



City of Richmond

Report to Committee

To: General Purposes Committee **Date:** February 15, 2023
From: Jason Kita **File:** 01-0005-01/2023-Vol
 Director, Intergovernmental Relations and Corporate and Strategic Planning 01
Re: Council Strategic Plan 2022-2026

Staff Recommendation

That the Council Strategic Plan 2022-2026 for the current term of office as outlined in the report titled "Council Strategic Plan 2022-2026" from the Director, Intergovernmental Relations and Corporate and Strategic Planning, dated February 15, 2023, be adopted.

Jason Kita
 Director, Intergovernmental Relations and Corporate and Strategic Planning
 (604-276-4091)

REPORT CONCURRENCE		
SENIOR STAFF REPORT REVIEW	INITIALS:	APPROVED BY CAO
	<i>JK</i>	

Staff Report

Origin

At the start of each new term, Council has the opportunity to collectively identify a strategic direction for the municipality that will guide decision-making throughout the four-year term. As outlined by the Province of British Columbia, the purposes of a municipality include:

- Providing for good government of its community
- Providing for services, laws and other matters for community benefit
- Providing for stewardship of the public assets of its community
- Fostering the economic, social and environmental well-being of its community

Council's decisions influence the community'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. One component of Council's many roles includes determining strategic priorities for the term and providing direction to City staff in alignment with these priorities. This direction is developed through a strategic planning process to determine common areas of focus for Council's term of office. The purpose of this report is to facilitate discussion amongst members of Council in order to determine the collective and shared priorities in the form of the Council Strategic Plan 2022-2026 as outlined in this report.

Analysis

Setting A Strategic Direction

A strategic plan allows the City to provide effective management and delivery of services in a manner that is responsive and flexible to address the current and future needs of the community. Once established, City Administration aligns with the Council Strategic Plan in order to achieve a focused and productive term of office that makes most effective use of public resources.

The Council Strategic Plan 2022-2026 is described below and included in **Attachment 1** for endorsement or feedback. The strategic focus areas and priorities identified are considered to be interrelated and of equal importance. In fact, the plan highlights the interconnectedness and interdependency of many of the City's programs, services and operations. Underpinning all of the focus areas are the themes of collaboration, leadership, and continuous improvement. As the community continues to grow and evolve, the plan builds upon the City's strengths and addresses current and emerging issues to ensure that Richmond remains an appealing, livable and well-managed community.

The high-level areas of focus are:

1. Stakeholder and Civic Engagement
2. Strategic and Sustainable Growth
3. Safety and Preparedness
4. Financial Management
5. Environmental Sustainability
6. Vibrant, Resilient and Active Community

These focus areas are described in further detail below along with their corresponding priorities.

Focus Areas and Priorities

Focus Area: Proactive in Stakeholder and Civic Engagement

Description: Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.

Council recognizes that the City's efforts are strengthened through proactive collaboration with a wide variety of stakeholders. In addition, this focus area emphasizes the importance of civic participation in the democratic process and the need to engage the community through a variety of approaches, tools and technologies.

Priorities that emerged under this focus area include:

- Continue fostering effective and strategic relationships with other levels of government and Indigenous communities.
- Advocate for the needs of Richmond in collaboration with partners and stakeholders.
- Increase the reach of communication and engagement efforts to connect with Richmond's diverse community.
- Leverage a variety of approaches to make civic engagement and participation easy and accessible.

Focus Area: Strategic and Sustainable Community Growth

Description: Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.

Council acknowledges that Richmond and the lower mainland will continue to grow and attract people to live, work and play. In order to sustain complete and thriving communities, growth must be strategically managed in a way that is sustainable and enhances the character and livability of the city.

Priorities that emerged under this focus area include:

- Ensure that Richmond's targeted OCP update shapes the direction and character of the city.
- Develop and implement innovative and proactive solutions that encourage a range of housing options and enhance affordability.
- Ensure that both built and natural infrastructure supports sustainable development throughout the city.
- Enhance Richmond's robust transportation network by balancing commercial, public, private and active transportation needs.
- Work collaboratively to attract and retain businesses to support a diversified economic base.

Focus Area: A Safe and Prepared Community

Description: Community safety and preparedness through effective planning, strategic partnerships and proactive programs.

Council recognizes that safety and preparedness efforts are strengthened by working collectively together towards common goals. By leveraging strategic relationships, building professional networks, and involving the community, Richmond continues to build upon its strong foundation of safety services to address potential and future risks.

Priorities that emerged under this focus area include:

- Advance proactive, sustainable, and accelerated flood protection in collaboration with other governments and agencies.
- Leverage strategic partnerships and community-based approaches for comprehensive safety services.
- Ensure the community is collectively prepared for emergencies and potential disasters.
- Ensure civic infrastructure, assets and resources are effectively maintained and continue to meet the needs of the community as it grows.

Focus Area: Responsible Financial Management

Description: Responsible financial management and efficient use of public resources to meet the needs of the community.

Council understands that responsible financial management means balancing both current and future needs of the community. By applying sound fiscal practices, ensuring transparent and effective use of funds, and actively seeking opportunities to maximize operational efficiencies, the City remains accountable to the community.

Priorities that emerged under this focus area include:

- Ensure effective financial planning to support a sustainable future for the City.
- Seek improvements and efficiencies in all aspects of City business.
- Foster community trust through open, transparent and accountable budgeting practices and processes.
- Work with all levels of governments for grant and funding opportunities.

Focus Area: A Leader in Environmental Sustainability

Description: Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.

Council reinforces the City's commitment to remaining a leader in environmental sustainability and climate action. By adopting a comprehensive and holistic perspective, Richmond can remain at the forefront of solutions that support the health of the community and environment.

Priorities that emerged under this focus area include:

- Continue to demonstrate leadership in proactive climate action and environmental sustainability.
- Support the preservation and enhancement of Richmond's natural environment.
- Encourage waste reduction and sustainable choices in the City and community.
- Support agriculture and local food systems to enhance food security.

Focus Area: A Vibrant, Resilient and Active Community

Description: Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.

Council recognizes that the health, well-being and active involvement of community members is integral to the vibrancy and livability of the city. By continuing to foster a variety of opportunities for recreation, engagement and social support, Richmond remains resilient and connected.

Priorities that emerged under this focus area include:

- Advance a variety of program, services, and community amenities to support diverse needs and interests and activate the community.
- Enhance the City's network of parks, trails and open spaces.
- Foster intercultural harmony, community belonging, and social connections.
- Support vulnerable populations through collaborative and sustainable programs and services.
- Enhance and preserve arts and heritage assets in the community.

The above information summarizes the focus areas and priorities that emerged from input provided by the members of Council for consideration in determining the collective Council Strategic Plan for 2022-2026. Council may endorse the focus areas and priorities as presented or provide direction to staff in regard to making any revisions, additions, or deletions necessary.

Next Steps

Once adopted, the Council Strategic Plan 2022-2026 will guide City administration for the four-year term of office. The plan will also be published on the City's website and referenced in other public communication as needed or appropriate.

Throughout the term, progress made on the focus areas and priorities identified will be monitored and staff will report back to Council to share key highlights.

Financial Impact

None.

Conclusion

Strategic planning is an important element of Council's governance role. Council's strategic direction guides and influences the decisions and operations of the City over the course of the four-year term of office. This report seeks Council's adoption of the Council Strategic Plan 2022-2026 as presented in **Attachment 1**.



Jason Kita
Director, Intergovernmental Relations and Corporate and Strategic Planning
(604-276-4091)

Council Strategic Plan 2022-2026

The Council Strategic Plan 2022-2026 identifies the collective priorities and focus areas for Richmond's City Council for the current term of office. The Council Strategic Plan allows the City to provide effective management and delivery of services in a manner that is responsive and flexible to address the current and future needs of all those who live, work and play in Richmond.

The strategic focus areas and priorities are considered to be interrelated and of equal importance. In fact, the plan highlights the interconnectedness and interdependency of many of the City's programs, services and operations. Underpinning all of the focus areas are the themes of collaboration, leadership, and continuous improvement. As the community continues to grow and evolve, the plan builds upon the City's strengths and addresses current and emerging issues to ensure that Richmond remains an appealing, livable and well-managed community.

City work programs are aligned with the Council Strategic Plan in order to achieve a focused and productive term of office that makes most effective use of public resources.

Proactive in Stakeholder and Civic Engagement

Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.

- Continue fostering effective and strategic relationships with other levels of government and Indigenous communities.
- Advocate for the needs of Richmond in collaboration with partners and stakeholders.
- Increase the reach of communication and engagement efforts to connect with Richmond's diverse community.
- Leverage a variety of approaches to make civic engagement and participation easy and accessible.

Strategic and Sustainable Community Growth

Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.

- Ensure that Richmond's targeted OCP update shapes the direction and character of the city.
- Develop and implement innovative and proactive solutions that encourage a range of housing options and enhance affordability.
- Ensure that both built and natural infrastructure supports sustainable development throughout the city.

- Enhance Richmond’s robust transportation network by balancing commercial, public, private and active transportation needs.
- Work collaboratively to attract and retain businesses to support a diversified economic base.

A Safe and Prepared Community

Community safety and preparedness through effective planning, strategic partnerships and proactive programs.

- Advance proactive, sustainable, and accelerated flood protection in collaboration with other governments and agencies.
- Leverage strategic partnerships and community-based approaches for comprehensive safety services.
- Ensure the community is collectively prepared for emergencies and potential disasters.
- Ensure civic infrastructure, assets and resources are effectively maintained and continue to meet the needs of the community as it grows.

Responsible Financial Management

Responsible financial management and efficient use of public resources to meet the needs of the community.

- Ensure effective financial planning to support a sustainable future for the City.
- Seek improvements and efficiencies in all aspects of City business.
- Foster community trust through open, transparent and accountable budgeting practices and processes.
- Work with all levels of governments for grant and funding opportunities.

A Leader in Environmental Sustainability

Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.

- Continue to demonstrate leadership in proactive climate action and environmental sustainability.
- Support the preservation and enhancement of Richmond’s natural environment.
- Encourage waste reduction and sustainable choices in the City and community.
- Support agriculture and local food systems to enhance food security.

A Vibrant, Resilient and Active Community

Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.

- Advance a variety of program, services, and community amenities to support diverse needs and interests and activate the community.
- Enhance the City's network of parks, trails and open spaces.
- Foster intercultural harmony, community belonging, and social connections.
- Support vulnerable populations through collaborative and sustainable programs and services.
- Enhance and preserve arts and heritage assets in the community.