



# City of Richmond

## Report to Committee

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**To:** General Purposes Committee **Date:** August 9, 2018  
**From:** Jason Kita **File:** 01-0005-01/2018-Vol  
Director, Corporate Programs Management Group 01  
**Re:** **Council Term Goals 2014-2018: Achievement Highlights**

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### Staff Recommendation

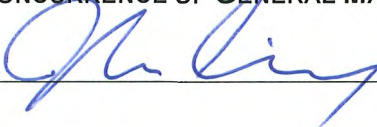

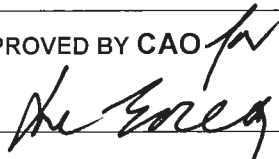
1. That the attached report titled "Council Term Goals 2014-2018: Achievement Highlights" from the Director, Corporate Programs Management Group outlining achievement highlights towards Council Term Goals 2014-2018, be received for information.
2. That the attached reports be made available for download on the City of Richmond website.

A handwritten signature in black ink, appearing to be 'JK' with a flourish.

Jason Kita  
Director, Corporate Programs Management Group  
(604-276-4091)

Att. 2

PC: SMT

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Communications	<input checked="" type="checkbox"/>	
Intergovernmental Relations & Protocol Unit	<input checked="" type="checkbox"/>	
Administration & Compliance	<input checked="" type="checkbox"/>	
Economic Development	<input checked="" type="checkbox"/>	
Finance Department	<input checked="" type="checkbox"/>	
Information Technology	<input checked="" type="checkbox"/>	
Law	<input checked="" type="checkbox"/>	
Real Estate Services	<input checked="" type="checkbox"/>	
Arts, Culture & Heritage	<input checked="" type="checkbox"/>	
Community Social Development	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
Recreation Services	<input checked="" type="checkbox"/>	
Engineering	<input checked="" type="checkbox"/>	
Fleet	<input checked="" type="checkbox"/>	
Project Development	<input checked="" type="checkbox"/>	
Roads & Construction	<input checked="" type="checkbox"/>	
Sustainability	<input checked="" type="checkbox"/>	
Community Safety Administration	<input checked="" type="checkbox"/>	
Fire Rescue	<input checked="" type="checkbox"/>	
Building Approvals	<input checked="" type="checkbox"/>	
Development Applications	<input checked="" type="checkbox"/>	
Policy Planning	<input checked="" type="checkbox"/>	
Transportation	<input checked="" type="checkbox"/>	
<b>REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE</b>	INITIALS: 	<b>APPROVED BY CAO</b> 

## Staff Report

### Origin

At the start of the 2014-2018 term of office, City Council adopted a set of Term Goals that outlined Council's shared priorities for the four-year term. Council's goals and decisions guide and influence the City's social and physical landscape, the relative safety and protection of residents and businesses, and the role the City plays within the region. The setting of Term Goals is an integral process to establish the strategic vision for Council. Once established, City work plans align with these goals in order to achieve a productive and successful term of office. The Council Term Goals are reviewed on an annual basis for progress and to ensure they continue to remain current and relevant to community need.

### Analysis

#### Council Term Goals 2014-2018

On May 25, 2015, Council approved the following nine overarching 2014-2018 Term Goals, each with a set of related priorities:

- Goal 1: A Safe Community - *Maintain emphasis on community safety to ensure Richmond continues to be a safe community.*
- Goal 2: A Vibrant, Active and Connected City - *Continue the development and implementation of an excellent and accessible system of programs, services, and public spaces that reflect Richmond's demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.*
- Goal 3: A Well-Planned Community - *Adhere to effective planning and growth management practices to maintain and enhance the livability, sustainability and desirability of our City and its neighbourhoods, and to ensure the results match the intentions of our policies and bylaws.*
- Goal 4: Leadership in Sustainability - *Continue advancement of the City's sustainability framework and initiatives to improve the short and long term livability of our City, and that maintain Richmond's position as a leader in sustainable programs, practices and innovations.*
- Goal 5: Partnerships and Collaboration - *Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community.*
- Goal 6: Quality Infrastructure Networks - *Continue diligence towards the development of infrastructure networks that are safe, sustainable, and address the challenges associated with aging systems, population growth, and environmental impact.*
- Goal 7: Strong Financial Stewardship - *Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources,*

*and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.*

- Goal 8: Supportive Economic Development Environment - *Review, develop and implement plans, policies, programs and practices to increase business and visitor appeal and promote local economic growth and resiliency.*
- Goal 9: A Well-Informed Citizenry - *Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged on City business and decision making.*

#### Achievement Highlights 2014-2018

Much work was completed under the direction of Council throughout this four-year term that furthered each of the nine Council Term Goals and related priorities. The attached reports present the highlights of these achievements.

#### **Financial Impact**

None.

#### **Conclusion**

The Council Term Goals 2014-2018 aligned with a robust City work program that resulted in record breaking years across multiple lines of business, reinforcing Richmond's reputation as a leader in municipal government. The attached reports provide achievement highlights from the 2014-2018 Term of Council.



Claire Adamson  
Manager, Corporate Strategic Initiatives  
(604-247-4482)

CA:ca

- Att. 1: Council Term Goals 2014-2018: Achievement Highlights  
2: Council Term Goals 2014-2018: Achievement Highlights Overview



# Council Term Goals 2014–2018: Achievement Highlights Overview

Richmond City Hall



Front Row (Left to Right): Clr. Carol Day, Clr. Bill McNulty, Mayor Malcolm Brodie, Clr. Linda McPhail, Clr. Harold Steves  
Back Row (Left to Right): Cst. Adam Carmichael (Richmond RCMP), Clr. Chak Au, Clr. Derek Dang, Clr. Ken Johnston, Clr. Alexa Loo, Cpt. Jack Beetstra (Richmond Fire-Rescue)

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## City of Richmond Council Term Goals 2014–2018

At the start of the 2014–2018 term, Council came together to establish a set of Term Goals to set a visionary direction for the City for the next four years. Council’s decisions guide and influence the City’s social and physical landscape, the relative safety and protection of residents and businesses, and the role the City plays within the region. The Term Goals articulate Council’s focus and provide a set of common priorities for the four-year term. Aligning City work plans with Council Term Goals helps to ensure a focused and productive workforce that makes the most effective use of public resources. Council adopted nine broad Term Goals for the 2014-2018 term with additional priorities identified for each goal. The nine Term Goals are as follows.

- Goal 1:** A Safe Community
- Goal 2:** A Vibrant, Active and Connected City
- Goal 3:** A Well-Planned Community
- Goal 4:** Leadership in Sustainability
- Goal 5:** Partnerships and Collaboration
- Goal 6:** Quality Infrastructure Networks
- Goal 7:** Strong Financial Stewardship
- Goal 8:** Supportive Economic Development Environment
- Goal 9:** A Well-Informed Citizenry

The 2014–2018 Term Goals aligned with a robust City work program that resulted in record breaking years across multiple lines of business, reinforcing Richmond’s reputation locally and globally as a leader in municipal government. Under Council’s guidance and direction, the City of Richmond was recognized for its achievements through receiving over 40 awards and formal titles of recognition (see page 20 for highlights). The following pages present just a snap shot of some of the highlights of achievements towards Council Term Goals 2014–2018.

# Goal 1: A Safe Community

2014–2018 Highlights



## Maintain emphasis on community safety to ensure Richmond continues to be a safe community.

Reinforcing community safety as one of Council's top priorities, 39 RCMP officers and 14 municipal employees have been added in support of policing during Council's 2014-2018 term of office.

Construction of the Cambie Fire Hall No. 3 was completed in 2015. It is recognized as the first of its kind in an urban centre in BC to be co-located with BC Ambulance Services.

Council adopted the Sign Regulation Bylaw No. 9700 in 2017 to help promote intercultural harmony through public educational and outreach initiatives while addressing resident concerns about the appearance of signs on private businesses.

Council adopted regulations on short term rentals in 2017 to ensure affordable housing stock is not being displaced while also being sensitive to residents supplementing incomes through property rentals.

Richmond Fire-Rescue staff received training to safely administer Naloxone to patients experiencing respiratory arrest, in response to the increasing calls of opioid overdoses.

As a first for fire departments in BC, new automatic CPR machines were introduced for front-line responders to help when responding to patients suffering cardiac arrest.

Construction of the new and highly upgraded Brighthouse Fire Hall No. 1, located in Minoru Park was completed in July with an official opening scheduled for September 2018. Fire Hall No. 1 serves as the primary fire hall for the rapidly growing City Centre area and is also the main office for Fire Administration and Emergency Programs personnel.

Enhancements to the City Centre Community Police Office (CPO) were endorsed by Council, which when completed in 2019 will result in increased police presence and improved response time in the City Centre.



## Goal 1: A Safe Community

Richmond RCMP continued the foot patrol initiative in the City Centre and added a new “Pop-up” Detachment program. These initiatives allow for greater face-to-face contact with the public and continue to receive very positive feedback.

A wide range of emergency preparedness programming was offered over the course of the term including Community Response Plans, developed by residents in a number of communities, and education on emergency kit planning.



Top left: Opening Ceremonies at Canada Day in Steveston. Top right: Brighthouse Fire Hall No. 1. Bottom: Opening of Cambie Fire Hall No. 3.

# Goal 2: A Vibrant, Active, and Connected City

2014–2018 Highlights



**Continue the development and implementation of an excellent and accessible system of programs, service, and public spaces that reflect Richmond’s demographics, rich heritage, diverse needs and unique opportunities, and that facilitate active, caring, and connected communities.**

The Kiwanis Towers seniors’ housing project was developed and opened in 2015, providing 296 units of subsidized seniors’ rental housing. This project won the Union of BC Municipalities (UBCM) Community Excellence Award for Partnerships with non-profit, private and public sectors.

The City hosted the first Annual Diversity Symposium in 2015 alongside community leaders and professionals to share best practices in strengthening neighbourhoods and further building community. In 2016, the City hosted the second Diversity Symposium, “Living Together,” which explored strategies to increase cross-cultural communication and intercultural harmony. In 2017, the third Diversity Symposium, with the theme of “fostering intercultural curiosity and community connections”, drew over 100 participants.

The new City Centre Community Centre was designed, constructed and opened in 2015. The Centre provides a welcoming and inclusive place to visit and access

programs and services offered by the City Centre Community Association.

The Olympic Experience at the Richmond Olympic Oval (the ROX) opened in 2015 celebrating memories of the 2010 Olympic and Paralympic Winter Games. As the only official International Olympic Committee (IOC) Olympic Museum in North America, the ROX provides a unique museum experience, using state-of-the-art sport simulators and many engaging interactive activities.

Richmond Canada 150 was celebrated widely across the City in 2017, with neighbourhoods embracing the celebrations throughout the year. Richmond’s signature events such as Children’s Arts Festival, Richmond Canada Day in Steveston, the Richmond Maritime Festival and Richmond World Festival were enhanced while several additional events were hosted in honour of the year. Events added in 2017 included a Pioneer Luncheon, celebrating

## Goal 2: A Vibrant, Active, and Connected City

the contributions of Richmond’s long-time residents; the Kaiwo Maru Ships to Shore—King of the Sea Festival; a Spirit of Cherry Blossom celebration; a film and discussion series; outdoor music; art talks and much more.

The Storeys Development opened in 2017, providing 129 affordable rental units, programming space for supportive services, and a social-enterprise café. This unique collaboration with a consortium of service providers earned the City the 2018 Canadian Institute of Planners Award for Planning Excellence in Social Planning.

Council adopted the 2017–2022 Richmond Child Care Needs Assessment and Strategy following a comprehensive review of Richmond’s needs. Subsequently, four child care centres were opened and two early childhood development hubs were secured that will provide between 292 to 312 new child care spaces in Richmond.

Council adopted an updated Seniors Service Plan and an updated Youth Service Plan this term, providing the City

with a blueprint for addressing seniors’ and youth service and program needs to 2020. An Age-friendly Assessment and Action Plan was also endorsed by Council in 2015, which will guide age-friendly programs, policies and features throughout Richmond.

Construction on the Garden City Lands commenced with a focus on the major infrastructure required to protect the bog ecosystem while allowing 40% of the site to be used for farming. The 136.5 acre site will feature bog conservation and agriculture within the City Centre. The perimeter trail, farm access roads, and several landscape features have been completed and the Garden City Lands was officially opened with the Richmond Harvest Fest in 2017.

The new 110,000 sq. ft. Minoru Centre for Active Living (MCAL) is set to open this year in Minoru Park, providing increased health and fitness, aquatic, seniors, and sport services to the community.



*Left: Walk Richmond Program. Top right: Richmond Public Library Reading Program. Bottom right: Terra Nova Nature School.*

# Goal 3: A Well-Planned Community

2014–2018 Highlights



**Adhere to effective planning and growth management practices to maintain and enhance the livability, sustainability and desirability of our City and its neighbourhoods, and to ensure that the results match the intentions of our policies and bylaws.**

Council endorsed notable amendments to the West Cambie Area Plan in 2015 to allow a mix of 30% employment and 70% residential uses along the east side of Garden City Road. With this move, Council designated 15% of the residential space to be built with a mix of affordable, modest market and market rental housing.

Following public consultation, Council approved amendments to the No. 5 Road Backlands Policy contained in the Official Community Plan (OCP) in 2015. The policy allows community institutional uses on the front 110 m of properties located on the east side of No. 5 Road, if the remaining portions, (the “Backlands”) are farmed.

In 2016, Council adopted an update to the Arterial Road Land Use Policy to support densification along arterial roads through providing clear guidance on where townhouses, row houses, duplexes and triplexes may be considered.

Council adopted a number of bylaws related to residential development on properties located within the Agricultural Land Reserve (ALR). These regulations establish limitations on the size and location of residential improvements to ensure that all properties within the ALR preserve land for agricultural purposes.

Council endorsed a new Affordable Housing Strategy and Implementation Framework that will guide the City’s actions regarding affordable housing to 2027. Consultation on a new Draft Market Rental Housing Policy has concluded, which seeks to protect Richmond’s existing market rental housing stock and tenants, as well as encourage new units to be built. Council will review the draft policy later this year.

In 2017, the City announced the purchase of 12040 Horseshoe Way for the use of an emergency shelter in partnership with BC Housing and the Salvation Army. This new shelter is expected to open in 2019.

**Goal 3: A Well-Planned Community**

In 2018, the development of a Temporary Modular Supportive Housing Project on Elmbriage Way was approved in partnership with BC Housing and RainCity Housing. When complete, this initiative will provide 40 non-market rental homes with supportive services to Richmond residents that are not adequately housed.

After a public consultation process with a variety of stakeholder groups, Council adopted two phases of Single-Family Building Massing Amendments to address overall building form, height and massing of new single-family dwellings. Better control on building massing allows the City to ensure continuous attractive development of Richmond neighbourhoods.

The Lansdowne Road Extension between Minoru Boulevard and Alderbridge Way was completed in 2017. This project allows traffic to travel along Lansdowne Road from Garden City Road to Hollybridge Way, completely bisecting Richmond’s City Centre.

The City has received sufficient volunteer developer amenity contributions to meet the \$28.4M (2018 \$) construction cost for the new Capstan Canada Line Station. Construction for this new Canada Line station serving the Capstan Village is expected to begin in the near future.

In 2015, due to concerns over the form of redevelopment that was occurring on Single Family Land Use Contracts (LUCs), Council adopted numerous bylaws that terminated all Single Family LUCs in 2016. The City is now going through a process of introducing underlying zoning on all remaining LUCs in the City (which include multi-family residential, commercial, and industrial properties) to ensure that these properties are governed by the City’s Zoning bylaw when all Land Use Contracts throughout the Province are terminated on June 30, 2024.



*Top left: Richmond’s City Centre. Top right: Canada Line at Aberdeen. Bottom: Dike Middle Arm Trail.*

# Goal 4: Leadership in Sustainability

2014–2018 Highlights



**Continue advancement of the City’s sustainability framework and initiatives to improve the short and long term livability of our City, and that maintain Richmond’s position as a leader in sustainable programs, practice and innovations.**

Council adopted the Ecological Network Management Strategy (ENMS) in 2015, Richmond’s first comprehensive environmental plan. The ENMS subsequently received the Planning Institute of BC Silver Award for Excellence in Policy Planning.

The Lulu Island Energy Company (LIEC) continued to further district energy initiatives within Richmond. The Alexandra District Energy Utility (ADEU) Phase 3 and Phase 4 Expansions were completed on time and on budget, including an additional geothermal field, a major energy plant expansion and a satellite energy plant with a low carbon air source heat pump. The ADEU was recognized with several awards this term. Two additional interim energy plants were also successfully delivered as part of the Oval Village District Energy Utility (OVDEU).

The 2.6 acre Pollinator Pasture, implemented as part of the Bath Slough Revitalization in partnership with Emily Carr University opened in 2015, enhancing Richmond’s

natural ecology. Subsequently, the Pasture won the 2017 Pollinator Advocate Award for Canada and the BCRPA award for Program Excellence in 2018.

As a result of the Council adopted Green Fleet Action Plan, Richmond became the first and only government organization to achieve Platinum status under the Fraser Basin Council’s E3 program, recognizing the City for its efforts in promoting sustainability, green transportation and sound management of the City’s fleet.

The City’s High Performance Building Policy goals and targets guided development and replacement of City facilities including the new Fire Hall No. 1. Once complete, the new facility will result in approximately 50% less energy use overall while providing 35% more floor area. The installation of a solar photovoltaic renewable energy system will make it a net carbon zero facility.

**Goal 4: Leadership in Sustainability**

In 2015, Richmond expanded organics recycling for over 30,000 residents in multi-family buildings to help comply with the regional disposal ban, which prohibits organic materials from being disposed of in the garbage.

The City introduced Demolition Waste and Recyclable Materials Bylaw No. 9516 in 2016, which mandates that 70% of waste from single-family home demolitions be recycled.

The City implemented Policy 2308: Management of Waste and Recyclable Materials from City Facility Demolition and Construction Activities, which established an 80% waste diversion target. This policy applies to

waste generated from the construction and demolition of all City facilities and sets a leadership example for the City ahead of other demolition land clearing recycling policies.

Richmond adopted a new requirement in 2018 that all residential parking spaces in private developments feature an electrical outlet capable of providing Level 2 charging; Richmond was the first in North America to do so.

Richmond adopted the BC Energy Step Code in July 2018 as a first step towards achieving near net zero private buildings by 2025. Richmond’s stakeholder consultation program and visual aids were emulated by other cities and identified provincially as a best practice for step code implementation.



*Left: Richmond Residential Garbage and Recycling. Top right: Richmond’s Demolition Waste and Recyclable Materials Bylaw. Bottom right: OVDEU Energy Plants.*

# Goal 5: Partnerships and Collaboration

2014–2018 Highlights



**Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community.**

The City received over \$42M of funding from other levels of government this term to advance Council priorities.

The Federal Government invested over \$22M in Richmond for initiatives related to community safety and sustainability such as:

- Steveston Harbour, with \$14M in funding announced by the Honourable Gail Shea, Minister of Fisheries and Oceans, and the Honourable Kerry-Lynne Findlay, Minister of National Revenue.
- The No. 6 Road and Nelson Road Widening project, with \$5.4M announced by the Honourable Lisa Raitt, Minister of Transport, and the Honourable Kerry Lynne Findlay.
- The Lansdowne Road Extension and the No. 2 Road Upgrade, with \$4.95M from Transport Canada.

Richmond also received \$1.2M in Canada 150 Infrastructure Funding for the following projects:

- Richmond Olympic Oval: LED Energy Efficient Lighting
- Richmond Olympic Oval: Merging Enhanced Accessibility
- Garrett Wellness Centre Upgrade
- Richmond Public Library Digital Services Launch Pad
- Railway Greenway Trail Upgrade
- South Arm Fitness Centre Upgrade

Provincial/Federal cost shared funding for Richmond projects included an initial \$1.7M in National Disaster Mitigation Funding to support two feasibility studies: the Steveston Island Flood Mitigation Planning Project, and the Flood Mitigation Strategy Update.



## Goal 5: Partnership and Collaboration

The Provincial Government contributed \$16.6M in Disaster Mitigation Funding for dike upgrades and the reconstruction of four pump stations.

The Prime Minister announced Richmond as one of 20 finalists for the Canada-Wide Smart Cities Challenge in June 2018. The City received \$250,000 to build a business case to compete through submission for \$10M.

In 2015, Richmond hosted the Honourable Peter Fassbender, Minister of Municipal Affairs and Housing, MP Joe Peschisolido, the Honourable Dr. Alice Wong, and Richmond MLAs to help celebrate the opening of the Olympic Experience at the Richmond Oval (the ROX).

The Minister of Canadian Heritage, the Honourable Shelly Glover, visited the ROX to announce \$500,000 in funding support. The Province of BC and BC Wheelchair Sports contributed \$250,000 to the ROX.

With a focus on furthering social services and programs in Richmond, staff met with the Provincial Minister of Childcare to share issues and challenges in our community as well as to review the results of the Childcare Needs Assessment.

The City developed a strong relationship with the Provincial Ministry of Health to help facilitate the process of replacing the acute care tower at the Richmond Hospital.



Top left, right and bottom: Richmond Harvest Fest

# Goal 6: Quality Infrastructure Networks

2014–2018 Highlights



Continue diligence towards the development of infrastructure networks that are safe, sustainable, and address the challenges associated with aging systems, population growth, and environmental impact.

Major infrastructure projects this term included:

- completion of the 26,000 sq. ft. joint Cambie Fire Hall No. 3 and BC Ambulance Station (Richmond North), built to LEED Gold standards
- design and construction of the 25,000 sq. ft. Brighthouse Fire Hall No. 1, built to LEED Gold standards
- advancement of the new 110,000 sq. ft. Minoru Centre for Active Living (MCAL) to near completion with anticipated occupancy scheduled for later this year
- design and construction of the new 28,000 sq. ft. City Centre Community Centre

In 2016, Council adopted an update to the 2008–2031 Richmond Flood Management Strategy. A focus on flood management and drainage upgrades this term has resulted in the completion of several key projects and sustained funding for over \$10M annually for capital improvements.

The Dike Master Plan Phase 2 was substantially completed and is entering final stages of stakeholder consultation. Dike Master Plan Phases 3 and 4 are under way and will be completed in 2018.

Funding for Advanced Planning and Concept Design for the following five priority major facility projects was approved by Council following an extensive facility needs assessment and strategic planning process:

- City Centre Community Centre North
- Steveston Community Centre and Library Branch
- The Lawn Bowling Clubhouse
- Britannia Shipyards National Historic Site and Phoenix Net Loft
- Richmond Animal Shelter

## Goal 6: Quality Infrastructure Networks

The City received the Recreation Facility Association of BC's Bill Woycik Outstanding Facility Award in 2017 for City Centre Community Centre. This award is based on an outstanding facility that meets the community's

needs and exemplifies innovations in design, energy management, and operations and demonstrates community need.



Top left: Firehall No. 3. Top right: City Centre Community Centre. Middle left: Snow response. Middle right: Richmond Lawn Bowling Clubhouse. Bottom: Richmond Animal Shelter.

# Goal 7: Strong Financial Stewardship

2014–2018 Highlights



**Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.**

Richmond has remained in a strong financial position through rigorous budget processes and sound policies that align with the Long Term Financial Management Strategy (LTFMS). Tight controls and prudent practices have allowed Richmond's taxes to remain one of the lowest in its comparator group while simultaneously expanding programs and services.

The City's accumulated surplus reached \$3 billion in 2017. The accumulated surplus, which includes investment in tangible capital assets, reserves, appropriated surplus, surplus and other equity, is a key measure of the City's financial strength and is the amount by which all assets exceed all liabilities. Meanwhile, the City's cash and investments have grown to over \$1 billion while the statutory reserves have increased to \$487 million in 2017.

Council amended the 2015 operating budget to minimize tax increases, resulting in an increase of 1.89%, one of the lowest in the regions.

In 2017, Richmond had the second lowest business to residential tax ratio in comparison to the six largest municipalities in the region and the fifth lowest average residential property taxes in all of Metro Vancouver (which includes 21 municipalities, one electoral area and one Treaty First Nation).

In 2015, Council approved a Strategic Real Estate Plan that allowed for diversification, capital appreciation, income generation, income hedging and achieving of municipal strategic initiatives. As a result, the portfolio has grown to approximately 171 acres of land and buildings while the annual lease revenue has increased by over 50 percent.

The City has completed corporate operational service reviews on 49 departments/sections across the organization. These reviews help to identify potential efficiencies in operations and departmental practices.

**Goal 7: Strong Financial Stewardship**

As part of the ongoing management of City finances, Council reviewed quarterly financial information reports with updates on economic, operating and capital results, key indicators, investments and procurement activities.

Council adopted a new Development Cost Charge (DCC) Rate Imposition Bylaw effective in May 2017 which will ensure that growth related capital infrastructure will be fairly and equitably funded by growth.

Amenity space and monetary contributions secured through development this term provided funds for the development of the new City Centre Community Centre, new child care centres, affordable housing options,

additional green space in the City Centre area, and enhancements to the City’s transportation networks including funding for the development of a new Capstan Canada Line Station.

The City of Richmond was again honoured for its public financial reporting with the 2016 Annual Report receiving a pair of awards from the Government Finance Officers Association (GFOA) of the United States and Canada:

- the Canadian Award for Financial Reporting for the 15<sup>th</sup> consecutive year
- the Canadian Award for Popular Annual Financial Reporting for the 8<sup>th</sup> consecutive year.



Government Finance Officers Association (GFOA) Awards for Financial Reporting

# Goal 8: Supportive Economic Development Environment

2014–2018 Highlights



## Review, develop and implement plans, policies, programs and practices to increase business and visitor appeal and promote local economic growth and resiliency.

Richmond's Canada 150 celebration was one of the biggest in the country with over 300,000 people participating. Programs and activities from small community-led events to major festivals embraced our city's cultural diversity, thriving music, food, sport, and art communities, and unique maritime and agricultural heritage.

The Richmond World Festival attracted nation-wide attention with over 25,000 in attendance for its inaugural year in 2015 and is growing in attendance each year.

The Olympic Experience at the Richmond Oval (the ROX), the only official International Olympic Committee (IOC) Olympic Museum in North America, opened in 2015. The ROX Shop also opened, providing a retail shop with sport, health and wellness apparel as well as Olympic Experience merchandise.

The City's Sport Hosting program, based out of the Richmond Olympic Oval, continued to be a driver of economic activity in Richmond with estimated economic value to the City of over \$9M per year. Over 75 tournaments and events are hosted or supported by the Oval each year.

Council approved the Terms of Reference to prepare an update to the Agricultural Viability Strategy (AVS). The AVS is a long-term commitment and partnership of the City and the agricultural community to strengthen and enhance agricultural viability in Richmond.

Council approved an Industrial Lands Intensification Initiative (ILII), aiming to introduce policies for better utilization of existing industrial lands in alignment with business needs. The benefits of industrial intensification include accommodating increased economic and employment activity on a limited industrial land base and reducing the development pressure on agricultural lands.

## Goal 8: Supportive Economic Development Environment

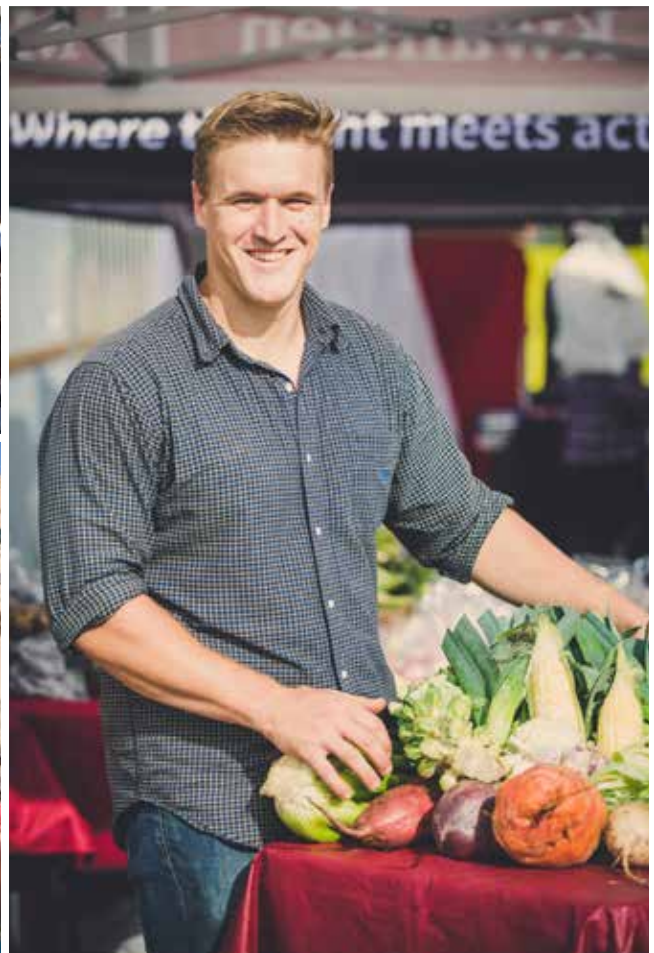
The Inter-Municipal Business Licence Bylaw was introduced in 2016 in partnership with Vancouver, Surrey, Burnaby, New Westminster and Delta. This bylaw allows mobile businesses to obtain licences in their home town, reducing barriers to make it easier for mobile companies to do business.

Implementation of the City's Resilient Economy Strategy resulted in sustained job growth, registering at 7.8% over the last Census period and maintaining the City's share of regional employment at the target 11%.

The Municipal and Regional District Tax (MRDT), funded by visitors to Richmond increased to 3% and broadened to support tourism sector marketing and development through partnerships with the Richmond Hotel Association and Tourism Richmond. An estimated \$22M will be invested in local tourism sector development over the 2017–2022 period as a result.

The City's Business Development Program, providing custom-tailored services and support to Richmond businesses and company prospects, facilitated the creation and retention of 8,000 jobs over the term.

The Richmond Film Office saw an increased variety of filming activity this term. Local favourite, "Once Upon a Time" filmed regularly in Steveston, and new dramas, "Siren" and "The Crossing" filmed portions of their pilots in the village. The City also hosted the television shows "Supernatural", "DC's Legends of Tomorrow", and "Man in the High Castle", among many others. The feature films "Deadpool", "Hard Powder", "Ollie" (a "Predator" remake) "Overboard" and "Skyscraper" all filmed in various locations in the city.



Top left: Filming in Steveston. Bottom left: Richmond World Festival. Right: Richmond Harvest Fest.

# Goal 9: A Well-Informed Citizenry

2014–2018 Highlights



## Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged on City business and decision making.

Ensuring residents of Richmond have access to information and online City services in a clear, user-friendly manner, Council endorsed several upgrades to the City's web and mobile applications. These included a redesign of the City's Richmond.ca website, providing e-services including online payment of property taxes, expanded access to the Richmond Museum and Archives collections, and updates to the City's Geographic Information System (GIS). User visits increased by 35% following these upgrades.

Version 1.0 of the Richmond BC mobile app was released in 2015, including iBeacon technology to provide way-finding and tour guidance of the Britannia Heritage Shipyard. Version 2.0 was released in 2017, combining event information, recreation program information, recreation membership pass, and garbage/recycling schedules tailored personally for the user.

Free public Wi-Fi was implemented in select City-owned public facilities and expanded in fall 2016.

The City won the 2015 International Association of Business Communicators (IABC) Gold Quill Award of Excellence in Government Communication for the City's Green Cart communications campaign.

The popularity of the City's Let's Talk Richmond online engagement platform has grown steadily during the Council term. The site has been used to support more than 50 public engagement projects since 2014, engaging more than 20,000 visitors.

The reach of the City's Facebook account has grown by more than 50% during the current Council term. Twitter accounts for the City of Richmond and the Richmond RCMP have over 5,510 and 7,870 followers respectively.

An enhanced social media campaign was undertaken in support of the City's response to winter 2016/17's extraordinary snow events. Nearly 100 Facebook and Twitter posts reached more than 20,000 citizens.



## Goal 9: A Well-Informed Citizenry

River Level Sensors, which provide real time water level and ship freeboard information, were made accessible on the internet for 24/7 public access.

Residents demonstrated interest, through increasing attendance, in the several annual open house events and public engagement sessions hosted by the City this term.



Top left: Information Fair. Top right: Engineering and Public Works Open House. Bottom: Park Planning Process – Steveston.

# Awards and Recognition

2014–2018 Highlights



## 2018

### Canadian Institute of Planners

Award for Planning Excellence in Social Planning for the Storeys Development.

### Smart Cities Challenge

Finalist for cities with a population of 500,000 or less for the proposal for an Intelligent Operation Hub in Richmond.

### The Smart Cities Connect Expo and Conference

Richmond was recognized in the categories of Citizen Engagement, and Governance as one of the top 50 cities in the world for Smart City initiatives for the MyRichmond program.

### BCRPA (BC Recreation and Parks Association)

- Facility Excellence Award for City Centre Community Centre; and
- Program Excellence Award for the creative and innovative Pollinator Pasture program.

### International District Energy Association (IDEA)

2018 District Energy Leadership Award in recognition of the City's commitment and vision in deploying innovative and sustainable district energy in our community.

### Government Finance Officers Association (GFOA) of the United States and Canada

- Canadian Award for Financial Reporting (15<sup>th</sup> consecutive year); and
- Outstanding Achievement in Popular Annual Financial Reporting Award (8<sup>th</sup> consecutive year).

## 2017

### **World Leisure Organization (WLO)**

World Leisure Community of Excellence for 2017 for Richmond's innovative and successful use of leisure to improve its citizens' quality of life.

### **Recreation Facilities Association of BC (RFABC)**

2017 Bill Woycik Outstanding Facility Award for innovations in design, energy management, operations, revenue generation, and services for the City Centre Community Centre.

### **BC Recreation and Parks Association (BCRPA)**

2017 Parks Excellence Award for the Terra Nova Adventure Play Environment.

### **UBCM Wood WORKS! BC and Canadian Wood Council**

Community Recognition Award for leadership in the use of wood, both architecturally and structurally in the construction of the Alexandra District Energy Utility service building.

### **Rick Hansen Foundation**

- Accessible Cities Award – as a leader in planning for accessibility and inclusivity in the built environment; and
- Circle of Excellence recognition for the Richmond Olympic Oval as a 'best in class' example of accessible and inclusive community places or spaces.

## 2016

### **National Trust for Canada**

Prince of Wales Prize for Municipal Heritage Leadership, Canada's most prestigious heritage award, recognized Richmond's long and significant commitment to heritage preservation.

### **Canadian Event Industry Awards**

Most Outstanding Event in Canada for the inaugural Richmond World Festival.

### **Union of BC Municipalities (UBCM)**

Community Excellence Award in Best Practices, Excellence in Action category, for Richmond's district energy implementation initiatives.

### **Fraser Basin Council**

E3 Fleet Certification – Platinum level. Richmond is the first and only municipality in Canada to receive this award, which honours environmentally friendly practises in managing large vehicle fleets.

### **Planning Institute of BC (PIBC)**

Silver Award for Excellence in Policy Planning for Richmond's Ecological Network Management Strategy.

## 2015

### **International Association of Sports and Leisure Facilities (IAKS) and the International Olympic Committee (IOC)**

All Time Award, which is reserved for landmark sports facilities and only awarded every 50 years, was awarded to the Richmond Olympic Oval.

### **International Association of Business Communicators (IABC)**

Gold Quill Awards – Award of Excellence.

### **Canadian Society of Landscape Architects**

Award of Excellence for Terra Nova Adventure Play Experience.

### **Federation of Canadian Municipalities (FCM)**

Sustainable Communities Award – Neighbourhood Development Plan, Honourable Mention.

### **Union of BC Municipalities (UBCM)**

Community Excellence Award for Partnerships for the Kiwanis Towers Project.



## City of Richmond

6911 No. 3 Road, Richmond, BC V6Y 2C1  
Telephone: 604-276-4000  
[www.richmond.ca](http://www.richmond.ca)

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Council Term Goals 2014–2018:  
**Achievement Highlights**



## Richmond City Council

### Front Row (Left to Right):

Councillor Carol Day, Councillor Bill McNulty, Mayor Malcolm Brodie, Councillor Linda McPhail, Councillor Harold Steves

### Back Row (Left to Right):

Constable Adam Carmichael (Richmond RCMP), Councillor Chak Au, Councillor Derek Dang, Councillor Ken Johnston, Councillor Alexa Loo, Captain Jack Beetstra (Richmond Fire-Rescue)

## City of Richmond Council Term Goals 2014–2018

At the start of the 2014–2018 term of office, Council came together to establish a set of Term Goals to set a visionary direction for the City for the next four years. Council’s decisions guide and influence the City’s social and physical landscape, the relative safety and protection of residents and businesses, and the role the City plays within the region. The Term Goals articulate Council’s focus and provide a set of common priorities for the four-year term. Aligning City work plans with Council Term Goals helps to ensure a focused and productive workforce that makes the most effective use of public resources. Council adopted nine broad Term Goals for the 2014–2018 term with additional priorities identified for each goal. The nine Term Goals are as follows:

**Goal 1:** A Safe Community

**Goal 2:** A Vibrant, Active and Connected City

**Goal 3:** A Well-Planned Community

**Goal 4:** Leadership in Sustainability

**Goal 5:** Partnerships and Collaboration

**Goal 6:** Quality Infrastructure Networks

**Goal 7:** Strong Financial Stewardship

**Goal 8:** Supportive Economic Development Environment

**Goal 9:** A Well-Informed Citizenry

The 2014–2018 Term Goals align with a robust City work program that resulted in record breaking years across multiple lines of business, reinforcing Richmond’s reputation locally and globally as a leader in municipal government. Under Council’s guidance and direction, the City of Richmond was recognized for its achievements through receiving over 40 awards and formal titles of recognition. The following pages present the highlights of the 2014–2018 Council Term Goal achievements, organized by Council goal and priority.





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# Goal 1: A Safe Community



Maintain emphasis on community safety to ensure Richmond continues to be a safe community.

## Background

Richmond is a safe community to live, work, and play as Council recognizes community safety is the foundation to the City's livability and prosperity. Council believes in the importance of continuing to enhance community safety programs and initiatives to provide the most responsive services to residents and businesses. Through policy reviews, Council ensures that the community safety operation models are specifically tailored to Richmond's needs; and through continuous improvements, Council ensures that deployment models are efficient and effective in responding to emergencies in the City.

Council's Priorities for A Safe Community include:

- 1.1 Policy and service models that reflect Richmond-specific needs.
- 1.2 Program and service enhancements that improve community safety services in the City.
- 1.3 Improved perception of Richmond as a safe community.
- 1.4 Effective interagency relationships and partnerships.

## Goal 1: A Safe Community

### Priority 1.1: Policy and service models that reflect Richmond-specific needs.

During the 2014–2018 Term of Council, Richmond’s community safety buildings, equipment and service models underwent major upgrades and changes to ensure they continue to meet the needs of a rapidly growing City. New fire halls were constructed, many operational enhancements were introduced, and significant changes to bylaws and legislation were completed to protect the continued safety of our community. The following presents highlights for this priority of Council for the 2014–2018 term of office.

Reinforcing community safety as one of Council’s top priorities, 39 RCMP officers and 14 municipal employees have been added in support of policing this term.

Construction of the Cambie Fire Hall No. 3 and BC Ambulance Station was completed and built to LEED Gold standards, marking the first time that Fire and Ambulance Services have been collocated in an urban setting.

Construction of a new and highly upgraded Brighthouse Fire Hall No. 1, located in Minoru Park was completed in July, with an official opening scheduled for September 2018. Fire Hall No. 1, also built to LEED Gold standards, serves as the City’s primary fire hall for the rapidly growing City Centre.

The Sign Regulation Bylaw No. 9700 was adopted in 2017 to help promote intercultural harmony through public educational and outreach initiatives while addressing resident concerns about the appearance of signs on private businesses.

Council adopted regulations on short term rentals to ensure affordable housing stock isn’t being displaced. Priority attention was given to allow residents to supplement income and to address housing issues.

In partnership with local business Lafarge, the City completed phase I of a new Richmond Fire Response Training site. The site provides improved facilities for training our first responders, including for simulations such as car extractions, forcible entry and realistic live fire suppression and rescue.

Along with new facilities, the City added four fire engines, a 75 and a 105 foot Rescue Ladder truck to the operations fleet.

Enhancements to the City Centre Community Police Office (CPO) were endorsed by Council, which when completed in 2019 will result in increased police presence and reduced response time in the City Centre. RCMP Officers from the Bike Unit and General Duty (patrol unit) will be stationed and deployed from the CPO when completed.

A thorough and in-depth Police Services Review was completed as part of Council’s due diligence in ensuring the most effective police services delivery model for the City. Upon completion of the review, Council reaffirmed that contracting with the RCMP continues to provide the best value for police services for Richmond.

Council approved a new Emergency Management Information System that automates the current paper-based operational model. The system aims to enhance timeliness, quality



Traffic safety fun at the Public Works Open House

and accessibility of vital information for the Emergency Operations Centre.

Council actively opposed the legalization of non-medical cannabis during this term of office, and continues to emphasize that municipalities must maintain authority over the sale and cultivation of cannabis related activities, particularly with regard to zoning regulations and land use. During this term of office, Council enacted new bylaws to strengthen the zoning and Official Community Plan (OCP) regulatory framework for cannabis production and retail sales in the City. Council intends to continue to ensure current and new legislation related to this matter will focus on the protection of youth and public health.

**Priority 1.2: Program and service enhancements that improve community safety services in the City.**

A rapidly growing, and changing City requires programs and services to adapt and adjust concurrently in order to remain relevant and effective. During the 2014–2018 Term of Council, community safety programs and services saw many enhancements including enhanced education and awareness programs, improved equipment and training programs that respond to the changing built form of our community, and new programs and services that better respond to our diversified community.

As a first for fire departments in BC, new automatic CPR machines were introduced for front-line responders to help when responding to patients suffering cardiac arrest.

Richmond Fire-Rescue staff received training to safely administer Naloxone to patients experiencing respiratory arrest, in response to the increasing calls of opioid overdoses.

Richmond Fire-Rescue, Richmond RCMP, Vancouver Coastal Health, the School District, Richmond Addiction Services, and BC Emergency Health Services jointly presented at a public forum at Richmond Secondary School to promote drug awareness and provide additional support services on fentanyl contaminated drugs.

In response to the high rise construction activities in the City, and working with WorkSafe BC, Richmond Fire-Rescue facilitated a Technical High Angle Rope Rescue program, to improve service delivery capabilities for workers performing activities at high altitudes.

The multi-agency Richmond Resilient Communities Program held training workshops in each community in Richmond to customize neighbourhood emergency plans. In addition, multi-language emergency preparedness presentations were hosted throughout the city.



*RCMP Raise the Flag*

Several educational campaigns were implemented to increase the safety and wellbeing of the community, including a door-to-door campaign to over 2,000 homes to increase awareness related to pet ownership and pesticide use. A new smoke detector recycling program was also implemented this term to highlight public awareness of the importance of replacing old smoke alarms.

The RCMP placed a strong emphasis on reducing commercial and residential break and enters. There have been notable reductions in the areas of robberies, theft from autos, shoplifting and arson since implementing this initiative.

The RCMP focused on pedestrian safety through regular pedestrian safety campaigns, during which reflective arm bands are distributed. A Pedestrian Safety Subcommittee was also formed, with membership from Richmond Fire-Rescue, RCMP, ICBC, the School District, and the City's Transportation and Bylaws Departments.

E-Comm and its emergency service partners including Richmond RCMP and Richmond Fire-Rescue implemented the Next Generation Radio Program (NGRP) for emergency services. The NGRP is the most complex and technologically advanced system available for public safety agencies and features greater reliability, radio monitoring for improved responder safety, increased coverage, transmission security and radio location tracking.

### Priority 1.3: Improved perception of Richmond as a safe community.

The RCMP continued the foot patrol initiative in the City Centre and added a new "Pop-up" Detachment program, with the involvement of volunteers, the RCMP Youth Section and patrol members. These initiatives allow for greater face-to-face contact with the public and continue to receive very positive feedback.

Richmond Fire-Rescue conducted research to better understand the needs of the community and the perceptions of the fire service in the City. The community consultation and feedback was considered in the development of the Fire-Rescue Community Outreach and Public Education Plan 2018-2023.

In response to an evolving economy, a series of community safety bylaws were amended targeting vacant properties in order to increase safety and decrease potential fire and security risks. There were also changes made to increase fine amounts for offences related to business and land use bylaws such as: illegal businesses, illegal taxicabs, short term rentals and businesses operating without a licence or in buildings with health and safety violations.

The Insurance Underwriters Association conducted a study of Richmond Fire-Rescue services in 2017. The study's rating system ranges from level one (highest level of protection) to level ten (lowest protection). The rating system takes into account many factors such as water supplies and distribution, fire department operations and communication and fire safety controls within the community. Through this study, the City of Richmond achieved its targets of increasing its rating system from level three to level two for commercial properties; and maintained the level one rating for residential properties. This study is generally conducted every ten years.

### Priority 1.4: Effective interagency relationships and partnerships.

Community safety relies on cooperative and effective interagency partnerships. The City has an ongoing collaboration with Protrans for Canada Line (Translink) for emergency preparedness on the Canada Line. This partnership was established to enhance response time and various live-training exercises to provide hands-on joint operations between Richmond Fire-Rescue and Protrans staff. This multi-agency partnership provides greater understanding of roles between various parties, as well as offering valuable lessons to better prepare for an actual emergency.

The Positive Ticket Program is an ongoing partnership between the City of Richmond, the RCMP and Richmond Pitch & Putt, Arenas and Aquatic Centres. This program allows RCMP and other youth service agencies to "ticket" youth caught engaging in positive activities. Receiving a "positive ticket" entitles youth to a free single admission to the City's swimming pools, arenas and pitch and putt course. The positive ticket card also lists important crisis information and contact telephone numbers relevant to youth. In 2017, 1,925 tickets were distributed to youth in our community.

The Richmond RCMP Youth Services continues to work with Touchstone Restorative Justice Program for at-risk youth. The goal of the program is to divert these youth from the criminal justice system by working with them to reduce reoffending through personal accountability and problem-solving strategies.

The City partnered with several government agencies including the Canadian Border Services Agency (CBSA) to enhance response protocols regarding hazardous material at Canada Post's main depot.

The City continues to foster positive relationships with the RCMP “E” Division, in the coordination of police services for the City.

The City continues to work with Vancouver Coastal Health (Richmond) to ensure water quality meets the conditions of the City’s operating permits. 100% compliance with the Canadian Drinking Water Quality guidelines was achieved.

Several joint City and School District programs were conducted, aimed at enhancing community safety through education. Examples include:

- The Richmond RCMP Drug Abuse Resistance Education program (D.A.R.E.), which provides grade five and six students various strategies for responding to real-life situations that will help them choose to lead drug-free lives.
- The RCMP Youth Section school liaison program has members assigned to every secondary school in Richmond to promote safety measures around crime prevention, internet use and to provide early intervention for at-risk youth.
- The “Adopt-a-School” program helps to build positive relationships between elementary school children and police officer liaisons. Through both formal and informal interactions with youth and school staff, this program brings enhanced awareness of public safety issues and to increase Developmental Assets with youth.
- The Fire and Life Safety program and demonstration trailer, fully implemented in 2016, provides local elementary students with an available interactive learning tool while assisting schools in meeting the Ministry of Education learning outcomes.



*Brighthouse Fire Hall No. 1*





# Goal 2: A Vibrant, Active, and Connected City



Continue the development and implementation of an excellent and accessible system of programs, service, and public spaces that reflect Richmond's demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.

## Background

Council is committed to weaving together a strong community fabric of programs, services and infrastructure that result in a healthy, vibrant, and sustainable city. To this end, Council has sought to nurture a thriving and engaged citizenry; neighbourhoods where there is a sense of belonging and connectedness; a culture of inclusiveness, diversity and social cohesion; and programs, facilities and services that are accessible and meet the needs of the demographics of the community for today and in the future. Council seeks a city that is full of opportunities for recreation, boasts a variety of outdoor green space, reflects our rich arts and cultural communities, celebrates Richmond's unique heritage and waterfront roots, and provides meaningful opportunities for volunteerism and engagement. In addition, Council has been committed to looking for ways to best address changing social service needs within its limited mandate and resources, while effectively managing the downloading of services and funding from senior levels of government. This goal focuses on creating a balanced system of programs, services and infrastructure that results in an active, caring, connected and engaged community where people belong and thrive.

Council's priorities for A Vibrant, Active and Connected City include:

- 2.1 Strong neighbourhoods.
- 2.2 Effective social service networks.
- 2.3 Outstanding places, programs and services that support active living, wellness, and a sense of belonging.
- 2.4 Vibrant arts, culture and heritage opportunities.

## Goal 2: A Vibrant, Active and Connected City

### Priority 2.1: Strong neighbourhoods

Richmond's community facilities continue to act as neighbourhood hubs, fostering connection while facilitating active living and access to services to meet residents' needs. Throughout this term of office, the City delivered on award winning programs and special events, while also supporting neighbourhoods in developing their own unique events and programs through access to grants.

Canada 150 was celebrated widely across Richmond in 2017, with neighbourhoods embracing the celebrations throughout the year. Richmond's signature events such as Children's Arts Festival, Canada Day in Steveston, the Richmond Maritime Festival and Richmond World Festival were enhanced while several additional events were hosted in honour of the year. Events added in 2017 included a Pioneer Luncheon, celebrating the contributions of Richmond's long-time residents; the Kaiwo Maru Ships to Shore—King of the Sea Festival; a Spirit of Cherry Blossom celebration; a film and discussion series; outdoor music; art talks and much more.

Recognizing the importance of community conversations, particularly amongst a rapidly growing population, the City worked with community partners to host the first Annual Diversity Symposium in 2015. This event allowed community leaders and professionals to share best practices in strengthening neighbourhoods and further building community. In 2016, the City hosted the second Diversity Symposium, "Living Together," which explored strategies to increase cross-cultural communication and intercultural harmony in Richmond. In 2017, the third Diversity Symposium, with a theme of "fostering intercultural curiosity and community connections", drew over 100 participants.

A harmonious space initiative, provided by City Centre Community Centre and led by urban Aboriginal artists, connected the newcomer community and long-standing Richmond residents through a series of cultural exchanges and artistic expressions. This included a greeting from Elders, traditional and contemporary First Nations drumming, singing, storytelling, dancing and a community engaged art project led by Terry Point, Cultural Educator from the Musqueam First Nation Band.

Working with the Richmond Intercultural Advisory Committee (RIAC) and other agencies such as the Canadian Race Relations Foundation (CRRF), Council has placed a priority this term on emphasizing the importance of intercultural perspectives and the need for an intentional focus on community connection in the development of City service plans and strategies. The development of a Cultural Harmony and Social Inclusion Strategy was initiated this year and will help to ensure a

strong, connected community founded in best practices research as well as community and expert consultation as the city continues to grow.

The City facilitated a coordinated approach to settlement support in 2016 ensuring the approximately 100 Government Assisted Refugees that came to Richmond had access to the community programs and supports they needed.

In 2017, Council adopted an updated and more inclusive Recreation Fee Subsidy Program to encourage participation in recreation activities by those experiencing financial hardship. The revised fee structure will be implemented in the Fall of 2018. The Richmond Community Centres continued to provide outreach initiatives such as Concerts in the Park, outdoor movie nights, and free park programming for children and families.

The City's Youth Services Program reinstated the Youth Street Team, a group of bright, leadership-oriented youth that attended local events to spread the word about the positive contributions youth make to our community.

Richmond Public Library supported outreach initiatives through the Pop Up Library Program initiated in 2015, which interacts with over 10,000 community members of all ages at elementary and secondary schools, faith centres, seniors' residences and City facilities, bringing the library to groups and individuals who may not be close to a library branch or familiar with library services.

Strengthening the unique physical character of Richmond's neighbourhoods, the Council endorsed Richmond Public Art Program has grown its collection to a total of 188 works of public art, with 137 works currently on display around Richmond. These works include several Utility Kiosks that recently received art wraps, including outside Steveston Museum and at Garry Point Park.

Council responded to concerns expressed by residents regarding the impact the visual landscape of neighbourhoods has on community livability. Issues of clutter on storefront signs and of unsightly properties, including those with graffiti, those that are abandoned or with excessive overgrowth of shrubbery or accumulations of refuse, were addressed through dedicated staff. This resulted in over 1,200 files of unsightly signs and 450 files on residential properties being resolved in 2017 alone.

### Priority 2.2: Effective social service networks.

Through continued implementation of the Social Development Strategy, Council focused attention on ensuring the social service needs of Richmond residents were at the forefront of development decisions and community planning and service delivery.

In 2018, Council approved an updated Affordable Housing Strategy and Implementation Framework that will guide the City's actions regarding Affordable Housing to 2027.

The update to the City's 2002 Homelessness Needs Assessment and Strategy commenced in 2017 and will be completed in early 2019. This Strategy will guide the community's response to homelessness needs in Richmond.

Council demonstrated support for the needs of Richmond residents without homes this year with the approval of the temporary modular supportive housing on Elmbridge Way that will provide 40 new homes with supportive services.

The Storeys Development opened in 2017, providing 129 affordable rental units, programming space for supportive services, and a social-enterprise café. This unique collaboration with a consortium of service providers sets the Storey's facility apart and has earned the City the 2018 Canadian Institute of Planners Award for Planning Excellence in Social Planning.

The Kiwanis Towers seniors' housing project was also developed and opened in 2015, providing 296 units of subsidized seniors' rental housing. This project won the Union of BC Municipalities (UBCM) Community Excellence Award for Partnerships with non-profit, private and public sectors.

Council adopted a newly updated Seniors Service Plan: 2015–2020 this term, providing the City with a blueprint for seniors' service and program needs. An Age-friendly Assessment and Action Plan was also endorsed by Council in 2015, designed to increase the age-friendly features, programs and policies throughout Richmond. In 2017, a UBCM grant was received to prepare a Dementia-friendly Richmond Community Action Plan.

Responding to an identified need, Council approved an adult day care program, the S.U.C.C.E.S.S. Jackson Lam Adult Day Centre, which is now open at an existing care facility in Steveston.



*After school floor hockey*

## Goal 2: A Vibrant, Active, and Connected City

Council adopted the 2017–2022 Richmond Child Care Needs Assessment and Strategy in July 2017, following a comprehensive review and analysis of Richmond’s child care needs. Subsequently, the Cranberry Children’s Centre opened in Hamilton; the Willow Early Care and Learning Centre opened in the Oval Village; the Gardens Children’s Centre opened in East Richmond and Seasoning Child Care Centre opened in Blundell/Steveston. Two early childhood development hubs were also secured in the City Centre. These centres combined will provide between 292–312 new child care spaces in Richmond.

The Youth Service Plan, completed in 2015, will guide a strategic approach to youth service provision throughout the City until 2020.

In 2017, Council forwarded the Richmond Community Services Advisory Committee Report (RCSAC) “Municipal Responses to Child and Youth Poverty”, to the Premier of BC, urging the Province to adopt a BC Poverty Reduction Plan. In 2018, the RCSAC, supported by a City grant, initiated an annual Let’s Talk Richmond survey to document the space needs of non-profit agencies serving Richmond residents.

This year marked the 20<sup>th</sup> anniversary of the Richmond Outstanding Community (U-ROC) Awards, which filled the Gateway Theatre to celebrate the impact that Outstanding Youth, Asset Champions, and Youth Groups have on our community.

From 2014–2018, Council awarded a total of nearly \$3M in grants to non-profit health, social and safety organizations in Richmond.

### Priority 2.3: Outstanding places, programs and services that support active living, wellness, and a sense of belonging.

The World Leisure Organization (WLO) announced a unanimous decision to recognize and designate the City as a World Leisure Community of Excellence for 2017. In its announcement, the WLO stated, “the City of Richmond receives this award for its substantive contributions as a community to promoting leisure as a means to enhance the human condition. Richmond serves as an exemplar of how broad-based citizen involvement can effectively promote leisure as integral to the social, cultural, economic, and sustainable environmental development of the community.” The contribution of Richmond’s many partners in the delivery of community services was particularly recognized in the awarding of the designation.

The Richmond Olympic Oval was honoured with the All Time Award from the International Association of Sports and Leisure Facilities (IAKS) and the International Olympic Committee (IOC), which is reserved for landmark sports facilities and only awarded every 50 years.

The new Minoru Centre for Active Living (MCAL) is set to open this year providing increased health and fitness, aquatic, seniors and sport services to the City Centre neighbourhood and residents City-wide. Major stakeholders including the Minoru Seniors Society, the Richmond Fitness and Wellness Association, the Aquatic Services Board and Richmond Sports Council have all come together to provide expertise and guidance to ensure the design meets current needs and is “best in class”. At 110,000 sq. ft. this will be an iconic and efficient facility to serve our community over the next several decades.

The Minoru Park Vision Plan Guiding Principles were approved by Council in 2017 followed by community consultation and engagement to guide the design of Minoru Park into the future.

The new City Centre Community Centre opened in 2015. The 28,000 sq. ft. facility received gold certification through the Leadership in Energy and Environmental Design (LEED) program and provides a welcoming and inclusive place for residents of the City Centre neighbourhood to visit and access programs and services offered by the City Centre Community Association.

Design of a 33,430 sq. ft. City Centre North Community Centre commenced in 2017. Secured as a voluntary developer contribution in 2016, and targeted for completion in 2021, the new community centre will serve the Capstan Village, Alexandra, and Sea Island communities.

Another major milestone this term has been the beginning of construction on the Garden City Lands. The unique 136.5 acre site will feature bog conservation and agriculture within the City Centre. Construction to-date has focused on the major infrastructure required to protect the bog ecosystem while allowing 40% of the site to be used for farming. The perimeter trail, farm access roads, and several landscape features have been developed. The Garden City Lands was officially opened in 2017 with the Richmond Harvest Fest.

Aberdeen Park, a new downtown neighbourhood park opened in July 2018. This 4 acre park’s first phase features walkways with lighting, a plaza, a dog park as well as a lawn area and a rain garden.

The Railway Greenway, a 5 km continuous greenway for pedestrians and cyclists that connects between the Middle Arm Dyke Trail and the Steveston Greenways was completed.

The retrofit of Lang Park has been completed in 2017 and is open to the public. The park features an interactive water spray feature, a small children’s play area, new seating and public art in addition to the existing trees and landscaped areas. The City Centre Community Centre now offers programming using the new park elements and provides the washrooms required for the spray park operation at Lang Centre.

Council furthered initiatives to support belonging and inclusion in City-owned facilities through projects such as the Rick Hansen Foundation Accessibility Certification Program which assessed Richmond City Hall, Richmond Olympic Oval, Richmond Cultural Centre, City Centre Community Centre and South Arm Community Centre to provide improved accessibility. The City was one of three communities across Canada to receive the Rick Hansen Foundation Accessible Cities Award. The Foundation also inducted the Richmond Olympic Oval into the Accessible Cities’ Circle of Excellence as a “best in class” example of an accessible and inclusive community space.

Council issued a proclamation recognizing Pride Week 2017. Eighteen of the City’s facilities participated in celebrations to acknowledge LGBTQ2S communities in the city and to promote a welcoming and inclusive environment in civic facilities.

The Olympic Experience at the Richmond Olympic Oval (the ROX) opened its doors in 2015 celebrating memories of the

2010 Olympic and Paralympic Winter Games. As the only official International Olympic Committee (IOC) Olympic Museum in North America, the ROX provides a unique museum experience, using state-of-the-art sport simulators and many engaging interactive activities. The ROX offers a range of community programming including Education ROX (a curriculum-based field trip program), films and sport event screenings, and Olympic athlete appearances and presentations.

The ROX Shop retail store opened in 2015, providing sport and wellness apparel and equipment as well as ROX merchandise. The Richmond Sports Wall of Fame also opened in 2015, and celebrates Richmond’s rich sporting history. To date, 42 honorees, including four teams have been inducted to the Sports Wall of Fame.

### Priority 2.4: Vibrant arts, culture and heritage opportunities.

The Richmond Canada 150 Program featured a year-long celebration of Canada’s 150<sup>th</sup> anniversary of confederation. Celebrations included over 70 multi-faceted programs and activities from small community-led events to major festivals that embraced our city’s cultural diversity and maritime and agricultural heritage. Richmond Canada 150 was one of the country’s biggest Canada 150 celebrations with over 300,000 people attending the various events throughout the year.



Aquatic programs for all ages

## Goal 2: A Vibrant, Active, and Connected City

July 1, 2017 was celebrated at Richmond Canada Day in Steveston, alongside the 72<sup>nd</sup> Annual Steveston Salmon Festival.

In 2016, Richmond was recognized at the Annual Convention of the National Trust with the prestigious Prince of Wales Prize in Municipal Heritage Leadership. The award recognizes the commitment to heritage preservation, conservation and restoration through policies and programs that celebrate and protect our community heritage.

Fusing modern technology with history, interactive tours of the Britannia Shipyards National Historic Site and a new film exhibit were developed. The Nikkei Stories project was also launched using iBeacon technology on street signs, providing smart phone users with access to short stories about the historical significance of location around Steveston Village, as told by members of the Japanese Canadian Community.

The restoration of the Interurban 1220 Tram Car also continued this term with many components completed including the electrical system, interior wood work and the exterior roof.

The restoration project has followed heritage best practices and utilized the skills of specialized trades, City staff and a core group of dedicated volunteers.

Several new programs were launched to support and celebrate Richmond's vibrant arts community. Highlights include:

- the Pianos on the Street Program, which provides free access to pianos decorated by high school students and community groups in unexpected locations for the public to enjoy
- the 2017 Engaging Community and Public Art Pilot Program, creating opportunities to support artists working in communities and to enhance the public's engagement with the arts while also recognizing Richmond's heritage

Community public art projects approved in 2017 included SP'ART, by Pierre Leichner and *Looking Back, Looking Forward* by Artist Catrina Megumi Longmuir, together with seniors at the Minoru Place Activity Centre. This senior's centre legacy piece included gathering stories, and creating collages, art and digital



Erase Bullying Day

media/film pieces and will be unveiled as part of the opening of the new Minoru Centre for Active Living. *A History of Richmond Exhibit* was installed in City Hall in 2017, the display told the story of Richmond in objects from pioneer days to now.

The 10<sup>th</sup> Annual Children’s Arts Festival welcomed over 7,000 participants this year through a variety of classes, performances and experiences. The Minoru Plaza area was transformed into a festive community-gathering place.

Also in its 10<sup>th</sup> year, the Annual Richmond Arts Awards, created in partnership with the Richmond Arts Coalition, recognized artistic achievements and contributions to the cultural community by residents, artists, educators, organizations and business leaders.

The Annual Doors Open Richmond series provided free opportunities to explore 42 of Richmond’s unique heritage,

arts and cultural sites. In 2017, 16,765 site visits were recorded and 1,150 people attended the opening celebration at the Richmond Cultural Centre.

The Richmond Museum launched a new website and an online database of the City’s artefact collection in 2016. This provides access to historical information about Richmond in an engaging format for public use.

Gateway Theatre presented a number of diverse productions including wistful and wise dramas, captivating musicals, provocative comedies, social commentaries, and timeless classics. Over 270 youth participated in the Gateway Academy for the Performing Arts for theatre skills training. Rentals continued to be in demand as well with over 38 community user groups and rentals hosting performances at the Gateway Theatre for audiences in excess of 20,000 people per year.



Richmond Harvest Fest



GP 75



# Goal 3: A Well-Planned Community



Adhere to effective planning and growth management practices to maintain and enhance the livability, sustainability and desirability of our City and its neighbourhoods, and to ensure that the results match the intentions of our policies and bylaws.

## Background

Richmond is changing and growing at a rapid rate, in line with the rest of the lower mainland. A significant priority for Council during this term has been preparing for and managing this change by continuing to implement the Official Community Plan (OCP) and making decisions around growth and development with the community in mind. Council is sensitive to the community's perception of the City's growth rate and has been working to ensure communication regarding the OCP and its implementation is clear and ongoing with the community. Council placed keen attention this term on enhancing the physical design of Richmond to build an attractive physical landscape, with ample visible green space, particularly in the urban core. An integral part of increasing livability is addressing congestion issues through a transportation plan. In addition, Council has placed priority on looking at housing options in Richmond through diversifying housing stock to increase accessibility for all housing needs. Planning our communities takes careful consideration of current and future needs and remained a top priority for Council over this term of office.

Council's priorities related to A Well-Planned Community include:

- 3.1 Growth and development that reflects the OCP, and related policies and bylaws.
- 3.2 A strong emphasis on physical and urban design.
- 3.3 Effective transportation and mobility networks.
- 3.4 Diversity of housing stock.

## Goal 3: A Well-Planned Community

### Priority 3.1: Growth and development that reflects the OCP, and related policies and bylaws.

Managing the rapid growth in Richmond through careful planning to ensure the City's community changes are well coordinated, has remained a top priority for Council. By planning for growth and development through the implementation of the City's Official Community Plan (OCP) and related policies and bylaws, Council ensured strategic opportunities were implemented while the long-term vision for the City is being realized. The City's 2041 OCP is comprised of a city-wide plan and 17 Area and Sub-Area Plans (e.g., City Centre, West Cambie, Hamilton, etc.). Together, these plans capture the vision of Richmond and establish policies to maintain strong and unique neighbourhoods. Several updates to the OCP were initiated or implemented so that the needs and aspirations of Richmond's residents and businesses could be met.

As part of this process, the City continued to work with a number of advisory committees throughout the term to ensure community input and expertise were effectively utilized in considering plans and applications. The Advisory Committee on the Environment (ACE), the Agricultural Advisory Committee (AAC), the Richmond Heritage Commission (RHC), and the Advisory Design Panel (ADP) all provided valuable input to Council.

In 2015, Council initiated a process to discharge all Single Family Residential Land Use Contracts (LUCs) in the City due to concerns over the form of redevelopment that was occurring on single family LUCs. In November 2015, Council adopted numerous bylaws that terminated all Single Family LUCs in November 2016. The City is now going through a process of introducing underlying zoning on all remaining LUCs in the City (which include multi-family residential, commercial, and industrial properties) to ensure that these properties are governed by the City's Zoning bylaw when all Land Use Contracts through the Province are terminated on June 30, 2024.

Over this term, Council has approved a number of rezoning applications that have already provided and will continue to provide a number of significant community amenities. These amenities include multiple day care centres, two Early Childhood Development Hubs, various facilities for the arts, a new City Centre North Community Centre, and numerous Affordable Housing Units. A number of new parks have also been secured through development including a new waterfront park along with multiple City-owned parks and publicly accessible open spaces in Capstan Village.

After public consultation, Council approved amendments to the No. 5 Road Backlands Policy contained in the Official Community Plan (OCP). The policy allows community



Canada Line at Aberdeen

institutional uses on the front 110 m of properties located on the east side of No. 5 Road, if the remaining portions, (the “Backlands”) are farmed.

Council adopted a number of bylaws related to residential development on properties located within the Agricultural Land Reserve (ALR). These regulations establish limitations on the size and location of residential improvements to ensure that all properties within the ALR preserve land for agricultural purposes.

### Priority 3.2: A strong emphasis on physical and urban design.

The City continued to seek input from the Advisory Design Panel to ensure new projects meet design objectives for key areas in the City. Council’s focus on attractive development and increased urban green space is particularly visible within the urban villages in the City Centre area such as Capstan Village, Brighthouse Village and Oval Village.

The City has been working on the development of a draft Master Land Use Plan for the Lansdowne Shopping Centre site. The proposed land use plan supports Transit Oriented Development (TOD) principles and includes the creation of a vibrant mixed-use village centre, new roads and public pathways, 10 acres of new parkland, a variety of housing typologies, along with identifying opportunities for future City amenity spaces to be secured through the redevelopment process.

The City has also been working on the development of a Master Land Use Plan for the south end of the Richmond Centre Mall. Similar to the Lansdowne Master Plan, the proposed land use plan supports TOD principles and includes the creation of a vibrant mixed-use development that will provide new roads and public pathways, publicly accessible gathering spaces and a variety of residential and non-residential buildings.

After a public consultation process with a variety of stakeholder groups, Council adopted two phases of Single-Family Building Massing Amendments. These amendments to the City’s Zoning Bylaw address overall building form, height and massing of new single-family dwellings. Better control on building massing allows the City to ensure continuous attractive development of Richmond neighbourhoods.

### Priority 3.3: Effective transportation and mobility networks.

Council’s priority for effective transportation and mobility networks centres on strategic design with convenient access in mind, particularly through newly densified areas. To this end, the Lansdowne Road Extension between Minoru Boulevard and Alderbridge Way was completed in 2017. This project

received \$1.5M in funding from the Federal Government and allows traffic to travel along Lansdowne Road from Garden City Road to Hollybridge Way, completely bisecting Richmond’s City Centre. Additional new City Centre street improvements include Ackroyd Road extension and Gilbert Road widening.

Traffic management initiatives included the installation of new crosswalks with Accessible Pedestrian Signals (APS), power supply back ups, video cameras, and illuminated, overhead street signs to many intersections around the City.

The City has received sufficient volunteer developer amenity contributions to meet the \$28.4M (2018 \$) construction cost for the new Capstan Canada Line Station. The City has released preliminary funding to TransLink and is working collaboratively to advance the station design. Construction for this new Canada Line station serving the Capstan Village is expected to begin in the near future.

Upgrades to transit and street furniture resulted in 75% of the City’s 725 active bus stops now being fully accessible. Seventy-four (74) new transit shelters and 366 new benches were installed, providing a more comfortable and desirable environment to wait for a bus.

Furthering bike infrastructure, Phases 1 and 2 of the new east-west Crosstown Neighbourhood Bike Route connecting Railway Avenue to Gilbert Road between Francis Road and Blundell Road were complete. New multi-use pathways include Westminster Highway (No. 8 Road to Nelson Road) and Great Canadian Way (Charles Street to Bridgeport Road). Richmond now has an expanded on and off-street cycling network of over 72 km (excluding dike trails).



Walk Richmond program on new multi-modal pathway

### Priority 3.4: Diversity of housing stock.

Council demonstrated a strong commitment to increasing the diversity of housing stock this term through a number of initiatives to protect the character and form of single-family neighbourhoods, to increase the number of market and below-market rental housing units, and provide additional housing options for those with support needs.

Council endorsed the Affordable Housing Strategy 2017–2027 to ensure Richmond takes an active role in remaining a livable, sustainable community through affordable housing choices for current and future residents. A new Market Rental Housing Policy will be considered by Council in the fall. This Policy seeks to protect Richmond’s existing market rental housing stock and tenants, as well as encourage new units to be built.

Council endorsed notable amendments to the West Cambie Area Plan to allow a mix of 30% employment and 70% residential uses along the east side of Garden City Road. With this move, Council designates 15% of the residential space to be built with a mix of affordable, modest market and market rental housing.

Council endorsed new projects to fill a priority gap in the housing continuum for Richmond. The development of the Temporary Modular Supportive Housing Project on Elmbriidge Way was approved—this partnership with BC Housing and RainCity Housing will provide 40 non-market rental homes with supportive services to Richmond residents that are not adequately housed.

In 2017, the City announced the purchase of 12040 Horseshoe Way for the use of an emergency shelter. This is a joint partnership between the City, BC Housing and the Salvation Army with expected opening in 2019.

In 2016, Council adopted an update to the Arterial Road Land Use Policy to support densification along arterial roads. This provides clear guidance on where townhouses, row houses, duplexes and triplexes may be considered appropriate land uses.



*Rooftop gardens in Richmond's City Centre*



# Goal 4: Leadership in Sustainability



Continue advancement of the City's sustainability framework and initiatives to improve the short and long term livability of our City, and that maintain Richmond's position as a leader in sustainable programs, practice and innovations.

## Background

Celebrating and building on leading practices in sustainability, Council continues to view leadership in this area as a high priority. Sustainability is considered an overall approach to business within the City, not just a term goal area. Advancing green and sustainable initiatives is very important to Council, who also has a keen interest in combating and preparing for climate change. Continuing to build on the City's sustainability framework, Richmond aims to be a climate prepared City with sustainable resource use, a green-built and natural environment, local agriculture and food, and a leader in sustainable businesses and municipal government.

Council's priorities for Leadership in Sustainability include:

- 4.1 Continued implementation of the sustainability framework.
- 4.2 Innovative projects and initiatives to advance sustainability.

## Goal 4: Leadership in Sustainability

### Priority 4.1: Continued implementation of the sustainability framework

Throughout this term, Council continued to place priority emphasis on furthering Richmond's reputation of leadership in sustainability. Many of the awards and accolades the City has received this term relate to innovative and strategic sustainability initiatives that were developed through the continued implementation of the City's sustainability framework. Included in this was the adoption of the Ecological Network Management Strategy (ENMS), Richmond's first comprehensive environmental plan. The ENMS subsequently received the Planning Institute of BC Silver Award for Excellence in Policy Planning. Continuing to plan for environmental sustainability, the City's first Invasive Species Action Plan was adopted this term.

The Lulu Island Energy Company (LIEC) continued to further district energy initiatives within Richmond. The Alexandra District Energy Utility (ADEU) Phase 3 and Phase 4 Expansions were completed on time and on budget, including an additional geothermal field, a major energy plant expansion, a satellite energy plant with a low carbon air source heat pump to service WalMart, Marshalls and other tenants at the Central at Garden City complex. The new joint Cambie Fire Hall No. 3 and BC Ambulance Services building was the first civic building connected to the Lulu Island Energy Company's Alexandra District Energy Utility.

The ADEU was recognized with several awards this term including:

- the UBCM Community Excellence Award for Best Practices: Excellence in Action
- the System of the Year Award from the International District Energy Association
- the Canadian Consulting Engineering Award of Excellence for ADEU Phase 4
- the Canada Region Institutional Energy Management Award from the Association of Energy Engineers for District Energy Implementation
- the UBCM Community Recognition Award from Canadian Wood Council for ADEU energy centre building

Two additional interim energy plants were successfully delivered this term as part of the Oval Village District Energy Utility (OVDEU), providing service to over 1,700 residential units.

The City continues to implement the Council approved Green Fleet Action Plan which identifies concurrent strategies to ensure the City's fleet is managed and maintained to achieve operational efficiency while on balance with environmental responsibility. As a result, Richmond became the first and only government organization to achieve Platinum status under the Fraser Basin Council's E3 program, which recognizes the City



Alexandra District Energy Utility (ADEU) Phase 4 Expansion

for its efforts in promoting sustainability, green transportation and sound management of the City's fleet.

The Richmond Sustainable Event: 7 Step Quick Guide and Toolkit, were launched in 2015 in partnership between the City of Richmond, the Richmond Olympic Oval and the International Academy of Sport Science Technology/Academie Internationale des Sciences et Techniques du Sport (AISTS) in Lausanne, Switzerland. The Sustainable Event Toolkit is a new tool that helps make it easier for small to medium-sized event organizers to adopt sustainable practices. Over 100 events in Richmond committed to taking sustainable action such as waste diversion, promoting alternate transportation, making smart food choices and engaging community volunteers as a result of the Toolkit. Aquatics facilities followed suit, implementing a green ware program in 2017 for all events at Watermania and all birthday parties at Minoru Aquatic Centre requiring all events to have compostable or biodegradable materials and no plastic.

### Priority 4.2: Innovative projects and initiatives to advance sustainability.

The 2.6 acre Pollinator Pasture, implemented as part of the Bath Slough Revitalization in partnership with Emily Carr University opened in 2015, enhancing Richmond's natural ecology. Subsequently, the Pasture won the 2017 Pollinator Advocate Award for Canada.

The City's High Performance Building Policy goals and targets guided development and replacement of City facilities including the new Fire Hall No. 1. Once complete, the new facility will result in approximately 50% less energy use overall while providing 35% more floor area. The facility will include the installation of solar photovoltaic renewable energy system, making it a near zero carbon facility.

Richmond adopted the BC Energy Step Code in July 2018 as a first step towards achieving near net zero private buildings by 2025. Richmond's stakeholder consultation program and visual aids were emulated by other cities and identified provincially as a best practice for step code implementation.

Richmond adopted a new requirement in 2018 that all residential parking spaces in private developments feature an electrical outlet capable of providing Level 2 charging; Richmond was the first in North America to do so.

The City implemented by-weekly garbage collection. This initiative, along with the provision of carts to residents with subscription-based pricing, helped to increase recycling and diversion of waste.

Council endorsed policies and bylaws help to ensure the sustainability initiatives led by the City are adhered to and applied consistently. One significant area of focus this term was on diverting waste from construction sites. An example of this is Policy 2308: Management of Waste and Recyclable Materials from City Facility Demolition and Construction Activities, which establishes an 80% waste diversion target. This policy applies to waste generated from the construction and demolition of all City facilities and sets a leadership example for City facilities ahead of other demolition land clearing recycling policies. The City also introduced the Demolition Waste and Recyclable Materials Bylaw No. 9516, which mandates that 70% of waste from single-family home demolitions be recycled.

The implementation of organics recycling for over 30,000 residents in multi-family buildings took place this term. This program expands waste diversion and helps residents in multi-family buildings comply with the regional disposal ban, which prohibits organic materials from being disposed of in the garbage.

The continued expansion and improvement of the Water Pressure Management Program this term resulted in reduced water pressure by 10 PSI during non-peak hours, reduced leakage and substantially reduced incidences of water pipeline breaks and service disruptions.

The implementation of the Universal Water Metering Program improved water conservation and provided residents with control over their water and sewer utility usage and charges through installing water meters on all single-family homes.

The City launched the Business Energy and Water Savings Program in 2016, providing water fixtures and sustainability assessments to businesses in Richmond.

The COOL 2016 RICHMOND Event was held at the Richmond Olympic Oval in 2016. This event provided solutions to organizations for effectively running sustainable events and featured sustainable event solution providers from portable water and bike stations, to pyrotechnics and craft breweries.

Richmond continued to demonstrate leadership in BC with regard to management of Parrot's Feather and Brazilian Elodea due to ongoing control trials and development of best management practices. In the past year, the City has presented as part of the Invasive Species Council of British Columbia's webinar series, regional site tours on active trials, and through local news coverage.

The City continued to reduce pesticide use in Richmond through ongoing community engagement. Since 2016, the City has delivered 49 free workshops engaging 733 Richmond residents. Workshops cover topics ranging from organic gardening, to bee identification, to local food initiatives, to fruit tree management.





**GREEN**  
AMBASSADORS

Richmon

LETS

GREEN  
ASSADORS

# Goal 5: Partnerships and Collaboration



Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community.

## Background

Council understands the important role that strategic partnerships and intergovernmental relationships play in delivering effective City services and achieving our goals. City business is increasingly impacted by changes to legislation, downloading of services and from other levels of government and competing interests of other intergovernmental agencies and business partners. Richmond believes that working with partners and other organizations through collaboration and strengthened relationships helps us to better deliver services, improve our City's livability and raise economic value in Richmond most effectively.

Council's priorities related to Partnerships and Collaboration include:

- 5.1 Advancement of City priorities through strong intergovernmental relationships.
- 5.2 Strengthened strategic partnerships that help advance City priorities.

## Goal 5: Partnerships and Collaboration

### Priority 5.1: Advancement of City priorities through strong intergovernmental relationships

The City received over \$42M of funding from other levels of government this term to advance Council priorities.

The Federal Government invested over \$22M in Richmond for initiatives related to community safety and sustainability such as:

- Steveston Harbour, with \$14M in funding announced by the Honourable Gail Shea, Minister of Fisheries and Oceans, and the Honourable Kerry-Lynne Findlay, Minister of National Revenue.
- The No. 6 Road and Nelson Road Widening project, with \$5.4M announced by the Honourable Lisa Raitt, Minister of Transport, and the Honourable Kerry Lynne Findlay.
- The Lansdowne Road Extension and the No. 2 Road Upgrade, with \$4.95M from Transport Canada.

Richmond also received \$1.2M in Canada 150 Infrastructure Funding for the following projects:

- Richmond Olympic Oval: LED Energy Efficient Lighting
- Richmond Olympic Oval: Merging Enhanced Accessibility
- Garrett Wellness Centre Upgrade
- Richmond Public Library Digital Services Launch Pad
- Railway Greenway Trail Upgrade
- South Arm Fitness Centre Upgrade

Provincial/Federal cost shared funding for Richmond projects included in initial \$1.7M in National Disaster Mitigation Funding to support two feasibility studies: the Steveston Island Flood Mitigation Planning Project, and the Flood Mitigation Strategy Update.

The Provincial Government invested \$16.6M in Disaster Mitigation Funding for dike upgrades and the reconstruction of four pump stations.



Walk Richmond group on Steveston Boardwalk



Steveston Harbour

In 2015, Richmond hosted the Honourable Peter Fassbender, Minister of Municipal Affairs and Housing, MP Joe Peschisolido, the Honourable Dr. Alice Wong, and Richmond MLAs to help celebrate the opening of the Olympic Experience at the Richmond Oval (the ROX). The Minister of Canadian Heritage, the Honourable Shelly Glover, visited the ROX to announce \$500,000 in funding support. The Province of BC and BC Wheelchair Sports invested \$250,000 in the ROX. The Province of BC and BC Wheelchair Sports contributed \$250,000 to the ROX.

Minister Catherine McKenna Minister of Environment and Climate change announced three Richmond Projects that received a combined \$327,000 of funding from the Federation of Canadian Municipalities (FCM) Green Municipal Fund:

1. the River Parkway and Middle Arm Waterfront Park Brownfield Remediation Project;
2. a Solar Energy Feasibility Study for the new Minoru Centre for Active Living; and
3. a Micro Sewer Heat Recovery District Energy Utility feasibility study.

The City also received \$750,000 from the FCM Municipal Capital Infrastructure Program (MCIP) for the energy retrofit of the Library Cultural Centre.

External grant funding support totaling over \$2.5M towards transportation-related projects included:

- \$586,250 towards the construction of a 2-way multi-use pathway on River Drive from MoTI (BikeBC)
- \$472,000 for various improvements related to traffic safety such as special crosswalks, traffic and pedestrian signals, left-turn lanes, pedestrian walkways and multi-use pathway from ICBC (in 2016 and 2017 combined)
- \$125,000 for the upgrade of bus stops to become accessible from TransLink
- \$1.6M towards the construction of active transportation infrastructure such as sidewalks, multi-use pathways from Translink

The Prime Minister announced Richmond as one of 20 finalists for the Canada-Wide Smart Cities Challenge announced in June 2018. The City received \$250,000 to build a business case to compete through submission for \$10M. Richmond developed numerous partnerships to prepare the initial submission including Emergency Management BC, Ministry of Forests Lands and Natural Resource Operations and Rural Development, Infrastructure Canada, Kwantlen Polytechnic University, local tech businesses, TELUS, TIBCO and the Port of Vancouver.

### Priority 5.2: Strengthened strategic partnerships that help advance City priorities.

With a focus on furthering social services and programs in Richmond, staff met with the Provincial Minister of Childcare to share issues and challenges in our community as well as to review the results of the Childcare Needs Assessment. The City also developed relationships and strategy with senior staff in the Ministry of Municipal Affairs and Housing at the UBCM Conference to investigate opportunities for funding for recreation and culture major capital projects in the Investing in Canada Program.

Richmond opened the joint Fire Hall and BC Ambulance Station. This unique facility utilizes strong working relationships between the City of Richmond Fire-Rescue and the Provincial Ambulance Service.

The City has developed a strong relationship with the Provincial Ministry of Health to help facilitate the process of replacing the acute care tower at the Richmond Hospital. The Provincial Ministry of Health and the new Ministry of Mental Health and Addictions worked with the City to help address the issues of Mental Health and addictions in Richmond.

Work is underway to implement an updated Community Wellness Strategy in partnership with Vancouver Coastal Health (Richmond), and the Richmond School District No. 38. The strategy identifies innovative and collaborative approaches to improve overall wellness of Richmond residents and to allow individuals, neighbourhoods, and the community as a whole to thrive.

The ongoing partnership between the City and various Community Associations and Societies, organizations and businesses to facilitate monthly city-wide Seniors Wellness Clinics reached close to 2,000 seniors in 2017. Trained multi-lingual volunteers offer translation and information and provide referrals to local programs.

Additional seniors' health outreach programs offered through Association and Society partnerships include programs related to healthy aging, dementia, music therapy, and mental health were delivered to over 150 hard-to-reach seniors in English, Chinese and Japanese languages.

Richmond met and developed strategy with senior staff in the Ministry of Environment and Climate Change Strategy at the UBCM Conference to advance Richmond as exempt from Provincial Sales Tax for Renewable Energy Infrastructure. In addition, Richmond met and developed strategy with senior staff in the Ministry of Environment and Climate Change Strategy at the UBCM Conference to advance Richmond's concerns related to the lack of assessment of alternatives within the Environmental Assessment Process in BC.

Staff completed the mandatory five year review of the City's Regional Context Statement (RCS). The RCS continues to be consistent with the Regional Growth Strategy (RGS) in supporting the goals of a compact urban area and a sustainable economy, among others.

Council requested that the Metro Vancouver Board reaffirm its acceptance of Richmond's Regional Context Statement. Richmond met and developed strategy with senior staff in the Ministry of Tourism, Arts and Culture to discuss the potential legislative changes to the Municipal and Regional District Tax (MRDT) to address short term rentals.

In June 2017, Council reviewed YVR's 2037 Master Plan Highlights document and identified issues important to Richmond. These include maximizing the capacity of all existing runways and working with the City prior to pursuing any new runway. Other issues include maintaining transportation capacity on Sea Island for non-airport users and minimizing and mitigating noise, light and other impacts on Richmond residents that may result from airport-related activities.

The Sister City Advisory Committee remained active in strengthening Sister City and Friendship City relationships. Notably this term, the City hosted a delegation of Wakayama City Council. During this visit, Richmond renewed their relationship by signing an updated Memorandum of Understanding. In 2014, Wakayama and Richmond celebrated our 40<sup>th</sup> Anniversary with a commemorative book. In 2015 the City held the Wakayama Kenjin Kai tree planting ceremony to celebrate the Kenjin Kai 50<sup>th</sup> anniversary. The cherry trees honour the Japanese pioneers who worked and lived in the Steveston community.

Richmond has aligned with strategic partners to increase resources for the community and received letters of support for several funding submissions from key partners. These include Vancouver International Airport, the Port of Vancouver, Steveston Harbour Authority, the Province of British Columbia, the Richmond Chamber of Commerce, TransLink and the Musqueam Indian Band.



*Richmond Cherry Blossom Festival*



# Goal 6: Quality Infrastructure Networks



Continue diligence towards the development of infrastructure networks that are safe, sustainable, and address the challenges associated with aging systems, population growth, and environmental impact.

## Background

Municipal infrastructure is essential to the health, safety, mobility, economy, and quality of life of Richmond's residents, businesses, and visitors. As one of the City's core responsibilities, ensuring our physical infrastructure is safe, well-maintained and meeting current and future demand is of the utmost importance to Council. The maintenance of road, drain, sewer, and dike networks is essential, and is increasingly challenging due to growing and changing capacity issues, climate change, and environmental needs. In addition, community facilities and amenity needs have been on Council's mind, as existing community facilities are aging, and a growing and changing community is creating new demands. Balancing the needs of aging and new infrastructure as well as prudent upgrades associated with climate change requires a responsible, prioritized and resourced plan of action to ensure the City's infrastructure is resilient and meeting the needs of our community.

Council's priorities that focus on Quality Infrastructure Networks include:

- 6.1 Safe and sustainable infrastructure.
- 6.2 Infrastructure is reflective of and keeping pace with, community need.

## Goal 6: Quality Infrastructure Networks

### Priority 6.1: Safe and sustainable infrastructure

Council's priority for ensuring the City's infrastructure is safe and sustainable was reflected in the completion of the ambitious Major Facilities Plan Phase 1 infrastructure work program. All of the public safety buildings have now been upgraded to meet post-disaster standards. Highlights of major infrastructure projects include:

- completion of the 26,000 sq. ft. joint Cambie Fire Hall No. 3 and BC Ambulance Station (Richmond North), built to LEED Gold standards
- design and construction of the 25,000 sq. ft. Brighthouse Fire Hall No. 1, built to LEED Gold standards
- advancement of the new 110,000 sq. ft. Minoru Centre for Active Living (MCAL) to near completion with anticipated occupancy scheduled for later this year
- design and construction of the new 28,000 sq. ft. City Centre Community Centre

The Dike Master Plan Phase 2 was substantially completed and is entering final stages of stakeholder consultation. Dike Master Plan Phases 3 and 4 are under way and will be completed in 2018. In 2016, Council adopted an update to the 2008-2031 Richmond Flood Management Strategy. A focus on flood management and drainage upgrades this term has resulted in the completion of several key projects including:

- ongoing maintenance of the 49 km of dikes surrounding Richmond. In 2017, at eight locations, a total of 6,050 sq. m of the dike face was re-armoured following completion of two landside inspections and one waterside inspection. Priority dike repairs were also completed at three locations: River Road, Capstan Way, and the south foot of No. 9 Road.
- Bath Slough Drainage Pump Station (with funding from the Province of BC and Government of Canada).
- inspection of approximately 7,000 m of box culvert using manned entries and CCTV camera equipment. Service levels for inspection and maintenance of box culverts was also increased to ensure proactive maintenance is undertaken to reduce system failures and service disruptions.
- emergency replacement of 50 m of the No. 2 Road box culvert; complete replacement of the No. 4 Road arch culvert; McBurney Drive drainage improvement project (sidewalk, curb and gutter, and roadway works to address ponding issues); Williams Road drainage replacement.
- initial phases of canal stabilization work on No. 3 Road and No. 8 Road.

- installation of four additional rain gauges to better identify the amount of rainfall in Richmond. Data from the rain gauges is utilized in drainage system performance analysis and medium to long term drainage system capacity upgrade forecasting.
- acquisition of three additional generators to provide back-up power to Nelson Road, No. 8 Road North and McCallum drainage pump stations during storm events. The 41 drainage pumps stations have the combined pumping capacity of 82 cubic metres per second or more than 1 million gallons per minute.
- collaboration with the City of New Westminster on dike management for the Queensborough area of Lulu Island.

The City's Ageing Infrastructure Replacement program identifies long term funding requirements and short, medium and long term (75 year) replacement needs based on asset deterioration. Select completed capital work and ageing infrastructure projects included:

- watermain upgrades at: Cook/Cooney Road, No. 2 Road, Brown Road, Richmond Gardens, and Sidaway Road
- storm/sanitary sewer upgrades: Brown/Leslie Roads, Graybar Road drainage and sanitary, Cooney Road; Minoru Park, and Minoru Sanitary Pump Station replacement
- road and laneway upgrades: Belair Drive South laneway; grant-funded Lansdowne Road extension

In 2017, the City responded to 42 ice events, seven snow events, and de-iced and/or cleared 42,396 km of road associated with weather events.



*Flood management work*



### Priority 6.2: Infrastructure is reflective of and keeping pace with, community need

In 2016, following an extensive facility needs assessment and strategic planning process, Council approved the advanced planning and concept design for five Major Facilities Plan Phase 2 projects including: a new City Centre Community Centre North; Steveston Community Centre and Branch Library Replacement; Lawn Bowling Clubhouse; Britannia Shipyards National Historic Site and Phoenix Net Loft; and Richmond Animal Shelter. Concept design processes commenced for the new Steveston Community Centre, Animal Shelter, and Richmond Lawn Bowling Club. The construction agreement was also finalized and the concept design phase completed for the new \$25M City Centre Community Centre North, a 33,430 sq. ft. two-storey stand-alone facility in the Capstan Village area, in close proximity to the proposed riverfront park and the future Canada Line Station.

The City received the Recreation Facility Association of BC's Bill Woycik Outstanding Facility Award in 2017 for City Centre Community Centre. This award is based on an outstanding facility that meets the community's needs and exemplifies innovations in design, energy management, and operations and demonstrates community need. In 2018, City Centre Community Centre received the BCRPA (British Columbia Recreation and Parks Association) Facility Excellence Award.

Each year, preventative maintenance programs monitor the City's utility and non-utility infrastructure to ensure operational excellence during regular and/or extreme weather events. These programs include:

- drainage and irrigation conveyance networks and sewerage conveyance networks
- water infrastructure for ensuring quality drinking water, water for fire protection, and water conservation strategies including a leak Detection Program that ensures nearly 350 km of watermain is inspected annually
- road and sidewalk networks, including street lighting
- Supervisory Control and Data Acquisition (SCADA) system
- crack sealing on City roads to extend the life of roads

Maintenance of Richmond's heritage infrastructure this term included:

- upgrades to seven buildings at London Farm House
- Minoru Chapel restoration work, resulting in improvements to exterior lighting, washroom and entrance accessibility, exposing the original wainscoting and repairing the floor
- restoration and upgrades to the Britannia Heritage Shipyards including replacement of the Seine Net Loft deck, a new washroom facility, a flood-proofing study, and completion of the timber and rail portion of the slipways restoration.



City Centre Community Centre



# Goal 7: Strong Financial Stewardship



Maintain the City’s strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.

## Background

The municipal government agenda is dynamic, multifaceted and broad in scope. Balancing the funding requirements associated with this agenda—growth, urbanization, aging infrastructure, increasing service needs and expectations from taxpayers, changing demographics, and rising external costs including senior government downloading—is a complex task. With limited resources, Council is keenly sensitive to the need for effective stewardship of taxpayers’ dollars, and recognizes that ongoing diligence towards the efficient and effective use of these limited resources must be at the core of all City business.

Council’s priorities related to Strong Financial Stewardship include:

- 7.1 Relevant and effective budget processes and policies.
- 7.2 Well-informed and sustainable financial decision making.
- 7.3 Transparent financial decisions that are appropriately communicated to the public.
- 7.4 Strategic financial opportunities are optimized.

## Goal 7: Strong Financial Stewardship

### Priority 7.1: Relevant and effective budget processes and policies

Council's continued vigilance toward managing the City's financial policies and practices has allowed Richmond to continue to move forward with initiatives that help grow the community while balancing long-term needs and planning for the future. This term, Council embarked on an ambitious infrastructure program, particularly focused on upgrades to community safety facilities, the Minoru Centre for Active Living (MCAL) and to services that help keep Richmond residents safe.

Richmond has remained in a strong financial position through rigorous budget processes and sound policies that align with the Long Term Financial Management Strategy (LTFMS). Tight controls and prudent practices have allowed Richmond's taxes to remain one of the lowest in its comparator group while simultaneously expanding programs and services. Council approved budgets included funding for additional police officers, Garden City Lands park development, road and trail upgrades and enhancements to the City's dike system.

The City's accumulated surplus reached \$3 billion in 2017. The accumulated surplus, which includes investment in tangible capital assets, reserves, appropriated surplus, surplus and other equity, is a key measure of the City's financial strength and is the amount by which all assets exceed all liabilities. Meanwhile, the City's cash and investments have grown to over \$1 billion while the statutory reserves have increased to \$487 million in 2017.

In 2017, Richmond has the second lowest business to residential tax ratio in comparison to the six largest municipalities in the

region and the fifth lowest average residential property taxes in all of Metro Vancouver (which includes 21 municipalities, one electoral area and one Treaty First Nation).

As of the end of 2017, the City had completed corporate operational service reviews on 49 departments/sections across the organization. These reviews help to identify potential efficiencies in operations and departmental practices. A review of the City's liability insurance program was completed in 2017 resulting in enhancements to coverage and annual cost savings.

### Priority 7.2: Well-informed and sustainable financial decision making

As part of the ongoing management of City finances, Council reviewed quarterly financial information reports with updates on economic, operating and capital results, key indicators, investments and procurement activities.

Additional programs and policies help to ensure financial sustainability and that adjustments are made to reflect community needs. One example is in 2015, Council approved the new allocation of gaming revenues, ensuring funds are distributed towards items that benefit the community including infrastructure, grants and the cost of policing relating to gaming activities. A separate review led to improved management and tracking of external legal counsel engagement by all City Departments has been developed. This has included ensuring the most appropriate counsel is engaged, tracking costs, and securing 10% discounts on legal fees from all non-municipal law firms.



No. 3 Road

By working with other levels of government, the City has been able to utilize grant funding to support significant infrastructure projects as outlined in Goal 5: Partnerships and Collaboration. Other initiatives, such as the updated Municipal and Regional District Tax (MRDT) on hotel stays, as described in Goal 8: Supportive Economic Development Environment, have also enhanced sustainable financial practices by providing additional dedicated revenues.

**Priority 7.3: Transparent financial decisions that are appropriately communicated to the public**

Public consultation programs conducted for the 2017-2022 5 Year Financial Plan and for the 2018 Operating Budget saw an increase in public participation in both processes through the Let’s Talk Richmond online public engagement tool.

The City of Richmond was again honoured for its public financial reporting with our 2016 Annual Report receiving a pair of awards from the Government Finance Officers Association (GFOA) of the United States and Canada. Richmond received the Canadian Award for Financial Reporting for the 15<sup>th</sup> consecutive year. The City also received the Association’s Award for Outstanding Achievement in

Popular Annual Financial Reporting for the 8<sup>th</sup> consecutive year. To further enhance readability of the City’s financial statements for the general public, the City produced Consolidated Financial Statements and Financial Statement Discussion and Analysis reports that explain key financial information to non-financial readers.

The City created and posted online a Tax 101 video that explains how assessment values affect property taxes. The video has since been adopted and used by numerous other municipalities and provincial agencies.

A public information campaign was undertaken to publicize the results of the economic impact study completed on the Richmond Olympic Oval. The positive findings were communicated through media releases, newspaper advertisements and social media posts and ads.

The City continued to produce an annual procurement report, established in 2016, which summarizes procurement activity and includes statistical information along with relevant Key Performance Indicators (KPI’s). Prior to this, procurement activity was presented to Council as part of the Quarterly Financial Information reports. The Quarterly Financial reports,



Government Finance Officers Association (GFOA) Awards for Financial Reporting

## Goal 7: Strong Financial Stewardship

which provide comprehensive financial information to assist with Council decision making, were also added to the City's website this term to allow for increased public accessibility of the information.

In early 2017, the hours of operation at the Cambie, Ironwood and Steveston library branches were restored to their original times. This was jointly identified as a priority for both the Library Board and the City of Richmond. The decision to restore hours was in part attributable to the outcomes of the public feedback survey conducted in April 2016. In this survey, the public shared the impact felt by the reduction to hours at their local branches.

### Priority 7.4: Strategic financial opportunities are optimized

Council adopted a new Development Cost Charge (DCC) Rate Imposition Bylaw effective May 2017 which will ensure that growth related capital infrastructure will be fairly and equitably funded by growth. The City has secured amenity space and monetary contributions through development that provided funds for the development of the new City Centre Community Centre, new child care centres, affordable housing options, additional green space in the City Centre area, and enhancements to the City's transportation networks including funding for the development of a new Capstan Canada Line Station. By leveraging affordable housing contributions from developers, the City has been able to partner with BC Housing and other non-profit housing organizations to provide

affordable housing options and supports for seniors and other individuals in the community that need support.

In 2015, Council approved a Strategic Real Estate Plan that allowed for diversification, capital appreciation, income generation, income hedging and achieving of municipal strategic initiatives. As a result, the portfolio has grown to approximately 171 acres of land and buildings while the annual lease revenue has increased by over 50 percent.

By utilizing strategic purchasing and applying best practices in public works management, the City was able to avoid unnecessary costs and maximize fiscal responsibility. Through implementing the standardization of the City's single and tandem axle vehicle fleet, economies of scale were achieved for parts, repairs, and an expedited replacement and administrative process.

The City received an Aptean Award for being the first municipality to accept tax and utility credit card payments (with a service fee) on the City's own web portal. This provided a convenient and user-friendly experience for residents and business owners while allowing the City to operate the payment program on a cost neutral basis.

Throughout the term, the City raised over \$975,000 in combined cash and value in-kind contributions through corporate partnerships for events and programs. These partners and sponsors help provide services and opportunities to Richmond residents while alleviating the pressure on taxes.



*Servicing Agreements and Development Cost Charges address infrastructure needs and provide amenities for a growing population.*

# Goal 8: Supportive Economic Development Environment



Review, develop and implement plans, policies, programs and practices to increase business and visitor appeal and promote local economic growth and resiliency.

## Background

Council is keenly aware of the important role economic development plays in the well-being and financial sustainability of the City. Businesses in Richmond are pivotal to the success of our community and a variety of methods must be employed to support, protect and enhance our business community. Ensuring our businesses have space to grow, determining appropriate taxation levels, protecting our agricultural viability, exploring innovative business models for the future, and ensuring an effective and productive relationship with our business communities are all areas of attention for Council this term. Council wanted to explore large-scale events and creative attractions that bring people to the City and raise the profile of opportunities in the community. Through sport hosting, exploring opportunities in film, community events, and creative, redefined ways of conducting business, Richmond's economy has continued to grow and thrive.

Council's priorities related to a Supportive Economic Development Environment include:

- 8.1 Richmond's policies, programs, and processes are business-friendly.
- 8.2 Opportunities for economic growth and development are enhanced.
- 8.3 The City's agricultural and fisheries sectors are supported, remain viable and continue to be an important part of the City's character, livability, and economic development vision.

## Goal 8: Supportive Economic Development Environment

### Priority 8.1: Richmond's policies, programs, and processes are business-friendly

This term proved to be very successful for economic development within the City. Implementation of the City's Resilient Economy Strategy resulted in sustained job growth, registering at 7.8% over the last Census period and maintaining the City's share of regional employment at the target 11%.

Council's priority to ensure policies and processes are business-friendly was furthered by the introduction of the new Inter-Municipal Business Licence Bylaws, in partnership with Vancouver, Surrey, Burnaby, New Westminster and Delta. This bylaw allows mobile businesses to obtain licences in their home town and operate in all participating cities in the Lower Mainland, reducing barriers to doing business for mobile companies.

A review of policies, programs and processes to ensure business-friendly practices resulted in simplification of the filming request process to increase turnaround of approvals. The City also implemented ePlan, a web-based system to submit, review, and approve development-related drawings and documents in an effort to reduce paper in development applications. These improved processes help support Richmond's desirability as a place to do business.

Council approved an Industrial Lands Intensification Initiative (ILII), aiming to introduce policies for better utilization of existing industrial lands in alignment with business needs. The benefits of industrial intensification include accommodating increased economic and employment activity on a limited industrial land base and reducing the development pressure on agricultural lands.

A new Tax Kiosk was created at City Hall to provide taxpayers the added convenience of claiming Home Owner Grants online and paying tax and utility bills using credit cards.

Over 500 businesses representing 7,000 employees were engaged in the Riverside Alternative Transportation Initiative to improve employee access to work. The initiative resulted in raising awareness of the issue of employee access to remote business parks and ultimately led to the implementation of a range of transportation and transit improvements, in partnership with TransLink.

The future operation of the Richmond Night Market, one of Richmond's top attractions for visitors and locals alike, was extended. Richmond Night Market was proclaimed in the New York Times as having the best Asian food in North America.



Richmond Harvest Fest



Richmond continued to consult and collaborate with other municipalities and stakeholders in the region to take a strategic approach to facilitating economic opportunities for Richmond. The City advanced regional economic development through participating in the Metro Vancouver Regional Prosperity Initiative by contributing sites to a regional bid in response to Amazon's HQ2 request for proposals for a second North American Headquarters. Though the bid was not successful, the process resulted in valuable relationships and potential for future collaboration.

The City continued to have regular consultations with stakeholders in the building community, including Urban Development Institute (UDI), Commercial Real Estate Development Association (NAIOP), the Small Builders Group and the Greater Vancouver Home Builders' Association (GVHBA). Working with these groups provided valuable industry feedback on policy issues that will help further Richmond's planning and processes.

### Priority 8.2: Opportunities for economic growth and development are enhanced

The City's Business Development Program, providing custom-tailored services and support to Richmond businesses and company prospects, facilitated the creation and retention of 8,000 jobs over the term.

In 2016, the [BusinessInRichmond.ca](http://BusinessInRichmond.ca) dedicated business portal re-launched, introducing a business services toolbox,

more streamlined content and enhanced social media reach, multiplying user engagement metrics across online channels.

Residents and visitors to Richmond have enjoyed festivals and events that bring us together and celebrate our unique heritage, diversity and thriving music, food, sport, and art communities. The Richmond World Festival attracted nationwide attention with over 25,000 in attendance for its inaugural year and continues to grow in attendance each year. The event has received notable recognition, including the Canadian Event Industry Award for the "Most Outstanding Event in Canada". In celebration of Canada 150 last year, the Richmond Canada Day in Steveston, alongside the Steveston Salmon Festival, attracted over 100,000 people to Steveston Village for fireworks, tall ships and festival activities held over three days.

Over 100 of Richmond's top business leaders are engaged each year at the annual City of Richmond Business and Partner Appreciation Event, which has showcased a diverse range of topics from trade agreements to exporting as an engine for business growth to the Internet of Things.

Approximately 30 technology businesses, partners and thought leaders were enlisted to help shape the City's highly successful Smart Cities Challenge bid, resulting in Richmond being named a finalist in this prestigious competition.



Richmond World Festival

## Goal 8: Supportive Economic Development Environment

The Municipal and Regional District Tax (MRDT), funded by visitors to Richmond increased to 3% and broadened to support tourism sector marketing and development through partnerships with the Richmond Hotel Association and Tourism Richmond. An estimated \$22M will be invested in local tourism sector development over the 2017-2022 period as a result.

The Olympic Experience (the ROX) at the Richmond Olympic Oval (ROO) opened this term, as the only official International Olympic Committee (IOC) Olympic Museum in North America, providing a highly interactive sport history and Olympic museum experience. The ROX Shop also opened this term, providing a retail shop with sport, health and wellness apparel as well as Olympic Experience merchandise.

In 2017, the economic impact of the Richmond Olympic Oval was estimated at over \$300M to date, including an ongoing annual community benefit of \$19M and support of nearly 400 jobs.

Also based out of the ROO, the City's Sport Hosting program continued to be a driver of economic activity in Richmond with

estimated economic value to the City of over \$9M per year. Over 75 tournaments and events are hosted or supported by the Oval each year. Recent examples include the Canadian National Ball Hockey Championships, the 7<sup>th</sup> Karate-do Goju-kai Global Championships and the prestigious FIVB World Volleyball Grand Prix. In 2016, Richmond won the bid to host the large international CARHA Hockey World Cup 2020 tournament, which is anticipated to generate upwards of \$11M in economic benefit to the community.

The Richmond Film Office saw an increased variety of filming activity this term. Local favourite, "Once Upon a Time" filmed regularly in Steveston, and new dramas, "Siren" and "The Crossing" filmed portions of their pilots in the village. The City also hosted the television shows "Supernatural", "DC's Legends of Tomorrow", "Man in the High Castle", "Travellers", and "The Magicians" among many others. The feature films "Deadpool", "Hard Powder", "Ollie" (a "Predator" remake) "Overboard" and "Skyscraper" all filmed in various locations in the city.



Filming in Steveston

**Priority 8.3: The City’s agricultural and fisheries sectors are supported, remain viable and continue to be an important part of the City’s character, livability, and economic development vision**

To reinforce Council’s commitment to supporting the agricultural and fisheries sectors in Richmond, Council added priority 8.3 to the 2014–2018 Term Goals in 2017. Under Council’s direction the City developed the Terms of Reference to prepare an update to the Agricultural Viability Strategy (AVS). The AVS is a long-term commitment and partnership of the City and the agricultural community, to strengthen and enhance agricultural viability in Richmond. It is expected that the update to the AVS will be completed next year.

Council’s Agricultural Advisory Committee (AAC) continued to work diligently throughout this term to review development applications pertaining to agricultural land in Richmond. Other Council initiatives reviewed by the AAC include the Riparian Area Strategy and updates to the Garden City Lands Legacy Landscape Plan.

A new Soil Removal and Fill Deposit Regulation Bylaw was enacted to support Council’s commitment to the environment, aimed at protecting lands within the Agricultural Land Reserve (ALR). This Bylaw provides the ability to regulate soil movement on Lands within the ALR, undertake enforcement action when property owners permit the unauthorized deposition of soil/fill on ALR Lands, or soil deposit permit holders do not adhere to permit conditions. The ability to undertake enforcement action includes the issuance of Stop Work Orders, ticketing/fines, removal and remediation orders, and court action if compliance is not obtained in a timely manner.

The City continued to provide services to farmers and agri-foods companies, through the provision of water for irrigation and partnering to deliver agri-foods sector development opportunities. A two-day Food Processors Workshop for local companies, a land matching workshop for potential farmers and landowners, and an international food and beverage buyers tour of Richmond businesses were hosted in conjunction with Food Pro West.



Farmers Markets



# Goal 9: A Well-Informed Citizenry



Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged on City business and decision making.

## Background

Council views communication and transparency with the public as a top priority. Though a lot has been done already, Council continues to view the need for an open, responsive, accountable and transparent government as essential. Rapid growth and change can cause anxiety when the public is not well-informed and included in conversations regarding the future direction of the City. Council understands this and has been working to ensure information about growth, plans, financial decisions, and progress towards Council Term Goals is available through many mediums and is easily accessible, understandable and available to citizens. Equally important is the opportunity for the community to be engaged in various levels of dialogue and decisions with the City. Council has focused on increasing opportunities for community engagement for all ages and segments of the community to ensure everyone has a voice and is involved in building a better Richmond together.

Council's priorities related to A Well-Informed Citizenry include:

- 9.1 Understandable, timely, easily accessible public communication.
- 9.2 Effective engagement strategies and tools.

## Goal 9: A Well-Informed Citizenry

### Priority 9.1: Understandable, timely, easily accessible public communication

Ensuring residents of Richmond have access to information and online City services they need in a clear, user-friendly manner, Council endorsed several upgrades to the City's web and mobile applications. These upgrades included a redesign of the City's Richmond.ca website, providing e-services including online payment of property taxes, expanded access to the Richmond Museum and Archives collections, and updates to the City's Geographic Information System (GIS) providing 24/7 access to these services.

2018 saw the release of the MyRichmond portal which is a 'one stop shop' on the City of Richmond website for the customer to get information on recreation activities, tax transactions, utility usage, licenses, and more. It provides a more streamlined user experience and an additional channel for the user to provide feedback, initiate transactions and request services from the City.

The RichmondBC Mobile app: Version 2.0 was released in 2017, combining event information, recreation program information, recreation membership pass, and garbage/recycling schedules tailored personally for the customer into a single app. Version 1 of the app included iBeacon technology to provide wayfinding and tour guidance of the Britannia Heritage Shipyard.

Free public Wi-Fi was implemented in select City-owned public facilities and expanded in fall 2016.

A new Name Origins Database was launched (including Memorial Roads Webpages) that allows the public access to explore and discover the people and history behind the names of local roads, bridges, islands and memorial street names. The database and webpages document and provide access to the community's rich and diverse heritage.

The City won the prestigious International Association of Business Communicators (IABC) Gold Quill Award of Excellence in Government Communication in 2015 for the City's Green Cart communications campaign. The Gold Quill Award recognizes outstanding work in organizations with innovative thinking, creative solutions and demonstrable results that are a testament to the best that the communications profession has to offer worldwide.

Council focused additional attention on access to communication related to weather and safety concerns this term. Some of the initiatives this term included providing public internet access to the City's SCADA information for road temperatures, and river and freeboard levels. Residents are now able to use this information online or through the City's app to help establish if the roads are freezing (for trip planning), and to view water levels for their information.

An enhanced social media campaign was undertaken in support of the City's response to winter 2016/17's extraordinary snow events. Nearly 100 Facebook and Twitter posts reached more than 20,000 citizens.



*Pioneer Luncheon 2017*

### Priority 9.2: Effective engagement strategies and tools

In order to provide an opportunity for input and involvement for all ages and segments of the population, significant communication and engagement plans were developed to raise public awareness and engagement about a number of key priorities and concerns for residents and Council. Public consultations, engagement and information sessions this term included:

- several engagement sessions for the Minoru Centre for Active Living (MCAL) Project
- the Minoru Park Vision Plan Guiding Principles
- the Steveston Community Centre and Steveston Community Playground Renewal Project
- the Garden City Lands Project
- the George Massey Tunnel Replacement Project
- the Arterial Road Land Use Policy
- proposed new airport zoning regulations
- residential building massing and farm house size reviews
- a review of short term rentals
- the Sign Bylaw
- the Affordable Housing Strategy
- the Temporary Modular Housing Project
- the Childcare Needs Assessment
- the Seniors Service Plan
- the Youth Service Plan
- the Community Wellness Strategy
- the Recreation and Sport Strategy
- the Tree Protection Bylaw information sessions
- the Recycling Remediation initiative
- the No. 2 Road Multi-use Pathway and Intersection Upgrades project
- the Police Services Review
- the Riparian Management Plan

The popularity of the City’s Let’s Talk Richmond online engagement platform has grown steadily during the Council term. The site has been used to support more than 50 public engagement projects since 2014, engaging more than 20,000 visitors.



Public Works Open House

## Goal 9: A Well-Informed Citizenry

Residents have demonstrated interest, through increasing attendance, in the several annual open house events hosted by the City. These events included:

- the annual Public Works Open House, which invites and engages the public to experience the various aspects of engineering and public works infrastructure.
- the Works on Wheels events, providing public tours of various aspects of the City's infrastructure, including the Bath Slough Pump Station, the Alexandra District Energy Utility (ADEU), the Pollinator Pasture, and the City of Richmond Works Yard.
- the annual Capital Projects Open House held in the spring at City Hall to provide information to the public about the year's upcoming Capital Projects.
- the annual Fire Hall Open House events held to inform and educate the public on safety within the home. RFR also hosted multiple seasonal events to communicate directly within the community.
- Doors Open Richmond.

In addition to face-to-face engagement and information sharing, the City continued to connect with residents directly through social media. Followers and engagers with City's website and related pages has increased significantly over the 2014–2018 term. The City's website sustained growth in user visits of more than 35% since 2014.

The reach of the City's Facebook account has grown by more than 50% during the current Council term. Twitter accounts for the City of Richmond and the Richmond RCMP have over 5,510 and 7,870 followers respectively.

During August, 2017, Richmond Fire-Rescue (RFR) ran "The World Is Not Your Ashtray – Butt Out Responsibly", inaugural safety campaign. The now annual campaign was launched through bus stop advertisements, social media and a press release to highlight the dangers that fires cause as a result of smokers not completely extinguishing their cigarettes or by not disposing of them in a safe manner. It is estimated that in Richmond, between July 1 and August 11, 2017 there was an average of three fires a day (127 fires in total). The campaign was well received by the public who contacted RFR to get a free car sticker and through RFR social media page it is estimated to have reached over 100,000 people.

To help improve communication and access to information for the public the City, in partnership with the RCMP Crime Prevention Unit has launched a pilot project for a mobile app. This app will provide the citizens of Richmond access to crime statistics and geographical maps of crime locations to help increase awareness for crime prevention. Further, the app will provide information on crime prevention programs and services, a calendar of events and up to date media releases.







# Awards and Recognition



# Awards and Recognition Received During the 2014–2018 Term of Council

## 2018

### Canadian Institute of Planners

Award for Planning Excellence in Social Planning for the Storeys Development.

### Smart Cities Challenge

Finalist for cities with a population of 500,000 or less for the proposal for an Intelligent Operation Hub in Richmond.

### The Smart Cities Connect Expo and Conference

Richmond was recognized in the categories of Citizen Engagement, and Governance as one of the top 50 cities in the world for Smart City initiatives for the MyRichmond program.

### Government Fleet magazine and American Public Works Association (APWA)

Leading Fleets Award recognizing operations that are performing at a high level, particularly in fleet leadership, competitiveness and efficiency, planning for the future, and overcoming challenges.

### International District Energy Association (IDEA)

2018 District Energy Leadership Award in recognition of the City's commitment and vision in deploying innovative and sustainable district energy in our community.

### BCRPA (BC Recreation and Parks Association)

- Facility Excellence Award for City Centre Community Centre; and
- Program Excellence Award for the creative and innovative Pollinator Pasture program.

### Government Finance Officers Association (GFOA) of the United States and Canada

- Canadian Award for Financial Reporting (15<sup>th</sup> consecutive year); and
- Outstanding Achievement in Popular Annual Financial Reporting Award (8<sup>th</sup> consecutive year).

### Canadian Event Industry Award

- Finalist – Best Public Event/Fair or Festival; and
- Finalist – Most Outstanding Event Over \$200,000 Public/Festival/Sporting/Cultural for the Richmond Canada 150 program.

## 2017

### World Leisure Organization (WLO)

World Leisure Community of Excellence for 2017 for Richmond's innovative and successful use of leisure to improve its citizens' quality of life.

### Recreation Facilities Association of BC (RFABC)

2017 Bill Woycik Outstanding Facility Award for innovations in design, energy management, operations, revenue generation, and services for the City Centre Community Centre.

### BC Recreation and Parks Association (BCRPA)

2017 Parks Excellence Award for the Terra Nova Adventure Play Environment.

### Association of Energy Engineers (AEE)

Canada Region Institutional Energy Management Award for Richmond's District Energy Program.

### Community Energy Association

2017 Climate and Energy Action Award in the Community Planning and Development category for Richmond's Community Energy Save Program.

### UBCM Wood WORKS! BC and Canadian Wood Council

Community Recognition Award for leadership in the use of wood, both architecturally and structurally in the construction of the Alexandra District Energy Utility service building.

### Canadian Consulting Engineering

Award of Excellence for the design and construction of the energy plant located at The Central at Garden City shopping area.

### Government Finance Officers Association (GFOA) of the United States and Canada

- Canadian Award for Financial Reporting; and
- Award for Outstanding Achievement in Popular Annual Financial Reporting.

## 2017 (con't)

### **Union of British Columbia Municipalities (UBCM)**

Leadership & Innovation – Green Initiative Award, Honourable Mention for Richmond’s community-wide City’s Climate Action Programs.

### **Rick Hansen Foundation**

- Accessible Cities Award – as a leader in planning for accessibility and inclusivity in the built environment; and
- Circle of Excellence recognition for the Richmond Olympic Oval as a ‘best in class’ example of accessible and inclusive community places or spaces.

### **Developmental Disabilities Association**

Employer of the Year Award for the City’s initiative to create opportunities for people with developmental disabilities.

### **Pathways Clubhouse**

Recognition Award for the City’s role as an employment partner and creating workplace opportunities for people with disabilities.

### **Canadian Cancer Society**

Extra Mile Award – Platinum Level for investing in the wellness of employees through a variety of health and wellness initiatives.

### **Canadian Event Industry Awards**

Nominated for Best Public Entertainment Event or Festival for the 2016 Richmond Maritime Festival.

## 2016

### **National Trust for Canada**

Prince of Wales Prize for Municipal Heritage Leadership, Canada’s most prestigious heritage award, recognized Richmond’s long and significant commitment to heritage preservation.

### **Canadian Event Industry Awards**

Most Outstanding Event in Canada for the inaugural Richmond World Festival.

### **Special Event Magazine’s**

One of three finalists in the prestigious international awards competition for Best Festival/Fair for Richmond World Festival.

### **Creative City Network of Canada Awards of Excellence**

Honourable mention in the Best Cultural Events Award category for the Richmond Maritime Festival.

### **Union of BC Municipalities (UBCM)**

Community Excellence Award in Best Practices, Excellence in Action category, for Richmond’s district energy implementation initiatives.

### **International District Energy Association (IDEA)**

System of the Year award for the Alexandra District Energy Utility

### **Fraser Basin Council**

E3 Fleet Certification – Platinum level. Richmond is the first and only municipality in Canada to receive this award, which honours environmentally friendly practises in managing large vehicle fleets.

### **Leadership in Energy and Environmental Design (LEED)**

LEED Gold certification for the City Centre Community Centre project.

### **Canadian Wood Council Award**

For the use of sustainable materials on the Sharing Farm (Mary’s Barn) project.

### **Government Finance Officers Association (GFOA) of the United States and Canada**

- Canadian Award for Financial Reporting; and
- Award for Outstanding Achievement in Popular Annual Financial Reporting.

### **Planning Institute of BC (PIBC)**

Silver Award for Excellence in Policy Planning for Richmond’s Ecological Network Management Strategy.

### **Federation of Canadian Municipalities (FCM)**

Richmond has achieved all 5 Milestones in the Partners, Climate Protection program.

### **Creative BC**

Award of Recognition for “outstanding contributions to the success and sustainability of British Columbia’s film and television production industry.”

### **Richmond Society for Community Living**

Community Living Award for inclusive hiring of people with disabilities.

## 2015

### **International Association of Sports and Leisure Facilities (IAKS) and the International Olympic Committee (IOC)**

All Time Award, which is reserved for landmark sports facilities and only awarded every 50 years, was awarded to the Richmond Olympic Oval.

### **International Association of Business Communicators (IABC)**

Gold Quill Awards – Award of Excellence.

### **Community Energy Association**

Climate and Energy Action Award – Corporate Operations.

### **Government Finance Officers Association (GFOA) of the United States and Canada**

- Canadian Award for Financial Reporting; and
- Award for Outstanding Achievement in Popular Annual Financial Reporting.

### **Canadian Society of Landscape Architects**

Award of Excellence for Terra Nova Adventure Play Experience.

### **Union of BC Municipalities (UBCM)**

Community Excellence Award for Partnerships for the Kiwanis Towers Project.

### **Leadership in Energy and Environmental Design (LEED)**

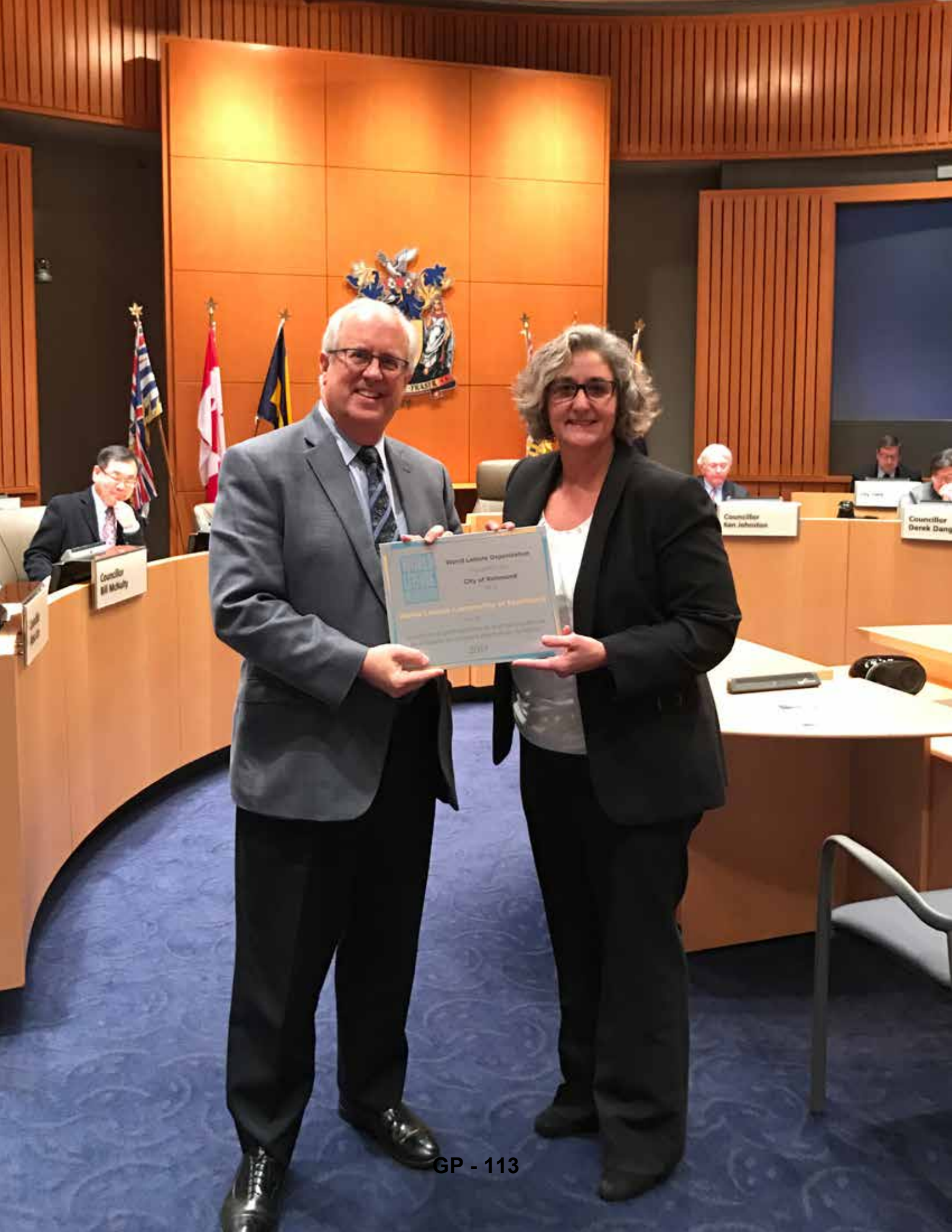
Gold Award for Steveston Fire Hall No. 2.

### **Federation of Canadian Municipalities (FCM)**

Sustainable Communities Award – Neighbourhood Development Plan, Honourable Mention.

### **Canadian Special Events Canadian Event Industry Awards**

Finalist, Best Public Entertainment Event or Festival.







## City of Richmond

6911 No. 3 Road, Richmond, BC V6Y 2C1  
Telephone: 604-276-4000  
[www.richmond.ca](http://www.richmond.ca)

**GP - 115**