



City of Richmond

Report to Committee

To: Finance Committee **Date:** February 8, 2019
From: Jerry Chong, CPA, CA **File:** 03-0970-01/2019-Vol
01
 Director, Finance
Re: **Alternative Funding Sources for the 2019 One-Time Expenditures**

Staff Recommendation

1. That the recommended one-time expenditures totaling \$1,315,909 and an additional \$110,000 for Minoru Aquatic Centre operational maintenance for a total of \$1,425,909 as outlined in Table 1, be approved with funding from the Rate Stabilization Account (RSA); and
2. Should Council approve different amounts or choose alternative sources of funding, the Consolidated 5 Year Financial Plan (2019-2023) be amended accordingly at a future date.

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

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER 	
CONCURRENCE BY SMT	INITIALS:
APPROVED BY CAO 	

Staff Report

Origin

At the Finance Committee Meeting on February 4, 2019 the Additional Information on the 2019 One-Time Expenditures from the Director, Finance dated January 28, 2019 was presented. It was discussed that the Council Contingency Initiatives Account and other alternative sources of funding should be considered rather than using the Rate Stabilization Account (RSA). The following referral motion was carried:

That staff report back on alternative funding sources for the 2019 One-Time Expenditures at a Special Finance Committee meeting scheduled for February 11, 2019.

The following report responds to this referral.

In addition, at the General Purposes Committee meeting on February 4, 2019, the staff report titled “Viability of Repurposing Minoru Aquatic Centre – Low Cost Options” from the Senior Manager, Capital Buildings Project Development dated February 1, 2019 was presented and the following motions were carried:

- (1) That the Minoru Aquatics Centre Demolition (\$3,392,000) be removed from the proposed 2019 Capital Budget;*
- (2) That the Minoru Aquatics Centre not be demolished.*
- (3) That Option 1 – Infill Only (allows for only very limited programming use) as per the staff report titled “Viability of Repurposing Minoru Aquatic Centre – Low Cost Options” dated February 1, 2019 from the Senior Manager, Capital Buildings Project Development be referred to staff for consideration and various groups be invited to make submissions on how to possibly use the Minoru Aquatics Centre.*

In the staff report titled 2019 Capital Budget dated January 11, 2019 from the Director, Finance the Minoru Aquatics Centre submission states that, “If Council were to decide to consider re-purposing the current Minoru pool facility, the building would require additional annual operating budget impact funding of \$110,000 to maintain electrical, heating and ventilation systems operational in order for the building to not further deteriorate.”

This report increases the recommended one-time expenditures by \$110,000 to keep the Minoru Aquatics Centre operational for one year. When staff responds to part 3 of the referral, the report will include the estimated operating budget impact of keeping this facility open.

Analysis

Staff have identified the following alternative funding sources to the Rate Stabilization Account:

Council Community Initiatives Account (CCIA)

Under the current gaming allocation model, 2% of budgeted gaming revenue is transferred to the Council Community Initiatives Account (CCIA). As of November 30, 2018 the CCIA balance is \$852,196. Any unallocated amount will remain in the CCIA for distribution in future years.

The purpose of the account is to enable Council to utilize a portion of gaming revenue towards one-time initiatives that address social, environmental, recreation and sports, heritage, arts and culture, safety and security, or infrastructure needs.

Gaming Revenue Provision

On March 23, 2015 Council approved the revised gaming revenue allocation whereby amounts received in accordance with the Province's Host Financial Assistance Agreement would be allocated amongst funding financing costs, the grants programs, reserves and the Council Community Initiatives Account. During the transition from the previous allocation, the City had an additional \$1,808,215 that was not allocated from the Gaming Revenue Provision. This amount was intended to be available as contingency for the grants program.

Enterprise Provision

The City developed the "Enterprise Fund" (fund) in order to encourage and develop an entrepreneurial spirit within the organization. The current balance in the fund as at November 30, 2018 is \$3,260,047. The fund provides investment capital for new revenue generating/efficient programs, which encourages the process of reengineering existing programs. The loans are considered seed money and any monies borrowed from the fund will have to be repaid. The fund charges a nominal rate of interest, equivalent to the average annual rate of return earned by the City on its investments. This is to ensure the survival and growth of the fund. Repayment over 5 years is encouraged; however, this is dependent on the individual project/business case.

Alternative Funding Sources

Table 1 lists the recommended 2019 One-Time Expenditures and the potential alternative funding source to the recommended Rate Stabilization Account.

Table 1: One-Time Expenditures Identifying Alternative Funding Sources

Ref	2019 One-Time Expenditure Requests – Recommended (Appendix 1)	Amount	Alternative Funding Source		
			CCIA	Gaming	Enterprise
1(i)	Post Office Software Update – Steveston Museum	\$25,000	\$ 25,000	\$-	\$-
1(ii)	Sanding, Salting and Snow Removal	250,000	-	250,000	-
1(iii)	Automatic External Defibrillator (AED) Renewal	93,850	93,850	-	-
1(iv)	Parking Meter Additions and Radio Frequency Identification (RFID) Tap Reader Installation	87,809	-	-	87,809
1(v)	Recreation Fee Subsidy Program – Administrative Support	76,133	76,133	-	-
1(vi)	Shipyards Operations Supervisor Position – Britannia Shipyards	119,328	119,328	-	-
1(vii)	Enhanced Hours and Programming for Steveston Heritage Sites	119,676	119,676	-	-
1(viii)	Cultural Precinct Study	100,000	100,000	-	-
1(ix)	Resources to Conduct a Community Needs Assessment	125,000	125,000	-	-
1(x)	Richmond Fire Rescue Personal Protective Equipment (PPE) Inventory Alignment	93,500	-	93,500	-
1(xi)	PeopleSoft Review and Knowledge Development	100,000	-	100,000	-
1(xii)	Support for the City’s Child Care Program – Planner 1	25,000	25,000	-	-
1(xiii)	Art Gallery School Art Program	30,613	30,613	-	-
1(xiv)	Emergency Hazard and Risk Vulnerability Analysis and Emergency Plan Update	70,000	-	70,000	-
	Total per Additional Information on the 2019 One-Time Expenditures RTC	\$1,315,909	\$714,600	\$513,500	\$87,809
<i>New</i>	<i>Existing Minoru Aquatic Centre Basic heat and light until Dec. 31, 2019</i>	<i>110,000</i>	<i>-</i>	<i>110,000</i>	<i>-</i>
	TOTAL	\$1,425,909	\$714,600	\$623,500	\$ 87,809

Table 2 lists the 2019 One-Time Expenditures that are not recommended. Council may choose to fund these items from CCIA or RSA.

Table 2: One-Time Expenditures – Not Recommended

	2019 One-Time Expenditure Requests – Not Recommended (Appendix 2)	Amount
2(i)	Steveston Museum Exhibit Update	\$382,000
2(ii)	Art Gallery Collections Management	25,083
2(iii)	Richmond Fire Rescue Interactive Website	32,000
2(iv)	Library Book Vending Technology at Minoru Centre for Active Living (MCAL)	41,500
2(v)	Collections Assessment and Artefact Storage Planning	619,958
2(vi)	Steveston Tram Building Signage	30,000
	TOTAL NOT RECOMMENDED	\$1,130,541

Rate Stabilization Account

Table 3 summarizes the amounts approved by the Finance Committee to be funded by the Rate Stabilization Account for the 2019 Budget including use of rate stabilization to fund the one-time expenditures.

Table 3: Utilization of Rate Stabilization

RSA Balance as of November 30, 2018		\$14,633,790
2019 Capital Projects funded by RSA	(1,376,000)	
Fire Rescue Capital and One-Time Costs for 36 Firefighters	(2,541,276)	
RCMP Capital and One-Time Costs for 51 RCMP Officers and 20 Municipal Employees to support the RCMP Detachment	(839,519)	
Rate Stabilization of the 2019 Operating Budget	(5,135,868)	
Total 2019 RSA Utilization		(9,892,663)
Balance After 2019 Utilization		\$4,741,127
2019 One-Time Expenditures proposed to be funded by RSA		(1,425,909)
Balance After 2019 One-Time Expenditures		\$3,315,218

Financial Impact

The recommended \$1,425,909 one-time expenditures requests as outlined in Table 1 are proposed to be funded from the Rate Stabilization Account (RSA).

Should Council approve different amounts, the Consolidated 5 Year Financial Plan (2019-2023) will be amended accordingly at a future date.

Conclusion

One-time expenditure requests were prioritized and reviewed by SMT and the CAO. The high priority requests in the amount of \$1,425,909 as summarized in Table 1 are recommended to be approved and funded by the RSA.



Melissa Shiao, CPA, CA
Manager, Financial Planning and Analysis
(604-276-4231)

MS:jgt

App. 1(i-xiv): Additional Information for 2019 One-Time Expenditures – Recommended
2(i-vi) : Additional Information for 2019 One-Time Expenditures – Not Recommended

**Additional Information for 2019 One-Time Expenditures - Recommended
#1: Post Office Software Update – Steveston Museum**

Description of Need

Community Services	<p>Post Office Software Update - Steveston Museum In 2018, the Steveston Historical Society resumed direct management of the post office under the condition that the City cover costs related to a mandatory update to the Canada Post software in 2019. Council endorsed a staff report which recommended an additional level request for this update.</p>	\$25,000
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At the Closed Council Meeting held on February 5, 2018, Council made a decision to maintain the Post Office at the Steveston Museum. This is a non-discretionary cost increase as a result of the decision to maintain the Post Office as this is a software upgrade mandated by Canada Post.

Cost Breakdown

Software Upgrade - \$25,000

Alternatives

Amend the agreement with the Steveston Historical Society and close the Post Office.

**Additional Information for 2019 One-Time Expenditures - Recommended
#2: Sanding, Salting, and Snow Removal**

Description of Need

Engineering and Public Works	<p>Sanding, Salting and Snow Removal The prior year's severe, extended winter conditions resulted in the need for operational response to deliver maximum service levels and provide driver and public safety on City roads. Funds are requested from the Rate Stabilization to replenish the provision.</p>	\$250,000
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Over the last few years we have experienced extended winter conditions which resulted in the need for operational response to deliver Council endorsed service levels and respective public safety programs.

Snow and ice spending over last three years (January 1 – December 31):

Year	Budget	Actual
2016	\$492,800	\$1,013,051
2017	\$466,200	\$1,534,370
2018	\$482,900	\$848,022

In years where snow and ice response has been lower than budget, any unspent funds are deposited into the Sanding& Salting provision for use in years with higher than budgeted costs. However due to the extreme conditions in the last few years, the provision has been drawn down.

The 2019 net budget for Snow and Ice Removal is \$516,400. Funds are requested to replenish the provision to ensure that funds are available to address extreme winter conditions in a timely manner.

Cost Breakdown

This request is for one-time funding to the Sanding & Salting provision as the provision was drawn down due to the severe 2016-2017 winter weather. During these severe and extended weather events provision funds were requested and utilized to ensure the City was able to respond to snow and ice events.

Alternatives

If the provision is not replenished, alternative funding sources from the operating budget would have to be utilized resulting in a reduction of service levels in other programs.

**Additional Information for 2019 One-Time Expenditures - Recommended
#3: Automatic External Defibrillator (AED) Renewal**

Description of Need

Community Services	<p>Automatic External Defibrillator (AED) Renewal The lifespan for 42 of the city's 60 public access automated external defibrillators (AEDs) ends in 2019. In order to continue with the current level of access and safety, replacing these AEDs will be required in 2019.</p>	\$93,850
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Automated External Defibrillator (AED) placement is based on safety risks of patrons who may need resuscitation via an AED before an ambulance or first responder is able to reach the scene. If an AED is not present, the survival rate of an individual decreases.

Replacement of these expiring AEDs will support the public’s sense of safety and wellness in City facilities and parks.

Cost breakdown

\$2,234.50 per unit x 42 units = \$93,849 (\$93,850 rounded)

Bulk pricing will be explored, as per the City’s purchasing policy and processes, if this project is approved. In the future, an ongoing additional level request will be proposed as a method to accommodating these renewals.

Discovery sessions were conducted with other municipalities, representatives from the Richmond Fire Rescue and various vendors to reach a quote estimate. Initial research suggests that the AEDs that would meet our requirements would fit in the existing encasements. Additional costs that are accommodated through existing operating budgets include pad replacements every 2 years, battery replacements for the newer AEDs is every four years.

Alternatives

AEDs that have expired must be retired and removed from their assigned locations for safety reasons. They could slowly be replaced, as current operating budgets allow.

**Additional Information for 2019 One-Time Expenditures - Recommended
#4: Parking Meter Additions and Radio Frequency Identification (RFID) Tap Reader
Installation**

Description of Need

Community Safety	<p>Parking Meter Additions and Radio Frequency Identification (RFID) Tap Reader Installation The Parking Enforcement Section has done a review and determined that the Pearson Way area of the city would benefit from parking meters. In addition all existing meters would be equipped with the tap pay function for increased ease of use and efficiency.</p> <p style="text-align: right;">\$87,809</p>
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Alternatives

Erecting 2 hour signage in our meter areas would give an option to paying for parking, but in doing so it allows for “free” parking in a pay parking controlled environment resulting in loss of revenue.

Risks

Current payment method of insertion of either coin or credit card would continue on our existing and future meters. The risks involved in continuing with our current mode of payments are that it leaves the opening for possible “skimming” of credit card information. Having a “tap” feature embedded into the City’s meters, protects our residents and users from the possibility of identity theft.

Financial Benefits

The revenue collected through the pay parking program, is redistributed towards further enhancing public safety through the hiring of bylaw officers who contribute to continuing and reflecting, Council Term Goal 1: A Safe Community.

Non-Financial Benefits

The installation of the meters reduces vehicular carbon emissions as drivers would not be “cruising” for vacant parking spots in highly congested areas with the City. Having meters available with a 2 hour limit only, allows for not only reduction in emissions but business turnover within the area.

5 Brand new meters with RFID/Tap readers and LED Keypad Light pre-installed		
Quantity	Labour and Materials	Cost
5	Luke-II Meters + Installation	\$45,715
5	Ticket Roll	225
5	Shop Supplies	74
Total		\$ 46,014

Installation of RFID/Tap reader units		
Quantity	Labour and Materials	Cost
1	Meter Dept Labour including travel time	\$ 4,869
50	RFID/Tap Reader Kits	32,400
50	Decal-Coin/CC w/38 Key	4,234
50	Shop Supplies	293
Total		\$ 41,796

Additional Information for 2019 One-Time Expenditures - Recommended #5: Recreation Fee Subsidy Program – Administrative Support

Description of Need

<p>Community Services</p>	<p>Recreation Fee Subsidy Program - Administrative Support The updated Recreation Fee Subsidy Program will require funding for one full time auxiliary staff position to support the increased number of applications anticipated with an expanded program serving residents of all ages. Ongoing funding will be requested after operational need has been assessed.</p>	<p>\$76,133</p>
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The Recreation Fee Subsidy Program (RFSP) has been provided by the City in partnership with Richmond’s Community Associations and Societies for the last 18 years. The RFSP provides subsidized access to a wide range of basic recreational activities for Richmond residents living on low income.

On September 25, 2017, Council adopted recommendations to update the RFSP to expand eligibility and program choice for residents of all ages who are experiencing financial hardship that might prevent participation in Richmond’s community centres, cultural facilities, aquatic centres, and arenas.

The updated RFSP came into effect for the fall 2018 season and provides residents who qualify based on their financial situation:

- Free admission for all ages to drop-in programs and services; and
- A 90% discount for registered programs:
 - Up to a maximum of \$300/year in subsidy for preschool, children and youth; and
 - Up to a maximum of \$100/year in subsidy for adults and seniors.

RFSP applications are processed centrally by Community Services Accessibility and Inclusion administrative staff. The application and screening process includes focus on financial hardship; documentation from other government financial assistance programs; type of tax documents required; and assessment of tax documents.

With the expansion of the RFSP age eligibility, participation has increased, there is an improved fairness and equity in the program, and potential improved health outcomes in the community. Since the launch of the revised RFSP in September 2018, an additional 488 applications have been received from adults and seniors; age-groups who did not have access to subsidy previously.

Cost Breakdown

Account	Cost
Salary Auxiliary	\$57,585
Salary Fringe	15,548
Printing	1,000
Office Supplies	1,500
Photocopying	500
Total	\$76,133

Alternatives

If funding is not approved for additional program support, existing administrative capacity (20 hours/week) would be unable to process the increase in applications due to expansion of the program eligibility to adults and seniors. This would slow the screening process significantly and limit the number of approved applicants who could participate in recreational programs. Customer service would be negatively impacted as applicants would likely experience long wait periods as applications are screened.

Additional Information for 2019 One-Time Expenditures - Recommended #6: Shipyard Operations Supervisor Position – Britannia Shipyards

Description of Need

Community Services	Shipyard Operations Supervisor Position - Britannia Shipyards The creation of this position is necessary to safely oversee active boat building and repair projects at Britannia Shipyards. The 2018 Council-endorsed Britannia Shipyards Strategic Development Plan calls for a Shipyard Operations Supervisor.	\$119,328
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The 2018 Council-endorsed Britannia Shipyards Strategic Development Plan calls for “a Shipyard Operations Supervisor...to provide oversight of boat building and repair activities” in addition to the existing staff on-site.

Active boat building and repair projects contribute to making Britannia Shipyards a dynamic attraction for both local residents and destination tourists. It also provides active, engaging volunteer opportunities for the community. Continuing with this type of work in the absence of a properly trained staff member to oversee it is not recommended as health, safety and environmental concerns have been an issue and lack of proper project management has led to incomplete projects.

Cost Breakdown

Account	Cost
Salary (1 Full Time)	\$85,140
Fringe	22,988
Phone	1,200
Supplies	10,000
Expense	\$119,328

Alternatives

Suspend boat building and repair projects at Britannia Shipyards, redirect volunteers to other opportunities at Britannia Shipyards and utilize Richmond Boat Builders for another purpose.

Additional Information for 2019 One-Time Expenditures - Recommended #7: Enhanced Hours and Programming for Steveston Heritage Sites

Description of Need

Community Services	Enhanced Hours and Programming for Steveston Heritage Sites Council approved temporary funding to increase levels of service in 2017 and 2018 at the Steveston Historic Sites. This has resulted in a significant increase in visitation across all three sites. This request is to fund for 2019.	\$119,676
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This funding is required to maintain the levels of service established in 2017 and 2018, including additional programming for destination tourists and local residents at heritage sites in Steveston and daily year-round open hours at Britannia Shipyards and the Steveston Tram. Both destination tourists and the public have come to expect the regular, extended open hours and enhanced programming.

As a result of increased hours and programming, visitation to Britannia Shipyards increased 22% over two years from 128,342 visitors in 2016 to 156,490 visitors in 2018. Visitation to the Steveston Tram increased 39% over two years from 39,599 visitors to 55,007 visitors in 2018. Program highlights from 2018 included the launch of the *Steveston Heritage Experience Tour*, *Winter in the Village* program and planning work for a *Living History* program (live demonstrations and hands-on activities delivered by costumed interpreters). Plans for 2019 include a Passport program to connect the heritage site, the launch of the *Living History* program, packages and increased promotions to tour bus operators, joint marketing and way-finding initiatives including brochures, digital marketing campaigns, and site maps.

It is proposed that \$400,000 of funding through the Municipal Regional District Tax (MRDT) be allocated to this initiative to enhance tourism product. This funding is expected to continue at the level of \$400,000 per year until June 2022.

Cost Breakdown

Account	Cost
Community Facility Programmer (2 Full Time Equivalent)	\$208,730
Auxiliary Attendants (To maintain extended open hours)	156,716
Auxiliary Building Services Workers (Additional cleaning due to extended open hours)	40,309
Salary Fringe	64,921
Supplies (Program supplies, costumes, uniforms, etc.)	30,000
Marketing	20,500

Contracts	2,500
Total Expense	\$523,676
Revenue	
Municipal Regional District Tax (MRDT)	\$400,000
Program revenue	\$4,000
Total Funding Request	\$119,676

Alternatives

1. Revert back to base service levels thereby reducing open hours, level of programming and visitation from both destination tourists and local residents.
 - Britannia
 - **Base:** October to April, weekends from 12 to 5 pm, May to Sept., daily from 10 a.m. to 5 p.m.
 - **Enhanced:** October to April, daily from 12 to 5 pm, May to Sept., daily from 10 a.m. to 5 p.m.
 - Tram
 - **Base:** September to June, weekends 10 a.m. to 4 p.m., July to August, Tuesday to Sunday from 11 a.m. to 5 p.m.
 - **Enhanced:** October to April, daily 12 to 5 p.m., May to Sept, daily from 10 a.m. to 5 p.m.
2. Reduce level of service by another amount with consideration to the negative impact of changing the hours of operation on the development of Britannia Shipyards and the Steveston Tram as tourism products. Options for consideration could include winter closures of Britannia Shipyards and the Steveston Tram, reduction of hours or days of operation (eg. Monday closures, morning closures) and/or scaled back program development and delivery.

**Additional Information for 2019 One-Time Expenditures - Recommended
#8: Cultural Precinct Study**

Description of Need

Community Services	<p>Cultural Precinct Study A Cultural Precinct Study will make recommendations for the repurposing or replacement of the Cultural Centre, Brighthouse Library and Minoru Place and will consider developer funded opportunities in City Centre and make recommendations regarding their use to best address Arts and Library needs.</p>	\$100,000
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The City Centre area plan identifies the addition of a Museum, Main Library, Visual Arts Centre, Performing Arts Centre and Arts Program space in the long term. There is opportunity to acquire some or all of these amenities through developer contributions. As these facilities are added, there is opportunity to repurpose existing spaces within the Cultural Centre to ensure best use of the facility in the long-term.

The Cultural Precinct Study will evaluate the long term replacement of arts and cultural program space being created at the Minoru Place Activity Centre and make recommendations for the repurposing or replacement of the Cultural Centre and Brighthouse Library. The study will provide recommendations on which cultural facilities should stay in Minoru Park and which could take advantage of developer amenity contributions in the City Centre. For example, should a museum be built in the City Centre, how is this space within the Cultural Centre best repurposed.

This comprehensive study and plan will ensure that the City is prepared to make best use of Developer Amenity Contributions as well as to realize the Minoru Park Vision Plan.

Cost Breakdown

Consultant fee - \$100,000

Alternatives

An alternative is to not proceed with the study. By not conducting a study of the Cultural Precinct and planning for the future development of Library, Arts & Cultural facilities, the City is at risk of not being prepared for opportunities as they arise. In addition, long-term capital funding plans will not include specific Library and Arts and Culture Facility needs.

Another alternative is for staff to do this work. Operational service levels would be impacted by this approach and priorities for planning in arts and culture would be adjusted so that some work would not be completed

**Additional Information for 2019 One-Time Expenditures - Recommended
#9: Resources to Conduct a Community Needs Assessment**

Description of Need

Community Services	<p>Resources to Conduct a Community Needs Assessment</p> <p>The Parks, Recreation and Cultural Services Master Plan identifies that a Community Needs Assessment be conducted every five years (last completed in 2015). Providing funding in 2019 will allow staff to initiate the project and hire a consultant to conduct research, then report findings in 2020.</p>	\$125,000
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This request is seeking funding for a Community Needs Assessment which will involve community engagement with Richmond citizens, stakeholders and partners to identify needs and priorities for Community Services.

The Parks, Recreation and Cultural Master Plan identified that a Community Needs Assessment (CNA) be conducted every 5 years. The CNA includes a randomized survey of Richmond residents as well as focus groups and other engagement activities to ensure a broad cross section of residents are consulted. Findings from the CNA provide staff with a clear understanding of the community’s needs on a neighbourhood level. This detailed information will help staff to address social inequities, develop and implement relevant and needed programs and services, and ensure that resources are allocated effectively.

The findings from the Community Needs Assessment will also provide insight into the actions that need to be taken by the Community Services Division to continue to meet the needs of a changing community and to know whether there are gaps in current program and service delivery. The updated Community Needs Assessment will aid with understanding what is working well and any potential improvements that are needed in order to meet the needs of residents as they relate to recreation, parks, arts, culture, heritage and social development.

The results of the CNA are also integral to the measurement and evaluation of the outcomes identified in the evaluation matrix for the Community Wellness Strategy 2018-2023. By conducting the CNA at regular five year intervals staff are able to measure and understand changes in the needs and opportunities within the Community as well as to measure the impact of our programs and services.

Cost Breakdown

Consulting Expenses - \$125,000

Alternatives

If the CNA was not conducted, or delayed, there would be a lack of information to support effective and appropriate decision-making for parks, recreation, arts, heritage, culture, and community social development programs and initiatives.

If the CNA is delayed a year, there would be insufficient time to hire a qualified consultant, preventing the assessment from occurring every five years. As the data needs to be collected every five years for research purposes, this would also jeopardize the data's validity. If the CNA is not conducted, the efficient and effective allocation of resources to identified community needs would be restricted. Staff's ability to evaluate and measure progress on actions identified within the newly Council-adopted Community Wellness Strategy 2018-2023 would also be limited.

**Additional Information for 2019 One-Time Expenditures - Recommended
#10: Richmond Fire-Rescue Personal Protective Equipment (PPE) Inventory Alignment**

Description of Need

Community Safety	<p>Richmond Fire Rescue Personal Protective Equipment (PPE) Inventory Alignment RFR attempts to maintain a supply of PPE accessible when primary PPE is not available for staff during times of post-emergency repairs, washing and inspection. This one-time request allows RFR to keep the inventory at an acceptable level to keep personnel safe.</p>	\$93,500
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To conduct firefighting duties WorkSafe BC regulations requires that Personal Protective Equipment (PPE) is appropriate to work being conducted, compliant with all manufacturers' recommendations, less than 10 years old and free of contaminants. Front line fire fighters must wear their PPE in many situations and often times that equipment becomes contaminated, damaged (in need of repair) or damaged to the point that it is condemned and not able to be worn. In the case where a firefighter does not have equipment they are able to wear they are not able to be assigned to active duty thus reducing staff available to provide service. Currently Richmond Fire Rescue (RFR) does not have any reserve PPE that complies with WorkSafe BC legislation.

Solution Sought: RFR recommends maintaining an inventory of generic sized PPE that can be easily accessed in the case where a firefighter's PPE is not available. RFR is recommending the purchase of 40 sets of variously sized PPE to accommodate this situation. The PPE would have a service life of 10 years thus the cost to the City is \$9300/year.

Cost Breakdown

- Total Request \$93,500
- A set of PPE is valued at approximately \$2,300
- Recommendation of purchasing 40 sets

Alternatives

At this time there is no viable alternative as RFR has been delaying this purchase for 9 years.

**Additional Information for 2019 One-Time Expenditures - Recommended
#11: PeopleSoft Review and Knowledge Development**

Description of Need

<p>Finance and Corporate Services</p>	<p>PeopleSoft Review and Knowledge Development Resources are required to enhance and improve current practices which will be combined with systems capabilities to provide best-in-class solutions.</p>	<p>\$100,000</p>
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Findings from the Service Level Review Program indicate that gaps exist between the demands of maintaining an organizational-wide financial system and the resources that currently support it. Capacity needs to be increased for maintaining a Tier-1 system where eight modules and multiple reporting platforms are serving informational needs for the City’s divisions and entities. Since PeopleSoft was implemented in year 2000, the focus has been to run it on a day-to-day basis without significant changes to the application. Since implementation, the City has transformed from a \$1 billion single entity into a \$3 billion consolidated entity. The availability of modern technology such as dashboards and self-service portals have also resulted in increased demands to provide more tailored financial reports to suit business needs. To address the changing needs, an additional resource was recommended from the review. An external service provider that has a broad expertise will be able to apply best practices from the industry. The City will be more current with the rapidly developing landscape of new technology and adopt functionalities that best meet the City’s informational requirements.

Cost Breakdown

\$100,000 for external resources to improve existing knowledge base.

Alternatives

Maintain the status quo of running day-to-day operations without significant improvements and do not improve existing knowledge base.

**Additional Information for 2019 One-Time Expenditures - Recommended
#12: Support for the City’s Child Care Program – Planner 1**

Description of Need

Community Services	<p>Support for the City’s Child Care Program Funding is required to implement the 2017-2022 Richmond Child Care Needs Assessment and Strategy actions such as: Child Care Design Guidelines and developer resource updates; research; stakeholder consults; and to plan for, respond to and support the development of new child care amenities.</p>	\$25,000
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In 2006, the City adopted the Child Care Development Policy 4017, which acknowledges that child care is an essential service in the community for residents, employers and employees. Policy 4017 directs staff to plan, partner and, as resources and budgets become available, support a range of quality, accessible and affordable child care.

The 2017–2022 Child Care Needs Assessment and Strategy was adopted by City Council on July 24, 2017 and there are a number of short and long term actions to be implemented. These require resources, expertise and research that staff do not currently have in order to fulfill these actions.

Additional expertise and research are needed specifically to:

- Incorporate barrier-free design and innovation into new City-owned early childhood development hubs and child care facilities that would enhance the inclusion of children who require extra supports.
- Undertake research and update City publications and working documents to support the development of additional child care amenities (e.g. Terms of Reference for rezoning reports, developer resources including technical specifications and best practices for City-owned buildings, and documents related to development processes).

Cost Breakdown

Consultant fees - \$25,000

Alternatives

An alternative is to delay or modify the timelines outlined to achieve specific actions identified in the 2015–2022 Child Care Needs Assessment and Strategy thus delaying further progress towards the City’s goal to promote the establishment and ongoing maintenance of a comprehensive child care system.

There is a risk, in not doing this work, that new City-owned child care amenities do not reflect current best practices and, as a result do not create opportunities for delivery of high quality child care services to families in Richmond.

In addition, should funds not be available, this could jeopardize the City's capacity to respond to new opportunities to develop additional child care in Richmond and result in failure to secure additional community amenity contributions.

**Additional Information for 2019 One-Time Expenditures - Recommended
#13: Art Gallery School Art Program**

Description of Need

Community Services	Art Gallery School Art Program Responding to loss of sponsorship and decrease in Provincial Gaming funds for the Richmond Art Gallery Association to operate the School Art Program, provide one-time funds for the Gallery to continue to provide interactive gallery tours and hands-on art activities for students from preschool to Grade 12.	\$30,613
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Since its inception, school programs at the Art Gallery have been independently run by the Association. For over a decade, school programs have become one of the cornerstones of the Art Gallery yet it has become more difficult to maintain core funding for this programming as most corporate and public funders are shifting to more events-based support.

Over the past two years, the Richmond Art Gallery Association has lost core funders of the school programs. Since 2006, TD Bank Group had sponsored this program; however, in 2017, they ended their funding in order to support other community programs. This amounted to a loss of \$15,000 for the school programs budget. Then, in late July 2018, the Association was informed of a 30% cut in funding from BC Gaming amounting to a program funding decrease of \$15,000. This cut was successfully appealed by the Association, but the funding outlook remains precarious for this program which currently has an annual budget of \$68,088. The majority of the budget is for the School Programs Coordinator who develops and leads the programs (\$58,880/year), materials/supplies for workshops (\$6,000), as well as design/promotion (\$4,000).

This request seeks one-time support for the school programs to continue in 2019, as the Gallery continues to pursue other funding opportunities. Keeping the School Art Program at the current level will preserve the Gallery’s reputation with funding agencies and maintain its vibrancy and attractiveness to potential future sponsors and funders.

The program also provides professional development opportunities for teachers with workshops and online resources to help incorporate contemporary art practices and content on local, regional and national Canadian art and artists into their lessons.

The School Art Program is one of the most respected in the region for offering high quality educational programming, as well as introducing students to concepts and unique art-making experiences that they would not otherwise experience. The School Art Program is consistently in demand as one of the only visual arts focused school programs in Richmond, with over 3,000 students participating each year.

Cost Breakdown

Account	Cost
Salary Regular Part-time	\$19,380
Salary Fringe	5,233
Art Supplies	6,000
TOTAL	\$30,613

Alternatives

For 2019, the Gallery and Association do not have adequate funds for the school programs. The Gallery could continue the program on a significantly diminished scale (approximately 50%) until funding is secured from other sources. The Gallery would be unable to meet community demand from Richmond schools that rely on the Gallery for arts education programming.

Diminishment of the school programs would be a significant loss to the Gallery's community outreach and experiential learning programs servicing the schools in Richmond and the Lower Mainland. The loss of this program would also diminish the Gallery's ability to receive grants from funding agencies who value the educational programs for children and youth, thereby potentially affecting other programs covered by grant funding.

There is risk of losing key staff person, School Programs Coordinator, who is an important connector between the Art Gallery and School District No. 38, and has developed the program to its current successful state over the past seven years.

**Additional Information for 2019 One-Time Expenditures - Recommended
#14 Emergency Hazard and Risk Vulnerability Analysis and Emergency Plan Update**

Description of Need

Community Safety	<p>Emergency Hazard and Risk Vulnerability Analysis and Emergency Plan Update Emergency programs plans require updating. In order to do a complete plan, a Hazard Risk Vulnerability Analysis is needed to provide the foundation on which to base all Emergency Response and Recovery plans.</p>	\$70,000
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Emergency Hazard and Risk Vulnerability Analysis and Emergency Plan Update Emergency programs plans require updating. In order to do a complete plan, a Hazard Risk Vulnerability Analysis is needed to provide the foundation on which to base all Emergency Response and Recovery plans.

Additional Information:

A Hazard Risk and Vulnerability Analysis (HRVA) is a systematic risk assessment tool that can be used to assess the risks of various hazards within a municipality.

Due to the growth in population and construction projects within Richmond, and to continue to effectively prevent, prepare, mitigate, respond and recover from a myriad of hazards, the 2010 HRVA is outdated. New information has to be gathered about the existing hazards in the City, with an update on frequency of occurrence, potential impact on the community, infrastructure, property, and the environment.

This information would assist emergency management professionals to prepare for the worst and/or most likely risks, and allows for the creation of exercises, training programs, and plans based on the most likely scenarios by saving time and resources by isolating hazards that cannot occur in the designated area. The HRVA supports all operation departments within the City of business continuity and service planning.

Cost Breakdown

The full amount requested would be to hire a consultant to do the analysis and complete the plan in order to use a basis for other Emergency Plans in the City.

Alternatives

This plan will form the foundation for many of the future Emergency plans for the City, if it is not funded it may delay the timing of other Emergency Plans that will require the information from this plan to move forward.

Additional Information for 2019 One-Time Expenditures – Not Recommended #1: Steveston Museum Exhibit Update

Description of Need

Community
Services

Steveston Museum Exhibit Update

The Steveston Museum exhibits are more than 35 years old. With the addition of the Visitors Centre, a post office and the Japanese building the space is disjointed, inefficient and provides a poor visitor experience.

\$382,000

The purpose of this project is to update the exhibits in the Steveston Museum to improve the visitor experience and support the multiple uses in this location (museum, post office and visitors centre).

Cost Breakdown

Expense	Cost
Exhibit Fabrication and Installation (based on industry standard per square foot cost)	\$270,000
Graphics to Connect Buildings (Interior way-finding)	10,000
Exhibit Planning and Design Fees	40,000
Non-Exhibit Costs and Contingency (Currently unknown costs inherent in exhibit installation in a heritage building. May include electrical work/upgrades, carpentry, etc.)	62,000
Total	\$382,000

Alternatives

- Status Quo;
- Reduce the cost of the project by \$40,000 by re-aligning internal resources and conducting exhibit design work internally. (Temporary exhibits and some programming would be affected); or
- Upgrade exhibits and interior way-finding on an ad-hoc basis, as existing resources allow

**Additional Information for 2019 One-Time Expenditures – Not Recommended
#2: Art Gallery Collections Management**

Description of Need

Community Services	Art Gallery Collections Management Following Council approval of the Richmond Art Gallery Collections Policy in 2017 and professional appraisal in 2018 of ~350 works valued at over \$707,000, staff resources are required to begin necessary work of collection management and maintenance.	\$25,083
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On July 24, 2017, Council approved the Richmond Art Gallery Collections Policy. The accompanying report indicated that a one-time additional level request would be submitted as part of the 2018 budget process to: (1) have the collection of approximately 350 works professionally appraised (completed); and (2) complete photo-documentation and make the collection publicly accessible online via the launch of a dedicated portal (imminent; awaiting final launch process with IT).

Additional work must be completed in order to bring the collection to an adequate state within which the Art Gallery can begin receiving and processing donations. These tasks are as follows:

1. Form a collection committee as stated in the Richmond Art Gallery Collections Policy.
2. De-accession damaged or valueless works to create room within the gallery’s severely limited storage space.
3. Complete remaining artist files. (The appraisal highlighted several artists for which the gallery has no contact info and no understanding of the value of the work.)
4. Begin conservation work on damaged works to be retained.

Through the approval of the Richmond Art Gallery’s Collection Policy, Council remarked on the potential benefits of making the collection accessible, including the opportunity to lend and/or rent the works out. The Gallery would proceed with this should administrative support permit. With an adequate knowledge and organization of the collection, the Gallery would have opportunities to share the Collection with residents, as well as art enthusiasts and professionals around the world.

Cost Breakdown

Account	Cost
Salary (auxiliary)	\$21,623
Fringe	3,460
Total	\$25,083

Alternatives

The Gallery does not currently have the resources to complete this work on the art collection. Local artists and collectors approach the Gallery for potential donations and City Gallery staff cannot process these requests.

The Richmond Art Gallery Art Collection, which is owned by the City, has a replacement value for insurance purposes of \$707,197.50 CAD. Improper management may lead to damage of irreplaceable works of art and decline in value as a financial (and cultural) asset.

This would be a missed opportunity to provide cultural enrichment to residents, raise profile and reputation of the gallery and the City of Richmond.

Not Recommended

**Additional Information for 2019 One-Time Expenditures – Not Recommended
#3: Richmond Fire Rescue Interactive Website**

Description of Need

Community Safety	<p>Richmond Fire Rescue Interactive Website The Fire Rescue Community Outreach and Public Education Plan highlights an initiative to develop an accessible and interactive web platform that can engage the public, and allow for access to public safety information. This new site would be a micro site under the city's website.</p>	\$32,000
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In January of 2018, Council endorsed the Fire-Rescue Community Outreach and Public Education Plan. Action Item 1-4-1 of this plan directs RFR to establish an online presence by 2023; specifically to “Provide the community with an accessible and interactive web platform to access current and accurate public safety information aligned with the City of Richmond’s Digital Strategy.” RFR is interested in accelerating this process to provide our community with this service in 2019.

Cost Breakdown

RFR has conducted a survey of the marketplace to discover that the creation of the web platform would cost \$32,000. The cost covers creation of the platform and creation of initial layout and content for the site.

Alternatives

1. RFR could delay implementation and make funding requests in future years.
2. RFR could amend purchasing priorities within existing budgets and allocate the funding to the web platform in 2019. Currently, this is the alternative that RFR will implement given that the funding is not recommended at this time.

**Additional Information for 2019 One-Time Expenditures – Not Recommended
#4: Library Book Vending Technology at Minoru Centre for Active Living (MCAL)**

Description of Need

Library

Library Book Vending Technology at Minoru Centre for Active Living (MCAL)

With the City's seniors' centre moving across the Minoru complex to the new MCAL facility, Brighthouse may become less accessible for some of our older residents. Innovative library book vending technology would provide convenient access to library collections.

\$41,500

Cost Breakdown

The cost of \$41,500 includes the book vending machine, shipping, network drop and seismic securing.

Alternatives

The alternative is to not purchase the library book vending technology and to continue with less convenient access between MCAL and the library for our older residents.

Risks

The risk is reduced accessibility to library service. With the current service model, only older residents who can easily travel across the Minoru Complex will be able to access the library.

Financial Benefits

No additional funding for collections would be required as the library would reallocate existing collection resources and seek donor support for this dispenser collection.

Non-Financial Benefits

Installing this technology at MCAL would provide seniors and their caregivers with convenient access to large print, audiobook and other special collections via a new delivery model. The library would benefit from another venue to connect with seniors where they gather in the community. Collaborative programming with MCAL would increase capacity and reach.

**Additional Information for 2019 One-Time Expenditures – Not Recommended
#5: Collections Assessment and Artefact Storage Planning**

Description of Need

Community Services	Collections Assessment and Artefact Storage Planning Storage is at full capacity and two primary locations are expected to be demolished in 2024. Assessment of the collection and space planning is required to prepare for a move.	\$619,958
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The purpose of this project is to assess, make recommendations, and develop a storage plan for the City’s collection of 20,000 + artefacts, including completing the processing of the Lubzinski collection acquired by the City in 2005.

In addition to artefacts on display, the City’s artefact collection is currently stored in four warehouses (three city-owned and one leased). Storage is at capacity and two warehouses comprising over 8,000 square feet of space (over half of the total storage space) are scheduled to be demolished in 2024 for the Middle Arm Park.

Proactively planning for the pending required artefact move will save the City short and long term costs by planning a well-organized move and more efficient use of resources in the future. By examining the feasibility of all warehouse options in the storage planning phase (including lease and retrofit, purchase and retrofit and build), staff will ensure that Council is able to make an informed decision on their preferred option.

By conducting a collections evaluation and planning for future storage needs, the City will be able to meet best practice standards for artefact collection storage thereby mitigating threats to the collection. Proper planning will allow the City to thoughtfully add to its collection. A centralized space will create operational efficiencies.

Cost Breakdown

Labour and Materials	Cost
Staffing costs (auxiliary/contractor) to review objects, recommend items for disposal, conduct minor conservation work and catalogue objects brought into the collection (Estimate is 2 Full Time Equivalents for 2 years)	\$407,680
Hazardous Material Remediation and Disposal	30,000
Artefact Stabilization / Conservation Work	45,000
Object/Artefact Transportation (for disposal or more suitable storage location)	30,000
Temporary Office / Work Space Set Up	35,000

Storage Space Options Study	25,000
Contingency	47,278
Total	\$619,958

Alternatives

Status Quo - maintain multiple storage sites

The City could maintain the current practice of multiple collections storage spaces. The ability to accept sensitive and/or valuable collections will be limited because storage is at capacity. Existing staff resources could be realigned to begin the planning process for the pending move from the River Road locations. However, projects including accepting and accessioning new artefacts, temporary exhibits and some public programming will be affected. As additional leased space will be required in advance of 2024 to replace the 8,000 square feet of storage space at the warehouses on River Road, a one-time additional level request would be submitted for any required tenant improvements and the artefact move.

**Additional Information for 2019 One-Time Expenditures – Not Recommended
#6: Steveston Tram Building Signage**

Description of Need

Community Services	Steveston Tram Building Signage The Steveston Tram building requires exterior signage to be installed. With the completion of tram restoration in 2018, this is an appropriate time for implementing this project.	\$30,000
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The Steveston Tram building does not have an exterior sign identifying the building. This is unusual for a significant community amenity and tourist attraction.

The Steveston Tram is a treasured artefact and a significant amount of resources have gone into its restoration, interpretation and preservation. Without any external signage on the building identifying this important attraction, many potential visitors may miss the opportunity to visit this site.

Cost Breakdown

Building sign design, fabrication and installation - \$30,000

Alternatives

Maintain status quo with street level sandwich board and generic “Open” sign in the window

Current Tram Building



Examples of Improved Attraction Signage

