



CITY OF RICHMOND

REPORT TO COMMITTEE

TO: General Purposes Committee
FROM: Shawn Issel
Manager, Divisional Programs
RE: City Achievement Highlights – Interim Report

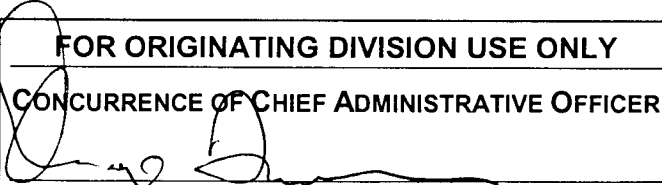
To Gen Purposes - Dec 4/00
DATE: November 20, 2000
FILE: 0103-01

STAFF RECOMMENDATION

That a City Achievements pamphlet as outlined in the staff report from the Organizational Performance and Communications Team be approved.

Shawn Issel
Manager, Divisional Programs
(on behalf of the Organizational Performance & Communications Team)

Att. 1

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| <p>FOR ORIGINATING DIVISION USE ONLY</p> <hr/> <p>CONCURRENCE OF CHIEF ADMINISTRATIVE OFFICER</p>  |
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ORIGIN

In 1999 the CAO requested that staff develop and produce an annual reporting tool which would highlight various achievements and provide a brief guide to primary areas of focus of City Council. The initial version of this program titled, "Approaching the Millennium" was presented in November 1999 to members of Council and made available to the general public.

Staff aspired to improve on the "Approaching the Millennium" program. This challenge was accepted by the Organizational Performance and Communication Team, and is one of the areas of focus of their work program for 2000.

The "City Achievements Highlights – 2000" report, which will be produced in the new year, will be a qualitative and statistical accounting of major activities conducted during the year in support of the City's vision. The report will be supplemented by quarterly reports to Council, which will provide a timely, informative and concise summary of significant City activities during the reporting period.

Both the quarterly and annual Achievement Reports are intended to serve as a resource for Council and staff in disseminating information about major City activities and achievements. It is also planned that an attractively-designed public information piece, combining both written and visual elements, will be developed in conjunction with the annual Achievements Report for distribution to the community at large.

In preparation for the first annual report, the Organizational Performance and Communications team has prepared a report (attached) which begins where the "Approaching the Millennium" report left off, summarizing significant achievements from October 1, 1999 to September 30, 2000.

ANALYSIS

Information for this City Achievements Highlights Report was gathered from all City departments and strategic teams. Those items selected for inclusion were ones which best exemplify the efforts of the City to achieve Council's goals and move the City towards its vision. While a few of the items listed may not be viewed by all readers as positive accomplishments, they reflect the organization's ability to respond quickly and appropriately to issues which had the potential to be damaging to the community if unaddressed.

The team identified several recurring themes emerging from the review under which, the City achievements on the following pages could be grouped.

The major themes are:

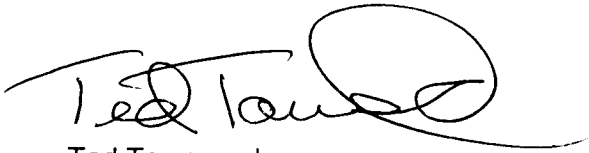
- Community Safety;
- Economic Development;
- Transportation and Infrastructure
- Community Livability;
- Partnerships and Revenue Generation; and
- Innovations and Service Enhancements.

In addition, a special category focuses on the considerable activities associated with the opening of the New City Hall. The final category highlights the Awards received by the City during the reporting period.

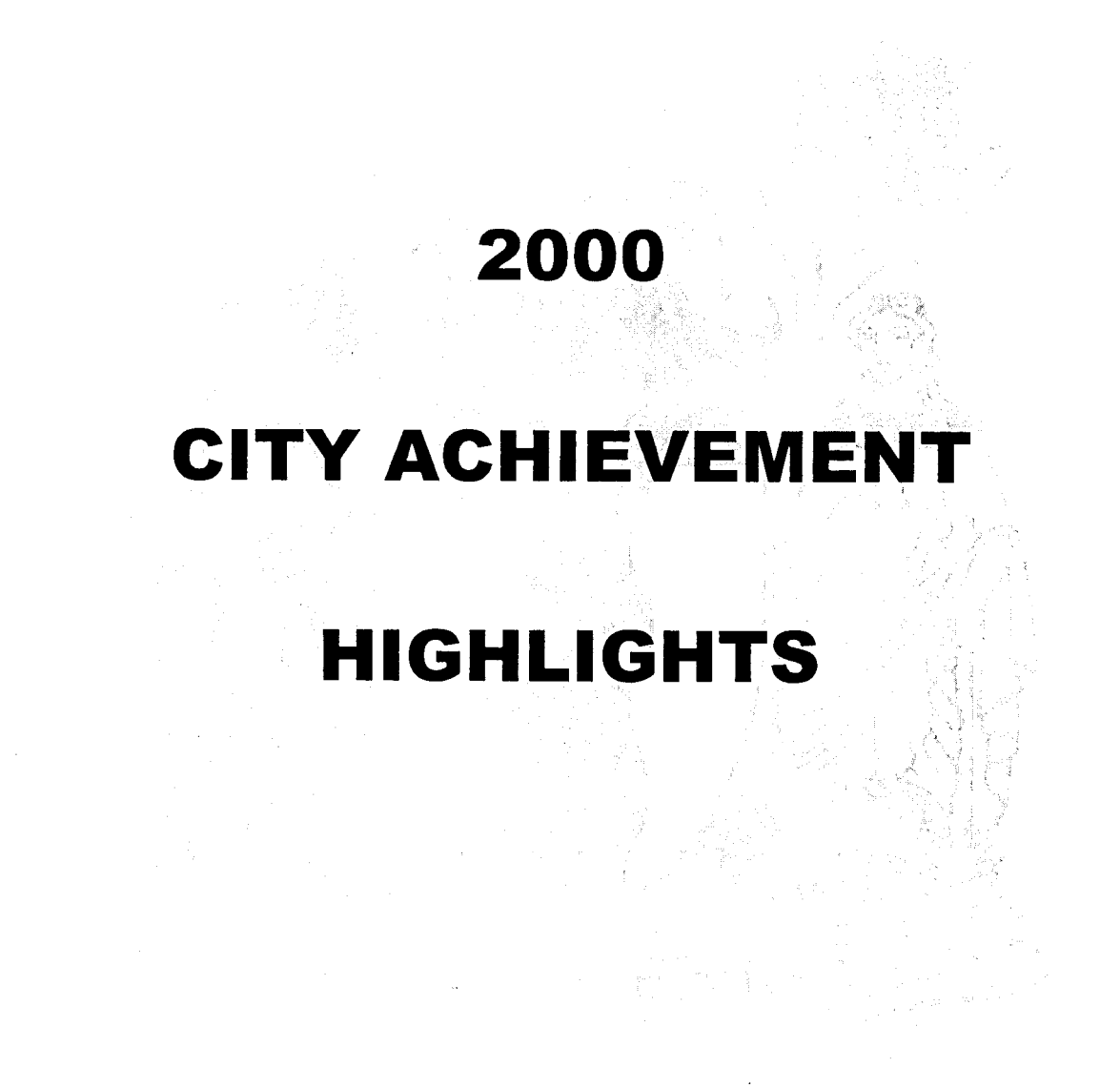
CONCLUSION

Over the first nine months of 2000, City Council and staff focused significant effort on a number of initiatives to enhance the City's quality of life and services to the community. The attached report outlines eight areas of particular emphasis this year, along with a brief description of some of the projects which best exemplify the City's achievements in these areas.

In addition to those listed here, are many other accomplishments, too numerous to mention, which reflect the dedication of City staff and community partners in working to fulfill Council's Goals and Priorities, in keeping with the City's overall mission statement and core values.

A handwritten signature in black ink, appearing to read "Ted Townsend". The signature is fluid and cursive, with a large loop at the end.

Ted Townsend
Manager, Communication and Public Affairs



2000

CITY ACHIEVEMENT

HIGHLIGHTS

INTERIM REPORT

2000 ACHIEVEMENT HIGHLIGHTS INTERIM REPORT

Community Safety

Community safety and security issues are the top priority of Council. Major initiatives have been undertaken to ensure that the City's public safety-related programs and operations are effective and responsive to the changing needs and character of the community.

- ◆ Richmond RCMP opened its satellite depot which will allow the detachment to fill the 10 new positions created in the 2000 budget to enhance community safety and continue to address the longstanding deficiencies in the detachment's staffing complement.
- ◆ The Mayor's Task Force on Drugs and Crime was established to develop a coordinated interagency approach to addressing related community safety issues.
- ◆ New bylaws and enforcement programs were enacted to address community concerns about neighbourhood impacts and inappropriate activities of adult entertainment businesses, including pool halls, karaoke bars and massage parlours.
- ◆ A new Rave Bylaw was enacted requiring rave promoters to obtain a business licence and address costs and concerns associated with policing, safety and neighbourhood impact. Twenty-three legal raves were held under the new bylaw, which has improved control of a formerly unregulated activity.
- ◆ Groundwork was laid for updates of the city's Emergency Social Services Plan and the Emergency Preparedness Program. In addition, more than 200 people attended an Emergency Preparedness Symposium which offered a vendor display area and presentations on City preparedness, personal preparedness, home hazards, home insurance, pets, earthquakes, flooding, and airport preparedness.
- ◆ Under the direction of the new Fire Chief, the Fire Department launched an extensive organizational review aimed at improving efficiency and responsiveness. A Firehall Relocation Study was also launched to address future departmental needs and outstanding building deficiencies. Ten new firefighter positions were created in order to reduce overtime costs and several more new recruits were hired in anticipation of vacancies created by early retirements and eventual transfer of dispatch staff to E-Comm.
- ◆ Richmond played a prominent role in developing the B.C. Policing Study Municipal Client Primary Issues Document which seeks to enhance the responsiveness of police to local government issues and objectives.

Economic Development

The region's highest jobs to workers ratio is just one measure of Richmond's economic strength. Council has made retaining and building on that economic strength a key focus and several initiatives have been launched to ensure the long-term vitality of the local economy and generate additional growth-related revenues for the City.

- ◆ The Richmond Business Task Force, a broad-based advisory group from the local business community, delivered its final report to Council with strategic advice aimed at promoting economic development and improving the business climate within Richmond. Staff have begun developing actions on the recommendations within the context of Council's goals and objectives.
- ◆ Extensive work was completed on the Industrial Strategy. Staff have undertaken a number of initiatives aimed at increasing the stock of light industrial, high tech and waterfront-

accessible industrial land, eliminate bureaucratic impediments to industry and improve the transportation accessibility and police protection for existing industrial lands.

- ◆ Business licences were converted to the North American Industrial Classification Code system creating improved reporting capabilities on the 11,500 licences issued by the city. A complete listing of all Richmond businesses, listed alphabetically and by licence category, was published in the Richmond Business Directory, which was made available for sale both in print and on CD-ROM.
- ◆ Mitchell Island road was upgraded to full City standards west of the Knight Street Bridge. At a cost of \$2.8 million, this project included infilling ditches, replacing failing watermains, establishing defined vehicle and pedestrian corridors and extensive landscaping to improve the appeal of this industrial area to new business.
- ◆ Local expansion and retention of Sierra Wireless Inc. was secured, resulting in a new 75,000 sq. ft. facility and in excess of 100 new jobs.
- ◆ City staff worked with the promoter of the Richmond Night Market to make possible a new local summer business event which attracted more than 20,000 customers over several weekends.
- ◆ The new Community Profile, a 16-page general purpose economic development promotional brochure, was published in print and digital format.
- ◆ Building and development activity continued to recover with an approximately 20 per cent increase in development applications so far in 2000 over the same period in the previous year. Single family dwelling permits have also increased by 20 per cent. New projects which received building permits include Real Canadian Superstore, Sierra Wireless, Ritchie Bros., the new Canadian Tire store, Terra Nova Elementary School, Shia Muslim Community Church and significant new multi-family residential developments at 11020 Williams, 4711 Blair Drive and 10711 Shepherd Drive. Projects completed included the new City Hall, Richmond Transit Centre, Days Inn-Vancouver Airport Hotel, Emco Ltd., The Palms residential development and the redevelopments of Empire Centre and the LaFarge Canada cement plant.

Transportation and Infrastructure

The City has continued to significantly upgrade its municipal infrastructure. A strong focus has been placed on improving the transportation infrastructure through new roadway improvements, traffic safety enhancements and a commitment to expanding alternative transportation including public transit. In addition, Council has identified a pressing need for more thorough planning and preparation for the eventual replacement of the City's aging existing infrastructure.

- ◆ The Richmond Area Transit Plan was completed, leading to the implementation of several transit improvements, including all-day UBC service and direct express buses from west Richmond to Vancouver downtown via No. 1 Road, Railway Avenue, and No. 2 Road.
- ◆ Extensive road construction was launched on No. 3 Road in preparation for the beginning of the 98 B-Line service. The former frontage road was eliminated in order to provide two new dedicated bus lanes and medians in the centre of No. 3 Road. Overhead wiring was removed along No. 3 Road from Firbridge to Cambie. A plan for street beautification was also developed with a focus on creating a more attractive look and scale to the No. 3 Road streetscape within the City Centre.
- ◆ Major improvements were completed at the west side of the Steveston Highway Interchange at Highway 99 to enhance traffic flow and improve safety.

- ◆ A new on/off-ramp between Highway 99 and Bridgeport Road was completed to facilitate better traffic movements to and from the airport as part of the ongoing Airport Connector project.
- ◆ The Richmond-Vancouver Rapid Transit Study was commenced to assess the need of a light rapid transit connection between Vancouver, Richmond and the airport, as well as determine the line specifications.
- ◆ In preparation for addressing the issue of aging infrastructure and facilities, staff have started developing computerized models to help determine long term needs. Staff have finalized a report detailing the quantities and ages of the different types of infrastructure in the City with associated replacement costs. In addition various financing options to help fund the replacement program have been identified for Council consideration.
- ◆ Installation of Ferndale Sanitary Sewers to replace failing septic systems was fast tracked. In order to take advantage of smart sequencing, the ditches were also in filled and the watermain upgraded as part of the \$1.8 million project.

Community Livability

The City of Richmond's mission statement includes a commitment to be the most appealing, livable and well-managed community in Canada. Building on Richmond's victory in the Nations in Bloom international competition in early 2000, the City has continued to improve community livability.

- ◆ Six local parks were designated as dog off leash areas, following the implementation of a pilot program in late 1999, which addressed pet owners' requests for more flexible access to recreational areas.
- ◆ Purchase of two land parcels, totalling 3.66 acres, was completed in the Terra Nova Northwest Quadrant as part of the City's ongoing commitment to dedicate a significant natural area for preservation and community use.
- ◆ The local affordable housing stock was increased with the opening of the False Creek Residents Society's 20-unit housing project in Steveston for adults with disabilities. The City also established partnerships with the Greater Vancouver Housing Corporation to develop another 74 units of affordable housing and an innovative study to re-develop seniors housing was launched with a \$10,000 grant from ACT (Ottawa) to assist in the project.
- ◆ The City received \$168,000 in contributions for public art from private sector for artwork projects at Shellmont, Empire Centre, and Coppersmith. Completed public art projects included the Stone Symposium sculpture project at the Richmond Cultural Centre, two community public art projects at South Arm and the "Four Corners" tree grate artwork project at select City Centre streets.
- ◆ The Neighbourhood Development Initiative launched the Block Party Kit, which encourages residents to build stronger neighbourhood connections through the hosting of communal celebrations. To date, 34 block parties have been held through the assistance of community centres.
- ◆ The ongoing upgrading of the city's bicycling and trails networks saw completion of improvements to the Shell Road trail and bike path and the Garden City and No. 2 Road bikeways.
- ◆ A new cross-divisional approach to graffiti was implemented ensuring clean-up of any graffiti on City property within 24 hours of a reported incident. Graffiti removal kits were also provided to volunteers within the City Centre for use in removing graffiti on private property.
- ◆ The new Festive Lighting program was launched with special lighting displays in Steveston, at the No. 2 Road bridge and in the City Centre. Each year new displays will be added to the

program, beginning this year with additional lighting at City Hall and along No. 3 Road and Granville Avenue.

- ◆ As part of the City's Gateway improvement program, significant upgrading was completed on the No. 2 Road entrance to Richmond including tree planting, the installation of decorative bollards and flower beds with irrigation.
- ◆ The City Centre Kit of Parts, a manual for developers which includes beautification streetscape specifications, was completed. The guidelines will improve neighbourhood character and coordinate improvements and help smooth the development review process.
- ◆ City staff organized and/or facilitated hundreds of civic events. New or one-time events included the First Night 2000 celebration, Nature Comes To Light show, RCMP 50th Anniversary celebration, the Rich City Car Show youth event and the Canadian National Water Polo Championships at Watermania.

Partnerships and Revenue Generation

Council has made a strong commitment to develop new revenue sources in order to allow the City to sustain and enhance customer services and civic infrastructure and address reductions in funding from senior government, without unnecessarily increasing demands on the property tax base. The innovative use of public-private partnerships and more aggressive pursuit of grants from other agencies has helped the City reduce reliance on traditional revenue sources.

- ◆ The City received more than \$1.4 million in Casino Funding revenues from the province. Council directed that \$243,000 of this money be spent on hiring additional police officers and \$70,000 be allocated to hire additional Youth Co-ordinators. Additional casino revenues will be used to fund grants supporting community policing, youth and seniors programs and addiction prevention and treatment.
- ◆ The Richmond Public Library opened its new Job Search Centre, which was fully funded by Human Resources Development Canada, and features 12 fully-equipped computer workstations and provides one stop research on all aspects of employment and career information.
- ◆ The Richmond Public Library developed its Online Learning Centre in partnership with First Class Systems. The Centre provides access through the library's web site to hundreds of online computer courses. The Library shares in revenue generated.
- ◆ The City and its partners obtained more than \$200,000 in federal Millennium grant funding to be used in the development of the new McLennan North Community Park and Botanical Garden and the redevelopment of Steveston Park.
- ◆ The Richmond Agricultural Viability Strategy was launched to identify steps needed to preserve and sustain a healthy farming industry. The City obtained \$120,000 in funding from a variety of provincial and federal agencies for research and policy development for the agricultural strategy.
- ◆ Major restoration and renovation work at the Britannia Heritage Shipyard was launched with the assistance of \$225,000 in Millennium grant funding from the province and the Fraser Port.
- ◆ Partnerships with ICBC through their Road Safety Program towards road improvement projects provided funding for No. 2 Road/Blundell Road intersection improvements, new installations and modifications to traffic signals, various traffic signage enhancements and the production of the School Traffic Safety brochure.
- ◆ Staff obtained a \$145,000 credit (plus an ongoing \$10,000 annual reduction in costs) after identifying billing errors related to traffic signal power costs.

- ◆ The Partners in Beautification program achieved cumulative donations to date of \$151,350 in total sponsorship, plus the adoption by community partners to date of 22 kilometres of trails, 11 streets and 12 parks.

Innovations and Service Enhancements

Continual improvement of customer service is a key goal for the City and staff continue to take an internationally-recognized leadership role in improving the delivery of programs and creating operational cost efficiencies through the elimination of red tape and introduction of more efficient technology.

- ◆ As part of the Blow Out Bureaucracy initiative, several comprehensive program reviews were undertaken. A review of the rezoning, development permit and subdivision process is underway and Recreation and Cultural Services has launched a program registration process review. The soil permit application process was revised, reducing processing time from two months to one week.
- ◆ Richmond Public Library marketed its award-winning Ironwood branch innovations, generating \$20,000 in revenues after expenses for workshops and presentations held locally and across North America. These innovations also helped spur library circulation to a 30 per cent increase in 1999, followed by a seven per cent increase year-to-date.
- ◆ The Gateway Theatre, under the direction of its new general manager/producer, launched a new 2001-2005 marketing strategy, which included focussing on its core geographic audience, increasing use of Studio B, launching the New Play Series in Studio B and introducing a new website.
- ◆ Planning staff completed revision of eight of the City's 17 area plans, as part of the work program arising from adoption of the revised Official Community Plan in 1999.
- ◆ More than 40,000 building approval records of house plans and subdivision plans and over 1,300 as-constructed engineering drawings were scanned to provide customers with instant information on their requests and eliminate the need to store bulky and degradable paper and microfiche files.
- ◆ The City's award-winning website was made more interactive through the addition of a Community Bulletin Board and Business Licence Application Forms. The Heritage Inventory was also introduced to the site, the first in Canada to include this important archival resource. Full Council agendas and minutes were also made available on the site.
- ◆ The implementation of the Bookit Registration system was completed at 18 civic recreational facilities, improving public options for registering for recreational and cultural programming.
- ◆ The City's leadership role in the development of electronic document management (REDMS) was reflected in the requests made for demonstrations of the system by several other local governments and other agencies including ICBC and the Justice Institute.
- ◆ The City served notice to the GVRD that it was withdrawing from the regional labour relations function, effective in June, 2002. The withdrawal will improve accountability and answerability between the City of Richmond and its employees.
- ◆ The City continued its strong commitment to workforce development with establishment of an apprenticeship program at the Works Yard and new secondments to the Advanced Research and Technology Team, which conducts major research and development projects. Workforce training was also emphasized with 53 corporate training events held year to date and the offering of the Local Government Services Certificate Program at City Hall. The Wellness Program, aimed at developing a healthier, more productive and efficient workforce, was also expanded and enhanced, highlighted by the planning for a new Fitness Centre at City Hall.

New City Hall

A decade-long vision was realized when the new award-winning Richmond City Hall opened on time and under budget. The need to replace an inadequate, outdated facility provided the City with the opportunity to construct a new technologically-advanced and energy efficient facility that meets customer service needs, while providing a new focal point for community activities through the creation of the Meeting House and other public amenities.

- ◆ The Richmond City Hall was officially opened on Saturday, May 20, 2000 with a public open house attended by more than 10,000 residents. Over 200 City employees, as well as community members, volunteered to support the opening ceremonies, which included a variety of activities, displays and tours throughout City Hall. Also on hand to participate in the celebration were the Mayors and Council representatives from Wakayama, Japan and Pierrefonds, Quebec.
- ◆ The move to the new facility presented significant challenges but disruptions to the public were kept to a minimum as the interim City Hall was closed for only one business day and all computer systems were operational on the opening day of business. To prepare for the move, 18,000 pounds of paper was purged prior to moving 2,200 boxes and furniture.
- ◆ To celebrate the opening, a Recognition Social for Richmond's pioneers was held with attendance of more than 1,000 residents who have lived in Richmond for over 50 years. A significant database has been developed and a number of pioneers were interviewed for a historical video. Other events held to celebrate the opening were the Millennium Charity Gala, co-sponsored by the Richmond Foundation and the Sunset Rotary Club, and the re-dedication of the Cenotaph.
- ◆ The opening was accompanied by significant beautification enhancements to the City Hall precinct, a major City Centre gateway. Streetscape infrastructure and amenities were upgraded and special City Hall opening street banners were erected.

Awards

The major awards received by the City during the reporting period reflect the excellence for which the City is striving. The awards bring local and international recognition to the City's efforts to improve customer service and act as a catalyst to staff to continue to strive for positive change.

- Richmond received international acclaim with its first place win in its size category of the Nations in Bloom Competition, which is based on a broad criteria of community livability and environmental achievements.
- The City's web site received the Best Local Government Internet Web Site Award from the Union of BC Municipalities.
- Watermania was the only recipient of the 2000 BC Recreation and Parks Association's Facility Excellence Award. It was also voted as best indoor swimming pool in a readers' poll by The Province newspaper.
- Actors in the Gateway Theatre play, Forever Plaid, won a 2000 Jessie Award for their significant achievement in ensemble performance.
- The Library Online program, which greatly enhances customer access, won Richmond Public Library the prestigious Canadian Library Association/Information Today Award for Innovation.