



Nanaimo Core Services Review

Project Charter

January 22, 2016



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1.0 Background

On October 20, 2015, the City of Nanaimo issued an RFP for a Core Services Review to “focus on the particular context, challenges and opportunities facing the City of Nanaimo. The global review is an opportunity to compile a clear foundation of information about the current state of the City’s services and programs, how they have changed over the past decade, and what projections may be into the future. It is expected the review will also generate options for consideration by Council of how challenges may be met and opportunities maximized.”

2.0 Project Name

The project will be known as the City of Nanaimo Core Services Review.

3.0 Purpose

The purpose of this Project Charter is to identify and define the roles of the Project Steering Committee, the administration and the consultant team; establish the scope and high level deliverables of the Project; and clarify the decision making and communication protocols in relation to the Project.

4.0 Objectives

The objectives of the City of Nanaimo Core Services Review are:

1. To provide data on the provision and financing of Nanaimo municipal services so that:
 - a. Strengths and gaps are recognized;
 - b. Comparisons to benchmark communities can be made; and
 - c. Areas for improvement are identified.
2. To provide recommendations on areas for:
 - a. Increased efficiencies;
 - b. Cost savings; and
 - c. Capturing opportunities for significant improvement in services or resourcing.
3. To increase community and employee confidence and trust in the operations of the City of Nanaimo, and build trust within the organization.
4. To build ongoing structures and practices within the organization to continue the data gathering and decision making tools initiated with this project.

5. To prepare the organization for future challenges.
6. To recommend a streamlined and functional organizational structure.

5.0 Deliverables

The deliverables to the Steering Committee are:

1. **A Detailed Phase II work plan** outlining the process to be followed in the Organizational and Operational Assessment.
2. **An Organizational and Assessment report** including an overview of Nanaimo's current financial and organization status, discussion of Council priorities and challenges, and the identification of strengths, weaknesses and opportunities for improvement relative to Nanaimo's City administration.
3. **Recommendations, Final Report and Implementation Plan** including a detailed summary of the service and program review and conclusions; specific options and recommendations relative to City Services and programs; financial, social and community impact assessments, an implementation plan and a list of assumptions made.

6.0 Services Selected for Review

At the January 18, 2016 meeting of the Core Services Review Steering Committee, a listing of 20 service areas and seven corporate-wide processes was presented for discussion. It was agreed that the Consulting Team would prioritize these so that, in total, 20 reviews would be conducted, as specified in the revised Terms of Reference for the Core Services Review.

The Consulting Team reviewed the candidate service areas and processes against a set of criteria, including:

- Relative size (budget, staffing) of the area;
- Value, likelihood and timing of potential savings;
- Ease of and constraints on change, including collective agreements, potential public opposition, etc.;
- External impacts: public, economic, social/cultural;
- Specific problems or issues identified by Council members; and
- Value of reviewing and impact of changes to service levels.

The Consulting Team was able to reduce the total of 27 items for review to 20, by:

- Combining the Financial Planning and Processes service area into the Strategic Planning, Business Planning and Budgeting review.
- Combining the Purchasing Service area into the Purchasing corporate process, and combining into this the corporate Contract Management process.
- Combining Recreation Administration and Environment with Recreation Operations.
- Eliminating the RCMP service area, due to the inability of Council to impact how the RCMP performs its mandate and the existing mechanisms for Council to review and adjust areas of focus and staffing/funding levels.
- Including Information Technology within the capital projects process to the extent that IT expenditures are capital rather than operating.

At the January 25, 2016 meeting of Council, Council amended the scope of the project adding two specific service reviews, the Downtown Nanaimo Business Improvement Association and the Vancouver Island Conference Centre.

The resulting list of **in-scope service areas** is:

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

The **corporate-wide processes** are:

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

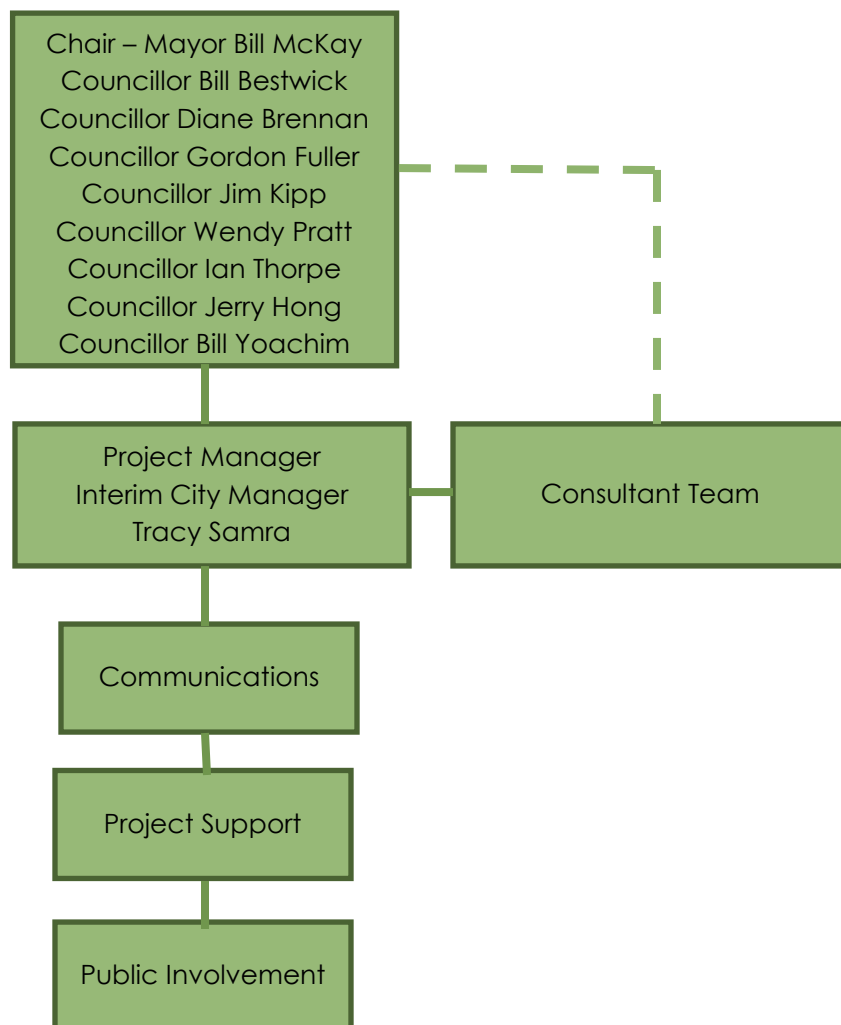
Specific terms of reference for each review will be developed as part of the Detailed Phase 2 Work Plan.

7.0 Project Governance

This project will be directed by a Steering Committee made up of all members of Council, and chaired by the Mayor. The Interim City Manager will be the Project Manager. The consultant team will report to the Steering Committee through the Interim City Manager.

The Project Manager will be responsible for project support, communications activities, and any public involvement initiatives not identified in the consultant's project proposal.

Steering Committee



8.0 The Steering Committee

1. **Meeting Frequency:** The Steering Committee will meet monthly, or more often at the call of the Chair. Meeting dates and physical arrangements will be made by the Project Manager.
2. **Decision Making:** Decision making, including quorum, will be according to the normal rules of Council procedure.
3. **Communications:** The Steering Committee will provide full and timely information on the project process. Process results will be communicated as quickly and completely as possible, respecting the requirements of Council's normal decision-making protocols.

The Project Manager will prepare and implement an external and internal communications program with the use of administration resources.

All media inquiries should be directed to the Project Manager.

9.0 Stakeholder Involvement

Stakeholder involvement will be at the "Inform" stage of the IAP2 Spectrum (attached as Appendix A). The Steering Committee commitment to the community is to:

Provide the public with balanced and objective information to assist them in understanding the problem alternatives, opportunities and/or solutions.

We will keep you informed.

At a later stage when service level decisions will be considered, the Steering Committee will involve the public at the "Consult" stage of the IAP2 Spectrum.

10.0 Staff Involvement

Staff will be invited to provide input to the core services process at a number of points in the project, as outlined in the project proposal. The Steering Committee's commitment to the staff is to:

1. Provide timely and relevant information to staff via a planned communication program;
2. Provide opportunities for staff to participate in the project and provide their input;
3. Ensure staff input is referenced so it is not possible to determine the source of the input; and
4. Work towards continually improving:
 - a. The services provided by the municipality;
 - b. Relationships within the organization with the community; and

- c. Our contribution to the citizens of Nanaimo.

11.0 Timelines

The project will be complete by May 13, 2016 with milestones as outlined below.


TABLE 1: PROJECT MILESTONES AND TIMING			
Task	Title/Description	Deliverable	Completed
Phase I: Diagnostic Assessment and Council Focus Session			
T-1	Background Review Documents	Summative PPT document	Dec 23,2015
T-2	CSRSC Session/Project Charter	Document confirming decisions	Jan 15,2016
T-3	Key Stakeholder Interviews	Internal Summary Document	Jan 15,2016
T-4	Management Survey	Summative Internal Report	Feb 15,2016
T-5	Detailed Phase II Work Plan	Detailed written work plan	Feb 25,2016
T-6	CSRSC Review Meeting	Document directions approved	Feb 26,2016
Phase II: Organizational and Operational Assessment			
T-7	Staff Communication and Consultation Sessions	PPT Presentation of Process (ongoing)	April 15, 2016
T-8	Departmental Service Reviews	Template document for each priority department	April 4, 2016
T-9	Best Practices Review	Comparative document on benchmarks, indicators, and stress areas	April 4, 2016
T-10	Organization and Operational Assessment	Summative document and CSRSC Meeting	April 11,2016
Phase III: Recommendations, Final Report and Implementation Plan			
T-11	Service Delivery Recommendations	Service delivery recommendations document/review with CSRSC	April 29 , 2016
T-12	Draft Report/Implementation Plan	Draft Report	May 6,2016
T-13	Council/CSRSC Review		May 9, 2016
T-14	Final Documents Prepared	Delivery of Final Documents	May 13, 2016

APPENDIX A: IAP2 SPECTRUM

IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION 

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.