



## City of Richmond

## Report to Committee

**To:** General Purposes Committee  
**From:** Lani Schultz  
Director, Corporate Planning  
**Re:** Council Term Goals

**Date:** March 2, 2009  
**File:**

### Staff Recommendation

That the attached Council Term Focus for 2008-2011 paper be approved as a working document to help guide the development of the City's work programs, with the understanding that it will be reviewed periodically to ensure it remains relevant in light of changing community needs and opportunities.

*A. Ratten*  
*per,*

Lani Schultz  
Director, Corporate Planning  
(604-276-4286)

Att. 1

<b>REVIEWED BY TAG</b>	YES	NO	<b>REVIEWED BY CAO</b>	YES	NO
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## Staff Report

### Origin

With the ongoing emergence of Richmond as an urban centre and Olympic Venue City, the current economic times, the complexity of intergovernmental relations, an aging workforce, and a host of other local government and community issues, Council is confronted with the need to ensure effective use of limited resources through the development of a clear focus and priorities for this term of office to guide the development of City work programs. Clarity around Council goals and priorities will enhance the overall effectiveness of the workforce in meeting Council objectives and bringing about the desired outcomes during this term of office.

In order to facilitate the development of a Term Focus for Council, a Council Term Goals working session was held in February, 2009. Based on the discussions from this working session, staff have developed the attached 2008-2011 Term Goals document for Council consideration and approval. The attached document strives to articulate Council's objectives and priorities for this term, and once approved, will be used to direct the efforts of the City's work programs to ensure their effectiveness and responsiveness in meeting Council and community needs. These goals provide guidance for the workforce regarding work priorities, use of resources, and expected outcomes for organizational efforts.

### Analysis

As part of the Council term goal setting process, individual members of Council ranked a list of issues which will likely emerge or require attention during this term and collectively identified/prioritized the following topics as key focus areas for the 2008-2011 Term of office:

- Community safety
- Financial Planning and Infrastructure
- Growth/Urban Development/Physical Design
- Sustainability and the Environment
- Economic Development
- Major Projects and Special Events
- Community and Social Services
- Transportation
- Workforce

Specific outcomes and deliverables for these topics were discussed and identified and are outlined in the attached document. The Council Term Goals for 2008-2011 document serves as a tool to provide organizational focus and a means for evaluating and monitoring progress towards achieving Council goals and priorities during this same time period.

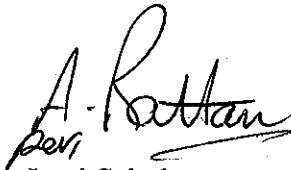
### **Financial Impact**

There is no financial impact to this document. All work programs and projects resulting from this report will be subject to the City's normal reporting and budgeting processes.

### **Conclusion**

Through a goal setting process, members of Council have identified key issues and priorities requiring action over the balance of Council's term. This report seeks Council's approval of the attached Council Term Goals for 2008-2011 document as a basis for developing work programs to respond to these priorities in an effective and efficient manner. The goals and priorities that are laid out in the attached document contribute significantly to strong local government leadership, a productive and focused workforce, effective use of public resources.

It is intended that these priorities be reviewed regularly for information, and updating to ensure they stay relevant in light of ever-changing forces and opportunities affecting the community.

A handwritten signature in black ink, appearing to read "Lani Schultz". The signature is written in a cursive style with a horizontal line underneath.

Lani Schultz  
Director, Corporate Planning  
(604-276-4286)

SLS:sl

March 2, 2009

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# **Richmond City Council**

## ***Term Goals***

### ***2008-2011***

## ***Preface***

*The City of Richmond's mission is "to protect and enhance the City's liveability and economic well being for current and future generations." To deliver its mandate, and inspire a vibrant future for Richmond, the City has embraced the vision of becoming "the most appealing, liveable and well managed community in Canada" to guide its plans, programs, actions and decision making processes. To this end, Council and staff are challenged with:*

- *developing visionary plans and proactive strategies which address community needs and which respond to the long term vision for the City;*
- *the implementation, ongoing evaluation and maintenance of these plans to ensure they remain meaningful and appropriate in light of changing financial, social, demographic, environmental and institutional conditions.*

*For the 2008 – 2011 term of office, City Council has identified key focus areas and priorities to guide staff work programs and to ensure the City continues to move towards its vision of becoming the most appealing, liveable and well managed community in Canada. This document contains information regarding the challenges and opportunities facing Richmond and its City Council during this term of office, along with Council's goals and priorities for addressing these matters during over the next three years.*

## **A Goal Focussed Process**

The process undertaken to establish Council's term focus and strategy involved a number of components and steps. Based on the City's vision statement and an assessment of the current state of community and corporate matters, the process undertaken to establish Council's term focus for the 2008 – 2011 term of office includes:

1. Identification and review of current and longer term community and corporate issues requiring Council attention;
2. Prioritization of specific issues by Council;
3. Open discussion between Council and senior staff to gain a clear understanding of Council goals and issues;
4. The development of Council term goals to address prioritized issues;

It is intended that the goals and priorities of Council resulting from this process and as laid out in this document be reviewed on a regular basis to ensure they stay relevant and meaningful in light of changing community, economic and corporate conditions.

## Moving Forward...

### A Review of Challenges and Opportunities Facing the Organization and Richmond Community

As part of the context within which the 2008-2011 term goals have been articulated, Council identified and discussed a number of trends and “driving forces” that were influencing their goal setting and prioritizing process. These included:

- fulfilling the City’s role and commitments to the 2010 Winter Olympic and Paralympic Games
- the difficult economic climate
- the opening of Canada Line, and the impacts of this system on the City’s liveability
- community safety concerns, sparked in part by the numerous recent shootings in the region
- local infrastructure needs and the new federal government infrastructure grant opportunities
- provincial cutbacks and the impact on City finances and services
- climate change
- the pending Provincial election
- changing demographics within our community
- effects of current economics on our social structure
- police contracting as part of partnering opportunity
- regional Plans and what they mean to Richmond
- emerging social issues, including homelessness
- aging facilities
- land requirements for social and development uses.
- staff turnover and succession issues
- collective agreements
- post Olympics letdown
- finances & City reserves
- intergovernmental partnering opportunities.
- senior government downloading.

The above issues represent a snapshot of the climate within which Council term goals must be achieved. Goals developed by Council for this term must not only address the current and longer term needs of the City, but must be achievable within the context of these current external realities, many of which are outside of Council’s control. With these realities as a backdrop, Council reviewed and prioritized a set of important focus areas for the organization during this term of Council, and identified some specific objectives for City work programs in order to help the City move forward in its vision to be the most appealing, liveable and well managed community in Canada. Primary focus areas considered and prioritized included:

- Community safety
- Financial Planning and Infrastructure
- Growth/Urban Development/Physical Design
- Sustainability and the Environment
- Economic Development
- Major Projects and Special Events

- Community and Social Services
- Transportation
- Workforce Issues

As a result of Council’s discussion around the above areas, the following term goals have emerged:

**I. Community Safety**

*Council Discussion*

Provincial and regional issues including governance and gaps in policies affecting policing and the fire service; the most appropriate police delivery model for the City; escalating costs and protection of the City’s liveability, as well as growth and major infrastructure projects such as Canada Line are factors that underpin Council’s position on community safety as a primary focus area for this term of office. Council is in the process of receiving and considering a number of key reports that relate to the delivery of current and future police and fire services for the City.

With respect to policing, these reports will outline the complexity of providing effective (and affordable) police services within a system that has local, regional, provincial and national objectives. Council maintains an active interest in the negotiation process for the renewal of the RCMP contract and is therefore motivated to consider options available for the delivery of police services. Thereby ensuring the City secures these services in a way that recognizes our local safety needs as a priority, and that they are met in a timely, responsive and affordable manner.

Further to Council’s community safety agenda, changes made to the organizational culture within Richmond Fire Rescue; a review of the model for fire services in the Province; and gaps in policy,, governance and coordination between the Provincial Fire and Emergency Health Services which impacts Richmond Fire Rescue’s First Responder Program; will be the subject of future reports to Council.

Council Term Goals for 2008-2011 within the Community Safety focus area include:

***Ensure Richmond remains a safe and desirable community to live, work and play in through an interdisciplinary approach to community safety and a term strategy that results in:***

- Continued staff involvement in the UBCM contract negotiation process, with periodic updates to Council to assess the effectiveness of the process,
- Preparation of appropriate policy papers on RCMP contract related issues
- Discussion with Council regarding policy direction for issues related to fire services provincially
- Discussion with Council on the implementation of changes in the culture of Richmond Fire Rescue.

**II. Strategic Focus Area: Financial Management**

*Council Discussion:*

Challenging economic realities have emerged on the global front, affecting decisions and the focus of governments, profit and not for profit organizations worldwide. Locally, Council identified concerns around the impacts of any contemplated tax increases on our community; emerging funding pressures

from Metro Vancouver; funding requirements for the Oval conversion and other facilities that need work, expansion, or that are planned. Council is also concerned about actual and potential decreased revenues from building and development permits and City investments, and are sensitive to the need to ensure our reserves don't dip too low as we try to fund initiatives during this downturn.

Council Term Goals for 2008-2011 within the Financial management focus area include:

***Ensure the City has the capacity to meet the financial challenges of today and in the future, while maintaining appropriate levels of service through:***

- A revised Long Term Financial Management Strategy (LTFMS) that includes appropriate new policies, measures and targets to protect the City's current and future financial well being (including revisiting the CPI benchmark)
- Low tax increases, with no reduction in services, (or in some areas possibly enhanced services)
- Integration of the new Oval legacy funding into the LTFMS.
- Maintenance of healthy City financial reserves
- Improved working relationships with the Province, to become aware of and take better advantage of emerging funding opportunities and programs
- Establishment of new sources of revenue
- Successful accommodation of planned amenities such as museums and other community facilities

### **III. Strategic Focus Area: Liveable City (Combining Growth, Urban Development, Physical Design, Emerging Social Issues, Major Events and Transportation)**

#### *Council Discussion:*

Richmond, as an island City surrounded by waterfront, enjoys remarkable views and natural terrain. It is a growing city with expanding employment centres and stable residential neighbourhoods. Significant urban and agricultural spaces exist successfully side by side, through thoughtful, vigilant planning. The city is rich in multicultural diversity and values, and now, it is a City with a new international "Olympic" identity. Council identified concerns on how to protect and manage these fundamentals of our city, while it continues to grow. Council members are sensitive to the rate at which change in our City has occurred, and the emerging social issues that accompany this growth. As the City grows and densifies, it is expected there will be increasing pressure to respond to social issues, which are largely outside of the City's prescribed mandate, but have a significant impact on the operating budget. While the community has expectations around these legitimate needs, Council is concerned about the lack of funding for responding to these needs, and about possible further downloading from senior levels of government. What should the City's role be in responding to the various social issues that are emerging? What are the priorities, and how will this work be funded? Who are the important partners in developing a social service strategy and how should we engage them?

The long awaited Canada Line is nearing completion, and will provide a great improvement to transit services for the residents, businesses and visitors of Richmond. The new line provides easy access from Richmond's downtown area to the airport and downtown Vancouver. It brings with it many new opportunities and a number of challenges. Council is concerned about what the impact of a functioning Canada Line in our City, with respect to social and safety issues, and how we manage this agenda.

Other transportation issues related to growth were also cited by Council, including traffic congestion around Steveston Highway and Highway 99, line-ups on bridges, and parking and circulation downtown.

The recent economic downturn, and the accompanying downturn in development was seen in some respect by Council as a chance to develop plans and policies that will protect the City's liveability in the future, and to make progress on park and heritage preservation while prices are lower and activity is slower. How do we ensure that parks, and protection of our heritage are integral to our growth strategies, and not compromised when growth proceeds at a rapid pace? Does this economic downturn provide a good opportunity for us to invest in our heritage and park system?

Council envisions a City Centre that is active and interesting, with events, public art, and unique character. The City is currently undertaking comprehensive street restoration of No. 3 Road to improve the integration of Canada Line into our urban fabric, and to create an exciting, pedestrian- and bike-friendly environment for Richmond's main street. What else is needed in order to create a vibrant, active and safe City Centre - a City Centre with a welcoming sense of place? Will there be sufficient public realm improvements and enough activities and destination points to draw and engage people in the City Centre as a "place to be"? What else needs to be done in order to create an active and vibrant downtown?

Council would like to minimize the post-Olympic void that naturally follows the Games, and wants to ensure there are activities and events that can engage people and keep the City energized and animated. They would like to build on the capacity the City has developed for hosting events to help further establish us as a destination city, help the local economy and increase civic pride.

Quality of design is important to Council, and they want to ensure that physical design in the City is not compromised during this downturn. Likewise, they want to ensure that the City's sustainability objectives with respect to design are not compromised during this difficult financial period.

How do we effectively manage the challenges and opportunities that accompany growth in a manner that leverages our recent Olympic experiences, moves us forward as a destination City, attracts desirable business, investment, development and industry while minimizing social issues, mobility issues, negative effects on the environment and our residential communities, and overall City liveability? How much growth is positive, and at what rate? Council is concerned about regional growth plans and their affect on Richmond. How do we work with regional bodies to ensure the best interests of Richmond are looked after?

Council Term Goals for 2008-2011 within the Liveable City focus area include:

***Ensure effective growth management for the City through:***

- Completion of a review of the regional growth strategy to ensure the appropriate goals for Richmond, from our community's perspective
- Updating of the OCP (and sub area plans) to reflect current realities and future needs
- Development of a current and effective parkland acquisition plan.
- Effectively managing a comfortable pace of change and helping residents to understand and buy into the long term plan for a future Richmond they can be proud of

***Improve the effectiveness of the delivery of social services in the City through the development and implementation of a Social and Community Service Strategy that includes:***

- clearly articulated roles and services for the City, and a viable funding strategy
- increased social housing, implementation of the campus of care concept, and an emergency shelter for women

- the development of civic engagement and capacity growing programs that supplement grant programs for addressing social service issues
- the development and implementation of an effective lobbying strategy in partnership with community groups that targets the Province for funding for social service needs.
- assignment of a staff person responsible for social services planning.
- facilitation/development of an effective cross-service network that includes both intergovernmental and community agencies (RCSAC) supporting / working together cooperatively.
- facilitation of leadership mentoring between groups to make them more effective.
- initiatives to reduce homelessness in the City, including SROs.

- Advance the City's destination status and ensure our continued development as a vibrant cultural city with well established festivals and the arts through:***
- The successful achievement of the City's Olympic goals
  - The successful conversion of the Oval to post-games use
  - The implementation of a major events strategy that is based on community values, available funding and resources, and that results in:
    - >Increased major events on a regular basis
    - >Events that are "Tradition" for the City
    - >Family events
    - >A City that is both healthy *and* fun
    - >Maximizing the use of the Oval with sport and special event programs
    - >Maintaining/building on the momentum from the Oval with other special events.
    - >A culturally sensitive and diversified program of major events.  
(e.g. Book sales are big events for some cultures, and would be well attended.)
  - Enhanced public art, animation (such as buskers) and character defining elements in the City Centre
  - The addition of new amenities such as a new museum, etc.
  - Effectively involving partners in creating Richmond as a destination ( i.e. tourism)
  - Ensuring physical design and sustainability objectives are not been compromised through this downturn

- Improve City transportation and mobility elements through:***
- a new transit strategy for Richmond that results in increased transit beyond the skytrain
  - installation of gates at Canada Line
  - Encouraging use of alternate forms of transportation, especially for Richmond youth
  - Implementation of the "Smart Card" concept
  - Ensuring Canada Line is tested and proven before other transit services are adjusted
  - improvements to No. 3 Road that address traffic flow and its beautification
  - Initiatives that reduce traffic bottlenecks and relieve congestion in the City
  - Increased bike routes
  - Education of residents regarding optional routes that are available, to relieve congestion.
  - Implementation of new traffic management programs other than lights and stop signs.
  - Elimination of different fare zones to make it easier to use transit

#### IV. Strategic Focus Area: Sustainability

##### *Council Discussion:*

With the onset of climate change, the depletion of natural resources, challenges to agricultural viability, aging infrastructure and the increasing financial pressures facing municipalities, affordable housing and growing social inequity, the concept of sustainability has been brought to the immediate agendas of all levels of government. More than ever, the demand is being felt for responsible decision making based on a framework that considers concurrently, society, the economy and the environment.

Richmond Council has placed high priority on the sustainability issue. Given the island nature of our City, Richmond has rising waters, and constraints other cities don't face. Stewardship of the Fraser River is very important to Council. How do we manage and address the huge adaptation agenda that is required? Council views the current slowdown in economic and development activity as an opportunity to develop an effective sustainability plan, and recognize that while sustainability policies may cost more in the short term, they will save in many different ways in the long term. As well, Council expects further federal and provincial legislation with regards to sustainability, which will need to be addressed. With the City aging infrastructure that will require replacement in the coming years, Council sees an opportunity for the City to be a leader in incorporating sound sustainable practices into these projects.

Council Term Goals for 2008-2011 within the Sustainability focus area include:

***Demonstrate leadership in and significant advancement of the City's agenda for sustainability through the development and implementation of a comprehensive strategy that includes:***

- a "Steady State" economic plan and a plan to survive climate change.
- Initiatives that reduce our carbon foot print and move us towards carbon neutral.
- Initiatives to reduce garbage, solid waste and liquid waste
- Ensuring our civic buildings are energy efficient
- Initiatives for the City to reuse energy and put energy back into the grid.
- Requirements for all significant new development to meet LEED standards, in a manner that results in developers and other partners willingly adhering to our newly developed sustainable policies and practices.
- Exploration of an alternate district energy utility
- Initiate and incorporate sustainability into our City policies and bylaws.
- A management plan for snow geese and other specified wildlife.

#### V. Economic Development

##### *Council Discussion:*

Over the past many years, Richmond has enjoyed a strong local economy, with the highest of jobs-to-worker ratio in our region. Our proximity and accessibility to the airport, downtown Vancouver, the Canada/US border, the edge of the Pacific Ocean have been key factors in our economic success. However, as the City grows and changes, so must our economic development goals and initiatives, for continued success. Council recognized the current economic downturn and the impact it has on our local economy. In light of current economic realities, how do we maintain a competitive edge for desirable business retention and attraction? Council is concerned about the land inventory available to attract the type of business and industry we want to attract. They want to preserve our desirable jobs-to-worker ratio. They recognize that after the Olympics, we will have a different identity and new opportunities may exist. What new relationships and networks can or should be forged as a result of new connections made

through our Olympic experiences? What economic development opportunities exist, and which should be targeted and pursued? New economic development strategies will be necessary to respond to these new opportunities. How do we effectively monitor and manage local economic development issues and opportunities to attract new investment and develop a sound strategic approach to economic development in the City?

Council Term Goals for 2008-2011 within the Economic Development focus area include:

***Effectively manage local economic development issues and opportunities through the creation of clearly articulated economic development objectives for this term of office that include:***

- maintaining our favorable job / worker ratio
- robust engagement of business stakeholders
- zero loss of any major employers.
- Retention and expansion of high tech industry
- an increase in home-based businesses
- the City being actively utilized as a filming destination
- Retail not being the dominant or “only” growth area of economic development activity downtown
- An increase in head offices locating in Richmond, and more Crestwood type developments for handling this.
- Effectively promoting and capitalizing on our proximity to the airport for business location.
- Sound working relationships with the Airport and Port Authorities.
- A sound marketing plan to market ourselves during Olympics
- Making successful in-roads in supporting the agricultural community.
- An effective agricultural/industrial land strategy

## **VI. Strategic Focus Area: Workforce**

### *Council Discussion:*

The City’s workforce is aging, and much intellectual capital could be lost over the next couple of years. As well, while the current economic downturn provides some buffer, recruitment of staff is expected to become increasing difficult due to aging populations, changing work expectations, and other labour market factors. Council identified concerns over turnover and the working culture in some segments of the City’s workforce. As well, Council recognizes that priorities and work programs will be significantly altered after the Olympics, and this will affect the City’s employees and the Corporate organizational structure.

The workforce issue is urgent, and requires different programs and emphasis to respond to the needs of workforces of the future. In the next 3.5 years, 40-55% of exempt staff are eligible for retirement. How will the City manage the transition to a new leadership team such that new recruits have the corporate knowledge and experience to carry on in a relatively seamless fashion? What does the City have in place to ensure a well trained, knowledgeable and effective workforce to serve the future Councils, citizens and businesses of Richmond?

Council Term Goals for 2008-2011 within the Workforce focus area include:

***The City will have a stable, effective, and knowledgeable workforce to serve Council and the community now and in the future through:***

- The development of realistic succession plans for Fire, 394, 713, and the Exempt workforce
- Sound Recruitment and retention processes
- Education programs that are effective for smooth and seamless transition.
- Ensuring preservation of corporate memory / history
- Working with post secondary institutions for training