



**General Purposes Committee
Electronic Meeting**

**Council Chambers, City Hall
6911 No. 3 Road**

**Tuesday, February 21, 2023
4:00 p.m.**

Pg. # ITEM

MINUTES

- GP-3** *Motion to adopt the **minutes** of the meeting of the General Purposes Committee held on February 6, 2023.*



DELEGATION

- GP-11** 1. Tamara Vrooman, President and CEO, Vancouver International Airport, to provide an **annual update** to Council.

FINANCE AND CORPORATE SERVICES DIVISION

2. **AWARD OF CONTRACT 8072P – WORKFORCE MANAGEMENT SOLUTION AND SERVICES**
(File Ref. No. 04-1300-01) (REDMS No. 7108110)

GP-16

See Page GP-16 for full report

Designated Speaker: Grant Fengstad

STAFF RECOMMENDATION

- (1) *That Contract 8072P – Workforce Management Solution be awarded to Kronos Canadian Systems Inc., for an estimated contract value of \$719,584, excluding taxes, for an initial contract term of two years, as described in the report titled “Award of Contract 8072P -Workforce Management Solution and Services”, dated January 11, 2023, from the Director, Information Technology; and*
- (2) *That the Chief Administrative Officer and General Manager, Finance and Corporate Services be authorized to execute the contract with Kronos Canadian Systems Inc.; and*
- (3) *That the Chief Administrative Officer and General Manager, Finance and Corporate Services be authorized to extend the contract at the end of the initial contract term for an additional five years, up to the maximum total term of seven years, for a maximum contract value of \$1,749,904, excluding taxes, as described in the report titled “Award of Contract 8072P -Workforce Management Solution and Services”, dated January 11, 2023, from the Director, Information Technology.*

☐

ADJOURNMENT

☐



General Purposes Committee

Date: Monday, February 6, 2023

Place: Council Chambers
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair
Councillor Chak Au
Councillor Carol Day
Councillor Laura Gillanders
Councillor Kash Heed
Councillor Andy Hobbs
Councillor Alexa Loo
Councillor Bill McNulty
Councillor Michael Wolfe

Call to Order: The Chair called the meeting to order at 4:00 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the General Purposes Committee held on January 23, 2023, be adopted as circulated.

CARRIED

The Chair advised that the order of the agenda would be varied to consider Item No. 7 before Item No. 6.

General Purposes Committee
Monday, February 6, 2023

COMMUNITY SERVICES DIVISION

1. 2023 ARTS AND CULTURE GRANTS

(File Ref. No. 03-1085-01) (REDMS No. 7079502)

It was moved and seconded

- (1) *That the 2023 Arts and Culture Grants be awarded for the total recommended amount of \$124,258, as identified in Attachment 1 of the staff report titled “2023 Arts and Culture Grants”, dated January 10, 2023, from the Director, Arts, Culture and Heritage Services; and*
- (2) *That the grant funds be disbursed accordingly following Council approval.*

CARRIED

2. 2023 PARKS, RECREATION AND COMMUNITY EVENTS GRANTS

(File Ref. No. 03-1085-01) (REDMS No. 7107643)

It was moved and seconded

- (1) *That the 2023 Parks, Recreation and Community Events Grants, less the proposed grant to KidSport, be awarded for the total recommended amount of \$95,017, as identified in Attachment 1 of the staff report titled “2023 Parks, Recreation and Community Events Grants”, dated January 10, 2023, from the Director, Recreation and Sport Services and the Director, Parks Services; and*
- (2) *That the grant funds be disbursed accordingly following Council approval.*

The question on the motion was not called as a brief discussion ensued with regard to marketing grant opportunities, the application process and criteria.

The question on the motion was then called, and it was **CARRIED**

In accordance with Section 100 of the *Community Charter*, Cllr. Loo declared a conflict of interest as she is involved in KidSport fundraising activities, and Cllr. Loo left the meeting – 4:05 p.m.

Discussion ensued with regard to the recommended grant for KidSport, and as a result, the following **motion** was introduced:

2.

General Purposes Committee
Monday, February 6, 2023

It was moved and seconded

- (1) *That the grant to KidSport be awarded in the amount of \$20,000; and*
- (2) *That \$5,000 be held back and that staff be directed, in consultation with the President, Richmond Sports Council, to allocate and administer grants for sports groups not recognized by KidSport, and that any remaining balance at the end of the year would again be adjudicated by staff in conjunction with the President, Richmond Sports Council, and can be given to KidSport.*

The question on the motion was not called as a brief discussion ensued with respect to individual sports groups that missed the 2022 grant opportunity, and it was suggested that staff reach out to those individual sports groups to ensure sufficient grant application timing going forward.

The question on the motion was then called, and it was **CARRIED**.

Cllr. Loo returned to the meeting – 4:09 p.m.

3. **2023 ENVIRONMENTAL ENHANCEMENT GRANTS**

(File Ref. No. 03-1085-01) (REDMS No. 7099784)

Discussion ensued with respect to the grant application process and criteria, noting that the budget was the same as last year and that an increase to the budget would further expand environmental enhancement opportunities.

In response to queries from the Committee, staff noted (i) all applicants are receiving funding, (ii) as total grant requests were in excess of the budget, reductions were made for items such as food and beverage and marketing expenses, and (iii) honorarium costs, limited to a maximum of \$350, as per grant guidelines.

It was requested that in advance of the 2024 grant program considerations, staff provide feedback on the program overall, including recommendations with respect to the budget amount.

It was moved and seconded

- (1) *That the 2023 Environmental Enhancement Grants be awarded for the total recommended amount of \$36,393, as identified in Attachment 1 of the staff report titled “2023 Environmental Enhancement Grants”, dated January 9, 2023, from the Director, Parks Services; and*
- (2) *That the grant funds be disbursed accordingly following Council approval.*

CARRIED

3.

General Purposes Committee
Monday, February 6, 2023

PLANNING AND DEVELOPMENT DIVISION

4. 2023 HEALTH, SOCIAL AND SAFETY GRANTS

(File Ref. No. 07-3300-01) (REDMS No. 7086433)

It was moved and seconded

- (1) *That the 2023 Health, Social and Safety Grants be awarded for the total recommended amount of \$661,312.00, as identified in Attachment 1 of the staff report titled “2023 Health, Social and Safety Grants”, dated January 3, 2023, from the Director, Community Social Development; and*
- (2) *That the grant funds be disbursed accordingly following Council approval.*

The question on the motion was not called as discussion took place regarding the allocation of the remaining balance of \$5,605.

As a result of the discussion, the following **amendment motion** was introduced:

It was moved and seconded

That the balance of the remaining funds from the 2023 Health, Social and Safety Grants in the amount of \$5,605, as identified in Attachment 1 of the staff report titled “2023 Health, Social and Safety Grants,” dated January 3, 2023, from the Director, Community Social Development, be disbursed equally between the Multicultural Helping House Society, Parish of St. Albans, and Richmond Poverty Reduction Coalition.

CARRIED

The question on the main motion which reads as follows:

- (1) *That the 2023 Health, Social and Safety Grants of \$661,312 as identified in Attachment 1 of the staff report titled “2021 Health, Social and Safety Grants”, dated January 18, 2021, from the Director, Community Social Development, be adjusted to include the balance of \$5,605 to be disbursed equally between the Multicultural Helping House Society, Parish of St. Albans, and Richmond Poverty Reduction Coalition, and that the adjusted total recommended amount of \$666,917 be awarded; and*
- (2) *That the grant funds be disbursed accordingly following Council approval.*

was then called and it was **CARRIED**.

General Purposes Committee

Monday, February 6, 2023

5. **2023 CHILD CARE GRANTS**

(File Ref. No. 03-1085-01) (REDMS No. 7055435)

A brief discussion ensued with respect to equipment expenses.

It was moved and seconded

- (1) *That the Child Care Capital Grants be awarded for the total recommended amount of \$49,936.46, as identified in the staff report titled "2023 Child Care Grants", dated January 4, 2023, from the Director, Community Social Development;*
- (2) *That the Child Care Professional and Program Development Grants be awarded for the total recommended amount of \$10,000.00; and*
- (3) *That the grant funds be disbursed accordingly following Council approval.*

CARRIED

The Agenda was varied to consider Item 7 before Item 6.

COUNCILLOR CHAK AU

7. **RICHMOND COMMUNITY PROTOCOL: RESPONDING TO RACISM AND HATE**

(File Ref. No.)

Deirdre Whalen, Richmond resident and President, Richmond Poverty Reduction Coalition, provided a brief background to the establishment of the "Richmond Community Protocol: Responding to Racism and Hate" (the "Protocol"), noting that the Richmond Poverty Reduction Coalition endorsed the Protocol at their AGM in June, 2022. It was further noted the Protocol is a living document, providing the opportunity for proposed changes and improvements over the next few months.

Rahim Othman, Richmond resident, spoke to the many community members and representatives of various organizations throughout Richmond that have been working on the Protocol for a number of years, noting the wide support and representation, and encouraging the City's endorsement.

Discussion ensued regarding the rationale for the endorsement of the Protocol. It was noted that the Protocol was created in collaboration with many Richmond stakeholders and launched formally by Richmond Multicultural Community Services, the lead organization for the realization of the Protocol.

General Purposes Committee

Monday, February 6, 2023

It was moved and seconded

That Richmond endorses the “Richmond Community Protocol: Responding to Racism and Hate”, as created in collaboration with many Richmond stakeholders, including the RCMP, Richmond School Board, City of Richmond and Richmond Library, and set out protocols to help organizations, community members, and stakeholders tackle racism and respond promptly and effectively to incidents of racism and hate.

Before the question was called, a brief discussion ensued with respect to the alignment with the City’s Cultural Harmony Plan. Staff noted the Protocol aligns with the City’s Cultural Harmony Plan, calling for participation in initiatives that respond to instances of racism and hate. Staff further noted that there is currently a subcommittee being formed to look at how the Protocol would work in practice, which will require further steps taken for organizations to come up with an implementation plan.

The question on the motion was then called and it was **CARRIED**

COUNCILLOR ALEXA LOO

6. **ADOPTION OF TERMINOLOGY AND DEFINITIONS IN CANADA’S ANTI-RACISM STRATEGY**

(File Ref. No.)

Richmond resident and activist for the Palestinian youth movement in Richmond, spoke to the proposed adoption of terminology and definitions in Canada’s Anti-Racism Strategy, noting that the document is not comprehensive as it does not recognize the anti-Palestinian movement in Richmond.

Rahim Othman, Richmond resident, spoke to the proposed motion, noting that the document attached is from 2019 to 2022, and will likely trigger a federal government review and updates. It was further noted the document is not comprehensive as it does not include the definition for other hates or actions against other communities and is mostly theoretical and should be reviewed further before it is endorsed.

In response to queries from the Committee, Mr. Othman expressed his preference for the Protocol considered in Item No. 7.

General Purposes Committee

Monday, February 6, 2023

Discussion ensued regarding the rationale for adopting the terminology and definitions in Canada's Anti-Racism Strategy. It was noted that the terminology is a positive step forward to combating racism and does not endorse a specific government, regime or their policies.

It was moved and seconded

That the City of Richmond adopt the terminology and definitions in pages 21-24 of Canada's Anti-Racism Strategy 2019-2022 in its entirety.

The question on the motion was not called as discussion ensued with respect to (i) terminology and definitions being all-inclusive, all-encompassing and comprehensive, (ii) timeliness of anticipated updates, and (iii) the terminology and definitions as reviewed and passed by the federal government.

As a result of the discussion, the following **motion** was introduced:

It was moved and seconded

That the matter be tabled until the March 6, 2023 General Purposes Committee meeting.

The question on the motion was not called as a brief discussion ensued on Strategy definitions.

The question on the motion was then called and it was **DEFEATED** with Mayor Brodie and Cllrs. Au, Gillanders, Hobbs and Loo opposed.

Discussion ensued regarding further amendments in terminology. As a result, the following amendment to the main motion was then introduced:

It was moved and seconded

That the motion be amended by adding a Part (2):

- (2) *That, for clarity, adopting these definitions does not preclude the criticism of specific actions of a particular government or state.*

CARRIED

Opposed: Cllrs. Heed and Loo

The question on the main motion which reads as follows:

- (1) *That the City of Richmond adopt the terminology and definitions in pages 21-24 of Canada's Anti-Racism Strategy 2019-2022 in its entirety; and*
- (2) *That, for clarity, adopting these definitions does not preclude the criticism of specific actions of a particular government or state.*

was then called and it was **CARRIED** with Cllr. Heed opposed.

General Purposes Committee
Monday, February 6, 2023

ADJOURNMENT

It was moved and seconded

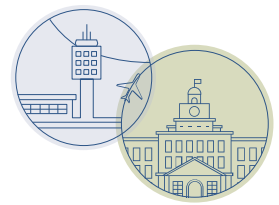
That the meeting adjourn (5:18 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, February 6, 2023.

Mayor Malcolm D. Brodie
Chair

Lorraine Anderson
Legislative Services Associate



YVR Annual Update 2022

Vancouver Airport Authority presentation to the City of Richmond

February 9, 2023

REPORT SUMMARY

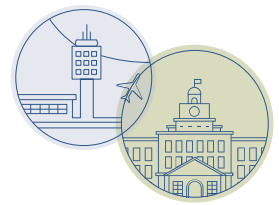
On February 21, 2023, YVR President and CEO Tamara Vrooman will present her annual update to the General Purposes Committee. Ms. Vrooman will be joined by the City of Richmond's nominee to the YVR Board of Directors, Dan Nomura. This report provides detailed updates on topics we believe are of interest to Council and Richmond residents.

In 2022, Vancouver Airport Authority completed the first year of our three-year strategic plan. The plan outlines YVR's blueprint to reconceptualize and amplify the airport as a diversified hub that connects people, cargo, data, ideas, and community. We have made significant progress in the six strategic streams that were identified as critical areas due the changes in our industry and region as a result of COVID-19. Highlights from 2022:

1. **Beyond COVID:** YVR welcomed the removal of COVID-19 measures for air travel.
2. **Climate – Net Zero by 2030:** YVR achieved the highest level of airport carbon accreditation and began a partnership with the Ports of Seattle and Washington on decarbonizing aviation.
3. **Gateway to the New Economy:** YVR is opening up more industrial land and creating new economic opportunities on Sea Island, investing in digitization and data to improve our operations and advance our climate action goals.
4. **Strengthening the Core:** 61% of our capital expenditures was dedicated to projects ensuring our assets are in a state of good repair.
5. **Purpose Through People:** YVR significantly increased our workforce—hiring more than 100 new frontline workers through our Certified Living Wage Employer program.
6. **Financial Sustainability:** we implemented the first year of our plans to diversify our revenue streams. As of 2022, airport operations are no longer funded through debt.

This past year, YVR experienced the steepest surge in passenger numbers in our history. Between January to August 2022, we saw a 168% increase in daily passenger volumes. We welcomed new airline partners and saw the launch of new routes connecting the region with more cities in Canada and abroad. In late December, YVR operations were heavily impacted by winter storms, resulting in extensive flight delays, cancellations, and tarmac delays. We are currently undertaking an After-Action Review with industry partners and international experts, as well as engaging the travelling public directly, to address the holiday travel disruption.

During her presentation, Ms. Vrooman can speak further to any of the topics outlined in this report. She also looks forward to engaging with new and returning City Council members to answer questions and hear about important issues in the Richmond community.



SUPPORTING AIR TRAVELLERS

After nearly three years of lockdowns and travel restrictions, air travellers came back in a big way in 2022. At the same time, the global aviation industry struggled due to staffing challenges, supply chain disruptions, and ongoing travel restrictions in certain markets such as Asia.

In advance of the summer travel, YVR implemented its Summer Readiness Program and collaborated closely with airlines, government agencies, and other airport partners to navigate the busy season. We also invested in new digital tools, expanded our front-line workforce to better support passengers, and stood up the X Team, a volunteer effort for Vancouver Airport Authority staff. With 150+ staff involved, this created thousands of hours of extra support to keep travellers moving through the airport.

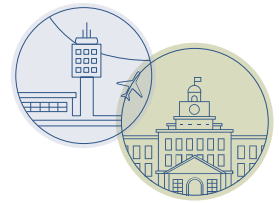
In October, we also launched YVR EXPRESS—a program that allows travellers to reserve a spot at security ahead of flights within Canada and to the US from YVR. These express bookings provide a more balanced flow of passengers through screening at YVR, helping reduce wait times for security checkpoints and creating a more predictable experience for both passengers and staff.

In December 2022, travellers at YVR were impacted by delayed and cancelled flights and tarmac delays as airlines and airports navigated extremely challenging weather conditions in our local region as well as across Canada and the United States. To provide support to travellers, we mobilized staff, deployed additional resources, and brought in our community partners. Our staff provided food, water, hygiene products, and baby formula directly to passengers. We paid for more than 400 hotel rooms for up to four nights for 580 passengers, so they didn't have to sleep in the airport. In addition, we established a care and comfort area in the airport—a place to recharge with cots, blankets, and access to showers.

Following the winter weather events, YVR launched an After-Action Review that will bring together input from airlines, partners, suppliers, and employees. We have engaged KPMG and global aviation planning and advisory firm, Arup, to assist in this review. To ensure the voice of the traveller is heard, YVR is also conducting a public engagement, inviting participants to provide input on communication, service, and support requirements. The results of both processes will be shared with the public in the coming months, along with our recommendations on how we will enhance the overall travel experience for passengers. In the meantime, we have implemented initial measures to help ensure a similar operational situation does not occur while the review is ongoing. These measures include greater communication and coordination with airlines around gating, towing, and communication with passengers.

AIRSPACE MODERNIZATION

Through its Vancouver Airspace Modernization Project, NAV CANADA is proposing enhancements to how it manages the airspace around YVR. The overall region is home to a large number of airports in addition to YVR, mountainous terrain and coastal weather patterns. Altogether, the airspace in the region represents some of the most complex in the world.



The project is designed to introduce changes to flight procedures based on current standards and modern satellite-based navigation technologies, while helping reduce the industry's environmental impacts. From December 6, 2022 to February 3, 2023, NAV CANADA led public consultations in Metro Vancouver, including meeting with City of Richmond on December 15, 2022. NAV CANADA is currently reviewing input from the public engagement and will release a report which responds to feedback and makes recommendations as to next steps, including potential adjustments to the proposal.

PROGRESS ON YVR'S 2022-2024 STRATEGIC PLAN

In the first year implementing the Strategic Plan, we have made significant progress in our six strategic streams:

BEYOND COVID

In 2022, YVR welcomed the removal of all remaining COVID-19 measures for air travel. The elimination of these measures removed a significant deterrent to travel and will help rebuild Canada's \$102 billion tourism and travel sector, in turn supporting travel and hospitality workers. At YVR, we saw a 168% increase in passenger volumes from January to August 2022.

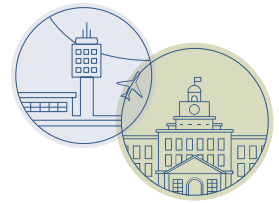
CLIMATE - NET ZERO BY 2030

YVR's [Roadmap to Net Zero Carbon 2030](#)—launched in October 2021—lays out our plan to meet our climate action commitments in less than 10 years. In 2022, we achieved Level 4+ Airport Carbon Accreditation, as awarded by Airports Council International. YVR is the first airport in Canada and only one of three in North America to achieve this status. To ensure our climate efforts go beyond YVR, we also [partnered with the Ports of Seattle and Washington](#) to collaborate and cooperate on actions to decarbonize aviation. The partnership focuses on four strategic areas: sustainable aviation fuels, airport facilities, airport operations, and vehicle electrification.

With more than 95% of airport emissions related to aircraft movements, traffic, and non-Airport Authority buildings, we are super-sizing our influence to enable the reductions of all emissions. This includes supporting BC's progressive low-carbon fuel policy work and championing the development of a domestic supply chain of sustainable aviation fuel to position BC and YVR as Canada's first "bioport" for sustainable fuels. Going forward, we will continue to implement our Roadmap to Net Zero 2030 to meet our obligations to combat climate change by driving down our emissions, while working further with government and industry partners to support the decarbonization of the aviation sector.

GATEWAY TO THE NEW ECONOMY

YVR is in a unique position to be a gateway for regional economic development and has a tremendous opportunity to grow air cargo and logistics in support of BC's strong economic recovery. To pursue this, we are opening up 400 under-utilized acres of Sea Island for industrial and commercial developments. This highly sought-after land is ideal to create new freight and logistics facilities, land development opportunities, and has the potential for creating economic clusters to drive the regional economy.



In support of growing cargo and logistics as a key component of hub airport diversification, we are looking to partner with the federal government to repurpose and rehabilitate our airside infrastructure (taxiways and aprons) for future air cargo expansion and associated landside freight and logistics development opportunities in Airport South and the Northlands. The pandemic also accelerated the digitization of the supply chain, revolutionizing the air cargo business. To pilot digital solutions for YVR's cargo industry, we partnered with Kale Logistics, a global leader in Cargo Community Systems. This partnership will play an important role in creating high velocity air cargo supply chains and increasing the efficiency of our infrastructure assets. Developing our air cargo operations will improve YVR's competitiveness as a cargo gateway versus other airports, positioning us well for the potential creation of digital trade lanes with other strategically significant destinations.

Our community expects us to be leaders and trailblazers for change and innovation. So, in March 2022, YVR [launched its Digital Twin Platform](#). It is the first major marker out of YVR's Innovation Hub and will transform how the airport serves employees, passengers, and the community. YVR's Digital Twin platform is exactly what it sounds like—a virtual, real-time interactive representation of YVR's terminal and airfield. It is a digital tool that allows training, optimization, future planning, simulation, testing, and more through the visualization of data. To improve the passenger experience, we put this technology into the hands of our frontline workers. The Digital Twin enables staff to monitor all areas of the terminal building, enabling quick visualization of where certain issues may occur and the adjustment of our human resource deployment in real time—for example, in the event of an inbound or outbound flight delay. To support our climate goals, we are exploring partnerships with aircraft manufacturers that will allow YVR to model and accurately track pollution from aircraft movements. The tool will allow YVR to better plan airside operations and gating procedures in support of the decarbonization of Canada's aviation sector and to increase operational efficiency across the airport.

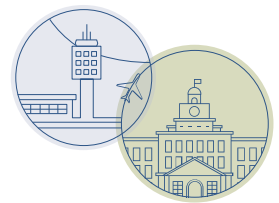
The Airport Authority continues to actively explore future opportunities to increase efficiencies and gain strategic insight through new data. This includes providing data and working with the Province to support business cases for improved connections between Sea Island and Highway 99, as well as the replacement of the provincially owned Moray Bridge.

STRENGTHENING THE CORE

We are optimizing our operations to increase efficiency, including our asset management program, our airside infrastructure, and our terminal infrastructure. In 2022, we spent \$164 million on state of good repair projects, which represented approximately 61% of our capital expenditures. This ensures that we continue to realize value from our investments, and that we achieve an optimal balance between costs, risks, level of service and sustainability.

PURPOSE THROUGH PEOPLE

As YVR is operated in service of our communities and the public interest, we are keenly aware of the rising cost of living in Metro Vancouver, which is creating real barriers to hiring and retaining workers. Therefore, in 2022, Vancouver Airport Authority became certified as a Living Wage Employer by Living Wage for Families BC, meeting our goal in the Strategic Plan. We continue to build a strong culture of



diversity, inclusion and belonging at the Airport Authority and across the YVR community of employers. As a people-centred business, YVR remains committed to making our community and local economy stronger and healthier.

MUSQUEAM – YVR

YVR and Musqueam are located in the same community on land that is traditional Musqueam territory. In 2017, we signed the historic Musqueam Indian Band–YVR Airport Sustainability and Friendship Agreement, which includes a pathway from education to employment, business and procurement opportunities, a focus on climate and environment, and transparency between YVR and Musqueam. Through the agreement, there has been an increase in Indigenous hiring, economic partnerships, joint ventures, and Indigenous procurement considerations in the organization’s supply chain. In the summer, we raised a Musqueam welcome figure outside International Arrivals, as a correction to align with cultural protocol. This placement is significant to Musqueam culture and YVR’s unique sense of place as it provides a traditional Musqueam welcome to the millions of travellers and visitors to the airport and traditional Musqueam territory each year.

Since the signing of this historic agreement, YVR has incorporated Musqueam cultural protocols throughout its business and operations, and continues to increase Musqueam representation across the airport community. YVR continues its efforts to integrate the Calls to Action put forward by Canada’s Truth and Reconciliation Commission, with more work to follow.

FINANCIAL SUSTAINABILITY

The Airport Authority is first and foremost a community-based organization, and we exist to serve our community and the economy that supports it. We seek to improve the airport for everyone while supporting our region by connecting people and places, cargo and markets.

Before COVID, 90% of our revenues were passenger-related. In 2021, low passenger volumes from the pandemic required YVR airport operations to be partially funded through debt. Passenger volumes in 2022 have improved, allowing for operations to be fully funded through operating cash flows. Capital investments in infrastructure continue to be supplemented by debt proceeds from 2020.

CONCLUSION

YVR remains committed to our purpose of serving the community and the economy that supports it. We know the critical role YVR has to play in the region’s strong economic recovery and are supporting our communities while constantly improving the airport for all. Though significant progress has been made in 2022 towards the goals of our 2022-2024 Strategic Plan, going forward, YVR will be focused on improving our operating efficiency, passenger experience, and airline satisfaction, as well as meeting our climate action commitments. We will do this by continuing to work with government, community, and in partnership with the Musqueam Indian Band—ensuring a sustainable and mutually beneficial future for everyone in our region.



City of Richmond

Report to Committee

To: General Purposes Committee
From: Grant Fengstad
Director, Information Technology
Date: January 11, 2023
File: 04-1300-01/2022-Vol
01
Re: **Award of Contract 8072P – Workforce Management Solution and Services**

Staff Recommendation

1. That Contract 8072P – Workforce Management Solution be awarded to Kronos Canadian Systems Inc., for an estimated contract value of \$719,584, excluding taxes, for an initial contract term of two years, as described in the report titled “Award of Contract 8072P - Workforce Management Solution and Services”, dated January 11, 2023, from the Director, Information Technology; and
2. That the Chief Administrative Officer and General Manager, Finance and Corporate Services be authorized to execute the contract with Kronos Canadian Systems Inc.; and
3. That the Chief Administrative Officer and General Manager, Finance and Corporate Services be authorized to extend the contract at the end of the initial contract term for an additional five years, up to the maximum total term of seven years, for a maximum contract value of \$1,749,904, excluding taxes, as described in the report titled “Award of Contract 8072P - Workforce Management Solution and Services”, dated January 11, 2023, from the Director, Information Technology.

Grant Fengstad
Director, Information Technology
(604-276-4096)

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Finance Department	<input checked="" type="checkbox"/>	
Public Works	<input checked="" type="checkbox"/>	
Community Services	<input checked="" type="checkbox"/>	
Human Resources	<input checked="" type="checkbox"/>	
SENIOR STAFF REPORT REVIEW	INITIALS: 	APPROVED BY CAO

Staff Report

Origin

The City continues its technological advancement through the implementation of the Council-endorsed Digital Strategy. The vision of the strategy is to ‘optimize and integrate business processes which leverage technology innovation to deliver exceptional services’. The goals of the Workforce Management System are to enable self-service capabilities and automation; increase efficiencies in the management of the City’s workforce; comply with various regulations and enable the elimination of manual and paper-based processes.

Over the last 20 years, the City has implemented a number of independent systems that provide services including Payroll, Human Resources, Community Services Scheduling, Public Works Service Requests and Work Order Management. Each of these systems stores and maintains workforce data independently that is isolated in each system and limits the City’s ability to consolidate important information on its workforce. Aggregating and consolidating this information will provide better forecasting, planning, and improving the delivery of services.

This project provides a “single stop portal” that will be utilized City-wide for payroll, scheduling, leave management, as well as maintaining staff training and certification records. Some of the key benefits of this solution are:

- Automation of staff scheduling and callouts according to rules based on business and collective agreement requirements, considering scheduled leave, reported sick time and other events that may disrupt a schedule. This significantly reduces manual effort on periodic scheduling, minimizes human error and reduces the turnaround time in responding to emergency needs.
- With leave management automation, all leave requests and approvals are entered and tracked within the new system. A holistic view of staff availability is presented in real time with no human intervention needed. This will enhance workforce planning to make sure that adequate resources are available to run the City's day-to-day operations.
- Timesheet submission and approval processes for time entries within the system would be used to fully automate the payroll process. Time entries can also be validated by leave requests and schedules. This reduces time entry errors and turnaround time in payroll processing.
- Maintaining staff training and certification records in the system not only facilitates scheduling and callout, but also ensures that up to date records are available. The system assists management by ensuring skills and certifications are maintained through an automated process.
- All workforce data will reside in a single system; therefore, data assessments can more easily be performed for workforce analysis and forecasting.

The purpose of this report is to present the results of the public tendering process for Contract 8072P and provides a recommendation for award of contract to Kronos Canadian Systems Inc. for Workforce Management Solution and Services.

This report supports Council's Strategic Plan 2018-2022 Strategy #4 An Active and Thriving Richmond:

4.2 Ensure infrastructure meets changing community needs, current trends, and best practices.

This report supports Council's Strategic Plan 2018-2022 Strategy #5 Sound Financial Management:

5.1 Maintain a strong and robust financial position

5.2 Clear accountability through transparent budgeting practices and effective public communication.

Analysis

RFP Process

A Request for Proposals 8072P – Workforce Management Solution and Services was posted to BC Bid on June 9, 2022 and closed on July 22, 2022.

The following describes the full scope of services that are required by the City:

- Leave Management – employee self-service on leave request and manager approval
- Training and Certification – employee training and certification maintenance
- Scheduling – auto-scheduling according to pre-defined rules, employee leave schedules and training and certification requirements
- Time and Attendance – employees submitting bi-weekly time entries for payroll
- Payroll – validation of time entry for payroll processes
- Security - Secured and highly available system

One proposal was received by the closing date from Kronos Canadian Systems Inc. Kronos is the market leader providing Enterprise-grade Workforce Management solutions.

Review Process

The proposal was evaluated by City staff and consisted of a two-phased evaluation process. The first phase involved independent reviews of each proposal scored against the following criteria:

- Schedule of Pricing
- Corporate Background, Team Qualifications & Experience
- Approach
- Technical Requirements

- Functional Requirements

The evaluation team initially scored the proposal at 77.08 percent based on the overall suitability to meet the requirements of the City.

Kronos Canadian Systems Inc. was invited to participate in a series of interviews with City staff and to provide demonstrations of their proposed solution. The proponent was assessed based on their responses to a series of pre-set interview questions, technical and functional clarifications as well as several demonstration case scenarios. The total evaluation score awarded by the evaluation panel following the second phase evaluation was 69.9 percent.

The solution proposed by the Kronos team provides maximum flexibility to configure functionality and integrate with the City's multiple ERP systems and meet the City's business requirements that were described in the RFP. The product is currently used by many organizations, major cities and government agencies including the City of Calgary, the City of Hamilton and the City of New Westminster. To ensure that the City is equipped with a scalable, robust and secure solution, it is recommended that a contract be awarded to Kronos Canadian Systems Inc.

Financial Impact

The project was previously approved by Council with available funding of \$790,258. The estimated total cost of the proposed contract over the initial two-year term is estimated at \$719,584, including contingency is summarized in Table 1.

Table 1 –Estimated Total Cost over Initial Two-Year Implementation Contract Term

Description	Costs
Implementation (Professional Services) Cost	\$279,505
+ Contingency 10%	\$27,951
Total Implementation Cost (One Time / Capital)	\$307,456
Software Subscription Cost – Year 1	\$206,064
Software Subscription Cost – Year 2	\$206,064
Total Software Subscription Cost	\$412,128
Total Contract Value (Implementation Phase – 2 Years)	\$719,584

The City has the option to extend the contract for additional five one-year terms under the same terms and conditions with no increase in operating costs (OBI). The estimated cost associated with extending the contract to a maximum seven-year term is summarized in Table 2.

Table 2 – Estimated Total Cost over Maximum Seven-Year Contract Term

Description	Costs
Implementation Contract Value (Table 1)	\$719,584
Software Subscription Cost – Year 3	\$206,064
Software Subscription Cost – Year 4	\$206,064
Software Subscription Cost – Year 5	\$206,064
Software Subscription Cost – Year 6	\$206,064
Software Subscription Cost – Year 7	\$206,064
Total Cost	\$1,749,904

Conclusion

Kronos Canadian Systems Inc. can deliver the scope of work and requirements described in the RFP for the Workforce Management Solution project. Staff recommend awarding a contract to Kronos Canadian Systems Inc. for \$719,584.00, exclusive of taxes, over the initial two-year contract term, which may be renewed for a maximum of five (5) additional one (1) year terms.



Kathy Hui
Business Analyst, Information Technology
(604-276-4059)