



City of Richmond

Report to Committee

To: Finance Committee  
From: Jerry Chong  
Director Finance  
Re: 2007 Annual Report

Date: May 16, 2008  
File:

Staff Recommendation

That the attached 2007 City of Richmond Annual Report be approved.

Jerry Chong  
Director Finance  
(4064)

Att.

<b>FOR ORIGINATING DIVISION USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b> 		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO (Acting)</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

### Staff Report

#### Origin

Pursuant to Section 98 of the Community Charter, before June 30 in each year, a Council must

- a) Prepare an annual report
- b) Make the report available for public inspection
- c) Have the report available for public inspection at a Council or other public meeting.

#### Analysis

The City of Richmond's 2007 Annual Report includes audited financial statements, a statement of the City's corporate objectives and success indicators as well as a listing of permissive exemptions as required under the Community Charter for British Columbia's local governments. The financial statements have been audited by KPMG LLP who have expressed their opinion that these statements present fairly, in all material aspects, the financial position of the City as at December 31, 2007.

In addition to statutory-required information, the 2007 Annual Report provides a community profile, a summary of the City's significant achievements and major projects during the 2007 fiscal year as well as relevant statistical data.

The Annual Report has been prepared by the City of Richmond's Finance and Communication divisions with design, production and printing by the Production Centre.

The 2007 Annual Report is available for public viewing on the City's website and hard copies are available at Richmond City Hall, Front of House.

#### Financial Impact

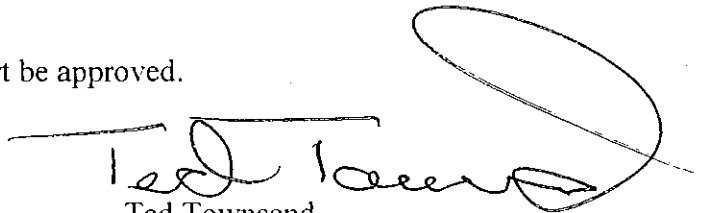
None.

#### Conclusion

The 2007 City of Richmond Annual Report be approved.



Jerry Chong  
Director Finance  
(4064)  
:jc



Ted Townsend  
Senior Manager, Corporate Communications  
(4399)

Attach.

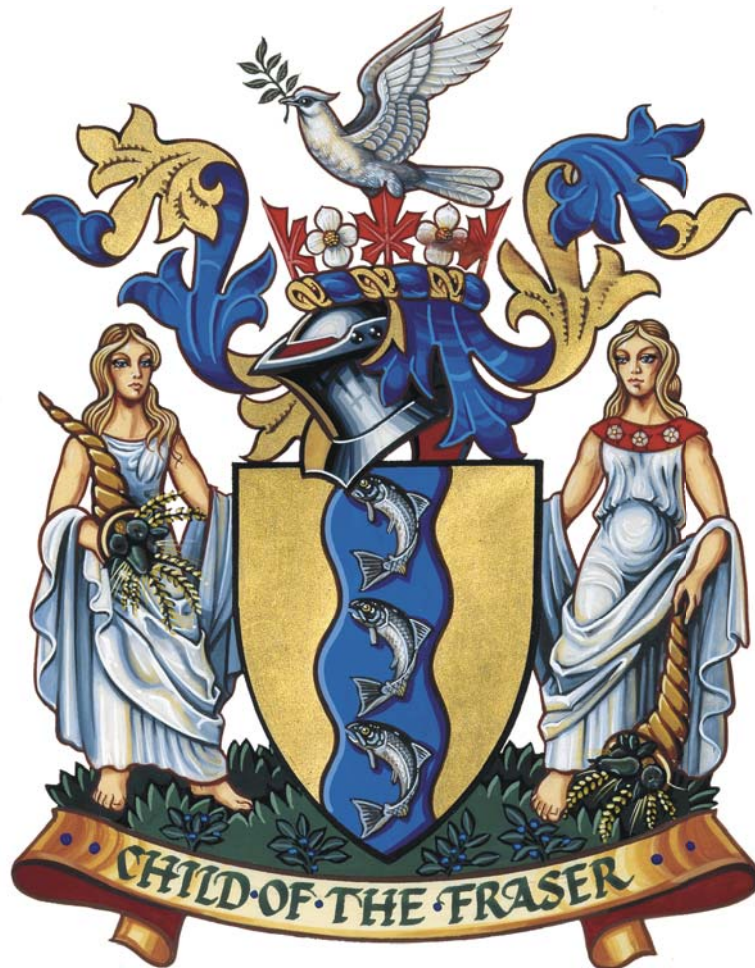


# 2007 Annual Report

City of Richmond, British Columbia, Canada

For the year ended December 31, 2007

City of Richmond's Vision:  
To be the most appealing, livable, and  
well-managed community in Canada



# City of Richmond

British Columbia, Canada

2007 Annual Report

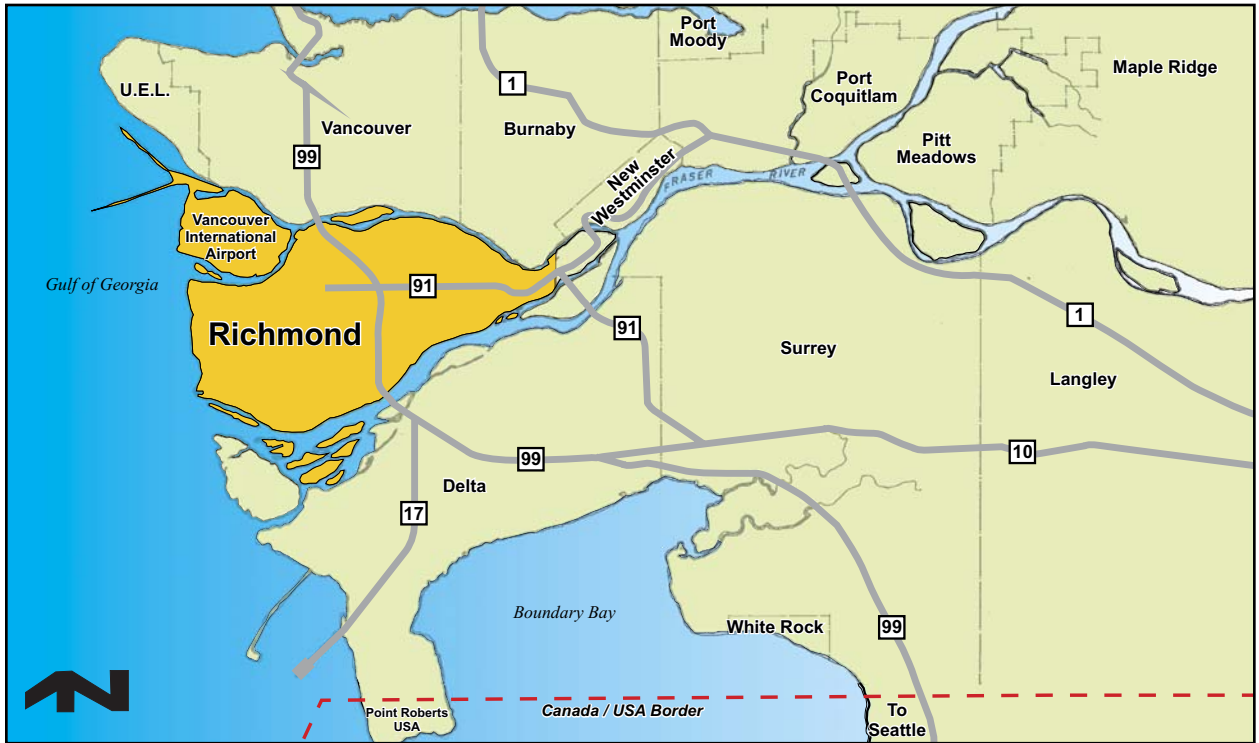
For the year ended December 31, 2007

**Cover Photo:**

Rowers have become a familiar sight along the Fraser River's Middle Arm with the opening of UBC's John MS Lecky Boathouse, offering both competitive and community rowing and paddling sports programs.

This report was prepared by the City of Richmond Business and Financial Services and Corporate Services Departments. Design, layout and production by the City of Richmond Production Centre.

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## Message from the Mayor

I am pleased to present the 2007 Annual Report for the City of Richmond. It was an incredible year for Richmond, with a number of new projects and programs implemented to improve the livability of our community for our residents. The City also received a number of prestigious awards, all of which are captured in this Annual Report.

In 2007, Richmond earned a national and international reputation as a healthy city. Canadian Living magazine named Richmond the Healthiest City in Canada in August. Then, in December, Richmond was the overall winner of the Healthy Lifestyles Award at the International Awards for Livable Communities, beating all other finalists in all size categories.

Helping to provide a healthy lifestyle for all residents, we made a number of improvements to our park system. Garden City Community Park, King George Park, Richmond Nature Park and Terra Nova Park all received upgrades and improvements to provide more play spaces, walking paths and group gathering places.

We continued our commitment to sustainability in completing construction of two new fire halls – in Burkeville and Hamilton. Both halls were built to exceed nationally set sustainable high performance building standards and received honorable mention at the esteemed Energy Awards.

Construction also continued on the Canada Line and the Richmond Oval. Throughout the year, both of these projects began to take shape, with the final elevated guideway concrete segment of the Canada Line lifted into place in February 2008. While work continues on station construction and overhead track and systems installation, the City will begin to integrate the Canada Line into the fabric of No. 3 Road. A comprehensive street restoration plan to restore No. 3 Road is underway to make it better than it has ever been – focusing on improvements for pedestrians and cyclists.

We are pleased to report construction of the Richmond Oval is on time and on budget, with this first-class facility opening to the public in the fall of 2008. To ensure residents can enjoy the Oval prior to the 2010 Olympic Winter Games, a number of post-games Oval conversion components will be completed before the Games. These conversions will give residents the opportunity to use the Oval for their personal fitness needs and have greater access to the facility.

Finally, I'd like to thank all of the men and women who work for the City of Richmond in service to the community. Richmond was proud to be a leader in labour negotiations last summer, when we led the region in establishing labour peace. This was the result of a mutually respectful and positive working relationship.

I hope you enjoy learning more about Richmond's remarkable achievements in 2007 as you read our Annual Report. I invite you to contact me at any time to talk about our City, our goals, achievements and the services we provide.

Malcolm Brodie  
*Mayor, City of Richmond*

# Richmond City Council



**Front row, left to right:**

Councillor Sue Halsey-Brandt, Councillor Bill McNulty, Mayor Malcolm Brodie, Councillor Cynthia Chen, Councillor Derek Dang

**Back row, left to right:**

Corp. Keith Bramhill, Richmond RCMP, Councillor Rob Howard, Councillor Linda Barnes, Councillor Evelina Halsey-Brandt, Councillor Harold Steves, Bill Mulder, Richmond Fire Rescue

## Richmond City Council

as at January 1, 2007

Mayor Malcolm Brodie  
Councillor Linda Barnes  
Councillor Cynthia Chen  
Councillor Derek Dang  
Councillor Evelina Halsey-Brandt  
Councillor Sue Halsey-Brandt  
Councillor Rob Howard  
Councillor Bill McNulty  
Councillor Harold Steves



# City of Richmond Organizational Chart



## Civic Officials as at December 31, 2007

Chief Administrative Officer .....	George Duncan
General Manager, Business and Financial Services .....	Andrew Nazareth
General Manager, Corporate Services .....	Mike Kirk
General Manager, Law and Community Safety .....	Phyllis Carlyle
General Manager, Engineering and Public Works .....	Jeff Day <sup>1</sup>
General Manager, Parks, Recreation and Cultural Services .....	Cathy Volkering Carlile
General Manager, Planning and Development .....	Joe Erceg
Director, City Clerk's Office .....	David Weber
City Solicitor .....	Celeste Curran <sup>2</sup>
Chief, Richmond Fire Rescue .....	Vacant <sup>3</sup>
Officer in Charge, Royal Canadian Mounted Police .....	Ward Clapham <sup>4</sup>
Chief Librarian, Richmond Public Library .....	Greg Buss

## Banker

Scotiabank

## Auditors

KPMG, LLP

1 Appointed, General Manager, Olympic Business and Major Projects, effective March 1, 2008. Robert Gonzalez appointed General Manager, Engineering and Public Works effective March 1, 2008.  
 2 Appointed Senior Solicitor, Olympic Business Office, effective March 17, 2008. Doug Long appointed Acting City Solicitor effective March 17, 2008.  
 3 Fire Chief Jim Hancock retired August 31, 2007. Ron Beaman appointed Acting Fire Chief effective March 1, 2008.  
 4 Resigned effective April 25, 2008. Insp. Rendall Nessett appointed Acting Officer In Charge effective April 28, 2008.



## Message from the Chief Administrative Officer

I am pleased to present the City of Richmond's 2007 Annual Report on behalf of our Corporate Administration. The achievements and objectives outlined in this Annual Report show the strong path the City of Richmond is on to make Richmond the most appealing, livable and well-managed community in Canada. The report also provides the City's audited financial statements and other important fiscal data.

In 2007, the City of Richmond furthered its commitment to sustainability and the environment by launching a new sustainability initiative with a commitment to introducing triple bottom line analysis into all our decisions. This means social, environmental and economic considerations are weighed when making decisions. In terms of protecting our environment, the City has created a Flood Management Strategy which outlines the overall system of defence to address flood related issues.

Our commitment to providing a healthy community for our residents was recognized when the City of Richmond received the Healthy Lifestyles Award at the International Awards for Livable Communities in London, UK. Creating a healthy community involves vision, planning and initiative. Council provided leadership in funding a number of community projects, including Terra Nova Rural Park, numerous walking and bike paths as well as recreation programs. I also want to commend our City Administration for its vision and commitment in finding new ways to increase access to physical activities for all residents.

The Richmond Oval will provide residents with more opportunities in the future to both participate in and watch sporting activities. The City has received commitments of over \$60 million to support the ongoing pre- and post-Games operating costs of the Oval. This will enable residents to enjoy the Richmond Oval prior to the 2010 Olympic Winter Games by allowing a number of post-games conversion components to be done prior to the opening of the building.

These initiatives come in a time of strong building activity. In 2007, the value of construction for issued building permits reached \$575 million. As part of its commitment to managing growth, Richmond has launched a number of initiatives, including a major update of its City Centre Area Plan, the development of a new Affordable Housing Strategy and new plans around the Richmond Oval precinct. As well, the City is participating in Metro Vancouver's update of the regional growth management strategy to assist in creating a sustainable region.

Another initiative underway is the restoration of No. 3 Road. As construction of the Canada Line nears completion, work on No. 3 Road begins to revitalize the roadway environment into a "Great Street."

I am proud of our record and accomplishments in 2007, which have been made possible by visionary leadership from our City Council; a dedicated, talented and inspired workforce; and the strong commitment by our community partners to work together with us to make our City a better place.

In 2008, we will continue to find new ways to enhance service delivery in a sustainable manner, while providing the best value for our taxpayers and residents who call Richmond home.

  
George Duncan  
*Chief Administrative Officer*

# Canadian Award for Financial Reporting

Presented to

City of Richmond  
British Columbia

For its Annual  
Financial Report  
for the Year Ended

December 31, 2006

A Canadian Award for Financial Reporting  
is presented by the Government of Finance Officers  
Association of the United States and Canada  
to municipalities whose annual financial reports  
achieve the high program standards for Canadian  
Government accounting and financial reporting.



*Charles S. Cox*  
President

*Jeffrey L. Esser*  
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the City of Richmond for its annual financial report for the fiscal year ended December 31, 2006. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to the program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to GFOA.

# Report from the General Manager, Business & Financial Services

To Mayor Malcolm Brodie and Members of Council,

I am pleased to submit the City of Richmond's audited consolidated financial statements for the year end December 31, 2007 as required by Sections 98 and 167 of the Community Charter. The financial statements are the responsibility of the City of Richmond's management and have been prepared in accordance with Canadian generally accepted accounting principles as established by the Public Sector Accounting Board (PSAB). The financial statements have been audited by KPMG LLP who have expressed their opinion that these statements present fairly, in all material aspects, the financial position of the City as at December 31, 2007.

The City continued to strengthen its financial position in 2007, including significant bolstering of the reserves, as evidenced by the following highlights:

- Net assets increased by \$260.9 million (19.0%) to over \$1.6 billion
- Cash and investments increased by \$141.9 million (35.4%) to \$542.4 million
- Statutory reserves increased by \$108.6 million (65.1%) to \$275.4 million
- Capital expenditures totalled \$132.7 million as compared to \$71.7 million in 2006
- Net debt outstanding was reduced by \$2.7 million (11.4%) to \$21.2 million
- Operationally, the City ended the year with a consolidated surplus of \$4.3 million or 1.1% of the total budget

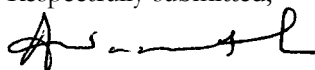
Once again tax increases were kept within the City's Long-term Financial Management Strategy constraints without sacrificing existing service levels, and all capital projects were internally financed without incurring any external debt. In addition, Council further strengthened the City's financial position with the creation of a Community Legacy and Land Replacement Reserve Fund, using a large portion of the net proceeds from the sale of the lands adjacent to the Olympic Oval. The City maximized the value of the lands and, in turn, realized a net gain on sale of almost \$140 million on the \$141 million sale proceeds.

In 2007, the City also acquired parkland sites and waterfront properties. We remain active in replacing the land inventory we sold and increasing our land holdings for the current and future benefit of our citizens.

The City continues to place a strong focus on economic development and in particular retaining, expanding and attracting new business to Richmond. In 2007, the number of businesses grew from 12,280 to 12,795. We were especially pleased to welcome Microsoft Canada Development Centre to our great city and region. Other notable corporations moving to Richmond in 2007 were Catalyst Paper Corporation and Ultrasonix Medical Corporation.

Richmond's strength is our people and we will continue to place a strong emphasis on staff retention, continuous improvement and attraction of talent to remain competitive and make this City the most livable in Canada. To this effect, we will continue to seek alternative revenues and efficiencies with the goals of adding value, providing excellent customer service and upholding of the highest level of ethics.

Respectfully submitted,



Andrew Nazareth, BEc, CGA

*General Manager, Business & Financial Services*



# 2007 City of Richmond Overview

## Purpose of the Annual Report

Fiscal responsibility with transparent financial reporting practices – this is a commitment the City of Richmond does not take lightly. To that end, the 2007 Annual Report contains clear, transparent audited statements on the City’s fiscal status to taxpayers, residents and other stakeholders to whom we are accountable.

A statement of Richmond’s corporate objectives and success indicators are also included as declared under the Community Charter for British Columbia’s local governments.

We are also proud to include a community profile, a summary of Richmond’s significant achievements and major projects during the 2007 fiscal year and additional related statistical data.

## Overview

Richmond is a community that offers outstanding quality of life whether you are seeking to live, work or play here. A culturally diverse population of 188,100 people has made our city home as it is geographically blessed and favourably located within Metro Vancouver in close proximity to downtown Vancouver and the Canada/US border.

The City of Richmond is made up of 17 islands in the mouth of the Fraser River with the coastal mountain range as a backdrop. Richmond’s preserved farming and fishing heritage and lush natural environment are still important components of the city’s makeup. However, it has also grown into a highly livable, world renowned urban centre, with Richmond’s City Centre being one of the fastest growing neighbourhoods in the region.

Richmond was recently proclaimed “Canada’s healthiest city” by Canadian Living magazine (August 2007). This honour is primarily due to Richmond’s leading status in a number of major health indicators, including a high quality of life and the influence of Richmond’s diverse cultural make-up. And for several years running, world health organizations have identified Richmond as a community where people live longer.

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*“Richmond has grown into a highly livable, world renowned city, with the City Centre being one of the fastest growing neighbourhoods in the region.”*

**Photo:** Richmond is a cosmopolitan city with a diverse economic base, including a thriving retail sector.



*Britannia Heritage Shipyard showcases Richmond's rich marine heritage.*



*The Spirit of Haida Gwaii is an artistic landmark at Vancouver International Airport, located on Richmond's Sea Island.*



*Hugh Boyd Park is home to the largest artificial turf field complex in North America.*

In addition to high livability, Richmond also has a strong local economy that supports over 100,000 jobs in various sectors including services, retailing, tourism, technology industries (such as biotechnology, computer software and telecommunications), light manufacturing, airport services and aviation, agriculture and fishing. With the highest ratio of jobs to workers in Metro Vancouver, Richmond is successfully attracting new businesses.

More than 12,000 businesses are based in the city which offers outstanding transportation access for trade and commerce. Immediate access to two seaports, the USA and more than 90 global destinations via the airport makes Richmond the city of choice for world leading entrepreneurs.

The City of Richmond is one of the busiest passageways in Canada. Vancouver International Airport (YVR), Canada's second largest airport, is one of the largest economic generators in British Columbia and had over 16 million visitors in 2007. A portal to international business, commerce and culture, Vancouver International Airport is the premier gateway between North America and Asia.

The Canada Line rapid transit system will link Richmond's civic precinct and the Vancouver International Airport to Vancouver's Waterfront Station transportation hub. It will create fast, safe and reliable transportation and provide an important north-south link. Canada Line stations in Richmond are expected to draw both new residents and businesses and stimulate the already expected population growth in City Centre.

In Richmond, residents not only work hard, they play hard as well, enjoying the benefits of the City's excellent parks and recreation programs and services. Richmond has over 90 parks that total 1,500 acres in area and 80 kilometres of interconnecting walking and cycling trails along the City's waterfront and throughout the community. It also has four major swimming pools, two ice centres and numerous playing fields, including the largest artificial turf playing field in North America.

The City is also currently building the Richmond Oval, a world class multi-use community facility, which will host the long track speed skating competition for the 2010 Olympic and Paralympic Winter Games. After the Games, the Richmond Oval will become a significant community legacy, with a multi-purpose centre of excellence for sports and wellness. In addition to high performance sport training and competition, the Oval will offer a diverse array of community uses, including health and wellness services and both summer and winter sports.

An abundance of modern recreation facilities and an extensive system of city, community, and neighbourhood parks, scenic trails, cycling routes, and walking paths, all contribute to a healthy active community and help to enhance our quality of life.

Richmond is a welcoming and inclusive community where culture, heritage, arts, business, sports, recreation and wellness harmoniously come together and play an integral role in defining our unique city. This special combination, along with the city's celebrated livability, has attracted tens of thousands of newcomers from around the globe and makes Richmond unique.

## City Services

One of the top priorities for the City of Richmond is excellent customer service. The daily goal is to provide efficient and effective municipal services within an accountable fiscal and sustainable framework.

The City offers a wide variety of services, including:

- General public services: community centres, libraries, parks, recreation, cultural and heritage services, business support services, archives and the City Clerk's Office.
- Public safety services: police and fire protection, environmental protection, emergency preparedness, bylaw enforcement and building approvals.
- Public works and planning services: water, sewer and drainage services, waste removal, recycling, road construction and maintenance, engineering, transportation, land use and social planning.
- Internal services: administration, strategic management, corporate services, human resources, information technology, finance, real estate services, legal services, and facilities maintenance.

The City of Richmond will continually strive to improve, and will be thoroughly committed to superior customer service.

Richmond's local government management, innovative leadership, service excellence and enterprising vision have been praised and recognized throughout the world by numerous national and international awards.

Through careful planning, and by balancing economic well-being with environmental health, we are dedicated to ensuring the city remains a healthy, safe and enriched island community with an innovative and prosperous economy for current and future generations.



*The City of Richmond is a progressive employer with more than 1,700 employees.*



*Richmond's many temples of faith reflect the community's unique diversity and cultural harmony.*



*The Steveston Boardwalk is a popular promenade overlooking Western Canada's largest commercial fishing harbour.*





## Appealing

The City of Richmond has an enviable array of public parks and trails; cultural, recreational and heritage facilities; public safety services and other civic amenities and programs. The City is constantly seeking to improve and expand our services to the public. This commitment to excellence has provided our residents with a quality of life that is second to none and has made Richmond one of the most appealing cities in Canada.

Throughout 2007, a number of achievements further enhanced the attractiveness of Richmond as a place to live, work and play. The continued development of the Terra Nova Rural Park was recognized by the Canadian Parks and Recreation Association with an Award of Excellence. The award recognized the community's mobilization to protect the area from residential development and the City's leadership in purchasing the land. The award also recognized how the biodiversity elements of the park were identified and the community was engaged in park development.

The City works closely with partner groups to enhance our civic amenities and programs. An example is the Steveston Water Park, which officially opened in June 2007. The \$1.2 million project was a partnership between the City and the Steveston Community Society, which raised almost half of the cost in the community. In another example, members of the East Richmond community provided input on the design and helped facilitate development of Richmond's first accessible playground in King George Park.

Phase 1 of the Richmond Nature Park's restoration program was launched in 2007. The improvements will focus on the entrance as well as the wildlife garden around the Nature House. The project includes an informative visitors' plaza at the park entrance; the restoration of the wildlife garden with educational features for all ages; improved picnic and group gathering spaces, as well as clear access to trail entrances.

Public input is highly valued in the City's planning processes. A broad array of community stakeholders participated on a playground committee to help develop an innovative and creative play environment in Garden City Community Park. Playground planning workshops were held with neighbourhood children of all ages. The vision is to provide families with a rich diversity of creative play opportunities and learning. Now under construction, the playground is to open in the Spring 2008.

Richmond's rich cultural diversity also contributes to its appeal. In 2007, City Hall played host to the Richgate Project, an innovative art exhibition entitled "City of Rich Gate," which is the Chinese translation for Richmond. Professors from UBC and Emily Carr Institute of Art and Design collaborated with Richmond residents to create public art about their identity, place and community.

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*"The continued development of the Terra Nova Rural Park was recognized by the Canadian Parks and Recreation Association with an Award of Excellence."*

**Photo:** The City worked closely with its community partners to develop new parks and playground amenities during 2007.



*The Steveston Salmon Festival is one of the largest and oldest Canada Day celebrations in the country.*

Our cultural ties were further developed when Richmond's Sister City Committee visited four cities in China in hopes of adding to our networks in the Asia-Pacific. Council is now pursuing a Friendship City and Olympic Twin City relationship with two of those cities.

Richmond's No. 5 Road, otherwise known as the "Highway to Heaven," was selected as one of 52 finalists in the 2007 Seven Wonders of Canada contest. This was organized by the CBC to choose Canada's most outstanding features. The "Highway to Heaven" features numerous places of worship representing a broad swath of religions from around the world all congregated along a short stretch of Richmond roadway. This unique feature was selected as a finalist to represent Canada's multiculturalism and the ability of Canadians to co-exist peacefully regardless of religion, race or culture.

Richmond Public Library continues to be recognized as an international innovator providing outstanding service to our residents. The library launched the innovative Ralphy Library Card, the world's first round library card, and an awareness campaign for kids in March 2007. Over 6,000 kids registered for the Ralphy Card in the first six months. In addition, new library services were launched in the Hamilton area, in partnership with the Hamilton Community Centre. To start, services include programs for youth, library card registration, book borrowing and returns, and advice on choosing books.



*The first ever Richmond Winter Festival was a popular success and included a unique outdoor skating rink.*



*The Richmond Nature Park showcases Lulu Island's unique bog forest. Major restoration initiatives were launched in 2007 to improve public access.*

Richmond is proud of its commitment to public art. A focal point for the development of new public art in 2007 was implementation of the Richmond Oval Precinct and Surrounding Area Public Art Plan. Two new works by internationally-acclaimed public artists Buster Simpson and Janet Echelman were commissioned in 2007. In addition, a new public art project by acclaimed First Nations artist Susan Point was also completed at the Oval site.

As part of Richmond's preparations to host the world as an official Venue City for the 2010 Olympic and Paralympic Winter Games, the City helped present the first Richmond Winter Festival in February, 2007. This event was a tremendous success with more than 15,000 people in attendance enjoying fireworks, live entertainment, an outdoor skating rink and much more. The event was free to the public and largely funded through the donations of sponsors, including many supportive community groups. This event will continue to grow as we move toward 2010.

Council is also determined to build on the Olympic experience and the community capacity it will create to leave lasting community legacies. In support of that goal, Council endorsed a five-year Major Events Plan. Once the detailed implementation plan is developed, the City will work with its community partners to attract and create exciting events that will add to community vibrancy, increase tourism and create new business opportunities.



*Richmond Public Library's "Ralphy" is the world's first round library card.*



## Livable

Richmond's strong commitment to creating a sustainable community with outstanding quality of life was nationally and internationally recognized during 2007.

Richmond was proud to be a double winner at the 2007 Livable Communities Awards, recognizing its commitment to healthy lifestyles and sustainability. This reinforced the earlier naming of Richmond as the "Healthiest City in Canada" by Canadian Living magazine. And Richmond was also the proud recipient of the Bell Canada True Sport Community Award at the prestigious Canadian Sport Awards. This award promotes the importance of values-based sport and publicly recognizes communities that are examples of fair and ethical sport initiatives.

During 2007, Richmond built on its commitment to enhance the health and wellness of our residents. The City has accepted the province's challenge to raise physical activity by 20 per cent by 2010 and has launched a number of programs to encourage residents to lead healthier, active lifestyles. For instance, the Walk Richmond program was launched to build community capacity through walking and create a legacy of healthy lifestyles in Richmond. The Grade 5 Get Active! Pass pilot program was also implemented to encourage youth participation in physical activity.

The City also assisted the Parents' Advisory Group at Westwind School Park in their fitness initiative to build a 500-metre walking track around the park to support school fitness programs and fitness opportunities for the whole community. The City contributed \$100,000 while the PAC held numerous fundraising events to complete the project budget of \$145,000.

Richmond is determined to take its sustainability efforts to yet a new level. In 2007, Council approved a new sustainability initiative with a commitment to introduce triple bottom line analysis into all our decisions. This means social, environmental and economic considerations are all weighed when making decisions.

The increasing impacts of climate change are becoming more evident and immediate action is needed to individually and collectively reduce greenhouse gas emissions and reverse the current trend. The City adopted a Climate Change Response Agenda that acknowledges our collective need for action with a three-prong approach in which we will work with residents and businesses to combat, prevent and address the challenges.

Richmond's successful Volunteer Residential Water Metering Program was again expanded to include multi-family metering for the first time. This program promotes water conservation, while providing users the opportunity to enjoy a reduction in utility bills.

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*"In 2007, Council approved a new sustainability initiative with a commitment to introduce triple bottom line analysis into all our decisions. This means social, environmental and economic factors are all weighed when making decisions."*

**Photo:** Richmond launched a number of active lifestyle initiatives designed to help meet the challenge of raising physical activity by 20 per cent by 2010.



*A careful balance between built and natural form helped Richmond win two prestigious LivCom Awards in 2007.*

To promote social sustainability, a new Affordable Housing Strategy was adopted and staff were hired to support its implementation. A secondary suite legalization policy and moratorium on demolition of rental properties have been initiated to improve the stock of affordable rental housing. Other measures will ensure affordable housing is available for at least four key groups: the homeless, renters, entry level home buyers and seniors.

To meet the specific needs of key sectors of the populace, the City has developed a new Volunteer Management Strategy, a Youth Service Plan and an Older Adult Service Plan. As part of the Youth Service Plan, key service providers have rallied around the City's vision, "to be the best place in North America to raise children and youth." The Asset Development program focuses on providing youth with the developmental assets they need to succeed in life.

The City recognizes that safe communities are healthy communities. To that end, Council approved funding for the hiring of 12 new police officers and a crime analyst to help Richmond RCMP address the important safety needs of our growing community. A new troop of Auxiliary Constables graduated in 2007, doubling our complement.



*Terra Nova Rural Park showcases Richmond's commitment to community sustainability.*



*Richmond approved funding for 12 new police officers in 2007 and doubled its complement of auxiliary constables.*

The City officially opened two new fire halls in Burkeville and Hamilton to serve our growing community. The new halls recognize our commitments to the neighbourhoods, as well as to the environment. These were the first fire halls in Canada built to the exacting Gold Leadership in Energy and Environmental Design (LEED) standards.

Community partnerships help build safer communities. In 2007, the City supported a visionary three-year agreement with Touchstone Family Services for the provision of restorative justice. A greater number of young offenders will thus be diverted from the criminal justice system as they participate with the victims of crime in a restorative process, with benefits to all.

A number of other new programs and initiatives launched in 2007 are already helping to improve community safety and/or reduce crime. These include:

- the Electrical and Fire Safety Inspection Program, a multi-agency program that helps root out marijuana grow operations;
- a new Scrap Metal Bylaw initiative, to deter costly scrap metal thefts, which has reduced these crimes by 40 per cent and become a model for other cities to follow; and
- a new adjudication system for bylaw tickets to provide more cost-effective and responsive procedures for hearing of disputes concerning parking infractions.



*Green roofs are one of many sustainability features of Richmond's new Sea Island and Hamilton Fire Halls, which officially opened in 2007.*





## Well-Managed

The City of Richmond is once again going through a period of extraordinary growth. The construction value of building permits issued in 2007 once again passed \$500 million. In order to promote smart, controlled and managed growth that meets our overall community objectives, a number of planning initiatives are underway.

In 2007, Council approved the revised City Centre Area Plan Concept. The new City Centre Area plan promotes responsible growth through transit-oriented development. There will be greater residential population, several village centres, as well as a dynamic and livable streetscape along No. 3 Road.

The Open Space Concept adopted in 2007 for the Fraser River Middle Arm set a new direction for community use of the valuable waterfront that surrounds Richmond. The City Centre riverfront will become a premier urban waterfront park, interconnected to other parks and open spaces.

To ensure our balanced growth, economic development efforts have been designed to ensure the City attracts and retain the types of businesses that contribute to livability. New strategies undertaken in 2007 support filming in Richmond, community tourism, sport hosting, as well as community branding.

During 2007, Richmond was also pleased to be selected as the home of the new Microsoft Canada Development Centre. This Centre will employ hundreds of skilled workers from around the world and generate significant economic benefits for our entire community.

A number of important improvements to our transportation network were undertaken in 2007 to ensure the efficient movement of people and goods in a sustainable fashion. For instance, designated bike lanes and road widening occurred along the Westminster Highway corridor.

The City also continued to work with TransLink to augment key public transit service improvements, including the introduction of the Fraserport Community Shuttle Service. Service was also improved to key employment sites on Graybar Road and the new BCIT campus.

A new Emergency Management Plan was adopted by Council to ensure a well-managed response to major emergencies within the jurisdiction. The plan is well supported by threat specific and departmental plans.

A review of different policing delivery models was launched in 2007 to determine the best and most affordable model available. Though Council is pleased with the outstanding service provided by our Richmond RCMP detachment and its current leadership, Richmond is undergoing significant growth and dynamic change. The review will ensure that whichever model is adopted, it meets the needs of the community.

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*“The new City Centre Area Plan promotes responsible growth through transit-oriented development with several village centres as well as a dynamic and livable streetscape along No. 3 Road.”*

**Photo:** Richmond’s partnership with the University of British Columbia’s rowing program is providing new community recreational opportunities on the city’s waterfront.



*A new Museum and Heritage Strategy will help position Richmond as the regional destination for heritage experiences.*



*Richmond's new City Centre Area Plan provides for responsible growth including increased residential density.*

While planning for the future, the City also took steps to ensure its history is protected and celebrated. A new Museum and Heritage Strategy was approved by Council in June 2007. The strategy aims at capitalizing on Richmond's enviable inventory of heritage assets, making Richmond the regional destination of choice for heritage experiences. The first step of the new strategy was a feasibility study for a new Richmond Museum.

The new Steveston Village Heritage Conservation Program is aimed at preserving the unique historic and maritime character of the Steveston business district. Approved in principle, the Implementation Strategy is now being finalized.

Another pillar of the City's corporate vision is innovative and effective management. Council, staff and our community partners are committed to setting the standard for civic administration.

Richmond was an effective regional leader in its collective bargaining with its unionized staff in 2007. The City concluded collective agreements with both CUPE union locals, setting the pattern for the Lower Mainland to follow. The settlement avoided any disruption to civic services and guarantees labour peace through the end of 2011.

Richmond Fire Rescue and our Human Resources Division successfully conducted a new fire recruitment campaign aimed at maintaining service excellence, while also introducing greater diversity within the department to better reflect our community make-up. The City then received the approval of the Human Rights Tribunal for a focused diversity hiring program. As a result, the department welcomed 20 new firefighters, increasing Fire-Rescue's diversity with seven visible minorities and two females.

In 2007, the City effectively pursued alternate sources of revenue in order to reduce the burden on local property taxes. Successes include:

- \$4.72 million from the Federal Asia-Pacific Gateway and Corridor Initiative Fund towards the widening of Nelson Road, as well as Westminster Highway;
- over \$2 million through the Federal Gas Tax Agreement – Innovations Fund and another \$1.66 million from TransLink towards the construction of raised bike lanes and pedestrian streetscape improvements on No. 3 Road;
- \$426,000 in grant funding to extend our Asbestos Cement Water Main Replacement Program; and
- \$425,000 from ICBC towards traffic signal upgrades at various intersections.



*The City of Richmond secured millions of dollars in funding from its government partners for transit and transportation improvements.*



*The new Richmond Film Office is helping to raise the City's profile as a preferred filming location.*



## Awards

The City of Richmond's commitment to excellence was recognized in 2007 with a number of prestigious local, provincial, national and international awards. Most notably, Richmond's reputation as Canada's Healthiest Community was recognized on a national and global level.

Richmond was pleased to win two prestigious awards at the International Awards for Livable Communities. In this annual competition, supported by the United Nations and referred to as the LivCom Awards, Richmond was named the overall winner for the Healthy Lifestyles Award – beating all other finalists in all size categories. Richmond also earned second place in its size category for the Whole City Award and achieved Gold level status in the overall judging.

This important recognition follows Richmond being named the "Healthiest City in Canada" by Canadian Living magazine, thanks to the healthy lifestyles of our residents. On average, Richmond residents live longer than anywhere else in Canada. The city's numerous walking and biking trails as well as community centres, provide a variety of opportunities for residents to stay fit.

Richmond's commitment to environmentally sustainable projects and endeavours also received top honours in 2007. The City opened two new fire halls in Burkeville and Hamilton. These fire halls were built to exceed nationally set sustainable high performance building standards. Both fire halls received honourable mention at the esteemed Energy Awards. Hamilton Fire Hall also earned a Fire Station Design Award of Honor from the Fire Industry Equipment Research Organization.

On a corporate front, BC Hydro honoured the City of Richmond in 2007 for its outstanding achievements in energy efficiency and innovation at the Annual Power Smart Excellence Awards. This the second year in a row Richmond has received a Power Smart Award. The City has also received numerous other awards from the Power Smart program and Richmond remains the only certified Power Smart community in BC.

Richmond's endeavours to involve the community in the creation of a park earned the City national recognition. The Canadian Parks & Recreation Association presented Richmond an Award of Excellence for Innovation for the Terra Nova Rural Park Plan: the Power of Community Engagement. The association was impressed with the amount of community input and how the plan meets the diverse needs of the community – incorporating Richmond's agricultural heritage while creating recreational opportunities for a new generation.

Richmond's Public Works Department was honoured for its innovative thinking to overcome a design challenge. Construction of a new sanitary pump station near the Cook-Buswell intersection earned the Public Works Association "Project of the Year" award for how challenges were dealt with throughout the project.

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*"Richmond was named the 'Healthiest City in Canada' by Canadian Living magazine."*

**Photo:** A diverse array of recreational, wellness and cultural programs helps make Richmond one of the healthiest communities in the world.



## Richmond Oval

With the 2010 Olympic Winter Games less than two years away, 2007 marked a number of construction milestones at the Richmond Oval, home of the long track speed skating competition for the 2010 Games. July saw the beginning of the roof construction with the raising of the first roof span. Over one million board feet of pine beetle kill wood will be used to create the unique wave design of the Oval's roof.

Throughout 2007, construction of the Oval remained on schedule and on budget, with the facility beginning to take shape. The construction of the exterior walls was completed and interior work began with the installation of the ice surface cooling system and completion of the roof.

Helping offset the cost of the Oval construction was the sale of the 18.6 acre Oval Riverfront Lands adjacent to the Richmond Oval in early 2007 for \$141 million. This will ensure the creation of a beautiful urban waterfront community surrounding the Oval site. A portion of the proceeds from the land sale will support Oval construction, completing Council's promise that the Oval would be built without impacting property taxes or requiring external borrowing. The sale also allowed Council to create the Community Legacy and Land Replacement Reserve Fund. This valuable community asset will be invested wisely to support Richmond's future aspirations.

In 2007, the City also secured an early decision on the division of the Games Operating Trust, established to support the ongoing operations of key 2010 venues, including the Richmond Oval. The City has received commitments of over \$60 million to support the ongoing pre- and post-Games operating costs of the Oval.

To allow Richmond residents the opportunity to enjoy the Richmond Oval prior to the 2010 Games, Council approved the Oval Pre-Games Community Opportunities Advancement Initiative. This funding will allow the following post-games oval conversion components to be done prior to the opening of the building:

- up to four wood-floor gymnasiums and/or other multi sport related surfaces
- various fitness equipment for core strength, cycling and mezzanine fitness rooms
- completion and equipment for the indoor Rowing and Paddling Centre
- construction of a heritage lounge for hosting and meeting space
- purchase and installation of essential information technology

With these conversions, the Richmond Oval will provide expanded use for recreation and health needs in the period prior to the 2010 Games.

Construction on the Richmond Oval is expected to be completed in the fall of 2008. The Richmond Oval will host a number of national and international sporting activities in 2009 leading up to the 2010 Olympic Winter Games.

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*“Helping offset the cost of the Oval construction was the sale of the adjacent Oval Riverfront Lands for \$141 million.”*

**Photo:** Construction of the Richmond Oval progressed rapidly in 2007, focussing on completion of its iconic wood roof.





## Canada Line

The majority of construction of the elevated rapid transit system in Richmond occurred in 2007 and on February 19, 2008 the final elevated guideway concrete segment was lifted into place – on time and on budget. The 19-kilometre Canada Line will provide light rail rapid transit service between Richmond City Centre, downtown Vancouver and the Vancouver International Airport in Richmond.

Station construction is well underway for the four Richmond stations – Bridgeport, Aberdeen, Lansdowne and Richmond-Brighouse. These four station areas will remain active Canada Line construction sites until the Spring 2009. Canada Line crews will continue overhead track and systems installation, as well as begin train testing during most of 2008.

In order to integrate the Canada Line guideway and stations into the fabric of No. 3 Road, the City has developed a comprehensive street restoration plan to restore No. 3 Road and make it better than it has ever been – with a focus on improvements for pedestrians and cyclists.

The restoration planning started in 2006, and the majority of work was accomplished in 2007. It incorporates internationally adopted standards including “great street principles” and “transit-oriented development” to:

- develop “placemaking” strategies at transit station plazas; and
- ensure the Canada Line contributes positively to other developments within the City Centre such as the Richmond Oval and future major street-fronting developments.

The restoration work will be completed in three phases – working from Bridgeport Road south down No. 3 Road to Granville Avenue.

The No. 3 Road restoration includes:

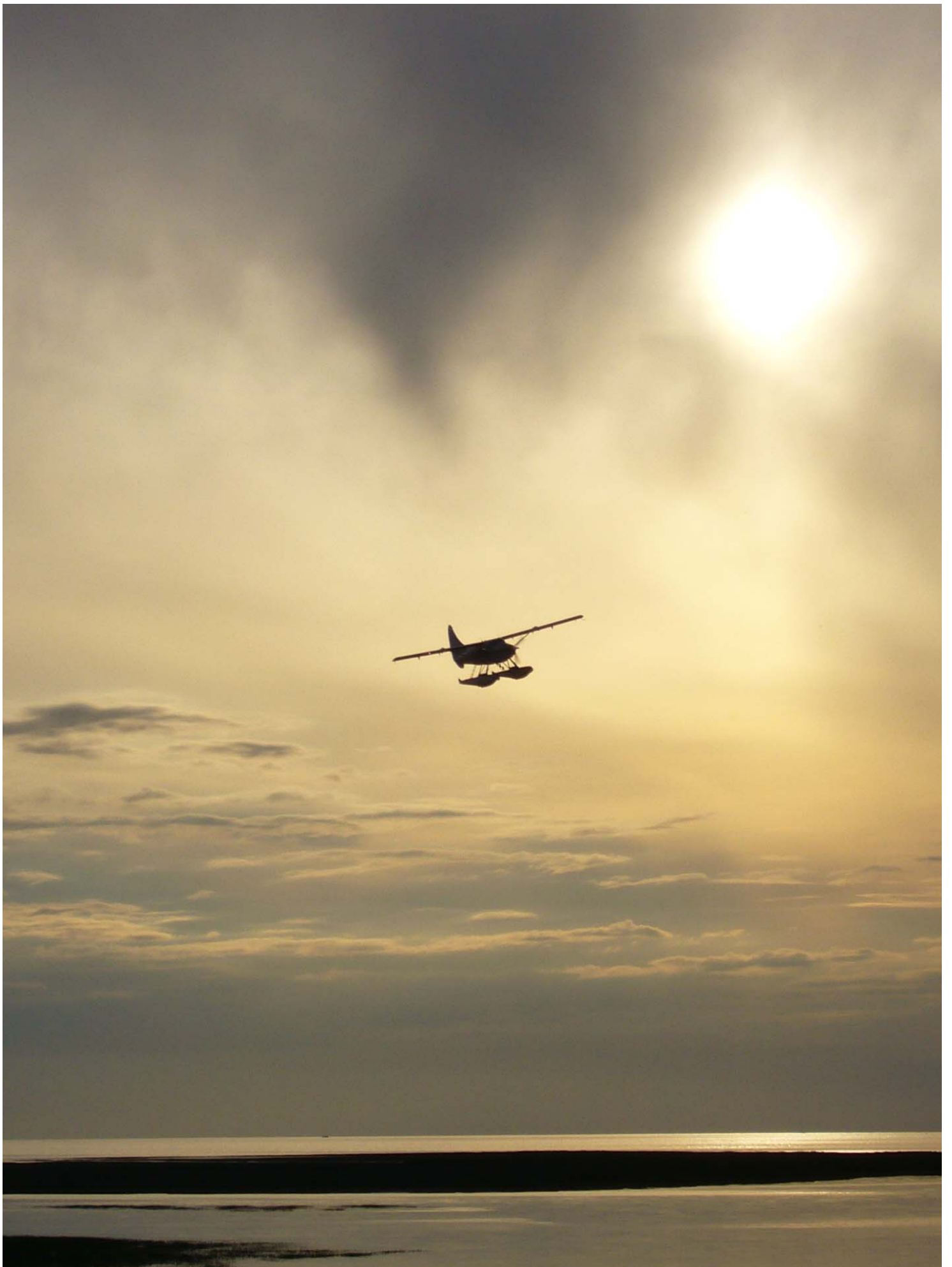
- station plazas;
- raised bike lanes adjacent to the curb side traffic lanes;
- boulevard improvements including new sidewalks, decorative and special tactical paving treatments at intersection corners, new pedestrian lighting, landscape planting and new street furniture such as benches, litter bins and bike racks;
- public art and/or column greening; and
- reinstated centre medians which will incorporate new street lighting, trees and shrub planting.

The Canada Line construction will be completed in 2009.

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*“The City has developed a major restoration plan for No. 3 Road with a focus on improvements for pedestrians and cyclists.”*

**Photo:** The Canada Line rapid transit project made major strides in 2007 with completion of most of the elevated guideway along No. 3 Road.



# Corporate Plan: Objectives and Success Indicators 2007 to 2009

The City of Richmond's vision is to be the most appealing, livable and well-managed community in Canada. This ambitious goal is being achieved through Richmond's mission of:

- Visionary leadership and responsible decision making
- Accountable and sustainable fiscal practice
- The development of a unique and beautiful city
- Product and service excellence and efficiency
- Community consultation

The City of Richmond's vision and organizational culture are based on a commitment to continuous improvement and leading by example. Green purchasing policies, energy conservation and waste reduction programs, smart growth policies, transit-oriented design, and long-term financial and employee succession planning are all ways the City leads by example in its operations.

In working towards the corporate vision, the City's priorities include:

- Livable Urban Environment
- Community Safety
- Economic Development
- Financial Sustainability
- Transportation Enhancement
- Community Wellness
- Customer Service
- Waterfront Strategy
- Richmond Oval and
- 2010 Olympic Winter Games.

The Community Charter requires that all BC municipalities include a statement of their annual municipal objectives for the current and future years, along with measures to track success towards these objectives.

The Corporate Plan is updated on a regular basis to reflect the City's emerging and ongoing strategies and objectives.

Success indicators are listed for each of these objectives for the years 2007 to 2009, along with highlights of the 2007 Accomplishments towards these objectives.

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*The City of Richmond's core values define the basic principles by which it operates. They are:*

- *Belief in people*
- *Pursuit of excellence*
- *Quality leadership*
- *The power of team*
- *Innovation*

**Photo:** The City's goals and objectives are designed to take Richmond to new heights.

## Livable Urban Environment Objective

Enhance and sustain the natural and built environment through civic beautification and community livability.

### 2007 Success Indicators

- Complete City Centre Area Plan (CCAP) update.
- Complete successful RFP process to develop a community west of the Oval.
- Continue planning Canada Line integration into Richmond's City Centre.
- Update Official Community Plan and assist in preparing Metro Vancouver Livable Region Strategic Plan.
- Implement West Cambie Area Plan.
- Finalize 2006-2031 Richmond Flood Prevention Management Strategy.
- Finalize Affordable Housing Strategy and Secondary Suite Policy and assist Metro Vancouver in preparation of Regional Affordable Housing Strategy.
- Provide input into YVR airport planning and aircraft noise management.
- Provide input into Provincial Agricultural Plan.
- Review Public Art Program and creation of Public Art Projects.
- Develop and enhance parks, retrofit drainage and acquire parkland.
- Begin drafting framework for Parks and Open Space Strategy.
- Replace and upgrade infrastructure (water mains, pump stations, drainage).
- Complete sewer system and pump station upgrades in anticipation of further City Centre development.
- Continue Dyke Seismic Assessment Program.
- Facilitate Canada Line construction by minimizing impacts to City utilities.
- Develop Grease Management Plan for City sewers in partnership with Metro Vancouver.



- Council approved preliminary design of Canada Line integration into Richmond's City Centre.
- Provided input into new Metro Vancouver Growth Management Strategy.
- Implemented West Cambie Area Plan.
- Council approved Richmond's Affordable Housing Strategy and Secondary Suite Policy.
- Assisted Metro Vancouver in completing Regional Affordable Housing Strategy.
- Provided input into YVR airport planning and aircraft noise management.
- Provided input into Provincial Agricultural Plan.
- Council approved, in principle, Steveston Village Heritage Conservation Strategy.
- Council approved, in principle, Museum and Heritage Strategy.
- Developed Garden City Community Park, Paulik Park, Terra Nova Rural Park and Steveston Park.
- Commenced research and planning for Parks and Open Space Strategy.
- Opened Steveston Waterpark.
- Completed Buswell sanitary pump station, which won Public Works Association of BC Award for Project of the Year.
- Developed Grease Management Plan for City sewers in partnership with Metro Vancouver and launched City-wide Grease Enforcement Program.
- Completed RFP process for Oval Riverfront Lands.

### 2007 Accomplishments

- Council approved, in principle, City Centre Area Plan (CCAP) concept.
- Commenced City Centre Area Plan Implementation Strategy and bylaw.

## 2008 Success Indicators

- Finalize City Centre Area Plan and Implementation Strategy.
- Implement Museum and Heritage Strategy.
- Finalize Steveston Village Implementation Plan.
- Incorporate LEED Silver sustainable building standards into CCAP bylaw.
- Incorporate LEED credits for green roofs, site permeability and geothermal heating into CCAP.
- Amend Zoning and Development Bylaw to require green roofs for private commercial and industrial developments throughout the City.
- Continue to assist in Metro Vancouver's Regional Growth Strategy preparation.
- Facilitate Canada Line construction by minimizing impacts to City utilities.
- Continue Dyke Seismic Assessment Program.
- Implement 2006-2031 Richmond Flood Prevention Management Strategy.
- Implement Affordable Housing Strategy and Secondary Suite Policy.
- Negotiate further municipal access agreements with private utility companies to improve service in a cost effective manner.
- Assist Metro Vancouver in implementing Metro Vancouver Affordable Housing Strategy.
- Prepare Universal Accessibility Design Guidelines based on Provincial best practices.
- Create public art projects.
- Construct Terra Nova Rural Park slough with boardwalks and interpretive features.
- Complete phase one of Parks and Open Space Strategy with City Centre Area Planning.
- Develop and enhance parks, retrofit drainage and acquire parkland.
- Continue to provide input into YVR airport planning and aircraft noise management.
- Monitor Provincial Agricultural Plan.

- Replace and upgrade infrastructure (water mains, pumps stations, drainage).
- Develop long-term Energy Management and Reduction Program.
- Open Garden City Community Park play environment.

## 2009 Success Indicators

- Prepare Official Community Plan update.
- Assist in preparation of Metro Vancouver Growth Management Strategy.
- Implement Museum and Heritage Strategy.
- Implement Steveston Village Conservation Strategy.
- Implement 2006-2031 Richmond Flood Protection Management Strategy.
- Implement City Centre Area Plan.
- Implement Affordable Housing Strategy and Secondary Suite Policy.
- Assist Metro Vancouver in implementing Regional Affordable Housing Strategy.
- Prepare Universal Accessibility Design Guidelines based on Provincial best practices.
- Assist in YVR airport planning and aircraft noise management.
- Develop long-term Energy Management and Reduction Program.
- Implement Agricultural Viability Strategy.
- Complete various public art projects.
- Continue sustainability planning and implementation (e.g. green roofs, climate change adaptation and energy alternatives).
- Implement gateway improvements and legacy look of the Games/City Beautification Program leading to 2010.
- Develop Parks and Open Space Plan.
- Develop and enhance parks, retrofit drainage and acquire parkland.

## Community Safety Objective

Continue to implement community safety programs and initiatives to enhance the safety and security of the community.

### 2007 Success Indicators

- Complete space planning for Community Safety Headquarters.
- Commence seismic upgrade of Shellmont Fire Hall.
- Complete renovations on all fire halls to ensure gender equality for all facilities.
- Obtain new facility for Fire Prevention and Community Bylaws.
- Implement Electrical Safety Inspection Program.
- Develop and implement fire fighter diversity hiring.
- Develop strategic plan for the Fire Service.
- Launch Automatic External Defibrillators pilot program in selected community recreation centres.
- Provide input into safety and security aspects of Canada Line station design and No. 3 Road restoration.
- Create and implement Casino Investigation/Illegal Gaming Team.
- Partner with New Westminster Police Department in development of a Community Police Station in Hamilton area.
- Increase capacity of Restorative Justice Program for young offenders.
- Increase number of police officers at Richmond Detachment.
- Receive approval to double the capacity for RCMP Auxiliary Constables.
- Complete review and rationalization of police services for the community.
- Complete community safety/crime reduction strategy paper.
- Complete Emergency Information Plan and adopt Emergency Communications Plan.
- Complete Emergency Management Plan.
- Complete CBRNE (Chemical/Biological/Radioactive/Nuclear/Explosive) Plan.
- Complete feasibility study for secondary Emergency Operations Centre.

- Begin building Community Safety's capacity for emergency response during Olympic Games.
- Develop strategic plan for Law & Community Safety Department.
- Develop Scrap Metal Bylaw.
- Launch Bylaw Dispute Adjudication System.

### 2007 Accomplishments

- Opened Sea Island and Hamilton Fire Halls.
- Developed operational continuity plan for Shellmont Fire Hall.
- Secured location for new Bridgeport Fire Hall.
- Hired 20 new firefighters which increased diversity with seven visible minorities and two female firefighters.
- Launched one-year pilot study – Electrical and Fire Safety Inspection Program.
- Fire-Rescue, together with Arena Services staff, developed a trial AED (Automated External Defibrillators) Program at Minoru Ice Arena.
- Implemented 2007-2008 Fire-Rescue Strategic Plan.
- Council adopted new Emergency Management Plan and Emergency Communications Plan.
- Completed several threat specific plans: Emergency Information Plan; Richmond Extreme Weather Response Plan; and CBRNE (Chemical/Biological/Radiological/Nuclear/Explosive) Plan.
- Awarded two-year management contract of City's animal shelter to Richmond Animal Protection Society (RAPS).
- Expanded Veterans' complimentary parking program for Richmond residents to year-round program.
- Introduced in-house violation adjudication system which replaced Provincial Court filings of violations and disputes.
- Introduced Soil Management Bylaw to regulate soil deposits and removal on Richmond properties.
- Undertook study of alternative models of police service delivery and completed a draft report.

- A joint RCMP/Municipal staff task force recommended strategies to improve vacancy rates at local detachments.
- Council adopted Prohibition of Late Night Events (Raves) Bylaw.
- Assured continuity of Richmond Restorative Justice Program through City's funding of a three-year agreement with Touchstone Family Services.
- Council approved funding for 12 police officers and a crime analyst.
- Introduced eight-member Richmond Bike Section.
- New troop graduated, which raised auxiliary constable complement to over 40 members.
- Introduced RCMP initiatives to address Canada Line's safety and security.
- Implemented Scrap Metal Bylaw.

### 2008 Success Indicators

- Implement Computer Aided Dispatch for Fire-Rescue.
- Complete Fire-Rescue training and equipment acquisition for Canada Line.
- Complete plans for Shellmont Fire Hall seismic upgrades and commence renovations.
- Commence new fire hall construction to replace Bridgeport.
- Develop and implement scrap metal computer tracking system.
- Implement Law & Community Safety 5-Year Plan.
- Partner in development of Canada Line Community Police Station at Bridgeport Station.
- Develop Critical Infrastructure Analysis.
- Develop Safety and Security Plan for 2010 Olympic Winter Games.
- Adopt and implement Fire Bylaw.
- Continue diversification of Fire-Rescue workforce through recruitment and outreach strategies.
- Implement E-Comm Computer Aided Dispatch system in all fire halls.
- Set up alternate Emergency Operations Centre at City Hall, including Media Centre.

- Complete Emergency Evacuation Plan to assist in the event of major emergency or disaster.
- Develop revised smoking regulations, in consultation with Richmond Health.
- Develop strategic approach, in partnership with other agencies, to deal with abandoned buildings.
- Identify areas for streamlining bylaw disputes by expanding scope and application of Bylaw Dispute Adjudication System.
- In consultation with RCMP, implement recommendations contained in draft report regarding alternative models review of police service delivery.
- Develop priority setting and planning exercise with Safe Communities Richmond to establish long-term direction.
- Implement 2008-2011 Law & Community Safety Strategic Plan.
- Create RCMP Gaming Crime Unit to conduct proactive investigations into loan sharking, extortion and money laundering.
- RCMP to introduce crime free multi-housing, which will request landlords and building owners to conduct proper reference checks on potential tenants.

### 2009 Success Indicators

- Build new Bridgeport Fire Hall.
- Implement 2010 Olympic Winter Games Safety and Security Plan.
- Establish two new community police stations along Canada Line.
- Train Fire-Rescue to respond to incidents along Canada Line.
- Establish START (Station Targeted Area Response Team) for Canada Line.
- Establish Business Continuity Plans for each Law & Community Safety Division.
- Develop Law & Community Safety long-term resource allocation plan.
- Implement full scale EOC exercise.



## Economic Development Objective

Attract new businesses and residents to ensure continued economic development and sustainability.

### 2007 Success Indicators

- Implement Business Retention and Expansion Program, retain key strategic businesses in Richmond and facilitate new investment.
- Complete Olympic strategy for economic development and market positioning program for the Oval Gateway area.
- Establish Tourism and Sport Tourism Strategy and funding.
- Develop targeted Asia Pacific Gateway program.
- Implement industrial and commercial land strategy.
- Establish Film Coordinator role.

### 2007 Accomplishments

- Facilitated relocations of several existing key businesses to new, larger premises within Richmond.
- Facilitated Microsoft's move into Richmond.
- Further refined activities related to retaining and attracting key medium and large employers.
- Dropped commercial vacancy rate from 14.5% to 10%, despite addition of over 90,000 square feet.
- Continued to work with businesses affected by Canada Line construction.
- Developed detailed Olympic strategy for economic development, including market positioning program for Oval Gateway area.



- Initiated multi-year program with key focus on Sport Hosting, Meeting, Incentives, Conventions and Exhibitions (MICE) and Leisure Tourism sectors.
- Continued to lever opportunities resulting from Richmond's Olympic Venue City Status.
- Initiated and pursued targeted Asia Pacific Gateway program, both on our own, and with Metro Vancouver, Provincial and Federal partners and stakeholders.
- Secured new friendship agreements with Xiamen and Qingdao in China.
- Further refined industrial and commercial land use strategy for City Centre Area.
- Adopted Film Strategy and established Film Coordinator position.

### 2008 Success Indicators

- Maintain Business Retention and Expansion Program, conduct interviews with key industry sectors in Richmond and respond to needs, with clear successes around business retention and new investment.
- Continue management of Canada Line construction impacts to business.
- Actively investigate and pursue development of appropriately sized and located meeting facility.

- Implement relevant Asia Pacific Gateway programs.
- Implement industrial and commercial land strategy that protects employment lands.
- Initiate labour strategies to retain, expand and attract right mix of skilled workers in an increasingly competitive global marketplace.
- Foster active, productive and strategically engaged Economic Advisory Committee.
- Diversify and grow into more segments of new media entertainment business, and assist in creating appropriate facility, or facilities.

### 2009 Success Indicators

- Further refine and move to proactive Business Retention, Expansion and Attraction Program, with increased focus on high-tech, transportation and logistics, tourism and education sectors.
- Continue implementing multi-year Tourism and Sport Tourism Strategy and deliver initial Sport Hosting successes.
- Focus on fully leveraging opportunities provided through Richmond's Olympic Venue City Status.
- Complete meeting facility investigation.
- Implement sustainable labour strategy in conjunction with key stakeholders.

## Financial Sustainability Objective

Ensure the long-term financial viability of the City by diversifying revenue sources, controlling expenditures, and extending the life expectancy of City infrastructure.

### 2007 Success Indicators

- Develop new revenue sources.
- Deliver efficient, cost effective services and programs.
- Increase reserves.
- Pursue alternative funding sources for delivery of services.
- Implement efficiency initiatives.
- Develop land management strategy.
- Develop long-term funding plans for infrastructure replacement.

### 2007 Accomplishments

- Attracted new businesses to Richmond, such as Microsoft, Ultrasonix, Catalyst Paper.
- Received Government Finance Officers Association Award for excellence in financial reporting.
- Kept tax increases within Long-term Financial Management Strategy constraints without sacrificing existing service levels.
- Improved financial position, especially bolstering of reserves.
- Financed all capital projects without incurring external debt.
- Implemented new overall Development Cost Charges program and local area Development Cost Charges program.
- Assisted in sale of Oval lands adjacent to Richmond Oval for \$141 million.
- Established Affordable Housing Office to implement Affordable Housing Strategy.
- Implemented new Scrap Metal Bylaw initiative which has deterred scrap metal thefts by 40 per cent and resulted in other cities in the region following our lead.
- Negotiated Legacy Funding totalling over \$60 million towards operation of Richmond Oval.

### 2008 Success Indicators

- Develop new revenue sources.
- Deliver efficient, cost effective services and programs.
- Increase reserves.
- Pursue alternative funding sources for delivery of services.
- Develop land management strategy.
- Develop long-term funding plans for infrastructure replacement.

### 2009 Success Indicators

- Utilize sustainability criteria and measurement in capital planning model.
- Prepare budgets utilizing triple bottom line concept.
- Complete Oval construction on budget.
- Develop and finance City Centre Area Plan predominantly by beneficiaries.
- Implement land management strategy.
- Conduct inventory of all tangible capital assets and implement procedures and policies.
- Implement PeopleSoft Financial System upgrade.

## Customer Service Objective

Provide excellent service delivery to the community and businesses in ways which most effectively meet community needs in a cost effective manner.

### 2007 Success Indicators

- Enhance communication between the City and public.
- Continue public feedback opportunities for City projects and initiatives.
- Enhance customer service and ‘one-stop shopping’ initiatives for provision of City services.
- Establish one-stop approach to expediting film requests.
- Expand use of technology for improving customer service.
- Implement new City-wide Point of Sale system.
- Expand electronic City billing processes.
- Expand payment systems for Business Licences.
- Enhance electronic self-help services.
- Continue implementation of residential water metering.
- Implement janitorial “Mobile Team Clean” concept to improve service in cost effective manner.
- Establish web-based building automation control system to improve customer service response.

### 2007 Accomplishments

- Implemented Customer Service Specialist positions at City Hall Front of House.
- Developed Emergency Call Centre.
- Enhanced City Web Service Directory.
- Implemented electronic pay advice.
- Instituted Public Notification Policy for Business Bylaw Changes.
- Implemented 2007 Aerial Photographs on GIS.
- Implemented online Richmond Fire-Rescue recruitment assessment results.
- Implemented Richmond Fire-Rescue Inspection’s module at E-Comm.
- Streamlined tree permit inspection process.
- Activated four more sites (Fire Hall No. 1, Thompson Community Centre, Gateway Theatre and City Hall West) onto City’s new fibre optic network.
- Implemented Voice Over Internet Protocol telecommunication system at City Hall West.

### 2008 Success Indicators

- Enhance communication between the City and public and with City’s employees.
- Continue public feedback opportunities for City projects and initiatives.
- Enhance customer service and ‘one-stop shopping’ initiatives for provision of City services.
- Expand use of technology for improving customer service.
- Expand electronic Tax Certificate information.
- Enhance electronic self-help services.
- Continue implementation of residential water metering.
- Implement Emergency Call Centre.
- Implement new City-wide Point of Sale system.
- Enhance electronic City Services Directory.
- Expand meeting space for Council Committee meetings.
- Implement new fuel management system for Fleet Operations.
- Implement tangible capital asset management for finance to meet Public Sector Accounting Board Regulations.

### 2009 Success Indicators

- Enhance customer service and ‘one-stop shopping’ initiatives for provision of City services.
- Expand use of technology for improving customer service.
- Establish electronic Permit and Zoning applications.
- Enhance communication between the City and public and with City’s employees.
- Continue public feedback opportunities for City projects and initiatives.
- Enhance electronic self-help services.
- Implement recreation services facility booking software throughout all City facilities.

## Transportation Enhancement Objective

Increase transportation options for residents and businesses within, and to and from Richmond.

### 2007 Success Indicators

- Continue technical support for Canada Line construction.
- Develop Capstan Station implementation strategy.
- Implement Enhanced Accessible Intersections and Crosswalks Strategy.
- Review taxi policy.
- Implement No. 3 Road (south end) traffic calming enhancements.
- Develop Steveston Village Parking Strategy.
- Initiate Richmond Area Transit Plan Update.
- Plan and implement transit improvements for Fraserport industrial area.
- Complete planning and design for Russ Baker Way HOV/transit lane improvement.
- Complete planning and design for Van Horne Way bicycle lane project.
- Update Off-street Parking and Loading Zoning Bylaw.
- Open River Road connection around Oval site.
- Initiate Car Co-Op Program in Richmond.
- Complete City Centre Transportation Plan Update study.
- Complete Westminster Highway Improvement Project.
- Commence Highway 91/Nelson Road interchange planning and preliminary design study.
- Complete replacement/upgrade of computerized traffic signal network system.
- Completed first phase of Canadian Pacific Railway road corridor for North Loop Road (River Road realignment).
- Completed City Centre Transportation Plan Update.
- Implemented new community shuttle bus service to Fraserport industrial area and Hamilton neighbourhood, plus other City-wide transit improvements.
- Completed Westminster Highway Improvement Project.
- Developed draft recommendations for parking improvements in Steveston Village area.
- Continued expansion of Arterial Crosswalk Enhancement program, including additional enhancements at seven crosswalks.
- Continued system-wide upgrade of computerized traffic signal system.
- Implemented traffic calming improvements in local neighbourhoods.
- Initiated pilot operation of V-Calm signs on Woodward's Road by Jessie Wowk Elementary School.
- Established new program for enhanced accessible signalized intersections and crosswalks.
- Continued work with TransLink on Richmond Area Transit Plan Update.
- Secured TransLink funding for various transit and cycling improvements and road enhancements.
- Received federal government funding towards widening of Nelson Road and Westminster Highway.
- Secured federal government funding towards construction of raised bike lanes and streetscape improvements on No. 3 Road.
- Completed planning and preliminary design of Highway 99/Blundell Road interchange.
- Completed preliminary design, in partnership with TransLink and Vancouver Airport Authority, for transit only lane on Russ Baker Way.
- Improved cycling network, including expansion of bike lanes on Westminster Highway.

### 2007 Accomplishments

- Continued support to advance design and construction of Canada Line and transit integration, including streetscape, pedestrian and cycling improvements, and traffic signal modifications.
- Developed and planned Transit-Oriented Development Strategy for station precincts.

## 2008 Success Indicators

- Continue technical support on traffic management for Canada Line construction.
- Implement transit-oriented development initiatives around Canada Line stations.
- Initiate update of Transportation section in Official Community Plan.
- Implement Russ Baker Way/transit only lane improvements.
- Continue technical support with special events traffic management planning.
- Complete planning and initiate design of Highway 91/Nelson Road interchange.
- Continue technical support for completing construction of new River Road and surrounding new roadways.
- Implement traffic management initiatives along Russ Baker Way-Arthur Laing Bridge corridor.
- Improve Garden City Road and Ferndale Road intersection.
- Continue work on Richmond Area Transit Plan Update.
- Complete substantial portion of No. 3 Road restoration and streetscape improvements.
- Continue to implement updated City Centre Transportation Plan.
- Initial implementation of accessible transportation enhancements.
- Implement expanded On-Street Cycling Network and pedestrian improvements.
- Complete Westminster Highway widening to four lanes from McMillan Way to Hamilton interchange with Highway 91.
- Complete implementation of Lansdowne Road extension between Alderbridge Way and Gilbert Road.
- Progress on implementation of Car Co-Op Program in Richmond.
- Update Off-Street Parking and Loading Bylaw.
- Initiate City-Wide Street Furniture Sponsorship Program.

- Secure commitment and timing for implementing Capstan Station.
- Initiate City-wide traffic forecast modeling to plan for future improvements.

## 2009 Success Indicators

- Continue technical support on traffic management for Canada Line construction.
- Implement transit-oriented development initiatives around Canada Line stations.
- Complete update of Transportation section in Official Community Plan.
- Continue technical support with special events traffic management planning, including 2009 BC Senior Games, Pre-Olympic Games trial events and 2010 Olympic Winter Games at the Oval.
- Improve Garden City Road and Granville Avenue intersection.
- Complete Richmond Area Transit Plan Update, including Canada Line bus integration plan.
- Complete No. 3 Road restoration and streetscape improvements.
- Continue implementation of updated City Centre Transportation Plan.
- Continue implementation of accessible transportation enhancements, including audible signals and illuminated street name signs.
- Implement expanded On-Street Cycling Network and pedestrian improvements.
- Implement City-Wide Street Furniture Sponsorship Program.
- Complete City-wide traffic forecast modeling to plan for future improvements.
- Complete detailed design and initiate construction phase of Nelson Road Interchange.
- Implement monitoring and web information for the public.

## Community Wellness Objective

Enhance the City's social well-being in the context of a growing, aging, culturally diverse, and active population.

### 2007 Success Indicators

- Ongoing implementation of Parks, Recreation and Cultural Services (PRCS) 2005-2015 Master Plan.
- Solidify effective partnerships with community partners to deliver parks, recreation and cultural services that meet community needs.
- Finalize Steveston Heritage Conservation Strategy.
- Open Steveston Water Play Park.
- Complete Garden City Park Play Environment.
- Develop enhanced City of Richmond Sustainability Initiative to include social, economic and environmental criteria.
- Develop Corporate Major Events Strategy.
- Continue implementation of Richmond Problem Gambling Prevention and Treatment Strategy.
- Assist Province in implementing BC's Responsible Gambling Strategy.
- Approve Richmond Newcomers' Guide.
- Review City Grants Policy.
- Undertake Richmond Community Services Advisory Committee Community Services Space Needs Survey.

### 2007 Accomplishments

- Continued implementation of PRCS 2005-2015 Master Plan.
- Council supported, in principle, Steveston Heritage Conservation Strategy.
- Council endorsed Major Events Strategy, with a vision for Richmond to become "Premier Events Destination in Canada."
- Council endorsed Where Youth Thrive Strategy.
- Council endorsed Community of Excellence for Sport and Wellness Initiative.
- Developed Older Adults Strategy.
- Council adopted PRCS Facilities and Amenities Strategy.
- Council adopted Museum and Heritage Strategy.
- Launched Walk Richmond Project to increase physical activity through walking programs.
- Completed financial review with community partners.

- Implemented wide range of seniors programs: Surfing Seniors; Intergenerational programming with Burnett High School; specialized seniors and adaptive fitness equipment; seniors wellness clinics; Seniors Yoga.
- Increased number of wellness clinics across the City.
- Developed partnership with Boys and Girls Club for programs in Hamilton.
- Implemented Union of British Columbia Municipalities (UBCM) grant program to develop walking programs for 18 Richmond schools and community groups.
- Provided "Active" Pass to all Grade 5 students in Richmond.
- Installed Automated External Defibrillators at both Richmond Ice Centre and Minoru Arenas.
- Implemented Healthy Choices food and beverage vending machine program at Aquatic and Arena facilities.
- Implemented Youth Posi-Campaign to promote Asset Development, which received international recognition.
- Held safe, secure and successful Halloween celebrations in Richmond in partnership with a variety of City agencies and community organizations.
- Completed phase two of School Community Connections project for Hamilton and City Centre.
- Developed Garden City Play Environment to provide children and adults with rich diversity of creative opportunities and learning experiences.
- Continued development of Britannia Heritage Shipyard Historic Zone.
- Improved lighting and expanded Cultural Centre stage to provide enhanced performance space.
- Greatly expanded Heritage Fair.
- Completed and opened Steveston Water Park, which was developed in partnership with Steveston Community Society.
- Adopted new Sustainability Initiative.

## 2008 Success Indicators

- Ongoing implementation of PRCS 2005-2015 Master Plan.
- Conduct PRCS Community Needs Assessment, involving all community sectors.
- Implement PRCS Volunteer Strategy.
- Develop Museum and Heritage Strategy implementation plan.
- Implement Older Adult Strategy.
- Implement Richmond Arts Strategy.
- Implement Community of Excellence for Sport and Wellness Initiative.
- Develop Sport Strategy, Community Wellness Strategy and Active Community Strategy.
- Develop City-wide pricing strategy and access policy.
- Implement ACTIVE software to improve customer service at all community facilities.
- Implement Public Participation Toolkit.
- Develop Facility Feasibility Studies: City Centre Community Centre; Older Adults Facility; Aquatics Facility; Hamilton Community Centre; and Museum.
- Develop updated Britannia Business Plan and continue development of Historic Zone.
- Develop revised Public Art Policy and Program.
- Conduct Cultural Scan and Economic Impact of the Arts Study.
- Implement Enhanced City of Richmond Sustainability Initiative.
- Implement Corporate Major Events Strategy.
- Provide planning support for 2009 BC Seniors Games.
- Implement Richmond Problem Gambling Prevention and Treatment Strategy.
- Distribute and use Richmond Newcomers' Guide.
- Complete 2008-2013 Child Care Needs Assessment and Implementation Plan.
- Complete Richmond Community Services Advisory Committee Community Services Space Needs Survey.

- Strengthen community engagement approach in fostering more sustainable lifestyles.
- Implement Steveston Heritage Conservation Strategy.
- Complete Britannia Historic Zone to allow public access.
- Open Garden City Community Park Play Environment.

## 2009 Success Indicators

- Implement 2005-2009 Richmond Problem Gambling Prevention and Treatment Strategy.
- Distribute Richmond Newcomers' Guide.
- Complete 2009-2013 Child Care Needs Assessment and Implementation Plan.
- Implement revised City Grant Program.
- Implement 2004-2010 Richmond Intercultural Strategic Plan.
- Implementation of PRCS 2005-2015 Master Plan.
- Implement City-wide Pricing Strategy and Access policy.
- Implement PRCS Volunteer Strategy.
- Develop Museum & Heritage Strategy implementation plan.
- Implement Older Adult Strategy.
- Implement Richmond Arts Strategy.
- Implement Community of Excellence for Sport & Wellness Initiative.
- Implement Enhanced City of Richmond Sustainability Initiative.
- Implement Major Events Strategy.
- Support hosting of 2009 BC Seniors Games.
- Strengthen community engagement approach in fostering more sustainable lifestyles.
- Complete Britannia Historic Zone to allow public access.
- Plan successful 2010 Olympic Winter Games preparations.



## Waterfront Strategy Objective

Continue implementation of the Waterfront Strategy to enhance community and economic opportunities.

### 2007 Success Indicators

- Update Waterfront Strategy.
- Design Oval Site West Park.
- Complete design for City Centre Waterfront Park at Oval site and tender documents complete.
- Finalize property sale and complete award for Oval Site West development.
- Open River Road realignment.
- Complete design for phase one of Middle Arm Open Space Master Plan Concept and commence construction of waterfront improvements.
- Continue construction and restoration of Historic Zone at Britannia Heritage Shipyard Park.
- Design waterfront improvements at Terra Nova Rural Park.

### 2007 Accomplishments

- Completed successful sale of City Riverfront Lands for new vibrant residential, commercial City Centre waterfront neighbourhood (Oval West).
- Commenced update of City-Wide Waterfront Strategy.
- Completed Middle Arm Master Plan Concept, which received Council approval.
- Continued design of Oval Site West Park in conjunction with new waterfront development.
- Opened River Road alignment adjacent to Oval.
- Initiated land acquisition for future Middle Arm Park.
- Commenced Detailed Design for Middle Arm Park.
- John MS Lecky Boathouse completed first full year of programs on Fraser River Middle Arm.
- Received Canadian Parks and Recreation Association Award of Excellence for Innovation in Planning and Programming for the Terra Nova Rural Park Plan: the Power of Community Engagement.
- Completed Terra Nova Rural Park slough and constructed boardwalks for wildlife and fish habitat.
- Continued development of Britannia Heritage Shipyard Historic Zone.
- Commenced City Centre Area Planning, with a focus on creating a premier urban waterfront with public open space opportunities.
- Continued development of Sea Island publicly accessible waterfront trails adjacent to BCIT Aerospace Campus.





### 2008 Success Indicators

- Begin phase one construction of Oval Site West Park.
- Commence construction of City Centre Waterfront Park at Oval site.
- Implementation of Middle Arm Open Space Master Plan Concept with continued construction of waterfront improvements.
- Complete construction and restoration of Historic Zone at Britannia Heritage Shipyard Park and host public opening.
- Construct waterfront improvements at Terra Nova Rural Park.
- Complete Waterfront Strategy with adoption by City Council.

### 2009 Success Indicators

- Complete phase one of Fraser River Middle Arm Urban Waterfront Greenway linking Oval to Canada Line on No. 3 Road.
- Waterfront development at Britannia Heritage Shipyard.
- Development of Oval Site West Waterfront Parklands.
- Implement waterfront gateways and animation of Fraser River Middle Arm.
- Increase public recreational use and animation of Richmond's City Centre Waterfront.
- Coordinate waterfront activation related to 2010 celebration activities.

## Richmond Oval Objective

Develop the Richmond Oval in preparation for the 2010 Olympic and Paralympic Winter Games.

### 2007 Success Indicators

- Progress on Oval construction.
- Continue Post-Games operational, program and marketing planning.
- Progress on securing sponsorships for Richmond Oval and 2010 events.
- Continue work with Olympic Business Advisory and Oval Building and Stakeholders Committees.
- Continue community consultation.
- Final procurement.
- Develop Post-Games programming plan for Oval and selection of core sports.
- Plan outfit and retrofit of Oval.
- Complete Legacy Trust arrangements.
- Release Oval High Performance Strategy.
- Secure agreements with local, provincial and national sports bodies.
- Finalize key event hosting opportunities in Pre-Games phase.
- Host construction milestone events.
- Complete Oval Communications Plan.

### 2007 Accomplishments

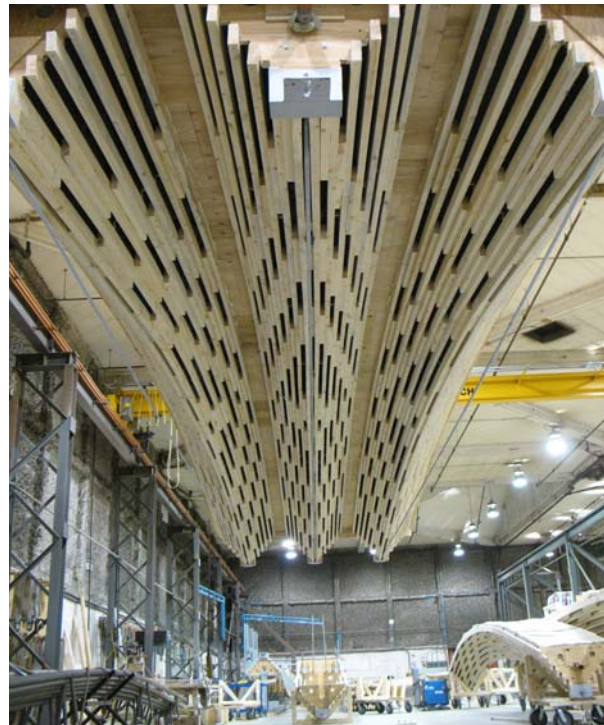
- Completed roof structure.
- Completed 90 per cent of concrete structure.
- Completed 75 per cent of activity slab.
- Completed 35 per cent of lighting for permanent field of play.
- Completed Susan Point public artwork.
- Tendered all major trades areas, with the exception of millwork.
- Developed delivery plan for all Furnishings, Fittings and Equipment items.
- Hosted successful construction milestone events (first Glulam beam, last roof panel).
- Engaged an artist for Water Sky Garden and completed 60 per cent of design works.
- Council approved Oval retrofit plan.
- Secured agreement for Legacy Trust funding disbursement.

### 2008 Success Indicators

- Complete Richmond Oval Building.
- Plan Grand Opening Ceremony.
- Initiate community programs.
- Host Speed Skating events.
- Complete securing of tenants.
- Begin booking events at Oval.
- Receive Council approval of Oval Governance model.
- Progress on securing sponsorships for Richmond Oval and 2010 events.
- Complete Oval Communications Plan.

### 2009 Success Indicators

- VANOC to complete design and start implementing Olympic overlay program, in consultation with the City.
- Host Grand Opening Ceremony.
- Fully train Oval staff team.
- Complete City's Games overlay program.



## 2010 Olympic Winter Games Objective

Coordinate community and corporate planning in preparation for the 2010 Olympic and Paralympic Winter Games.

### 2007 Success Indicators

- Host Winter Festival and Countdown to 2010 Celebrations.
- Develop City Operational Plans for delivery of services during 2010 Olympic Winter Games.
- Develop Community Engagement Strategy for 2010.
- Develop Sponsorship/Naming Rights Program.
- Develop partnership with Speed Skating Canada.
- Ongoing work of the Spirit of BC Community Committee.
- Host milestone events and celebrations.
- Provide community engagement opportunities.

### 2007 Accomplishments

- Hosted Winter Festival and Countdown to 2010 Celebrations.
- Established partnerships and working relationships with Olympic Partners in planning for delivery of a seamless Games.
- Developed Community Engagement Strategy for 2010.
- Developed Sponsorship/Naming Rights Program.
- Richmond designated the “Home of Speed Skating Canada.”
- Had active Spirit of BC Community Committee.
- Hosted milestone events and celebrations.
- Provided numerous community engagement opportunities.
- Continued Olympic-related communication to community.

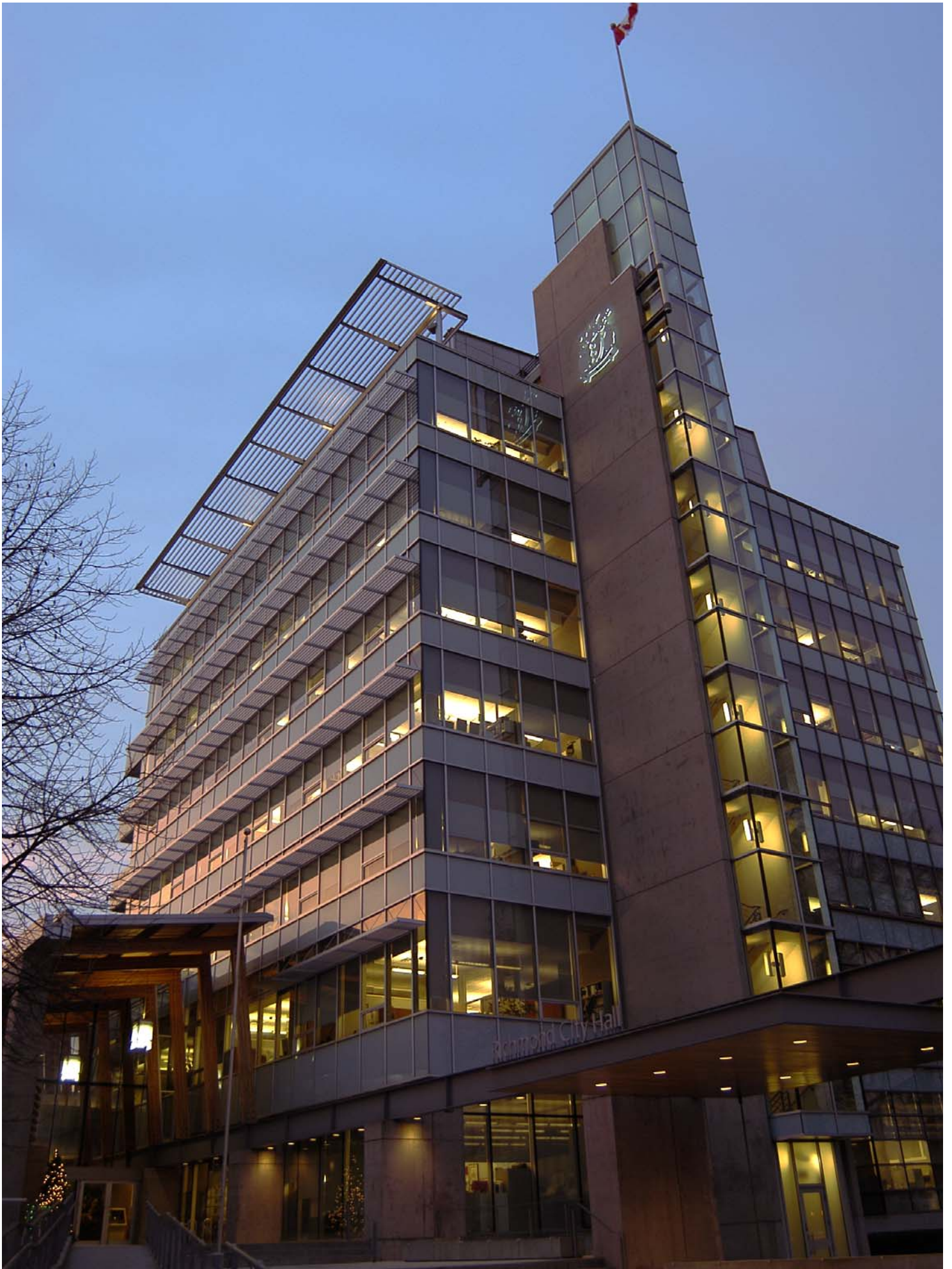
### 2008 Success Indicators

- Host Winter Festival and Countdown to 2010 Celebrations.
- Receive approval of City of Richmond 2010 Olympic and Paralympic Winter Games Strategic Operational Plan.
- Develop partnership with Volunteer Richmond Information Services in establishing 2010 Volunteer Program Strategy.

- Develop partnership with Kwantlen University College in establishing 2010 Home Stay Program Strategy.
- Complete contracts with VANOC, such as non-commercial license and service agreements.
- Complete City Services Agreement with VANOC.
- Development of City Operational Plans for delivery of services during 2010 Olympic Winter Games.
- Develop Major Events Implementation Plan.
- Continue best practices research by participating in VANOC’s Observer Program during 2008 Beijing Summer Olympic Games.
- Host National Long Track Speed Skating competitions in Richmond Oval.
- Ongoing work of Spirit of BC Community Committee.
- Host milestone events and celebrations.
- Provide community engagement opportunities.

### 2009 Success Indicators

- Host Winter Festival and Countdown to 2010 Celebrations.
- Host Richmond Oval Grand Opening Celebrations.
- Finalize City Operational Plans for delivery of services during 2010 Olympic Winter Games.
- Host International and National Long Track Speed Skating competitions in Richmond Oval.
- Ongoing work of Spirit of BC Community Committee.
- Host milestone events and celebrations.
- Provide community engagement opportunities



# City of Richmond Financial Section

Years ended December 31, 2007 and 2006

**Photo:** *Opened in 2000, Richmond City Hall has received numerous awards, including the prestigious Governor General's Award for Architecture.*





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## AUDITORS' REPORT

To the Mayor and Council  
City of Richmond

We have audited the consolidated statement of financial position of the City of Richmond (the "City") as at December 31, 2007 and the consolidated statements of financial activities and changes in financial position for the year then ended. These consolidated financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2007 and the results of its financial activities and its changes in financial position for the year then ended in accordance with Canadian generally accepted accounting principles.



Chartered Accountants

Burnaby, Canada

March 26, 2008

# CITY OF RICHMOND

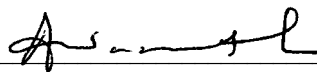
Consolidated Statement of Financial Position  
(Expressed in thousands of dollars)

December 31, 2007, with comparative figures for 2006

	2007	2006
<b>Financial Assets</b>		
Cash and cash equivalents	\$ 22,660	\$ 7,408
Investments	519,720	393,068
Accrued interest receivable	14,373	10,461
Accounts receivable	14,254	14,517
Taxes receivable	6,710	7,841
Development fees receivable	13,895	16,529
Debt reserve fund - deposits (note 2)	449	449
	592,061	450,273
<b>Liabilities</b>		
Accounts payable and accrued liabilities (note 3)	75,108	60,678
Deposits and holdbacks	26,429	17,988
Deferred revenue	40,256	31,907
Development cost charges (note 4)	44,553	58,593
Obligations under capital leases (note 5)	566	1,773
Long-term debt, net of MFA sinking fund deposits (note 6)	21,183	23,912
	208,095	194,851
Net financial assets	383,966	255,422
Capital assets (note 7)	1,249,347	1,117,293
Inventory of materials and supplies	2,467	2,197
	\$ 1,635,780	\$ 1,374,912
<b>Financial Equity</b>		
Reserves (note 9)	\$ 275,445	\$ 166,883
Appropriated surplus (note 10)	96,037	86,381
Surplus	34,445	30,148
Obligations to be funded from future revenue	(212)	(2,305)
	405,715	281,107
Capital equity (note 8)	1,227,598	1,091,608
Other equity	2,467	2,197
	\$ 1,635,780	\$ 1,374,912

Commitments and contingencies (note 12)

See accompanying notes to consolidated financial statements.



General Manager, Business & Financial Services



# CITY OF RICHMOND

Consolidated Statement of Financial Activities  
(Expressed in thousands of dollars)

Year ended December 31, 2007, with comparative figures for 2006

	Budget 2007 (unaudited) (note 1(c))	Actual 2007	Actual 2006
<b>Revenue:</b>			
Taxation and levies	\$ 133,817	\$ 135,393	\$ 127,257
User fees	49,918	50,736	45,826
Sales of services	26,811	29,649	28,398
Development cost charges	19,100	34,403	14,708
Provincial and federal grants	14,806	17,792	17,107
Other capital funding sources	19,863	27,586	17,578
Payments-in-lieu of taxes	10,313	11,385	10,535
Other revenue from own sources:			
Investment income	9,174	19,396	15,606
Licenses and permits	6,852	8,413	8,562
Other (note 16)	108,896	141,579	14,757
	399,550	476,332	300,334
<b>Expenditures:</b>			
Community safety	64,600	61,347	52,686
Parks, recreation and cultural services	32,100	31,844	30,321
General government	27,634	26,658	28,431
Engineering and public works	22,645	23,842	21,931
Planning and development	8,972	9,308	9,910
Richmond Public Library	6,639	7,567	7,475
Utilities:			
Sanitation and recycling services	7,428	7,359	6,918
Water supply and distribution	21,498	20,399	18,249
Sewerage collection and disposal	17,490	17,203	14,546
Interest and finance	8,208	9,606	9,900
Capital and infrastructure investments	172,203	132,655	71,714
	389,417	347,788	272,081
Excess of revenue over expenditures	10,133	128,544	28,253
Repayment of debt and capital lease obligations	(2,729)	(3,936)	(8,594)
Increase in financial equity	\$ 7,404	124,608	19,659
Financial equity, beginning of year		281,107	261,448
Financial equity, end of year		\$ 405,715	\$ 281,107

See accompanying notes to consolidated financial statements.

## CITY OF RICHMOND

Consolidated Statement of Changes in Financial Position  
(Expressed in thousands of dollars)

Year ended December 31, 2007, with comparative figures for 2006

	2007	2006
Cash provided by (used in):		
Operations:		
Excess of revenue over expenditures	\$ 128,544	\$ 28,253
Revenue recognized from development cost charges, an item not involving cash	(34,403)	(14,708)
Working capital items:		
Accrued interest receivable	(3,912)	(3,088)
Accounts and taxes receivable	1,394	(4,555)
Development fees receivable	2,634	(3,938)
Debt reserve fund	-	112
Accounts payable and accrued liabilities	14,430	3,573
Deposits and holdbacks	8,441	4,582
Deferred revenue	8,349	(11,133)
	125,477	(902)
Investments:		
Acquisition of short-term investments, net	(126,652)	(23,644)
Financing:		
Development cost charges and interest received (note 4)	20,363	22,252
Repayment of debt and capital lease obligations	(3,936)	(8,594)
	16,427	13,658
Increase (decrease) in cash and cash equivalents	15,252	(10,888)
Cash and cash equivalents, beginning of year	7,408	18,296
Cash and cash equivalents, end of year	\$ 22,660	\$ 7,408

See accompanying notes to consolidated financial statements.

# CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
(Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

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## 1. Significant accounting policies:

### (a) Basis of accounting:

The consolidated financial statements of the City of Richmond (the "City") are the representation of management prepared in accordance with Canadian generally accepted accounting principles as prescribed by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA). The consolidated financial statements reflect a combination of the City's General Revenue, General Capital and Loan, Waterworks and Sewerworks and Reserve Funds consolidated with the Richmond Public Library Board. Interfund transactions, fund balances and activities have been eliminated on consolidation.

Management is required to make estimates and assumptions that affect the reported amounts in the financial statements and the disclosure of contingent liabilities. Significant areas requiring the use of management estimates relate to the determination of post-employment benefits, the recoverability of accounts receivable and provision for contingencies. The consolidated financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the significant accounting policies summarized below for the following funds:

#### (i) General Revenue Fund:

This fund is used to account for the current operations of the City as provided for in the Annual Budget, including collection of taxes, administering operations, policing and servicing general debt.

#### (ii) General Capital and Loan Fund:

This fund is used to record the City's capital assets and work-in-progress, including engineering structures such as roads and bridges, and the related long-term debt.

#### (iii) Waterworks and Sewerworks Funds:

These funds have been established to cover the costs of operating these utilities, with related capital and loan funds to record the related capital assets and long-term debt.

#### (iv) Reserve Funds:

Certain funds are established by bylaws for specific purposes. They are funded primarily by budgeted contributions from the General Revenue Fund plus interest earned on fund balances.

### (b) Revenue:

Revenue is recorded on the accrual basis and recognized when earned. Amounts that have been received in advance of services being rendered are recorded as deferred revenue until the City discharges the obligations that led to the collection of funds.

# CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
(Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

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## 1. Significant accounting policies (continued):

(c) Budget information:

Unaudited budget information, presented on a basis consistent with that used for actual results, was included in the City of Richmond's Five Year Financial Plan and was adopted through Bylaw #8216 on May 7, 2007.

(d) Expenditures:

Expenditures are recorded in the period in which the goods or services are acquired or a liability is incurred.

(e) Cash and cash equivalents:

Cash and cash equivalents are comprised of cash on hand, demand deposits and short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(f) Investments:

Investments are recorded at cost. Provisions for losses are recorded when they are considered to be other than temporary. At various times during the term of each individual investment, market value may be less than cost. Such declines in value are considered temporary for investments with known maturity dates as they generally reverse as the investments mature and therefore an adjustment to market value for these market declines is not recorded.

(g) Accounts receivable:

Accounts receivable are net of an allowance for doubtful accounts and therefore represent amounts expected to be collected within the next year.

(h) Inventory of materials and supplies:

Inventory is recorded at cost, net of an allowance for obsolete stock. Cost is determined on a weighted average basis.

(i) Capital assets:

Capital assets and work-in-progress are reported as capital expenditures in the period they are acquired or constructed. Interest incurred on borrowed funds used during construction is capitalized. Donated assets are recorded at their estimated fair market value at the time they are received. The City does not provide for depreciation or replacement of capital assets in the accounts. Proceeds from disposal of capital assets are credited to the appropriate reserve account.

# CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
(Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

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## 1. Significant accounting policies (continued):

(j) Development cost charges:

Development cost charges are restricted by legislation to expenditures on capital infrastructure. These amounts are deferred upon receipt and recognized as revenue when the expenditures are incurred in accordance with the restrictions.

(k) Post-employment benefits:

The City and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.

Post-employment benefits also accrue to the City's employees. The liabilities related to these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefits plans are accrued based on projected benefits prorated as employees render services necessary to earn the future benefits.

(l) Future accounting changes:

(i) Tangible capital assets:

The City is in the process of accumulating information and developing its accounting policies related to its tangible capital assets in order to comply with the new Public Sector Accounting Board Standard 3150. This new standard will be applicable to the City's 2009 annual financial statements. As at December 31, 2007, the cost and accumulated amortization have not yet been finalized for the individual classes of tangible capital assets and hence details concerning the major categories of tangible capital assets have not been provided.

(ii) Segment disclosures:

PS2700 *Segment Disclosures* establishes standards on how to define and disclose segments in the City's consolidated financial statements. Key financial information will be required to be separated out to provide relevant information for accountability and decision-making purposes. This new standard will be applicable to the City's 2008 annual financial statements.

## CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
(Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

### 2. Debt reserve fund deposits and demand notes:

The City issues its debt instruments through the Municipal Finance Authority (the "Authority"). As a condition of these borrowings, a portion of the debenture proceeds is withheld by the Authority as a Debt Reserve Fund. The City also executes demand notes in connection with each debenture whereby the City may be required to loan certain amounts to the Authority. These demand notes are contingent in nature and are not reflected in the accounts. The details of the cash deposits and contingent demand notes at December 31, 2007 are as follows:

	Cash deposits	Demand notes	Total
General Revenue Fund	\$ 439	\$ 2,007	\$ 2,446
Sewerworks Revenue Fund	10	48	58
<b>Total</b>	<b>\$ 449</b>	<b>\$ 2,055</b>	<b>\$ 2,504</b>

### 3. Accounts payable and accrued liabilities:

	2007	2006
Trade and other liabilities	\$ 53,875	\$ 40,999
Post-employment benefits (note 11)	21,233	19,679
	<b>\$ 75,108</b>	<b>\$ 60,678</b>

### 4. Development cost charges:

	2007	2006
Balance, beginning of year	\$ 58,593	\$ 51,049
Contributions	19,068	21,115
Interest	1,295	1,137
Revenue recognized for expenditures incurred	(34,403)	(14,708)
<b>Balance, end of year</b>	<b>\$ 44,553</b>	<b>\$ 58,593</b>

## CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
 (Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

### 5. Obligations under capital leases:

During 2004, the City entered into an agreement for the sale and leaseback of equipment for proceeds of \$1,825,866. The City accounted for this transaction as a financing arrangement and no gain or loss was recognized. The City has an option at the end of the lease to repurchase the equipment for \$1 each.

Future minimum lease payments under these capital leases expire on July 1, 2009 are as follows:

Year ending December 31:

2008	\$	410
2009		227
Total future minimum lease payments		637
Less amount representing interest (4.61%)		71
Present value of capital lease payments		\$ 566

### 6. Long-term debt, net of MFA sinking fund deposits:

The rates of interest on the principal amount of the Authority debentures vary between 5.99% and 8.5% per annum. The average rate of interest for the year ended December 31, 2007 approximates 7.2%.

The City obtains debt instruments through the Authority pursuant to security issuing bylaws under authority of the Community Charter to finance certain capital expenditures. Sinking fund balances managed by the Authority are netted against related long-term debt.

Gross amount for the debt and the amount for the sinking fund assets available to retire the debt are as follows:

	Gross debt	Sinking fund asset	Net debt 2007	Net debt 2006
General Fund	\$ 45,396	\$ 24,620	\$ 20,776	\$ 23,448
Sewerworks Fund	1,023	616	407	464
	\$ 46,419	\$ 25,236	\$ 21,183	\$ 23,912

## CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
(Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

### 6. Long-term debt, net of MFA sinking fund deposits (continued):

Repayments of long-term debt required in the next five years and thereafter are as follows:

	General	Sewerworks	Total
2008	\$ 2,806	\$ 60	\$ 2,866
2009	2,946	63	3,009
2010	3,093	66	3,159
2011	3,248	69	3,317
2012	3,411	73	3,484
Thereafter	5,272	76	5,348
	\$ 20,776	\$ 407	\$ 21,183

### 7. Capital assets:

	2007	2006
Assets held under capital lease	\$ 1,216	\$ 6,433
Community services	109,213	94,697
General government	210,640	207,168
Protection to persons and property	29,932	24,469
Public works	534,742	523,340
Recreation services	131,774	131,261
Sanitation and waste removal	21,683	20,794
Social welfare	5,068	5,001
Work-in-progress	205,079	104,130
	\$ 1,249,347	\$ 1,117,293

### 8. Capital equity:

	2007	2006
Balance, beginning of year	\$ 1,091,608	\$ 1,012,871
Capital additions (net)	132,054	70,143
Repayment of debt	2,729	7,161
Payment of capital lease obligations	1,207	1,433
Change in equity in capital assets	135,990	78,737
Balance, end of year	\$ 1,227,598	\$ 1,091,608



# CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
 (Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

## 9. Reserves:

	2006	Change during year	2007
Reserve funds:			
Affordable housing	\$ 6,873	\$ 2,556	\$ 9,429
Capital building and infrastructure	13,159	3,047	16,206
Capital reserve	62,681	5,826	68,507
Child care development	145	286	431
Community legacy and land replacement	-	88,094	88,094
Drainage improvement	7,264	1,787	9,051
Equipment replacement	11,595	(65)	11,530
Leisure facilities	898	331	1,229
Local improvements	5,090	(256)	4,834
Neighbourhood improvement	5,274	(105)	5,169
Public art program	388	71	459
Sanitary sewer	16,430	2,247	18,677
Steveston off-street parking	169	18	187
Steveston road ends	419	(123)	296
Waterfront improvement	2,385	(109)	2,276
Watermain replacement	34,113	4,957	39,070
	\$ 166,883	\$ 108,562	\$ 275,445

## 10. Appropriated surplus:

	2007	2006
Appropriated surplus, beginning of year	\$ 86,381	\$ 66,308
Addition in the year	39,792	54,946
Usage	(30,136)	(34,873)
Appropriated surplus, end of year	\$ 96,037	\$ 86,381

Surplus amounts are appropriated or reserved for certain types of expenditures that may be incurred in the future. Surplus appropriations to December 31, 2007 have been made in the General, Waterworks and Sewerworks Funds. These expenditures would be for such items as unexpected human resource issues, emergency or disaster recovery, debt requirements and future capital maintenance programs.

## CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
(Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

### 11. Post-employment benefits:

The City provides certain post-employment benefits, non-vested sick leave, compensated absences and termination benefits to its employees.

	2007	2006
Balance, beginning of year	\$ 19,679	\$ 18,302
Current service cost	1,255	1,328
Interest cost	1,131	861
Plan amendment	65	-
Amortization of actuarial loss	607	181
Benefits paid	(1,504)	(993)
Balance, end of year	\$ 21,233	\$ 19,679

An actuarial valuation for these benefits was performed to determine the City's accrued benefit obligation as at December 31, 2007. The difference between the actuarially determined accrued benefit obligation of \$24.7 million and the liability of \$21.2 million as at December 31, 2007 is an actuarial loss of \$3.5 million. This actuarial loss is being amortized over a period equal to the employees' average remaining service lifetime of 9 years.

	2007	2006
Actuarial benefit obligation:		
Liability, end of year	\$ 21,233	\$ 19,679
Unamortized net actuarial loss	3,447	5,217
Balance, end of year	\$ 24,680	\$ 24,896

Actuarial assumptions used to determine the City's accrued benefit obligation are as follows:

	2007	2006
Discount rate	4.75%	4.50%
Expected future inflation rate	2.50%	2.50%
Expected wage and salary range increases	3.50%	3.50%

# CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
 (Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

## 12. Commitments and contingencies:

(a) Joint and several liabilities:

As a member of the following districts, the City is jointly and severally liable for each district's applicable portion of the net capital liability:

- Greater Vancouver Regional District
- Greater Vancouver Water District
- Greater Vancouver Sewerage and Drainage District

(b) Lease payments:

In addition to the obligations under capital leases, at December 31, 2007, the City was committed to operating lease payments for premises and equipment in the following approximate amounts:

2008	\$ 4,110
2009	4,087
2010	4,154
2011	4,098
2012	3,978
Thereafter	46,561

(c) Litigation:

As at December 31, 2007, there were a number of legal claims in various stages of litigation. The City has made no specific provision for these where the outcome is presently not determinable.

(d) Municipal Insurance Association of British Columbia:

The City is a participant in the Municipal Insurance Association of British Columbia (the "Association"). Should the Association pay out claims in excess of premiums received, it is possible that the City, along with other participants, would be required to contribute towards the deficit.

## CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
(Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

---

### 12. Commitments and contingencies (continued):

(e) Pensions:

The City and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trusteesd pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including the investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 144,000 active members and approximately 51,000 retired members. Active members include approximately 35,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of plan funding. The most recent valuation as at December 31, 2006 indicated a surplus of \$438 million for basic pension benefits. The next valuation will be as at December 31, 2009 with results available in 2010. The actuary does not attribute portions of the surplus to individual employers. The City paid \$6,896,143 (2006 - \$6,353,699) for employer contributions to the Plan in fiscal 2007. Employee contributions totalled \$5,559,084 in 2007 (2006 - \$5,206,789).

(f) Contractual obligation:

The City has entered into various contracts for services and construction with periods ranging beyond one year. These commitments are in accordance with budgets passed by Council.

(g) E-Comm Emergency Communications for Southwest British Columbia ("E-Comm"):

The City is a shareholder of the Emergency Communications for Southwest British Columbia Incorporated (E-Comm) whose services provided include: regional 9-1-1 call centre for Greater Vancouver Regional District; Wide Area Radio network; dispatch operations; and records management. The City has 2 Class A shares and 1 Class B share (of a total of 24 Class A and 24 Class B shares issued and outstanding as at December 31, 2007). As a Class A shareholder, the City shares in both funding the future operations and capital obligations of E-Comm (in accordance with a cost sharing formula), including any lease obligations committed to by E-Comm up to the shareholder's withdrawal date. As a Class B shareholder, the City is only obligated to share in funding of the ongoing operating costs.

## CITY OF RICHMOND

Notes to Consolidated Financial Statements (continued)  
 (Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

### 13. Trust funds:

Certain assets have been conveyed or assigned to the City to be administered as directed by agreement or statute. The City holds the assets for the benefit of and stands in fiduciary relationship to the beneficiary. The following trust funds are excluded from the City's financial statements.

	2007	2006
Richmond Community Associations	\$ 1,165	\$ 1,162

### 14. Collections for other governments:

The City is obligated to collect and transmit certain taxation revenue on behalf of other government bodies. These funds are excluded from the City's financial statements since they are not revenue of the City. Such taxes collected and remitted to the government bodies during the year are as follows:

	2007	2006
Province of British Columbia - Schools	\$ 112,484	\$ 109,135
Greater Vancouver Regional District and others	33,981	32,183
	\$ 146,465	\$ 141,318

### 15. Expenditures by object:

	2007	2006
Wages, salaries and benefits	\$ 93,949	\$ 87,784
Contract services	38,732	36,064
Supplies, materials and capital	205,501	138,333
Debt charges	9,606	9,900
	\$ 347,788	\$ 272,081

## **CITY OF RICHMOND**

Notes to Consolidated Financial Statements (continued)  
(Tabular amounts expressed in thousands of dollars)

Year ended December 31, 2007

---

### **16. Other revenue:**

Other revenue in 2007 includes the proceeds from the sale of properties in the amount of \$126,829,856. Of this amount, \$126,618,081 relates to the net revenue recognized pertaining to the sale of the river front lands. The revenue was not budgeted for, and is not expected to recur in future periods.

### **17. Comparative figures:**

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.



# 2007 Permissive Property Tax Exemptions

**Photo:** Richmond's large Japanese-Canadian community annually showcases its culture during Canada Day celebrations at Steveston's Japanese Culture Centre.





# 2007 Permissive Property Tax Exemptions

In accordance with Section 98 (2)(b) of the Community Charter, we disclose that the following properties were provided permissive property tax exemptions by Richmond City Council in 2006. Permissive tax exemptions are those exemptions granted by bylaw in accordance with Section 224 of the Community Charter.

Property / Organization	Address	2007 Municipal Tax Exempted
<b>Churches and Religious Properties</b>		
B.C. Muslim Association	12300 Blundell Road	\$ 1,877
Bakerview Gospel Chapel	8991 Francis Road	1,525
Beth Tikvah Congregation	9711 Geal Road	3,628
Bethany Baptist Church	22680 Westminster Highway	7,864
Brighthouse United Church	8151 Bennett Road	2,662
Broadmoor Baptist Church	8140 Saunders Road	3,704
Canadian Martyrs Parish	5771 Granville Avenue	5,376
Christian and Missionary Alliance	3360 Sexsmith Road	2,143
Christian Reformed Church	9280 No. 2 Road	3,556
Church of God	10011 No. 5 Road	2,456
Church of Latter Day Saints	8440 Williams Road	5,287
Church of World Messianity	10380 Odlin Road	1,374
Cornerstone Evangelical Baptist Church	12011 Blundell Road	1,088
Dharma Drum Mountain Buddhist Temple	8240 No 5 Road	5,317
Emmanuel Christian Community	10351 No. 1 Road	1,864
Faith Evangelical Church	11960 Montego Street	1,547
Fraserview Mennonite Brethren Church	11295 Mellis Drive	5,082
Fujian Evangelical Church	12200 Blundell Road	3,436
Gilmore Park United Church	8060 No. 1 Road	1,803
I Kuan Tao (Fayi Chungder) Association	8866 Odlin Crescent	11,276
Immanuel Christian Reformed Church	7600 No. 4 Road	2,336
India Cultural Centre	8600 No. 5 Road	4,981
International Buddhist Society	9120 Steveston Highway	1,683
Ismaili Jamatkama & Centre	7900 Alderbridge Way	13,829
Lansdowne Congregation Jehovah's Witnesses	11014 Westminster Highway	1,644

## Churches and Religious Properties continued . . .

Larch St. Gospel Meeting Room	8020 No. 5 Road	\$	1,252
Ling Yen Mountain Temple	10060 No. 5 Road		3,497
Nanaksar Gurdwara Gursikh Temple	18690 Westminster Highway		1,460
North Richmond Alliance Church	9140 Granville Avenue		1,288
Our Savior Lutheran Church	6340 No. 4 Road		2,725
Parish of St. Alban's	7260 St. Albans Road		4,356
Patterson Road Assembly	9291 Walford Street		258
Peace Evangelical Church	8280 No. 5 Road		3,414
Peace Mennonite Church	11571 Daniels Road		5,272
Richmond Alliance Church	11371 No. 3 Road		2,477
Richmond Baptist Church	6560 Blundell Road		604
Richmond Baptist Church	6640 Blundell Road		2,245
Richmond Bethel Mennonite Church	10160 No. 5 Road		8,103
Richmond Chinese Alliance Church	10100 No. 1 Road		3,147
Richmond Chinese Evangelical Free Church	8040 No. 5 Road		1,497
Richmond Gospel Society	9160 Dixon Avenue		3,576
Richmond Pentecostal Church	9300 Westminster Highway		4,382
Richmond Pentecostal Church	9260 Westminster Highway		400
Richmond Presbyterian Church	7111 No. 2 Road		1,974
Richmond Sea Island United Church	8711 Cambie Road		4,373
Salvation Army Church	8280 Gilbert Road		2,567
Science of Spirituality SKRM Inc	11011 Shell Road		543
Shia Muslim Community	8580 No. 5 Road		3,120
South Arm United Church	11051 No. 3 Road		2,310
St. Anne's Anglican Church	4071 Francis Road		2,074
St. Edward's Anglican Church	10111 Bird Road		1,660
St. Gregory Armenian Apostolic Church	13780 Westminster Highway		1,008
St. Joseph the Worker Roman Catholic Church	4451 Williams Road		3,560
St. Monica's Roman Catholic Church	12011 Woodhead Road		2,823
St. Paul's Roman Catholic Parish	8251 St. Albans Road		12,544
Steveston Buddhist Temple	4360 Garry Street		4,566
Steveston Congregation Jehovah's Witnesses	4260 Williams Road		2,246
Steveston United Church	3720 Broadway Street		1,804

**Churches and Religious Properties continued . . .**

Subramaniya Swamy Temple	8840 No. 5 Road	\$	478
Towers Baptist Church	10311 Albion Road		3,648
Trinity Lutheran Church	7100 Granville Avenue		3,929
Ukrainian Catholic Church	8700 Railway Avenue		1,255
Vancouver Airport Chaplaincy	3211 Grant McConachie Way		240
Vancouver Gospel Society	11331 Williams Road		443
Vancouver Gospel Society	7431 Francis Road		519
Vancouver Gospel Society	8851 Heather Street		700
Vancouver International Buddhist Progress Society	6690 - 8181 Cambie Road		2,975
Vancouver International Buddhist Progress Society	8271 Cambie Road		1,932
Vedic Cultural Society of B.C.	8200 No. 5 Road		911
West Richmond Gospel Hall	5651 Francis Road		1,310

**Recreation, Child Care, and Community Service Properties**

Cook Road Children's Centre	8300 Cook Road	\$	1,670
Girl Guides of Canada	4780 Blundell Road		2,150
Kinsmen Club of Richmond	11851 Westminster Highway		404
Navy League of Canada	7411 River Road		11,592
Richmond Caring Place	7000 Minoru Boulevard		162,656
Richmond Lawn Bowling Club	6131 Bowling Green Road		4,111
Richmond Rod and Gun Club	7760 River Road		13,714
Richmond Tennis Club	6820 Gilbert Road		12,326
Richmond Winter Club	5540 Hollybridge Way		76,595
Riverside Children's Centre	5862 Dover Crescent		1,384
Scotch Pond Heritage	2220 Chatham Street		7,079
Terra Nova Children's Centre	6011 Blanchard Drive		1,585
Treehouse Learning Centre	100 - 5500 Andrews Road		1,806
Richmond Ice Centre	14140 Triangle Road		165,258
Richmond Watermania	14300 Entertainment Blvd		189,942

**Private Educational Properties**

B.C. Muslim Association	12300 Blundell Road	\$	2,091
Choice Learning Centre	20411 Westminster Highway		453
Choice Learning Centre	20451 Westminster Highway		4,924
Cornerstone Christian Academy School	12011 Blundell Road		1,498
Richmond Christian School Association	5240 Woodward Road		26,798
Richmond Jewish Day School	8760 No. 5 Road		14,949
St. Joseph the Worker Church & School	4451 Williams Road		16,520

**Senior Citizen Housing**

Anavets Senior Citizens Housing	11820 No. 1 Road	\$	9,110
Richmond Kiwanis Senior Citizens Housing	320-8171 Cook Road		29,853
Richmond Legion #5 Senior Citizen Society	7251 Langton Road		19,941

**Community Care Facilities**

Canadian Mental Health Association	8911 Westminster Highway	\$	6,598
Development Disabilities Association	6531 Azure Road		1,414
Development Disabilities Association	8400 Robinson Road		1,452
Greater Vancouver Community Service	4811 Williams Road		1,740
Pinegrove Place, Mennonite Care Home Society	11331 Mellis Drive		14,409
Richmond Society for Community Living	303 - 7560 Moffatt Road		736
Richmond Society for Community Living	4433 Francis Road		1,291
Richmond Society for Community Living	5635 Steveston Highway		4,617
Richmond Society for Community Living	9 - 11020 No. 1 Road		933
Richmond Society for Community Living	9580 Pendleton Road		7,315
Rosewood Manor, Richmond Intermediate Care Society	6260 Blundell Road		32,113



# City of Richmond Statistical Section

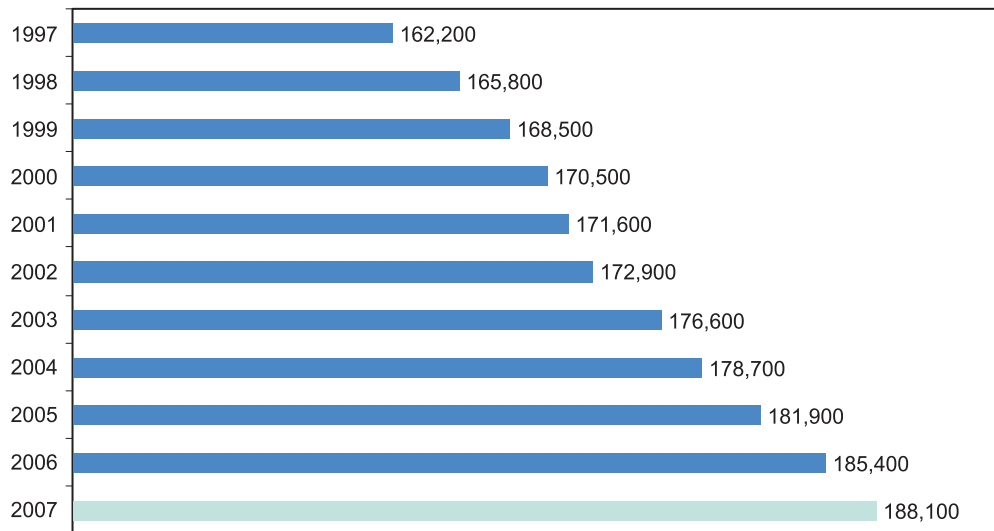
**Photo:** *The City and its partner community agencies have developed a joint vision for Richmond to be the best place in North America to raise children and youth.*



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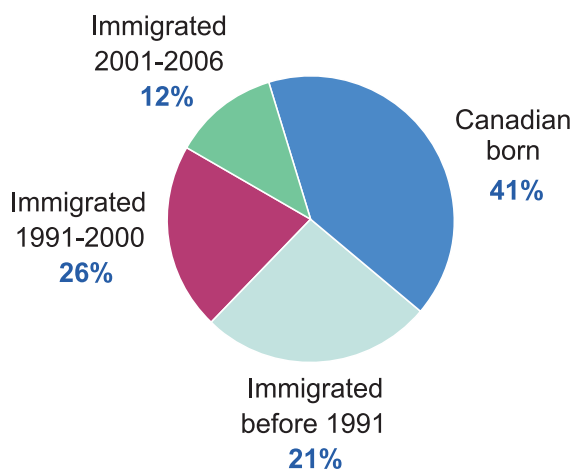
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## City of Richmond Population 1997–2007



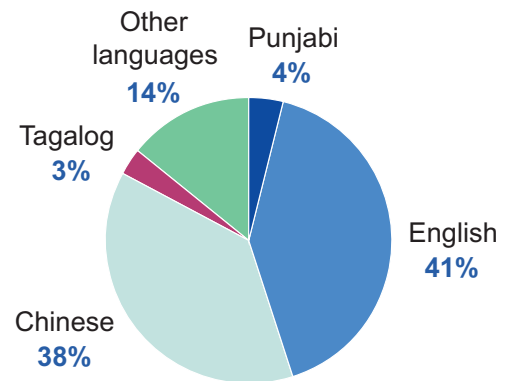
Source: City of Richmond Policy Planning Division.  
 Note: Population includes an estimate of Census undercount.

## Immigrant Status of Richmond Residents by Period of Immigration



Source: Statistics Canada 2006 Census.

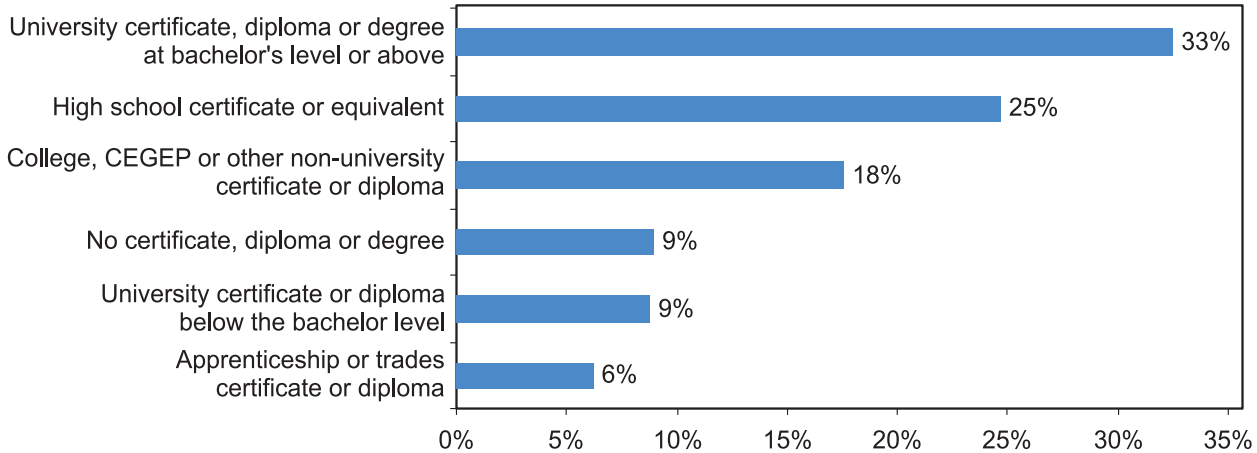
## Richmond's Population by Mother Tongue



Source: Statistics Canada 2006 Census.

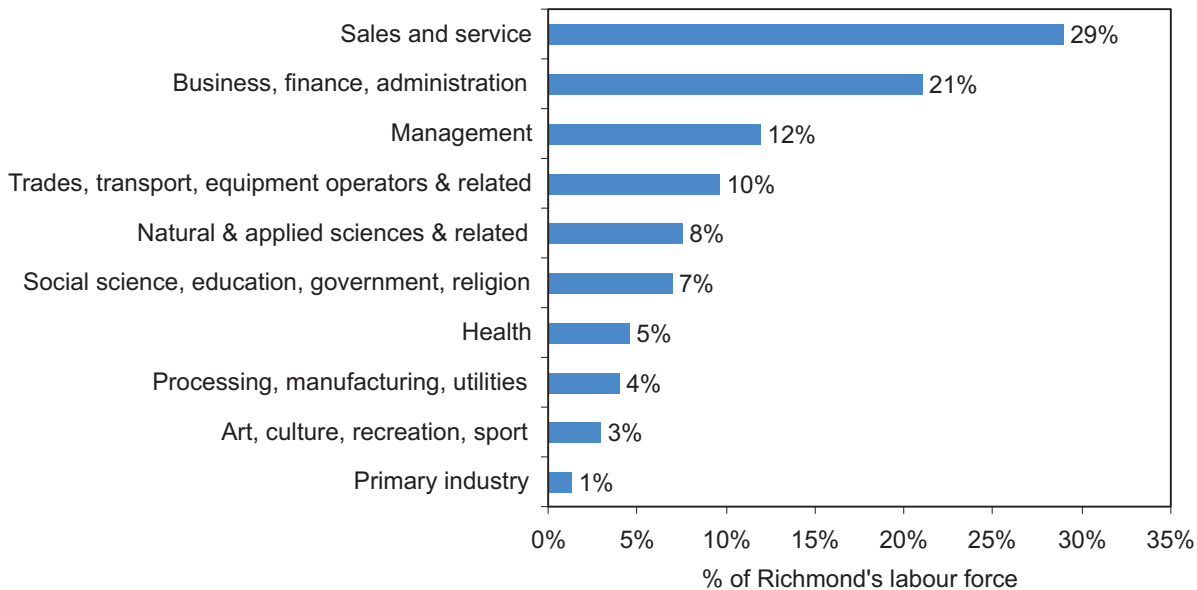


## Highest Level of Education Attainment for the Population Aged 25 to 64



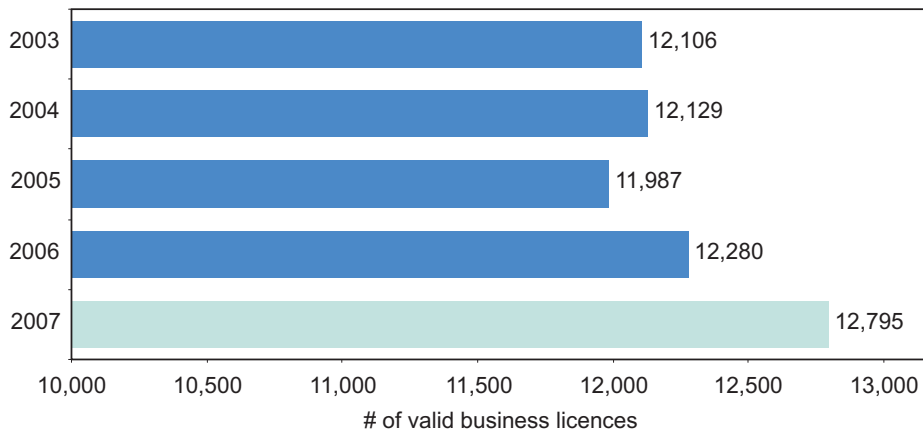
Source: Statistics Canada 2006 Census.

## Occupations of Richmond Residents



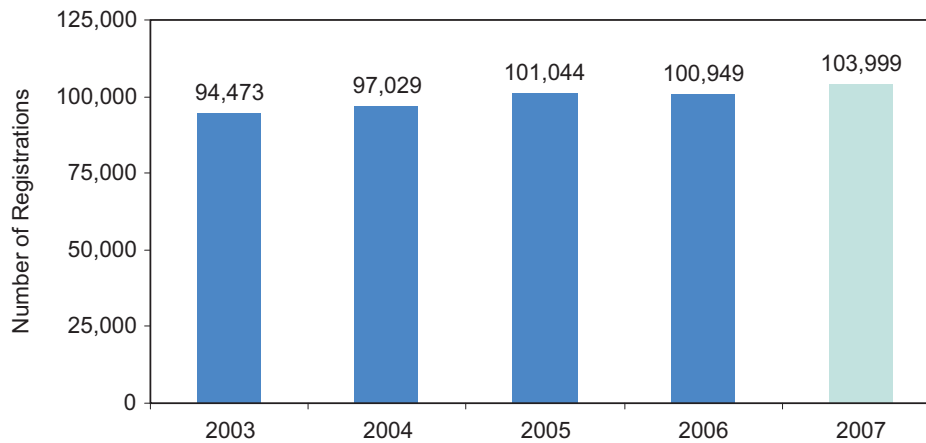
Source: Statistics Canada 2006 Census.

## Richmond Business Licences 2003–2007



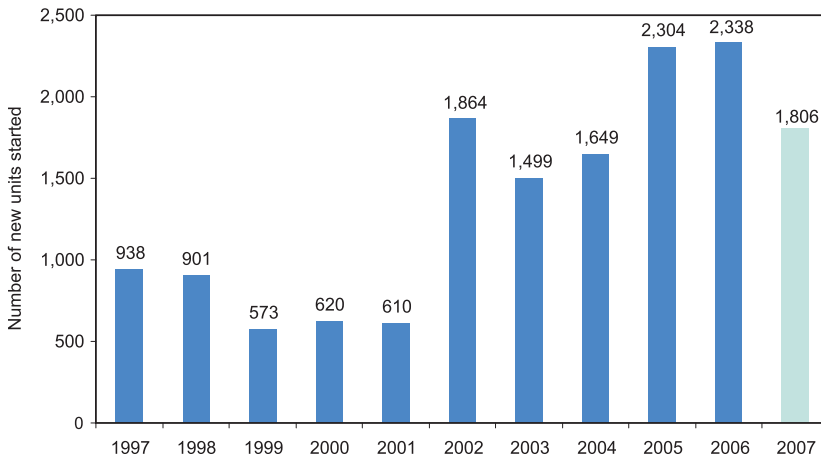
Source: City of Richmond Business Licence System.  
Represents valid licences as at December 31.

## Registration in Richmond Recreation and Cultural Services Programs 2003–2007



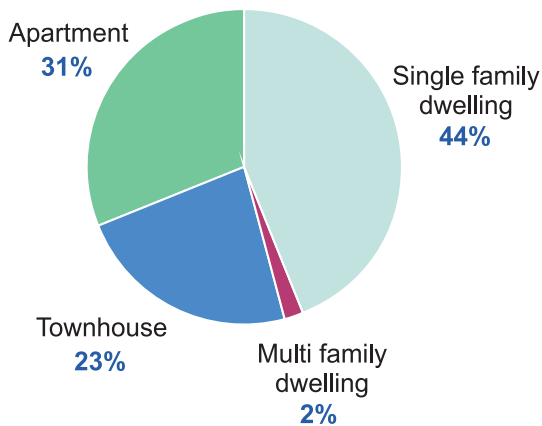
Source: City of Richmond Parks, Recreation and Cultural Services Registration System.

## Housing Starts in Richmond 1997–2007



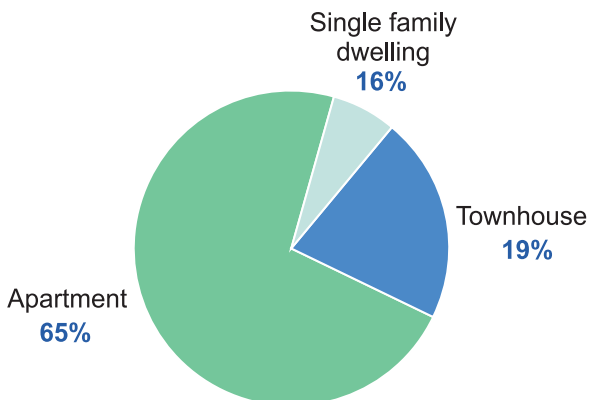
Source: City of Richmond building permit data.

## Richmond Housing Stock by Type of Units 2007



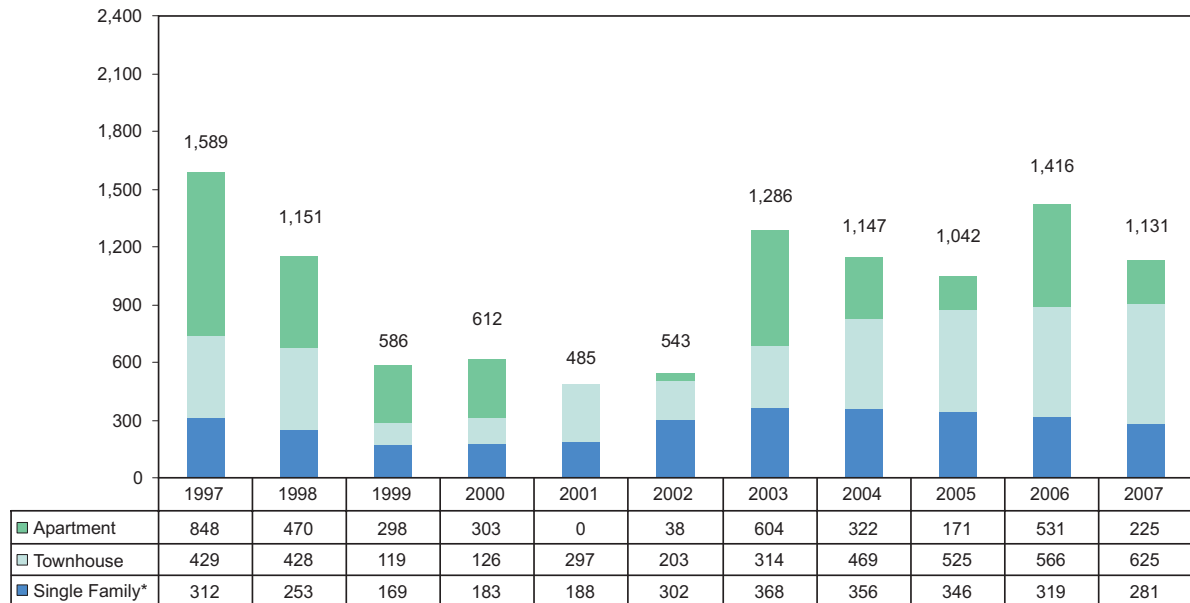
Source: City of Richmond building permit data.

## Richmond Housing Starts by Type 2007



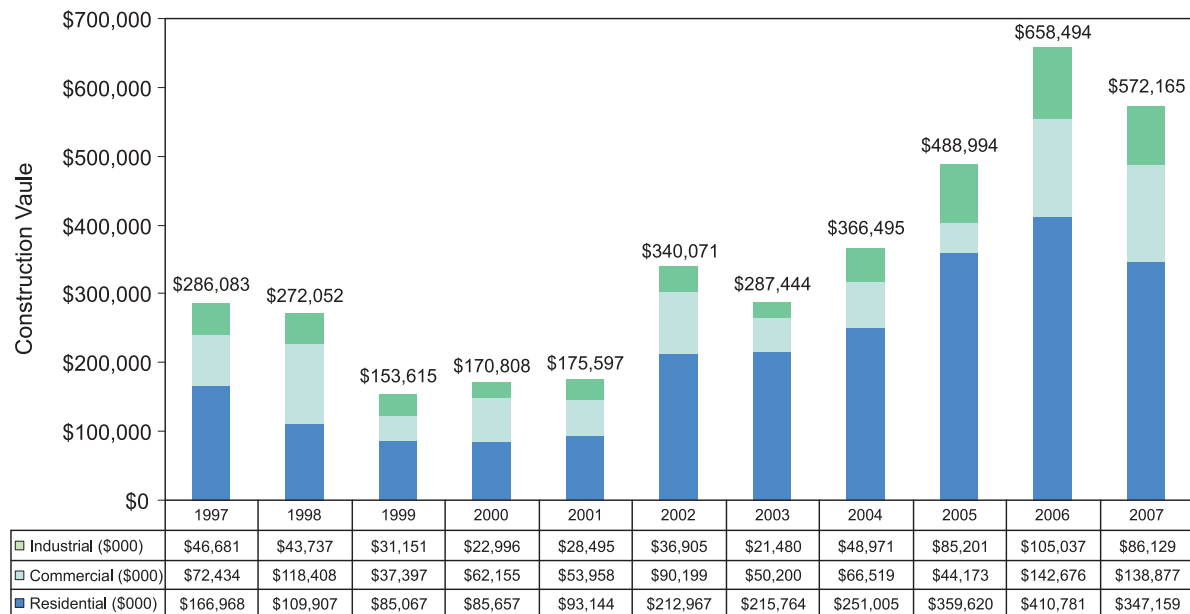
Source: City of Richmond tax and permit data.

## New Dwelling Units Constructed 1997–2007



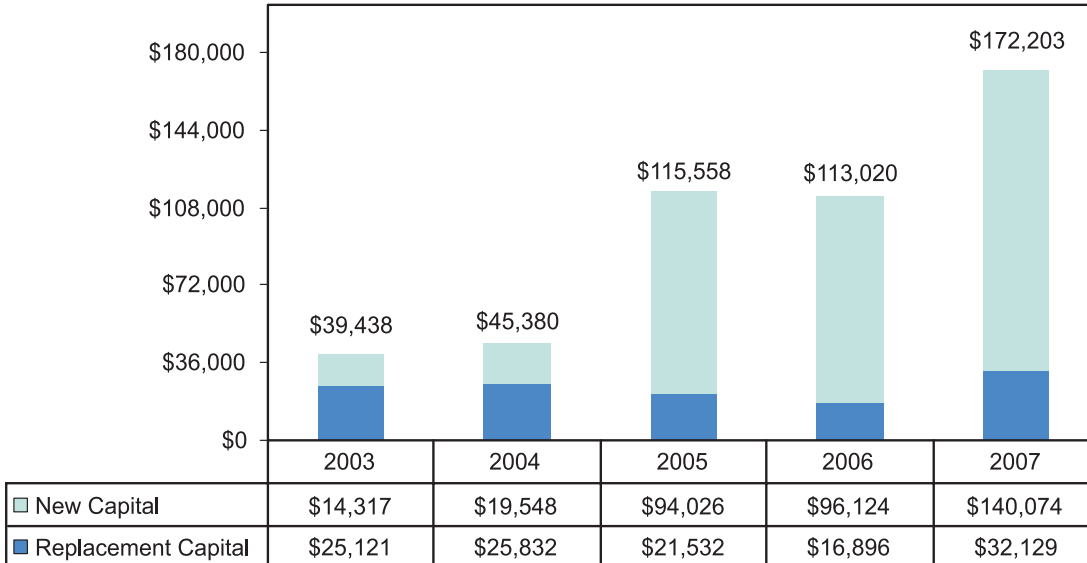
\*Includes One Family & Two Family Dwellings.  
 Source: City of Richmond building permit records. Includes only projects for new residential construction receiving final building permit in given year.

## Construction Value of Building Permits Issued 1997–2007 (in \$000's)



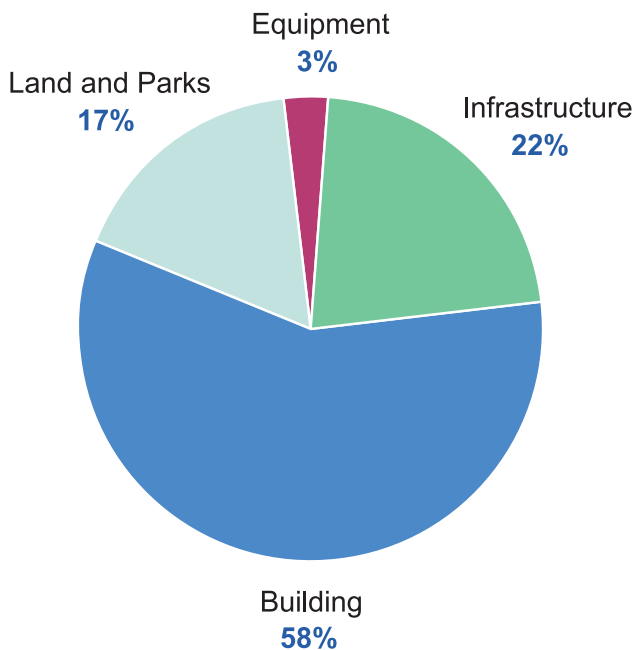
Source: Permits and Licence System.  
 Note: Includes all projects - new, additions, alterations. Hotels and farm buildings are included in residential; assembly permits are included in commercial. Institutional, government, and miscellaneous permits not included in totals.

## City of Richmond Budgeted Capital Construction Costs 2003–2007 (in \$000's)



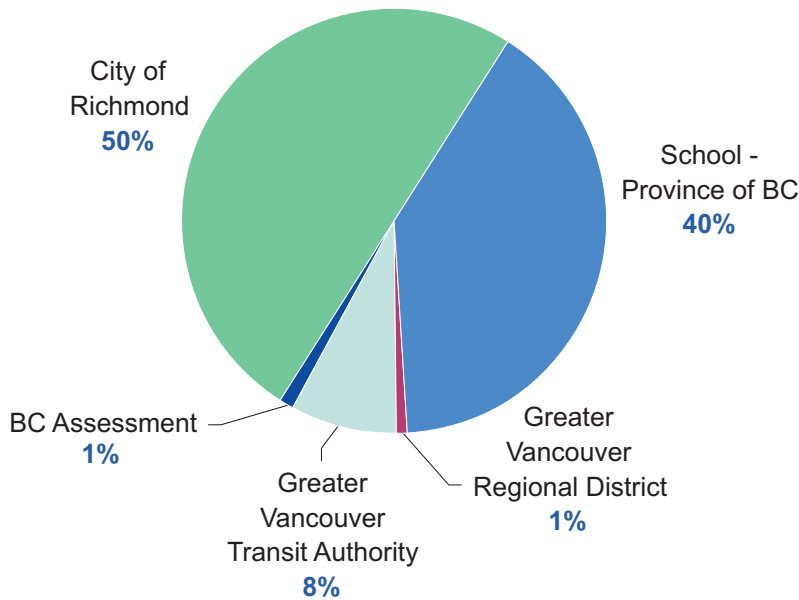
Source: City of Richmond Finance Division.

## Capital Program by Type 2007



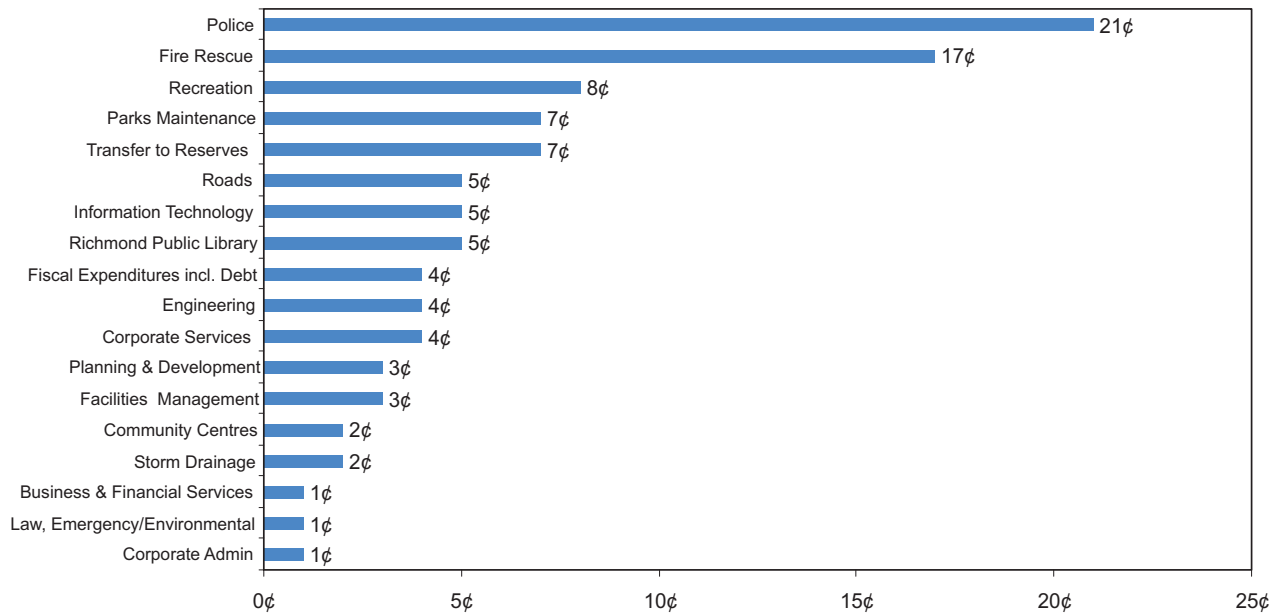
Source: City of Richmond Finance Division.

## Breakdown of Residential Property Tax Bill 2007



Source: City of Richmond Finance Division.

## Breakdown of \$1 of Municipal Tax 2007



Source: City of Richmond Finance Division.

## 2007 Tax Rates

	City of Richmond	School - Province of BC	Greater Vancouver Regional District	BC Assessment	Municipal Finance Authority	Greater Vancouver Transit Authority
Residential	2.42346	1.98120	0.07024	0.06770	0.00030	0.36870
Business	9.05151	7.90000	0.17209	0.22270	0.00010	1.86480
Light Industrial	11.20504	7.90000	0.23881	0.22270	0.00050	2.59010
Seasonal/Recreational	1.09940	3.90000	0.07024	0.06770	0.00020	0.36870
Major Industrial	9.00667	12.50000	0.23881	0.48650	0.00050	2.59010
Farm	8.12597	6.80000	0.07024	0.06770	0.00020	0.36870
Utilities	29.07447	14.70000	0.24584	0.48650	0.00050	2.66450

Source: City of Richmond Finance Division.

## 2007 General Revenue Fund Assessment and Taxation by Property Class (in \$000's)

	Assessment	% of Assessment by Class	Taxation	% of Taxation by Class
Residential	\$ 27,187,264	79.05%	\$ 65,746	50.08%
Business	6,460,312	18.78%	58,351	44.44%
Light Industrial	477,884	1.39%	5,343	4.07%
Seasonal/Recreational	117,783	0.34%	129	0.10%
Major Industrial	103,669	0.30%	932	0.71%
Farm	26,909	0.08%	218	0.17%
Utilities	19,735	0.06%	573	0.44%
<b>Total</b>	<b>\$ 34,393,556</b>	<b>100.00%</b>	<b>\$ 131,292</b>	<b>100.00%</b>

Source: City of Richmond Finance Division. Taxation includes Sewer Debt Levy.

## Taxes Collected on Behalf of Taxing Authorities (in \$000's)

	2003	2004	2005	2006	2007
City of Richmond	\$ 111,089	\$ 115,047	\$ 119,772	\$ 123,389	\$ 131,292
School Board	94,370	98,179	101,460	109,135	112,484
GVRD	2,489	2,754	2,784	2,905	3,177
BC Assessment	3,192	3,160	3,253	3,316	3,474
TransLink	12,074	12,568	20,288	25,954	27,320
Other	5	6	6	7	9
<b>Total Taxes</b>	<b>\$ 223,219</b>	<b>\$ 231,714</b>	<b>\$ 247,563</b>	<b>\$ 264,706</b>	<b>\$ 277,757</b>

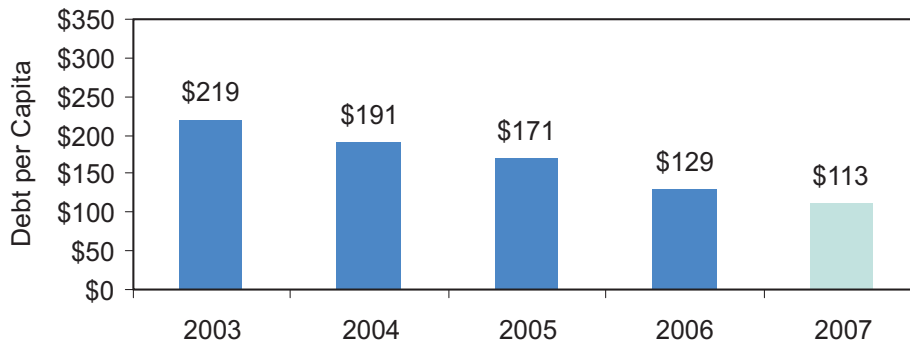
Source: City of Richmond Finance Division. City of Richmond taxes include Sewer Debt Levy.

## Long-term Debt Repayments Relative to Expenditures (in \$000's)

	2003	2004	2005	2006	2007
<b>General Revenue Fund</b>					
Long-term Debt Repayments	\$ 6,020	\$ 4,735	\$ 4,735	\$ 9,466	\$ 4,735
General Expenditures	\$ 143,231	\$ 143,231	\$ 198,587	\$ 197,913	\$ 172,586
<b>Repayments as % of Expenditures</b>	<b>4.2%</b>	<b>3.3%</b>	<b>2.4%</b>	<b>4.8%</b>	<b>2.8%</b>
<b>Waterworks Revenue Fund</b>					
Long-term Debt Repayments	\$ 193	\$ -	\$ -	\$ -	\$ -
Water Expenditures	\$ 13,345	\$ 14,402	\$ 15,664	\$ 20,369	\$ 21,498
<b>Repayments as % of Expenditures</b>	<b>1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Sewerworks Revenue Fund</b>					
Long-term Debt Repayments	\$ 307	\$ 241	\$ 182	\$ 330	\$ 115
Sewer Expenditures	\$ 16,485	\$ 17,620	\$ 18,491	\$ 19,151	\$ 17,490
<b>Repayments as % of Expenditures</b>	<b>1.9%</b>	<b>1.4%</b>	<b>1.0%</b>	<b>1.7%</b>	<b>0.7%</b>

Note: Expenditures do not include capital and infrastructure investments.  
 Source: City of Richmond Finance Division.

## City of Richmond Debt Per Capita 2003–2007



Source: City of Richmond Finance Division.



## Revenue by Source 2003–2007 (in \$000's)

	2003	2004	2005	2006	2007
Taxation and levies	\$ 111,089	\$ 115,047	\$ 119,772	\$ 127,257	\$ 135,393
User fees	34,403	37,794	39,118	45,826	50,736
Sales of services	25,126	26,316	27,943	28,398	29,649
Investment income	10,143	10,000	12,433	15,606	19,396
Other capital funding sources	12,908	7,270	11,285	17,578	27,586
Grants including casino revenue	15,497	21,610	26,178	27,642	29,177
Other revenue and DCC	22,667	30,195	16,537	29,465	175,982
Licences and permits	6,150	7,085	8,631	8,562	8,413
<b>Total Revenue</b>	<b>\$ 237,983</b>	<b>\$ 255,317</b>	<b>\$ 261,897</b>	<b>\$ 300,334</b>	<b>\$ 476,332</b>

Source: City of Richmond Finance Division.

## Expenditures by Object 2003–2007 (in \$000's)

	2003	2004	2005	2006	2007
Wages, salaries and benefits	\$ 83,412	\$ 84,846	\$ 83,376	\$ 87,784	\$ 93,949
Contract services	29,034	31,311	34,043	36,064	38,732
Supplies, materials and capital	96,375	80,671	103,197	138,323	205,501
Debt charges	7,917	7,491	8,612	9,910	9,606
<b>Total Expenditures</b>	<b>\$ 216,738</b>	<b>\$ 204,319</b>	<b>\$ 229,228</b>	<b>\$ 272,081</b>	<b>\$ 347,788</b>

Source: City of Richmond Finance Division.

## Expenditures by Function 2003–2007 (in \$000's)

	2003	2004	2005	2006	2007
Community safety	\$ 48,610	\$ 49,393	\$ 50,781	\$ 52,686	\$ 61,347
Parks, recreation and cultural services	26,724	28,028	29,324	30,321	31,844
General government	21,617	22,753	24,440	28,431	26,658
Engineering & public works	18,312	18,042	19,228	21,931	23,842
Planning and development	8,180	7,825	8,602	9,910	9,308
Richmond Public Library	6,571	7,221	6,938	7,475	7,567
Water supply and distribution	13,152	14,403	15,665	18,249	20,399
Sewage collection and disposal	9,729	13,502	14,232	14,546	17,203
Sanitation and recycling services	7,020	6,537	6,759	6,918	7,359
Interest and finance	7,917	7,491	8,612	9,900	9,606
Capital and infrastructure investments	48,906	29,124	44,647	71,714	132,655
<b>Total Expenditures</b>	<b>\$ 216,738</b>	<b>\$ 204,319</b>	<b>\$ 229,228</b>	<b>\$ 272,081</b>	<b>\$ 347,788</b>

Source: City of Richmond Finance Division.

## Reserves 2003–2007 (in \$000's)

	2003	2004	2005	2006	2007
<b>Reserve Funds</b>					
Affordable Housing	\$ 5,476	\$ 5,701	\$ 7,681	\$ 6,873	\$ 9,429
Capital Building and Infrastructure	4,489	8,946	11,926	13,159	16,206
Capital Reserve	34,642	49,791	56,404	62,681	68,507
Child Care Development	115	89	161	145	431
Community Legacy & Land Replacement					88,094
Drainage Improvement	868	2,125	4,049	7,264	9,051
Equipment Replacement	15,150	13,712	13,085	11,595	11,530
Leisure Facilities	0	129	703	898	1,229
Local Improvements	3,415	4,370	4,696	5,090	4,834
Neighbourhood Improvement	2,850	3,757	4,432	5,274	5,169
Public Art Program	317	460	531	388	459
Sanitary Sewer	14,955	14,667	14,906	16,430	18,677
Steveston Off-Street Parking	80	83	141	169	187
Steveston Road Ends	478	818	816	419	296
Waterfront Improvement	874	1,358	2,359	2,385	2,276
Water main Replacement	23,610	26,956	31,792	34,113	39,070
<b>Total Reserves</b>	<b>\$ 109,268</b>	<b>\$ 136,153</b>	<b>\$ 157,618</b>	<b>\$ 166,883</b>	<b>\$ 275,445</b>

Source: City of Richmond Finance Division.

## Surplus 2003–2007 (in \$000's)

	2003	2004	2005	2006	2007
<b>Surplus</b>	<b>\$ 45,069</b>	<b>\$ 49,850</b>	<b>\$ 45,970</b>	<b>\$ 30,148</b>	<b>\$ 34,445</b>



## **City of Richmond**

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