management Section is to have the City of Nanaimo be “disaster resilient”. The Emergency Management Office supports resiliency through:

Delivering emergency response training to staff and Public Safety Lifeline volunteers

Maintaining the Emergency Coordination Centre

Developing and facilitating municipal emergency exercises to increase City Staff skills and promoting collaboration between municipal and external resources

Updating and developing plans and working to test these plans.

Fostering and developing relationships with internal and external stakeholders.

Continually evaluating and improving the program.

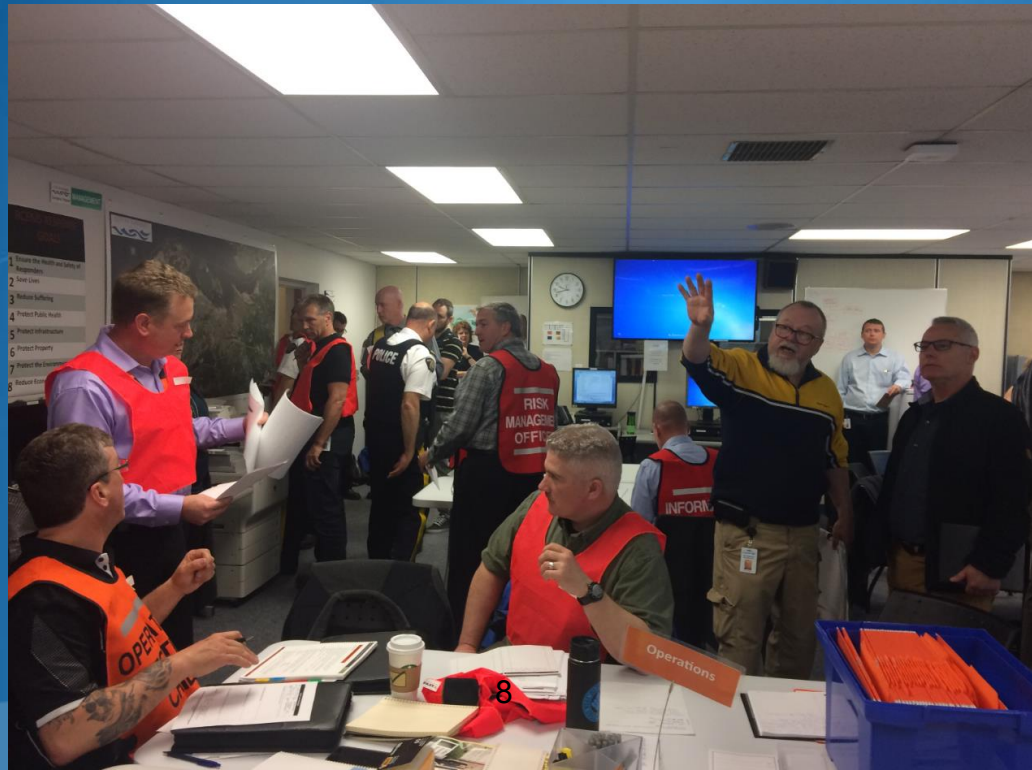
Delivering public education on emergency preparedness in the city of Nanaimo.

Identifying and understanding the risks in our community.

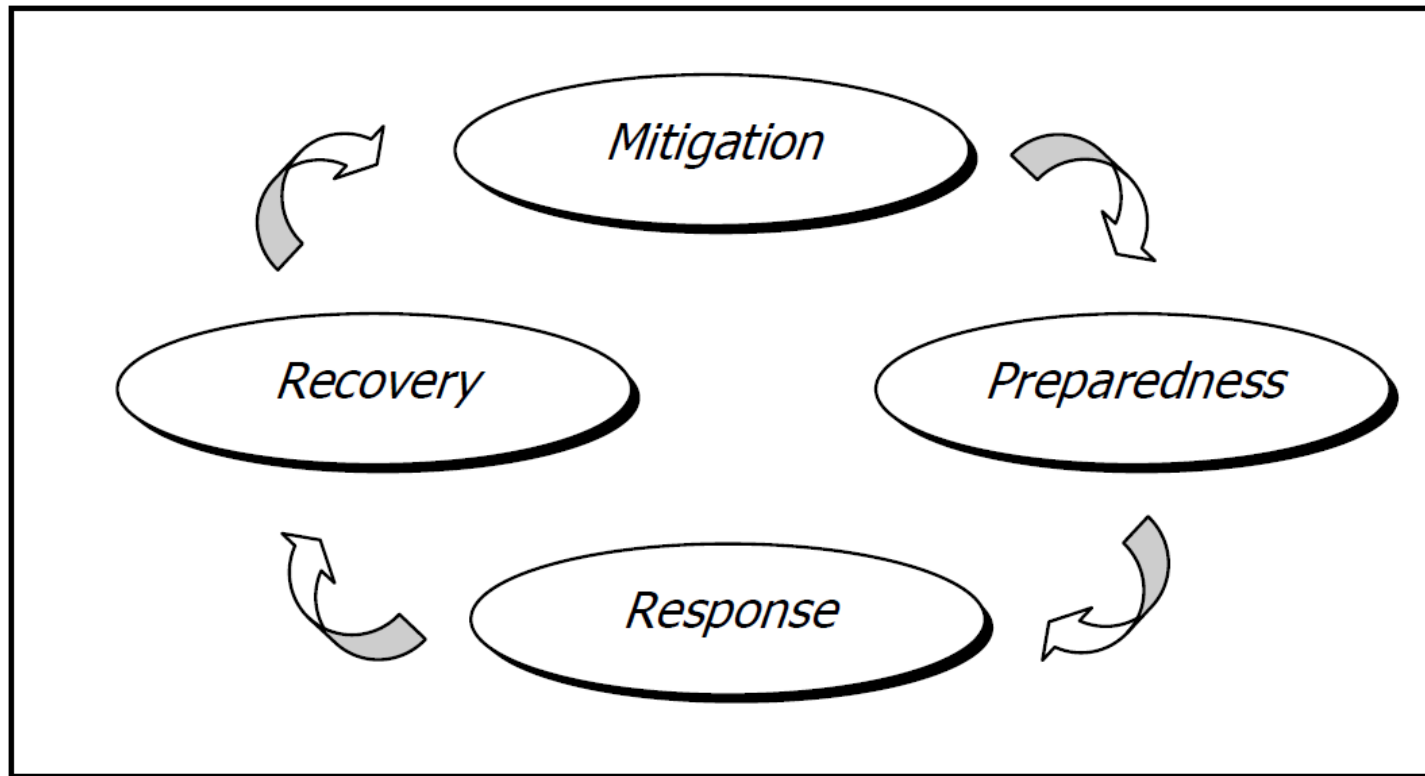
Planning for both response and recovery.

Emergency Management

- 1 F/T Emergency Program Manager
 - 25 Active Volunteers/25 non active
 - 1 contractor – ESS Coordinator (on call for ESS)
 - Annual Budget – 203K (Salary/Benefits 1 staff, Operational Costs for ECC, ESS Contractor/Program, Training)
 - Corporate program resides in Fire Department



Emergency Management Cycle



The Recovery Timeline



Statutory Requirement

BC Emergency Program Act/Local Authority Emergency Management Regulation

- *...a local authority is at all times responsible for the direction and control of the local authority's emergency response.*
- *...a local authority must prepare or cause to be prepared local emergency plans respecting preparation for, response to and recovery from emergencies and disasters*

Summary of Legislation

Legislation and Regulations

The Emergency Program Act (EPA) and the associated regulations provide the legislative framework for the management of disasters and emergencies in B.C.

- [Emergency Program Act 1996](#)
- [Emergency Program Management Regulation 1994](#)
- [Compensation and Disaster Financial Assistance Regulation 1995](#)
- [Local Authority Emergency Management Regulation 1995](#)

Summary of Requirements

Local authority (municipality, regional district, or Treaty First Nation)	Local Authority Emergency Management Regulation (This regulation is part of the <i>Emergency Program Act</i> .)	<ul style="list-style-type: none">• Tasks each local authority with establishing and maintaining an emergency management organization• Empowers the local authority to appoint committees and a coordinator for the emergency management organization• Authorizes the local authority to delegate its powers and duties under the Act as may be required• Requires the local authority to prepare local emergency plans
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Emergency Social Services

The responsibility for planning and coordination of the local ESS response lies with the local authority.

https://www.youtube.com/watch?v=NOX7x1_whSg



COMMUNITY ASSISTANCE & DA-ESS STATICS 1999 - 2018

YEAR	CALLS	OUT OF	MISC	TOTAL
		BOUNDRY		EVACUEES
1999	10	1Cedar	Flood	
2000	7	Cassidy	Flood	
2001	11	E Wellington	infestation	
2002	4	0		
2003	7	0		
2004	6	0		
2005	8	0		59
2006	11	0		60
2007	6	Cedar/SFN	Flood	69
2008	8	0	Boatsinking	16
2009	10		Flood SA	71
2010	20	0		124
2011	15	0	Car Fire	54
2012	11	Assist RCMP	BC Ferries	539
2014	3			18
2015	10			17
2016	7			37
2017	22	Interior	Wildfire Evacuees from interior in addition to local response	109
2018	12	RDN/North Island	Provide service to RDN and Zaballos	40
Total				1203

Did you Know?

In 2018 Volunteers contributed 678 hours of time to the City of Nanaimo ESS program.

Stats do not include pets. – Assisted with over 200 pets. Calls also do not include major events to business/other in community that were assisted through Emergency Program - For example – 2016 Commercial Street Fire, 13 Businesses displaced. 15

Bylaw 7202



HRVA – Listing of Hazards

Hazard	Probability	Consequence	Total Score
Natural			
Seismic	3	4	7
Severe Weather	3	3	6
Epidemic	2	4	6
Fire – Municipality/Rural (Structural)	4	3	7
Flooding	3	2	5
Landslide / Debris Flows	3	2	5
Drought	3	2	5
Wildfire	3	2	5
Man Made - Technological			
Prolonged Power Outage	3	3	6
Structural Collapse	2	3	5
Dam Failures	2	4	6
Mine Shaft Failure	3	2	5
Tele-Communications Failure	3	3	6
Man Made – Human Interface			
Rail	3	4	7
Marine	4	3	7
MVA	4	3	7
Aircraft	3	3	6
Security - Terrorism	3	3	6
Explosions	3	3	6

Hazard	Probability	Consequence	Total Score
Social Disturbances	3	2	5
Man Made - HAZMAT			
Hazardous Material (Loss of Containment)	3	4	7
Man Made – (Of Local Interest)			
Mental Health	4	2	6

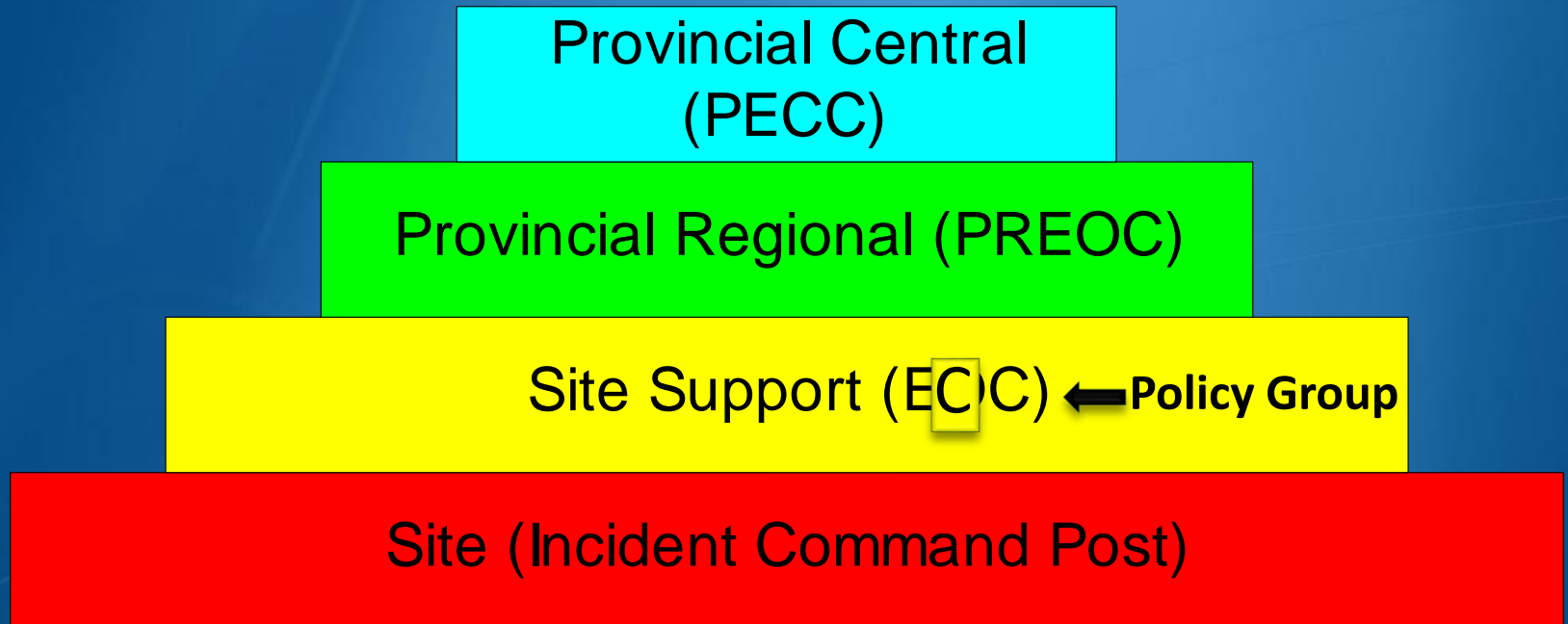
HRVA Matrix

Legend	Low	Medium	High
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(n) – Natural Hazard	(m) – Man Made Hazard
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PROBABILITY	4		(m) – Mental Health Issues	(m) – Marine (m) – MVA (n) – Fire	
	3		(n) – Drought (n) – Flooding (n) – Landslide/Debris Flow (n) – Wildfire (m) – Social Disturbances (m) – Mine Shaft Failures	(n) – Severe Weather (m) – Power Outage (m) – Aircraft (m) – Security – Terrorism (m) – Explosions (m) – Telecommunications Failure	(m) – Rail (n) – Seismic (m) – Hazmat
	2			(m) – Structural Collapse	(n) – Epidemic (m) – Dam Failures
	1				
	-	1	2	3	4
CONSEQUENCE					

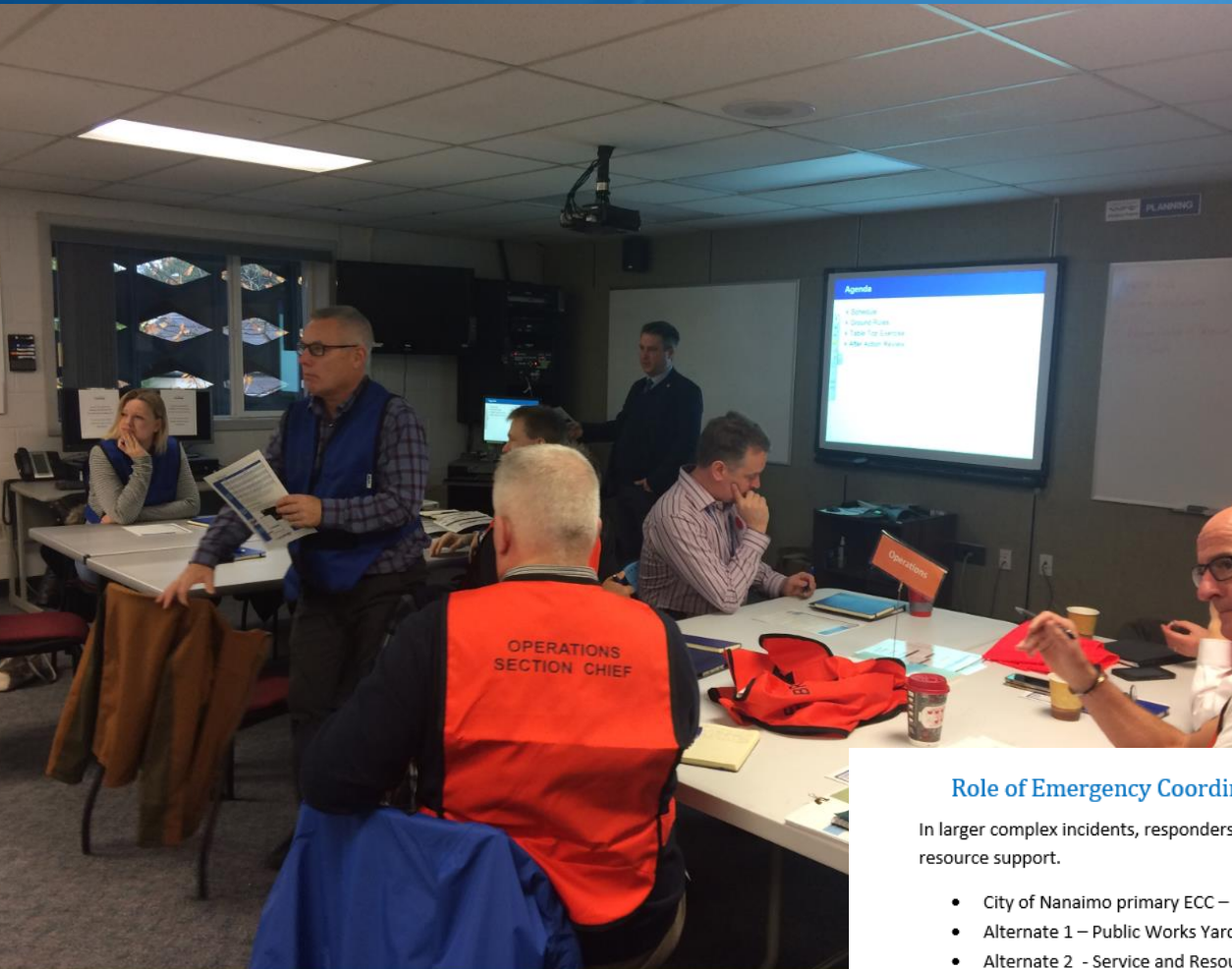
BCEMS (British Columbia Emergency Management System)



Response Goals

1. Ensure the Health and Safety of Responders
2. Save Lives
3. Reduce Suffering
4. Protect Public Health
5. Protect Infrastructure
6. Protect Property
7. Protect the Environment
8. Reduce Economic and Social Losses

What is an ECC?



An Emergency Coordination Centre (ECC) is a designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency response

Role of Emergency Coordination Centre

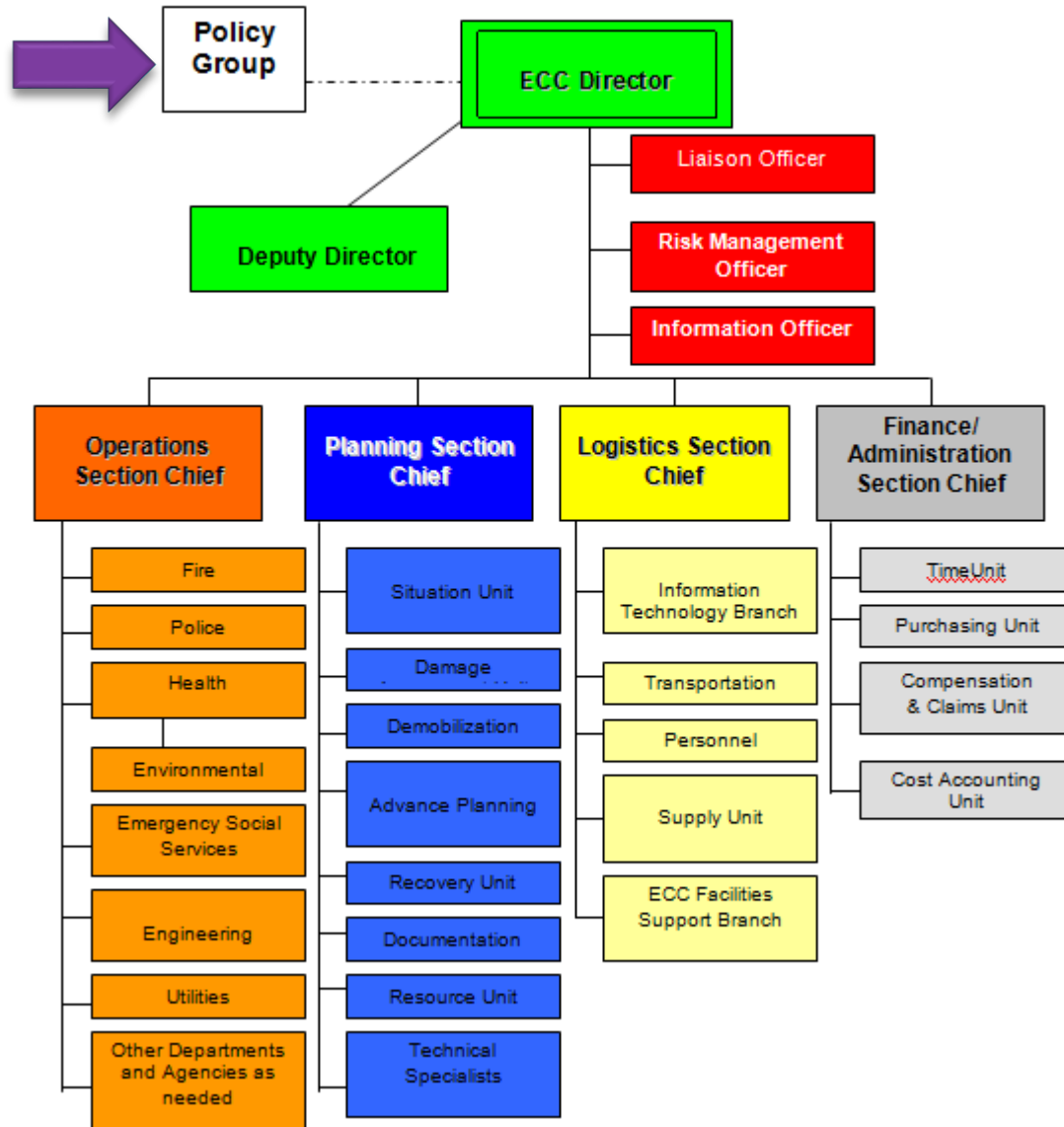
In larger complex incidents, responders at the site of the emergency may require policy, coordination and resource support.

- City of Nanaimo primary ECC – 666 Fitzwilliam Street
- Alternate 1 – Public Works Yard 2020 Labieux Rd.
- Alternate 2 - Service and Resource Centre 411 Dunsmuir Street

The City of Nanaimo also has an Emergency Management Agreement with the Regional District of Nanaimo.

The ECC provides policy direction and site support to the Incident Commander who is at, or near the site of the emergency. The ECC also coordinates resource requests from the site and manages all offsite activities. The ECC may be activated at the request of the Incident Commander, Fire Chief, Mayor, Police Chief, BCAS Superintendent, and Emergency Program Manager.

EMERGENCY COORDINATION CENTER (ECC) ORGANIZATIONAL STRUCTURE

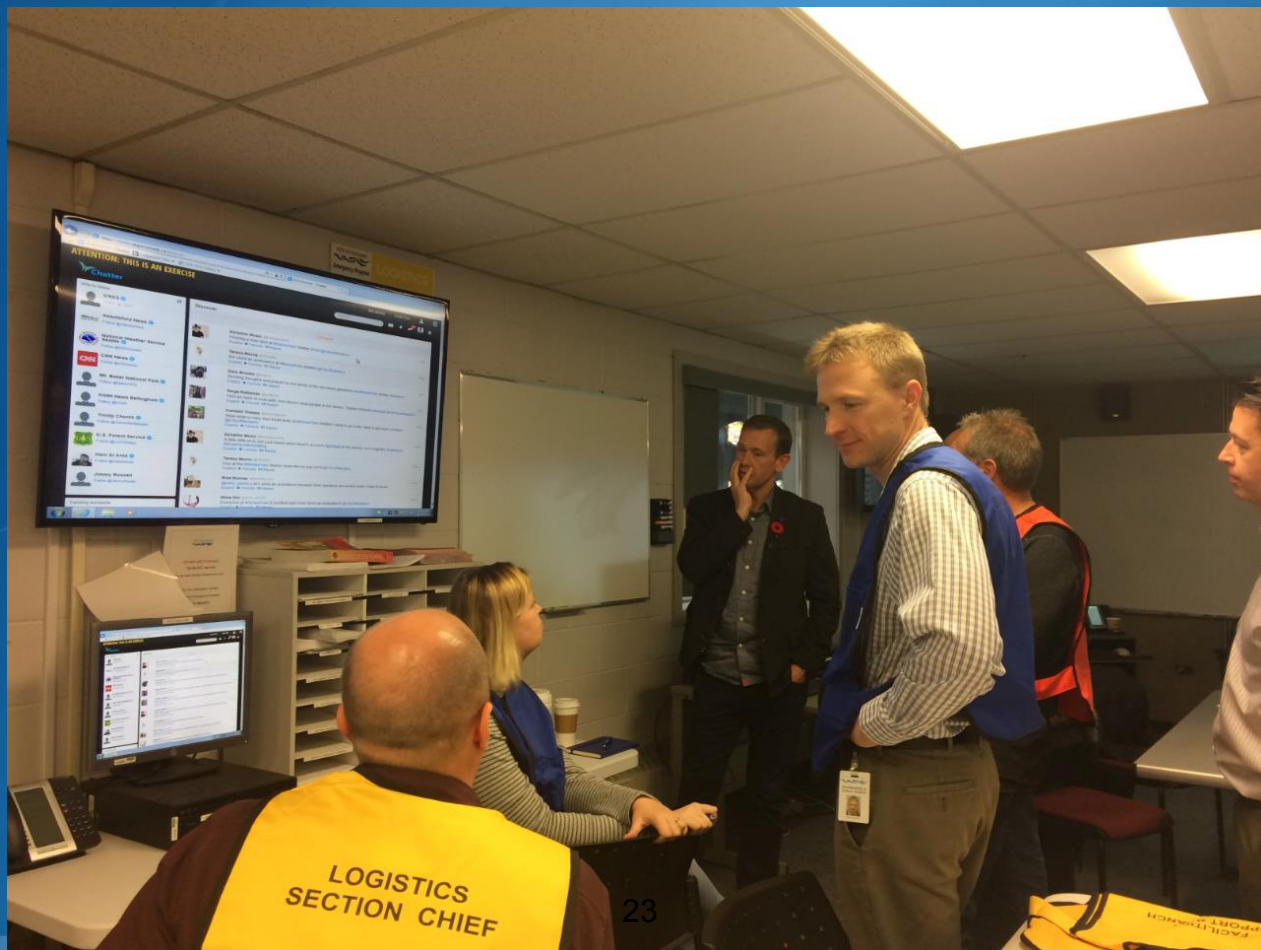


Types of ECC Activations

Level 1 – Small scale – Minor Support

Level 2 – Mid scale – Some support and coordination required

Level 3 - Full Scale – Full support and coordination required



Role of Council

What are the responsibilities of Policy Group?

- Declaration of State of Emergency
- Evacuation
- Extraordinary Financial Decisions
- Providing Emergency Policy Direction
- Media - Under advice of ECC Director
- Emergency Kit at home (7 days) . Mass Notification sign up

Where do you go?

- Policy Group is not located in actual ECC
- Would assemble at City Hall Training Room



State of Emergency



Evacuation



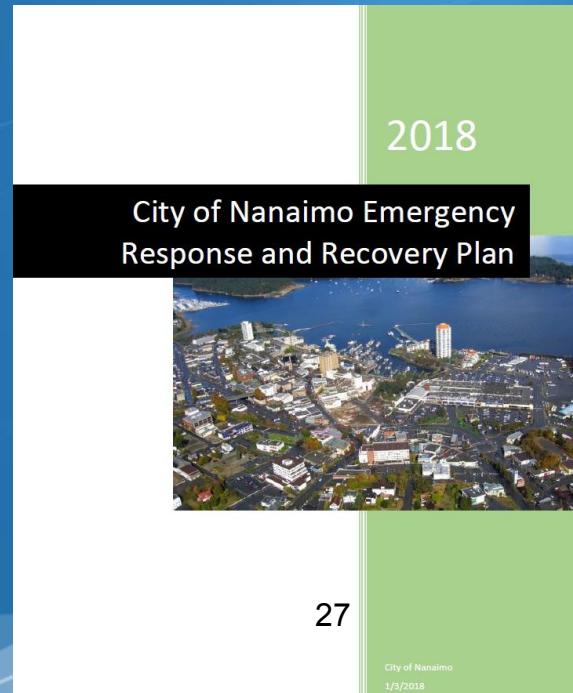
Fort McMurray BC



Toronto Star, Osoyoos Floods

City of Nanaimo Emergency Response and Recovery Plan

- Provides plans by hazard from HRVA
- Functional Needs
- Plan is on www.nanaimo.ca ,
 - Emergency Management Section



Windstorm 2018/2019



Some initiatives

- TransCAER Event
- Coastal Response Provincial Exercise
- Climate Resiliency Study
- Deployments (Wildfire PREOC and Local Gov't)
- Shake Zone (VIU, Woodgrove, City)
- After Action Reports/ECC Activations
- Business Continuity
- Mission to Task Analysis
- HRVA- National Conference
- Training and Exercise (80+ staff)
- MERCC and Interagency Work
- Regional Agreement (RDN, Parksville, Qualicum, Indigenous peoples)
- Provincial Projects and Mid Island Group



Nanaimo Emergency Program

Thank You!

DATE OF MEETING MARCH 25, 2019

AUTHORED BY SHEILA GURRIE, CITY CLERK AND CORPORATE OFFICER

SUBJECT Core Services Review Update

OVERVIEW

Purpose of Report

To provide Council with an update of the status of Core Service Review recommendations.

Recommendation

That the Governance and Priorities Committee receive the status of Core Service Review recommendations for information.

DISCUSSION

In February 2015, Council passed a motion to perform a City-wide Core Services Review (CSR). The CSR was identified by the Council of the day as the number one priority for that year and was to be carried out before any services were adjusted or initiatives undertaken by the City. A consultant was hired to help create the terms of reference before putting the Review to tender with WMC being the successful proponent. The Core Services Review Steering Committee, composed of the entire former Council and chaired by the former Mayor, guided the creation and implementation of the Core Services Review. In May 2016, the final report was presented to the former Council and later that year in September, an eTown Hall was held to provide feedback on individual findings contained within the report.

Staff last provided an update to Council on the progress made implementing recommendations outlined in the Core Services Review, and as directed by the previous Council, on 2017-OCT-30.

Attached to this Report (Attachment A), is the latest update of the Core Services Review. This document outlines the focus area identified in the CSR; action category (Council or Administrative); the recommendation; Staff that is now accountable; status; notes; and the reference section to the original CSR Report.

SUMMARY POINTS

- In February 2015, Council passed a motion to perform a City-wide Core Services Review.
- The final report was received by the consultant in May 2016.
- Council received the last update on the status of recommendations in October 2017.

ATTACHMENTS

Attachment A: Core Services Review Status Summary Spreadsheet |

Submitted by: |

Sheila Gurrie,
City Clerk and Corporate Officer|

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#	Focus Area	Action Category	Recommendation	Accountable	Status	Notes	Reference to CSR Report
1	General	Council	Council to formally accept and adopt the 11 CSR policy principles as Council Policy	CAO, Jake Rudolph	Complete		NA
2	Strategic Plan	Council	Adopt the 2012 vision created or create a new one. Identify no more than six strategic priorities for the period 2016 to 2019	CAO, Jake Rudolph	Complete		1.C.1
3	Strategic Plan	Council	Articulate the full range of community goals and identify and link the City's program outcomes to these.	Council	Yet to begin		1.C.2
4	Strategic Plan	Administrative	Develop a four year, rotating Corporate Operations Plan. Departments to prepare 2017– 2019 Operating Plans for each business unit.		COMPLETE	Business Plans part of this year's budget presentation	1.A.1
5	Strategic Plan	Administrative	Prepare an implementation plan to introduce multi-year budgeting, leading to four-year budgeting that coincides with the terms of councils.		In progress.	Continuing to operate under five year financial plan preparation.	1.A.2
6	Strategic Plan	Administrative	Create a position with the responsibility of developing and coordinating strategic and operational planning processes		Complete	Position was created and filled, then not replaced when the position turned over.	1.A.3
7	Strategic Plan	Administrative	Develop and implement the plans and resources needed to conduct a facilities master plan and parks and recreation master plan		Yet to begin	Development of a new Parks, Recreation and Facilities Master Plan is now in the 2019-2020 capital plan and work plan to be completed. Groundwork for the facilities section has been conducted through Condition Assessments and work on the AMP	1.A.4
8	Strategic Plan	Administrative	Develop a long term Social Wellness strategy	Director - Community Development, Dale Lindsay	In progress.	Affordable Housing Strategy and Action Plan to End Homelessness (2018-2023) to be received by Council 2018-SEP-17	1.A.5
9	Policy Framework	Administrative	Develop, for Council approval, a Capital Projects Policy	Director, Engineering & Public Works, Bill Sims	COMPLETE	Project Mgt Framework Policy complete, ready for Council (April 8) ALREADY IMPLEMENTED	2.A.1
10	Policy Framework	Administrative	Foster greater compliance to Purchasing Policies	All	Complete		2.A.2
11	Policy Framework	Administrative	Develop a clear policy with Council on sponsorships, naming and partnering so that revenues may be increased without cost to residents		Yet to begin	Council direction required.	2.A.3
12	Policy Framework	Administrative	Need to clarify Bylaw 7073 on Fees charges, rentals and leasing	Director - Parks & Recreation, Richard Harding	In progress.	Overall City of Nanaimo fees and charges review by consultant underway with final report and recommendations expected by the end of the year	2.A.4
13	Staff Capacity	Administrative	Develop a Strategic Organization Development Plan to address employee recruitment, retention, appraisal, succession, development and training needs -> Review & refine HR policies & practices related to employee recruitment, retention, appraisal, succession, development and training needs.	All	Complete	Demonstrated existing elements of plan; SMT agreed formal plan not needed as sufficient linkage between elements already. Document created to explain this.	3.A.1
14	Staff Capacity	Administrative	Seek to provide greater flexibility in staffing and resource allocation in the Collective Agreement		Complete	This is part of every collective agreement negotiation and continues during the life of agreement through Letters of Understanding.	3.A.2
15	Staff Capacity	Council	Conduct operational reviews of each Municipal program, beginning with those that were not in scope of the Core Services Review, with a target of conducting one or two of such reviews each year.		Yet to begin	Need staff capacity to be able to conduct departmental review, along with proposed framework.	3.A.3

16	Staff Capacity	Administrative	Work with CUPE to ease scheduling issues with aquatics staff, and enhance the capabilities of supervisors in conjunction with CUPE.		Complete	Implemented Head Guard positions through conversion of existing jobs	3.A.4
17	Staff Capacity	Administrative	Amend the Exempt Management Policy to provide an alternative method for establishing management wage increases, job evaluation & adjusting the movement within Salary Range Provisions.		In progress.	Focus is primarily on Bylaw revisions at this point; External consultant review complete.	3.A.5
18	Staff Capacity	Administrative	Amend the Management Terms & Conditions of Employment Bylaw to reduce the banking of vacation days.		In progress.	Changes not limited to vacation; coming to Council Q2 2019.	3.A.6
19	Staff Capacity	Administrative	Establish a policy on contracting in and the criteria that would have to be met before this could take place	Director - HR, John Van Horne	Complete	Done in practice through Letters of Understanding, after operational cost savings reviewed. Policy not required.	3.A.7
20	Finance Policies	Council	Develop a philosophy on the City's use of debt to fund major capital and infrastructure projects.	Finance & Audit Committee	In progress.	We are currently working on creating/updating our Finance Policies	4.C.1
21	Finance Policies	Council	Provide governance oversight on the City's investment portfolio.	Manager, Accounting Services, Laura Mercer	COMPLETE	We have an investment policy that we adhere to and is compliant with ledgislation	4.C.2
22	Finance Policies	Administrative	Develop a plan to fund asset renewal requirement post-2017, giving consideration to continuing the current 1% tax charge, amending the value upward or downward, and/or using debt		COMPLETE	1% tax charge has been continued until 2022; updated 20-year Asset management plan will be done in 2020	4.A.1
23	Finance Policies	Administrative	Continue plans to implement modified zero-based budgeting		Complete	We currently do a modified budget process; departments start with approved staff and build up their budgets from scratch; done in conjunction with Fin. Planning	4.A.2
24	Finance Policies	Administrative	Incorporate the City's Debt philosophy in developing a comprehensive Debt Policy. The Debt policy should be integrated with other financial policies including operating and capital budget policies.		In progress.	We are currently working on creating/updating our Finance Policies	4.A.3
25	Finance Policies	Administrative	Develop a comprehensive revenue policy (and cost allocation model) that enables the City to fully understand its cost of service delivery.		In Progress	We are currently working on creating/updating our Finance Policies	4.A.4
26	Finance Policies	Administrative	Develop a (comprehensive revenue policy and) cost allocation model that enables the City to fully understand its cost of service delivery.		In Progress	We are currently working on creating/updating our Finance Policies	4.A.4
27	Finance Policies	Administrative	City should follow its Investment Policy and prepare investment reports and provide updates to Council on a regular basis.		In progress.	We are working on creating a report to Council on this	4.A.5
28	IT Infrastructure	Administrative	Implementation of a common maintenance management system for all City assets should be agreed upon.	Director, Engineering & Public Works, Bill Sims ITO, Abe Lang	In progress.	In progress; E&PW + IT issuing an RFI for Computerized Maintenance Management System (CMMS) in Q1 2019 NEED TO IMPLEMENT GIS STRATEGY	5.A.1
29	IT Infrastructure	Administrative	Implement the planned computerized maintenance management system and integrate it with asset management and work management tools, GIS and financial systems.	Director, Engineering & Public Works, Bill Sims ITO, Abe Lang	In progress.	In progress; E&PW + IT issuing an RFI for Computerized Maintenance Management System (CMMS) in Q1 2019 NEED TO IMPLEMENT GIS STRATEGY	5.A.2
30	IT Infrastructure	Administrative	Upgrade FleetFocus to a newer version to support downtime measurement and ensure appropriate training		Complete	Upgraded in 2016.	5.A.3
31	IT Infrastructure	Administrative	Re-deploy alternatively-sourced GPS technology in all City vehicles	Director, Engineering & Public Works, Bill Sims	Complete	Ongoing	5.A.4

32	Integrated Maintenance	Administrative	Consolidate all facility management responsibilities for all City of Nanaimo facilities in one department.	Director, Engineering & Public Works, Bill Sims Director, Parks & Recreation, Richard Harding	In progress.	Options being explored and some changes have occurred.	6.A.1
33	Integrated Maintenance	Administrative	Consolidate Police Support Services building maintenance staff with the facility maintenance unit.		Yet to begin	Facility maintenance staff will be getting security clearance	6.A.2
34	Integrated Maintenance	Administrative	Develop and implement the plans and resources needed to bring facility and parks assets to the same level of asset management as is being achieved currently and planned in the future for linear assets	Director, Engineering & Public Works, Bill Sims Director, Parks & Recreation, Richard Harding	In progress.	Existing asset management plan is being augmented and supplemented through work on condition assessments, roofing strategy and utilizing the Federal Gas Tax grant and LAMP grant to create inventory of parks assets, and examine LOS for different elements. RH In progress; LAMP is looking at service levels for Parks playgrounds and trailways.	6.A.3
35	Integrated Maintenance	Administrative	Assess options for the planned maintenance management application including developing a strategy to integrate with asset management and work management tools, GIS and financial systems.	Director, Engineering & Public Works, Bill Sims ITO, Abe Lang	In progress.	In progress; E&PW + IT issuing an RFI for Computerized Maintenance Management System (CMMS) in the fall of 2018 NEED TO IMPLEMENT GIS STRATEGY	6.A.4
36	Integrated Purchasing	Administrative	Standardize purchasing processes and tools.		COMPLETE	New Purchasing Policy implemented in 2017; ongoing improvements are being made to Policy	7.A.1
37	Integrated Purchasing	Administrative	Identify opportunities for aggregating purchases of common categories across departments		COMPLETE	New Purchasing Policy implemented in 2017; ongoing improvements are being made to Policy	7.A.2
38	Integrated Purchasing	Administrative	Coordinate all vehicle rentals in Fleet Services	Director, Engineering & Public Works, Bill Sims	In progress.	In progress; need policy. Currently a 3 year tender for rentals, to ensure liability ins is OK.	7.A.3
39	Performance Measures	Administrative	Define performance measures (5 recommendations)		In progress.	1. Complete, processing targets established and reported on. 2. Underway, part of LAMP - defining and communicating Levels of Service 3. Complete 4. Will involve significant increase in expenditure to meet minimum LOS for roads (+\$3.5 M)	8.A.1
40	Performance Measures	Administrative	Service Levels		Yet to begin		8.A.2
41	Community Partnerships	Council	NEDC	Manager, Accounting Services, Laura Mercer	Complete		9.C.1
42	Community Partnerships	Council	DNBIA - Discontinue the City Grant, and replace it with project specific grants as justified.	Manager, Accounting Services, Laura Mercer	Complete		9.C.2
43	Community Partnerships	Council	VICC - Develop and monitor a revised mandate for the management of VICC with defined performance measures Develop and implement a credible marketing destination strategy in a collaborative effort with all interested parties. Attract a quality hotel with any city funding contingent on development of the destination strategy above Develop a new management contract containing stronger performance incentives prior to the expiry of the existing contract in 2017	Manager, Accounting Services, Laura Mercer	In progress.	3. Attract Quality Hotel - complete	9.C.3

44	Community Partnerships	Administrative	Explore opportunities to attract the Y to Nanaimo and other partnership opportunities with the school board, RDN and the Snuneymuxw First Nation	Director - Parks & Recreation, Richard Harding & Director - Community Development, Dale Lindsay Director, Engineering & Public Works, Bill Sims	In progress.	Joint development and use agreements developed with SD68 for NDSS Community Field. MOU with Fifth Street properties to explore more joint development with SD68 and BC Housing underway. Working on joint project with SD68 and Island Health for the integration of health services in community spaces. RH This is an ongoing item. Many positive relations between City staff and RDN staff in: Solid waste Drinking water, watershed protection, conservation Wastewater (LWMP)	9.A.1
45	Community Partnerships	Administrative	Give the Harewood Community Centre to another Community group	Director, Parks & Rec, Richard Harding	In Progress	Harewood fire hall continues to be occupied by SAR. LEASE AGREEMENT IN PROCESS	9.A.2
46	Grant Mandates & Monitoring	Administrative	Review the NEDC grant in the context of an updated strategic plan for the City and for NEDC, and in relation to comparable municipalities		In progress.		10.A.1
47	Grant Mandates & Monitoring	Administrative	Understand and consider all forms of financial assistance (PTEs, grants and submarket rents) received by applicants when providing funds. No cap should be applied to PTES.		In Progress	Currently there is no cap on PTE's; Annual list of all grants (cash and otherwise) given to organizations is compiled. Take into consideration when reviewing the Grants Advisory Committee status	10.A.2
48	Grant Mandates & Monitoring	Administrative	To ensure maximum consistence in calculating financial support to benefitting organizations, provide an estimated value for property tax and sub market rents if they are not otherwise available	Finance & Audit Committee	In Progress	This information is included in the Annual Grant summary	10.A.3
49	Grant Mandates & Monitoring	Administrative	Improve the level of financial scrutiny in respect of major operating subsidies, including clarification of mandates and expectations against which performance can be measured.	Finance & Audit Committee	Yet to begin		10.A.4
50	Grant Mandates & Monitoring	Administrative	Review of PTEs should last 5 years rather than 3.		In Progress	Take into consideration when reviewing the Grants Advisory Committee status	10.A.5
51	Grant Mandates & Monitoring	Administrative	Landlords of tenants receiving PTE should be obliged to report change of occupancy or face repayment of any PTE received after the tenant leaves.		In Progress	Take into consideration when reviewing the Grants Advisory Committee status	10.A.6
52	Grant Mandates & Monitoring	Administrative	Consider not renewing the assistance given to the Island Corridor Rail Foundation, in light of the RDN decision to cease funding this organisation		In progress.		10.A.7
53	Efficiencies & Streamlining	Council	Buy 6 more new automated trucks & bins in the near future to realize potential one-time cost savings of \$255,000.	Director, Engineering & Public Works, Bill Sims	Complete	Complete	11.C.1
54	Efficiencies & Streamlining	Administrative	Through Reducing Positions 1. Eliminate the vacant management position	Director - HR, John Van Horne	Complete	Vacancies not re-filled	11.A.1
55	Efficiencies & Streamlining	Administrative	Through Reducing Positions 2. Eliminate the culture and heritage group director position.	Director - HR, John Van Horne	Complete	Already vacant at the time, not re-filled	11.A.1
56	Efficiencies & Streamlining	Administrative	Through Reducing Positions 3. Eliminate four prisoner guard positions	Director - HR, John Van Horne	Complete	Done through attrition, no layoffs	11.A.1
57	Efficiencies & Streamlining	Administrative	Through Increasing Revenues 1. Negotiate agreements with the Province and Federal Government/RCMP to reimburse the City for costs of supporting non-municipal Nanaimo RCMP Detachment members.	Manager, Accounting Services, Laura Mercer	Yet to begin		11.A.2

58	Efficiencies & Streamlining	Administrative	Through Increasing Revenues 2. Renegotiate parking fees with hotels.	Manager, Accounting Services, Laura Mercer	Complete	Revised parking fees negotiated with Coast Bastion	11.A.2
59	Efficiencies & Streamlining	Administrative	Through Increasing Revenues 3. Clarify Bylaw 7073 and increase arena charges to be in the top 2 or 3 on Vancouver Island, Increase rates for commercial users to the highest amount the market will bear and ensure that commercial uses do not displace public uses.	Director - Parks & Recreation, Richard Harding	In progress.	As part of #12, review of fees and charges, will be included in recommendations.	11.A.2
60	Efficiencies & Streamlining	Administrative	Through Consolidating Space Requirements 1. Close the CPSO office and move staff to SARC.		Complete	Council direction to keep open.	11.A.3
61	Efficiencies & Streamlining	Administrative	Through Consolidating Space Requirements 2. Prepare a Facilities Master Plan		Yet to begin		11.A.3
62	Efficiencies & Streamlining	Administrative	Through Consolidating Space Requirements 3. Sell 89 Prideaux and relocate to the Public Works offices when they are rebuilt	Director, Engineering & Public Works, Bill Sims Director, Parks & Recreation, Richard Harding	In progress.	Future of this building and others will be included in the 2019-2020 Parks, Recreation and Facilities Master Plan process and be included as part of the Space Needs Assessment. RH In Progress; Space Needs Assessment underway. Estimate \$20M to rebuild PW Facility, so savings are gone Doesn't make economic sense to sell 89 Prideaux, even if Yards are consolidated. Still need satellites.	11.A.3
63	Efficiencies & Streamlining	Administrative	Through Rationalizing Service Levels 1. Close the Departure Bay Activity Centre to avoid capital expenditure of \$2.1 million and accommodate users elsewhere.	Director - Parks & Recreation, Richard Harding	Yet to begin	Future of this building and others will be included in the 2019-2020 Parks, Recreation and Facilities Master Plan process.	11.A.4
64	Efficiencies & Streamlining	Administrative	Through Rationalizing Service Levels 2. Consider closing Beban pool for 3 months in summer instead of one month to reduce costs.	Director - Parks & Recreation, Richard Harding	Yet to begin	No progress on this item	11.A.4
65	Efficiencies & Streamlining	Administrative	Through Operational Improvements focused on Capital Project Development, Planning, Budgeting & Management i. Modify Project Scope Sheets, created for all except Preliminary Projects to include additional information ii. All projects for which a project charter is to be developed should specify the expected estimating confidence at each stage of project development. Capital projects which are identifiable but for which scope and initial project estimation have not been made should be categorized in the Capital Plan as "Preliminary Projects" and costed at best estimate plus 100% for financial planning purposes. iii. Develop criteria for assessing applicability of alternative project delivery models and include assessment of approved processes in project chartering for applicable projects.	Director, Engineering & Public Works, Bill Sims	Complete	Policy and Project Management Framework adopted by E&PW Committee. Framework in use by all departments that fully addresses this curiously detailed recommendation.	11.A.5
66	Efficiencies & Streamlining	Administrative	Through Operational Improvements focused on Purchasing and Contract Administration i. Foster increased usage of Purchasing Cards (PCards) ii. Automate replenishment orders.		In progress.	i) This is in direct conflict with the recommendation from the KPMG Forensic Review which recommended less PCARD use; ii) looking at this functionality for SAP or in any new financial software we go to.	11.A.5

67	Efficiencies & Streamlining	Administrative	Through Operational Improvements focused on Transportation Operations: Develop and bring forward business cases and budgets to Support increased use of thermoplastic pavement markings and purchase of an asphalt milling machine.	Director, Engineering & Public Works, Bill Sims	Complete	Complete	11.A.5
68	Efficiencies & Streamlining	Administrative	Through Operational improvements focused on Fleet Services i. Re-write Vehicle Utilization Policy, Amend Vehicle Allowance Policy and increase availability of assigned or pooled City vehicles, estimated to save \$110,000 annually	Manager of Accounting Services - Laura Mercer & Director - HR, John Van Horne	In progress.	JVH and VM reviewed current usage, departmental needs. Little to no potential savings. HR dept now removing allowance for some positions when vacant, will add back if proven personal vehicle usage justifies. Suggesting use of pooled vehicles where possible. Eliminating allowances altogether will likely be more expensive, due to fleet charges. Suggest operational work-around by HR will capture any potential savings.	11.A.5
69	Efficiencies & Streamlining	Administrative	Through Operational improvements focused on Fleet Services iii. Improve data sources to be able to analyze optimum fleet replacement timing, estimated to result in savings of \$32,546 annually. iv. Modify fuel use reports to Directors and the CAO to show year-over-year comparisons for each unit	Director, Engineering & Public Works, Bill Sims	Complete	iii. Already being done, but can't actually quantify savings. iv. Not implemented, not sure there is value. OTHER REPORTING OPTIONS BEING REVIEWED	11.A.5
70	Efficiencies & Streamlining	Administrative	Through Operational improvements focused on Fleet Services ii. Implement a 12:00 (noon) to 8:00 p.m. shift for mechanics (John)		Complete	Partially implemented/rationalized, topic discussed in collective bargaining.	11.A.5
71	Efficiencies & Streamlining	Administrative	Through Operational Improvements focused on Police Support Services: Consolidate the Financial Analyst with the existing Financial Analyst that supports PRE and E&PW into Financial Services	Director - HR, John Van Horne	Complete	Achieved when Police Financial Analyst position became vacant	11.A.5
72	Efficiencies & Streamlining	Administrative	Through Operational Improvements focused on Bylaw and Parking Services i. Add consulting expertise as needed for technology and parking planning. ii. Cease payments of \$78,000 to VICC for security.		Complete		11.A.5
73	Efficiencies & Streamlining	Administrative	Through Operational Improvements focused on Parks, Recreation and Environment i. Provide additional planning and marketing resources. ii. Seek a program for low income users that is easier to administer than LEAP. iii. Develop policy to resolve conflicts between user groups relative to facility use and scheduling. iv. Add marketing capabilities to optimize facility.		In progress.	i. no progress on planning. Two FTEs returned to PR for marketing and communication work (1 from Communications Section, 1 from NEDC) ii. Part of fees and charges review as well will be included in Parks, Recreation and Facilities Master Plan. iii. Ongoing - part solution is additional field (NDSS in 2017) and covered sport court at Harewood Centennial (2018) iv. No progress on this - will be part of staff resourcing discussions	11.A.5
74	Efficiencies & Streamlining	Administrative	Through Operational Improvements focused on Subdivision, Development, Land Use Planning & Approvals i. Improve Coordination between Service Centre and other Community Development sections. ii. Consider the Establishment of a Formal Pre-Consultation Process to Start Development Application Review Process.	Director - Community Development, Dale Lindsay	Complete		11.A.5