



## General Purposes Committee

Anderson Room, City Hall  
6911 No. 3 Road

Monday, April 18, 2016  
4:00 p.m.

Pg. #      ITEM

### MINUTES

**GP-3**

*Motion to adopt the minutes of the meeting of the General Purposes Committee held on April 4, 2016 and the minutes of the special meeting of the General Purposes Committee held on April 11, 2016.*



### COUNCIL/SCHOOL BOARD LIAISON COMMITTEE

Councillor Linda McPhail

1. **SWIS (SETTLEMENT WORKERS IN SCHOOLS) ADVOCACY**  
(File No. 01-0005-01) (REDMS No. 4983328)

**GP-9**

See Page GP-9 for related materials

### RECOMMENDATION

*That the City of Richmond be requested to consider:*

*That a letter be sent to the Federal Minister of Immigration, Refugees and Citizenship in support of increased and ongoing funding for the Settlement Workers in Schools (SWIS) Program, as described in the attached materials provided through the Council School Board Liaison Committee.*

## COMMUNITY SERVICES DIVISION

2. **CANADA 150 COMMUNITY CELEBRATION FUNDING PROGRAM**

(File Ref. No. 11-7000-01) (REDMS No. 4947473 v. 3)

GP-13

See Page GP-13 for full report

*Designated Speaker: Jane Fernyhough*

### STAFF RECOMMENDATION

- (1) *That the Community Celebration Grant Program and the criteria, as outlined in the staff report titled “Canada 150 Community Celebration Grant Program” dated March 31, 2016 from the Director, Arts, Culture and Heritage Services be approved; and*
- (2) *That \$150,000 from the Council Community Initiatives Fund be allocated to fund this program.*

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## FINANCE AND CORPORATE SERVICES DIVISION

3. **CORPORATE OPERATIONAL SERVICE LEVEL REVIEW UPDATE**

(File Ref. 01-0300-35-001) (REDMS No. 4934687 v. 7)

GP-20

See Page GP-20 for full report

*Designated Speaker: Cecilia Achiam*

### STAFF RECOMMENDATION

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

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## ADJOURNMENT

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## General Purposes Committee

Date: Monday, April 4, 2016

Place: Anderson Room  
Richmond City Hall

Present: Acting Mayor Carol Day, Chair  
Councillor Chak Au  
Councillor Derek Dang  
Councillor Ken Johnston  
Councillor Alexa Loo  
Councillor Bill McNulty  
Councillor Linda McPhail  
Councillor Harold Steves

Absent: Mayor Malcolm D. Brodie

Call to Order: The Chair called the meeting to order at 4:00 p.m.

### MINUTES

It was moved and seconded

*That the minutes of the meeting of the General Purposes Committee held on March 21, 2016, be adopted as circulated.*

**CARRIED**

### FINANCE AND CORPORATE SERVICES DIVISION

1. **CREDIT CARD PAYMENT SERVICE FEE BYLAW NO. 9536**  
(File Ref. No. 03-0900-01/2015-Vol 01) (REDMS No. 4840527 v. 3)

## General Purposes Committee

Monday, April 4, 2016

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Ivy Wong, Manager, Revenue, and Venus Ngan, Manager Treasury and Financial Services, offered comments on the proposed credit card payment service fee, noting that (i) the City will be terminating ePost services at some point in the future and subscribers will be notified electronically, (ii) the proposed program will be implemented as a pilot project and credit card users will be charged a credit card service fee 1.75%, and (iii) staff will provide periodic updates on the proposed program.

It was moved and seconded

- (1) *That the City accept credit card payments for online property tax and online utility payments as a pilot project effective August 1, 2016;*
- (2) *That the City charge a service fee of 1.75% for online property tax and online utility payments to recover the credit card fees, and that the rate setting be revisited at the completion of the pilot project;*
- (3) *That the Credit Card Payment Service Fee Bylaw No. 9536 be introduced and given first, second and third readings; and*
- (4) *That The City's 2016 Capital Budget be amended to include the Tempest Application Project in the amount of \$100,000 and that the 5-Year Financial Plan (2016-2020) be amended accordingly.*

**CARRIED**

## ENGINEERING AND PUBLIC WORKS DIVISION

### 2. **IMPROVED ENERGY EFFICIENCY IN DISTRICT ENERGY CONNECTED BUILDINGS**

(File Ref. No. 10-6125-07-01/2016-Vol 01) (REDMS No. 4905885 v. 10)

It was moved and seconded

*That Richmond Zoning Bylaw 8500, Amendment Bylaw 9531 be introduced and given first reading.*

**CARRIED**

### 3. **FEDERAL FUNDING FOR MAYORS' COUNCIL 10-YEAR PLAN FOR TRANSPORTATION AND TRANSIT "SHOVEL READY" PROJECTS**

(File Ref. No. 01-0154-03/2016-Vol 01) (REDMS No. 4966813)

In reply to queries from Committee, Victor Wei, Director, Transportation, noted that the P3 Federal funding model is separate from the proposed Federal funding committed for transportation and transit "shovel ready" projects.



## General Purposes Committee

Monday, April 4, 2016

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It was moved and seconded

*That the staff report titled "Federal Funding for Mayors' Council 10-Year Plan for Transportation and Transit 'Shovel Ready' Projects," dated March 30, 2016 from the Director of Transportation, be received for information.*

**CARRIED**

### COMMUNITY SERVICES DIVISION

4. **FEDERAL MINISTER FOR SENIORS AND AGING**

(File Ref. No. 07-3400-01/2016-Vol 01 v. 2) (REDMS No. 4965973 v. 2)

Discussion ensued with regard to providing copies of the letter to the Federal Government to Richmond Members of the Legislative Assembly and Members of Parliament.

It was moved and seconded

- (1) *That a letter be written to the Federal Government respectfully requesting that consideration be given to appointing a Minister for Seniors and Aging; and*
- (2) *That copies of the letter be forwarded to Richmond Members of the Legislative Assembly and Richmond Members of Parliament.*

**CARRIED**

### ADJOURNMENT

It was moved and seconded

*That the meeting adjourn (4:10 p.m.).*

**CARRIED**

Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, April 4, 2016.

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Acting Mayor Carol Day  
Chair

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Evangel Biason  
Legislative Services Coordinator



## Special General Purposes Committee

Date: Monday, April 11, 2016

Place: Anderson Room  
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair  
Councillor Chak Au  
Councillor Derek Dang  
Councillor Carol Day  
Councillor Ken Johnston  
Councillor Alexa Loo  
Councillor Bill McNulty  
Councillor Linda McPhail  
Councillor Harold Steves

Call to Order: The Chair called the meeting to order at 4:06 p.m.

### LAW AND COMMUNITY SAFETY DIVISION

1. **POLICE SERVICES REVIEW PUBLIC CONSULTATION RESULTS**  
(File Ref. No. 09-5350-01; 09-5350-08-01) (REDMS No. 4965009 v. 6; 4971992)

Anna Lilly, FleishmanHillard (representing the Mustel Group), explained that (i) the consultation report summarizes public opinion, which was derived based on consultation processes and input received from citizens and stakeholders (ii) consultation materials were previewed by Council (iii) most of the 644 responses to the Mustel public opinion poll were received from residents, exceeding the City's typical response rate (iv) results of the Mustel poll and the LetsTalkRichmond survey were consistent and (v) the consultation process identified a preference to maintain the RCMP as the police services provider for the City.

Ms. Lilly reviewed some of the key concerns conveyed by respondents, which related to (i) significant costs associated with switching to an independent police force and (ii) a lack of rationale for considering a change.

Ted Townsend, Senior Manager, Corporate Communications, concurred that respondents were generally pleased with the services provided by the RCMP.

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## Special General Purposes Committee

### Monday, April 11, 2016

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In response to questions from Committee, Ms. Lilly provided the following additional comments:

- some respondents questioned whether the City should consider taking a leadership role in investigating the feasibility of a regional police force;
- the Mustel poll's sample size of randomly recruited residents was considered a reliable reflection of the community, for the purpose of deriving public opinion; the degree of participation in the poll exceeded accepted standards;
- key differences between the Mustel poll and the LetsTalkRichmond survey, included:
  - the survey respondents self-participated, while the poll respondents were recruited; and
  - the poll occurred prior to the survey;
- approximately two-thirds of respondents indicated their preference for a policing model, while one-third indicated they were undecided.

Discussion ensued on (i) benefits of regularly surveying the community about the City's services (ii) some previously suggested advantages of a regionalized police force (iii) a survey response rate consistent with the community's ethnicity divisions and (iv) timeframe requirements associated with considering a transition to an independent police force.

During a review of some of the feedback received through the process, discussion ensued regarding (i) sharing with superior RCMP levels, the community's indication that "traffic and pedestrian safety" was less of a priority than anticipated (ii) some important issues identified during the consultation process (iii) the importance of police responsiveness and (iv) a lack of clarity on the rationale for change.

In response to questions from Committee, Mr. Townsend confirmed that efforts were made to consult with various stakeholder, business, cultural and social service groups, and to connect with a broad spectrum of the community.

Responding to further questions from Committee, Phyllis Carlyle, General Manager, Law and Community Safety, noted that (i) if the current consultation process concluded, additional feedback could be sought from the LetsTalkRichmond survey participants (ii) the City's important relationship with the RCMP will continue to be maintained and supported and (iii) discussions on regional policing are anticipated at the June 2016 Lower Mainland Mayors Consultative Forum.

During further discussion, it was suggested that staff consider the process for distributing information in advance of committee meetings, and whether significant reports such as this one, could be provided earlier.



**Special General Purposes Committee**  
**Monday, April 11, 2016**

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As a result of the discussion, the following motion was introduced:

It was moved and seconded

- (1) *That the report titled "Policy Services Review Public Consultation Results," dated April 1, 2016 from the Senior Manager, Corporate Communications and the Senior Manager, Community Safety Policy and Programs, be received for information;*
- (2) *That the current consultation process with regards to the ongoing Policy Services Review, be considered complete;*
- (3) *That staff be directed to:*
  - (a) *consider with Council, periodic surveys and consultations regarding ongoing police services;*
  - (b) *work with the local detachment, as well as various government partners at the local, provincial, and federal levels, to further enhance the existing police services both in the City and the lower mainland, including the possibility of a local police board for Richmond;*
- (4) *That a copy of the staff report and consultation report be sent to the other Metro Vancouver RCMP cities, the Solicitor General, the local MLAs and the local MPs; and*
- (5) *That the other Metro Vancouver RCMP cities be invited to participate in initiating a discussion on the possibility of regional policing.*

**CARRIED**

**ADJOURNMENT**

It was moved and seconded

*That the meeting adjourn (5:29 p.m.).*

**CARRIED**

Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, April 11, 2016.

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Mayor Malcolm D. Brodie  
Chair

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Carrie Peacock  
Recording Secretary

April 14, 2016  
File: 01-0005-01/2016-Vol 01

The Honourable John McCallum  
Minister of Immigration, Refugees and Citizenship  
365 Laurier Avenue West  
Ottawa, Ontario K1A 1L1

Dear Honourable Minister McCallum:

**Re: Settlement Workers in Schools Funding**

Richmond City Council is writing this letter in support of the request from the Richmond Board of Education (attached) to ensure that funding for the Settlement Worker in Schools (SWIS) Program receive increased and ongoing funding. Since the Federal Government repatriated funding of the SWIS program from the Province in 2014, funding has been reduced to this program by 16.5 %, resulting in the loss of several staff positions.

It is our understanding that the funding formula is now based on an average of the previous three years' budgets, rather than reflecting actual service levels, and is based on place of arrival rather than settlement, thereby not taking those moving to Richmond from elsewhere into account.

The importance of the settlement process in communities with high levels of newcomers such as Richmond cannot be overemphasized. For families facing the many challenges of adapting to life in a new country, being able to access adequate settlement services through the school system will benefit both the children and the family as a whole by providing a solid base for a strong future in their new country.

Thank you for respectfully considering this letter of support.

Yours truly,

Malcolm D. Brodie  
*Mayor*

pc: Board of Education (Richmond), Superintendent of Schools  
Hon. A. Wong, MP (Richmond Centre)  
Hon. J. Peschisolido, MP (Steveston-Richmond East)  
J. Yap, MLA (Richmond-Steveston)  
Hon. T. Wat, MLA (Richmond Centre)

## **MINUTES EXTRACT**

### **COUNCIL SCHOOL BOARD LIAISON COMMITTEE**

**Wednesday, March 30, 2016**

**9. SWIS ADVOCACY**

Trustee Debbie Tablotney, SD38, remarked that there have been funding cuts in the SWIS (Settlement Workers in Schools) programs. Councillor McPhail suggested that the City has sent a letter of support in the past and could do so again.

As a result of the discussion, it was moved and seconded

*That the City of Richmond / School Board be requested to consider:*

*That City staff investigate the issues regarding funding for the SWIS program and report back to the General Purposes Committee meeting.*

**CARRIED**



February 23, 2016

Minister@cic.gc.ca

The Honourable John McCallum, P.C., M.P.  
Minister of Immigration, Refugees and Citizenship  
365 Laurier Avenue West  
Ottawa, Ontario  
K1A 1L1

Dear Honourable Minister,

The Richmond Board of Education is writing to express its concerns regarding funding for Settlement Services which provides important programs and services for newcomer children and families.

Richmond School District was one of two school districts to pilot the delivery of settlement services in schools through the Settlement Workers in Schools (SWIS) program in 2007. The pilot was a success and SWIS programs are now available across the province.

Immigration, Refugee, and Citizenship Canada (IRCC) currently funds the district's SWIS program to provide settlement services to children, families and adults. These services include, but are not limited to, information and orientation, needs assessment and referrals, group or one-to-one sessions, community connections through Parent Conversation Circles and networking opportunities. A unique service provided by SWIS is support for children and families navigating the education system. This support is vital because education is the key for children and their families to become contributing residents of Canada.

The SWIS program has been funded directly by IRCC since August of 2014 when an 18-month agreement was signed. In the second year of the agreement IRCC implemented an 8% cut across the program, which resulted in over \$100K in reductions and the loss of 2.8 FTE positions in the program. IRCC has offered the school district a one-year extension of this contract and is cutting another 8.5% of the overall budget. This translates to another \$95K and further staff reductions for the 2016-2017 fiscal year. In the three years that IRCC has directly funded the SWIS program in Richmond the budget has been cut by almost \$200K and the staff team has been reduced from 15 staff in 2013 to 12 in 2015 and will be reduced further by next school year. The school district provides over \$90K in-kind towards this contract in the form of office/rental space. To continue providing quality service, the SWIS need to be funded in a model that sustains the program without drawing upon K-12 educational funds.

**Board of Education:**

Debbie Tablotney - Chairperson  
Donna Sargent - Vice Chairperson  
Ken Hamaguchi   Jonathan Ho   Sandra Nixon  
Eric Yung   Alice Wong

At the public board meeting on February 1, 2016, the Richmond Board of Education passed the following resolution:

*038/2016      **THAT** the Board of Education write to the federal government and request that funding for the Settlement Workers in Schools (SWIS) program be increased and ongoing;*

***AND FURTHER THAT** the Board of Education (Richmond) meet with local MPs to discuss this further. CARRIED*

The Richmond Board of Education values its government and community partners and hopes that the Federal government will revise its current levels of support for settlement services in order to ensure that newcomers to Canada are able to settle with dignity and confidence. We also request that Immigration, Refugee and Citizenship Canada consult directly with school districts in order to determine the level of increased funding required to operate SWIS programs in 2017-2018 fiscal year and beyond, and create a plan for addressing sustainable and consistent funding requirements in subsequent years.

Sincerely,



Mrs. Debbie Tablotney, Chairperson  
On Behalf of the Board of Education (Richmond)

Cc    Board of Education (Richmond)  
     Superintendent of Schools  
     Hon. A. Wong, MP (Richmond Centre)  
     Hon. J. Peschisolido, MP (Steveston-Richmond East)  
     Hon. L. Reid, MLA (Richmond East)  
     J. Yap, MLA (Richmond-Steveston)  
     Hon. T. Wat, MLA (Richmond Centre)  
     Richmond Stakeholder Group Presidents



# City of Richmond

## Report to Committee

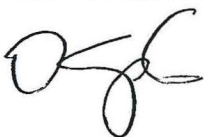
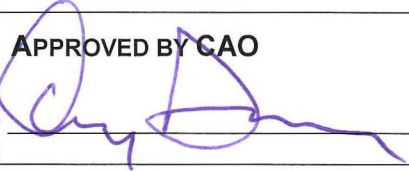
**To:** General Purposes Committee  
**From:** Jane Fernyhough  
Director, Arts, Culture and Heritage Services  
**Date:** March 31, 2016  
**File:** 11-7000-01/2016-Vol  
01  
**Re:** **Canada 150 Community Celebration Grant Program**

### Staff Recommendations

1. That the Community Celebration Grant Program and the criteria, as outlined in the staff report titled "Canada 150 Community Celebration Grant Program" dated March 31, 2016 from the Director, Arts, Culture and Heritage Services be approved; and
2. That \$150,000 from the Council Community Initiatives Fund be allocated to fund this program.

Jane Fernyhough  
Director, Arts, Culture and Heritage Services  
(604-276-4288)

Att. 1

REPORT CONCURRENCE		
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>	<b>CONCURRENCE OF GENERAL MANAGER</b>
Finance Department Recreation Services Corporate Communications	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
<b>REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE</b>	<b>INITIALS:</b> DW	<b>APPROVED BY CAO</b> 



## Staff Report

### Origin

At the City Council meeting of March 14, 2016 Council endorsed the following recommendation:

*That Staff bring forward a report outlining criteria and a funding source for a Canada 150 Community Celebration Grant Program.*

The report outlines criteria, timelines and process and a funding source for the creation of this one-time funding program.

This report supports Council's 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

*Continue the development and implementation of an excellent and accessible system of programs, services, and public spaces that reflect Richmond's demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.*

*2.3. Outstanding places, programs and services that support active living, wellness and a sense of belonging.*

*2.4. Vibrant arts, culture and heritage opportunities.*

### Analysis

In order to promote activities to celebrate Canada's 150th anniversary in neighbourhoods and communities and create more lasting memories, the Canada 150 Steering Committee proposes the creation of a one-time Canada 150 Community Celebration Grant Program. The program is envisioned to help small, Richmond based, non-profit organizations, community associations and Richmond neighbourhood groups plan and execute activities and events.

The projects should follow the Council endorsed Vision and Guiding Principles for Richmond's Canada 150.

#### Vision

*Richmond's Canada 150 ignites the passions of the citizens of Richmond in a multi-faceted, year-long celebration, honours Richmond's distinct and vibrant cultural diversity, and leaves lasting legacies that foster civic pride and carry the spirit of 150 into the future.*

#### Guiding Principles

- *Tie the past with the future*
- *Showcase Richmond*
- *Create legacies*
- *Inclusive*
- *Collaborative*

- *Environmentally sustainable*
- *Coordinated*

### Types of Events and Activities

Projects must demonstrate a contribution to:

- creating lasting memories of Canada's 150th anniversary of confederation;
- celebrating Richmond's distinct and vibrant cultural diversity;
- inspiring an understanding of the people, places and achievements of Canada and Canadians;
- celebrating the past; and/or
- building vibrant, healthy and connected communities

Examples of the types of eligible events and activities include:

- neighbourhood parties or gatherings such as neighbourhood clean-ups;
- community festivals or gatherings such as community picnics;
- sporting events such as an old fashioned sports day, fun run or bike ride; and
- community art projects.

Eligible projects must take place in Richmond between January 1 and December 31, 2017.

### Who Can Apply?

To be eligible for a Canada 150 Community Celebration grant, applicants should be:

- Richmond-based;
- neighbourhood groups (application must come from two individuals living in the same neighbourhood but from different households. Both applicants are responsible for managing the grant money.);
- not-for-profit community groups;
- a collective of different faith groups (application must come from at least two groups of different faiths. Both applicants are responsible for managing the grant money.);
- individual religious organizations;
- communities of interest groups that are not defined by a geographic base such as a youth group, racial or ethnic group, LGBTQ group, disability community, etc.; or
- Parent Advisory Committees.

Applicant groups must:

- be open and inclusive and actively engage diverse community members, and show evidence of capacity to put on the event.

The following are ineligible for Community Celebration grants:

- individuals,
- political parties or events related to political activities or lobbying,
- projects that have funding from another City of Richmond grant program,

- for profit organizations and businesses,
- contests and competitions,
- fundraisers,
- capital projects,
- delivery of services and resources by service organizations, and
- public and private schools including post-secondary institutions.

### Funding

Grant funds may be requested for up to \$10,000.

### Assessment Criteria

Each grant submission will be evaluated against the guiding principles noted above and the following criteria: programming plan, organizational capacity and project impact. An evaluation matrix will be finalized and approved by the Canada 150 Committee.

### Timeline and Process

The Canada 150 Committee recommends two application intakes to allow sufficient time for those requiring longer lead time to prepare for larger events.

DATE	MILESTONE
May 2- 16, 2016	Program Launch and communication of program to the community
May 16- July 11, 2016	Applications available (8 weeks), communication continues
July 11, 2016	Application Deadline #1
September 6/12, 2016	Report to General Purposes Committee/Council recommending grant approval for qualified projects
November 18, 2016	Application Deadline #2
January 16/23, 2017	Report to General Purposes Committee/Council recommending grant approval for qualified projects

A Communications Plan will be prepared and commence upon ratification of the grant program by Council. This Plan will target community groups and organizations in Richmond as well as reach out to neighbourhood groups through a variety of methods.

### Documenting Activities

Recipients will be invited to document their event or activity with photos, videos, poetry, stories, etc. and post online to a dedicated website so that a record of Richmond's Canada 150 Celebrations is available as a lasting memory.



### Community Fund for Canada's 150th

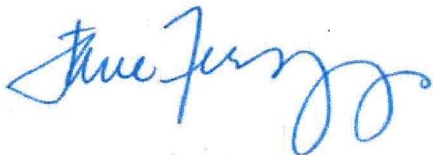
The Federal Government recently announced the creation of a funding program for Canada's 150th to "bring Canadians together to build community and activate a groundswell of local initiatives, activities and events leading up to and during Canada's sesquicentennial. The Fund will distribute small grants through community foundations to locally-led projects that build community, inspire a deeper understanding of Canada and encourage participation in a wide range of initiatives that mark Canada's 150th." Richmond groups may have an opportunity to leverage funding from Richmond's Canada 150 Community Celebration Grant Program to match a request to the federal program as it requires matching cash or in-kind contributions. The federal program will be administered by Richmond Cares, Richmond Gives.

### **Financial Impact**

It is recommended that \$150,000 be allocated from Council Community Initiatives Fund for this program.

### **Conclusion**

The proposed Richmond's Canada 150 Community Celebration Grant Program will help small, Richmond based, non-profit organizations and community associations and Richmond neighbourhood groups plan and execute activities and events to create lasting memories of Canada's 150th anniversary of confederation.



Jane Fernyhough  
Director, Arts, Culture and Heritage Services  
(604-276-4288)

Att.1: Canada 150 Community Celebration Funding Program Application Guidelines

## **Canada 150 Community Celebration Funding Program Application Guidelines**

### Goals of the Canada 150 Community Celebration Funding Program

- Create lasting memories of Canada's 150th anniversary of confederation
- Celebrate Richmond's distinct and vibrant cultural diversity
- Celebrate the past
- Expand understanding of the people, places and achievements of Canada and Canadians
- Build vibrant, healthy and connected communities

### Who Can Apply?

- Applicant must be Richmond based
- Neighbourhood groups (application must come from two individuals living in the same neighbourhood but from different households. Both applicants are responsible for managing the grant money.)
- Not-for-profit community groups
- Can be a collective representing a variety of different faith groups (application must come from at least two groups of different faiths. Both applicants are responsible for managing the grant money.)
- Communities of interest that are not defined by a geographic base, such as a youth group, racial or ethnic group, LGBTQ group, disability community, etc.
- Individual religious organizations
- Parent Advisory Committees
- Must be open and inclusive and actively engage diverse community members
- Must show evidence of capacity to put on the event

### Who is Not Eligible to Apply?

- Individuals
- Political parties or events related to political activities or lobbying
- Projects that have funding from another City of Richmond grants program
- Individual religious organizations
- For profit organizations
- Public and private schools including post-secondary institutions

### Application Deadlines

Intake #1: July 11, 2016

Intake #2: November 18, 2016

### Items Eligible for Funding

Funding is available for items required to directly deliver the project such as:

- supplies and materials
- artist fees
- equipment rental (eg. vehicles, sound and technical equipment, tables)
- photocopying
- marketing materials and advertising

#### Items Not Eligible for Funding

The following items are not eligible for funding:

- building construction and repairs
- retroactive funding
- proposals which primarily fund or award other groups or individuals
- political activities including:
  - promoting or serving a political party or organization, and
  - lobbying of a political party, or for a political cause.
- travel costs
- ongoing operational expenses for organizations

#### Document Your Event

To keep a record of Richmond's Canada 150 events for future generations please document your event through photos, videos, poems, essays, etc. Upload your documentation to: XXXX. The City reserves the right to edit the content.

#### How to Apply

1. Review the Guidelines for eligibility
2. Contact [richmondscanada150@richmond.ca](mailto:richmondscanada150@richmond.ca) should you have questions on eligibility or other guidelines including matching funds and in-kind contributions
3. Determine resources needed and total project budget
4. Applications are available at [www.richmond.ca/xxx](http://www.richmond.ca/xxx)
5. Deadline for all applications is July 11, 2016
6. Applicants will be notified of the success of their application in September after they have been ratified by Council
7. Projects must take place in Richmond between January 1 and December 31, 2017

For more information contact: [richmondscanada150@richmond.ca](mailto:richmondscanada150@richmond.ca)

#### Vision for Richmond's Canada 150 Celebration

*"Richmond's Canada 150 ignites the passions of the citizens of Richmond in a multi-faceted, year-long celebration, honours Richmond's distinct and vibrant cultural diversity, and leaves lasting legacies that foster civic pride and carry the spirit of 150 into the future."*

#### Guiding Principles

- Tie the past with the future – commemorate the history of the community while celebrating the past and shaping the future
- Showcase Richmond – shed a positive light on all Richmond has to offer
- Create legacies – legacies include lasting memories, increased organization and community capacity, physical legacies and pride in the community and the country
- Inclusive – provide opportunities for input and participation for everyone
- Collaborative – partner with other groups and organizations
- Environmentally sustainable – follow the principles set out in the Richmond Sustainable Event Toolkit
- Coordinated – coordinate activities to effectively utilize resources

The Vision and Guiding Principles were endorsed by City Council, July 2015.



# City of Richmond

## Report to Committee

**To:** General Purposes Committee

**Date:** March 24, 2016

**From:** Cecilia Achiam  
Director, Administration and Compliance

**File:** 01-0300-35-001/Vol 01

**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-2017<sup>1</sup>.

#### 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:

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<sup>1</sup> 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"> <li>• internal controls related to fuel and assess the CoenCorp Fuel System</li> <li>• identify opportunities to strengthen the management of the City's fleet and assess the Faster Fleet</li> </ul>	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 Completed<sup>1</sup>**  
**(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"> <li>• IT Administration</li> <li>• Business &amp; Enterprise Systems</li> <li>• Infrastructure Services</li> <li>• GIS &amp; Database Services</li> <li>• Customer Service Delivery</li> </ul>	Completed
1	CAO' Office	Intergovernmental Relations & Protocol Unit	Completed
3	Finance & Corporate Services	City Clerk's Office <ul style="list-style-type: none"> <li>• Operations/Legislative Services</li> <li>• Records &amp; Information</li> <li>• Richmond Archives</li> </ul>	Completed
3	Planning & Development	Transportation <ul style="list-style-type: none"> <li>• Transportation Planning</li> <li>• Traffic Operations</li> </ul>	Completed

<sup>1</sup> 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"> <li>Traffic Signal Systems</li> </ul>	
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"> <li>Training &amp; Development</li> <li>Employee &amp; Labour Relations</li> <li>Compensation, Job Evaluation &amp; Recognition</li> <li>Workplace, Health, Safety &amp; Wellness</li> </ul>	Completed
4	Community Services	Parks <ul style="list-style-type: none"> <li>Parks Operations</li> <li>Parks Programs</li> <li>Britannia</li> <li>Parks Planning &amp; Design</li> </ul>	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
<b>31</b>			

**19 Reviews Completed by Corporate Service Review Team**

<b>No. of Departments/ Sections/Work Units</b>	<b>Division</b>	<b>Department/Work Unit</b>	<b>Status</b>
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
<b>19</b>			



**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 <sup>nd</sup> Q 2016
1	Engineering and Public Works	Engineering-Design and Construction	2 <sup>nd</sup> Q 2016
1	Engineering and Public Works	Capital Buildings Project Development	2 <sup>nd</sup> Q 2016
1	Law and Community Safety	Legal Services	2 <sup>nd</sup> Q 2016
4	Law and Community Safety	Fire-Rescue	2 <sup>nd</sup> Q 2016
1	Finance and Corporate Services	Financial Reporting	3 <sup>rd</sup> Q 2016
1	Finance and Corporate Services	Financial Planning & Analysis	3 <sup>rd</sup> Q 2016
1	Finance and Corporate Services	Revenue/Taxes	3 <sup>rd</sup> Q 2016
1	Finance and Corporate Services	Purchasing/Stores	3 <sup>rd</sup> Q 2016
1	Finance and Corporate Services	Treasury & Financial Services	4 <sup>th</sup> Q 2016
1	Finance and Corporate Services	Finance Systems	4 <sup>th</sup> Q 2016
1	Finance and Corporate Services	Payroll	4 <sup>th</sup> Q 2016
1	Finance and Corporate Services	Real Estate Services	4 <sup>th</sup> Q 2016
16			
2017			
1	Finance and Corporate Services	Administration & Compliance-Business Advisory Services	4 <sup>th</sup> Q 2016
1	Finance and Corporate Services	Administration & Compliance-Risk Management	1 <sup>st</sup> Q 2017
1	Finance and Corporate Services	Administration & Compliance-Corporate Partnerships	1 <sup>st</sup> Q 2017
1	Finance and Corporate Services	Administration & Compliance-Corporate Compliance	1 <sup>st</sup> Q 2017
1	Finance and Corporate Services	Administration & Compliance-Performance Measurement	1 <sup>st</sup> Q 2017
1	Law & Community Safety	Law & Community Safety Administration	1 <sup>st</sup> Q 2017
1	Planning & Development	Development Applications-Production Centre	2 <sup>nd</sup> Q 2017
1	Planning & Development	Development Applications-Developments	2 <sup>nd</sup> Q 2017
1	Planning & Development	Policy Planning	2 <sup>nd</sup> Q 2017

3	Planning & Development	Building Approvals	2 <sup>nd</sup> 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: <b>A Safe Community:</b> Maintain emphasis on community safety to ensure Richmond continues to be a safe community.

FUNCTIONAL AREAS
<div>1. Planning and Development</div> <div>2. Implementation and Management</div>

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



PROGRESS REPORT	
HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS	SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)
<b>Completed</b>	
<ul style="list-style-type: none"> <li>Complete project deliverables for the Emergency Notification System and develop a maintenance program to stay current after project delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Notification System is operational. Maintenance program is in place. Ongoing efforts are on promoting the system to grow the number of subscribers.</li> </ul>
<b>In Progress</b>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<ul style="list-style-type: none"> <li>Establish measureable outcomes for programs and projects to ensure efficient and effective use of staff resources.</li> </ul>	
<ul style="list-style-type: none"> <li>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"> <li>➤ Explore having key emergency-related documents available in real time for use by staff/volunteers in the field.</li> <li>➤ Explore having key emergency-related documents available in real time for use by staff/volunteers in the field.</li> <li>➤ 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.</li> <li>➤ Prepare a business case for the acquisition of emergency management software.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>Plan to accommodate the Emergency Operation Centre (EOC) in a building built to</li> </ul>	

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



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

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



<ul style="list-style-type: none"> <li>• Provide advice on training programs.</li> </ul>	
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PROGRESS REPORT	
HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS	SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)
<b>Completed</b>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of business processes and requirements completed; awaiting PeopleSoft system upgrade for 2016.</li> </ul>
<ul style="list-style-type: none"> <li>• Analyze HR's business processes to ensure effective delivery of HR services.</li> </ul>	<ul style="list-style-type: none"> <li>• Streamlined HR work flows.</li> </ul>
<ul style="list-style-type: none"> <li>• The Manager, People Development to work with Purchasing to develop a preferred list of training consultants/vendors.</li> </ul>	<ul style="list-style-type: none"> <li>• More efficient and consistent delivery of training courses.</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a Strategic HR Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiatives and projects for 2016 have been prioritized.</li> </ul>
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot testing of updated procedure underway.</li> </ul>
<b>In Progress</b>	
<ul style="list-style-type: none"> <li>• Develop performance measurements for key HR lines of business to enhance management reporting and decision making on its services.</li> </ul>	
<ul style="list-style-type: none"> <li>• Develop a 3-year People Development Strategy.</li> </ul>	
<ul style="list-style-type: none"> <li>• Develop a comprehensive, corporate-wide Succession Plan.</li> </ul>	
<ul style="list-style-type: none"> <li>• Coordinate the offering of foundational training courses for Managers.</li> </ul>	

## 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: <b>A Vibrant, Active, and Connected City</b> Council Term Goal #3: <b>A Well-Planned Community</b> Council Term Goal #4: <b>Leadership in Sustainability</b> Council Term Goal #5: <b>Partnerships and Collaboration</b> Council Term Goal #6: <b>Quality Infrastructure Networks</b> Council Term Goal #9: <b>A Well-Informed Citizenry</b>

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
<b><i>Operation, Management and Maintenance of Assets and Infrastructure</i></b> <ul style="list-style-type: none"><li>• Conduct safety audits, staff safety training and safety inspections.</li><li>• Ensure on site safety and proper dock management.</li><li>• Maintain parks, boulevards, medians, City facility grounds, trails, plazas, furniture and all existing infrastructure.</li><li>• Salt and remove snow at City facilities, walkways and pathways.</li><li>• Manage urban tress (forest).</li><li>• Maintain street and park trees, and operations of the City tree nursery.</li><li>• Manage natural areas and wildlife.</li></ul>	<b><i>Development and Construction of Assets and Infrastructure</i></b> <ul style="list-style-type: none"><li>• Design individual parks, trails, natural areas, water front areas and open spaces.</li><li>• Manage design and construction of Richmond's docks, piers, and publicly accessible waterfront.</li><li>• Design, maintain inventory, and arrange for manufacturing of parks signage.</li><li>• Conduct field reviews during construction.</li><li>• Construct park infrastructure.</li><li>• Liaise with the development community and provide oversight on parks and open space aspects of any reporting or development agreement.</li></ul>



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

	<p><b>Management of City Staff</b></p> <ul style="list-style-type: none"> <li>• Manage Parks staff.</li> <li>• Manage caretakers.</li> <li>• Manage site staff and caretaker arrangements.</li> <li>• Manage volunteers including training and scheduling.</li> </ul>
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PROGRESS REPORT	
HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS	SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)
<b><i>In Progress</i></b>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	
<ul style="list-style-type: none"> <li>• Update the Parks Level of Service document to better capture the staff resources required and cost for maintaining Parks assets.</li> </ul>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	
<ul style="list-style-type: none"> <li>• Maximize the use of the Hansen system to assist with work management (work orders), customer service, asset inventory, and management reporting.</li> </ul>	
<ul style="list-style-type: none"> <li>• Create and publish metrics to measure implementation of the Parks and Open Space Strategy.</li> </ul>	
<ul style="list-style-type: none"> <li>• Explore opportunities for synergies of all City waterfront assets to gain operational efficiencies: <ul style="list-style-type: none"> <li>➤ Revisit the Britannia governance model in conjunction with the Britannia Strategic Plan 2014-2018 and all other waterfront heritage resources in Steveston.</li> <li>➤ Complete marine fleet review to determine which assets are owned by the</li> </ul> </li> </ul>	



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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"><li>• Review the management of caretaker contracts.</li></ul>	
<ul style="list-style-type: none"><li>• Fast track the capturing of Parks data into the GIS system to improve resource management of park assets and inventory.</li></ul>	



## SERVICE LEVEL REVIEW PROGRESS REPORT

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

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

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

ensure seamless customer service.	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	
<ul style="list-style-type: none"> <li>• Pursue initiatives that inform and educate the business community about business licence regulations to ensure compliance with regulatory requirements.</li> </ul>	
<ul style="list-style-type: none"> <li>• Develop an action plan for the timely collection of unpaid business licence fees.</li> </ul>	
<ul style="list-style-type: none"> <li>• Work with Building Approval and other departments/agencies to complete necessary inspections to reduce wait time of business licences.</li> </ul>	
<ul style="list-style-type: none"> <li>• Work with IT to develop and implement the online business licence application system.</li> </ul>	
<ul style="list-style-type: none"> <li>• Work with the Project Manager on Corporate Performance to finalize the list of performance measures.</li> </ul>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	



## SERVICE LEVEL REVIEW PROGRESS REPORT

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

<p>end” – from receipt of application to permit issuance.</p> <ul style="list-style-type: none"> <li>• Issue replacement recycling bins/bags.</li> </ul> <p><b>Dispute Resolution</b></p> <ul style="list-style-type: none"> <li>• Provide front line conflict resolution as situations occur (e.g. parking ticket dispute, complaints on City services, processing time, etc.).</li> </ul>	<p><b>Management of City Records</b></p> <ul style="list-style-type: none"> <li>• Scanning of building permit drawings.</li> <li>• Repository of information brochures/pamphlets, City publications, statistical information for members of the public.</li> <li>• Generate some bulletins.</li> <li>• Keep up-to-date with information the public wants.</li> </ul> <p><b>City Revenue Management</b></p> <ul style="list-style-type: none"> <li>• Receive payment for permit applications.</li> <li>• Receive payment for fines (e.g. parking tickets).</li> <li>• Receive payment for City Hall rentals.</li> </ul> <p><b>Management of City Staff</b></p> <ul style="list-style-type: none"> <li>• Health &amp; Safety Committee for City Hall (Manager – Chair).</li> </ul>
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PROGRESS REPORT	
HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS	SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)
<b>In Progress</b>	
<ul style="list-style-type: none"> <li>• Determine the level of service at the Front of House through the collection and analysis of meaningful data on a consistent basis.</li> </ul>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	
<ul style="list-style-type: none"> <li>• Conduct both internal and external best practices research on Front of House service delivery systems and adopt appropriate</li> </ul>	

**Service Level Review Progress Report  
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**Customer Service Section**

improvements.	
<ul style="list-style-type: none"><li>• Pursue improvement ideas as identified through the process mapping exercises to enhance work processes.</li></ul>	
<ul style="list-style-type: none"><li>• 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.</li></ul>	
<ul style="list-style-type: none"><li>• 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.</li></ul>	
<ul style="list-style-type: none"><li>• Work with the Project Manager, Corporate Performance, to finalize the list of performance measures.</li></ul>	



## 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

☐ Mandatory

☐ Traditional

☒ Discretionary

#### COUNCIL TERM GOAL(S) 2014-2018

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.

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.

#### 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

###### ***Delivery of City Programs, Services and Events***

- 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).

###### ***Partnerships and Collaborations***

- 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,

##### 2. Planning and Development

###### ***Development of City Programs, Services and Events***

- 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.

###### ***Planning, Policy, Bylaws and Studies***

- Research and analyze quantitative and qualitative data on a range of social issues.

<p>deliverables.</p> <ul style="list-style-type: none"> <li>• Liaise and partner with community organizations to run programs and services.<sup>1</sup></li> <li>• Liaise with other government agencies.</li> <li>• Provide for the oversight of relationships with community partners and groups in Richmond, as well as art groups outside of the region.</li> </ul> <p><b>Performance Measurement</b></p> <ul style="list-style-type: none"> <li>• Prepare, monitor and report out on Strategy and Service Plan outcomes.</li> <li>• Develop and report out on deliverables and Departmental indicators.</li> <li>• Provide leadership and insight to qualitative and quantitative data collection pertaining to the individual sections in the Department (e.g. youth and seniors).</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee, manage, and provide strategic direction for Community Social Development.</li> <li>• Provide comments and advice on community planning initiatives and development proposals</li> <li>• 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.</li> <li>• Prepare and manage operating and capital budgets.</li> <li>• Develop all communication, marketing, promotional<sup>2</sup>, and media messaging materials to inform, increase awareness and elicit support.</li> <li>• Collaborate with City departments in negotiations and the development of legal agreements.</li> </ul>
<p><b>3. Service Requests and Support</b></p> <p><b>Internal Service Requests</b></p> <ul style="list-style-type: none"> <li>• Prepare correspondence, answer inquiries and provide information to senior administration and Council.</li> </ul> <p><b>Community and Stakeholder Service Requests</b></p> <ul style="list-style-type: none"> <li>• Provide responses and referrals (if required) to inquiries (front desk, phone, email, and letters).</li> <li>• Receive and respond to referrals to City programs (e.g. Roving Leader Program, Fee Subsidy Program).</li> <li>• Respond to and provide presentations to community partners and stakeholders (e.g. meetings, workshops, conferences).</li> </ul> <p><b>Dispute Resolution</b></p> <ul style="list-style-type: none"> <li>• Receive and respond to complaints.</li> </ul>	<p><b>4. Administration</b></p> <p><b>Internal City Administration and Logistics</b></p> <ul style="list-style-type: none"> <li>• Provide clerical support.</li> <li>• Write, edit and provide guidance on staff reports and other communication with Council.</li> <li>• Provide management, administrative and policy development support.</li> <li>• Provide reports and memos to Council.</li> <li>• Provide correspondence to the public on behalf of Council and City Administration.</li> <li>• Prepare RFP's, EOI's and Information Bulletins.</li> </ul> <p><b>City Payments and Spending</b></p> <ul style="list-style-type: none"> <li>• Monitor and reconcile the reserve fund as well as the capital and operating budget.</li> <li>• Coordinate, monitor and reconcile budget for Fee Subsidy Program.</li> <li>• Coordinate and manage the City grant program.</li> </ul> <p><b>Management of City Staff</b></p>

<sup>1</sup> 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

<sup>2</sup> Include City website content, flyers, posters, news releases and advertising



	<ul style="list-style-type: none"> <li>• Supervise, lead, and direct the work programs of the Section's union and exempt employees and their subordinates.</li> <li>• Provide ongoing leadership and coaching to staff.</li> <li>• Succession planning for staff who are subject matter experts.</li> <li>• Training and sharing of information with other City and Divisional staff (e.g. Fee Subsidy Program, Cultural Diversity training).</li> </ul>
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<b>PROGRESS REPORT</b>	
<b>HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS</b>	<b>SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE)</b>
<b><i>In Progress</i></b>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	
<ul style="list-style-type: none"> <li>• Collect and analyze program or service-related information on a consistent basis and develop meaningful targets and measures to evaluate ongoing program/service performance.</li> </ul>	
<ul style="list-style-type: none"> <li>• Implement improvement ideas as identified</li> </ul>	



through the process mapping of a cultural diversity-related event.	
<ul style="list-style-type: none"><li>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.</li></ul>	
<ul style="list-style-type: none"><li>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.</li></ul>	