To:	Planning Committee	**Date:**	May 17, 2023
From:	Kim Somerville Director, Community Social Development	**File:**	01-0100-30-RCSA1-01/2023-Vol 01
Re:	Proposed Updates to the Richmond Community Services Advisory Committee Charter		

Staff Recommendations

1. That the proposed updates to the Richmond Community Services Advisory Committee Charter as outlined in the staff report titled "Proposed Updates to the Richmond Community Services Advisory Committee Charter", dated May 17, 2023, from the Director, Community Social Development, be endorsed; and

2. That the Richmond Community Services Advisory Committee Charter be renamed the Richmond Community Services Advisory Committee Terms of Reference.

Kim Somerville
Director, Community Social Development
(604-247-4671)

Att. 3

REPORT CONCURRENCE	
CONCURRENCE OF ACTING GENERAL MANAGER	
SENIOR STAFF REPORT REVIEW	**INITIALS:** CJ
APPROVED BY CAO	

Staff Report

Origin

The Richmond Community Services Advisory Committee (RCSAC) provides advice to City Council regarding social policies and community services that contribute to the general health, welfare and quality of life of Richmond residents. The purpose of this report is to present proposed updates to the current RCSAC Charter and to rename it the RCSAC Terms of Reference in order to align it with other City advisory committees.

This report supports City Council's Strategic Plan 2022–2026 Area #1 Proactive in Stakeholder and Civic Engagement:

> *Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.*

This report also supports City Council's Strategic Plan 2022–2026 Strategic #6 A Vibrant, Resilient and Active Community:

> *Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.*

Analysis

The RCSAC was established in 1987 to encourage and promote social policies and community services that contribute to the well-being of Richmond residents and to develop the capacity of the community service sector. While the RCSAC is an advisory committee to City Council, only two citizen representatives are Council-appointed. The majority of RCSAC members are representatives of non-profit social service agencies supporting Richmond residents, appointed by their own organizations. The City supports the RCSAC by providing an annual operating budget, a Council Liaison and a Staff Liaison.

The RCSAC Charter was approved by City Council in 2009 and has not been updated since. The current RCSAC Charter (Attachment 1) outlines the committee's mission statement, history, roles and responsibilities, mandate, the City liaisons assigned to the committee and includes an overview of the 40 Developmental Assets, which acts as a framework to support the development of youth.

Based on a review of the City's 19 advisory committees, all of the City's advisory committees have a Terms of Reference except the RCSAC which has a Charter. The Terms of Reference defines the purpose and structure of a committee, including the roles and responsibilities of those involved, and provides guidance on how the work will be undertaken and reported. Terms of Reference for advisory committees typically includes the following: purpose, mandate, composition, recruitment, selection and appointment, term, membership responsibilities, operation and process, code of conduct and resources.

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Proposed RCSAC Terms of Reference

Proposed updates are being recommended to the RCSAC Charter to improve the clarity of the RCSAC's role and to align the proposed RCSAC Terms of Reference with the Terms of Reference of other advisory committees. Staff completed a review of other advisory committees to ensure that the proposed revisions reflect current practices and standards. The proposed updates to the RCSAC Charter in regards to the roles, mandate and composition are presented in Table 1.

Table 1: Proposed Updates to the RCSAC Charter

Current (Charter)	Proposed (Terms of Reference)
Mandate The RCSAC shall advise Richmond City Council and may, in consultation with City Council, make representations to other policy-making bodies on the following: Section A: 1. Policies that encourage cooperative planning and delivery of community services to ensure optimum efficiency and effectiveness; 2. Social issues/concerns that have an impact on community services, special needs groups and the quality of life in the community; 3. Community impact of governmental changes to policies and/or programs affecting Richmond's community services; and 4. Any other matters that may be referred by Richmond City Council, RCSAC member groups and the community at large. Section B: 1. Coordination of activities and information sharing between the voluntary and public sector.	**Mandate** The Richmond Community Services Advisory Committee acts as a resource and provides advice to Council regarding social policies and community services which contribute to the general health, well-being and quality of life of Richmond's community members. It also provides a forum to facilitate inter-agency networking and collaboration in order to enhance community capacity.

Current (Charter)	Proposed (Terms of Reference)
Roles 1. The Richmond Community Services Advisory Committee (RCSAC) is a forum for community service agencies to meet on a regular basis in order to share information and ideas about issues of common interest, and to identify emerging needs. 2. The RCSAC will foster the development of services, through an asset building approach, to meet those needs. 3. The RCSAC will establish and monitor Task Forces to undertake activities deemed by the RCSAC to be necessary and consistent with the objectives of the RCSAC. All Task Forces will be time limited with both start and end dates, and will produce a written report. 4. The RCSAC may employ and hire such staff as deemed necessary to assist in the operation of the RCSAC, including all Task Forces. All employees will report directly to the Co-Chairs of the Executive Committee. 5. The RCSAC will provide a leadership and educational role in social issues affecting community services. 6. The RCSAC strives to work cooperatively and in a complementary manner with other City advisory committees.	**Roles** 1. Act as a resource and provide advice to City Council regarding social issues affecting the Richmond community. 2. Participate in consultation processes for City strategies, initiatives and policies in response to staff's request for input. 3. Act as a conduit for feedback from the community on social matters. 4. Undertake work at the request of City Council, the RCSAC membership and the community at large that align with the RCSAC's mandate. 5. Provide a forum for social service and community organizations to network, collaborate and learn from one another through information sharing, educational opportunities and joint initiatives.
Composition Liaison with the City of Richmond will be provided by: • One (1) non-voting Richmond City Council Liaison; and • One (1) non-voting City Staff Liaison, provided by the Policy Planning Department.	**Composition** 1. Council Liaison (Non-Voting) There shall be one Council Liaison appointed to the RCSAC. 2. City Staff Liaison (Non-Voting) There shall be one Staff Liaison assigned to the RCSAC. 3. Recording Secretary (Non-Voting) There shall be one Recording Secretary assigned to the RCSAC.

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The following sections were removed from the proposed Terms of Reference as they are not typically included in the Terms of Reference of other advisory committees: mission statement, history, oral history and 40 Developmental Assets. The following sections were added to the proposed Terms of Reference to align with the Terms of Reference of other advisory committees: purpose, recruitment, selection and appointment, structure, term, membership responsibilities, operation and process, code of conduct and resources.

In order to meet the mandate of the RCSAC, the following have been added to the proposed Terms of Reference to clarify the membership of the RCSAC, term limits of Executive Committee members and the establishment of a quorum:

- Members of RCSAC shall have one designated representative and one designated alternate who can speak and make decisions on behalf of their organization, one of whom will attend meetings regularly.

- Members of the Executive Committee shall be elected at the Annual General Meeting for a two-year term. Members of the Executive Committee may re-apply for another term for a maximum of two consecutive terms or four consecutive years.

- A quorum is defined as a minimum of five members present.

Should City Council approve staff's recommendations, the new RCSAC Terms of Reference will take effect immediately, be circulated to RCSAC members and updated on the City's website.

The current RCSAC Charter is provided in Attachment 1 and the redline version showing track changes between the current RCSAC Charter and proposed RCSAC Terms of Reference is provided in Attachment 2. A complete version of the proposed RCSAC Terms of Reference with recommended changes is provided in Attachment 3.

Financial Impact

None.

Conclusion

The RCSAC provides advice to City Council regarding social issues affecting the Richmond community and fosters inter-agency relations and collaboration which enhance community capacity. If the proposed recommendations are approved by City Council, the new RCSAC Terms of Reference will be circulated to RCSAC members and updated on the City's website.

Dorothy Jo
Program Manager, Social Planning
(604-276-4391)

Att. 1: Richmond Community Services Advisory Committee Charter
    2: Redline Version of the Current RCSAC Charter and Proposed RCSAC Terms of Reference
    3: Proposed Richmond Community Services Advisory Committee Terms of Reference

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RCSAC Richmond Community Services
Advisory Committee
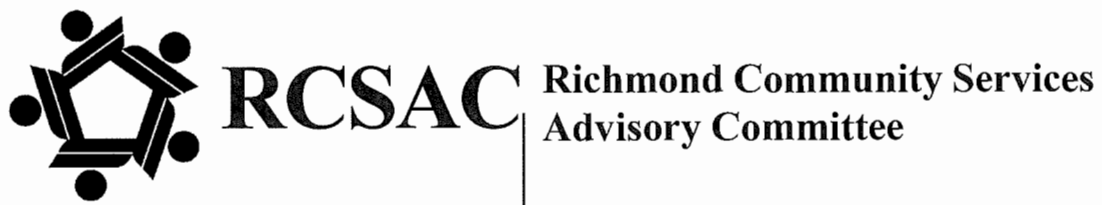
Charter

September 11, 2008

Approved by Richmond City Council January 20, 2009

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1. Mission Statement

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

2. History

The Richmond Community Services Advisory Committee, hereinafter referred to as "RCSAC",received formal recognition as an advisory body to Richmond City Council and its appropriate Committees on May 25, 1987. It builds on the information gathering and sharing strengths of the Richmond Community Services Council, which served the community in a similar but less formal capacity from April,1978 to its evolution as the RCSAC in September, 1987. During several years of Community services as a voluntary collaborative of non-profit, government and private agencies and organizations in the field of social and related community services, the Richmond Community Services Council and its member organizations were instrumental in the development and establishment of:

- The municipally funded RCMP Youth Intervention Program;
- A municipal social planner position;
- Richmond Child Protection Network;
- Richmond Family Place;
- An open referral in-the-home parenting program (lost with others during the 1983 restraint measuresimposed by major government funding sources);
- Collaboration in preparation of the report Preparing for a Livable Future: Recommendations by the City Center Steering Committee;
- Improved Municipal Grant application and appeal processes;
- The Child Care Advisory Committee;
- The Inventory of Social Services in Richmond;
- The Richmond Intercultural Advisory Committee; and
- An RCSAC Poverty Response Committee was established, and reports were submitted to Council. This has now become an independent committee.

Representatives from the RCSAC:

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

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3. Richmond Community Services Advisory Committee (RCSAC) in brief

1. Advises Richmond City Council, and/or the appropriate Council Committee.

2. Makes representations to other policy-making bodies on social policy and community services matters.

3. Provides informed comment and advice to Richmond City Council on implications for policies and services being changed and introduced.

4. Undertakes its work at the request of Richmond City Council, the RCSAC membership, and the community at large.

5. Provides a strong and active role in overall social policy and community services decisions for community representatives and nonprofit society boards.

4. RCSAC Roles

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

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

2. The RCSAC will foster the development of services, through an asset building approach, to meet those needs.

3. The RCSAC will establish and monitor Task Forces to undertake activities deemed by the RCSAC to be necessary and consistent with the objectives of the RCSAC. All Task Forces will be time limited with both start and end dates, and will produce a written report.

4. The RCSAC may employ and hire such staff as deemed necessary to assist in the operation of the RCSAC, including all Task Forces. All employees will report directly to the Co-Chairs of the Executive Committee.

5. The RCSAC will provide a leadership and educational role in social issues affecting community services.

6. The RCSAC strives to work cooperatively and in a complementary manner with other City advisory committees.

5. City Liaison

Liaison with the City of Richmond will be provided by:

- One (1) non-voting Richmond City Council Liaison; and

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

6. Mandate

Section A

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

1. Policies that encourage cooperative planning and delivery of community services to ensure optimum efficiency and effectiveness;

2. Social issues/concerns that have an impact on community services, special needs groups andthe quality of life in the community;

3. Community impact of governmental changes to policies and/or programs affecting Richmond's community services; and

4. Any other matters that may be referred by Richmond City Council, RCSAC member groups and the community at large.

Section B

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

Appendix I

An Oral History of RCSC, later to become RCSAC

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

It is ten years since I have been associated with this advisory council, some of which I speak on today could be familiar to many of you but perhaps some of you are not familiar with the early history I hope it will be of interest to you. I was a member of RCSC for many years before becoming a school trustee then I was elected as their Rep. on the PAC (Policy Advisory Council) in 1990. Back in 1978, there was very little planning for social services, something had to be done, and the United Way was invited to set up some social planning for the community. There was no Social Planner at the municipal level at that time.

The Child Services Committee, a committee of the United Way, was not representative enough; its mandate was services to children 12 & under. A newly formed Child Abuse Committee was attempting to educate the public on what was happening to children; the community health nurses and social workers were the only ones going into the homes of many abused children. But the climate of the times prevented anyone from speaking out especially about sexual abuse, this was a taboo topic, no one wanted to talk about it. And there were many turf problems, everyone was working in isolation on their own particular issues and problems, this is mine that is yours, don't mix the two! Finally the United Way placed an arm's length community person in as Chair of the Child Services Committee hoping to become more effective. Something was still needed; the committee was not representative of agencies working with families, children & youth. Palmer School had just gone up in smoke, at the hands of a teen-age girl who badly needed treatment.

There were no services of the kind youth like her needed, but it was risking a teachers or a community health nurse's job to speak out on lack of services. It was so difficult to address so many social problems in the community but at that time, the thought of washing your linen in public was not to be tolerated. The School Board refused to put a family life program into the schools. The community was polarized. Many were demanding the program, just as many were in denial it was needed, and these felt the only place to teach this subject was in the home. Which was fine but those children needing the program did not come from homes where this kind of education was taught. It was a little later I believe the Richmond Youth Services Agency came into being to focus on the issues and problems facing the over 12's. And so, it was in this type of atmosphere that a major meeting was held with many of those delivering social services to families. Through this meeting, they got the endorsement needed to be something much broader than the Richmond Children's Committee.

A Steering Committee was set up that met twice a month for a solid year and what came out of that was the framework for the Richmond Community Services Council. That was in 1978, and nine years later in '87, with the assistance of a municipal councillor, a social planner had finally been hired, RCSC was restructured and given the formal title of the Richmond Community Services Advisory Council, RCSAC, as it is known today. They would make recommendations for social service issues and report those issues & concerns directly to the Municipal Council through

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the Policy Advisory Council, who were elected from the Boards of the individual agencies to serve on PAC. They were the politic alarm of the RCSAC. And Council listened. In their eyes, it was no longer just staff driven. These were elected people making the recommendations. With the new structure, there was also the IAC, Inter Agency committee, made up the staff and the 'Hands On' people who worked in the field, and the Coordinating Committee overseeing both IAC & PAC. This is all in your charter, I found it very interesting to re-read, and it would be well worth your re-reading pages 20 to 24.

In 1989, the RCSAC held a "Strategy Planning and Priority Setting Meeting". This was an extremely important meeting for RCSAC. Johnny Carline, Deputy Administrator, Strategic Planning for Richmond spoke on what Richmond could look like in the future, two questions he asked of the group:

1. "What are the priorities for service provision for all of the agencies in the next three years?"
2. "What suggestions do you have for the municipality to incorporate social issues into the growth management strategy?"

A planning committee took all the suggestions, solutions, comments and concerns and brought in a final report in January 1990. Seven (7) recommendations came out of it and were presented to council, they may help you in your deliberations on the restructure process, I will leave it with Michael. Then in 1994, RCSAC sent out an excellent questionnaire to member organizations, to see if the advisory council was meeting the needs of its membership by addressing gaps, identifying issues and resources to address them and then develop an action plan. The survey was divided into six major sections: Role & Function, Participation, Community issues, Strengths & Weaknesses, Suggestions for raising the profile of RCSAC and lastly the potential for sending out a newsletter. I will also leave a copy of this with Michael, as it may prove useful. I see you are now contemplating another re-structure, perhaps some questions that you may ask yourselves are:

"What do you want to accomplish that you are not doing now?"

"When was the last time your charter was brought up to date?"

"How many agencies out there are not aware of what you do?"

"How many agencies or groups out there doing a service for the community, are you not aware of?"

In my opinion the reason RCSAC has survived while many others have not, is because community volunteers and staff have worked together for a common goal, this way everyone wins. The effectiveness of RCSAC has always been present to a greater or lesser degree. It is a tremendously important organization and the accomplishments you have gained have not come easy. It is an organization you can be proud to belong to. However, it must be supported by each and every social service organization in order to have the greatest impact for good.

Thank you.

M. Olive Bassett

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Appendix II

40 Developmental Assets

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

External Assets

Category Asset Name and Definition

Support

1. Family Support – Family life provides high levels of love and support.

2. Positive Family Communication – Young person and her or his parent(s) communicate positively, and youngperson is willing to seek advice and counsel from parents.

3. Other Adult Relationships – Young person receives support from three or more non-parent adults.

4. Caring Neighborhood – Young person experiences caring neighbors.

5. Caring School Climate – School provides a caring, encouraging environment.

6. Parent Involvement in Schooling – Parent(s) are actively involved in helping young person succeed inschool.

Empowerment

7. Community Values Youth – Young person perceives that adults in the community value youth.

8. Youth as Resources – Young people are given useful roles in the community.

9. Service to Others – Young person serves in the community one hour or more per week.

10. Safety – Young person feels safe at home, school, and in the neighborhood.

Boundaries and Expectations

11. Family Boundaries – Family has clear rules and consequences and monitors the young person's whereabouts.

12. School Boundaries – School provides clear rules and consequences.

13. Neighborhood Boundaries – Neighbors take responsibility for monitoring young people's behavior.

14. Adult Role Models – Parent(s) and other adults model positive, responsible behavior.

15. Positive Peer Influence – Young person's best friends model responsible behavior.

16. High Expectations – Both parent(s) and teachers encourage the young person to do well.

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Constructive use of time

17. Creative Activities – Young person spends three or more hours per week in lessons or practice in music, theatre, or other arts.

18. Youth Programs – Young person spends three or more hours per week in sports, clubs, or organizations at school and/or in the community.

19. Religious Community – Young person spends one or more hours per week in activities in a religious institution.

20. Time at Home – Young person is out with friends "with nothing special to do" two or fewer nights per week.

Internal Assets

Category Asset Name and Definition

Commitment to Learning

21. Achievement Motivation – Young person is motivated to do well in school.

22. School Engagement – Young person is actively engaged in learning.

23. Homework – Young person reports doing at least one hour of homework every school day.

24. Bonding to School – Young person cares about her or his school.

25. Reading for Pleasure – Young person reads for pleasure three or more hours per week.

Positive Values

26. Caring – Young person places high value on helping other people.

27. Equality and Social Justice – Young person places high value on promoting equality and reducing hunger and poverty.

28. Integrity – Young person acts on convictions and stands up for her or his beliefs.

29. Honesty – Young person "tells the truth even when it is not easy."

30. Responsibility – Young person accepts and takes personal responsibility.

31. Restraint – Young person believes it is important not to be sexually active or to use alcohol or other drugs.

Social Competencies

32. Planning and Decision Making – Young person knows how to plan ahead and make choices.

33. Interpersonal Competence – Young person has empathy, sensitivity, and friendship skills.

34. Cultural Competence – Young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds.

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35. Resistance Skills – Young person can resist negative peer pressure and dangerous situations.

36. Peaceful Conflict Resolution – Young person seeks to resolve conflict nonviolently.

Positive Identity

37. Personal Power – Young person feels he or she has control over "things that happen to me."

38. Self-Esteem – Young person reports having a high self-esteem.

39. Sense of Purpose – Young person reports that "my life has a purpose."

40. Positive View of Personal Future – Young person is optimistic about her or his personal future.

Redline Version of the Current RCSAC Charter and Proposed RCSAC Terms of Reference

Richmond

RCSAC | Richmond Community Services
Advisory Committee

Richmond Community Services Advisory Committee
Terms of Reference ~~Charter~~

Terms of Reference
Richmond Community Services Advisory Committee

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

1. **Purpose**
   These Terms of Reference shall apply to the "Richmond Community Services Advisory Committee" (RCSAC).

2. History
   The Richmond Community Services Advisory Committee, hereinafter referred to as "RCSAC", received formal recognition as an advisory body to Richmond City Council and its appropriate Committees on May 25, 1987. It builds on the information gathering and sharing strengths of the Richmond Community Services Council, which served the community in a similar but less formal capacity from April, 1978 to its evolution as the RCSAC in September, 1987. During several years of Community services as a voluntary collaborative of non-profit, government and private agencies and organizations in the field of social and related community services, the Richmond Community Services Council and its member organizations were instrumental in the development and establishment of:

   The municipally funded RCMP Youth Intervention Program;
   A municipal social planner position;
   Richmond Child Protection Network;
   Richmond Family Place;
   An open referral in-the-home parenting program (lost with others during the 1983 restraint measures imposed by major government funding sources);
   Collaboration in preparation of the report Preparing for a Livable Future: Recommendations by the City Center Steering Committee;
   Improved Municipal Grant application and appeal processes;
   The Child Care Advisory Committee;
   The Inventory of Social Services in Richmond;
   The Richmond Intercultural Advisory Committee; and
   An RCSAC Poverty Response Committee was established, and reports were submitted to Council. This has now become an independent committee.

   Representatives from the RCSAC:
   Participated in the Community Parks, Recreational & Cultural Working Group to assist in providing City Council with a Master Plan;
   Currently participate in the Substance Abuse Task Force; andThe Richmond Intercultural Advisory Committee.

3. **Mandate**
   The Richmond Community Services Advisory Committee acts as a resource and provides advice to Council regarding social policies and community services which contribute to the general health, wellbeing and quality of life of Richmond's community

members. It also provides a forum to facilitate inter-agency networking and collaboration in order to enhance community capacity.

3. ~~Richmond Community Services Advisory Committee (RCSAC) in brief~~
   1. ~~Advises Richmond City Council, and/or the appropriate Council Committee.~~
   2. ~~Makes representations to other policy-making bodies on social policy and community services matters.~~
   3. ~~Provides informed comment and advice to Richmond City Council on implications for policies and services being changed and introduced.~~
   4. ~~Undertakes its work at the request of Richmond City Council, the RCSAC membership, and the community at large.~~
   5. ~~Provides a strong and active role in overall social policy and community services decisionsfor community representatives and nonprofit society boards.~~
4. ~~RCSAC Roles~~
   1. ~~The Richmond Community Services Advisory Committee (RCSAC) is a forum for community service* agencies to meet on a regular basis in order to share information andideas about issues of common interest, and to identify emerging needs.~~

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

   2. ~~The RCSAC will foster the development of services, through an asset building approach,to meet those needs.~~

   3. ~~The RCSAC will establish and monitor Task Forces to undertake activities deemed by the RCSAC to be necessary and consistent with the objectives of the RCSAC. All Task Forceswill be time limited with both start and end dates, and will produce a written report.~~

   4. ~~The RCSAC may employ and hire such staff as deemed necessary to assist in the operation of the RCSAC, including all Task Forces. All employees will report directly to the Co-Chairs of the Executive Committee.~~

   5. ~~The RCSAC will provide a leadership and educational role in social issues affecting community services.~~

   6. ~~The RCSAC strives to work cooperatively and in a complementary manner with other Cityadvisory committees.~~

3. **Role**
   The role of the RCSAC is to carry out the following functions:
   3.1 Act as a resource and provide advice to City Council regarding social issues affecting the Richmond community.
   3.2 Participate in consultation processes for City strategies, initiatives and policies in response to staff's request for input.
   3.3 Act as a conduit for feedback from the community on social matters.
   3.4 Undertake work at the request of City Council, the RCSAC membership and the community at large that align with the RCSAC's mandate.

3.5 Provide a forum for social service and community organizations to network, collaborate and learn from one another through information sharing, educational opportunities and joint initiatives.

City Liaison
Liaison with the City of Richmond will be provided by:
- One (1) non-voting Richmond City Council Liaison; and
- One (1) non-voting City Staff Liaison, provided by the Policy Planning Department.

4. Composition
4.1 Voting Members
RCSAC shall be comprised of representatives of:
4.1.1 Community service organizations
4.1.2 Individual members
4.1.3 Two (2) Citizens at Large appointed by Richmond City Council

Member organizations shall have one (1) designated voting member and one (1) designated alternate, to be identified in writing at the time of application for membership. Each member organization, individual member and Citizen at Large has one (1) vote.

4.2 Council Liaison (Non-Voting)
There shall be one Council Liaison appointed to the RCSAC.

4.3 City Staff Liaison (Non-Voting)
There shall be one Staff Liaison assigned to the RCSAC.

4.4 Recording Secretary (Non-Voting)
There shall be one Recording Secretary assigned to the RCSAC.

6. Mandate

Section A

The RCSAC shall advise Richmond City Council and may, in consultation with City Council, make representations to other policy-making bodies on the following:
Policies that encourage cooperative planning and delivery of community services to ensure optimum efficiency and effectiveness;
Social issues/concerns that have an impact on community services, special needs groups and the quality of life in the community;
Community impact of governmental changes to policies and/or programs affecting Richmond's community services; and
Any other matters that may be referred by Richmond City Council, RCSAC member groups and the community at large.

Section B

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

5. Recruitment, Selection, Appointment

5.1   Recruitment

    5.1.1   Recruitment of Citizens at Large shall be according to Council policy and procedures (e.g. the City Clerk's office will place appropriate public advertisements in the media to ask for volunteers).

    5.1.2   Interested organizations shall apply for membership to the RCSAC by submitting an application form. Organizations shall designate a representative and an alternate who can speak and make decisions on behalf of their organization at the time of application.

    5.1.3   Interested individuals shall apply for membership to the RCSAC by submitting an application form.

5.2   Selection

Members of RCSAC shall be selected based on one or more of the following criteria:

5.2.1 Organizational Members

    5.2.1.1.1   Represent a community service organization, community committee or a government agency, ministry or department;

    5.2.1.1.2   Have a mandate or organizational goals and objectives consistent with those of the RCSAC;

    5.2.1.1.3   Have one designated representative and one designated alternate who can speak and make decisions on behalf of their organization, one of whom will attend meetings regularly.

    5.2.1.1.4   Able to pay the annual membership fees within six (6) weeks of notice

5.2.2 Individual Members

    5.2.2.1.1   Must reside or work in Richmond and have a demonstrated interest or involvement in social policy and community service matters.

5.2.3 Citizens at Large

    5.2.3.1.1   Must reside or work in Richmond and have a demonstrated interest or involvement in social policy and community services matters.

5.3   Appointment

Only Citizens at Large shall be appointed by Council. Organizational and individual members do not have to be appointed by Council. Final approval of all applications rests with the RCSAC as a whole, and is guided by the recommendations of the Executive Committee.

6. Structure

6.1 General Membership Committee

The General Membership Committee consists of the following:

    6.1.1   Organizational representatives are appointed by member organizations and make up the majority of the membership. They represent a community service organization, community committee or a government agency, ministry or

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department that have a mandate or organizational goals and objectives consistent with those of the RCSAC.

6.1.2   Individual members do not represent an organization and must reside or work in Richmond and have a demonstrated interest or involvement in social policy and community service matters.

6.1.3   Citizens-at-Large are appointed by Council.

6.2 Executive Committee

The Executive Committee is the administrative point of contact for the RCSAC and is responsible for the overall direction of the RCSAC. It consists of:

6.2.1   Two (2) Co-Chairs

6.2.2   One (1) Treasurer

6.2.3   Minimum of two (2) to a maximum of four (4) Members at Large

6.2.4   Council Liaison Staff Liaison

6.3 Subcommittees: Action Groups and Task Forces

6.3.1   Subcommittees are established by a resolution of the General Membership, which will define the Terms of Reference for the sub-committee. Unless otherwise determined, all subcommittees will be time-limited action groups or task forces.

6.3.2   All subcommittees of the RCSAC are chaired by a RCSAC member and may include non-member resource persons from government, private agencies and appropriate organizations serving the community. Unless otherwise directed by the Executive Committee, all subcommittees will automatically dissolve upon acceptance of final reports.

7. Term

7.1 Citizens at Large

7.1.1   Citizens at Large shall be appointed by Council for a term of two (2) years.

7.1.2   At the end of a term, Citizens at Large may re-apply to serve for a subsequent term.

7.1.3   Citizens at Large may serve for a maximum of four (4) consecutive terms or eight (8) consecutive years.

7.2 General Membership

7.2.1   Member organizations and individual members can apply for a one (1) year term which can be renewed every year for as long as the membership fee is paid and the member is in good standing.

7.3 Co-Chairs

7.3.1   Co-Chairs are elected for two (2) years, in alternating years. Terms may be extended for one (1) year in cases where an alternate has not been identified or volunteered for the position

7.4 Executive Committee

7.4.1   Members of the Executive Committee shall be elected at the Annual General Meeting for a two (2) year term. Members of the Executive Committee may re-apply for another term for a maximum of two (2) consecutive terms, or four (4) consecutive years.

8. Membership Responsibilities
8.1   Members shall:
8.1.1 Be familiar with the mandate, goals and work plan of the RCSAC.
8.1.2 Attend monthly meetings with regularity and punctuality.
8.1.3 Thoroughly familiarize themselves with all agenda materials in preparation for active participation in discussions.
8.1.4 Review and approve Communication Tools, Backgrounders and Reports conveying information and advice to Council.
8.1.5 Share information and identify gaps on social policies and services, service delivery and other related issues.
8.1.6 Be knowledgeable about issues under consideration and provide feedback and input within the scope of the RCSAC.
8.1.7 Pay membership dues within six (6) weeks of notice (or otherwise be at risk of losing their membership status).
8.1.8 Act in accordance with and uphold the City's Respectful Workplace Policy (Policy 6800).

8.2   The Co-Chairs shall:
8.2.1 Chair all meetings of the Executive and the General Membership
8.2.2 Prepare Executive and General Meeting agendas in consultation with the Executive Committee.
8.2.3 Represent the RCSAC at Council meetings and its appropriate committees when required/requested.
8.2.4 Ensure motions and decisions made by the RSCAC align with the RCSAC's mandate.
8.2.5 Assume responsibility of signing or authorizing all correspondence arising from Committee or Subcommittee activities.
8.2.6 Chair meetings according to Robert's Rules of Order, while demonstrating knowledge of the work at hand, facilitating inclusive discussions and ensuring that all members have a full and equal opportunity to participate in decision-making.
8.2.7 Represent the views and work of the RCSAC to City Council as and when required.

8.3   The Executive Committee shall:
8.3.1 Plan and monitor the work of the RCSAC.
8.3.2 Provide guidance for the sub-committees and action groups.
8.3.3 Review any recommendations coming to the RCSAC to ensure they align with the RCSAC's mandate.
8.3.4 Prepare an Annual Report and proposed Work Program.
8.3.5 Receive and refer requests/referrals from City Council and its appropriate committees to the appropriate Action Group/Task Force.

8.3.6 Monitor and report on all financial matters related to the work of the RCSAC as required.

8.3.7 Ensure that annual work programs are followed and monitored during the year to track progress.

8.4 The Subcommittee shall:

8.4.1 Draft Communication Tools, Backgrounders and Reports to City Council for approval by the General Membership.

8.4.2 Provide minutes, notes or appropriate records of meetings.

8.4.3 Provide a written summary of activities for inclusion in the RCSAC's annual report.

9. Operation and Process

9.1 Operation

9.1.1 General Meetings shall be held a minimum of six times a year either in person or via digital platform as called by the Co-Chairs.

9.1.2 An Annual General Meeting is held every year where the Co-Chairs and members of the Executive Committee will be elected.

9.1.3 Sub-committees may be created by the RCSAC as necessary.

9.1.4 The sub-committees will be chaired by a RCSAC member in accordance with Robert's Rules of Order and report to and take direction from the RCSAC.

9.2 Accountability

The RCSAC shall produce annual reports, work programs, budgets and other reports for Council approval.

9.3 Application and Fees

Interested community organizations and individuals shall fill out an application form and pay the corresponding membership fee to apply for RCSAC membership. Membership fees are set by the General Membership at the Annual General Meeting.

9.4 Communication

9.4.1 The RCSAC shall report to Council through the Staff Liaison to Planning Committee.

9.4.2 RCSAC General and Subcommittee meetings shall be open to the public in accordance with the Local Government Act.

9.4.3 Membership of the RCSAC does not preclude member organizations from submitting their own positions and reports directly to City Council, City staff or City Committees however, such reports must be on behalf of the organization they represent and not on behalf of the RCSAC.

9.5 Decision-Making Process

9.5.1. Members of RCSAC shall:

9.5.1.1 Follow Council decision-making policy and procedures;

9.5.1.2 Conduct business with a minimum of five members present, which constitutes a quorum;

9.5.1.3 Strive for consensus; and

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9.5.1.4 In the absence of consensus, a decision shall be made based on a simple majority of members present.

9.5.2. Each member is entitled to one vote.

10. Code of Conduct

−10.1 Conflict of Interest:

10.1.1 A conflict of interest exists if a Committee member is a director, member or employee of an organization seeking to benefit from the City or if the Committee member has a direct or indirect pecuniary (financial) interest in the outcome of Committee deliberations.

10.1.2 Committee members who have a conflict of interest with a topic being discussed shall declare the conflict, describe the nature of the conflict, leave the room prior to any discussions and shall refrain from voting.

10.1.3 Committee members are not permitted to directly or indirectly benefit from their participation on the Committee during their tenure and for a period of twelve (12) months following their term(s).

10.2 Professionalism:

10.2.1 Committee members are expected to act in accordance with the City's Respectful Workplace Policy (Policy 6800), including being respectful towards other members.

10.2.2 Committee members must devote the necessary time and effort to prepare for meetings, arrive at meetings on time and provide feedback consistent with the Committee's mandate.

10.2.3 Any Committee member who is absent for three (3) meetings of the Committee without reason satisfactory to the Committee may be removed from the Committee.

10.3 Reporting and Social Media:

10.3.1 The Committee members may not represent themselves as having any authority beyond that delegated in the Terms of Reference approved by Council. Items will be presented to the Committee if referred by Council or staff and the standard process of communication is through staff to Council. Committee members may communicate directly to Council or the media, if the Committee members identify themselves as an individual, and not as representatives of the Committee.

10.3.2 Any use of social media must, as with all other forms of communication, meet principles of integrity, professionalism and privacy.

Should a Committee member violate the Code of Conduct or act outside the Terms of Reference, the Committee member may be removed from the Committee.

11. Resources

11.1 There shall be one Staff Liaison appointed to the RCSAC. The Staff Liaison's role is to: update the RCSAC on City initiatives that relate to social policies and issues; refer issues for advice and options; relay feedback from the RSCAC to City Departments

and City Council as appropriate; provide an orientation to new committee members; and provide administrative support as necessary.

11.2   RCSAC shall prepare and submit:
      11.2.1 For the Year Completed:
           11.2.1.1   an annual report, and
           11.2.1.2.   a financial statement
      11.2.2. For the Upcoming Year
           11.2.2.1.   a proposed work program, and
           11.2.2.1.   a proposed budget.

11.3   Richmond City Council will review the RCSAC annual budget submission and may provide funding subject to City budgetary priorities.

11.4   RCSAC may incur expenses only for Council authorized items, and City policy and procedures shall be followed.

11.5   The City Staff Liaison and Recording Secretary shall be coordinated through the Community Social Development Department.

Appendix I

An Oral History of RCSC, later to become RCSAC

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

It is ten years since I have been associated with this advisory council, some of which I speak on today could be familiar to many of you but perhaps some of you are not familiar with the early history I hope it will be of interest to you. I was a member of RCSC for many years before becoming a school trustee then I was elected as their Rep. on the PAC (Policy Advisory Council) in1990. Back in 1978, there was very little planning for social services, something had to be done, and the United Way was invited to set up some social planning for the community. There was no Social Planner at the municipal level at that time.

The Child Services Committee, a committee of the United Way, was not representative enough; its mandate was services to children 12 & under. A newly formed Child Abuse Committee was attempting to educate the public on what was happening to children; the community health nurses and social workers were the only ones going into the homes of many abused children. But the climate of the times prevented anyone from speaking out especially about sexual abuse, this was a taboo topic, no one wanted to talk about it. And there were many turf problems, everyone was working in isolation on their own particular issues and problems, this is mine that is yours, don't mix the two! Finally the United Way placed an arm's length community person in as Chair of the Child Services Committee hoping to become more effective. Something was still needed; the committee was not representative of agencies working with families, children & youth. Palmer School had just gone up in smoke, at the hands of a teen-age girl who badly needed treatment.

There were no services of the kind youth like her needed, but it was risking a teachers or a community health nurse's job to speak out on lack of services. It was so difficult to address so many social problems in the community but at that time, the thought of washing your linen in public was not to be tolerated. The School Board refused to put a family life program into the schools. The community was polarized. Many were demanding the program, just as many were in denial it was needed, and these felt the only place to teach this subject was in the home. Which was fine but those children needing the program did not come from homes where this kind of education was taught. It was a little later I believe the Richmond Youth Services Agency came into being to focus on the issues and problems facing the over 12's. And so, it was in this type of atmosphere that a major meeting was held with many of those delivering social services to families. Through this meeting, they got the endorsement needed to be something much broader than the Richmond Children's Committee.

A Steering Committee was set up that met twice a month for a solid year and what came out of that was the framework for the Richmond Community Services Council. That was in 1978, and nine years later in '87, with the assistance of a municipal councillor, a social planner had finally been hired, RCSC was restructured and given the formal title of the Richmond Community Services Advisory Council, RCSAC, as it is known today. They would make recommendations for social service issues and report those issues & concerns directly to the Municipal Council through the Policy Advisory Council, who were elected from the Boards of the individual agencies to serve on PAC. They were the politic alarm of the RCSAC. And Council listened. In their eyes, it was no longer just staff driven. These were elected people making the recommendations. With the new structure, there was also the IAC, Inter Agency committee, made up the staff and the 'Hands On' people who worked in the field, and the Coordinating Committee overseeing both IAC & PAC. This is all in your charter, I found it very interesting to re-read, and it would be well worth your re-reading pages 20 to 24.

In 1989, the RCSAC held a "Strategy Planning and Priority Setting Meeting". This was an extremely important meeting for RCSAC. Johnny Carline, Deputy Administrator, Strategic Planning for Richmond spoke on what Richmond could look like in the future, two questions he asked of the group:

1. "What are the priorities for service provision for all of the agencies in the next three years?"

2. "What suggestions do you have for the municipality to incorporate social issues into the growth management strategy?"

A planning committee took all the suggestions, solutions, comments and concerns and brought in a final report in January 1990. Seven (7) recommendations came out of it and were presented to council, they may help you in your deliberations on the restructure process, I will leave it with Michael. Then in 1994, RCSAC sent out an excellent questionnaire to member organizations, to see if the advisory council was meeting the needs of its membership by addressing gaps, identifying issues and resources to address them and then develop an action plan. The survey was divided into six major sections: Role & Function, Participation, Community issues, Strengths & Weaknesses, Suggestions for raising the profile of RCSAC and lastly the potential for sending out a newsletter. I will also leave a copy of this with Michael, as it may prove useful. I see you are now contemplating another re-structure, perhaps some questions that you may ask yourselves are:

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"What do you want to accomplish that you are not doing now?"

"When was the last time your charter was brought up to date?"

"How many agencies out there are not aware of what you do?"

"How many agencies or groups out there doing a service for the community, are you not aware of?"

In my opinion the reason RCSAC has survived while many others have not, is because community volunteers and staff have worked together for a common goal, this way everyone wins. The effectiveness of RCSAC has always been present to a greater or lesser degree. It is a tremendously important organization and the accomplishments you have gained have not come easy. It is an organization you can be proud to belong to. However, it must be supported by eachand every social service organization in order to have the greatest impact for good.

Thank you.

M. Olive Bassett

Appendix II

40 Developmental Assets

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

External Assets

Category Asset Name and Definition

Support

1. Family Support — Family life provides high levels of love and support.

2. Positive Family Communication — Young person and her or his parent(s) communicate positively, and youngperson is willing to seek advice and counsel from parents.

3. Other Adult Relationships — Young person receives support from three or more non-parent adults.

4. Caring Neighborhood — Young person experiences caring neighbors.

5. Caring School Climate — School provides a caring, encouraging environment.

6. Parent Involvement in Schooling — Parent(s) are actively involved in helping young person succeed inschool.

Empowerment

7. Community Values Youth — Young person perceives that adults in the community value youth.

8. Youth as Resources — Young people are given useful roles in the community.

9. Service to Others — Young person serves in the community one hour or more per week.

10. Safety — Young person feels safe at home, school, and in the neighborhood.

Boundaries and Expectations

11. Family Boundaries — Family has clear rules and consequences and monitors the young person's whereabouts.

12. School Boundaries — School provides clear rules and consequences.

13. Neighborhood Boundaries — Neighbors take responsibility for monitoring young people's behavior.

14. Adult Role Models — Parent(s) and other adults model positive, responsible behavior.

15. Positive Peer Influence — Young person's best friends model responsible behavior.

16. High Expectations — Both parent(s) and teachers encourage the young person to do well.

Constructive use of time

17. Creative Activities — Young person spends three or more hours per week in lessons or practice in music, theatre, or other arts.

18. Youth Programs — Young person spends three or more hours per week in sports, clubs, or organizations at school and/or in the community.

19. Religious Community — Young person spends one or more hours per week in activities in a religious institution.

20. Time at Home — Young person is out with friends "with nothing special to do" two or fewer nights per week.

Internal Assets

Category Asset Name and Definition

Commitment to Learning

21. Achievement Motivation — Young person is motivated to do well in school.

22. School Engagement — Young person is actively engaged in learning.

23. Homework — Young person reports doing at least one hour of homework every school day.

24. Bonding to School — Young person cares about her or his school.

25. Reading for Pleasure — Young person reads for pleasure three or more hours per week.

Positive Values

26. Caring — Young person places high value on helping other people.

27. Equality and Social Justice — Young person places high value on promoting equality and reducing hunger and poverty.

28. Integrity — Young person acts on convictions and stands up for her or his beliefs.

29. Honesty — Young person "tells the truth even when it is not easy."

30. Responsibility — Young person accepts and takes personal responsibility.

31. Restraint — Young person believes it is important not to be sexually active or to use alcohol or other drugs.

Social Competencies

32. Planning and Decision Making — Young person knows how to plan ahead and make choices.

33. Interpersonal Competence — Young person has empathy, sensitivity, and friendship skills.

34. Cultural Competence — Young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds.

35. Resistance Skills — Young person can resist negative peer pressure and dangerous situations.

36. Peaceful Conflict Resolution — Young person seeks to resolve conflict nonviolently.

Positive Identity

37. Personal Power — Young person feels he or she has control over "things that happen to me."

38. Self-Esteem — Young person reports having a high self-esteem.

39. Sense of Purpose — Young person reports that "my life has a purpose."

40. Positive View of Personal Future — Young person is optimistic about her or his personal future.

**Proposed
Richmond Community Services Advisory Committee
Terms of Reference**

Richmond

Proposed
Richmond Community Services Advisory Committee
Terms of Reference

1. Purpose
These Terms of Reference shall apply to the "Richmond Community Services Advisory Committee" (RCSAC).

2. Mandate
The Richmond Community Services Advisory Committee acts as a resource and provides advice to Council regarding social policies and community services which contribute to the general health, well-being and quality of life of Richmond's community members. It also provides a forum to facilitate inter-agency networking and collaboration in order to enhance community capacity.

3. Role
The role of the RCSAC is to carry out the following functions:
3.1 Act as a resource and provide advice to City Council regarding social issues affecting the Richmond community.
3.2 Participate in consultation processes for City strategies, initiatives and policies in response to staff's request for input.
3.3 Act as a conduit for feedback from the community on social matters.
3.4 Undertake work at the request of City Council, the RCSAC membership and the community at large that align with the RCSAC's mandate.
3.5 Provide a forum for social service and community organizations to network, collaborate and learn from one another through information sharing, educational opportunities and joint initiatives.

4. Composition
4.1 Voting Members
RCSAC shall be comprised of representatives of:
4.1.1 Community service organizations
4.1.2 Individual members
4.1.3 Two (2) Citizens at Large appointed by Richmond City Council

Member organizations shall have one (1) designated voting member and one (1) designated alternate, to be identified in writing at the time of application for membership. Each member organization, individual member and Citizen at Large has one (1) vote.

4.2 Council Liaison (Non-Voting)
There shall be one Council Liaison appointed to the RCSAC.

4.3 City Staff Liaison (Non-Voting)
There shall be one Staff Liaison assigned to the RCSAC.

4.4 Recording Secretary (Non-Voting)
There shall be one Recording Secretary assigned to the RCSAC.

5. Recruitment, Selection and Appointment
5.1 Recruitment

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5.1.1 Recruitment of Citizens at Large shall be according to Council policy and procedures (e.g. the City Clerk's office will place appropriate public advertisements in the media to ask for volunteers).

5.1.2 Interested organizations shall apply for membership to the RCSAC by submitting an application form. Organizations shall designate a representative and an alternate who can speak and make decisions on behalf of their organization at the time of application.

5.1.3 Interested individuals shall apply for membership to the RCSAC by submitting an application form.

5.2 Selection

Members of RCSAC shall be selected based on one or more of the following criteria:

5.2.1 Organizational Members

    5.2.1.1.1 Represent a community service organization, community committee or a government agency, ministry or department;

    5.2.1.1.2 Have a mandate or organizational goals and objectives consistent with those of the RCSAC;

    5.2.1.1.3 Have one designated representative and one designated alternate who can speak and make decisions on behalf of their organization, one of whom will attend meetings regularly; and

    5.2.1.1.4 Be able to pay the annual membership fees within six (6) weeks of notice.

5.2.2 Individual Members

    5.2.2.1.1 Must reside or work in Richmond and have a demonstrated interest or involvement in social policy and community service matters.

5.2.3 Citizens at Large

    5.2.3.1.1 Must reside or work in Richmond and have a demonstrated interest or involvement in social policy and community services matters.

5.3 Appointment

Only Citizens at Large shall be appointed by Council. Organizational and individual members do not have to be appointed by Council. Final approval of all applications rests with the RCSAC as a whole, and is guided by the recommendations of the Executive Committee.

6. Structure

6.1 General Membership Committee

The General Membership Committee consists of the following:

6.1.1 Organizational representatives are appointed by member organizations and make up the majority of the membership. They represent a community service organization, community committee or a government agency, ministry or department that have a mandate or organizational goals and objectives consistent with those of the RCSAC.

6.1.2 Individual members do not represent an organization and must reside or work in Richmond and have a demonstrated interest or involvement in social policy and community service matters.

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6.1.3   Citizens-at-Large are appointed by Council.

6.2 Executive Committee
The Executive Committee is the administrative point of contact for the RCSAC and is responsible for the overall direction of the RCSAC. It consists of:
6.2.1   Two (2) Co-Chairs
6.2.2   One (1) Treasurer
6.2.3   Minimum of two (2) to a maximum of four (4) Members at Large
6.2.4   Council Liaison
6.2.5   Staff Liaison

6.3 Subcommittees: Action Groups and Task Forces
6.3.1   Subcommittees are established by a resolution of the General Membership, which will define the Terms of Reference for the sub-committee. Unless otherwise determined, all subcommittees will be time-limited action groups or task forces.
6.3.2   All subcommittees of the RCSAC are chaired by a RCSAC member and may include non-member resource persons from government, private agencies and appropriate organizations serving the community. Unless otherwise directed by the Executive Committee, all subcommittees will automatically dissolve upon acceptance of final reports.

7. Term
7.1   Citizens at Large
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11.2 RCSAC shall prepare and submit:

    11.2.1 For the Year Completed

        11.2.1.1 An annual report; and

        11.2.1.2 A financial statement

    11.2.2 For the Upcoming Year

        11.2.2.1 A proposed work program; and

        11.2.2.2 A proposed budget.

11.3 Richmond City Council will review the RCSAC annual budget submission and may provide funding subject to City budgetary priorities.

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