



City of Richmond

Report to Committee

To: Planning Committee **Date:** July 21, 2017
From: Cathryn Volkering Carlile **File:** 01-0100-30-RCSA1-01/2017-Vol 01
 General Manager, Community Services
Re: **RCSAC Non-Profit Space Review Funding Request**

Staff Recommendation

That the Richmond Community Services Advisory Committee request for \$13,000 to complete the Richmond Non-Profit Space Review Project be considered as part of the 2018 Council Community Initiatives One-Time Expenditures process.

Cathryn Volkering Carlile
 General Manager, Community Services
 (604-276-4068)

Att. 2

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Finance Department	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS:	APPROVED BY CAO (DEPUTY).

Staff Report

Origin

On June 23, 2017, Richmond City Council received a letter from the Richmond Community Services Advisory Committee (RCSAC) describing a project undertaken by the RCSAC Non-Profit Space Needs Task Group to identify agency-specific space needs and requesting funding to complete the work (Attachment 1). The purpose of this report is to propose that the City consider this request as part of the Council Community Initiatives one-time expenditure review process.

At the July 18, 2017 Planning Committee, this letter was considered and the following referral was made:

That staff examine the Richmond Community Services Advisory Committee's request for \$13,000 to complete the Richmond Non-Profit Review Project and report back with options at a future Planning Committee meeting.

This report supports the following Council 2014-2018 Term Goals:

#2 A Vibrant, Active and Connected City

2.2. Effective social service networks.

#3 A Well-Planned Community

3.1. Growth and development that reflects the OCP, and related policies and bylaws.

#6 Quality Infrastructure Networks

6.2. Infrastructure is reflective of and keeping pace with community need.

This report supports the following Social Development Strategy Action:

Action 30 – Develop and maintain a database on space needs of non-profit social service agencies to be updated annually through surveys of agencies.

Findings of Fact

In December 2016, the Richmond Community Services Advisory Committee (RCSAC) presented the results of their annual Social Services and Space Needs Survey to Planning Committee. While this survey monitors trends, it does not capture agency-specific information with respect to funding or space needs. For example, half of respondents (eight) from the 2013/2014 Survey reported that space limited, hindered, or inhibited the flow and progression of agency efforts. Of 16 respondents to questions regarding the strengths and challenges of office space, almost half (seven) felt that their current lease agreements did not provide stability. Some

(four) were in month-to-month agreements, while others (three) had demolition clauses. However, names of agencies impacted and corresponding space implications were not available in the survey results.

Recognizing that further information was required to convey agency-specific space needs, the RCSAC established an Action Group to develop a method and format for effectively identifying and communicating agency-specific needs. Action Group members included the Richmond Society for Community Living, Richmond Family Place, Richmond Food Bank, Richmond Youth Services Agency, and the Richmond Caring Place Society. Under the auspices of the Richmond Society for Community Living (RSCL), a Richmond Community Foundation (RCF) seed grant of \$2,500 was received for preliminary work to demonstrate the need for and benefits of the survey, on the understanding that, if deemed of merit, a second grant would be sought to complete the substantive work of developing a comprehensive non-profit space needs assessment and survey.

The preliminary report, “Richmond Non-Profit Space Review, Phase 1: Summary of Current Status and Proposal for Next Steps” (Attachment 1) provides a thorough overview of City policy supporting the need for non-profit space; outlines the many attempts made by the RCSAC to capture space needs information; and the need for agency-specific information that has not been systematically gathered to date. Next steps are identified, including survey development, administration and analysis as well as a policy and best practices review. The RCSAC is also seeking to make this instrument and process replicable on an annual basis. The proposed survey will document current as well as projected space needs (e.g. over 5, 10 and 15 years).

The RCSAC application to the Richmond Community Foundation for a second grant was successful, resulting in the award of \$10,000 to support the Phase 2 consulting budget of \$23,000. The RCSAC letter is requesting that the City fund the outstanding balance of \$13,000 on the basis that it will benefit the City by increasing awareness about the current and projected space needs of non-profit services.

Analysis

City Policy Context

The City has noted the need for appropriate space for non-profit agencies including, as a stated objective of the Official Community Plan (OCP), to “facilitate the provision of space for community agencies” (Section 11.3 “Building on Social Assets and Community Capacity”, Objective 2). One of the OCP Policies identified to help achieve this objective is to:

c) support non-profit agencies and community partners to develop and maintain an inventory of space requirements for community agencies in Richmond.

Likewise, the Social Development Strategy’s Strategic Direction 7, to “Strengthen Richmond’s Social Infrastructure”, includes:

Action 30 – Develop and maintain a database on space needs of non-profit social service agencies to be updated annually through surveys of agencies.

The proposed RCSAC survey is clearly aligned with these goals, as the survey results will populate the proposed database of non-profit space needs. As indicated, the RCSAC intention is to replicate the survey annually to fully realize these City and agency goals. A plan for ongoing implementation and analysis will be incorporated into the project final report.

The proposed RCSAC survey will also provide information that will assist the City and other stakeholders to make informed policy decisions, including those addressing the City Centre Area Plan “Social Equity and Community Services” Policy:

2.8.1.c) Encourage the establishment of “community service hubs”

Explore opportunities to establish a multi-use, multi-agency community service “hub” in each of the City Centre’s six village centres, designed to provide:

- *Convenient access to services and programs offering a range of tools, resources, and technical assistance;*
- *A variety of new service delivery models;*
- *Multi-agency partnerships, coordination, co-location, cost sharing and efficiencies;*
- *A continuum of services, especially where this requires the coordination of multiple agencies (e.g. early childhood development, health and wellness).*

The importance of social service agencies to community well-being is well articulated by the RCSAC in the attached letter and report, and staff concur with this perspective. Staff also concur that rapid population growth is increasing the demand for services while simultaneously reducing opportunities to relocate due to re-development. Furthermore, non-profit agencies cannot afford the high lease rates for newly built commercial space and are struggling to afford rising commercial property taxes. As the ability to secure appropriate and affordable premises is in jeopardy, this sector is at a critical juncture in its capacity to serve the community.

The RCSAC’s proposed survey will provide the City with a clearer picture of both agency-specific and overall space needs so that achievable targets and mechanisms can be developed. Furthermore, all RCSAC agencies and other non-profit community service agencies will be invited to participate in the survey, so the benefits of this project will be widespread and inclusive. Most significantly, the need to identify appropriate space and processes is increasingly urgent as re-development will inevitably encroach on properties currently housing non-profit agencies. Therefore, staff recommend that the City support the RCSAC request for financial assistance in completing the space needs survey. Staff will participate in examining the scope and reviewing draft documents to ensure that the City perspective is incorporated.

Possible Funding Sources

Option 1: Council Community Initiatives Account (recommended)

In 2015, Council established a Council Community Initiatives Account (CCIA) as part of a Gaming Revenue Allocation Model. This account was created to allow Council to direct gaming revenues to one-time initiatives designated for social, environmental, recreation and sports, heritage, arts and culture, safety and security, and infrastructure projects.

The RCSAC request meets the eligibility criteria of the CCIA Terms of Reference (Attachment 2), being a one-time request that focuses on both social and infrastructure needs. It also reflects the priority objectives of the account, as follows.

CCIA Priority Objectives	CCIA Description	RCSAC Request
<i>Inclusive</i>	<i>Reaching out to, involving, and positively affecting a diversity of residents</i>	This survey will include all Richmond non-profit social service agencies representing and serving a wide diversity of residents.
<i>Collaborative</i>	<i>Relying on partnerships in planning and implementation</i>	A RCSAC Action Group of five agencies are overseeing planning and implementation; all non-profits will be asked to participate and all stakeholders will be better informed when seeking space.
<i>Leveraged</i>	<i>Capitalize on projects that already have substantial funding from other sources</i>	The RCSAC has secured a total of \$12,500 from the Richmond Community Foundation (\$2,500 seed and \$10,000 project funding).
<i>Impactful</i>	<i>Will benefit the broader Richmond community rather than specific interests</i>	All participating agencies' ability to plan for space will be enhanced. The broader community served will benefit from continued services should long-term space solutions be found.
<i>Effective</i>	<i>Community benefit will be demonstrable</i>	The survey will be replicable and will provide a database of agency space needs that can be updated annually. The results may be used by all stakeholders to seek implementation opportunities.
<i>Responsive</i>	<i>Based on demonstrated community need</i>	Richmond Caring Place is seeking to expand based on current and prospective tenant needs. A number of agencies are in premises subject to re-development, while others have outgrown their space.
<i>Capacity-building</i>	<i>Will build community capacity to enhance residents' quality of life</i>	Agency capacity to plan for space needs will be increased, thereby ensuring and enhancing their capacity to serve residents whose quality of life is significantly impacted by social services.

CCIA Priority Objectives	CCIA Description	RCSAC Request
<i>Innovative</i>	<i>Demonstrate new ways of benefitting the community</i>	This is the first RCSAC survey that will be developed based on best-practices research, will create a bench mark and serve as a model for other communities.
<i>Sustainable</i>	<i>Financially sustainable, not reliant on further City funding to be viable</i>	The project will be completed with the requested funding. Cost of replication will be addressed upon successful completion of this prototype.
<i>Credible</i>	<i>Realistic proposals based on sound business plans</i>	Agencies will have better information on which to develop realistic business plans involving space need considerations.

In summary, the RCSAC project is well-qualified for consideration as part of the 2018 CCIA process based on eligibility criteria as well as priority objectives.

Option 2: 2018 Health, Social and Safety Grant Funding

As City Grant Policy (3712) indicates that only non-profit societies are eligible, this funding source is not recommended. Furthermore, as little remains in annual grant budgets after grants are allocated (e.g. \$2,979 in 2017), it would be challenging to accommodate an expenditure of \$13,000 without reducing grants to other organizations.

Option 3: 2018 One-Time Expenditures

Funding for the RCSAC project may be considered as part of the 2018 One-Time Expenditures process. As indicated in the 2017 One-Time Expenditures Report to Council from the Director of Finance,

One-time expenditure requests are typically non-recurring items for consideration over and above the base annual budget. Council established a Rate Stabilization Account (RSA) to provide funding for such requests without a tax impact.

Staff review submissions and only high priority requests are recommended. Due to the high demand for funds from this account that prioritize City initiatives, this funding source is not recommended.

Financial Impact

There is no financial impact to the 2018 base operating budget if the staff recommendation is followed. As Council Community Initiatives One-Time Expenditures are funded through Gaming Revenue, there would be no tax implications to a one-time grant of \$13,000, should the RCSAC request be successful.

Conclusion

The RCSAC is to be commended for taking the initiative to obtain the information required to clarify the need for non-profit space, on an agency and aggregate basis, as well as to pursue and receive two grants from the Richmond Community Foundation for this purpose. The proposed survey will provide the practical information required to help agencies secure space. Some non-profit agencies are facing imminent threats to their stability due to redevelopment; others have inadequate space to accommodate their programs, exacerbated by increasing demand due to rapid population growth; and others are jeopardized by escalating commercial property taxes. As this project will ultimately assist local agencies, the City and other stakeholders to understand current and projected non-profit space needs, staff recommend providing the funds to support this request.



Lesley Sherlock
Planner 2
(604-276-4220)

- Att. 1: RCSAC June 23, 2017 Letter to Mayor and Councillors
2: Council Community Initiatives Account Terms of Reference



RCSAC | Richmond Community Services Advisory Committee

June 23, 2017

To Mayor Brodie and Councillors, City of Richmond:

Over the last number of years the City of Richmond has experienced significant growth and building development. In the City Centre, many small, older buildings have been replaced with large, primarily residential, buildings. Although this growth and development has many benefits for the City, the impact on non-profit societies delivering essential social services in the community is increasingly problematic.

Many non-profit societies, with limited resources, lease space in these older buildings. As these buildings are demolished and replaced by new and more expensive buildings, increasingly non-profit societies are being displaced. Furthermore, in new areas, limited consideration has been given to the need for space for social services in these new, densely populated areas (e.g. area near the Oval). A thriving and healthy community must have a strong foundation of social services. These social services must be available and distributed throughout a community.

The *Richmond Community Services Advisory Committee (RCSAC)* has recognized the need to address the growing space needs issue for non-profit societies in Richmond for some time. To this end, RCSAC has endeavoured to gather information regarding the space needs of non-profits in Richmond through a number of online surveys. Although the RSCAC has made a valiant attempt in this regard, members lack the expertise and resources to develop, conduct and analyze the data. Consequently, the results of these surveys have not allowed the RCSAC or the City of Richmond staff to truly explore and understand the space needs of all non-profit societies in the City.

In 2016 a task group was created to explore the space needs issue. This committee was successful in obtaining a \$2500 grant from the *Richmond Community Foundation* to retain a consultant to develop the framework for a comprehensive review of the space needs issues for non-profit societies in Richmond. In January 2017 the *Richmond Non-Profit Space Review Phase #1: Summary of Current Status and Proposal for Next Steps (attached)* was completed and released. This first document reviewed the reports and work completed to date on this issue by the City of Richmond and the RCSAC and made the following recommendations:

- Develop and administer an **updated, straightforward, “easy to fill out” survey that can both stand alone and be comparable across years, and that establishes agency-specific space needs** as well as the significance of the services these agencies provide the community.
- **Research and recommend alternative responses to address the non-profit organization space needs issue in the City of Richmond.**

In order to complete the recommended work, the consultant developed a work plan and budget. The complete cost of the second phase is \$23,000. The Task Group has been successful in obtaining a second grant for \$10,000 from the *Richmond Community Foundation* to help complete the work plan. The Task Group has worked hard to obtain funds and develop a framework and plan for this important work.

RCSAC, P.O. Box 97059, Richmond Main PO, Richmond, British Columbia V6X 8H3
Email: admin@rcsac.ca Web: www.rcsac.ca

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We are now requesting the City of Richmond to fund the remaining balance required to complete this important work. We know the City of Richmond's Mayor, Councillors and staff value the essential work of non-profit societies in our community. However, it is now time that the City of Richmond consider the implications of the rapid development in our City on the foundation of social services in Richmond. The completion of this important work will allow the City of Richmond to make strategic and fulsome decisions to support the preservation of a strong foundation of community and social services in our community. Furthermore, the work plan involves the development of a comprehensive survey of NPO's space needs which can be replicated each year. This will allow the City of Richmond, in partnership with the RCSAC, to track, monitor and analyze the space needs of NPO's in the City over time. This is essential work that has not been done to date.

Lastly, the City of Richmond has recently completed a review and analysis of their Affordable Housing Strategy. It is an ideal time, in association with the affordable housing consultancy work, to explore opportunities and cross-over between the City of Richmond's approach to Affordable Housing and their support for the space needs and sustainability of community social services.

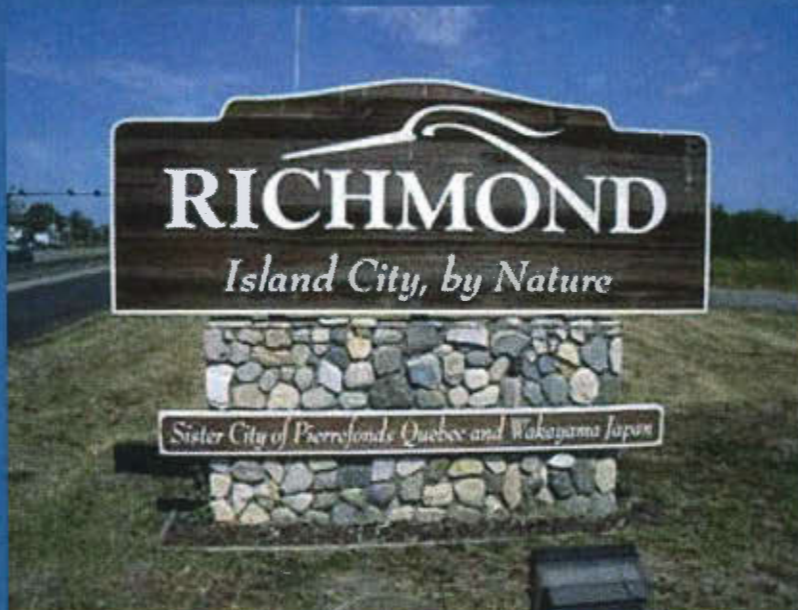
Sincerely,



Chairs, Kathie Chiu and Alex Nixon, Richmond Community Services Advisory Committee (RCSAC)

cc. Cathy Carlile, Kim Somerville & Lesley Sherlock

RICHMOND NON-PROFIT SPACE REVIEW



Phase 1: Summary of Current Status and Proposal for Next Steps

This report has been provided to the Richmond Community Services Advisory Committee (RCSAC)
on January 9, 2017,

by: **William Dunn MCIP, RPP, MSc** Planning Consultant

Phone: (604) 992-2419

Email: wbrdunn@gmail.com

Thank you for the generous support from



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Introduction

In this first phase (Phase 1) of the 'Richmond Non-profit Space Review', based on policy research and key informant interviews, I have summarized the current status of non-profit organization space needs in Richmond and proposed next steps.

The **objective** of this work is to:

- **Provide a clearer picture of Richmond non-profit agency space needs**

This objective falls within the **overarching goal** of:

- **Ensuring Richmond non-profit agencies have access to secure, affordable, and appropriate space** to continue providing essential services that meet the demands of a growing population

Summary of Findings

Surveys investigating agency service provision, and space needs have been undertaken since 2003. Two challenges are evident in the results of those surveys:

1. The provision of sufficient services to meet the needs of a growing population
2. Ensuring agencies have access to the space that enables them to provide those services

City of Richmond policy is supportive of assisting agencies to meet their space needs. However, the surveys have yet to provide detailed enough information, consistently over time, to allow the City to respond effectively.

For the next Phase (Phase 2), I recommend an updated and more detailed survey be carried out, and that further research be considered to be undertaken—to explore alternatives and best practices in ensuring agencies can satisfy their space needs. As such, I recommend the following actions:

1. Develop and administer updated survey¹
2. Consider exploring alternatives

¹ A draft of the proposed survey is attached as an appendix to this report.



Policy Context

The following policy work has been conducted by the City of Richmond. The work speaks to the growing concern and need for affordable, centrally located, accessible and secure space for Non-Profit service providers in the city. To date, clear concrete action has not been taken by the City to address this issue.

Richmond City Centre Area Plan (2009)

From **section 2.8, 'Social Equity and Community Services'**: "OBJECTIVE: Provide a framework for an 'inclusive community' that supports the diverse needs of its citizens and equitable access to social, health, education, safety, and other community resources for present and future generations, throughout their lives. Such a framework involves many critical factors. Two are addressed in this section (child care and community service hubs), while others are addressed elsewhere in the CCAP (e.g., affordable housing, transportation, public realm and public life). Access to services will be facilitated by locating complementary services with, adjacent to or nearby existing and future City Centre public facilities."²

Section 2.8.2 c) Encourage the Establishment of "Community Service Hubs"

Explore opportunities to establish a multi-use, multi-agency community service "hub" in each of the City Centre's six village centres, designed to provide:

1. Convenient access to services and programs offering a range of tools, resources, and technical assistance;
2. A variety of new service delivery models;
3. Multi-agency partnerships, coordination, co-location, cost sharing, and efficiencies;
4. A continuum of services, especially where this requires the coordination of multiple agencies (e.g., early childhood development, health and wellness).

Richmond Official Community Plan (City of Richmond, 2012)

From **section 11.3, 'Building on Social Assets and Community Capacity'**: "Social capital is a term to describe the linkages and communication channels amongst individuals and organizations and the community's capacity to work towards mutual gain. The underlying assumption is that connections are essential to the overall health and well being of the community. The City's non-profit agencies, advisory committees, associations and community networking forums need to be nurtured as the city continues to grow and develop."³

² City of Richmond, *City Centre Area Plan*, 2009, p. 2-81

³ City of Richmond, *Official Community Plan*, 2012, p. 11-5



<p>Chapter 11 – Social Inclusion and Accessibility</p> <p>Objective 2: Facilitate the provision of space for community agencies</p> <p>Policies:</p> <ol style="list-style-type: none"> 1. Establish mechanisms to assist non-profit agencies and community groups to secure office or program space, or funding (e.g., through senior governments, NGOs, the lease of any surplus City space, negotiation with developers in the rezoning process); 2. Establish clear, transparent guidelines for the securing and allocating of City-owned or negotiated community agency space (e.g., eligibility criteria, cost factors, timing, roles and responsibilities); 3. Support non-profit agencies and community partners to develop and maintain an inventory of space requirements for community agencies in Richmond
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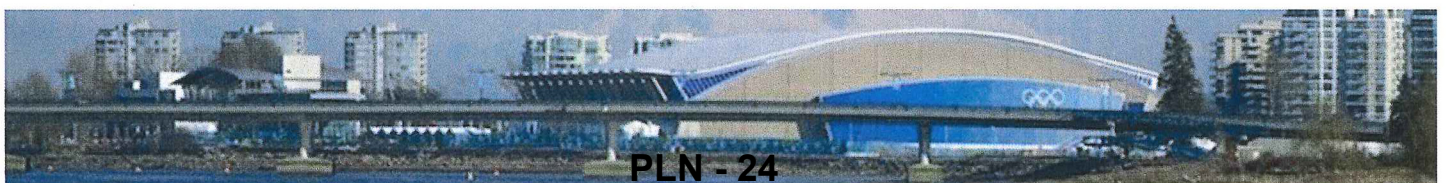
Building Our Social Future – A Social Development Strategy for Richmond 2013-2022 (2013)

From **Strategic Direction 4, ‘Help Richmond’s Children, Youth and Families Thrive’**: “Challenges faced by the non-profit sector include funding uncertainties and the need for secure, affordable, appropriately located premises for their operations.”⁴

<p>Relevant Actions</p> <p>Action 10</p> <ul style="list-style-type: none"> • Support the establishment of high quality, safe child care services in Richmond through such means as: <ul style="list-style-type: none"> ○ 10.3 Securing City-owned child care facilities from private developers through the rezoning process for lease at nominal rates to non-profit providers. <i>Ongoing</i>
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From **Strategic Direction 7, ‘Strengthen Richmond’s Social Infrastructure’**: “Concurrently with efforts to meet the needs of a growing and increasingly complex population, many non-profit agencies have also been struggling to secure or maintain affordable spaces for their service provision [...] Richmond has effective partnerships with many non-profit agencies and has developed strong relationships with other public partners to deliver services in the community. The Richmond Community Services Advisory Committee, funded by the City of Richmond, is a network of more than 30 local non-profit agencies and community stakeholders which are working collectively on community issues of mutual concern. Further, Richmond has an array of City and non-City facilities used for service provision. For example, Caring Place, a community hub for non-profit agencies, has proved to be an effective solution for agencies to deliver services in a convenient one-stop location. The facility is situated on a centrally located City owned site leased to the Caring

⁴ City of Richmond, *Building Our Social Future*, 2013, p. 35



Place Society at a nominal rate [...] What are the challenges? The increasing demand for social services is a key challenge for Richmond. Non-profit agencies will need additional office and program space to meet further needs; however, the cost of land and construction inhibits service expansion. Additionally, while some agencies may receive federal and provincial government support, funding is not guaranteed, which creates instability and uncertainty for service providers. Other challenges include the need to define City roles in addressing social issues and the impact of decisions made by senior levels of government on the City. Being the level of government closest to the people, the City is frequently approached for support by non-profit agencies on items that are not part of Richmond's mandate."⁵

Relevant Actions

Action 29

1. Prepare an enhanced policy framework for securing community amenities (e.g. space for City services, space for lease to community agencies) through the rezoning process for new developments including:
 - a. 29.1 Developing an administrative structure (e.g. senior staff review team) and criteria for assessing community amenity options for recommendation to Council on specific rezoning applications. *Short Term (0-3 years)*
 - b. 29.2 Establishment of a Community Amenity Reserve Policy and Fund, similar to those for affordable housing and child care, to secure cash contributions from developers for future amenity development in lieu of the provision of built amenity space. *Long Term (7-10 years)*

Action 30

2. Develop and maintain a database on space needs of non-profit social service agencies to be updated annually through surveys of agencies. *Short Term (0-3 years)*

Action 32

3. Implement the City Centre Area Plan Policy of exploring opportunities to establish multi-use, multi-agency community service hubs in appropriate locations in the City Centre, while also pursuing other types of agency space, as appropriate, throughout Richmond. *Short Term (0-3 years)*

Action 51

4. Encourage community agencies and faith-based groups to make spaces available in their premises at reasonable rates for local community users (e.g. meetings, drop-in programs). *Ongoing*

From 'Implementation and Next Steps – Implementation Priorities': "Social Capital and Infrastructure—Community agencies are facing significant challenges

⁵ City of Richmond, *Building Our Social Future*, 2013, p. 57-58



(e.g. providing quality services with limited funding, securing appropriate and affordable office space, competing for contracts and short term project grants). If the City is to be successful in addressing its social development goals, it is essential that vibrant community agencies and a healthy overall social infrastructure be in place. A key challenge for the City will be to ensure community agencies have the necessary facilities and assistance to meet the growing demands. City roles could include enhancing networks (e.g. inter-agency collaboration to address social issues) and providing support to local community agencies (e.g. through the City Grant Program and assistance with securing appropriate and affordable office and program space [...]) Children, Families and Youth—The well-being of Richmond’s children, youth and families is essential to a socially sustainable community. The availability of child care and affordable housing, as well as a stable, supported non-profit sector and a vibrant network of parks, recreation and cultural opportunities will provide a foundation for healthy development and supportive connections. In planning for the future, a key challenge for the City will be to ensure sufficient access to child care, affordable housing and family support services, as well as the development of family-friendly neighbourhoods and communities that will strengthen Richmond’s ‘sense of place’.”⁶

Summary of Work Done To Date by Community Non-Profit Organizations

Community agencies have endeavoured to gather information that would support the need for government attention and focus on the growing concern that Non-profit service providers are unable to secure affordable, centrally located and secure space in Richmond. Although these efforts have produced some helpful information regarding the space needs of NPOs in the City of Richmond, the surveys have been different from year to year, and the survey has not been conducted at regular intervals. As such, establish long-term trends has been challenging. Moreover, the community agencies have been without the resources or expertise to conduct a survey that would produce the data and analysis, over time, that may be required facilitate government action.

The following work, exploring agency services provided and space needs, has been conducted by the RCSAC.

What is the RCSAC?

The Richmond Community Services Advisory Committee (RCSAC) has served Richmond City Council since 1979. It is a “network of more than 30 local non-profit organizations and community stakeholders working collectively on community issues of mutual concern.”⁷

⁶ City of Richmond, *Building Our Social Future*, p. 73

⁷ City of Richmond, *Building Our Social Future*, 2013, p. 57



It is funded by the City of Richmond as “an advisory body to the Richmond City Council on social, health, and community matters.”⁸

The RCSAC’s objectives are to:

- Advise City Council on social policies and community planning issues
- Identify and address emerging concerns
- Create awareness of relevant issues
- Support local community-based initiatives

In 2003, the RCSAC conducted a social services survey—a broad overview of agencies providing social services in Richmond. In 2008, they conducted their first comprehensive survey on agencies regarding community and space needs. In 2011, they began conducting “an annual survey of member agency funding gains and losses, including impact on client groups and services. In 2013, the funding survey was revised to be more comprehensive including the addition of a section regarding agency space needs.”⁹ “In 2014 (the 2013/2014 survey) the survey was modified to include a more comprehensive data comparison.”¹⁰ And in 2015 (the 2014/2015 survey) the most recent survey was conducted, however funding was not secured to provide in depth analysis as was done in the previous year.

2003 “Social Services in Richmond” Survey

This report was put together to provide “information about social services in Richmond and an overview of the agencies and organizations that provide these services.”¹¹ 22 agencies responded to this survey.

Of 91 separate programs and services provided by the 22 agencies, the survey found 30 programs were identified where demand could not be met and clients were turned away. More than half (13) of agencies surveyed experienced funding changes in 2003 and expected further changes in 2004. 73% of all agency funding came from the Provincial government, however some agencies received no Provincial funding. Some agencies qualified for Federal funding. Municipal funding represented 2% of all agency funding.

Although no overt reference to difficulties meeting space needs is made in this report, funding, which would affect the ability to meet space needs, is noted as an issue. “Many of the agencies reported being stretched to the breaking point to continue to provide their services to Richmond citizens as funding methods change

⁸ RCSAC, *Summary Report of Richmond Community Services Advisory Committee 2013/2014 Survey and Space Needs Assessment*, 2014, p. 1

⁹ City of Richmond, *Report to Committee: RCSAC Social Services Funding and Space Needs*, 2016, p. 3

¹⁰ RCSAC, *Summary Report of Richmond Community Services Advisory Committee 2013/2014 Survey and Space Needs Assessment*, 2014, p. 1

¹¹ RCSAC, *Social Services in Richmond*, 2003, p. 1



and senior governments continue to reduce core funding.”¹² 18 agencies reported experiencing some inability to meet demand for services. Among the recommendations is for the Richmond City Grants Program to “continue to support, particularly for agencies where the majority of their budget is devoted to Richmond citizens, operating expenses and infrastructure funding.”¹³

2008 “Community Services Space Needs Survey”

The most comprehensive survey of the three done. Done with input from the City, and “designed to capture a broad range of information to learn the type, square footage, location, and tenure of RCSAC members’ premises, as well as, related financial, employment, and other relevant information.”¹⁴

Overall, the survey shows that in 2008, the 22 agencies surveyed:

- Served over **100,000 Richmond-based clients**
- Employed over **600 workers**
- Were assisted by over **1,600 volunteers**
- Occupied over **115,095 sq. ft. of space**

Moreover, of the agencies surveyed, 4 owned properties, and 21 leased or rented properties, paying over \$700,000 annually in leases and rents. 3 agencies had tenancy agreements expiring that year, 5 had agreements expiring the next year, in 2009, and 2 agencies had agreements expiring in 2010.

Estimating future space needs, the survey responses indicated:

1. **14 agencies would need additional space within 5 years**
2. **7 agencies would need an additional location within 5 years**
3. **10 agencies would need satellite premises** in Richmond at some point in the future
4. 16 agencies were interested in sharing space with another agency

The survey concludes: “Community service agencies in Richmond have been experiencing a growing need for space to adequately provide their services—from meeting rooms to new and larger premises [...] In this era of unpredictable and reduced funding, their potential or continuing capacity to respond to client and community needs is at or near a decisive juncture.”¹⁵ Results from the survey also indicate a high degree of willingness among agencies to share space. A summary of the survey results suggest the following actions as next steps:

- Workshop training for agencies to identify and plan for future space needs

¹² RCSAC, *Social Services in Richmond*, 2003, p. 1

¹³ RCSAC, *Social Services in Richmond*, 2003, p. 11

¹⁴ RCSAC, *RCSAC Space Needs Survey – Summary and Follow-up Actions*, 2008, p. 1

¹⁵ RCSAC, *RCSAC Space Needs Survey – Summary and Follow-up Actions*, 2008, p. 1-2



- An RCSAC-hosted working meeting with the City's planning and real estate groups to share information on space needs
- A study to determine affordable needs
- A study to determine opportunities for funding partnerships, tenant agencies, and shared space opportunities regarding developing a single 'hub' facility for multiple agencies

"2013/2014 Survey and Space Needs Assessment"

"While the RCSAC had surveyed member agencies regarding space needs intermittently since 2008, this had not been done on a regular basis. As members consistently expressed concern about the lack of appropriate, affordable, available space in which to offer their programs and services, the RCSAC added a space needs section to the annual survey beginning in 2013/2014."¹⁶

Overall, the survey shows that in 2013/2014, the 18 agencies surveyed:

- Served over **13,000 Richmond-based clients**
- **1,200 referrals** were made
- **275 people** were left on waitlists
- **1,481 volunteers** provided **105,057 volunteer service hours**
- Current space used ranged from **250-35,000 sq. ft. (avg. 8,347 sq. ft.)**

The survey indicated that all age groups, individuals, and families were served by Richmond non-profit agencies. In terms of space needs, survey respondents, prioritized considerations for selecting new office or program space:

- Access to transit
- Rental rates
- Location
- Accessibility
- Square footage
- Potential of space
- Parking
- Leasing agreement
- Length of commitment
- Landlord flexibility
- Efficiency of layout
- Ability to vacate
- Expansion capability
- Signage
- Owning vs. renting

¹⁶ City of Richmond, *Report to Committee: RCSAC Social Services Funding and Space Needs*, 2016, p. 56



Agencies were also asked questions regarding space needs and challenges. The following is a summary of the results:

- 8 agencies reported that space limited, hindered, or inhibited the flow and progression of agency efforts
- 7 agencies felt that their current lease agreements did not provide stability
- 4 agencies were in month-to-month agreements
- 3 agencies had demolition clauses
- 13 agencies reported having stable lease arrangements
- 9 (of 17 respondents) agencies measure efficiency of current space (e.g., agencies have measured efficiency e.g., with a 'usage rate' or with a 'space design consultant' and by reviewing 'financial cost/return...towards program costs
- 9 (of 16 respondents) feel current lease agreement "adds stability to services provided"
- 8 (of 16 respondents) feel current space "limited, hindered, or inhibited the flow and progression of [their] agency's efforts"
- 10 (of 17 respondents) feel current location affects "clients or staff's needs or preferences"
- "Over half of clients, staff, and volunteers use transit to access the resources offered by the participating service agencies."¹⁷

"When asked to provide an estimate for the amount of additional square footage they may need, 7 agencies reported an additional need for a range of space from 100 sq. ft. to 11,000 sq. ft. essentially an average of 5,836 more sq. ft. needed, approximately, to continue, expand, and deliver services."¹⁸ And when asked what their ideal office spaces would include:

- "More space/ more ability to serve clients" replied 9 agencies
- "Better working conditions for staff" replied 3
- "Offices for staff" replied 2
- "Larger group space" replied 2
- "Improved parking for staff and clients" replied 2
- "More energy efficient space" replied 2
- "Owned instead of renting" replied 1
- "Long-term lease without demolition clause" replied 1
- "Sound proofing/ more privacy" replied 1
- "Better accessibility for clients with mobility issues" replied 1
- "Closer to transit" replied 1

¹⁷ RCSAC, *Summary Report of Richmond Community Services Advisory Committee 2013/2014 Survey and Space Needs Assessment*, 2014, p. 17

¹⁸ RCSAC, *Summary Report of Richmond Community Services Advisory Committee 2013/2014 Survey and Space Needs Assessment*, 2014, p. 17



Specifically regarding space needs, half of agencies reported current space limited or hindered their efforts: “it is widely stated that the limitations in office space are limiting the services that are being, and could be, provided to the community of Richmond.”¹⁹ Moreover, according to the report, “it is clear that the agencies reporting on the RCSAC Space Needs Survey are effectively utilizing the office space they have to provide a wide array of services in Richmond.”²⁰ A broad range of space is currently used (250-35,000 sq. ft.), and “a number of agencies (seven) indicated needing additional space in their coming fiscal year (2014/2015), ranging from 100 to 11,000 sq. ft. for a total of 40,852 sq. ft.”²¹ or “an average of about 5,836 sq. ft. more to continue, expand and effectively deliver services to the residents of Richmond.”²² The top 4 considerations for new space are access to transit, rental rates, location, and accessibility.

“Social Services and Space Needs Survey – 2014/2015”

Results from this survey indicated that while funding and service trends remained fairly stable, “with a growing population and rapidly developing City Centre, demand for services is increasing while opportunities for secure, affordable and accessible space are diminishing for non-profit agencies.”²³

It should also be noted that “this latest survey provides less information than the 2013/2014 survey due to lack of funding for a research assistant to compile, analyze and report on results.”²⁴

Overall, the survey shows that in 2014/2015, of the 22 agencies surveyed:

- 16 were serving the same number of clients as in the previous year (5 served more, and 1 served fewer)
- 12 received the same number of referrals as in the previous year (9 more, and 1 less)
- 7 (of 19 respondents) reported a change in funding that “will impact direct services to the community” (in 2010/2011 the response was 8 (of 15); in 2011/2012, 10 (of 13); in 2012/2013, 6 (of 14); and in 2013/2014, 12 (of 18).
- 3 (of 22) said budget was reduced (9 increased, 7 no change)

It is also noted that “Canadian citizens no longer qualify for federal settlement services and therefore lost access to services, as well as persons with disabilities due

¹⁹ RCSAC, *Summary Report of Richmond Community Services Advisory Committee 2013/2014 Survey and Space Needs Assessment*, 2014, p. 17

²⁰ RCSAC, *Summary Report of Richmond Community Services Advisory Committee 2013/2014 Survey and Space Needs Assessment*, 2014, p. 18

²¹ City of Richmond, *Report to Committee: RCSAC Social Services Funding and Space Needs*, 2016, p. 5

²² RCSAC, *Summary Report of Richmond Community Services Advisory Committee 2013/2014 Survey and Space Needs Assessment*, 2014, p. 17

²³ City of Richmond, *Report to Committee: RCSAC Social Services Funding and Space Needs*, 2016, p. 6

²⁴ City of Richmond, *Report to Committee: RCSAC Social Services Funding and Space Needs*, 2016, p. 4



to changing criteria for federal funding” and that “18 of the agencies that responded rely on 1,000s of volunteer hours to support their services” and that agencies are coping with change by “continually creating new ways to engage and serve their clients.”²⁵

Agencies were also asked questions regarding space needs and challenges. The following is a summary of the results:

- 13 (of 16) agencies have lease agreements that provide stability to their operations
- 13 (of 16) use free or in-kind space
- 13 (of 16) say location impacts client and staff needs/preferences, compared with 10 (of 17) in the previous year
- “Between 50-75% of staff, clients and volunteers rely on public transport to access agencies, supporting the fact that location is critical.”²⁶

Agencies also established their top 3 criteria regarding “space to offer programs and services”:

- Location close to transportation
- Childcare space
- More space in general is needed

In sum, more services must be provided by Richmond non-profit agencies, but space is less and less available. Moving forward, “the RCSAC will continue to monitor space needs trends through its annual survey. A number of RCSAC member agencies are also meeting to provide more detailed, agency-specific information about their space needs. This will enable them to provide the City with more complete information and to enhance their spaces needs search capacity.”²⁷ It is acknowledged that in future surveys, more detailed information is needed on agency-specific space needs.

Key Issues & Analysis

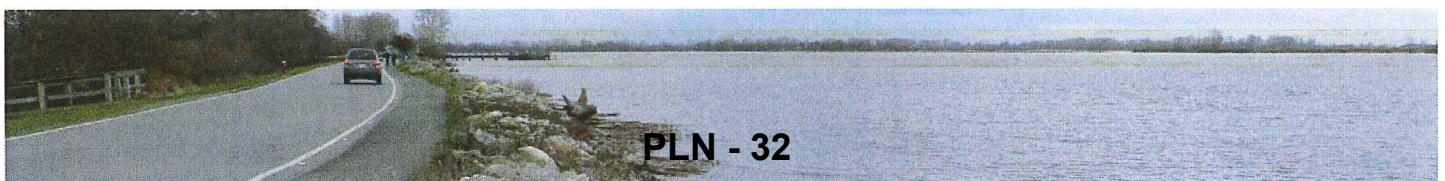
Establishing the Need for Increased Space for Non-profits in Richmond

In the 2008 survey, it was noted that: 14 agencies would need additional space within 5 years; 7 agencies would need a new location within 5 years; and 10 agencies would need satellite premises at some point in the future. In the 2013/2014 survey, the next to directly address space needs, agencies consistently expressed a “lack of appropriate, affordable, available space in which to offer their

²⁵ RCSAC, *Social Service and Space Needs Survey 2014-2015 Results*, 2016, p. 7

²⁶ RCSAC, *Social Service and Space Needs Survey 2014-2015 Results*, 2016, p. 9

²⁷ RCSAC, *Social Service and Space Needs Survey 2014-2015 Results*, 2016, p. 9



programs and services.”²⁸ And in the most recent survey, the 2014/2015 survey, the problem remains: “Increasingly, non-profit organizations (NPOs) in Richmond are struggling to find affordable office and program space, especially in the City Centre. If NPOs do not have space, they will be unable to provide their services to Richmond residents’ quality of life.”²⁹

Why is there a need for space? It is put simply in *Building Our Social Future – A Social Development Strategy for Richmond 2013-2022*: “Richmond’s population is growing and demands for social services are rising.” Moreover, the City depends on non-profit agencies to provide these services: “the City does not have the mandate or ability to deliver the broad range of social services required. If the City is to realize its vision of being the most appealing, livable, well managed community in Canada, it is essential that social services, and the facilities that deliver those services (i.e. social infrastructure) keep pace with Richmond’s growth.”³⁰

More space is needed, yet it is becoming more difficult to acquire: “The increasing demand for social services is a key challenge for Richmond. Non-profit agencies will need additional office and program space to meet further needs; however, the cost of land and construction inhibits service expansion” and “funding is not guaranteed, which creates instability and uncertainty for service providers.”³¹ Costs are prohibitive especially in the ‘City Centre’ area. From the surveys, “one recurrent theme is agencies’ need for secure, affordable, accessible and appropriate space to serve the community in the context of City Centre redevelopment and rapid population growth.”³² Agencies have consistently stressed the importance of being near clients and staff, which also means being accessible by public transit and near or in Richmond’s ‘City Centre’.

Discussion

The survey results clearly communicate a need for space, and the criteria for desirable space. What the survey results—taken collectively—don’t communicate, however, is:

- How **specific measures of space needs—such as its type, location, and size—are changing over time**
- The **specific space needs of individual agencies** currently, as well as in, say, 5, 10, and 15 years from now

Though the surveys to date make clear that funding, the provision of space, and the difficulty satisfying an increased need for services are serious issues, the biggest issue regarding the information the surveys provide is the lack of consistency

²⁸ City of Richmond, *Report to Committee: RCSAC Social Services Funding and Space Needs*, 2016, p. 5

²⁹ RCSAC, *Space Needs Action Group Report*, 2016, p. 1

³⁰ City of Richmond, *Building Our Social Future* 2013, p. 57

³¹ City of Richmond, *Building Our Social Future*, 2013, p. 58

³² City of Richmond, *Report to Committee: RCSAC Social Services Funding and Space Needs*, 2016, p. 7



among them.³³ A different number of agencies are surveyed each time, answering different questions. Moreover, the results are displayed each time with a different depth of analysis.³⁴ This makes it difficult to compare results over time with the goal of projecting long-term—e.g., 5, 10, and 15 year—trends.

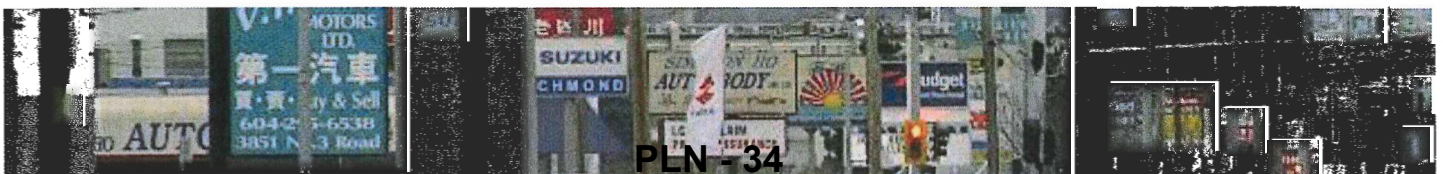
Another issue is regarding what the information being gathered—why is it being collected, what does it mean, and what (e.g., policy) responses are appropriate given the results. For example, if the number of clients served, annual referrals, or number of people on a waitlist increase, what does this mean, and how should policy-makers respond? Do increases in these mean agencies need more office/program/outdoor space? In the cases of some measurements, the connection may be clear, in others it may not be.

Finally, more agency specific information is needed. Further surveys should directly explore specifically which agencies need more space, how much more space they need, and when they'll need it. With that information, it could then be established which agencies need space more urgently, and this would allow the City to respond appropriately if/when they have the resources to do so. It should be acknowledged that a more in depth survey also means an increased time-commitment from agencies—perhaps across many years if the survey is replicated for long-term analysis and projections—as well as resources on RCSAC's behalf, devoted towards analysis.

As an aside, another question that may need further exploration is the “why” question. In other words, why is space for non-profits becoming less accessible in Richmond? It is noted that new development in Richmond's City Centre area is rendering space less available, yet, is this because commercial space is in decline or because rents are increasing. And is this problem exacerbated because agencies are becoming less capable of paying market rents, as a result of changes in funding and/or decreases in predictability of funding. It is also noted that lack of security in space (e.g., as a result of demolition clauses or short-term leases) can detrimentally affect an agency's long-term strategic/financial planning.

³³ E.g., the 2008 survey found that agencies served over 100,000 clients, and the 2013/2014 survey found that agencies served 13,000 over clients. Which of these numbers is more correct? What the question worded differently in each survey? How was “client” defined each time? What length of time was used?

³⁴ Analysis is important in clarifying what the responses mean. E.g., questions about waitlists can be problematic because some agencies don't keep waitlists or are not privy to this information (as the funder or government agency owns the waitlist).



Recommendations & Next Steps

Recommendations

Based on an analysis of the work done to date, the following is recommended, in order of priority/significance:

- Develop and administer an **updated, straightforward, “easy to fill out” survey that can both stand alone and be comparable across years, and that establishes agency-specific space needs** as well as the significance of the services these agencies provide the community
- **Research and recommend alternative responses to address the non-profit organization space needs issue in the City of Richmond.**

In pursuing either recommendation, the City’s role must be determined. For example, if agency-specific need is determined, how will the City respond? As an example, how can agencies in need get access to space, new or old, on City-owned land? Will a process or framework be developed to determine how City-owned land is allocated (or perhaps acquired) for agencies in need who are providing crucial services to the community?

As such, in this work an ongoing implicit third recommendation must be to **determine: the City of Richmond’s role in supporting this work, and how they intend to respond to it.**

Next step #1: Develop and Administer Updated Survey

The survey can be broken down into three broad steps:

1. Development
2. Administration
3. Analysis

1. During the development phase, i.e., during the design of the questions/content and administration plan, City-input will be crucial. Based on the results from previous surveys, a successful updated survey will:

- Be reviewed and approved by City staff
- Be reviewed and approved by key agencies
- Be repeatable and relatively “easy to fill out”
- Include questions that produce useful/useable results

Repeatability will enable analysis to project long-term space need trends, e.g., over 5, 10, 15 years. And producing useful/useable results means the information produced by the survey will allow the City to understand need and respond effectively, e.g., it will include agency-specific information, help prioritize need, and convey the significance/importance of service providing agencies.



2. During the administration phase, success will include the following:

- High response rate (e.g., all major agencies)
- Timely response rate

A high and timely response rate may require pre-survey meetings and workshops with target agencies, or other educational endeavours. Given the time and energy that must be devoted toward responding to a comprehensive survey, it may be necessary to clearly convey the benefits of doing so. City involvement may be necessary.

3. During the analysis phase, success will involve:

- Clearly conveying the results in a format that allows comparison over time
- Establishing the significance of non-profit agencies in Richmond as well as their current and future space needs

Ultimately, success of the survey means the results will be clearly presented in a way that enables the City to understand needs and respond in way—e.g., by providing access to City-owned space or developing additional policy—in a fair, efficient, and effective way.

Next Step #2: Consider further research that explores alternative options

To date, the City of Richmond has offered properties for lease to non-profit agencies, and has indicated that it will continue to circulate information about City inventory as it becomes available. Two properties (7080 and 7400 River Road) are available for non-profit agencies (rent not specified) for up to eight years (before they are converted to parkland). To date, no non-profit agencies have entered into lease agreements at these sites. Inappropriate size, lack of access to transit, lack of wheelchair access, cost of tenant improvements, limited duration of occupancy, and the need for rezoning to accommodate program use are cited as reasons why. Overall, “the City’s inventory of suitable space is limited, as sites are purchased for future use as parks, roadways or other strategic purposes.”³⁵ The City has also circulated commercial properties listings to agencies. That said, “in spite of active, ongoing real estate searches, agencies have been unable to locate suitable properties to date.”³⁶

Because the City’s inventory appears to be limited, alternative ways to provide space should be explored. For example, can policy be developed to ensure non-market space be reserved for non-profit agencies in developing areas? Not just on City-owned sites but as space provided through new development—similarly to how childcare space is provided through new development.

³⁵ City of Richmond, *Report to Committee: RCSAC Social Services Funding and Space Needs*, 2016, p. 6

³⁶ City of Richmond, *Report to Committee: RCSAC Social Services Funding and Space Needs*, 2016, p. 6



Additionally, a case study/best practices analysis would provide perspective. This research would explore what success looks like elsewhere, and provide examples of alternative funding models in addition to opportunities to leverage funding, e.g., by exploring how funding available from one level of government or a non-profit can be matched by another level of government.

And should more analysis be directed toward another community hub, i.e., a 'Caring Place 2'. The existing Caring Place is described as a success that "has proved to be an effective solution for agencies to deliver services in a convenient one-stop location. The facility is situated on a centrally located City owned site leased to the Caring Place Society at a nominal rate."³⁷ A 'Caring Place 2' built above existing surface parking at the same site would allow additional agencies to capitalize on the central location.

³⁷ City of Richmond, *Building Our Social Future*, 2013, p. 57



Phase II Work Plan

The Phase II Work Plan will include:

- Work to be done
- Timeline
- Budget
- Roles and responsibilities

Appendix: Draft Proposed Survey 2016

This survey is based largely on the 2008 survey, updated based on key informant interviews and the 2013/2014 and 2014/2015 surveys. It will be important to work with City staff in finalizing the details of the survey and ensuring the survey can and will be filled out by as many agencies as possible. (Note: All questions refer to the year 2016.)

Section 1: Types of Services	
1.1	What types of services did you offer in 2016? (Open ended)
1.2	Describe your main (target) clientele (Open ended)
1.3	What percentage of your clients resided in Richmond?
Section 2: Staff & Volunteers	
2.1	How many full-time workers were employed? (Full-time means equal to or above 30 hours/week)
2.2	How many part-time employees were employed? (Part-time means below 30 hours/week)
2.3	How many full-time equivalent (FTE) hours were paid, combined among employees?
2.3	How many contract workers were employed?
2.4	How many FTE hours were paid toward contract workers?
2.5	How many volunteers donated their time?
2.6	How many volunteer hours did this add up to over the year?
2.7	<p>What percentage of employees worked on-site?</p> <p>If your agency has multiple sites, please list the percentage of employees working on-site at each location:</p> <p>Location 1 name: _____ / % working on-site: _____</p> <p>Location 2 name: _____ / % working on-site: _____</p> <p>Location 3 name: _____ / % working on-site: _____</p> <p>Location 4 name: _____ / % working on-site: _____</p> <p>Location 5 name: _____ / % working on-site: _____</p>
2.8	What percentage of employees worked from home?
2.9	What percentage of employees worked from home because there was no room on site?
2.10	<p>Work from home over the next 5 years will: (Check one)</p> <p><input type="checkbox"/> Increase</p> <p><input type="checkbox"/> Decrease</p> <p><input type="checkbox"/> Stay the same</p> <p><input type="checkbox"/> Not sure</p>
2.11	How many clients were served in 2016?
2.12	How many referrals were received in 2016?
2.13	<p>Do you carry/have access to a waitlist for any of your programs?</p> <p><input type="checkbox"/> Yes</p>

	<input type="checkbox"/> No If so, for each program: <ul style="list-style-type: none"> • How many people were on your waitlist at the end of 2016? • How many people were on your waitlist at the beginning of 2016? • How long did people typically wait on the waitlist?
Section 3: Current Premises	
3.1	Is work conducted during regular business hours? (Mon-Fri, 8 am – 5 pm) <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No If so, for each program: <ul style="list-style-type: none"> • When is work conducted? I.e., which days, and between what time? (Open ended)
3.2	Do you need 24/7 access to your premises? <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, for which sites and programs? (Open Ended) Does your agency have 24/7 access? <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, for which sites and programs? (Open Ended)
3.3	Do you host group meetings on the premises? <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, are group meetings hosted outside normal business hours? <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No
3.4	Does your agency need to store confidential files? <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, where does your agency store these files? E.g., on-site or off-site (Open ended)
3.5	Would your agency consider storing confidential files in a shared, secure storage facility with other community agencies? <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No
3.6	Does your agency share space (e.g., meeting rooms, staff rooms, etc.) with another agency? <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, what type of space is shared? (Check all that apply) <ul style="list-style-type: none"> <input type="checkbox"/> Offices <input type="checkbox"/> Meeting rooms <input type="checkbox"/> Staff/lunch rooms <input type="checkbox"/> Waiting room/reception

	<input type="checkbox"/> Exterior (e.g., play area) <input type="checkbox"/> Parking
3.7	<p>For each site and program, does your agency?</p> <input type="checkbox"/> Occupy the premises at no cost (e.g., space is provided in kind) <input type="checkbox"/> Own its premises <input type="checkbox"/> Rent monthly <input type="checkbox"/> Lease
	<p>For each site and program that is leasing space:</p> <ul style="list-style-type: none"> • What is the term (number of years) of your lease? • What year will your lease/rental agreement expire? • What are the terms of the renegotiation of your lease/rental agreement? (Open ended)
3.8	<p>Have you always been at your current location?</p> <input type="checkbox"/> Yes <input type="checkbox"/> No
	<p>If no:</p> <ul style="list-style-type: none"> • How many times have you relocated/over how many years? • Where were your previous locations?
3.9	<p>Are the Richmond premises the agency's: (Check one)</p> <input type="checkbox"/> Sole location <input type="checkbox"/> Head office <input type="checkbox"/> Branch/satellite office
	<p>If branch/satellite office, how many branch/satellite offices are there?</p>
3.10	<p>What is the total area (i.e., square foot floor space) of your premises?</p>
<p>Section 4: Finances</p>	
4.1	<p>What were your operating expenses in 2016?</p>
4.2	<p>Please break down your operating expenses:</p> <p>___ % Mortgage ___ % Lease ___ % Rent ___ % Maintenance ___ % Renovations</p>
4.3	<p>What percentage of your annual operating costs are met through:</p> <p>___ % Federal government ___ % Provincial government ___ % Non-profit funders (e.g., United Way) ___ % Programs/services revenue ___ % Individual donors/fundraising</p>
<p>Section 5: Future Space Needs</p>	
5.1a	<p>Interior space needs will increase over next: (Check all that apply)</p> <input type="checkbox"/> 1 year <input type="checkbox"/> 5 years <input type="checkbox"/> 10 years

	<input type="checkbox"/> 15 years
5.1b	Interior space needs will decrease over next: (Check all that apply) <input type="checkbox"/> 1 year <input type="checkbox"/> 5 years <input type="checkbox"/> 10 years <input type="checkbox"/> 15 years
5.1c	Interior space needs can be accommodated at current location: (Check all that apply) <input type="checkbox"/> Yes <input type="checkbox"/> No
5.2.a	Exterior space needs will increase over next: (Check all that apply) <input type="checkbox"/> 1 year <input type="checkbox"/> 5 years <input type="checkbox"/> 10 years <input type="checkbox"/> 15 years
5.2b	Exterior space needs will decrease over next: (Check all that apply) <input type="checkbox"/> 1 year <input type="checkbox"/> 5 years <input type="checkbox"/> 10 years <input type="checkbox"/> 15 years
5.2c	Exterior space needs can be accommodated at current location: (Check all that apply) <input type="checkbox"/> Yes <input type="checkbox"/> No
5.3	Agency will need to expand (increase space) within next: (Check all that apply) <input type="checkbox"/> 1 year <input type="checkbox"/> 5 years <input type="checkbox"/> 10 years <input type="checkbox"/> 15 years
5.4	Agency will need to relocate (it is not possible to expand at current site) within next: (Check all that apply) <input type="checkbox"/> 1 year <input type="checkbox"/> 5 years <input type="checkbox"/> 10 years <input type="checkbox"/> 15 years
5.5	Agency will need an additional location in Richmond within next: (Check all that apply) <input type="checkbox"/> 1 year <input type="checkbox"/> 5 years <input type="checkbox"/> 10 years <input type="checkbox"/> 15 years
5.6	Agency will need additional storage within next: (Check all that apply) <input type="checkbox"/> 1 year

	<input type="checkbox"/> 5 years <input type="checkbox"/> 10 years <input type="checkbox"/> 15 years
5.7	<p>Please rank the most important factors your agency considers when choosing a new location:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Location (e.g., within City Centre area) <input type="checkbox"/> Available for purchase <input type="checkbox"/> Available for long-term lease <input type="checkbox"/> Proximity to clients <input type="checkbox"/> Proximity to workforce/volunteers <input type="checkbox"/> Proximity to related agencies <input type="checkbox"/> Ability to share premises with other agencies <input type="checkbox"/> Exclusive use of premises <input type="checkbox"/> Proximity to transit <input type="checkbox"/> Availability of parking/vehicles for transport of clientele/carshare? (get to the essence of this) <input type="checkbox"/> Sufficient/adequate exterior space (for programs etc.) <input type="checkbox"/> Sufficient/adequate waiting area space <input type="checkbox"/> Sufficient/adequate child-friendly space <input type="checkbox"/> 24/7 access to premises
Section 6: New Premises	
6.1	<p>If relocating is necessary, where would your agency want to be? (Choose one) (Provide map and add more specific location options?)</p> <ul style="list-style-type: none"> <input type="checkbox"/> City Centre <input type="checkbox"/> Steveston area <input type="checkbox"/> Ironwood area <input type="checkbox"/> Hamilton area
6.2	<p>If opening another office (e.g., satellite premises) where would your agency want to be? (Choose one) (Provide map and add more specific location options?)</p> <ul style="list-style-type: none"> <input type="checkbox"/> City Centre <input type="checkbox"/> Steveston area <input type="checkbox"/> Ironwood area <input type="checkbox"/> Hamilton area
6.3	<p>Will the new location provide: (Check one)</p> <ul style="list-style-type: none"> <input type="checkbox"/> More services (in addition to what is currently provided) <input type="checkbox"/> Same services <input type="checkbox"/> Less services
6.4	<p>Does your agency currently need more interior space?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Yes <input type="checkbox"/> No <p>If yes, how much additional interior space does your agency need?</p>
6.5	<p>Does your agency currently need more exterior space?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Yes

	<input type="checkbox"/> No If yes, how much additional exterior space does your agency need?
--	--

References

Interview Subjects

Janice Barr, Executive Director, *Richmond Society for Community Living*

Nicola Byres, Executive Director, *Society of Richmond Children's Centres*

Janice Lambert, Executive Director, *Richmond Family Place*

Sandy McIntosh, Manager, *Richmond Caring Place*

Alex Nixon, Community Liaison, *Richmond Food Bank*

Lesley Sherlock, Social Planner, Community Social Services, *City of Richmond*

Kim Sommerville, Manager, Community Social Development, *City of Richmond*

Josh Taylor, Project Manager, *Catalyst Community Development Society*

Judy Valsonis, Executive Director, *Touchstone Family Association*

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RCSAC, *Social Services and Space Needs Survey – 2014/2015 (Gains and Losses Survey)*, 2016

Council Community Initiatives Account
TERMS OF REFERENCE

Purpose: *The purpose of the Council Community Initiatives Account (CCIA) is to support initiatives geared to enhancing overall quality of life in Richmond. The account has been established to enable Council to utilize gaming revenues towards one-time initiatives that address social, environmental, recreation and sports, heritage, arts and culture, safety and security, or infrastructure needs.*

Funding Source: *The CCIA has been established with an initial transfer of \$3.0M from the City's Gaming Provision. The account will be augmented by an annual allocation of 2% of City gaming revenues, with any unspent amounts being placed in the CCIA for future distribution.*

Annual distribution: *The maximum annual distribution will not exceed 50% of the prior year's ending account balance; however Council has the discretion to waive this limitation.*

Eligibility Criteria: *CCIA expenditures may be directed to City or community-initiated projects. To be eligible, the projects must be:*

- *One time (as opposed to those requiring ongoing funding)*
- *Focused on social, environmental, recreation and sports, heritage, arts and culture, safety and security, or infrastructure needs.*

Priority will be given to projects that meet Council's Term Goals and the majority of the following objectives:

- *Inclusive – reaching out to, involving, and positively affecting a diversity of residents*
- *Collaborative – relying on partnerships in planning and implementation*
- *Leveraged – capitalize on projects that already have substantial funding from other sources*
- *Impactful – will benefit the broader Richmond community rather than specific interests*
- *Effective – community benefit will be demonstrable*
- *Responsive – based on demonstrated community need*
- *Capacity-building – will build community capacity to enhance residents' quality of life*
- *Innovative – demonstrate new ways of benefitting the community*
- *Sustainable – financially sustainable, not reliant on further City funding to be viable*
- *Credible – realistic proposals based on sound business plans*

Process: *All decisions regarding allocation of the CCIA rest with Council. Similar to the process for Council Contingency and Council Provision Accounts, expenditures from the CCIA may be proposed to Council by individual Council members, or through deliberations of Council at large. Proposals may also be received from senior staff or through staff reports, primarily in response to Council referrals and in cases in which alternate funding sources are unavailable. Funding requests and decisions should occur concurrently with the City's budget process in order to ensure information is captured in the City's five year financial plan bylaw.*