



City of Richmond

Report to Committee

To: Finance Committee
From: Andrew Nazareth
General Manager, Business and Financial Services
Re: 2011 Operating Budget Referrals

Date: January 18, 2011

File:

Staff Recommendation

That the attached report on the 2011 Operating Budget referrals from the Director of Finance be received for information.

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

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

Staff Report

Origin

At the General Purposes Committee meeting on January 18, 2011 the following referral was assigned to staff:

That the 2011 Operating Budget as presented in the staff report dated January 10, 2011, from the Director of Finance, be referred back to staff to provide:

- (1) a fully prioritized listing of the Additional Level Requests in Attachment 2;*
- (2) further information on the surplus projections for 2010 as well as the accumulated surplus;*
- (3) a list of reserve funds;*
- (4) the amounts received through Casino funding and the past application of those revenues;*
- (5) further information on the following 2011 additional level requests as listed in supplemental document to Attachment 2 - (provided to Committee at the meeting, and attached to the minutes as schedule 2):*
 - (a) City Wide Parks - No. 6 on the Supplemental Document;*
 - (b) Community And Recreation Services Administration - No. 2;*
 - (c) RCMP Administration - No. 5;*
 - (d) Wildlife Management - No. 8;*
 - (e) Contributions to Fleet - No. 11; and*
- (6) an update on the status and impact of the reductions listed in Attachment 3 - the 2009 Budget Cost Reductions/Revenue Increases Approved by Council.*

Analysis

- 1) a fully prioritized listing of the Additional Level Requests in Attachment 2;*

See appendix 1

- 2) further information on the surplus projections for 2010 as well as the accumulated surplus*

At Finance Committee on December 6, 2010, staff provided an estimate of the 2010 operating surplus based on the financial information at September 30, 2010 and projections from each respective department. Although the City's fiscal year end is December 31, the records and accounts are subject to subsequent adjustments such as late invoices and accruals for unrecorded liabilities. In addition the financials are subject to an external audit, which may produce additional adjustments and revisions. Therefore staff cannot provide a final figure at this time, however the amount is anticipated to range from approximately \$5.5M to \$6.0M.

The City's 2009 annual audited financial statements, at December 31, 2009 the City had an accumulated operating surplus balance of \$41.8M. This amount was reduced by the following Council approved expenditures: purchase of 12751 Rice Mill Road, master planning work, repayment of Parkland DCC's, which was utilized to purchase an adjacent property (12851 Rice Mill Road-Airplane Park). The total amount of \$25.8M in funding from the City's accumulated

operating surplus account was approved by Council, which brings the total accumulated operating surplus balance, prior to adding the 2010 operating surplus to approximately \$16.0M.

3) *a list of reserve funds*

See appendix 2

4) *the amounts received through Casino funding and the past application of those revenues*

Under item 2 of Council Policy 3707 the Long Term Financial Management Strategy, Gaming revenues will go directly to the capital reserves, the grants program and a community legacy project reserve. The amount budgeted for 2011 casino revenues is \$11.1M and is allocated as follows:

Allocation of 2011 gaming revenues	
Municipal Grants	\$ 529,600
RCMP (4 officers)	566,600
Minor Capital and Parks	600,000
Revolving Fund Reserve	1,239,000
Building Capital Program	1,400,000
Capital Building Infrastructure Reserve	1,761,000
Olympic Oval	5,000,000
Total	\$11,096,200

Except for slight changes in certain categories, the above planned allocation is consistent with prior years.

The amounts that the City has received and budgeted over the last five years are as follows:

Gaming revenues from casino			
Year	Budget	Actual	Surplus
2006	\$10,500,000	\$12,156,385	\$1,656,385
2007	\$11,000,000	\$12,802,448	\$1,802,448
2008	\$11,016,200	\$12,238,903	\$1,222,703
2009	\$11,033,800	\$11,857,389	\$823,589
2010	\$11,080,100	\$12,562,982	\$1,482,882

The current surplus balance available is \$1,482,882.

5) *Further information on the following 2011 additional level requests as listed in supplemental document to Attachment 2 - (provided to Committee at the meeting, and attached to the minutes as schedule 2):*

(a) *City Wide Parks - No. 6 on the Supplemental Document;*

This additional level request is required for annual maintenance of the Steveston area -City wide parks- specifically Garry Point, Steveston Park, Imperial Landing and the Tin Shed (Steveston Harbour Authority) sites.

Given the increased development, programming and population growth in the area, demand for increased maintenance at these sites has increased over a number of years while the operating budget has not. Increased usage and programming of the park areas demands an increased or additional level of service. For example, the existing operating budget facilitates planted area weeding on a bi-annual frequency when a quarterly frequency is required similar to the City Centre. Imperial Landing currently has banner and hanging basket infrastructure, however there is no operating budget or program to maintain this level of service. Grass cutting levels of service are currently set at 10 to 15 day frequency in these Steveston area parks whereas City Centre park areas are cut on a 5 to 10 day frequency.

Finally, the City has agreed to undertake annual maintenance of the Steveston Harbour Authority washrooms for the public at the Tin Shed site as a much needed public amenity in Steveston, the annual operating cost for cleaning and supplies requires additional operating funds. The washroom maintenance has been accommodated within the Steveston maintenance budget with less work being done in other areas to accommodate- 50 Acres increased level of service: \$118,700, Imperial landing and Steveston annual Banner Program: \$10,000, and Tin Shed Site Washroom Maintenance: \$8,000. Total Additional level: \$136,700.

(b) *Community And Recreation Services Administration - No. 2;*

Additional level expenditure-Youth Worker Funding

Youth workers in our community provide a much needed and highly successful function. They not only engage youth in appropriate activities, which help them develop and identify opportunities, but they also monitor, coach and mentor at risk youth. In 2010 we distributed a total of \$45,700 to three of our community centres with the greatest need: City Centre (\$35,000); Hamilton (\$7,200) and Sea Island (\$3,500). These three centres have limited revenue generating potential and as a result require assistance from the City to fund this very necessary area of community recreation on an ongoing basis.

As a result of the recent job evaluation process completed by our community partners, salaries for the youth workers have increased resulting in an even greater need for a subsidy from the City.

The submission is for \$12,300 in additional level funding with the funds distributed as follows:

City Centre Community Centre -	\$9,350
Hamilton Community Centre -	\$1,965
Sea Island Community Centre -	\$ 985

Subsequent to the General Purposes Committee meeting on January 17, 2011, staff reconvened and the Recreation division have accommodated this request by reducing some of their budgeted expenditures.

(c) *RCMP Administration - No. 5;*

The professional standards unit is responsible for the coordination and investigation of complaints against police officers and includes public complaints received by the Public

Complaints Commission and forwarded to the Detachment, Code of Conduct Statutory (criminal) investigations.

The current climate in the media encourages complaints against the police and we have risen in numbers from 39 files in 2007 to 58 files in 2010. Due to the complexity of Code of Conduct and Statutory investigations, they are consuming most of the time of the Professional Standards investigator and many of the Public Complaints are being distributed to other NCO's within the detachment. This is pulling uniform and investigative members away from their substantive duties.

With the recent Supreme Court of Canada McNeil decision the onus has been placed on police to disclose all discipline records for an officer every time the officer is involved in a case that is going to court. Professional Standards is now responsible for overseeing this disclosure, maintaining up-to-date records, forwarding and receiving required discipline documents for submission to Crown Counsel. This court decision will add approximately 7-10 hours of work per week, depending on the number of reports submitted to Crown.

¹ R. v. McNeil, 2009 SCC 3, [2009] 1 S.C.R. 66 - <http://csc.lexum.umontreal.ca/en/2009/2009scc3/2009scc3.html> and <http://www.thecourt.ca/2009/01/22/mcneil-the-duty-to-disclose-police-misconduct-records/>

(d) *Wildlife Management - No. 8;*

Staff were given one time funding in the amount of \$104,750 to implement a snow geese management strategy. At the end of the snow geese season, staff will report back to the Parks, Recreation and Cultural Services Committee in April, which will include status update on the program. At this time, staff will speak to an inclusive wildlife management plan. This plan will include snow geese, coyotes, widgeons, Canada geese, rabbits and other wildlife, which has an increasing impact on the community and park spaces.

(e) *Contributions to Fleet - No. 11;*

Public Works Equipment (Fleet) Reserve

A review was undertaken by an independent consultant (MMK Consulting) in March 2008, which indicated that the level of annual contribution to the City's vehicle fleet reserve is insufficient to adequately replace vehicles within the City's fleet. The current contribution is approximately \$1.7 million annually, however the recommended amount is approximately \$3 million annually. Due to the deficiency in the reserve, there has been a deferral of vehicle replacements and increased age of the vehicle fleet. This has resulted in increased maintenance costs and vehicle downtime, as well as user dissatisfaction with aged vehicles and vehicles which may not meet current department needs. The additional level request will increase the reserve contribution to \$1.9 million and allow for a more accelerated program for vehicle replacements.

For 2011 the requested additional level of \$225,000 is required to fund the current year reserve, which will in turn be utilized to fund the expenditure of an excavator (unit 1006). The existing unit is 14 years old and is in need of replacement due to age and wear. The excavator is required regularly to excavate for infrastructure repair, maintenance and construction-related activities related to engineering and public works activities. This is a high-use piece of equipment that is used daily to support City operations. Failure to replace the unit would negatively impact public works operating departments resulting in increased downtime. In addition, maintenance costs

will increase due to worn pins and bushings, as well as engine and track wear. There would also be added costs to the City to hire external equipment companies to provide the equipment.

Fire Equipment Reserve

A review of the Fire Vehicle and Equipment Reserve indicates that the current contribution of \$683,300 annually to the reserve will be insufficient to adequately replace vehicles and equipment within Richmond Fire-Rescue by 2016. The recommendation is to increase this by \$400,000 annually. The impact of maintaining current funding levels will result in increased maintenance costs, vehicle downtime, non-compliance with recognized industry standards and vehicles, which may not meet current department needs. The additional level request will increase the reserve contribution to \$1,083,300 annually and allow Richmond Fire Rescue to maintain current service levels.

- 6) *An update on the status and impact of the reductions listed in Attachment 3 - the 2009 Budget Cost Reductions/Revenue Increases Approved by Council.*

See appendix 3

Financial Impact

There is no financial impact from this report.

Conclusion

This report and the staff report "2011 Operating Budget", which was received by General Purposes Committee on January 17, 2011, provide Committee with further information concerning the adoption of the 2011 Operating Budget.



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

:jc

Appendix 1

2011 Prioritized Additional Level Expenditure Requests

Priority Ranking	Item	Description	Amount
HIGH PRIORITY			
1	ROW Maintenance	When the former B-line landscape was removed for construction of the portion of the Canada Line along No. 3 Road the maintenance and landscape budget was reduced accordingly. The landscape for No. 3 Road under the Canada Line was completed in 2008. However, the landscape and maintenance budget was not re-instated even though it is an additional level of service and new inventory. The breakdown of cost of each part of the landscape is approximately: Flower beds-\$8,000; Perennial and shrub beds: \$18,000; Grass - \$4,000; Irrigation - \$4,000 and Trees - \$2,000	36,000
2	Community and Recreation Services Administration	Youth worker funding for City Centre, Hamilton and Sea Island. \$4,100 per centre.	12,300
3	Risk Manager	An RFT Risk Management position is requested to provide corporate support to all areas of activities. Corporate growth and complexity requires resources to review, manage and mitigate operational risks and reduce liability exposure. As part of the 2009 reductions, the City eliminated the vacant Business Liaison/Chief License Inspector position at the time and moved the duties to the Risk Manager. However the results have shown that this is not feasible as the workload for both roles are significant and thus cannot be continued in an effective manner.	105,000
4	Law	While the Law division is able to provide a breadth of in-house legal support, not all legal matters can effectively be provided in-house. Some legal matters (litigation and some procurement matters are typical examples) require the expertise and/or infrastructure of an outside law firm.	250,000
5	RCMP Administration	The additional member for Professional standards would address the internal human resource matters relating to RCMP members. There is currently one member performing these duties but with a 51% increase in case load over the past 2 years is overburdened and unable to effectively manage the file load. There were 39 files in 2007, 48 in 2008, 58 in 2009 and 58 in 2010. Professional Standards are also responsible for disclosure of all discipline records for an officer every time the officer is involved in a case going to court. Professional Standards is now responsible for overseeing this disclosure, maintaining up to date records, forwarding and receiving required discipline documents for submission to Crown Counsel.	144,142
TOTAL HIGH PRIORITY			547,442

Priority Ranking	Item	Description	Amount
MEDIUM PRIORITY			
6	City Wide Parks	The number of visitors and residents in the Steveston area has increased dramatically to the point that many visitors, residents, business owners and leaders in the Steveston community are suggesting that the Steveston level of service is noticeably less than the level of service in the City Centre and have requested that the level of service in Steveston be increased to parity with City Centre. The cost to maintain City Centre parks is \$5,672 per acre while the present cost for Steveston area parks is \$3,298 per acre. The combined park area consists of Steveston Park, Imperial Landing, Britannia, the Kuno Garden and parking lot at Garry Point, Steveston Town Square and Tin Shed Site for a total of approximately 50 acres. The cost difference is \$118,700. Add to this \$8,000 for more washroom supplies and service at Tin Shed and Britannia and \$10,000 for a suggested banner program for the 100 poles at Imperial Landing and the total estimate for this additional level of service is \$136,700.	136,700
7	Recreation Admin	In 2010 we moved from the former registration system to CLASS a move, which was necessitated by Telus' advice that they would no longer be able to provide support for Bookit. During the business case analysis for the project there was a clear need identified for a position which would fill a combined IT Business System Analyst, Line Department System Administrator and Planning role. It was also been recommended that the position be created and filled while the project was being implemented or as soon as possible thereafter to help ensure a smooth transition to the new software and business processes. We have implemented the first modules and are proceeding now with analysis and implementation of the rentals module, which presents the most challenging issues for development, and implementation. This position was also identified as a requirement under the Operational Budget Impact in the capital submission approved to purchase the Active Network CLASS Recreation Software.	106,657
8	Parks Additional Programs & Grants (Wildlife Management)	Until now wildlife management has been performed on a reactive basis. However, given the increasing interactions between residents and wildlife, the City must better plan and perform proactive wildlife management programs. These wildlife management programs will be targeted at reducing the impact of Snow Geese on school parks and playing fields, managing large flocks of Canada Geese in residential areas and producing strategies for long-term habitat management for both of these species. Other wildlife species will also be considered under this program including coyotes and rabbits.	39,800
9	RCMP Administration	3 - RCMP Officers (Serious Crime) The Serious Crime Unit will be responsible for conducting investigations of historical unsolved crimes that occurred in Richmond. Some of these cases are several decades old and new forensic investigative techniques and the cooperation of previous reluctant witnesses may provide opportunity to clear files.	432,427
10	Fire Administration	Fire-Rescue has identified that their vehicle reserve is not adequate to ensure funding source for current and future vehicle replacements. Some vehicle replacements have already been pushed out to the maximum life of 15 years to keep the reserve intact but will be insufficient for vehicle replacement by 2014.	400,000
11	Fleet	Increase in vehicle reserve contribution per MMK financial report, which indicated vehicle reserve to be increased to \$3 million annually. This increases the annual reserve contribution to \$1,921,600.	225,000
12	Community Services Administration	RFT administrative position to provide administrative support to the Department programs and services. Increased demand for administrative services within the Department.	61,939
TOTAL MEDIUM PRIORITY			1,402,523

Priority Ranking	Item	Description	Amount
LOW PRIORITY			
13	Budgets and Accounting	The additional work and level of service is currently being assumed by existing staff and a TFT, however the additional effort and overtime required is not practical or economical. This is a mandatory (non-discretionary) change to financial reporting under the Public Service Accounting Boards standards, which the City must comply with, as mandated under the Community Charter. Two RFT positions for the additional level of service for Tangible Capital Assets are requested. 1) Capital Asset Analyst (TFT currently funded with one time funding) 2) Asset Coordinator - This is a new position that is required for the additional level of service to identify, track and report all infrastructure assets.	209,200
14	Community and Recreation Services Administration	Additional hours for BSW cleaning during the weekends at Thompson Community Centre, Steveston Community Centre, West Richmond Community Centre, Cambie Community Centre and South Arm Community Centre.	62,757
15	Arts and Cultural Services	RFT Manager of Community Cultural Development to continue the work started in the City's 2010 Arts and Cultural Program. This position produces the City's Art Awards, Winter festival for the Arts, Community Arts Development and artist support.	95,000
16	Diversity Services	The Richmond Centre for Disability (RCD) is requesting an increase of 10% of annual funding. This additional \$10,090 will bring the annual amount of funding to \$110,986.	10,090
17	Diversity Services	The Richmond Therapeutic Equestrian Society (RTES) is requesting an increase in their annual funding. The Society is looking for an increase of \$10,000 to help offset increased overhead costs. (Total budget for RTES is \$23,000)	10,000
18	Fleet	Patroller Foreman	115,189
19	Programs and Projects	Funding from the City to continue supporting the operation of the "Community Information and Volunteer Centre" at Richmond Centre.	75,000
20	Community and Recreation Services Administration	In past years most of our community centres have been closed on statutory holidays. This additional level is requested to provide the funding necessary to staff six of our community centres on statutory holidays so that we can meet this community need.	49,192
21	Enterprise Services Admin	RPT Programmer to support the Major Events Development programs and events.	40,500
22	Heritage Sites	RFT Heritage Conservation Coordinator to oversee and manage the treatment of heritage resources on City owned heritage sites. Currently there is no staff to manage and oversee conservation issues in 27 buildings, and over 30,000 artifacts and the various collections.	86,072
23	Human Resources	The growth in services and programs within Human Resources requires the added support of one RFT Human Resources Assistant. Duties will be multi-dimensional in providing clerical support for four HR functional areas.	66,260
24	Information Technology	Restoration of the software budget to 2009 levels, to establish software provision funding for future mass software upgrades.	100,000
25	Information Technology	Restoration of hardware budget to 2009 levels, to return computer hardware purchase lifecycle to 5 year from 7 year cycle.	100,000
26	Janitorial Services	Additional City Hall Window Washing as per quote from ACOM	13,000
27	Major Events	City contribution to host Winter fest event annually. If not funded, staff will have to request one time funding annually from surplus.	150,000

Priority Ranking	Item	Description	Amount
LOW PRIORITY			
28	Other Parks Maintenance	Pesticide by-law. Council has adopted a Pesticide bylaw to reduce the use of pesticides on all non-ALR land. This will have a financial effect on parks landscape maintenance including rebuilding 1 or 2 weed infested all weather turf fields per year, extra time for weeding shrub borders and converting high profile shrub borders to turf where extra weedings are required to maintain desired goals.	120,001
29	Parks Program and City Wide Special Events (Nature Park)	An increase in the level of maintenance service to the Nature Park and Nature House will better respond to safety concerns on the trails and the changing nature of a bog forest. A semi-annual cutback and removal of overgrowth and resurfacing of the trails will limit hazards, a more thorough annual maintenance of the Nature house will improve the appeal of the Nature Park and ongoing maintenance of signage and furniture around the Nature Park will ensure a more user-friendly atmosphere.	34,500
30	Parks Program and City Wide Special Events (Partners for Beautification)	Environmental awareness among groups and individuals is increasing and the City is receiving more and more requests each year to facilitate groups in helping beautify our City. These requests primarily arrive in the summer and additional staff is required to manage the volume and to help facilitate the groups in order to ensure projects are beneficial to both the group and the City.	35,500
31	Parks Program and City Wide Special Events (Terra Nova Barn)	RFT Coordinator for the Terra Nova Barn	86,970
32	RCMP Administration	1 - Information Technology Support (ME) The RCMP members have increased over the past several years but the municipal employees have remained constant. It is now necessary to increase municipal staff to handle the workload generated by the Detachment. Computer Services is requesting the creation of an additional position. Current staff consists of one manager and two support staff supporting the current municipal staff and police officers as well as 4-satellite office (Elmbridge, YVR, Southarm, and Steveston). Plain clothes support would be utilized to assist 49 police officers that require clerical support.	86,220
33	RCMP Administration	1 - General Duty Support (ME) Currently there are no administrative support to the general duty watches. Plain clothes support would be utilized to assist 49 police officers that require clerical support. Duties include preparation of information packages for court, transcription of statements, and maintaining data banks of persons of interest.	61,939
34	Richmond Public Library	RFT Librarian 1 to serve seniors and provide outreach services.	66,714
35	Sustainability	TFT Sustainability Programs Manager position and consulting funds to implement Council adopted Energy and Climate Change Strategic programs as well as other strategic sustainability programs as identified by Council. This position is funded \$50,000 by BC Hydro and also includes the community energy function.	100,000
TOTAL LOW PRIORITY			1,774,104

Appendix 2

Reserves (Uncommitted)

(Amounts are in \$000's)		Unaudited Dec 31, 2010
<u>DCC Reserves</u>		
DCC Land Acquisition		\$5,830
DCC Parks Development		4,653
DCC Roads		10,155
DCC Sanitary Sewer		3,876
DCC Storm Sewer		7,376
DCC Water		1,805
Sub-Total		\$33,694
<u>Capital Funding Reserves</u>		
Community Legacy & Land Replacement		\$1,684
Industrial Use		3,926
Revolving Fund		38,179
Sub-Total		\$43,789
<u>Affordable Housing Reserves</u>		
Affordable Housing Operating Reserve		\$561
Affordable Housing Reserve		795
Affordable Housing Reserve West Cambie		153
Sub-Total		\$1,509
<u>Other Reserves</u>		
Capital Building & Infrastructure		\$1,364
Child Care Development		1,348
City Centre Facility Development		513
Computer Equipment		1,143
Drainage Improvement		10,354
Fire Equipment		1,656
Leisure Facility Development		1,192
Local Improvement Reserve		4,186
Mechanical Equipment		49
Neighborhood Improvement Reserve		5,113
Other Equipment		225
Public Art Program		818
Public Works Equipment (Fleet)		5,593
Sanitary Sewer Reserve		18,724
Special Sports Reserve		1,208
Steveston Off-Street Parking Reserve		256
Steveston Road Ends		166
Telephone Equipment		205
Waterfront Improvement Reserve		43
Watermain Replacement Reserve		25,841
Sub-Total		\$79,997
Total		\$158,989

Note: The balances shown above represent the uncommitted amounts as of December 31, 2010. The figures represent the general ledger (G/L) balances as of December 31, 2010 with adjustments up to January 19, 2011. All figures are unaudited and will be subject to change during the course of the 2010 year end audit. These figures will differ from the financial statements, as those will include unspent committed funds as well.

Appendix 3

Impact from 2009 Budget Reductions

Dept	<u>COST REDUCTIONS</u> <u>(Non-Staff impact)</u>	Amount(\$)	Impact (2009)	Impact from reduction (2011)
PL	Photocopy-Production Ctr.	(30,000)	Reduction of lease options in selecting equipment for the production of "professional" graphics for all departments.	The reduction has resulted in transferring some of the material/photocopying costs to the clients that require work done by the Production Centre.
CS	Criminal Records	(10,000)	Efficiency	No impact
CORP SVC	Photocopy	(25,000)	Reduced hard copies for all corporate services	Processes and equipment changes in have resulted in permanent cost reductions with no impacts.
CORP SVC	Stat Advertising	(9,000)	Fewer ads for statutory ads (reduced public hearings)	For the 2010 budget, the Stat Advertising budget was reduced by \$9,000 (to \$24,000) and preliminary numbers indicate it will be overspent by \$4,463. The amount required for statutory advertising has remained relatively consistent from 2009 to 2010. Therefore, a budget increase for statutory advertising would be appropriate now or in future budgets.
PRCS	Library Admin	(56,000)	Reduction in administration of Library, materials and programs	The majority of this was a reduction in the collections budget. A one-time add'l level request was approved in 2010 which helped offset this.
PRCS	Gateway Admin	(6,000)	Reduction in Gateway Administration costs.	Reduced offices supplies. This is a challenge with rising costs.
PRCS	Security	(12,000)	Reduce security in response to issues on parks.	Budget for security at Minoru Lakes was reduced by \$12,000. Although there has not been any clear indication of public safety being jeopardized, there is evidence in the Park of late night partying and some vandalism.
CORP SVC	IT support for HP/Peoplesoft /Wang	(60,000)	Less customizations for PeopleSoft System. Information required from Wang System will have to be retrieved manually	Attendance Management customizations for P/Soft have been deferred to the P/Soft capital project upgrade in 2012.
E & PW	Charge capital staffing to capital	(250,000)	Transfer project focussed staff to Capital rather than Operating. Higher costs for Capital Projects	Higher costs for capital programs.
PL	Traffic light maintenance	(45,000)	Reduction of existing maintenance contract. No safety impact.	Scheduled LED traffic light replacement postponed. Only repaired failures resulting in taking a reactive approach as opposed to previous proactive approach. Expecting higher risks in equipment failures.
E & PW	Reduce street sweeping (contractor)	(100,000)	Reduced service level. Sweep main roads 1/2 weeks instead of 1/week during Summer/Fall peaks	Service level at demand except for City Centre ½ weeks. We've had to assign staff to clean leaves from catch-basins during the fall season, high intensity rain events. Normally, the street sweeper would capture these leaves while sweeping the roads.
PRCS	Marketing budget	(10,000)	Efficiency.	No impact
E & PW	Charge cost of survey crew (718) to Capital Projects	(300,000)	Transfer Survey crews to Capital Projects as required, rather than Operating.	Higher costs for capital programs.

Dept	<u>COST REDUCTIONS</u> <u>(staffing impact)</u>	Amount(\$)	Impact (2009)	Impact from reduction (2011)
PL	Building Inspector TFT (718) occupied	(76,000)	Reduced activity - will require lay off of union person.	This position was filled on a temporary basis as activity increased and the cost was offset against permit revenues.
CORP SVC	Permit Centre Clerk (718) vacant	(62,000)	Reduced activity - will not fill.	This position has not been filled. We have operated since then with one less Permits Clerk. With the increasing number of building and other permit applications this has created a higher workload per employee. At certain times this has resulted in longer waiting times for our customers.
PL	PCG Inspector (718) vacant	(91,000)	Reduced activity - will not fill.	This position is currently vacant but we expect to fill due to increased level of activity.
PL	Permit Clerk (718) vacant	(55,000)	Reduced activity - will not fill.	This position was filled on a temporary basis as activity increased and the cost was offset against permit revenues.

Dept	<u>COST REDUCTIONS</u> (staffing impact)	Amount(\$)	Impact (2009)	Impact from reduction (2011)
BFS	Tax Clerk Aux (718)	(30,000)	Reduction in summer student hire	In order to maintain service to Richmond taxpayers during tax time, the tax section continued hiring auxiliary staff. Funding was accommodated by delaying the posting for RFT positions that were vacant due to retirement. However, these RFT positions have been posted due to ongoing requirements. During tax time there will be challenges in meeting past service levels.
PRCS	Community Centre Svs Aux (718)	(50,000)	Reduce aux hours of service to community centres 2,500 hours / 1.37 FTE .	The 2009 reduction to auxiliary hours resulted in a reduction of approximately 1900 hrs of auxiliary staff time in the community centres. This reduction was accommodated by reducing the hours of staff training provided, as well as the introduction of a # of operational efficiencies. The reduction in staff training has had some impact throughout the system on the quality of our customer services.
PRCS	Parks 4 TFTs (394)	(100,000)	Eliminate parks services and boulevard plantings. Overall reduction in maintenance in parks and boulevards (2,700 hours)	Some boulevard plantings were removed that were not in the City Centre or at City gateways in order to reduce labour costs.
PRCS	Jr. Lifeguards Aux (718)	(25,000)	Efficiency	Improved scheduling of programming resulted in efficiencies with no service impact
PL	TFT (718)	(17,000)	Reduced ability in Transportation & Development Applications Division to conduct research, data gathering, etc.	Transportation – delayed compilation of traffic accident statistics by temporary staff for transportation planning purposes.
PL	Auxiliary (718)	(16,000)	Reduced ability in Development Applications to deal with unexpected leave and workload.	Resulted in longer application processing times
PL	Overtime (718)	(9,000)	Reduced ability in Policy Planning to meet with Advisory Committees.	Fewer staff provided at out of hours meetings (public and advisory committees) and fewer meetings held. Delays in completing projects.
E & PW	Summer employees (394)	(150,000)	Reduced service level of temp staff for Summer coverage of Capital Projects.	More overtime costs as less staff are available to do the work.
PRCS	Reduce TFT Hirings in Parks (394)	(55,000)	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.	Hiring back temporary staff later in the spring and laying them off earlier in the fall to reduce labour costs leaves Parks and City streets in a lower level of maintenance condition.
BFS	Stores Restructuring (394) vacant	(100,000)	Efficiency.	No impact.
BFS & Other	4 Vacant Exempt positions deferred indefinitely	(385,000)		The vacant Business Liaison/Chief License Inspector position duties were consolidated with the Risk Manager. This is not feasible as the workload for both roles are significant and cannot be continued in an effective manner.

Please note that was list was adjusted to include changes that correspond with the Council minutes from February 9, 2009 and March 9, 2009.