



City of Richmond

Report to Committee

TO EP - MAR 19 2012

To: General Purposes Committee.

Date: February 28, 2012

From: Lani Schultz
Director, Corporate Planning

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Re: Council Term Goals for the Term 2011-2014

Staff Recommendation

That the Council Term Goals for the 2011-2014 term of office, as outlined in the staff report dated February 28, 2012 from the Director, Corporate Planning, be approved.

Lani Schultz
Director, Corporate Planning
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FOR ORIGINATING DEPARTMENT USE ONLY				
ROUTED TO:	CONCURRENCE	REVIEWED BY TAG	YES	NO
Intergovernmental Relations & Protocol Unit	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Budgets	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Arts, Culture & Heritage	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Community Social Services	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Economic Development	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Sustainability	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Engineering	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Law & Community Safety Administration	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Parks and Recreation	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Development Applications	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Transportation	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
Project Development	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
		REVIEWED BY CAO	YES	NO
			<input checked="" type="checkbox"/>	<input type="checkbox"/>

Staff Report

Origin

At the beginning of each new term of Council, a term goal setting process is undertaken to help Council fulfil its governance role and achieve a successful term of office. This process is an integral part of City operations, helping to ensure a productive workforce focused on Council's priorities and making the most effective use of public resources. By articulating Council's common goals and priorities for the next three years, this process helps provide clear corporate direction and guides the alignment of City work programs and resources to achieve these goals. These goals also provide a sound framework for evaluating and monitoring the organization's progress towards achieving its vision during this term.

The purpose of this report is to seek the approval of a set of Term Goals for the 2011-2014 term of Council.

Analysis

To determine Council goals, a review of organizational, community, regional and global trends/issues was carried out. As well, confidential input was gathered from individual Council members regarding their priorities for a successful term of office. This information was compiled, summarized and analyzed, resulting in the emergence of several common high priority areas, including (in alphabetical order):

1. Community Safety
2. Community Social Services
3. Economic Development
4. Facility Development
5. Financial Management
6. Intergovernmental Relations
7. Managing Growth and Development
8. Sustainability

Within each of the above focus areas, three-year goals and priorities were identified for consideration for Council term goals, to help guide City work programs and ensure a successful term of office. A summary of these goals follows.

1. Community Safety

Council Discussion:

As in past years, Council considers community safety an important area of focus. While Council is generally happy with the emphasis currently placed on community safety through City operations, the costs and sustainability of community safety services were high priorities issues. Enhancing the community's sense of safety was also viewed as important to maintaining a healthy, livable community. Council's desire is to ensure that public safety services, measures, service delivery

models, and resources are effectively targeted to the City's specific needs and priorities. The following goals and priorities were identified for this term of office:

- 1.1. Completion of the upgrade program for Richmond Fire-Rescue Firehalls.
- 1.2. A successful conclusion to the RCMP contract renewal process that includes affordable services and officers that are committed to the Richmond community and its own unique needs.
- 1.3. Continued progress in the cultural transformation of the Richmond Fire Department.
- 1.4. A strategic review of the City's community policing needs, including community policing needs of the City Centre.
- 1.5. Improved perception of Community Safety by the community.

2. Community Social Services

Council Discussion:

Council is very mindful of the significant demographic changes occurring in the Richmond community. Particular concerns for Council include the aging population and the adequacy of our services for this sector; increasing pressures to respond to legitimate social issues which are largely outside of the City's prescribed mandate; strategies for youth services and people with disabilities; service and funding expectations from non-profit agencies and senior levels of government with respect to social services; the City's role and strategy with respect to providing space for non-profits; the need for a clear role, along with related strategies and policies, for social services (and the effective communication of these); affordable housing; cultural diversity; and new public amenity space that keeps pace with the rate of growth. The following goals and priorities were identified for this area for this term of office:

- 2.1. Completion of the development and implementation of a clear social services strategy for the City that articulates the City's role, priorities and policies, as well as ensures these are effectively communicated to the public in order to appropriately target resources and help manage expectations.
- 2.2. Completion of an updated Older Adults Service Plan to address the growing needs of older adults in the community, including services and facilities for active older adults, the development of a volunteer base to serve the older adult population, as well as to provide opportunities for volunteering for this population.
- 2.3. Clarification of the City's role with respect to providing or facilitating the securing of space for non-profit groups.
- 2.4. Initiation of a strategic discussion and ongoing dialogue with the City's MLAs and MPs to ensure better representation of Richmond's needs in Victoria and Ottawa for social services issues and the related effects of downloading.
- 2.5. Development of clear policies around the City's role in social services and the grant processes, and corresponding clear communications with the public on these roles and policies.
- 2.6. Development of a clearer definition of affordable housing priorities and subsequent utilization of affordable housing funding.
- 2.7. Development of an updated youth strategy to address the needs and to build on the assets of youth in the community.
- 2.8. Completion of the Memorial Garden Project.

3. Economic Development

Council Discussion:

Council members are very cognizant of the role that economic development plays in the City's financial sustainability and economic well being. They recognize the desirable job/worker ratio that Richmond currently enjoys, the value of having YVR as an economic development driver in the City, and the fortuitous location that Richmond enjoys relative to the airport, the border and Vancouver. Areas where Council would like to see increased emphasis in the economic development initiatives of the City include a more proactive approach to economic development, a stronger focus on tourism, more representative community engagement, and business attraction and retention. The following economic development goals and priorities were identified for this term of office:

- 3.1. Increase the emphasis on economic development activities in the City.
- 3.2. Foster a collaborative economic development culture within the City where the City and businesses are working together to build on and seize opportunities in a faster, more efficient manner, with critical mass.
- 3.3. Ensure the Richmond Economic Advisory Committee provides for integration of the mandates from Sister City, tourism, the Chamber of Commerce, and the Asian business community.
- 3.4. Update the City's economic development strategy, ensuring sport hosting and events are a part of it. As part of this initiative, ensure the updated strategy is proactive and clear on what kind of City we aspire to be, and what kind of businesses we want to attract and retain.
- 3.5. Develop a conceptual framework for tourism in Richmond that broadens the current focus and the City's role, and work with Tourism Richmond to implement.
- 3.6. Develop an integrated strategy for the Steveston Waterfront that blends business and public interests in a manner that allows for continued sustainable development in this area.
- 3.7. Develop a waterfront destination museum as an important element for tourism in the City and the region.
- 3.8. Develop a "stay-cation" appeal for the City and region.
- 3.9. Build on the filming opportunities in the City.
- 3.10. Collaborate on economic development initiatives with YVR and Port Metro.
- 3.11. Increase the focus on business retention.

4. Facility Development

Council Discussion:

Council members have a strong desire to ensure the provision of quality public facilities and amenities that keep pace with the rate of growth in Richmond. Members of Council are very aware that there are existing facility needs that are important to address, in addition to the provision of new growth related facilities. The timing and order of provision of these facilities are important considerations for Council members. While a number of priority facility projects were identified including the provision of a new older adults centre, construction of the remaining firehalls, a new aquatic facility or facilities, and a museum, Council also identified the need for an updated comprehensive facility plan to address both present and future needs. The updated plan should include an analysis of existing facilities, the identification of required new facilities, and the recommended timing, financial strategies and public process for implementing the plan. Given the current low interest rate environment, Council members

are open to considering financial strategies that include strategic borrowing opportunities to help with the pace of facility development. The following priorities were identified related to facility development for this term of office:

- 4.1. Development and implementation of a comprehensive facility development plan for current and future needs that:
 - preserves the replacement of the remaining firehalls (#1 and 3), Minoru Older Adults Activity Centre, and Minoru Aquatic Centre as high priorities
 - includes the provision of a waterfront museum
 - responds to the demographic needs of the City (families, older adults, increasing cultural diversity)
 - responds to the City Centre facility needs to address the growing population, including location considerations as the City Centre population begins to shift northward towards the water
 - outlines an effective public process
 - identifies strategic financial and location strategies

5. Financial Management

Council Discussion:

Council views sound financial management as core to everything the community expects from the City and would like to see the City maintain its current emphasis in this area. Balancing the funding requirements associated with growth, urbanization, aging infrastructure, rising external costs including senior government downloading, and increasing expectations from taxpayers is a complex task. If Richmond is to remain in good financial and economic health over the long term, sound and innovative financial policies and initiatives will be required to guide sustainable City financing. Council recognizes that we are in unique economic times and has identified a number of strategic opportunities, including low borrowing costs, and imminent retirement of City debt for the No. 2 Road Bridge and Terra Nova. Council has also identified the need for a sound facility and infrastructure program (to respond to both growth and replacement needs) and believes a land strategy is an important part of the long term financial wellness of the City. Goals and priorities for the Financial Management focus area include:

- 5.1. Develop a strategic plan that considers borrowing to take advantage of the current low interest rates and results in significant long term financial benefits for the City.
- 5.2. Develop an aggressive land acquisition plan that is both strategic and meets the long term land needs of the City.
- 5.3. Update the Long Term Financial Management Strategy (LTFMS) to ensure relevancy and representation of needs relative to growth, aging infrastructure, changing demographics, and other City strategies.
- 5.4. Ensure the Business taxation levels are not a deterrent to businesses locating and staying in Richmond.
- 5.5. Continue to vigorously pursue joint funding opportunities between ourselves and federal and provincial governments for capital projects.

6. Intergovernmental Relations

Council Discussion:

Council views the intergovernmental relations focus area as critical to the City's operations and aspirations. Given downloading by senior levels of government and changing agendas/legislation of governments in general; growth and changes at YVR; grant funding opportunities; a potential upcoming change in provincial government leadership and; a myriad of intergovernmental issues such as transit and community safety, Council has expressed a desire to place greater emphasis on intergovernmental relations. Specifically, Council has identified the following goals and priorities:

- 6.1. Strengthen our presence in Victoria and Ottawa, building stronger personal relationships, particularly at the staff level, in order to be a recognizable face and to be ready to seize funding and other opportunities as they arise.
- 6.2. Develop closer working relationships with Richmond MLAs and MPs so that Richmond's needs are better represented and opportunities can be developed and acted upon.
- 6.3. Develop an enhanced and more effective working relationship with YVR.
- 6.4. Work with Port Metro to promote the development and build out of the Eco-Waste Industrial site, to reduce the need for industrial use farmland.

7. Managing Growth and Development

Council Discussion:

While growth in many cities has slowed during the current economic downturn, Richmond has continued to grow rapidly. While growth is occurring according to the approved OCP and area plans, Council is sensitive to community perception of the rate at which growth is occurring in the City. To this end, Council would like increased emphasis on managing the perception about too much growth. Other areas of concern for Council related to managing growth and development include: the need to ensure our facilities and services are keeping up with the growth, especially in the City Centre; plans for the Garden City Lands; neighbourhood preservation; affordability of housing for future generations; and transit. Council also expressed an interest in streamlining the development process, as well as reviewing the adequacy of developers' contributions towards affordable housing, public art and public amenities. Specific goals and priorities emerging for the growth and development area included:

- 7.1. Increase the emphasis on communications and other efforts to better manage the public's perception of too much growth.
- 7.2. Develop a plan to ensure the provision of public facilities and services keeps up with the rate of growth and changing demographics of the community (families, older adults, increasing cultural diversity), particularly in the City Centre.
- 7.3. Review the adequacy of developers' contributions towards affordable housing, public art and public amenities.
- 7.4. Commence planning for the eventual use of the Garden City Lands.
- 7.5. Ensure the timely implementation of TransLink's Richmond Area Transit Plan.

8. Sustainability

Council Discussion:

Council likes the current emphasis on sustainability and feels strongly that the City must continue to pursue the targets and measures outlined in the City's sustainability program. This program focuses on a number of key areas including: a Climate Prepared City; Sustainable Resource Use; Green Built and Natural Environment; Mobility; Local Agriculture and Food; Sustainable Business; Leadership in Municipal Practices; Vibrant Communities; and Inclusive, Safe and Accessible Communities. In particular, Council is cognizant that with the onset of climate change, related challenges such as agricultural viability, food security and aging infrastructure need proactive strategies to be addressed. Specific sustainability related goals and priorities for this term of office include:

- 8.1. Continued implementation and significant progress towards achieving the City's Sustainability Framework, and associated targets.
- 8.2. Continue to advocate for a coordinated regional approach to enhance local food security for Richmond and the region through policy development and initiatives such as community farms.

Financial Impact

There is no financial impact to this report. Any actions requiring funding or resources related to Council goals will be brought forward as part of the normal approval process.

Conclusion

This report seeks Council's endorsement of a set of Council Term Goals to help guide the City's work program during this term of office. These goals have been developed based on an analysis of community, regional and global trends and issues, and individual input from Council members. Once approved by Council, these goals will form the basis for updating the City's Corporate Plan and its Strategic Management Program, in order to focus organizational efforts accordingly.

It is intended that these goals and priority areas be reviewed on a regular basis throughout the year to monitor progress, with a full review annually to make revisions as needed. In order for organizational success to occur, it is important that there exists both corporate focus and flexibility in light of changing community, organizational and political priorities.



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