

From: "Mochrie, Paul" <Paul.Mochrie@vancouver.ca>
To: "Direct to Mayor and Council - DL"
Date: 6/29/2023 5:56:19 PM
Subject: 2022 Annual City Clerk's Correspondence Report
Attachments: 2022 Annual City Clerk's Correspondence Report.pdf

Dear Mayor and Council,

Attached for your information is the 2022 Annual City Clerk's Correspondence Report, which summarizes the correspondence data received between January and December 2022.

The correspondence data covered in the report includes feedback on Council meeting agenda items, service requests, enquiries, complaints, comments, and petitions. In addition to Council correspondence, the City Clerk's Office also processes public hearing correspondence, speaker requests, legal documents, risk management claims, and event invitations. Other services also include City Hall tours/official visits, the City Hall Illumination Program, flag half-mastings, events, ceremonies, and micro-weddings.

A full summary of the correspondence data is provided within the 2022 Annual City Clerk's Correspondence Report and key highlights from the report include:

- A total of **8,498** correspondence items received by Mayor and Council in 2022 through the [Contact Mayor and Council web form](#), 3-1-1, City Clerk's Office, Mayor's Office, and the councillors' individual emails (when councillors requested for them to be tracked)
- Popular topics:
 1. **Broadway Plan:** 1,395 correspondence items
 2. **2023-2026 Capital Plan:** 496 correspondence items
 3. **Reducing Barriers and Deepening Affordability for Non-Profit, Co-op and Social Housing in Every Neighbourhood:** 477 correspondence items
 4. **Homelessness:** 308 correspondence items
 5. **Vancouver Plan: A Long Range Plan to Guide Growth and Change:** 297 correspondence items
- Top neighbourhoods (by number correspondence received):
 1. **Kitsilano:** 946 correspondence items
 2. **Downtown:** 783 correspondence items
 3. **Mount Pleasant:** 639 correspondence items
 4. **West Point Grey:** 521 correspondence items
 5. **Fairview:** 514 correspondence items
- Response rates:
 - o **88%** of correspondence received personalized responses
 - A total of **7,448** responses were sent, **6,502** from the Council Correspondence Coordinator and **946** from department staff
 - o Cases were closed within an average of **3.5 business days**

If you have any questions, please contact Rosemary Hagiwara, Acting City Clerk, at 604-873-7177 or Rosemary.Hagiwara@vancouver.ca.

Best,
Paul

Paul Mochrie (he/him)
City Manager
City of Vancouver
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The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθ̓ŋəm (Musqueam), ḵwá7mesh (Squamish), and səlilwətaʔ (Tsleil-Waututh) Nations.



2022 Annual City Clerk's Correspondence Report

City Clerk's Office

June 27, 2023

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1. Introduction

The purpose of this report is to provide an annual review of the correspondence received by the Business and Election Services, Legislative Operations, and External Relations and Protocol teams under the City Clerk’s Office in 2022. This excludes correspondence received by Access to Information and Archives as they report their own metrics, and Board of Variance as their correspondence data is not currently tracked. The data provided in this report also excludes correspondence sent directly to the Mayor and Councillors’ unique email addresses and mailboxes unless they were requested to be entered into the case management system.

The correspondence covered in this report relates to Mayor and Council correspondence, which includes feedback on Council meeting agenda items, service requests, enquiries, complaints, comments, and petitions. In addition to Council correspondence, the City Clerk’s Office also processes public hearing correspondence, speaker requests, legal documents, risk management claims, and event invitations for Council members. Other services also include City Hall tours/official visits, the City Hall Illumination Program, flag half-mastings, events, ceremonies, and micro-weddings. Data from 2022 have been collected for these services and will be discussed in the sections below. Comparisons with data collected in previous years will also be provided if the information is available.

2. Summary of 2022 Correspondence Trends

A summary of the data collected in 2022 is displayed in Table 1 below.

Table 1: 2022 Correspondence Data Summary

Mayor and Council Correspondence	Volumes and Sources	<ul style="list-style-type: none"> • 8,498 correspondence items received in total (25% increase from 2021) <ul style="list-style-type: none"> ○ 6,210 submitted on the Contact Mayor and Council web form ○ 976 received from 3-1-1 ○ 621 received individually from councillors* ○ 596 received through the Mayor’s Office ○ 95 received by the City Clerk’s Office <p><i>*Only tracked when a Council member requests for them to be entered into the case management system.</i></p>
	Popular Topics	<ol style="list-style-type: none"> 1. Broadway Plan: 1,395 2. 2023-2026 Capital Plan: 496 3. Reducing Barriers and Deepening Affordability for Non-Profit, Co-op and Social Housing in Every Neighbourhood: 477 4. Homelessness: 308 5. Vancouver Plan: A Long Range Plan to Guide Growth and Change: 297
	Top Neighbourhoods (by number of correspondence received)	<ol style="list-style-type: none"> 1. Kitsilano: 946 2. Downtown: 783 3. Mount Pleasant: 639 4. West Point Grey: 521 5. Fairview: 514

Mayor and Council Correspondence	Response Rates	<ul style="list-style-type: none"> • 88% of correspondence received personalized responses <ul style="list-style-type: none"> ○ 7,448 responses were sent <ul style="list-style-type: none"> ▪ 6,502 from the Correspondence Coordinator ▪ 946 from department staff • 1,050 cases were closed with acknowledgement • Cases were closed within an average of 3.5 business days
	Public Hearing Correspondence	<ul style="list-style-type: none"> • 4,146 public hearing correspondence items • 609 speakers registered • 582 speakers heard
	Council and Standing Committee Meeting Speakers	<ul style="list-style-type: none"> • 147 speakers registered for Council meetings • 116 speakers heard during Council meetings • 829 speakers registered for Standing Committee meetings • 589 speakers heard during Standing Committee meetings
	Legals, Risk Claims, Event Invitations, and Tours	<ul style="list-style-type: none"> • 122 legal documents • 878 risk management claims • 164 event invitations • 1 virtual and 7 in-person City Hall tours
	External Relations and Protocol	<ul style="list-style-type: none"> • 12 official visits • 22 events, ceremonies, and recognitions • 125 micro-weddings • 168 City Hall Illuminations • 11 flag half-mastings

3. Correspondence Improvements in 2022

In 2022, the City Clerk’s Office implemented the following improvements to the correspondence processes:

- **Transitioned to a new case management system for Mayor and Council correspondence and public hearing correspondence**
 - On August 17, 2022, Lagan, the case management system shared by the 3-1-1 Contact Centre, successfully transitioned to EM PRO
 - With the transition, there were opportunities to improve and optimize the Contact Mayor and Council and public hearing web forms
- **Launched the new [Council Correspondence Dashboard](#)**
 - An improved interactive dashboard was created to display high-level correspondence data to help Mayor and Council with their decision making process
 - Screenshots of the dashboard are provided below

Correspondence Summary Page

- Displays a quick view of the correspondence trends:

Search by keyword and/or date received

Click on a specific topic and the # of Correspondence Submissions, Council Item Tally, and neighbourhood map will only show data for that topic

Click to view older correspondence

Currently Viewing: 8/17/2022 - 11/7/2022

Top Council Correspondence Topics

Topic	# of Correspondence Submissions
Encampments	~55
Pacific National Exhibition	~45
Homelessness	~35
2022 USBCM Resolutions	~25
Neighbourhood Safety	~20
General Comments	~15
2022 Election	~10
Parking Ticket	~10
Animal Services	~10
Report of the United Nat...	~10
Street Cleanliness	~10

of Correspondence Submissions: 683

Council Item Tally

Agenda Item	Support	Other	Oppose	Received after item concluded
Report of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Task Force	4	1	7	
Addressing Anti-Black Racism and Historic Discrimination: Interim Report	1			1
Property Tax Sale Manifest Error		2		
2023 Exempt Seniors Housing			1	
Appointments to Council Committees			1	

Map shows neighbourhoods where constituents write to Council from

Click to go to Correspondence Details page

Summary of correspondence related to Council meeting agenda items

This data is live and shows correspondence received within 1 year from August 17, 2022. Click "Enable Historical Data" to include older correspondence.

Enable Historical Data

Click Here to View Correspondence Details

Correspondence Details Page

- Displays a table with the full comments:

The screenshot shows the City of Vancouver Correspondence Details Page. It includes a search bar, a date received filter, a council item tally, and a main table of correspondence. Callout boxes provide instructions on how to use these features.

Search by keyword (e.g., topic, contact information) and/or date received

Click to view older correspondence

Click to go to Correspondence Summary page

Enable Historical Data

Click Here to View Correspondence Summary

Correspondence Search

Date Received

Council Item Tally

NOTE: To view the case status and staff response, hover over the correspondence in the table below. Correspondence without any updates will show as blank.

Date Received	Area of Concern	Council Item Position	Department	Comments	Type	Attachment	Neighbourhood	Author Type
November 7, 2022	Street Tree Removal	N/A	Parks and Recreation	Email attached from Justin Tompson regarding the removal of an elm tree at 1551 Grant St	Original feedback	Click Here	Grandview-Woodland	Individual
November 7, 2022	Stanley Park Bike Lanes	N/A	Parks and Recreation	Hi there, Today is the day your ABC team takes office as the new majority party in all the elected departments of the city. Congratulations! You have a lot of responsibility, to many people (and the planet), and I wish you well in these important roles. In particular, the topics of greening the city, and the role of bikes are near and dear to my heart. The bike lanes that have been put in place over the last several years have resulted in many more people being able to cycle safely, as well as far and wide in our metropolitan area and in our parks. Good for the people and the planet as well. Certainly some of the arrangements could be improved, and improvements would be welcome. I urge you however, not to remove existing bike lanes until a better plan is in place and ready to be	Original feedback		West End	Individual

Table of correspondence including topic, categories, and contact information (hover over to view the case status and staff response)

Click the blue arrow to expand/collapse the table

Summary of correspondence related to Council meeting agenda items (click item or position to filter to that selection)

- **Simplified reporting system for Council Correspondence**
 - With the launch of the new Council Correspondence Dashboard, it has replaced the Daily Feedback and Biweekly Reports, which has saved staff time and provides Council with access to view up-to-date correspondence data anytime
- **Streamlined processes for Meeting Coordinators**
 - The Meeting Coordinator Training Manual was updated to incorporate all of the Meeting Coordinator's training processes into one single, cohesive package
 - Use of Microsoft Teams to facilitate meeting processes and other administrative functions
 - Implemented a minutes review process for quality control

- **City of Vancouver website updates**
 - Redesigned the Council meeting webpages for enhanced user experience and updated meeting guidelines

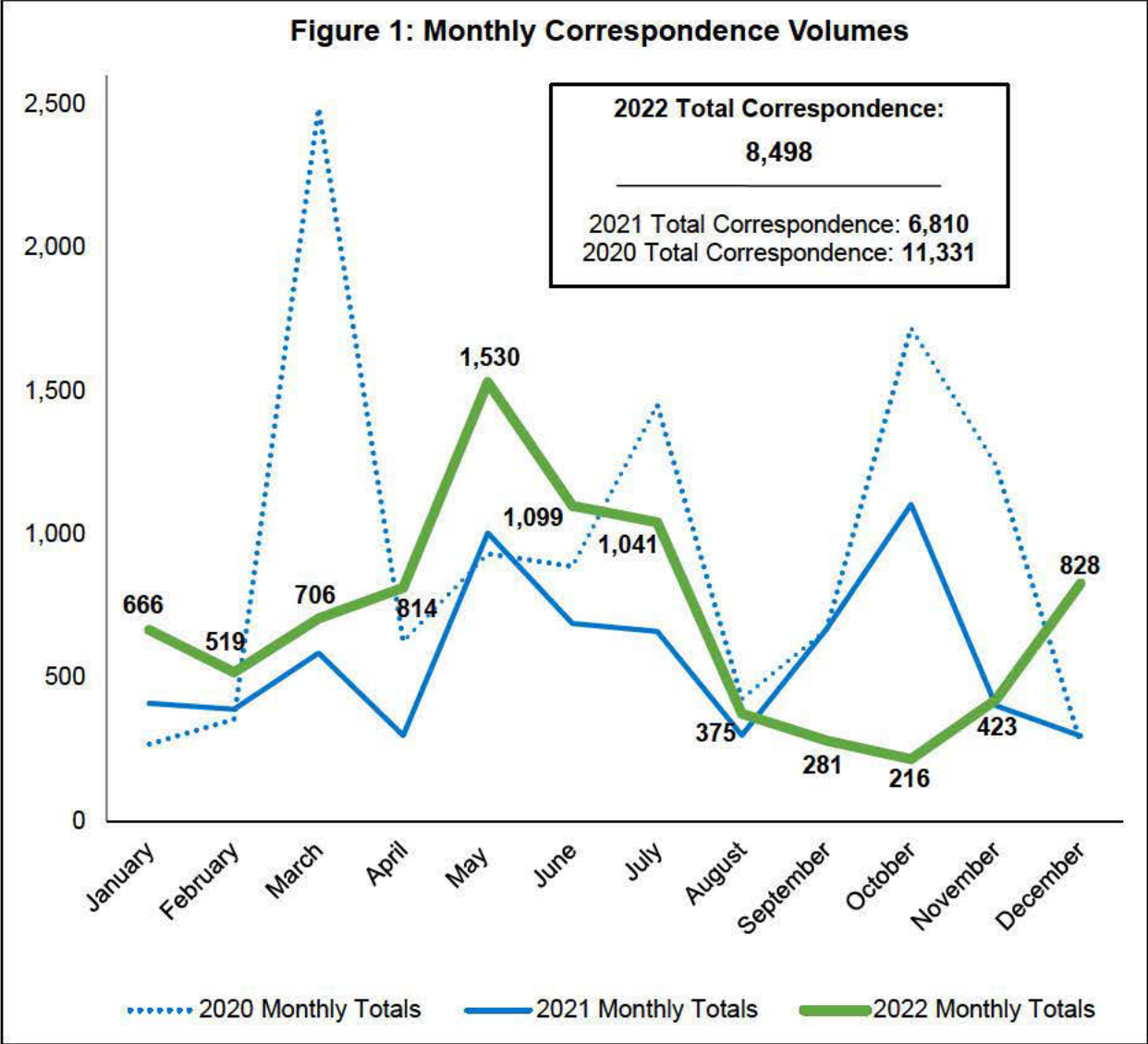
4. 2022 Mayor and Council Correspondence

Mayor and Council correspondence is managed by the Council Correspondence Coordinator from the Business and Election Services team (see [Appendix A](#) for more background information about the Mayor and Council Correspondence Project). Correspondence received through the [Contact Mayor and Council web form](#) are directly integrated and centrally tracked in EM PRO, the current case management system (formerly Lagan). **In 2022, Council received a total of 8,498 correspondence items, which was a 25% increase from the 6,810 correspondence items received in 2021.**

Correspondence volumes typically increase during the weeks Council meetings are held and when there are specific topics of interest. Despite 2022 being an election year where there were no Council meetings scheduled from August to November (when the lowest volumes of correspondence were received), there was still an overall increase in correspondence volume compared to the previous year.

As shown in Figure 1, correspondence volumes throughout the years have been similar. There is usually a decrease during Council breaks in August and between December and January.

In 2022, the highest volumes of correspondence were received between May and July. Most of the comments in May were related to the Broadway Plan, while most of the comments in June were also related to the Broadway Plan as well as the 2023-2026 Capital Plan. In July, most comments received were related to the Vancouver Plan.



4.1 Categories and Topic Trends

With the transition to a new case management system, the standard topic categories were updated to be aligned with City departments on August 17, 2022, rather than general topics. However, to remain consistent in the comparison with the categories from previous years, the categories in Figure 2 will follow the historical categories rather than the new department categories. The categories in future reports will reflect the new department categories.

In 2022, the highest volume of correspondence fell under the Planning, Zoning, and Development category as the Broadway Plan and “Reducing Barriers and Deepening Affordability for Non-Profit, Co-op and Social Housing in Every Neighbourhood” motion were brought forward for Council’s decision.

Similar to previous years, the City Administration category also had a high volume of correspondence, which included correspondence related to the 2023-2026 Capital Plan and the Vancouver Plan.

Other important topics were related to homelessness issues and the Millennium Line UBC Extension Alignment and Integration. A complete list of the popular topics from 2022 has been provided below in Figure 3.

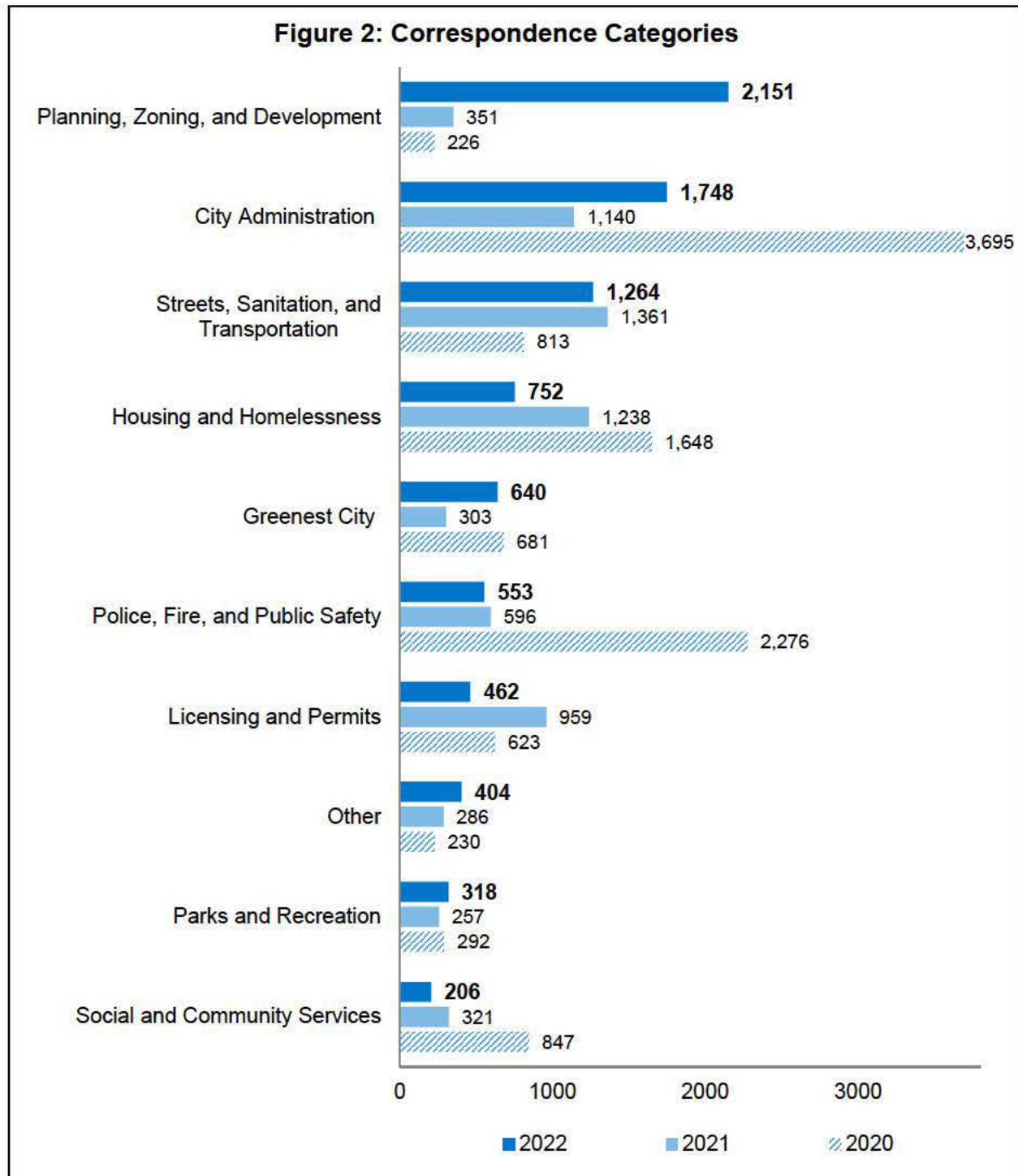
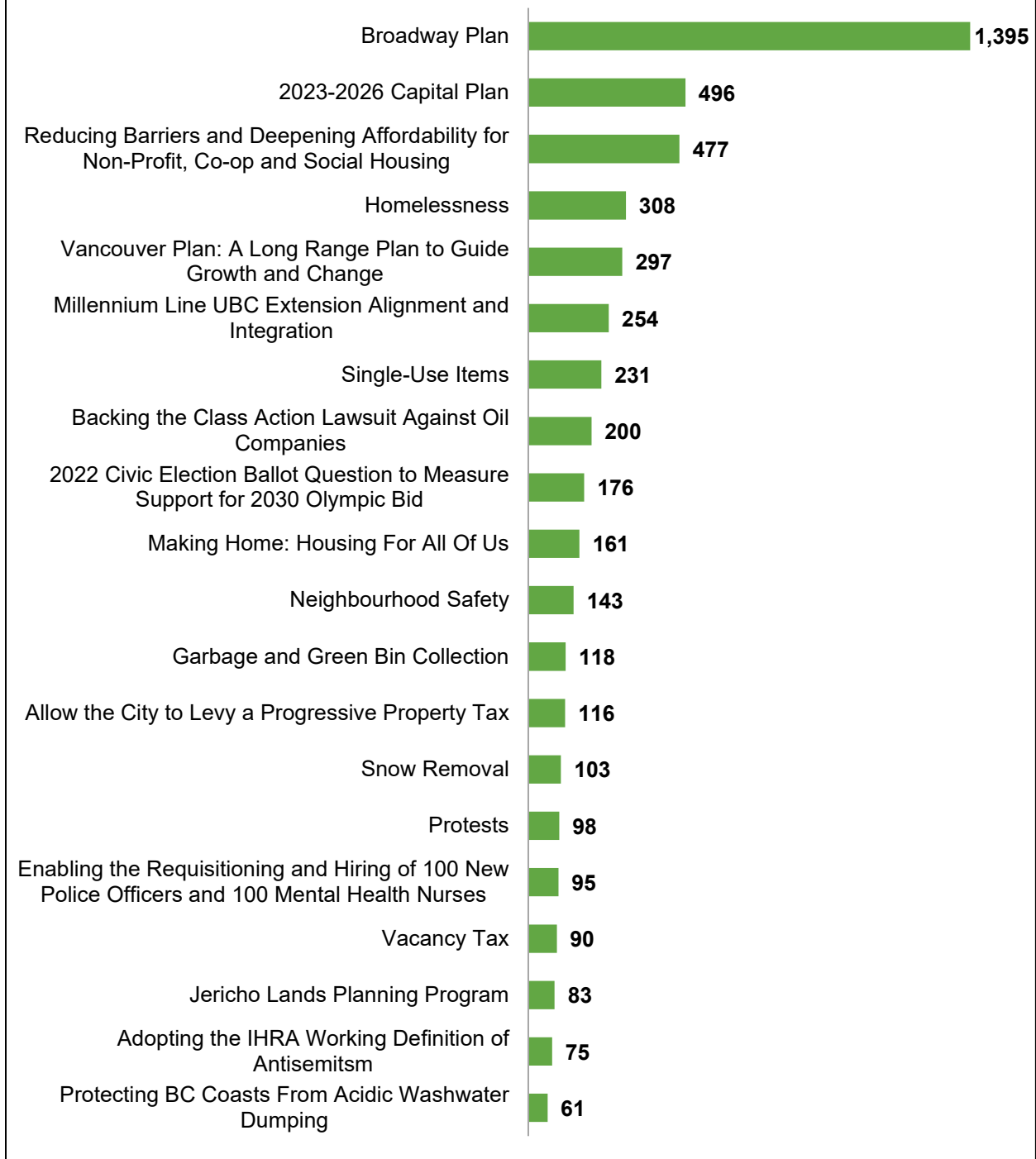


Figure 3: 2022 Correspondence Topics Trends



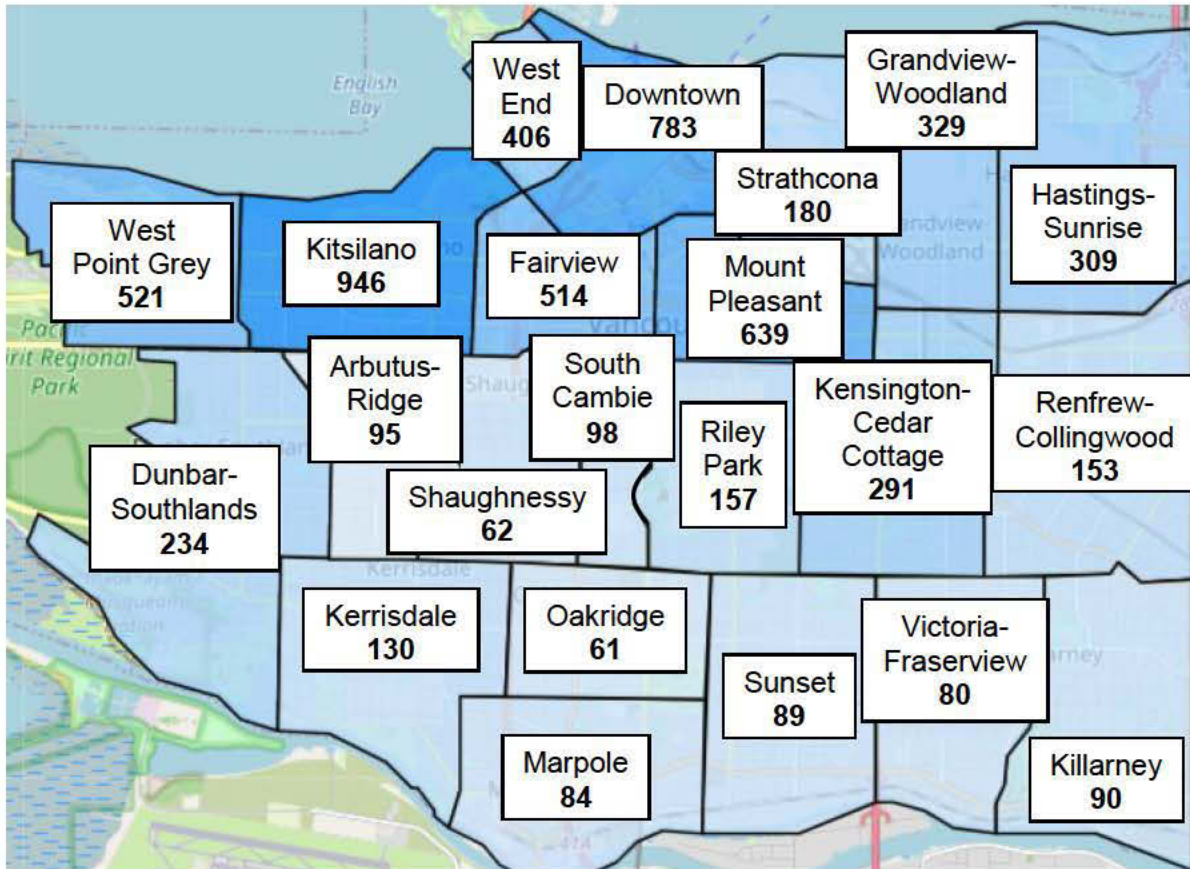
4.2 Local Area (Neighbourhood) Volumes and Trends

Local areas (neighbourhoods) are identified by the constituent’s residence as well as two other classifications below:

- *Non-Vancouver Residents*: Residents who do not live in Vancouver.
- *Unknown*: No address or neighbourhood provided.

Figure 4 below shows a heat map of the correspondence volumes received in 2022.

Figure 4: 2022 Neighbourhood Volumes

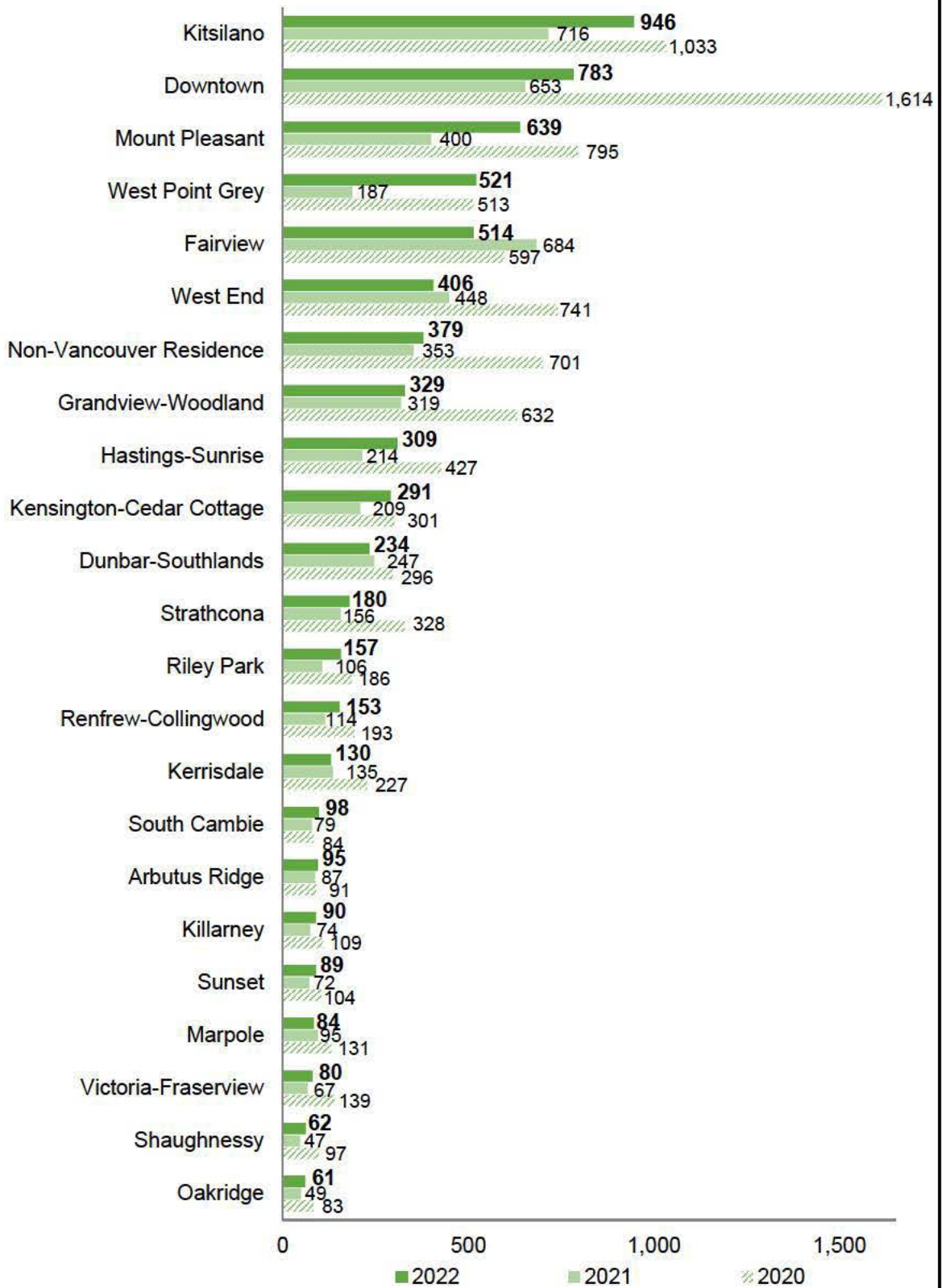


Not Displayed on Map:

Non-Vancouver Residence: 379 Unknown Residence: 1,868

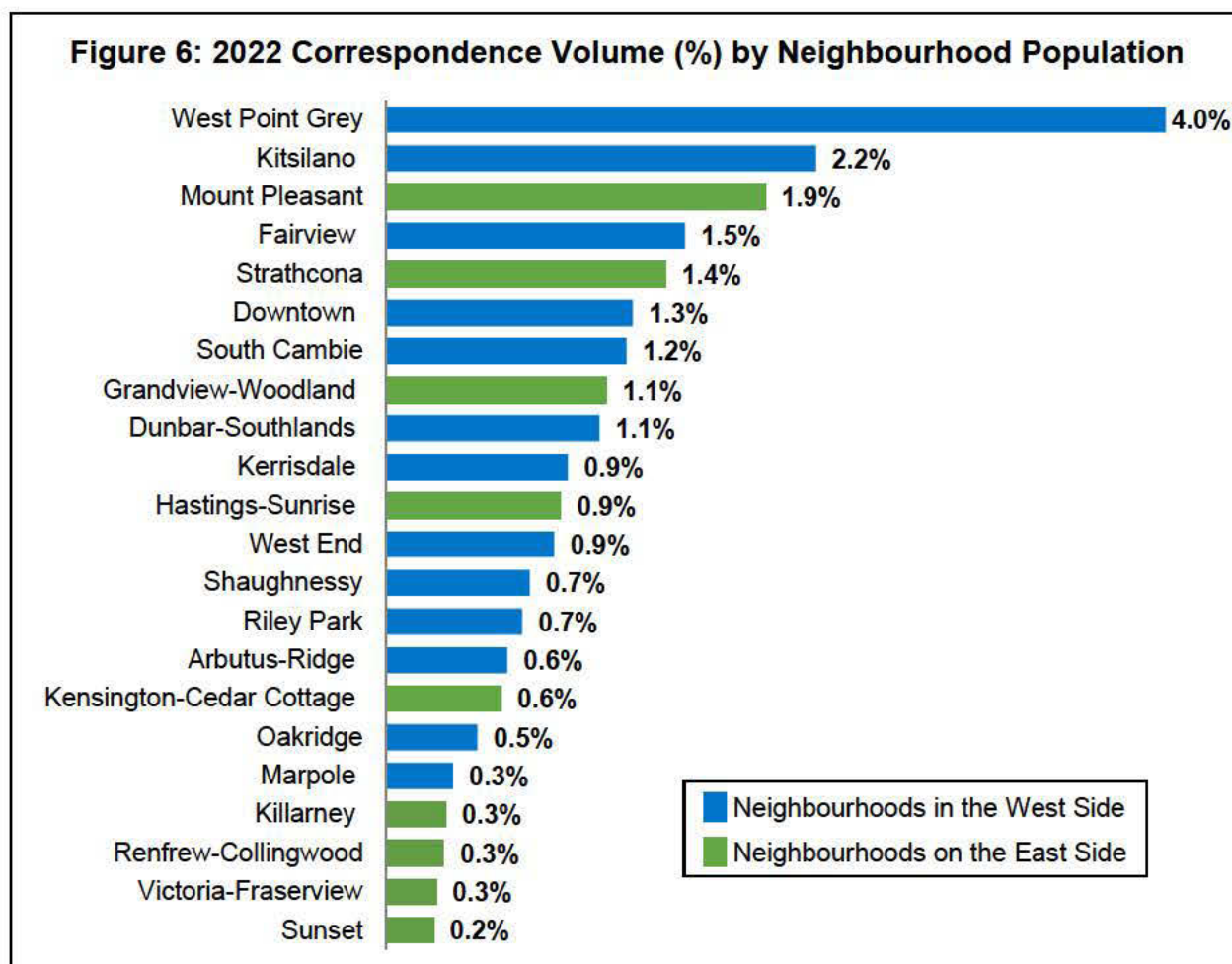
Similar to previous years, the neighbourhoods with the highest volume of correspondence in 2022 were Kitsilano, Downtown, Mount Pleasant, West Point Grey, and Fairview. Figure 5 below shows the comparison between the correspondence volumes received in each neighbourhood across the past three years.

Figure 5: Neighbourhood Volumes



The neighbourhoods that had the most correspondence based on their population size, however, were West Point Grey, Kitsilano, Mount Pleasant, Fairview, and Strathcona. As displayed in Figure 6, 4% of West Point Grey residents wrote to Mayor and Council in comparison to 2.2% of Kitsilano residents (which had the highest number of actual correspondence received).

With a few exceptions, Figure 6 also illustrates that those residing in the north-western neighbourhoods of Vancouver generally write to Mayor and Council more often than residents of the south-eastern neighbourhoods.



The most popular topics across the majority of the neighbourhoods were the Broadway Plan and the 2023-2026 Capital Plan. However, Table 2 shows that some other popular topics were also local to the neighbourhood. For example, Downtown residents were most concerned about homeless encampments and public safety in their neighbourhood.

Table 2: 2022 Top Correspondence Topics and Volumes by Neighbourhood

Neighbourhoods	Most Popular Topic	Second Most Popular Topic
Kitsilano	Broadway Plan (313)	Vancouver Plan (84)

Downtown	Homelessness (102)	Neighbourhood Safety (50)
Mount Pleasant	Broadway Plan (158)	2023-2026 Capital Plan (136)
West Point Grey	Broadway Plan (188)	Millennium Line UBC Extension Alignment and Integration (70)
Fairview	Broadway Plan (198)	Reducing Barriers and Deepening Affordability for Non-Profit, Co-op and Social Housing (48)
West End	Broadway Plan (44)	Single-Use Items (21)
Grandview-Woodland	Broadway Plan (44)	2023-2026 Capital Plan (32)
Hastings-Sunrise	Backing the Class Action Lawsuit Against Oil Companies (20)	Homelessness (19)
Kensington-Cedar Cottage	Broadway Plan (37)	2023-2026 Capital Plan (36)
Dunbar-Southlands	Broadway Plan (56)	2023-2026 Capital Plan (23)
Strathcona	Homelessness (30)	Backing the Class Action Lawsuit Against Oil Companies (7)
		Broadway Plan (7)
Riley Park	2023-2026 Capital Plan (29)	Broadway Plan (25)
Renfrew-Collingwood	Reducing Barriers and Deepening Affordability for Non-Profit, Co-op and Social Housing (11)	2023-2026 Capital Plan (10)
		Broadway Plan (10)
Kerrisdale	Broadway Plan (24)	2023-2026 Capital Plan (12)
South Cambie	Broadway Plan (12)	2023-2026 Capital Plan (11)
Arbutus-Ridge	Broadway Plan (21)	2023-2026 Capital Plan (8)
Killarney	Broadway Plan (10)	2023-2026 Capital Plan (7)
Sunset	Broadway Plan (5)	2023-2026 Capital Plan (4)
Marpole	Broadway Plan (10)	2023-2026 Capital Plan (5)
Victoria-Fraserview	Broadway Plan (8)	Backing the Class Action Lawsuit Against Oil Companies (3)
Shaughnessy	Allow the City to Levy a Progressive Property Tax (11)	Broadway Plan (5)
Oakridge	Vancouver Plan (6)	Broadway Plan (4)

■ Neighbourhoods in the West Side

■ Neighbourhoods in the East Side

4.3 Correspondence Sources

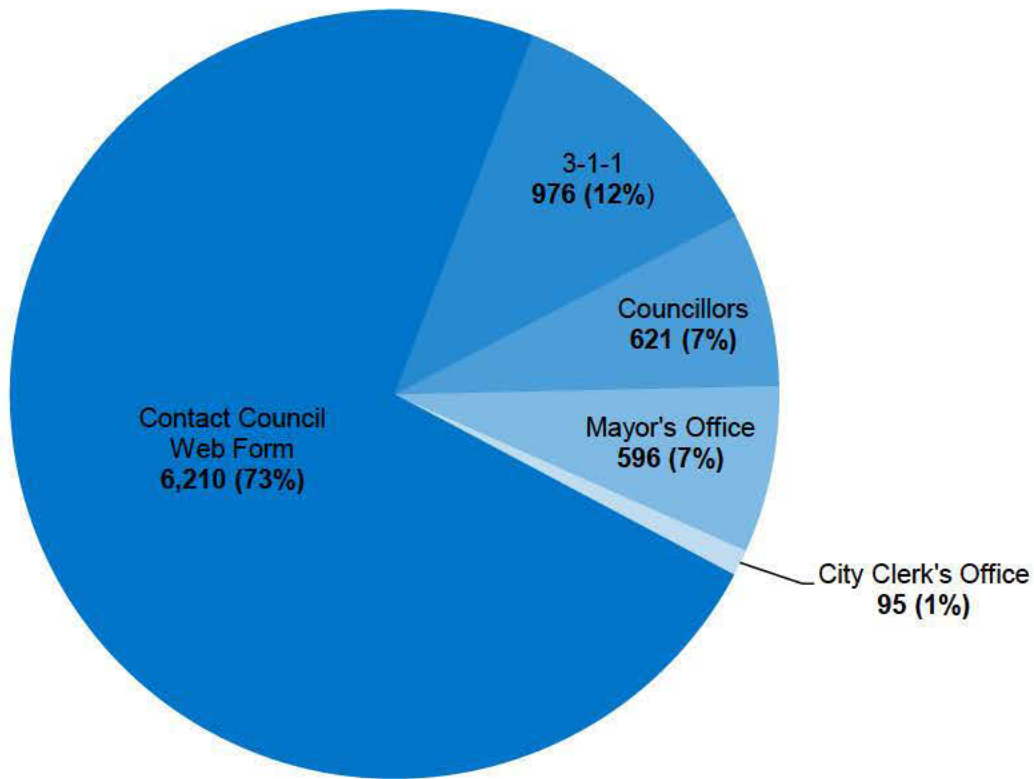
Mayor and Council correspondence is received through the following channels:

- [Contact Mayor and Council web form](#)
- **3-1-1**
 - Phone calls
 - Live chat
 - [Tell Us Online web form](#)
 - Social media
- **City Clerk's Office**
 - Physical mail
 - Phone calls
 - In-person inquiries
- **Councillors** (only tracked when requested by the Councillor)
 - Individual emails
 - Phone calls
 - Physical mail
- **Mayor's Office** (only tracked when requested by the Mayor's staff)
 - Individual emails
 - Phone calls
 - Physical mail

As displayed in Figure 7, **the highest volume of correspondence was received through the Contact Mayor and Council web form at 73% (6,210 correspondence items) in 2022**. As 2022 is the fifth year that the web form has been in place and is the preferred method for receiving correspondence addressed to Mayor and Council for Council meeting agenda items, most correspondence items are received through this channel.

Although the volume of correspondence entered from Councillors and the Mayor's Office is the same at 7%, out of the 621 correspondence items entered for Councillors, 390 were part of an email campaign regarding the "Reducing Barriers and Deepening Affordability for Non-Profit, Co-op and Social Housing in Every Neighbourhood" motion, which contained template letters. Therefore, only 231 unique correspondence items were tracked from the Councillors in 2022.

Figure 7: 2022 Correspondence Sources

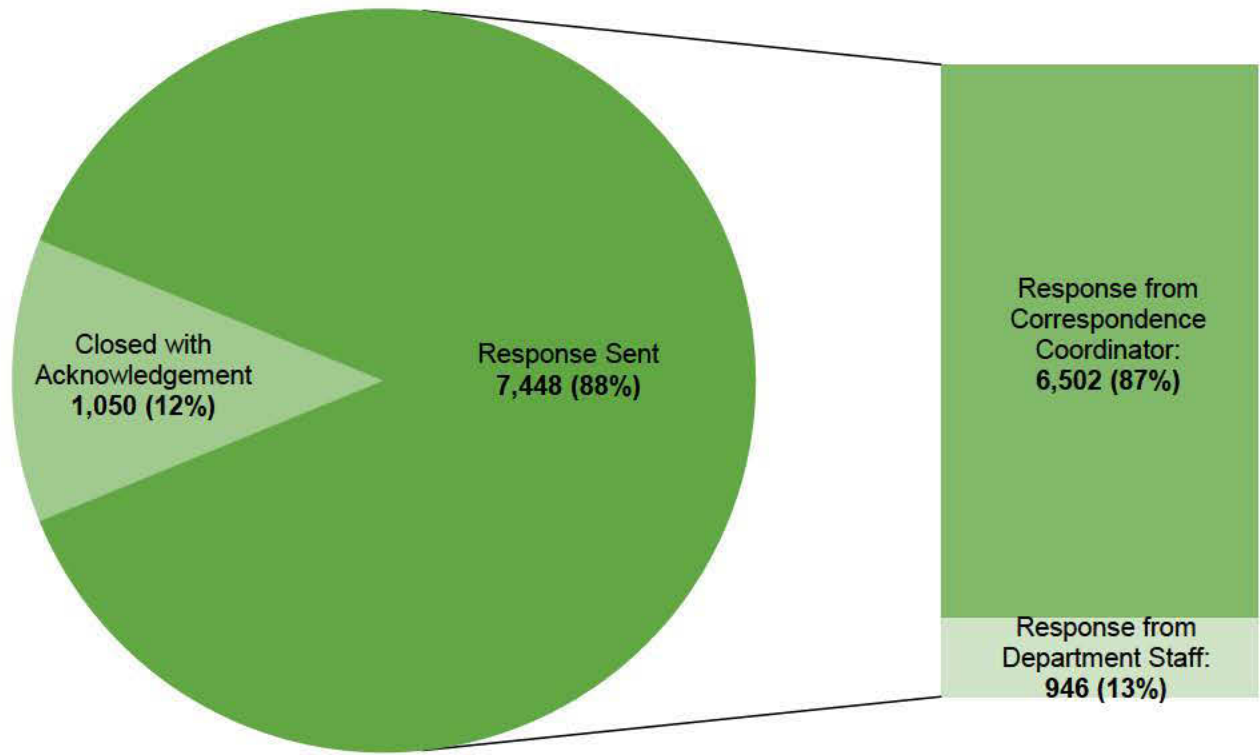


4.4 Correspondence Response Rates

All constituents receive an acknowledgement confirming receipt of their correspondence when they use the Contact Mayor and Council web form or call 3-1-1. However, not all constituents provide their contact information or may provide invalid/incorrect contact information. Some constituents also prefer not to be contacted and want their identity to be anonymous. Therefore, it is impossible to respond to 100% of all comments received.

In 2022, 88% (7,448 correspondence items) received a personalized response addressing the constituent's concerns, which is a 4% increase from the 84% response rate in 2021. These personalized responses sometimes include links for more information on the City's website or additional contacts.

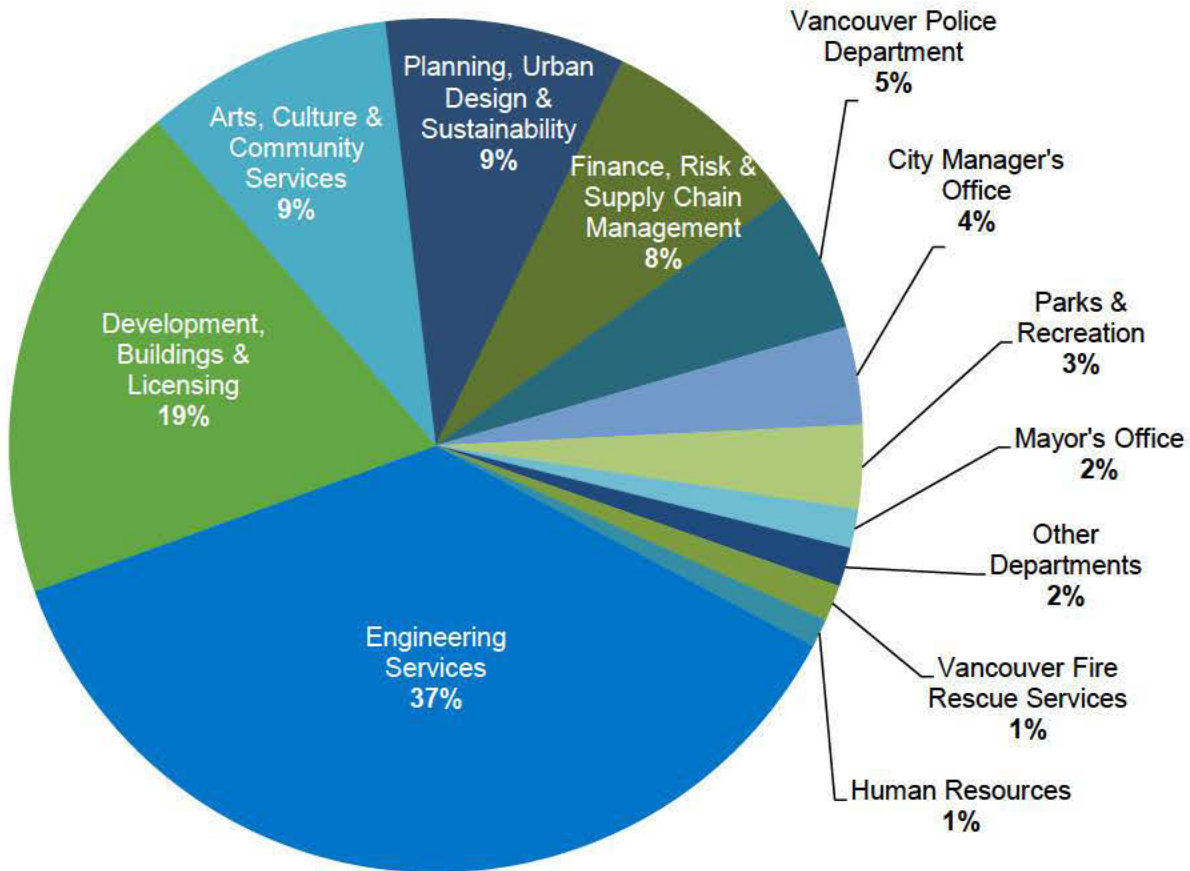
Figure 8: 2022 Response Rates



The majority of responses are provided by the Council Correspondence Coordinator, unless information is required from department staff, typically when the topic is of a complex or specific nature. Since 2017, the Council Correspondence Coordinator has developed a response repository consisting of information collected from the Civic Engagement & Communications department, City of Vancouver website, past staff responses, information bulletins, news releases, and daily media summaries. These response templates are used to respond to common or hot topic items.

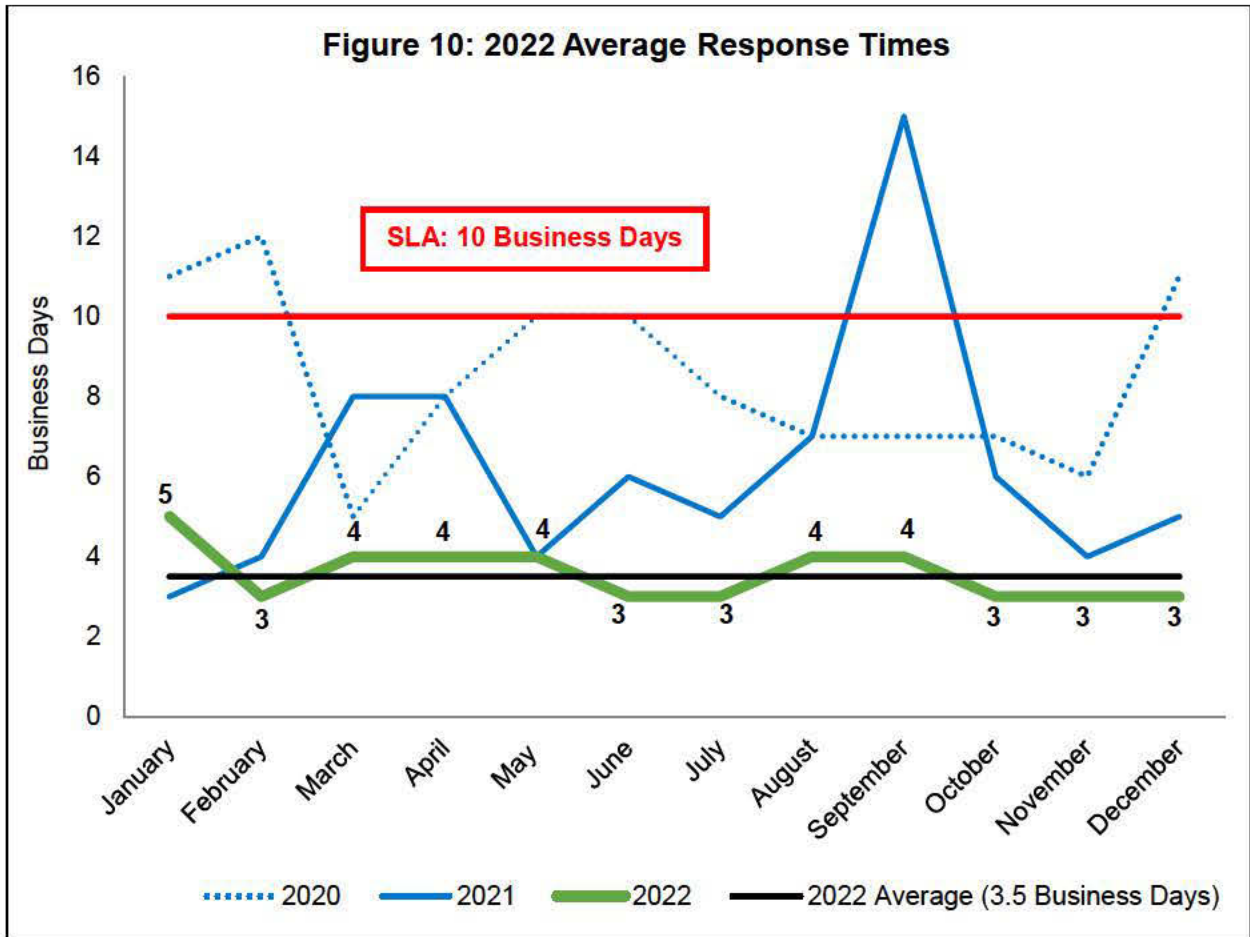
Similar to previous years, the majority of correspondence that required staff response fell under the Engineering Services (37%) and Development, Buildings & Licensing (19%) departments as the correspondence specified certain projects, sites, and locations. Figure 9 below shows the percentages of correspondence items that were responded to by each department. Other departments include Real Estate & Facilities Management, Technology Services, City Protective Services, Legal Services, and the Vancouver Public Library.

Figure 9: 2022 Staff Responses by Department

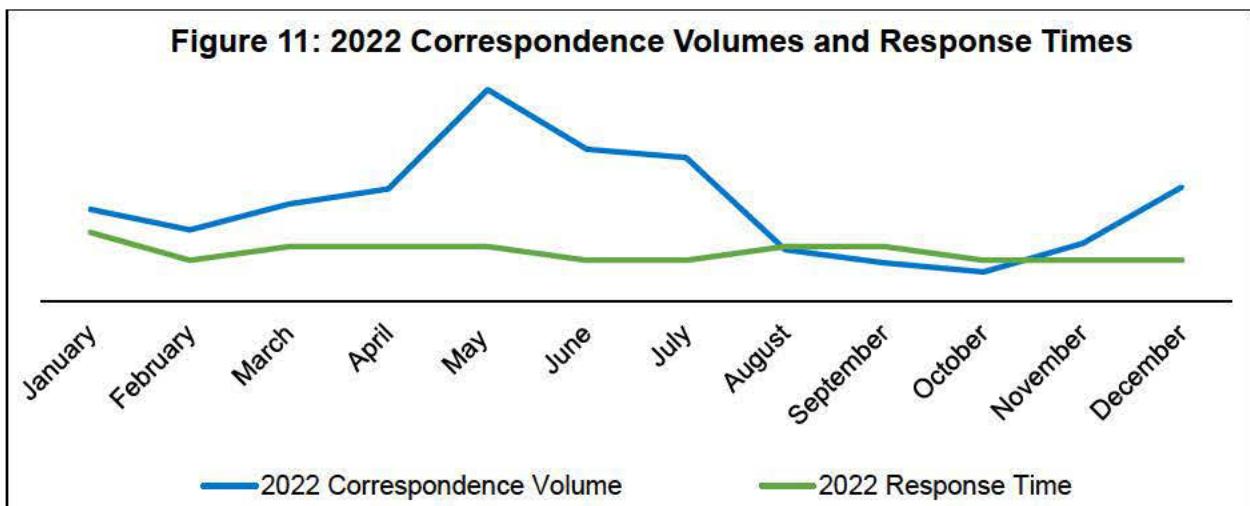


The average correspondence case response time was 3.5 business days in 2022, which is a 42% decrease from the 6-business day average in 2021 and is within the 10-business day Service Level Agreement (SLA). This improvement can be attributed to the established response repository, which has accumulated messaging for various topics over the past 5 years as well as the additional support from the City Clerk's administrative staff, who sometimes help the Council Correspondence Coordinator in responding back to cases as well as coordinating with staff on responses. The Council Correspondence Coordinator also continuously works with department staff to streamline their case reallocation processes, which helps to improve their response times as well.

As shown in Figure 10, the average monthly response times were consistently between 3 and 5 business days throughout the year.



As displayed in Figure 11 the response times and correspondence volumes in 2022 had an inverse relationship where response times decreased when volumes increased. When correspondence volumes increased, they were mostly related to hot topics or Council meeting agenda times, which had response templates already prepared. Therefore, responses were sent out more quickly when Council received high volumes on the same topic as opposed to when volumes were lower and more specific responses had to be prepared.



5. Public Hearing Correspondence

Public hearing correspondence is managed by the Meeting Coordinators from the Legislative Operations team. It is received through the [public hearing correspondence web form](#) and processed differently than regular Mayor and Council correspondence as the constituent's full name and comments are made publicly available on the City's website.

In 2022, 4,146 public hearing correspondence items were received by the City Clerk's Office. The volumes of correspondence usually vary in each public hearing and depends on the public's interest on specific items. The correspondence volumes based on the public hearings scheduled in 2022 are displayed in Figure 12 and the most popular public hearing items are listed by date in Table 3 below.

Due to revisions in the Procedure By-law, public hearings were convened in a hybrid model in which Council members were able to participate virtually or in-person and members of the public were also able to participate by phone or in-person.

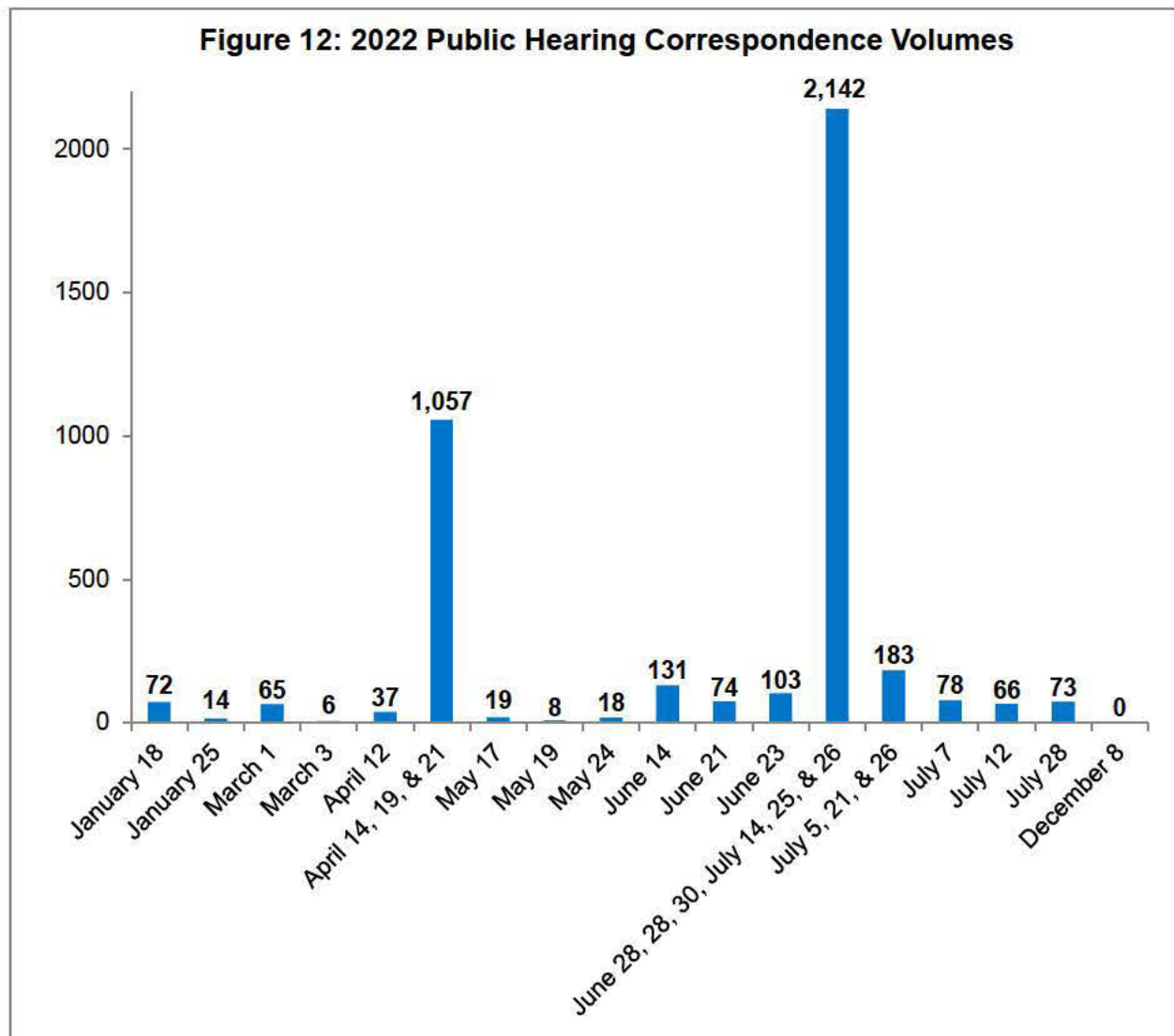
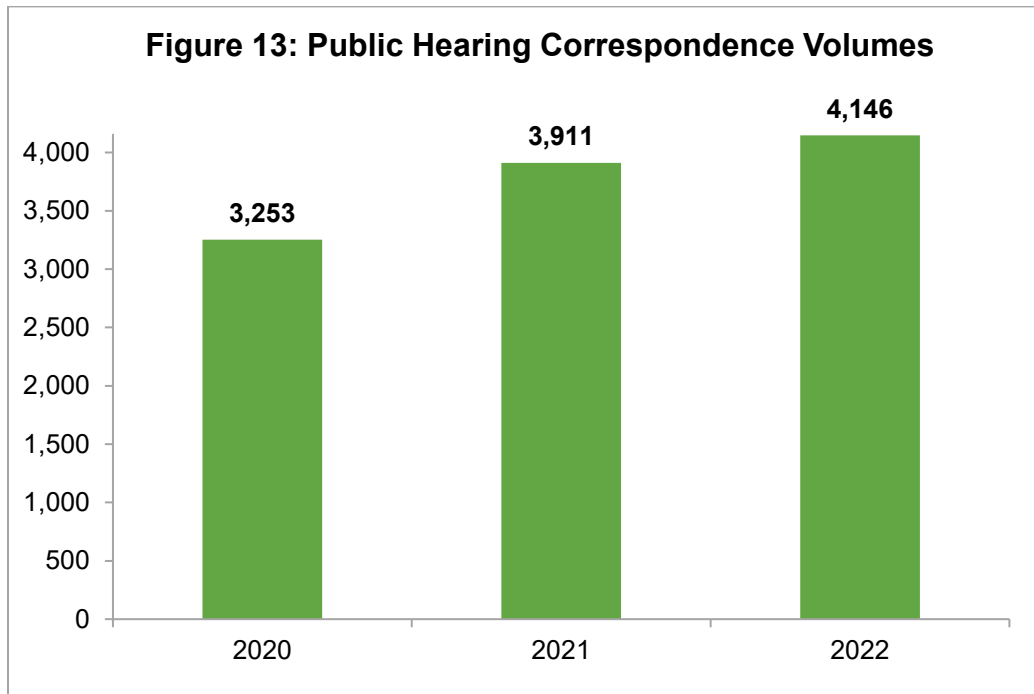


Table 3: 2022 Top Public Hearing Items

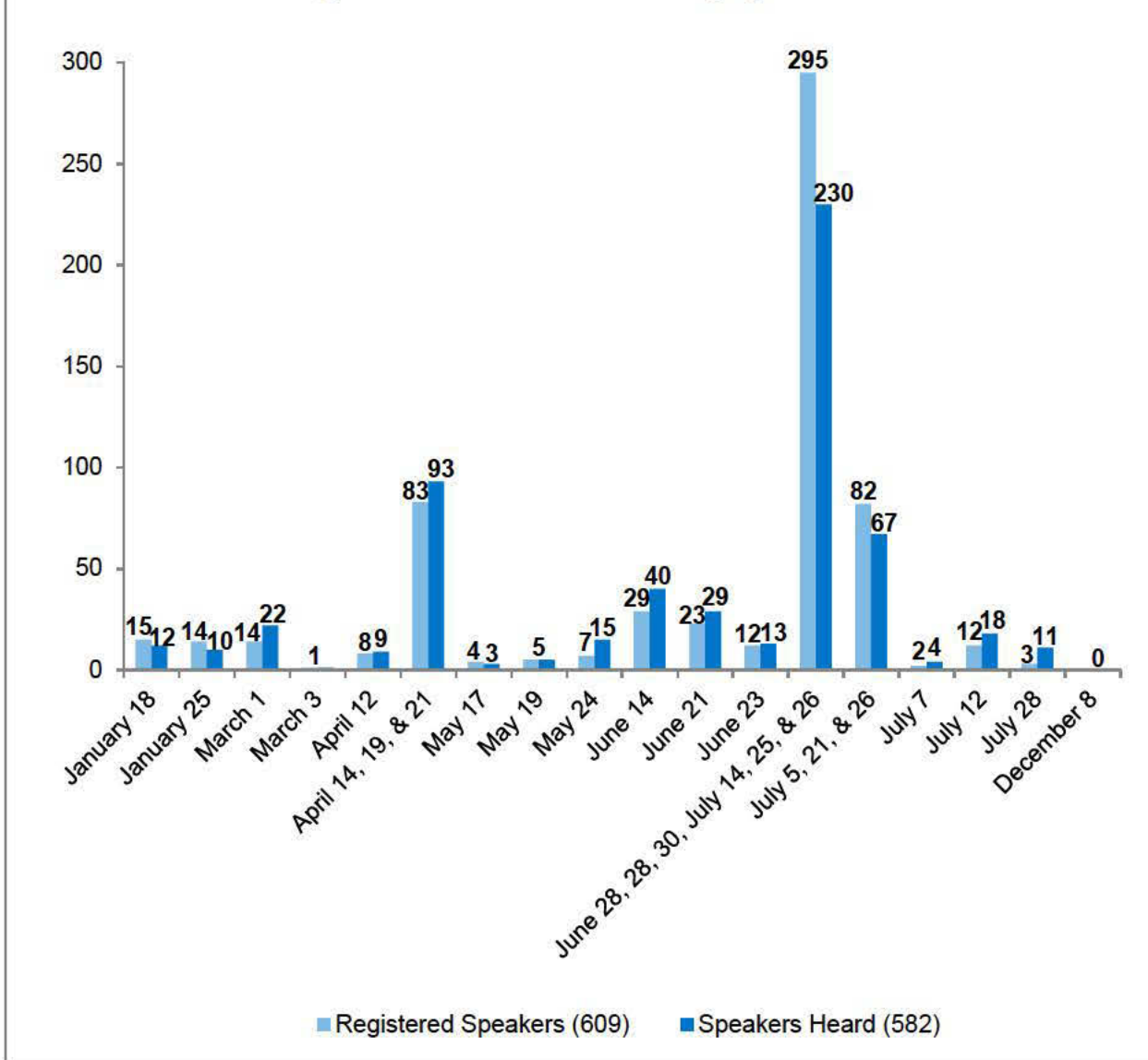
Public Hearing Date & Item	Support	Opposed	Other
<i>April 14</i> – CD-1 Rezoning: 1477 West Broadway	607	410	3
<i>June 14</i> – CD-1 Rezoning: 1406-1410 East King Edward Avenue	52	24	4
<i>June 28</i> – CD-1 Rezoning: 2086-2098 West 7th Avenue, and 2091 West 8th Avenue	542	1,561	17
<i>June 23</i> – CD-1 Rezoning: 450-496 Prior Street, 550 Malkin Avenue and 1002 Station Street	86	8	1
<i>July 5</i> – CD-1 Rezoning: 906-982 West 18th Avenue and 907-969 West 19th Avenue	58	61	16

Due to the 2022 municipal election, there were no public hearings scheduled between August and November. Despite the decrease in the number of public hearings, correspondence volumes increased by 6% in 2022 in comparison to 2021 (Figure 13) due to the public’s interest in the rezoning application for 2086-2098 West 7th Avenue, and 2091 West 8th Avenue.

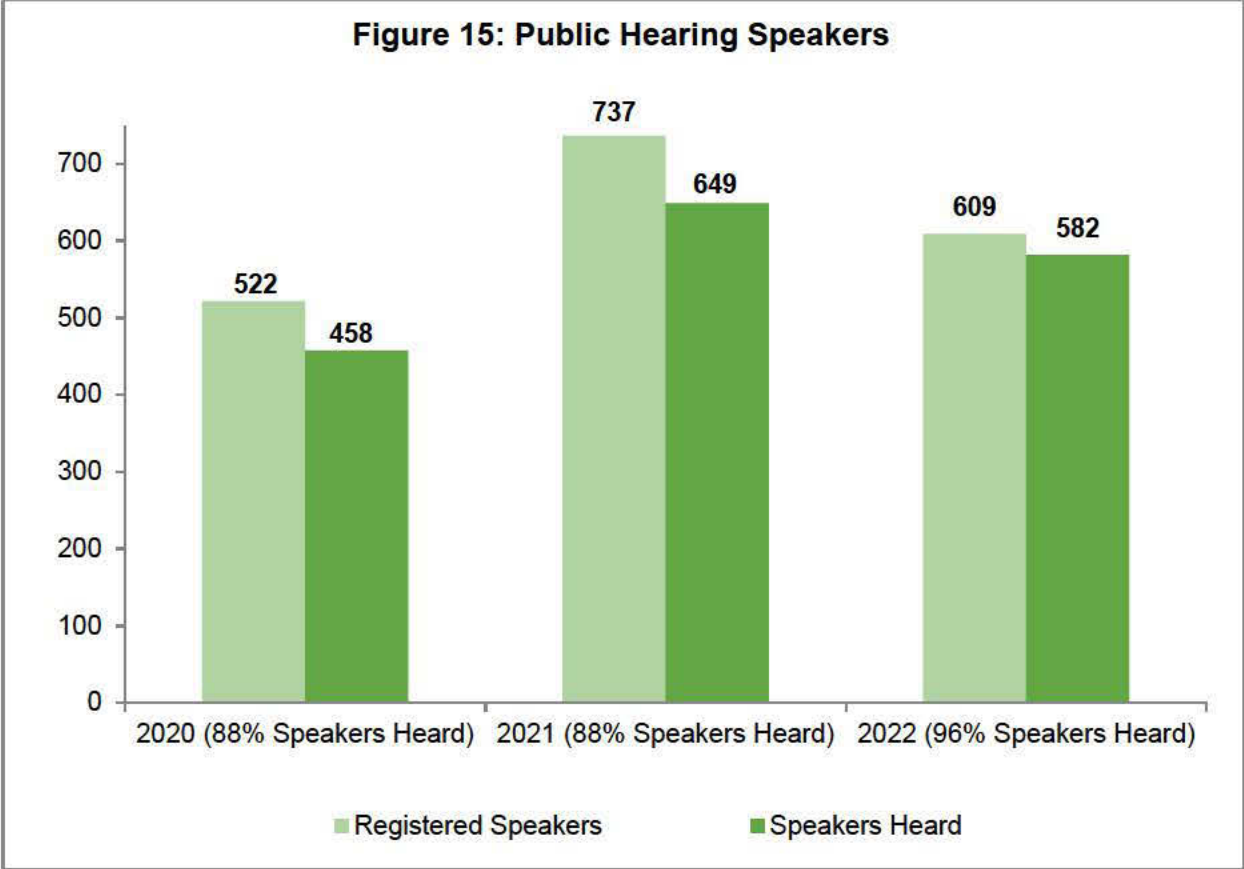


In 2022, 609 speakers were registered and 582 speakers were heard (which included 55 additional speakers). Additional speakers are those who are not on the registered speakers list but speak to Council when the Chair calls for additional speakers at the end of the registered speakers list.

Figure 14: 2022 Public Hearing Speakers



As displayed in Figure 15, the rate of participation (the number of speakers heard out of the number of speakers registered including additional speakers) in 2022 increased to 96%, which is 8% more in comparison to previous years. This may be due to increased awareness of the phone-in option that was first introduced in May 2020 due to the COVID-19 pandemic as well as increased public interest on specific public hearing items such as the rezoning application for 2086-2098 West 7th Avenue, and 2091 West 8th Avenue.

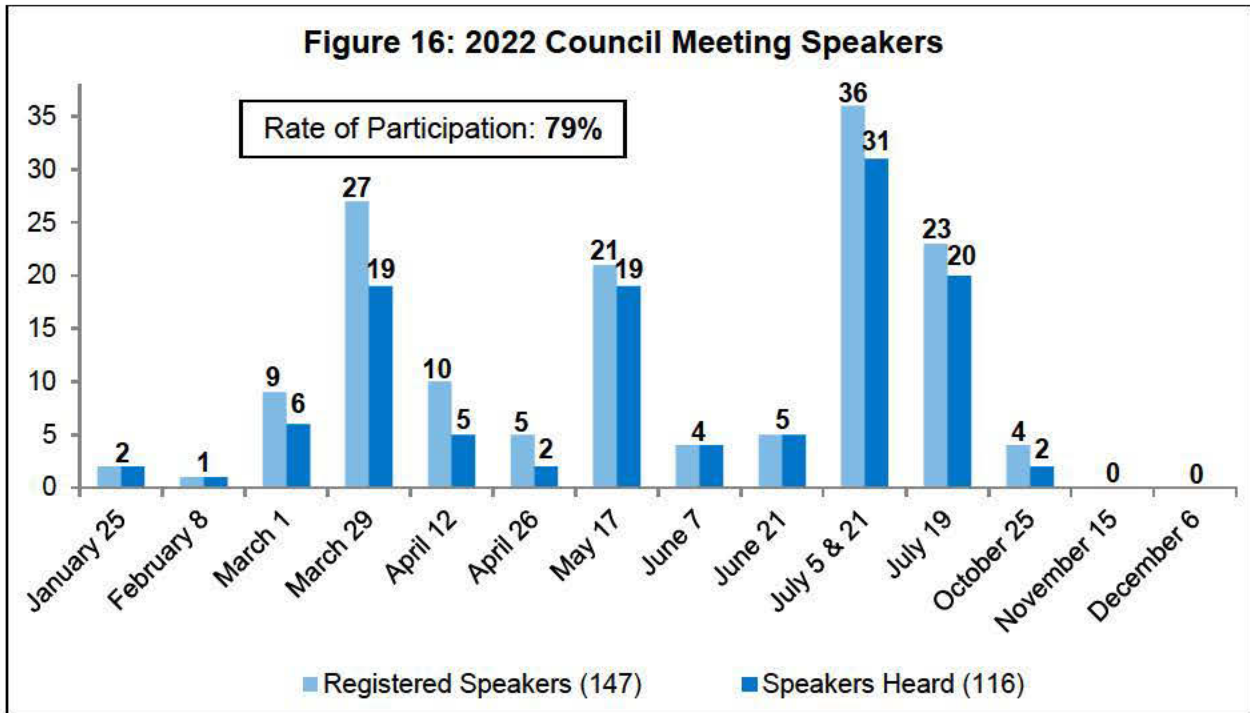


6. Council and Standing Committee Meeting Speakers

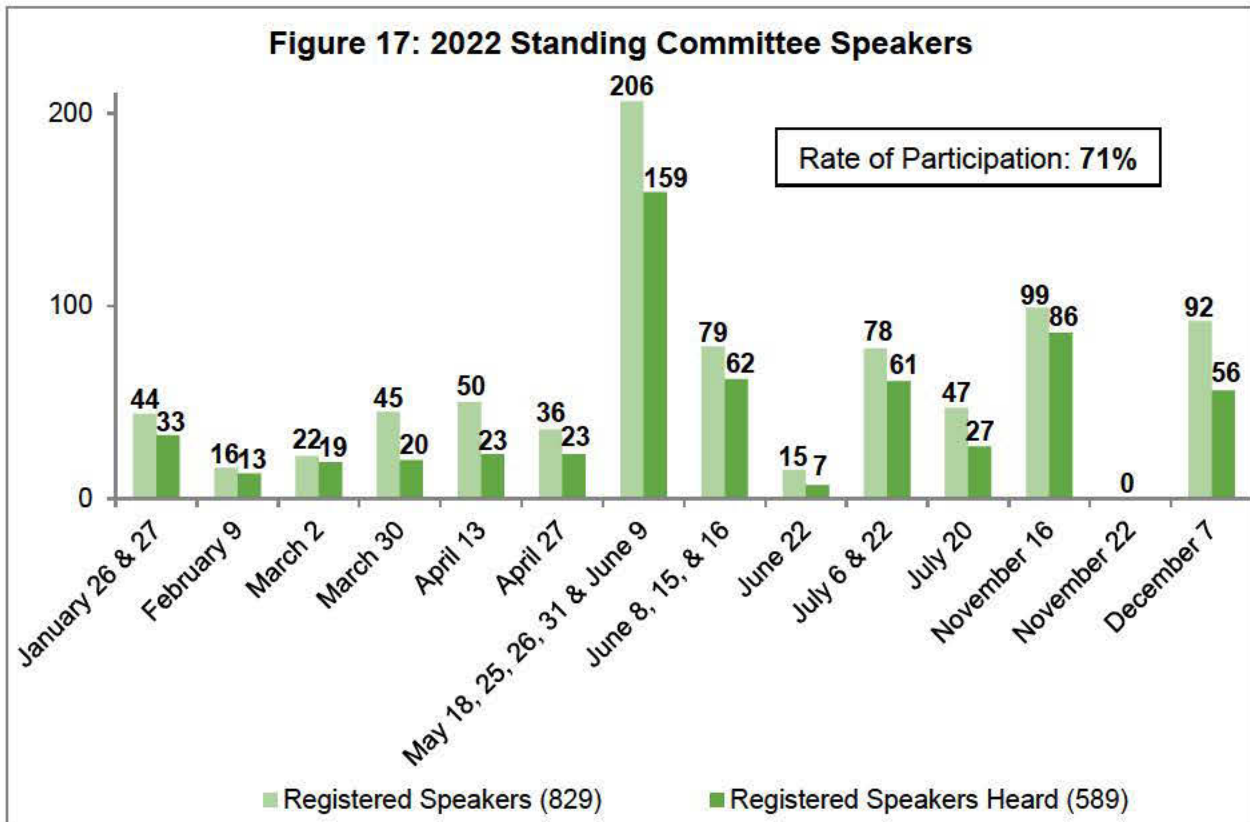
Speaker requests for Council and Standing Committee meetings are also managed by the Meeting Coordinators from the Legislative Operations team. The public can register to speak up until one hour before the meeting is scheduled to begin.

Similar to public hearings, these meetings were previously only held in-person. However, with adjustments to the Vancouver Charter and City’s Procedure By-law to permit electronic participation, Council and Standing Committee meetings were convened in a hybrid model in which speakers could attend by phone or in-person.

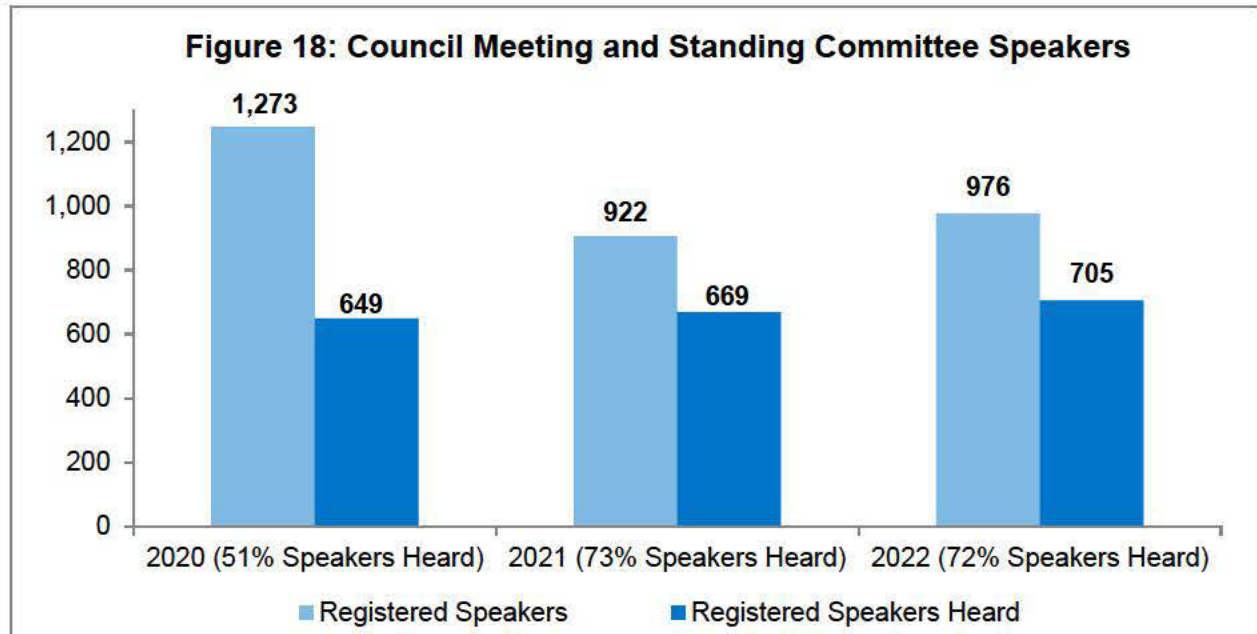
In 2022, 147 speakers were registered and 116 speakers were heard during Council meetings (Figure 16). The rate of participation amongst registered speakers in 2022 was 79%, which is 2% more than the 77% participation rate in 2021.



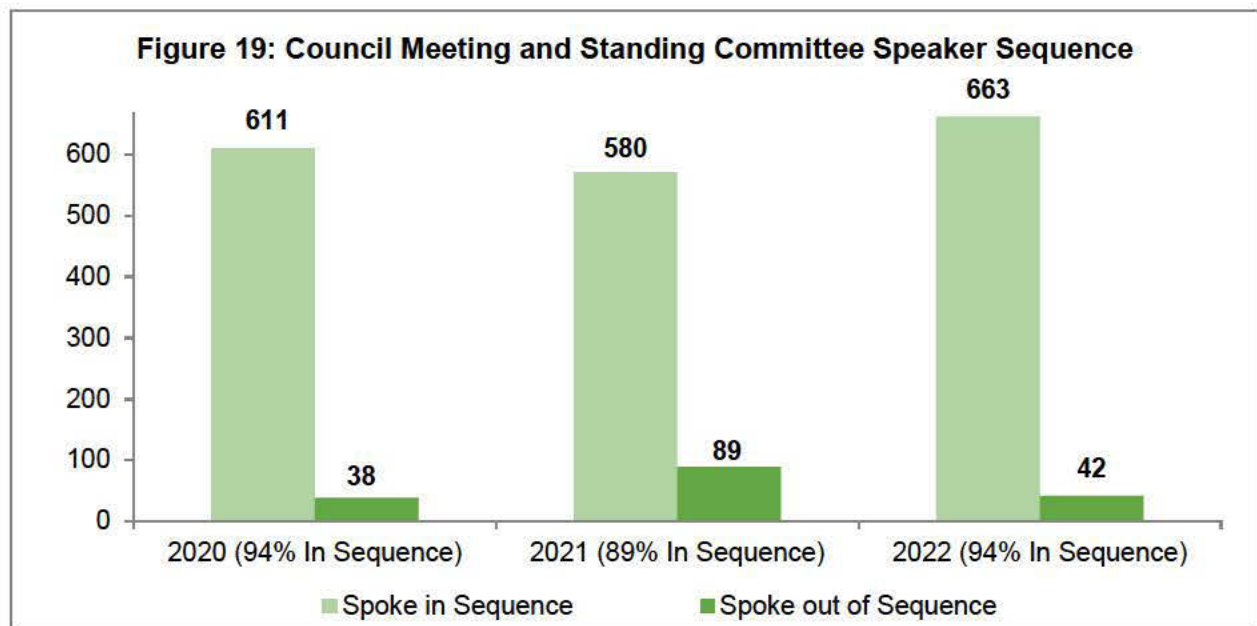
In 2022, there were 829 registered speakers and 589 speakers heard during Standing Committee meetings (Figure 17). The rate of participation in 2022 was 71%, which is only 1% less than the 72% participation rate in 2021.



Registered speakers who miss their speaking time for Council and Standing Committee meetings are provided with a second opportunity to speak to Council after the Mayor or Chair have called all registered speakers. In 2022, 67% of registered speakers were heard at Council and Standing Committee meetings, which is 6% less than the 73% participation rate in 2021 (Figure 18).



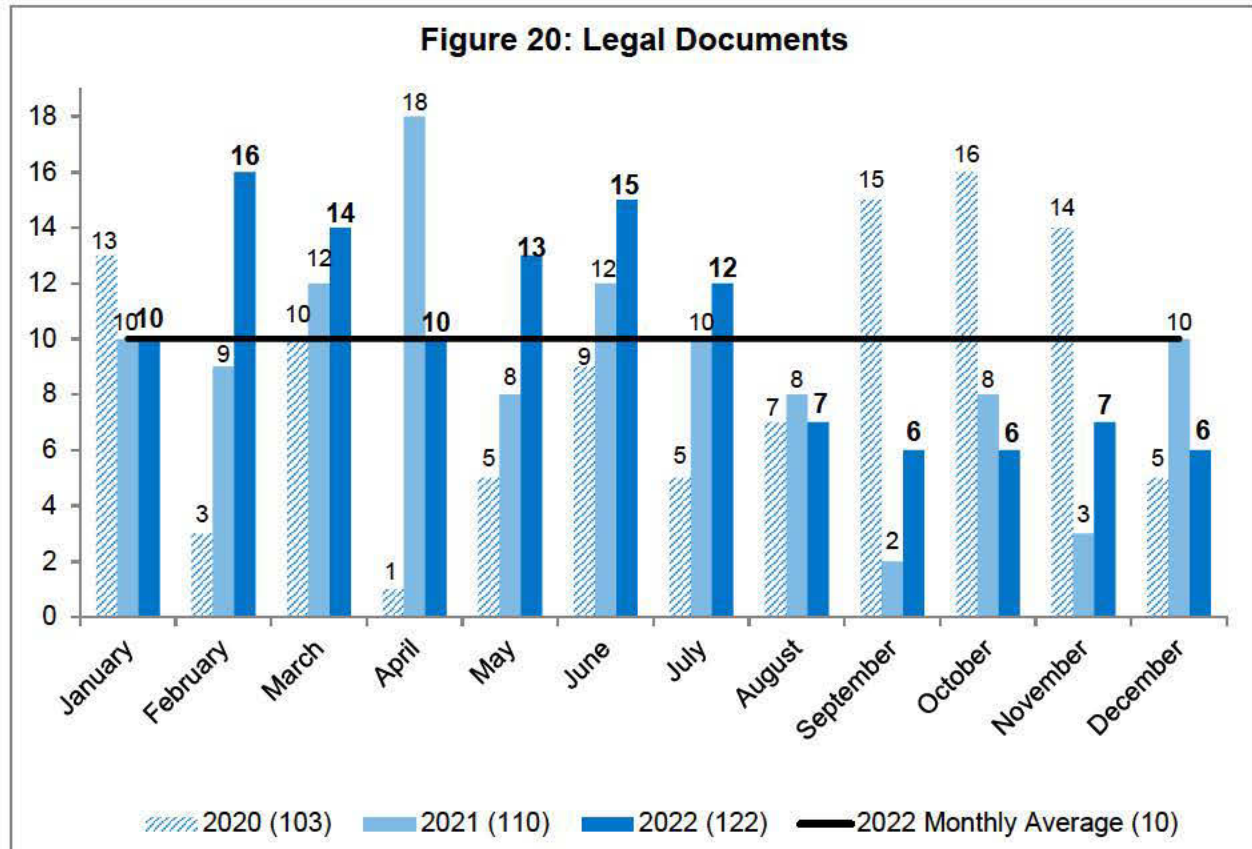
Out of the 705 total speakers heard for Council and Standing Committee meetings in 2022, 663 (94%) spoke during their turn and 42 (6%) missed their turn, but were able to speak when the Chair of the meeting went over the registered speaker's list again. This second opportunity to speak provided the speakers with additional flexibility and convenience to participate at the meetings.



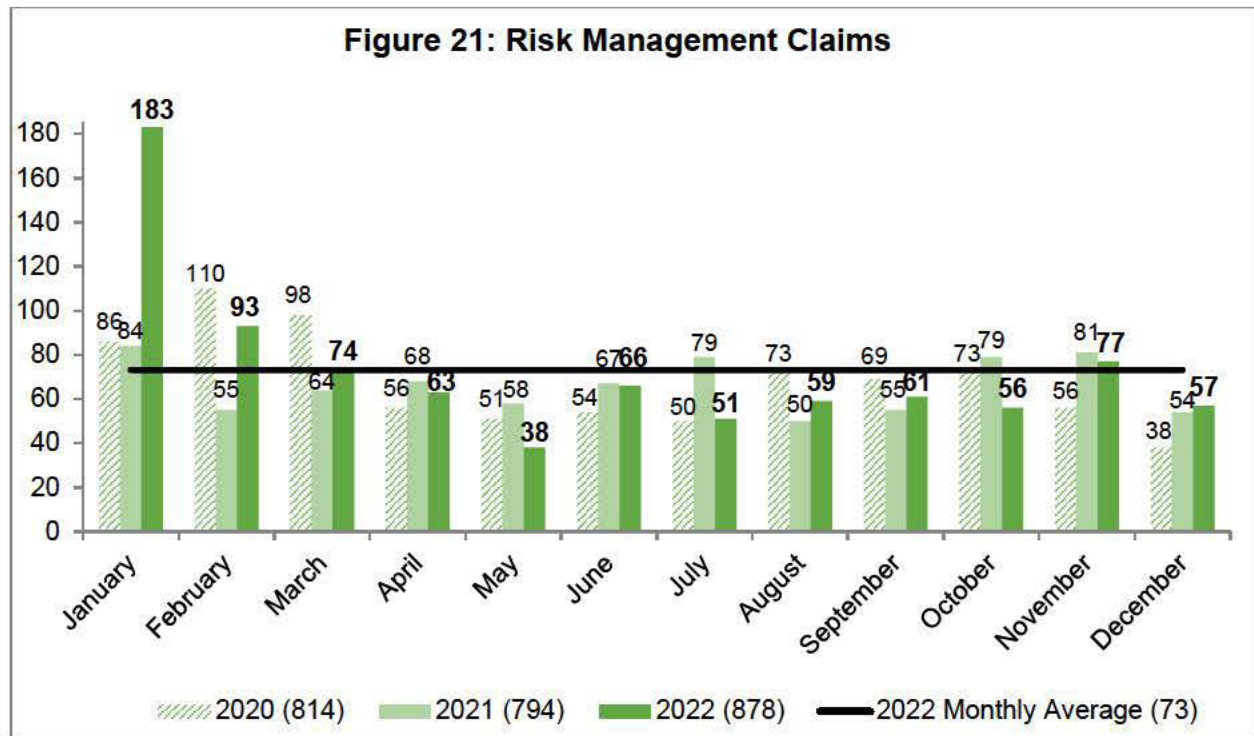
7. Legal Documents, Risk Management Claims, Event Invitations, and Tours

The City Clerk's Office receives and processes a variety of documents. These include legal documents, risk management claims, and event invitations, which are managed by the administrative staff from the Business and Election Services team.

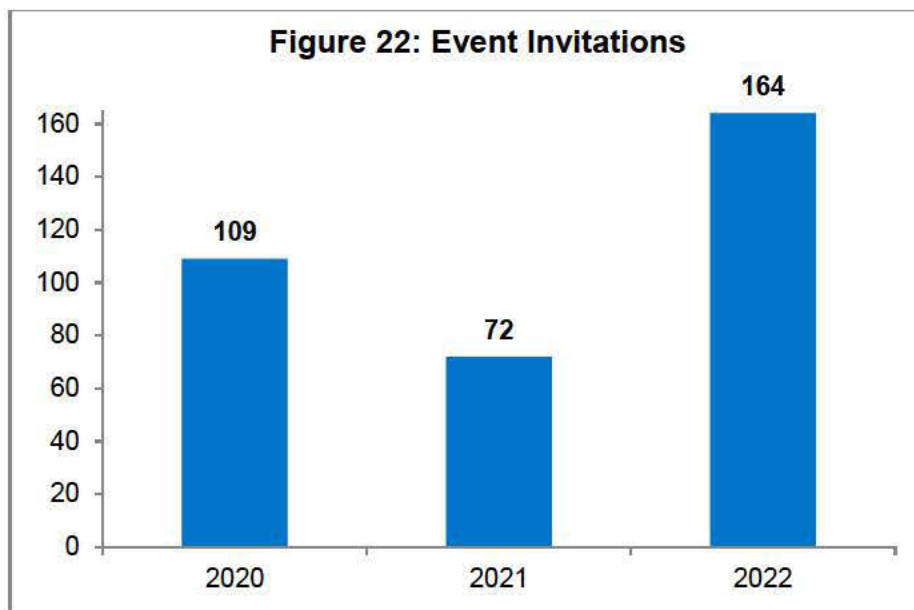
In 2022, the City Clerk's Office received 122 legal documents, which is a 11% increase from the 110 legal documents received in 2021 (Figure 20).



The City Clerk's Office receives two types of risk management claims: Charter Notices and ICBC claims. **In 2022, 878 risk management claims were received, which is an 11% increase from the 794 risk claims received in 2021 (Figure 21).** A high volume of claims were received in January 2022 due to vehicle damage from poor driving conditions in the City, which were mostly related to potholes.



In 2022, 164 event invitations were received by the City Clerk’s Office, which is a 128% increase from the 72 invitations received in 2021 (Figure 22). In 2021, the volume of event invitations decreased significantly due to the COVID-19 pandemic as public health orders limited in-person social gatherings and large events. However, as the restrictions lifted in 2022, the volume of event invitations increased.



The City Clerk’s Office has been offering tours of the City Hall campus since 2009. These tours are led by the administrative staff and are normally provided to new City of Vancouver employees, school groups, and community organizations. Tours provide an opportunity to

demystify City Hall, engage with the public and connect them with their elected officials, explain when/where/how processes and decisions take place, and learn about the history of City Hall. These tours are different from the tours for visiting dignitaries, which are primarily administered by External Relations and Protocol staff.

Due to the COVID-19 pandemic, all tours were cancelled beginning in March 2020 as public access to City Hall was restricted and social gatherings were limited. During this time, virtual tours were provided by the administrative staff. However, restrictions were lifted in April 2022 and in-person tours resumed thereafter.

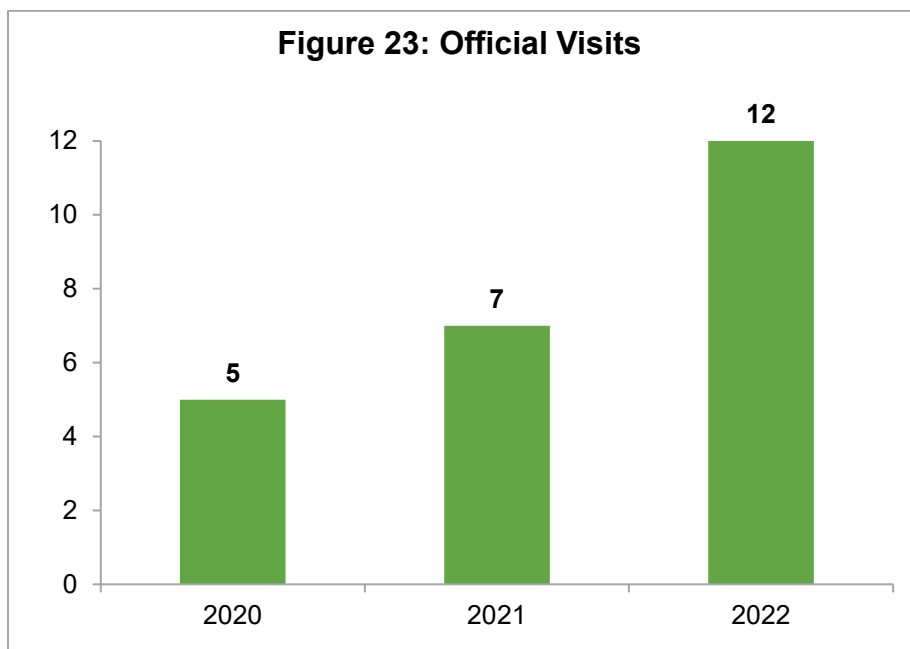
In 2022, a total of 8 tours were provided. Six tours were for new employee orientations and one was provided to a consulate general delegation. An additional tour was also provided at the request of the Security Office. Unlike previous years, which included other areas of interest at the City Hall campus, the in-person tours provided in 2022 only included the third floor foyer, Council Chamber, and sometimes the Mayor’s Ceremonial meeting room.

8. External Relations and Protocol

External Relations and Protocol (ERP) is responsible for arranging official visits, managing international relationships, managing the City Hall Illumination Program and flag half-mastings, as well as organizing Council awards, honours, events, and ceremonies.

With the repercussions of COVID-19 continuing to be felt, ERP’s work continued to adapt and change in 2022, and the following data demonstrates ERP’s accomplishments for the year.

In 2022, 12 official visits were arranged for Ambassadors, High Commissioners, State Senators and Consuls General, which is a 71% increase from 2021, and is close return to pre-pandemic numbers. Typically, between 15 and 20 official visits are organized per year. As 2022 was an election year, activity in the latter part of the year also declined.

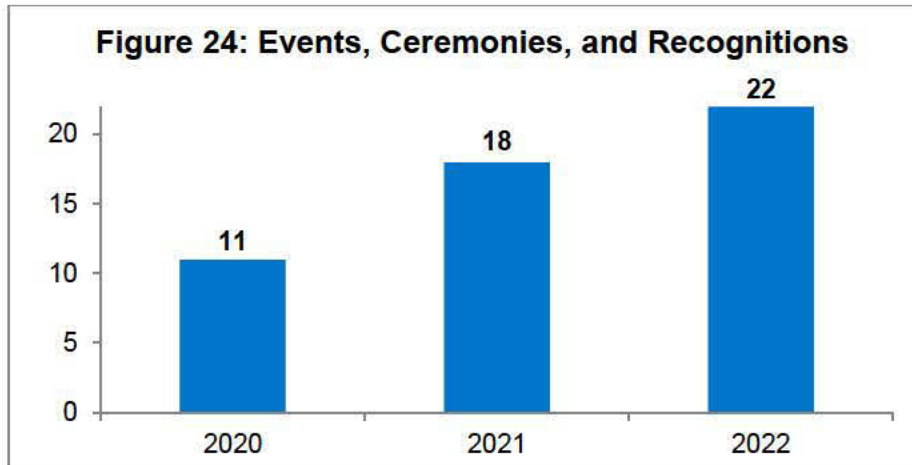


The ERP team organized and supported 22 events, ceremonies, and recognitions to honour the City's Official Celebrations and Observances in 2022, which is a 22% increase from 2021 and included 16 Council approved annual events. In 2022, 2 additional Days of Significance were added to the official list, meaning a total of 18 Days of Significance will be acknowledged in 2023. In-person events were limited in 2022 due to the continued COVID-19 restrictions and the on-going review of Council Approved Celebrations and Observances. ERP, working with the Civic Engagement and Communications and Arts, Culture, and Community Services departments, developed online campaigns to raise awareness and engagement to recognize the 16 official Council approved days of celebration and observances:

- Lunar New Year
- Black History Month
- International Holocaust Remembrance Day
- Day of Remembrance and Action on Islamophobia
- International Women's Day
- Nowruz
- International Day for the Elimination of Racial Discrimination
- Komogata Maru Remembrance Day
- Italian Heritage Month
- World Refugee Day
- National Indigenous Peoples Day
- Eid al-Adha
- Pride Week
- Diwali
- International Day for Persons with Disabilities
- Christmas

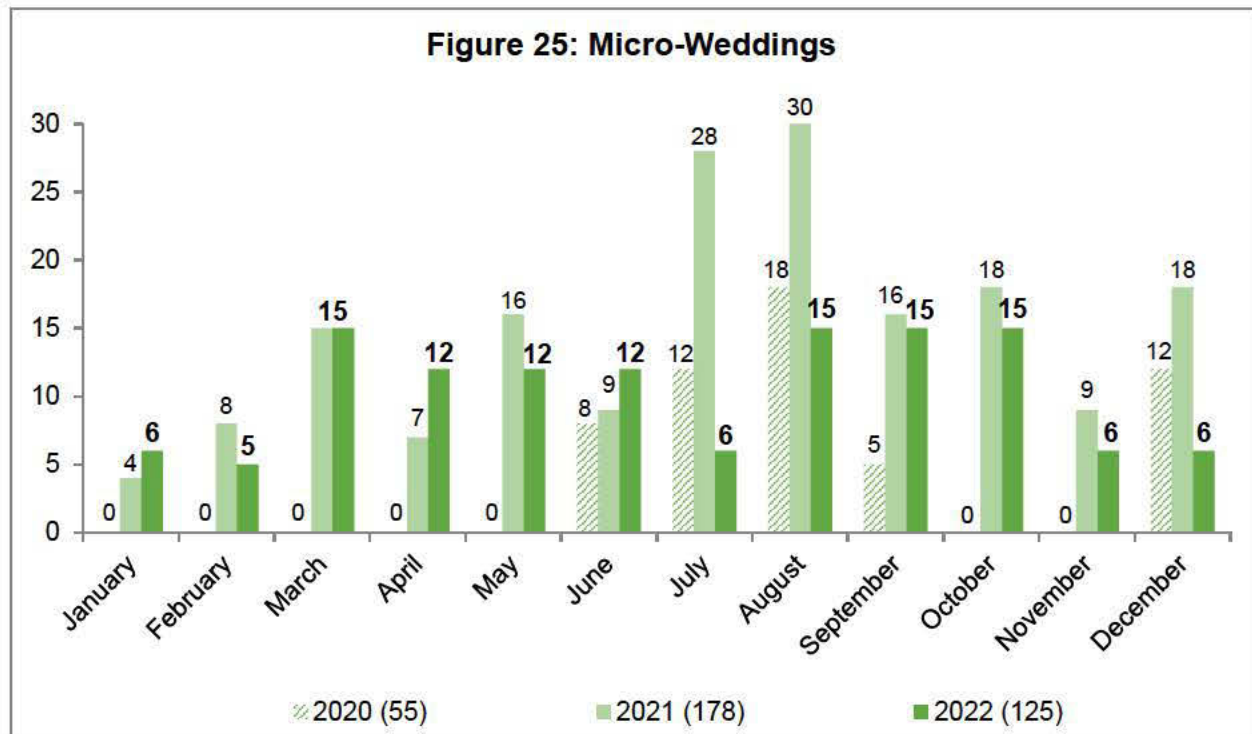
Additionally, ERP provided support to supplementary events such as National Day for Truth and Reconciliation and Emancipation Day as well as supporting other community-led initiatives. ERP continues to provide extensive support to the Remembrance Day Ceremony at Victory Square. Where possible, events were hosted in-person again including the Pride Week Launch and Remembrance Day at Victory Square (a live recording of Victory Square was also available for those unable to attend in person).

ERP also resumed an in-person ceremony for the Awards of Excellence and arranged a Consular Corps luncheon for the 86 members of the Corps with a presence in Vancouver as well as the Inauguration Ceremony for the new Mayor and Council in November 2022.

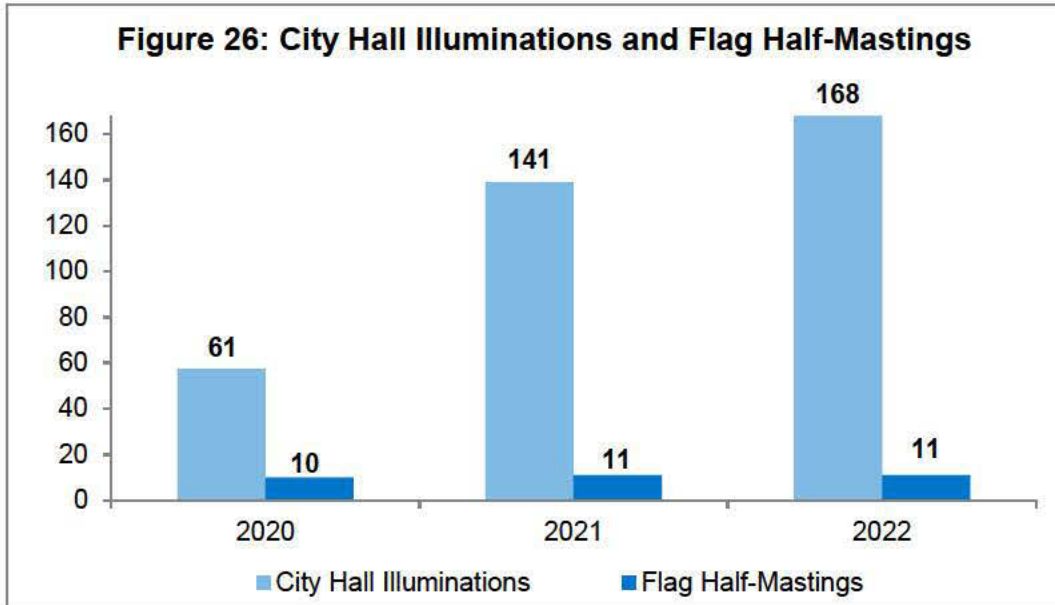


In 2022, the micro-wedding program adjusted to the changes in pandemic health orders by increasing ceremony capacity options, therefore increasing the price per ceremony on designated days with higher capacity limits. Simultaneously, the program decreased the wedding ceremonies offered per day on higher capacity days, from 9 ceremonies to 6 ceremonies, which resulted in decreasing staff time, while also increasing the revenue per day.

While the number of wedding ceremonies offered in 2022 decreased from 2021, **the program managed to sell out 100% of the 125 wedding ceremony timeslots available to book**, maintaining full cost-recovery. In addition, there were no increases made to the price per person amount charged, in comparison to 2021; therefore, continuing to offer a low-cost option for those who chose the lower capacity ceremony option. Overall, the adjustments to the micro-wedding program in 2022, in comparison to 2021, resulted in an increase in revenue, a decrease in staff workload, while keeping the per-person pricing the same from 2021.



In 2022, 168 City Hall Illuminations were organized for a wide range of significant days, a 19% increase from 2021. The Canadian flag was also directed to be lowered for 11 occasions by Canadian Heritage and Council approved policies, which is similar to previous years.



9. Looking Ahead to 2023

Building on the improvements made in 2022, staff will work towards implementing the following goals in 2023:

- Launch new Council meeting management system to enable agenda automation workflows
- Continue to improve the Council correspondence reporting system to simplify correspondence processes, streamline workflows, and automate time-consuming and manual processes
- Streamline the event invitation process so that Council members receive these requests directly in order to save staff time in processing and distributing them

Appendix A. Mayor and Council Correspondence Project Background

Prior to 2016, correspondence directed to Mayor and Council was primarily received through the mayorandcouncil@vancouver.ca email account and all emails were forwarded directly to all members of Council. Under this model, however, responses to constituents could not be tracked and there was no clarity as to who would be responding. Members of the public could also receive different responses if members of Council requested different staff to respond, resulting in a duplication of work and inconsistencies.

In order to remedy these issues identified by members of Council and the City Manager, City Clerk's staff introduced a new, more centralized model for receiving, tracking, and responding to Council correspondence.

In 2016, the City Clerk's Office hired a Council Correspondence Coordinator who would be responsible for receiving, reviewing, responding to, and reporting out on all correspondence addressed to Council. Shortly thereafter, the case management system used by the 3-1-1 Contact Centre was implemented to track and report the correspondence.

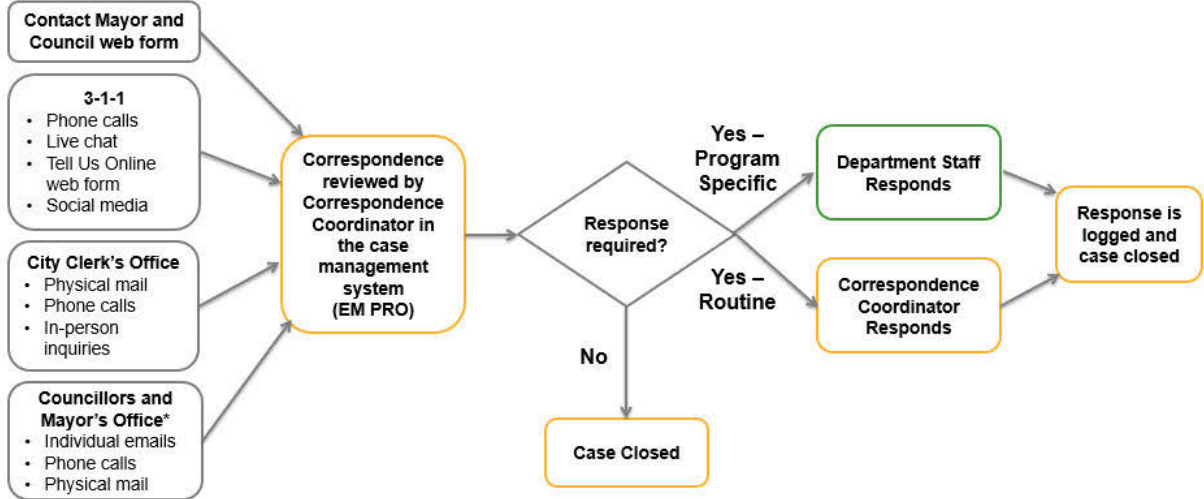
In mid-2017, the mayorandcouncil@vancouver.ca email was replaced by the [Contact Mayor and Council web form](#), which directly integrated with the case management system. All correspondence directed to Council have been tracked since then. A single point of contact from each department was also identified to funnel cases requiring a response from staff. These department leads coordinate responses with staff within their department and ensure that the Council Correspondence Coordinator is made aware when a response has been provided so that the response can be captured in the case management system. Staff also implemented a service level standard, which is to respond back to all correspondence received by Council within 10 business days.

This new process allowed for:

- Increased accountability and efficiency when responding to constituents;
- Valuable data trends that can be reported out to help Council with decision-making;
- Streamlining the process for coordinating responses from staff; and
- Improvements to the administrative process for managing, tracking, reporting on, and responding to correspondence.

As a result of these new processes and the classification work that the Council Correspondence Coordinator does, detailed reports on Council correspondence volumes, trends, and issues can now be provided to Council and the City Leadership Team. Below is an overview of the current Council correspondence process:

Mayor and Council correspondence is received and centrally tracked:



*Note: Correspondence items from the Councillors and Mayor's Office are only tracked when requested by the Council member.

10 Business Day Service Level Agreement (SLA)