



City of Richmond
City Clerk's Office

Memorandum

To: Finance Select Committee **Date:** July 8, 2002
From: J. Richard McKenna **File:** 0340-20-FCSE1
Re: Service Level Review - City Clerk's Office

Attached is a package of documentation for the City Clerk's Office service level review. I have taken the approach of providing information in ever increasing levels of detail, starting with a department organization chart which shows a total of 13 staff (FTE's), and a two page executive summary of the department's main functions and the costs associated with each. I will start with a brief overview, and each of my two department managers will provide as much detail of their areas of responsibility as the committee requires. The final and by far the largest component of the package is a 2001 to 2003 Department Participation Plan which shows the role of the City Clerk's Office as a component of the City's Corporate Plan for the same period.

As a preamble to the service level review I would like to make the following observations:

1. The Department has absorbed 3 staff reductions over the past 5 years or so. This was undertaken while maintaining, and in many cases increasing the levels of service provided to other city staff and the public. These positions were: Assistant Archivist; Assistant Committee Clerk; and Executive Assistant to Council. (The latter position was held by Carol Bennett which was transferred out of the department upon her retirement, although many of her duties such as organizing the Civic Appreciation Dinner and maintaining the City Noticeboard remained with the department).
2. Comparisons with numbers of staff in other jurisdictions are problematic. Although one would tend to think that the core functions of a small department such as the City Clerk's Office would be very similar, past practices, attitude towards doing things in a new way, technology, etc, can lead to quite different operating practices, and hence staff levels. A good example is in comparisons of a core function such as Records Management and Archives where Richmond has taken a proactive stance in meeting the challenge and promise of electronic document management (REDMS). We have also integrated Records Management and Archives functions wherever possible to improve efficiency and enhance customer service. In addition we have been centralizing many record-keeping functions for the City as a whole which reduces the number of staff in other departments required to manage records. Thus to compare staffing levels in a meaningful way from one city to another it is important to examine staff complement by function rather than by department. In this regard Richmond has achieved an enviable ratio of service and innovation in relation to staff complement.

Another example of where Richmond is ahead of other large jurisdictions is in the use of the city website by the City Clerk's Office to maximize the dissemination of public information in connection with city business – all with no additional staff. Four particular activities illustrate this:

- a) Up to date, consolidated copies of most city bylaws can be viewed and downloaded from the city website. The bylaws can be searched in three ways: (i) alphabetically by bylaw title; (ii) numerically by bylaw number; and (iii) by chapter in (draft) Municipal Code format
- b) Another recent web-based innovation, this time on the Archives portion of the web-site, features over 1000 historical maps available for viewing online. Online access to the Archives maps database allows many search methods including by planning area and legal description (Block/Range, Section).
- c) Archival Photographs, over 4,300 of them, are also available for online search and access. Our database and web development have been well received by the public and watched with great interest by other cities. The Archives directory is consistently among the highest traffic areas on the City web-site.
- d) The agendas of meetings of Council, Public Hearings all Standing Committees and now Development Permit Panel meetings have been made website-accessible on the Friday of the week before each meeting. The agendas are linked to the associated staff reports for immediate use online access by the public

This extensive and progressive use of the internet not the case with other large jurisdictions.

It is not without some irony that I will not be mentioning any other cities by name as this document is part of the very website-accessible Standing Committee agenda to which I refer above in item d). However, at the committee meeting I will circulate copies of the organization charts of the City Clerk's Office of several other large jurisdictions showing the very favourable comparison of staffing levels in Richmond.

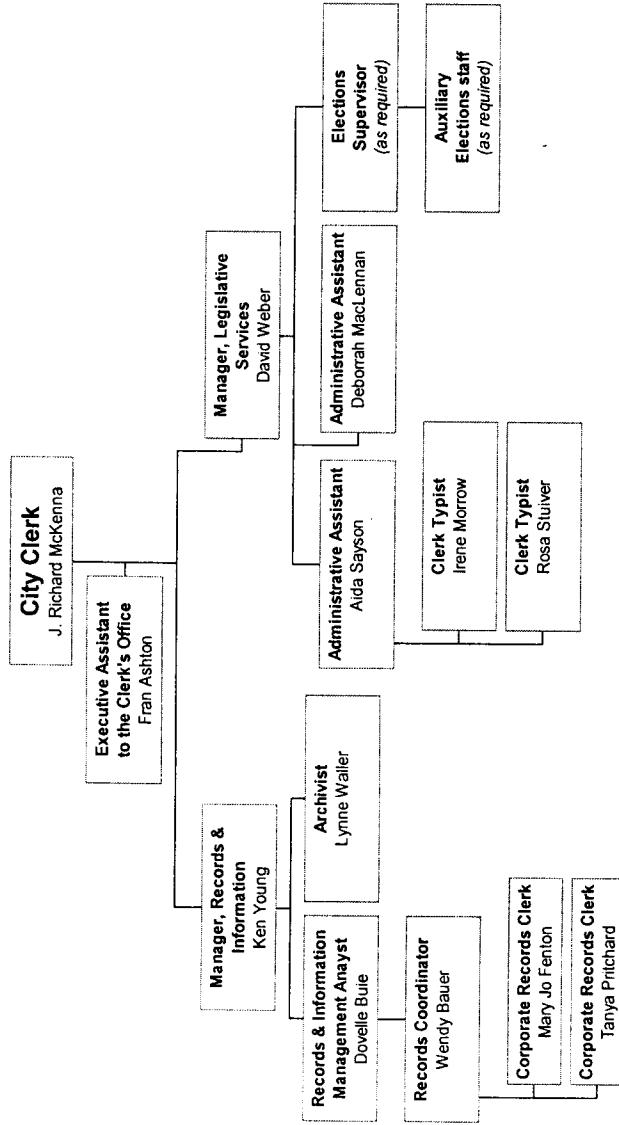


J. Richard McKenna
City Clerk

JRM:fja

Snapshot of the Current Operations in the City Clerk's Office

1. People - Staff in the City Clerk's Office



City Clerk's Office
Service Levels
Breakdown by Programs

<u>Program / Services</u>	<u>Level of service</u>	<u>FTE</u>	<u>Cost of service</u>
Council Secretariat & Council Administration			
• Prepare agendas & minutes for Council & standing committees; publish and distribute agendas, minutes and reports internally, externally and on-line via City website	Daily	1.5	84,500
• Provide administrative support to Council & its advisory bodies	Daily	1.0	75,000
• Organize annual Civic Appreciation Dinner	Annually	0.1	30,000
• Administer Council correspondence, including referrals to staff	Daily	1.0	65,000
• Manage Corporate Policy Manual & 702 Lot Size Policy Manual, both in hardcopy and on-line	Daily	0.1	15,000
Sub-total		<u>3.7</u>	<u>\$269,500</u>
Statutory Requirements			
• Provide statutory written notification and advertising to the public on rezonings, OCP changes and development permits to be considered at either Public Hearings or Development Permit Panel meetings	Twice per week	1	84,000
• Provide advertising to the public of bylaws pertaining to road exchanges, land use permits, road closures, etc. prior to their consideration for final adoption by Council	As required	0.1	8,000
• Administer tenders and contracts awarded by the City	As required	0.1	6,000
• Provide advertising to the public and administer applications for Council appointments to its advisory bodies	Annually	0.1	11,000
• City NoticeBoard administration	Weekly	0.1	66,000
Sub-total		<u>1.4</u>	<u>\$175,000</u>
Bylaw Administration & Codification			
• Work on Municipal Code – a consolidation of bylaws in a single comprehensive legal instrument to facilitate understanding of, and access to, local government legislation; provide advice to City staff on form and content of bylaws; consolidate bylaws	Weekly	1.0	58,000
• Maintain Bylaw Database to track bylaw information from draft stage through to adoption; index bylaws following adoption for reference and retrieval	Weekly	0.1	7,500
• Obtain approvals from provincial bodies when required	Weekly	0.1	7,500
Sub-total		<u>1.2</u>	<u>\$73,000</u>

<u>Program / Services</u>	<u>Level of service</u>	<u>FTE</u>	<u>Cost of service</u>
Archives & Corporate Records Management			
• Develop and maintain the City's corporate records and files, both hardcopy and electronic; Maintain City's Uniform Classification System; Maintain City's Records Retention Schedule	Daily	2.0	125,000
• Provide research expertise, services and advice to City staff and the public	Daily	1.3	90,000
• Develop and maintain integrity of an electronic document management system (REDMS); Advise and train all City staff in effective use of REDMS and document development	Daily	0.8	70,000
• Maintain-promote-expand internal and external access to services available at the Archives; Acquire, preserve and make available City and community records of enduring value	Daily	1.1	92,000
Sub-total		5.2	\$377,000
Freedom of Information & Protection of Privacy Act			
• Process formal FOI requests received from media and public	As required	0.3	25,000
• Provide advice to City staff on FOI and privacy matters as they relate to specific operational practices and requests for information	As required	0.1	10,000
Sub-total		0.4	\$35,000
General Local & School Elections			
• Obtain and update the Voters List and process new voter registrations	Tri-annually or as required	0.1	6,000
• Administer all statutory advertising in local newspapers; develop a communication plan for other election related notices, press releases and website information	Tri-annually or as required	0.1	50,000
• Manage production of ballot, including any referendum items	Tri-annually or as required	0.1	20,000
• Arrange voting place facilities; provide sufficient election supplies; hire and train election day staff; re-program and prepare automated vote counting machines for election day use; provide special voting opportunities (Advance Voting, Mail Ballot); <u>Establish and staff election day headquarters to respond to general voting day needs and coordinate reporting of election results</u>	Tri-annually or as required	0.6	209,800
• Administer candidate nominations and provide necessary information regarding responsibilities/requirements of office	Tri-annually or as required	0.1	6,000
• Fulfill all post-election requirements, including filing of financial disclosure statements and election documents for public inspection	Tri-annually or as required	0.1	6,000
<u>Transfer from Election Provision Account</u>			<u>-150,000</u>
Sub-total		1.1	\$147,800
TOTAL		13	\$1,077,300

Division Finance & Corporate Services	Department City Clerk's Office	
Function Archives & Corporate Records Management	Component part of Function Maintenance of City's corporate records	
Staffing FTE's 2	2002 Budget \$ 125,000	Statutory Requirement? Y/N

What Is This?

We apply systematic controls to how all City records are stored, accessed, protected, and when appropriate, destroyed. The Records Section of the City Clerk's office provides central coordination, information and assistance for all city staff who create and must retain records of the City. This includes managing the corporate Records Centre which provides secure off-site storage for semi-active records, managing annual transfers and disposals of records and maintenance of systems control tools such as the Uniform File Classification System and the Records Retention Schedules.

Why Is It Important?

The importance of this work is summarized as follows in the ISO standard for records management:

Records contain information that is a valuable resource and an important business asset. A systematic approach to the management of records is essential for organizations and society to protect and preserve records as evidence of actions. A records management system results in a source of information about business activities that can support subsequent activities and business decisions, as well as ensuring accountability to present and future stakeholders.

Our staff maintain the classification system that is used to organize the filing (in both paper and electronic form) of individual records. This systematic approach allows for accurate and timely retrieval of needed records and identification records that are no longer required by the City and may be destroyed.

Is This A Stand-Alone Activity? If other staff/functions/departments depend on it, provide detail.

This is a corporate wide function that affects all functional areas of the City and in turn affects the public in terms of timely accurate access to records. This supports open and accountable local government.

In terms of specific direct impact we deal with records staff in every department of the City to assist them in utilizing the classification system, problem solving for records filing and retrieval problems, assistance with the process of moving semi-active records to the Records Centre (which we operate at the Works Yard), retrieval of records for all departments from the Records Centre as required, transfer of records to the Archives as appropriate, and arranging destruction of records through certified shredding operations.

How Does This Function Support The City's Vision?

A reliable and efficient records system is a central requirement for supporting a well-managed City. Timely access to accurate records allows all city staff to learn from past experiences and make sound decisions for the future. Records are the primary tool for accountable government and access systems support an informed public to ensure a vibrant, democratic environment. These are the foundations upon which good decisions are made which, in turn, allows the City to achieve the vision of being the most appealing, livable and well-managed city in Canada.

Division Finance & Corporate Services	Department City Clerk's Office	
Function Archives & Corporate Records Management	Component part of Function Records Research Assistance (internal & external)	
Staffing FTE's 1.3	2002 Budget \$ 90,000	Statutory Requirement? Y/N
What is this?		
<p>Records and Archives staff assist other city staff and the general public with their research inquiries. The range of topics covered is as diverse as the community and the many functions of local government. From inquiries into previous land use for environmental assessments, to probing municipal decisions in planning, development or land acquisition to simple inquiries relating to name origin for a school or park, records staff provide individual assistance that relies on strong customer service skills, knowledge of the community and local government function, and in-depth knowledge of records filing, indexing and access systems. It is often complex work that is usually deadline driven.</p>		
Why is it important?		
<p>Keeping records is one thing, making them accessible while protecting their safety and integrity is another. Access to reliable records is at the heart of open and accountable government. A strong reliable records system is a strong reliable memory for city staff and public alike. It is the basis of sound decision-making that builds on experience to move the community forward.</p>		
Is this a stand-alone Activity or do other staff/functions/departments depend on it? Provide Detail.		
<p>This work is driven by and supports the research needs of all city departments and the community as a whole. The great majority of staff reports that go to committee and Council are based on research assistance provided by the records and archives staff.</p>		
How does this function support the City's Vision?		
<p>A reliable and efficient records system is a central requirement for supporting a well-managed City. Timely access to accurate records allows all city staff to learn from past experiences and make sound decisions for the future. Records are the primary tool for accountable government and access systems support an informed public to ensure a vibrant, democratic environment. These are the foundations upon which good decisions are made which, in turn, allows the City to achieve the vision of being the most appealing, livable and well-managed city in Canada.</p>		

Division Finance & Corporate Services	Department City Clerk's Office	
Function Archives & Corporate Records Management	Component part of Function REDMS Development, Maintenance, & Training	
Staffing FTE's 0.8	2002 Budget \$ 70,000	Statutory Requirement? Y/N

What is this?

The Richmond Enterprise Document Management System (REDMS) is an electronic system for all documents created by all staff using Word, Excel, and presentation software. In the coming months it will also include management of e-mail records as well. REDMS is a database system that allow the City to manage records in electronic form, allowing sharing of documents among multiple users, where appropriate, to enhance staff collaboration and effectiveness. REDMS is the central system leading Richmond toward the less-paper-office of the future. There are currently approximately $\frac{3}{4}$ of a million documents in the systems.

Intensive initial and customized refresher training programs are given by our staff to all City staff. To date over 700 staff have been trained. We have held over 100 formal training sessions since REDMS was introduced 4 years ago.

Why is it important?

Almost all documents in the city are created electronically. Without REDMS these documents would all reside on different computers and most would be inaccessible to other users. Most would also be lost for future use. REDMS is a city-wide system that protects these records in electronic form, allows sharing with greater speed and at the same time enhanced security as compared to paper systems. This increases staff efficiency and supports enhanced customer service delivery.

The world of information management is in the midst of a tremendously exciting and dynamic era, REDMS is a central system that moves Richmond forward during this time. The path Richmond has chosen, and the method we are using to navigate toward the future is based on two principles that can, at times, be in conflict: To be innovative and leaders in the era of change, and at the same time to protect the City's interests and ensure that our records systems are reliable and trustworthy.

Is this a stand-alone Activity or do other staff/functions/departments depend on it? Provide Detail.

This is a city-wide function. All departments and in-directly, all members of the public seeking records-based information from the City are served by REDMS.

How does this function support the City's Vision?

REDMS provides a practical tool for bringing the strategic planning philosophy of the City of Richmond to life. It eases the communication and sharing of project documents among staff throughout the city assisting in the breaking down of old-fashioned "silo" thinking. REDMS is the main tool leading to the less-paper-office of the future and is designed and managed in a way that protects the records of the city to ensure that the City can achieve the vision of being the most appealing, livable and well-managed city in Canada.

Division Finance & Corporate Services	Department City Clerk's Office	
Function Archives & Corporate Records Management	Component part of Function City Archives	
Staffing FTE's 1.1	2002 Budget \$ 92,000	Statutory Requirement? Y/N
What is this?		
<p>The City of Richmond Archives is the facility that houses and makes accessible the records of long-term value to the City and the community at large. Records range from original minutes of Council and committees, to departmental records and reports, to maps, plans, photographs and other records from both public and private sources.</p> <p>Richmond's archives program is recognized in the professional community for innovation. The Archives staff designed and maintain a database that describes and indexes everything from individual photographs to series of city records. This work is painstaking and requires both solid theoretical knowledge and great attention to detail. Also preventive conservation, disaster recovery planning, web site development, customer reference support and community liaison work makes the Archives an extremely busy place.</p>		
Why is it important?		
<p>Archives are the collective memory of a government, a community, a society. They are the basis of an informed and active staff and public that is the foundation of effective democracy.</p> <p>The City of Richmond Archives is a user-friendly point of contact for citizens to understand how their community developed and why. The Archives holds records and information that are not available elsewhere, by their very nature archival records are unique originals which are the critical evidence of decisions and activity in our community from the time of incorporation in 1879 up to current times.</p>		
Is this a stand-alone Activity or do other staff/functions/departments depend on it? Provide Detail.		
<p>This function serves the entire city (staff and public)</p> <p>Since we hold both municipal government and community-based records we serve all City departments and functions from planning and engineering to bylaw enforcement, and liaison activity such as Sister City programs. Recently the archives has had heavy use by the Coordinator of Heritage Sites in planning signage, community meeting briefing notes, and in preparation for meetings with Mayor and Council regarding the tram. Our stock of material on Tall Ships is also coming under heavy use. The Archives has a clear function in providing resources for the planning and promotion of large City events.</p> <p>The business community uses the Archives to protect their investments in land and development (Phase I environmental assessments) and to connect with the community. Individuals use the Archives for a wide range of personal and scholarly research.</p>		
How does this function support the City's Vision?		
<p>The Archives is a critical facility and program in a complete, reliable and efficient records system and is a central requirement for supporting a well-managed City. Timely access to accurate records allows all city staff to learn from past experiences and make sound decisions for the future. Records are the primary tool for accountable government and access systems support an informed public to ensure a vibrant, democratic environment. These are the foundations upon which good decisions are made which, in turn, allows the City to achieve the vision of being the most appealing, livable and well-managed city in Canada.</p>		

Archives and Corporate Records Management – By the Numbers

Maintenance of City's Corporate Records – 2 FTE

In addition to the active filing area in the City Clerk's office, our staff advise and assist staff in every record keeping area of the city and also manage the corporate Records Centre. Assistance is offered formally by consulting with specific work groups several times throughout the year and informally by one-on-one contact which occurs daily.

1 Kilometre The linear measure of city records managed by Clerk's central records at the Records Centre located at the Works Yard.

75,000 lb. That's what a kilometre of records weighs. Every 2 oz. file is accounted for, security controlled and accessible on-demand.

3,000 lb. Weight of records given confidential destruction as part of records management in a low volume year.

32,000lb A high volume year's destruction!

278 The number of primary headings in the Uniform File Classification System for which the staff of Clerk's records section are the chief resource for all staff in coding records in either hardcopy or electronic form. For each primary there are up to a dozen secondary headings some of which have over 200 specific files open. That's a lot of categories to remember!

Records Research Assistance (active, semi-active and Archives records) - 1.3 FTE

1212 The number of research cases handled by staff in the Clerk's records section in 2001.

350 The number of individual files retrieved for research requests from the Records Centre in the same year.

1334 In-person research visits to the Archives in 2001 which were assisted by the Archivist.

10 Number of *minutes* of staff time required for the most simple research requests.

10+ Number of *hours* of staff time required for complex research requests. The most complex have involved several staff for even longer periods of time.

REDMS Development, Maintenance and Training – 0.8 FTE

700 Number of city staff have received direct training on the REDMS system. All of these courses were designed and conducted by Clerk's Records staff with 95% of this training being handled by one person.

5 Number of hours in each REDMS fundamentals course (8-14 participants per course)

2 to 6 Number of hours for instructor's preparation for each course to ensure the teaching examples are relevant and customized for the work units from which the trainees come.

100 Number of 5-hour training sessions given to date.

6 to 10 Number of times per day the Clerks Records staff routinely provide REDMS troubleshooting to staff throughout the city. This is outside the ITHelp system.

2 *Minutes* required for the most basic phone assistance.

2 *Hours* required for a complex problem, often involving staff visiting the department where the problem occurs to provide as-needed customer service for problem resolution.

1600 Conservative estimate of non-scheduled, on-demand REDMS support calls handled annually.

144 Scheduled Council, Committee and Public Hearing meetings annually.

6000 Approximate number of reports to Council and Committee and other documents included in agenda packages audited by the Clerk's records staff to ensure the coding is correct, that titling standards are followed and that the document is marked as a record in the system. This ensures the security and accessibility of agenda related records.

26,000 Number of documents currently in REDMS profiled as "File later" where Clerk's Central Records staff will classify the document and complete the electronic profile once the author marks the file as a record.

City Archives – 1.1 FTE

600 Metres of shelf space required to hold the City's archival records. These include minutes, bylaws, other city textual records such as staff reports and correspondence, maps, plans, photographs, oral history recordings and video material. In addition to materials of city government origin, the Archives also hold select records from community or private sources.

70 Metres of city records received in last 10 years that are still awaiting cataloguing and processing for access and preservation.

2000 Hours required to appraise, select, arrange, re-box, and catalogue the 70 metre backlog of city records.

500 Collections community records and transfers of city records (accessions) large and small currently "unprocessed" – awaiting appraisal, cataloguing and re-housing.

1880 Year of first Richmond Council meeting and first volume of hand-written Council minutes held at the Archives. The archives also includes: maps from before incorporation (1879), photographs from before 1900, correspondence from the time of the First World War, as well as City government publications up to 2002.

1800-2000+ Average number of inquiries that require assistance from the Archivist annually. This includes in-person, post, e-mail, fax, and phone inquiries. Each instance of assistance can range from as little as 10 minutes to 10 hours or more. The range of users of our Archives is as diverse as Richmond itself. All ages from elementary school programs through seniors researching personal history and all areas of interest from businesses needing previous land use records to city staff needing copies of reports and other records. If the subject relates to Richmond and its growth through the years, requests come to the Archives for reliable information.

1,000 Scanned historical maps available for public access on the Archives portion of the City's web-site.

4,300 Scanned historical photographs available for public access on the Archives portion of the City's web-site.

1008 Internal (City staff) "hits" on the Archives portion of the City's web-site in the first 6 months of 2001.

36,170 External (public) "hits" on the Archives portion of the City's web-site in the same 6 month period. The Archives directory on the City's web site is consistently one of the most active, usually among the top 3 areas of highest hits.

\$18,364 Federal grant money sought and received by the Archives in 2001 for a map digitization project.

\$40,000 In financial gifts to the Archives from the Friends of the Richmond Archives over a ten year period to enhance and support the City's archival programs including the purchase of electronic equipment, map cabinets and the funding of archival processing projects.

110 Members of the Friends of the Richmond Archives of whom 12 are active and regular volunteers.

7 Books published jointly with the Friends of the Richmond Archives since 1979 including "*Richmond, Child of the Fraser*" and the more recent and very popular, "*Whispers From The Shedrows: A history of thoroughbred racing in Richmond..*"



Island City, by Nature

Creating our future through...

Corporate Plan 2001-2003

City Clerk's Office

2001 - 2003

Departmental Participation Plan

The City of Richmond's vision:
to be the most appealing, livable, and well-managed community in Canada

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I. Corporate Plan 2001-2003 – Creating our Future

City governance encompasses many areas of responsibility. To provide a focus for these diverse responsibilities, the City of Richmond's work is guided by a common mission. The City sees as its role the protection and enhancement of the Richmond's livability and economic well-being for both current and future generations. To accomplish this mission, Richmond City Council embraces a long term vision for the City to become the most appealing, livable, and well-managed community in Canada. This means that, through its actions, programs, and services, the City seeks to enhance:

- the attractiveness of the City to residents and businesses,
- the City's vibrancy and quality of life,
- the quality of services it provides, and
- long term community and economic sustainability.

Based on the City's vision, Corporate Plan 2001-2003 sets out the foundation for organizational efforts over the next few years. It builds on past successes and has been developed with a broad base of input from City Council, staff, and other key stakeholders. It outlines key focus areas and strategies to advance the vision and address community needs. It also includes a team-based implementation program and an ongoing review process to ensure that plans and actions remain meaningful and appropriate in light of changing financial, social, environmental, and institutional conditions.

Building on a strong foundation – Vision, Mission, Values

Corporate Plan 2001-2003 sets out strategies and actions which will enable the City to create a solid future for the community and the organization. These strategies and actions are based on three cornerstones which provide the foundation for Corporate Plan 2001-2003:

1. A common corporate vision for the City:

To be the most appealing, livable, and well-managed community in Canada

2. A clear mission that defines why we exist:

To protect and enhance the City's livability and economic well-being for current and future generations through:

- *visionary leadership and responsible decision making*
- *accountable and sustainable fiscal practices*
- *development of a unique and beautiful city*
- *product and service excellence and efficiency*
- *community consultation*

3. Adherence to a common set of values to guide our actions and interactions with customers and colleagues:

A Belief in People

- *Being respectful and sensitive to human needs and dignity*
- *Focussing on the customer*
- *Involving the community*
- *Supporting and encouraging staff growth and development*
- *Supporting and appreciating efforts and successes*

Pursuit of Excellence in Everything We Do

- Practising continuous improvement in our people, products, services, and accomplishments
- Taking responsibility for ourselves and our work

Quality Leadership

- Demonstrating honesty, integrity, and respect
- Promoting visionary leadership at all levels
- Communicating openly

Power of Team

- Encouraging the power of team and co-operation throughout the organization
- Building on strengths and collective knowledge
- Focussing on a common goal
- Demonstrating concern for fellow team members

Innovation

- Challenging the status quo, assumptions, systems, and the way we do things
- Taking well-managed risks and unleashing creativity
- Learning from others and from past experiences

By continually aligning our programs and structures with our mission, by embracing the strengths and possibilities of our vision, and by allowing our values to influence our individual and collective actions, we are able to successfully shape Richmond's future to become the most appealing, livable, and well-managed community in Canada. Corporate Plan 2001-2003 puts action to our vision, mission, and values, providing some tangible ways for the City to indeed create a vibrant future.

II. Challenges and Opportunities Facing Richmond

In order for Richmond to maintain its excellent quality of life and sustainable economy, the City will need to respond to a number of challenges and embrace new opportunities as we move towards our vision. The strategies and actions of Corporate Plan 2001-2003 were developed with the following key challenges and opportunities in mind:

- *urban growth with associated infrastructure, transportation, land use, social, and community safety needs*
- *increasingly multicultural and aging population with new opportunities and needs*
- *new economic opportunities and the need for financial sustainability*
- *changing needs of businesses and customers*
- *replacement of aging city infrastructure*
- *evolving working relationships with other levels of government and with the private and non-profit sectors*
- *changing legislative and political framework, including regional issues*
- *new opportunities for environmental stewardship*
- *new opportunities for enhancing community involvement, vibrancy, neighbourliness, and visual appeal*
- *changing needs of the workforce including training, succession, and retention.*

City Council Priorities

Richmond City Council provides strong leadership in setting directions for the Corporate Plan. Within the context of its adopted vision, Council has set term goals and priorities to provide a focus for City efforts, resource allocation, and sustainable development of the City's physical, economic, and social well-being.

Richmond City Council's top priorities for their current term of office include:

1. *Public safety*
2. *Aging infrastructure and civic buildings*
3. *Revenues, including development cost charges rates*
4. *Business retention and economic development, including an industrial strategy*
5. *Land acquisition strategy*
6. *Transportation long range planning*
7. *Seniors and aging population*
8. *Mid island dyke*
9. *Workforce issues and labour negotiations, including Greater Vancouver Regional District labour relations*
10. *Civic urban design*

III. Department Participation Plan: City Clerk's Office

Aligning with the Corporate Plan

Corporate Plan 2001-2003 consolidates the many actions and priorities taken on by the City in its efforts to move closer to the vision and to address the challenges and issues ahead. The strategies contained in Corporate Plan 2001-2003 provide a framework and common focus for the diverse workings of the City over the next several years. The Department Participation Plan is aligned with these strategies and with the City's vision, mission, and values. The eight strategies are as follows:

- 1. A Strategy for Community Safety**
Mandate: to ensure that Richmond remains a safe, vibrant and highly desirable place to live, work, and play, through the promotion of a proactive, comprehensive, cross functional, and community based strategy that addresses Council and community safety issues and priorities.
- 2. A Strategy for Urban Infrastructure Management**
Mandate: to ensure the continued quality, integrity, and function of City infrastructure including the development and implementation of new and innovative strategies for construction, maintenance, and financing of capital assets.
- 3. A Strategy for Financial Sustainability**
Mandate: to enhance the City's economic well-being by identifying long term operating and capital needs of the City and by creatively increasing City revenues and decreasing costs.
- 4. A Strategy for Community Vibrancy**
Mandate: to "connect people to people" by facilitating initiatives that promote civic pride with community interaction, participation, and involvement in a rich diversity of experiences and choices.

5. A Strategy for Civic Beautification and Design

Mandate: to support the development of a more attractive, sustainable environment for Richmond, by establishing a framework for championing and facilitating a high quality urban form that is responsive to community needs and values.

6. A Strategy for Excellence in Service

Mandate: to nurture a customer-driven corporate culture by supporting and promoting continuous service improvements and meaningful customer communication and by providing a variety of choices for our diverse customer base.

7. A Strategy for Corporate Leadership Culture

Mandate: to influence our City workforce, both as individuals and collectively, to proactively pursue the goals and objectives of the organization in accordance with our vision, mission, and value statements.

8. A Strategy for Environmental Sustainability

Mandate: to promote community harmony with our natural environment by fostering a greater recognition and appreciation of the essential service which ecosystems provide in ensuring long term community well-being. This will be accomplished through partnerships and initiatives that integrate environmental sustainability into the City's day to day business and into community living.

(See Document # 577979 for the goals of each strategy.)

Departmental Participation Plans

Each City department develops goals and work plans which are aligned with the Corporate Plan strategies and which will bring significant results in these priority areas and towards the City's vision. These goals and work plans form the Department Participation Plan and represent the department's commitment and contribution to the directions set out in the Corporate Plan. The Department Participation Plan provides focus and coordination for the department's efforts and identifies the results and outcomes the department is responsible for in moving the City towards its vision.

This Department Participation Plan provides the following:

- A. Issues:** Discussion of the issues, challenges, and opportunities facing the department
- B. Mission:** Definition of the department's mission statement as it relates to the City's vision
- C. Actions:** Major actions and initiatives for the department to take on over the next three years which are aimed at addressing issues, opportunities, and community and organizational needs
- D. Results:** Continuous improvement targets over the next three years.

Fundamental to the success of the department's initiatives is the involvement and commitment of all staff. Each staff member has an important role to play in creating significant outcomes for the City.

A. Departmental Background

Overview of the City Clerk's Office

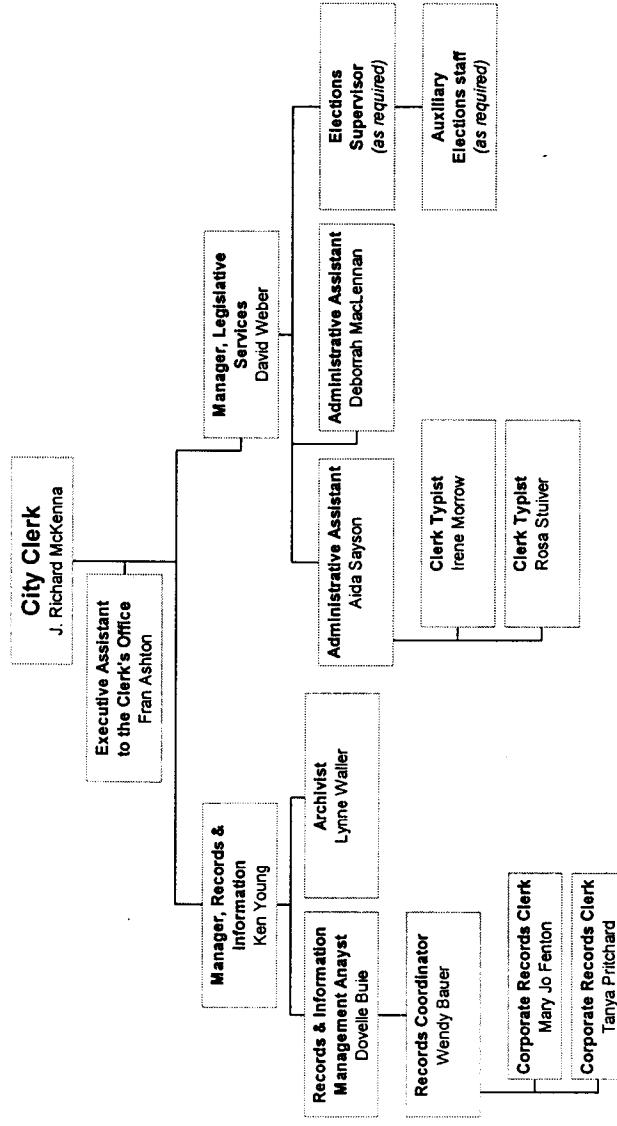
The City Clerk's Office provides a secretariat for City Council and its Committees. This function includes agenda preparation, the recording of official minutes, the administration and certification of City bylaws, and the execution of all legal documents on behalf of the City. In addition, the City Clerk's Office is responsible for the administration of civic and school district elections and for the conducting of public referenda.

The City Clerk's Office manages and preserves all Council, Committee, and corporate records through a records management and archives program. In addition to its corporate role, the archives also manages and preserves records from the community at large. Together, these programs document and make available the recorded history of Richmond.

The City Clerk's Office is the initial contact for members of the community wishing to access the city administration and government on a wide variety of issues. The City Clerk's Office also processes requests for the release of information under the Freedom of Information and Protection of Privacy Act.

Snapshot of the Current Operations in the City Clerk's Office

I. People - Staff in the City Clerk's Office



Snapshot of Current Operations in the City Clerk's Office (continued...)

2. *People - Customers*

External Customers

- *City Residents*
- *Participants in Various Public Processes*
 - *Elections*
 - *Public Hearings*
 - *Public Delegations*
- *Other Government Agencies*
- *The Records and Archives Research Community (including the Friends of the Richmond Archives)*
- *Individuals requiring Document Certification*
- *The Media*
- *The Business Community*

Internal Customers

- *City Council and its Committees*
- *Statutory/Advisory Bodies to Council*
- *City Staff*

Functions and Services of the City Clerk's Office

Council Secretariat and General Council Administration

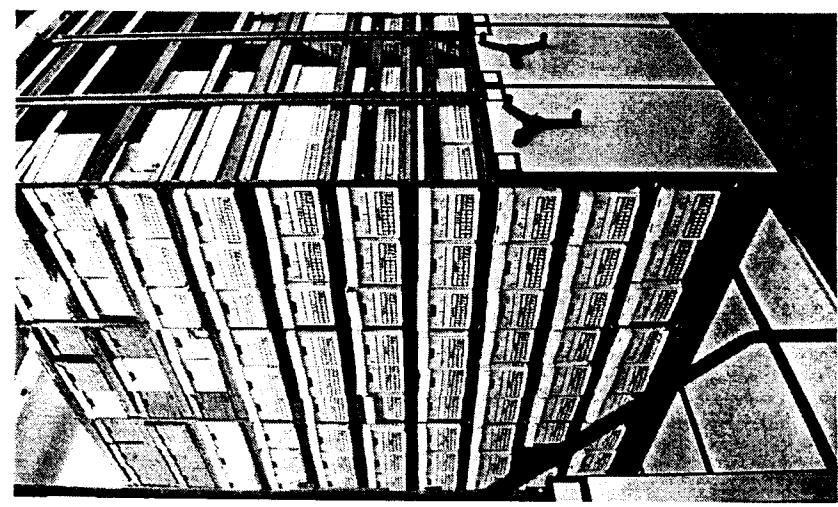
As the Secretariat to City Council, its Standing Committees, and other Statutory Committees, the City Clerk's Office fulfills its statutory function under the Local Government Act and anticipated Community Charter. Support is provided to City Council and five standing committees, in both open and closed sessions. In addition to managing the Corporate Policy Manual, tender opening administration as well as all agreement and contract execution on behalf of the city, the City Clerk's Office provides administrative support to the Development Permit Panel, the Board of Variance, the Family Court Committee, the Council/School Board Liaison Committee, and the Employer's Grievance Committee. This responsibility involves the preparation and distribution of City Council/Committee agendas and minutes including posting to the city web-site; administration of committee memberships including notification and advertising of all advisory body vacancies; coordination of the Civic Appreciation Dinner; preparation and distribution of corporate and public information packages on Council/Committees; and the processing and distribution of general City Council correspondence.

Bylaw Administration and Codification

The City Clerk's Office is statutorily responsible for the execution and accessibility of City bylaws. Bylaw administration includes: monitoring "bylaws in progress," providing public hearing notifications, advertising for land use and other bylaws as required by statute, and obtaining Provincial Government bylaw approvals and ensuring that other legal requirements are met prior to bylaw adoption.

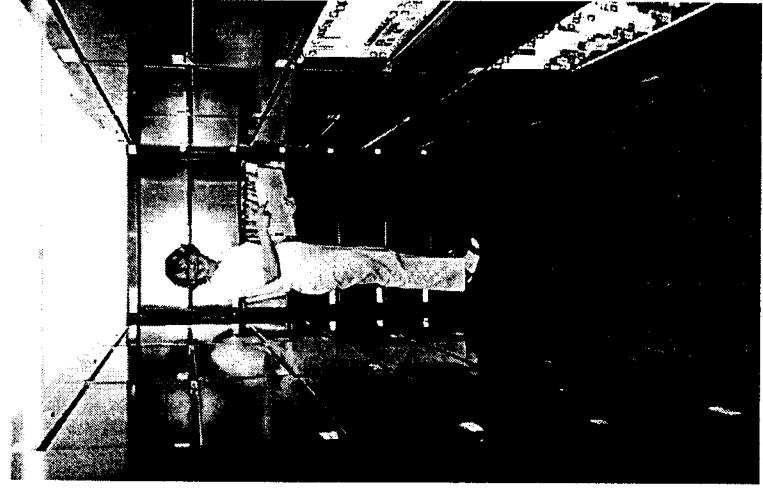
In addition to bylaw administration, the City Clerk's Office also undertakes bylaw consolidation for both legal and "working convenience" purposes as well as for court certification purposes. This process will result in the consolidation of all bylaws into a single comprehensive legal instrument called the "Municipal Code."

Records and Archives Management Program: Corporate Records Management Program



The aim of the corporate records management program is to provide consistent and efficient customer service while maintaining reliable paper and electronic record-keeping systems. This goal is accomplished largely through the maintenance of a corporate-wide system of record classification, the establishment and implementation of records retention schedules, and the establishment of other corporate record-keeping standards.

In providing quality record services, the City Clerk's Office conducts research for City Council, assists City staff and the public with their research inquiries; indexes secures and provides access to minutes, bylaws and other records of Council; manages the corporate records centre; schedules records for confidential destruction; transfers permanently valuable records to the corporate archives; advises and trains city staff on a broad range of records procedures and standards, and carries out regular activities such as classifying, routing and physically maintaining records.



In order to meet all record-keeping business requirements, the City Clerk's Office has made it a priority to develop the electronic document management system (REDMS) to its full potential. In particular, the City Clerk's Office has taken on a quality control function to ensure that the long-term integrity of electronic records is maintained. City Clerk's staff have worked in partnership with Information Technology staff to design, evaluate and manage the system as it evolves. In addition, City Clerk's staff have trained over 700 staff throughout the City in the use of REDMS, this includes introductory training as well as advanced sessions and special workshops specifically designed to meet the needs of individual work units.

The City of Richmond's Corporate Records Centre (recently renovated in May 2001). The Records Centre is able to hold approximately 2200 conventional file boxes - as is illustrated in the photograph above. This is almost a kilometre worth of boxes if they were all lined up in a row.

Research Requests in the Records and Archives Section.
In 2000 there were 1,432 requests for information and 475 requests for information from the City's Corporate Records Centre

Archives Program

Through the archives program, the City Clerk's Office identifies, collects, and preserves records of archival value to the City of Richmond and the community as a whole, and makes such records available to City officials and the public. The Archives acquires official city records, personal records of elected officials and community members, as well as the records of organizations and businesses which reflect the social, political and economic life of Richmond

2 Archives - City of Richmond, BC - Microsoft Internet Explorer

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Address http://www.city.richmond.bc.ca/archives/default.htm

[Go] [Stop] [Refresh] [Home] [Search] [Favorites] [History] [Mail] [Print] [Edit] [Discuss]

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CITY OF RICHMOND ARCHIVES

A

"Of all national assets, archives are the most precious:
they are the gift of one generation to another,
and the extent of our care of them marks the extent of our civilization."
(Arthur G. Doughty, Dominion Archivist 1904-1935)

Selected Holdings

- Government Publications
- Municipal Records
- Oral Histories
- Biography Files Index
- Reference Files Index
- Richmond Bibliography

About the Archives

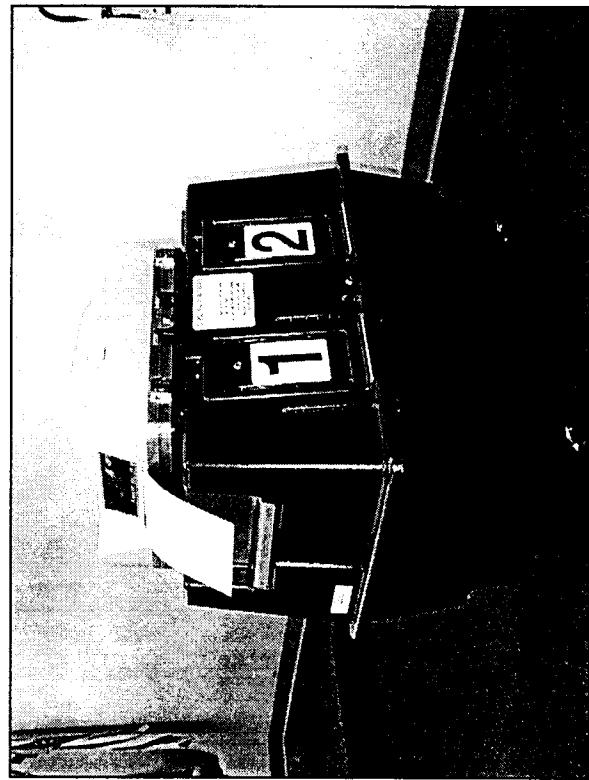
Internet

Administration of the Freedom of Information and Protection of Privacy Act

The City Clerk's Office is responsible for ensuring corporate compliance with all aspects of the Freedom of Information and Protection of Privacy Act. In so doing, the City Clerk's Office encourages staff to be as open as possible with regard to the release of records, while ensuring that personal privacy is protected as mandated under the Act. All formal FOI requests are processed by the City Clerk's Office in consultation with relevant city departments. The City Clerk's Office also provides interpretation of the legislation and advises city staff on a broad range of issues relating to FOI and privacy.

General Local and School Elections

The City Clerk's Office is responsible for conducting Civic Elections for Mayor, eight Councillors, seven School Trustees and any referendum questions, every three years. By-elections are held on an as-required basis. Council appoints the City Clerk as the Chief Election Officer and the Manager of Legislative Services as the Deputy Chief Election Officer. Other staff are hired as required, for varying durations, during the election year itself.



By-Election: 2001 By-Election Official Results - Microsoft Internet Explorer

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You are here: City of Richmond > City Council > By-Election: 2001 By-Election Official Results

Local Government
By-Election 2001
» 2001 By-Election Results
» Election Office
» Voter Registration
» Inspection of List of Registered Electors
» Nominations
» 2001 Declared Candidates List
» Advance Voting
» Mail Ballot Voting
» Non-Resident Property Electors
» Voting Places
» 1996 Voter Statistics

2001 By-Election Official Results

Official Total with 20 of 20 Voting Places Counted

» Mayor

Name	Votes	Elected
BRIDIE, Malcolm	14074	
DANG, Derek	8049	
SAMMARCO, Peter	899	
CIPRUIT, Max	428	

» Councillor

Internet

B. Mission Statement for the City Clerk's Office:

Each City Department and section, each strategic team and task force shares the City's common vision to be the most appealing, livable, and well-managed community in Canada. Together, the City's vision, mission, and values keep us all working towards a common purpose. In addition, each department has its own clear mission statement which articulates the department's role in helping the City fulfil its vision and mission.

The department's mission statement reflects the goals and outcomes of the department in relation to the City's vision (what the department will achieve) and the primary areas of focus for achieving these outcomes (how it will be achieved). This mission statement provides the framework for all departmental efforts.

Department Mission

The mission of the City Clerk's Office is to provide a professional secretariat, and records and information service to the City Council, the public, and the general government administration by embracing the power of team to make the City Clerk's Office the most user-friendly, professional, forward thinking, innovative service-provider in Canada.

C. 2001 – 2003 City Clerk's Office Actions:

I. Actions Related to Corporate Plan Strategies

In order to help move us closer to achieving the City's vision, over the next 3 years, the City Clerk's Office will align itself with the City's Corporate Plan by focussing on the following major actions and initiatives under each of the core strategies. Progress on these items will be monitored regularly throughout the year to ensure these projects remain on track, and relevant in light of changing Council and community priorities.

Major Initiative/ Action	How we will know if we are successful (deliverable, outcome)	Relevant Strategy (ies) Enter goal number(s) from document #577979	Projected Completion Date	Who's Responsible
1. Development Permit Panel and Advisory Design Panel agendas and minutes published on the City's website	Improved public access to agendas and minutes; Increased departmental efficiency	Community Safety Infrastructure Management Financial Sustainability Community Vibrancy Civic Beautilification Excellence in Service Corporate Leadership Environmental Sustainability	2002	David Weber / Fran Ashton / Deborah MacLennan

Major Initiative/ Action	How we will know if we are successful (deliverable, outcome)	Relevant Strategy (ies) Enter goal number(s) from document #577979			Projected Completion Date	Who's Responsible
		Sustainability in Service	Corporate Leadership	Sustainability in Service		
2. Reformatting the Corporate Policy Manual and Single-Family Lot Size Policy Manual to an online format that would improve corporate-wide and public access.	Improved staff and public access to Council policies; Increased departmental and corporate efficiency	1	5	5	2002	David Weber / Clerk's Operations
3. Survey internal clients (Council & Senior Staff) in order to improve the administration of Council correspondence and accompanying staff referrals (using Service Excellence Team Customer Feedback Resource Guide as a model)	Improved response time to public complaints and service requests. Improved public perception of City responsiveness	1	2	5	2002 onward	David Weber / Clerk's Records & Operations

Major Initiative/ Action	How we will know if we are successful (deliverable, outcome)	Relevant Strategy (ies) Enter goal number(s) from document #577979		Projected Completion Date	Who's Responsible
		Civic Vibrancy	Sustainability in Service		
4. Posting and maintaining “Best-Seller” Bylaws on the City’s website.	Improved public access to City bylaws and regulations	1	5	2002	Richard McKenna / David Weber / Fran Ashton
5. Convert all City Bylaws into electronic form and make them available to City staff in REDMS.	Improved staff access to City bylaws ; Increased departmental efficiency	1	5	2002 onward	David Weber / Clerk’s Records
6. Implementation of City Code	Improved public access to City bylaws / regulations	1	5	Completion by year-end 2004	Richard McKenna

Major Initiative/ Action	How we will know if we are successful (deliverable, outcome)	Relevant Strategy (ies) Enter goal number(s) from document #577979	Projected Completion Date	Who's Responsible
7. Corporate Records Management Program Bylaw - Develop and bring forward a bylaw to ensure records management procedures and practices comply with standards required to safeguard the City's interests in areas of records systems reliability and protection of the trustworthiness of records in both electronic and hard-copy format.	Bylaw adopted; Programs and initiatives implemented	1 Community Safety Infrastructure Management Financial Sustainability Community Vibrancy Civic Beautification In Service Corporate Leadership Sustainability	mid 2002	Ken Young / Dovelle Buie

Major Initiative/ Action	How we will know if we are successful (deliverable, outcome)	Relevant Strategy (ies) Enter goal number(s) from document #577979		Projected Completion Date	Who's Responsible
		Sustainability	Leadership		
8. Co-ordination and support of records specialists in other departments (“super-users”) to assist with the management of both electronic and hard-copy corporate records.	“Super-users” will take on greater role in efficiency of system	1	2	Fall 2002	Ken Young / Dovelle Buie / Department Super-user designates
9. Implementation of the records management component for REDMS (DOCS RM) including the implementation of retention schedules for electronic records and the facilitation of electronic filing.	Program implemented	1		Fall 2002	Ken Young / Dovelle Buie / E-Records Team

Major Initiative/ Action	How we will know if we are successful (deliverable, outcome)	Relevant Strategy (ies) Enter goal number(s) from document #577979		Projected Completion Date	Who's Responsible
		Sustainability	Environment		
10. Expand public access to Archival maps through further development of web-based systems	Map images accessible via internet database search	5	5	2002 onward	Ken Young / Lynne Waller
11. Development of “volunteer docent program” to enhance community archives public programming	Program established	2	2	2001 - Mid 2002	Lynne Waller
12. Research options for unstable historical photographic materials using cold storage for originals (preservation) and digitization for access.	Unstable materials secured, Increased public access to images via City website	5	5		Ken Young / Lynne Waller

Major Initiative/ Action	How we will know if we are successful (deliverable, outcome)	Relevant Strategy (ies) Enter goal number(s) from document #577979		Projected Completion Date	Who's Responsible
		Civic Community Sustainability Infrastructure Management Financial Stability Vibrancy Community Beautification in Service	Corporate Leadership Sustainability Environmental Stewardship		
13. Initiate changes to improve the efficiency of the Statutory Notification Process for Public Hearings and Development Permit Panel meetings	Improved efficiency in notification process; fewer complaints from public	1		2002	David Weber / IT Staff / Clerk's Operations
14. Implement new election result reporting software (AERO) to improve election night reporting format and accessibility to the City's web-site	Improve quality and speed of reporting of election results	1	5	2002	David Weber / IT staff

2. Actions Related to Corporate Vision

In some cases, individual departments will undertake initiatives, which respond to specific issues and challenges related to their particular mandate. While these initiatives may fall outside of the “core strategies”, they are seen as important in helping the department to fulfil its mandate, and they contribute to the achievement of the City’s overall vision.

Additional Initiatives for the City Clerk’s Office relating to the vision:

Major Action/ Initiative	Deliverable/ Outcome/ Goal	✓ Related Vision Component	Timeframe (start and completion)	Who's Responsible
				available
				well- managed
1. Council Secretariat and General Council Administration				
Manage the preparation of open and closed agendas and minutes for Council and its Standing Committees	Maintaining base service excellence		✓ Ongoing	Richard McKenna / David Weber
Publish and distribute agendas and minutes internally and externally via on-line publication to the City web site and via hard-copy distribution	Providing public access to core information		✓ Ongoing	Fran Ashton / Deborah MacLennan

Major Action/ Initiative	Deliverable/ Outcome/ Goal	Related Vision Component	Timeframe (start and completion)		Who's Responsible
			Available applying	Well- managed	
Provide administrative support to Council advisory bodies and other committees and organize an annual Civic Appreciation Dinner in order to recognize the contribution made by these groups	Providing quality support services to Council's volunteer committees and celebrating volunteer efforts			✓	Ongoing Richard McKenna / David Weber / Clerk's Operations
Administer Council correspondence including referrals to staff	Maintaining responsiveness to customer requests and complaints			✓	Ongoing Richard McKenna / David Weber / Clerk's Operations
Manage the Corporate Policy Manual	Providing access to City policies			✓	Ongoing Richard McKenna / David Weber / Clerk's Operations
Provide written notification and advertising to the public, as required by law, of development permits, rezonings, and OCP changes to be considered at Public Hearings and at meetings of the Development Permit Panel	Fulfilling legal obligations and facilitating public processes			✓	Ongoing Richard McKenna / David Weber / Clerk's Operations

Major Action/ Initiative	Deliverable/ Outcome/ Goal	Related Vision Component	Timeframe (start and completion)		Who's Responsible
			Appealing	Well-managed	
Administer tenders and contracts awarded by the City	Ensuring fairness and legitimacy of public tender process		✓	Ongoing	David Weber / Clerk's Operations
2. Bylaw Administration and Codification					
Monitoring and documenting bylaws as they progress through the Council process	Ensuring fulfilment of legal obligations		✓	Ongoing	Clerk's Operations
Providing advice to City staff on the form and content of bylaws	Contributing to user-friendliness and legality of City bylaws		✓	Ongoing	Richard McKenna
Consolidating bylaws for convenience of reference	Facilitating public comprehension of City regulations		✓	Ongoing	Richard McKenna / Fran Ashton
Working toward the establishment of a Municipal Code: the consolidation of bylaws into a single comprehensive legal instrument to facilitate understanding of, and access to, local government legislation.	Continuously updating and maintaining City bylaws and regulations		✓	Ongoing	Richard McKenna

Major Action/ Initiative	Deliverable/ Outcome/ Goal	✓ Related Vision Component	Timeframe (start and completion)	Who's Responsible
Appealing available well- managed				
	Ensuring fulfilment of legal obligations; Providing quick response to bylaw-related inquiries	✓	Ongoing	David Weber / Clerk's Operations and Records
3. Corporate Records Management Program				
	Support the development of the “less-paper-office” while enhancing both efficiency of record keeping and customer service delivery	✓	Ongoing	Ken Young / Dovelle Buie / Clerk's Records
	REDMS – Develop and maintain the integrity of the electronic document management system, to advise and train all staff in the effective use of REDMS. This initiative indirectly complements all of the core strategies in that REDMS is a corporate application that serves to support many staff in the management, control, and sharing of corporate information and records stored in electronic format			
	Assist City staff to ensure that the full potential of REDMS is reached	✓	Ongoing	Dovelle Buie / Ken Young
	REDMS Education and Consulting Services – Advise and train all staff in the effective use of REDMS and document workflow development			

Major Action/ Initiative	Deliverable/ Outcome/ Goal	Related Vision Component		Timeframe (start and completion)	Who's Responsible
		available appetite	well- managed		
Review of the City's Uniform File Classification System	Ensure the classification system adapts to changing business needs and practices.		✓	Ongoing	Ken Young / Dovelle Buie
Review of the City's Records Retention Schedules	Ensure retention policies are in keeping with current legal requirements		✓	Ongoing	Ken Young / Dovelle Buie
Integrate archives and corporate records functions in order to consolidate staff resources and facilities	Enhance efficiency and customer service		✓	Ongoing	Ken Young / Richard McKenna
4. City of Richmond Archives Program					
Promote and maintain the access services available to City staff and the public at the Archives.	Assist in fulfilling the City's commitment to accountability and public access to primary research resources		✓	Ongoing	Ken Young / Lynne Waller / Clerk's Records

Major Action/ Initiative	Deliverable/ Outcome/ Goal	Related Vision Component	Timeframe (start and completion)		Who's Responsible
			available	well- managed	
Ensure long-term preservation of records of enduring value through preventive conservation measures and security controls	Continuing stability of and access to irreplaceable records		✓	Ongoing	Ken Young / Lynne Waller
Enhance public awareness of Archives resources and Richmond history through publications, displays and outreach activities	Continued growth in use of Archives by staff and public		✓	Ongoing	Lynne Waller
Promote and maintain the relationship with the Friends of the Richmond Archives to enhance public awareness of Archives services and to enhance staff awareness of community needs and expectations	Continued vibrancy of community involvement with the Archives.		✓	Ongoing	Ken Young / Lynne Waller
5. Administration of the Freedom of Information and Protection of Privacy Act					
Process formal FOI requests received from the media and the public	Assist public access to public information		✓	Ongoing	David Weber

Major Action/ Initiative	Deliverable/ Outcome/ Goal	Related Vision Component	Timeframe (start and completion)	Who's Responsible
<p>Advise City staff on FOI and privacy matters as they relate to specific operational practices and general requests for information. Special emphasis is placed on advising staff on the appropriate ways to collect, use and safe-guard personal information in the custody of the City</p>	<p>Fulfil City's obligations under the FOIPP legislation</p>	<p>✓ Well-managed Available Appealing</p>	<p>Ongoing</p>	<p>David Weber</p>
<p>6. General Local and School Elections</p>				
	<p>Establish and staff an Election Office in order to respond to the public and to candidates about election issues</p>	<p>Facilitate public awareness; ensure election administration is well-managed</p>	<p>✓ Tri-annually</p>	<p>Richard McKenna / David Weber</p>
	<p>Obtain and update the Voters List and process new voter registrations</p>	<p>Fulfil City's obligation under the Local Government Act</p>	<p>✓ Tri-annually</p>	<p>David Weber / Clerk's Operations and Elections staff</p>

Major Action/ Initiative	Deliverable/ Outcome/ Goal	Related Vision Component		Timeframe (start and completion)	Who's Responsible
		Livable Environment	Well- Managed Community		
Place all statutorily-required advertising in local newspapers and develop a communications plan for all other election-related notices, press releases, web site information, and public communications	Increase public awareness of general election		✓	Tri-annually	David Weber / Clerk's Operations / Elections staff / Manager, Communications / IT Web staff
	Ensure legal obligations of candidates are appropriately communicated		✓	Tri-annually	Richard McKenna / David Weber
Administer candidate nominations and provide all necessary information regarding responsibilities and requirements of candidacy			✓	Tri-annually	Richard McKenna / David Weber
Manage the production of the ballot including any referendum questions	Ensuring that general election is not challengeable under the law		✓	Tri-annually	Richard McKenna / David Weber
Hire and train election day staff	Ensure a problem-free election day process		✓	Tri-annually	Richard McKenna / David Weber

Major Action/ Initiative	Deliverable/ Outcome/ Goal	Related Vision Component	Timeframe (start and completion)	Who's Responsible		
				Appealing	Livable Well- managed	Managed
Arrange for appropriate voting place facilities and provide sufficient election materials and supplies	Provide and efficient and convenient voting experience		✓ Tri-annually	David Weber / Election staff		
Mail voter cards to all registered electors	Ensure that public know when and where to vote		✓ Tri-annually	David Weber / Election staff		
Re-program, test and prepare automated vote counting machines for use on election day	Ensure that vote counting equipment processes ballots correctly and efficiently		✓ Tri-annually	David Weber / Election staff		
Provide special voting opportunities (Advance Voting and Mail Ballot for the physically disabled)	Ensure that general public are not disenfranchised due to extenuating circumstances		✓ Tri-annually	Richard McKenna / David Weber / Election staff		
Establish an election day headquarters to respond to the needs of election officials and the public during general voting and to coordinate the reporting of the election results	Provide excellent customer service to public and staff		✓ Tri-annually	Richard McKenna / David Weber / Election staff		

Major Action/ Initiative	Deliverable/ Outcome/ Goal	✓ Related Vision Component	Timeframe (start and completion)	Who's Responsible
Ensure that all post-election legal requirements are fulfilled, including the filing of all candidate financial disclosure statements and the preparation of election documents for public inspection	Fulfil legal obligations under the Local Government Act and ensure that the public has the means to hold government to account	✓ ✓	Tri-annually	Richard McKenna / David Weber / Election staff

D. Continuous Improvement

Through its actions, initiatives, and accomplishments, the City strives towards continuous improvement. Each department seeks ways to improve the quality, quantity, timeliness, and cost of its services and products on an ongoing basis.

The City Clerk's Office has set the following "improvement targets" as a means for ensuring that the Department delivers the best possible services to its customers. By monitoring these targets, the department can check that it remains on track in accomplishing its mission and strategic objectives.

Key Performance Improvement Targets for the City Clerk's Office

Improvement Target #1:
Goal: _____ (e.g. improved quality of service or product, increased quantity, and/or reduced cost or time to deliver a particular service)
How will we know if we have achieved the goal: (how will it be measured)

Improvement Target #2:
Goal: _____ (e.g. improved quality of service or product, increased quantity, and/or reduced cost or time to deliver a particular service)

How will we know if we have achieved the goal: (*how will it be measured*)

Improvement Target #3:

Goal:

(e.g. *improved quality of service or product, increased quantity, and/or reduced cost or time to deliver a particular service*)

How will we know if we have achieved the goal: (*how will it be measured*)

Improvement Target #4:

Goal:

(e.g. *improved quality of service or product, increased quantity, and/or reduced cost or time to deliver a particular service*)

How will we know if we have achieved the goal: (*how will it be measured*)

Appendix I

*Team Approach to Implementing Corporate
Plan 2001-2003*

Implementing Corporate Plan 2001-2003 – Achieving Results through Teamwork

One of the foundational values of the City is our belief in people. Within the City's workforce and its community and business partners are the knowledge, creativity, and dedication necessary to bring about the City's vision. The common vision, directions, and strategies set out in Corporate Plan 2001-2003 provide the focus for City work programs and initiatives. The people of the organization provide the energy and enthusiasm to see these initiatives to fruition. Every member of staff has a role to play in responding to issues, challenges, and opportunities facing the City and in creating a more appealing, livable, and well-managed City.

It is this belief in our people and in the power of teamwork which is at the core of the City's multi-faceted team-based approach to implementing Corporate Plan 2001-2003. Teams of staff work in various ways in the development and implementation of the strategies and actions of the Corporate Plan. These teams are drawn together from across the organization and from all staffing levels, building on each others' strengths and collective knowledge. Built into the team approach is a leadership development component, providing support and training as required to foster successful team functioning and decision making.

While each team has a specific function and focus area, as outlined below, they all share the common goal of moving the City closer towards its vision.

1. Vision and Direction Teams

The General Managers' Group and the Corporate Planning Team work together to provide clarity and momentum around the City's vision. Their role is to set and monitor the City's direction towards the vision. They rely on input from City Council, the community, and other members of staff and they work closely with all other teams.

2. Strategy Development Teams

Each of the eight strategies in Corporate Plan 2001-2003 is championed by a team from across divisions and functions, with each member bringing their own area of expertise and knowledge. The role of these teams is to create energy and awareness around each strategy and to identify goals, initiatives, and actions which will bring significant results in these areas.

3. Divisional Work Teams
Each City divisional and departmental work team contributes in significant ways to the achievement of the Corporate Plan through the alignment of their work programs with Corporate Plan strategies and objectives.

4. Legacy Teams

Corporate Plan 2001-2003 identifies two legacy programs which are large scale initiatives intended to create a lasting legacy for the City and the community. Legacy teams provide intense, multi-disciplinary focus around these projects. Team members are drawn from various departments, providing expertise as needed to achieve significant results in the following Legacy Programs:

City Centre Urban Design and Beautification Program

The City Centre is rapidly growing and changing. This legacy program seeks to proactively influence the development and character of key areas so as to create a vibrant, attractive, and prosperous City Centre.

Strategic Land Acquisition and Development Program

This legacy program focuses on developing a strategic land program which enhances the City's long term financial sustainability and community livability.

5. Task Forces

As the City develops and implements the actions arising from Corporate Plan 2001-2003, a number of initiatives, opportunities, and challenges will arise which require dedicated attention and resources. Task forces are formed as needed to undertake these specific projects.

6. Resource Teams

Resource teams play an integral part in adding strength and depth to the Corporate Plan. These teams' work intersects the work of all other teams and City divisions, as they offer resources and expertise in the areas of communications, research, analysis, information, and technical services. Their work supports the successful implementation of the Corporate Plan, through ensuring effective communication of City

initiatives, through benefit and cost analysis of projects and opportunities, and through the provision of technological systems and solutions. Resource Teams include:

Corporate Communications Team

Effective communication is essential to the City's success in achieving the Corporate Plan objectives. Information about City directions, actions, and achievements needs to reach all members of the organization, across all teams and divisions. Equally important is the ongoing communication with City Council, the public, partner agencies, and other cities about the strides we are making as a City, about how we operate, and about our services and accomplishments. The role of this team is to effectively communicate City directions, issues, and achievements to staff, City Council, public, and partners.

Business Case Analysis Team

Business case analysis is a decision making tool used by the City in evaluating alternatives, costs, benefits, and outcomes of City projects. All major City projects need to undergo a business case analysis to ensure that they result in efficient use of City resources and lead to the best possible outcomes for the City and community. A consistent evaluation process is essential so that the City can effectively assess the merits of complementary or competing projects. This team provides expertise in business case analysis of potential projects and initiatives.

Technology Team

Technology is a key tool for implementing the City's strategic directions and for enhancing customer service and organizational effectiveness. Given the fast pace of change and growing consumer expectations, the City needs to continually employ new technological solutions to the many demands, challenges, and opportunities facing the City. Having a dedicated team of staff knowledgeable in these areas provides a needed resource for addressing technological questions and needs as they arise. This team provides technical expertise and support to strategic teams and divisions for implementing strategic initiatives.