



City of Richmond

Report to Committee

To: General Purposes Committee

Date: March 24, 2016

From: Cecilia Achiam
Director, Administration and Compliance

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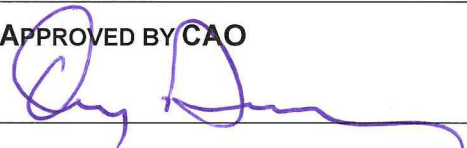
Re: Corporate Operational Service Level Review Update

Staff Recommendation

That the report titled "Corporate Operational Service Level Review Update" from the Director, Administration and Compliance be received for information.

Cecilia Achiam
Director, Administration and Compliance
(604-276-4122)

Att.

REPORT CONCURRENCE	
CONCURRENCE OF FINANCE COST CONTROL & EFFICIENCY SUBCOMMITTEE 	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 
APPROVED BY CAO 	

Staff Report

Origin

At the Finance Committee meeting on July 6, 2015, staff were directed to provide a service level review update in October 2015 to coincide with the budget review process, which was provided. The current service level review cycle commenced in 2012. This report is a regular update of the Corporate Operational Service Level Review Program. The report provides information on the reviews completed and the status of tasks assigned to the Department/Work Unit following their respective reviews.

As per Council direction, this report provides an update to the Corporate Operational Service Level Review (COSLR) Program. This report provides an overview/summary of new Corporate Operational Service Level Reviews completed since the last update. Personnel-related matters or those that may obligate consultation with the Unions are not included.

As indicated when the COSLR Program was first introduced, the CAO intended this program to be an effective administrative tool to assist senior managers' efforts to monitor for opportunities for process efficiencies and to identify means through which to absorb and/or off-set increasing costs, programs or initiatives. The COSLR Program is not specifically a budget cutting tool, although budget reductions may be achieved in some circumstances.

Analysis

A. Corporate Operational Service Level Review Program Results Update

As of the writing of this report, service level reviews have been completed on 37% (31 of 83) of city departments/sections/work units. The Program is currently on target to meet the proposed schedule (Attachment 1) of completing the reviews by mid-2017¹.

B. 2015 Q3 & 4 Corporate Operational Service Level Review Summary

The Corporate Service Level Review Update Q2-2015 Report to Council (dated October 9, 2015) indicated that future update reports will only contain new information on reviews conducted and their respective results in terms of service efficiencies. As a result, previously reported SLR recommendations are not included in this report. However, staff would like to highlight a significant initiative made by the Information Technology Department and the Engineering Department. IT was directed to develop a business case for a web-based submission portal for developers to submit plans electronically and have collaborative electronic reviews by staff. The initiative is in the process of implementation with a planned go-live of the Servicing Agreements by the end of May 2016. Plan reviewers, coordinators, and approvers from both the Planning and Development Division and Engineering Department have undergone training and full end-to-end testing of the system by staff is scheduled in April. The anticipated efficiencies and/or benefits of the new system include the following:

¹ The Richmond Public Library and Gateway Theatre, which report to independent Council-appointed boards, and the RCMP (a contracted service) are excluded from the Corporate Operational Service Level Review Program.

- The system is more environmentally friendly because developers will not need to submit paper copies of their plans;
- The system allows staff to electronically mark-up any changes or revisions, providing a documented history of changes made; and,
- There will be the potential to provide a quicker turnaround of updated plans between the developers and staff.
- This Service Level Review Update report covers the following six Departments/Work Units: Emergency Programs, Human Resources, Parks, Business Licences, Customer Service and Community Social Development. The recommendations were reviewed by the Finance Cost Control and Efficiency (FCCEE) Sub-Committee and endorsed by the CAO. Progress on addressing the assigned tasks for each of the Departments/Work Units to improve their efficiency and/or effectiveness is provided in Attachment 2. All endorsed recommendations are being acted on and/or in progress. Many Work Units have been using the COSLR as a catalyst to make process improvements and realignment of functions to achieve continuous improvement even before formal endorsement of the recommendations.

Common themes of the recommendations:

- Technology is one of the key components to advance many of the process improvement recommendations. The City's investment in the Digital Strategy and improvement to Enterprise systems will be a significant contributor to making continuous improvement possible.

(E.g. Spatial mapping technology such as GIS and electronic records will ensure that crucial information are available in real-time and on demand digitally to improve accuracy and timeliness of information.)
- The establishment of measurable outcomes has been consistently identified as a means to ensure efficient and effective use of resources.
- Many services/programs will require improved coordination across departments and with community partners to better achieve efficiency and effectiveness.

As a result of COSLR recommendations that have corporate-wide impact to inform the Senior Management Team (SMT), Administration and Compliance staff have been directed to carry out in-depth analysis on a number of arising issues. Two reviews have been completed:

Corporate Issue	Task	Outcome
Determine compliance with criteria for approval and the process for issuance of smart phones to employees	Review of Smart Phone Deployment to City Staff	Enhanced control and compliance with guidelines.
Fleet Review	Review of: <ul style="list-style-type: none"> • internal controls related to fuel and assess the CoenCorp Fuel System • identify opportunities to strengthen the management of the City's fleet and assess the Faster Fleet 	Vehicle usage is being optimized.

	Management System-Fleet Utilization	
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Financial Impact

While cost reduction is not an explicit mandate of the COSLR, an opportunity was identified during the reviews of both the Customer Service Section and the Business Licences Section to realign the reporting structure without affecting effectiveness or efficiency of the existing operations. It is intended that one exempt management position will be eliminated through retirement/attrition. Once fully implemented, this would represent a cost saving of approximately \$130,000 annually which can be allocated elsewhere operationally by the Administration.

Conclusion

The mandate for the COSLR Program is on efficiency and effectiveness of City services. While budget reduction is not an explicit mandate of the review, where opportunities occur to consolidate complementary functions, administration and expenditures, it is anticipated that some efficiencies can be achieved to provide some budget offsets. Alternatively, resources freed up by efficiency improvements may be deployed to achieve Council Term Goals or other operational functions as directed by Corporate Administration.

Staff will continue with this practice and provide periodic progress update to Council as directed.



Cecilia Achiam
Director, Administration and Compliance
(604-276-4122)

- Att. 1: Proposed Service Level Review and Target Schedule
2: COSLR Progress Reports

Service Level Review (SLR) Update and Target Schedule

Service Level Review Goals:

- Review operational activities for efficient, effective, and appropriate use of resources;
- Identify process improvement and resource reallocation that can increase efficient and effective service delivery; and
- Identify operational performance indicators and link key metrics to corporate performance measurements to track progress into the future.

By the end of the 2nd Quarter of 2017, 78 of 83 (or 94%) Departments/Sections/Work Units would have undergone a service review.

August 2012 to March 2016:

31 Reviews Completed¹
(37% of 83 Work Units)

No. of Departments/Sections/Work Units	Division	Department/Work Unit	Status
1	Law & Community Safety	Community Bylaws	Completed
5	Finance & Corporate Services	Information Technology <ul style="list-style-type: none"> • IT Administration • Business & Enterprise Systems • Infrastructure Services • GIS & Database Services • Customer Service Delivery 	Completed
1	CAO' Office	Intergovernmental Relations & Protocol Unit	Completed
3	Finance & Corporate Services	City Clerk's Office <ul style="list-style-type: none"> • Operations/Legislative Services • Records & Information • Richmond Archives 	Completed
3	Planning & Development	Transportation <ul style="list-style-type: none"> • Transportation Planning • Traffic Operations 	Completed

¹ Completed = SLR recommendations formulated and reviewed by the Finance, Cost Control and Efficiency (FCCE) Sub-Committee of the Senior Management Team and the Chief Administrative Officer (CAO)

No. of Departments/ Sections/Work Units	Division	Department/Work Unit	Status
		<ul style="list-style-type: none"> Traffic Signal Systems 	
1	Finance & Corporate Services	Administration and Compliance – Economic Development	Completed
1	Law & Community Safety	Emergency Programs	Completed
4	Deputy CAO	Human Resources <ul style="list-style-type: none"> Training & Development Employee & Labour Relations Compensation, Job Evaluation & Recognition Workplace, Health, Safety & Wellness 	Completed
4	Community Services	Parks <ul style="list-style-type: none"> Parks Operations Parks Programs Britannia Parks Planning & Design 	Completed
1	Finance & Corporate Services	Administration and Compliance – Business Licences	Completed
1	Finance & Corporate Services	Administration and Compliance – Customer Service	Completed
6	Community Services	Community Social Development	Completed
31			

19 Reviews Completed by Corporate Service Review Team

No. of Departments/ Sections/Work Units	Division	Department/Work Unit	Status
5	Community Services	Recreation and Sport Services	Pending FCCE Review
4	Community Services	Arts, Culture, Heritage, Major Events and Film	Pending FCCE Review
1	Engineering and Public Works	Roads and Construction Services	Recommendations In Progress
1	Engineering and Public Works	Sewerage and Drainage	Recommendations In Progress
1	Engineering and Public Works	Water Services	Recommendations In Progress
2	Engineering and Public Works	Fleet Operations and Environmental Programs	Recommendations In Progress
1	Engineering and Public Works	Public Works Administration	Recommendations In Progress
3	Engineering and Public Works	Sustainability (District Energy, Community and Corporate Energy, Environment)	Recommendations In Progress
1	Engineering and Public Works	Health and Safety Programs	Recommendations In Progress
19			

Revised Service Level Review (SLR) Schedule April 2016 - June 2017 (subject to change):

No. of Work Units	Division	Work Unit	Target Completion Date
2016			
1	Engineering and Public Works	Engineering-Planning	2 nd Q 2016
1	Engineering and Public Works	Engineering-Design and Construction	2 nd Q 2016
1	Engineering and Public Works	Capital Buildings Project Development	2 nd Q 2016
1	Law and Community Safety	Legal Services	2 nd Q 2016
4	Law and Community Safety	Fire-Rescue	2 nd Q 2016
1	Finance and Corporate Services	Financial Reporting	3 rd Q 2016
1	Finance and Corporate Services	Financial Planning & Analysis	3 rd Q 2016
1	Finance and Corporate Services	Revenue/Taxes	3 rd Q 2016
1	Finance and Corporate Services	Purchasing/Stores	3 rd Q 2016
1	Finance and Corporate Services	Treasury & Financial Services	4 th Q 2016
1	Finance and Corporate Services	Finance Systems	4 th Q 2016
1	Finance and Corporate Services	Payroll	4 th Q 2016
1	Finance and Corporate Services	Real Estate Services	4 th Q 2016
16			
2017			
1	Finance and Corporate Services	Administration & Compliance-Business Advisory Services	4 th Q 2016
1	Finance and Corporate Services	Administration & Compliance-Risk Management	1 st Q 2017
1	Finance and Corporate Services	Administration & Compliance-Corporate Partnerships	1 st Q 2017
1	Finance and Corporate Services	Administration & Compliance-Corporate Compliance	1 st Q 2017
1	Finance and Corporate Services	Administration & Compliance-Performance Measurement	1 st Q 2017
1	Law & Community Safety	Law & Community Safety Administration	1 st Q 2017
1	Planning & Development	Development Applications-Production Centre	2 nd Q 2017
1	Planning & Development	Development Applications-Developments	2 nd Q 2017
1	Planning & Development	Policy Planning	2 nd Q 2017

3	Planning & Development	Building Approvals	2 nd Q 2017
12			

SERVICE LEVEL REVIEW PROGRESS REPORT

April 2016

ATTACHMENT 2

Emergency Programs Law and Community Safety Division

MANDATE
Responsible for providing services to ensure the protection of life, public infrastructure, private property and the environment in the event of an emergency or disaster situation.

TYPE(S) OF SERVICE
<input checked="" type="checkbox"/> Mandatory <input checked="" type="checkbox"/> Traditional <input type="checkbox"/> Discretionary

COUNCIL TERM GOAL(S) 2014-2018
Council Term Goal #1: A Safe Community: Maintain emphasis on community safety to ensure Richmond continues to be a safe community.

FUNCTIONAL AREAS	
1. Planning and Development	2. Implementation and Management

<p><i>Development of City Programs, Services, and Events</i></p> <ul style="list-style-type: none"> Maintaining the emergency and ESS plans (EP Act and requirements for local authorities). Planning for projects and programs. Communicating on, and participating in stakeholder outreach and City collaborations. <p><i>Planning, Policy, Bylaws and Processes</i></p> <ul style="list-style-type: none"> Overseeing all emergency management planning and related policy (Emergency Program Act and requirements for local authorities). Preparing emergency plans (EP Act and requirements for local authorities), e.g. evacuation plan, emergency social services plan, emergency management plan, pandemic plan, etc. Interpreting provincial government policies and requirements. Overseeing all emergency management planning and related policy (Emergency Program Act and requirements for local authorities). Carrying out emergency management plan reviews and reporting on status (Emergency 	<p><i>Delivery of City Programs, Services, and Events</i></p> <ul style="list-style-type: none"> Delivering public and staff education programs including emergency notification (EP Act). Maintaining training exercises and OHS plans (EP Act). Direct design and delivery of events, workshops and EOC tours (include budgeting). Communicating on, and participating in stakeholder outreach and City collaborations. Designing and conducting emergency situation exercises. <p><i>Operation, Management and Maintenance of Assets and Infrastructure</i></p> <ul style="list-style-type: none"> Communicating on emergency events (Emergency Operation Centre). Communicating on, and coordinating efforts in, recovery with emergency situations. Providing leadership on emergency response structures and capabilities. <p><i>Partnerships and Collaboration</i></p> <ul style="list-style-type: none"> Coordinating and overseeing partnerships on critical emergency programs, services and events.
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<p>Program Act and requirements for local authorities).</p> <p><i>Development and Construction of Assets and Infrastructure</i></p> <ul style="list-style-type: none"> • Testing of technologies. • Providing subject matter expertise on capital and emergency IT systems. 	
<p>3. Service Requests and Support</p>	<p>4. Administration</p>
<p><i>Community and Stakeholder Service Requests</i></p> <ul style="list-style-type: none"> • Handling of public inquiries through the Emergency Programs contact telephone number. • Generating and referring of work orders. • Receipt and handling of applications (radio requests, volunteers, presentation or workshops). <p><i>Internal Service Requests</i></p> <ul style="list-style-type: none"> • Handling of Council and internal department requests for information, presentation, and consultation. • Providing information for investigations, if required. <p><i>Capacity Building and Advisory Support</i></p> <ul style="list-style-type: none"> • Providing education and information sessions and materials within and outside of the City. • Creating a staff psycho-socio resilience strategy for the City. • Representing City interests to other local, provincial and federal governments. • Participating in rapid damage assessment teams. 	<p><i>Internal Administration and Logistics</i></p> <ul style="list-style-type: none"> • Initial handling of inquiries and calls. • Processing of mail, couriering and shipping. • Arranging of meetings and catering. • Managing of vehicles assigned to Emergency Programs. • Maintaining office supplies. • Providing oversight of rental agreements. • Managing contracts. • Mapping of processes. • Developing budgets. <p><i>City Grants and Spending</i></p> <ul style="list-style-type: none"> • Handling of contract and response as well as recovery payments. <p><i>Management of City Information</i></p> <ul style="list-style-type: none"> • Managing training records (FOIPPA and PIA requirements) and reporting related to training record management. • Maintaining data in the City databases. • Logging of service requests (Hansen). <p><i>Procurement</i></p> <ul style="list-style-type: none"> • Evaluating procurement options and issues. <p><i>Management of City Staff</i></p> <ul style="list-style-type: none"> • Leading of staff and volunteers. • Hiring of staff. • Providing safe work procedures and guidelines (staff, public volunteers).

PROGRESS REPORT	
HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS	SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)
Completed	
<ul style="list-style-type: none"> Complete project deliverables for the Emergency Notification System and develop a maintenance program to stay current after project delivery. 	<ul style="list-style-type: none"> Emergency Notification System is operational. Maintenance program is in place. Ongoing efforts are on promoting the system to grow the number of subscribers.
In Progress	
<ul style="list-style-type: none"> Clearly define the mandate of the Emergency Programs Department and articulate the service levels for each of the Emergency Programs' four pillars: mitigation, preparedness, response, and recovery. 	
<ul style="list-style-type: none"> Establish measureable outcomes for programs and projects to ensure efficient and effective use of staff resources. 	
<ul style="list-style-type: none"> Work with IT to pursue the following technology-related initiatives that will improve emergency response and help staff/volunteers work more effectively and efficiently: <ul style="list-style-type: none"> ➤ Explore having key emergency-related documents available in real time for use by staff/volunteers in the field. ➤ Explore having key emergency-related documents available in real time for use by staff/volunteers in the field. ➤ Ensure that the development of GIS spatial layer for individual units in multi-family developments meets corporate GIS standards, are kept current and made available for use by other City Departments with proper privacy protocol. ➤ Prepare a business case for the acquisition of emergency management software. 	
<ul style="list-style-type: none"> Plan to accommodate the Emergency Operation Centre (EOC) in a building built to 	

post-disaster standards.	
<ul style="list-style-type: none">• Review the current complement of key liaisons/coordinators in the event of an emergency.	
<ul style="list-style-type: none">• Develop options to ensure accessibility of emergency supplies post-disaster.	

SERVICE LEVEL REVIEW PROGRESS REPORT

April 2016

Human Resources
Deputy CAO's Office

MANDATE
Provide innovative and progressive HR leadership in a manner that positively influences the engagement, development, and productivity of our people, contributes to the creation of our desired organizational culture of high performance and excellence, and, as a result, contributes to achieving the corporate vision, mission, values, and priorities.

TYPE(S) OF SERVICE
<input checked="" type="checkbox"/> Mandatory <input checked="" type="checkbox"/> Traditional <input type="checkbox"/> Discretionary

COUNCIL TERM GOAL(S) 2014-2018
N/A

FUNCTIONAL AREAS	
The Department delivers the following key HR services: Recruitment; Health, Safety and Wellness; Training and Development; Labour Relations; and Compensation and Benefits.	
1. Implementation and Management	2. Planning and Development
<i>Delivery of City Programs, Services and Events</i> <ul style="list-style-type: none">Promote the application of policies and procedures on personnel or staff-related matters.Coordinate investigations and ensure necessary follow through on HR-related issues (e.g. human rights, discrimination, and harassment).Promote and maintain effective union relations.Contribute to all stages of collective bargaining.Promote effective recruitment and selection practices in each employment requisition (e.g. advertising, testing, interviews, educational verification, reference checks, criminal record checks).Administer benefits programs.Implement compensation framework for both exempt and union positions.Oversee and/or contribute to case management, return to work, and accommodation initiatives.Coordinate with departments the delivery of	<i>Development of City Programs, Services and Events</i> <ul style="list-style-type: none">Engage in workforce/succession planning.Conduct training needs assessment (forms basis for all annual training programs) and develop training/learning opportunities in coordination with departments.Develop health and safety programs and policies to meet organizational objectives and legislative requirements.Develop compensation framework for both exempt and union positions. <i>Planning, Policy, Bylaw and Studies</i> <ul style="list-style-type: none">Conduct best practices research, analysis of labour market trends, compensation research/benchmarking, etc.

<p>corporate, divisional individual and legislated training/learning opportunities.</p> <ul style="list-style-type: none"> • Coordinate annual employee performance reviews. • Coordinate Employee Recognition Program. • Promote and coordinate Attendance Awareness Program. • Promote and coordinate workplace health and wellness programs. <p>Compliance and Enforcement</p> <ul style="list-style-type: none"> • Promote the application and compliance with applicable legislation (e.g. Employment Standard Act, Labour Relations Act, Human Rights Code, Occupational Health and Safety Legislation, etc.). • Conduct investigations and worksite inspections. <p>Partnerships and Collaborations</p> <ul style="list-style-type: none"> • Participate in external committees/groups, e.g. Metro Vancouver, safety organizations, etc. 	
<p>3. Service Requests and Support</p>	<p>4. Administration</p>
<p>Internal Service Requests</p> <ul style="list-style-type: none"> • Respond to requests for information/analysis on all employment-related issues. <p>Community and Stakeholder Service Requests</p> <ul style="list-style-type: none"> • Respond to employment-related queries, as requested. <p>Dispute Resolution</p> <ul style="list-style-type: none"> • Assist management in grievances and other internal labour or employee disputes. <p>Capacity Building and Advisory Support</p> <ul style="list-style-type: none"> • Promote Richmond specifically and local government generally as an employer-of-choice (e.g. job fairs). • Provide expert labour relations and HR advice including interpretation of provisions in collective agreements. • Provide subject matter expert direction and implementation on health and safety matters. 	<p>Internal City Administration and Logistics</p> <ul style="list-style-type: none"> • Prepare annual budget. • Maintain personnel data in HR software systems. • Maintain HR content in intranet and internet sites. <p>City Payments and Spending</p> <ul style="list-style-type: none"> • Process payments to vendors, etc. <p>Management of City Records</p> <ul style="list-style-type: none"> • Oversee and safeguard personnel-related records. <p>Procurement</p> <ul style="list-style-type: none"> • Oversee contracts with preferred and other training vendors. <p>Management of City Staff</p> <ul style="list-style-type: none"> • Employee work planning and assignment of responsibilities.

<ul style="list-style-type: none"> • Provide advice on training programs. 	
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PROGRESS REPORT	
HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS	SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)
Completed	
<ul style="list-style-type: none"> • Conduct an overall assessment of HR's current technology systems, with the assistance of IT or a qualified third party, to identify gaps in system requirements to improve delivery of HR services. 	<ul style="list-style-type: none"> • Assessment of business processes and requirements completed; awaiting PeopleSoft system upgrade for 2016.
<ul style="list-style-type: none"> • Analyze HR's business processes to ensure effective delivery of HR services. 	<ul style="list-style-type: none"> • Streamlined HR work flows.
<ul style="list-style-type: none"> • The Manager, People Development to work with Purchasing to develop a preferred list of training consultants/vendors. 	<ul style="list-style-type: none"> • More efficient and consistent delivery of training courses.
<ul style="list-style-type: none"> • Develop a Strategic HR Plan. 	<ul style="list-style-type: none"> • Initiatives and projects for 2016 have been prioritized.
<ul style="list-style-type: none"> • Document the current procedure for recruiting auxiliaries throughout the Corporation and modify the process as necessary to ensure the City is hiring the best qualified candidates. 	<ul style="list-style-type: none"> • Pilot testing of updated procedure underway.
In Progress	
<ul style="list-style-type: none"> • Develop performance measurements for key HR lines of business to enhance management reporting and decision making on its services. 	
<ul style="list-style-type: none"> • Develop a 3-year People Development Strategy. 	
<ul style="list-style-type: none"> • Develop a comprehensive, corporate-wide Succession Plan. 	
<ul style="list-style-type: none"> • Coordinate the offering of foundational training courses for Managers. 	

SERVICE LEVEL REVIEW PROGRESS REPORT

April 2016

Parks Department Community Services Division

MANDATE
Provide leadership in the strategic planning, design, construction, programming and maintenance of Richmond's parks and open space system; oversee animal control and animal shelter operations through contracted services; and, operates the Britannia Heritage Shipyard National Historic Site, undertakes waterfront programming, and the Ships to Shore Canada Day Event.

TYPE(S) OF SERVICE
<input checked="" type="checkbox"/> Mandatory <input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Discretionary

COUNCIL TERM GOAL(S) 2014-2018
Council Term Goal #2: A Vibrant, Active, and Connected City Council Term Goal #3: A Well-Planned Community Council Term Goal #4: Leadership in Sustainability Council Term Goal #5: Partnerships and Collaboration Council Term Goal #6: Quality Infrastructure Networks Council Term Goal #9: A Well-Informed Citizenry

FUNCTIONAL AREAS	
The Department is divided into the following sections: Parks Planning & Design, Parks Operations, Parks Programs, and Britannia.	
Parks maintains over 2100 acres of land including: 121 park properties, outdoor athletic and sport amenities, playgrounds, street medians, boulevards, 60 km of trails, the City Tree Nursery, the urban forest of approximately 60,000 trees, and 54 school/park property sites.	
1. Implementation and Management	2. Planning and Development
<i>Operation, Management and Maintenance of Assets and Infrastructure</i> <ul style="list-style-type: none">• Conduct safety audits, staff safety training and safety inspections.• Ensure on site safety and proper dock management.• Maintain parks, boulevards, medians, City facility grounds, trails, plazas, furniture and all existing infrastructure.• Salt and remove snow at City facilities, walkways and pathways.• Manage urban trees (forest).• Maintain street and park trees, and operations of the City tree nursery.• Manage natural areas and wildlife.	<i>Development and Construction of Assets and Infrastructure</i> <ul style="list-style-type: none">• Design individual parks, trails, natural areas, water front areas and open spaces.• Manage design and construction of Richmond's docks, piers, and publicly accessible waterfront.• Design, maintain inventory, and arrange for manufacturing of parks signage.• Conduct field reviews during construction.• Construct park infrastructure.• Liaise with the development community and provide oversight on parks and open space aspects of any reporting or development agreement.

- Manage civic horticulture.
- Participate in processes to develop new technology.
- Provide for GIS and park open space asset management.
- Engage in mapping, GIS database management and technical support.
- Liaise with the Britannia Heritage Shipyard Society Board on, and directly undertake, repair and maintenance within appropriate standards for historic vessels.
- Manage the Steveston Historic Waterfront.
- Maintain grass fields and set rates for the use of City fields.
- Manage buildings and four park community facilities.
- Manage invasive species.
- Implement pest control best practices, products and equipment.
- Manage small and large parks' equipment along with other City park assets.

Delivery of City Programs, Services and Events

- Set up, take down, and traffic control at special events.
- Oversee and support City and special events as well as public and school tours, and public programs broadly based upon the historic and boat building activities on the site.
- Provide for the preservation, restoration and rehabilitation of the site.
- Coordinate and deliver food security activities and urban agriculture city-wide.
- Festive and seasonal outdoor lighting, e.g. Christmas lights city-wide.
- Produce parks and corporate special events.
- Provide for visitor access, greetings, information, demonstrations and activities on site.
- Ensure self-guided tour information and interpretive signage is available.
- Provide interpretation at the Britannia Shipyard Historic site regarding local history.
- Create and maintain exhibits at Britannia.

- Manage and store as-built drawings for parks and open space.
- Calculate eligibility of parks development cost charge credits.
- Review and prepare Servicing Agreements for rezoning and development applications that include public parks and publicly accessible open space.
- Manage park and open space construction.

Development of City Programs, Services and Events

- Prepare park specific resource management plans to guide maintenance and operations.
- Prepare and implement strategic plans.
- Support planning and design in public engagement processes.
- Engage in public consultation with residents and stakeholder groups on major parks capital projects.
- Prepare graphic and media materials in support of public consultation.
- Operate and deliver programs of the Richmond Nature Park and Kinsmen Pavilion in conjunction with the Richmond Nature Park Society.
- Coordinate the Richmond Street Banner program.
- Coordinate the Partners for Beautification program.
- Facilitate delivery of community programs in parks and park facilities.
- Provide planning and operational support for community special events on public land.

Planning, Policy, Bylaw and Studies

- Engage the community in the stewardship and activation/animation of parks and open spaces.
- Conduct ongoing research and best practices.
- Plan for growth in the parks open space system including the five year Parks capital plan, park and open space master plans and designs (major and minor capital projects, average of five plans per year).
- Acquire parkland.

<p><i>Partnerships and Collaborations</i></p> <ul style="list-style-type: none"> • Maintain School Board outdoor fields/parks. • Liaise with the Richmond Food Security Society for management of urban agriculture/food security programs. • Manage the Steveston Historic Site Building Committee. • Liaise with other organizations on operational issues, joint marketing and provision of meeting and dock space. • Coordinate urban agriculture initiatives. • Maintain accessible waterfront development and coordination of dredging in marine recreation areas. <p><i>Compliance and Enforcement</i></p> <ul style="list-style-type: none"> • Support compliance and enforcement for trees on public land. 	
<p>3. Service Requests and Support</p>	<p>4. Administration</p>
<p><i>Internal Service Requests</i></p> <ul style="list-style-type: none"> • Support corporate and city wide initiatives and projects. • Respond to internal customer requests/ service other City departments. • Report to committee and Council. <p><i>Community and Stakeholder Service Requests</i></p> <ul style="list-style-type: none"> • Respond to emergencies. • Respond to public inquire. <p><i>Capacity Building and Advisory Support</i></p> <ul style="list-style-type: none"> • Provide Board development and other training to associations. • Provide training on operations and certification. • Communicate, market and liaise with community groups, external agencies and other levels of government. 	<p><i>Internal City Administration and Logistics</i></p> <ul style="list-style-type: none"> • Calculate operational budget impacts. • Administer the Britannia Heritage Shipyard Society service agreement. • Manage contracts for maintenance. • Administer contracts with community user groups. • Manage animal control enforcement and animal shelter operations through contracted services. <p><i>City Grants and Spending</i></p> <ul style="list-style-type: none"> • Administer grants. <p><i>Management of City Information</i></p> <ul style="list-style-type: none"> • Manage asset information (Hansen). • Manage the Parks database. <p><i>City Revenue Management</i></p> <ul style="list-style-type: none"> • Prepare and administer the developer cost charges. • Apply for and receive grants. <p><i>Procurement</i></p> <ul style="list-style-type: none"> • Prepare and issue RFP's, RFQ's, and REOI's.

	<p>Management of City Staff</p> <ul style="list-style-type: none"> • Manage Parks staff. • Manage caretakers. • Manage site staff and caretaker arrangements. • Manage volunteers including training and scheduling.
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PROGRESS REPORT	
HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS	SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)
<i>In Progress</i>	
<ul style="list-style-type: none"> • Identify additional alternative operational models and/or satellite locations for storage of large and/or small equipment to reduce Parks Operations staff travel time from the Works Yard to their job location. 	
<ul style="list-style-type: none"> • Update the Parks Level of Service document to better capture the staff resources required and cost for maintaining Parks assets. 	
<ul style="list-style-type: none"> • Develop standards of work for key Parks Operations activities to document the levels of service and assist Foremen to train and monitor their Parks crew. 	
<ul style="list-style-type: none"> • Maximize the use of the Hansen system to assist with work management (work orders), customer service, asset inventory, and management reporting. 	
<ul style="list-style-type: none"> • Create and publish metrics to measure implementation of the Parks and Open Space Strategy. 	
<ul style="list-style-type: none"> • Explore opportunities for synergies of all City waterfront assets to gain operational efficiencies: <ul style="list-style-type: none"> ➤ Revisit the Britannia governance model in conjunction with the Britannia Strategic Plan 2014-2018 and all other waterfront heritage resources in Steveston. ➤ Complete marine fleet review to determine which assets are owned by the 	

**Service Level Review Progress Report
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Parks Department

Britannia Shipyard Heritage Society and by the City of Richmond to determine maintenance liability asset management costs to the City.	
<ul style="list-style-type: none">• Review the management of caretaker contracts.	
<ul style="list-style-type: none">• Fast track the capturing of Parks data into the GIS system to improve resource management of park assets and inventory.	

SERVICE LEVEL REVIEW PROGRESS REPORT

April 2016

Business Licences Section
Administration and Compliance Department
Finance and Corporate Services Division

MANDATE
Responsible for regulating and issuing a licence for the carrying on of a commercial or industrial undertaking of any kind or nature or the providing of professional, personal, or other services for the purpose of gain or profit, either in or from premises within the City, or within the City from premises located elsewhere.

TYPE(S) OF SERVICE
<input type="checkbox"/> Mandatory <input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Discretionary

COUNCIL TERM GOAL(S) 2014-2018
Council Term Goal #8: Supportive Economic Development Environment: Review, develop and implement plans, policies, programs and practices to increase business and visitor appeal and promote local economic growth and resiliency.

FUNCTIONAL AREAS	
1. Implementation and Management	2. Planning and Development
<p><i>Delivery of City Programs, Services and Events</i></p> <ul style="list-style-type: none">• Manage business licence renewals/inactive cases. <p><i>Compliance and Enforcement</i></p> <ul style="list-style-type: none">• Conduct Regulations inspections.• Conduct new Licence inspections.• Conduct taxi inspections.• Issue warnings and fines.• Work with Law Department re: prosecution of cases.• Compliance with the Sign Bylaw. <p><i>Dispute Resolution</i></p> <ul style="list-style-type: none">• Manage business licence files that are for reconsideration, suspension, refusal, etc. <p><i>Operation, Management and Maintenance of Assets and Infrastructure</i></p> <ul style="list-style-type: none">• Oversee online renewal processes/applications.• Maintain Business Licence web page.	<p><i>Development of City Programs, Services and Events</i></p> <ul style="list-style-type: none">• Integrate sign and business licence approval and inspection processes.• Work with IT to develop on line application forms and processes. <p><i>Planning, Policy, Bylaw and Studies</i></p> <ul style="list-style-type: none">• Prepare Bylaw amendments.• Develop new Sign Bylaw to minimally address "de-cluttering".

<p>Partnerships and Collaborations</p> <ul style="list-style-type: none"> • Liaise with other municipalities on the maintenance and expansion of the Inter-Municipal Business Licence Program. 	
<p>3. Service Requests and Support</p>	<p>4. Administration</p>
<p>Internal Service Requests</p> <ul style="list-style-type: none"> • Respond to inter-departmental inquiries. • Prepare reports to Council (RTC) to implement bylaw, Business Licence suspension or cancellation/Council referrals. <p>Community and Stakeholder Service Requests</p> <ul style="list-style-type: none"> • Public inquiries (via phone calls, e-mails, in-person, etc.). • New Business Licences - from processing of applications to issuance (home occupation, non-resident, commercial/industrial premises, inter-municipality). • Liquor Licences. • Commercial Decals. <p>Capacity Building and Advisory Support</p> <ul style="list-style-type: none"> • Liaison to Liquor Control Licence Board (LCLB), RCMP, Provincial Transportation Board (PTB). • Liaison to Taxi/Provincial Passenger Transportation Board (PTB). 	<p>Internal City Administration and Logistics</p> <ul style="list-style-type: none"> • Streamline processes. • Seek and provide inter-departmental feedback on bylaw revision, policy procedures and systems related to business licencing. <p>Management of City Records</p> <ul style="list-style-type: none"> • Data entry. • Canvassing to verify/update data on Amanda. <p>City Revenue Management</p> <ul style="list-style-type: none"> • Budget preparation and expenditures. • Management of overdue accounts and collections. • Billing and collecting permit application, licencing and late fees. <p>Procurement</p> <ul style="list-style-type: none"> • Procure specialized supplies as required to support new and renewal of business licences (e.g. dog walker's vest, commercial decals, etc.). <p>Management of City Staff</p> <ul style="list-style-type: none"> • Staffing recruitment and development.

PROGRESS REPORT	
HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS	SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)
Completed	
<ul style="list-style-type: none"> • Incorporate the sign permit requirement into the business licence application process. 	<ul style="list-style-type: none"> • Improved customer service and compliance with City requirements.
In Progress	
<ul style="list-style-type: none"> • Complete the documentation of processes and standard operating procedures (SOPs) to 	

ensure seamless customer service.	
<ul style="list-style-type: none"> • In conjunction with the Customer Service Section, develop a harmonized plan that will ensure business licence applications received by Customer Service staff at the beginning of the application process are complete and accurate. 	
<ul style="list-style-type: none"> • Pursue initiatives that inform and educate the business community about business licence regulations to ensure compliance with regulatory requirements. 	
<ul style="list-style-type: none"> • Develop an action plan for the timely collection of unpaid business licence fees. 	
<ul style="list-style-type: none"> • Work with Building Approval and other departments/agencies to complete necessary inspections to reduce wait time of business licences. 	
<ul style="list-style-type: none"> • Work with IT to develop and implement the online business licence application system. 	
<ul style="list-style-type: none"> • Work with the Project Manager on Corporate Performance to finalize the list of performance measures. 	
<ul style="list-style-type: none"> • Harmonize elements and relevant definitions of the Business Licence Bylaw to other related City Bylaws (e.g. Zoning, Discharge of Firearms, etc.) to ensure consistency of interpretation. 	

SERVICE LEVEL REVIEW PROGRESS REPORT

April 2016

Customer Service Section Administration and Compliance Department Finance and Corporate Services Division

MANDATE

Customer Service serves as the first point of contact for all City services. For individuals and businesses, this contact may be in person, on the telephone or online.

TYPE(S) OF SERVICE

☐ Mandatory

☒ Traditional

☒ Discretionary

COUNCIL TERM GOAL(S) 2014-2018

Council Term Goal #9: **A Well-Informed Citizenry:** Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged on City business and decision making.

FUNCTIONAL AREAS

The Section is divided into Information Centre & Switchboard; Building Records; Zoning & Signs; Permits & Licences; and City Hall Rentals & Operations.

1. Implementation and Management

Delivery of City Programs, Services and Events

- Provide a "one stop shop" information and application services to the public (Information Centre & switchboard, building records, bylaw inquiries, application intake, City Hall rental and coordination of day to day operations of City Hall and Annex buildings).
- Take in over 30 types of permit applications (e.g. building, development, trade, dog license, commercial decals, etc.).
- Maintain building permit records and other related material.
- Assist with Special Events (e.g. Remembrance Day, Volunteer Appreciation Event, United Way, etc.).
- Oversight of Personal Carpool Program (in conjunction with Transportation).

Compliance and Enforcement

- Sign Bylaw compliance.
- Parking – advise Community Bylaws for enforcement of City Hall parking from time to time.

2. Planning and Development

Development of City Programs, Services and Events

- Develop and amend Administrative Directives related to City Hall functions as required.

Planning, Policy, Bylaw and Studies

- Provide input into reviews of application processes as the primary "intake" centre for over 30 types of permit applications.

<ul style="list-style-type: none"> • Send out reminder notices to businesses to apply for sign permit. <p>Operation, Management and Maintenance of Assets and Infrastructure</p> <ul style="list-style-type: none"> • Coordinate City Hall building maintenance and repairs. <p>Partnerships and Collaborations</p> <ul style="list-style-type: none"> • Support events that take place at City Hall (e.g. Winter Wonderland, public open houses, etc.). <p>Performance Measurement</p> <ul style="list-style-type: none"> • 5000 service requests/month (phone, in person, on line). 	
<p>3. Service Requests and Support</p>	<p>4. Administration</p>
<p>Internal Service Requests</p> <ul style="list-style-type: none"> • Re-direct customer service inquiries/complaints to appropriate Departments and follow up if no action has been taken. • Oversight of Service Directory. • Work with various Departments on a variety of matters (e.g. application intake, information requirements, etc.). <p>Community and Stakeholder Service Requests</p> <ul style="list-style-type: none"> • Respond to general phone inquiries (switchboard). • Respond to more specific inquiries (e.g. related to permit applications, etc.). • Respond to general customer service outlook mailbox. • Receive & conduct review of 30 types of permit applications (Five types of permits that are considered the “largest” in terms of number and \$ received – building, plumbing, sprinkler, trees, demolitions). • Receive and conduct preliminary review of business licence applications. • For most permits, responsible for front and back end only of application process (i.e. other Departments are responsible for detailed review and approval of permit). • Responsible for sign permits from “end to 	<p>Internal City Administration and Logistics</p> <ul style="list-style-type: none"> • Coordinate use of City Hall – fire plans/drills, emergency situations, parking, first aid/wardens. • Provide support for visitors and delegations to City Hall (in coordination with Intergovernmental Relations and Protocol Unit). • Coordinate use of Annex (similar to above). • Responsible for supplies (e.g. flipcharts) and equipment in all meeting rooms. • Responsible for podium and all AV equipment. • Coordinate logistics for press conferences (e.g. podium, availability of area, etc.). • Responsible for storage of decorations, e.g. Christmas trees, seasonal decor, etc. • Responsible for receiving deliveries and for shipping. • Oversight of coffee shop contract. • Direct security and custodial (BSWs) staff, as needed, and with permission from the Facilities Section. • Responsible for staff parking decals, temporary parking passes, assignment of designated spots, etc. • Coordinate fleet vehicles used during business/work hours.

<p>end” – from receipt of application to permit issuance.</p> <ul style="list-style-type: none"> • Issue replacement recycling bins/bags. <p>Dispute Resolution</p> <ul style="list-style-type: none"> • Provide front line conflict resolution as situations occur (e.g. parking ticket dispute, complaints on City services, processing time, etc.). 	<p>Management of City Records</p> <ul style="list-style-type: none"> • Scanning of building permit drawings. • Repository of information brochures/pamphlets, City publications, statistical information for members of the public. • Generate some bulletins. • Keep up-to-date with information the public wants. <p>City Revenue Management</p> <ul style="list-style-type: none"> • Receive payment for permit applications. • Receive payment for fines (e.g. parking tickets). • Receive payment for City Hall rentals. <p>Management of City Staff</p> <ul style="list-style-type: none"> • Health & Safety Committee for City Hall (Manager – Chair).
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PROGRESS REPORT	
HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS	SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)
<i>In Progress</i>	
<ul style="list-style-type: none"> • Determine the level of service at the Front of House through the collection and analysis of meaningful data on a consistent basis. 	
<ul style="list-style-type: none"> • Develop a proper orientation, training, and internal communication plan for Customer Service staff (i.e. regular and auxiliary) to ensure staff are equipped with the necessary knowledge to provide Front of House customers with reliable information consistently. 	
<ul style="list-style-type: none"> • Evaluate current tools that are used to keep Front of House staff abreast of up-to-date information (e.g. Service Directory), and determine and implement the most effective tools. 	
<ul style="list-style-type: none"> • Conduct both internal and external best practices research on Front of House service delivery systems and adopt appropriate 	

**Service Level Review Progress Report
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Customer Service Section

improvements.	
<ul style="list-style-type: none">• Pursue improvement ideas as identified through the process mapping exercises to enhance work processes.	
<ul style="list-style-type: none">• Work with Business Licences on a plan to ensure business licence applications received by Customer Service staff at the beginning of the application process are complete and accurate.	
<ul style="list-style-type: none">• Continue the mapping of Front of House business processes, particularly those that start at the Front of House and involve other Departments to complete the work (e.g. permit applications) to ensure potential gaps are identified and the work is streamlined.	
<ul style="list-style-type: none">• Work with the Project Manager, Corporate Performance, to finalize the list of performance measures.	

SERVICE LEVEL REVIEW PROGRESS REPORT

April 2016

Community Social Development Department Community Services Division

MANDATE
To work cooperatively with other agencies in the development of networks, programs and processes to promote social interaction and cultural enrichment. The Community Social Development Department acts as a catalyst to build capacity within the city to address social development and service delivery issues in a more focused, coordinated, effective and productive manner.

TYPE(S) OF SERVICE
<input type="checkbox"/> Mandatory <input type="checkbox"/> Traditional <input checked="" type="checkbox"/> Discretionary

COUNCIL TERM GOAL(S) 2014-2018
<p>Council Term Goal #2: A Vibrant, Active, and Connected City: To weave together a strong community fabric of programs, services and infrastructure that result in a healthy, vibrant, and sustainable City.</p> <p>Council Term Goal #3: A well-Planned Community: Adhere to effective planning and growth management practices to maintain and enhance the livability, sustainability and desirability of our City and its neighbourhoods and to ensure the results match the intentions of our policies and bylaws.</p>

FUNCTIONAL AREAS	
The Department is organized around six functional areas: Social Planning, Affordable Housing, Youth Services, Seniors Services, Child Care, Diversity Services and Cultural Diversity.	
1. Ongoing Implementation and Management	2. Planning and Development
<p><i>Delivery of City Programs, Services and Events</i></p> <ul style="list-style-type: none"> Operate and maintain (in collaboration with Facilities) a City facility in the delivery of seniors services. Collaborate with City Advisory Committees, community agencies, and the general public, ensuring that sound information and advice are provided. Engage the community and provide opportunities to support community groups and stakeholders (e.g. capacity building). <p><i>Partnerships and Collaborations</i></p> <ul style="list-style-type: none"> Develop and maintain effective relationships with community partners and Associations such as the Richmond Centre for Disability, Richmond Addictions and Minoru Seniors Society. Liaise and foster relationships with granting organizations, sponsors and donors, 	<p><i>Development of City Programs, Services and Events</i></p> <ul style="list-style-type: none"> Provide leadership and innovation on the development of affordable housing rationales, policies, initiatives, guidelines, and information to build awareness about as well as support for the development of, and access to, affordable housing. Facilitate qualitative and quantitative data collection pertaining to youth and seniors. Planning and implementation of the City's Social Development Strategy, Youth Services Plan, Seniors Plan and other relevant City strategies and plans. Design programs and services to ensure the City meets the needs of Richmond's diverse communities. <p><i>Planning, Policy, Bylaws and Studies</i></p> <ul style="list-style-type: none"> Research and analyze quantitative and qualitative data on a range of social issues.

<p>deliverables.</p> <ul style="list-style-type: none"> • Liaise and partner with community organizations to run programs and services.¹ • Liaise with other government agencies. • Provide for the oversight of relationships with community partners and groups in Richmond, as well as art groups outside of the region. <p>Performance Measurement</p> <ul style="list-style-type: none"> • Prepare, monitor and report out on Strategy and Service Plan outcomes. • Develop and report out on deliverables and Departmental indicators. • Provide leadership and insight to qualitative and quantitative data collection pertaining to the individual sections in the Department (e.g. youth and seniors). 	<ul style="list-style-type: none"> • Oversee, manage, and provide strategic direction for Community Social Development. • Provide comments and advice on community planning initiatives and development proposals • Conduct strategic and organizational planning to set the directions for the department, and ensuring alignment with corporate strategic goals as well as describing the actions and initiatives contributing to Council Term Goals. • Prepare and manage operating and capital budgets. • Develop all communication, marketing, promotional², and media messaging materials to inform, increase awareness and elicit support. • Collaborate with City departments in negotiations and the development of legal agreements.
<p>3. Service Requests and Support</p> <p>Internal Service Requests</p> <ul style="list-style-type: none"> • Prepare correspondence, answer inquiries and provide information to senior administration and Council. <p>Community and Stakeholder Service Requests</p> <ul style="list-style-type: none"> • Provide responses and referrals (if required) to inquiries (front desk, phone, email, and letters). • Receive and respond to referrals to City programs (e.g. Roving Leader Program, Fee Subsidy Program). • Respond to and provide presentations to community partners and stakeholders (e.g. meetings, workshops, conferences). <p>Dispute Resolution</p> <ul style="list-style-type: none"> • Receive and respond to complaints. 	<p>4. Administration</p> <p>Internal City Administration and Logistics</p> <ul style="list-style-type: none"> • Provide clerical support. • Write, edit and provide guidance on staff reports and other communication with Council. • Provide management, administrative and policy development support. • Provide reports and memos to Council. • Provide correspondence to the public on behalf of Council and City Administration. • Prepare RFP's, EOI's and Information Bulletins. <p>City Payments and Spending</p> <ul style="list-style-type: none"> • Monitor and reconcile the reserve fund as well as the capital and operating budget. • Coordinate, monitor and reconcile budget for Fee Subsidy Program. • Coordinate and manage the City grant program. <p>Management of City Staff</p>

¹ Examples include those offered through BC Centre for Elder Advocacy and Support, Richmond Health Services, Volunteer Richmond Information Services, Alzheimer's Society, Diabetes Society, Arthritis Society, RCCS and SUCCESS

² Include City website content, flyers, posters, news releases and advertising

	<ul style="list-style-type: none"> • Supervise, lead, and direct the work programs of the Section's union and exempt employees and their subordinates. • Provide ongoing leadership and coaching to staff. • Succession planning for staff who are subject matter experts. • Training and sharing of information with other City and Divisional staff (e.g. Fee Subsidy Program, Cultural Diversity training).
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PROGRESS REPORT	
HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS	SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)
<i>In Progress</i>	
<ul style="list-style-type: none"> • Establish/re-evaluate service levels for each of the disciplines in the Department, review the existing staff complement across the Department, and deploy staff around Council priorities/strategies, departmental functional areas, and accountability. 	
<ul style="list-style-type: none"> • Within six months, develop an implementation plan and measurable performance targets and timeline, in conjunction with the Recreation and Sport Department, community association partners and stakeholders, for the delivery of efficient services to seniors/older adults to meet the Seniors Strategy. 	
<ul style="list-style-type: none"> • Develop an implementation plan and measurable performance targets and timeline, in conjunction with the Recreation and Sport Department, community association partners and stakeholders, for the delivery of efficient services to youths to meet the Youth Strategy. 	
<ul style="list-style-type: none"> • Collect and analyze program or service-related information on a consistent basis and develop meaningful targets and measures to evaluate ongoing program/service performance. 	
<ul style="list-style-type: none"> • Implement improvement ideas as identified 	

through the process mapping of a cultural diversity-related event.	
<ul style="list-style-type: none">Over the next six months, continue with the mapping of other business processes in the Department (e.g. in the youth referral program, processing of applications under the fee subsidy program, affordable housing and child care services) to assist with the identification of continuous improvement ideas.	
<ul style="list-style-type: none">Work with HR on the development of training opportunities to share the expertise of this Department (e.g. cultural diversity, aging population, youth, etc.) across the Community Services Division and corporate-wide to enhance planning and delivery of programs.	