

#	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