



City of Richmond

Report to Committee

To: Planning Committee **Date:** September 16, 2014
From: Cathryn Volkering Carlile **File:** 08-4055-20-SPST1/Vol
 General Manager, Community Services 01
Re: **Implementation of the Richmond Social Development Strategy**

Staff Recommendation

That the report titled, "Implementation of the Richmond Social Development Strategy" from the General Manager, Community Services, dated September 16, 2014, be received for information and circulated for information to School District No. 38 and Vancouver Coastal Health – Richmond.

Cathryn Volkering Carlile
 General Manager, Community Services
 (604-276-4068)

Att. 1

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Intergovernmental Relations & Protocol Unit	<input checked="" type="checkbox"/>	
Finance Division	<input checked="" type="checkbox"/>	
Arts, Culture & Heritage	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
Recreation Services	<input checked="" type="checkbox"/>	
Sustainability	<input checked="" type="checkbox"/>	
Fire Rescue	<input checked="" type="checkbox"/>	
Law & Community Safety Administration	<input checked="" type="checkbox"/>	
Policy Planning	<input checked="" type="checkbox"/>	
Transportation	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO (Notary)

CNCL - 264

Staff Report

Origin

At its meeting of September 9, 2013, Council adopted the Richmond Social Development Strategy. Council also adopted a motion “that the Affordable Housing Analyst and Social Development Coordinator positions, identified in the Resource Requirements section of the Social Development Strategy, be considered in the 2014 and 2015 budget processes, accordingly.”

The purpose of this report is to provide an update on implementation of the Social Development Strategy and to identify key areas of focus from now until 2016.

The report supports Council’s Term Goal #2 Community Social Services:

- 2.1. *Completion of the development and implementation of a clear City social services strategy that articulates the City’s role, priorities and policies, as well as ensures these are effectively communicated to our advisory committees, community partners, and the public in order to appropriately target resources and help manage expectations.*

Analysis

Social Development Strategy Overview

The purpose of the Social Development Strategy is to guide the City’s decisions and resource allocations on social development matters for a 10 year period (from 2013 to 2022). Further, the Strategy is intended to be a resource, both for the City and external partners, which:

- Identifies social development priorities for City attention between 2013 and 2022
- Clarifies the roles of the City (and other stakeholders) with respect to addressing particular social development topics
- Provides a foundation for a more integrated, coordinated, and sustainable approach for social development in Richmond for the future.

With oversight and support from Council-appointed liaison Councillors, staff used an extensive consultation process in preparing the Strategy. Information was sought from a diversity of groups (e.g., Richmond residents, City advisory committees, community partners, non-profit service providers, other stakeholders), and a variety of communication channels were used (e.g., meetings, paper and online questionnaires, Let’s Talk Richmond, community forums, study circles, open houses).

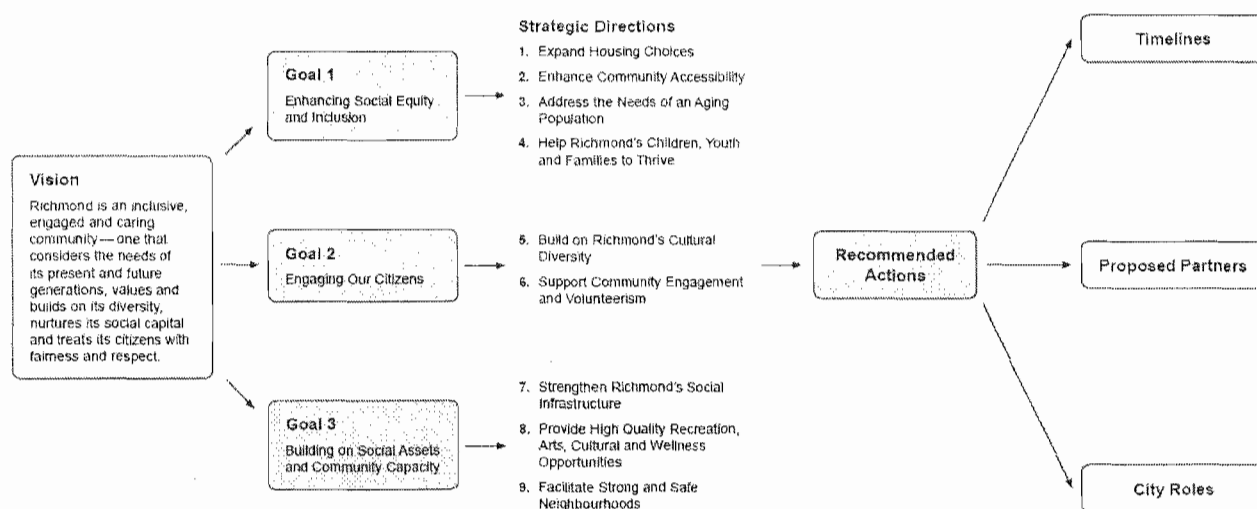
The following principles guided preparation of the Strategy:

- Support the City’s Corporate Vision
- Enhance social sustainability
- Engage the community

- Complement interests, policies, programs, services and funding priorities
- Be strategic, visionary and realistic
- Focus on assets and recognize social capital
- Be flexible and resilient
- Provide benefits to Richmond residents and external stakeholders

The Strategy consists of a vision, three major goals, nine strategic directions, and 53 recommended actions (along with 105 associated sub-actions). With respect to implementation, the actions are divided into short (0 – 3 year), medium (4 – 6 year), long term (7 – 10 year) and ongoing time lines. For each action, City roles and proposed partners are specified. A graphic depiction of the Social Development Strategy Framework is presented in Figure 1, below:

Figure 1: Social Development Strategy Framework



Implementation

As with any plan or strategy, the ultimate value of the Social Development Strategy will be judged by its results. With this in mind, and to ensure that implementation occurs in an effective, efficient, and coordinated manner, the Strategy document indicated that staff would be preparing annual Strategy Work Programs for presentation to Council. This report presents the first Strategy Work Program. Rather than focusing on a one year horizon, the report and Work Program cover the short term (0 – 3 years) priorities identified in the Strategy.

To gain information for this report, staff contacted representatives of various City departments and divisions believed to have a role in implementing the Social Development Strategy. Each contact was given a template document that showed all actions in the Strategy. The contacts were asked to focus on pertinent actions for their areas, providing information on:

- Short term activities (i.e., from September 2013 to September 2016)
- Key anticipated outcomes

- Resource or budget requirements
- Partners
- Additional comments

The responses were merged into a comprehensive, unedited master working document and, in turn, consolidated into the summary table (Work Program), presented in Attachment 1. The information is organized around the nine Strategic Directions of the Social Development Strategy. Priority short term implementation actions (2013 – 2016) are cited, as well as the City’s role with respect to implementation.

Implementation Highlights and Conclusions

It is important to note that the actions cited in the Work Program are priorities only. Various ongoing actions, and actions related to larger initiatives, are not included.

Notwithstanding that caveat, in reviewing the Work Program, it is clear that significant activity is underway to advance implementation of the Social Development Strategy. Highlights are as follows:

- Broad involvement: All City departments, including the offices of the Chief Administrative Officer (CAO) and Deputy CAO are involved with the Strategy implementation, with a total of 17 Divisions playing a role.
- Breadth of activity: 137 actions and 71 associated sub-actions are identified in the Work Program. Further, action is proceeding across all nine Strategic Directions of the Strategy.
- Diversity of roles: Seven broad City roles are being pursued in advancing the Work Program. The most prominent roles identified are delivery of programs and services (identified for 35.8% of all actions), undertaking planning, research and policy development (identified for 28.5% of all actions), and collaborating and establishing partnerships (identified for 25.6% of all actions).

Through preparation of the Work Program, and through the initial work on Strategy implementation, the following additional conclusions and observations emerged:

- While many of the actions being pursued as part of the Work Program may have occurred had the Strategy not been adopted, many would not. Further, the Strategy has provided a valuable reference point or context for the City’s social development initiatives – helping to ensure that work proceeds in a more coordinated manner and that staff see the “bigger picture” as they move forward.
- Related to the foregoing, work on the Strategy has clearly demonstrated the cross- and inter-departmental nature of social development initiatives. As such, the Strategy is proving to be effective in reducing silos in the organization and in contributing to the City’s overall sustainability goals.
- Awareness of the Strategy is high – both within the City and amongst our community partners. For example, the Strategy is often referenced in meetings with partner

organizations (e.g., Vancouver Coastal Health, Richmond School District, non-profit agencies). Also, it is being used as a framing tool for the work plans of the Richmond Community Services Advisory Committee and other City advisory committees (e.g., Richmond Intercultural Advisory Committee, Seniors Advisory Committee, and Child Care Development Advisory Committee).

Next Steps

Staff will continue to address the priority actions identified in Attachment 1, monitoring progress and making adjustments as required. Building on the work to date, staff will also develop a more rigorous benchmarking tool for future evaluation, monitoring and enhancement of the Strategy implementation.

Staff will provide periodic progress reports to Council, and bring back a subsequent work program prior to completion of the short term actions described herein (2016). In addition, in pursuing implementation, staff will remain flexible, making adjustments as necessary to respond to new Council Term Goals or emerging community needs.

The Social Development Strategy is an overarching City strategy that relies on concerted efforts from departments throughout the organization, as well as support from external partners. During the implementation process, staff will continue to ensure that the activities are consistent with, complimentary to, and mutually supportive of other overarching City strategies such as the Corporate Sustainability Framework and Official Community Plan.

Resource Requirements

A key assumption underlying preparation of the Social Development Strategy was that adequate resources would be available to support its implementation. In its Resource Requirements section, the Strategy identified two staffing priorities necessary for advancing the work:

- 1) A regular full time Affordable Housing Analyst position
- 2) A regular full time Social Development Coordinator position.

The Affordable Housing position was approved early this year, and was filled in June 2014. The Social Development Coordinator position has yet to be advanced.

With respect to other requirements, City departments will rely on existing resources, readjusting priorities and pursuing external funding support as necessary. Any additional City funding requirements will be identified separately through future budget submissions.

Financial Impact

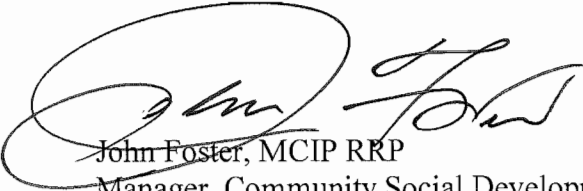
No additional resources are being sought at this time to advance the Work Program items identified herein.

Conclusion

The Social Development Strategy has been in place for roughly one year. Since that time, the Strategy has provided an important catalyst for focusing and coordinating the City's diverse social development efforts. It has also provided a valuable tool for community partners – helping them align and compliment their social development efforts with those of the City.

As discussed herein, significant progress is being made with implementing the short term priorities of the Social Development Strategy. In moving forward, it is inevitable that unanticipated issues and challenges will emerge. It is believed, however, that with the support and guidance of the Social Development Strategy, the City will be in a much better position to respond to those issues and challenges.

In closing, it is recommended that this report be received for information and circulated for information to School District No. 38 and Vancouver Coastal Health – Richmond. Staff will also share the report with the Richmond Community Services Advisory Committee, other City advisory committees, community partners and other groups within our social development network.



John Foster, MCIP RRP
Manager, Community Social Development
(604-247-4941)

Att. 1: Social Development Strategy: Short Term Implementation Priorities

**Social Development Strategy Work Program
Short Term Implementation Priorities (Sept. 2013-Sept. 2016)**

	Priority Implementation Actions to 2016	City Role
GOAL 1 - SOCIAL EQUITY AND INCLUSION		
Strategic Direction 1 Expand Housing Choices	<ul style="list-style-type: none"> • Prepare a Municipal Housing Action Plan (i.e., responding to Regional Growth Strategy objectives and Metro Vancouver's estimated housing demands for Richmond) 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> • Continue to implement and update the Richmond Affordable Housing Strategy, placing priority attention on: <ul style="list-style-type: none"> ➢ Review of Affordable Housing contribution rates ➢ Determining the role and policy considerations of market rental housing with respect to the Affordable Housing Strategy ➢ Refinement of City expectations re: "inclusionary" housing provisions ➢ Establishment of approaches to increase the supply of workforce housing, and affordable homeownership opportunities ➢ Development of accessibility design guidelines ➢ Identification of opportunities for increasing affordable housing options for youths 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> • Facilitate a series of dialogue panels to determine local needs and priorities regarding homelessness 	Engage and empower community
	<ul style="list-style-type: none"> • Collaborate with and support the Richmond Homelessness Coalition, addressing such priorities as establishing transitional housing facilities for vulnerable Richmond residents, such as women with children 	Engage and empower community Collaborate and establish partnerships
	<ul style="list-style-type: none"> • Collaborate on the planning, construction oversight, and housing related legal agreement administration of the Storeys, Kiwanis Towers, and Cadence affordable housing developments 	Collaborate and establish partnerships Undertake planning, research and policy development
	<ul style="list-style-type: none"> • Continue to advocate to senior governments regarding Richmond affordable housing needs 	Advocate for and secure external contributions

	Priority Implementation Actions to 2016	City Role
Strategic Direction 1 (cont.) Expand Housing Choices	<ul style="list-style-type: none"> Continue efforts to raise public awareness on homelessness concerns through such actions as support for Homelessness Action Week initiatives, posting information on the City website, and collaborating with community partners 	Engage and empower community
Strategic Direction 2 Enhance Community Accessibility	<ul style="list-style-type: none"> Continue to implement Official Community Plan (OCP) policies regarding adaptable and convertible housing, visitability, and overall housing accessibility 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Participate in and support the Richmond Task Force on VisitAble housing, with the aim of: <ul style="list-style-type: none"> Increasing understanding of VisitAble housing (i.e. preferred practices, lived experiences, review of current policies, and identifying barriers and opportunities); Developing and implementing strategies to promote VisitAble housing among buyers, builders, policy makers, and other stakeholders; and Increasing awareness of VisitAble housing by highlighting positive impacts, such as safety, social inclusion, and active living, as well as inclusive community building and sustainable housing 	Collaborate and establish partnerships Undertake planning, research and policy development
	<ul style="list-style-type: none"> Develop and implement annual programs to address such matters as: <ul style="list-style-type: none"> Making accessibility improvements to bus stops Installing benches at bus stops Installing accessible pedestrian features at special crosswalks and signalized intersections 	Undertake planning, research and policy development Establish infrastructure
	<ul style="list-style-type: none"> Collaborate on SFU study regarding place-making with seniors around Kiwanis Towers 	Collaborate and establish partnerships Undertake planning, research and policy development
	<ul style="list-style-type: none"> Review existing opportunities and best practices for increasing City employment options for people living with disabilities 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Identify stage two City and partner facilities to be assessed through planat (online facility accessibility ranking tool) 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Finalize review of the Recreation Fee Subsidy program, report to Council, and implement recommended program changes 	Undertake planning, research and policy development

	Priority Implementation Actions to 2016	City Role
Strategic Direction 2 (cont.) Enhance Community Accessibility	<ul style="list-style-type: none"> Continue to identify, budget for, and implement priority accessibility improvements for City facilities 	Deliver programs and services Establish infrastructure
	<ul style="list-style-type: none"> Maintain regular ongoing liaison between senior City staff and Richmond Centre for Disability, identifying and addressing accessibility concerns within the City's jurisdiction 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Collaborate with community partners to increase opportunities for low income residents to participate in arts and culture, including provision of at least one free cultural event per season 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Engage vulnerable youth in arts and cultural events through the City's Youth Services programs 	Engage and empower community
	<ul style="list-style-type: none"> Continue to provide City Grants and other support to non-profit agencies that provide services to low income Richmond residents 	Provide land, space or funding
	<ul style="list-style-type: none"> Incorporate universal design measures in planned upgrade of McNeely playground 	Establish infrastructure
	<ul style="list-style-type: none"> Support community initiatives aimed at raising awareness of, and developing responses to, poverty concerns in Richmond (e.g., Face of Child Poverty in Richmond report) 	Engage and empower community Collaborate and establish partnerships
	<ul style="list-style-type: none"> In collaboration with community partners, deliver range of programs through the Library that are accessible and relevant to a diversity of Richmond households (e.g., New Food for Thought Book Club, Annual World Food Day event, Low Income Tax Clinic, Healthy Eating for Families program) 	Collaborate and establish partnerships Deliver programs and services
	<ul style="list-style-type: none"> Continue to work with Richmond Food Security to support the development of community gardens 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Add community garden plots for preschoolers and seniors at West Richmond Community Centre 	Deliver programs and services
<ul style="list-style-type: none"> Pilot a Healthy Food Box program through Richmond community centres 	Deliver programs and services	

	Priority Implementation Actions to 2016	City Role
Strategic Direction 3 Address The Needs Of An Aging Population	<ul style="list-style-type: none"> Finalize the update of the Older Adult Service Plan, forward to Council for endorsement, and proceed with implementation 	Undertake planning, research, and policy development
	<ul style="list-style-type: none"> Implement a promotional program to increase older adults' awareness of available programs and services through such means as: <ul style="list-style-type: none"> ➤ Revising the formats of the Minoru News and the older adult section in the Parks, Recreation and Culture Guide ➤ Promoting programs and services in alternate languages ➤ Exploring the creation of a tool (similar to the Seniors Directory) focused on programs and services 	Deliver programs and services
	<ul style="list-style-type: none"> Develop and implement plans to designate Richmond as an World Health Organization Age Friendly City 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Continue efforts to promote and engage the participation of older adults in volunteer opportunities through such efforts as: <ul style="list-style-type: none"> ➤ Developing a marketing and recruitment program targeted to older adult volunteers ➤ Ensuring volunteers are registered in the City's on-line system ➤ Placing volunteers in meaningful roles that match their skills and interests ➤ Creating opportunities through the Partners for Beautification ➤ Utilizing Chinese speaking volunteers (Community Action Ambassadors) at Wellness Connections Programs and other events 	Deliver programs and services Engage and empower community
	<ul style="list-style-type: none"> Coordinate the design and construction of the Minoru Major Facility (older adult component) 	Undertake planning, research and policy development Establish infrastructure
	<ul style="list-style-type: none"> Establish Older Adult committees as part of the Community Association structures 	Engage and empower community
	<ul style="list-style-type: none"> Engage Richmond older adults to provide input into Richmond Public Library programming for older adults 	Engage and empower community
	<ul style="list-style-type: none"> Host dialogue sessions targeting younger older adults (e.g., 55 – 64 years) to determine their needs and investigate how to attract them to City facilities 	Engage and empower community

	Priority Implementation Actions to 2016	City Role
Strategic Direction 3 (cont.) Address The Needs Of An Aging Population	<ul style="list-style-type: none"> • Collaborate with senior governments, Vancouver Coastal Health, and community partners to: <ul style="list-style-type: none"> ➤ Design and implement Wellness Connections program evaluations ➤ Expand Wellness Clinics to non-traditional sites (e.g. faith communities) ➤ Explore grant funds for further research in assisting older adults to live independently in their community for as long as possible. ➤ Implement a newly designed fitness continuum ➤ Identify needs for enhancements and resources for older adult programs 	Collaborate and establish partnerships Deliver programs and services
	<ul style="list-style-type: none"> • Deliver library materials to the homes of frail older adults 	Deliver programs and services
	<ul style="list-style-type: none"> • Engage and consult with older adults on such initiatives as: <ul style="list-style-type: none"> ➤ The update of the Older Adults Service Plan ➤ The Age Friendly Assessment and Plan ➤ Plans for the Minoru Multi Purpose Complex 	Engage and empower community
	<ul style="list-style-type: none"> • Develop a public art plan for the new Minoru Multi Purpose Complex 	Deliver programs and services
	<ul style="list-style-type: none"> • Keep abreast of key research and trends affecting older adults (e.g., World Health Organization and SFU Gerontology Centre research) 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> • Develop an outreach program that targets older adults in independent housing sites 	Deliver programs and services
	<ul style="list-style-type: none"> • Continue the nostalgia kit program for library volunteers, distributing kits to older adults living in assisted living and care facilities 	Deliver programs and services
	<ul style="list-style-type: none"> • Implement a continuum of adapted and regular fitness classes to keep older adults physically and mentally strong 	Deliver programs and services
	<ul style="list-style-type: none"> • Continue the Falls Grant Program targeting older adults in three seniors housing sites 	Deliver programs and services
Strategic Direction 4 Help Richmond's Children, Youth and Families Thrive	<ul style="list-style-type: none"> • Finalize the update of the Youth Service Plan, forward to Council for endorsement, and proceed with implementation 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> • Coordinate preparation of an updated Child Care Needs Assessment 	Undertake planning, research and policy development

	Priority Implementation Actions to 2016	City Role
Strategic Direction 4 (cont.) Help Richmond's Children, Youth and Families Thrive	<ul style="list-style-type: none"> Continue discussions with developers about future child care amenity opportunities 	Advocate for and secure external contributions
	<ul style="list-style-type: none"> Review City and non-profit sector capacity to operate and maintain more City-owned child care facilities 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Facilitate the build out of new child care facilities secured by the City through the rezoning process 	Establish infrastructure
	<ul style="list-style-type: none"> Develop and implement public art plans for new City-owned child care centres 	Deliver programs and services
	<ul style="list-style-type: none"> Monitor opportunities to create child care spaces co-located with community centres and schools or in proximity of parks 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Review the City's child care contribution requirements from development (e.g., explore the merits of including the provision of furnishings, equipment and supplies in the definition of a turnkey child care facility) 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Inform the Urban Development Institute and Chamber of Commerce about future child care needs and explore how the business community might assist in addressing needs 	Advocate for and secure external contributions Collaborate and establish partnerships
	<ul style="list-style-type: none"> Continue to support the establishment of high quality, safe child care services through such means as: <ul style="list-style-type: none"> ➤ Consulting with child care operators and investigating new ways to share and coordinate efforts ➤ Holding discussions with Community Associations, the School District, and others on ways to better support partnership opportunities to create child care spaces ➤ Communicating with senior governments about funding and partnership opportunities ➤ Working with developers, non-profit agencies and the Province to identify needs and plan for an early childhood development and early years centre in Richmond 	Advocate for and secure external contributions Collaborate and establish partnerships

	Priority Implementation Actions to 2016	City Role
Strategic Direction 4 (cont.) Help Richmond's Children, Youth and Families Thrive	<ul style="list-style-type: none"> • Collaborate with Richmond Children First and other partners to: <ul style="list-style-type: none"> ➤ Raise awareness about poverty reduction ➤ Share information with service providers and decision makers about the Early Development and Middle Years Development Instrument results for Richmond ➤ Present information on and develop an implementation plan for the Richmond's Children's Charter 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> • Identify and use innovative survey approaches to engage parents in child care needs assessments 	Engage and empower community
	<ul style="list-style-type: none"> • Continue to create and provide child, youth and family program opportunities by: <ul style="list-style-type: none"> ➤ Developing and delivering affordable and accessible child and family friendly programming ➤ Creating spaces within the City Centre and other neighbourhoods that can be used for family drop in activities ➤ Exploring opportunities to work with Richmond Family Place and the Richmond Olympic Oval to provide more family drop-in options ➤ Supporting the School Art Program, through the Richmond Art Gallery, and growing the City's Children's Art Festival ➤ Offering free drop-in art activities through the Family Sunday programs at the Richmond Art Gallery ➤ Offering seasonal low cost/ no cost programs and opportunities through community facilities 	Deliver programs and services Collaborate and establish partnerships
	<ul style="list-style-type: none"> • Complete child care design guidelines and technical specifications and submit to Council for approval 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> • Develop a handout to assist child care providers in creating licensed spaces in Richmond 	Deliver programs and services
	<ul style="list-style-type: none"> • Upgrade furniture and equipment in children and youth areas of Richmond libraries 	Establish infrastructure
	<ul style="list-style-type: none"> • Continue to consider the needs of children and youth in land use and transportation plans (e.g., through use of the Child and Youth Friendly Land Use and Transport Planning Guidelines for BC) 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> • Provide housing resource information to the public through library web site and take home materials 	Deliver programs and services

	Priority Implementation Actions to 2016	City Role
Strategic Direction 4 (cont.) Help Richmond's Children, Youth and Families Thrive	<ul style="list-style-type: none"> Explore opportunities to utilize City child care facilities for evening and weekend programming to support children and families (e.g. parenting programs, family drop-ins) 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Hold an annual bike tour in Richmond and offer bike education courses for elementary school students 	Deliver programs and services
	<ul style="list-style-type: none"> Complete Phase 3 of the Thompson Youth Park and the Garden City Park Bike Terrain facility 	Establish infrastructure
	<ul style="list-style-type: none"> Continue to develop and enhance the Richmond Youth Media Program and other media arts programs at the Media Lab 	Deliver programs and services
	<ul style="list-style-type: none"> Ensure that healthy meals and snacks are offered at all City out of school care and preschool programs 	Deliver programs and services
	<ul style="list-style-type: none"> Provide grant funding to non-profit agencies to support services and programs for children, youth and families 	Provide land, space or funding
	<ul style="list-style-type: none"> Continue to refine and implement changes to the online grant application process 	Deliver programs and services
	<ul style="list-style-type: none"> Expand programming for vulnerable youth in the City Centre 	Deliver programs and services
	<ul style="list-style-type: none"> Create an approach to increase awareness for youth and staff on the 40 Developmental Assets 	Deliver programs and services
	<ul style="list-style-type: none"> Recruit and train youth volunteers for library programs 	Engage and empower community
	<ul style="list-style-type: none"> Provide free and low cost leadership training and development opportunities for youth to support summer camps 	Engage and empower community
	<ul style="list-style-type: none"> Engage youth in the Stir-it Up and Garden Group programs 	Engage and empower community
	<ul style="list-style-type: none"> In collaboration with School District #38, continue to promote and support anti-bullying day in Richmond 	Deliver programs and services Collaborate and establish partnerships

	Priority Implementation Actions to 2016	City Role
GOAL 2: ENGAGING OUR CITIZENS		
Strategic Direction 5 Build on Richmond's Cultural Diversity	<ul style="list-style-type: none"> Develop a formal policy and associated guidelines regarding translation of City materials for consideration by Council 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Review opportunities within existing City Communications to integrate diversity messaging 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Organize discussions with immigrant serving agencies and new immigrant groups to identify and reduce barriers faced by new immigrants in accessing City services 	Engage and empower community
	<ul style="list-style-type: none"> Continue to offer Newcomer Tours to orient new residents to City services and facilities 	Deliver programs and services
	<ul style="list-style-type: none"> Develop and host a Diversity Symposium at City Hall aimed at sharing best practice information for service delivery in an intercultural community 	Deliver programs and services
	<ul style="list-style-type: none"> Participate in NewtoBC, a provincial initiative for newcomers including collaborating with community partners to share "Settlement Stories" (digital stories about immigrant experiences) 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Continue to offer and increase collections and services in alternate languages at Richmond Public Library 	Deliver programs and services
	<ul style="list-style-type: none"> Support a student internship research project on civic engagement and barriers to involvement 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Promote community dialogue and understanding through such initiatives as: <ul style="list-style-type: none"> ➤ Presenting the Ga Ting theatre project ➤ Hosting Richmond Pecha Kucha Nights ➤ Supporting the Richmond Intercultural Advisory Committee in hosting a public forum ➤ Continuing to celebrate and showcase important cultural traditions from diverse cultures (e.g. Chinese New Year, Ramadan, Vaisakhi and Diwali) ➤ Promoting and presenting the 2014 Multicultural Heritage Festival 	Collaborate and establish partnerships Deliver programs and services
	<ul style="list-style-type: none"> Host National Aboriginal Day activities in the library 	Deliver programs and services
<ul style="list-style-type: none"> Partner with Parks Canada in bringing programming to the library about Aboriginal arts and culture 	Collaborate and establish partnerships	

	Priority Implementation Actions to 2016	City Role
Strategic Direction 5 (cont.) Build on Richmond's Cultural Diversity	<ul style="list-style-type: none"> Continue to showcase Richmond's history and cultural diversity through such vehicles as museum exhibits, Doors Open activities and interpretive on site tours at Britannia Heritage 	Deliver programs and services
	<ul style="list-style-type: none"> Research and plan a photographic exhibition that features images of Richmond and Kowloon City, Hong Kong 	Deliver programs and services
	<ul style="list-style-type: none"> Facilitate dialogue sessions with Richmond's LGTBQ community and service providers 	Engage and empower community
	<ul style="list-style-type: none"> Consult with School District #38 and Richmond Youth Service Agency on the prospect of organizing a forum to increase understanding of the needs for Richmond's urban Aboriginal population 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Collaborate with senior governments, Vancouver Coastal Health, and community partners to discuss and advocate on issues related to settlement services, professional licenses and accreditation and immigration policies 	Collaborate and establish partnerships Advocate for and secure external contributions
	<ul style="list-style-type: none"> Partner with AllWays to secure ongoing funding and offer program opportunities for LGTBQ youth 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Conduct a best practice review prior to developing media watch guidelines to monitor inaccurate or insensitive references to particular cultural groups 	Undertake planning, research and policy development
Strategic Direction 6 Support Community Engagement and Volunteerism	<ul style="list-style-type: none"> Update the City's volunteer management software 	Deliver programs and services
	<ul style="list-style-type: none"> Investigate approaches for increasing the number of volunteers participating in Cultural Centre events and programs 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Develop a process for updating the Volunteer Management Strategy 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Through a variety of channels (e.g., print, online, social media), continue to promote library programs in plain English and additional languages 	Deliver programs and services
	<ul style="list-style-type: none"> Review City advertising practices to consider expanded use of ethnic media 	Deliver programs and services

	Priority Implementation Actions to 2016	City Role
Strategic Direction 6 (cont.) Support Community Engagement and Volunteerism	<ul style="list-style-type: none"> Research opportunities to host a forum with community stakeholders and local media to facilitate inclusive communication lines 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Train staff from various City departments on use of Let's Talk Richmond and social media 	Deliver programs and services
	<ul style="list-style-type: none"> Review existing City community engagement practices and identify new, innovative approaches for communicating with and engaging the community 	Engage and empower community
	<ul style="list-style-type: none"> Launch, promote and solicit public contributions for the "Create and Learn" library platform 	Deliver programs and services
	<ul style="list-style-type: none"> Organize a Manhole Cover Public Art Contest and Program 	Deliver programs and services
	<ul style="list-style-type: none"> Review and solidify relationships with corporate sponsors for the New Canadian Tours program 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Partner with ICBC and the RCMP to distribute driver and pedestrian safety tips in English and other languages during pedestrian safety campaigns 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Distribute cycling safety messages through the City website and on printed material in English and additional languages 	Deliver programs and services
	<ul style="list-style-type: none"> Continue to identify and recruit residents and community leaders to participate on City advisory committees and other consultative bodies 	Engage and empower community
GOAL 3: BUILDING ON SOCIAL ASSETS AND COMMUNITY CAPACITY		
Strategic Direction 7 Strengthen Richmond's Social Infrastructure	<ul style="list-style-type: none"> Develop a prioritized list of City amenity requirements for the City Centre and Richmond as a whole 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Consult with the Richmond Community Services Advisory Committee regarding the development and maintenance of a database of space needs of Richmond non-profit social service agencies 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Develop a policy framework to clarify City roles and procedures for assisting community agencies to secure space 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Continue to identify opportunities for helping community agencies secure space in planned new developments 	Advocate for and secure external contributions

	Priority Implementation Actions to 2016	City Role
Strategic Direction 7 (cont.) Strengthen Richmond's Social Infrastructure	<ul style="list-style-type: none"> Finalize plans for proposed Early Childhood Development Hub in Capstan Village 	Undertake planning, research and policy development Establish infrastructure
	<ul style="list-style-type: none"> Encourage non-profit community agencies to utilize City communication channels (e.g., City Calendar of Events, the Parks, Recreation and Culture Guide) to promote their activities 	Engage and empower community
	<ul style="list-style-type: none"> Continue to build upon already strong working relationships with School District #38 by: <ul style="list-style-type: none"> ➤ Collaborating with Adolescent Support Team Outreach Program ➤ Delivering Roving Leader Services within Alternative School programs ➤ Exploring art programs for school students and teachers at the Art Gallery ➤ Distributing the Art Gallery's "Meet the Artist" videos to schools ➤ Creating awareness about Physical Literacy and program support units ➤ Exploring options for additional use of schools by non-profit groups ➤ Providing arts opportunities for students and teachers through the Children's Arts Festival school days 	Collaborate and establish partnerships Deliver programs and services
	<ul style="list-style-type: none"> Continue to build upon already strong working relationships with Vancouver Coastal Health by: <ul style="list-style-type: none"> ➤ Collaborating on the planning of new health facilities ➤ Participating in Local Governance Liaison Committee ➤ Collaborating on research projects ➤ Partnering of community wellness initiatives (e.g., My Health My Community, Richmond Youth Media program) ➤ Sharing information and consulting on matters of mutual concern (e.g., adult day care options) 	Collaborate and establish partnerships Deliver programs and services
	<ul style="list-style-type: none"> Provide free week long summer outreach library program (Seuss Town) for children 0-12 years and their families, offering art, literacy and media arts activities 	Deliver programs and services
	<ul style="list-style-type: none"> Complete phase 2 upgrades to the web based application system for the City Grant Program 	Deliver programs and services

	Priority Implementation Actions to 2016	City Role
Strategic Direction 7 (cont.) Strengthen Richmond's Social Infrastructure	<ul style="list-style-type: none"> Consistent with the City's Sustainability Framework and goals, enhance efforts to ensure that social, economic and environmental factors are considered in the City's planning and decision making 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Develop and utilize triple bottom line decision making tools in City business processes (e.g., Capital Ranking Model) 	Undertake planning, research and policy development
Strategic Direction 8 Provide High Quality Recreation, Arts, Cultural And Wellness Opportunities	<ul style="list-style-type: none"> Undertake a Community Needs Assessment, gaining information to assist with the future update of the Parks, Recreation and Cultural Services Master Plan 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Through the Richmond Library, promote the Community Wellness Strategy and continue to support partners in offering health programs (e.g., Vancouver Coastal Health, medical practitioners) 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Continue to implement the Richmond Arts Strategy's strategic directions 	Deliver programs and services
	<ul style="list-style-type: none"> Complete the Garden City Lands planning process and work to establish partnerships to support agricultural programs 	Undertake planning, research and policy development Collaborate and establish partnerships
	<ul style="list-style-type: none"> Develop a Community Garden Strategy, including identification of space for future community garden needs 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> Support the Kwantlen Polytechnic University incubator farm program through a license to lease for land at the Gardens Park 	Provide land, space or funding Collaborate and establish partnerships
	<ul style="list-style-type: none"> In conjunction with community partners, offer a food security workshop at City Hall 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> Pursue opportunities to collaborate with Richmond Olympic Oval on social development initiatives (e.g., hosting U-Roc Awards events, holding free outdoor movies and concerts) 	Collaborate and establish partnerships

	Priority Implementation Actions to 2016	City Role
Strategic Direction 9 Facilitate Strong And Safe Neighbourhoods	<ul style="list-style-type: none"> • In accordance with the OCP, facilitate development of community gathering spaces as part of neighbourhood centres 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> • Seek Council endorsement of long term streetscape visions for Bayview and Chatham Streets 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> • Complete the Lansdowne Village West Blocks Transformation Plan to guide development of Lansdowne Road west of No. 3 Road 	Undertake planning, research and policy development
	<ul style="list-style-type: none"> • Pursue strategic partnerships for establishment of a new destination waterfront museum 	Collaborate and establish partnerships
	<ul style="list-style-type: none"> • Expand Richmond’s network of bike routes and walkways through development of: <ul style="list-style-type: none"> ➤ Railway Greenway ➤ Parkside Bikeway ➤ Crosstown Bikeway 	Establish infrastructure
	<ul style="list-style-type: none"> • Continue to promote and support Partners in Beautification program 	Deliver programs and services
	<ul style="list-style-type: none"> • Continue to grow Culture Day activities and community art exhibitions in the City 	Deliver programs and services
	<ul style="list-style-type: none"> • In conjunction with the Richmond School District and Vancouver Coastal Health, deliver Arts Truck sessions at General Currie Elementary School 	Collaborate and establish partnerships Deliver programs and services
	<ul style="list-style-type: none"> • Continue to promote Richmond as a safe and livable community 	Deliver programs and services
	<ul style="list-style-type: none"> • Hold public forums to gain public input on the Richmond Fire Rescue Fire Plan 	Engage and empower community
<ul style="list-style-type: none"> • Deliver a range of fire and life safety programs through Richmond Fire Rescue, including: <ul style="list-style-type: none"> ➤ Get Ready Richmond fire and life safety presentations ➤ Fire Prevention Week activities ➤ Car seat installation checks ➤ Home safe inspections ➤ Fire Hall tours ➤ Free smoke alarm installations for older adults and communities at risk 	Deliver programs and services	

	Priority Implementation Actions to 2016	City Role
<p>Strategic Direction 9 (cont.)</p> <p>Facilitate Strong And Safe Neighbourhoods</p>	<ul style="list-style-type: none"> • Work with community partners to address mental health, substance abuse, and addiction concerns through such means as: <ul style="list-style-type: none"> ➤ Increasing library programming regarding mental health, substance abuse, and addictions ➤ Making tables available for information displays at libraries ➤ Using the Richmond Youth Media Program to engage vulnerable youth in Media Lab activities ➤ Providing training for Community Services staff on Dealing with Difficult People ➤ Providing grants to non-profit societies addressing these issues ➤ Supporting pertinent Richmond Community Services Advisory Committee initiatives ➤ Participating on the Vancouver Coastal Health Mental Health and Addictions Coordinating Committee 	<p>Collaborate and establish partnerships</p> <p>Deliver programs and services</p> <p>Provide land, space or funding</p>