![City of Richmond logo]

City of Richmond

Report to Committee

To:	General Purposes Committee	**Date:**	May 5, 2015
From:	Lani Schultz Corporate Programs Consultant	**File:**	01-0105-07-01/2015- Vol 01
Re:	**Council Term Goals 2014-2018**		

Staff Recommendation

That Council consider the information contained in this report from the Corporate Programs Consultant, dated May 5th, 2015, and either adopt the 9 themes and priorities presented herein as their Council Term Goals for the 2014-2018 term of office, or identify and adopt any modifications, deletions or additions to this information for their Council Term Goals for the 2014-2018 term of office.

Lani Schultz

Lani Schultz
Corporate Programs Consultant (604-276-4129)

Att. 1

REPORT CONCURRENCE		
REVIEWED BY SMT	**INITIALS:**	**APPROVED BY CAO**

Staff Report

Origin

Council decisions guide and influence the City's social and physical development, the quality of life and lifestyle choices available to residents, the relative safety and protection of residents and businesses, and the role the City plays within the region. To help Council manage this important agenda, a "Term Goal Setting" process is undertaken at the start of each new term of office to determine Council's desired focus and priorities in order to ensure City work programs are appropriately aligned. This process forms an integral part of City operations, and helps to ensure a focused and productive workforce that makes the most effective use of public resources.

The purpose of this report is to facilitate discussion amongst members of Council at a public meeting, in order to determine a set of common priorities and Term Goals for the 2014-2018 term of Council.

Analysis

Council Term Goals are intended to reflect the overarching "themes" Council would like to focus on. A clear, consistent set of goals allows for a visionary agenda as well as the flexibility to be responsive to new issues, opportunities, and challenges as they emerge during the term. Based on analysis of input garnered from members of Council leading to the preparation of this report, a number of common themes and priorities emerged for discussion in the adoption of Council Term Goals for the 2014-2018 term of office. This report presents the results of this analysis, and provides Council a basis for a public discussion on what should form Council's Term Goals for this term. A total of nine broad themes emerged from the collective information, each with a set of priority areas that help capture the interests identified in those themes. In addition, a number of specific "indicators of success" for each of the themes were identified that may be useful in helping to track progress in achieving Council's goals during this term of office. In alphabetical order, the nine themes that materialized include:

1. **A Safe Community:** Maintain emphasis on community safety to ensure Richmond continues to be a safe community.

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.

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.

4. **Leadership in Sustainability:** Continue advancement of the City's sustainability framework and initiatives to improve the short and long term livability of our City, and maintain Richmond's position as a leader in sustainable programs, practices and innovations.

5. **Partnerships and Collaboration:** Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community.

6. **Quality Infrastructure Networks:** Continue support and diligence towards the development of infrastructure networks that are safe, sustainable, and address the challenges associated with aging systems, population growth, and environmental impacts.

7. **Strong Financial Stewardship:** Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.

8. **Supportive Economic Development Environment:** Review, develop and implement plans, policies, programs and practices that enhance business and visitor appeal and promote local economic growth and resiliency.

9. **Well-Informed Citizenry:** Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged with regard to City business and decision making.

A more detailed description of the above common themes, along with example indicators of success that were identified, follows. In addition, a number of specific tasks were identified during this process that while not actual "goal" material, helped to determine the above themes. These items are listed in Appendix One, for information.

Theme 1: A Safe Community - *Maintain emphasis on community safety to ensure Richmond continues to be a safe community.*

While Richmond continues to be a safe place to live, work, and play, Council recognizes community safety as fundamental to the City's livability, and views this area as a high priority. Council understands the importance of continuing to enhance the community's sense of safety to ensure Richmond is a healthy and livable community. Council is committed to ensuring that the City's community safety models of operation and services relate to Richmond's specific needs and concerns, and that these services are responsive to the safety needs of our residents and businesses as their primary focus.

Priorities that emerged for A Safe Community

Under the safe community theme, the following priority areas emerged for the 2014-2018 term of office:

1.1   *Policy and service models that reflect Richmond-specific needs,*
1.2   *Program and service enhancements that improve community safety services in the City,*
1.3   *Improved perception of Richmond as a safe community,*
1.4   *Effective interagency relationships and partnerships.*

Examples of indicators of success for A Safe Community that emerged from Council input:

To track progress towards achieving a Council goal related to a safe community, the following potential outcomes or "indicators of success" were identified:

1.1 *Policy and service models that reflect Richmond-specific needs*:

- The City is utilizing the most effective police and emergency service models to meet the community safety needs and priorities Richmond.

- The City is able to affect change in policies and models at the local level, to best serve our community.

- Community safety concerns are considered early in the City's planning and development processes so emergency responders can provide faster, more effective services.

1.2 *Program and service enhancements that improve community safety services in the City*:

- Education, awareness, and community-based programs are effective and well-used tools for enhancing safety in the community.

1.3 *Improved perception of Richmond as a safe community*:

- The community feels safe and individuals' needs are being met.

1.4 *Effective interagency relationships and partnerships*:

- Richmond has effective working relationships with its key community safety partners (other levels of government, community organizations, and grassroots community initiatives) in the provisions of Community Safety services and programs in the City.

Theme 2: A Vibrant, Active, and Connected City - *Continue the development and implementation of an excellent and accessible system of programs, service, and public spaces that reflect Richmond's demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.*

Council is committed to weaving together a strong community fabric of programs, services and infrastructure that result in a healthy, vibrant, and sustainable City. To this end, Council seeks to nurture a thriving and engaged citizenry; neighbourhoods where there is a sense of belonging and connectedness; a culture of inclusiveness, diversity and social cohesion; and programs, facilities and services that are accessible and meet the needs of the demographics of the community for today and in the future. Council seeks a City that is full of opportunities for recreation, boasts a variety of outdoor green space, reflects our rich arts and cultural communities, celebrates Richmond's unique heritage and waterfront roots, and provides meaningful opportunities for volunteerism and engagement. In addition, Council is committed to looking for ways to best address changing social service needs within its limited mandate and resources, while effectively managing the downloading of services and funding from senior levels of government. This goal seeks as an outcome, a balanced system of programs, services and infrastructure that results in an active, caring, connected and engaged community where people belong and thrive.

Council's priorities for A Vibrant, Active and Connected City

Under the vibrant, active and connected city theme, the following priority areas emerged for the 2014-2018 term of office:

2.1   *Strong neighbourhoods,*
2.2   *Effective social service networks,*
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.*

Examples of indicators of success for A Vibrant, Active and Connected City that emerged from Council input

To track progress towards achieving a Council goal related to a vibrant active, and connected city, the following potential outcomes or "indicators of success" were identified:

2.1 *Strong neighbourhoods*:

- We have neighbourhood plans and programs that protect and enhance the sense of identity, pride and liveability in our communities and neighbourhoods.

2.2 *Effective social service networks*:

- Continued implementation of the Social Development Strategy, that articulates our role and how we work with our partners in service provision, manages expectations, and targets our limited resources in the delivery of these services.

- Completion and implementation of an updated Older Adults Service Plan that addresses services and facilities needs for active older adults, and that facilitates the development of a volunteer base to service the older adult population, as well as providing opportunities for volunteering for this population.

- Establishment of a clear definition of affordable housing priorities and subsequent utilization of affordable housing funding.

- The development of community volunteer programs and strategies that build a broad, knowledgeable and keen volunteer base, and that provide positive and meaningful opportunities for volunteers to utilize their talents while helping to provide important services to the community.

- Implementation of the Youth Service Plan to address youths' needs and build on the assets of youth in the community, while continuously monitoring to ensure we are effectively reaching and responding to youth.

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

- Implementation of the Garden City Lands Plan.
- Completion of the Memorial Garden Project.

- Richmond's parks, open spaces, and trail system continues to be developed, connected, and activated, with additional focus on waterfront opportunities.

- Creation of new urban environments that support wellness and encourage physical activity, particularly in the City Centre area.

- The City has capitalized on waterfront opportunities – including working with partners and businesses.

- Recreation opportunities continue to expand and adapt to meet the needs of the community.

2.4 Vibrant arts, culture and heritage opportunities:

- Existing heritage sites are activated with more activities and things to do.

- Significant progress in the implementation plans of London Farm and Britannia has been achieved.

- We have created culturally rich public spaces across Richmond through a commitment to strong urban design, investment in public art and place making.

- A variety of innovative models are being effectively utilized to promote and highlight Richmond as a City with rich heritage, diverse cultural opportunities, and an active and vibrant arts community.

- Arts initiatives continue to grow and be supported.

Theme 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.*

Richmond is changing and growing at a rapid rate, inline with the rest of the lower mainland. A significant priority for Council over the next four years is preparing for and managing this change by continuing to implement the Official Community Plan (OCP) and make decisions around growth and development with the community in mind. Council is sensitive to the community's perception of the City's growth rate. To this end, Council would like to ensure communication regarding the OCP and its implementation is clear and ongoing with the community, and that developments, when completed do in fact reflect the intent of the City's policies and bylaws. Land Use Contracts (LUCs) are also an area of concern for many and Council has reiterated their desire to remove existing LUCs as a priority. Council would like to enhance the physical design of Richmond to build an attractive physical landscape, with ample visible green space in the urban core. Transportation affects everyone, and increasing livability by dealing with congestion issues through a transportation plan is a priority for Council. Looking at housing options in Richmond, Council would like to increase the variety of options by diversifying housing stock to increase accessibility for all housing needs. Planning our communities takes careful consideration of current and future needs and is a top priority for Council over this term of office.

Priorities that emerged for A Well-Planned Community

Under the well-planned community theme, the following priority areas emerged for the 2014-2018 term of office:

3.1   *Growth and development that reflects the OCP, and related policies and bylaws*
3.2   *A strong emphasis on physical and urban design,*
3.3   *Effective transportation and mobility networks,*
3.4   *Diversity of housing stock.*

Examples of indicators of success for A Well-Planned Community that emerged from Council input

To track progress towards achieving a Council goal related to a well-planned community, the following potential outcomes or "indicators of success" were identified:

3.1 *Growth and development that reflects the OCP and related policies and bylaws*:

- Development results accurately reflect the intentions of our zoning, bylaws and policies.

3.2 *A strong emphasis on physical and urban design*:

- The physical design of the City is enhanced, including attractive development and increased ground-level urban green space, especially in the City Centre area.

3.3 *Effective transportation and mobility networks*:

- Traffic in Richmond is effectively managed with livability and convenient access in mind, especially around newly densified areas.

3.4 *Diversity of housing stock*:

- Creative opportunities to increase accessible housing options are identified and increased through working with other agencies and developers.

Theme 4: Leadership in Sustainability - *Continue advancement of the City's sustainability framework and initiatives to improve the short and long term livability of our City, and that maintain Richmond's position as a leader sustainable programs, practices and innovations.*

Celebrating and building on leading practices in sustainability, Council continues to view leadership in this area as a high priority. Sustainability is considered an overall approach to business within the City, not just a term goal area. Advancing green and sustainable initiatives is very important to Council, who also has a keen interest in combating and preparing for climate change. Continuing to build on the City's sustainability framework, Richmond aims to be a climate prepared City with sustainable resource use, a green-built and natural environment, local agriculture and food, and a leader in sustainable businesses and municipal government.

Council's priorities for Leadership in Sustainability

Under the leadership in sustainability theme, the following priority areas emerged for the 2014-2018 term of office:

4.1   *Continued implementation of the sustainability framework*
4.2   *Innovative projects and initiatives to advance sustainability.*

Examples of indicators of success for Leadership in Sustainability that emerged from Council input

To track progress towards achieving a Council goal related to leadership in sustainability, the following potential outcomes or "indicators of success" were identified:

4.1 *Continued implementation of the sustainability framework*:

- Continued implementation and significant progress towards achieving the City's Sustainability Framework and associated targets.

4.2 *Innovative projects and initiatives to advance sustainability*:

- Richmond's prominence as a leader in sustainability is enhanced through creative initiatives, innovative projects, and new models of business.

Theme 5: Partnerships and Collaboration - *Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community.*

Council understands the important role that strategic partnerships and intergovernmental relationships play in delivering effective City services and achieving our goals and aspirations. Issues such as the downloading of services and funding by senior levels of government, a fusion of interests of other intergovernmental agencies and business partners, and changing legislation in general that impacts all layers of City business - from social services to transportation to community safety - make it essential to collaborate and enhance strategic relationships. Richmond believes that working with partners and other organizations helps us to better deliver services, improve our City's livability and raise the economic value most effectively.

Council's priorities for Partnerships and Collaboration

Under the partnerships and collaboration theme, the following priority areas emerged for the 2014-2018 term of office:

5.1   *Advancement of City priorities through strong intergovernmental relationships,*
5.2   *Strengthened strategic partnerships that help advance City priorities.*

Examples of indicators of success for Partnerships and Collaboration that emerged from Council input

To track progress towards achieving a Council goal relating to partnerships and collaboration, the following potential outcomes or "indicators of success" were identified:

5.1 *Advancement of City priorities through strong intergovernmental relationships*:

- Strengthened relationships, protocols, and partnerships that promote collaboration and help make effective use of resources.
- Successful securing of joint funding opportunities for community projects and initiatives.

5.2 *Strengthened strategic partnerships that help advance City priorities*:

- Richmond is nurturing and leveraging productive working relationships with key players in Richmond business and beyond to achieve mutually beneficial goals that improve the City's livability and enhance the local economy.

Theme 6: Quality Infrastructure Networks - *Continue diligence towards the development of infrastructure networks that are safe, sustainable, and address the challenges associated with aging systems, population growth, and environmental impact.*

Municipal infrastructure is essential to the health, safety, mobility, economy, and quality of life of Richmond's residents, businesses, and visitors. As one of the City's core responsibilities, ensuring our physical infrastructure is safe, well-maintained and meeting current and future demand is of the utmost importance to Council. The maintenance of road, drain, sewer, and dike networks is essential, and maintaining these networks is increasingly challenging due to growing and changing capacity issues, climate change, and environmental needs. In addition, community facilities and amenity needs are on Council's mind, as existing community facilities are aging, and a growing and changing community is creating new demands. Balancing the needs of aging infrastructure, with the creation of new needs associated with growth, combined with the infrastructure challenges associated with climate change and new construction standards and practices requires a responsible, prioritized and resourced plan of action to ensure the City's infrastructure is safe, well maintained, resilient and meeting the needs of our growing and changing community.

Priorities that emerged for Quality Infrastructure Networks

Under the quality infrastructure networks theme, the following priority areas emerged for the 2014-2018 term of office:

6.1   *Safe and sustainable infrastructure,*
6.2   *Infrastructure is reflective of and keeping pace with, community need.*

Examples of indicators of success for Quality Infrastructure Networks that emerged from Council input

To track progress towards achieving a Council goal related to quality infrastructure networks, the following potential outcomes or "indicators of success" were identified:

6.1 *Safe and sustainable infrastructure*:

- Continued and improved funding for aging infrastructure replacement programs at a pace that matches long-term infrastructure deterioration.
- The City's infrastructure is well maintained, effective, and resilient to climate change and environmental impacts.
- Continued and improved support of long-term dike master planning to meet the challenges of sea level rise due to climate change.
- Improved drainage network and pump station capacity to meet the challenges of predicted increasing storm intensity due to climate change.

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

- The Richmond Fire-Rescue fire hall upgrade program has been completed.
- We have an updated comprehensive facilities plan.
- Provision of community amenities is keeping pace with growth and demographic changes, particularly in the City Centre area.

Theme 7: Strong Financial Stewardship - *Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.*

The municipal government agenda is dynamic, multifaceted and broad in scope. Balancing the funding requirements associated with this agenda - growth, urbanization, aging infrastructure, increasing service needs and expectations from taxpayers, changing demographics, and rising external costs including senior government downloading - is a complex task. With limited resources, Council is keenly sensitive to the need for effective stewardship of taxpayers' dollars, and recognizes that ongoing diligence towards the efficient and effective use of these limited resources must be at the core of all City business.

Priorities that emerged for Strong Financial Stewardship

Under the strong financial stewardship theme, the following priority areas emerged for the 2014-2018 term of office:

7.1   *Relevant and effective budget processes and policies,*
7.2   *Well-informed and sustainable financial decision making,*

7.3   *Transparent financial decisions that are appropriately communicated to the public,*
7.4   *Strategic financial opportunities are optimized.*

Examples of indicators of success for Strong Financial Stewardship that emerged from Council input

To track progress towards achieving a Council goal related to strong financial stewardship, the following potential outcomes or "indicators of success" were identified:

7.1 Relevant and effective budget processes and policies:

- Financial processes are reviewed and streamlined to ensure policies are effective and appropriate

7.2 Well-informed and sustainable financial decision making:

- Council and respective committees are well-informed in a timely fashion throughout budget and financial decision making processes.

- Richmond's Long Term Financial Management Strategy (LTFMS) is updated to ensure relevancy and representation of needs relative to growth, aging infrastructure, changing demographics, economic realities and opportunities, and other City strategies.

7.3 Transparent financial decisions that are appropriately communicated to the public:

- Public information regarding financial decision making and priorities in the City is timely, accessible, understandable, and communicated through a wide range of media.

7.4 Strategic financial opportunities are optimized:

- The City has seized strategic opportunities to enhance the financial and economic health of the City over the long-term including grants, a strategic land program, and strategic borrowing and investing strategies.

Theme 8: Supportive Economic Development Environment - *Review, develop and implement plans, policies, programs and practices to increase business and visitor appeal and promote local economic growth and resiliency.*

Council is keenly aware of the important role economic development plays in the well-being and financial sustainability of the City. Businesses in Richmond are pivotal to the success of our community and a variety of methods must be employed to support, protect and enhance our business community. Ensuring our businesses have space to grow, determining appropriate taxation levels, protecting our agricultural viability, exploring innovative business models for the future, and ensuring an effective and productive relationship with our business communities are all on Council's mind. Council is interested in exploring large scale events and creative attractions that bring people to the City and raise the profile of opportunities in the community. Through sport hosting, exploring opportunities in film, large-scale community events, and creative, redefined ways of conducting business, Richmond's economy will continue to grow and thrive.

Priorities that emerged for a Supportive Economic Development Environment

Under the supportive economic development environment theme, the following priority areas emerged for the 2014-2018 term of office:

8.1   *Richmond's policies, programs, and processes are business-friendly*
8.2   *Opportunities for economic growth and development are enhanced*

Examples of indicators of success for a Supportive Economic Development Environment that emerged from Council input

To track progress towards achieving a Council goal related to a supportive economic development environment, the following potential outcomes or "indicators of success" were identified:

8.1 *Richmond's policies, programs, and processes are business-friendly*:

- City Hall is open for business through improved services and processes.

- Business taxation and development costs are competitive within the Lower Mainland and are attractive for businesses to locate and stay in Richmond

8.2 *Opportunities for economic development are enhanced*:

- City programs effectively and efficiently link business to economic development opportunities.

- City policies and regulations related to employment lands (agricultural, industrial, commercial and office) ensure businesses in strategic sectors have adequate space to locate and grow.

- The City's land inventory and strategy is being utilized strategically to capture unique economic development opportunities.

- Working cooperatively with Tourism and our community partners, there are expanded visitor attraction efforts enhancing the City's appeal as a destination with attractions for locals, visitors, and tourists.

Theme 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.*

Council views communication and transparency with the public as a top priority. Though a lot is being done already, Council continues to view the need for an open, responsive, accountable and transparent government as essential. Council understands that growth and change can cause anxiety when the public is not well-informed. Council wants to ensure information about growth, plans, financial decisions, and progress towards Council Term Goals is available through many mediums and is easily accessible, understandable and available to citizens. Equally important is

the opportunity for the community to be engaged in various levels of dialogue and decisions with the City. Council would like to see an increase in community engagement for all ages and segments of the community to ensure everyone has a voice and is involved in building a better Richmond together.

Council's priorities for A Well-Informed Citizenry

Under the well-informed citizenry theme, the following priority areas emerged for the 2014-2018 term of office:

9.1   *Understandable, timely, easily accessible public communication,*
9.2   *Effective engagement strategies and tools.*

Examples of indicators of success for A Well-Informed Citizenry that emerged from Council input

To track progress towards achieving a Council goal related to a well-informed citizenry, the following potential outcomes or "indicators of success" were identified:

9.1 *Understandable, timely, easily accessible public communication:*

 • The public is well-informed through the effective use of various communication tools that reach diverse populations, in a timely and accessible fashion.

9.2 *Effective engagement strategies and tools:*

 • An effective engagement strategy is utilized to ensure opportunity for input and involvement for all ages and segments of the population.

The above information summarizes the goal related input provided from Council members for consideration in determining a set of Council Term Goals for 2014-2018. Based on Council input, and in accordance with appropriate protocol, this report has been prepared to facilitate Council discussion at a public meeting, in order for Council to provide direction to staff in regard to what they wish to adopt as their Council Term Goals for this term of office. While the above information has been presented as "themes" rather than as goals so as to not appear presumptuous before Council has had the opportunity to discuss and debate them, Council may choose to adopt the above themes and related priorities for their goals, or modify them accordingly based on the outcome of their discussions.

Financial Impact

There is no financial impact to this report. Any actions requiring funding or resources related to Council Term Goals will be brought forward as part of the normal approval process.

Conclusion

This report seeks Council's direction for the adoption of a set of common Council Term Goals to help guide City work programs during this four-year term of office. Once Council Term Goals

have been established, work programs will be developed to align and focus organizational efforts accordingly.

Council Term Goals will be monitored and reviewed on an ongoing basis to track progress. It is intended that these goals be reviewed with Council at least annually, and adjusted as required to ensure they remain relevant in light of changing community, organizational, and political priorities.

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CA:ca

**Summary of Additional Input Received During the Information Gathering Process
for Council Term Goals for 2014-2018**

The following items were specific topics identified for during the Council Term Goals information gathering process that helped inform the formation of the nine themes contained in this report.

Items related to theme 1: A Safe Community

- Completion of a strategic review of the City's community policing needs, including community policing needs of the City Centre.

- Completion of a review of the various policing models available to ensure that the best model is in place to meet City needs and priorities.

- Strengthen the working relationship with the RCMP's E-Division.

- Ensure services match changing community demographic needs.

- Improve clarity of roles between Richmond Fire Rescue and the BC Ambulance to ensure response times and services are as efficient as possible.

- Explore new community safety programs with our citizens through programs like Block Watch and Community Policing.

- Investigate expanding the scope of community policing.

- Continue progress in the cultural transformation of the Richmond Fire Department.

Items related to theme 2: A Vibrant, Active, and Connected City

- Develop a new museum strategy, considering new, innovative models for museums and heritage sites. As part of this strategy, revisit the central museum concept as a priority once Britannia and other sites are made more vibrant and interactive.

- Promote existing cultural resources and activities to increase public awareness, enhance quality of place and engage citizens across generations.

- Consider uniting arts groups under one umbrella to promote the arts more effectively.

- Leverage partnerships for program opportunities and marketing/communications.

- Place greater emphasis on the Maritime theme in events.

- Clarify the City's role with respect to providing or facilitating the securing of space for non-profit groups.

- Maintain a continuously updated catalogue of affordable housing projects coming on stream for easy reference.

- Reduce barriers to living a physically active life for vulnerable populations and people living with a disability.

- Investigate, and if appropriate, develop a proper homeless shelter.

- Enhance boating and sailing skill development opportunities.

- Connect Terra Nova Slough to the Fraser River and stock it with Chum Salmon.

- Consider day-lighting more sloughs in the City.

- Dredge and/or fill Lot H for waterfront facility use.

- Explore opportunities to link parks and recreation more closely with economic development by providing services such as an RV park or boat moorage, etc.

- Investigate the feasibility of developing an entertainment zone (nightclubs, lounges, etc.) – places that stay open later that keep young adults here in Richmond.

- Work with the Library on implementation of their Library Strategic and Long Term Plan.

Items related to theme 3: A Well-Planned Community

- Continue to implement the OCP and ensure development is in keeping with this policy.

- Prioritize elimination of Land Use Contracts.

- Focus development primarily on downtown core as is planned, rather than in the neighbourhoods where it might be easier to do.

- Ensure our bylaws, policies, plans and zoning successfully reinforce and result in our intention for neighbourhoods and other areas.

- Consider appointing a work-group to ensure the effective coordination and delivery of the various community improvement projects taking place in Steveston.

- Evaluate policies such as housing options in light of growth and change driven by federal immigration.

- Ensure the City's planning takes into account the potential for changes in circumstances internationally that may create a sudden influx into currently vacant condos.

- Monitor demographic moves and changes to ensure plans accurately reflect assumptions and meet actual needs.

- Influence the physical design of our City where possible to improve overall appearance of built environment.

- Increase ground-level green space in the City Centre.

- Ensure the timely implementation of TransLink's Richmond Area Transit Plan.

- Ensure liveability is not compromised through traffic congestion.

- Develop and implement a transportation plan to address concerns around congestion and densification including exploring LRT down the Railway corridor as an option.

- Review the adequacy of developers' contributions towards affordable housing, public art and public amenities.

- Explore creative ways to address affordable housing options for older adults, first time buyers, and low-income families.

- Encourage rental development of a variety of accessible housing options including small, low-rent units.

Items related to theme 4: Leaders in Sustainability

- Communicate the City's sustainability goals to the public with details on how the City is meeting (or exceeding) these goals and how they support provincial goals.

- Continue to advocate for a coordinated regional approach to enhance local food security for Richmond and the region through policy development and initiatives such as community farms.

- Review opportunities for increasing sustainable development requirements for all new developments, including consideration of increasing requirements for sustainable roof treatments (e.g. rooftop gardens, solar panels, etc.) and energy security (e.g. use of local renewable energy sources, use of district energy systems, etc.).

- Explore more opportunities in the future for special initiatives such as District Energy Utility (DEUs).

- Adapt plans and infrastructure to address issues and prevention related to climate change (e.g. Steveston sea berms).

Items related to theme 5: Partnerships and Collaboration

- Continue to develop collaborative working relationships with our other government and/or economic development partners.

- Strengthen our presence in Victoria and Ottawa, building stronger personal relationships, particularly at the staff level, in order to be a recognizable face and to be ready to seize funding and other opportunities as they arise.

- Continue to vigorously pursue joint funding opportunities between ourselves and federal and provincial governments for capital projects.

- Mitigate effects of government downloading of social services through strategic discussion and ongoing dialogue with the City's MLAs and MPs to ensure better representation of Richmond's needs in Victoria and Ottawa.

- In light of the changing business landscape in Richmond, assess the effectiveness of the City's relationship and working model with the Richmond Chamber of Commerce.

- Explore opportunities for international companies relocating to Canada to move to Richmond. Increase attraction by working with other levels of government.

- Develop an enhanced and more effective working relationship and collaborate on economic initiatives with YVR and Port Metro Vancouver (PMV).

- Through the Mayor's office, develop protocols, role definitions and communication approaches with our Friendship and Sister Cities.

- Utilize Richmond Community Services Advisory Committee (RCSAC) as a greater resource.

- Find ways to have more collaborative working relationships with our other government partners.

Items related to theme 6: Quality Infrastructure Networks

- Explore creative models for facility development by combining amenities such as seniors housing with community centres.

- Continue to develop and implement a strategy for the replacement of the animal shelter.

- Explore partnerships and opportunities for new cultural infrastructure including a new Richmond museum, performance venues, and affordable creation spaces.

Items related to theme 7: Strong Financial Stewardship

- Include Council in the departmental budget process before the budgets go to their respective committees in November.

- Review financial policies to ensure they are working and effective.

- Assess the practice of conducting job position reviews for its effectiveness and function.

- Consider performance-based budgeting.

- Where appropriate, consider borrowing to take advantage of the current low interest rates resulting in significant long term financial benefits for the City.

- Investigate opportunities to maximize investment returns while remaining fiscally responsible.

- Develop and implement an aggressive land strategy that addresses:

  o replacement land for businesses and industry,

  o land acquisition for future needs and for strategic purposes,

  o protection of waterfront land and water lots for public benefit, and

  o optimizing financial returns on the City's land inventory.

Items related to theme 8: Supportive Economic Development Environment

- Increase the focus on business retention.

- Review current tax incentives, such as Brighouse Taxation Legislation, as well as joint business licensing with other cities, as tools to attract or retain business.

- Review land use policies and regulations to ensure availability of space for business in strategic sectors, such as agriculture, transportation and logistics, technology and tourism.

- Promote Richmond to businesses we want to attract as a great place to locate.

- Ensure City policies are in alignment with attracting a skilled workforce.

- Review the City's Land Strategy and inventory for economic development opportunities.

- Investigate flexible land use policies that can adapt to new emerging business models.

- Seek and consider input from Richmond Economic Advisory Committee as part of the City's process in working with Tourism Richmond, the Richmond Chamber of Commerce, and the Asian business community.

- Continue to build on and support sub-sectors of the Richmond economy, such as filming, sport hosting and events.

- Develop an integrated strategy for the Steveston Waterfront that blends business and public interests in a manner that allows for continued sustainable development in this area. Specifically, work with the Steveston Harbour Authority and other levels of government to ensure land use, harbour improvements, and other economic development opportunities are integrated and implemented.

- Continue working with Tourism Richmond on the current framework for tourism in Richmond that broadens the City's focus and role, including utilizing the hotel tax to fund major attractions and/or large scale events to help draw people to the City.

Items related to theme 9: Well-informed Citizenry

- Use the City's website and other communication tools to inform, communicate with, and regularly update the community on Council's Term Goals, priorities, progress, and decisions with an opportunity for input and engagement.

- Ensure the public is well-informed on the long-term vision and plan for growth in the City.

- Use social media and effective communications with diverse populations.

- Ensure effective processes to promote civic engagement and input into the plans and decisions being considered by Council.

- Develop a young adult engagement strategy that provides meaningful opportunities for young adults (age 19-29 years) to be involved in the community.