



CITY OF RICHMOND

REPORT TO COMMITTEE

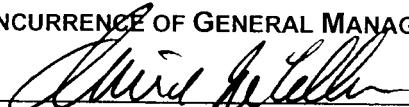
TO: Planning Committee
FROM: Terry Crowe
Manager, Policy Planning
DATE: January 23, 2001
FILE: 4050-12
RE: Richmond Industrial Strategy: Implementation Progress

STAFF RECOMMENDATION

That Council receive the attached staff report, regarding the status of the implementation of tasks identified under the Richmond Industrial Strategy, for information.


Terry Crowe
Manager, Policy Planning

Att. 1

FOR ORIGINATING DIVISION USE ONLY
CONCURRENCE OF GENERAL MANAGER


STAFF REPORT

ORIGIN

During the Council review with the City's Chief Administrative Officer, it was requested that a status report be brought forward on the implementation of tasks identified under the Richmond Industrial Strategy. The purpose of this report is to:

1. Confirm the objectives of the Implementation Program for the Richmond Industrial Strategy in the form of a list of Strategic Actions and Tasks;
2. Set out information in the intended progress reporting format; and
3. Provide an update on program progress as of December 31, 2000 and, where possible, identify estimated completion dates for those tasks that have not yet concluded.

FINDINGS OF FACT

On October 12, 1999, Council endorsed the Richmond Industrial Strategy (R99/18-10) (PC Docs No. 105665, 101737, 107666) with the following recommendations:

"That:

- 1) The Strategic Actions and Implementation detail (as described in the Richmond Industrial Strategy, Attachment 3 to the August 24, 1999 report from the Manager, Land Use) be endorsed;
- 2) Staff bring forward related bylaws as required for strategy implementation; and
- 3) Staff report to Council, through the Planning Committee, on those items still lacking implementation detail."

Staff intend to report to Council on the following schedule:

Progress Report	Period Addressed	Report Date
1999 - 2000		
1 st Progress Report	Oct. 12, 1999 - Dec. 31, 2000	February 6, 2001
2001		
2 nd Progress Report	Jan. 1, 2001 - June 30, 2001	July 2001
3 rd Progress Report	July 1, 2001 - Dec. 31, 2001	January 2002

ANALYSIS

Following is a summary of progress to date. Overall, more than 25% of the tasks identified in the strategy are complete, roughly 25% are scheduled to be finished by year end, and about 25% are ongoing work with no fixed completion date (i.e. identifying potential business opportunities). The remaining items are, for the most part, either dependent on groups other than the City (e.g. YVRAA, FRPA, NFPA) or they require that another project be complete prior to their completion (i.e. infrastructure planning requires the City master servicing plan currently underway to be complete before more detailed work on industrial lands can begin).

1999 – 2000 PROGRESS SUMMARY

Objectives	Strategic Actions	Task Progress
<p>1. Land Supply <i>Ensure a supply of well-located and serviced land to enhance Richmond's attractiveness to high-tech, manufacturing, distribution, and film industries of various sizes.</i></p>	<ul style="list-style-type: none"> • Work with YVRAA and local port authorities • Rezone selected industrial and non-industrial lands for higher order industry • Enhance range of amenities in industrial areas • Explore Development Cost Charge (DCC) Program improvements 	<ul style="list-style-type: none"> • YVRAA master plan update is to be completed in 2001. • Rezoning of selected lands and a strategy for providing an improved range of industrial amenities are to be complete by the end of 2001. • DCC review is complete. No changes are currently warranted.
<p>2. Land for Water-Dependent Industry <i>Reserve strategic sites for port and water-dependent industrial use.</i></p>	<ul style="list-style-type: none"> • Work with local port authorities • Create a water-dependent industrial zoning district 	<ul style="list-style-type: none"> • FRPA & NFPA master plans complete in July 2000. • Fraserport master plan is to be complete by mid-year 2001. Zoning to follow. • Draft zoning bylaw for water-dependent industry is complete.
<p>3. Infrastructure <i>Ensure that City servicing infrastructure serves the needs of local businesses.</i></p>	<ul style="list-style-type: none"> • Complete detailed servicing studies for industrial redevelopment and expansion areas 	<ul style="list-style-type: none"> • Master servicing plans for the City are to be complete by the end of 2003. Detailed industrial assessments will follow.
<p>4. Transportation <i>Ensure that the local transportation infrastructure serves the needs of industrial businesses and their employees.</i></p>	<ul style="list-style-type: none"> • Target road improvements to reduce congestion • Expand employee travel options • Include business requests for road improvements in Richmond's Capital Plan 	<ul style="list-style-type: none"> • 98 B-Line to be operational by April 2001, and Airport Connector to be complete by year end. • Mitchell Road upgrade complete. Knox Way & Garden City Road underway. Blundell proposed. • Eligible for up to \$600,000 in ICBC funding for intersection improvements in 2001. • Transit plan completed in September 2000, and improved service expected by June 2001. • Garden City bike lanes extended and additional routes submitted for grant approval.

Objectives	Strategic Actions	Task Progress
<p>5. Administrative & Community Services <i>Keep Richmond industrial customers satisfied by providing relevant, timely, and cost-effective services.</i></p>	<ul style="list-style-type: none"> • Streamline business licensing and development regulation/application processes • Improve crime prevention • Consider expanded City waste removal services • Enhance recreational and open space opportunities 	<ul style="list-style-type: none"> • Measures implemented to improve Building/Development Permit and Business Licensing application processing. "Welcome packages" for new businesses to be available in late 2001. • Industrial zoning, and associated development variance processes, to be streamlined in early 2001. • RCMP recommend City assistance in the compilation and management of a business data bank and development of an effective "Business Watch" program. • Corporate fitness memberships are available at Cambie Community Centre. • Trail and open space planning and/or development are underway at Riverside Industrial Park, Fraserwood Industrial Park, Sierra Wireless, Fraserport, and BC Packers, as well as along Hollybridge Way and the Steveston Harbour Authority riverfront.
<p>6. Partnerships <i>Enhance existing partnerships and develop new ones to deliver a range of services outside the City's normal jurisdiction.</i></p>	<ul style="list-style-type: none"> • Promote training programs relevant to local industry • Work with YVRAA • Consider free-trade zone with local port authorities • Explore regional initiatives to improve international business • Identify and encourage new business to locate in Richmond and support existing Richmond businesses that further Richmond's role as a high-tech centre 	<ul style="list-style-type: none"> • Staff continue to liase with various interests in support of these initiatives, together with undertaking significant work with selected local and international businesses to encourage their choice of Richmond as a preferred location. Most notable among these businesses is Sierra Wireless, which last year chose to remain in Richmond and expand its operations, rather than relocating to another Lower Mainland location.

FINANCIAL IMPACT

None.

CONCLUSION

On October 12, 1999, Council endorsed the Richmond Industrial Strategy. Staff are committed to reporting to Council periodically on the progress of the strategy's implementation, and this is the first such report, covering the period from October 12, 1999 to December 31, 2000. Overall, approximately 25% of the strategy's implementation tasks are complete, 25% will be complete by the end of 2001, 25% are ongoing, and 25% are awaiting the completion of other work (either by City staff or others) prior to their completion.



Suzanne Carter-Huffman
Senior Planner/Urban Design

SPC:cas

Richmond Industrial Strategy
Implementation Program Status
December 31, 2000

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Policy Planning Department
City of Richmond
January 22, 2001

**Richmond Industrial Strategy
Implementation Program Status
December 31, 2000**

A. Report Purpose To confirm the objectives of the Richmond Industrial Strategy's Implementation Program, in the form of a list of Strategic Actions and Tasks, and to provide a task-by-task update on its progress as of December 31, 2000.

B. The Implementation Program

1) **Background** On October 12, 1999, Council endorsed the Richmond Industrial Strategy (R99/18-10) (PC Docs No. 105665, 101737, 107666), and recommended "That:

- 1) The Strategic Actions and Implementation detail (as described in the Richmond Industrial Strategy, Attachment 3 to the August 24, 1999 report from the Manager, Land Use), be endorsed;
- 2) Staff bring forward related bylaws as required for strategy implementation; and
- 3) Staff report to Council, through the Planning Committee, on those items still lacking implementation detail."

2) **Staffing**

- Staff are responsible for the specific tasks to which they have been assigned, together with reporting on the progress of those task.
- A program co-ordinator, Suzanne Carter-Huffman, Policy Planning Department, is responsible for ensuring that the program progresses as intended, co-ordinating staff input, and preparing periodic progress reports to Council, as set out in the reporting schedule.
- Staff and the co-ordinator are also responsible for identifying actions and tasks not originally identified in the strategy, but important to pursue.

3) **Schedule** Progress Reports will be made to Council, as follows:

Progress Report	Period	Report Date
1st	October 12, 1999 – December 31, 2000	February 6, 2001
2nd	January 1, 2001 – June 30, 2001	July 2001
3rd	July 1, 2001 – December 31, 2001	January 2002

C. Progress Chart

Ist Progress Report
October 12, 1999 – December 31, 2000

Objective 1: LAND SUPPLY <i>Ensure a supply of well-located and serviced land in order to enhance Richmond's attractiveness for high technology, specialized manufacturing, distribution, and film industries of various sizes.</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
1.1 Rezone selected industrial lands for higher order industrial uses	<ul style="list-style-type: none"> Identify specific potential industrial lands for rezoning 	100%	✓	<ul style="list-style-type: none"> Endorsed as part of Strategy, October 12, 1999. 	Suzanne Carter-Huffman, Policy Planning
	<ul style="list-style-type: none"> Create a vision for high-tech areas (uses, density, form & character) 	100%	✓	<ul style="list-style-type: none"> General principles endorsed as part of Strategy, October 12, 1999. 	
	<ul style="list-style-type: none"> Consult with owners of potential higher use industrial lands 	0%	June 2001	<ul style="list-style-type: none"> Staff will refine site location map and prepare a checklist to expand on the vision and provide a basis for bylaw amendments. 	
	<ul style="list-style-type: none"> Draft zoning bylaw amendments for selected areas/parcels 	0%	December 2001		
1.2A Work with YVRAA to increase designated or zoned I3 lands among their holdings	<ul style="list-style-type: none"> Identify potential sites and evaluate their suitability for OCP designation and/or rezoning 	0%	Ongoing 2001/02	<ul style="list-style-type: none"> Potential YVRAA lands endorsed as part of Strategy. Sites to be identified and evaluated through YVRAA Master Plan update process, tentatively slated for 2001. 	Rob Innes, Policy Planning
	<ul style="list-style-type: none"> Draft zoning bylaw amendments for selected areas/parcels 	0%	TBD	<ul style="list-style-type: none"> Work to follow YVRAA Master Plan update. 	

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Objective 1: LAND SUPPLY <i>Ensure a supply of well-located and serviced land in order to enhance Richmond's attractiveness for high technology, specialized manufacturing, distribution, and film industries of various sizes.</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
1.2B Work with Fraser River Port Authority to increase designated or zoned I3 lands among their holdings (Fraser Richmond site)	<ul style="list-style-type: none"> Identify potential sites and evaluate their suitability for OCP designation and/or rezoning 	n/a	n/a	<ul style="list-style-type: none"> Tasks addressed under Item 2.1 	Janet Lee, Policy Planning
	<ul style="list-style-type: none"> Draft zoning bylaw amendments for selected areas/parcels 	n/a	n/a		
1.3 Re-designate & rezone selected non-industrial zoned lands for Business Parks	<ul style="list-style-type: none"> Identify specific residential sites for potential rezoning to industrial use 	100%	✓	<ul style="list-style-type: none"> Endorsed as part of Strategy, October 12, 1999. Discussion with individual parties regarding site specific opportunities ongoing. 	Suzanne Carter-Huffman, Policy Planning
	<ul style="list-style-type: none"> Consult with owners 	15%	Ongoing		
1.4 Enhance the range of complementary services in industrial areas (e.g. financial institutions, stores, etc.)	<i>Additional tasks (post-October 1999):</i> <ul style="list-style-type: none"> Prepare strategy 	0%	June 2001	<ul style="list-style-type: none"> A city-wide review of service/amenity needs and opportunities will form the basis of an area-specific investigation and subsequent area-by-area plans. 	<i>Coordinated by:</i> Suzanne Carter-Huffman, Policy Planning
	<ul style="list-style-type: none"> a) Identify city-wide strategy 	0%	December 2001		
	<ul style="list-style-type: none"> b) Test case evaluation & strategy 	0%	Ongoing		
	<ul style="list-style-type: none"> c) Additional area studies 	0%	Ongoing		
	<ul style="list-style-type: none"> Implement strategy 	0%	Ongoing		

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Objective 1: LAND SUPPLY <i>Ensure a supply of well-located and serviced land in order to enhance Richmond's attractiveness for high technology, specialized manufacturing, distribution, and film industries of various sizes.</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
1.5 Prepare land acquisition strategy to facilitate service and amenity provision (e.g. parks)	Tasks will be determined based on the findings of Item 1.4 above.	0%	TBD	<ul style="list-style-type: none"> This task is based on the final recommendations arising from <i>Item 1.4</i> above. 	Christine McGilvray, Lands & Property
1.6 Establish a DCC cap for expansion and renovation of existing buildings	<ul style="list-style-type: none"> Study detailed issues regarding the application of and revenue requirements for DCCs 	100%	✓	<ul style="list-style-type: none"> Endorsed as part of Strategy, October 12, 1999. 	Al Schmidt, Development Applications
	<ul style="list-style-type: none"> Revise DCC Bylaw & accompanying procedures 	100%	✓	<ul style="list-style-type: none"> Review complete & cap considered unnecessary at this time. Monitoring will be ongoing. 	

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Objective 2: LAND FOR WATER-DEPENDENT INDUSTRY <i>Reserve strategic sites for port- and water-dependent industries</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
2.1 Work with the Fraser River Port Authority (FRPA) on their plan for the South Arm	<ul style="list-style-type: none"> Comment on FRPA draft plan 	100%	✓	<ul style="list-style-type: none"> FRPA Land Use Plan completed with City assistance, and approved by FRPA, July 2000 	Janet Lee, Policy Planning
	<ul style="list-style-type: none"> Draft bylaw amendments, as required 	0%	TBD	<ul style="list-style-type: none"> The need for bylaw amendments has not been identified at this time. 	
	<i>Additional tasks (post-October 1999):</i> <ul style="list-style-type: none"> Establish work program 	50%	Ongoing	<ul style="list-style-type: none"> Consultation on work program has taken place. Currently setting priorities for implementation of annual work program 	<i>Implementation & Land Use:</i> Janet Lee, Policy Planning

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Objective 2: LAND FOR WATER-DEPENDENT INDUSTRY <i>Reserve strategic sites for port- and water-dependent industries</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
2.1 Work with the Fraser River Port Authority (FRPA) on their plan for the South Arm	<ul style="list-style-type: none"> Implement annual work program 	0%	Ongoing	<ul style="list-style-type: none"> Process of implementation, monitoring, and ongoing consultation is yet to be determined. 	<i>Implementation & Land Use:</i> Janet Lee, Policy Planning
	<ul style="list-style-type: none"> Assist FRPA in preparation of Fraserport: <ul style="list-style-type: none"> i. Land use plan 	50%	June 2001	<ul style="list-style-type: none"> FRPA is currently reviewing land uses for Fraserport to develop a detailed land use plan. Will need further consultation/negotiation to refine land use, servicing, transportation and parks issues. Will also need to determine development process and required permits. 	
	<ul style="list-style-type: none"> ii. Servicing plan 	50%	June 2001	<ul style="list-style-type: none"> Staff are working with Fraserport to identify necessary servicing improvements. 	
	<ul style="list-style-type: none"> iii. Transportation plan 	75%	June 2001	<ul style="list-style-type: none"> Staff are currently working with Fraserport's consultant to identify transportation improvements as part of an overall servicing review. 	<i>Transportation:</i> Victor Wei, Transportation
2.2 Continue working with the North Fraser Port Authority (NFPA) in planning for the North Arm	<ul style="list-style-type: none"> Comment on NFRPA draft Land Use Plan 	100%	✓	<ul style="list-style-type: none"> NFPA Land Use Plan completed with City assistance, and approved by NFPA, July 2000 	Janet Lee, Policy Planning
	<ul style="list-style-type: none"> Consult with the NFPA regarding rezoning selected sites to more intensive industrial uses. 	0%	Ongoing	<ul style="list-style-type: none"> Ongoing consultation 	
	<ul style="list-style-type: none"> Draft bylaw amendments, as required 	TBD	TBD	<ul style="list-style-type: none"> No required bylaw amendments have been identified. 	

Objective 2: LAND FOR WATER-DEPENDENT INDUSTRY <i>Reserve strategic sites for port- and water-dependent industries</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
2.2 Continue working with the North Fraser Port Authority (NFPA) in planning for the North Arm	<i>Additional tasks (post-October 1999):</i> • Establish work program	50%	June 2001	• Consultation on work program has taken place. Currently setting priorities for implementation of annual work program	Policy Planning staff
	• Implement annual work program	0%	Ongoing	• Process of implementation, monitoring and ongoing consultation is yet to be determined	Janet Lee, Policy Planning
2.3 Create a zone exclusively for water-dependent industry	• Consult with Port Authorities regarding market and port infrastructure needs affecting water-dependent industry zones.	50% (FRPA) & 0% (NFPA)	June 2001	• Review and development of a detailed land use plan for Fraserport is currently underway. • Consultation with NFPA is ongoing.	Janet Lee, Policy Planning
	• Draft zoning and submit for Port Authorities' review	0%	June 2001	• Draft bylaw has been prepared.	Janet Lee, Policy Planning
	• Submit zoning and related bylaw amendments to Council	0%	TBD	• Subject to determining its applicability.	Janet Lee, Policy Planning & Alan Clark, Zoning

Objective 3: INFRASTRUCTURE <i>Ensure that City servicing infrastructure serves the needs of local business.</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE		HIGHLIGHTS/COMMENTS	STAFF CONTACT
3.1 Complete detailed servicing studies for industrial redevelopment/expansion areas	• Conduct general servicing assessments in proposed I3 and CD areas	100%	✓	• Endorsed as part of Strategy, October 12, 1999.	Paul Lee, Engineering Planning

Objective 3: INFRASTRUCTURE <i>Ensure that City servicing infrastructure serves the needs of local business.</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE		HIGHLIGHTS/COMMENTS	STAFF CONTACT
3.1 Complete detailed servicing studies for industrial redevelopment/expansion areas	<ul style="list-style-type: none"> Conduct more detailed servicing assessments in priority redevelopment/expansion areas 	0%	December 2004	<ul style="list-style-type: none"> Staff are currently preparing master servicing plans for the City, to be complete by December 2003. Detailed industrial assessments will be based on these plans. 	Paul Lee, Engineering Planning

Objective 4: TRANSPORTATION <i>Ensure that the local transportation infrastructure serves the needs of industrial businesses and their employees</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
4.1 Reduce road congestion through strategic upgrading projects.	<ul style="list-style-type: none"> Implement the Airport Connector project 	60%	December 2001	<ul style="list-style-type: none"> Construction underway. The new bridge and improved road connections are expected to open by the end of 2001. 	Victor Wei, Transportation
	<ul style="list-style-type: none"> Implement improvements to Mitchell Road 	100%	✓	<ul style="list-style-type: none"> Construction complete in February, 2000. City has received positive comments on the results. 	Robert Gonzales, Engineering Design & Construction
	<ul style="list-style-type: none"> Bring forward other long term road improvement proposals: <ol style="list-style-type: none"> Knox Way Garden City Road extension City Centre loop roads 	20%	Ongoing	<ul style="list-style-type: none"> Knox Way – being implemented through re-development of adjacent properties 	Gordon Chan, Transportation
		20%	December 2002	<ul style="list-style-type: none"> Garden City Road Extension – recently approved by Council to be implemented by 2002 	
		Ongoing	Ongoing	<ul style="list-style-type: none"> City Centre Loop Roads - south loop road completed, north loop road currently being implemented through adjacent land development (Leslie Rd through Superstore) and future capital programs 	

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Objective 4: TRANSPORTATION <i>Ensure that the local transportation infrastructure serves the needs of industrial businesses and their employees</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
4.1 Reduce road congestion through strategic upgrading projects.	iv. Blundell Road extension	0%	TBD	<ul style="list-style-type: none"> Blundell Rd extension is being examined as part of Fraserport development 	Gordon Chan, Transportation
4.2 Expand travel choices for industrial employees through improved transit and cycling services	<ul style="list-style-type: none"> Plan and implement the 98 B-Line project 	95%	June 2001	<ul style="list-style-type: none"> No. 3 Road re-construction work to be completed in December, 2000. New B-Line service is expected to start in April, 2001. 	Gordon Chan, Transportation
	<ul style="list-style-type: none"> Plan and implement updating of Richmond local transit plan 	100%	✓	<ul style="list-style-type: none"> The Plan was completed in September, 2000. Service improvements expected by June, 2001. 	Victor Wei, Transportation
	<ul style="list-style-type: none"> Continue implementing Richmond's cycling network plan 	Ongoing	Ongoing	<ul style="list-style-type: none"> The Garden City Road Bicycle route extension from Williams Rd to Granville Ave was completed in June, 2000 within budget. Two new routes are being planned for 2001 – Gilbert Road and Westminster Hwy bicycle routes – both under review for grant approval 	
4.3 Respond to business survey requests for intersection and other improvements	<ul style="list-style-type: none"> Prioritize capital improvement projects for future consideration 	100%	✓	<ul style="list-style-type: none"> Comprehensive review currently underway to determine priority of long term road improvements. This work will guide the timing of implementing the improvements as part of future capital programs. 	Mimi Sukhdeo, Transportation

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Objective 4: TRANSPORTATION <i>Ensure that the local transportation infrastructure serves the needs of industrial businesses and their employees</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
4.3 Respond to business survey requests for intersection and other improvements	<ul style="list-style-type: none"> Work with ICBC to improve intersection efficiencies 	100%	Ongoing (Annual)	<ul style="list-style-type: none"> Continue to be successful in securing funding contribution from ICBC towards intersection safety improvements. Total eligible funding from ICBC for 2001 is expected to be potentially up to \$600,000. 	Mimi Sukhdeo, Transportation
	<i>Additional tasks (post-October 1999):</i> <ul style="list-style-type: none"> Detailed modelling of proposed transportation improvements 	30%	December 2001	<ul style="list-style-type: none"> Work is well underway for projects currently identified on the 5 year Capital Plan. 	Mimi Sukhdeo, Transportation

Objective 5: ADMINISTRATIVE & COMMUNITY SERVICES <i>Keep Richmond industrial customers satisfied by providing relevant, timely, and cost-effective services (e.g. crime prevention, permit processing)</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
5.1 Ensure that businesses receive business licenses in an effective and timely manner	<ul style="list-style-type: none"> Review application processes to enhance processing efficiencies 	100%	January 2000	<ul style="list-style-type: none"> Process was reviewed and revised to enhance efficiencies. Most notably, Business Licence Applications were added to the City's web page. 	Marcia Freeman, Business Liaison & Development
	<ul style="list-style-type: none"> Review the business licence application form to eliminate redundancies and speed processing 	70%	June 2001	<ul style="list-style-type: none"> Initial review of Business Licence application completed in January 2000. Further review with Permits staff currently underway 	
	<ul style="list-style-type: none"> Explore opportunities to parallel business licence processing with Building inspections and Health Board and Fire approvals 	100%	✓	<ul style="list-style-type: none"> In January 2000, review with various agencies was completed. Parallel processing is now the standard wherever possible. 	

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Objective 5: ADMINISTRATIVE & COMMUNITY SERVICES <i>Keep Richmond industrial customers satisfied by providing relevant, timely, and cost-effective services (e.g. crime prevention, permit processing)</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
5.1 Ensure that businesses receive business licenses in an effective and timely manner	<ul style="list-style-type: none"> Establish performance measures for each stage of processing 	100%	✓	<ul style="list-style-type: none"> In January 2000, all departments involved in business license approval process agreed on reasonable performance measures for turnaround times. Monitoring will be ongoing. Under review for 2001 work plan in conjunction with Communications and Public Affairs external communications program. 	<p>Marcia Freeman, Business Liaison & Development</p>
	<ul style="list-style-type: none"> Implement additional customer service training for staff 	Ongoing	Ongoing		
	<ul style="list-style-type: none"> Develop "welcome packages" for new business licence applicants 	0%	September 2001		
5.2 Improve efficiencies for processing industrial development applications	<ul style="list-style-type: none"> Conduct preliminary application reviews for tenant improvements and major building additions 	100%	✓	<ul style="list-style-type: none"> Prior to Strategy endorsement, procedure implemented & expanded to include <u>all</u> Building Permits. Completed prior to Strategy endorsement. Permits can be issued immediately at the front of house. Prior to Strategy endorsement, procedure in place. Prior to Strategy endorsement, procedure in place. 	<p>Rick Bortolussi, Building Approvals</p>
	<ul style="list-style-type: none"> Streamline permitting for awnings, sprinklers, and non-structural plumbing improvements 	100%	✓		
	<ul style="list-style-type: none"> Improve co-ordination between Development Permit/Building Permit processes 	100%	✓		
	<ul style="list-style-type: none"> Simplify Building Permit processing outside City Centre through elimination of Beautification requirements 	100%	✓		

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Objective 5: ADMINISTRATIVE & COMMUNITY SERVICES <i>Keep Richmond industrial customers satisfied by providing relevant, timely, and cost-effective services (e.g. crime prevention, permit processing)</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
5.2 Improve efficiencies for processing industrial development applications	<ul style="list-style-type: none"> Reduce Servicing Agreement delays at Building Permit stage 	100%	✓	<ul style="list-style-type: none"> New procedure implemented January 2000. 	Rick Bortolussi, Building Approvals
	<ul style="list-style-type: none"> Improve customer awareness of Building Permit process and steps they can take to speed processing 	Ongoing	Ongoing	<ul style="list-style-type: none"> Front counter staff are informing customers of streamlining options. 	
	<i>Additional tasks (post-October 1999):</i> <ul style="list-style-type: none"> Encourage applicants to take advantage of co-ordinated Development Permit/Building Permit process 	Ongoing	Ongoing	<ul style="list-style-type: none"> Development Applications staff are informing applicants of streamlining options at DP stage. 	
5.3 Streamline Zoning and Development Permit regulations affecting industrial development	<ul style="list-style-type: none"> Explore limiting Development Permits to industrial lots adjacent to residential uses and the ALR 	50%	June 2001	<ul style="list-style-type: none"> Concept endorsed as part of Strategy, October 12, 1999. Zoning amendments to be introduced early in 2001. 	Alan Clark, Zoning & Holger Burke, Development Applications
	<ul style="list-style-type: none"> Eliminate the need for Development Variance Permits 	50%	June 2001	<ul style="list-style-type: none"> Zoning amendments to be introduced early in 2001. 	
	<ul style="list-style-type: none"> Review Rezoning, Development Permit, and Subdivision processes in the context of the City's Strategic Initiatives 	100%	✓	<ul style="list-style-type: none"> Development Applications Department completed this task as part of 2000 work program. 	
5.4 Enhance security in Richmond industrial areas through added crime prevention measures	<ul style="list-style-type: none"> Survey businesses to identify security issues. 	100%	✓	<ul style="list-style-type: none"> Endorsed as part of Strategy, October 12, 1999. 	Constable Annette Martin, RCMP

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Objective 5: ADMINISTRATIVE & COMMUNITY SERVICES <i>Keep Richmond industrial customers satisfied by providing relevant, timely, and cost-effective services (e.g. crime prevention, permit processing)</i>					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
5.4 Enhance security in Richmond industrial areas through added crime prevention measures	<ul style="list-style-type: none"> Explore opportunities to provide on-site security audits to businesses to boost their own crime prevention efforts. 	100%	✓	<ul style="list-style-type: none"> Review concluded that staffing is inadequate for either an ongoing RCMP or volunteer prevention program. A Business Watch Program appears is recommended. 	Constable Annette Martin, RCMP
	<ul style="list-style-type: none"> Develop a RCMP/City fan-out system to share local crime information. 	50%	TBD	<ul style="list-style-type: none"> Business survey was completed to update property, ownership & contact information, but inadequate technical & staff resources have prevented RCMP creation of a data base. City assistance & ongoing co-ordination required, but not yet committed. 	
	<ul style="list-style-type: none"> Develop additional crime prevention measures to address industrial business needs. 	10%	TBD	<ul style="list-style-type: none"> RCMP recommend establishment of a Business Watch Program as an on-going RCMP/City responsibility, including: <ul style="list-style-type: none"> a) B&E prevention brochures & web site; and b) Crime alert network via fax & e-mail. City assistance required, but not yet committed. Under discussion 	
5.5 Consider expanding garbage & recycling services to industrial areas	<ul style="list-style-type: none"> Determine if service expansion is warranted 	0%	June 2001	<ul style="list-style-type: none"> Staff to request Council input on whether service expansion should be considered a City priority at this time. Work plan to follow, as required. 	Suzanne Bycraft, Environmental Programs

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STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
5.6 Develop a strategy for enhancing open space and recreation for industrial areas opportunities	<ul style="list-style-type: none"> Provide corporate program options at strategically located community facilities <p style="text-align: center;">and</p> <ul style="list-style-type: none"> Explore means to enhance employee fitness opportunities (e.g. public/private partnerships) 	Ongoing	Ongoing	<ul style="list-style-type: none"> In 1999, Cambie Community Centre tested a corporate fitness program. It was formally introduced in 2000 and now has 10 members who enjoy discounted memberships. No other Community Association currently wishes to provide a corporate program, but staff will continue monitoring. 	Dave Semple, Parks & Kate Sparrow, Recreational & Cultural Services
	<ul style="list-style-type: none"> Enhance trails, cycling paths, and open space in and adjacent to industrial areas 	Ongoing	Ongoing	<ul style="list-style-type: none"> A variety of projects have been initiated, including: <ol style="list-style-type: none"> Riverside Industrial Park/Shellmont waterfront trail & furnishings Planning for the Hollybridge Greenway in City Centre; Fraserwood Industrial Park/Hamilton trail upgrade & 0.3 acre waterfront park in partnership with CADEX Partnering with the Steveston Harbour Authority to install interpretation signage Partnering with Sierra Wireless to explore recreation opportunities Working with Fraserport to incorporate public trails & open space in future development A temporary walkway has been established across the BC Packers site 	

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Objective 6: PARTNERSHIPS <i>Enhance existing partnerships and develop new ones to deliver a range of services outside the City's normal jurisdiction (e.g. education, attracting industrial developments, creating a positive business climate, etc.)</i>					
It is to be understood that: <ul style="list-style-type: none"> • The following tasks will be more fully addressed starting in 2001. • Progress will be dependent on: <ul style="list-style-type: none"> • Other jurisdictions plans and priorities, and • City staff work priorities and work loads. 					
STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
6.1 Work with Kwantlen University College and other local training providers to promote and enhance training opportunities appropriate to Richmond's key industrial sectors	<ul style="list-style-type: none"> • Develop terms of reference and work program 	0%	TBD	<ul style="list-style-type: none"> • The City has a secondary role in this process. Staff understand that there may be interest from educators in beginning work on this program in 2001. Staff will provide support as required. 	Marcia Freeman, Business Liaison and Development
6.2 Work with the YVRAA to help further attract desired industries and airport clients to Richmond		Ongoing	Ongoing	<ul style="list-style-type: none"> • No specific tasks have been identified at this time, but staff continue to liase with YVRAA and will provide support as required. 	Marcia Freeman, Business Liaison and Development
6.3 Consider working with local port authorities to create a free trade zone at one of their Richmond facilities		Ongoing	Ongoing	<ul style="list-style-type: none"> • No specific tasks have been identified at this time, but staff continue to liase with local port authorities and will provide support as required. 	Marcia Freeman, Business Liaison and Development
6.4 Monitor regional initiatives to improve providing information to international businesses	<ul style="list-style-type: none"> • Monitor regional initiatives 	Ongoing	Ongoing	<ul style="list-style-type: none"> • No specific results have emerged as yet, but staff will pursue opportunities as they arise. 	Marcia Freeman, Business Liaison and Development

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<p>Objective 6: PARTNERSHIPS <i>Enhance existing partnerships and develop new ones to deliver a range of services outside the City's normal jurisdiction (e.g. education, attracting industrial developments, creating a positive business climate, etc.)</i></p>					
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STRATEGIC ACTIONS	TASKS	% COMPLETE	ESTIMATED COMPLETION	HIGHLIGHTS/COMMENTS	STAFF CONTACT
<p><i>Additional action (post-October 1999):</i></p> <p>6.5 Pursue opportunities and special initiatives to encourage high-tech businesses to relocate to and stay in Richmond</p>	<p><i>Additional tasks (post-October 1999):</i></p> <ul style="list-style-type: none"> • Identify potential new business opportunities and encourage their location in Richmond • Identify and support existing Richmond businesses that further Richmond's role as a major high-tech centre 	Ongoing	Ongoing	<ul style="list-style-type: none"> • Over the past year, staff have worked with a variety of companies to encourage them to relocate to or remain in Richmond. Notable among them is Sierra Wireless. Staff identified interest on the part of Sierra Wireless to relocate to Burnaby and worked to encourage it to stay and expand in Richmond, culminating a package of incentives including: <ol style="list-style-type: none"> a) Property tax relief through the development of unused building site with a public multi-purpose field; b) An expedited permitting process; and c) Naming of a street "Wireless Way". 	<p>Marcia Freeman, Business Liaison and Development</p>

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