



Questions and Answers – Core Service Review

What is a Core Service Review?

Core Service Reviews often differ from city to city, but in essence, the process represents an opportunity to compile a clear foundation of information about the current state of a city's services and programs; how these services and programs have changed over time; and what services and programs may, or may not, be desired going forward. Once the review is completed, a report is prepared for Council containing options outlining how challenges may be undertaken and how opportunities can be achieved.

How wide reaching will the Core Service Review be?

The Core Services Review will be comprehensive in reach – many of the City's services and programs will be examined. In addition, the review will include an assessment of the City's budget and past spending; a look at the City's organizational structure and governance; and, where possible, provide relevant comparisons to other Canadian cities.

Who is leading the Core Service Review process?

Council, based on the recommendations of the Core Services Review Steering Committee, will make all final decisions regarding the process, structure and outcomes of the review. In addition, Council will provide direction to, as well as monitor the progress of, the review through updates provided by the hired external consultant – Western Management Consultants.

What areas of City Services and Programs will the Core Services Review examine?

The following 15 service areas and 6 corporate-wide processes will be examined during the review:

1. HR Recruitment/Retention/Succession Planning Training
 2. HR/Compensation
 3. Financial Policies (renamed from the original Treasury and Investments, to include other financial policy areas)
 4. Transportation (Operations)
 5. Sanitation
 6. Fleet Services
 7. Police Support
 8. Bylaw/Parking
 9. Facilities Planning and Operations
 10. Recreation Administration, Operations and Environment
 11. Permissive Tax Exemptions and Grants
 12. Nanaimo Economic Development Corporation, including Tourism and Downtown Nanaimo Business Improvement Association
 13. Building Permits and Inspections
 14. Subdivision, Development, Land Use Planning and Approvals
 15. Vancouver Island Conference Centre
-
1. Strategic planning, business planning and budgeting
 2. Capital projects planning and development
 3. Asset management
 4. Project management
 5. Purchasing and contract administration
 6. Performance Measurement

When will the Core Services Review be completed and what is the cost?

The review is expected to be completed in mid May at a cost of \$228,900.

When will specific areas of Core Services Review be identified and how will this be communicated?

The Core Service Review's Project Charter contains a timeline with milestones identified. As opportunities to share information against specific milestones arise, the City will circulate information to the community using the Core Services Review Project Information Webpage found on the City's website. Major announcements concerning the Core Services Review will also be circulated via the City's news release distribution network and supporting Twitter account.

Can Nanaimo residents get involved?

The Core Services Review is part one of a three phase process designed to assist Council in determining its strategic direction through an Integrated Strategic Planning Process. The public's involvement during the Core Service Review phase will be focused in scope to conversations with identified stakeholder groups. In addition to these interviews, the consultant team will also access existing public feedback drawn from the 2013 Ipsos Reid survey; the 2016 Budget Input survey and; the Nanaimo Foundation's 2015 Vital Signs report. As part of the third phase of Council's Integrated Strategic Planning Process – the Strategic Planning and Engagement outreach phase – broad public engagement will be sought through a coordinated approach based on IAP2 principles of public engagement (the leading international organization focused on advancing public participation) and will include community meetings, surveys and questionnaires.