



# City of Richmond

## Report to Committee

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**To:** General Purposes Committee  
**From:** Jason Kita  
Director, Corporate Programs Management  
Group  
**Date:** May 28, 2019  
**File:** 01-0105-07-01/2019-  
Vol 01  
**Re:** Council Term Goals 2018-2022

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### Staff Recommendation

That Council adopt a set of 2018-2022 Council Term Goals by endorsing the goals and priorities as outlined in the report titled "Council Term Goals 2018-2022" from the Director, Corporate Programs Management Group, dated May 28, 2019, or that Council identify and adopt any modifications, deletions or additions to this information as their 2018-2022 Council Term Goals.

Jason Kita  
Director, Corporate Programs Management Group  
(604-276-4091)

Att. 2

REPORT CONCURRENCE		
REVIEWED BY SMT	INITIALS:	APPROVED BY CAO

## Staff Report

### Origin

At the start of each new term of office, Council may establish a set of Council Term Goals (Term Goals) to determine their collective focus and priorities. Council's decisions influence the City's physical and social landscape, the relative safety of residents and businesses, the quality of life and lifestyle choices available to members of the community, as well as the role the City plays within the region. Term Goals help to ensure City work plans are appropriately aligned to achieve a focused and productive term of office that aligns with the most effective use of public resources. The purpose of this report is to facilitate discussion amongst members of Council in order to determine Council's collective and shared priorities in the form of the 2018-2022 Council Term Goals.

### Analysis

#### Setting Council Term Goals

Council Term Goals are most effective when they are focused on broad overarching themes that Council would like to establish as priorities for the term. A clear set of shared goals allows the City to accomplish a visionary agenda set by Council, while also being flexible and responsive to new opportunities, issues, and circumstances that may emerge during the term. The information presented in this report summarizes the goal themes and priorities that emerged from input provided by Council members for consideration in determining a set of shared 2018-2022 Council Term Goals. A total of eight broad goal themes have been identified, each with a set of priorities that provide a direction and help to capture Council's interests relating to the themes.

#### Broad Goal Themes

Council may adopt as many or as few goals as they desire, as overarching goals presented can be organized in any number of ways. The eight goal areas presented herein represent broad aspects of municipal governance through which Council's priorities and direction for the term can be articulated. The information below has been presented as "goal themes" rather than as set goals so as to not appear presumptuous before Council has had the opportunity to discuss and debate them. Council may choose to adopt the eight goal themes along with the related priorities as their Term Goals, or may modify, add to, or delete any part of them as desired to ensure they reflect common goals.

Council recognizes that all areas of municipal government are important and need consideration and attention; yet, in order to be most effective, a focus is needed. The goal themes proposed for the 2018-2022 Council Term Goals reflect a collective desire for proactive and forward-thinking leadership that remains rooted in Richmond's unique history and identity. Richmond has a long history as a meeting place of diverse cultures, of being home to thriving arts and cultural communities, and offering exceptional sport, recreation, and wellness opportunities; there is a desire to build on these strengths into the future. Richmond's unique island ecology, agricultural and fishing sectors, and focus on the environment will continue, ensuring sustainability is viewed not only as a goal but as a way of doing all business within the City. Of importance to Council is to enhance communication, collaboration and connection, ensuring residents and businesses

within Richmond are well-informed and engaged in decisions that shape the community's way forward.

Each goal theme listed below is considered to be of equal importance and is not presented in any priority sequence.

The broad goal themes are:

1. A Safe and Resilient City
2. A Sustainable and Environmentally Conscious City
3. One Community Together
4. An Active and Thriving Richmond
5. Sound Financial Management
6. Strategic and Well-Planned Growth
7. A Supported Economic Sector
8. An Engaged and Informed Community

***Goal Theme 1: A Safe and Resilient City - Enhance and protect the safety and well-being of Richmond.***

Richmond is a safe community and ensuring that it remains safe is a top priority. The safety of the city relies on a strong and dedicated team of community safety personnel that responds quickly and effectively to community needs. This term, a focus will be placed on enhancing these services and the partnerships that support them. Council is committed to future-proofing its infrastructure to respond to climate change and emerging technologies as well as maintaining effective infrastructure networks essential to a safe community. These measures will support preparation and ensure Richmond is ready in the event of a disaster or emergency of any kind. Coming together as a community to plan for emergencies is a priority and will help to ensure Richmond remains resilient.

Priorities that emerged under *Theme 1: A Safe and Resilient City* include:

- 1.1 Enhance safety services and strategies to meet community needs.
- 1.2 Future-proof and maintain city infrastructure to keep the community safe.
- 1.3 Ensure Richmond is prepared for emergencies, both human-made and natural disasters.
- 1.4 Foster a safe, caring and resilient environment.

Additional potential indicators of success and examples of outcomes related to *Theme 1: A Safe and Resilient City* are outlined in Attachment 1.

***Goal Theme 2: A Sustainable and Environmentally Conscious City - Environmentally conscious decision-making that demonstrates leadership in implementing innovative, sustainable practices and supports the City's unique biodiversity and island ecology.***

Council views continued leadership in sustainability as a high priority. To be effective in this goal, Council intends to apply new, forward-thinking, and innovative approaches to the way the City conducts business. This includes prioritizing "green" initiatives and circular economic principles where appropriate, and prioritizing sustainability in a holistic sense, including but not

limited to environmental concerns. Council's goals for a sustainable and environmentally conscious city also extend to the community, with a focus on ensuring citizens have access to nature and to resources necessary to make sustainable choices.

Priorities that emerged under *Theme 2: Sustainable and Environmentally Conscious City* include:

- 2.1 Continued leadership in addressing climate change and promoting circular economic principles.
- 2.2 Policies and practices support Richmond's sustainability goals.
- 2.3 Increase emphasis on local food systems, urban agriculture and organic farming.
- 2.4 Increase opportunities that encourage daily access to nature and open spaces and that allow the community to make more sustainable choices.

Additional potential indicators of success and examples of outcomes related to *Theme 2: A Sustainable and Environmentally Conscious City* are outlined in Attachment 1.

***Goal Theme 3: One Community Together – Vibrant and diverse arts and cultural activities and opportunities for community engagement and connection.***

Council recognizes that as a community we are stronger when we come together. To this end, Council's goal for *One Community Together* seeks opportunities for the community to meet and connect, particularly through arts, cultural and heritage programs and activities that help to sustain Richmond's vibrancy. Forming a unified Richmond also involves working with community partners and taking an intercultural and interagency approach where possible to best meet the wide-ranging needs and interests of the community.

Priorities that emerged under *Theme 3: One Community Together* include:

- 3.1 Foster community resiliency, neighbourhood identity, sense of belonging, and intercultural harmony.
- 3.2 Enhance arts and cultural programs and activities.
- 3.3 Utilize an interagency and intercultural approach to service provision.
- 3.4 Celebrate Richmond's unique and diverse history and heritage.

Additional potential indicators of success and examples of outcomes related to *Theme 3: One Community Together* are outlined in Attachment 1.

***Goal Theme 4: An Active and Thriving Richmond – An active and thriving community characterized by diverse social and wellness programs, services and spaces that foster health and well-being for all.***

The focus for *An Active and Thriving Richmond* includes ensuring there are opportunities and access to programs and services that support overall health and well-being. This includes support for active living, sport and recreation participation, access to parks spaces and to social services and support networks for individuals and families. Council is committed to planning for community facilities and infrastructure that represents best practices and meet the needs of citizens today and into the future. Equitable access to programs and services is a high priority

and Council seeks to work with partners and other agencies to reduce barriers and increase access for those in need.

Priorities that emerged under *Theme 4: An Active and Thriving Richmond* include:

- 4.1 Robust, affordable, and accessible sport, recreation, wellness and social programs for people of all ages and abilities.
- 4.2 Ensure infrastructure meets changing community needs, current trends and best practices.
- 4.3 Encourage wellness and connection to nature through a network of open spaces.

Additional potential indicators of success and examples of outcomes related to *Theme 4: An Active and Thriving Richmond* are outlined in Attachment 1.

***Goal Theme 5: Sound Financial Management - Accountable, transparent, and responsible financial management that supports the needs of the community into the future.***

Council is keenly aware of the sensitivity and responsibility of effective management of taxpayers' dollars and is committed to ongoing diligence and transparency in decision-making. Balancing current needs with those of the future is a delicate and dynamic process through which rigorous planning and processes will continue to be applied. Council intends to take a proactive approach to advocating for Richmond's interests through applying for grants, working with other levels of government, and optimizing strategic opportunities as they arise.

Priorities that emerged under *Theme 5: Sound Financial Management* include:

- 5.1 Maintain a strong and robust financial position.
- 5.2 Clear accountability through transparent budgeting practices and effective public communication.
- 5.3 Decision-making focuses on sustainability and considers circular economic principles.
- 5.4 Work cooperatively and respectfully with all levels of government and stakeholders while advocating for the best interests of Richmond.

Additional potential indicators of success and examples of outcomes related to *Theme 5: Sound Financial Management* are outlined in Attachment 1.

***Goal Theme 6: Strategic and Well-Planned Growth - Leadership in effective and sustainable growth that supports Richmond's physical and social needs.***

Richmond continues to grow, in-line with the rest of Metro Vancouver and according to plans outlined in the Official Community Plan (OCP). A significant priority for Council this term is to ensure that growth-related decisions are made holistically and sustainably with the needs and best interests of the community in mind. Planning for growth and development will take into account "green" and environmental practices, maximizing opportunities to connect nature to the urban environment. The continued development of mobility networks and active transportation options is a priority. The preservation and celebration of the city's history and heritage remains an essential part of Richmond's evolution. Ensuring the people that live and work in Richmond have access to affordable and diverse housing options is also at the forefront of Council's

attention and opportunities that involve collaboration and partnership to best meet the community's needs will be explored.

Priorities that emerged under *Theme 6: Strategic and Well-Planned Growth* include:

- 6.1 Ensure an effective OCP and ensure development aligns with it.
- 6.2 "Green" and circular economic growth and practices are emphasized.
- 6.3 Build on transportation and active mobility networks.
- 6.4 Recognize Richmond's history and heritage through preservation, protection and interpretation.
- 6.5 Ensure diverse housing options are available and accessible across the housing continuum.
- 6.6 Growth includes supports and/or services for Richmond's vulnerable populations, including youth, seniors, individuals with health concerns, and residents experiencing homelessness.

Additional potential indicators of success and examples of outcomes related to *Theme 6: Strategic and Well-Planned Growth* are outlined in Attachment 1.

***Goal Theme 7: A Supported Economic Sector – Facilitate diversified economic growth through innovative and sustainable policies, practices and partnerships.***

Economic development plays an important role in the well-being and financial sustainability of a city. Council's focus for the economic sector this term is on encouraging a diversified economic base with emphasis on clean sectors and strategic collaborations. Richmond is committed to being a business-friendly city, ensuring goals around growth align with economic goals and that workers' needs for transportation, housing, and training are all supported.

Priorities that emerged under *Theme 7: A Supported Economic Sector* include:

- 7.1 Demonstrate leadership through strategic partnerships, collaborations and exploring innovative and emerging economic practices and technical advancements.
- 7.2 Encourage a strong, diversified economic base while preserving agricultural land and maximizing the use of industrial land.
- 7.3 Attract businesses to locate in Richmond and support employment and training opportunities in Richmond as we grow.
- 7.4 Inspire the farming and fishing cultures of tomorrow.

Additional potential indicators of success and examples of outcomes related to *Theme 7: A Supported Economic Sector* are outlined in Attachment 1.

***Goal Theme 8: An Engaged and Informed Community – Ensure that the citizenry of Richmond is well-informed and engaged about City business and decision-making.***

Council views communication and engagement as a high priority that extends across all areas. With a multitude of communication tools available through advancements in technology, Council is keenly aware of the importance of access to accurate, timely and complete information in order for the community to understand and contribute most effectively to discussions and decisions that impact them.

Priorities that emerged under *Theme 8: An Engaged and Informed Community* include:

- 8.1 Increased opportunities for public engagement.
- 8.2 Ensure citizens are well-informed with timely, accurate and easily accessible communication using a variety of methods and tools.

Additional potential indicators of success and examples of outcomes related to *Theme 8: An Engaged and Informed Community* are outlined in Attachment 1.

The above information summarizes the goal themes and priorities that emerged from input provided by Council members for consideration in determining a set of shared 2018-2022 Council Term Goals. Attachment 2 presents this same information in a table format for easy reference to each of the goal themes and priorities. Council may endorse the goal themes and priorities as described above as their 2018-2022 Term Goals or may provide direction to staff in regard to making any revisions, additions, or deletions necessary to adopt a set of Term Goals.

### Next Steps

Once Council has discussed and adopted a set of 2018-2022 Council Term Goals, these goals will guide City work programs during this four-year term of office. The Council Term Goals will also be published on the City of Richmond website and communicated to the public. Council Term Goals will be monitored and reviewed on an ongoing basis to track progress. It is intended that the Council Term Goals be reviewed by Council at least annually to ensure they remain relevant in light of changing community and organizational needs, and are amended as required to ensure priority areas of focus are appropriately addressed.

### **Financial Impact**

None.

### **Conclusion**

Term Goals are an important element of Council's governance role. They guide and influence the decisions and directions of the City over the course of Council's four-year term and ensure public resources and operational work programs are aligned appropriately while achieving Council's shared goals and priorities. This report seeks Council's direction for the adoption of a set of Term Goals either by adopting the goal themes and priorities as outlined in this report as Council's Term Goals or by amending, adding to or deleting from any of the above to establish Council's Term Goals.



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CA:ca

May 28, 2019

- 8 -

Att. 1: Examples of outcomes and indicators of success related to each goal theme and priority  
Att. 2: Draft 2018-2022 Council Term Goal Themes and Priorities



## Examples of outcomes and indicators of success related to each goal theme and priority

Council Term Goals are necessarily broad and encompassing of a wide range of services and programs the City offers. They establish at a high-level what the City should focus on, while staff work programs, established through reports to Council, prepare recommendations on how to approach each priority area. The following information presents examples of potential actions, outcomes, and/or approaches to achieving each goal and priority. These examples were garnered from Council input to provide a sense of the goal's intended focus and are not necessarily reflective of, or endorsed by, all of Council.

### Goal Theme 1: A Safe and Resilient City

Enhance and protect the safety and well-being of Richmond.

- 1.1 Enhance safety services and strategies to meet community needs.
  - Effectively address personnel needs of first responders.
  - Ensure that the delivery of efficient public safety services addresses the evolving needs of a growing community.
  - Increase the coverage of community police stations, to be included near community centres.
  - Work with the Province regarding emergency procedures and required personnel.
- 1.2 Future-proof and maintain city infrastructure to keep the community safe.
  - Continue to maintain dikes, roads, pump stations, and other infrastructure that keeps residents safe.
  - Paint more walkways with high visibility paint and enhance lighting and signalling.
  - Ensure that the City's physical infrastructure is planned, funded and maintained to provide for current and future community needs.
- 1.3 Ensure Richmond is prepared for emergencies, both human-made and natural disasters.
  - Maintain emphasis on Emergency Preparedness programs.
  - Set up water monitoring stations in our waterways (sloughs and drainage canals).
  - Work with all businesses and shoreline landowners to audit our impacts on water quality.
- 1.4 Foster a safe, caring and resilient environment.
  - Continue with Resilient Communities Program.
  - Build community resilience to natural disasters and climate change.
  - Take steps to ensure Richmond is a Clean Air Community and a Clean Water Community.
  - Ensure community accessibility to those with disabilities.

## **Goal Theme 2: A Sustainable and Environmentally Conscious City**

Environmentally conscious decision-making that demonstrates leadership in implementing innovative, sustainable practices and supports the City's unique biodiversity and island ecology.

- 2.1 Continued leadership in addressing climate change and promoting circular economic principles.
  - Innovative projects and initiatives to advance sustainability.
  - Consider strategies for circular cities.
  - Build capacities for effective and responsible leadership while participating in the development of cooperation and peer-to-peer learning with other local governments.
  - Target zero carbon (green buildings and green transportation), zero waste and healthy ecosystems (access to nature, clean water, local food, and clean air).
  - Achieve a Lighter City Footprint and enable citizens to reduce Personal Ecological Footprints.
  
- 2.2 Policies and practices support Richmond's sustainability goals.
  - Continue to make sustainability a factor in all decisions.
  - Continued implementation of the leading sustainability initiatives.
  - Establish action plans to mirror success of other cities with green goals.
  
- 2.3 Increase emphasis on local food systems, urban agriculture and organic farming.
  - Encourage more of our local farms to grow with organic methods.
  - Provide incentives for private land use that grows food for our community.
  - Make our landscape edible (by humans and nature) with guidance from local farmers, agricultural school programs, and peat-land biologists.
  
- 2.4 Increase opportunities that encourage daily access to nature and open spaces and that allow the community to make more sustainable choices.
  - Preserve, protect and enhance our parks and green spaces to ensure everyone can access them.
  - Be strategic with green and open spaces to maximize the amount in each area.
  - Continue to protect and grow passive parks. Emphasis on supporting passive uses with paths, washrooms, etc.
  - Work with youths to empower their families, friends and coworkers to take action.
  - Expand and enhance green space to build upon Richmond's Garden City heritage.

## **Goal Theme 3: One Community Together**

Vibrant and diverse arts and cultural activities and opportunities for community engagement and connection.

- 3.1 Foster community resiliency, neighbourhood identity, sense of belonging, and intercultural harmony.
  - Demonstrate that Richmond is a caring community.
  - Enhance neighbourhood identity, intercultural harmony, and sense of belonging.
  - Create a wider network for gatherings and the meeting of one's neighbours.

- Richmond values and celebrates its historical and cultural identity.

### 3.2 Enhance arts and cultural programs and activities.

- Encourage robust program offerings in a variety of places, including at the community centres.
- Support a vibrant and expanding arts scene including supporting Richmond artists.
- Integrate arts and culture into all aspects of civic life.
- Cultivate a city where all cultural traditions and expressions are respected, promoted, and equitably resourced.
- Focus public art on themes and artists that represent the community.
- Opportunities to engage with arts and culture are accessible to all.

### 3.3 Utilize an interagency and intercultural approach to service provision.

- Share spaces with multiple partners where appropriate.
- Work with stakeholders to explore opportunities that will bring the community together and meet diverse and changing needs.

### 3.4 Celebrate Richmond's unique and diverse history and heritage.

- Focus on Richmond's historical past.
- Display and celebrate art from diverse cultures that make up Richmond's heritage.
- Collaborate with indigenous communities to share their history and heritage.
- Support the work of heritage groups to bring the story of Richmond alive.

## **Goal Theme 4: An Active and Thriving Richmond**

An active and thriving community characterized by diverse social and wellness programs, services and spaces that foster health and well-being for all.

### 4.1 Robust, affordable, and accessible sport, recreation, wellness and social programs for people of all ages and abilities.

- Encourage and promote lifelong participation in sport and recreation.
- Increase arts and recreation program offerings.
- Affordable programs for families with financial need.
- Continue subsidies for programs involving people and families in need.
- Encourage healthy eating habits.
- Work with all levels of government and community partners to provide access to appropriate resources for our most vulnerable citizens.

### 4.2 Ensure infrastructure meets changing community needs, current trends and best practices.

- Seek opportunities to co-locate with non-profits.
- Encourage robust social programs, including at the community centres.
- Continue to offer a wide range of programs at well-maintained facilities.
- Provide recreational opportunities that meet the needs of growth and changing demographics.

- 4.3 Encourage wellness and connection to nature through a network of open spaces.
- Preserve open spaces as spaces for families.
  - Ensure open spaces are created in a way that promotes use as a valuable community resource for everyone to enjoy.
  - Provide an open space system which links parks, schools and natural spaces for the enjoyment of Richmond citizens.
  - Ensure we have a decentralized spread of playgrounds and dog parks.
  - Explore opportunities for the riverfront to be better utilized for recreation.
  - Create a walkable city with a bike-friendly network.

### **Goal Theme 5: Sound Financial Management**

Accountable, transparent, and responsible financial management that supports the needs of the community into the future.

- 5.1 Maintain a strong and robust financial position.
- Utilize best-value solutions for projects.
  - Keep taxes reasonable —balance between businesses and residences.
- 5.2 Clear accountability through transparent budgeting practices and effective public communication.
- Transparent financial decisions that are appropriately communicated to the public.
  - Effective and best practices are used in budget processes.
  - Engaging and communicating with the public during the financial decision-making process.
- 5.3 Decision-making focuses on sustainability and considers circular economic principles.
- Reduce overproduction, overuse, and waste of natural and synthetic resources.
  - Review and update sustainable purchasing practices.
  - Invest in projects that best serve the community and sustainable choices: community centres, recreation facilities, infrastructure that solves congestion.
  - Ensure that the City's physical infrastructure is planned, funded and maintained to provide for current and future community needs.
- 5.4 Work cooperatively and respectfully with all levels of government and stakeholders while advocating for the best interests of Richmond.
- Seek alternate funding sources, particularly through grants from other levels of government.
  - Expand projects and partnerships that make sense for our community.
  - Build stronger relations with other levels of government.

## Goal Theme 6: Strategic and Well-Planned Growth

Leadership in effective and sustainable growth that supports Richmond's physical and social needs.

- 6.1 Ensure an effective OCP and ensure development aligns with it.
  - Ensure roads, parks and schools are keeping pace with growth.
  - Richmond will be a leader in planning for growth and technological advancement.
  - Focus density on City Centre and arterials while preserving single-family neighbourhoods.
  
- 6.2 "Green" and circular economic growth and practices are emphasized.
  - Provide public amenities to support growth
  - Identify clean industries to be included in Richmond.
  
- 6.3 Build on transportation and active mobility networks.
  - Growth must include adequate road ways for traffic.
  - Encourage and support the use of public transportation.
  - Encourage active and "green" transportation.
  - Create a walkable and bike-friendly network.
  
- 6.4 Recognize Richmond's history and heritage through preservation, protection and interpretation.
  - Celebrate the preservation of our heritage buildings, on public and private lands.
  - Promote awareness of the community's cultural and historic qualities and resources.
  - Create an accurate inventory of all heritage buildings that remain in Richmond and identify an action plan to save and restore these remaining visual sources of our history.
  
- 6.5 Ensure diverse housing options are available and accessible across the housing continuum.
  - Maintain a percentage of low rental units.
  - Work with community groups to connect with developers who are building affordable housing units to ensure that the builds are best suited to the needs of the Service Providers.
  - Ensure growth includes more rentals and affordable housing options.
  - Continue to implement the Affordable Housing Strategy.
  
- 6.6 Growth includes supports and/or services for Richmond's vulnerable populations, including youth, seniors, individuals with health concerns, and residents experiencing homelessness.
  - Focus on establishing more dedicated seniors' homes in Richmond.
  - Progress work on supportive housing projects and the homeless shelter.
  - Work with all levels of government and community partners to ensure access to appropriate resources for our most vulnerable citizens.

## **Goal Theme 7: A Supported Economic Sector**

Facilitate diversified economic growth through innovative and sustainable policies, practices and partnerships.

- 7.1 Demonstrate leadership through strategic partnerships, collaborations and exploring innovative and emerging economic practices and technical advancements.
  - Become a leader in Green Jobs.
  - Engage stakeholders to grow our tech hub to increase the number of high-quality jobs in Richmond.
  - Focus on tourism and other sustainable industries.
  - Support a Self-Sufficient Energy Economy and other emerging economies.
  - Support ideation, mentoring, and networking at our post-secondary institutions to promote local leadership and entrepreneurship.
  
- 7.2 Encourage a strong, diversified economic base while preserving agricultural land and maximizing the use of industrial land.
  - Emphasize the need for a robust and balanced business sector.
  - Maximize the use of industrial land.
  - Preserve the use of agricultural land.
  
- 7.3 Attract businesses to locate in Richmond and support employment and training opportunities in Richmond as we grow.
  - Continue to support Richmond businesses through the Economic Development office.
  - Promote local training programs, manufacturing of goods, safe installation, and maintenance of green infrastructure on City and private lands.
  - Take the lead in promoting business of all sizes to locate in Richmond.
  
- 7.4 Inspire the farming and fishing cultures of tomorrow.
  - Promote local self-sufficiency in Agriculture and complete Garden City Lands and incubator farms.
  - Support the fishing industry to shift to a versatile fleet that is community-supported.
  - Promote agricultural opportunities within the urban environment (rooftop parks, etc.).
  - Ensure the City's agricultural and fisheries sectors are supported, remain viable, and continue to be an important part of the City's character, livability, and economic development vision.

## **Goal Theme 8: An Engaged and Informed Community**

Ensure that the citizenry of Richmond is well-informed and engaged about City business and decision-making.

- 8.1 Increased opportunities for public engagement.
  - Increase citizen involvement.
  - Increase communication and engagement with the public.

- Consider a Youth Commission that provides influence and a reminder of our public service.

8.2 Ensure citizens are well-informed with timely, accurate and easily accessible communication using a variety of methods and tools.

- Ensure accurate and timely information is available to the public.
- Effective communication tools are utilized to reach a wide audience.

<b>Draft 2018-2022 Council Term Goal Themes and Priorities</b>	
<b>Goal Theme</b>	<b>Draft Priorities</b>
<p><b>Goal Theme 1: A Safe and Resilient City</b></p> <p><i>Enhance and protect the safety and well-being of Richmond.</i></p>	<p><b>1.1</b> Enhance safety services and strategies to meet community needs.</p> <p><b>1.2</b> Future-proof and maintain city infrastructure to keep the community safe.</p> <p><b>1.3</b> Ensure Richmond is prepared for emergencies, both human-made and natural disasters.</p> <p><b>1.4</b> Foster a safe, caring and resilient environment.</p>
<p><b>Goal Theme 2: A Sustainable and Environmentally Conscious City</b></p> <p><i>Environmentally conscious decision-making that demonstrates leadership in implementing innovative, sustainable practices and supports the City's unique biodiversity and island ecology.</i></p>	<p><b>2.1</b> Continued leadership in addressing climate change and promoting circular economic principles.</p> <p><b>2.2</b> Policies and practices support Richmond's sustainability goals.</p> <p><b>2.3</b> Increase emphasis on local food systems, urban agriculture and organic farming.</p> <p><b>2.4</b> Increase opportunities that encourage daily access to nature and open spaces and that allow the community to make more sustainable choices.</p>
<p><b>Goal Theme 3: One Community Together</b></p> <p><i>Vibrant and diverse arts and cultural activities and opportunities for community engagement and connection.</i></p>	<p><b>3.1</b> Foster community resiliency, neighbourhood identity, sense of belonging, and intercultural harmony.</p> <p><b>3.2</b> Enhance arts and cultural programs and activities.</p> <p><b>3.3</b> Utilize an interagency and intercultural approach to service provision.</p> <p><b>3.4</b> Celebrate Richmond's unique and diverse history and heritage.</p>
<p><b>Goal Theme 4: An Active and Thriving Richmond</b></p> <p><i>An active and thriving community characterized by diverse social and wellness programs, services and spaces that foster health and well-being for all.</i></p>	<p><b>4.1</b> Robust, affordable, and accessible sport, recreation, wellness and social programs for people of all ages and abilities.</p> <p><b>4.2</b> Ensure infrastructure meets changing community needs, current trends and best practices.</p> <p><b>4.3</b> Encourage wellness and connection to nature through a network of open spaces.</p>
<p><b>Goal Theme 5: Sound Financial Management</b></p> <p><i>Accountable, transparent, and responsible financial management that supports the needs of the community into the future.</i></p>	<p><b>5.1</b> Maintain a strong and robust financial position.</p> <p><b>5.2</b> Clear accountability through transparent budgeting practices and effective public communication.</p> <p><b>5.3</b> Decision-making focuses on sustainability and considers circular economic principles.</p> <p><b>5.4</b> Work cooperatively and respectfully with all levels of government and stakeholders while advocating for the best interests of Richmond.</p>



<b>Draft 2018-2022 Council Term Goal Themes and Priorities</b>	
<b>Goal Theme</b>	<b>Draft Priorities</b>
<p><b>Goal Theme 6: Strategic and Well-Planned Growth</b></p> <p><i>Leadership in effective and sustainable growth that supports Richmond’s physical and social needs</i></p>	<p><b>6.1</b> Ensure an effective OCP and ensure development aligns with it.</p> <p><b>6.2</b> “Green” and circular economic growth and practices are emphasized.</p> <p><b>6.3</b> Build on transportation and active mobility networks.</p> <p><b>6.4</b> Recognize Richmond’s history and heritage through preservation, protection and interpretation.</p> <p><b>6.5</b> Ensure diverse housing options are available and accessible across the housing continuum.</p> <p><b>6.6</b> Growth includes supports and/or services for Richmond’s vulnerable populations, including youth, seniors, individuals with health concerns, and residents experiencing homelessness.</p>
<p><b>Goal Theme 7: A Supported Economic Sector</b></p> <p><i>Facilitate diversified economic growth through innovative and sustainable policies, practices and partnerships.</i></p>	<p><b>7.1</b> Demonstrate leadership through strategic partnerships, collaborations and exploring innovative and emerging economic practices and technical advancements.</p> <p><b>7.2</b> Encourage a strong, diversified economic base while preserving agricultural land and maximizing the use of industrial land.</p> <p><b>7.3</b> Attract businesses to locate in Richmond and support employment and training opportunities in Richmond as we grow.</p> <p><b>7.4</b> Inspire the farming and fishing cultures of tomorrow.</p>
<p><b>Goal Theme 8: An Engaged and Informed Community</b></p> <p><i>Ensure that the citizenry of Richmond is well-informed and engaged about City business and decision-making.</i></p>	<p><b>8.1</b> Increased opportunities for public engagement.</p> <p><b>8.2</b> Ensure citizens are well-informed with timely, accurate and easily accessible communication using a variety of methods and tools.</p>