

**Minutes of the Operational Review Committee
Meeting Held
Monday, May 9, 2016**

Present:

Councillor Maroosis, Committee Chair
Councillor Bain, Committee Member (5:45 p.m. to 6:45 p.m.)
Councillor King, Committee Member
Councillor Serran, Committee Member
Councillor Anthony, Committee Member
Councillor Mayne (5:25 p.m. to 6:45 p.m.)
Councillor Forgette
Mayor McDonald, Committee Member
Jerry Knox, Chief Administrative Officer
Lea Janisse, Managing Director Corporate Services
John Severino, Managing Director Community Services
David Euler, Managing Director of Engineering, Environmental Services and Works
Margaret Karpenko, Chief Financial Officer
Grant Love, Fire Chief
Gord Mulcahey, Executive Member North Bay Professional Firefighters' Association
Scott Bradford, Director of IS
Brian Phillips, President CUPE Local 122

Special Review Committee Chair, George Maroosis, called the meeting to order at 5:15 p.m.

1. Adoption of Minutes:
The April 25, 2016 Minutes were approved by the Committee and will be presented to Council on May 16, 2016.
2. Business Arising from Minutes:
 - Consider creating a sub-committee to discuss ERP project.
 - Four items from last meeting were addressed:
 - Tracking incoming emails: can be done using Hansen.
 - Self-serve kiosk: hardware costs under \$2,000. Would need to decide what software to use. Could pilot this as a project.
 - Monitor at entrance of City hall: hardware costs \$1,500-\$2,000. Need to determine how to keep it up-to-date.
 - ERP assisting with data management challenges and economic development. Would need to be separate from the ERP project.
3. Operational Review of Corporate Services.
 - Lea Janisse presented information from Corporate Services. A copy of the presentation was provided to the Committee.
 - ERP (Enterprise Resource Planning)
 - BDO completed a business case and readiness assessment of the City of North Bay. BDO recommended an ERP.
 - In 2013 the City of North Bay accepted the report and decided to consider its findings at a later date.
 - An ERP would allow different programs to speak to one another. Currently we're missing automated work flows.
 - Currently a lot of manual work arounds.
 - Can't track progression through compensation. Have individual databases for grievances, vacation and sick time and training in HR.
 - Don't find the vendor support is always there with current system.
 - An ERP would allow electronic approvals and processes.
 - Risk with the current system is it may not be supported in the future.
 - Status quo exposes the City to ineffective processes, resulting in errors. Current system heavily reliant on manual workload and individual knowledge.

- Want to move away from manual tasks towards strategic decision-making and planning.
- Improving the existing system costs \$500,000 minimum.
- Existing system is not Windows based.
- Benefits of the new system would be increased accuracy and timely reporting. Saved time could be applied to new business strategies.
- Two options:
 - new ERP: \$2-3 million upfront
 - delay implementation and upgrade existing system: \$500,000. May mean more stand-alone systems.
- Recommended approach: ask the What, Who and Why of each department. Look at business processes. This would require 5-6 FTE's.
- Would have to backfill for the existing staff, and would need consultants through the implementation, who would be our champions.
- Implementation would be a minimum 24 month period.
- What are larger municipalities doing? Municipal IS association provides good research. We're looking at comparable municipalities.
- What types of savings in staffing do you anticipate? This will not necessarily result in savings of staff.
- This report was done 3 years ago. How far outdated is what we're doing? Could we get updated costs? This was a year 2000 project. A lot has changed. Our biggest problem is our systems don't talk to each other. Would have to look at costs.
- Which systems need to talk to each other? Core financial and billing, tax and water, purchasing and building system. Also fire system and public works, and fleet system.
- Did BDO get a good look at our business? They spent time with our staff. Didn't just focus on numbers. Went out and saw fleet.
- Are there private sector application options? Do we have standalone software helping outside staff? Blackberries. They get information right away. We're piloting fixed printers in work trucks.
- Was it the Council of the day that put this on hold? At time we weren't prepared for it. Tremendous amount of work and a lot that goes on behind the scenes. We're looking at a 24+ month commitment.
- When BDO was here, did they talk to Hydro? We reached out to all ABS's. Got mix of answers. Sunguard is popular with Hydro.
- 445 municipalities in Ontario. We don't need to re-create the wheel. Can we join with others and do a bulk purchase? We do join with other municipalities. We're currently working with Sudbury and some other municipalities on transit software.
- If Council went ahead with this, would we do RFP to get consultant to perform the consultant process? Consultant would help create the RFP to find the system to suit our needs.
- Need consultant up front to look at best practices. We did this with Hansen, and with water and sewer.
- What is it you need to get the job done? Do you need resources? People? Our culture is to make do as time allows. If asking for resources we need to get software going in a short period of time. Our culture has been to keep the tax levy at zero.
- Need to create an RFP.
- It will cost \$100,000 minimum to find a consultant. Not sure staff can support it. Have to have a 'what's in it for me'. Need RFP path.

- Could we have Microsoft in? Yes. Suggest a couple of different presentations.
- Senior management needs to retreat and come back with this. Don't have resources as senior management team. Need a consultant. Don't have expertise or time.
- Suggest waiting until new CAO in place.
- Do we have any money in the 5 year capital plan? We have \$2 million.
- All the sub systems have the ability to talk, but need a main system.

4. **ACTION ITEMS:**

- Committee gives direction to proceed with the kiosk and monitor at entrance of City Hall.

Next Meeting – Monday, May 16, 2016 – 5:15 p.m.

Agenda Items: Continuation of Corporate Services
ERP

Meeting adjourned at 6:45 p.m.

Councillor George Maroosis
Chair Operational Review Committee

Melanie Shaye
Deputy City Clerk