



City of Richmond


Report to Committee

To: General Purposes Committee *To General Purposes - June 19, 2006*
From: Lee A. Malleau, EcD. **Date:** June 19, 2006
Manager, Economic Development **File:**
Re: **Richmond Economic Advisory Committee Report and Workplan**

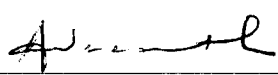
Staff Recommendation

That:

1. Council receive for information the following Report and Workplan from the Richmond Economic Advisory Committee;
2. And that, Council approve the Economic Advisory Committee's Workplan on Pages 11 and 12 of the Advisory Committee's Report in Attachment 1.


Lee A. Malleau, EcD.
Manager, Economic Development
(4216)

Att. 3

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

Staff Report

Origin

In October 2005 the newly formed Richmond Economic Advisory Committee held its inaugural meeting where members elected a chair and an alternate chair, or co-chair. The Committee reviewed its Terms of Reference and held an introductory discussion of its mandate, which was to review and update the 2003 Economic Task Force report and begin to make strategic recommendations to the City on economic development issues and opportunities. Committee members agreed there was a need to come up to speed on the Task Force Report as well as initiatives with economic significance to the City, and agreed to participate in a one-day workshop where staff and relevant experts could help provide updates and information.

The attached report is the result of the Richmond Economic Advisory Committee's work to date, including and especially the work carried out to update the 2003 Task Force Report, and establish the new Committee's priorities for the coming year.

Financial Impact

No major financial impacts from this Committee at this time, other than regular minor administrative costs.

Conclusion

The members of the Richmond Economic Advisory Committee have made a significant investment of their time to develop this Report and Workplan, and have respectfully requested that Members of Council approve the resulting work plan.



Lee A. Malleau, EcD.
Manager, Economic Development
(4216)

LAM:lam

RICHMOND Economic Advisory Committee
May 2006

Report & Work Plan 2006

Prepared by:

The Richmond Economic Advisory Committee

Chair: Florence Gordon

Co-Chair: Joe Zallen

Tom Corsie

Bob Laurie

Bruce May

Bruce Rozenhart

Ray Segat

Walter Soo

Tim Tindle

Leslie Triplett

Keith Tsukishima

Haihua Yan

Wendy Yuan

Council Liaisons: Councilor Derek Dang

Councilor Rob Howard

Staff Liaison: Lee Malleau

Introduction

The Richmond Economic Advisory Committee was appointed by City Council in 2005 and held its inaugural meeting in the fall of that year.

One of the Committee's primary tasks was to review and update the work of the 2003 Economic Task Force - a group of Richmond business leaders with an ad hoc mandate from Council to carry out a comprehensive review of the City's business and economic programs, and deliver a series of detailed recommendations the City could implement to help improve Richmond's strategic economic positioning.

Since then, many of the 2003 Economic Task Force recommendations were integrated into Staff Work Plans and implemented across various City departments. One of the Richmond Economic Advisory Committee's first undertakings therefore was to work with City staff to update the 2003 Task Force Report and review what progress had been made since its initiation in 2004.

From this review and a series of additional staff updates, the Committee has proceeded to develop a work plan and a meeting schedule for 2006 based on the Committee's Terms of Reference. This review and work plan is presented here in this report to Council.

Economic Development

Economic Development (ED) is a process that manages an economy through a variety of programs and projects. The objective of ED is to develop and maintain a healthy and balanced economy that supports a community's goals (social, economic and environmental) in the context of its regional, national and global environment. This is done by working closely with a multitude of partners in both the private and public sectors to identify and implement activities that will enhance the local socio-economic state. It also includes an ongoing and vigilant process of research, analysis and communication on trends and influences affecting the local socio-economic state, then making knowledgeable decisions on appropriate methods of intervention and adjustment.

Successfully implemented, economic development results in the healthy growth and diversification of an area's economic base, and ultimately a strong revenue stream in the form of taxation and a multitude of other business contributions to the area. This in turn allows the community to invest in other important values related to social, environmental and governance objectives.

The concept of wealth creation is becoming more commonly used in describing the role of economic development using a wide variety of community resources (human, natural, financial, infrastructure and land base). This value is measured in terms of job retention, job creation and new investment in the local economy that contributes to the community's overall quality of life. Economic Development outcomes include:

- the creation of a diverse and sustainable tax base;
- a healthy balance of residential, commercial and industrial revenue sources;
- a mix of employment opportunities suited to skills available;
- business retention, expansion and new investment attraction;
- a balance of social, economic and environmental values that create a high quality of life for residents;
- the provision of local amenities and services.

The City of Richmond's key economic development priorities are to address and/or strengthen the community's competitive economic positioning, and commit to continuous improvement in the way the City retains and attracts business.

The Task Force Report and Update

The 2003 Economic Task Force made nine significant recommendations designed to help the City of Richmond improve its economic positioning (See Attachment #1). Many of those recommendations have been implemented, and in some cases completed since the Report was released.

Among the key recommendations that have been completed, two have major influence on this report. One is the establishment of the Richmond Economic Advisory Committee and the second is the completion of a Business Retention, Expansion and Attraction (BREA) Report, both achieved in 2005.

The 13 members of the area's business community appointed to the Economic Advisory Committee met immediately to review their role and get started. Though only required to meet quarterly, enthusiastic committee members decided to get up to speed quickly on the many complex issues related to economic development by holding a one-day workshop in February 2006. This would give the committee a better chance of generating faster results in providing feedback and guidance on economic development issues in the city.

They reviewed the work of the previous Task Force, as well as some of the subsequent progress including the BREA report. The BREA report provides a strategic foundation for the implementation of the City's formal Business Retention, Expansion and Attraction program being initiated by the City this year. The full report is attached for the Council's review and endorsement (See Attachment #2).

Many additional achievements have been made, and the following Table on page 3 is a summary of progress as it was reviewed by the Richmond Economic Advisory Committee. The Committee also identified and documented how the subsequent BREA Report supports the original foundation built by the Economic Task Force in 2003, as well as how it plans to support future economic development efforts through its recommended work plan.

Explanation of Columns (Table #1, page 4)

- Column 1:** Key recommendations of the 2003 Economic Task Force findings.
- Column 2:** City progress in addressing the Task Force recommendations.
- Column 3:** Key BREA elements relevant to the Task Force recommendations and the City's Economic Development work plans.
- Column 4:** The Richmond Economic Advisory Committee's review of the 2003 Task Force recommendations, progress made to date and the overall relevance to its recommended current/future work plan - including new issues/programs that have emerged since the Task Force Report.

Table #1. Task Force Report – Updates – Economic Advisory Committee Work Plan
Measuring Progress

Richmond Task Force Recommendations November, 2003	Status and Update on T.F. Recommendations from 2003 to 2006	Relevant BRE Action/Recommendations February, 2005	Richmond Economic Advisory Committee March, 2006
Develop Business Retention, Expansion & Attraction (BRE) Strategy	City developed a Business Retention, Expansion & Attraction Strategy with targets & time frames	City hired a consulting team to develop a Business Retention, Expansion & Attraction (BRE) program in 2004 completed in 2005 implemented in 2006	Feb 2, 2006 - Work Shop Addressed 8 topics under BRE Mar 2, 2006 - Meeting Addressed 2 topics under BRE
Integrate overall land use planning & initiatives, including transportation & land use	City departments have been integrating overall land use planning processes including the integration of economic variables into processes & decisions	BRE identified critical planning barriers to effective ED: 1 shortage of affordable & accessible land 2 lack of developable land & need to plan carefully to avoid threatening agricultural land 3 lack of resources to implement timely BRE	Nov 3, 2005 - Identify Land Use Feb 2, 2006 - Identified 1 shortage of affordable industrial land 2 balance of residential, commercial, Industrial lands/tax base 3 Blundell Extension
Enhance relationships with local businesses and organizations	City has developed proactive strategies to enhance relationships with businesses & organizations and ensuring needs are met	Involve businesses & organizations in the BRE process. Work closely & directly with individual businesses in establishing BRE programs	Committee identified key business associations that the City could 1 build an alliance with 2 share information/opportunities
Establish economic benchmarking system to measure performance in the local economy	Reviewed value of an economic measurement & benchmarking program with recommendations that it be implemented	An effective BRE program acts as a measurement tool for local economy by benchmarking business performance	The Committee will work with staff to review opportunities to integrate local economic benchmarking into overall ED and BRE programs.
Develop an integrated City-wide Business Service & Development strategy Key areas 1 Transportation 2 Education 3 Tourism 4 High Tech 5 Agriculture 6 Arts & Culture 7 Film Industry 8 Manufacturing 9 2010 Olympics	Staff developed a series of approaches to address the recommendations with targets & time frames wherever possible – some of which were addressed at any rate & some were escalated as priorities as result of the review	Interviewed stakeholders in Business Sectors to understand all business related issues – Sectors included 1 Transportation 2 Education 3 Tourism 4 High Tech 5 Agriculture 6 Arts & Culture 7 Film Industry 8 Manufacturing 9 Crime & Security 10 Affordable Housing 11 Retail Business Services 12 Business Parks 13 Construction & Real Estate	Economic Advisory Committee measured City's progress with the Task Force recommendations at the following meetings: 1 Transportation - Work Shop 2 Education - Meeting March 2, 2006 3 Tourism - Meeting March 2, 2006 4 High Tech - Work Shop 5 Agriculture - Work Shop 6 Arts & Culture - TBA 7 Film Industry - Work Shop 8 Manufacturing - Work Shop 9 Crime - Work Shop RCMP Addressed 10 Affordable Housing - Work Shop 11 2010 Olympics - TBA <i>Note: See reviews on pg.5 - 11</i> <i>See recommendations pg.11 - 12</i>
Establish an Economic Advisory Committee	Staff worked with Council to establish an Economic Advisory Committee Sept. 2005	Implement a BRE in Richmond	Committee addressed the Task Force recommendations & City's progress as well as future opportunities <i>Note: See research pg. 5 to 11</i>

Summary of the Economic Advisory Committee Workshop - Feb. 2006

The objective of the workshop was to provide Committee members with an opportunity to quickly get up to speed and develop an understanding of economic development issues and opportunities in Richmond.

The first step in this process was to review and update the 2003 Economic Task Force recommendations. Throughout the day therefore, relevant members of City Staff were asked to provide updates to the Committee on key aspects of the Task Force Report.

In addition, the Committee Chair arranged for guest speakers and presentations on other relevant topics and priorities with significant potential to impact the local economy, mainly the Asia-Pacific Gateway programs, markets and opportunities.

PART 'A' - Issues Updates and Presentation Summaries

The following are summaries of the major discussion components of the Richmond Economic Advisory Committee Workshop.

1. Transportation Update - Victor Wei, City of Richmond

The Task Force Report and the BREA Report both recommended strongly that transportation issues be addressed from several perspectives, including upgrades to major connecting infrastructure (Blundell Interchange), decrease congestion on No 3 Road, improve public transportation to business parks and tourism attractions, address issues of moving farm equipment on public roads, and address parking in Steveston.

In his update to the Committee, the City's Manager of Transportation provided the following information:

- Applications have been submitted to Provincial & Federal Governments for financial assistance to construct the extension of Blundell Rd. to the Fraser River Port with connection to Highway 99 to relieve single lane Westminster Hwy.
- The City has acquired the CPR line parallel to No.3 Road (Capstan Way to No.2 Road) to construct an alternative route to relieve traffic congestion.
- Shuttle bus links have been placed on fast track and public forums will be held to determine routes in demand. Staff suggested companies in industrial parks requesting improved transit service should organize a meeting with other companies in their location and advise City of inadequacies.
- Arrangements have been made with the Farmers to move their equipment on the Fraser Port lands to avoid congestion of Westminster Hwy.
- A parking study in Steveston has been completed and will be presented to Council in 2006.

2. Crime and Security Update - Sgt. Ken Ackles, Richmond RCMP

The Task Force Report and the BREA Report both recommended the City take measures to help address crime and security in business park areas, including reviewing policing standards for high crime business areas, farms and construction sites.

In his update to the Committee, Sergeant Ken Ackles of the Richmond Detachment of the RCMP provided the following information:

2. Crime and Security Update– Sgt. Ken Ackles cont’d.

- RCMP recently hired a crime analyst to study and develop a long-term plan for specific targeted areas;
- RCMP introduced a new “B&E Pilot” - as each crime happens it is logged on to computers, information is shared with police in neighbouring communities and as a pattern is recorded, the RCMP can follow the crimes and pre-determine next location, placing Officers in the vicinity. The Crime Reduction Unit assigns plain clothes Officers in known targeted areas and to known repeated offenders. In the last year B&E crime has decreased significantly at YVR and residential areas, unfortunately the business parks & warehouses reported an increase;
- Two Officers are assigned to another new project called “Business Watch.” Through this program a communication network will be established through newsletters and e-mail. Neighbouring businesses will be alerted and educated when there are problems encouraging the business community to work together.

3. Development and Regulatory Process Update - Joe Erceg, City of Richmond

The Task Force Report and BREA Report made the following recommendations:

- Streamline development & building approval process;
- Concerns for development under YVR flight path.

The “Why Not Project” was designed to streamline the development & building approval process. The changes resulted in a much higher level of satisfaction and turn-around time for projects in the city. Richmond was subsequently recognized for being on the leading edge for development initiatives by the Urban Development Institute. Highlights of the changes include:

- Staff was cross-trained to manage 95% of all inquiries;
- Files to be handled by one staff from application to approval, improving efficiency;
- A fee-based option to fast-track applications was instituted for developers who wanted to save up to three months of application time;
- New formulas were instituted to help provide developers with a clearer expectation of development costs.

4. Land use and Availability - Bob Laurie (CBRE) and Tom Corsie (Fraser Port)

Richmond is an attraction location for business with access to deep water, rail, an international airport, minutes to a major City and the US Border. There is a major concern however about the lack of affordable industrial land, particularly for larger manufacturing companies.

The BREA Report stated that large companies in technology, manufacturing and transportation are unable to find suitable sites for expansion or relocation within Richmond. Better availability and in some cases lower cost of land and industrial space make some neighbouring jurisdictions attractive. Nevertheless, business is interested in Richmond because of proximity to major transportation options. Overcoming land-use issues therefore has become a substantial focus in order for the City to continue to enjoy prosperous growth. The shortage of available and market ready land in the City has become an increasingly prohibitive barrier to that healthy socio-economic growth.

As far back as 1999, the City’s Industrial Strategy identified a series of options for the City, predicting a serious shortfall of industrial and commercial lands. Some of the more compelling recommendations from that strategy were not completely implemented. In addition, the 2005 BREA Report identified the manifestation of this problem, as well as even a lack of general awareness of Richmond’s status as a significant technology centre in the lower mainland.

5. Education, Labour Quality and Availability - Skip Triplett, Kwantlen University

An updated overview of Kwantlen University College was presented by Skip Triplett who explained the impact a University has on economic development in a community. We tend not to recognize learning institutes as a revenue producing business. It is a proven fact, that not only does the higher level of education and skills development have a greater impact on the local economy, but the institute itself generates millions of dollars directly into the community.

Highlights of the presentation include:

- Kwantlen's proactive efforts to become a full-status University;
- Kwantlen carries a payroll of \$85 million and supports a goods & services budget of \$15 million a year;
- A local student average spending is \$15,000 a year, international student average spending is \$30,000 a year;
- Having a University Campus in Richmond promotes Tourism, with visiting families and friends of students which is not included as part of the \$151 million dollars a year generated into Richmond;
- Kwantlen has build an Asian Pacific network and has on staff a Professor with a cross-border legal background;
- Kwantlen would like to offer services to the business community interested in business opportunities in Asia;
- Kwantlen has invested in a new Trades Campus in Cloverdale with the look and feel of a University offering a multitude of integrated degreed trades programs;
- Kwantlen traveled to China and India to develop partnerships and recently received nine Professors from Chile to consider a student exchange program;
- The Canada Line will bring more students to Richmond;
- Kwantlen wishes to expand and is interested in establishing a residence in Richmond as well as researching the possibility of classroom availability at the future Asia Pacific Trade Centre on the DFO lands.

6. Tourism - Tracy Lakeman & Lorenzo Lapore, Tourism Richmond

Tourism Richmond provided the group with an overview of tourism in the City, of the work they are doing as the community's leading promoter and of the Trade and Exhibition Centre project.

Impacts: as one of the City's largest and fastest growing sectors, tourism has a major economic impact on the area. Visitor spending is around \$210 million, and including YVR directly employs 27,770 jobs. Approximately \$91 million in direct taxes are paid in tourist spending, not including YVR. Tourism Richmond's role is to aggressively market and promote the City to the region and especially to the national and international tourism marketplace. In addition to Richmond's strategic location for special events and conferences, the City's marine history and culture are significant draws that are strongly promoted.

Trade and Exhibition: The new Asia Pacific Trade Showcase Centre is currently being planned by Tourism Richmond and is to be located on the DFO/Garden City lands. The centre will host special events, conferences, trade shows and manufacturers from around the world. Dedicated space for trade/consumer shows, exhibitions, business and conference meeting rooms will be part of the development.

7. Economic Development Update - Lee Malleau

Manager of Economic Development Lee Malleau provide an overview of the City's economic development workplan, highlighting key aspects such as BREAs, Olympics planning, Canada Line support, focus on Tourism and Sport Tourism, Economic Analysis and Benchmarking, Land-use and Industrial Lands, as well as the Trade and Exhibition Centre.

By implementing some fundamental economic development processes like Business Retention, Expansion and Attraction BREAs (being formally initiated this year) the City will achieve a number of vital goals in managing its local economy. These include the development of important relationships, the recognition of emerging trends, research and analysis, benchmarking and opportunity identification.

Resources are required however in order to implement BREAs effectively and in a timely manner. At the current levels, the City has the capacity to implement a partial BREAs program whereby interviewing individual companies and establishing the information database will take up to two years to complete.

Land Use

Has become a critical issue in the City of Richmond and a brief overview of the implications of this was provided. An industrial land strategy was developed in 1999 identifying the need for a reserve of lands to protect existing and future economic growth. The thinking at the time looked at global economic changes, rising industrial land costs, and competition for industrial companies in the Pacific Rim. These influences provided incentive for the City to develop the Industrial Strategy, a key part of which was to also focus on removing constraints to commercial/industrial growth.

Part of the strategy was survey of key industries in Richmond to analyze their future prospects for growth and their strategic intentions. Of 3,300 surveys, 20 percent were returned completed making it a highly successful response (average is 3 to 5 percent). The majority of firms surveyed in 1999 expected both revenues and staffing levels to grow over the next five years (61% and 54% respectively). Many of the firms surveyed (especially high technology and business services) planned to relocate in the next five years and the majority of them hoped to stay in Richmond. The main reason for relocating was for expansion.

Today, many of these companies have indeed expanded but are challenged with finding appropriate locations in Richmond that can meet their needs. Though this problem is prevalent throughout the lower mainland, Richmond companies are nevertheless beginning to examine (unwillingly in many of the cases where interviews recently took place) options in other jurisdictions because of a lack of market-ready commercial/industrial lands.

The City needs to renew its efforts to examine land-use in Richmond with a focus on zoning/rezoning strategic pieces of property that can support additional commercial/industrial uses. This should be done in conjunction with the BREAs program and incorporate appropriate findings from relevant regional strategies.

Film Industry

With the announcement of government tax breaks to draw the film industry to BC, this formed part of the work shop discussion. We identified a need to prioritize the development of an inventory of film location sites; to review the current film permit approval process to ensure competitiveness; and to aggressively pursue the film industry.

PART 'B' - Asia Pacific Gateway Presentation Summaries

Unanimously, the Committee members strongly felt they should examine and address opportunities associated with the Asia Pacific Gateway program. In order to arm themselves with information, four guest speakers were invited to participate in the February Work Shop, each introduced a different perspective, each provided the Committee with a better understanding of how the Economic Advisory Committee could provide reliable information on economic development opportunities.

1. Mr. Arvinder S. Bubber, Vice Chair Premier's Asia Pacific Council

Mr. Bubber explained in general terms the roles of government in trade, that the Federal Government focuses on foreign policy and the Provincial Government focuses on trade. The Premier of BC set up an Advisory Council consisting of members from a multicultural business community. Under this umbrella six sub-committees were developed to research every conceivable opportunity on “how to sell BC” to foreign countries.

The Council is looking at new ways to market BC's products, including how to draw tourists to British Columbia, and barriers to these objectives such as accessing Visa's, for example the Council learned that it's easier to obtain a Visa to California than it is to BC. They also noted that not many BC companies understand how to do business in foreign countries, particularly Asia, and need assistance in developing trade relationships. Trade missions to foreign countries have proven successful in comparison to individual attempts to develop partnerships and Mr. Bubber articulated the importance of increasing focused trade mission activities.

The Council's sub-committee for India reported that India is partnering with BC to showcase products and build strong alliances by pre-qualifying potential buyers. Mr. Bubber explained that countries like India and China are mainly seeking Canadian business management knowledge and expertise, and that both government and the private sector have a significant role in developing foreign market opportunities, particularly in Asia.

2. Ms. Gretchen Bozak, Deputy Director International Trade Canada

Ms. Bozak spoke from experience spending over four years working in China. With emphasis on constant economic growth in China their expanding economy has an increasing amount of purchasing power, resulting in China importing as much as they export. Their banking and legal systems remain inconsistent and even unreliable creating significant problems for companies who wish to protect copyrights and patents.

Though there is much opportunity for Canadian and BC companies in Asia, companies must also develop their opportunities in a highly informed manner. Ideally companies planning to develop business in China should use International Trade officials to open doors because they understand the business and political structures. Ms. Bozak spent much of her time in China in this role and stated that Richmond has a good base and untapped resource to woo potential investment. Ms. Bozak also touched briefly on ADS (Approved Destinations Status) a program that will take approximately two years for both governments, China and Canada to complete. Once an agreement is secured the results will have a major impact on Canadian tourism.

3. Mr. Bassanio So, Director Hong Kong Economic Trade Office

With the knowledge that China is the fastest growing economy and 3rd largest trading country, the Hong Kong Government invested several million dollars developing a new trade concept as the Gateway to China. Mr. So explained the program encourages any company that wants to do business in China to work with the Hong Kong Economic Trade Office who in turn can act as the agent to protect and develop solutions for trade and investment.

With 32% of China's imports and 28% of China's exports being handled through Hong Kong, trade generated \$34 billion US dollars on the London and Tokyo Stock Exchange. They offer low and stable taxes in Hong Kong for any company wishing to set up business and under CEPA (Closer Economic Partnership Agreement) allows a business to establish.

Hong Kong is the only location in China practicing "common law" and with English as the official language it becomes an important point when it comes to legal issues. They also provide an arbitration centre to resolve business issues between foreign and Chinese companies.

Mr. So indicated that Richmond has a rich Chinese business culture with strong ties to China, providing a significant resource to the City and BC. He also announced that there are 15,000 Canadians granted Chinese passports living in Hong Kong and 50% are from BC, generating opportunity to explore strong partnerships between Hong Kong and BC.

4. Mr. Rob Howard, Councilor City of Richmond

As a visible champion of accessing Asia Pacific Gateway and other federal support for the Blundell Interchange, Councilor Howard was invited to speak on the topic. Estimated to cost \$80 million, the interchange would connect Blundell Road through to important industrial port areas along the Fraser River.

Councilor Howard advised that the City has approached the Federal and Provincial Governments for financial assistance for a full interchange at Blundell & Hwy. #99 and to improve the Steveston Hwy. overpass. Currently the 1,100 acre Fraser Port Park generates a lot of truck traffic and is serviced by a single lane road also used by the neighbouring farm community. This remains a priority of the City.

CONCLUSION

The concept of wealth creation is becoming more commonly used in describing the outcomes of economic development. Wealth takes on many forms in the community and involves many resources including human or social, natural, financial, infrastructure, land, etc.

Municipalities are becoming increasingly more sophisticated in how they manage their resources, well beyond the delivery of water and sewer services, towards the generation of wealth. In the process, many local government leaders have learned how to engage strategic thinking and economic development management tools; no longer relying on upper levels of government to manage provincial and national economies in the best interest of their community.

In Richmond, the 2003 Economic Task Force made an enormous leap forward to providing guidance through a series of targeted recommendations on economic development to the City. Since then, the City has made impressive progress in its efforts to streamline process and establish important priorities towards supporting, managing and creating socio-economic wealth.

Included in this progress, is the recent establishment of the Richmond Economic Advisory Committee and to quote from the opening statement of this Report “the Committee’s primary task was to review and update the work of the 2003 Economic Task Force; carry out a comprehensive review of the City’s business and economic programs; and deliver a series of detailed recommendations the City could implement to help improve Richmond’s strategic economic position.” The Economic Advisory Committee has undertaken and completed the primary tasks assigned them as follows:

1. Review the Economic Task Force recommendations published in 2003;
2. Review the City's progress in relation to the 2003 Task Force recommendations;
3. Review the commissioned report on Business Retention Strategy published in 2005;
4. Report from meetings & work shop input, with outcomes & suggested recommendations;
5. Develop a work plan for the Economic Advisory Committee to address priorities for 2006;
6. Research & report on new economic development business opportunities.

Through this input, the Economic Advisory Committee identified outcomes and as stated above, is delivering the following series of detailed recommendations for the City’s consideration and review, as follows:

OUTCOMES	CITY		COMMITTEE	
	Priority	On-Going	Priority	Monitor
Committee Recommendations				
Land Use & Availability:				
Update the 1999 Industrial Land Strategy with recommendations on land use options & alternatives	X			X
Determine services needed in business parks	X			X
Examine options for Richmond to participate in regional efforts to protect vital land use options	X		X	
Identify available land inventory for mfg & hi-tech	X		X	X
Transportation:				
Public transportation to commercial/industrial parks	X			X
Determine services needed to attract & retain business		X		X
Port & multi-modal transportation development		X		X
Truck & farm traffic on Westminster Hwy		X		X
Blundell extension	X	X		X
Follow up on government funding available for infrastructure	X	X		X
Crime				
Support new Crime Watch program & encourage businesses, agriculture & construction to participate	X	X	X	X

OUTCOMES	CITY		COMMITTEE	
	Priority	On-Going	Priority	Monitor
Asia-Pacific Gateway				
Identify local groups, organizations & individuals who can play a strong role in this initiative & draw on this resource	X		X	
Follow-up on provincial & federal funding available for Asia Pacific business opportunities & infra-structure	X	X		X
Research Asia Pacific Gateway opportunities & establish a strategy to implement	X	X	X	
Business Retention, Expansion & Attraction (BREA):				
Implement an aggressive BREA program in Richmond	X	X		X
Installation of Synchronist Software to co-ordinate with provincial, national & international standards	X	X		X
Build relationships with business community & associations	X	X	X	
Meet with 75 - 100 Executives to secure retention	X	X		X
Develop site inventory & pursue film industry	X			X
Allocation of resources to support BREA priority efforts	X			X
Tourism				
Continue to pursue development of DFO lands & Asia Pacific Trade Centre	X	X		X
Ensure the Ports & roadways are included in plans to manage increases in future shipments	X			X
Continue to review the economic impact of tourism in Richmond, and building on this develop a comprehensive tourism development/marketing strategy	X			X
Education				
Investigate Kwantlen's international network	X		X	
Kwantlen has offered to work with the RCMP and promote their Business Crime Watch program, and is doing so		X		X
Continue to review the economic impact of having a University campus in Richmond	X			X
Affordable Housing				
Council Feb 2006 assigned staff to research and report back	X	X		X
Arts & Culture				
City has appointed committee & Richmond Chamber of Commerce has also appointed a committee		X		X
2010 Winter Olympic Games:				
City has three Committees plus a staff team focused on 2010	X	X		X

Commendation

The Economic Advisory Committee would like to commend Staff for the constructive progress made addressing the 2003 Task Force’s Recommendations while managing the addition of several major projects.

Thank You

The Economic Advisory Committee would like to thank Councilor Dang for bringing opening remarks at the Work Shop. The Committee would also like to thank City Staff and Partners; Lee Malleau, Terry Crowe, Victor Wei, Joe Erceg, Pam Portman and Sgt. Ackles for their participation.

Economic Advisory Task Force Report Recommendations

Staff Work Plan

Recommendation No. 1: Establish a business RETENTION strategy with targets and a timeframe.

Background:

- The purpose of a Business Retention and Expansion (BRE) Program is to encourage local business and industry to remain in a community and continue to grow.
- BRE is a relationship building effort that strengthens the linkages between the public and private sectors.
- There is no one way to do BRE – each program is specific to its community.
- Retention interviews are the core of any BRE program and need to be targeted towards business sectors that show either the greatest need or the greatest promise.
- Credibility is built by responding to needs and producing results in a timely manner.

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<p>Phase 1</p> <p>Research and Develop a Business Retention Strategy</p> <ol style="list-style-type: none"> 1. Assess the level of threat 2. Outline the nature and scope of work to be completed including: business inventory, trend analysis, interviews/surveys and specific targeting (both at risk and growth businesses) 3. Prepare and issue RFP, retain consultants 4. Complete Strategy 	July 2004 to Dec 2004	Manager, Economic Development	Consultants		

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<p>Phase 2</p> <p>Implementation of Business Retention and Expansion Programs</p> <ol style="list-style-type: none"> 1. Create an implementation plan including priority actions, required resources and specific timelines for key initiatives. For example: technical assistance, export programs, appreciation initiatives, business seminars, leakage prevention, government procurement, business round tables, etc. 2. Undertake Program Implementation 	<p>January 2005 Ongoing implementation</p>	<p>Manager, Economic Development</p>	<p>Other City Departments as appropriate</p>		
<p>Phase 3</p> <ol style="list-style-type: none"> 1. Develop a performance measurement program to rate effectiveness of individual initiatives and overall impact of BRE program efforts (see Business Retention Benchmarks) 2. Develop a reporting format and communication protocol 	<p>2005 at completion of Phase 2</p> <p>2005</p>	<p>Manager, Economic Development</p> <p>Manager, Communication & Public Affairs</p>	<p>Research Officer and other City Departments</p> <p>Research Officer</p>		

Recommendation No. 2: Integrate the overall land use planning initiatives for the City.

Background:

- The intent, implications and benefits of some of the proposed initiatives require clarification.
- All the proposed initiatives involve significant City dollars, Staff Time, and/or resources and will require that Council forgo other initiatives.
- Council will determine if, how, and when these proposed initiatives are undertaken as part of the City's annual budget and department priority approval processes.

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<p>1. Align the Official Community Plan with Richmond's Economic Development Strategy</p> <p>Develop a framework to ensure that new and updated land use strategies (i.e. Richmond Industrial Strategy) and Area Plans (i.e. City Centre Area Plan) are responsive to the City's goals and objectives for economic development.</p> <p>a) Assess current standard strategy, plan, and report structures relative to economic objectives and update formatting templates as required.</p> <p>b) Implement in coordination with regular plan and strategy updating and establishment.</p>	<p>June 2004 – Dec. 2005</p> <p>Ongoing implementation</p>	<p>Manager, Economic Development / Policy Planning</p>	<p>City Departments</p>		
<p>2. Planning & Land Acquisition Strategies</p> <p>a) Waterfront Strategy</p> <ol style="list-style-type: none"> 1. Finalize the Waterfront Strategy 2. Prepare an integral City land acquisition strategy. <p>b) Develop land use plans and integral City land acquisition strategies for:</p>	<p>Strategy completion by Dec. 2004 (Acquisition strategy to follow)</p>	<p>Director, Corp/Inter-gov. Relations/ Waterfront Strategic Team</p>	<p>City Departments</p>		

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<p>1. <u>Cambie West</u> Section 34-5-6</p> <p>2. <u>Capstan</u> Sections 28-5-6</p> <p>3. <u>River Road</u> Sections 5 and 6-4-6.</p>	<p>Plan completion by Dec. 2004 (Acquisition strategy to follow)</p> <p>Commence in June 2004 (Completion subject to Council funding)</p> <p>Subject to Council funding (June 2004- Dec. 2007)</p>	<p>Policy Planning/ Lands & Properties</p> <p>Policy Planning/ Lands & Properties</p> <p>Policy Planning/ Lands & Properties</p>	<p>City Departments</p> <p>Waterfront Strategic Team/ City Departments</p> <p>Waterfront Strategic Team/ City Departments</p>		<ul style="list-style-type: none"> The OCP aircraft noise sensitive development policy was adopted in Nov 2004 and opens the door for the processing and approval of pending applications (ie SunTech, Wall and Aberdeen, the latter of which is now approved) and planning of this area. Neighbourhood planning will begin in spring 2005 and will conclude in 2005/06. In 2004, the City's lot at 6080 River was chosen as the site of the long track speed skating oval for the 2010 Olympic Winter and Paralympic Winter Games. Rezoning of the site is complete and design is underway. Planning of the surrounding neighbourhood has begun and will conclude in 2005/06 UBC boathouse approvals are near and construction is expected to begin this year.
<p>4. <u>West Bridgeport</u> Sections 21, 22, and 27-5-6</p> <p>5. <u>Cambie-Alderbridge</u> Sections 32 and 33-5-6.</p>	<p>Subject to Council funding (Jan. 2005 – Dec. 2006)</p> <p>Subject to Council funding (2004 – 2007)</p>	<p>Policy Planning/ Lands & Properties</p> <p>Policy Planning/ Lands & Properties</p>	<p>Waterfront Strategic Team/ City Departments</p> <p>Waterfront Strategic Team/ City Departments</p>		<ul style="list-style-type: none"> Planning will be undertaken as part of the updating of the City Centre Area Plan, planned to begin in spring 2005, with completion in 2005/06. Planning will be undertaken as part of the updating of the City Centre Area Plan, planned to begin in spring 2005, with completion in 2005/06.
<p>3. Rapid Transit Establish an economic development plan for the Richmond Airport Vancouver rapid transit line (RAV).</p>	<p>Completion by Dec. 2006</p>	<p>RAV Team/ Land Investment Team</p>	<p>City Departments</p>		<ul style="list-style-type: none"> This work will be key to the updating the City Centre Area Plan and associated policies and strategies, which is planned to begin in spring 2005 and conclude in 2005/06.
<p>4. Agriculture Implement the 2003 Agricultural Viability Strategy</p>	<p>Subject to Council priorities and funding</p>	<p>Policy Planning</p>	<p>City Departments</p>		

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<p>5. Industry Create a sufficient supply of industrial land to meet future demand for a variety of business and economic development.</p>	<p>Subject to Council priorities and funding</p>	<p>Land Investment Team</p>	<p>Policy Planning/ City Departments</p>		
<p>6. Economic Development Work Plan a) Realign the City's Economic Development Team work plan to include the Strategy b) Ensure that the Council, Economic Advisory Committee, and senior City staff work together on this recommendation.</p>	<p>October 2004</p>	<p>Manager, Economic Development</p>	<p>City Departments</p>		

Recommendation No. 3: Enhance business relationships with local businesses.

Background:

- It is important to foster a high level of public and private sector communication. This can assist in building a pro-business attitude and show the local business community they are appreciated.
- Existing companies and their employees generate revenues that pay for existing City services.
- A good relationship with the business community can highlight opportunities for the City to collaborate on attraction or expansion initiatives as well as provide early warning signs of businesses at risk of relocating.
- Owners of successful existing businesses are the community's best ambassadors and positive relationships with these owners can assist the City's marketing and business attraction initiatives.

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<p>1. Develop a framework to track Council and Staff interaction with the local business community including:</p> <ul style="list-style-type: none"> • key contacts • organizations/associations/NGO's • frequency of contact • nature and scope of undertakings 	Summer 2004	Manager, Economic Development	Other City Departments		
<p>2. Conduct a Citywide audit of existing relationships with the business community including: regularly attended meetings (i.e. Chamber of Commerce), external committees (i.e. Business Awards of Excellence), periodically attended meetings (i.e. NAOIP), staff presentations (i.e. Rotary Club), Council presence (i.e. RAPBA), and internal committees (i.e. Economic Advisory Task Force).</p>	Fall 2004	Manager, Economic Development	Other City Departments		
<p>3. Prepare an analysis of existing relationships, including a review of one on one interviews from the Business Retention Strategy, and make recommendations to Council on opportunities to overcome any barriers and enhance existing relationships with the business community.</p>	Fall 2004	Manager, Economic Development	Other City Departments		

Recommendation No. 4: Establish a business DEVELOPMENT strategy with targets and a timeframe.

Background:

- This recommendation looks at developing strategies for key industry sectors set out in the Economic Advisory Task Force Report.
- The report suggests special emphasis be put on opportunities surrounding the 2010 Winter Olympics.
- The report further suggests that 5 Target Sector Area Strategies be developed with input from local experts (the Business Round Table).

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<p>1. Transportation</p> <p>a) include opportunities for improving intermodal capacities in the City.</p> <p>i) work with Fraserport Lands and other area land owners to improve roadways to support multi-modal facilities for goods movement</p> <p>ii) establish partnership with provincial and regional governments to improve regional roadways and highway connections</p> <p>iii) continue to improve railway crossings to ensure safety and provide adequate rail and vehicular access to major industrial areas</p> <p>iv) manage area road network connections in industrial areas to ensure adequate truck access (e.g. No. 8 Road access to Fraserport)</p> <p>b) enhance YVR and port development opportunities.</p> <p>i) continued joint support for implementing RAV by 2009</p> <p>ii) programming of key roadway improvements within the city's 5-year capital plan</p> <p>iii) pursue improved transit services for employees</p>	<p>Fall 2007</p> <p>Winter 2005</p> <p>June 200 and ongoing</p> <p>June 2004</p> <p>Winter 2009</p> <p>June 2004 and ongoing</p> <p>June 2004 and ongoing</p>	<p>Transportation</p> <p>Transportation</p> <p>Transportation</p> <p>Transportation</p> <p>Transportation</p> <p>Transportation</p> <p>Transportation</p>	<p>Dev Apps, Engineering</p> <p>Other City Dept.</p> <p>Engineering</p> <p>Engineering</p> <p>Development Partners</p> <p>Other City Dept.</p> <p>TransLink</p>		<ul style="list-style-type: none"> • Translink has approved funding for RAV and work is currently on track for completion in 2009.

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<p>c) lobby for key transportation infrastructure improvements/funding such as the Blundell interchange and RAV</p> <ul style="list-style-type: none"> i) complete further technical study of new Blundell interchange ii) hold Open Roads event to consolidate support and commitment from all stakeholders including all levels of government iii) explore alternative funding strategies for implementing high priority road improvements iv) apply for external funding for implementing road improvements <p>d) improve public transportation within the City to offices and industrial parks.</p> <ul style="list-style-type: none"> i) pursue implementation of Crestwood shuttle bus service with TransLink ii) joint development of RAV local bus integration plan to improve transit access to business parks <p>e) continued implementation of various local bus improvements as part of Richmond 3-Year Transit Plan</p>	<p>Winter 2004</p> <p>Winter 2004</p> <p>June 2004 and ongoing</p> <p>June 2004 and ongoing</p> <p>Winter 2004</p> <p>Jan. 2005 - Dec. 2006</p> <p>Fall 2005</p>	<p>Transportation</p> <p>Transportation</p> <p>Transportation</p> <p>Transportation</p> <p>Transportation</p> <p>Transportation</p> <p>Transportation</p>	<p>MOT, TransLink</p> <p>Manager Economic Development and Other City Depts.</p> <p>Other City Dept.</p> <p>Other City Dept.</p> <p>TransLink</p> <p>TransLink</p> <p>TransLink</p>		
<p>2. Education Work with Richmond School Board and other educational organizations to develop education and training as a key economic growth strategy for the City.</p>	<p>ongoing implementation</p>	<p>Economic Development</p>	<p>School District, Kwantlen College, BCIT</p>		

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<p>a) host a forum with individuals from Richmond's business, academic and government communities with a goal to align and organize our mutual economic interests</p> <p>b) review opportunities to enhance zoning for education and training facilities</p> <p>c) work with the school board on joint marketing initiatives to attract foreign students and direct investment to Richmond</p>	<p>Fall 2004</p> <p>Fall 2004</p> <p>May 2004 and ongoing</p>	<p>Economic Development, Corporate Programs</p> <p>Manager of Development</p> <p>Economic Development, School District</p>	<p>Academic & Business Groups</p> <p>Policy Planning</p> <p>Production Department</p>		
<p>3. Tourism Recognize that tourism has the potential to become a key economic driver in Richmond and focus on opportunities through business development and retention initiatives.</p> <p>a) ensure that development opportunities in the tourism sector are included as part of the City's overall economic development goals and objectives</p> <p>b) work towards securing a Trade and Exhibition Centre, and develop strategies to maximize the economic opportunities it will create</p> <p>c) Partner with Tourism Richmond and private sector on Richmond Marketing Awareness Campaign</p> <p>d) Explore opportunities to hold special events or regular seasonal activities to promote local produce and celebrate the City's agricultural tradition and history.</p>	<p>June 2004 and ongoing</p> <p>June 2004 and ongoing</p> <p>June 2004 and ongoing</p> <p>Aug. 2004 and ongoing</p>	<p>Economic Development, Policy Planning</p> <p>CAO</p> <p>Economic Development, Communications</p> <p>Policy Planning</p>	<p>Corporate Programs, Land Strategy Team</p> <p>Economic Development, Policy Planning, Corporate Programs</p> <p>Agricultural Advisory Committee & Community Stakeholders</p>		<ul style="list-style-type: none"> Work continues on the part of the City to secure a possible location of a new trade and exhibition facility and/or to accommodate trade shows in Richmond's downtown.

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
e) Work with Tourism Richmond to develop cultural initiatives and packages including attractions and festivals	Dec. 2004	Cultural Services	Various Staff		
<p>4. High Tech Work with high tech business leaders to enhance growth in information technology and software development businesses.</p> <p>a) develop strategic alliances with technology investment attraction consortiums such as "Invest British Columbia" and "Leading Edge BC".</p> <p>b) work with industry to build a competitive business environment and promote that competitiveness to key markets.</p> <p>c) recognize the importance of public transportation to the growth and development of office and industrial parks and work towards enhanced service.</p> <p>d) ensure that Marketing and Promotional activities profile Richmond's Community Liveability</p>	Sept 2004 ongoing	Manager Economic Development	Provincial & Federal Government Private Sector Partners		
	Dec. 2004	Manager Economic Development	Industry Stakeholders		
	June 2004 and ongoing	Transportation	Mgr. Economic Development; TransLink & Industry Stakeholders		
	June 2004 and ongoing	Manager Economic Development	Communication Department & Cultural Services		

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<p>5. 2010 Winter Olympics</p> <p>a) Establish a Community Opportunities Committee. The role of the committee will be "to build a unified community vision and plan for the 2010 Games and to ensure Richmond capitalizes on and receives the maximum benefits and legacies from the 2010 Olympic and Paralympics Games".</p> <p>b) Establishment of a Corporate Staff Team to research best practices, coordinate City resources committed to 2010, develop and pursue 2010-related initiatives and opportunities, liaise with other 2010 organizations including the Community Opportunities Committee and the Vancouver Organizing Committee for the Games and ensure the City receives the maximum benefits from the Games.</p> <p>c) Continuation of efforts to secure development of the Richmond Trade and Exhibition Centre, which is proposed as the home of the International Broadcast Centre for the 2010 Games.</p>	<p>May/June 2004</p> <p>May 2004</p> <p>June 2004 and ongoing</p>	<p>Corporate Programs</p> <p>Corporate Programs</p> <p>CAO and Corporate Programs</p>	<p>Parks, Recreation & Cultural Services; Policy Planning</p> <p>Various Staff</p> <p>Various Staff</p>		
<p>6. Agricultural/Food</p> <p>a) Review City's agricultural zoning regulations to align them with Provincial legislation and regulations in order to maximize agricultural viability and diversification.</p> <p>b) Develop Agricultural Impact Assessment criteria to help assess land use and development impacts on agricultural viability.</p>	<p>Dec. 2006</p> <p>June 2005</p>	<p>Policy Planning</p> <p>Policy Planning</p>	<p>Agricultural Advisory Committee & Development Applications</p> <p>Zoning</p>		

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
c) Develop a buffer strategy to minimize urban-rural conflicts.	Subject to Council funding & priorities	Policy Planning	Development Applications / Public Involvement		
d) Maintain and update the City's agricultural data system.	June 2006	Policy Planning			
7. Arts and Culture Seek opportunities to include the City's arts, culture and heritage community and initiatives in its business development plans. a) Identify and develop opportunities for the arts and heritage to contribute to a sustainable City economy. b) Develop a strategy to attract and support cultural industries.	Dec. 2004 and ongoing Dec. 2005	Cultural Services Cultural Services	Economic Development; Policy Planning Economic Development; Policy Planning		
8. Film Industry Create a film industry development strategy including: a) Adopting a policy stating that the City is "Film Friendly" and supports the industry operating in the community. b) Creating and photographing a film location inventory for Richmond, particularly municipal properties and providing to the BC Film Commission for its library.	Fall 2004 Phase 1 completion Fall 2004 and ongoing	Manager, Economic Development Manager Economic Development/ Graphic Coordinator	BC Film Commission Representatives		

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
c) Reviewing City regulations and fee schedules for the firm industry and develop recommendations to ensure Richmond is competitive in the region.	Fall 2004	Manager, Economic Development, Manager Policy Development and Corporate Programs	Corporate Programs		
9. Manufacturing Continue to support opportunities in the manufacturing sector through business development and retention activities.					
a) develop business relationships with the Manufacturing and Exporting communities in Richmond. b) attend industry networking events. c) search out opportunities to promote Richmond as a prime location for expanding or relocating manufacturing facilities.	Summer 2004 and ongoing 2004 ongoing Summer 2004 and ongoing	Manager Economic Development Manager Economic Development Manager Economic Development	Corporate Programs Manager of Communications		
Strategic Initiative/Action d) continue to review City processes to remove red tape	Timeline Spring 2004 and ongoing	Leader Economic Development	Others Involved Customer Service, Building Approvals		

Recommendation No. 5: Update and Track Statistical Economic Benchmarks

Background:

- Benchmarking against ourselves and other cities provides a useful way of tracking City achievements over time. It is important that a benchmarking program be well planned to provide meaningful, timely and consistent information over time. Data sources must therefore be reliable and not subject to major fluctuations.
- Some of the data we anticipate using is available only from the census (every 5 years). Other data is available at the City level annually, but may have up to 2 or 3-year lag before its release.
- There may be costs associated with some data sources.
- We anticipate that the benchmark report will evolve over time as new information becomes available and as the City's need for specific information changes.

Strategic Initiatives / Actions	Timeline	Leader	Others Involved	Percentage Completed	Project Status
1. Develop goals and objectives for the benchmarking program – i.e. what do we want these measures to tell us, how will they be used, who will be the audience, who will be assigned various components of the project.	Fall 2004	Manager, Economic Development	Research Officer, and other staff		
2. Develop criteria for the metrics to be used and criteria for selection of comparison cities.	Fall 2004	Manager, Economic Development	Research Officer, potential data users in City		
3. Research data availability, consistency, frequency, as per criteria in # 2.	Fall 2004	Manager, Economic Development	Research Officer, other City Departments		
4. Select indicators and cities based on criteria in # 2.	Fall 2004	Manager, Economic Development	Research Officer		
5. Determine what each of the measures indicates, how changes can be interpreted, and what we can learn from them.	Winter 2004	Manager, Economic Development	Research Officer, other City Departments		

Strategic Initiatives / Actions	Timeline	Leader	Others Involved	Percentage Completed	Project Status
6. Determine the format for meaningful data presentation – e.g. as %, per capita, as index, graphs, etc.	Winter 2004	Manager, Economic Development	Research Officer, production centre, Policy planning research		
7. Develop communication and distribution plans and determine production timing to maximize data usefulness.	Winter 2004	Manager, Economic Development	Research Officer, Communications Manager		
8. Plan production format and graphic layout.	Winter 2004	Manager, Economic Development	Research Officer, Production Centre		
9. Gather current data and prepare first report.	Winter 2004	Manager, Economic Development	Research Officer, other City Departments for source data, Production Centre		
Strategic Initiative/Action	Timeline	Leader	Others Involved		
10. Distribute report and seek feedback.	Spring 2005	Manager, Economic Development	Research Officer, Other Departments, report users		
11. Modify measures and reporting format as needed, adding additional data in future issues as it comes available.	Spring 2005	Manager, Economic Development	Research Officer		
NOTE: These are rough timelines. The timing of the benchmark report should be scheduled to coincide with the release of relevant data.					

Recommendation No. 6: Create Economic Development Benchmarks that Include Business Retention and Development Targets

Background:

- Creating business retention and development targets and benchmarks requires a clear understanding of where we as a City are and where we want to head. The economic benchmarks in the previous initiative will serve as a useful tool in developing appropriate targets in these areas. Thus, this project is scheduled to begin after the initial release of economic benchmark data.
- As business retention data is not as readily available as other economic measures, there will likely be costs related to acquiring this information.

Strategic Initiatives / Actions	Timeline	Leader	Others Involved	Percentage Completed	Project Status
1. Develop goals, objectives and criteria for business retention benchmarking – i.e. what do we want these measures to tell us, how will they be used.	Fall 2004	Manager, Economic Development	Research Officer, Other departments and potential data users		
2. Research business retention and development data availability, consistency, frequency, and usefulness.	Fall 2004	Manager, Economic Development	Research Officer, other City Departments		
3. Determine what each of the measures indicates, how changes can be interpreted, what we can learn from them, and how they are best presented.	Fall 2004	Manager, Economic Development	Research Officer, other departments		
4. Determine appropriate targets for Richmond.	Fall 2004	Manager, Economic Development	Research Officer, Other City departments, possibly other cities		
5. Gather current data and incorporate into the general benchmarking report.	For inclusion in next benchmark report probably early 2005	Manager, Economic Development	Research Officer, other City Departments, Production Centre		

Recommendation No. 7: Establish the Economic Advisory Committee (EAC)

Background:

- The purpose of the Economic Advisory Committee is provide Council with expert advice on key issues related to economic development as well as offering input on how the City might integrate key business initiatives from local business associations.
- Council will determine the make up of the committee and provide staff and other resources to support the committee.

Initiative to Support Departmental or Corporate Strategic Directions	Timeline	Leader	Others Involved	Percentage Completed	Project Status
<ol style="list-style-type: none"> 1. Develop a "Terms of Reference" for the Committee, including: <ul style="list-style-type: none"> • Purpose • Name • Mandate • Objectives • Composition • Selection • Term • Authority • Accountability 	June 2004	Manager, Economic Development	CAO		
<ol style="list-style-type: none"> 2. Prepare a budget for staff and other resources the Committee will require 	June 2004	Manager, Economic Development	CAO		
<ol style="list-style-type: none"> 3. Facilitate member selection process: <ul style="list-style-type: none"> • advertise • receive applications • notify candidates 	July 2004	Manager Economic Development with Council & CAO	Clerks Department		
<ol style="list-style-type: none"> 4. Facilitate initial meeting, including: <ul style="list-style-type: none"> • Agenda • Backgrounder • Secretary (minutes) • Contact List • Meeting space 	Sept 2004	Manager, Economic Development	Clerks Department		

Recommendation No. 8: Re-define the Economic Development Function

Background:

- The City's Manager, Economic Development is responsible for encouraging and facilitating economic development in Richmond by growing attracting and retaining businesses through marketing, regulatory streamlining and efficient, single-point information provision.
- The resources currently available to the Manager, Economic Development are fully utilized. Much of the managers time is spent dealing with issues that arise on a day-to-day basis, such as specific business inquiries, disputes between business owners and other departments at City Hall, on-site filming problems, significant liaison activities etc. While these issues are certainly important, it has left staff in a largely reactive mode with limited time to be proactive dealing with larger strategic issues and opportunities on economic development fronts.
- A re-alignment of the Economic Development function including staff and other resources could allow the City to better meet Council's Economic Development goals and objectives.

Strategic Initiative/Action	Timeline	Leader	Others Involved	Percentage Completed	Project Status
1. Develop a framework to review the City's current Economic Development function	Fall 2004	Manager, Economic Development	Human Resources Department		
2. Conduct a review of current operations in relation to that of that of key competitive jurisdictions including services provided both internally to staff and Council and externally to the existing business community and potential investors	Fall 2004	Manager, Economic Development	Human Resources Department		
3. Prepare recommendations for re-defining the Economic Development function	Fall 2004	Manager, Economic Development	Human Resources Department		

**RICHMOND
BUSINESS RETENTION &
EXPANSION STRATEGY**

**FINAL REPORT
FEBRUARY 2005**

**PREPARED FOR
CITY OF RICHMOND**

BY:

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Table of Contents

Executive Summary	iv
1. Introduction	1
1.1. Project Objectives	1
1.2. Background on Business Retention and Expansion.....	1
1.3. Study Process.....	2
2. Richmond Economic Overview	3
2.1. Population and Employment.....	3
2.2. Jobs to Residents Ratio.....	3
2.3. Business Licences.....	3
2.4. Building Permit Values.....	4
2.5. Population Growth.....	5
2.6. Employment Growth.....	6
2.7. Summary.....	6
3. Sector Analysis	8
3.1. Distribution of Employment.....	8
3.2. Transportation, Warehousing and Wholesale Trade	10
3.3. Retail and Personal Services.....	10
3.4. Business Services	11
3.5. Tourism and Arts & Culture.....	11
3.6. General Manufacturing.....	12
3.7. High Technology.....	12
3.8. Education.....	13
3.9. Development, Construction and Real Estate.....	13
3.10. Agriculture, Fishing, and Related Processing.....	13
3.11. Summary.....	14
4. Business Retention and Expansion Issues	16
4.1. Land Availability and Cost.....	18
4.2. Transportation.....	18
4.3. Labour Quality and Availability	20
4.4. City Regulations and Processes	21
4.5. Parking.....	22
4.6. Crime and Security	23
4.7. Unique Market.....	23
4.8. Utilities	24

4.9.	Business Costs	24
4.10.	Community Identity and Vision	25
4.11.	Housing.....	26
5.	Business Retention and Expansion Strategy	27
5.1.	Business Retention and Expansion Issues	27
5.1.1.	<i>CITY REGULATIONS AND PROCESSES</i>	<i>27</i>
5.1.2.	<i>PARKING.....</i>	<i>28</i>
5.1.3.	<i>LAND AVAILABILITY AND COST</i>	<i>28</i>
5.1.4.	<i>TRANSPORTATION.....</i>	<i>29</i>
5.1.5.	<i>CRIME AND SECURITY</i>	<i>30</i>
5.1.6.	<i>BUSINESS COSTS</i>	<i>30</i>
5.1.7.	<i>COMMUNITY IDENTITY AND VISION</i>	<i>30</i>
5.1.8.	<i>LABOUR QUALITY AND AVAILABILITY</i>	<i>31</i>
5.1.9.	<i>UTILITIES</i>	<i>31</i>
5.1.10.	<i>UNIQUE MARKET.....</i>	<i>31</i>
5.1.11.	<i>HOUSING</i>	<i>31</i>
5.2.	Ongoing Business Retention and Expansion Program.....	31
5.3.	Resources for Implementing Strategy.....	33
5.4.	Performance Measurement.....	35
5.4.1.	<i>External Data</i>	<i>35</i>
5.4.2.	<i>Business Licence Data.....</i>	<i>39</i>
5.4.3.	<i>Synchronist Data.....</i>	<i>40</i>
6.	Conclusion.....	42
Appendix A: Economic Overview Data.....		43
A1.	Population and Employment.....	43
A2.	Jobs to Residents Ratio.....	44
A3.	Business Licences	45
A4.	Building Permit Values	45
A5.	Population Growth	46
A6.	Employment Growth	47
Appendix B: Detailed Sector Data.....		48
B1.	Transportation, Warehousing and Wholesale Trade	49
B2.	Retail and Personal Services	51
B3.	Business Services.....	53
B4.	Tourism and Arts & Culture.....	55
B5.	General Manufacturing	56
B6.	High Technology.....	58
B7.	Education	60
B8.	Development, Construction and Real Estate.....	61
B9.	Agriculture, Fishing, and Related Processing.....	62

Appendix C: Detailed Employment Trend Data	63
Appendix D: Summary of Issues.....	72
Appendix E: List of Contacts.....	78

Executive Summary

The City of Richmond Economic Advisory Task Force identified the need to complete a business retention and expansion (BRE) strategy in their “Enhancing Richmond’s Economic Sustainability” report. The report objectives are:

1. Identify the core BRE issues facing the City of Richmond’s business community;
2. Provide an analysis of the trends, segmentation, and patterns within the City of Richmond’s business community;
3. Identify all key elements required to allow the City to decide on the program design and to ensure quick implementation;
4. Develop a business inventory for the City of Richmond, including, but not limited to, trend analysis and specific targeting (both at risk and growth businesses); and
5. Provide complete recommendations regarding alternative program designs, options and associated costs, program implementation and subsequent performance measurement.

The study proceeded by identifying the following nine key economic sectors from the local economy.

- Development, Construction and Real Estate
- Retail and Personal Services
- Transportation, Warehousing and Wholesale Trade
- Manufacturing
- Tourism, Arts and Culture
- High Technology
- Business Services
- Agriculture, Fishing and Related Processing

Representatives from each sector provided feedback on the business retention and expansion issues they are facing, either through a series of sector focus groups held at Richmond City Hall, or through telephone interviews. In addition, a session was held with the Board of the Richmond Chamber of Commerce to receive their feedback.

Richmond Economic Overview

The following key points were observed with respect to Richmond’s economic performance relative to the rest of the Greater Vancouver Regional District over the last ten to fifteen years.

- Richmond is, and will remain, a **key centre of economic activity** in the region.
- Richmond has **more jobs per resident**, and more jobs per working resident, than any other community in the region.
- Compared to the period of rapid growth in the early and mid 1990s, Richmond’s **share of regional population growth and development activity has declined** in the last three to five years.

- Richmond's status as a mature community with relatively little land for new development may contribute to **continued slower growth** in the future, although it is premature to conclude that the recent pattern of slower growth will continue.

Sector Analysis

Labour force analysis of the nine key sectors revealed the following:

- **Six of the nine key sectors grew faster** (based on the number of jobs) than the rest of the GVRD from 1996 to 2001.
- The **fastest growing sector overall was high technology**, at an average of 9.2% per year. Clearly these growth rates have not been maintained since 2001, but employment data specific to Richmond is not available except through the five-yearly Census.
- The **Development, Construction and Real Estate, and Agriculture, Fishing and Related Processing** are the only two sectors to **lose employment** from 1996 to 2001. Based on the resurgence of building activity in the last several years, the Development sector is believed to have returned to a growth position.
- Based on a combination of statistical evidence and feedback from sector representatives, **High Technology is the only "Growth" sector** with potential for more than 2% annual growth in the next five years. **Agriculture, Fishing and Related Processing is the only "At-Risk" sector** with potential for 2% or more annual job loss over the next five years. The other sectors are all considered to be "Maintaining", meaning their employment will stay roughly the same, with potential for minor increases or decreases over the next five years.

Business Retention and Expansion Issues

Feedback from the sector representatives is combined into 11 key issues affecting business retention and expansion in Richmond. The issues, in summary, are:

1. **Land Availability and Cost.** There is a shortage of land for industrial and residential development, and what land is available is expensive relative to many other parts of the region. There are also concerns about infringement on agricultural land, primarily through adjacent development that effectively limits the agricultural activities that can be undertaken.
2. **Transportation.** There are deficiencies with respect to public transit service for lower-income, transit-dependent workers; road congestion affects the ease of both commuting and the movement of goods; better rail infrastructure is desired; and there are specific issues with respect to airport regulation.
3. **Labour Quality and Availability.** Transportation problems and the high cost of housing contribute to an overall shortage of low-wage, low-skill labour for sectors like retail and agriculture, as there is a relatively small pool of potential labour in Richmond for that type of employment.

- 4. City Regulations and Processes.** The development sector expressed the desire for greater certainty in what is required in the development process, and for greater cooperation from the City in meeting building standards (although the feedback from the business community reflects many years of experience with the City and may not reflect the impact of the recent changes in the Building Approvals department). Developers would also prefer a “development champion” approach where they are responsible for dealing with only a single City staff person as opposed to multiple departments, and there is a desire for shorter development approval times. The Airport has concerns about development under flight paths. The tourism and arts & culture sector would like better tourism signage, while the film industry would like easier and less expensive filming approvals.
- 5. Parking.** Street metering in the City Centre has introduced additional costs to merchants to patrol their free parking lots that are now being used by non-customers who are avoiding the cost of parking on the street. There is also an overall lack of parking for visitors to Steveston.
- 6. Crime and Security.** Crime is an issue for businesses operating in relatively remote locations (e.g. farms, business parks, remote industrial areas), while retailers also report an increase in theft, particularly by organized crime.
- 7. Unique Market.** The unique demographics of the Richmond market are a challenge for retailers, the education sector, and others who sell directly to the public and may not be familiar with the market.
- 8. Utilities.** There are reports of frequent, costly power outages in Steveston and other industrial areas throughout the City.
- 9. Business Costs.** Tourism and arts & culture businesses can not afford the cost of marketing themselves internationally. The film industry reports that Richmond is a higher cost filming location, particularly in Steveston. The community’s geographic location contributes to higher costs for insurance in the event of floods or earthquakes, as well as potentially higher construction costs to deal with seismic issues.
- 10. Community Identity.** Industrial firms are concerned about encroachment of residential development near industrial areas, which introduces potential conflicts with noise, odour, etc. Several groups would like to see the City embrace waterfront development for tourism and residential development. Other sectors feel that Richmond lacks an identity in their sector, whether it’s the lack of reputation as an international technology centre, the lack of a coherent retail identity in the regional marketplace, or the lack of reputation as a location for professional and business services. The transportation sector would like greater emphasis on goods movement in the City’s future transportation planning.
- 11. Housing.** The high cost of housing is problematic for lower-paid workers and contributes to the shortage of lower-cost labour in the community.

Business Retention and Expansion Strategy

Strategies have been developed to address the identified BRE issues. The City has varying levels of control over the issues, so part of the task of prioritizing actions within the BRE strategy is determining where the City has the greatest control and therefore the greatest opportunity to make a difference. Each of the eleven major BRE issues is categorized according to the degree of control over which the City exercises control.

Degree of Control over BRE Issue	BRE Issue
Low	Labour Quality and Availability, Unique Market, Utilities, Housing
Medium	Land Availability and Cost, Transportation, Crime and Security, Business Costs, Community Identity
High	City Regulations and Processes, Parking

The strategies also involve numerous City departments in addition to the Economic Development office, as well as other community partners in economic development such as the Richmond Chamber of Commerce and Tourism Richmond.

Ongoing BRE Program

In addition to the BRE strategies, an ongoing business retention and expansion program, involving regular in-depth interviews with senior company executives, would produce a greater understanding of BRE issues in the community and would allow issues to be dealt with proactively as they arise.

The drawback to an ongoing BRE program is that it is very time-consuming. It is not feasible with the current level of resources allocated to the Richmond Economic Development office. At least an additional half-time staff position is required for a program of 75 to 100 company interviews per year to be completed.

Performance Measurement

The overall effectiveness of a strategy can only be determined through performance measurement. There are three main categories of data that can be measured to track business retention and expansion in the community. Specific examples within each category are contained in the strategy report.

1. External data produced by Statistics Canada and other reputable agencies.
2. Business licence data gleaned from the existing Richmond Business Licence System
3. BRE program data collected through company interviews as part of an ongoing BRE program. This type of data would be enhanced through the use of an off-the-shelf BRE software program such as Synchronist.

Conclusion

The Richmond economy has been one of the drivers of economic prosperity in the Greater Vancouver region over the last several decades. The local economy remains strong, but there are early indications that growth may be slower in the future and a greater share of growth and development in the region will go to areas outside Richmond.

The majority of future economic growth in Richmond will be created by the existing business community. It is therefore imperative for the City's continued prosperity that these businesses have opportunities for expansion locally. Strategies to address the eleven major business retention and expansion issues are intended to allow this expansion to occur, and to keep Richmond's existing jobs in Richmond.

1. Introduction

The City of Richmond Economic Advisory Task Force identified the need to complete a business retention and expansion (BRE) strategy in their "Enhancing Richmond's Economic Sustainability" report. Although Richmond's economy has performed very well relative to most other Greater Vancouver communities in recent years, there are still companies that leave Richmond for other locations, or prefer to expand employment outside rather than inside Richmond.

Proactively seeking to identify the business retention and expansion issues facing Richmond businesses, and to devise strategies to address those issues, is a commendable approach at any time. Too often communities focus attention and resources on economic development only when they are experiencing economic distress, when a more prudent approach is to continue to strive for improvement even when economic performance is strong. Richmond has adopted the latter approach.

The consulting team of Vann Struth Consulting Group Inc., Eric Vance & Associates, and Harris Consulting Inc. was retained in June 2004 to assist the City of Richmond in preparing the BRE Strategy. The strategy was developed under the direction of Marcia Freeman, Manager of Economic Development. Other City staff, in particular Marlene Parsons, Stuart Jones, and Nora Wright, provided invaluable assistance in the execution of the project.

The BRE Strategy complements the existing Richmond Economic Development Strategic Plan, finalized in 2002. This strategy has a narrower focus on issues that are specific to business retention and expansion, but is nevertheless fully compatible with the strategies and actions developed in the earlier plan.

1.1. Project Objectives

The key study objectives are to:

1. Identify the core BRE issues facing the City of Richmond's business community;
2. Provide an analysis of the trends, segmentation, and patterns within the City of Richmond's business community;
3. Identify all key elements required to allow the City to decide on the program design and to ensure quick implementation;
4. Develop a business inventory for the City of Richmond, including, but not limited to, trend analysis and specific targeting (both at risk and growth businesses); and
5. Provide complete recommendations regarding alternative program designs, options and associated costs, program implementation and subsequent performance measurement.

1.2. Background on Business Retention and Expansion

Business retention and expansion (BRE) is an important economic development concept that focuses on issues of importance to companies that are already located in a community. Research in many cities in the United States show that 60 to 80% of all new jobs are created by companies that are already present in a community (the rest are created by new companies entering the community or through entrepreneurship)

As the name suggests, business retention and expansion has two components. The retention component focuses on preventing companies from leaving the community, or reducing their employment in the community either by shifting jobs elsewhere or through economic distress. The expansion side focuses on encouraging companies to expand their employment in the community.

Because existing companies are responsible for the majority of new job growth, it could be argued that BRE is the most important aspect of local economic development.

1.3. Study Process

The study process included consultation with Richmond business leaders representing each of the key sectors in the local economy, as well as extensive background research and analysis. The initial stages of the project in July and August 2004 focused on background statistical analysis and preparing for the industry consultation sessions in September.

The following focus group sessions were held in September:

- Development, Construction and Real Estate
- Retail and Personal Services
- Transportation, Warehousing and Wholesale Trade
- Manufacturing
- Tourism, Arts and Culture
- High Technology
- Business Services
- Agriculture, Fishing and Related Processing
- Education (by telephone only)
- Richmond Chamber of Commerce

The results of the focus groups were used to identify key BRE issues and to develop strategies and actions to address those issues. This process took place in October and early November.

2. Richmond Economic Overview

This section of the report provides a broad overview of the Richmond economy and how its performance compares to other communities in the Greater Vancouver Regional District (GVRD) over the last decade. Further detailed data on these topics can be found in Appendix A.

2.1. Population and Employment

As of the 2001 Statistics Canada Census, Richmond ranked fourth among GVRD municipalities in population with 8.3% of the regional total. Richmond's share of regional employment¹ is much higher (11.6%), ranking third in the region. See Table 5 on page 43 for data for all GVRD municipalities.

Richmond Population (2001):
164,345 (4th highest in GVRD)

Richmond-based Employment¹ (2001):
104,530 (3rd highest in GVRD)

Conclusion: Richmond occupies an important position as a centre of employment and economic activity in the GVRD. Its importance to the regional economy is greater than its share of the population would suggest.

2.2. Jobs to Residents Ratio

Section 2.1 above showed that Richmond's share of regional employment is significantly higher than its share of regional population. These two numbers can be shown as a ratio for comparing to other municipalities.

Richmond Jobs to Population Ratio (2001): 0.64 (highest in GVRD)

Richmond Jobs to Working Residents Ratio (2001): 1.31 (highest in GVRD)

As shown in the box to the right, Richmond's ratio of jobs to population, as well as its ratio of jobs to working residents, is the highest in the region. Table 6 on page 44 provides ratios for all GVRD municipalities and shows that Richmond is one of only four communities with more jobs than working residents.

Conclusion: Relative to other GVRD municipalities, Richmond has more local jobs per resident, and more jobs per working resident, than any other community in the region. It is also, on a relative basis, the greatest net importer of commuters in the region.

2.3. Business Licences

Richmond business licences increased by an average of 3.1% per year from 1994 to 2003, a significantly faster rate than the 1.9% average growth for the entire GVRD. Even though business licences are generally not as reliable as some other indicators (due to varying regulations and degrees of enforcement between municipalities), this indicates continued strong business growth in

Richmond Share of GVRD Business Licences (2003): 9.6%

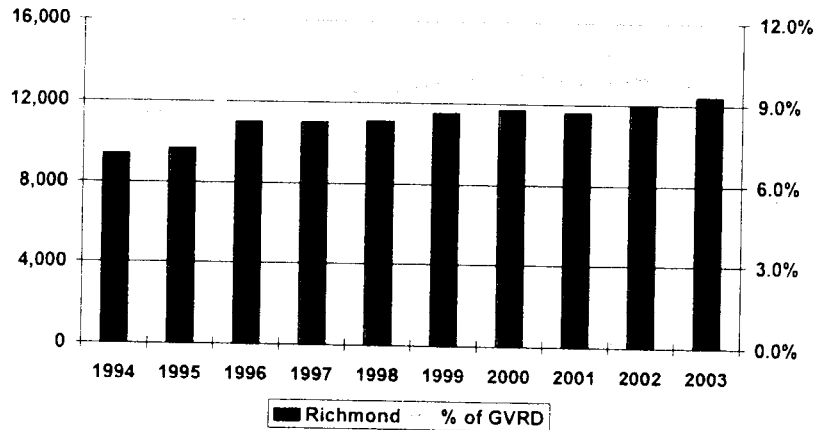
Richmond Share of New GVRD Business Licences (1994-2003): 16.1%

¹ Employment figures are for jobs with a regular place of employment – jobs with no usual place of work (e.g. construction) are not included.

Richmond. More data can be found in Table 7 on page 45.

The bars in Figure 1 below show the steady pace of business growth in Richmond, while the line shows Richmond's gradually increasing share of total business licences in the GVRD.

Figure 1. Richmond Business Licences and Share of GVRD Total, 1994 - 2003



Conclusion: Richmond is maintaining its position as a leader of business growth in the region.

2.4. Building Permit Values

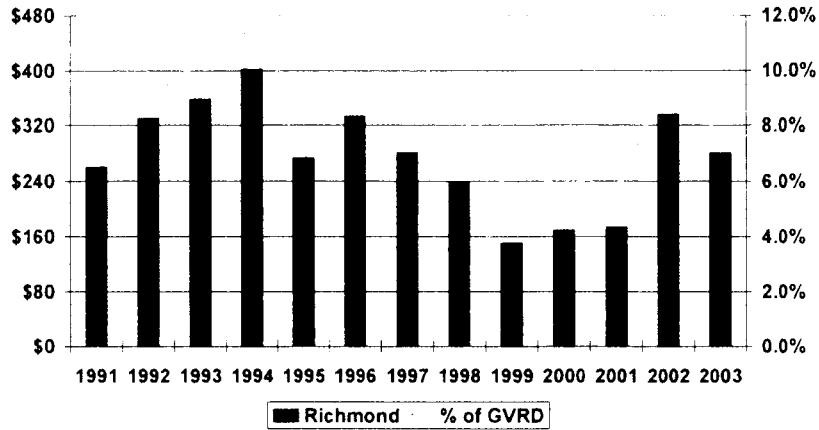
Over the 1991 to 2003 period, the high point for the value of building permits in Richmond occurred in 1994, reaching a total of just over \$400 million. The value of building activity declined through the rest of the 1990s, bottoming out in 1999 before finally recovering in 2002.

The Richmond development trends are very similar to the trends for the entire GVRD region, although Richmond's share of total building permit values has declined in the last few years. The inset box to the right shows Richmond's share of GVRD industrial and commercial building permit values for the most recent five-year period compared to the previous five-year period.

Time Period	All Permits	Industrial/Commercial
1994 to 1998	9.3%	11.9%
1999 to 2003	7.1%	8.9%

A similar trend is evident for total building permit values (including residential), shown in Figure 2. Detailed building permit data by year can be found in Table 8 on page 45.

Figure 2. Richmond Building Permit Values, Share of GVRD Total, 1991 - 2003



Conclusion: Richmond's share of total building activity in the region is lower in recent years for all types of development. This is a reasonable outcome given Richmond's status as a mature market with less developable land than many other municipalities, but it does indicate that Richmond may not maintain its high share of population and employment growth in the future.

2.5. Population Growth

Richmond's rate of population growth has been slowing for most of the last ten years. Population growth has also been slowing in the GVRD, although to a lesser degree.

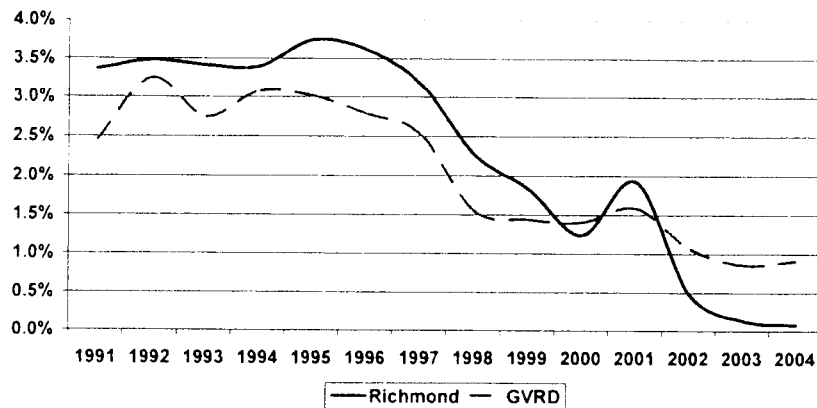
The box to the right shows that Richmond's average annual population growth (based on BC Stats estimates²) in the last five years is 0.8%, which is lower than the regional average of 1.2%. Both Richmond and the region grew much faster in the previous five-year period from 1994 to 1999, although in that time period Richmond grew at a faster rate than the region.

Average Annual Population Growth:		
Time Period	Richmond	GVRD
1994 to 1999	2.9%	2.3%
1999 to 2004	0.8%	1.2%

Figure 3 below shows that Richmond's population growth rate is lower than the region's in four of the last five years, after being higher than the regional rate throughout the 1990s.

² BC Stats produces population estimates for all municipalities in British Columbia. They are considered more accurate than Census populations because they are updated annually and include estimates of those who are missed by the Census.

Figure 3. Annual Population Growth Rate, Richmond and GVRD, 1991 - 2003



Conclusion: Richmond's slower population growth in recent years is primarily due to the greater availability and lower cost of land for new housing development in other parts of the region. Growth is likely to remain lower than the regional average in the future, implying slower growth in employment in population-serving industries like retail and personal services.

2.6. Employment Growth

Richmond added 14,575 jobs between 1996 and 2001, ranking second in the region in net job creation over that period and accounting for just under 20% of total job creation in the region. This is another example of Richmond's economic performance far exceeding its relative size, as the community had only 8.3% of the regional population that year. On an annual basis, Richmond averaged 3.0% job growth per year from 1996 to 2001, surpassing the regional growth rate of 1.7%. Detailed jobs data for all GVRD municipalities can be found in Table 10 on page 47.

Richmond as % of GVRD:

Population (2001): 8.3%

Jobs (2001): 11.6%

New Jobs (1996-2001): 19.9%

Conclusion: Richmond's economy exhibited very strong job growth from 1996 to 2001. Unfortunately community-level employment data is available only every five years, so the community's employment growth in the last few years is unknown.

2.7. Summary

The analysis in Section 2 suggests the following general conclusions:

- Richmond will remain a **key centre of economic activity** in the region.
- Several indicators suggest that Richmond's **share of regional growth is declining** and will continue to slowly decline in the future. This trend must be confirmed with other data in the coming years.

- Potential slower growth in Richmond is largely due to its status as a **mature community** with relatively little space for new development relative to many other communities in the region.

3. Sector Analysis

For the purposes of this study, the Richmond economy has been divided into nine economic sectors:

- Development, Construction and Real Estate
- Retail and Personal Services
- Transportation, Warehousing and Wholesale Trade
- Manufacturing
- Tourism, Arts and Culture
- High Technology
- Business Services
- Agriculture, Fishing and Related Processing
- Education

The sectors were chosen based on their prominence in the Richmond economy and are composed of similar or related industries. They were also used as the basis for selecting participants in the sector focus groups for the business consultation phase of the project.

The remainder of this section provides a high-level overview of the relative strength of the key economic sectors in Richmond, and how they have grown, relative to the GVRD. Maps are also provided showing the geographic distribution of each sector's employment within Richmond. This section does not include a discussion of detailed business issues as that is the topic of Section 4. Much more detailed statistical tables for each sector are provided in Appendices B and C.

3.1. Distribution of Employment

Table 1 on the following page shows the breakdown of total jobs by sector for both Richmond and the GVRD. The sectors shown in the table are based on the North American Industry Classification System (NAICS), which is the same system used by the City of Richmond for classifying business licences. The NAICS sectors do not correspond exactly to the nine Richmond sectors shown above – the Richmond sectors are based on combinations of NAICS sectors and do not include all employment in the community. In particular, most public sector employment is not captured as it is not considered relevant from a business retention perspective.

Table 1 provides several key pieces of information:

- Sectors are **ranked in order of the number of jobs** in Richmond, thus providing insight into the greatest sources of employment in the City.
- Richmond's **share of regional employment** in each sector shows how prominent each of Richmond's sectors is from a regional point of view.
- A statistic called the location quotient is shown for each sector. The location quotient is a measure of **relative concentration** in each sector – a value greater than one indicates a sector that is relatively more concentrated in Richmond relative to the GVRD, while a value less than one indicates lower concentration. For example, a location quotient of two means

that the sector is twice as concentrated in Richmond as the region, while a location quotient of 0.25 indicates a concentration only one-quarter as great.

Table 1. Employment by NAICS Sector, Richmond and GVRD, 2001

Economic Sector	GVRD	Richmond		
	Jobs	Jobs	% of GVRD	Location Quotient*
Transportation and warehousing	51,740	17,365	33.6%	2.90
Manufacturing	91,705	13,830	15.1%	1.30
Retail trade	106,835	13,275	12.4%	1.07
Accommodation and food services	73,285	9,530	13.0%	1.12
Wholesale trade	50,480	8,250	16.3%	1.41
Professional, scientific and technical services	81,480	8,150	10.0%	0.86
<i>High Technology**</i>	<i>37,360</i>	<i>6,990</i>	<i>18.7%</i>	<i>1.60</i>
Finance and insurance	51,215	5,275	10.3%	0.89
Health care and social assistance	92,295	5,155	5.6%	0.48
Educational services	66,910	4,530	6.8%	0.58
Other services (except public administration)	45,375	3,895	8.6%	0.74
Administrative and support, waste management and remediation services	30,130	3,460	11.5%	0.99
Real estate and rental and leasing	22,145	2,600	11.7%	1.01
Public administration	40,880	2,445	6.0%	0.52
Information and cultural industries	36,190	2,325	6.4%	0.55
Construction	23,640	1,960	8.3%	0.72
Arts, entertainment and recreation	18,835	1,560	8.3%	0.71
Agriculture, forestry, fishing and hunting	10,135	700	6.9%	0.60
Utilities	5,900	110	1.9%	0.16
Mining and oil and gas extraction	1,775	65	3.7%	0.32
Management of companies and enterprises	825	50	6.1%	0.52
Total***	901,775	104,530	11.6%	1.00

*Location Quotients are a relative measure of industry concentration. Values higher than 1 indicate that Richmond is more concentrated in that industry than the GVRD, and values less than 1 indicate lower concentration.

**High Technology is not a standard economic sector in the North American Industry Classification System (NAICS). The values shown in this table are estimated based on the BC Stats definition of the high technology sector, which allocates a percentage of employment in manufacturing, professional services, and other industries that are considered "high tech". It therefore double counts the other sectors in the table and is not included in the jobs total.

***Jobs shown in this table have a regular place of work in Richmond. Jobs without a usual place of work (e.g. some construction jobs) are not shown in the table.

Sources: Statistics Canada, Vann Struth Consulting Group

Conclusions:

- The location quotients in the right hand column show that **transportation and warehousing** is the sector that is most concentrated in Richmond relative to the rest of the region, while utilities is least concentrated.

- Industry concentration levels provide a general indication of the **comparative advantages** of a community. The results therefore suggest that, in addition to transportation and warehousing, Richmond has a comparative advantage in other sectors with high location quotients, including **high technology, wholesale trade, and manufacturing**. Most of these sectors share a reliance on Richmond's major transportation infrastructure (i.e. airport, ports, rail and highway connections). They are also closely tied to Richmond's industrial land and business park areas.
- It is equally informative to note the sectors where Richmond demonstrates a **comparative disadvantage**, such as **health care and social assistance, information and cultural industries, education, and professional, scientific and technical services**. Some of these sectors, like information and cultural industries and professional services, are typically located in a region's central city and Richmond is similar to most other municipalities outside Vancouver in appearing less concentrated in these areas. The historical development of the region and its major universities and health care facilities in other communities contributes to Richmond's relatively lower levels of employment in those sectors.

Appendix B provides a detailed distribution of employment by individual industries within each of the nine key sectors. Appendix C makes use of the alternative Standard Industrial Classification (SIC) to show employment trends in each sector from 1996 to 2001³.

3.2. Transportation, Warehousing and Wholesale Trade

Nearly 90% of all air transportation employment in the GVRD is in Richmond, with high degrees of concentration in related subsectors like transportation support activities and couriers. Various types of wholesaler-distributors are also far more common in Richmond than the rest of the region

The sector grew by an average of 2.7% per year from 1996 to 2001, significantly higher than the growth rate of 1.0% in the rest of the region.

Average Annual Employment Growth (1996 to 2001):

Richmond: 2.7%
Rest of GVRD: 1.0%

More than half of Richmond's employment in this sector is located on Sea Island, which is little surprise given the importance of Vancouver International Airport to the sector. Both East Cambie and Bridgeport have more than 3,000 jobs in the sector, while City Centre and Shellmont both have around 1,500 jobs.

INSERT MAP

3.3. Retail and Personal Services

The overall level of retail and personal services employment in Richmond is very similar to the rest of the region. Some subsectors are more concentrated in Richmond (e.g. furniture and home furnishings, motor vehicle and parts, health and personal care stores), while others are

³ The two industrial classification systems – SIC and NAICS – are similar, but nevertheless provide slightly different employment estimates for Richmond's key sectors. Only SIC data is available for both 1996 and 2001 and is used to show growth trends for each sector.

less concentrated (e.g. building material and garden equipment, personal and laundry services, gasoline stations, food and beverage stores).

Richmond has experienced strong growth in the retail and service sector, with employment growing by an average of 4% per year in the 1996 to 2001 period, four times as fast as the rest of the region.

The greatest concentration of retail and personal services employment in Richmond is in the City Centre area, although more than 2,000 jobs in the sector are also located in both the Bridgeport and East Cambie areas. Shellmont has close to 1,500 jobs.

Average Annual Employment Growth (1996 to 2001):

Richmond: 4.0%
Rest of GVRD: 1.0%

INSERT MAP

3.4. Business Services

Relative to the rest of the region, Richmond has about four-fifths the level of employment in business services (including professional, scientific and technical services as well as other service providers like insurance agents). This is primarily due to the fact that many highly specialized business and professional services firms tend to locate in the central business district in Vancouver. Regardless, the sector is a significant employer with nearly 13,000 jobs in Richmond.

Average Annual Employment Growth (1996 to 2001):

Richmond: 3.7%
Rest of GVRD: 1.5%

The sector also grew substantially faster in Richmond than the rest of GVRD over the 1996 to 2001 period. The City Centre area accounts for nearly half of the sector's jobs in Richmond, followed by East Cambie and Sea Island.

INSERT MAP

3.5. Tourism and Arts & Culture

Tourism does not exist in standard industrial classification systems as it actually includes parts of many other industries, especially accommodation services, food services, and various transportation, retail and entertainment industries. Therefore the statistics calculated for this report are technically only "tourism-related" because they include employment that is not wholly reliant on visitors.

Food services and accommodation are more concentrated in Richmond than the rest of the region, due in part to proximity to Vancouver International Airport. Other subsectors that are more associated with arts & culture, such as broadcasting, performing arts, and motion picture and sound recording industries, are significantly less concentrated in Richmond.

Average Annual Employment Growth (1996 to 2001):

Richmond: 3.5%
Rest of GVRD: 1.1%

Job growth in the 1996 to 2001 period was much faster in Richmond at 3.5% per year compared to 1.1% for the rest of the region. The City Centre area has the most jobs, followed by Sea Island and East Cambie.

INSERT MAP

3.6. General Manufacturing

The manufacturing sector is also called “general manufacturing” because it excludes high technology manufacturing and food processing, which for the purposes of this study have been grouped with other sectors and removed from the manufacturing statistics.

There is no single dominant type of manufacturing in Richmond, as there are several subsectors that each employ at least several hundred workers. Examples include wood products, fabricated metal, furniture, and printing. Many of these activities are also highly concentrated to Richmond compared to the rest of the GVRD.

Average Annual Employment Growth (1996 to 2001):

Richmond: 0.9%
Rest of GVRD: 1.0%

Employment in general manufacturing grew by an average of 0.9% per year in Richmond between 1996 and 2001, nearly identical to the 1.0% average growth rate in the rest of the GVRD. Bridgeport and East Cambie have by far the greatest physical concentration of general manufacturing employment in Richmond.

INSERT MAP

3.7. High Technology

High technology is one of the most concentrated sectors in Richmond relative to the rest of the GVRD. More than half of the sector’s estimated employment in Richmond is in computer systems design and related services, but there are many other facets of the industry that are also well represented in the community. Examples include software, medical equipment, semiconductors, aerospace products, and data processing services.

Average Annual Employment Growth (1996 to 2001):

Richmond: 9.2%
Rest of GVRD: 7.8%

High technology was easily the fastest growing of the nine key sectors over the 1996 to 2001 period, with growth in jobs averaging more than 9% per year. It was also the fastest growing sector throughout the GVRD, but at a slightly lower rate than in Richmond. The employment situation since 2001 is likely quite different as several technology industries have experienced down years, but final statistics to determine the extent of the change in growth are not available for individual communities.

The East Cambie area is home to more than half of all high technology employment in the City, with more than 4,000 jobs located there as of 2001. City Centre, Bridgeport and Shellmont each had between 500 and 1,000 jobs.

INSERT MAP

3.8. Education

About two-thirds of all educational employment in Richmond is in elementary and secondary schools. The "other schools and instruction" subsector, including art, athletic, and language schools, employed nearly 1,000 workers in 2001. The public college and university subsectors are not well represented in the City as local residents are served by institutions in neighbouring communities.

Average Annual Employment Growth (1996 to 2001):

Richmond: 4.1%
Rest of GVRD: 2.7%

The education sector grew at a faster rate in Richmond than the rest of the region from 1996 to 2001. Particularly fast-growing was post-secondary, non-university education.

Jobs in the education sector are distributed throughout Richmond, which is not surprising given the location of schools in all residential areas. The City Centre area has the greatest concentration of employment, followed by the Broadmoor area immediately to the south.

INSERT MAP

3.9. Development, Construction and Real Estate

The development, construction and real estate sector is not a strength for the Richmond economy. It has 75% as many jobs in Richmond as the rest of the region on a relative basis. The sector also experienced a significant decline in Richmond-based employment from 1996 to 2001, reflecting the community's declining share of regional development over that time period. Employment also declined throughout the region, but at a slower rate.

Average Annual Employment Growth (1996 to 2001):

Richmond: -6.4%
Rest of GVRD: -3.1%

The City Centre area has the greatest concentration of employment in the sector, although there are jobs throughout the community, including in many of the residential areas of the City where realtors or small construction contractors often work from their homes.

INSERT MAP

3.10. Agriculture, Fishing, and Related Processing

The agriculture, fishing and related processing sector is the smallest employer of the nine key sectors studied in this report, employing about 2,800 people as of 2001. Seafood processing is the largest subsector with 740 employees, followed by farming. Overall, the Richmond economy has about the same level of concentration in these sectors as the rest of the GVRD, but some subsectors, such as seafood processing, fishing, and sugar product and beverage manufacturing, are significantly more concentrated in Richmond. Farming is only half as concentrated in Richmond as the region as a whole.

Average Annual Employment Growth (1996 to 2001):

Richmond: -1.8%
Rest of GVRD: -0.2%

Employment over the 1996 to 2001 period declined by close to 2% in Richmond, whereas growth was only slightly negative in the rest of the region. The closure of BC Packers during this time period is a

major contributor to the decline in employment, along with a number of issues facing the sector that are discussed in detail in the following section of the report.

The Bridgeport area has the greatest concentration of employment in the sector (due to processing operations), followed closely by East Richmond and City Centre.

INSERT MAP

3.11. Summary

Employment in Richmond in all sectors grew by an average of 3.0% per year between 1996 and 2001, compared to 1.5% average growth in the rest of the GVRD (not including Richmond). Table 2 shows that of the nine sectors examined in this study, six grew faster in Richmond. Only two sectors lost employment.

Table 2. Employment Growth Rates by Sector, Richmond and Rest of GVRD, 1996 to 2001

Economic Sector	Richmond	Rest of GVRD	Current Richmond Growth Status
High Technology	9.2%	7.8%	Growth
Education	4.1%	2.7%	Maintaining
Retail and Personal Services	4.0%	1.0%	Maintaining
Business Services	3.7%	1.5%	Maintaining
Tourism and Arts & Culture	3.5%	1.1%	Maintaining
Transportation, Warehousing and Wholesale Trade	2.7%	1.0%	Maintaining
General Manufacturing	0.9%	1.0%	Maintaining
Agriculture, Fishing and Related Processing	-1.8%	-0.2%	At-Risk
Development, Construction, Real Estate	-6.4%	-3.1%	Maintaining
Total	3.0%	1.5%	

Source: Statistics Canada, consultant evaluations

Current Growth Status

Based on the combination of each sector's growth history and the feedback on competitive issues gathered through sector focus groups, the consulting team assessed the growth prospects of each of the nine key sectors. Three potential ratings were used:

- **At-Risk Sectors** are those with potential for significant job loss over the next five years of at least 2% per year.
- **Maintaining Sectors** are those that are expected to experience relatively flat employment growth, with the possibility for moderate gain or loss.
- **Growth Sectors** are those with the potential for rapid job growth in future years of at least 2% per year and possibly much more.

The **agriculture, fishing and related processing** sector is the only one of the nine sectors that is labeled "at-risk", meaning that there is a real threat of continued job loss in future years. Not only did it lose employment from 1996 to 2001 at a significantly faster rate than the rest of

the GVRD, but the structural issues affecting the sector have not changed in the subsequent three years.

The **development, construction, and real estate** sector, which showed the greatest job loss from 1996 to 2001, has recovered strongly in the last three years (based on the recovery in development activity). It is therefore labeled "maintaining", meaning that it is expected to show no more than moderate growth in the next five years.

The **high technology** sector showed easily the fastest growth in both Richmond and the GVRD from 1996 to 2001. The sector's economic performance has flattened significantly in the subsequent three years, although of all of the major sectors in Richmond, it has the greatest potential for very rapid growth. It is therefore the only sector labeled "growth", meaning that over the next five years it is expected to revert to a high growth pattern of perhaps 4-5% per year or higher.

All other sectors with the exception of general manufacturing also showed strong growth of at least 2.5% per year from 1996 to 2001. None of these sectors is labeled as a "growth" sector, however, due to the overall slowing of growth in Richmond since 2001. These sectors may continue to grow, but at a much slower rate (perhaps 1-2% per year rather than the 3-4% annual growth in the past). They are all therefore labeled as "maintaining" sectors.

Slowing population growth is expected to lead to little or no growth in the population-serving sectors of **education and retail and personal services**. **Business services** is also expected to be flat as it is partly population-serving and also reflects the slowing of business growth in other sectors. **Tourism** has been flat in British Columbia for the last several years, in part due to the September 11 attacks, SARS, mad cow disease, and other factors that have caused overall world travel to stagnate.

The transportation, **warehousing and wholesale trade** sector is showing strong growth potential in some areas with the establishment of major new distribution facilities in south Richmond by HBC, Adesa and others. But other parts of the sector, notably air transportation, have been flat, so overall the sector is labeled as "maintaining". This is perhaps the best example of a sector that needs to be examined at a finer level of detail to see positive and negative trends among its constituent industries. A much more detailed breakdown of employment numbers and trends for 1996 and 2001 is contained in Appendix C.

4. Business Retention and Expansion Issues

Many concerns, both large and small, were raised during the economic sector focus groups and telephone interviews regarding the realities of operating a business in Richmond. The major topics arising from the business consultation are combined into 11 key issues shown in Table 3 on the following page⁴.

Each issue is evaluated according to its importance for business retention and expansion in Richmond for each of the nine sectors. Each issue is rated to be of high, medium, or low importance, according to the following scale:

High – is a serious threat to business retention and expansion – job losses or missed expansion opportunities are likely without a resolution to the issue.

Medium – is a moderate threat to business retention and expansion – job losses or missed expansion opportunities are possible without a resolution to the issue, but are not assured and are unlikely to be significant.

Low – is not a threat to business retention and expansion.

The analysis of each issue is carried out in the context of business retention and expansion only. Some issues that are quite serious when judged according to other criteria may nevertheless be given a low rating if their impact on business retention and expansion is not significant.

Feedback received through the business focus groups may not be representative of the opinions of all firms in a sector. The analysis of issues is therefore not scientific in any way, but rather is based on a balance of the feedback that was provided. The overall intent of the analysis is to provide a sense of the relative importance of each issue to business retention and expansion in Richmond.

The pages following Table 3 provide a detailed discussion of each issue, including an evaluation of the scope for the City of Richmond to address the issue.

⁴ In addition to the major issues discussed in the report, many other issues that are specific to a single company have been noted by the City's Manager of Economic Development and are being addressed on a case-by-case basis.

Table 3. Evaluation of Business Retention and Expansion Issues

BRE Issue	Transportation, Warehousing and Wholesale Trade	Retail and Personal Services	Business Services	Tourism and Arts & Culture	General Manufacturing	High Technology	Education	Development, Construction, Real Estate	Agriculture, Fishing & Related Processing
1. Land Availability and Cost	MEDIUM	LOW	LOW	LOW	MEDIUM	MEDIUM	LOW	HIGH	HIGH
2. Transportation	MEDIUM	MEDIUM	MEDIUM	LOW	MEDIUM	LOW	LOW	LOW	MEDIUM
3. Labour Quality and Availability	LOW	MEDIUM	LOW	MEDIUM	LOW	LOW	LOW	LOW	HIGH
4. City Regulations and Processes	LOW	LOW	LOW	MEDIUM	LOW	LOW	LOW	MEDIUM	LOW
5. Parking	LOW	MEDIUM	MEDIUM	LOW	LOW	LOW	LOW	LOW	LOW
6. Crime and Security	LOW	MEDIUM	LOW	LOW	LOW	LOW	LOW	LOW	MEDIUM
7. Unique Market	LOW	MEDIUM	LOW	LOW	LOW	LOW	MEDIUM	LOW	LOW
8. Utilities	LOW	LOW	LOW	LOW	LOW	MEDIUM	LOW	LOW	MEDIUM
9. Business Costs	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW
10. Community Identity	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW
11. Housing	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW

Note: Issues are shown in approximate order of importance across all nine sectors. An expanded version of this table, with explanations for each rating, can be found in Appendix D.

4.1. Land Availability and Cost

(i) Shortage of large industrial sites...

Several sectors expressed concern about the availability of land in Richmond for new development and industrial expansion. Large companies in high technology, manufacturing, and transportation that are unable to find a suitable site for expansion or relocation within Richmond may choose another municipality as an alternate location. Smaller companies seeking office space in a business park location are not encountering a shortage of available space at this time.

(ii) High land costs...

All companies are aware of the lower cost of land and industrial space in Langley and other locations to the east, but most are tied to Richmond due to proximity to their workforce or Richmond's major transportation facilities (e.g., ports, airport). Very few seriously consider the lower cost of land in the Fraser Valley to be a significant enough issue to cause them to consider relocating. Where it may be more of an issue is for companies that are initially moving to the Lower Mainland since it is easier to locate than relocate.

(iii) Lack of developable land...

The development sector also identified lack of land for new development as a serious issue. In this case, the focus is mainly on land for new residential development. Several development sector representatives felt that removing land from the Agricultural Land Reserve (ALR) will be the only major source of new development land in Richmond. Others noted the possibility of focusing on new non-industrial development of the waterfront.

(iv) Threats to agricultural land...

The desire of some industries to reduce the amount of land in the ALR is directly opposed to the interests of the agriculture sector. Farmers are very concerned about maintaining the integrity of current agricultural land in the City. This includes the minimization of road-building or other actions that cause the subdivision of farm land into smaller, less economic parcels. New residential development in close proximity to farm land can also reduce the effective use of the land through complaints about noise, odours, dust, etc. The continuation of farming is under threat due to high land costs in the community preventing new farmers from entering the industry.

Municipal Control: Medium. The City has control over land use, except for the significant amount of Richmond land in the ALR. The City has little control over land costs in the market.

4.2. Transportation

Transportation was identified as an issue for all nine of the sector groups, although there are a number of different aspects of transportation that affect individual sectors differently.

(i) Inadequate public transit to remote areas and in non-peak hours...

Public transit is an issue for retail, warehousing, food processing, and tourism (e.g. hotels) that employ lower-paid workers. Because so many people working in lower paying jobs in Richmond are commuters from other parts of the region, the lack of good public transit connections, particularly in non-peak hours, is an issue in being able to attract and retain

employees. Other types of companies from high technology to transportation that are located in non-central locations like business parks face the same issue with their lower-paid staff. Environmentally-conscious staff and others who would prefer to use public transit, even if they own a car, are also discouraged from using transit due to its inconvenience.

(ii) Road congestion affects commuters and goods movement...

Road congestion is an issue for employees who drive to work. In many industries the majority of staff, especially at senior management levels, live outside Richmond and commute by automobile. The business community generally recognizes that this is an issue for all of Greater Vancouver and is not specific to Richmond, although within the community, No. 3 Road was identified by several sectors as of particular concern. Richmond residents are believed to avoid driving it if possible, negatively impacting some retailers, offices, and other businesses in the area. Several business services firms reported issues with clients from throughout the region having to travel No. 3 Road to visit their premises, and consequently are in some cases looking favourably on business park locations with fewer traffic and parking restrictions.

Road congestion also impacts the movement of goods, particularly for trucking and manufacturing industries. The Massey Tunnel is an especially troubling bottleneck that affects the otherwise excellent access to the U.S. border. The Steveston Highway and No. 5 Road area was also identified as a particular problem, along with the need to build the Blundell interchange. Farmers have a specific concern regarding the movement of farm machinery – they feel that drivers on roads like Westminster Highway do not respect the fact that Richmond is a farming community and consequently engage in dangerous driving activities that imperil both the equipment operators and other motorists.

(iii) Difficulty moving tourists around the community...

The tourism and culture sector identified the need for better movement of visitors between the major tourist and arts facilities in the community, including Steveston, Gateway Theatre, etc. Bus companies have a problem with no-stopping regulations when loading or unloading passengers on streets.

(iv) Transit important for educational institutions...

Several major educational institutions expressed the need for continued improvement in transit service, and one mentioned bicycle lanes as another feature that would improve student transportation.

(v) Need for rail infrastructure...

Investment in rail infrastructure has not kept pace with growth and the changing requirements of contemporary shipping, such as the rising use of containers. There is a feeling among transportation companies that new investment and reinvestment in all types of transportation infrastructure, including roads, bridges, tunnels, and rail facilities, is long overdue and the list of requirements is huge. Greater investment in rail infrastructure, for example, would help to alleviate road congestion by getting some trucks off the road that are now in use only because rail capacity is not there.

(vi) Airport regulatory issues...

The airport has specific barriers to further growth that are primarily related to federal regulation, including the achievement of more bilateral agreements for shipping of freight and

securing approved destination status from China (which has since been achieved and is expected to significantly increase air traffic to and from that country).

Despite the long list of transportation issues, no single issue is a significant threat to business retention and expansion. Some issues are regional in nature, while Richmond remains the best location for many companies due to the presence of the airport and major port facilities.

Municipal Control: Medium. Major transportation issues regarding roads, bridges and interchanges are under either regional or provincial control. The City has a voice in regional decision-making, as well as control over local issues like medians. Where transportation policy or investment is under the control of the federal or provincial governments or private firms, the City's role is primarily restricted to lobbying.

4.3. Labour Quality and Availability

(i) Impact of transportation problems and high housing costs...

The labour availability issue in Richmond is closely tied to transportation problems and relatively high housing costs. The industries with primarily lower-paid staff (retail, tourism, agriculture, warehousing, some manufacturing) have difficulty finding enough suitable staff due to the difficulty in attracting workers who must commute from other municipalities.

(ii) Small pool of local workers for low-wage, low-skill employment...

It was also mentioned by several businesses, particularly in the retail sector, that Richmond residents are not often interested in retail jobs. This was attributed to the demographics of the community where there are relatively fewer young adults, a large immigrant population whose children are typically encouraged to pursue advanced education, and a higher-income, higher-wealth segment of the population with little interest in lower-paid employment.

(iii) Shortage of farm and low-wage labour...

Difficulty finding enough farm labourers is not a problem that is unique to Richmond, but is a serious issue nonetheless. In some cases crops have been left on fields because sufficient labour was not available. This trend has forced many larger farms to become more mechanized, but smaller farms in Richmond often do not have the economies of scale to make mechanization viable. The farm labour that is available typically comes from Vancouver and Surrey, not Richmond.

Food processing also has labour supply problems, in part because low-wage labour is relatively scarce in Richmond. Industries like seafood processing that use a large proportion of new immigrant labour have a different labour retention problem because many immigrants are highly skilled in other fields and are quick to move to their chosen professions at the first opportunity.

For higher-wage occupations, no sector groups reported a serious problem attracting workers to Richmond. Many of these workers live outside the municipality, but their commute is regarded as more of a nuisance than a barrier to working in Richmond, in part because the rest of the region has similar traffic issues.

(iv) Importance of vocational training...

No sector expressed great concern over shortages of specific types of workers. This may become a more important issue in the future with the continued aging of the workforce. An education sector representative stressed the importance of maintaining vocational training programs in City high schools to ensure that a sufficient number of students continue to enter the college system and ultimately the workforce.

(v) Higher wages required (?)...

Several companies mentioned having to pay employees higher wages in Richmond to compensate for higher costs of living, but in general the Lower Mainland acts as a single labour market and labour costs are, in fact, slightly lower on average in Richmond compared to the region.

Municipal Control: Low. There are several initiatives the City can participate in to increase the availability and quality of workers (e.g. facilitate closer cooperation between educational institutions and the business community, support transportation improvements for lower-paid workers), but these initiatives will ultimately have only a limited impact on the overall market.

4.4. City Regulations and Processes

Several different areas of City regulation were mentioned as issues by the sector groups.

(i) Uncertainty in development process...

Regarding City regulation of the development process, the development focus group had several issues, mainly concerning a higher level of uncertainty compared to some other municipalities. Several developers felt unsure of what to expect when attempting a rezoning or applying for a development permit. Private developers are being asked to provide more infrastructure and amenities than in the past, such as day care centres, public art, and affordable housing. It is also felt that Richmond has very high building standards, which add to costs. The high standards are not a deterrent, however, if the process is clear and developers know what will be asked of them so they can conduct an accurate financial analysis prior to embarking on a project.

(ii) Unclear building approvals process...

Not only are building standards high, but several companies in a variety of sectors reported problems receiving clear direction from the City on how to meet the building code if a first attempt failed. Several had negative experiences of having to make multiple attempts to meet the code. It must be noted, however, that the focus group participants were reporting on their experiences with the City over a period of many years, and in most cases their comments did not reflect the significant changes undertaken in the City's building approvals department in 2003 and 2004.

(iii) Delays in development approvals...

Developers also have the perception that during the rapid pace of development of the last few years the application process has been lengthened, which they attribute to understaffing and staff continually being pulled away for special projects. The developers feel that opportunities are being missed as they wait for projects to be approved.

(iv) Desire for “development champion” approach...

Another issue is the requirement for developers to receive feedback from multiple City departments for a single application, which is time-consuming and can result in contradictory feedback. They would prefer the City adopt a “development champion” approach whereby all issues related to an application are funneled through a single City contact.

(v) Airport concerns with flight path development...

The airport has concerns with residential development occurring in flight path areas. They further believe that light industrial areas in north Richmond should be preserved and that introducing residents would also create noise conflicts with North Fraser Port. Manufacturers have similar concerns about residential development occurring in close proximity to industrial areas, creating conflicts and leading to some being uncertain how their properties fit into Richmond’s long term planning vision.

(vi) Inadequate tourist signage...

Signage is an issue for the tourism and arts & culture sector. Several examples were provided of the difficult process in approving new tourist signage, although part of the issue concerns the provincial Ministry of Transportation. The existing Points of Pride signs are considered ineffective, yet a coordinated, ongoing signage program to update or replace them does not exist.

(vii) Service to film industry...

Filming has its own unique regulatory issues. Richmond is in competition with other communities for location shoots, so municipalities that maintain a good reputation for efficient and reasonably-priced service will be a preferred destination. This requires access to be granted to film locations at a reasonable price and for requests to be addressed in an expeditious manner. There is scope for Richmond to improve its servicing of the film industry, while the community, particularly Steveston, is known as a higher-cost filming location.

(viii) Space needed for bus transportation...

A final point from the transportation sector is the need to be cognizant of the unique requirements of the bus transportation industry, particularly for ensuring space at hotels for bus parking and loading. There are regulations prohibiting buses loading and unloading on the street (see Transportation Issues above), yet some facilities that require bus service do not have sufficient space to accommodate them.

Municipal Control: High. The regulatory and process issues highlighted here are almost entirely within the control of the City.

4.5. Parking

Parking is an issue primarily for retailers in the City Centre, although it was also mentioned by business services firms in the same area and by tourism and other business operators in Steveston.

(i) Street metering creating additional costs...

The 2002 introduction of street metering in the City Centre has resulted in additional costs and aggravation for retailers. Many drivers are parking in free retail parking lots rather than on the street. This has forced retailers to pay for greater enforcement of their lots and as a last resort

to tow vehicles, which is not the welcoming message that retailers and shopping centres wish to send. The feeling among retailers is that this change was introduced by the City with no consultation and little understanding of the impact it would have.

The lack of a park-and-ride facility for the 98 B-Line bus (and possibly in future with the RAV line) also contributes to the improper use of retail parking facilities. Other businesses operating in City Centre feel that pay parking on the street has made the area less attractive for their clients to visit.

(ii) Lack of parking in Steveston...

Steveston is plagued by an overall lack of parking for tourists and those visiting local businesses. Steveston Harbour has a vacant lot that is often used for overflow parking, but it is a potential development site that may also be removed from the parking inventory at some point. There is a widespread feeling that a new parking facility is required in Steveston.

Municipal Control: High. The City has full control over local parking regulations.

4.6. Crime and Security

(i) More crime in remote settings...

Crime and security was identified as a serious issue by several sectors. Other than petty theft from parked cars, which occurs throughout the city, the greatest concerns were expressed by businesses in agriculture, retail, construction, and those operating in relatively remote business park or warehouse settings, including manufacturing and warehousing.

The high technology sector, despite operating mainly in business parks, does not have a serious problem with crime due in large part due to the extremely tight security at most of their operations. Manufacturing, warehousing and similar industries are being forced to increase their security spending.

Farmers must deal with theft of all types of machinery and equipment, some of which is difficult to secure given the wide-open nature of farming operations.

(ii) Rising crime in retail...

Retailers have unique security concerns. They have seen security costs rise rapidly in recent years, partly due to increasing gang activity and the rise of the "smash-and-grab" theft. There is also a problem with Richmond being the point of entry for significant contraband material that infiltrates the marketplace and competes with legitimate goods.

Municipal Control: Medium. The City can influence the level of local policing through expenditures on police services, but crime is a region-wide issue and some crime issues are international (e.g. counterfeit goods).

4.7. Unique Market

(i) Unique demographics...

Two sectors that sell directly to the Richmond resident population (retailing and education) identified the community's relatively unique demographics as an issue. Several retailers feel

that Richmond is unlike any other market in North America and that many companies have failed over the years by not recognizing this distinctiveness.

The Richmond market is unique primarily for its large immigrant population and large share of the population of Asian origin. Shopping patterns among the Asian community are quite different from the typical North American population and retailers must be cognizant of this fact and devise retailing strategies to accommodate it.

The education sector must also tailor course offerings in continuing education and private schools to appeal to all demographic groups.

Municipal Control: Low. The City can provide information on the local market to businesses but otherwise the responsibility for market intelligence rests with the private sector.

4.8. Utilities

(i) Reliability of power...

The reliability of power was mentioned as an issue by companies in agriculture, high technology, and business services. The problem is believed to be more serious in Steveston and in industrial areas of East Richmond, but it has been reported throughout many parts of the city. Even though power outages can occur anywhere, there is a feeling that they are more frequent and more prolonged in some parts of Richmond. As a result, several companies with vital uninterrupted power needs have had to purchase backup generators at considerable cost.

(ii) Reliability of telecommunications...

There were also complaints by companies in several industries about internet reliability from Telus, but this is believed to be a Telus issue and not specific to Richmond.

Municipal Control: Low. The City has no direct control over power or telecommunications reliability. Its role is restricted primarily to lobbying.

4.9. Business Costs

(i) High cost of international marketing and promotions...

Small businesses in tourism and arts & culture cannot afford the cost of independently marketing themselves internationally and therefore need assistance with cooperative marketing and promotions. This already happens to some degree through Tourism Richmond but there remains scope for more. This problem is not unique to Richmond.

(ii) High filming costs...

Costs for filming on location are an issue for the film industry. There has been a mentality in the past, not specific to Richmond, that costs are of little consequence to the film industry and its multi-million dollar productions. The message from the film industry is this is not the case in today's budget-conscious climate, especially considering how the region's cost advantages for filming have been eroded by the rising Canadian dollar. High costs in Richmond can be due to both public regulatory costs (e.g. paying police officers overtime wages to handle traffic control when some other municipalities allow the use of lower-paid staff or of private

contractors), and to private suppliers charging higher prices for providing support services for filming.

(iii) Insurance and seismic costs...

Richmond's geophysical location on a delta of the Fraser River gives it higher risks for flooding and earthquake damage relative to some other municipalities in the region. This results in higher insurance premiums and in some cases more stringent building standards to accommodate seismic issues. The insurance issue was mentioned by businesses in the retail, transportation and warehousing, and manufacturing sectors, although it applies to all sectors of the economy. It is not believed to be serious enough, however, to significantly affect business retention and expansion.

Municipal Control: Medium. The City controls municipal filming fees and charges and can influence cooperative tourism marketing through its partner Tourism Richmond, but has no direct control over insurance rates.

4.10. Community Identity

Every sector group specified some aspect of Richmond's identity or reputation as an issue for business retention and expansion. Much of the discussion concerned the rapid pace of growth and change in the community in the last several decades and how the City's commitment to preserving traditional industries is uncertain.

(i) Infringement on industrial areas...

In Steveston, there are concerns about how the community is losing its industrial character, thus creating uncertainty over possibilities for future industrial development. Industrial firms throughout the community are concerned about infringement of residential development into traditional industrial areas and how that will impact both their existing operations (e.g. complaints about noise) and future expansion possibilities. Several manufacturing companies expressed a desire to become more involved in the planning process for areas adjacent to their operations – they would prefer light industrial uses to act as a buffer around heavy industry.

(ii) Potential for waterfront tourism and residential development...

The tourism and development groups expressed the view that despite being an island, Richmond has always turned its back on the water and has used the waterfront primarily for industrial purposes. They would like to see a new waterfront strategy to open up the waterfront for tourism and recreation and for new residential development opportunities.

(iii) Not known as a centre for professional and business services...

Companies in finance, business services, and other traditional downtown office uses feel at a disadvantage from a perception point of view by virtue of operating in Richmond. Companies may have difficulty being regarded as a serious player in their industry without a downtown Vancouver location. Companies have found that clients prefer visiting service providers in downtown Vancouver due to the concentration of firms that allow multiple appointments on a single trip. Often staff in these sectors also prefer to work in a downtown location where other similar firms are concentrated. Some firms in this sector previously opened offices in Richmond with the intention of developing a secondary hub of business service activity in the

region, but found that Richmond is close enough to Vancouver that a secondary hub to service Richmond businesses and residents is not necessary.

(iv) Not known internationally as a technology centre...

High technology companies struggle with perception issues caused by operating outside a world-renowned technology centre. These concerns are for the entire Greater Vancouver region, however, rather than Richmond specifically.

(v) Lack of retail identity...

The retail sector feels that Richmond lacks an overall identity or community brand for shopping. It was formerly known as the home of "big-box" retail but large-format retailers have moved into many communities in the region and Richmond has lost a distinctive identity that draws shoppers to the community.

(vi) Lack of focus on goods movement...

The transportation sector would like to see a greater focus on goods movement in the City's long-term planning, which it perceives to be primarily focused at this point on the movement of people.

(vii) International perceptions as an educational destination...

Companies in the education sector struggle with the perception of Richmond in their marketing to international students. Richmond is known in Asia as a highly multicultural community, causing some potential students to go elsewhere to immerse themselves more fully in an English-only environment.

Municipal Control: Medium. The City can control its own long-range planning and can attempt to change external perceptions through education and marketing, but ultimately the Richmond "brand" is not wholly in the City's control.

4.11. Housing

(i) High cost of housing

The cost of housing is generally too high for lower-paid workers, which are the type of workers that are most in need in a number of sectors of the Richmond economy. The overall low number of Richmond workers who live in the community, regardless of income level, is due in large part to the high cost of housing, particularly compared to Surrey and other locations to the east.

As noted earlier with respect to transportation issues, lower-paid workers are least likely to be able to afford to live in Richmond, yet are most reliant on public transportation to travel to work. Housing costs, transportation issues, and the availability of labour are closely-related issues.

Municipal Control: Low. The City can work toward having more affordable housing and can influence the pace of redevelopment and densification to reduce supply pressures, but any City initiative will ultimately have only a marginal effect on housing costs in the community.

5. Business Retention and Expansion Strategy

The Richmond business retention and expansion strategy has two parts. The first part contains a series of strategic actions for addressing the 11 key BRE issues evaluated in Section 4. The second part is a recommended course of action for an ongoing business retention and expansion program.

The objective of both parts of the strategy is the same – to prevent companies and jobs from leaving Richmond, and to encourage existing businesses to expand their employment and investment in the community.

5.1. Business Retention and Expansion Issues

Strategic actions to address the 11 key BRE issues are prioritized based on the evaluation in Section 4. The highest priority items are those over which the City has the greatest control, with the rationale that the largest share of time and resources should be expended on the issues over which the City has the most influence. Issues rated the same for the level of municipal control are then prioritized according to the significance of the issue across all nine sectors.

Strategies and actions for the 11 BRE issues are outlined on the following pages, in priority order. The City Division or external organization that should take the lead role in implementing the strategy is identified, along with potential partners. It is expected that in all cases the Manager of Economic Development will be involved in a coordinating or oversight role. Resources to implement the strategies and a performance measurement system to track their progress are discussed in Sections 5.3 and 5.4 respectively.

5.1.1. CITY REGULATIONS AND PROCESSES

Strategy	Actions	Lead Role (Potential Partners)
1. Streamline development and building approval process	<ul style="list-style-type: none"> ▪ Explore possibility of instituting “development champions” approach (single point of contact for applicants) ▪ Adopt consistent, standardized and transparent requirements for development contributions ▪ Ensure that recent changes to Building Approvals Department result in desired improvement in inspection process ▪ Ensure sufficient staff levels are maintained so that permit approval times are not significantly lengthened during busy periods 	Urban Development Division (Urban Development Institute)
2. Develop tourism signage program	<ul style="list-style-type: none"> ▪ Work with tourism operators and other stakeholders to develop comprehensive and ongoing tourism signage program 	Cultural Services (Tourism Richmond)

Strategy	Actions	Lead Role (Potential Partners)
3. Streamline filming processes and information	<ul style="list-style-type: none"> ▪ Complete inventory of film locations ▪ Review film permit approval process and costs to ensure they are competitive with other municipalities 	Manager of Economic Development (BC Film Commission)
4. Resolve airport concerns regarding development in proximity to flight paths	<ul style="list-style-type: none"> ▪ Resolve noise contour issue for restricting development in proximity to flight paths 	Urban Development Division (Vancouver International Airport Authority)
5. Review charter bus stopping restrictions	<ul style="list-style-type: none"> ▪ Review restrictions on charter bus stopping in the street to determine if alternative regulations can better meet tourism industry needs 	Urban Development Division (Tourism Richmond, private bus companies)

5.1.2. PARKING

Strategy	Actions	Lead Role (Potential Partners)
1. Review impact of metered street parking in City Centre	<ul style="list-style-type: none"> ▪ Consult with retailers and other affected City Centre businesses on the impact of the introduction of metered street parking to minimize negative impacts on businesses 	Transportation Department (Richmond Chamber of Commerce)
2. Enhance parking options in Steveston	<ul style="list-style-type: none"> ▪ Explore possibilities for expanding the inventory of available parking in Steveston 	Transportation Department (Steveston Harbour Authority, local businesses)

5.1.3. LAND AVAILABILITY AND COST

Strategy	Actions	Lead Role (Potential Partners)
1. Expand development and redevelopment options	<ul style="list-style-type: none"> ▪ Update area plans ▪ Undertake a waterfront development strategy to identify potential new sites for residential and tourism development ▪ Prepare a comprehensive residential land strategy ▪ Ensure that industrial land strategy remains current and update when necessary 	Urban Development Division (Urban Development Institute)

Strategy	Actions	Lead Role (Potential Partners)
2. Preserve actual and effective agricultural land area	<ul style="list-style-type: none"> ▪ Continue to follow Agriculture Strategy recommendations for preserving agricultural land ▪ Minimize interface conflicts between agricultural and residential uses by planning development near agricultural areas so as to minimize conflict 	Urban Development Division (Richmond Farmers Institute)

5.1.4. TRANSPORTATION

Strategy	Actions	Lead Role (Potential Partners)
1. Work toward upgrades to major transportation infrastructure	<ul style="list-style-type: none"> ▪ Work through TransLink and the Ministry of Transportation to secure continual and faster upgrades to highways, bridges and Massey Tunnel ▪ Work with Ministry of Transportation and Highways to develop Blundell Interchange 	Urban Development Division (Transportation sector)
2. Address traffic issues on No. 3 Road	<ul style="list-style-type: none"> ▪ Continue to work with TransLink toward improvements to traffic movement on No. 3 Road 	Urban Development Division
3. Work toward better local transit services for non-central areas	<ul style="list-style-type: none"> ▪ Work with TransLink to explore the possibility of enhanced transit service to more remote locations like business parks, particularly at irregular hours 	Urban Development Division
4. Work toward better local transit services for serving tourist attractions	<ul style="list-style-type: none"> ▪ Work with TransLink to explore options for enhanced transit service to tourist areas (Steveston, Gateway Theatre, main shopping areas) – option may be a shuttle service to directly link tourist areas 	Urban Development Division
5. Work toward better local transportation for serving educational institutions	<ul style="list-style-type: none"> ▪ Explore enhanced transportation options for serving educational institutions, including provision of bicycle lanes 	Urban Development Division
6. Support airport in securing regulatory change	<ul style="list-style-type: none"> ▪ Provide support to Vancouver International Airport in its attempts to influence regulations governing international freight and passenger movement 	Manager of Economic Development

5.1.5. CRIME AND SECURITY

Strategy	Actions	Lead Role (Potential Partners)
1. Develop enhanced policing services for the business community	<ul style="list-style-type: none"> ▪ Review policing standards with respect to patrol of high-crime business areas (business parks, farms, construction sites) ▪ Enhance liaison between the RCMP and the business community through regular reporting of policing information to the Chamber of Commerce 	Community Safety Division (Richmond Chamber of Commerce)

5.1.6. BUSINESS COSTS

Strategy	Actions	Lead Role (Potential Partners)
1. Provide cooperative marketing opportunities for tourism and arts & culture businesses	<ul style="list-style-type: none"> ▪ Allow small companies to be highlighted in community marketing information ▪ Determine interest in a cooperative marketing initiative among small companies in the tourism and arts & culture sector 	Manager of Economic Development (Tourism Richmond)

5.1.7. COMMUNITY IDENTITY

Strategy	Actions	Lead Role (Potential Partners)
1. Involve established industries in community planning processes	<ul style="list-style-type: none"> ▪ Ensure that community planning processes are well-publicized ▪ Make additional effort to involve large businesses in the affected area in the planning exercise ▪ Ensure that new development does not encroach on the viable operation or expansion of established industries 	Urban Development Division (Manager of Economic Development)
2. Clarify and promote Richmond's identity as an inclusive multicultural community where all businesses can thrive	<ul style="list-style-type: none"> ▪ Emphasize City vision of inclusiveness and multiculturalism in all public communications (if appropriate) 	Manager of Economic Development (Finance and Corporate Services Division)

5.1.8. LABOUR QUALITY AND AVAILABILITY

Strategy	Actions	Lead Role (Potential Partners)
1. Support enhanced skills development in the community	<ul style="list-style-type: none"> ▪ Support closer cooperation between the business community and educational institutions so that students are graduating with required skills ▪ Support the retention and enhancement of vocational training in City high schools 	Manager of Economic Development (Richmond Chamber of Commerce, School District #38)

5.1.9. UTILITIES

Strategy	Actions	Lead Role (Potential Partners)
1. Request more reliable power service	<ul style="list-style-type: none"> ▪ Document the power reliability issues in the City ▪ Meet with BC Hydro to discuss power issues and request improvements to power reliability 	Manager of Economic Development (Richmond Chamber of Commerce)

5.1.10. UNIQUE MARKET

Strategy	Actions	Lead Role (Potential Partners)
1. Inform the business community on the Richmond market	<ul style="list-style-type: none"> ▪ Ensure that comprehensive descriptive information on Richmond community demographics and other characteristics is available 	Manager of Economic Development (Urban Development Division)

5.1.11. HOUSING

Strategy	Actions	Lead Role (Potential Partners)
1. Support the expansion of affordable housing options	<ul style="list-style-type: none"> ▪ Complete and implement affordable housing strategy 	Urban Development Division (Manager of Economic Development)

5.2. Ongoing Business Retention and Expansion Program

The strategies and actions outlined above are designed to address the most important business retention and expansion issues currently identified for Richmond businesses. These issues are likely to change over time, however, and new issues will arise.

The best way for the City to remain aware of the key BRE issues in the community is to establish and maintain an ongoing BRE program. The basic framework of a BRE program is very straightforward. It involves regular, meaningful contact with key companies in the community, usually through a face-to-face meeting/interview with senior corporate executives.

The benefits of an ongoing BRE program include:

- Gaining an in-depth understanding of the competitive issues facing local businesses;
- Being made aware of BRE issues as they arise and being able to proactively develop solutions;
- Gain a superior understanding of company plans for changes in employment levels, planned expansions, or planned moves out of the community, with the ability to intervene and prevent a potential move; and
- Raising the profile of the City's economic development function in the eyes of the business community.

The downside of an ongoing BRE program is that it can be very time-consuming and labour-intensive. For example, most BRE interviews are very in-depth and can last for up to an hour. In addition is the time for identifying companies and the correct contact within the company, contacting companies to inform them of the program and convince them of the value of participating, scheduling the interview, traveling to and from the company site, entering interview results into a database, and subsequently writing or generating reports.

Without a well-constructed interview questionnaire and data management system, it can also be difficult to produce meaningful information from the results.

There are therefore three key tasks in the establishment on an ongoing BRE program.

1. **Develop list of target companies and an interview schedule.** The list of target companies should cover all major economic sectors in the City, with a particular focus on companies that are in declining sectors or in sectors where there are known BRE issues.

The total number of companies to be included in the program will depend on the time and resources available for implementation, but a rough guideline is to include only as many companies as can be contacted in a period of 18-24 months. That way all major companies are contacted in a regular cycle no more than two years apart, with some variation in smaller companies or secondary targeted sectors in each cycle.

Based on the current economic situation in Richmond, the initial target list should include, at minimum, major companies in all sectors plus additional companies in agriculture and food processing (which is the only at-risk sector). An interview schedule can then be developed, also depending on the amount of time and resources available, that may vary from several interviews a week to only one or two per month. Clearly the more interviews that can be conducted the more value the BRE program will have to the City.

2. **Develop BRE interview questionnaire.** The BRE interview questionnaire should include questions to identify problems, to gain industry, company, and marketing

intelligence, and to ask about future plans for employment changes or facility expansions and moves. There are numerous examples of BRE questionnaires from economic development organizations throughout North America that can be used as a guide, but the consensus best approach among many economic developers in BC is to use the Synchronist business retention software package. Synchronist, which is discussed in more detail below, comes with pre-designed surveys that are also customizable to allow for community-specific questions to be inserted.

- 3. Develop data management system and produce program results.** This final task is the biggest stumbling block for most BRE programs. Many programs are well designed to capture large amounts of company information, but the ability to summarize the data and analyze trends over time is limited and very time consuming. There are several commercial business retention software packages available on the market, but again the consensus best option is the Synchronist package.

Synchronist

The Synchronist software package has been purchased for use by economic development organizations in Victoria, Nanaimo, the Comox Valley, Chilliwack, Mission, and Vancouver. There are several other BC communities that are actively considering purchasing the software as well. These communities recognize that managing an effective BRE program requires the use of advanced software, so several communities jointly investigated several commercial products. Synchronist was chosen as the preferred option.

Economic development staff in each of these communities were contacted for this study and all expressed a high level of satisfaction with Synchronist's ease of use and the power of its standardized report generation functions. These standardized results allow companies in different industries to be compared to each other, for company data to be compared over time, and for all companies to be compared to industry-wide or community-wide benchmarks. A further potential benefit of the system if a critical mass of BC communities fully participates is for company ratings in one community to be compared to provincial benchmarks generated from all participating communities.

The cost for Synchronist is based on community population. For Richmond, the initial licence fees would be just under \$10,000 US, plus costs for data hosting, maintenance and technical support of \$600 US. Costs may be reduced through some type of joint licensing arrangement with other BC communities.

5.3. Resources for Implementing Strategy

The establishment of an ongoing business retention program is conditional on the level of resources provided to economic development by the City. Current resources for economic development include one full-time staff person (the Manager of Economic Development), plus administrative support equivalent to less than a full-time position.

The strategic actions outlined in Section 5.1 are similar to other initiatives currently undertaken by the Manager of Economic Development. It is expected that these items can be absorbed within the current budget and staffing levels for economic development.

The establishment and maintenance of an ongoing BRE program, however, has time and resource requirements exceeding those currently available through the City's economic development function (assuming that all other duties and responsibilities remain unchanged).

With the large number of major companies in Richmond, it is estimated that an effective business retention and expansion program should include a minimum of 75 to 100 company interviews per year (1.5 to 2 interviews per week). A conservative estimate of the time required for each interview is five hours (including contacting and scheduling, travel time, data entry, and reporting), which translates into a minimum time requirement of 375 to 500 hours per year, or 50 to 67 working days. Additional time would be required to initially establish the program, learn the software, develop Richmond-specific questions, and communicate the program to the business community and within the City administration.

Based on the necessary investment of time, the implementation of an ongoing business retention and expansion program requires at minimum a half-time staff person to be devoted to the task. This person would play a support role in arranging interviews, doing data entry, and generating reports, and may also participate in interviews. The BRE program would be most effective, however, if the Manager of Economic Development, as the senior economic development representative of the City, conducted many of the interviews. This could only happen with additional staff support to free up time for BRE interviews.

Chilliwack, which is the most advanced of the BC communities in its use of Synchronist, has a full-time staff person devoted to business retention. The District of Maple Ridge, which is about to implement a BRE program, is also hiring a full-time person. The Vancouver Economic Development Commission has a staff position that is primarily devoted to BRE. The other communities in the province that have yet to significantly begin their BRE programs have struggled with making the required resources available.

Most of the BRE issues identified through this study are not serious enough to cause a negative impact on employment in Richmond. Only one of the nine key sectors is at-risk for substantial job loss over the next five years. The potential benefits of an ongoing BRE program are therefore lower in Richmond than in other communities that are experiencing more economic distress. Yet there is no question that an ongoing program would allow new issues to be identified more quickly and would increase the profile of the City's economic development function in the business community.

Other than the initial licencing fees, the cost for the Synchronist software program is relatively small on an annual basis. The largest cost in establishing an ongoing BRE program, therefore, is additional staff to manage the program and provide assistance to the Manager of Economic Development to free up time for conducting BRE interviews.

Recommendation	Lead Role (Potential Partners)
<p>If the City of Richmond elects to implement an ongoing business retention and expansion (BRE) program, sufficient resources (primarily staff) should be allocated to the program.</p>	<p>Finance and Corporate Services Division (Manager of Economic Development)</p>

5.4. Performance Measurement

An important consideration in the overall effectiveness of any strategy is the ability to measure results. This is particularly important for the City of Richmond, which is demonstrating a leadership position among BC municipalities in the measurement and benchmarking of many initiatives and processes.

Performance measurement in economic development is, unfortunately, an inexact science. It is always difficult to determine the extent to which an economic development initiative brought about change in a community's economic performance, or how much of the change would have occurred anyway. The strategies and actions in Section 5.1 are all intended to reduce the potential loss of companies and jobs and to enhance the expansion of employment and investment by existing companies. But there is not a direct cause-and-effect relationship between any of the strategies and actions and the achievement of the City's BRE objectives.

A comprehensive performance measurement system is needed that tracks, as closely as possible, the rates of business retention and expansion for the local economy overall and for individual sectors. The system can also be supplemented by more general indicators of economic performance for each sector and for the entire Richmond economy.

Recommendation	Lead Role (Potential Partners)
<p>It is recommended that the City of Richmond develop a performance measurement system for business retention and expansion composed of the following types of data:</p> <ol style="list-style-type: none"> 1. External Data - Includes data produced by Statistics Canada and other reputable agencies. 2. Business Licence Data - Uses the existing Richmond Business Licence Directory, with several minor changes. 3. Synchronist Data (if Synchronist is purchased) - Uses the pre-existing analytical functions in the Synchronist software package. 	<p>Manager of Economic Development (Urban Development Division)</p>

5.4.1. External Data

External data includes data produced by organizations like Statistics Canada, other government ministries and departments, industry associations, and private companies (e.g. realtors). The advantage of external data is that it allows for direct comparisons between Richmond and other communities. It is also consistently produced over time and therefore can be used for trend analysis.

The disadvantage is the data is usually available in aggregate for the entire community and is therefore most appropriate for general insight into economic performance at the community or sector level. No insight is provided into specific rates of business retention or expansion or other information at the individual company level.

Before providing specific suggestions for external data to measure, there are some general principles that apply to performance measurement with external data. Assuming the required data is available, each data set can be analyzed in several ways:

1. Compare Richmond's current value to Richmond's past values in order to identify trends.
2. Compare Richmond's current and past values to the current and past values for an appropriate comparison area, such as the GVRD, to see how the difference between Richmond and the comparison group changes over time (i.e. is Richmond higher or lower than average and is the gap widening or narrowing).
3. Compare Richmond to a specific group of comparison communities and track how Richmond's relative ranking within the group changes over time and where is Richmond in relation the top or bottom in the comparison group.
4. Transform the raw data into growth rates or ratios, as appropriate, and perform the same comparisons as in Points 1-3.

There are a number of possibilities for a comparison group for Richmond. There are 21 municipalities in the GVRD, but not all are relevant comparables for Richmond. A useful comparison group should include at minimum the three other largest communities in the region (Vancouver, Burnaby and Surrey). Alternatively a comparison group could include all GVRD municipalities except the four small residential communities of Lions Bay, Bowen Island, Anmore, and Belcarra. A comparison group could also be extended to other municipalities in the rest of BC or North America, so long as they are similar enough to Richmond to provide a reasonable comparison.

Many of the recommended data sets listed below are already tracked by the City. They are useful indicators of overall economic performance in the community or in specific sectors, which is the same purpose to which they are already being used in many cases. Therefore the most important improvement arising from this study's recommended approach is the higher level of analysis of each data set – rather than simply presenting the data in raw form over a given time period, a more thorough analysis of how Richmond is faring relative to the regional average or to a comparison group of communities will provide greater insight into the community's performance. The list of data sets in Table 4 is not meant to be exhaustive, but rather an indication of the types of general data that can be tracked by the City.

In some cases, a single data set is a useful indicator for more than one sector. For example, industrial land prices are relevant to the development sector, the manufacturing sector, and the transportation sector. Passenger figures from Vancouver International Airport are relevant for both tourism and the transportation sector.

Table 4. Recommended External Data for Performance Measurement

Sector	Data Set	Source	Frequency
Overall	Employment (Total Jobs and by Sector)	Statistics Canada Census	Every 5 years
	Estimated Population	BC Stats	Annual
	Incorporations	BC Stats	Annual
	Business Licenses (Total)	City of Richmond and GVRD	Annual
	Municipal Tax Rates	BC Ministry of Community, Aboriginal and Women's Services	Annual
	Distribution of Municipal Tax Revenue by Class (Residential, Commercial, Industrial)	BC Ministry of Community, Aboriginal and Women's Services	Annual
	Development Cost Charges	BC Ministry of Community, Aboriginal and Women's Services	Annual or As Required
	Other Locally-Produced Indicators as Available	City Departments, other agencies and organizations	As Available
Agriculture, Fishing and Related Processing	Production, Land Use, and Revenue	Statistics Canada Census of Agriculture	Every 5 years
	Fishing Production and Value (Provincial level only)	BC Ministry of Agriculture, Food and Fisheries	Annual
Development	Building Permit Values (Total and by Category)	BC Stats	Annual
Education	Population by Age	Statistics Canada Census	Every 5 years
	Projected Population by Age	BC Stats	Annual
High Technology	High Technology Establishments (GVRD)	BC Stats	Annual (part of High Technology Report)
Manufacturing	Industrial Land Prices	Colliers International (or other realtors) ⁵	Semi-Annual (or as available)

⁵ Colliers International, Royal LePage, CB Richard Ellis and JJ Barnicke produce periodic reports on the Greater Vancouver industrial, office, and retail markets that typically show Richmond figures separately. Not all companies produce all types of reports and the frequency of reports can vary even for the same company.

	Industrial Building Inventory, Vacancy, New Construction, Absorption	Colliers International (or other realtors)	Semi-Annual (or as available)
Retail and Personal Services	Shopping Centre Lease Rates	Colliers International (or other realtors)	Semi-Annual (or as available)
	Shopping Centre Vacancy Rates	Colliers International (or other realtors)	Semi-Annual (or as available)
Tourism and Arts & Culture	Customs Entries (for Vancouver Coast & Mountains only)	Tourism BC	Annual and Monthly
	Room Revenue (for GVRD)	Tourism BC	Annual and Monthly
	Vancouver International Airport Passengers	Tourism BC (or Airport Authority)	Annual and Monthly
	Visitor Information Centre Inquiries	Tourism Richmond	Annual and Monthly

5.4.2. Business Licence Data

The City of Richmond has a more advanced business licence system than most other communities in BC, but a limited amount of useful business tracking information is currently being extracted from the system. By implementing several relatively minor changes to the business licencing process, a significant amount of useful information can be generated.

The business licencing system currently includes three key pieces of information for each company in the system: (1) number of employees, including both full time and part time; (2) detailed industry, as measured by a NAICS (North American Industry Classification System) code; and (3) a code indicating the year in which the company initially entered the business licencing system (back to the start of the computerized system in 1974).

Companies are currently required to specify their employee count when initially applying for a licence. Based on the nature of the business, the NAICS code is also entered at this time. In subsequent years, however, companies are able to renew their business licence without indicating if employment has changed. In fact, companies have the incentive (even when first applying for a licence) to under-report their employment because business licence fees are based on a graduated scale and firms with more employees pay a higher fee.

The end result of the current system is that employment figures are not necessarily accurate, and are likely to become less accurate the longer a company is in the licence directory. Errors in coding companies according to NAICS are also expected in a database of more than 11,000 licences, which a preliminary review of the directory confirms.

Recommendation	Lead Role (Potential Partners)
<p>It is recommended that the City of Richmond undertake the following actions to improve the business tracking effectiveness of the business licence directory:</p> <ol style="list-style-type: none"> 1. Require companies to report their employee count when initially applying for a business licence, AND when renewing their business licence. 2. Undertake a thorough audit of the business licence directory to repair incorrectly coded entries, and to add NAICS codes where none currently exists. 3. Investigate the use of Statistics Canada products to aid in the coding of businesses to reduce future mis-coding. 4. Develop computer routines to tabulate employment by NAICS industry (and sum to Richmond's nine key economic sectors) on an annual and as-needed basis. 5. Develop computer routines to track the number of companies initially licensed in a given year that remain licensed in each subsequent year, by NAICS industry (and sum to Richmond's nine key economic sectors). 	<p>Finance and Corporate Services – Business Licencing Dept. (Manager of Economic Development)</p>

<p>6. Develop computer routines to produce reports of companies that do not renew their business licence, by NAICS industry and sector.</p>
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From a process point of view, the first recommendation requires a change in the current process for renewing business licences by requiring companies to indicate their current number of employees.

The third recommendation may also result in a change in the current business licence administrative process through the introduction of Statistics Canada software that directs the user to the correct NAICS code for a given type of business.

The second, fourth, and fifth recommendations are one-time initiatives.

If these recommendations are successfully implemented, the following data can be extracted from the business licence directory:

- Annual new employment, employment change, and lost employment, by detailed industry or summed to major sector.
- Survival and failure rates, by detailed industry or major sector, for one-year, two-year, five-year, etc. periods.
- A list of companies that leave the community, either by going elsewhere or going out of business, that could then be contacted to be interviewed on their reasons for leaving the community (assuming an ongoing BRE program is in place).

The advantage of the business licence data is that it provides the best source of employment change by industry on an annual basis, allowing trouble areas in the local economy to be identified more quickly. It is also the only source for calculating business survival and failure rates on an annual basis. It is also (mostly) comprehensive for the entire Richmond economy.

The downside of business licence data is that it does not cover all types of businesses. Public sector organizations are not required to be licensed, while there are several other special exempt cases (e.g. Vancouver International Airport). Despite the City's best efforts, it is not possible to capture all businesses in the community, although the ones that are missed (e.g. new and home-based businesses) are not significant. Finally, the data is not comparable with any other community, so Richmond can only be compared with its own past performance.

5.4.3. Synchronist Data

If the Synchronist program is purchased by the City of Richmond, another level of data can be added to the performance measurement system. Synchronist can provide detailed data on individual companies far beyond what is available from either of the other two data sources.

Because of the relatively small percentage of all companies that are interviewed as part of an ongoing BRE program, the Synchronist data is not representative of the entire business community. However, even based on a small number of interviews, Chilliwack, for example, was able to provide concrete evidence of several hundred planned new jobs in the community and was able to identify companies at risk for leaving.

The four Synchronist rating scales (Growth, Value, Risk, Satisfaction) can also be tracked over time for individual companies and for the community as a whole. If a critical mass of BC Synchronist users can be established, it will also be possible to compare Richmond ratings to provincial averages for entire communities or for particular sectors.

Because Synchronist data is continually being updated as interviews are conducted, it also provides the best real-time insight into problematic issues and troubled industries.

6. Conclusion

The Richmond economy has been one of the drivers of economic prosperity in the Greater Vancouver region over the last several decades. The local economy remains strong, but there are early indications that growth may be slower in the future and a greater share of growth and development in the region will go to areas outside Richmond.

While attracting new companies to the community is a worthwhile objective, there is no question that the majority of future economic growth in Richmond will be created by the existing business community. It is imperative for the City's continued prosperity that these businesses have opportunities for expansion locally. That is why, despite the current strength of the Richmond economy, that the concerns of the business community must be understood and practical solutions devised to the issues they face where these issues are within the City's ability to influence.

The business consultation phase of this project revealed 11 major business retention and expansion issues, some of which are wholly within the power of the City to address and some where the City can play no more than a supportive or lobbying role. Strategies to address these 11 issues were developed and rely on the cooperation of various City Divisions and a number of current or potential partners in economic development, such as the Richmond Chamber of Commerce and Tourism Richmond.

Should the City choose to invest in an ongoing BRE program, the ability to identify issues and respond in a proactive manner will be enhanced. Regardless, the development of a comprehensive performance measurement system will allow the City to track the performance of the business community with considerably more precision than in the past.

Richmond will maintain its standing as one of the main centres of economic activity in the GVRD in the coming years. But there will continue to be issues and barriers that need to be addressed so that all sectors can achieve their growth potential. With a persistent focus on these issues and a willingness to listen to the business community, the Richmond economy will remain strong for the foreseeable future.

Appendix A: Economic Overview Data

The data in this appendix is supplementary to the discussion of overall economic trends in Richmond in Section 2 of the report.

A1. Population and Employment

Table 5. Population and Jobs, GVRD Municipalities, 2001 Census

Municipality	Population			Jobs		
	2001	Share	Rank	2001	Share	Rank
Vancouver	545,671	27.5%	1 st	312,660	34.7%	1 st
Surrey	347,825	17.5%	2 nd	101,995	11.3%	4 th
Burnaby	193,954	9.8%	3 rd	107,970	12.0%	2 nd
Richmond	164,345	8.3%	4th	104,530	11.6%	3rd
Coquitlam	112,890	5.7%	5 th	33,495	3.7%	7 th
Delta	96,950	4.9%	6 th	42,240	4.7%	5 th
Langley Township	86,896	4.4%	7 th	34,440	3.8%	6 th
North Vancouver District	82,310	4.1%	8 th	21,715	2.4%	10 th
Maple Ridge	63,169	3.2%	9 th	17,345	1.9%	11 th
New Westminister	54,656	2.8%	10 th	26,000	2.9%	8 th
Port Coquitlam	51,257	2.6%	11 th	16,010	1.8%	12 th
North Vancouver City	44,303	2.2%	12 th	24,085	2.7%	9 th
West Vancouver	41,421	2.1%	13 th	14,250	1.6%	13 th
Port Moody	23,816	1.2%	14 th	5,045	0.6%	16 th
Langley City	23,643	1.2%	15 th	12,375	1.4%	14 th
White Rock	18,250	0.9%	16 th	5,495	0.6%	15 th
Pitt Meadows	14,670	0.7%	17 th	3,210	0.4%	17 th
Bowen Island	2,957	0.1%	18 th	795	0.1%	18 th
Lions Bay	1,379	0.1%	19 th	150	0.0%	20 th
Anmore	1,344	0.1%	20 th	175	0.0%	19 th
Belcarra	682	0.0%	21 st	105	0.0%	21 st
GVRD Total	1,986,965	100.0%		901,775	100.0%	

Note: GVRD totals include Indian Reserves and unincorporated GVRD Area A. Jobs total does not include jobs with no usual place of work (e.g. construction).

Source: Statistics Canada

A2. Jobs to Residents Ratio

Table 6. Ratio of Jobs* to Residents and Working Residents, GVRD Municipalities, 2001

Municipality	Jobs:Population Ratio		Jobs:Working Residents Ratio	
	2001	Rank	2001	Rank
Richmond	0.64	1st	1.31	1st
Vancouver	0.57	2 nd	1.12	3 rd
Burnaby	0.56	3 rd	1.17	2 nd
North Vancouver City	0.54	4 th	0.97	5 th
Langley City	0.52	5 th	1.06	4 th
New Westminster	0.48	6 th	0.91	6 th
<i>GVRD Total</i>	<i>0.45</i>	<i>Region Avg.</i>	<i>0.91</i>	<i>Region Avg.</i>
Delta	0.44	7 th	0.84	7 th
Langley Township	0.40	8 th	0.75	9 th
West Vancouver	0.34	9 th	0.75	8 th
Port Coquitlam	0.31	10 th	0.60	13 th
White Rock	0.30	11 th	0.63	10 th
Coquitlam	0.30	12 th	0.60	12 th
Surrey	0.29	13 th	0.61	11 th
Maple Ridge	0.27	14 th	0.55	14 th
Bowen Island	0.27	15 th	0.48	16 th
North Vancouver District	0.26	16 th	0.50	15 th
Pitt Meadows	0.22	17 th	0.42	17 th
Port Moody	0.21	18 th	0.39	18 th
Belcarra	0.15	19 th	0.27	19 th
Anmore	0.13	20 th	0.24	20 th
Lions Bay	0.11	21 st	0.19	21 st

* Includes only jobs with a permanent place of work.

Source: Statistics Canada, Vann Struth Consulting Group

A3. Business Licences

Table 7. Business Licences, Richmond and GVRD, 1994 - 2003

Year	Richmond	GVRD	Richmond Share of GVRD
1994	9,384	109,561	8.6%
1995	9,666	112,005	8.6%
1996	11,000	118,735	9.3%
1997	11,023	116,434	9.5%
1998	11,102	118,684	9.4%
1999	11,522	117,707	9.8%
2000	11,712	115,660	10.1%
2001	11,607	118,698	9.8%
2002	11,983	120,116	10.0%
2003	12,401	129,218	9.6%
Change 1994-2003	3,017	19,657	16.1%
Average Annual Change	3.1%	1.9%	-

Source: City of Richmond, Greater Vancouver Regional District (GVRD)

A4. Building Permit Values

Table 8. Building Permit Values, Richmond and GVRD, 1991 - 2003

Year	GVRD		Richmond				
	Values (\$000)	Values (\$000)	% of GVRD	Resid-Entail (\$000)	Commer-cial (\$000)	Industrial (\$000)	Institutional & Government (\$000)
1991	3,007,508	260,845	8.7%	145,833	58,130	4,976	51,906
1992	3,621,858	329,434	9.1%	203,474	82,623	6,014	37,323
1993	3,466,945	357,461	10.3%	275,167	72,513	1,889	7,892
1994	3,551,905	402,036	11.3%	275,504	85,925	3,032	37,575
1995	3,136,536	274,339	8.7%	198,241	57,835	4,839	13,424
1996	3,651,567	332,978	9.1%	215,581	78,445	2,244	36,708
1997	3,316,213	281,822	8.5%	113,448	132,641	25,197	10,536
1998	2,859,755	239,587	8.4%	86,129	99,300	13,109	41,049
1999	2,643,536	150,622	5.7%	79,982	43,955	17,442	9,243
2000	2,736,832	169,507	6.2%	83,862	69,522	4,883	11,240
2001	2,983,072	173,800	5.8%	88,585	52,337	8,896	23,982
2002	3,585,292	335,578	9.4%	207,735	105,295	3,568	18,980
2003	3,677,471	281,405	7.7%	211,075	59,579	3,969	6,782

Source: Statistics Canada, compiled by BC Stats

A5. Population Growth

Table 9. Estimated Population, Richmond and GVRD, 1991 - 2003

Year	Richmond	GVRD	Richmond Share of GVRD
1991	130,061	1,647,065	7.90%
1992	134,585	1,700,464	7.91%
1993	139,181	1,747,092	7.97%
1994	143,909	1,800,696	7.99%
1995	149,294	1,854,873	8.05%
1996	154,695	1,906,492	8.11%
1997	159,597	1,954,523	8.17%
1998	163,233	1,984,743	8.22%
1999	166,219	2,013,201	8.26%
2000	168,280	2,041,399	8.24%
2001	171,517	2,073,662	8.27%
2002	172,346	2,095,780	8.22%
2003	172,579	2,113,697	8.16%
2004	172,714	2,132,824	8.10%
Change, 1991 - 2004	42,653	485,759	8.78%
Average Annual Growth, 1991 - 2004	2.2%	2.0%	
Average Annual Growth, 1994 - 1999	2.9%	2.3%	
Average Annual Growth, 1999 - 2004	0.8%	1.2%	

Source: BC Stats

A6. Employment Growth

Table 10. Employment Growth, GVRD Municipalities, 1996 - 2001

Municipality	Jobs		Net New Jobs		
	1996	2001	1996-2001	Share of GVRD	Avg. Ann Growth
Surrey	86,975	101,995	15,020	20.5%	3.2%
Richmond	89,955	104,530	14,575	19.9%	3.0%
Burnaby	96,825	107,970	11,145	15.2%	2.2%
Langley Township	27,725	34,440	6,715	9.2%	4.4%
Delta	37,105	42,240	5,135	7.0%	2.6%
Vancouver	308,390	312,660	4,270	5.8%	0.3%
Coquitlam	29,900	33,495	3,595	4.9%	2.3%
Port Coquitlam	12,650	16,010	3,360	4.6%	4.8%
North Vancouver City	21,855	24,085	2,230	3.0%	2.0%
Maple Ridge	15,525	17,345	1,820	2.5%	2.2%
New Westminster	24,335	26,000	1,665	2.3%	1.3%
Pitt Meadows	2,460	3,210	750	1.0%	5.5%
Langley City	11,870	12,375	505	0.7%	0.8%
Bowen Island	645	795	150	0.2%	4.3%
Anmore	75	175	100	0.1%	18.5%
Belcarra	50	105	55	0.1%	16.0%
Port Moody	4,995	5,045	50	0.1%	0.2%
West Vancouver	14,260	14,250	-10	0.0%	0.0%
White Rock	5,570	5,495	-75	-0.1%	-0.3%
Lions Bay	245	150	-95	-0.1%	-9.3%
North Vancouver District	22,895	21,715	-1,180	-1.6%	-1.1%
GVRD Total	828,395	901,775	73,380	100.0%	1.7%

Source: Statistics Canada

Appendix B: Detailed Sector Data

This appendix includes detailed data on the nine key sectors discussed in Section 3 of the report. There are two data tables provided for each sector.

The first table provides a detailed breakdown of total employment within each sector and how the concentration of employment in each industry differs between Richmond and the entire GVRD. Industry data is shown according to the North American Industrial Classification System (NAICS), which is the same industry classification system used by the City for its business license directory.

The second table shows average employment income for each industry for both Richmond and the GVRD. Average incomes are about 5% lower in Richmond than the GVRD overall, and for most industries the difference is similarly small. The comparison of average incomes is provided mainly for information as it does not provide significant insight into Richmond industry. Where significant discrepancies in income do exist they are likely due to differences in firm size or skill requirements as opposed to anything specific to Richmond.

Also in the second table is the percentage of workers in each industry who reside in Richmond, thus providing an indication of the level of commuting. Industries with higher wages tend to have fewer workers that reside locally because these workers are prepared to spend more on transportation to commute to and from their places of employment.

B1. Transportation, Warehousing and Wholesale Trade

Table 11. Employment in Transportation, Warehousing and Wholesale Trade, Richmond and GVRD, 2001

Economic Sector	GVRD	Richmond		
	Jobs	Jobs	% of GVRD	Location Quotient*
Transportation, Warehousing and Wholesale Trade	102,220	25,630	25.1%	2.16
Air transportation	10,335	9,255	89.6%	7.73
Support activities for transportation	10,010	3,720	37.2%	3.21
Machinery, equipment and supplies wholesaler-distributors	11,605	2,350	20.2%	1.75
Couriers and messengers	3,715	1,400	37.7%	3.25
Personal and household goods wholesaler-distributors	6,645	1,345	20.2%	1.75
Food, beverage and tobacco wholesaler-distributors	8,495	1,330	15.7%	1.35
Miscellaneous wholesaler-distributors	6,965	1,165	16.7%	1.44
Building material and supplies wholesaler-distributors	7,965	905	11.4%	0.98
Truck transportation	8,040	840	10.4%	0.90
Wholesale agents and brokers	3,970	655	16.5%	1.42
Transit and ground passenger transportation	6,340	550	8.7%	0.75
Warehousing and storage	3,390	545	16.1%	1.39
Postal service	4,475	540	12.1%	1.04
Motor vehicle and parts wholesaler-distributors	3,420	425	12.4%	1.07
Water transportation	2,155	380	17.6%	1.52

*Location Quotients are a measure of industry concentration. Values higher than 1 indicate that Richmond is more concentrated in that industry than the GVRD, and values less than 1 indicate lower concentration.

Sources: Statistics Canada, Vann Struth Consulting Group

Table 12. Average Employment Income and Residence in Richmond, Transportation, Warehousing and Wholesale Trade, 2001

Economic Sector	GVRD	Richmond	
	Average Employment Income	Average Employment Income	% of Workers Residing in Richmond
Transportation, Warehousing and Wholesale Trade	\$42,848	\$41,396	29%
Air transportation	\$43,632	\$44,706	24%
Support activities for transportation	\$50,316	\$49,992	26%
Machinery, equipment and supplies wholesaler-distributors	\$51,263	\$42,931	26%
Couriers and messengers	\$28,471	\$28,294	36%
Personal and household goods wholesaler-distributors	\$40,604	\$37,367	36%
Food, beverage and tobacco wholesaler-distributors	\$39,332	\$33,688	37%
Miscellaneous wholesaler-distributors	\$37,320	\$31,827	45%
Building material and supplies wholesaler-distributors	\$45,199	\$41,197	34%
Truck transportation	\$38,443	\$39,863	30%
Wholesale agents and brokers	\$44,338	\$33,522	51%
Transit and ground passenger transportation	\$36,883	\$36,993	39%
Warehousing and storage	\$45,060	\$27,079	28%
Postal service	\$38,264	\$35,849	19%
Motor vehicle and parts wholesaler-distributors	\$37,385	\$39,011	24%
Water transportation	\$45,624	\$45,396	18%

Source: Statistics Canada

B2. Retail and Personal Services

Table 13. Employment in Retail and Personal Services, Richmond and GVRD, 2001

Economic Sector	GVRD	Richmond		
	Jobs	Jobs	% of GVRD	Location Quotient*
Retail and Personal Services	134,225	16,130	12.0%	1.04
Food and beverage stores	26,630	2,665	10.0%	0.86
Clothing and clothing accessories stores	12,605	1,655	13.1%	1.13
Repair and maintenance	13,535	1,630	12.0%	1.04
Motor vehicle and parts dealers	9,700	1,615	16.6%	1.44
Health and personal care stores	9,325	1,530	16.4%	1.42
General merchandise stores	11,505	1,410	12.3%	1.06
Personal and laundry services	13,845	1,195	8.6%	0.74
Miscellaneous store retailers	8,830	1,085	12.3%	1.06
Furniture and home furnishings stores	4,170	795	19.1%	1.64
Electronics and appliance stores	5,715	715	12.5%	1.08
Sporting goods, hobby, book and music stores	6,520	640	9.8%	0.85
Building material and garden equipment and supplies dealers	5,050	425	8.4%	0.73
Non-store retailers	3,475	410	11.8%	1.02
Gasoline stations	3,315	325	9.8%	0.85

*Location Quotients are a measure of industry concentration. Values higher than 1 indicate that Richmond is more concentrated in that industry than the GVRD, and values less than 1 indicate lower concentration.

Sources: Statistics Canada, Vann Struth Consulting Group

Table 14. Average Employment Income and Residence in Richmond, Retail and Personal Services, 2001

Economic Sector	GVRD	Richmond	
	Average Employment Income	Average Employment Income	% of Workers Residing in Richmond
Retail and Personal Services	\$25,402	\$26,435	52%
Food and beverage stores	\$22,505	\$20,109	65%
Clothing and clothing accessories stores	\$18,709	\$19,181	61%
Repair and maintenance	\$30,872	\$31,036	37%
Motor vehicle and parts dealers	\$43,001	\$43,726	33%
Health and personal care stores	\$29,369	\$36,743	48%
General merchandise stores	\$21,087	\$22,851	51%
Personal and laundry services	\$22,476	\$17,745	62%
Miscellaneous store retailers	\$21,495	\$20,746	58%
Furniture and home furnishings stores	\$26,231	\$23,323	43%
Electronics and appliance stores	\$33,386	\$41,753	41%
Sporting goods, hobby, book and music stores	\$18,838	\$17,088	63%
Building material and garden equipment and supplies dealers	\$29,342	\$29,507	39%
Non-store retailers	\$24,449	\$30,304	67%
Gasoline stations	\$20,598	\$10,486	75%

Source: Statistics Canada

B3. Business Services

Table 15. Employment in Business Services, Richmond and GVRD, 2001

Economic Sector	GVRD	Richmond		
	Jobs	Jobs	% of GVRD	Location Quotient*
Business Services	146,508	13,795	9.4%	0.81
Administrative and support services	28,455	3,290	11.6%	1.00
Insurance carriers and related activities	17,415	2,975	17.1%	1.47
Credit intermediation and related activities	21,285	1,525	7.2%	0.62
Rental and leasing services	4,550	975	21.4%	1.85
Management, scientific and technical consulting services	9,670	830	8.6%	0.74
Securities, commodity contracts, and other financial investment and related activities	12,135	735	6.1%	0.52
Accounting, tax preparation, bookkeeping and payroll services	10,520	685	6.5%	0.56
Architectural, engineering and related services (estimated non-high tech part only)	10,508	605	5.8%	0.50
Legal services	12,290	520	4.2%	0.37
Scientific research and development services	3,925	420	10.7%	0.92
Other professional, scientific and technical services	4,780	360	7.5%	0.65
Specialized design services	4,045	300	7.4%	0.64
Advertising and related services	3,910	300	7.7%	0.66
Waste management and remediation services	1,680	165	9.8%	0.85

*Location Quotients are a measure of industry concentration. Values higher than 1 indicate that Richmond is more concentrated in that industry than the GVRD, and values less than 1 indicate lower concentration.
 Sources: Statistics Canada, Vann Struth Consulting Group

Table 16. Average Employment Income and Residence in Richmond, Business Services, 2001

Economic Sector	GVRD	Richmond	
	Average Employment Income	Average Employment Income	% of Workers Residing in Richmond
Business Services	\$44,015	\$36,886	49%
Administrative and support services	\$26,684	\$26,787	46%
Insurance carriers and related activities	\$46,878	\$47,225	40%
Credit intermediation and related activities	\$39,517	\$37,737	58%
Rental and leasing services	\$28,813	\$31,198	33%
Management, scientific and technical consulting services	\$56,836	\$44,454	63%
Securities, commodity contracts, and other financial investment and related activities	\$73,454	\$37,581	62%
Accounting, tax preparation, bookkeeping and payroll services	\$45,606	\$43,458	59%
Architectural, engineering and related services (<i>estimated non-high tech part only</i>)	\$52,312	\$49,008	34%
Legal services	\$68,921	\$56,239	51%
Scientific research and development services	\$49,560	\$55,214	33%
Other professional, scientific and technical services	\$32,495	\$32,903	69%
Specialized design services	\$30,839	\$24,609	58%
Advertising and related services	\$39,398	\$26,017	57%
Waste management and remediation services	\$38,835	\$36,286	24%

Source: Statistics Canada

B4. Tourism and Arts & Culture

Table 17. Employment in Tourism-related Industries and Arts & Culture, Richmond and GVRD, 2001

Economic Sector	GVRD	Richmond		
	Jobs	Jobs	% of GVRD	Location Quotient*
Tourism-related and Arts & Culture	123,680	12,655	10.2%	0.88
Food services and drinking places	61,375	7,800	12.7%	1.10
Accommodation services	11,910	1,730	14.5%	1.25
Amusement, gambling and recreation industries	11,225	1,190	10.6%	0.91
Broadcasting and telecommunications	16,385	790	4.8%	0.42
Performing arts, spectator sports and related industries	6,725	300	4.5%	0.38
Motion picture and sound recording industries	5,975	195	3.3%	0.28

*Location Quotients are a measure of industry concentration. Values higher than 1 indicate that Richmond is more concentrated in that industry than the GVRD, and values less than 1 indicate lower concentration.

Sources: Statistics Canada, Vann Struth Consulting Group

Table 18. Average Employment Income and Residence in Richmond, Tourism-related Industries and Arts & Culture, 2001

Economic Sector	GVRD	Richmond	
	Average Employment Income	Average Employment Income	% of Workers Residing in Richmond
Tourism-related and Arts & Culture	\$25,779	\$22,706	51%
Food services and drinking places	\$16,247	\$18,243	56%
Accommodation services	\$26,494	\$26,431	38%
Amusement, gambling and recreation industries	\$22,185	\$23,232	48%
Broadcasting and telecommunications	\$51,824	\$52,139	23%
Performing arts, spectator sports and related industries	\$27,413	\$20,495	77%
Motion picture and sound recording industries	\$37,750	\$23,254	49%

Source: Statistics Canada

B5. General Manufacturing

Table 19. Employment in General Manufacturing, Richmond and GVRD, 2001

Economic Sector	GVRD	Richmond		
	Jobs	Jobs	% of GVRD	Location Quotient*
General Manufacturing	65,815	9,575	14.5%	1.25
Wood product manufacturing	9,990	1,240	12.4%	1.07
Fabricated metal product manufacturing	7,195	1,015	14.1%	1.22
Printing and related support activities	6,270	955	15.2%	1.31
Furniture and related product manufacturing	4,340	925	21.3%	1.84
Paper manufacturing	3,885	680	17.5%	1.51
Plastics and rubber products manufacturing	4,320	540	12.5%	1.08
Primary metal manufacturing	2,065	505	24.5%	2.11
Clothing manufacturing	6,035	480	8.0%	0.69
Non-metallic mineral product manufacturing	2,885	440	15.3%	1.32
Ship and boat building	2,145	435	20.3%	1.75
Textile product mills	1,265	425	33.6%	2.90
Engine, turbine and power transmission equipment manufacturing	490	300	61.2%	5.28
Metalworking machinery manufacturing	620	270	43.5%	3.76
Ventilation, heating, air-conditioning and commercial refrigeration equipment manufacturing	800	205	25.6%	2.21
Other general-purpose machinery manufacturing	1,315	150	11.4%	0.98
Industrial machinery manufacturing	1,360	130	9.6%	0.82

*Location Quotients are a measure of industry concentration. Values higher than 1 indicate that Richmond is more concentrated in that industry than the GVRD, and values less than 1 indicate lower concentration.

Sources: Statistics Canada, Vann Struth Consulting Group

Table 20. Average Employment Income and Residence in Richmond, General Manufacturing, 2001

Economic Sector	GVRD	Richmond	
	Average Employment Income	Average Employment Income	% of Workers Residing in Richmond
General Manufacturing	\$39,426	\$38,646	26%
Wood product manufacturing	\$45,205	\$38,953	19%
Fabricated metal product manufacturing	\$42,265	\$44,457	21%
Printing and related support activities	\$38,586	\$33,395	31%
Furniture and related product manufacturing	\$30,238	\$31,181	31%
Paper manufacturing	\$53,633	\$51,696	27%
Plastics and rubber products manufacturing	\$34,620	\$37,240	23%
Primary metal manufacturing	\$47,450	\$51,061	8%
Clothing manufacturing	\$20,103	\$18,771	54%
Non-metallic mineral product manufacturing	\$43,288	\$58,880	20%
Ship and boat building	\$35,899	\$33,985	18%
Textile product mills	\$27,755	\$25,501	32%
Engine, turbine and power transmission equipment manufacturing	\$41,711	\$39,178	18%
Metalworking machinery manufacturing	\$43,355	\$47,604	28%
Ventilation, heating, air-conditioning and commercial refrigeration equipment manufacturing	\$41,968	\$40,308	22%
Other general-purpose machinery manufacturing	\$47,258	\$49,435	33%
Industrial machinery manufacturing	\$50,716	\$37,244	15%

Source: Statistics Canada

B6. High Technology

Table 21. Employment in High Technology, Richmond and GVRD, 2001

Economic Sector	GVRD	Richmond		
	Jobs	Jobs	% of GVRD	Location Quotient*
High Technology	37,765	6,990	18.5%	1.60
Computer systems design and related services	18,330	3,525	19.2%	1.66
Software publishers	3,980	615	15.5%	1.33
Architectural, engineering and related services <i>(estimated high tech part only)</i>	3,500	605	17.3%	1.49
Medical equipment and supplies manufacturing	1,700	355	20.9%	1.80
Semiconductor and other electronic component manufacturing	2,015	340	16.9%	1.46
Computer and peripheral equipment manufacturing	1,645	335	20.4%	1.76
Navigational, measuring, medical and control instruments manufacturing	965	260	26.9%	2.32
Aerospace product and parts manufacturing	770	215	27.9%	2.41
Communications equipment manufacturing	935	180	19.3%	1.66
Data processing services	640	150	23.4%	2.02
Other electrical equipment and component manufacturing	1,620	115	7.1%	0.61

*Location Quotients are a measure of industry concentration. Values higher than 1 indicate that Richmond is more concentrated in that industry than the GVRD, and values less than 1 indicate lower concentration.

Sources: Statistics Canada, Vann Struth Consulting Group

Table 22. Average Employment Income and Residence in Richmond, High Technology, 2001

Economic Sector	GVRD	Richmond	
	Average Employment Income	Average Employment Income	% of Workers Residing in Richmond
High Technology	\$51,987	\$50,823	29%
Computer systems design and related services	\$50,656	\$53,612	32%
Software publishers	\$62,504	\$48,211	19%
Architectural, engineering and related services <i>(estimated high tech part only)</i>	\$52,312	\$49,008	33%
Medical equipment and supplies manufacturing	\$40,962	\$52,198	31%
Semiconductor and other electronic component manufacturing	\$64,558	\$52,768	15%
Computer and peripheral equipment manufacturing	\$56,543	\$38,655	19%
Navigational, measuring, medical and control instruments manufacturing	\$44,441	\$38,137	23%
Aerospace product and parts manufacturing	\$44,688	\$48,128	37%
Communications equipment manufacturing	\$51,693	\$62,925	14%
Data processing services	\$39,877	\$39,353	23%
Other electrical equipment and component manufacturing	\$54,171	\$56,900	43%

Source: Statistics Canada

B7. Education

Table 23. Employment in Education, Richmond and GVRD, 2001

Economic Sector	GVRD	Richmond		
	Jobs	Jobs	% of GVRD	Location Quotient*
Education	66,900	4,530	6.8%	0.58
Elementary and secondary schools	36,165	3,080	8.5%	0.73
Other schools and instruction	7,915	965	12.2%	1.05
Community colleges	7,400	335	4.5%	0.39
Universities	13,505	90	0.7%	0.06

*Location Quotients are a measure of industry concentration. Values higher than 1 indicate that Richmond is more concentrated in that industry than the GVRD, and values less than 1 indicate lower concentration.

Sources: Statistics Canada, Vann Struth Consulting Group

Table 24. Average Employment Income and Residence in Richmond, Education Sector, 2001

Economic Sector	GVRD	Richmond	
	Average Employment Income	Average Employment Income	% of Workers Residing in Richmond
Education	\$40,569	\$38,932	48%
Elementary and secondary schools	\$40,162	\$38,498	48%
Other schools and instruction	\$19,827	\$15,163	76%
Community colleges	\$44,075	\$44,207	39%
Universities	\$40,233	\$39,789	61%

Source: Statistics Canada

B8. Development, Construction and Real Estate

Table 25. Employment in Development Sector, Richmond and GVRD, 2001

Economic Sector	GVRD	Richmond		
	Jobs	Jobs	% of GVRD	Location Quotient*
Development, Construction, Real Estate	41,080	3,560	8.7%	0.75
Real estate	17,445	1,600	9.2%	0.79
Trade contracting	13,125	1,140	8.7%	0.75
Prime contracting	10,515	815	7.8%	0.67

*Location Quotients are a measure of industry concentration. Values higher than 1 indicate that Richmond is more concentrated in that industry than the GVRD, and values less than 1 indicate lower concentration.

Sources: Statistics Canada, Vann Struth Consulting Group

Table 26. Average Employment Income and Residence in Richmond, Development Sector, 2001

Economic Sector	GVRD	Richmond	
	Average Employment Income	Average Employment Income	% of Workers Residing in Richmond
Development, Construction, Real Estate	\$40,892	\$36,250	52%
Real estate	\$41,444	\$35,285	73%
Trade contracting	\$37,107	\$35,460	23%
Prime contracting	\$45,014	\$40,365	52%

Source: Statistics Canada

B9. Agriculture, Fishing, and Related Processing

Table 27. Employment in Agriculture, Fishing and Related Processing, Richmond and GVRD, 2001

Economic Sector	GVRD	Richmond		
	Jobs	Jobs	% of GVRD	Location Quotient*
Agriculture, Fishing and Related Processing	23,320	2,785	11.9%	1.03
Seafood product preparation and packaging	2,465	740	30.0%	2.59
Farms	7,880	480	6.1%	0.53
Beverage manufacturing	2,125	355	16.7%	1.44
Other food manufacturing	1,485	265	17.8%	1.54
Bakeries and tortilla manufacturing	3,230	240	7.4%	0.64
Meat product manufacturing	2,815	225	8.0%	0.69
Sugar and confectionery product manufacturing	700	155	22.1%	1.91
Fishing	475	110	23.2%	2.00
Fruit and vegetable preserving and specialty food manufacturing	575	110	19.1%	1.65

*Location Quotients are a measure of industry concentration. Values higher than 1 indicate that Richmond is more concentrated in that industry than the GVRD, and values less than 1 indicate lower concentration.

Sources: Statistics Canada, Vann Struth Consulting Group

Table 28. Average Employment Income and Residence in Richmond, Agriculture, Fishing and Related Processing, 2001

Economic Sector	GVRD	Richmond	
	Average Employment Income	Average Employment Income	% of Workers Residing in Richmond
Agriculture, Fishing and Related Processing	\$28,546	\$25,848	32%
Seafood product preparation and packaging	\$26,863	\$21,878	22%
Farms	\$19,614	\$17,155	49%
Beverage manufacturing	\$44,030	\$36,035	25%
Other food manufacturing	\$29,659	\$31,921	21%
Bakeries and tortilla manufacturing	\$26,465	\$19,351	38%
Meat product manufacturing	\$31,538	\$32,496	40%
Sugar and confectionery product manufacturing	\$35,386	\$36,538	52%
Fishing	\$56,960	\$20,656	41%
Fruit and vegetable preserving and specialty food manufacturing	\$26,863	\$21,878	22%

Source: Statistics Canada

Appendix C: Detailed Employment Trend Data

The data in Table 29 shows employment in detailed industries in each of Richmond's nine major sectors in 1996 and 2001. This data is not directly comparable to the sector data shown in Section 3 because it is based on the Standard Industrial Classification (SIC), whereas the Section 3 data is based on the North American Industry Classification System (NAICS).

Statistics Canada used NAICS for the first time in the 2001 Census so comparisons to prior years are not possible. The 2001 data was also produced according to SIC, however, to allow comparisons to previous Census years. The estimated sector employment is very similar for both SIC and NAICS sector definitions, with minor discrepancies.

Table 29. Detailed Industry Employment (SIC-based), Richmond, 1996 and 2001

Sector/Industry	Richmond			Rest of GVRD
	1996 Jobs	2001 Jobs	Avg Annual Growth	Avg Annual Growth
Total - All Industries	89,955	104,530	3.0%	1.5%
Transportation, Warehousing and Wholesale Trade	21,060	24,070	2.7%	1.0%
Air transport industries	8,465	8,595	0.3%	-4.3%
Service industries incidental to air transport	1,205	2,900	19.2%	2.5%
Electrical and electronic machinery, equipment and supplies, wholesale	2,030	2,020	-0.1%	2.9%
Food, wholesale	1,045	1,295	4.4%	2.4%
Truck transport industries	985	810	-3.8%	1.6%
Other products, n.e.c., wholesale	1,115	780	-6.9%	-5.7%
Lumber and building materials, wholesale	590	665	2.4%	1.6%
Other service industries incidental to transportation	350	625	12.3%	6.0%
Other machinery, equipment and supplies, wholesale	565	620	1.9%	1.1%
Public passenger transit systems industries	215	490	17.9%	1.4%
Other storage and warehousing industries	340	475	6.9%	2.3%
Water transport industries	440	385	-2.6%	-2.0%
Industrial machinery, equipment and supplies, wholesale	330	380	2.9%	1.1%
Apparel, wholesale	215	315	7.9%	0.4%
Electrical and electronic household appliances and parts, wholesale	135	280	15.7%	-6.6%
Hardware and plumbing, heating and air conditioning equipment and supplies, wholesale	230	255	2.1%	-2.9%
Drugs and toilet preparations, wholesale	255	250	-0.4%	10.6%

Sector/Industry	Richmond			Rest of GVRD
	1996 Jobs	2001 Jobs	Avg Annual Growth	Avg Annual Growth
Motor vehicle parts and accessories, wholesale	355	250	-6.8%	-1.5%
Service industries incidental to water transport	140	245	11.8%	1.6%
Waste materials, wholesale	200	245	4.1%	6.6%
Industrial and household chemicals, wholesale	175	220	4.7%	2.7%
Other transportation industries	110	195	12.1%	-0.1%
Beverages, wholesale	80	185	18.3%	10.7%
General merchandise, wholesale	100	175	11.8%	4.0%
Toys, amusement and sporting goods, wholesale	200	150	-5.6%	-2.2%
Household furnishings, wholesale	140	140	0.0%	1.4%
Motor vehicles, wholesale	155	140	-2.0%	6.9%
Construction, forestry and mining machinery, equipment and supplies, wholesale	55	120	16.9%	-4.8%
Paper and paper products, wholesale	95	115	3.9%	2.4%
Tobacco products, wholesale	105	100	-1.0%	-4.6%
Railway transport and related service industries	40	95	18.9%	-2.7%
Dry goods, wholesale	85	95	2.2%	-4.8%
Metal and metal products, wholesale	85	95	2.2%	3.9%
Photographic equipment and musical instruments and supplies, wholesale	165	90	-11.4%	-2.5%
Household furniture, wholesale	115	70	-9.5%	8.0%
Petroleum products, wholesale	30	60	14.9%	-4.6%
Agricultural supplies, wholesale	15	45	24.6%	0.8%
Farm products, wholesale	45	40	-2.3%	5.7%
Farm machinery, equipment and supplies, wholesale	25	30	3.7%	15.8%
Jewellery and watches, wholesale	25	20	-4.4%	-1.8%
Pipeline transport industries	0	10	N/A	1.3%
Grain elevator industry	10	0	-100.0%	-1.7%
High Technology	5,685	8,845	9.2%	7.8%
Computer and related services	2,495	4,825	14.1%	20.5%
Architectural, engineering and other scientific and technical services	1,440	1,900	5.7%	0.1%
Communication and other electronic equipment industries	350	590	11.0%	4.3%
Aircraft and aircraft parts industry	555	450	-4.1%	34.8%
Scientific and professional equipment industries	190	440	18.3%	2.7%
Office, store and business machine industries	525	365	-7.0%	-9.7%
Electrical industrial equipment industries	70	165	18.7%	9.9%
Pharmaceutical and medicine industry	60	110	12.9%	-0.1%
Retail and Personal Services	12,455	15,140	4.0%	1.0%

Sector/Industry	Richmond			Rest of GVRD
	1996 Jobs	2001 Jobs	Avg Annual Growth	Avg Annual Growth
Food stores	2,090	2,880	6.6%	2.5%
Automobile dealers	1,135	1,360	3.7%	0.8%
General merchandise stores	1,170	1,350	2.9%	0.0%
Prescription drugs and patent medicine stores	820	1,235	8.5%	4.4%
Motor vehicle repair shops	715	1,015	7.3%	2.2%
Barber and beauty shops	685	730	1.3%	3.5%
Clothing stores, n.e.c.	430	630	7.9%	3.9%
Other retail stores	470	600	5.0%	1.9%
Household furniture stores	555	555	0.0%	-2.9%
Toy, hobby, novelty and souvenir stores	375	555	8.2%	-1.4%
Women's clothing stores	415	435	0.9%	-0.3%
Direct sellers	380	430	2.5%	-1.2%
Other personal and household services	355	415	3.2%	-0.6%
Appliance, television, radio and stereo stores	325	385	3.4%	2.4%
Gasoline service stations	335	320	-0.9%	-4.3%
Automotive parts and accessories stores	235	300	5.0%	-1.9%
Sporting goods and bicycle shops	315	270	-3.0%	2.7%
Household furnishings stores	320	255	-4.4%	1.3%
Book and stationery stores	260	180	-7.1%	-1.2%
Jewellery stores and watch and jewellery repair shops	95	170	12.3%	-1.2%
Laundries and cleaners	110	170	9.1%	-2.3%
Other motor vehicle services	85	160	13.5%	-1.9%
Shoe stores	135	110	-4.0%	-0.1%
Recreational vehicle dealers	65	100	9.0%	-0.5%
Florists, lawn and garden centres	110	95	-2.9%	2.2%
Hardware, paint, glass and wallpaper stores	105	95	-2.0%	-9.2%
Camera and photographic supply stores	25	80	26.2%	16.6%
Men's clothing stores	90	70	-4.9%	-4.3%
Musical instrument and record stores	20	60	24.6%	-0.8%
Liquor, wine and beer stores	95	50	-12.0%	-2.3%
Fabric and yarn stores	110	35	-20.5%	-2.8%
Vending machine operators	15	30	14.9%	2.2%
Funeral services	10	15	8.4%	8.1%
General Manufacturing	9,590	10,020	0.9%	1.0%
Other machinery and equipment industries	725	890	4.2%	0.8%
Commercial printing industries	860	795	-1.6%	0.4%
Sash, door and other millwork industries	500	505	0.2%	2.7%
Wire and wire products industries	395	490	4.4%	-2.8%
Paper box and bag industries	475	475	0.0%	-0.8%
Other plastic products industries	490	465	-1.0%	14.8%

Sector/Industry	Richmond			Rest of GVRD
	1996 Jobs	2001 Jobs	Avg Annual Growth	Avg Annual Growth
Household furniture industries	305	460	8.6%	9.4%
Veneer and plywood industries	400	455	2.6%	-8.3%
Other clothing and apparel industries	160	445	22.7%	1.0%
Sawmill, planing mill and shingle mill products industries	450	405	-2.1%	-2.2%
Boatbuilding and repair industry	180	380	16.1%	-0.6%
Other manufactured products industries	305	325	1.3%	5.3%
Machine shop industry	235	235	0.0%	-0.3%
Stamped, pressed and coated metal products industries	190	230	3.9%	-2.2%
Platemaking, typesetting and bindery industry	130	220	11.1%	-2.7%
Commercial refrigeration and air conditioning equipment industry	200	200	0.0%	-1.3%
Other textile products industries	250	180	-6.4%	-0.7%
Other metal fabricating industries	125	165	5.7%	3.9%
Concrete products industries	105	150	7.4%	-4.4%
Women's clothing industries	60	130	16.7%	-0.3%
Motor vehicle parts and accessories industries	135	130	-0.8%	13.2%
Pulp and paper industries	35	115	26.9%	2.4%
Publishing industries	255	115	-14.7%	0.8%
Combined publishing and printing industries	145	115	-4.5%	-2.1%
Men's and boys' clothing industries	15	100	46.1%	13.2%
Other converted paper products industries	145	95	-8.1%	-10.4%
Sign and display industry	140	95	-7.5%	3.5%
Other wood industries	45	90	14.9%	-6.1%
Other rubber products industries	95	85	-2.2%	0.6%
Shipbuilding and repair industry	45	85	13.6%	8.5%
Office furniture industries	100	80	-4.4%	18.8%
Ornamental and architectural metal products industries	65	80	4.2%	-2.4%
Other chemical products industries	100	80	-4.4%	-2.2%
Other furniture and fixture industries	165	75	-14.6%	1.8%
Hydraulic cement industry	130	75	-10.4%	3.6%
Ready-mix concrete industry	60	70	3.1%	-6.6%
Electric lighting industries	95	65	-7.3%	6.8%
Plastic film and sheeting industry	95	60	-8.8%	-8.5%
Leather and allied products industries	10	60	43.1%	2.8%
Hardware, tool and cutlery industries	45	60	5.9%	-3.6%
Truck and bus body and trailer industries	70	60	-3.0%	0.6%
Fabricated structural metal products industries	95	55	-10.4%	-3.5%
Record player, radio and television receiver industry	0	55	N/A	4.6%

Sector/Industry	Richmond			Rest of GVRD
	1996 Jobs	2001 Jobs	Avg Annual Growth	Avg Annual Growth
Other electrical products industries	30	55	12.9%	19.2%
Glass and glass products industries	85	55	-8.3%	0.9%
Sporting goods and toy industries	110	50	-14.6%	8.8%
Toilet preparations industry	10	45	35.1%	16.2%
Non-ferrous metal smelting and refining industries	0	35	N/A	-9.7%
Foamed and expanded plastic products industry	10	30	24.6%	-14.9%
Jewellery and precious metal industries	25	30	3.7%	-3.7%
Wooden box and pallet industry	140	25	-29.1%	5.5%
Canvas and related products industry	10	20	14.9%	-2.3%
Soap and cleaning compounds industry	45	20	-15.0%	-4.7%
Man-made fibre and filament yarn industry	0	15	N/A	N/A
Copper and copper alloy rolling, casting and extruding industry	10	15	8.4%	-1.9%
Power boiler and heat exchanger industry	30	15	-12.9%	19.1%
Major appliance industry (electric and non-electric)	15	15	0.0%	-16.7%
Paint and varnish industry	45	15	-19.7%	12.2%
Children's clothing industry	15	10	-7.8%	-3.0%
Steel pipe and tube industry	0	10	N/A	-21.0%
Other rolled, cast and extruded non-ferrous metal products industries	20	10	-12.9%	1.5%
Agricultural implement industry	25	10	-16.7%	32.0%
Motor vehicle industry	10	10	0.0%	-2.6%
Railroad rolling stock industry	0	10	N/A	91.1%
Clay products industries	10	10	0.0%	19.1%
Other non-metallic mineral products industries	50	10	-27.5%	-0.2%
Tire and tube industry	0	0	N/A	7.0%
Rubber hose and belting industry	0	0	N/A	-100.0%
Plastic pipe and pipe fittings industry	110	0	-100.0%	5.9%
Spun yarn and woven cloth industries	0	0	N/A	-24.7%
Broad knitted fabric industry	0	0	N/A	14.9%
Natural fibres processing and felt products industry	0	0	N/A	-5.6%
Carpet, mat and rug industry	0	0	N/A	4.6%
Coffin and casket industry	0	0	N/A	-100.0%
Asphalt roofing industry	0	0	N/A	-5.6%
Primary steel industries	20	0	-100.0%	-7.9%
Iron foundries	0	0	N/A	-22.6%
Aluminum rolling, casting and extruding industry	20	0	-100.0%	3.2%
Heating equipment industry	25	0	-100.0%	-5.0%
Other transportation equipment industries	10	0	-100.0%	26.6%

Sector/Industry	Richmond			Rest of GVRD
	1996 Jobs	2001 Jobs	Avg Annual Growth	Avg Annual Growth
Small electrical appliance industry	0	0	N/A	-22.6%
Communications and energy wire and cable industry	0	0	N/A	4.6%
Abrasives industry	10	0	-100.0%	-100.0%
Lime industry	15	0	-100.0%	-10.6%
Refined petroleum products industries	0	0	N/A	-8.6%
Other petroleum and coal products industries	10	0	-100.0%	47.6%
Industrial chemicals industries, n.e.c.	50	0	-100.0%	-2.8%
Agricultural chemical industries	0	0	N/A	-3.6%
Plastic and synthetic resin industry	0	0	N/A	-15.1%
Tourism-related and Arts & Culture	9,840	11,715	3.5%	1.1%
Food services	6,085	7,940	5.5%	2.1%
Hotels, motels and tourist courts	1,295	1,295	0.0%	-6.7%
Other amusement and recreational services	380	525	6.7%	-3.9%
Gambling operations	330	405	4.2%	8.8%
Telecommunication carriers industry	385	385	0.0%	2.1%
Sports and recreation clubs and services	590	360	-9.4%	-1.1%
Telecommunication broadcasting industries	205	205	0.0%	0.8%
Taverns, bars and night clubs	245	185	-5.5%	4.2%
Motion picture, audio and video production and distribution	140	160	2.7%	7.7%
Motion picture exhibition	35	85	19.4%	6.4%
Theatrical and other staged entertainment services	85	80	-1.2%	0.0%
Recreation and vacation camps	35	45	5.2%	4.6%
Commercial spectator sports	10	25	20.1%	-1.0%
Lodging houses and residential clubs	0	10	N/A	1.5%
Camping grounds and travel trailer parks	10	10	0.0%	0.0%
Other telecommunication industries	10	0	-100.0%	-14.1%
Business Services	12,060	14,485	3.7%	1.5%
Insurance industries	2,520	2,405	-0.9%	2.8%
Other business services	1,510	1,675	2.1%	3.4%
Insurance and real estate agencies	1,255	1,520	3.9%	-3.4%
Deposit accepting intermediary industries	1,440	1,375	-0.9%	-1.3%
Travel services	550	1,170	16.3%	1.0%
Accounting and bookkeeping services	475	815	11.4%	4.5%
Operators of buildings and dwellings	515	765	8.2%	1.7%
Other financial intermediary industries	230	580	20.3%	10.8%
Automobile and truck rental and leasing services	460	565	4.2%	3.0%
Management consulting services	620	500	-4.2%	-1.6%
Advertising services	420	490	3.1%	8.8%
Offices of lawyers and notaries	445	450	0.2%	0.4%

Sector/Industry	Richmond			Rest of GVRD
	1996 Jobs	2001 Jobs	Avg Annual Growth	Avg Annual Growth
Services to buildings and dwellings	450	445	-0.2%	4.1%
Other services, n.e.c.	315	435	6.7%	0.8%
Machinery and equipment rental and leasing services	290	395	6.4%	-0.2%
Employment agencies and personnel suppliers	155	265	11.3%	5.0%
Consumer and business financing intermediary industries	55	175	26.0%	3.4%
Investment intermediary industries	170	170	0.0%	0.1%
Other repair services	140	165	3.3%	-3.1%
Photographers	35	75	16.5%	-2.2%
Business associations	10	40	32.0%	3.9%
Other real estate operators	0	10	N/A	-7.6%
Development, Construction, Real Estate	3,275	2,355	-6.4%	-3.1%
Residential building and development	580	345	-9.9%	-9.2%
Interior and finishing work	450	305	-7.5%	-5.3%
Site work	215	275	5.0%	-2.2%
Other services incidental to construction	170	230	6.2%	0.5%
Exterior close-in work	215	225	0.9%	-3.0%
Electrical work	300	205	-7.3%	-0.6%
Structural and related work	190	185	-0.5%	0.4%
Plumbing, heating and air conditioning, mechanical work	180	170	-1.1%	-2.3%
Other trade work	110	170	9.1%	3.9%
Non-residential building and development	390	120	-21.0%	-5.2%
Highway and heavy construction	225	85	-17.7%	0.3%
Mechanical specialty work	160	20	-34.0%	-4.9%
Project management, construction	75	20	-23.2%	3.9%
Industrial construction (other than buildings)	15	0	-100.0%	-3.0%
Agriculture, Fishing and Related Processing	2,840	2,600	-1.8%	-0.2%
Fish products industry	750	760	0.3%	-3.0%
Agricultural industries	655	490	-5.6%	4.2%
Other food products industries	330	280	-3.2%	-1.7%
Meat and poultry products industries	270	245	-1.9%	-4.2%
Soft drink industry	180	185	0.5%	-6.1%
Service industries incidental to agriculture	60	130	16.7%	0.1%
Fruit and vegetable industries	135	120	-2.3%	-5.4%
Fishing industries	65	110	11.1%	-10.3%
Sugar and sugar confectionery industries	200	95	-13.8%	-1.4%
Bakery products industries	100	80	-4.4%	5.8%
Dairy products industries	25	40	9.9%	-5.6%

Sector/Industry	Richmond			Rest of GVRD
	1996 Jobs	2001 Jobs	Avg Annual Growth	Avg Annual Growth
Flour, prepared cereal food and feed industries	25	25	0.0%	-0.9%
Brewery products industry	10	15	8.4%	0.9%
Tobacco products industry	25	15	-9.7%	-100.0%
Vegetable oil mills (except corn oil)	0	10	N/A	-18.3%
Services incidental to fishing	0	0	N/A	-12.0%
Distillery products industry	0	0	N/A	-20.8%
Wine industry	10	0	-100.0%	0.5%
Leaf tobacco industry	0	0	N/A	N/A
Education	3,715	4,540	4.1%	2.7%
Elementary and secondary education	2,885	3,240	2.3%	3.7%
Post-secondary non-university education	490	860	11.9%	3.6%
Other educational services	315	380	3.8%	3.0%
University education	25	60	19.1%	-0.2%
Not Included in Nine Key Sectors	9,490	10,745	2.5%	1.6%
Postal and courier service industries	1,710	1,950	2.7%	-1.6%
Non-institutional social services	1,200	1,570	5.5%	4.5%
Hospitals	1,130	1,295	2.8%	1.5%
Local government service industries	915	1,055	2.9%	1.8%
Offices of physicians, surgeons and dentists, private practice	865	980	2.5%	2.4%
Other federal government service industries	775	870	2.3%	0.3%
Other institutional health and social services	565	610	1.5%	4.7%
Provincial and territorial government service industries	360	360	0.0%	-3.0%
Offices of other health practitioners	205	330	10.0%	5.5%
Non-institutional health services	295	295	0.0%	4.9%
Religious organizations	285	255	-2.2%	2.6%
Private households	200	235	3.3%	-1.8%
Labour organizations	50	145	23.7%	-3.2%
Civic and fraternal organizations	145	105	-6.3%	-1.9%
Library services	70	95	6.3%	10.0%
Water systems industry	40	90	17.6%	8.5%
Health and social service associations and agencies	145	90	-9.1%	-4.2%
Medical and other health laboratories	85	70	-3.8%	8.9%
Other utility industries, n.e.c.	130	65	-12.9%	-2.0%
Defence services	35	60	11.4%	-5.0%
Logging industry	60	55	-1.7%	-0.1%
Museums and archives	25	40	9.9%	7.9%
Electric power systems industry	10	25	20.1%	6.6%
Crude petroleum and natural gas industries	10	20	14.9%	-1.5%
Sand and gravel pits	0	20	N/A	-8.1%
International and other extra-territorial agencies	10	20	14.9%	9.5%

Sector/Industry	Richmond			Rest of GVRD
	1996 Jobs	2001 Jobs	Avg Annual Growth	Avg Annual Growth
Forestry services industry	20	15	-5.6%	-10.0%
Political organizations	40	15	-17.8%	-11.3%
Service industries incidental to mining	30	10	-19.7%	-1.9%
Trapping	0	0	N/A	N/A
Metal mines	0	0	N/A	-14.3%
Non-metal mines (except coal)	0	0	N/A	5.9%
Coal mines	0	0	N/A	-2.6%
Stone quarries	10	0	-100.0%	-2.3%
Service industries incidental to crude petroleum and natural gas	0	0	N/A	4.6%
Gas distribution systems industry	20	0	-100.0%	-4.6%
Offices of social services practitioners	30	0	-100.0%	5.3%
Professional membership associations	20	0	-100.0%	-2.8%

Source: Statistics Canada, Vann Struth Consulting Group

Appendix D: Summary of Issues

Table 30 is a summary of the viewpoints expressed by the business community through focus groups and telephone interviews. It shows, for each sector, the importance of the eleven key BRE issues that have been identified, with additional comments on the nature of the issue for that sector.

Table 30. Summary of Business Retention and Expansion Issues

BRE Issue	Transportation, Warehousing and Wholesale Trade	Retail and Personal Services	Business Services	Tourism and Arts & Culture	General Manufacturing	High Technology	Education	Development, Construction, Real Estate	Agriculture, Fishing & Related Processing
Land Availability and Cost	<p>MEDIUM</p> <ul style="list-style-type: none"> Limited number of large sites – affects largest companies only 	<p>LOW</p> <ul style="list-style-type: none"> High lease rates and land costs may be a minor deterrent to growth 	<p>LOW</p> <ul style="list-style-type: none"> High lease rates and land costs may be a minor deterrent to growth 	<p>LOW</p> <ul style="list-style-type: none"> High lease rates and land costs may be a minor deterrent to growth 	<p>MEDIUM</p> <ul style="list-style-type: none"> Limited number of large sites – affects largest companies only 	<p>MEDIUM</p> <ul style="list-style-type: none"> Limited number of large sites – affects largest companies only 	<p>LOW</p> <ul style="list-style-type: none"> High lease rates and land costs may be a minor deterrent to growth 	<p>HIGH</p> <ul style="list-style-type: none"> Shortage of land for new development 	<p>HIGH</p> <ul style="list-style-type: none"> Infringement on agricultural land through subdivision, urban-rural interface conflict High land cost prohibitive for new farmers
Transportation	<p>MEDIUM</p> <ul style="list-style-type: none"> Many companies are tied to the airport and ports, but growth is being constrained by insufficient capacity on roads, bridges, Massey Tunnel Blundell Interchange required for growth Airport and railways have larger regulatory issues affecting growth (e.g. bilateral freight agreements and approved destination status from China for airport) 	<p>MEDIUM</p> <ul style="list-style-type: none"> Traffic problems on No. 3 Road discourage visits to City Centre retailers 	<p>MEDIUM</p> <ul style="list-style-type: none"> Staff driving to work face gridlock Traffic on No. 3 Road a deterrent to client visits 	<p>LOW</p> <ul style="list-style-type: none"> Better transportation to and between tourist and arts & culture sites is needed (i.e. improved transit or greater use of shuttles between key sites) 	<p>MEDIUM</p> <ul style="list-style-type: none"> Insufficient road, bridge, Massey Tunnel capacity for moving large shipments of product 	<p>LOW</p> <ul style="list-style-type: none"> Transit connections to industrial parks are poor – more staff would take transit if service was improved 	<p>LOW</p> <ul style="list-style-type: none"> More bike lanes and transit access would help student access 	<p>LOW</p> <ul style="list-style-type: none"> Many construction workers travel from communities to the east and face heavy traffic 	<p>MEDIUM</p> <ul style="list-style-type: none"> Moving farm equipment is problematic due to lack of respect for farm equipment Processing staff working shifts at irregular hours have poor transit options

BRE Issue	Transportation, Warehousing and Wholesale Trade	Retail and Personal Services	Business Services	Tourism and Arts & Culture	General Manufacturing	High Technology	Education	Development, Construction, Real Estate	Agriculture, Fishing & Related Processing
Labour Quality and Availability	<p>LOW</p> <ul style="list-style-type: none"> Attracting workers is a problem only if they do not have a vehicle Is a challenge to find enough workers in low-skill occupations in warehousing 	<p>MEDIUM</p> <ul style="list-style-type: none"> Difficulty attracting lower-paid workers, which must be recruited from outside Richmond, creating transportation challenges Difficulty attracting retail managers because residents generally do not consider retail to be a career option 	<p>LOW</p> <ul style="list-style-type: none"> Not a serious issue 	<p>MEDIUM</p> <ul style="list-style-type: none"> Hotel industry has difficulty finding qualified front-line workers with sufficient English skills – there is competition from downtown hotels that pay more Many workers in tourism businesses are lower-paid and must be recruited from outside Richmond, creating transportation challenges 	<p>LOW</p> <ul style="list-style-type: none"> Not a serious issue 	<p>LOW</p> <ul style="list-style-type: none"> Some lower-skill work is being transferred offshore, but not yet a significant amount Access to skilled employees in the local market not a serious issue at the present time 	<p>LOW</p> <ul style="list-style-type: none"> Hiring staff can be more difficult due to 	<p>LOW</p> <ul style="list-style-type: none"> Not a serious issue 	<p>HIGH</p> <ul style="list-style-type: none"> Access to sufficient workers for farm labour and for food processing is a serious challenge, although not unique to Richmond

BRE Issue	Transportation, Warehousing and Wholesale Trade	Retail and Personal Services	Business Services	Tourism and Arts & Culture	General Manufacturing	High Technology	Education	Development, Construction, Real Estate	Agriculture, Fishing & Related Processing
<p>City Regulations and Processes</p>	<p>LOW</p> <ul style="list-style-type: none"> • Airport has concerns over City allowing development too close to flight paths • Bus companies feel stopping restrictions are too strict • Building costs affected by stringent building standards and difficulty securing approval from building department 	<p>LOW</p> <ul style="list-style-type: none"> • Building costs affected by stringent building standards and difficulty securing approval from building department 	<p>LOW</p> <ul style="list-style-type: none"> • Building costs affected by stringent building standards and difficulty securing approval from building department 	<p>MEDIUM</p> <ul style="list-style-type: none"> • Film industry requires fast-tracking of requests and providing access to sites at a reasonable cost • Comprehensive inventory of film sites should be completed • Signage for tourism is outdated and insufficient for tourists • Building costs affected by stringent building standards and difficulty securing approval from building department 	<p>LOW</p> <ul style="list-style-type: none"> • Manufacturers want greater input and information on City planning processes to ensure that appropriate buffering is in place between heavy industry and residential uses • Building costs affected by stringent building standards and difficulty securing approval from building department 	<p>LOW</p> <ul style="list-style-type: none"> • Building costs affected by stringent building standards and difficulty securing approval from building department 	<p>LOW</p> <ul style="list-style-type: none"> • Building costs affected by stringent building standards and difficulty securing approval from building department 	<p>MEDIUM</p> <ul style="list-style-type: none"> • Developers face uncertainty in the development process with unexpected and arbitrary additional costs • Slow approval times for development applications causing opportunities to be missed • Unclear lines of communication with City and inconsistent feedback from various City departments • High building standards add costs – City often not helpful in telling builders hot to meet standards, only that they aren't met 	<p>LOW</p> <ul style="list-style-type: none"> • Building costs affected by stringent building standards and difficulty securing approval from building department

BRE Issue	Transportation, Warehousing and Wholesale Trade	Retail and Personal Services	Business Services	Tourism and Arts & Culture	General Manufacturing	High Technology	Education	Development, Construction, Real Estate	Agriculture, Fishing & Related Processing
Parking	<p>LOW</p> <ul style="list-style-type: none"> Not a serious issue. 	<p>MEDIUM</p> <ul style="list-style-type: none"> Introduction of pay street parking in the City Centre has created significant costs for retailers to patrol their parking lots for improper parking. Lack of a park-and-ride facility for the 98 bus exacerbates the problem. 	<p>MEDIUM</p> <ul style="list-style-type: none"> Firms in the City Centre are affected by pay parking on the street as it discourages clients from visiting the area. 	<p>LOW</p> <ul style="list-style-type: none"> Lack of parking for visitors to Steveston is a concern. 	<p>LOW</p> <ul style="list-style-type: none"> Not a serious issue. 	<p>LOW</p> <ul style="list-style-type: none"> Not a serious issue. 	<p>LOW</p> <ul style="list-style-type: none"> Not a serious issue. 	<p>LOW</p> <ul style="list-style-type: none"> Not a serious issue. 	<p>LOW</p> <ul style="list-style-type: none"> Affects companies operating in Steveston, but not significantly.
Crime and Security	<p>LOW</p> <ul style="list-style-type: none"> Theft from relatively remote business park locations is an issue Petty theft may be on the rise, but not a serious issue relative to other communities 	<p>MEDIUM</p> <ul style="list-style-type: none"> Security costs for retailers have doubled in recent years and are higher than in other communities due to influx of gangs Richmond also has significant knock-off goods from Asia to compete with legitimate goods 	<p>LOW</p> <ul style="list-style-type: none"> Petty theft may be on the rise, but not a serious issue relative to other communities 	<p>LOW</p> <ul style="list-style-type: none"> Petty theft may be on the rise, but not a serious issue relative to other communities 	<p>LOW</p> <ul style="list-style-type: none"> Petty theft may be on the rise, but not a serious issue relative to other communities 	<p>LOW</p> <ul style="list-style-type: none"> Theft from relatively remote business park locations is an issue Petty theft may be on the rise, but not a serious issue relative to other communities 	<p>LOW</p> <ul style="list-style-type: none"> Petty theft may be on the rise, but not a serious issue relative to other communities 	<p>LOW</p> <ul style="list-style-type: none"> Theft from work sites is a problem and forces companies to rely on private security, but problem is not believed to be worse in Richmond than elsewhere 	<p>MEDIUM</p> <ul style="list-style-type: none"> Theft from unsecured farm sites is a serious issue.
Unique Market	<p>LOW</p> <ul style="list-style-type: none"> Not affected by local market characteristics 	<p>MEDIUM</p> <ul style="list-style-type: none"> Local market is unique among North American markets due to community demographics, posing a threat to retailers who are not prepared to adapt to the local market's unique requirements 	<p>LOW</p> <ul style="list-style-type: none"> Most businesses serve a regional market and are not significantly affected by local market conditions 	<p>LOW</p> <ul style="list-style-type: none"> Most businesses serve a regional market and are not significantly affected by local market conditions 	<p>LOW</p> <ul style="list-style-type: none"> Not affected by local market characteristics 	<p>LOW</p> <ul style="list-style-type: none"> Not affected by local market characteristics 	<p>MEDIUM</p> <ul style="list-style-type: none"> The market for continuing education classes is unique due to community demographics 	<p>LOW</p> <ul style="list-style-type: none"> Most businesses serve a regional market and are not significantly affected by local market conditions 	<p>LOW</p> <ul style="list-style-type: none"> Not affected by local market characteristics

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Utilities	<p>LOW</p> <ul style="list-style-type: none"> Occasional power outages a nuisance 	<p>LOW</p> <ul style="list-style-type: none"> Occasional power outages a nuisance 	<p>LOW</p> <ul style="list-style-type: none"> Occasional power outages a nuisance 	<p>LOW</p> <ul style="list-style-type: none"> Occasional power outages a nuisance 	<p>LOW</p> <ul style="list-style-type: none"> Occasional power outages a nuisance 	<p>MEDIUM</p> <ul style="list-style-type: none"> Some sensitive processes require continual power, but most companies have backup power 	<p>LOW</p> <ul style="list-style-type: none"> Occasional power outages a nuisance 	<p>LOW</p> <ul style="list-style-type: none"> Occasional power outages a nuisance 	<p>MEDIUM</p> <ul style="list-style-type: none"> Loss of power for extended periods can cause loss of product Drainage issues in agricultural land in east Richmond
Business Costs	<p>LOW</p> <ul style="list-style-type: none"> Richmond's geographical characteristics (flooding, earthquake risks) lead to higher insurance costs, and may also require more costly construction to accommodate seismic issues Gas prices much lower in Fraser Valley 	<p>LOW</p> <ul style="list-style-type: none"> Richmond's geographical characteristics (flooding, earthquake risks) lead to higher insurance costs, and may also require more costly construction to accommodate seismic issues 	<p>LOW</p> <ul style="list-style-type: none"> Richmond's geographical characteristics (flooding, earthquake risks) lead to higher insurance costs, and may also require more costly construction to accommodate seismic issues 	<p>MEDIUM</p> <ul style="list-style-type: none"> Need for cooperative marketing of small tourism and arts & culture businesses Need for coordinated approach to the film industry to ensure that required services are provided at a cost-effective level Richmond's geographical characteristics (flooding, earthquake risks) lead to higher insurance costs, and may also require more costly construction to accommodate seismic issues 	<p>LOW</p> <ul style="list-style-type: none"> Richmond's geographical characteristics (flooding, earthquake risks) lead to higher insurance costs, and may also require more costly construction to accommodate seismic issues 	<p>LOW</p> <ul style="list-style-type: none"> Richmond's geographical characteristics (flooding, earthquake risks) lead to higher insurance costs, and may also require more costly construction to accommodate seismic issues 	<p>LOW</p> <ul style="list-style-type: none"> Richmond's geographical characteristics (flooding, earthquake risks) lead to higher insurance costs, and may also require more costly construction to accommodate seismic issues 	<p>LOW</p> <ul style="list-style-type: none"> Richmond's geographical characteristics (flooding, earthquake risks) lead to higher insurance costs, and may also require more costly construction to accommodate seismic issues 	<p>LOW</p> <ul style="list-style-type: none"> Richmond's geographical characteristics (flooding, earthquake risks) lead to higher insurance costs, and may also require more costly construction to accommodate seismic issues

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Community Identity	<p>LOW</p> <ul style="list-style-type: none"> Uncertainty over City plans for traditional industrial uses, including in port areas and harbour area in Steveston, which is losing its industrial character – the growth of residential development near port areas creates conflicts over noise City needs greater long-term focus on goods movement in addition to people movement 	<p>LOW</p> <ul style="list-style-type: none"> Richmond lacks a distinguishing identity that would attract retail customers from throughout the Lower Mainland Uncertainty over long-term position of the City with respect to multiculturalism and diversity and how that affects retail branding 	<p>LOW</p> <ul style="list-style-type: none"> Richmond not regarded as a serious location for finance and business services compared to downtown Vancouver – Richmond is too close to Vancouver to serve as an effective secondary business services centre in the region Uncertainty over long-term positioning of the City with respect to multiculturalism and diversity and whether all businesses are welcome 	<p>LOW</p> <ul style="list-style-type: none"> Some confusion over long-term City planning and identity, particularly relating to access to the waterfront and the City's multicultural identity More work needed to attract visitors from the Lower Mainland market Need for more tourism products in the off-season 	<p>LOW</p> <ul style="list-style-type: none"> Uncertainty over traditional industrial uses, including on the waterfront, and fears of encroachment of non-compatible uses in neighbouring areas 	<p>LOW</p> <ul style="list-style-type: none"> There is not strong awareness of Richmond (or Greater Vancouver) as a technology location in the broader world 	<p>LOW</p> <ul style="list-style-type: none"> Schools marketing to international students struggle to market the community as a sufficiently English environment 	<p>LOW</p> <ul style="list-style-type: none"> Uncertainty over City plans for waterfront development 	<p>LOW</p> <ul style="list-style-type: none"> Uncertainty over long-term plans for how traditional industries fit into future development of the City
Housing	<p>LOW</p> <ul style="list-style-type: none"> Lower-paid workers can not usually afford to live in Richmond, forcing import workers from other municipalities 	<p>LOW</p> <ul style="list-style-type: none"> Lower-paid workers can not usually afford to live in Richmond, forcing import workers from other municipalities 	<p>LOW</p> <ul style="list-style-type: none"> Lower-paid workers can not usually afford to live in Richmond, forcing import workers from other municipalities 	<p>LOW</p> <ul style="list-style-type: none"> Lower-paid workers can not usually afford to live in Richmond, forcing import workers from other municipalities 	<p>LOW</p> <ul style="list-style-type: none"> Lower-paid workers can not usually afford to live in Richmond, forcing import workers from other municipalities 	<p>LOW</p> <ul style="list-style-type: none"> Lower-paid workers can not usually afford to live in Richmond, forcing import workers from other municipalities 	<p>LOW</p> <ul style="list-style-type: none"> Lower-paid workers can not usually afford to live in Richmond, forcing import workers from other municipalities 	<p>LOW</p> <ul style="list-style-type: none"> Lower-paid workers can not usually afford to live in Richmond, forcing import workers from other municipalities 	<p>LOW</p> <ul style="list-style-type: none"> Lower-paid workers can not usually afford to live in Richmond, forcing import workers from other municipalities

Appendix E: List of Contacts

The following individuals provided information to the consultants through their participation in the business focus groups or through phone interviews.

Quentin Antoine, SportChek (Richmond Centre)
Jack Baryluk, BCIT Aerospace and Technology Campus
Bob Baziuk, Steveston Harbour Authority
Louis Belanger, TSM Engineering
Catherine Brunino, Off The Wall
Eric Canada, Blane, Canada
Nelson Chan, Palladium Development Corp.
Cynthia Chen, Macdonald Realtors Westmar (Vice Chair, Richmond Chamber of Commerce)
Brian Coombes, Chilliwack Economic Partners Corporation
Geoff Crawford, Comox Valley Economic Development Society
Susan Cudahy, District of Maple Ridge
Diane Dupuis, Dupuis Langen Financial
Stephen Easterbrook, Wild West Organic Harvest
Ron Emerson, Emerson Real Estate Group
Deborah Evans, UPS Supply Chain Solutions
Jane Fernyhough, City of Richmond
Tamaka Fisher, Steveston Village Gallery
Rob Fleming, Kwantlen University College
Ed Gavsie, Universal Learning Institute (Chair, Richmond Chamber of Commerce)
Florence Gordon, Richmond Chamber of Commerce
Barry Grabowski, Cohen Buchan Edwards
Sandy Grewal, Richmond Plywood
Gordon Hardwick, BC Film Commission
Ali Hounsell, Vancouver International Airport Authority
Richard Hudson, Richmond School Board International Student Program
David Huffer, Vancouver International Airport Authority
Olga Ilich, Suncor
Simon Johnston, Gateway Theatre
Valerie Jones, North Fraser Port Authority
Ed Kargl, Fraser River Port Authority
Mike Kliman, Richmond School Board International Student Program
Wendy Knight, Sierra Wireless
Edward Ko, Viva Pharmaceutical
Councillor Kiichi Kumagai, City of Richmond
Steve Kurrein, Progressive Construction
Tracy Lakeman, Tourism Richmond
Conrad LeDrew, Bootlegger
Lorenzo Lepore, Zone Entertainment
Heather Leslie, International Stage Lines
Winnie Leong, Scotiabank
Danny Leung, Fairchild Developments
Karen Lindsay, City of Nanaimo
Josie Louie, Forget-Me-Not Floral Design
Bill Macadams, Univar

Kevin Mahon, Adera Development Corp.
Jim Mann, Mustang Survival Corp.
Ronn Martin, New Image Props & Decor
Leslie Matheson, Richmond Centre
Don Matthew, KPMG
Bruce May, Richmond Farmers Institute
Terry McPhail, Farrell Estates
Bob Mellor, London Drugs
Rob Milne, Digital Dispatch Systems
Jay Minhas, Elegant Development
Jim Moore, Stork Craft Manufacturing
Ross Morrow, Coast Capital Savings
David Nelson, Stork Craft Manufacturing
Garry Nishimura, Accpac
Brian Nosko, Lansdowne Centre
Josh O'Connor, The Richmond Review
Lorraine Palmer, Conway Richmond
Dave Pickrell, Lafarge Canada
Kevin Poole, District of Mission
Judy Richards, Richmond Centre
Bruce Richardson, CB Richard Ellis
Mark Sakai, Gulf of Georgia Cannery Society
Ray Segat, Vancouver International Airport Authority
Charan Sethi, Tien Sher Group
Kevin Shoemaker, Polygon Homes
Norman Smith, Triathlon
Walter Soo, The Great Canadian Gaming Casino
Kimberley Stratford, City of Victoria
Steve Swenson, Richmond School Board Continuing Education
Claude Tchao, Tri-Star Seafood Group
Gail Terry, Richmond Auto Mall
Barbara Tinson, Coast Capital Savings
Keith Tsukishima, Tourism Richmond
Ken Veldman, Vancouver Economic Development Commission
Abdul Walli, Park 'N Fly
Kathryn Warren, Radisson Hotel
John Watson, Comox Valley Economic Development Society
Dale Wheeldon, Chilliwack Economic Partners Corporation
Chuck Wills, Zone Entertainment
Thomas Yu, Empire Jewellers
Joe Zallen, Que Pasa Mexican Foods