



REPORT TO COUNCIL

TO: Richmond City Council
FROM: Councillor Bill McNulty, Chair
Planning Committee
DATE: March 20, 2003
FILE: 4055-01
**RE: RICHMOND INTERCULTURAL ADVISORY COMMITTEE 2002 ANNUAL
REPORT AND 2003 WORK PLAN**

The Planning Committee, at its meeting held on Tuesday, March 18th, 2003, considered the attached report, and recommends as follows:

COMMITTEE RECOMMENDATION

That, as per the report dated February 24, 2003 from the Manager, Policy Planning, the Richmond Intercultural Advisory Committee 2002 Annual Report and 2003 Work Plan be endorsed.

That the Richmond Intercultural Advisory Committee provide an interim report to Planning Committee based on the work completed on the public consultation phase including any requests for further action and funding.

Councillor Bill McNulty, Chair
Planning Committee

Attach.

VARIANCE

Please note that staff recommended the following:

That, as per the report dated February 24, 2003 from the Manager, Policy Planning, the Richmond Intercultural Advisory Committee 2002 Annual Report and 2003 Work Plan be endorsed.

Staff Report

Origin

The Richmond Intercultural Advisory Committee (RIAC) was established by Council in February, 2002 and held their first meeting in June, 2002. Their mandate, as described in the RIAC Terms of Reference, is "to enhance intercultural harmony and strengthen intercultural co-operation in Richmond".

Findings Of Fact

The initial work program of the RIAC indicated that the Committee would:

1. appoint a Chair, Vice Chair and Secretary and establish a meeting schedule;
2. hold public consultations to discuss with the community, a vision, ideas, opportunities, issues and partnerships which need to be addressed to enhance intercultural harmony;
3. review the City's existing intercultural policies to determine if improvements are necessary;
4. prepare a report for Council which recommends a vision, goal, policies, a subsequent work program, partnerships and pooled resources to enhance intercultural harmony; and
5. report back to Council by December 31, 2002.

Analysis

The attached RIAC 2002 Annual Report and 2003 Work Program and Budget (**Attachment 1**) highlights the key activities undertaken by the Committee in 2002.

The following analysis reflects the five items in the 2002 Work Program as described above.

1. **Appoint a Chair, Vice Chair and Secretary and establish a meeting schedule.**

Chair:

Rather than appoint a Chair and Vice-Chair, RIAC members decided to appoint four rotating Chairs:

Chair:	Term:
Lawrence Lim	September – December 2002
Balwant Sanghera	January – March 2003
Patricia Whittaker	April – June 2003
Tony Carrigan	September – December 2003

In the absence of the Chair, one of the other Chairs will act as Vice-Chair.

Secretary:

Parvin Partovi was appointed as Secretary until December, 2002. In 2003, the Secretary position will rotate every month among all members, following alphabetical order.

2. Hold public consultations to discuss with the community, a vision, ideas, opportunities, issues and partnerships which need to be addressed to enhance intercultural harmony.

To achieve this directive, RIAC has initiated a three-step consultation process (see **Attachment 2**):

1. Stakeholder Consultation, held on October 17, 2002,
2. Public Consultation, to be held on February 20, 2002, and
3. proposed Focus Groups (details to be determined).

(1.) Stakeholder Consultation (completed):

At the Stakeholder Consultation, a total of 26 organizations presented. RIAC members compiled a list of eleven issues raised by stakeholders and from this list identified three priority topics for RIAC to work with:

- cultural barriers,
- community involvement, and
- youth.

(2.) Public Consultation (completed):

At the Public Consultation, held on February 20, 2002, members of the public were asked to speak about intercultural harmony and cooperation issues and strategies in Richmond, focusing on the three priority topics.

(3.) Focus Groups (proposed):

- Focus groups, proposed as the third stage of the consultation process, would be conducted in the spring of 2003.
- The three priorities identified above (cultural barriers, community involvement, youth) would provide the basis for focus group discussions.
- The goal of the focus groups would be to help the committee to identify strategies and solutions that are community driven, acceptable, relevant, and effective.
- The make-up of focus groups would be determined following the Public Consultation session.
- It is estimated that a total of six focus groups would be conducted to explore strategies related to the three priority issues.
- Options to conduct focus groups:
 - Hire consultants @ \$20,000 – Not approved
 - RIAC host the focus groups without consultants (to be considered)

3. Review the City's existing intercultural polices to determine if improvements are necessary.

The first policy area that RIAC will explore is regarding the inclusiveness of the municipal election process, part of the RIAC's 2003 Work Program. The Deputy City Clerk will be attending the March 2003 RIAC meeting to begin this discussion.

4. Prepare a report for Council which recommends a vision, goal, policies, a subsequent work program, partnerships and pooled resources to enhance intercultural harmony.

Following the public consultation or focus group process, RIAC will prepare a report for Council summarizing results and presenting recommendations regarding goals, policies, and strategies.

These recommendations will form the basis of a 2004 Work Program, including establishing partnerships and sharing resources.

Financial Considerations

1. 2003 Committee Operating Expenses:

- The RIAC may access up to \$1,000 for minor Committee expense.

2. 2003 Focus Group Facilitation Budget:

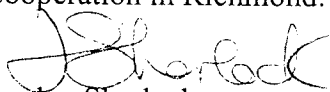
- The RIAC proposes a budget of \$20,000 to cover the cost of holding the focus group sessions (e.g., organizing, hosting, facilitating, translating, interpreting, analyzing results, preparing report, staff overtime).
- In the 2003 budget, there is no allocation for group facilitation.

Financial Impact

- \$1,000 for minor committee operating expenses

Conclusion

The RIAC is implementing Council's directives and has begun its process of public consultation to learn what intercultural issues and opportunities exist. Resulting strategies will enhance communication, build partnerships, and facilitate the sharing of knowledge, skills and resources in the community. Future policy reviews will also help to ensure intercultural harmony and cooperation in Richmond. Continued support for RIAC undertakings is recommended.


Lesley Sherlock
Social Planner
(4220)

LS:ls

To: Mayor and Council,
City of Richmond

Date: February 5, 2003

From: Balwant Sanghera, Chair
Richmond Intercultural Advisory Committee

Re: Richmond Intercultural Advisory Committee
2002 Annual Report and 2003 Work Plan and Budget

1. 2002 Annual Report

The Richmond Intercultural Advisory Committee (RIAC) has been very busy since its inception. During the past few months, it has held several meetings and conducted numerous activities. The main purpose of these get-togethers has been to feel the pulse of the community in order to promote intercultural harmony.

One of the major events organized in this context was the Stakeholders' Consultation on October 27th, 2002. Mayor Malcolm Brodie was kind enough to set the stage for a very productive discussion at this forum. Twenty-six diverse groups, representing a cross section of the community, made very comprehensive and valuable submissions to the committee.

To get the best value from these submissions, RIAC formed a subcommittee. Members of this subcommittee did a commendable job of analyzing and synthesising the information at the October 27th forum. The subcommittee grouped the issues brought to RIAC's attention into eleven broad categories, but decided to focus only on three: **youth, cultural barriers and community involvement.**

In order to get a better grasp of the issues, RIAC has invited a number of resource people and guests to its meetings. Those attending in 2002 included the following:

- Ted Townsend, Manager, Communications and Public Relations and Strategies, City of Richmond
- Ming Pao and Sing Tao Reporters
- Simon Liao and Mohinder Grewal
- Jane Fernyhough, Manager of Cultural Services, City of Richmond

In addition, the members of RIAC have worked on defining the context of RIAC work through discussion of terminology and the Practice Iceberg exercise. Furthermore, the committee has engaged in some very interesting discussions on various issues including political correctness, religious celebrations and the election process in Richmond. As a matter of fact, there was never a dull moment.

2003 Workplan and Budget

a. Public Consultation

In order to stimulate discussion on the three major issues, a Public Consultation forum will be held on February 20th from 7:00 to 9:30 pm at the City Hall. This will also coincide with the Multicultural Week (February 15-22). The public is being invited to give its input about intercultural issues related to cultural barriers, community involvement and youth.

RIAC is also hoping to conduct focus groups in the next few weeks as the third stage of consultations in this regard. Issues/needs identified through the public consultation process will form the first step of developing a suitable strategy. This will lead to determining goals and a policy and action plan.

b. Inclusiveness of Election Process

As requested by Council, in 2003 RIAC will also be reviewing the inclusiveness of the election process. To assist in this review, David Weber, Deputy Clerk, will be attending the March 27th meeting and Philip Fung, Civic Education Society, will be coming on April 17, 2003.

c. Other

RIAC will continue to address other issues as they arise in the community and before Council.

d. Proposed 2003 Budget

A budget of \$20,000 has been requested to cover the cost of holding the focus group sessions, including a consulting fee for organizing and conducting approximately 6 focus groups, interpretation and translation, report preparation, staff overtime and related expenses.

In conclusion, I would like to thank members of the RIAC for their dedication and commitment to making Richmond a better place to live.

Balwant Sanghera
Chair, Richmond Intercultural Advisory Committee

Richmond Intercultural Advisory Committee

Public Consultation Progress Report

January 2003

1. Background

The initial work program of the Richmond Intercultural Advisory Committee (RIAC), as approved by Council in February 2002, indicated that the Committee would:

- hold public consultations to discuss with the community, a vision, ideas, opportunities, issues and partnerships which need to be addressed to enhance intercultural harmony.

To achieve this goal, RIAC has initiated a three-step consultation process:

1. Stakeholder Consultation,
2. Public Consultation, and
3. Focus Groups.

2. Consultation Process

(1.) Stakeholder Consultation

A Stakeholder Consultation was held at Richmond City Hall on October 17, 2002. Letters of invitation (**Attachment 3**) were sent to stakeholders in intercultural relations, including ethnocultural organizations, service organizations, community groups, religious groups, statutory organizations, community centres, etc. A total of 26 organizations presented (**Attachment 4**). Most organizations had two representatives in attendance (typically a Board and a staff member).

Presenters were asked to:

- introduce the organization,
- identify intercultural issues, based on the organization's experience in a diverse community, and
- indicate how the organization can work in partnership with the community and with RIAC to address these issues.

Committee members compiled a list of issues raised by stakeholders and from this list identified three priority areas for RIAC to work with (**Attachment 5**). Priority was given to those areas deemed most suitable for work on the municipal level:

- youth,
- cultural barriers, and
- community involvement.

(2.) Public Consultation

A public consultation will be held on February 20 during Multicultural Week to ask the public about intercultural issues related to cultural barriers, community involvement and youth (**Attachment 6**). The goal of the consultation is to find out what these challenges are and how RIAC can work with the community to better address them.

(3.) Focus Groups

RIAC has proposed that focus groups be conducted in the spring of 2003 as the third stage of consultations. The goal of the focus groups is to discuss strategy development in more detail. The make-up of focus groups would be determined following the Public Consultation. A budget of \$20,000 has been proposed in the 2003 budget levels to cover the cost of consulting and related expenses (e.g., hosting, facilitating, analyzing results, preparing report).

3. Strategy Development

Issues and/or needs identified through the Public Consultation Process will constitute the first step of strategy development. The Program Logic Model (**Attachment 7**) will be used as a framework for moving from ideas to action. The five steps of the model are:

1. Identify issues and/or needs,
2. Determine goals,
3. Propose policy and action plan,
4. Specify expected outcomes, and
5. Evaluate policies and actions.

After RIAC has completed steps 1 – 4, stakeholder organizations will again be consulted and the document revised.

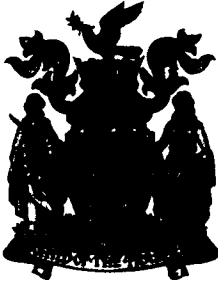
4. Public Consultation Report

At the end of the process, RIAC will prepare a report for Council summarizing results of the public consultation process. The report will include recommendations addressing goals, policies, and a subsequent work program including partnerships and pooled resources.

Prepared by:

**Public Consultation Sub-Committee,
Richmond Intercultural Advisory Committee**

Lesley Sherlock
Social Planner



City of Richmond

6911 No. 3 Road, Richmond, BC V6Y 2C1

Telephone (604) 276-4000

www.city.richmond.bc.ca

October 3, 2002

File: 4055-01

Dear Sir/Madam:

**Re: Invitation to Present:
Stakeholder Consultation of the Richmond Intercultural Advisory Committee**

The Richmond Intercultural Advisory Committee (RIAC) was established this year to enhance intercultural harmony and strengthen intercultural co-operation in Richmond. RIAC roles include assisting Council and the community to develop a vision and establish goals for improved intercultural relations in Richmond, co-ordinating public participation, encouraging networking and identifying solutions to intercultural issues.

I am therefore inviting your organization to participate in the Stakeholder Consultation process, the first of RIACs city-wide consultations on ethno-cultural issues, to be held:

Date: October 17, 2002

Time: 7:00 – 9:30 pm

Place: Meeting Room 2.004, Richmond City Hall

Two representatives (i.e., board members, staff) of your organization are invited to attend. We would like each organization to make a brief verbal presentation (5 minutes), accompanied by a written submission (a point-form document is sufficient) that:

- introduces your organization,
- identifies intercultural issues, based on your organization's experience in a diverse community, and
- indicates how your organization can work in partnership with the community and with RIAC to address these issues.

Following the presentations, a group discussion on possible strategies will be held.

If necessary, additional meetings will be held.

RSVP: To register, please contact Lesley Sherlock, Social Planner (phone 604-276-4220, fax 604-276-4052 or e-mail lsherlock@city.richmond.bc.ca) by October 4, 2002. Please bring brochures or other information about your organization to the meeting.

We look forward to seeing you at the consultation, and to working with you to enhance intercultural harmony and co-operation in Richmond.

Yours truly,

Malcolm D. Brodie
Mayor

Att. 1



**Richmond Intercultural Advisory Committee
Stakeholder Consultation
October 17, 2002**

Presenters – Follow-Up Table

Organization	Representative(s)
1. Bahai Community of Richmond	Afsaneh Sabet
2. Broadmoor Baptist Church	Tom Mei
3. Eitz Chaim Congregation	Alan Rees Dr. Jeffrey Dian
4. Family Services of Greater Vancouver in Richmond	Elaine Shearer Ethel Whitty
5. Fraser Delta Girl Guides	Gail Rawle Glenda Jinn
6. India Cultural Centre of Canada	Balwant Sanghera Kenny Jarmana
7. Kwantlen University College	Derek Nanson
8. Ministry of Children and Family Development	Jim McDonald
9. OMF International	Gary Roosma
10. RCMP, Richmond Detachment	Inspector Tony Mahon Inspector Gary Law
11. Richmond Chinese Community Society	Henry Beh
12. Richmond Chinese School	Richard Su
13. Richmond Health Services	Brenda Reynolds Kiran Malli
14. Richmond Family Place	Adriana Molina Christine Viitanaki
15. Richmond Filipino and Canadian Baynihan Society	Rod Belleza
16. Richmond Multicultural Concerns Society	Gordon Partovi Dr. Satyen Banerjee
17. Richmond Public Library	Greg Buss
18. Richmond Pentecostal Church	Pastor Bert Liira
19. Richmond School Board	Tony Carrigan
20. Richmond Sunrise Rotary Club	Elena Agala
21. Scouts Canada	Ken McAteer Beverly Nann
22. SUCCESS	Francis Li Ken Tung
23. St. Joseph the Worker School	Suzanne Nixon Marie Thom
24. Touchstone Family Assoc.	Michael McCoy
25. Vancouver Airport Chaplaincy	Layne Daggett Terry Clements
26. Vancouver & Lower Mainland Multicultural Family Support Services	Vidya Sharma Uma Grant

943158

Lesley Sherlock
Social Planner
October 2002

Stakeholder Consultation: Issues and /or Needs

YOUTH*

- violence, including bullying
- drug use
- cultural shock and resulting problems
- lack of opportunities to involve in social programs
- intergenerational issues

FAMILY

- intercultural/intergenerational issues
- parent/teen conflicts
- couple conflict/family breakdown
- unemployment

LANGUAGE BARRIERS

- missed opportunities to help develop English Language skills due to superseding priorities of employment pressures on new immigrants
- language barriers - verbal and written
- need for signage in other languages
- need for multilingual staff
- making material available in peoples mother tongue and in different forms

RACISM

- since September 11 travel and employment for people from specific backgrounds have become a nightmare
- backlash against persons of Muslim faith
- racism manifests itself in many ways in our Community
- discrimination in jobs

CULTURAL BARRIERS*

- cultural awareness and acceptance within the wider community
- how to communicate the cultural and religious values of different groups effectively to positively impact on issues such as racism

COMMUNITY INVOLVEMENT*

- lack of involvement in community affairs
- lack of knowledge and understanding of Richmond residents of government policy, rules and regulations
- lack of community groups that openly integrate all cultural groups
- lack of trust or familiarity with Canadian Institutions, e.g. RCMP

SERVICE FUNDING

- funding for settlement support (ESL, orientation, conversation, information, etc.)
- how to provide Chinese language classes to people of all heritages without adequate funding
- acknowledgement by federal and provincial government of the role that schools play in the adaptation of immigrants

ACCESS TO SERVICES

- counselling in the mother tongue
- location; need services in East Richmond where there is a large population of immigrants
- lack of information re: services available to immigrants
- lack of venue to hold regular meetings

*Identified as issues that the City can best address, therefore proposed as priorities in RIAC strategy development

SERVICE PROVISION

- creating a welcoming environment
- how to strengthen staff and clients to be more inclusive -lack of knowledge about other cultures within "mainstream" organizations; need for staff sensitivity training
- systematic changes required in many "main stream" traditional institutions whose policies must reflect changing community and inclusion of minorities
- lack of staff in many private and public institutions with language skills to deal with minority groups
- how to meet the needs of increasingly more diverse clients
- how to reach out and develop trust with non-participants
- how to adapt and develop programs
- ensuring choice between ethno-specific and "mainstream" services
- greater cultural representation at all decision-making levels

HIRING POLICIES

- equity hiring policies
- hiring policies relating to recognition of non-Canadian work experiences and academic/professional qualifications
- certification and accreditation
- provide supports for foreign-trained professionals, e.g. cultural orientation

STRENGTHS

- "mainstream groups" working hard at being able to serve diverse cultural groups
- openness among ethno-specific groups to work with others
- willingness to work with the committee and community groups in partnership
- overall, a high level of engagement in and knowledge of the issues

Proposed Priority Issues	Existing initiatives (incomplete)
YOUTH <ul style="list-style-type: none"> • violence, including bullying • drug use • cultural shock and resulting problems • lack of opportunities to involve in social programs • intergenerational issues 	<ul style="list-style-type: none"> • Youth Advisory Council, Youth Strategy (City) • School District Strategies • Street Racing Working Group • Richmond Substance Abuse Task Force (City) • Family Services • SUCCESS • BC Council for the Family • Richmond Bahai Community
CULTURAL BARRIERS <ul style="list-style-type: none"> • cultural awareness and acceptance within the wider community • how to communicate the cultural and religious values of different groups effectively to positively impact on issues such as racism 	<ul style="list-style-type: none"> • A number of organizations have their own committees (e.g., MCFD, Richmond Health Services), many others have done work in the community (e.g., RMCS, Independent Schools, Bahai) and internally (e.g., Broadmoor Baptist Church, Touchstone) – as identified in Stakeholder Consultation Submissions
COMMUNITY INVOLVEMENT <ul style="list-style-type: none"> • lack of involvement in community affairs • lack of knowledge and understanding of Richmond residents of government policy, rules and regulations • lack of community groups that openly integrate all cultural groups • lack of trust or familiarity with Canadian Institutions, e.g. RCMP 	<ul style="list-style-type: none"> • Civic Education Society • Richmond Chinese Community Society • Richmond Filipino and Canadian Baynihan Society • Political parties



Public Consultation

on

Intercultural Harmony and Cooperation in Richmond,

focusing on:

- *Cultural Barriers*
- *Community Involvement*
- *Youth*

The **Richmond Intercultural Advisory Committee (RIAC)** wants to hear from members of the public about intercultural issues related to cultural barriers, community involvement and youth.

The goal of the consultation is to find out what these challenges are and how RIAC can work with the community to better address them. Interpreters will be available.

Date: Thursday, February 20, 2003
Time: 7:00 - 9:30 pm
Place: Meeting Room 2.004
 Richmond City Hall, 6911 No. 3 Road

Welcome by Mayor Malcolm Brodie

- Presentations are limited to 5 minutes.
- Written submissions of your presentation are encouraged.
- If you will not be presenting but wish to contribute, please send a written submission to the address below.

RSVP by February 13, 2003 to:
 Lesley Sherlock, Social Planner, City of Richmond, 6911 No. 3 Road, Richmond BC, V6Y 2C1
 phone: (604) 276-4220, fax: (604) 276-4052,
 e-mail: lsherlock@city.richmond.bc.ca

Suggested course of action

The program logic model is a simple framework to organize ideas about a program especially at the planning stage. Its application to our current discussion on inter-cultural issues, policies and actions may help us specify what we want to achieve step by step from the abstract to the concrete.

1. **Identify issues and/or needs;**
 The stakeholders' consultation has produced many RIAC shall refine and enrich the list
 RIAC shall select and prioritize those that are within our mandate to work on
2. **Determine our goals**
 These articulate the long-term state of affairs we hope to arrive at.
3. **Propose policy and action plan**
 These are activities/interventions we would like to see the City and stakeholder groups introduce, collaborate, etc. in order to bring about the changes.
4. **Specify our expected outcomes**
 These are observable changes attributable to the above activities/interventions. We need to specify them in advance in order to guide us to look for the impact of the policy and actions.
 Outcome indicators are derived.
5. **Evaluate policies and actions**
 At a specified time after the introduction of activities/interventions, data is collected to evaluate what are the effects, what policies and actions work and what do not.
 Dissemination of results.

170

Issues and /or Needs	RIAC Goals	Policies and Actions (activities/interventions)	Expected Outcomes	Evaluation/Report

Application of the model:

- After RIAC has completed steps 1-4, stakeholder organizations shall be consulted; the document is updated and revised.
- The draft document may also serve as the basis of a public consultation forum.
- The finalized document will be the end product recommended to the City.



To: Planning Committee
From: Lesley Sherlock
Social Planner

To Planning - Mar 18, 2003

Date: March 11, 2003

File: 0100-20-RIADI-01

Re: Referral from Council - March 10, 2004
Richmond Intercultural Advisory Committee (RIAC) 2003 Work Program
Clarification – Focus Groups

1. Purpose:

The purpose of this memo is to reply to Council's March 10, 2003 referral:

"That staff report to the Planning Committee to clarify the work plan of the Intercultural Advisory Committee and the purpose of the \$20,000 budget requested for allocation to that Committee, with the funding source to be the Council Provision Account."

At the March 18, 2003 Planning Committee meeting the RIAC will present its 2002 Annual Report and 2003 Work Plan/Budget. The report clarifies the proposed 2003 work program and the proposed public consultation process for Focus Groups, for which the RIAC is requesting \$20,000.

2. 2003 Focus Group Work:

The following better clarifies the proposed Focus Group work:

(1.) Background

The Richmond Intercultural Advisory Committee (RIAC) was established by Council in February, 2002. The first directive from Council is to:

- hold public consultations to discuss with the community, a vision, ideas, opportunities, issues and partnerships which need to be addressed to enhance intercultural harmony.

(2.) Consultation Process

To achieve this directive, RIAC has initiated a three-step consultation process:

1. Stakeholder Consultation, held on October 17, 2002
2. Public Consultation, held on February 20, 2002, and
3. the proposed Focus Groups, yet to be done.

At the Stakeholder Consultation, a total of 26 organizations presented. RIAC members compiled a list of issues raised by stakeholders and from this list identified three priority topics for RIAC to work with, namely:

- cultural barriers
- community involvement
- youth.

At the Public Consultation, held February 20, 2002, members of the public were asked to speak about intercultural harmony and cooperation issues and strategies in Richmond pertaining to the three priority topics.

(3.) Proposed Focus Groups:

- Focus groups would be conducted in the spring of 2003 as the third stage of the consultation process.
- The three priorities identified above (cultural barriers, community involvement, youth) would provide the basis for focus group discussions.
- The goal of the focus groups is to help RIAC to identify strategies and solutions that are community driven, acceptable, relevant, and effective.
- The make-up of focus groups has yet to be determined.
- It is estimated that a total of six focus groups would be conducted to explore strategies related to the three priority issues.

(4.) Use of the Requested \$20,000

The \$20,000 would be spent as follows:

Facilitator's fee:	\$15,000
Translation/interpretation:	\$ 2,000
Staff overtime:	\$ 2,000
Misc. (materials, refreshments, etc.)	\$ 1,000
	\$20,000

The proposed facilitation fees are based on the following:

- The work will involve:
 - co-ordination of meetings among the RIAC, facilitator and City staff,
 - focus group design and recruitment,
 - preparing questions for the focus groups,
 - conducting the focus group sessions,
 - transcription,
 - analysis, and
 - reporting.
- The estimated facilitation fee per hour fee is between \$50 and \$150 per hour. This is deemed reasonable because the City's media translation consultant fee is between \$50 and \$100 per hour.

- It is assumed that the short term consultant contract will involve several people (e.g., for focus group planning, focus group facilitation, analysis, transcription, etc.).
- The actual work program is flexible and recognizes that the RIAC is voluntary and that staff time is limited. The work program will be better clarified if the project proceeds.

3. Consequences of Omitting Focus Groups

If the \$20,000 is not provided, the proposed Focus Group sessions may not occur because existing RIAC and staff resources are limited due to:

- RIAC members are volunteers who do not have the time to undertake the required tasks (organizing, conducting, analyzing, preparing report),
- staff already have full workloads and would have to set aside other priorities, and
- staff have minimal overtime hours that do not allow for the evening and weekend focus group time required.

If the funding is not provided and the RIAC undertakes the Focus Group work, it will require unanticipated committee work and a delay in completing it.

Omitting the Focus Group consultation will result in:

- a more superficial understanding of the issues,
- fewer strategies being proposed,
- less effective strategies being developed,
- less community involvement in proposed strategies,
- fewer partnerships being established,
- less pooling of resources,
- a lengthier process for developing strategies, and
- missed opportunities.

4. Funding Source

Finance advises that \$20,000 is available in 2003 from the Council Provision Account.

For further clarification, please call me at 604-276-4220.



Lesley Sherlock
Social Planner
(4220)
LS:ls

pc: David McLellan, General Manager, Urban Development
Terry Crowe, Manager, Policy Planning (4139)