



City of Richmond

## Report to Committee

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**To:** Community Safety Committee  
**From:** Jim Hancock  
Sr. Director, Community Safety (Fire Chief)  
**Re:** **2004 Community Safety Work Program**

**Date:** January 29, 2004

**File:**

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### Staff Recommendation

That the 2004 Community Safety Work Program be endorsed.

Jim Hancock  
Sr. Director, Community Safety  
(Fire Chief) (2700)

Att. 3

## Staff Report

### Origin

The 2004 work plan for the newly reorganized Community Safety Division has been prepared. The plan includes activities for the areas of: Community Bylaws; Emergency & Environmental Programs; Fire Rescue, and Administration.

The work program activities recognize the Division's operational objectives, which are:

- integration;
- partnership; and
- cost containment.

The activities listed recognize the need to:

- balance prevention, education, and enforcement initiatives;
- bring services closer to the community; and
- develop a community where everyone takes responsibility for the safety of people and property.

The 2004 service initiatives are listed below with details provided in *Attachment 1*. These activities are in addition to daily core service delivery and participation in various Corporate Plan initiatives.

### Administration

- Community Safety Operational Support team (SOS)
- Divisional Administrative Support
- Corporate Event & Hosting Strategy Development
- Divisional Budget Strategy Development
- Children's Safety Village

### Community Bylaws

- Parking Program
- SPCA Contract (Animal Control)
- Provincial Agricultural Land Commission Act
- Graffiti; Fireworks; and Noise Bylaws

**Emergency and Environmental Programs**

***Emergency Programs***

- Emergency Plan
- E-Comm Radio Inter-operability
- Emergency Social Services Plan
- Communications Projects
- Chemical, Biological, Radiological and Nuclear Response Planning

***Environmental Programs***

- West Nile Virus
- Climate Projection Program
- City Pesticide Use

**Fire Rescue**

- YVR Transition
- E-Comm Dispatch Transition
- Fire Hall Construction
- Fire Fighter Succession Transition
- FireView
- Fire Vehicle Replacement Plan

Supplementary initiatives are listed in *Attachment 2*, with details available upon request.

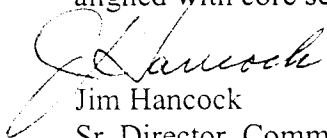
As a result of the recent Division reorganisation, changes were made to the work program and some duties re-aligned. *Attachment 3* identifies these changes.

**Financial Impact**

None.

**Conclusion**

Under the new structure, members of the Division will continue to deliver excellent services, aligned with core service priorities. We will strive to be "*Better in Every Way*".



Jim Hancock  
Sr. Director, Community Safety  
(Fire Chief) (2700)

SP:sp

**Administration**

- Community Safety Operational Support – pursuit of Community Safety operational integration opportunities through the established “SOS” Safety Operations Steering Team. Ensuring that:
  - key Community Safety issues are identified, and a process for street-level teamwork established;
  - team meetings that strengthen cooperation between key community safety agencies are encouraged;
  - proactive inter-agency strategies are developed;
  - operational sub-teams are created to develop action plans;
  - lead the Halloween & Graffiti Operational Planning Team Operations; and
  - Council advisory task force recommendations are pursued in an integrated way.
  
- Divisional Administrative Support including:
  - annual work plan development and activity reporting;
  - political referral tracking and reporting;
  - year end work plan accomplishments and recognition;
  - community awareness of divisional services and programs improvement;
  - revised communication structure for divisional managers; and
  - participation on the Joint City of Richmond\RCMP Senior Staff Team.
  
- Development of a Strategy for Managing Public Events that addresses approvals and procedures necessary for those planning and overseeing public events.
  
- Divisional Budget Strategy Development that complies with Council’s Sustainable Financial Strategy goals.
  
- Children’s Safety Village which studies the concept and feasibility of a “virtual” safety village which is the computer software program that is currently under development, and was presented to Community Safety Committee in November, 2003.

**Community Bylaws**

- Parking Program – continue program enhancements with:
  - report on the delivery of parking program services by City staff;
  - review opportunities for pay parking program expansion;
  - possible introduction of commercial vehicle parking permits in industrial areas;
  - review of Minoru park (south) parking policy;
  - review of patrol routes to meet program initiatives; and
  - participate with school representatives to aid in the development of a parking\student drop off model at local schools.

**Community Bylaws, Cont'd**

- Animal Control – SPCA Contract discussions and deliberations to be culminated in 2004. Development of new procedures and information pamphlets for off-leash dogs and barking dog complaints.
- Provincial Agricultural Land Commission Act – culmination of discussions and deliberations with the Provincial staff regarding local soil deposit and removal issues.
- Graffiti; Fireworks; and Noise Bylaws – Development of a more proactive and integrated approach and deal with graffiti within the community. Review and update of local fireworks bylaw regulations following integrated Halloween Team 2003 event debriefing. Review the contract for noise services provided under the Public Health Bylaw to determine if existing staff could assume this role and reduce City costs.

**Emergency and Environmental Programs**

**Emergency Programs**

- Emergency Plan – development of an up-to-date emergency management plan that provides overall direction for the City's response to major emergencies to ensure the obligations of the Emergency Program Act are met. Plan development process would include: response agency & departmental interviews; exercise series; plan development; orientation development & delivery.
- E-Comm Radio Interoperability includes establishing protocols and regular testing of interoperable radio communications between Police, Fire and Ambulance.
- Emergency Social Services Plan includes the completion and implementation of a revised plan. Components include: Community Consultation; Final plan to Council; Implementation of plan; Training of staff; Support procedures (RC Ops Manual, ESS HQ Manual, etc.); Exercises; and Maintenance (supplier agreement and contact information, inventory, etc.).
- Communications Projects aimed at enhancing the City's emergency communications capabilities and include installation of a HAM base stations at key facilities; and development of a Communications Plan/Strategy. Outcomes include: increasing inventory of handheld radios; establishing a repeater to operate independently of the Works Yard; establishing Works Yard and City Hall radio link; installing a HAM repeater; Phase 1 (EOC, City Hall, Hospital, Richmond Ice Centre, Steveston, Thompson, Cambie); Phase 2 (CSB, Backup EOC, West Richmond, Hamilton, Sea Island, Arena, South Arm); and establishing communications protocols.

**Emergency and Environmental Programs Cont'd**

- Chemical, Biological, Radiological and Nuclear (CBRN) Response Planning. World events relating to terrorism and threats relating to anthrax, ricin, etc. have led to the need for a plan to address the potential for such incidents in our community. Work is underway on a CBRN Plan that would focus initially on the critical first hours of the response, as well as address the various agencies' roles and responsibilities that would respond to such an attack. The plan will also address inter-agency communications, crucial resources, site procedures and public information.

**Environmental Programs**

- West Nile Virus includes the development of a coordinated approach to mosquito control issues throughout the Greater Vancouver Regional District. Determination of longer-term need for treatment programs. Includes obtaining a \$50,000 in grant money for Richmond initiatives.
- Partners for Climate Protection Program (PCP) – Base year Inventory Collection. The compilation of corporate and community greenhouse gas emission inventory. This is the first step in the PCP program from which an action plan to reduce emissions can be developed and future emission inventories can be compared to evaluate progress. This initiative is one component of the City's Environmental Management Strategy. A base-year inventory of Richmond's greenhouse gas emissions.
- Review of City Pesticide Use Policies and Bylaws. There has been growing concern on the adverse impacts of pesticides. This initiative will identify whether opportunities exist for corporate improvement which could then set a foundation for encouraging change throughout the Richmond community. Recommendations for action will be incorporated into the City's Environmental Management Strategy. Recommendations for strengthening corporate practices with respect to pesticide use will be developed for Council's consideration which will then form the foundation for evaluating opportunities for encouraging change within the Richmond community.

**Fire Rescue**

- YVR Transition Plan including the conclusion of the service agreement and development of a response protocol with YVR.
- E-Comm Dispatch Transition activities include:
  - reporting of a transition date to Community Safety Committee;

**Fire Rescue, Cont'd**

- discussing station alerting (linked to YVR transition discussions);
  - developing an internal security policy complete with computer aided dispatch (CAD) training; and
  - Records Management System (RMS) preparation.
  
- Fire Hall Construction in Sea Island and Hamilton.
  
- Firefighter Succession Transition for approx. 30 firefighters who will assume more senior roles as a result of the YVR mitigation strategy and firefighter retirements in April 2004. The change in personnel has delayed the training dates for hazardous material and confined space.
  
- FireView system utilization for generation of fire statistics, data analysis, and research, purposes. This geographic-based platform allows data to be shared with others and increases the inter department/agency analysis capabilities.
  
- Fire Vehicle Replacement Plan - sale/leaseback agreement entry and delivery of four new trucks in 2004. Development of a 20 year capital forecast plan.

***ADMINISTRATION***

Safe Communities Coalition Participation  
Community Safety Headquarters Project Team Participation  
Community Safety Neighbourhood Service Delivery Model Development  
Divisional Operational Efficiencies – utilizing Geographic Based Data Systems  
Team Works Training (District of Kent – Bylaw & Process Review)  
Children’s Safety Village (Virtual)

***COMMUNITY BYLAWS***

Development of Parking FAQ’s web page  
Review of City Bylaws for consistency with new Local Government Act  
Revision of procedures to deal with parking ticket complaints & Officers’ availability  
Development of new procedures & practices when parking tickets are removed from Prov. Court  
Research Bylaw staff being designated as Peace Officers  
Special Event Planning  
Review of Parking Patrol uniform  
Develop a staff training program  
Pursue opportunities to have bylaws represented at Community Events  
Examine paperwork procedures for Bylaws  
Update Dept. filing practices to City standards  
Prepare a bylaw pamphlet for business

***EMERGENCY PROGRAMS***

Emergency Water Supply (on-going from 2003)  
Emergency Operations Centre Operations Manual  
Emergency public information plan (link to Communication Strategy report)  
Community Awareness Program  
Community Safety Website  
Volunteer Management Program  
Training and Exercise

***ENVIRONMENTAL PROGRAMS***

Integrated surface water management strategy development  
Flood Management Strategy – support Policy Planning Department in the preparation of a new strategy  
Community Charter/Environmental reg. changes–review & analyze environmental implications  
Environmental Outreach program – develop and deliver  
Operating procedures manual – for Litter Collection and Recycling Depot operations



***FIRE RESCUE***

Automatic Aid Agreement with Delta/New Westminster  
First Responder Dispatch Protocols (on-going from 2003)  
Alarm Monitoring (on-going from 2003)  
Succession Strategy (on-going from 2003)

*Attachment 3 – Impact of Division Reconstruction on 2004 Work Program*  
*page 1 of 2*

In the Fall of 2003 there were a number of organizational adjustments made that impacted the originally proposed 2004 Community Safety Division Work Program. The changes and impact on the work program are highlighted below and reflect the Division's focus on core services that support Council's sustainable financial strategy:

*Organizational Adjustments:*

Three main adjustments were made to the organizational structure of the Community Safety Division:

1. Confirmation that Community Outreach Programs such as Block Watch, Youth Intervention, and Restorative Justice would remain as Police responsibilities;
2. Elimination of funding for two management positions within the Administration Section of the Division, including the General Manager and Manager of Budgets. Transfer of the Manager Divisional Programs plus the reduction in available Executive Assistant services by half; and
3. The Fire Chief, as Senior Director of Community Safety, has been assigned a broader mandate to include Community Bylaws and Parking; and Emergency and Environmental Programs.

The impact of the three main adjustments on the work program and work capacities include:

- the responsibility for the overall Divisional budget has been re-assigned to the Fire Rescue Manager (Budgets & Administration);
- the Police budget liaison, contract administration, and overseeing functions have been re-assigned to the Fire Rescue Manager (Budgets & Administration). The work is performed for the CAO's office, the new *Principal Policing Contact*;
- the Fire Rescue and Operational Support Managers now utilize the Community Bylaws Department Parking Budget Clerk for spreadsheet, paper processing, and report generation requirements;
- the Fire Rescue Manager now has reduced time to devote to Fire Rescue financial requirements;
- the Manager of Operational Support has now assumed the duties and responsibilities of the Manager of Divisional Programs who has been transferred to the CAO's office;
- the level at which the Division is pursuing the use of GIS as a tool to improve emergency response efficiency, and incident reporting, has been reduced.

The changes to the General Manager's structure have affected the Senior Director of Community Safety / Fire Chief.

- The Senior Director's split duties are focussed on the fundamentals of leadership; political referral (formal & informal) responses; overseeing work plans and budgets; and relationship building; and
- The change to the Fire Chief's availability to Richmond Fire-Rescue staff has necessitated the Deputy Chiefs assuming expanded roles, giving new emphasis to succession planning.

The Executive Assistant has been transferred and relocated to the Office of the CAO, and duties encompass a blend of Divisional, and Corporate responsibilities.