



**General Purposes Committee  
Electronic Meeting**

**Council Chambers, City Hall  
6911 No. 3 Road**

**Monday, March 6, 2023  
4:00 p.m.**

Pg. #      ITEM

**MINUTES**

**GP-3**      *Motion to adopt the **minutes** of the meeting of the General Purposes Committee held on February 21, 2023.*



**PLANNING AND DEVELOPMENT AND ENGINEERING AND  
PUBLIC WORKS DIVISIONS**

**1. STEVESTON HIGHWAY MULTI-USE PATHWAY PROJECT -  
UPDATE**

(File Ref. No. 01-0060-20-LIEC1) (REDMS No. 7114588)

**GP-6**

**See Page GP-6 for full report**

*Designated Speakers: Sonali Hingorani & Kevin Roberts*

**STAFF RECOMMENDATION**

*That Option 1 as described in the staff report titled “Steveston Highway Multi-Use Pathway – Update”, dated February 3, 2023, from the Director, Transportation and the Director, Engineering be approved and the Consolidated 5 Year Financial Plan (2023-2027) be amended accordingly.*



## General Purposes Committee Agenda – Monday, March 6, 2023

Pg. # ITEM

### CAO'S OFFICE

2. **CITY OF RICHMOND FLAG POLICY**

(File Ref. No. 01-0005-01) (REDMS No. 7066031)

GP-17

See Page GP-17 for full report

*Designated Speaker: Jason Kita*

#### STAFF RECOMMENDATION

*That the report titled “City of Richmond Flag Policy” dated January 26, 2023 from the Director, Intergovernmental Relations and Corporate and Strategic Planning be received for information.*

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3. **COUNCIL STRATEGIC PLAN 2022-2026**

(File Ref. No. 01-0005-01) (REDMS No. 7142456)

GP-28

See Page GP-28 for full report

*Designated Speaker: Jason Kita*

#### 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.*

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### ADJOURNMENT

☐



## General Purposes Committee

Date: Tuesday, February 21, 2023

Place: Council Chambers  
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair  
Councillor Chak Au  
Councillor Carol Day (entered the meeting at 4:02 p.m.)  
Councillor Laura Gillanders  
Councillor Kash Heed  
Councillor Andy Hobbs  
Councillor Alexa Loo  
Councillor Bill McNulty  
Councillor Michael Wolfe

Call to Order: The Chair called the meeting to order at 4:01 p.m.

### MINUTES

It was moved and seconded

*That the minutes of the meeting of the General Purposes Committee held on February 6, 2023, be adopted as circulated.*

**CARRIED**

*Councillor Carol Day entered the meeting (4:02 p.m.).*

### PRESENTATION

1. Tamara Vrooman, President and CEO, Vancouver International Airport, and Dan Nomura, Director, YVR Board, referenced their report summary (Copy on File, City Clerk's Office) and highlighted the following information:
  - in the past year YVR experienced the steepest surge in passenger numbers in its history;

## General Purposes Committee

### Tuesday, February 21, 2023

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- new routes were launched connecting the region with more cities in Canada and abroad;
- YVR is investing in digitization and data to improve operations and advance climate action goals;
- YVR is opening up 400 under-utilized acres of Sea Island for industrial and commercial developments; and
- YVR will be focused on improving its operating efficiency, passenger experience, and airline satisfaction, as well as meeting climate action commitments.

## FINANCE AND CORPORATE SERVICES DIVISION

### 2. **AWARD OF CONTRACT 8072P – WORKFORCE MANAGEMENT SOLUTION AND SERVICES**

(File Ref. No. 04-1300-01) (REDMS No. 7108110)

It was moved and seconded

- (1) *That Contract 8072P – Workforce Management Solution be awarded to Kronos Canadian Systems Inc., for an estimated contract value of \$719,584, excluding taxes, for an initial contract term of two years, as described in the report titled “Award of Contract 8072P -Workforce Management Solution and Services”, dated January 11, 2023, from the Director, Information Technology; and*
- (2) *That the Chief Administrative Officer and General Manager, Finance and Corporate Services be authorized to execute the contract with Kronos Canadian Systems Inc.; and*
- (3) *That the Chief Administrative Officer and General Manager, Finance and Corporate Services be authorized to extend the contract at the end of the initial contract term for an additional five years, up to the maximum total term of seven years, for a maximum contract value of \$1,749,904, excluding taxes, as described in the report titled “Award of Contract 8072P - Workforce Management Solution and Services”, dated January 11, 2023, from the Director, Information Technology.*

The question on the motion was not called as in reply to a query from Committee, staff noted that most positions are within the living wage threshold.

The question on the motion was then called and it was **CARRIED**.

**General Purposes Committee**  
**Tuesday, February 21, 2023**

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**ADJOURNMENT**

It was moved and seconded

*That the meeting adjourn (4:20 p.m.).*

**CARRIED**

Certified a true and correct copy of the  
Minutes of the meeting of the General  
Purposes Committee of the Council of the  
City of Richmond held on Tuesday,  
February 21, 2023.

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Mayor Malcolm D. Brodie  
Chair

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Sarah Goddard  
Legislative Services Associate



# City of Richmond

## Report to Committee

**To:** General Purposes Committee

**Date:** February 3, 2023

**From:** Lloyd Bie, P.Eng.  
Director, Transportation

**File:** 01-0060-20-  
LIEC1/2023-Vol 01

Milton Chan, P.Eng  
Director, Engineering

**Re:** Steveston Highway Multi-Use Pathway Project - Update

### Staff Recommendation

That Option 1 as described in the staff report titled "Steveston Highway Multi-Use Pathway Project - Update", dated February 3, 2023, from the Director, Transportation and the Director, Engineering be approved and the Consolidated 5 Year Financial Plan (2023-2027) be amended accordingly.

Lloyd Bie, P.Eng.  
Director, Transportation  
(604-276-4131)

Milton Chan, P.Eng  
Director, Engineering  
(604-276-4377)

REPORT CONCURRENCE		
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>	<b>CONCURRENCE OF GENERAL MANAGER</b>
Finance	<input checked="" type="checkbox"/>	
Purchasing	<input checked="" type="checkbox"/>	
<b>SENIOR STAFF REPORT REVIEW</b>	<b>INITIALS:</b> 	<b>APPROVED BY CAO</b> 

## **Staff Report**

### **Origin**

The Steveston Multi-Use Pathway project was approved by Council in three phases as part of the 2019, 2020 and 2023 Capital Budgets to implement an off-street cycling and pedestrian facility on the south side of Steveston Highway from Shell Road to Railway Avenue.

At the December 21, 2022 Public Works and Transportation Committee meeting, the following referral motion was introduced, moved and seconded:

*That the delegation material be referred back to staff to further examine any projected pedestrian pathways or bike lanes being constructed on Steveston Highway and report back.*

This report responds to the referral.

Staff have also received information on anticipated project costs through the construction procurement process for the Steveston Highway Multi-Use Pathway Project, Phases 1 and 2 that require Council consideration and approval due to approved budget implications.

This report supports Council's Strategic Plan 2018-2022 Strategy #2 A Sustainable and Environmentally Conscious City:

*2.4 Increase opportunities that encourage daily access to nature and open spaces and that allow the community to make more sustainable choices.*

This report supports Council's Strategic Plan 2018-2022 Strategy #4 An Active and Thriving Richmond:

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

This report supports Council's Strategic Plan 2018-2022 Strategy #6 Strategic and Well-Planned Growth:

*6.3 Build on transportation and active mobility networks.*

### **Background**

The Steveston Multi-Use Pathway (MUP) project was approved in three phases, as part of the 2019, 2020 and 2023 Capital Budgets as follows:

- Shell Road to Mortfield Gate (Phase 1, 2019);
- Mortfield Gate to No. 2 Road (Phase 2, 2020); and
- No. 2 Road to Railway Avenue (Phase 3, 2023).

Phases 1 and 2 are in the procurement phase and discussed in the Budget Update section of this staff report. Detailed design for Phase 3 of the project will be completed following TransLink cost share funding approval (anticipated in March 2023).

The MUP is located on the south side of Steveston Highway, and once complete will extend from Shell Road to Railway Avenue. The project scope includes elements to support a safe, secure and comfortable cycling facility. The cross-section meets transportation design guidelines of an “AAA” (suitable for all ages and abilities) cycling route. The pathway will have a 3.0 metre wide paved surface. A buffer strip behind a concrete barrier curb will provide protection and setback for pedestrians and cyclists from traffic on Steveston Highway.

The project is consistent with City and regional plans and will expand coverage of the local cycling network to reach more residents, employees and visitors. Upon completion of the project, the Steveston Highway MUP will connect to other significant cycling facilities in the city, including the Railway Greenway, No. 2 Road MUP and Shell Road Trail and will be a critical element of the regional bikeway system.

In response to the construction tender for Phases 1 and 2 of the approved Steveston Highway MUP project, bids have been received exceeding the approved budget. As per Budget Amendment Policy 3001, an increase of the approved budget for a capital project greater than 5% requires Council approval. This report seeks Council direction to proceed with a Budget Amendment.

### **Analysis**

This report is divided into two parts. The first section addresses the Council referral regarding the pedestrian and cycling facility planned on Steveston Highway. A project budget update for Phases 1 and 2 is discussed in the second part of this staff report.

#### **Referral Response: Steveston Highway MUP**

The concerns expressed regarding the Steveston Highway MUP project are related to three areas: selection of route, appropriateness of MUP design and the reallocation of road space to facilitate the off-street pathway.

Responses to each of these topics are addressed below.

#### ***Steveston Highway Route Selection***

A cycling facility along Steveston Highway is identified in multiple City and regional plans. This route presents accessibility and connectivity benefits to the greater active transportation network.

A cycling facility along the Steveston Highway corridor will connect several activity centres in the city including the Ironwood residential, commercial and industrial areas, multi-family development along the north side of Steveston Highway and Steveston Village and Community Centre. Ultimately, the Steveston Highway MUP will connect these destinations regionally via the current George Massey Tunnel.

As has been identified by the public, traffic issues on Steveston Highway discourage cycling on this route, with traffic volume and speed being identified as significant barriers to cycling. To promote cycling on this regionally desirable cycling corridor, the provision of a separated



cycling facility to protect cyclists from traffic can encourage people to choose cycling over personal automobiles for travel on this route.

### Official Community Plan

A future cycling route along Steveston Highway has been envisioned since the 2041 Official Community Plan (OCP) was adopted in 2012. A planned major street cycling facility is identified as part of the City's Cycling Network Map (Figure 1). Development of the OCP, included study, analysis, public consultation and a Public Hearing as part of the OCP approval process.

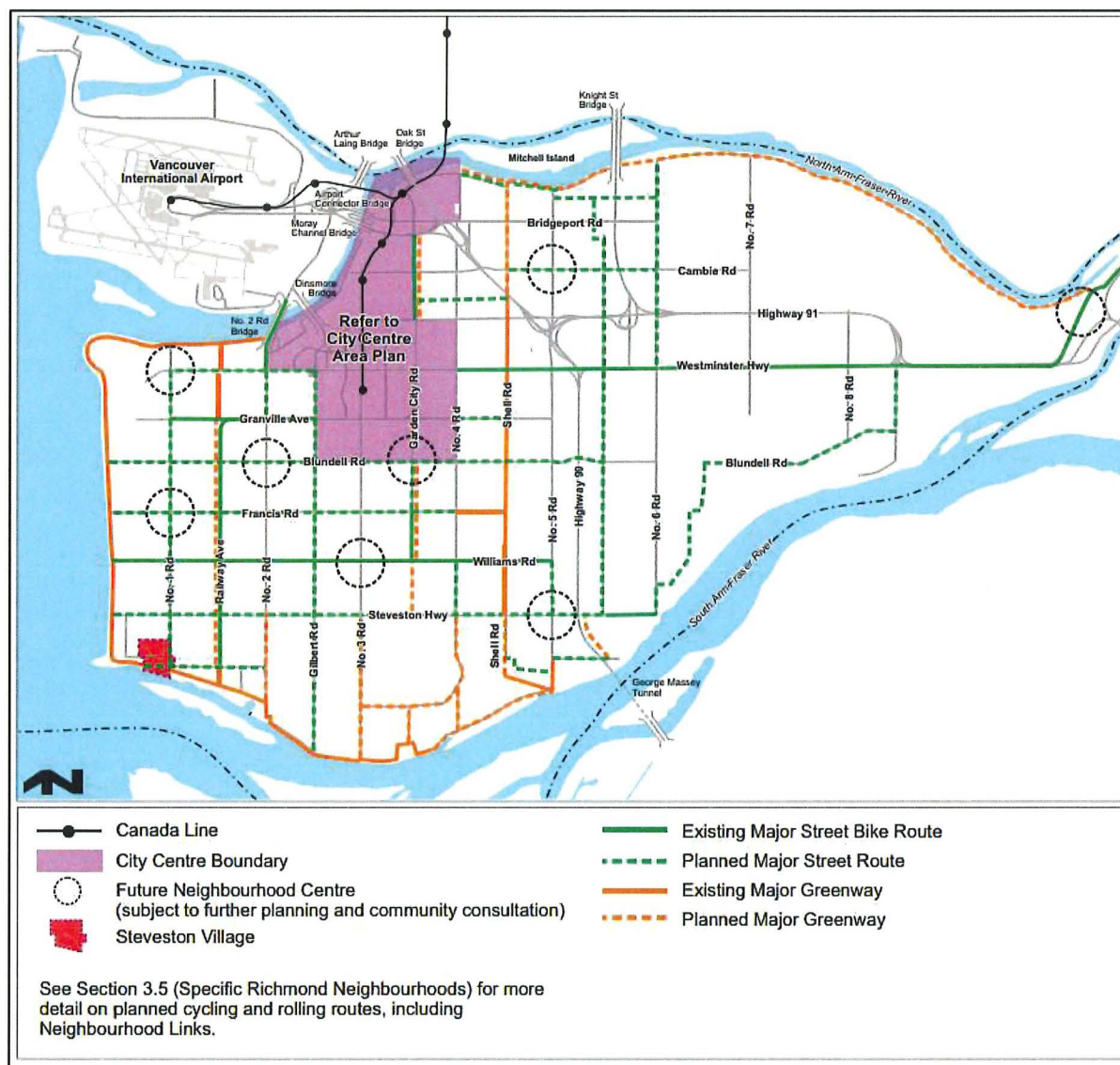


Figure 1: Official Community Plan Cycling Network

### Regional Bikeway Network

The Steveston Highway corridor also has regional cycling significance. It is identified in TransLink's Regional Cycling Network (Figure 2). The Steveston Highway MUP project forms both an integral part of the city's major cycling network and the region's bikeway network that connects this corridor to longer distance cycling trips from urban centres and major destinations in the community and the region.

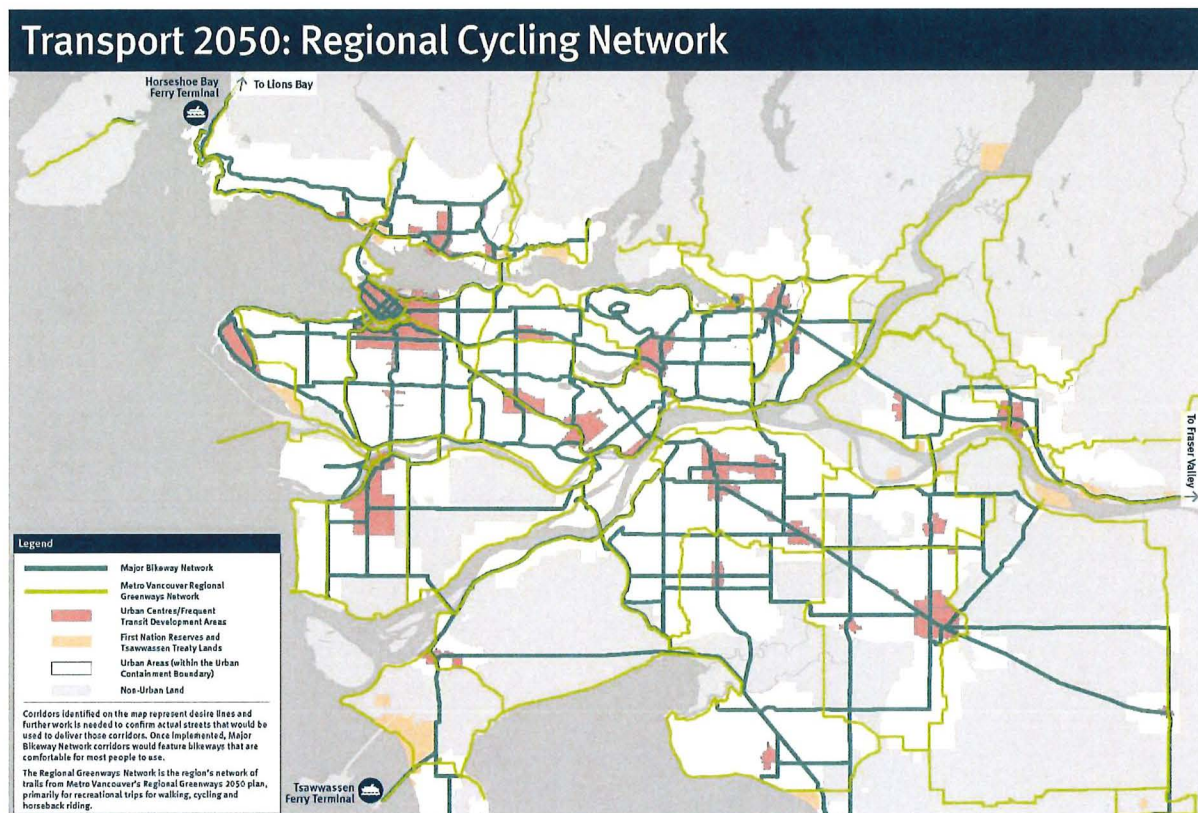


Figure 2: Regional Cycling Network

As the Steveston Highway corridor is part of the regional cycling network, the MUP project has received significant cost share contribution by TransLink who is providing 50% of the funding based on the regional importance.

In October 2022, staff applied to the 2023 BC Active Transportation Infrastructure Grant Program for Phase 2 of the Steveston Highway MUP. The Province has recently announced the City's application has been approved to receive \$500,000 in cost-shared grant funding.

The status of approval and cost share funding for each phase of the project is described in Table 1.

Table 1: Steveston Highway MUP - TransLink and external share of project costs

Phase	Road Section	Capital Budget Approval Year	TransLink Funding	External Funding
1	Shell Road-Mortfield Gate	2019	\$1,410,000	
2	Mortfield Gate-No. 2 Road	2020	\$3,600,000	\$500,000 <sup>(2)</sup>
3	No. 2 Road-Railway Avenue	2023	\$2,850,000 <sup>(1)</sup>	

<sup>(1)</sup> Funding application currently pending approval by TransLink

<sup>(2)</sup> Grant announced and at contract execution stage

### *Cycling Network Plan Update*

In July 2022, Council adopted the Cycling Network Plan Update to guide and prioritize investment in new cycling facilities and safety improvements throughout Richmond. The Cycling Network Plan Update included a comprehensive data based study and two rounds of public and stakeholder engagement to develop the priorities for investments in new and upgraded facilities in the years ahead. The plan identified the Steveston Highway MUP as a short term priority project in the City. HUB Cycling was one of the many external stakeholders engaged in the development of this plan. The City's Active Transportation Committee and HUB Cycling have endorsed the project.

Consultation for the Cycling Network Plan generated key objectives for major cycling routes that the Steveston Highway MUP project achieves:

- Create multi-purpose facilities that can accommodate both commuter and recreational users.
- Distribute coverage to locate residents within 800 metres of a major cycling route.
- Facilitate local and regional connectivity

A continuous cycling facility on Steveston Highway is desirable based on the results of the Cycling Network Plan feedback and from a service level standpoint.

### *State of Cycling in Metro Vancouver Report*

In 2019, Hub Cycling and TransLink released a joint research study on the State of Cycling in Metro Vancouver. Throughout the region, in areas where the network has grown and improved, the rate of collisions involving people who cycle has dropped, and cycling trips have increased significantly. The largest gains have been made where homes and key destinations are linked by a cohesive network of cycling routes.

### *Review of Alternate Routes to Steveston Highway*

Currently cyclists desiring to travel on Steveston Highway have the option of using cycling facilities located 800 metres to the north on Williams Road or over two kilometres to the south along the dike trail. One of the key findings from the Cycling Network Study is that proximity to comfortable cycling amenities fosters increased cycling in cities. Although an 800 metre detour by car could be considered acceptable for motorists, the same detour may be seen as a barrier to cycling by some.

Currently, a trip between Steveston Village and Ironwood Plaza requires an additional two kilometers of travel by cyclists via Williams Road. The on-street painted bike lanes on Williams Road do not provide the “AAA” design standard and therefore may not be considered suitable by all cyclists. The multiple residential driveways on Williams Road interrupts the bike lane and creates conflict between cars and cyclists. There are no plans to upgrade the bike lanes on Williams Road. If the City were to upgrade the bike lanes on Williams Road to the same standard as Steveston Highway, the costs would be consistent with those estimated for the Steveston Highway MUP project.

For cyclists choosing the south dike trail as an alternate route to Steveston Highway, this trip becomes very lengthy and circuitous between Railway Avenue and Shell Road. The route is discontinuous along the waterfront and requires cyclists to ride to other roads, such as Finn Road for portions of the trip. There are also sections of unpaved pathway that may not be appropriate for all bicycles along this corridor.

The vision for a cycling facility on Steveston Highway reflects local and regional plans, and is aligned with the research on how to increase the number of cycling trips in a community through expanded and accessible cycling facilities that are comfortable for cyclists of all ages and abilities.

#### *Multi-Use Pathway Design*

The design of the Steveston MUP complies with industry geometric guidelines, including the BC Active Transportation Design Guide. The 3.0 metre width proposed for the Steveston Highway MUP exceeds the minimum width of a multi-use pathway of 2.7 metres. The recommended minimum width of the buffer zone of 0.6 metres is also achieved with the project’s proposed 1.0 metre buffer. The existing grass shoulder on the south side of Steveston Highway will be replaced with a concrete barrier curb to provide physical protection from traffic.

#### *Benefits of the Steveston Highway MUP Design*

The design of the Steveston Highway MUP achieves the benefits of such facilities as described in the provincial guide:

- Limited interaction along this corridor with driveways (unlike Williams Road). Provides continuous and direct routes with minimal stops and jogs.
- Physical separation from motor vehicle traffic.
- Considered appropriate for people of all ages and abilities.
- Can encourage recreational walking and cycling trips and is appealing to families and less experienced bicycle users.
- Can be a tourist attraction or destination by providing a long-distance route to natural or recreational areas.

#### *Traffic Lane Widths*

Decreasing driver speed is one of the most effective ways to improve road safety outcomes. The Province of B.C.’s Community Road Safety Toolkit, indicates that reducing typical vehicle lane widths commonly set between 3.3 to 4.0 metres to between 2.75 to 3.0 metres has numerous safety benefits. Narrower lanes influence drivers’ perception of their margin of error, causing



them to slow down. The existing travel lane widths on Steveston Highway range from 3.1 to 3.7 metres. The revised cross section proposes travel lane widths between 3.1 to 3.25 metres, which will be wider than the Provincial guide minimum widths.

A study commissioned by the City of Surrey found that the reduction of travel lane widths on some of the city's arterial roads resulted in 13 to 20 km/h reductions in speed. The narrower lanes did not adversely affect drivers' lane control.

The design of the Steveston Highway MUP project is consistent with industry and provincial guidelines and meets the minimum standards for all road and pathway cross sectional elements.

### Budget Update

Following Council's approval of the 2019 and 2020 Council Capital Budget staff initiated detailed design of both Phases 1 and 2 of this project based on the parameters of the approved project budget and scope. Following completion of the detailed design, a procurement process for the construction of both Phase 1 and 2 together was conducted to capitalize on the economy of scale gained through a larger project size and scope. As Phase 3 of the project is part of the approved 2023 Capital Budget, it is not included in the current procurement process. Phase 3 of the Steveston Highway MUP will be designed and constructed as a separate project and is not part of the budget update provided in this report.

The procurement process for Phases 1 and 2, was conducted using a public, competitive request for proposal process. Staff have received and reviewed the proposals and pricing for this work. The pricing received, in combination with contingency and ancillary items required to complete these phases of the project, exceeds the approved budget amount.

Construction market volatility remains a significant challenge to accurately define budgets for capital projects. Construction cost estimate reports were based on knowledge and experience with the current, ever-changing market conditions. Staff have reviewed the updated project cost received through the request for proposal process and determined them to be a valid reflection of current conditions based on similar projects.

Additionally, through the design phase several items arose which impacted the cost of construction, including additional requirements for roadway re-profiling, increased lighting requirements and additional private property impact scope, as well as tree removals, pruning and replanting.

Table 2 outlines the budget shortfall based on tendered prices and cost estimates completed by staff and consultants.

Table 2: Budget Update

Budget Breakdown	Project Budget and Costs
City Funding (2019)*	\$1,000,000
Translink Funding (2019)	\$1,410,000
City Funding (2020)*	\$2,500,000
Translink Funding (2020)	\$3,600,000
External Funding (2023)	\$500,000
<b>Total Approved Budget</b>	<b>\$9,010,000</b>
<b>Estimated Total Cost**</b>	<b>\$11,500,000</b>
<b>Budget Variance</b>	<b>(\$2,490,000)</b>

\*City funding sources are 94.05% from Roads Development Cost Charges and 5.95% from Capital Reserve

\*\*Estimated costs to complete the project includes 10% contingency, allowance for private property impacts, third party utility impacts and other ancillary items

The approved City funding in 2020 for \$3.0M was subsequently reduced to \$2.5M upon award of the external funding via the 2023 BC Active Transportation Infrastructure Grant.

The budget variance outlined within this report is largely due to the uncertainty within the construction market and industry volatility as a result of the COVID-19 pandemic, supply chain restrictions and high levels of inflation. This volatility has led to unforeseen price increases that have significantly impacted the construction costs.

The following general market conditions have contributed to this cost increase:

- Material and equipment costs, subject to supply challenges and shortages, has led to inflated pricing by contractors to offset future risk.
- High levels of work on the market results in general contractors and consultants operating over capacity. The competition level in the marketplace is reduced as contractors and consultants are not actively pursuing new projects.
- General inflationary pressures caused by the pandemic, sanctions and supply chain issues related to foreign direct suppliers, are leading to price increases in the construction industry for the foreseeable future, barring sudden and unforeseeable industry downturns

In order to help mitigate these impacts, staff have been working to constantly monitor market conditions and account for escalation and contingency allowances when planning for future works, including Phase 3 of this project which remains projected to be within the approved budget amount.

### Options to Proceed

Due to the results of the construction tender process, staff reviewed options to address the potential project budget impacts. Staff have prepared the following options for Council consideration as outlined below.

*Option 1 – Proceed with Project and Increase Budget (Recommended)*

Option 1 is to amend the budget for the Steveston Multi Use Pathway, Phases 1 and 2 capital projects to address the budget shortfall of \$2.49 million. The budget increase encompasses all tendered and estimated costs provided through a competitive procurement process. Staff have requested TransLink for additional funding options for this project, however, TransLink has advised additional cost sharing for this project is not available. Award of construction contract for Phase 1 and Phase 2 of this project would proceed immediately following Council approval of the budget increase. The additional funding required to cover the anticipated costs for the project are available in the Roads DCC uncommitted balance and Capital Reserve accounts. Should Council endorse this option, the Consolidated 5 Year Financial Plan (2023-2027) will be amended accordingly.

*Option 2 – Reduce Scope of Project*

Option 2 proposes reducing the current project scope to align the construction costs with the current approved budget. Based on the total existing budget, this option is anticipated to reduce the extent of the project limit by 20 to 30 per cent to be deferred to a future phase. The result of a change in scope could have financial implications that will need to be further assessed. If directed by Council, Staff will bring forward a proposal regarding the details of reducing the project scope and associated impacts to the approved TransLink funding, the current construction procurement and future capital budget planning process. There is no guarantee that TransLink cost share or external funding from the Province will be supported for the reduced scope. Additional construction tender related issues resulting from a change in project limits could necessitate reissuing the construction tender. Ultimately, without certainty on these two critical components of the project, even a reduced project scope raises challenges with respect to project costs.

*Option 3 – Cancel the Project*

Based on the tender results received, with Council direction, staff can proceed to terminate the project and leave the roadway in its current form and continue with normal maintenance. Both the Translink funding secured for this project (\$5,010,000) and the BC Active Transportation Infrastructure Grant (\$500,000) will be lost as a result of this option. Approved Capital funding for Phase 1 and 2 of this project would be returned to its funding source.

**Financial Impact**

Option 1 is recommended by staff and would require the Consolidated 5 Year Financial Plan (2023-2027) to be amended, and an increase to the project's capital budget by \$2,490,000 with \$2,341,845 funding from the Roads DCC and \$148,155 funding from Capital Reserve accounts. Implementing the project now, as envisioned, will allow the city to utilize the secured TransLink and Provincial funding to the fullest amount totalling approximately 48% of the project value. This option reduces any risk with respect to escalating construction costs going forward.

## Conclusion

The Steveston MUP Project has been an integral part of the City's cycling network plan as identified in the 2041 Official Community Plan, as well as a planned major street cycling route identified as part of TransLink's Regional Cycling Network. This infrastructure will connect several activity centres in the City for pedestrians and cyclists and is aligned with the research on how to increase the number of cycling trips in a community through expanded and accessible cycling facilities. The design of the MUP will be to industry standards, and will provide an off-street facility protected from traffic that is accessible for cyclists of all ages and abilities.

Staff recommend that Option 1 be approved to continue with the project as planned with approved Capital Budget and TransLink funding, to increase the project budgets by \$2.49M, and amend the Consolidated 5 Year Financial Plan (2023-2027) accordingly.



Sonali Hingorani, P.Eng.  
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Transportation Planning and New Mobility  
(604-276-4049)



Kevin Roberts, P.Eng  
Acting Manager  
Engineering Design and Construction  
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# City of Richmond

## Report to Committee

**To:** General Purposes Committee  
**From:** Jason Kita  
Director, Intergovernmental Relations and  
Corporate and Strategic Planning  
**Re:** **City of Richmond Flag Policy**

**Date:** January 26, 2023  
**File:** 01-0005-01/2022-Vol

### Staff Recommendation

That the report titled "City of Richmond Flag Policy" dated January 26, 2023 from the Director, Intergovernmental Relations and Corporate and Strategic Planning be received for information.

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

REPORT CONCURRENCE	
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>
City Clerk	<input checked="" type="checkbox"/>
Finance	<input checked="" type="checkbox"/>
<b>SENIOR STAFF REPORT REVIEW</b>	<b>INITIALS:</b> 
<b>APPROVED BY CAO</b> 	

## Staff Report

### Origin

At the Regular Council Meeting dated September 26, 2022, staff received the following referral:

*“That staff review the Flag policy and report back.”*

This report responds to this referral and presents potential options for consideration.

This report supports Council’s Strategic Plan 2018-2022 Strategy #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.*

### Analysis

Flags serve as important symbols that represent a group or collective cause. All flags, particularly those of a nation, province, or city, embody the honour and pride of the people they represent. It is for this reason that established practices and conventions guide how flags are treated in order to ensure respect and consistency in protocol.

The City’s current *Flags Policy 1306* was adopted by Council on October 15, 2013 (**Attachment 1**). The existing policy sets out standard practices for use of the federal, provincial, and municipal flags at City facilities. The policy also acknowledges guest flags, as well as organizational banners that are defined as “cloth representation in ‘flag’ format of not-for-profit or special interest organizations which can be displayed on flag poles.”

Flag policies exist in many municipalities to ensure flags are flown and displayed in a consistent and appropriate manner. **Attachment 2** provides a table summarizing flag policies from six local municipalities on the display of guest flags and the responsibility for decisions.

Currently, the City is receiving a very small number of requests per year. The most recent examples of flag requests include the Pride flag and a flag to commemorate the National Day for Truth and Reconciliation.

Under the current policy, Council can, at any time, choose to consider requests to display guest flags or organizational banners and authorize their display. For example, the Ukrainian flag is currently being displayed on an existing flag pole located at the east side of City Hall (fronting No. 3 Road). It is suggested that this flag pole be used should Council choose to display guest flags or organizational banners at City Hall and other flag pole locations could also be considered.

In addition to displaying flags, the City has other options in place to recognize community groups, causes, or initiatives. For example:

- *Together* statue located outside the Minoru Centre for Active Living can be illuminated in various colours to symbolize groups, causes, or initiatives in the community and is currently done so in recognition of statutory holidays, for example red for Canada Day; and
- Flag raising ceremonies can be requested.

Staff have reviewed the City's Flag Policy and policies from other local municipalities and found that Option One below is consistent with most other municipalities. The following options are for Council's review and consideration:

#### Option One – Continue with the Existing Flag Policy with Minor Updates

This option continues to use the existing *Flags Policy 1306* with minor housekeeping updates such as removing references to the Canadian Olympic flag and revising the definitions of key terms. The policy sets out standard practices for use of the federal, provincial, and municipal flags at City facilities. As per the existing policy, flags or guest organizational banners, other than those described in the policy, will not be displayed without the consent of City Council. At any time Council can authorize staff to display a guest flag or organizational banner.

Considerations:

- The opportunity to update the flag policy would refresh the policy from its previous update in 2013 to current day.

If this option is preferred, staff will complete minor updates to the existing flag policy and bring to Council for review and adoption.

#### Option Two – Identification of Specific Flags to be Displayed

Along with the minor updates addressed above, in this option, the existing flag policy would be updated to include the identification of a limited number of specific flags to be displayed during set periods of time. For example, the Pride Flag could be displayed during Pride Week (last week of July) and a flag to commemorate the National Day for Truth and Reconciliation could be displayed for September 30. The approved flags could be displayed on the existing flag pole located at the east side of City Hall (fronting No. 3 Road).

Considerations:

- The opportunity to update the flag policy would refresh the policy from its previous update in 2013 to current day;
- This option provides the opportunity to acknowledge, recognize, and celebrate key causes that are important to Council and the community; and
- Existing resources could facilitate this option and staff could monitor community requests other than the ones identified, to display flags or organizational banners and bring forward such requests to Council for consideration.

If this option is preferred, staff will propose specific groups, causes, or initiatives to be recognized along with the corresponding display dates for inclusion in a revised flag policy and will be brought back to Council for review and adoption.

#### Option Three – Addition of a Community Flag Program

In this option, a community flag program would be developed to provide community members or groups the opportunity to submit an application to request a flag to be displayed. The community flag program would identify criteria, specific dates that flags could be displayed for each approved request, and outline a calendar to avoid conflicts. A request form would also be developed as a part of the program. As per the other options, flags could be displayed on the existing flag pole located at the east side of City Hall (fronting No. 3 Road).

#### Considerations:

- The existing flag policy does not currently include a community flag program. An update to the flag policy would be required to include and reference the program;
- This option could provide the opportunity to engage the Richmond community and offer a program to acknowledge, recognize, celebrate, and enhance public awareness of activities important to community members;
- Currently, there is not a high demand for the displaying of guest flags; and
- Additional staffing resources would be required to develop the proposed program and effectively implement and maintain the program.

Auxiliary staff in the Clerk's Office would be required to develop and administer the community flag program and require additional funding in the amount of \$22,500 for the first year. The first year could be funded from Council Contingency for 2023 in order to immediately develop and implement the program.

If this option is preferred with funding, staff will develop and bring forward a proposed community flag program, a revised flag policy, and a funding strategy for future years.

#### **Financial Impact**

None.

#### **Conclusion**

This report responds to the September 26, 2022 referral and provides options for Council's consideration for *Flags Policy 1306*. Staff will proceed as per the direction of Council.



Alisa Carey  
Manager, Intergovernmental Relations  
(604-247-4695)

Att: 2



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	Adopted by Council: October 15, 2013	

## **POLICY 1306:**

### **I. Purpose**

To identify the policy to be used for flying flags under Richmond City Council's jurisdiction, namely all flags displayed on municipal property.

### **II. Scope**

This policy applies to all flags flown by the City of Richmond at Richmond City Hall and all municipal facilities including the Richmond Olympic Oval. This policy does not apply to the City's Street Banner Program. The Administrative Procedure will define the implementation of this policy and definitions are included (**Attachment 1**).

### **III. Policy**

It is Council policy that:

#### **1. General Flag Etiquette**

- 1.1. The Canadian flag shall always be displayed in the position of priority.
- 1.2. Precedence Order for flags displayed will be as follows:
  1. The national flag of Canada
  2. The flags of other sovereign nations in alphabetical order (if applicable)
  3. The flags of the provinces of Canada
  4. The flags of the territories of Canada
  5. The flags of municipalities/cities (Richmond first and then alphabetical)
  6. The flags of Federal or Provincial Government agencies or organizations
- 1.3. Flags are not to fall, to lie on, or touch the ground when being carried or displayed. Flags can be displayed at night when flag poles are in a lit area.
- 1.4. Flags displayed at City facilities shall be displayed according to the official protocol recommended by the Government of Canada and the Province of British Columbia unless otherwise stated in this policy.
- 1.5. The City of Richmond may choose to display the Canadian Olympic flag at the Richmond Olympic Oval or Richmond City Hall on occasion. The Canadian Olympic flag may be displayed on Olympic Day (June 23), with the official visit of representatives of the Canadian Olympic Committee and/ or representatives of the International Olympic Committee. Permission must be granted, by the Canadian Olympic Committee, in advance for all other displays of the flag.



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1. The Canadian Olympic flag will be flown according to the following order of precedence:
  - a. The national flag of Canada
  - b. The flags of the provinces of Canada
  - c. The flags of the territories of Canada (in alphabetical order)
  - d. The flag of the City of Richmond (Richmond only)
  - e. The Canadian Olympic flag
2. In the event of three flag poles, the following flags will be displayed: the national flag of Canada, the flag of the City of Richmond and the Canadian Olympic flag. The national flag of Canada will be displayed in the centre, the City of Richmond to the left and the Olympic flag to the right, as is seen by the observer.
3. The flag location must be clean and free of other brands and logos other than the Federal, Provincial or City of Richmond government brands. No other brands will be associated with the Canadian Olympic flag.
4. When not displayed on a flagpole, the Canadian Olympic flag will be on display / in storage in the Richmond Olympic Experience museum. A picture of the display location will be forwarded to the Canadian Olympic Committee.

## 2. Half-masting of Flags

- 2.1. Flags will be flown at half-mast position as a sign of respect and mourning.
- 2.2. During half-masting, flags will be raised to full-mast on the following days:
  - Victoria Day
  - Canada Day
  - British Columbia Day and,
  - Upon the visit of a head of state to the City of Richmond.

These procedures do not apply while flags are half-masted for the death of the Sovereign. Flags half-masted, are raised to full-mast, on the day the new Monarch is proclaimed (king or queen crowned).

- 2.3. All flags displayed on Richmond municipal flagpoles, with halyards and pulleys, will be flown at half-mast from sunrise to sunset on the following days:
  - April 28 Day of Mourning for Persons Killed or Injured in the Workplace
  - November 11 Remembrance Day (11am to sunset)



- 2.4. Richmond Fire-Rescue and the RCMP may bestow honour for identified groups or individuals at the discretion of the senior commanding officer. This includes the Police and Peace Officers National Memorial Day, honoured annually on the last Sunday of September.
- 2.5. In the death of an honoured individual, flags shall be flown at half-mast as a sign of respect and mourning. The City of Richmond will bestow honours by half-masting flags from the notification of the death to the day of the memorial service (or from the time of notification of death until sunset the follow day and from sunrise to the sunset on the day of the memorial service) for the following occasions:
- a) On the death of a Sovereign or a member of the Royal Family related in the first degree to the Sovereign, the current Governor General, or the current Prime Minister;
  - b) On the death of the current Lieutenant Governor or Premier of British Columbia;
  - c) On the death of a current Senator from Richmond, Member of the House of Commons or a Member of the Legislative Assembly when that member represented a Richmond riding;
  - d) On the death of the current Mayor or a current Richmond City Councillor;
  - e) On the death of a Richmond City employee when their death has occurred as a direct result of performing their duties;

The City of Richmond will bestow honours by half-masting flags on the day of the memorial service for the following occasions:

- a. On the death of a former Mayor or a former City Councillor.
- 2.6. Decisions to fly flags at half-mast on municipal property, on occasions not provided for in this policy, will be made by the Mayor after consultation with members of City Council, the Chief Administrative Officer, and the City Clerk or otherwise as the Mayor shall deem appropriate.
- 2.7. Should a half-masting need to be commenced on a weekend or statutory holiday, flags are permitted to be lowered on Friday evening, prior to the half-masting date, and raised again on the Monday morning.



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### 3. Guest Flags of Sovereign Nations

- 3.1. Flags of other sovereign nations will be displayed for official visits only and flown from sunrise to sunset the day of the visit to Richmond.
- 3.2. Flags may be temporarily changed to accommodate a facility rental for filming at Richmond City Hall or another municipal building at the discretion of the City of Richmond. The Canadian flag at the top of Richmond City Hall shall not be interchanged with the flag of another sovereign nation to accommodate filming.
- 3.3. Flags of other sovereign nations will be displayed at the plaza entrance of City Hall. For this occasion, the flags normally flown will be removed so that only the Canadian flag and guest country flag will be flown in that location on the outer two flagpoles.
- 3.4. Flags of other sovereign nations will be a similar size and proportion to the Canadian flag and in good condition for display.
- 3.5. The City reserves the right to decide whether or not to fly the flag of the nation when there is political unrest or conflict in that nation. The decision to fly the flag of any nation neither implies nor expresses support for the politics of those nations.
- 3.6. Events involving flag raising ceremonies may be held at City Hall upon request and at the City's discretion.
- 3.7. The City of Richmond will not display flags or guest organizational banners, other than those described above, without the consent of City Council.





### Attachment 1: Definitions of Key Terms

1. **Canadian Flag:** the National Flag of Canada as approved by Parliament and proclaimed by Her Majesty Queen Elizabeth II, Queen of Canada, on February 15, 1965.
2. **Canadian and Provincial Official Protocol:**
  - a. Defined federally by the Government of Canada as outlined by the Department of Canadian Heritage and by the Department of Public Works and Government Services Canada through Ceremonial Procedures.
  - b. Defined provincially by the Province of British Columbia, Office of Protocol.
3. **Sovereign Nation:** A country that is free and independent. In its internal affairs it has undivided jurisdiction over all persons and property within its territory. It claims the right to regulate its economic life without regard for its neighbours and to increase armaments without limit. No other nation may rightfully interfere in its domestic affairs. In its external relations, it claims the right to enforce its own conception of rights and to declare war.
4. **Official Visit:** A visit of official business approved by the City of Richmond of one of the following:
  - a. A member of a Royal family of a country,
  - b. The head of state of a country,
  - c. The elected Provincial government leader
  - d. The elected mayor of a city,
  - e. The designated appointed equivalent of the above where applicable.
5. **Half-masting a flag:** A flag is half-masted on a flag pole, with halyards and pulleys, (lowered to the middle of the flagpole) to show respect or mourning for a death. A flag will be brought to the half-mast position by raising it to the top of the mast briskly and immediately lowering it slowly and ceremoniously to half-mast.
6. **Memorial Service:** A public gathering to demonstrate respect in order to honour the death of an individual or group.
7. **Flag Finials:** These are defined as the attached tops of indoor or carried flagpoles. Neutral finials are defined as acorns or spears that shall be displayed on all flags when including the flag of other sovereign nations.
8. **Organizational Banners:** Cloth representation in "flag" format, of not for profit or special interest organizations which can be displayed on flag poles.
9. **Canadian Olympic Flag:** Official flag of the Canadian Olympic Committee. The rights, permissions and obligations managed by the Canadian Olympic Committee

## Information on the Displaying of Guest Flags or Organizational Banners and Authorization

City	Authorization	Policy Information
City of Burnaby	<ul style="list-style-type: none"> <li>The Mayor in consultation with the Director Legislative Services can approve the displaying of a flag.</li> </ul>	Flag policy includes a section on displaying of flags, including approval to raise the flag of an official Sister City during an official visit or date of significance and the Pride flag during Pride Week. The policy also includes a section on requesting to display a flag.
City of Delta	<ul style="list-style-type: none"> <li>For requests that are on the current list of BC Proclamations, no approval by the Mayor and/or Council is required. It is at the discretion of the City Manager.</li> <li>All special requests will be approved by Council during a regular Council Meeting. Where there is a time sensitive special request, it can be approved at the discretion of the Mayor and/or City Manager.</li> <li>City Manager, Mayor, and/or Council retains the right to deny any request for recognition.</li> </ul>	Community Awareness Campaign policy establishes a consistent framework to consider requests for community awareness campaigns and provide recognition for appropriate requests, including the displaying of flags. A form must be submitted through the corporate website at least one month in advance.
City of New Westminster	<ul style="list-style-type: none"> <li>Decisions to fly the flags of other sovereign nations, non-profit societies, and other local organizations will be made in consultation between the Mayor, CAO, and the City Clerk (two of three are required to authorize).</li> </ul>	Flag policy includes a section on displaying guest flags and banners and decisions to fly the flags of other sovereign nations, non-profit societies, and other local organizations, including the specific location of the flag pole.
City of Pitt Meadows	<ul style="list-style-type: none"> <li>Does not allow the displaying of guest flags or organizational banners.</li> </ul>	Flag policy includes displaying of flags in general terms and conditions and notes that the City does not have a courtesy pole designated for flying guest flags and therefore does not currently consider such requests.

City	Authorization	Policy Information
City of Surrey	<ul style="list-style-type: none"> <li>Does not allow the displaying of guest flags or organizational banners.</li> </ul>	Flag policy includes general terms and conditions and notes that the City will not display other national flags or guest organizational banners on City facility flagpoles.
City of Vancouver	<ul style="list-style-type: none"> <li>The City Clerk has the responsibility and authority for making decisions regarding the flying of guest flags.</li> </ul>	Flag policy notes that the City will fly the flags of other sovereign nations, non-profit societies, and other local organizations upon request, including the specific display locations.



# City of Richmond

## Report to Committee

**To:** General Purposes Committee  
**From:** Jason Kita  
Director, Intergovernmental Relations and  
Corporate and Strategic Planning  
**Re:** Council Strategic Plan 2022-2026

**Date:** February 15, 2023  
**File:** 01-0005-01/2023-Vol  
01

### 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

## 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.