



# City of Richmond

## Report to Committee

**To:** Finance Committee

**Date:** January 7, 2010

**From:** Andrew Nazareth  
General Manager, Business & Financial Services

**File:**

**Re:** 2010 Operating Budget and 5 Year Financial Plan (2010-2014) referrals

### Staff Recommendation

That the attached report from the Director of Finance on the 2010 Operating Budget and 5 Year Financial Plan (2010-2014) referrals be received for information.

Andrew Nazareth  
General Manager, Business & Financial Services  
(604-276-4095)

FOR ORIGINATING DEPARTMENT USE ONLY		
CONCURRENCE OF GENERAL MANAGER		
REVIEWED BY TAG	YES <input checked="" type="checkbox"/> N	NO <input type="checkbox"/>
REVIEWED BY CAO	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## Staff Report

### Origin

At the December 21, 2009 Finance Committee meeting staff presented the 2010 Operating Budget and the 5 Year Financial Plan (2010-2014). During the discussion, Council made the following request:

***That the 2010 Operating Budget and 5 Year Financial Plan (2010 – 2014) report be referred back to staff for further information on:***

- (1) the acquisition and the 2010 operating impacts of the Fire Rescue Ladder Truck;***
- (2) Victim Services, and whether there are adjustments to be made in the proposed budget;***
- (3) Communications, and whether there are adjustments to be made in the proposed budget;***
- (4) what the budget would look like if it were presented in reduced increments;***
- (5) the status of the Lubzinski Collection, budgetary and otherwise;***
- (6) the plan for Britannia Heritage Shipyard, the Japanese's Nurses Residence, and the Interurban Tram;***
- (7) the training budget;***
- (8) the status and future of the Hollybridge offices;***
- (9) other ideas for revenue generation;***
- (10) the temporary seasonal staffing complement, shown on a graph, from the beginning to the end of 2009 along with an analysis on the budgetary impacts if the employment dates for seasonal employees were changed;***
- (11) City-issued cell phones and Blackberries, including comments on the policy, the number issued, and the plan rates; and***
- (12) catering expenses including policy guidelines.***

At the January 4, 2010 Finance Committee meeting, staff received the following clarification:

***"That in relation to Items 2 and 4 of the referral made at the December 21, 2009 Finance Committee meeting, Committee is seeking general comments, but not including staff reductions."***

### Analysis

The following is a summary listing of the 12 attachments linked to each referral item.

- (1) the acquisition and the 2010 operating impacts of the Fire Rescue Ladder Truck***

The recommendation from the Fire Chief will be addressed in the next report on the agenda regarding the 2010 Operating Budget and 5 Year Financial Plan (2010-2014).

See Attachment 1.

- (2) *Victim Services, and whether there are adjustments to be made in the proposed budget;*  
See Attachment 2
- (3) *Communications, and whether there are adjustments to be made in the proposed budget;*  
See Attachment 3
- (4) *what the budget would look like if it were presented in reduced increments;*  
See Attachment 4
- (5) *the status of the Lubzinski Collection, budgetary and otherwise;*  
See Attachment 5
- (6) *the plan for Britannia Heritage Shipyard, the Japanese's Nurses Residence, and the Interurban Tram;*  
See Attachment 6
- (7) *the training budget;*  
See Attachment 7
- (8) *the status and future of the Hollybridge offices;*  
See Attachment 8
- (9) *other ideas for revenue generation;*  
See Attachment 9
- (10) *the temporary seasonal staffing complement, shown on a graph, from the beginning to the end of 2009 along with an analysis on the budgetary impacts if the employment dates for seasonal employees were changed;*  
See Attachment 10
- (11) *City-issued cell phones and Blackberries, including comments on the policy, the number issued, and the plan rates; and*  
See Attachment 11
- (12) *catering expenses including policy guidelines.*  
See Attachment 12

**Financial Impact**

None

**Conclusion**

That the report be received for information.

  
Jerry Chong, CA  
Director, Finance



# City of Richmond

ATTACHMENT 1

## Report to Committee

**To:** Finance Committee  
**From:** John McGowan  
 Fire Chief  
**Re:** Ladder Truck

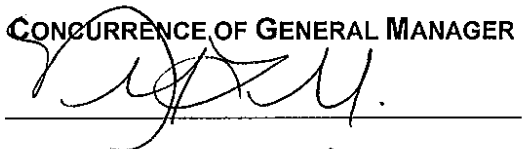
**Date:** January 7, 2010  
**File:**

### Staff Recommendation

That the request for a ladder truck for Richmond Fire-Rescue be removed from the 2010 Capital Budget.



John McGowan  
 Fire Chief  
 (604-303-2734)

FOR ORIGINATING DEPARTMENT USE ONLY				
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>		<b>CONCURRENCE OF GENERAL MANAGER</b>	
Budgets	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

## Staff Report

### Origin

At the December 21, 2009 Finance Committee meeting, staff presented the 2010 Operating Budget and the 5-Year Financial Plan (2010-2014). A resolution was passed requesting further information on:

*“the acquisition and the 2010 operating impacts of the Fire Rescue Ladder Truck.”*

### Analysis

The 2010 Capital Budget that was presented at the December 21, 2009 Finance Committee included a \$1.5 million request for a fire rescue ladder truck, with an Operating Budget Impact (OBI) of \$170,900 (\$56,967 per year – phased over 3 years) from Richmond Fire-Rescue (RFR). At the Community Safety Committee meeting on December 15, 2009 the Fire Chief requested the removal of the ladder truck from the 2010 Capital and Operating Budget due to the:

- Existing budget pressures;
- Completion of RFR’s master plan in the fall of 2010; and,
- Consideration of effective operational deployment models.

**Budget** – RFR recognizes the current budget pressures and can temporarily delay its ladder truck funding request beyond 2010, freeing up funds for other Council priorities.

**Fire’s Master Plan** – RFR would like to ensure that the City’s capital and operating investments are maximized through the selection of appropriate equipment and operating deployment models that meet the future needs of Richmond.

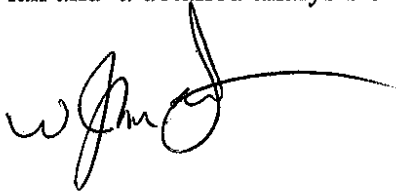
**Operational Deployment** – The ladder truck facility placement, apparatus type, and staffing needs and model would be an outcome of the Fire Master Plan.

### Financial Impact

The 2010 Capital Budget will be reduced by \$1.5 million with the funding returned to the Capital Reserve Fund - Revolving and the OBI of \$170,900 (\$56,967 per year – phased over 3 years) will be deleted from the 2010 Operating Budget.

**Conclusion**

RFR will present its Master Plan to Council in the fall of 2010, which will include the Master Plan and a detailed analysis of resource requirements, including the ladder truck.

A handwritten signature in black ink, appearing to read 'John McGowan', with a long horizontal flourish extending to the right.

John McGowan  
Fire Chief, Richmond Fire-Rescue

JM:sp



# City of Richmond

ATTACHMENT 2

## Report to Committee

**To:** Finance Committee  
**From:** Phyllis L. Carlyle  
 General Manager, Law & Community Safety  
**Re:** Victim Services

**Date:** January 6, 2010  
**File:**

### Staff Recommendation

That the attached report from the Manager RCMP Administration on Victim Services be received for information.

Phyllis L. Carlyle  
 General Manager, Law & Community Safety  
 (604-276-4104)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b> 		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/> <i>AK</i>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/> <i>BT</i>	NO <input type="checkbox"/>

## Staff Report

### Origin

At the December 21, 2009 Finance Committee meeting staff presented the 2010 Operating Budget and the 5 Year Financial Plan (2010-2014). During the discussion, Council made the following request:

***That the 2010 Operating Budget and 5 Year Financial Plan (2010 – 2014) report be referred back to staff for further information on:***

***(2) Victim Services, and whether there are adjustments to be made in the proposed budget;***

Staff received clarification at the January 4<sup>th</sup> 2010 Finance Committee meeting regarding this referral:

***“That in relation to Items 2 and 4 of the referral made at the December 21, 2009 Finance Committee meeting, Committee is seeking general comments, but not including staff reductions.”***

### Analysis

Since December 1988, Richmond Detachment Police Based Victim Witness Services (PBVS) has been operating in the Richmond RCMP Detachment. PBVS has opened in excess of 17,000 files to assist victims and witnesses of crime and trauma. Currently, PBVS is housed in the Provincial Court Building, “police annex” building on Elmbridge Way, but provides service out of all the police buildings in Richmond.

PBVS provides continuous 24 hour a day service to the Richmond community.

In contrast, Emergency Social Services (ESS) provides short-term assistance to evacuees due to emergencies or disasters. This assistance includes food, lodging, clothing, and family reunification. ESS provides temporary relief, usually for the first seventy two hours after an emergency, in order that those affected can begin to plan their recovery from the emergency.

ESS plays an important role in emergency management:

- Helping people to remain independent and self-sufficient;
- Helping people to meet their basic survival needs after an emergency;
- Reuniting families and individuals separated by disaster; and
- Helping people to re-establish themselves as quickly as possible after a disaster.

On occasion, ESS and PBVS may attend the same emergency but for different purposes. ESS addresses immediate needs and PBVS provides trained crisis support workers to evacuees traumatized by the emergency.

In 2006, the Richmond RCMP entered into an agreement with Family Services of Greater Vancouver for a Community-based Victim Services (CBVS) program. Typically PBVS makes the initial contact with the victim and when the file is deemed “power-based” from a relationship perspective or is of a domestic/sexual nature then, the file is then referred to CBVS. To date in



2009, of the 469 victim services files, 61 were referred to CBVS staff. The RCMP is in the process of revisiting the arrangement between the two agencies.

The City of Richmond provides funding in the amount of \$95,000 per year to Touchstone Family Services who administer the Restorative Justice Program for the City. Touchstone Family Services is in the second year of a 3 year contract. Restorative Justice is another program that assists victims of crime by diverting the offender from having to go to court to the offender taking responsibility for his/her actions and to repair the harm done by apologizing, returning stolen money, or doing community service.

### **Mandate of PBVS:**

#### **Outcome objectives of the PBVS are:**

- To lessen the impact of crime and trauma on victims and their families and to assist in their recovery
- To increase the victim's level of participation and sense of empowerment while participating in the criminal justice system
- To increase victim safety and to help reduce the risk of further victimization
- To increase the effectiveness and comfort of victims while acting as witnesses in the court proceedings
- To decrease the trauma of secondary victims

#### **To fulfill the mandate, the following services are provided:**

- **Emotional Support:** PBVS workers are trained to provide victims with emotional support to assist them in coping with their crisis situation or significant loss due to crime or trauma. PBVS does not provide long term treatment counselling, however, they direct clients to appropriate in-depth follow up resources. All matters dealt with by PBVS are kept confidential from the public, and all documentation is added to the police file, as PBVS operates under a "disclosure model"<sup>1</sup>. All reports received about criminal matters, without exception, are reported to a police officer for investigation.
- **General Information:** PBVS workers provide victims with information including, but not limited to the justice system; relevant federal and provincial legislation and programs pertaining to victims of crime; crime prevention; safety planning; community government; justice; health, and other resources available.
- **Justice Related Information:** PBVS workers are mandated to provide, or facilitate access to, case-specific information which may include, but is not limited to the status of the police investigation, charges laid against the offender, protection orders, outcomes of court appearances, the dates and reasons for future court appearances, witness orientation, information on court procedures and court etiquette, custodial status of the convicted

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<sup>1</sup> Police Based Victim Services operates under a disclosure model where an agreement is signed for 100% disclosure to police of all reports received on criminal matters.

offender and the length of sentence/parole/probation information. Under no circumstance do PBVS workers provide legal advice.

- **Practical Assistance and Support:** PBVS workers are mandated to assess the needs of victims and make appropriate referrals to the community, government, justice, or health. PBVS workers also assist victims in completing Crime Victim Assistance Program forms and Victim Impact Statements. PBVS workers also help facilitate safety planning.
- **Accompaniment & Transportation:** In cases of serious crime and/or when the victim is vulnerable or in perceived danger, PBVS workers are mandated to, at the request of the victim, provide accompaniment to appointments with police, Crown and court or transport to safe accommodation.
- **Community Relations:** PBVS is mandated to liaise with local community agencies to ensure seamless service and to prevent duplication.
- **Referrals between Victim Services Agencies:** PBVS are encouraged to refer power-based crime victims to CVS when necessary and appropriate. Victims must sign release of information forms before the referral can be made. Otherwise, all referrals made by PBVS are "client directed". The empowerment of victims is encouraged and as many alternatives as possible provided them to allow choice as to the best option.
- **Crisis Intervention Services:** PBVS workers are dispatched by the radio room at the request of the investigators to attend crime scenes, accident scenes, hospitals, and the RCMP detachment to provide crisis intervention services 24 hours a day, 7 days a week, 365 days of the year.

Richmond is a very large, multicultural city with 40,000 to 50,000 files a year. Recovery from victimization is affected by the timing of an intervention. For people affected by a crisis or traumatic situation, the sooner they receive support and assistance, the sooner they are able to heal and/or move past their trauma. As well, the public has an expectation that social help and emotional support are services offered as part of the spectrum of services offered by the police or other first responders. If there are "specialists" onsite to help deal with the negative consequences of these events, this frees police officers and other emergency personnel from having to deal with the emotional and day-to-day aspects of the clients' recovery, and allows them to focus on the ongoing investigation or on protecting the community. Separating police officers from any profound emotional attachments with witnesses and victims makes them more effective in providing non-biased testimony in court later in the process.

Volunteers have been in Victim Services since the mid 1980's. Volunteers bring a plethora of life experience and good will to the programs. They have language skills, patience and the ability to help people cope with traumatic situations. The type of persons who volunteer and find this work appealing are often retired and have been involved in a helping profession in the past. They want to give back something to the community. As Victim Services work is so intense, they can be engaged at a very high level of involvement and feel they are making a significant impact upon their community.

**PBVS Statistical Information**

Year	# Files	Volunteer Hours		# Volunteers	#FTE
		Yearly	Monthly		
2005	234	2868	239	26	2.5
2006	323	3769	314	24	3.0
2007	330	4759	396	24	3.0
2008	370	3031	252	19	3.0
2009	*469	5173	431	20	3.0

\*Of the 469 files, 61 were also attended to by Richmond's Community Based Victim Services staff. Police-based victim services make the initial contact and when appropriate refer the file to the Community-based victim services program. Police-based victim services refer to all "power-based" crimes, which include domestic disputes, to the community-based program.

**PBVS Statistical Information**

Year	# Files	Volunteer Hours		# Volunteers	#FTE
		Yearly	Monthly		
North Van	540	0	0	0	3.80
Langley	550	5000	unknown	27	4.75
Burnaby	450	1000	unknown	6	4.20
Surrey	1680	0	0	0	7.00

**Victim Services Program Costs**

Program Name	City Funding	Prov Funding	Total Funding
<b>PBVS</b>	\$203,700	\$78,700	\$282,400
<b>CBVS Grant</b>	\$ 45,000	unknown	\$ 45,000
<b>Touchstone Grant for Restorative Justice</b>	\$ 95,000	unknown	\$ 95,000

PBVS assists clients with emotional support, general information, justice related information, practical assistance and support, accompaniment and transportation, community relations, referrals to other agencies and crisis intervention services. PBVS provides services to the community of Richmond 24 hours a day, 7 days a week, 365 days a year. For people affected by a crisis or traumatic situation, the sooner they receive support and assistance, the sooner they are able to heal and/or move past their trauma.

**Financial Impact**


None

January 6, 2010

- 6 -

**Conclusion**

That the report be received for information.

A handwritten signature in black ink, appearing to read 'Lainie Goddard', with a stylized flourish at the end.

Lainie Goddard  
Manager, RCMP Administration  
(604-207-4767)

LG:jc



**City of  
Richmond**

**Report to Committee**

**To:** Finance Committee  
**From:** Mike Kirk  
 Deputy Chief Administrative Officer  
**Re:** Communications

**Date:** January 6, 2010  
**File:** 05-1810-01/2010-Vol  
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**Staff Recommendation**

That the report dated January 6, 2010 from the Deputy Chief Administrative Officer entitled Communications, be received for information.

Mike Kirk  
 Deputy Chief Administrative Officer  
 (604-276-4142)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## **Staff Report**

### **Origin**

Following the Finance Committee meeting of December 22, 2009 this report is a follow-up to Referral No. 3:

“Communications, and whether there are adjustments to be made in the proposed budget.”

### **Analysis**

There are currently three regular full-time, one temporary full-time, and additional auxiliary hours attributed to the Corporation Communications and Media Relations functions.

The regular full-time positions are:

Senior Manager, Corporate Communications

Senior Manager, Media Relations

Corporate Communications Officer

The temporary full-time position is:

Manager, Media Relations, Olympic Business Office

There has been a significant demand for services from Corporate Communications services over the past two to three years. The majority of this increase in demand for services has been driven by the City's Olympic activities and the involvement in the 2010 Games. It is expected that the Communications responsibilities will continue to ramp up as Games-time approaches. During Games-time the communications office will be required to sustain an operation of 12-16 hours a day for the entire Olympic period.

The temporary full-time position is on contract and that contract will expire at the end of February. This will reduce the full-time component by twenty-five percent.

In the fall of 2009, the CAO requested a review of the staffing of the Corporate Communications function. This review has been conducted and there are several options that could be explored. However, it will not be possible to evaluate the needs, demands and appropriate level of support for communications until the Games have been completed and the necessary evaluations have been conducted.

### **Financial Impact**

There is no financial impact with this report. The funding for the temporary full-time position expires at the end of February.

**Conclusion**

A full evaluation of the appropriate level of staffing for the Communications function will take place after the Olympics.

A handwritten signature in black ink, appearing to read "Mike Kirk".

Mike Kirk  
Deputy Chief Administrative Officer  
(604-276-4142)

SMK:vw



# City of Richmond

ATTACHMENT 4

## Report to Committee

**To:** Finance Committee  
**From:** Andrew Nazareth  
 General Manager, Business & Financial Services  
**Re:** Reduced increments

**Date:** January 7, 2010  
**File:**

### Staff Recommendation

That the attached report from the Director of Finance on reduced increments be received for information.

Andrew Nazareth  
 General Manager, Business & Financial Services  
 (604-276-4095)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/> <i>N</i>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/> <i>(Signature)</i>	NO <input type="checkbox"/>



## Staff Report

### Origin

At the December 21, 2009 Finance Committee meeting staff presented the 2010 Operating Budget and the 5 Year Financial Plan (2010-2014). During the discussion, Council made the following request:

*(4) what the budget would look like if it were presented in reduced increments;*

Staff received clarification at the January 4<sup>th</sup> 2010 Finance Committee meeting regarding this referral. *“That in relation to Items 2 and 4 of the referral made at the December 21, 2009 Finance Committee meeting, Committee is seeking general comments, but not including staff reductions.”*

### Analysis

The 2009 Operating Budget was prepared in anticipation of the economic recession. The budget was prepared with responsible cost cutting measures in order to minimize the tax impact on our citizens. Council approved cost reductions and revenue increases totalling \$2.38M in 2009 (ATTACHMENT A) which are included in the 2010 Base Budget. In addition, as the economy continued to weaken in 2009, 4 fulltime positions were laid off mid year in the Building Approvals Division. These positions have been eliminated in preparing the 2010 Budget.

The preliminary 2010 Budget had a net expenditure increase in the amount of \$7.93M. In order to offset the net increase in 2010 expenditures, the following budget reduction strategy of \$2.77M was implemented to reduce the overall net expenditures:

- Increase in user fees of \$0.16M as a result of increased parking rates and fines;
- Reduction in computer hardware and software budget of \$0.20M;
- The phasing in of the 2010 Council approved capital projects OBI (\$0.68M) over three years. This will result in a net increase of \$0.23M in 2010;
- Delayed replacements (gap funding), resulting in a reduction of \$0.75M to overall City salaries and benefits; and
- Funding the temporary decline in permits and development from general surplus in the amount of \$1.20M (rate stabilization).

These reductions were recommended by Staff as they had minimal impact to services and programs.

The following table illustrates the above budget reduction strategy, which leads to an overall net expenditure increase of \$5.159M over 2009 or a general tax levy of 3.49%.

<b>Budget Reduction Strategy (000's):</b>		<b>Tax Impact</b>
<b>Net Increase in 2010 expenditures</b>	<b>\$7,930</b>	<b>5.36%</b>
Increase in parking rates and fines	(163)	(0.11%)
Reduce computer hardware and software	(200)	(0.14%)
Phase in OBI over three years	(458)	(0.31%)
Delayed replacement (Gap Funding)	(750)	(0.51%)
Fund temporary decline in permits & development	(1,200)	(0.81%)
<b>Total Budget Reduction</b>	<b>(\$2,771)</b>	<b>(1.87%)</b>
<b>Net Increase after budget reduction strategy</b>	<b>\$5,159</b>	<b>3.49%</b>

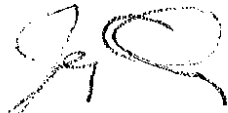
Staff have identified additional non-staffing reductions of \$0.24M (0.14% tax impact) as requested by Committee (ATTACHMENT B) which are not recommended due to the impacts on service and program levels. Any significant reductions beyond this point would involve staff reductions and Council would have to provide direction before these are brought forward.

### **Financial Impact**

None

### **Conclusion**

That the report be received for information.



Jerry Chong  
Director, Finance  
(604-276-4064)

JC:jc

## ATTACHMENT A

**2009 Budget Cost Reductions/Revenue Increases Approved by Council**

Department	Savings	Amount(\$)	Tax %	Service Level Impact
	<b>REVENUE INCREASES</b>			
PRCS	Arena Revenue	100,000	0.07%	Increase Arena users revenue from fees by CPI.
PRCS	Aquatic Revenue	50,000	0.04%	Increase Aquatic users revenue from fees by CPI.
PRCS	Tree Revenue	80,000	0.06%	Revenue from development.
PRCS	Artificial Turf Revenue	8,800	0.01%	Increased fees for artificial turf fields by CPI
PRCS	Pitch & Putt Revenue	5,000	0.00%	Increased fees for pitch and putt by CPI.
	<b>Sub-total</b>	<b>243,800</b>	<b>0.18%</b>	
	<b>COST REDUCTIONS (Non-Staff Impact)</b>			
PL	Photocopy-Production Ctr.	(30,000)	-0.02%	Reduction of lease options in selecting equipment for the production of "professional" graphics for all departments.
CS	Criminal Records	(10,000)	-0.01%	Efficiency
CORP SVC	Photocopy	(25,000)	-0.02%	Reduced hard copies for all corporate services
CORP SVC	Stat Advertising	(9,000)	-0.01%	Fewer ads for statutory ads (reduced public hearings)
PRCS	Library Admin	(56,000)	-0.04%	Reduction in administration of Library, materials and programs
PRCS	Gateway Admin	(6,000)	0.00%	Reduction in Gateway Administration costs.
PRCS	Security	(12,000)	-0.01%	Reduce security in response to issues on parks.
CORP SVC	IT support for HP/Peoplesoft /Wang	(60,000)	-0.04%	Less customizations for PeopleSoft System. Information required from Wang System will have to be retrieved manually
E & PW	Charge capital staffing to capital	(250,000)	-0.18%	Transfer project focussed staff to Capital rather than Operating. Higher costs for Capital Projects
PL	Traffic light maintenance	(45,000)	-0.03%	Reduction of existing maintenance contract. No safety impact.
E & PW	Reduce street sweeping (contractor)	(100,000)	-0.07%	Reduced service level. Sweep main roads 1/2 weeks instead of 1/week during Summer/Fall peaks
PRCS	Marketing budget	(10,000)	-0.01%	Efficiency.
E & PW	Charge cost of survey crew (718) to Capital Projects	(300,000)	-0.21%	Transfer Survey crews to Capital Projects as required, rather than Operating.
	<b>Sub-total</b>	<b>\$(913,000)</b>	<b>-0.65%</b>	

<b>COST REDUCTIONS (staffing impact)</b>				
PL	Building Inspector TFT (718) occupied	(76,000)	-0.05%	Reduced activity - will require lay off of union person.
CORP SVC	Permit Centre Clerk (718) vacant	(62,000)	-0.04%	Reduced activity - will not fill.
PL	PCG Inspector (718) vacant	(91,000)	-0.06%	Reduced activity - will not fill.
PL	Permit Clerk (718) vacant	(55,000)	-0.04%	Reduced activity - will not fill.
BFS	Tax Clerk Aux (718)	(30,000)	-0.02%	Reduction in summer student hire
PRCS	Community Centre Svs Aux (718)	(50,000)	-0.04%	Reduce aux hours of service to community centres 2500 hours / 1.37 FTE .
PRCS	Parks 4 TFTs (394)	(100,000)	-0.07%	Eliminate parks services and boulevard plantings. Overall reduction in maintenance in parks and boulevards (2700 hours)
PRCS	Jr. Lifeguards Aux (718)	(25,000)	-0.02%	Efficiency
PL	TFT (718)	(17,000)	-0.01%	Reduced ability in Transportation & Development Applications Division to conduct research, data gathering, etc.
PL	Auxiliary (718)	(16,000)	-0.01%	Reduced ability in Development Applications to deal with unexpected leave and workload.
PL	Overtime (718)	(9,000)	-0.01%	Reduced ability in Policy Planning to meet with Advisory Committees.
E & PW	Summer employees (394)	(150,000)	-0.11%	Reduced service level of temp staff for Summer coverage of Capital Projects.
PRCS	Reduce TFT Hirings in Parks (394)	(55,000)	-0.04%	Reduce start dates for temporary full time staff for parks maintenance and lay off TFT staff earlier (1,500 hours). Will reduce parks, sidewalk and blvd. maintenance.
BFS	Stores Restructuring (394) vacant	(100,000)	-0.07%	Efficiency.
BFS	Eliminate exempt position	(95,000)	-0.07%	Additional duties re-assigned to other exempt staff.
BFS& Other	3 Vacant Exempt positions be deferred indefinitely	(290,000)	-0.20%	
	<b>Sub-total</b>	<b>(1,221,000)</b>	<b>-0.86%</b>	
	<b>Total reductions/increases</b>	<b>(2,377,800)</b>	<b>-1.69%</b>	

## ATTACHMENT B

<b>Description</b>	<b>Impact to the City</b>	<b>Savings</b>	<b>Tax Impact</b>
Close Dixon wading pool.	Closure of a seasonal amenity	20,000	0.01%
Eliminate the street banner program on all City streets (80%) except for No. 3 Road and Westminster Hwy.	Less banners beautifying City streets	35,000	0.02%
Reduce funding of Community Events- fireworks and special events	Less participation by the community	35,000	0.02%
Gateway Theatre grant for administration budget reduced	Will reduce administration budget on non discretionary expenses	65,000	0.04%
Reduction in the amount of funding for social planning, public art and other committees	May result in less visibility and input with respect to social services provided	34,000	0.02%
Eliminate day security at City Hall	Customer service reduction and potential increased safety related response time	50,000	0.03%
	<b>Total</b>	<b>239,000</b>	<b>0.14%</b>



**City of  
Richmond**

**Report to Committee**

**To:** Finance Committee

**Date:** January 5, 2010

**From:** Jane Fernyhough  
Director, Arts, Culture & Heritage Services

**File:** 06-2025-20-003/Vol 01

**Re:** Britannia Heritage Shipyards & Lubzinski Collection

**Staff Recommendation**

That this report be received for information.

Jane Fernyhough  
Director, Arts, Culture & Heritage Services  
(604-276-4288)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b>		
<i>[Handwritten Signature]</i>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## Staff Report

### Origin

At the Finance Committee meeting of December 21, 2009, Committee endorsed the following referral motion

*That the 2010 Operating budget and 5 Year Financial Plan (2010 – 2014) report be referred back to staff for further information on:*

*(5) the status of the Lubzinski Collection, budgetary and otherwise;*

This report responds to that request.

### Analysis

As per Council direction (Council resolution of September 26, 2005) the City acquired the machinery and equipment of International Marine Products Company, a long time Richmond firm that fabricated ships wheels. Since that time the majority of the collection has been in storage waiting an exhibit plan and a location in which it can be housed and on public view.

The installation of the Lubzinski exhibit, a celebration of the ingenuity and entrepreneurial spirit, contributes to Goal 4 of the Council endorsed Museum & Heritage Strategy: A Network of Museums, Historic Sites and Heritage Areas telling key Richmond stories.

The Council approved 2001 Britannia Business Plan and the subsequent updated Business Plan 2008-2012 envisioned the Seine Net Loft as exhibit and open storage space. This building was identified as the most appropriate location for the Lubzinski exhibit once the stabilization and upgrades have been completed.

The Seine Net Loft stabilization was started in 2003 with \$500,000 funding for the substructure stabilization of pilings and seismic upgrading. The second phase for superstructure stabilization, electrical upgrades, fire suppression systems and seismic upgrade, which will allow public access in the building, has not been funded within the Capital budget. This upgrade to permit public assembly in the building is necessary before any interior uses for the building can be undertaken. This work, estimated at \$1,300,000, was submitted in 2009 but was not approved in the 2010 Capital budget and will be resubmitted for consideration in the 2011 Capital Budget. This amount does not include development of nor installation of the exhibit.

At the time the collection was acquired by the City, and working with the Lubzinski brothers, comprehensive notes on each machine, how it operated and where it fit in the production line were compiled. Several hours of oral history tapes with the Lubzinski's about their operation have been recorded along with some video footage of the equipment in operation. The Richmond Archives collected the business records of the International Marine Products Company.

Jack and Joseph Lubzinski started the company in 1950 and operated it up until 2005. The process used and most of the equipment were developed and built by Jack over the course of the 55 years of operation. The Lubzinski brothers are both well into their 80's. In order to take

advantage of their knowledge and expertise in setting up the working exhibit, the City must act reasonably quickly.

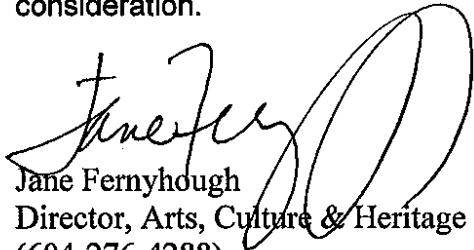
A report responding to a previous referral regarding the Lubzinski Collection will be presented to the Parks, Recreation and Cultural Services Committee on January 26<sup>th</sup>, 2010. That report will present three options for proceeding with the development of the Lubzinski exhibit along with possible funding sources for the exhibit design and installation.

**Financial Impact**

There is no financial impact to the recommendation in this report.

**Conclusion**

Council requested information on the status of the Lubzinski collection, budgetary and otherwise. This report provides background information on the acquisition of the collection and the current status of the development of the exhibit. A further report with recommendations for development and potential funding will be brought forward at the end of January for Council consideration.



Jane Fernyhough  
Director, Arts, Culture & Heritage Services  
(604-276-4288)





# City of Richmond

ATTACHMENT 6

## Report to Committee

**To:** Finance Committee

**Date:** January 4, 2010

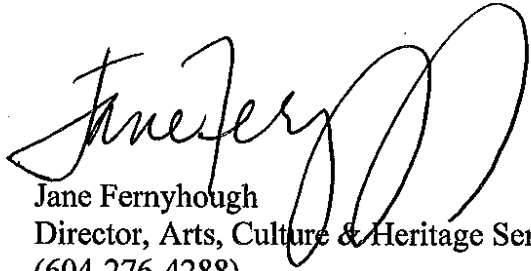
**From:** Jane Fernyhough  
Director, Arts, Culture & Heritage Services

**File:** 11-7000-01/2009-Vol  
01

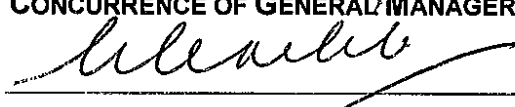
**Re:** **Operating Budget Impact: Britannia Heritage Shipyard; Japanese Nurses Residence & Interurban Tram**

### Staff Recommendation

That this report be received for information.



Jane Fernyhough  
Director, Arts, Culture & Heritage Services  
(604-276-4288)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b> 		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## Staff Report

### Origin

At the Finance Committee of December 21, 2009, Committee made the following referral motion:

*That the 2010 Operating Budget and 5 Year Financial Plan (2010 – 2014) report be referred back to staff for further information on:*

*(6) the plan for Britannia Heritage Shipyard; the Japanese's Nurses Residence, and the Interurban Tram;*

This report responds to that request.

### Analysis

#### Britannia Heritage Shipyard

In October 2004 Council endorsed the Britannia Historic Zone Development Plan. The Plan outlined a detailed plan for the historic zone including the placement of buildings, use of and interpretation of the buildings, a landscaping plan and a circulation plan through the historic zone and connection to the rest of the site. At the Council meeting of July 29, 2008 Council approved the construction of a stand-alone public washroom building in the Britannia Historic Zone and at the Council meeting of March 9, 2009 Council endorsed the Britannia Heritage Shipyard Historic Zone Exhibit Design and Site Wayfinding Plan. With the completion of the exhibits and site wayfinding the Historic Zone will be complete.

The development of the Historic Zone has been a \$3.345 million multiyear project that has included a large landscaped area and five buildings opened to the public plus public washrooms. To date, no increase in supplies, facility or grounds maintenance, utilities or staffing has been approved. Currently the cleaning of all buildings on site is done by the two caretakers and program staff. With the increased attendance on site this is becoming more problematic when the site is open 6 days per week.

#### Japanese Nurses Residence

At the February 9, 2009 Council meeting Council endorsed the recommendation to relocate the house located at 4091 Chatham Street (the former Japanese Nurses Residence) to the site behind the Steveston Museum. Staff were also asked to provide comments on the use of the heritage building including the costs and to discuss options and strategies for fundraising. At the Council meeting of July 28, 2009 Council approved a recommendation that the proceeds of the sale of several Steveston Road End lots be used to relocate and restore the house.

In order to determine interior restoration that will achieve future program objectives and interpret the historical significance of the house and its role in shaping the community, research, stakeholder consultation and public input will be sought over the next several months. This program development is part of the capital planning process. Once this program planning has been completed it will be forwarded to Council for approval.

Interurban Tram Barn

At the Council meeting of October 15, 2008 Council endorsed a recommendation to locate the permanent Interurban Tram Barn within Steveston Park and that a comprehensive facility of 3,500 square feet with an additional 300 square feet of covered outdoor space be built. This would allow for indoor interpretation and exhibits, onsite programming and revenue generation opportunities and included the tram barn, workshop, lobby / exhibit area, meeting room, washrooms for staff & volunteers and a retail area. Annual operating costs including staff time to open the tram for public viewing and tours were estimated at \$50,000.

At the Council meeting of July 28, 2009 Council approved a recommendation that the proceeds of the sale of several Steveston Road End lots be used for the development of the Steveston Interurban Tram Barn project including the restoration of the Tram.

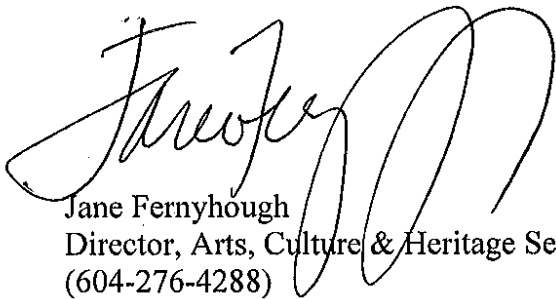
Detailed planning for this facility including stakeholder and community consultation is planned to commence in April 2010.

**Financial Impact**

There is no financial impact to this report.

**Conclusion**

Finance Committee requested more information on the three projects outlined in this report and what has been approved by Council to date. This report provides the information requested.



Jane Fernyhough  
Director, Arts, Culture & Heritage Services  
(604-276-4288)



# City of Richmond

ATTACHMENT 7

## Report to Committee

**To:** Finance Committee  
**From:** Mike Kirk  
 Deputy Chief Administrative Officer  
**Re:** Training Budget

**Date:** January 6, 2010  
**File:**

### Staff Recommendation

That the report dated January 6, 2010 from the Director of Human Resources entitled Training Budget, be received for information.

Mike Kirk  
 Deputy Chief Administrative Officer  
 (604-276-4142)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## **Staff Report**

### **Origin**

At the December 21, 2009 Finance Committee meeting staff presented the 2010 Operating Budget and the 5 Year Financial Plan (2010-2014). During the discussion, Council made the following request:

That the 2010 Operating Budget and 5 Year Financial Plan (2010 – 2014) report be referred back to staff for further information on:

*(7) the training budget;*

### **Analysis**

The City of Richmond has a daunting challenge. We are not alone in that a challenge for governments at all levels, simply stated, is this: to find, to keep, and to develop people with the needed skills in an increasingly competitive race for talent. A high-performing municipal government is critical to this City's competitiveness from an economic, operational and administrative perspective; we must therefore focus on developing the right talent to fulfill critical roles in this City's future. This is the challenge for those involved in staff training and development as well as all levels of management who must ensure the necessary human capital is engaged and productive.

Current retirement trends within Richmond are of utmost concern. Based on a data extract as of May, 2009 (reproduced below), we could lose (through retirement) up to 651 employees or 37% of our workforce total of 1754 by 2016. Please note that within the next two years, we have 386 employees who could retire – 295 immediately and another 91 within two years. This group is 59% of those eligible to retire within the next 7 years. This statistic creates an immediate need that cannot be deferred.

	Currently Eligible	Eligible within 1 or 2 years	Eligible within 3 to 5 years	Eligible within 7 years	Subtotal Eligible	% Eligible
<b>CAO &amp; General Managers</b>	3	0	2	0	5	62.5%
<b>Directors</b>	6	3	1	3	13	72.2%
<b>Managers</b>	11	5	5	6	27	49.1%
<b>Exempt, Non Managers</b>	13	7	7	4	31	42.5%
<b>Unionized Workforce (CUPE 718)</b>	151	32	74	45	302	29.8%
<b>Unionized Workforce (CUPE 394)</b>	68	33	47	25	173	47.1%
<b>Unionized Workforce Fire-Rescue</b>	43	11	27	19	100	45.9%
<b>TOTAL</b>	<b>295</b>	<b>91</b>	<b>163</b>	<b>102</b>	<b>651</b>	<b>37.1%</b>

Solutions are complex. We will need to replace most, if not all, of these retiring employees, but not all of these vacancies will be replaced in kind as new technologies and directions based on the future evolution of the City will dictate new skills sets which must be acquired or more logically, developed from within.

Note however the domino and multiplier effect of promoting from within. For example, if we replace one retiring General Manager from within, in all likelihood that replacement will be from the Director level, and the Director level replacement will come from the Manager ranks, and so on down to an entry level position which may be more suited to an outside hire. And to further complicate training needs, proper succession planning requires that more than one high-potential replacement be developed to ensure our bench strength is such that both the City and the employee(s) have choices. So one move to replace internally will in many cases lead to employment/promotional opportunities for many – and this creates a proper demand for the many employee development requirements from Training and Development. This budget must be effectively utilized to ensure that both hard technical skills and the softer supervisory/managerial skills are taught to a wider group of potential candidates – starting from the hierarchical bottom with mandatory technical job related/safety training for unionized personnel to the more senior supervisory/managerial levels requiring knowledge of performance and career planning approaches, staff engagement, project management and strategic planning. Both soft and hard skills training is in demand and is needed; for the immediate timeframe however, our focus is on hard technical skills to increase bench strength for all union and exempt levels needing same.

To further define the focus, the following table outlines our expenditures for 2009:

	<u># Participating</u>	<u>Total \$</u>
• In House Training	700	\$284,702
• Training in Lower Mainland	1358	\$282,732
• Out of Town Training	110	\$117,665
• Public Works and Parks Training	281 (2500 hrs)	\$156,000

Does this process work? In a word – yes. We need only to look at some recent replacements to name just a few. Within TAG there have been five members who have been former Directors and who have been promoted to General Managers, and one General Manager who has been promoted to Deputy CAO. These promotions have all taken place in the past five years. In addition, there have been seven Managers who have been promoted to Director, again in the past five years. The successes to date are in large part due to the inherent capabilities of the individuals themselves, but all experienced both hard and soft skills training in the classroom and were provided with opportunities for translating these skills into operational practice as part of the development process funded by the Training and Development budget.

Is this cost effective? Again the answer is yes. Depending upon the data source utilized, recruiting outside the organization for staff is extremely expensive. Depending upon the organizational level being recruited, costs can easily exceed \$250,000 when one considers the use of executive recruitment firms, interview/selection process time and travel, moving expenses and most importantly, the opportunity cost associated with bringing the new employee up to speed in the City's business and culture – and most importantly there is no guarantee the successful candidate will add the necessary value we require. This outside hire process also presumes the ideal candidate is able to be found within a reasonable time frame – a feat that is becoming less of a reality given the commencement of the baby boomer exodus and the knowledge of the smaller numbers of Gen X and Y groups that their skills are about to be in demand. Looking back at our potential retirees, these statistics are alarming in that within the next two years, 28 employees in the management ranks of the City could retire. The value of the knowledge possessed by them as individuals and as a group re history, process, technology and decision-making is difficult to lose for any business. We would strongly suggest it makes good business sense for us to keep our developing prospects and high-potentials – we know they are good from their work history with us, they understand and have helped to model the culture, they want to succeed within and for the City. Our desired approach is to give them the career they wish for and within which they can be successful.

In addition to the aforementioned, a few other reasons surface at why it is important to develop staff internally. First, our comprehensive Richmond University (RU) program is cost effective and second, it is a most effective recruitment and retention tool.

The City's overall development program within RU is relentlessly moving towards ownership of its own curriculum. We are becoming less dependent on the inflated costs of external instructors and the development costs of designing training to meet our specific needs. Instead, RU will continue to utilize specialists for course design, but RU will now own the rights to such programs and will move towards utilization of internal subject matter experts to present the programs. Using staff as presenters creates two positives: it creates opportunities for these

instructors to become mentors to subordinate staff on the topics being presented and second, the preparatory work of getting ready to be a presenter is excellent reinforcement of the skills for the presenters themselves and has created some very innovative thinking. The bottom line is that we will become no longer totally dependent on the outside marketplace to provide our total training agenda. In our view, we must continue to become owners of the training material and this causes an initial design cost which we do recoup in future years. We are already experiencing a lesser cost per training participant than outside service providers demand and this will only continue to get better in future years.

A second consideration for providing training and development opportunities to employees through an integrated internal program is continually reinforced in both academic and commercial studies – employees and potential employees are demanding the opportunity to develop their skills and exercise that knowledge in an ongoing ever-evolving career. In a recent Towers Perrin Global Workforce Study, they reviewed the Top 10 Drivers of Attraction, Retention and Engagement of Talent. In all three categories, there was a stated high-level need among respondents that employers must provide both career advancement opportunities, learning and development opportunities and a focus of the management team be to ensure that skills and capabilities improve year over year. This is the mantra of the new Generations entering the workforce – it is a positive for employers but it also requires an investment into the human resource. We would submit that Richmond has, through the institution and expansion of its development strategies, established a competitive edge over many competitors for talent.

Consideration of the Richmond University curriculum is but one element of training and development expenditures. The monies spent by IT and Fire specifically on their technical training requirements is also a plus. There is an absolute business need to stay current in the technology for both current technical support and longer term investment in developing technologies. In today's world, technical innovation occurs at light speed and potential users such as the City cannot allow their technicians to become dinosaurs in future technology – they must remain current and the budgets are presented with this imperative in mind.

Richmond is viewed as a positive employer – an employer of choice to overuse that phrase – and it is our contention that because we are a leading employer in training and development expenditures and opportunities, we are well-positioned in the marketplace by reputation to be able to recruit, retain and engage employees.

### **Financial Impact**

None

### **Conclusion**

That the report be received for information.



Mike Pellant

Director, Human Resources  
(604-276-4092)





# City of Richmond

ATTACHMENT 8

## Report to Committee

**To:** Finance Committee

**Date:** January 5, 2010

**From:** Robert Gonzalez, P.Eng.  
General Manager, Engineering and Public Works

**File:** 10-6000-01/2010-Vol  
01

**Re:** The Status and Future of 5440 Hollybridge Way

### Staff Recommendation

That the attached staff report be received for information.

*Robert Gonzalez* PER:

Robert Gonzalez, P.Eng.  
General Manager, Engineering and Public Works  
(604-276-4150)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b> <i>Robert Gonzalez</i>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/> <i>R</i>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/> <i>[Signature]</i>	NO <input type="checkbox"/>

## Staff Report

### Origin

At the December 21, 2009 Finance Committee meeting, staff were requested to supply further information regarding:

*"...(8) the status and future of the Hollybridge Offices..."*

### Analysis

The focus of the recent reorganization of City Administration and departments was to create a Community Services Department in support of Council's Term Goals. In order for the new department to perform at its best and provide excellent customer service, TAG recommended that the department staff be situated together at City Hall.

In order to achieve this, some sections required relocation. In determining which sections to relocate it was determined those areas that support City Administration, not customers who come to front of house for service, be relocated. As a result, the Payroll and Human Resource staff have been relocated out of City Hall and Recreation staff from City Hall have been consolidated with Parks staff at the Works Yard to unite the Parks and Recreation Department.

These moves displaced Facility Management, which has been consolidated with Project Development at 5440 Hollybridge Way. There have been significant efficiencies and synergies realized by having Major Projects and Facilities staff work in the same location. The City has a sub-lease on this office space until 2012. Project Development and Facility Management staff will remain at 5440 Hollybridge Way until 2012 or until such time as other office space becomes available.



Greg Scott, P. Eng., LEED A.P.  
Director, Major Projects  
(604-276-4372)



# City of Richmond

ATTACHMENT 9

## Report to Committee

**To:** Finance Committee  
**From:** Andrew Nazareth  
 General Manager, Business & Financial Services  
**Re:** Revenue Generation

**Date:** January 7, 2010

**File:**

### Staff Recommendation

That the attached report from the Director of Finance on revenue generation be received for information.

Andrew Nazareth  
 General Manager, Business & Financial Services  
 (604-276-4095)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

**Staff Report**

**Origin**

At the December 21, 2009 Finance Committee meeting staff presented the 2010 Operating Budget and the 5 Year Financial Plan (2010-2014). During the discussion, Council made the following request:

*(9) other ideas for revenue generation;*

**Analysis**

The following items have been identified as additional revenue generation programs and services;

- Increase rates on sales of City materials and services,
- Increase user fees,
- Expansion of the parking program,
- Development of advertising program along No. 3 Road,
- Naming rights on City owned facilities and infrastructure,
- Entrepreneurial approach to land and property portfolio,
- Development of a district energy utility (medium to long term).

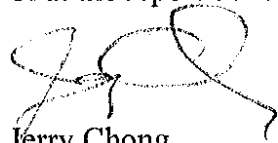
Should Council wish to proceed with any of the items, Staff will conduct further analysis and prepare implementation plans for Council approval. With the exception of user fees and charges, implementation of any of the above would most likely not be in place until the 2011 budget year or later. Please note that work has already commenced on the district energy utility concept as previously directed by Council.

**Financial Impact**

None

**Conclusion**

That the report be received for information.



Jerry Chong  
Director, Finance  
(604-276-4064)

JC:jc



# City of Richmond

## Report to Committee

**To:** Finance Committee

**From:** Robert Gonzalez, P.Eng.  
General Manager, Engineering and Public Works

Dave Semple  
General Manager, Parks and Recreation

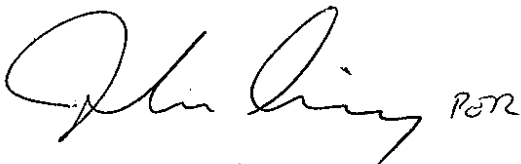
**Date:** January 5, 2010

**File:**

**Re:** (10) Temporary Full Time Staff

### Staff Recommendation

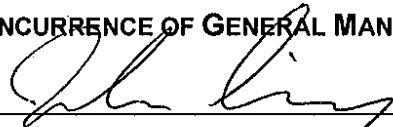
That the attached staff report be received for information.



Robert Gonzalez, P.Eng.  
General Manager, Engineering and Public Works  
(604-276-4150)



Dave Semple  
General Manager, Parks and Recreation  
(604-233-3350)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b>		
		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/> <i>RT</i>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/> <i>3/10</i>	NO <input type="checkbox"/>

**Staff Report**

**Origin**

At the December 21, 2009 Finance Committee meeting, staff were requested to supply further information regarding:

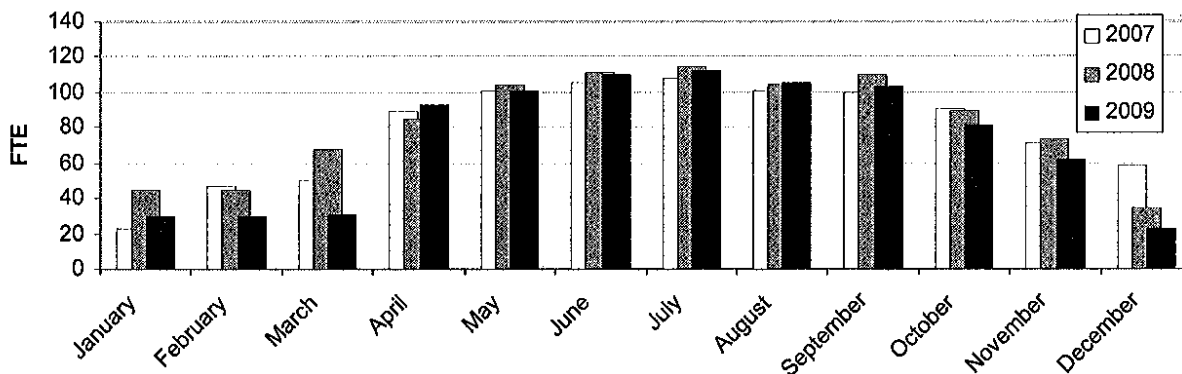
*“(10) the temporary seasonal staffing compliment, shown on a graph, from the beginning to the end of 2009 along with an analysis of the budgetary impacts if the employment dates for seasonal employees were changed;...”*

**Analysis**

Temporary Full Time Labourers (TFTs) are hired to undertake work on an as needed basis. As their employment term is not permanent they do not hold a Position Control Classification (PCC) number and do not form part of our regular staffing compliment. They may be used to fill-in for Regular Full Time staff that are absent due to vacation or sickness or to fill a position that has not yet been populated due to retirement or promotion.

As shown on the graph below, the number of TFT staff changes throughout the year. There is a significant increase to our TFT staffing compliment in the spring of each year. The majority of the TFTs hired in the spring are Park’s staff brought in to commence seasonal work such as field mowing and boulevard maintenance. As the weather improves throughout the year more TFT staff are hired to respond to increased work demands. The annual paving and patching, ditch cleaning, capital drainage, and line painting programs are only undertaken during dry, warm weather and therefore staff compliments are increased accordingly. In addition, the opening of facilities like the water theme parks and an increase to receivable work requests all contribute to the need for seasonal TFT staff. TFT staff are also employed to replace staff that are absent due to vacation, sickness, WCB sponsored injury, or to respond to specific work demands.

**Total Temporary Full Time (TFT) Labourer Count  
(Public Works and Parks)**



As shown on the graph, the City has reduced the number of TFT staff from previous years. In spite of a growing level of demand from increased infrastructure, the City has been able to accomplish this by implementing efficiencies. The use of electronic communication devices, the integration of staff, and a proactive approach to maintenance have all contributed to this decrease. Efficiencies will continue to be developed, however prior to the full implementation of any efficient practice, a reduction of TFT staff will result in a corresponding reduction in existing service levels. In addition, the timing of current seasonal hiring is done to maintain existing service levels. Delaying hiring beyond the point of demand increase (i.e. for grass cutting in the spring) would result in a direct reduction in service levels.

TFT staff expenditures for the past three years are as follows:

2007	\$5,307,120
2008	\$5,542,992
2009	\$4,964,544

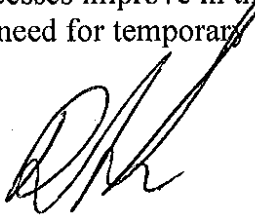
The use of TFT staff to address variable demands is highly effective as opposed to maintaining a larger contingent of regular full-time staff.

**Financial Impact**

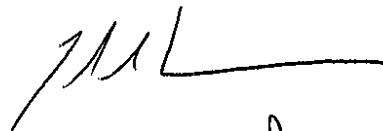
None.

**Conclusion**

Although we continue to look for ways to become more efficient and reduce our reliance on TFT staff, they are required to meet our current operational needs. As technologies and work processes improve in the future and work demands become more static we may be able to limit the need for temporary staff.



Tom Stewart, AScT.  
Director, Public Works Operations  
(604-233-3301)



Gordon Barstow  
Manager, Parks Operations  
(604-244-1210)

TS:lw



City of  
Richmond

Report to Committee

**To:** Finance Committee  
**From:** Mike Kirk  
 Deputy Chief Administrative Officer  
**Re:** Cell Phones and Blackberries

**Date:** January 6, 2010  
**File:** 04-1300-00/Vol 01

**Staff Recommendation**

That the report dated January 6, 2010 from the Director of Information Technology entitled Cell Phones and Blackberries, be received for information.

Mike Kirk  
 Deputy Chief Administrative Officer  
 (604-276-4142)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>



## Staff Report

### Origin

At the December 21, 2009 Finance Committee meeting staff presented the 2010 Operating Budget and the 5 Year Financial Plan (2010-2014). During the discussion, Council made the following request:

*That the 2010 Operating Budget and 5 Year Financial Plan (2010 – 2014) report be referred back to staff for further information on:*

*(11) City-issued cell phones and Blackberries, including comments on the policy, the number issued, and the plan rates.*

### Analysis

#### 1. Wireless Devices

#### Introduction

It is generally accepted that many of the increases in responsiveness and effectiveness in recent years have been facilitated by the introduction of wireless devices. Wireless devices have been pivotal in supporting management's efforts to change and improve how work gets done. Wireless devices have become an essential tool, equivalent to the desktop computer or office telephone and fax, in the pursuit of effective and efficient business practices and improved customer service.

Currently, staff are now potentially fully effective whenever and wherever they are called upon. Staff are able to react to changing situations and can continue to be as effective individually and as part of a workgroup while mobile, as they would be if they were at their workstation with their information and colleagues to-hand. Prior to wireless devices, staff would spend significant time preparing all the information that might be needed on the job. This practice was effective with previous productivity and customer expectations. However, the practice became ineffective when customer expectations changed and it became necessary for staff to react to changing circumstances away from their workstation. Current customer and internal productivity expectations in today's fast-paced and changing environment demand the type of availability, access to information, and overall responsiveness that wireless devices provide.

Examples of how wireless devices have positively impacted productivity and customer service in the City are abundant. For example, due to roles and responsibilities in our Emergency Response Plan, many senior staff are required to be available for work 24x7 and have reduced the time to respond to emergencies. Bylaw Enforcement staff are able to take and send pictures of infractions and be redirected whilst on patrol. Emergency, Engineering and Public Works staff can take and send pictures of hazards and can take direction whilst away from the facilities. Technical staff can respond to repair requests immediately, even researching and reviewing material from the Intranet relevant to the task at-hand. Fire staff use the devices as a backup when EComm radio systems falter.

The quality of communication has also improved significantly with wireless devices. The email function on wireless devices support accurate and essential record-keeping and this information, be it text, voice or pictures, is passed to the other systems in the City to be disseminated as required.

Wireless devices are established productivity tools which provide a broad range of services, far beyond simple voice calls, and much like the PCs, are deemed critical to efficient operations and excellent customer service. It is anticipated that the City will expand the use of wireless devices to build on the productivity and service quality gains that have been achieved to-date, especially with the recent and anticipated advancements in cellular network speeds.

### **Procedure, Quantity of Devices and Plans**

All City wireless devices, which include cell phones, Blackberries and aircards, are authorized by senior staff on a case by case basis. The subsequent distribution of wireless devices is subject to periodic review by the CAO with Departments providing supporting information which categorises the need for the devices as either critical, significant benefit, or beneficial in terms of productivity, operational efficiency and responsiveness.

With the exception of the Mayor, Councillors, and senior staff, any private usage which exceeds the monthly plan agreed costs is to be reimbursed by staff. Senior staff are also permitted private usage on the basis of being fully accessible and to ensure required emergency coverage.

The wireless devices administrative procedure describes the circumstances under which a wireless device may be authorized. The procedure also provides the approval forms that are completed for each device authorisation. Wireless devices are allocated to individuals, roles and vehicles (in the latter two categories staff pass the device over to other staff when changing shift).

Currently the City has wireless 445 devices for approximately 1800 employees. (The 23 devices used by RFR/EComm to network systems are not included in this report.) The City-issued device types, quantities and plan costs are as follows:

- 185 Cell Phones – basic plan monthly cost is approximately \$31
- 248 Blackberries – basic plan monthly cost is approximately \$76
- 12 Aircards – basic plan monthly cost is approximately \$90

Usage is monitored by Departments and rate plans adjusted to ensure individual cost-effectiveness. The current rates are the BC Government rates. The service provider has agreed that any future rates they introduce to the BC Government will also become available to the City of Richmond. Due to volume, the current rates represent some of the most competitive ones available.

2. 2010 Telephone Budget Increase (Acct # 4198-352)

**Introduction**

The Enterprise Telecommunications Network includes over 30 City facilities and 1500 telephones. Telephone equipment ranges from hosted solutions to in-house equipment. The network also includes the Leisure Line, Blockwatch and the Interactive Voice Response systems which provide automatic processing of parking ticket payments and requests for tax certificates, garbage tags and environmental information. The network includes the Emergency Operations Centre, Call Centre and Public Works Dispatch and associated switchboard solutions.

The citizens and other customers can call one number and be transferred easily to the required department or facility regardless of the necessary range of solutions employed. In addition, all systems appear as one to staff, inasmuch as staff can 4-digit dial all facilities from anywhere in the City and have one corporate voicemail system.

**Budget**

The annual costs of all enterprise connections (at several sites) to the service providers network, system maintenance (both software and hardware) on the various systems, and system changes associated with staff movements are included in the Telephone (4198-352) budget.

Acct # 4198-352	2010 Total	= \$405k
	2009 Total	= \$356k
	Increase	= \$49k

Increases include:

1. New Enterprise Connections to the telephone network for Emergency Notification System. This is an OBI due to an approved capital project.	\$16,200
2. Existing Telephone System hardware and software maintenance increases due to inflation and increased plant.	\$33,385

There is an opportunity that our current service provider will provide item #1 above at \$0 as part of the additional value components included in the larger telecommunications agreement.

**Future**

Technology is edging towards a significant shift whereby wireless devices will replace landline devices completely. Within the duration of the current contract it is very likely that the technology shift will happen and the evolving technology will mature to enterprise grade. Some landline infrastructure components will remain to support enterprise activities, but ultimately users will carry one device only. The wireless devices will switch seamlessly between the corporate telephone network and the cellular network. This change will ensure that users continue to be mobile when away from facilities using the cellular network while benefiting from the enterprise functionality and plan cost benefits when on-site. The City will be placed to take

advantage of the change at the end of the current contract and at that point the City's landline costs can be reduced significantly.

**Financial Impact**

None

**Conclusion**

That the report be received for information.

A handwritten signature in black ink, appearing to read "Alan H. Cameron". The signature is fluid and cursive, with a large initial "A" and "C".

Alan Cameron  
Director of Information Technology  
(604-276-4096)

AC:jc



**City of  
Richmond**

**Report to Committee**

**To:** Finance Committee  
**From:** Andrew Nazareth  
 General Manager, Business & Financial Services  
**Re:** Catering Expenses

**Date:** January 6, 2010

**File:**

**Staff Recommendation**

That the attached report from the Director of Finance on the catering expenses be received for information.

Andrew Nazareth  
 General Manager, Business & Financial Services  
 (604-276-4095)

<b>FOR ORIGINATING DEPARTMENT USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## Staff Report

### Origin

At the December 21, 2009 Finance Committee meeting staff presented the 2010 Operating Budget and the 5 Year Financial Plan (2010-2014). During the discussion, Council made the following request:

***That the 2010 Operating Budget and 5 Year Financial Plan (2010 – 2014) report be referred back to staff for further information on:***

***(12) catering expenses including policy guidelines.***

### Analysis

The total catering expenses in 2009 were \$161,115.00.

The City of Richmond does not have a policy concerning catering or meal expenses. However food and non-alcoholic beverages, such as water and coffee consumed by employees and elected officials will be considered appropriate in the following circumstances:

- When staff are required for unexpected work to be completed by a fixed deadline, necessitating substantial unplanned overtime and/or working through regular meal times;
- Team projects with tight deadlines requiring work beyond regular hours and/or through regular meal times;
- When staff are required to work beyond their regular hours time to respond to unusual or emergency events and cannot leave the emergency response site;
- When bargaining process or arbitrations continue through meal times;
- When meetings are scheduled concurrently which interfere with an employee's or an elected official's usual meal time;
- When workday meetings or training sessions continue through meal times; or
- When early morning or late evening meetings interfere with an employee's or an elected official's usual meal times.

In addition to the above, funding of entertaining and hosting will be appropriate when it is considered part of an employee's and elected official's duties and functions. These occasions include:

- When the City hosts regional meetings;
- When the City hosts protocol events for members of municipal, provincial, international or national governments, organizations or delegations;
- When the City meets with other levels of government or other elected officials such as the School Board;
- When the City conducts training for the Emergency Operations Center;
- When the City hosts special recognition events;
- When an employee is conducting City business with persons who are not City employees such as representatives from other levels of government, industry, public interest groups, advisory committees, volunteers etc;

- When there is an acknowledgement towards an organization, or a person who is providing a service or contribution to a City event; or
- When an employee is conducting recruiting meetings with final candidates for City positions;
- When the City is hosting volunteers, community groups and public consultations.

Guidelines regarding expenditures associated with catering and meals include the following:

All expenditures must be:

- Directly related to the conduct of City business;
- Related to a City of Richmond public purpose;
- Incurred to achieve the intended purpose at an amount that is considered reasonable and necessary;
- Supported by original and itemized documentation for audit purposes; and
- Approved by the Department Head or other authorized authority.

The above guidelines do not supersede amounts allowed for under the collective agreement. However, the City will reimburse either a paid meal break as outlined in the collective agreement or a meal reimbursement, but not both.

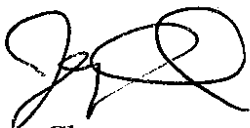
Unless authorized as an exception by the appropriate authority, employees are personally liable for payment of any expenses incurred not in accordance with these guidelines or those expenses that do not have proper reimbursement documentation.

**Financial Impact**

None

**Conclusion**

That the report be received for information.



Jerry Chong  
Director, Finance  
(604-276-4064)

JC:jc