



## **Staff Report**

### **Origin**

The Richmond Community Services Advisory Committee (RCSAC) adopted a new Charter at their Annual General Meeting in October, 2005 and is seeking Council's endorsement of the Charter (**Attachment 1**).

### **Findings Of Fact**

In 2001, Council endorsed a new Terms of Reference for the RCSAC (**Attachment 2**).

In 2004, the RCSAC established a Restructuring Committee to draft a new Charter. The goal of revising the existing Terms of Reference was to clarify RCSAC roles and processes, as well as to re-establish a policy advisory role for volunteers (i.e., agency Board members).

In 2005, the new Charter was adopted by the RCSAC membership at their Annual General Meeting.

The RCSAC is now seeking Council's endorsement of the Charter.

The main changes from the previous Terms of Reference to the new Charter are as follows:

#### **1. Mission Statement**

The RCSAC now has a Mission Statement,

*"To encourage and promote those social policies and community services which contribute to the general health, welfare and quality of life of the residents of Richmond, and to increase inter-agency relations and cooperation in order to enhance community capacity."*

#### **2. Policies and Procedures**

The Charter has incorporated more extensive guidelines regarding operating policies and procedures, as clarification was required (e.g., voting, reporting).

#### **3. Membership**

Membership categories, including eligibility, voting rights and termination, are now thoroughly described. The three categories are organizational, individual and citizens at large (Council-appointed). Clarification of the role of elected representatives has been incorporated.

#### **4. Structure**

##### **Policy Advisory Committee**

The most significant structural change brought about by the new Charter is the re-introduction of the Policy Advisory Committee (PAC).

- The key role of PAC is to advise and make recommendations to the RCSAC on social policy and community services matters.
- This structure was included in the original RCSAC Charter, adopted in 1987 when the RCSAC was formally recognized as an advisory committee to Council.
- Board members of any RCSAC member organization can be nominated to the PAC.
- Appointments are made through the Executive Committee.
- PAC will consist of a minimum of five members.

### **Executive Committee**

The former Steering Committee consisted of the two Co-Chairs, the Treasurer, task force/project chairs, City liaisons and any other RCSAC member interested in joining.

The Steering Committee has been replaced in the new Charter with the Executive Committee. The Executive Committee consists of the Co-Chairs, Treasurer, task force/project chairs, City liaisons and two members at large (organizational and/or individual).

### **Ad Hoc Committees**

The new Charter stipulates that ad hoc committees are established by a resolution of the General Committee, defining committee objectives and time frame.

### **Nominating Committee**

The Charter also calls for the establishment of a Nominating Committee.

### **Analysis**

The new Charter includes significant clarification of roles and processes that will be helpful to members.

The new Charter also restructures the RCSAC to more closely resemble the RCSAC that existed prior to the 2001 Terms of Reference through the reintroduction of a key policy advisory role for agency board members.

As board members of Richmond-based agencies are likely to be Richmond residents, this new structure helps to ensure that Richmond residents advise the City on social policy and community service delivery. Organizational representatives on the General Committee are usually staff members who are not necessarily Richmond residents.

The primary challenge to the RCSAC in implementing their new Charter will be the establishment of PAC, as this structure was eliminated in the previous restructuring (2001 Terms of Reference) due to lack of participation.

Specific RCSAC projects can be discussed and finalized when RCSAC annual work programs are approved.

**Financial Impact**

None.

**Conclusion**

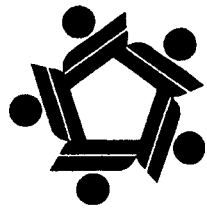
The RCSAC has developed a new Charter to better serve Council and its member organizations.

Staff recommend that the new Charter of the Richmond Community Services Advisory Committee be endorsed.



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LS:cas



**RCSAC** | Richmond Community Services  
Advisory Committee

**Charter of the**  
**RICHMOND COMMUNITY SERVICES**  
**ADVISORY COMMITTEE**

November 2, 2005

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**I. MISSION STATEMENT OF THE RICHMOND COMMUNITY SERVICES ADVISORY COMMITTEE**

*To encourage and promote those social policies and community services which contribute to the general health, welfare and quality of life of the residents of Richmond, and to increase inter-agency relations and cooperation in order to enhance community capacity.*



## II. HISTORY

The Richmond Community Services Advisory Committee, hereinafter referred to as “RCSAC”, received formal recognition as an advisory body to Richmond City Council and its appropriate Committees on May 25, 1987<sup>1</sup>.

It builds on the information gathering and sharing strengths of the Richmond Community Services Council, which served the community in a similar but less formal capacity from April, 1978 to its evolution as the RCSAC in September, 1987.

During several years of Community services as a voluntary collaborative of non-profit, government and private agencies and organizations in the field of social and related community services, the Richmond Community Services Council and its member organizations were instrumental in the development and establishment of:

- The municipally funded RCMP Youth Intervention Program;
- A municipal social planner position;
- Richmond Child Protection Network;
- Richmond Family Place;
- An open referral in-the-home parenting program (lost with others during the 1983 restraint measures imposed by major government funding sources);
- Collaboration in preparation of the report Preparing for a Livable Future: Recommendations by the City Center Steering Committee;
- Improved Municipal Grant application and appeal processes;
- The Child Care Advisory Committee;
- The Inventory of Social Services in Richmond
- The Richmond Intercultural Advisory Committee

An RCSAC Poverty Response Committee was established, and reports were submitted to Council. This has now become an independent committee.

Representatives from the RCSAC

- participated in the Community Parks, Recreational & Cultural Working Group to assist in providing City Council with a Master Plan;
- currently participate in the Substance Abuse Task Force; and
- the Richmond Intercultural Advisory Committee.

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<sup>1</sup> See Appendix I

### **III. RICHMOND COMMUNITY SERVICES ADVISORY COMMITTEE (RCSAC) IN BRIEF**

1. Advises Richmond City Council, and/or the appropriate Council Committee.
2. Makes representations to other policy-making bodies on social policy and community services matters.
3. Provides informed comment and advice to Richmond City Council on implications for policies and services being changed and introduced.
4. Undertakes its work at the request of Richmond City Council, the RCSAC membership, and the community at large.
5. Provides a strong and active role in overall social policy and community services decisions for community representatives and nonprofit society boards.

### **IV. RCSAC ROLES**

1. The Richmond Community Services Advisory Committee (RCSAC) is a forum for community service\* agencies to meet on a regular basis in order to share information and ideas about issues of common interest, and to identify emerging needs.

**\*Community Services:** defined as those covering the general areas of health, social services, education, and other related service where the overall intent is to improve the quality of life for Richmond residents.

2. The RCSAC shall foster the development of services, through an asset building<sup>2</sup> approach, to meet those needs.
3. The RCSAC will establish and monitor Task Forces to undertake activities deemed by the RCSAC to be necessary and consistent with the objectives of the RCSAC. All Task Forces will be time limited with both start and end dates, and will produce a written report.
4. The RCSAC may employ and hire such staff as deemed necessary to assist in the operation of the RCSAC, including all Task Forces. All employees will report directly to the Co-Chairs of the Executive Committee.

### **V. MANDATE**

#### **Section A**

The RCSAC shall advise Richmond City Council and may make representations to other policy-making bodies on the following:

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<sup>2</sup> See Appendix II

1. Policies that encourage cooperative planning and delivery of community services to ensure optimum efficiency and effectiveness;
2. Social issues/concerns that have an impact community services, special needs groups and the quality of life in the community;
3. Community impact of governmental changes to policies and/or programs affecting Richmond's community services; and
4. Any other matters that may be referred by Richmond City Council, RCSAC member groups and the community at large.

## **Section B**

1. Coordination of activities and information sharing between the voluntary and public sector.

## **VI. OPERATING POLICIES AND PROCEDURES**

### **1. General**

- a) At a general meeting of members, each member organization represented by a recognized delegate shall have one vote.
- b) A quorum shall be 51% of the membership.
- c) All meetings of the RCSAC, its committees and Task Forces are open to the public.
- d) Recommendations and reports to Richmond City Council and other policy-making bodies are researched and developed by short-term Task Forces. These are established by the RCSAC, who will submit the final report with the PAC (Policy Advisory Committee) to City Council or its Planning Committee.

### **2. Preparation and Submission of Reports/Recommendations**

All completed reports and recommendations are prepared and submitted to the PAC (Policy Advisory Committee) and then to the RCSAC **for final approval**.

All reports and recommendations to Richmond City Council and other policy-making bodies:

- (a) Are submitted in the name of the RCSAC; and
- (b) Must be consistent with the objectives and mandate of the RCSAC.

### **3. Amendment Procedures to the RCSAC's Charter**

- (a) Proposals for amendments to this document shall be submitted in writing to the Executive Committee of the RCSAC.
- (b) Any proposals for amendments to this document must be signed by two (2) or more members.

- (c) The Executive Committee shall circulate the Notice of Motion to amend this document to the general membership and amendments shall be considered at the Annual General Meeting and/or any general meeting.

#### **4. Review/Evaluation**

The RCSAC's operations and procedures and staffing support will be reviewed for such changes as may prove necessary at intervals decided by the Executive Committee. The findings and recommendations will be shared with the Richmond City Council, and appropriate committees of Council.

### **VII. MEMBERSHIP**

#### **RCSAC membership consists of:**

- Recognized non-profit community service organizations or a government agency, ministry/department;
- Individual Members;
- Two (2) Citizens at Large appointed by Richmond City Council;
- City of Richmond non-voting liaisons: 1) a Richmond City Councilor; and  
2) a City of Richmond Staff member.

(There will be a maximum of five (5) City appointments, including the two (2) Citizens at large).

Fees are set by the general membership at the Annual General Meeting. As the City of Richmond is RCSAC's primary funder, City appointees and liaisons are exempt from paying membership fees.

#### **Application Procedures**

Applications for RCSAC membership should be addressed to:

Richmond Community Services Advisory Committee

6911 No. 3 Road

Richmond BC V6Y 2C1

**Organizational/Individual Members:** Applications should include a brief description of the community services provided or supported by the applying organization/individual, and contact information. Where appropriate, a copy of their constitution and a list of their current Board of Directors must accompany applications from non-profit organizations.

#### **1. Eligibility Requirements for Membership may include the following:**

##### **Organizational members:**

- (a) Will be a recognized non-profit community service organization or a government agency, ministry or department;
- (b) Will have a mandate or constitutional goals and objectives consistent with those of the RCSAC;

- (c) If applicable, will be licensed to provide a community service in Richmond;
- (d) Will be providing a continuing service to Richmond residents;
- (e) If a non-profit organization, will be accountable to a Board of Directors;
- (f) Will have a recognized record of service in Richmond established over a year or more;
- (g) Will accept the RCSAC's goals and objectives and be willing to contribute a share of staff/volunteer time and expertise to the work of the RCSAC, its Committees and Task Forces;
- (h) Will pay membership dues within six (6) weeks of notice (or otherwise lose membership status); and
- (i) Will have a designated staff person/volunteer attend regular meetings regularly.
- (j) May be a staff or Board member, as appointed by the organization's Board.

**Individual Members:**

- (a) Will accept the RCSAC's goals and objectives and contribute a share of volunteer time and expertise to the work of the RCSAC, its Committees and Task Forces;
- (b) Will attend meetings regularly;
- (c) Will pay their membership dues within six (6) weeks of notice (or otherwise lose their membership status);
- (d) Must reside in Richmond and have a demonstrated interest/involvement in social policy and community services matters; and
- (e) Will have a minimum of two (2) letters of support from (voting) members in good standing, or be voted in by the majority of the General Committee.

Final approval of all applications rests with the RCSAC as a whole, and is guided by the recommendations of the Executive Committee.

Elected representatives of elected public bodies may not be voting members, but may attend meetings as non-voting members (e.g., liaisons) and may participate in discussions.

Elected representatives of elected public bodies may not hold office in the RCSAC.

**2. Citizens at Large**

The two (2) Citizens at Large, appointed to the RCSAC for two-year terms by Richmond City Council are, by virtue of that appointment, also full (voting) members of the RCSAC.

**3. Appointment Eligibility Criteria**

Citizens at Large must reside in Richmond and have a demonstrated interest/involvement in social policy and community services matters.

#### **4. Voting (Full Members only)**

Member organizations have only one (1) designated voting member and one (1) identified alternate, to be identified in writing at the time of application for membership.

#### **5. Termination of Membership**

An organization/individual desiring to terminate its/their membership in the RCSAC shall notify the RCSAC in writing.

#### **6. Involuntary Termination of Membership**

An organization will be informed in writing when its representative has missed two (2) consecutive regular meetings without appropriate reasons being given to the RCSAC Co-Chairs, through the Executive Secretary; and that its membership will be terminated if three (3) consecutive regular meetings are missed.

The RCSAC reserves the right to terminate an organization's membership at any time for acts of omission or commission found detrimental to the work or reputation of the RCSAC as a whole, or of any of its committees and Task Forces and/or failing to meet the requirements of membership.

Any member facing termination will be made aware of the concern(s) and be provided opportunity to address the issues. Following this, the Executive Committee will make a recommendation to the general membership, where a simple majority vote will determine the final decision.

#### **7. Non-Member Participation**

- (a) Non-members may attend all meetings of the RCSAC as observers but must request permission of the Co-Chairs in advance to participate.
- (b) Interested citizens or groups may make presentations to the RCSAC on request.
- (c) Interested non-members may request to receive Membership Mailings at cost.

Membership of the RCSAC does not preclude member agencies/organizations from submitting their own positions and reports directly to Richmond City Council and/or their appropriate committees.

### **VIII. CITY LIAISON**

Liaison with the City of Richmond will be provided by:

- One (1) non-voting Richmond City Council Liaison, and
- One (1) non-voting City Staff Liaison, provided by the Policy Planning Department.

Council and Staff Liaisons may participate in the Executive Committee, Standing Committees, and/or Ad Hoc Committees.

## **IX. STRUCTURE**

### **The RCSAC will consist of:**

1. The General Committee;
2. The Policy Advisory Committee;
4. The Executive Committee; and
5. Any other Ad Hoc Committees as appropriate.

### **The General Committee**

This committee meets nine (9) times per year, with a meeting schedule determined at the Annual General Meeting.

#### **1. Committee Responsibilities**

- (a) Information sharing, identifying and researching primarily on unmet needs, service delivery concerns and other service/resource related issues.
- (b) Developing reports and policy recommendations.
- (c) Forming and setting terms of reference for its specific Task Forces/Working Groups.
- (d) Presentations by any special guests.

All meetings are alternately chaired by one of the Co-Chairs.

#### **2. The Co-Chairs**

- (a) Chair all meetings of the full Committee.
- (b) Are ex-officio members of Committee Task Forces and sub-committees.
- (c) Co-chair the Executive Committee.
- (d) Prepare agenda in consultation with the Executive Committee.
- (e) Represent the RCSAC at meetings of Richmond City Council and its appropriate committees when required/requested.
- (f) Act as main communication links between the community and City Council.
- (g) Preferably, there will be one (1) community representative (preferably a board member from an agency), and one (1) agency representative.
- (h) Are elected for two (2) years, in alternating years.

#### **3. Responsibilities of General Members:**

- (a) Regularly attend and participate in all general meetings.
- (b) Serve on Task Forces and sub-committees.

- (c) Become knowledgeable of issues under consideration and provide feedback and input within the scope of the RCSAC.
- (d) Study, review and approve reports and recommendations.
- (e) Ensure reports, recommendations and Task Force/Working Groups undertakings are in line with RCSAC's objectives/mandate.
- (f) As required:
  - (i) Assist with development and preparation of reports going forward to City Council and other policy-making bodies; and
  - (ii) Interpret the aims and objectives of the RCSAC to community groups and the public in general.
- (g) Elect an Executive comprising two (2) Co-Chairs, one (1) Treasurer and two (2) Members at Large.

### **The Policy Advisory Committee (PAC)**

This is a standing committee, which advises and makes recommendations on social policy and community services matters.

The PAC is representative of non-profit policy makers with a demonstrated interest/involvement in social policy and community services matters. Membership is open to all Board members of any member organization.

- The PAC comprises no fewer than five (5) members. No agency shall have more than one (1) member on the PAC, each assigned a three-year term.
- There is one (1) vote per agency. The designate can be a Board member or a representative officially endorsed by the Board.
- The Board of any non-profit member in good standing agency can appoint their representative to the PAC through the Executive Committee.
- Individual members may be nominated and appointed by the vote of the General Membership.
- The PAC aims for consensus, but in the event of contentious issues a simple majority will render a decision.
- The PAC reports to the RCSAC membership through the Executive Committee, and to Richmond City Council through the appropriate City Council Committee.

#### **1. PAC Responsibilities**

- (a) Advises and makes recommendations on social policy and community services matters.
- (b) Studies and comments on matters referred from other bodies.
- (c) Receives reviews and responds to reports of task forces, and sub-committees.
- (d) Ensures reports are compatible with supporting documentation, and considers all known implications.



- (e) Meets a minimum of two (2) times per year, or as required.

## **2. Responsibilities of Individual PAC Members**

- (a) Become knowledgeable of the issues under consideration and provide advice and counsel within the scope of the Committee.
- (d) Study and review reports and recommendations.
- (e) Ensure reports, recommendations and Committee undertakings are in line with the objectives and mandate of the RCSAC.
- (f) Assist with the development, preparation and presentation of reports going forward to Richmond City Council and other policy-making bodies.
- (g) Be knowledgeable of the aims and objectives of the RCSAC.

## **The Executive Committee**

This Committee is the administrative point of contact for the RCSAC and the PAC. It is responsible for the overall direction of the RCSAC. The Executive Committee comprises RCSAC's Co-Chairs, Treasurer, two (2) members at large; chairs of any Task Forces/Special Projects, for the period of the task/special project; and City liaisons. The Executive Committee:

- Meets once a month and/or in advance of the regular general meetings;
- Plans and monitors the work of the RCSAC;
- Provides guidance for committees, sub-committees and task forces;
- Reviews any recommendations coming to the RCSAC to ensure they are compatible with RCSAC goals and objectives;
- Assumes responsibility for the hiring and supervision of all contract staff;
- Ensures that the known or projected fiscal requirements are determined and included in the RCSAC's annual grant application;
- Prepares an annual report and proposed work program and budget for the coming year for submission to the City of Richmond (and other funding applications as required);
- Draws up the regular meeting agenda of both committees for circulation prior to those meetings;
- Receives and refers to the appropriate Working Group/Task Force requests/referrals from Richmond City Council and its appropriate committees;
- Determines that all requests referred correspond with the RCSAC's mandate and objectives. Some items may be referred to the general membership for a decision if determined to be questionable;
- Ensures that sufficient funds are requested for fulfilling the known and projected commitments and budget requirements of the RCSAC and its current standing committees and Task Forces;

- Approves and monitors all expenditures; reviews reports on financial matters; reviews and approves budgets of special projects when appropriate;
- Reports to the full RCSAC membership on all financial matters deemed appropriate by that membership; and
- Attends meetings regularly.

Administrative support is provided by the RCSAC's Executive Secretary. Duties include<sup>3</sup>:

- Coordinating the activities and work schedules of the RCSAC when requested;
- Ensuring all business connected with Annual General Meetings, and general and extraordinary meetings are attended to;
- Receiving and drafting responses to correspondence, in conjunction with the Co-Chairs;
- Attending meetings regularly; and
- When needed, resource persons may be called in for assistance.

## **RCSAC Ad Hoc Committees**

Ad hoc committees are accountable to the RCSAC.

### **1. Requirements of Ad Hoc Committees**

#### **(a) Establishment**

Committees are established by a resolution of the General Committee, which will define the objectives and time scale for the group/sub-committee.

#### **(b) Structure and Representation**

All committees of the RCSAC are chaired by an RCSAC member, and may include non-member resource persons from government, private agencies and appropriate organizations serving the community.

Unless otherwise directed by the Executive Committee, all committees will automatically dissolve upon acceptance of final reports.

#### **(c) Reports and Reporting Responsibilities**

The RCSAC will prepare reports to City Council. The Staff Liaison may provide advice and will prepare cover reports for Council when required

Reporting responsibilities rest with the Committee Chair or designate. One (1) of the two (2) shall be present to respond to questions at all meetings at which its reports are received for discussion and/or decision.

Written reports requiring a decision shall include:

- Summarized reasons for establishment of the committee;
- Terms of reference (original and amendments, if any);
- Summary of steps leading to findings, conclusions and recommendations;

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<sup>3</sup> See Appendix III

- Names of members and agencies/organizations participating and those of resource people assisting; and
- Chair and Vice-Chair names and contact information.

Written reports longer than three (3) pages should be prefaced with a cover sheet listing the report's major recommendations.

A summary of activities shall be submitted in writing by each committee for inclusion in the RCSAC's annual report.

- (d) The committee will keep minutes, notes or appropriate records.

### **RCSAC Nominations to External Committees**

There are two (2) styles of nomination to external committees<sup>4</sup>:

1. Nominations of persons to represent RCSAC on that committee; and
2. Nominations of persons who are considered by RCSAC to be appropriate to be members of that committee, but who would not be representatives of RCSAC.

## **X. NOMINATING COMMITTEE: POLICY AND EXECUTIVE COMMITTEES**

A Nominating Committee, consisting of two (2) Executive Committee members shall be struck two (2) months prior to the Annual General Meeting to prepare a slate of candidates for the Policy and Executive Committees elections at the Annual General Meeting.

No agency shall have more than one (1) representative on the Nominating Committee.

The Nominating Committee report shall be presented to the membership at the Annual General Meeting. Additional nominations will be accepted from the floor at the Annual General Meeting only if the nominee is present or a letter indicating the Nominee's willingness to stand is filed with the Nominating Committee.

The Nominating Committee is responsible for nominating candidates for the Executive Committee:

- Two (2) Co-Chairs;
- The Treasurer; and
- Two (2) members in good standing.

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<sup>4</sup> See Appendix IV

## **APPENDIX I**

### **An Oral History of RCSC, later to become RCSAC**

**(Delivered by Olive Bassett at the RCSAC General meeting of December 8, 2003)**

It is ten years since I have been associated with this advisory council, some of which I speak on today could be familiar to many of you but perhaps some of you are not familiar with the early history I hope it will be of interest to you. I was a member of RCSC for many years before becoming a school trustee then I was elected as their Rep. on the PAC (Policy Advisory Council) in 1990. Back in 1978, there was very little planning for social services, something had to be done, and the United Way was invited to set up some social planning for the community. There was no Social Planner at the municipal level at that time. The Child Services Committee, a committee of the United Way, was not representative enough; its mandate was services to children 12 & under. A newly formed Child Abuse Committee was attempting to educate the public on what was happening to children; the community health nurses and social workers were the only ones going into the homes of many abused children. But the climate of the times prevented anyone from speaking out especially about sexual abuse, this was a taboo topic, no one wanted to talk about it. And there were many turf problems, every one was working in isolation on their own particular issues and problems, this is mine that is yours, don't mix the two! Finally the United Way placed an arms length community person in as Chair of the Child Services Committee hoping to become more effective. Something was still needed; the committee was not representative of agencies working with families, children & youth. Palmer School had just gone up in smoke, at the hands of a teen-age girl who badly needed treatment. There were no services of the kind youth like her needed, but it was risking a teachers or a community health nurse's job to speak out on lack of services. It was so difficult to address so many social problems in the community but at that time, the thought of washing your linen in public was not to be tolerated. The School Board refused to put a family life program into the schools. The community was polarized. Many were demanding the program, just as many were in denial it was needed, and these felt the only place to teach this subject was in the home. Which was fine but those children needing the program did not come from homes where this kind of education was taught. It was a little later I believe the Richmond Youth Services Agency came into being to focus on the issues and problems facing the over 12's. And so, it was in this type of atmosphere that a major meeting was held with many of those delivering social services to families. Through this meeting, they got the endorsement needed to be something much broader than the Richmond Children's Committee. A Steering Committee was set up that met twice a month for a solid year and what came out of that was the framework for the Richmond Community Services Council. That was in 1978, and nine years later in '87, with the assistance of a municipal councilor, a social planner had finally been hired, RCSC was restructured and given the formal title of the Richmond Community Services Advisory Council, RCSAC, as it is known today. They would make recommendations for social service issues and report those issues & concerns directly to the Municipal Council through the Policy Advisory Council, who were elected from the Boards of the individual agencies to serve on PAC. They were the political arm of the RCSAC. And Council listened. In their eyes, it was no longer just staff driven. These were elected people making the recommendations. With the new structure, there was also the IAC, Inter Agency committee, made up the staff and the 'Hands On' people who worked in the field, and the Coordinating Committee overseeing both IAC & PAC. This is all in your charter, I found it very interesting to re-read, and it would be well worth your re-reading pages 20 to 24. In

1989, the RCSAC held a "Strategy Planning and Priority Setting Meeting". This was an extremely important meeting for RCSAC. Johnny Carline, Deputy Administrator, Strategic Planning for Richmond spoke on what Richmond could look like in the future, two questions he asked of the group: 1. "What are the priorities for service provision for all of the agencies in the next three years?" 2. "What suggestions do you have for the municipality to incorporate social issues into the growth management strategy?" A planning committee took all the suggestions, solutions, comments and concerns and brought in a final report in January 1990. Seven (7) recommendations came out of it and were presented to council, they may help you in your deliberations on the restructure process, I will leave it with Michael Then in 1994, RCSAC sent out an excellent questionnaire to member organizations, to see if the advisory council was meeting the needs of its membership by addressing gaps, identifying issues and resources to address them and then develop an action plan. The survey was divided into six major sections: Role & Function, Participation, Community issues, Strengths & Weaknesses, Suggestions for raising the profile of RCSAC and lastly the potential for sending out a newsletter. I will also leave a copy of this with Michael, as it may prove useful. I see you are now contemplating another re-structure, perhaps some questions that you may ask yourselves are: "What do you want to accomplish that you are not doing now?" "When was the last time your charter was brought up to date?" "How many agencies out there are not aware of what you do?" "How many agencies or groups out there doing a service for the community, are you not aware of?" In my opinion the reason RCSAC has survived while many others have not, is because community volunteers and staff have worked together for a common goal, this way everyone wins. The effectiveness of RCSAC has always been present to a greater or lesser degree. It is a tremendously important organization and the accomplishments you have gained have not come easy. It is an organization you can be proud to belong to. However, it must be supported by each and every social service organization in order to have the greatest impact for good.

Thank you.

M. Olive Bassett

## **APPENDIX II**

### **40 DEVELOPMENTAL ASSETS**

Search Institute has identified the following building blocks of healthy development that help young people grow up healthy, caring, and responsible.

#### **External Assets**

##### **Category Asset Name and Definition**

##### **Support**

1. Family Support-Family life provides high levels of love and support.
2. Positive Family Communication-Young person and her or his parent(s) communicate positively, and young person is willing to seek advice and counsel from parents.
3. Other Adult Relationships-Young person receives support from three or more non-parent adults.
4. Caring Neighborhood-Young person experiences caring neighbors.
5. Caring School Climate-School provides a caring, encouraging environment.
6. Parent Involvement in Schooling-Parent(s) are actively involved in helping young person succeed in school.

##### **Empowerment**

7. Community Values Youth-Young person perceives that adults in the community value youth.
8. Youth as Resources-Young people are given useful roles in the community.
9. Service to Others-Young person serves in the community one hour or more per week.
10. Safety-Young person feels safe at home, school, and in the neighborhood.

##### **Boundaries and Expectations**

11. Family Boundaries-Family has clear rules and consequences and monitors the young person's whereabouts.
12. School Boundaries-School provides clear rules and consequences.
13. Neighborhood Boundaries-Neighbors take responsibility for monitoring young people's behavior.
14. Adult Role Models-Parent(s) and other adults model positive, responsible behavior.
15. Positive Peer Influence-Young person's best friends model responsible behavior.
16. High Expectations-Both parent(s) and teachers encourage the young person to do well.

##### **Constructive use of time**

17. Creative Activities-Young person spends three or more hours per week in lessons or practice in music, theatre, or other arts.
18. Youth Programs-Young person spends three or more hours per week in sports, clubs, or organizations at school and/or in the community.
19. Religious Community-Young person spends one or more hours per week in activities in a religious institution.
20. Time at Home-Young person is out with friends "with nothing special to do" two or fewer nights per week

## **INTERNAL ASSETS**

### **Category Asset Name and Definition**

#### **Commitment to Learning**

21. Achievement Motivation-Young person is motivated to do well in school.
22. School Engagement-Young person is actively engaged in learning.
23. Homework-Young person reports doing at least one hour of homework every school day.

24. Bonding to School-Young person cares about her or his school.
25. Reading for Pleasure-Young person reads for pleasure three or more hours per week.

### **Positive Values**

26. Caring-Young person places high value on helping other people.
27. Equality and Social Justice-Young person places high value on promoting equality and reducing hunger and poverty.
28. Integrity-Young person acts on convictions and stands up for her or his beliefs.
29. Honesty-Young person "tells the truth even when it is not easy."
30. Responsibility-Young person accepts and takes personal responsibility.
31. Restraint-Young person believes it is important not to be sexually active or to use alcohol or other drugs.

### **Social Competencies**

32. Planning and Decision Making-Young person knows how to plan ahead and make choices.
33. Interpersonal Competence-Young person has empathy, sensitivity, and friendship skills.
34. Cultural Competence-Young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds.
35. Resistance Skills-Young person can resist negative peer pressure and dangerous situations.
36. Peaceful Conflict Resolution-Young person seeks to resolve conflict nonviolently.

### **Positive Identity**

37. Personal Power-Young person feels he or she has control over "things that happen to me."
38. Self-Esteem-Young person reports having a high self-esteem.
39. Sense of Purpose-Young person reports that "my life has a purpose."
40. Positive View of Personal Future-Young person is optimistic about her or his personal future.

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## **APPENDIX III**

### **Job Description for RCSAC Executive Secretary**

The Executive Secretary reports to the Executive Committee of the RCSAC. Direction or specific instructions are given through the Co-Chairs. The position is for a maximum average amount of hours over the calendar year, of not more than 20 hours per month.

1. Prepare meetings/forums as directed by the Executive Committee or other RCSAC committees.
2. Prepares minutes of executive and membership business meetings. Minutes to include:
  - a. attendance, absence and regrets
  - b. date, location, time held
  - c. chair of meeting
  - d. adoption/amendments to previous minutes, agenda
  - e. motions made and whether the motion is carried.
  - f. record of any direction given/action to be undertaken
  - g. record of any item announced by members
  - h. record of committee and financial reports
  - i. other items as directed by chair of the meeting or Co-Chairs of RCSAC
3. Distribute minutes to all those who attended meeting and all members of RCSAC.
4. Keep membership records (on a database) for RCSAC, prepare invoices and receipts and notices of membership renewals.
5. Deposit cheques and other funds in bank account
6. Prepare monthly financial statements for the approval of the Treasurer.
7. Prepare cheques for signature of Treasurer/Co-Chairs.
8. Retrieve phone messages from voice mail and respond to messages or forward them to the appropriate RCSAC person.
9. Retrieve mail at least once a week from City Hall mailbox and distribute for action or information to the appropriate RCSAC person/committee.
10. Prepare annual general report as directed by the Executive Committee.
11. Undertake follow-up actions to forums and meetings as directed by the chairs of Committees and/or Co-Chairs of RCSAC
12. Maintain the minutes of meetings in a binder and other information required for the functioning of the RCSAC, i.e. financial, correspondence sent to Council, etc.
13. Writing and distribution of (2) update/newsletters.
14. Draft letters, press releases etc., for the approval of the Co-Chairs.
15. Ensure the rooms for the meetings (business steering, etc.) are booked, refreshments ordered and material prepared.
16. Assist other RCSAC committees as directed.



17. Perform administrative tasks necessary for the functioning of the RCSAC as per the job description.
18. Make preparations for the AGM and all-candidates meetings.
19. Maintain the RCSAC website.

## APPENDIX IV

### RCSAC Nominations to External Committees

There are two styles of nomination to external committees\*:

1. Nominations of persons to represent RCSAC on that committee
2. Nominations of persons who are considered by RCSAC to be appropriate to be members of that committee, but who would not be representatives of RCSAC

The processes for these two styles would be somewhat different, but some aspects would be the same.

#### **Process:**

In all cases in which RCSAC is asked for nominations to external committees, information about the position will be circulated to all member organizations/members and nominations will be requested.

The Executive Committee will consider the nominations received, and the most appropriate candidate will be chosen and nominated. The Executive Committee may interview candidates if it deems that to be necessary.

If no suitable candidates are found using this process, the Executive may call for nominations from the general community.

If applications are received from the general community, for style 1 positions, the Executive will interview candidates to determine their general understanding and support of RCSAC principles and goals. For Style 2 positions, the Executive Committee may interview candidates if they believe it is necessary.

In all cases, details of appointments will be announced at the Next General Committee meeting.

\* The word "committee" is used in this document but the procedure will apply to appointments to any external organization.



## **RCSAC | RICHMOND COMMUNITY SERVICES ADVISORY COUNCIL**

### **Terms of Reference**

#### **I. PURPOSE**

The concept refocuses the Richmond Community Services Advisory Council (RCSAC) to concentrate on its unique role and strength: to bring together a broad and diverse group of government, community and agency representatives concerned about community and social issues and the well-being of the community.

#### **II. OBJECTIVES**

- To advise the City of Richmond on social policies and community planning issues.
- To identify and address emerging community issues by:
  - i. Creating awareness and educating appropriate organizations, government and the community about community issues and concerns.
  - ii. Sharing information and provide networking opportunities for the members.
- To advise other government bodies, both federal and provincial, and organizations as appropriate.
- To support community-based local initiatives
- To undertake such special tasks or projects as may be appropriate throughout the year.

#### **III. MEMBERSHIP**

- A diverse, broad membership is desired to broaden involvement, to gain a broader perspective and to renew the energy of the Richmond Community Services Advisory Council.
- Membership categories:
  - Organizations:
    - Agencies and government bodies (\$25)\*
    - Any social service agency or government body in Richmond is eligible to join.
  - Individual:
    - Members of the public (\$15)
    - Two individuals may be appointed by City Council.
    - The Steering Committee of the Richmond Community Services Advisory Council may recommend to the membership for approval up to 5 people, based upon pre-approved selection criteria. These community members will be self-nominated. RCSAC members are welcome to invite active community members to apply.

- Federal, provincial and public bodies, as well as the United Way are invited to join the RCSAC.
- Agencies are encouraged to have staff and/or Board representatives or a designated alternate at RCSAC meetings.
- Membership fees support the ability of the RCSAC to function.
- The Steering Committee may waive the membership fee for members based on financial need.
- Only one vote per membership.
- The RCSAC strives for consensus as a model of decision-making. Voting will be used **primarily** for governance issues, ie. change in constitution, financial matters and election of officers.

#### **IV. MEETINGS**

- Three to six (3-6) Community Meetings, including Forums and an Annual General Meeting will be held.
  - The forums will centre on a theme with guest speaker(s). Information sharing and business would complete the meetings.
- A Virtual Network will be created to exchange information between meetings. This information, distributed by fax or e-mail, will include regular updates on upcoming events, items of interest, etc.

#### **V. STEERING COMMITTEE**

A Steering Committee will plan meetings and oversee operations. This committee will consist of the network's co-chairs (one community/one agency representative), treasurer and representatives from any task forces/special projects. The Steering Committee is open to all other RCSAC members. The Steering Committee will meet 8 – 12 times a year.

#### **VI. TASK FORCES AND COMMITTEES**

A number of task forces and committees will be formed to address the specific issues in the community brought to the attention of the RCSAC. These task forces and committees will provide a verbal report to the Steering Committee and a representative from each task force and committee will be a member of the Steering Committee. Task forces and committees may invite non-members of the RCSAC to participate in their work.

#### **VII. LIAISON WITH PUBLIC BODIES**

The RCSAC will liaise with municipal, regional, provincial and federal government bodies and other policy-making groups as appropriate.

#### **VIII. REPORTING**

The RCSAC will report to the City and other funders on a regular basis. Reporting procedures will include a work plan and budget.

*\* As our funder, City of Richmond representatives will be exempt from paying membership fees.*

*Approved February 7, 2001  
Amendments May 1, 2001*