



Staff Report for Council Meeting

Date of Meeting: November 25, 2020

Report Number: SRCM.20.25

Department: Office of the City Manager

Subject: **SRCM.20.25 – Council Priorities to 2022**

Purpose:

The purpose of this report is to provide the results of the strategic priority setting work for the remainder of this Council term facilitated by a consultant earlier this fall.

Recommendation(s):

- a) That the Strategic Priority Areas, set out Appendix B to SRCM.20.25, be approved.

Contact Person:

Mary-Anne Dempster, City Manager

Lise Conde, Manager, Strategy and Government Relations

Report Approval:

Approved by: Mary-Anne Dempster, City Manager

All reports are electronically reviewed and/or approved by the Division Director, Treasurer (as required), City Solicitor (as required), Commissioner, and City Manager. Details of the reports approval are attached.

Page 2

Background

In July of this year, the City Manager's Office contracted with Sage Solutions to facilitate the development of a strategic plan for the remainder of the current term of Council. The scope of work included interviewing each Council member individually about their priorities for the next 18 to 24 months, a public survey based on priorities and themes that emerged from the Councillor interviews, as well as facilitating a Council Education and Training Session, which was held on September 22, 2020.

Over the course of this work, it became clear that the outcome would be a prioritization rather than a fulsome strategic plan, which would more appropriately be undertaken at the beginning of the next Council term. To that end, staff intend to prepare a report proposing an approach to develop a strategic plan for Council approval following the next election.

Four Strategic Priority Areas

The consultant's summary of findings, attached as Appendix A, includes the identification of four Strategic Priority Areas:

1. Balancing Growth and Green

This priority area recognizes the critical balance between economic development and environmental protection. It includes stewardship of green spaces such as wetlands, parks and trails and longer-term sustainability planning and climate action initiatives, alongside decisions that promote responsible economic intensification and prosperity.

2. Fiscal Responsibility

Council will endeavour to keep tax increases below cost of inflation and will avoid unnecessary expenditures in order to emerge from COVID-19 in a strong financial position.

3. Strong Sense of Belonging

This is a placemaking priority that combines a desire for everyone to feel welcome in Richmond Hill and a commitment to community building in places like the downtown core, Lake Wilcox and the Richmond Hill David Dunlap Observatory.

4. Getting Around the City

Council will prioritize ease of movement around the city by promoting Richmond Hill's multiple transportation interconnections, being well-positioned for the Yonge subway extension and improving active transportation networks for cyclists and pedestrians.

Page 3

One of the key findings of this exercise was that the City is already focused on work that address these priority areas. In Appendix B, projects, program and initiatives that are planned or underway are set out to align with the four Strategic Priority Areas to demonstrate how the City is currently working toward Council's priorities. The memo from the consultant also provides proposed initiatives based on Council feedback received related to potential future activities.

As the City's existing mission and vision continue align with the new Strategic Priority Areas, the organization will continue to use these:

Mission: The City of Richmond Hill Council and staff are committed to providing exceptional public service to our community.

Vision: Richmond Hill, where people come together to build our community.

Should Council wish to add initiatives to further support the Strategic Priority Areas identified in Appendix B, staff should be directed to include consideration of specific initiatives as part of the 2021 operating budget deliberations.

Next Steps

Should Council approve the recommendation in this report, staff will update internal and external processes that build on strategic planning to reflect these priority areas including:

- Updating the Council Staff Report and other templates to ensure that reports reference these priorities instead of the 2009 Strategic Plan.
- Alignment of administrative work planning with these priorities.
- Revising new hire orientation information to reflect Council's priorities.

Financial/Staffing/Other Implications:

There are no direct financial implications to the recommendations in this report. However, should Council wish to add any projects, programs or initiatives to the list in Appendix B, the financial impact will be brought forward as part of the standard budget process for consideration.

Conclusion:

Earlier this year the City Manager's Office hired a consultant to undertake a strategic planning exercise with Council. After individual interviews with Councillors and a facilitated Council Education and Training Session, what emerged was a list of strategic priority areas for the remainder of this Council term: Balancing Growth and Green, Fiscal Responsibility, Strong Sense of Belonging and Getting Around the City.

Page 4

In this report, major City projects, programs and initiatives are categorized by these priorities (detailed in Appendix B) to demonstrate how the City is delivering on these priorities in addition to the operational day-to-day work of the organization.

Attachments:

The following attached documents may include scanned images of appendixes, maps and photographs. If you require an alternative format please call the contact person listed in this document.

- Appendix A: Memo from Sage Solutions dated October 27, 2020
- Appendix B: Council Strategic Priorities 2020 – 2022

Page 5

Report Approval Details

Document Title:	Council Priorities to 2022.docx
Attachments:	- Appendix A - RH Council Strategic Plan Memo - FINAL.docx - Appendix B - RH Strategic Priority Areas.docx
Final Approval Date:	Nov 11, 2020

This report and all of its attachments were approved and signed as outlined below:

Task assigned to MaryAnne Dempster was completed by delegate Darlene Joslin

Darlene Joslin on behalf of MaryAnne Dempster - Nov 11, 2020 - 10:37 AM