



**To:** See Distribution List

**Date:** January 8, 2013

**From:** Lani Schultz  
Director, Corporate Planning

**File:** 01-0103-65-20-02/Vol 01

**Re:** Council Term Goals Update for the Term 2011-2014 Report

As per instructions from the January 7<sup>th</sup> General Purposes meeting, the Council Term Goals Update Report for the Term 2011-2014 has been amended to include Committee approved changes, and the goal statements and priorities have been consolidated into one attachment (as opposed to two separate attachments in the original document.) As a result of this consolidation, you will notice that the report recommendations have been reduced from three recommendations to two. This is because the third recommendation of the original report referenced "Attachment 3", which no longer exists. Instead, recommendation (2) now seeks approval of the proposed changes in their entirety (i.e. adoption of the explanatory goal statements, and the amended and new priorities) as contained in the new Attachment 2. For Council's ease of reference, all changes emerging from the January 7<sup>th</sup> General Purposes discussions are highlighted in Attachment 2.

Lani Schultz  
Director, Corporate Planning

SLS:sls

Mayor Malcolm Brodie  
Councillor Chak Au  
Councillor Linda Barnes  
Councillor Derek Dang  
Councillor Evelina Halsey-Brandt

Councillor Ken Johnston  
Councillor Bill McNulty  
Councillor Linda McPhail  
Councillor Harold Steves



# City of Richmond

## Report to Council

**To:** Richmond City Council

**Date:** January 14, 2013

**From:** Lani Schultz  
Director, Corporate Planning

**File:** 01-0105-07-01/2012-  
Vol01

**Re:** Council Term Goals Update for the Term 2011-2014

### Staff Recommendation

That:

- (1) The status update on "Council Term Goals for the Term 2011-2014", as described in "Attachment 1" of the Council Term Goals Update for the Term 2011-2014 report (dated January 14, 2013) be received for information.
- (2) The updated Council Term Goals for 2011-2014, as outlined in "Attachment 2" of this report, be approved.

Lani Schultz  
Director, Corporate Planning  
(604-276-4129)

Att. 2

| REPORT CONCURRENCE                      |                                     |                        |                      |
|---|-------------------------------------|------------------------|----------------------|
| <b>ROUTED TO:</b>                       | <b>CONCURRENCE</b>                  |                        |                      |
| Arts, Culture & Heritage Services       | <input checked="" type="checkbox"/> |                        |                      |
| Communications                          | <input checked="" type="checkbox"/> |                        |                      |
| Community Social Development            | <input checked="" type="checkbox"/> |                        |                      |
| Economic Development                    | <input checked="" type="checkbox"/> |                        |                      |
| Engineering                             | <input checked="" type="checkbox"/> |                        |                      |
| Project Development                     | <input checked="" type="checkbox"/> |                        |                      |
| Finance                                 | <input checked="" type="checkbox"/> |                        |                      |
| Intergovernmental Relations & Protocol  | <input checked="" type="checkbox"/> |                        |                      |
| Community Safety                        | <input checked="" type="checkbox"/> |                        |                      |
| Major Events & Filming                  | <input checked="" type="checkbox"/> |                        |                      |
| Parks Services                          | <input checked="" type="checkbox"/> |                        |                      |
| Policy Planning                         | <input checked="" type="checkbox"/> |                        |                      |
| Transportation                          | <input checked="" type="checkbox"/> |                        |                      |
| Development Applications                | <input checked="" type="checkbox"/> |                        |                      |
| Recreation Services                     | <input checked="" type="checkbox"/> |                        |                      |
| Sustainability                          | <input checked="" type="checkbox"/> |                        |                      |
| <b>REVIEWED BY SMT<br/>SUBCOMMITTEE</b> | <b>INITIALS:</b>                    | <b>REVIEWED BY CAO</b> | <b>INITIALS:</b><br> |

## Staff Report

### Origin

On March 26, 2012 Council approved a number of term goals to help guide the development and implementation of the City's work programs during this term of office. These goals represent the areas of common interest for Council members, and are referenced at the beginning of staff reports, to help keep Council apprised of how each report relates to their term goals. With this term of Council well under way, this report summarizes the progress made on Council Term Goals to date, and makes recommendations on the inclusion of a number of new goals and priorities, to help address opportunities and issues which have emerged since the initial Council goal setting process.

### Analysis

The setting of Council Term Goals is an integral part of the City's strategic approach to organizational work programs and operations. As part of the Council Term Goals Program, an annual review is carried out to ensure that goals and organizational work programs and strategies remain relevant and on track.

In March, 2012, Council approved the following key focus areas, with related priorities for the 2011-2014 term of Council:

1. Community Safety
2. Community Social Services
3. Economic Development
4. Facility Development
5. Financial Management
6. Intergovernmental Relations
7. Managing Growth and Development
8. Sustainability

Within each of the above focus areas, three year priorities were identified by Council to ensure a successful term of office and to help guide city work programs. Much progress has been made on Council's goals since their adoption. Details of the activities and accomplishments to date are summarized in "**Attachment 1**" for Council's information.

In order for organizational success to occur, it is important that there exists both corporate focus, and flexibility in light of changing community, organizational and political priorities. Therefore, as part of the annual term goals update process, Council is provided with the opportunity to review, amend and/or expand their term goals, to address any perceived gaps or emerging issues or opportunities that may have surfaced since the setting of these goals at the beginning of the 2011-2014 term. Based on input received from individual Council members, and senior staff, a

number of amendments and additions are being proposed for Council consideration and discussion. These proposed changes are outlined in “**Attachment 2**” and include:

- The inclusion of explanatory goal statements, to describe more fully each of Council’s focus areas and the intent of Council’s direction
- A number of amendments and additions to some of Council’s priorities.
- Five new Council Term Goals and related priorities for consideration for the 2011-2014 term, including:

Goal #9: Arts and Culture

Goal #10: Community Wellness

Goal #11: Municipal Infrastructure Improvement

Goal #12: Waterfront Enhancement

Goal #13: A Well Informed Public

The Council Term Goals process is intended to identify *common* areas of interest for Council members, in order to properly align the assignment of City resources to achieve success in these areas. As such, while the proposed changes outlined in this report are based on individual input from Council members and senior staff, they require consideration and approval from Council as a whole, in order to be implemented.

### **Financial Impact**

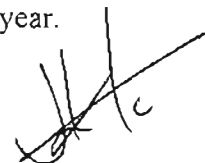
There is no financial impact associated with this report.

### **Conclusion**

Council Term Goals are set at the beginning of each new term of Council, to help guide and focus the workplans of City staff. This report has been prepared to provide Council with information on the advancement of their term goals since their approval, and outlines a number of changes and additions for consideration. These changes are being proposed as a result of input from individual Council members and senior staff, in order to ensure term goals remain relevant and effective for guiding City work programs, and to address any new or emerging opportunities and issues that have arisen since the setting of Council goals at the beginning of this term of office. Much work and progress has been made on these goals advancing the City towards its vision of being “*the most appealing, livable and well managed community in Canada*”. This report serves to highlight the accomplishments and achievements thus far illustrating a balanced, focussed and productive year.



Darlene Teranishi  
Program Manager 1, CPMG



Jason Kita  
Manager, Enterprise Services

# City of Richmond Council Term Goals for 2011-2014

Status Update for the Year 2012



Front row, left to right:

Councillor Linda Barnes, Councillor Bill McNulty, Mayor Malcolm Brodie, Councillor Linda McPhail, Councillor Harold Steves

Back row, left to right:

Captain Dave Cullen – Richmond Fire-Rescue (retired), Councillor Chak Au, Councillor Derek Dang, Councillor Evelina Halsey-Brandt, Councillor Ken Johnston, Constable Melissa Lui – Richmond RCMP

# City of Richmond Council Term Goals for 2011-2014

On March 26, 2012 the following Council Term Goals for the Term 2011-2014 were approved as a working document to help guide the development of the City's work programs, with the understanding that it will be reviewed periodically to ensure it remains relevant in light of changing community needs and opportunities. This report summarizes the progress made on Council Term Goals to date.

|  |    |
|--|----|
| 1. Community Safety.....                 | 1  |
| 2. Community Social Services .....       | 4  |
| 3. Economic Development .....            | 7  |
| 4. Facility Development.....             | 15 |
| 5. Financial Management.....             | 18 |
| 6. Intergovernmental Relations .....     | 21 |
| 7. Managing Growth and Development ..... | 23 |
| 8. Sustainability .....                  | 26 |





## 1. Community Safety

### COUNCIL'S POSITION

As in past years, Council considers community safety an important area of focus. While Council is generally happy with the emphasis currently placed on community safety through City operations, the costs and sustainability of community safety services were high priority issues. Enhancing the community's sense of safety was also viewed as important to maintaining a healthy, livable community. Council's desire is to ensure that public safety services, measures, service delivery models, and resources are effectively targeted to the City's specific needs and priorities.

### STATUS

The following is the status of the specific **Community Safety** goals and priorities identified by Council for this term of office:

#### 1.1 Completion of the upgrade program for Richmond Fire-Rescue Firehalls.

The design and programming on the workflow space of Richmond Fire-Rescue Firehall No. 1 (Gilbert Road) and Firehall No. 3 (Bridgeport Road) is proceeding with a targeted completion of early 2013 for this part of the process. Once completed, the upgrade program for all Richmond Fire-Rescue Firehalls will be complete.

#### 1.2 A successful conclusion to the RCMP contract renewal process that includes affordable services and officers that are committed to the Richmond community and its own unique needs.

The City has executed the proposed RCMP Municipal Police Unit Agreement as required by the Province. A 20-year RCMP contract was signed in June 2012 that will result in the RCMP continuing to provide policing services to the City of Richmond. Council has directed staff to analyze the independent policing option for the City of Richmond and include the one time and transitions costs associated with this option.



**1.3 Continued progress in the cultural transformation of the Richmond Fire Department.**

Richmond Fire-Rescue created a leadership development program that included core competencies and career mapping that outlines the expectations and desirable leadership qualities among firefighters. Richmond Fire-Rescue continues to train its staff in performance evaluation, coaching, mentoring and staff career plans.

Early this year, Richmond Fire-Rescue's Fire Chief and Deputies spoke at both national and international conferences on their cultural transformation work. External fire services, in its best practices studies on cultural change, sought out Richmond Fire-Rescue leadership as a resource.

**1.4 A strategic review of the City's community policing needs, including community policing needs of the City Centre.**

This past September the City opened a new City Centre Community Police Station (No.3 Road/Lansdowne Road) in the heart of City. This location ensures a strong, highly visible police presence in the City Centre while also providing a centralized, convenient work space that supports a variety of important community policing crime prevention initiatives.

The RCMP Bike Unit is also located at this facility and provides a base for bike patrols around the downtown core. As well, Lock Out Auto Crime, Speed Watch, Block Watch, Pedestrian Safety and Business Watch are just a few of the many community programs being administered at the new office.

**1.5 Improved perception of Community Safety by the community.**

As per Council's desire to see an improved perception of community safety, a number of highly visible initiatives have been executed in support of this goal that includes:

- The Project Swoop initiative directly addresses the public's concern regarding road safety, specifically targeting distracted drivers and speeding issues. Richmond RCMP implemented various pedestrian safety and awareness campaigns to reduce pedestrian related collisions. Education campaigns and community policing at major transit hubs, pedestrian and motorist enforcements at high volume corridors, and the creation of a pedestrian safety group were also implemented.
- Richmond RCMP continues to have an ongoing, positive relationship with high school youth in schools and the community. The RCMP has also made great strides in becoming more visible and involved with elementary school-aged children. For example, the RCMP Youth Section worked with community partners in hosting summer youth camps for approximately 100 children aged 8-12 at local community centres.
- Richmond RCMP continues to work closely with Richmond School District No. 38. The detachment has become involved in the School Sports Program, an initiative that focuses on strengthening ties with elementary-aged youth in Richmond. The children have the opportunity to play sports with officers they might not otherwise interact with. Currently, hockey games are being organized during the school's lunch hour break. Another popular event was the 'Name the Boat' contest offered to children in Grades 5-7. Students were encouraged to submit a name for the new Richmond Marine Patrol boat, draw artwork and write essays depicting their view of the boat.
- The Auxiliary Constable Program provides tremendous support to regular members and the detachment. Members participate at numerous community events including Canada Day celebrations and initiatives such as Project Swoop. They are volunteers from the community who provide an invaluable service back to the community.

- The Richmond Fire-Rescue Plan is completed and was adopted by Council in March 2012. The Plan's new direction is based on the belief that prevention, education and emergency response programs must be well established and integrated to have a positive impact on community safety.

In addition to the above, other initiatives and achievements in the specific goals and priorities related to **Council Term Goal No. 1 – Community Safety** include the following progress:

In addition to the existing community programs, 2012 has seen new programs being added that contribute to community safety:

#### **Emergency Programs**

- Staff implemented a Get Ready Richmond Personal Preparedness Program this year. This free educational program, offered at community centres throughout Richmond, teaches personal preparedness in an emergency or disaster. To date, 16 sessions have been completed with 17 more sessions scheduled for the fall. In addition, four new sessions of the Get Ready Richmond Fire Life Safety module will also be available in the fall.
- The City, in collaboration with Vancouver Coastal Health, produced and distributed an informational brochure that provides residents with strategies for staying cool during periods of extreme heat advisories. These handouts include locations of outdoor water fountains and public cooling centres in Richmond.
- Emergency Social Services (ESS) volunteer hours from January - October 2012: 689 hours by 75 ESS volunteers and 25 Amateur Radio volunteers.
  - ESS staff and community volunteers responded to eight incidents and assisted 60 evacuees.
  - ESS volunteers responded to eight requests for Personal Preparedness presentations (four in English, three in Cantonese and one in Mandarin) with a total audience of 172 people. ESS has also staffed display booths at four events so far this year with three more scheduled before the end of the year.

#### **Fire Rescue**

- Richmond Fire-Rescue concluded IAFF Local 1286 Collective Agreement bargaining in September 2012 with a contract to December 31, 2013.
- Richmond Fire-Rescue has entered into a partnership agreement with LaFarge Cement to provide back-up services for confined rescue for LaFarge incidences.



## 2. Community Social Services

### COUNCIL'S POSITION

Council is very mindful of the significant demographic changes occurring in the Richmond community. Particular concerns for Council include the aging population and the adequacy of our services for this sector; increasing pressures to respond to pressing social issues which are largely outside of the City's prescribed mandate; strategies for youth services and people with disabilities; service and funding expectations from non-profit agencies and senior levels of government with respect to social services; the City's role and strategy with respect to providing space for non-profits; the need for a clear role, along with related strategies and policies, for social services (and the effective communication of these); affordable housing; cultural diversity; and new public amenity space that keeps pace with the rate of growth.

### STATUS

The following is the status of the specific **Community Social Services** goals and priorities identified by Council for this term of office:

- 2.1 Completion of the development and implementation of a clear social services strategy for the City that articulates the City's role, priorities and policies, as well as ensures these are effectively communicated to the public in order to appropriately target resources and help manage expectations.
  - A Draft Social Development Strategy for the City will be presented to Council in early 2013. Extensive community consultation has occurred in preparation of the Strategy. The document will identify a social development vision, goals, and priorities for Richmond for the next 10 years, as well as specify the roles of the City and others in addressing social development concerns. It will provide a valuable planning resource, helping the City to clarify and communicate its social development roles and priorities, appropriately target resources, and manage public expectations.



- 2.2 Completion of an updated Older Adults Service Plan to address the growing needs of older adults in the community, including services and facilities for active older adults, the development of a volunteer base to serve the older adult population, as well as to provide opportunities for volunteering for this population.

Preparation of an updated Older Adults Service Plan will begin in early 2014, following completion of the Youth Services Plan update.

- 2.3 Clarification of the City's role with respect to providing or facilitating the securing of space for non-profit groups.

Staff have had several discussions with the Richmond Community Services Advisory Committee, Caring Place Society, and individual community agencies regarding space needs for non-profit social service providers. The Social Development Strategy will contain recommended actions regarding the City's role in facilitating and securing space for non-profit groups.

- 2.4 Initiation of a strategic discussion and ongoing dialogue with the City's MLAs and MPs to ensure better representation of Richmond's needs in Victoria and Ottawa for social services issues and the related effects of downloading.

Staff have facilitated meetings with the Minister responsible for Social Housing, BC Housing executives and federal MPs, to discuss funding opportunities for affordable and supported housing in Richmond. In addition, staff have had several discussions with the Richmond Community Services Advisory Committee, Caring Place Society, and individual community agencies regarding space needs for non-profit social service providers. The Social Development Strategy will contain recommended actions regarding the City's role in facilitating and securing space for non-profit groups.

- 2.5 Development of clear policies around the City's role in social services and the grant processes, and corresponding clear communications with the public on these roles and policies.

The Social Development Strategy will provide clear policy direction around City roles and priorities on social service and social development matters.

With respect to grants, Council adopted a revised City Grant Policy in 2011, which covered three distinct grant programs:

- Health, Social & Safety
- Parks, Recreation & Community Events
- Arts & Culture

2012 marked the first year of implementing the new City Grant Policy, with each grant stream receiving increased funding allocations. The revised policy included provisions for three-year funding cycles, thereby increasing funding certainty and reducing paperwork requirements for qualified applicants. The policy also established a streamlined application form for requests of \$5,000 or less. The response from grant applicants has generally been positive.

In addition, a new On-Line City Grant Application System will be ready for the grant application process in 2013. It will provide applicants with convenient, 24/7 access to the grant submission process, which will enable applicants to streamline the entry of their application and ensure that all mandatory information is filled in.

In 2012, Council approved the establishment of a Child Care Operating Reserve Fund to hold developer contributions for grants that will support the provision of quality care through professional and program development. In addition, the Child Care Development Reserve Fund will continue to hold developer contributions for capital grants. Applications for both child care purposes are currently being accepted.

**2.6 Development of a clearer definition of affordable housing priorities and subsequent utilization of affordable housing funding.**

The proposed 2041 Official Community Plan (OCP) allows two kinds of coach houses. The first kind is on compact single-family lots along certain arterial roads and currently there are approximately 90. The second kind will be in the Edgemere neighbourhood (northwest of Ironwood Shopping Centre). Secondary suites are allowed in virtually every single family dwelling in the City. These three types of housing improve housing affordability.

The 2041 OCP also requires a study to be completed in consultation with UDI, older adults and the Centre on Disability in 2013 to better clarify housing accessibility requirements (e.g. universal accessibility, aging in place).

The Affordable Housing Strategy, adopted in 2007, identifies three key affordable housing priorities for Richmond: subsidized rental, low-end market rental and affordable home ownership. In 2012, Council approved amendments to the Affordable Housing Reserve Fund Policy which enabled the City to:

- Use the Reserve Funds to offset development cost charges, service cost charges and municipal permit costs for subsidized rental housing developments; and
- Accommodate the transfer of affordable housing commitments from other approved developments to subsidized rental projects in "special development circumstances" (e.g. Kiwanis Seniors Citizen Housing Society, 8011 Granville Avenue affordable housing site).

A broader review of the Affordable Housing Strategy is currently underway, with recommendations to Council slated for 2013.

In July 2012, Council granted third reading to a rezoning proposal from Polygon Carrera Homes Ltd. in collaboration with the Richmond Kiwanis Senior Citizens Housing Society for the proposed redevelopment of the existing Richmond Kiwanis Society site on Minoru Boulevard to include approximately 335 market housing units and 296 subsidized affordable seniors' rental housing units. The City is also a key stakeholder in this project through the development of policies for affordable housing in special development circumstances that provides for an Affordable Housing Value Transfer funding mechanism that enables affordable housing requirements from current and proposed Polygon projects to be transferred to the Kiwanis site. The City will also be utilizing funds from the City's affordable housing reserve to provide Development Cost Charge, servicing cost and Building Permit fee relief for the affordable seniors' rental housing units.

**2.7 Development of an updated youth strategy to address the needs and to build on the assets of youth in the community.**

Funding for preparation of an updated Youth Strategy was approved by Council through the 2011 Surplus Appropriation. Staff are currently finalizing Terms of Reference for the update. It is anticipated that the updated Strategy will be presented to Council for adoption in late 2013.

**2.8 Completion of the Memorial Garden Project.**

The first phase of the Memorial Garden Project is underway. Staff are investigating best practices and undertaking research on potential operating and governance models building on the approved Memorial Park Feasibility Strategy.



### 3. Economic Development

#### COUNCIL'S POSITION

Council members are very cognizant of the role that economic development plays in the City's financial sustainability and economic well being. They recognize the desirable job/worker ratio that Richmond currently enjoys, the value of having YVR as an economic development driver in the City, and the fortuitous location that Richmond enjoys relative to the airport, the border and Vancouver. Areas where Council would like to see increased emphasis in the economic development initiatives of the City include a more proactive approach to economic development, a stronger focus on tourism, more representative community engagement, and business attraction and retention.

#### STATUS

The following is the status of the specific **Economic Development** goals and priorities identified by Council for this term of office:

##### 3.1 Increase the emphasis on economic development activities in the City.

In keeping with the City's long-term strategy for balanced development, 2012 saw increased commercial and industrial development activity, as a vehicle for job generation for Richmond residents and the region for decades to come. Major projects at various stages of the development application process include:

- Duck Island - 4 million square feet of commercial and office space.
- Ecowaste Industrial Park - 2 million square feet of industrial space and 4,800 jobs to be added over a 10-year phased implementation.

In addition, 2012 marked the launch of a number of economic development projects in Richmond on airport (YVR) and Port Metro Vancouver (PMV) lands. Major jobs and economic generating projects for Richmond include:

- Canada Post industrial facility on Sea Island (YVR) - 700,000 square feet and an estimated 1,200 jobs.
- Luxury mall outlet on Sea Island (YVR) - 340,000 square feet and estimated 1,000 jobs.



- Sea Island Business Park on Sea Island (pre-development, YVR) - 800,000 square feet of office space and 250 hotel rooms.
- Hopewell Distribution Centre at Richmond Properties (PMV) - Phase III of largely leased 278,000 square feet industrial space to be completed by year-end and Phase IV of 320,000 square feet industrial space to begin construction as early as 2013.
- Euro-Asia transload facility at Richmond Properties (PMV) - 300,000 square feet industrial space in addition to a current similar-sized facility, consolidating Euro-Asia's Lower Mainland operations.

Enhanced presence for Richmond as a place to do business and improved services for Richmond businesses. Notable initiatives include:

- A pilot economic development website - [businessinrichmond.ca](http://businessinrichmond.ca) (to be launched in December 2012).
- Consolidating information on key Richmond business sectors, business advantages and livability; providing the latest business news from Richmond (local success stories and business indicators); and streamlining Richmond's economic development promotional platforms (the highly successful @richmondedo Twitter account and "Richmond in Business" e-newsletter).
- Online business license renewal - as of September 2012 Richmond businesses can renew their business license online, hassle-free, 24/7.
- Richmond business directory online - an online repository of all licensed businesses in Richmond, accessible 24/7 and provides industry search and business location capabilities.

Staff facilitated various economic development opportunities through networking and business matching over the past year. Some highlights include:

- Government of the Netherlands Waste Water Business Seminar.
- Piemonte Italian Aerospace Delegation.
- Flood Water Management and Mitigation Workshop: Province of BC and the Government of the Netherlands, sponsorship by Delcan.
- Province of BC Agrifoods Information/Feedback Sessions.
- University of the Fraser Valley and Lucerne Switzerland School of Business Training Session.
- Copenhagen Architecture Delegation: Facilitated in partnership with Cannon Design.

### 3.2 Foster a collaborative economic development culture within the City where the City and businesses are working together to build on and seize opportunities in a faster, more efficient manner, with critical mass.

In 2012, the City worked on a range of initiatives to strengthen and enhance business relationships and deliver bottom-line growth to cross-functional community projects. Major initiatives include:

- Sponsorship development - to date, a total of \$445,745 in cash and value-in-kind has been generated to support a variety of community programs, major events and facilities throughout the City. An additional \$125,000 - \$175,000 in sponsorship is expected to be generated by the end of the year, vastly surpassing 2011 numbers. New partnerships formed between the City and businesses throughout the year include:

- Gulf & Fraser Financial Group - a three (3) year partnership = \$42,000 to support the Richmond Art Gallery and the new Media Lab at the Cultural Centre.
- Western Union - a two (2) year partnership = \$20,000 to support the City of Richmond Newcomers Guide and Tour Program.
- Scotiabank's Hockey Day in Canada - a celebration of our country's game that took place on February 11, 2012 at the Richmond Olympic Oval. Over \$100,000 was raised in cash and in-kind sponsorships to ensure this event was successful for the community and region.
- Harvest Power - presenting sponsor of the 2012 Earth Day Youth Summit.
- Sereca Fire Consulting (Richmond-based company) - sponsor of the 2012 BC Fire Expo hosted by the City of Richmond. Over 900 delegates attended from all across the Province. City staff supported Richmond Fire-Rescue in recruiting partners.

Re-launch of the Richmond Business Retention, Expansion, Attraction and Partnership Development Program (Business Outreach Program).

The City continues with its business outreach program that resulted in a number of opportunities for Richmond businesses during the Olympics and beyond (Clevest Solutions, a Richmond-based company and a 2010 business outreach program participant grew from five to over 75 employees in under two years and has been ranked among the top 10 fastest-growing companies in Canada (#1 fastest growing in BC by Profit 200)). Key parameters of the City's Business Outreach Program include:

- A streamlined tool (EconWave) for managing economic and sponsorship development leads from origin through to resolution/outcome and for reporting results (reporting on a quarterly basis to begin Q1-2013).
- Proactive retention and expansion, targeting approximately 100 Richmond businesses in key sectors annually and facilitating resulting cross-departmental policy initiatives and regulatory resolutions.
- A multi-objective proactive approach - the outreach program targets both opportunities for retention and growth of existing Richmond businesses and potential for sponsorship of community-wide projects, events, facilities and initiatives.

Launch of an annual Richmond Council business and partner appreciation event:

- In September 2012, Richmond Council hosted 60 high-level executives from the Richmond business community at a luncheon event at the Richmond Olympic Oval. Scotiabank's Chief Economist keynoted the event and members of Council, the Senior Management Team and top-notch Richmond business leaders enjoyed an opportunity to network and build or solidify relationships. The feedback from the Richmond business community post-event was overwhelmingly positive, and starting in 2013, the City will be working towards:
  - Establishing an annual business appreciation event for Richmond Council and local businesses to network and strengthen relationships.
  - Growing attendance from the business sector while maintaining a high level of business representation and quality content.
  - Expanding the marketing reach to include and attract candidates from regional business leaders and business companies.

3.3 Ensure the Richmond Economic Advisory Committee provides for integration of the mandates from Sister City, Tourism Richmond, the Chamber of Commerce, and the Asian business community.

In 2011-2012, the Economic Advisory Committee (EAC) steered the City's Employment Lands Strategy through to completion and integration into the City's 2041 Official Community Plan (OCP).

The EAC Terms of Reference mandate a diversified industry representation, with members appointed based on their experience and qualifications in the particular industry they represent. In 2012, EAC membership included representatives from transportation and distribution, retail, food processing, manufacturing, technology and telecommunications, education, small business, port, airport, and other sectors. Over 50% of EAC membership were also members of the Richmond Chamber of Commerce, including current and past Chamber directors and Chamber members at large. Furthermore, two of the current EAC members are also Directors of the Richmond Tourism Association. EAC members involved with the City's partner business organizations (Tourism Richmond and the Chamber) speak to the mandates of the respective organizations whenever they weigh in on the City's economic development initiatives.

During the 2013 EAC selection and appointments process, further representation from and alignment with the mandates of other groups will be sought on strategic-level economic development initiatives.

3.4 Update the City's economic development strategy, ensuring sport hosting and events are a part of it. As part of this initiative, ensure the updated strategy is proactive and clear on what kind of City we aspire to be, and what kind of businesses we want to attract and retain.

In 2012, Council's Economic Advisory Committee and City staff embarked on a two-year Economic Development Strategy update initiative with a planned date for completion by year-end 2013. Staff presented to the EAC a framework and background information for the project that included a series of presentations on the ecosystem of Richmond's economy, and a "Richmond Development Update" that included an update from the Planning Department on major development projects in Richmond.

Richmond Property Tax Update - a presentation on the City's system for property taxation (including business property taxes) and Long Term Financial Management Strategy (LTFMS) from Finance.

Richmond Sustainability Framework - a framework for building a resilient Richmond economy in conjunction with other community priorities towards social and environmental sustainability.

The EAC's work on the Employment Lands Strategy (now integrated into the 2041 OCP) is also a framework component in the Economic Development Strategy update. Presentations on Richmond's key industries and job growth sectors are forthcoming in the fourth (4th) quarter of 2012.

The City's goal of becoming a major event destination was supported by further development of the Richmond Maritime Festival, which set new records for attendance in 2012, along with new events such as Ships to Shore 2011 and 2012, Richmond Celebrates Hockey Day In Canada and Culture Days 2011 and 2012, in which Richmond set provincial benchmarks for participation in the nation-wide event and continued support for popular established events such as Steveston Salmon Festival and Doors Open.

Richmond Sport Hosting successfully hosted the 2012 Canadian Sport Tourism Alliance Sport Events Congress in April, the first time this congress has been hosted on the west coast, resulting in an economic impact of \$1.1 million for the

City of Richmond. Since January 2012, Richmond Sport Hosting has secured more than 15 national and international sport events including a four year commitment from Karate Canada to be the host city for their national championships and North American Cup events.

The Richmond Sport Hosting Incentive Grant has allocated \$86,000 supporting 36 local, provincial, national and international sport events.

The City of Richmond was selected as the host city for the 2012 BC Fire Expo which was held at the Richmond Olympic Oval. The Fire Chiefs Association of BC, the BC Emergency Vehicle Technicians Association, and the BC Fire Training Officer Association held various conferences, educational programs, and hands on training sessions. The BC Fire Expo ran late May to early June 2012 with approximately 700 people in attendance.

**3.5 Develop a conceptual framework for tourism in Richmond that broadens the current focus and the City's role, and work with Tourism Richmond to implement.**

In the spring of 2012, the 2% Additional Hotel Room Tax (AHRT) - a major source for tourism development budget in Richmond - was slated for renewal. As the City has primary responsibility for AHRT administration and management, the renewal cycle provided an opportunity for the City to intensify its tourism development efforts. A new five-year contract with Tourism Richmond was completed and a new governance structure for Tourism Richmond was established - moving forward, the City has a higher level of representation on the Tourism Richmond Board and in tourism decision-making for the community. The AHRT was successfully renewed for a five-year period in 2012, with major tourism attraction and room generation projects established, alongside ongoing tourism marketing by the City's tourism marketing agency Tourism Richmond. For the next five years, Richmond's tourism efforts will be focused on both enhancing the Richmond tourism product and continuing tourism market efforts in key national and international markets:

- Continuing the Sport Hosting program - attraction of high-profile provincial, national and international sport events, generating room nights and increased spending in the local tourism sector.
- Implementing the Richmond Olympic Experience project (developed as a major attraction of the Olympic Museum Network and a first in North America), a tourism attraction at the Richmond Olympic Oval designed to generate overnight stays and increased revenue for the local tourism sector (hotels, entertainment venues, restaurants, etc.).
- Marketing Richmond as a tourism destination - working in partnership with the City, Tourism Richmond will continue to be Richmond's destination marketing service provider, targeting key markets and visitors.

**3.6 Develop an integrated strategy for the Steveston Waterfront that blends business and public interests in a manner that allows for continued sustainable development in this area.**

The City continues to work towards the implementation of the Steveston Harbour long-term vision plan with partners such as the Steveston Harbour Authority, Port Metro Vancouver and Small Craft Harbours. Activation of the waterfront was successful in 2012 with the pilot day-moorage program which brought local, regional and international boaters to Imperial Landing as well the kayak rental operation which allowed a Steveston-based business to expand and offer additional waterfront recreation activities in the harbour. Events such as the successful Ships to Shore 2012 and 2012 Maritime Festival brought residents, business and tourists together to celebrate the waterfront. Finally, Britannia Heritage Shipyard's success in 'celebrating our maritime heritage' throughout 2012 continues to remind us of the important part the Steveston waterfront played in our history and will play in our future.



Council authorized the Steveston Area Plan Village Heritage Review to ensure that the Steveston Area Plan Village heritage policies (e.g. Village building height and density, parking reductions, and developer heritage financial contributions) continue to be relevant and effective. The review is being co-ordinated with Transportation's review of Village on and off-site parking requirements and needs. The review is anticipated to be complete in the spring of 2013.

Engineering is currently working on Phase 1 of the Dike Master Plan, which is focused on Steveston. Diking improvements, required to meet long-term sea level rise due to climate change, has the potential to impact existing businesses and future development in Steveston. The Dike Master Plan will provide long-term guidance for dike development that will be used to create developments within Steveston that work with both today's and tomorrow's protective diking system.

Council adopted a rezoning proposal from Oris Developments Ltd. for the proposed redevelopment of the existing Kawaki industrial building and the adjacent City Bike Park. The rezoning application will facilitate the development of a mixed-use building containing approximately 80 apartment units (including 10 live/work units), approximately 1,364 m<sup>2</sup> (14,682.45 ft<sup>2</sup>) of street-oriented commercial space (including restaurants) and parking for approximately 201 cars, along with the construction of a new waterfront public park at the southern end of No. 2 Road.

Tourism Richmond joined the Steveston Historical Society in opening a Visitor Centre at the Steveston Museum on June 23, 2012. This addition enhances service levels in the Steveston area for both tourists and locals.

**3.7 Develop a waterfront destination museum as an important element for tourism in the City and the region.**

Staff are currently in the process of updating the Museum Feasibility Study. The goal of the Feasibility Study is to provide guidance for the program and design, explore potential locations, and examine operating costs and models of a new museum in Richmond. The Museum Feasibility Study will be presented to Council in early 2013.

**3.8 Develop a "stay-cation" appeal for the City and region.**

The Richmond Arts Strategy 2012-2017 identifies the challenges and clarifies the needs, both within the arts community and in the general community, of facilitating the growth of the arts in Richmond, by creating an environment and culture in the City that ensures the arts play a strong role in placemaking, community building, tourism and economic development. Public consultation was undertaken in preparation of the draft strategy and feedback has been generally positive.

Tourism Richmond joined the Steveston Historical Society in opening a Visitor Centre at the Steveston Museum on June 23, 2012. This addition enhances service levels in the Steveston area for both tourists and locals.

Culture Days, a national movement which happened in over 800 towns across Canada the weekend of September 28-30, 2012 was celebrated in Richmond with over 66 events (compared to 33 last year).

Doors Open, a two-day event which encourages visitors to explore arts, culture and heritage sites throughout the City involved the participation of 48 organizations at 38 venues, including heritage landmarks, modern structures, and places of worship, artists' studios, museums and national historic sites.

The 9<sup>th</sup> Annual Richmond Maritime Festival attracted an estimated 40,000 visitors to the Britannia Heritage Shipyard on August 10 -12, 2012 to enjoy a wide range of arts and entertainment, boat viewing and more to celebrate Steveston's multicultural maritime history.

The Museum Feasibility Study (May 2009) is currently being updated and will be presented to Council in early 2013. This timely and significant opportunity will

outline the overall context of the project parameters to accomplish Council's goal for a waterfront destination museum. The goal of this study is to review current museum trends, statistics, potential locations, and capital and operating costs to ensure the City has the best possible information regarding this exciting new cultural facility.

### 3.9 Build on the filming opportunities in the City.

Filming has steadily increased over the past 12 months, with 2012 to date already seeing more revenue and filming days than in 2011 overall. The Film Office has heavily promoted a film-friendly mandate to productions which has resulted in repeat business (a number of series are using parts of Richmond as re-occurring locations). A report to Council which will include the entire 2012 filming results (total film days and revenue) will be presented in early 2013, however staff can report a total of approximately \$180,000 was generated in the first nine months of 2012 compared to just over \$160,000 in total for 2011.

A notable television filming success of 2012 is the popular series "Once Upon a Time", which transforms Steveston Village into the fictional town of Storybrooke, and is broadcast to millions of viewers across North America. An eight-minute bonus feature on Steveston was included in the DVDs released for the first season of "Once Upon a Time".

Steveston Village remains the most popular location in the City due to its unique small town feel, but other locations such as Garry Point Park and McDonald Beach are also seeing increased filming activity due to their position along the water and the ease of issuing permits through the Film Office.

The Richmond Film Office is also actively building strong relationships with stakeholders such as the Steveston Merchants Association, which assists in garnering support from the merchants and ensuring filming in Steveston occurs in a way that is favourable to businesses. As well, the BC Film Commission maintains a library of images of Richmond available to location scouts. The Commission acts as a resource to film staff and assists with promotion of our City should an area meet the desired "look or feel" of a particular production.

Richmond Film Office staff are involved with new initiatives such as the "Partners On Screen" program, a collaboration between film coordinators in the Lower Mainland and the BC Film Commission. This program is aimed at improving consistency of experience between municipalities and global promotion of the province as a film-friendly area for productions.

Staff are drafting a new Filming Regulation Bylaw which will be presented in a Report to Council in late 2012. This report will also include an examination into the current fee structure to ensure rates are competitive within the region.

### 3.10 Collaborate on economic development initiatives with YVR and Port Metro Vancouver.

City staff continue to maintain working relationships at various corresponding organizational and functional levels of YVR and Port Metro Vancouver (PMV). Policy Planning continues to consult with YVR and PMV on various economic development projects and expansion plans. Engineering and Transportation collaborate on and facilitate economic development projects on Sea Island and at PMV's Richmond properties, such as goods movement and traffic movement corridors (e.g. Nelson Interchange, traffic studies for major Sea Island developments, etc.). Economic Development staff continue to bridge business attraction opportunities with YVR and PMV (e.g. Canada Post and DMEnergy).

Based on upcoming development projects at YVR and PMV properties, 2013 and the following years will likely see an increased interest by businesses to locate there. Staff have established positive working relationships with both authorities and will



continue to work with Richmond's major economic generators to attract business and future jobs.

"Today in America", Leaders in Economic Development - in 2012, the City, in collaboration with major Richmond industry stakeholders, produced a five-minute segment on Richmond as a place to do business. The "Today in America" series airs in key North American and Canadian markets over national and regional business networks (BNN in Canada, Fox Business in the United States, etc.). The airing schedule will be confirmed in November 2012 and staff will implement a promotional campaign through the Economic Development promotional channels and the City's business partner organizations.

Staff continue to work with project partners (PMV, Transport Canada and TransLink) on the widening of Westminster Highway (Nelson Road to McMillan Way) and Nelson Road (Westminster Highway to Blundell Road). The project is currently at the design stage in preparation for tendering. Completion deadline is March 2014.

Staff continue to monitor YVR's implementation of the YVR 2027 Master Plan, including the proposed land uses, and the servicing, traffic, design and locational aspects of major economic development projects on Sea Island. Staff also represent the City's interests on the YVR Environmental Advisory Committee and the YVR Aeronautical Noise Management Advisory Committee.

Staff continue to participate in PMV's preparation of its long-term land use plan, by representing the City's interests by working with the Port to identify opportunities for Port expansion within the urban footprint. The process is anticipated to be completed in December 2013. As well, staff represent the City's interest on other Port initiatives (e.g. Roberts Bank, T2 projects).

### 3.11 Increase the focus on business retention.

A major element of the Business Retention, Expansion, Attraction and Partnership Development Program (see 3.2 above) is targeting companies in key business sectors in Richmond, as part of a proactive business retention campaign of the Economic Development Office. Approximately 100 existing Richmond companies in transportation and logistics, agriculture and food processing, technology, tourism, retail and aviation have been targeted in the initial outreach effort. The goal of the outreach is to poll key target business accounts as to their current business state and future plans. Based on program reporting, the City's Economic Development Office will aim to resolve issues that are impeding business growth and facilitate relocation or expansion within the community. Initial outreach program reporting is expected in the first quarter of 2013.



## 4. Facility Development

### COUNCIL'S POSITION

Council members have a strong desire to ensure the provision of quality public facilities and amenities that keep pace with the rate of growth in Richmond. Members of Council are very aware that there are existing facility needs that are important to address, in addition to the provision of new growth related facilities. The timing and order of provision of these facilities are important considerations for Council members. While a number of priority facility projects were identified including the provision of a new older adults centre, construction of the remaining firehalls, a new aquatic facility or facilities, and a museum, Council also identified the need for an updated comprehensive facility plan to address both present and future needs. The updated plan should include an analysis of existing facilities, the identification of required new facilities, and the recommended timing, financial strategies and public process for implementing the plan. Given the current low interest rate environment, Council members are open to considering financial strategies that include strategic borrowing opportunities to help with the pace of facility development.

### STATUS

The following is the status of the specific **Facility Development** goals and priorities identified by Council for this term of office:

- 4.1 Development and implementation of a comprehensive facility development plan for current and future needs that:
  - Preserves the replacement of the remaining Firehalls (No.1 and No. 3), Minoru Older Adults' Activity Centre, and Minoru Aquatic Centre as high priorities.
  - Includes the provision of a waterfront museum.
  - Responds to the demographic needs of the City (families, older adults, increasing cultural diversity).
  - Responds to the City Centre facility needs to address the growing population, including location considerations as the City Centre population begins to shift northward towards the water.
  - Outlines an effective public process.
  - Identifies strategic financial and location strategies.

An updated list of current to future facility requirements is being compiled and a prioritization process and funding strategy will be developed in the near future.

The Corporate Facilities Implementation Plan was endorsed by Council in 2009, which identified six facilities as Phase 1 priorities. Three have been completed or are underway (Hamilton Community Centre was expanded in May 2011, the Richmond RCMP Detachment was re-located to a new building in October 2011, and funding for the new City Centre Community Centre has been approved, with construction to start in 2013 with completion at the end of 2014).

Staff are currently preparing an updated Corporate Facilities Implementation Plan to bring forward to Council to address the remaining priority facilities. This plan includes recommendations for replacing firehalls, the Older Adults' Centre and Minoru Aquatic Centre.

In addition to the above, other initiatives and achievements in the specific goals and priorities related to **Council Term Goal No. 4 – Facility Development** include the following progress:

A range of significant facility upgrades have been undertaken in 2012:

- Energy efficiency retrofits (South Arm outdoor pool).
- Design work related to a wastewater energy recovery system to heat Gateway Theatre has been completed and construction is pending, awaiting the possibility of receiving a Western Economic Diversity Fund grant.
- A feasibility study was completed for a Solar Wall at the South Arm Community Centre.
- Asbestos abatement, roofing, foundation and sewage remediation upgrades were made to the Terra Nova Precinct Edwardian House.
- Re-purposing of the community recreation space (conversion of obsolete racquetball court into fitness centre space) at West Richmond Community Centre has been completed.
- Re-purposing of the Cultural Centre space - facility improvements are currently being undertaken at the Cultural Centre to turn its Performance Hall into a small black box theatre and meeting space for larger groups, and transformation of the Atrium into a multi-purpose room. Improvements to the Art Gallery and Museum will ensure these spaces continue to be well maintained.
- Several accessibility improvements at Minoru Arenas, as well as the installation of a fully accessible washroom within the heritage house at London Heritage Farm (which has been built to respect the heritage aesthetic and historical integrity of the building) has been completed.
- Approximately \$1 million worth of infrastructure replacement and upgrades were completed this year at the two arena facilities (Minoru Arenas and Richmond Ice Centre). At Minoru Arenas, the work included plant upgrades to the Stadium and Silver refrigeration plants, new rubber flooring in the Silver rink lobby, and updating of the spectator washrooms in both the Silver and Stadium lobbies. At Richmond Ice Centre, new rubber flooring was installed in the lobbies, new rink boards were installed on the Forum and Garden rinks, and the ice resurfacer pads on the Forum and Gardens rink were replaced.
- The Watermania annual maintenance shutdown (September 4 - October 14, 2012) involved a number of significant projects, including the complete resurfacing of the competition pool basin, resurfacing of the wave pool walls, and the completion of the deck resurfacing around the wave pool.

- The City Hall Annex building (the old Public Safety building – Minoru Boulevard) retrofit is ongoing and anticipated to be complete for move-in by February 2013.
- Design of a new heritage-style building to house the #1220 Interurban Tram at the corner of Moncton Street and No. 1 Road in Steveston Park has been completed, with construction currently underway (due for completion early 2013). The building will provide space for community meetings, historical interpretation and heritage educational programming around the restored tram – one of Richmond's largest artifacts. Restoration of the tram will begin in 2013.
- Work on the exterior of the Japanese Benevolent Fisherman's Society building is being undertaken, due for completion in January 2013. Planning continues for the interior rehabilitation and exhibit development that will take place in 2013.





## 5. Financial Management

### COUNCIL'S POSITION

Council views sound financial management as core to everything the community expects from the City and would like to see the City maintain its current emphasis in this area. Balancing the funding requirements associated with growth, urbanization, aging infrastructure, rising external costs including senior government downloading, and increasing expectations from taxpayers is a complex task. If Richmond is to remain in good financial and economic health over the long-term, sound and innovative financial policies and initiatives will be required to guide sustainable City financing. Council recognizes that we are in unique economic times and has identified a number of strategic opportunities, including low borrowing costs, and imminent retirement of City debt for the No. 2 Road Bridge and Terra Nova. Council has also identified the need for a sound facility and infrastructure program (to respond to both growth and replacement needs) and believes a land strategy is an important part of the long-term financial wellness of the City.

### STATUS

The following is the status of the specific **Financial Management** goals and priorities identified by Council for this term of office:

- 5.1 Develop a strategic plan that considers borrowing to take advantage of the current low interest rates and results in significant long-term financial benefits for the City.

The use of external debt is a departure from the current Council Policy of utilizing City reserves (internal funds) to "pay as you go". However, with the increased demand for capital projects and associated funding requirements, which exceed the amount available under the City's reserves, there is a need to review other options for funding. With interest rates being available at historic lows, borrowing may be an attractive option if capital projects are required within the immediate 10 year horizon. Staff are preparing a report on future capital priorities for Council's consideration. Once capital requests are determined and prioritized, staff will present different funding scenarios and options for consideration for future capital development.

- 5.2 Develop an aggressive land acquisition plan that is both strategic and meets the long-term land needs of the City.

Land acquisition for investment purposes continues to be a major focus for the City with one significant acquisition (Triangle Road) since the beginning of this term of Council. Staff will commence work on a comprehensive Land Acquisition strategy for Council consideration to respond to strategic opportunities and long-term land needs for the City. The plan will identify and prioritize strategic parcels for investment opportunities.

- 5.3 Update the Long Term Financial Management Strategy (LTFMS) to ensure relevancy and representation of needs relative to growth, aging infrastructure, changing demographics, and other City strategies.

The LTFMS is reviewed regularly to ensure continued relevancy and representation of needs relative to growth, aging infrastructure, changing demographics, and other City strategies. In particular, the current economic conditions and current interest rates available for borrowing provide a unique opportunity for infrastructure funding and will be explored for priority capital projects for Council consideration as we move forward. Borrowing would require departure from the current Council Policy utilizing internal funds and the LTFMS would therefore require amendments. To this end, the LTFMS will be revisited pending the outcome of the capital review referenced in Council's Goal 5.1 above.

- 5.4 Ensure the Business taxation levels are not a deterrent to businesses locating and staying in Richmond.

Property tax rates for business class properties are reviewed annually in order to assess whether the business to residential tax class multiple is reasonable when compared to other larger municipalities in the Lower Mainland. For 2012, Richmond's business to residential tax class multiple is 3.77 and is reasonable based on the number of folios and proportionate growth between the business and residential class. The business to residential multiple was the 3rd lowest of the six largest municipalities. The City's municipal tax rate for 2012 was 7.53569 and is the 3rd lowest of all municipalities in the Lower Mainland.

- 5.5 Continue to vigorously pursue joint funding opportunities between ourselves and federal and provincial governments for capital projects.

The City and its partners continue to apply for external grants to offset municipal costs and extend to service and infrastructure for the City. Copies of all grant applications are sent to relevant Richmond elected provincial and federal government officials to garner their support. Briefings are also provided for the MPs and MLAs as required.

In January 2012, key staff attended a Grant Development Training Program through the Institute for Strategic Fund Development. This training is an initial step in creating a corporate standard for approaching funders, describing projects and ultimately improving the success of external funding applications.

Some highlights of funding opportunities include:

- In 2012, the City successfully secured \$3.57 million in provincial and federal grant funding under the Flood Protection Program for upgrades to the Williams Road and No. 1 Road Drainage Pump Stations. Staff are also maintaining contact with the provincial and federal governments to identify future opportunities for grant funding.
- The City secured cost-share funding of \$2.8 million from the federal government and Port Metro Vancouver to widen Nelson Road, and \$6.0 million from the federal government and TransLink to widen Westminster Highway east of Nelson Road. Construction is scheduled to begin in late 2012.



- Staff are also engaging agencies, and the provincial and federal governments, on cost sharing for the dredging of Steveston Harbour.
- Most recently, applications have been sent to the Government of Canada for \$1.6 million for infrastructure projects including: Richmond Olympic Experience, Japanese Fishermen's Benevolent Society Building, Britannia Heritage Shipyards Seine Net Loft, Gateway Theatre Energy Retrofit, and Richmond Public Library Wireless Internet Upgrade.



## 6. Intergovernmental Relations

### COUNCIL'S POSITION

Council views the intergovernmental relations focus area as critical to the City's operations and aspirations. Given downloading by senior levels of government and changing agendas/legislation of governments in general; growth and changes at YVR; grant funding opportunities; a potential upcoming change in provincial government leadership; and a myriad of intergovernmental issues such as transit and community safety, Council has expressed a desire to place greater emphasis on intergovernmental relations.

### STATUS

The following is the status of the specific **Intergovernmental Relations** goals and priorities identified by Council for this term of office:

- 6.1 Strengthen our presence in Victoria and Ottawa, building stronger personal relationships, particularly at the staff level, in order to be a recognizable face and to be ready to seize funding and other opportunities as they arise.

City staff continue to meet with officials of several provincial and federal ministries, focusing on relationship building and networking to stay well informed of up-and-coming programs, initiatives, grant activities and funding opportunities:

- Federal ministries: Western Economic Diversification, Natural Resources Canada, Canadian Heritage.
- Provincial ministries: Ministry of Justice, Ministry of Jobs, Tourism & Innovation, Ministry Responsible for Multiculturalism, Ministry of Community, Sport & Cultural Development, Ministry Responsible for Seniors, Ministry of Transportation & Infrastructure.

The City has encouraged representation from various levels of government as part of networking and building relationships. Over the past year, the City has met with several provincial and federal ministries to raise Richmond's profile on initiatives, projects and issues. Some events include:

- Purchase announcement of the East Richmond Bog Forest - Honourable Terry Lake, Minister of the Environment, local MPs and MLAs.
- 911 Awards - Ministry of Justice and Attorney General staff.
- Flood Mitigation Workshop - The Honourable Shirley Bond, Minister of Justice and Attorney General; Ministry of Environment, Ministry of Justice and Attorney General.
- Opening of the new Richmond RCMP Detachment - The Honourable Vic Toews Minister of Public Safety; The Honourable Rob Nicholson, Minister of Justice and Attorney General; The Honourable Shirley Bond, Minister of Justice and Attorney General; local MPs and MLAs, and senior representatives of the RCMP.

- Richmond Fire-Rescue Long Service Awards - BC Lieutenant Governor.
- Tour of the legacy phase of the Richmond Olympic Oval - Minister of State (Sport), The Honourable Bas Gosal, MP.

6.2 Develop closer working relationships with Richmond MLAs and MPs so that Richmond's needs are better represented and opportunities can be developed and acted upon.

Local MPs and MLAs are briefed regularly on issues of policy or legislation that affects the City of Richmond. Local MPs and MLAs communicate with Intergovernmental Relations staff with respect to recognition and funding opportunities as they arise.

6.3 Develop an enhanced and more effective working relationship with YVR.

City staff continue to maintain working relationships at various corresponding organizational and functional levels of YVR.

Staff continue to monitor YVR's implementation of the YVR 2027 Master Plan, including the proposed land uses, and the servicing, traffic, design and locational aspects of major economic development projects on Sea Island. Staff also represent the City's interests on the YVR Environmental Advisory Committee and the YVR Aeronautical Noise Management Advisory Committee.

6.4 Work with Port Metro Vancouver to promote the development and build out of the Ecowaste Industrial site, to reduce the need for industrial use farmland

Staff continue to participate in Port Metro Vancouver's preparation of its long-term land use plan, by representing the City's interests and by working with the Port to identify opportunities for Port expansion within the urban footprint. The process is anticipated to be completed in December 2013. As well, staff represent the City's interest on other Port initiatives (e.g. Roberts Bank, T2 projects). In this process, City staff are encouraging the Port to consider expanding on Ecowaste lands to reduce the need for the Port to expand on farmland.



## 7. Managing Growth and Development

### COUNCIL'S POSITION

While growth in many cities has slowed during the current economic downturn, Richmond has continued to grow rapidly. While growth is occurring according to the approved Official Community Plan (OCP) and area plans, Council is sensitive to community perception of the rate at which growth is occurring in the City. To this end, Council would like increased emphasis on managing the perception about too much growth. Other areas of concern for Council related to managing growth and development include: the need to ensure our facilities and services are keeping up with the growth, especially in the City Centre; plans for the Garden City Lands; neighbourhood preservation; affordability of housing for future generations; and transit. Council also expressed an interest in streamlining the development process, as well as reviewing the adequacy of developers' contributions towards affordable housing, public art and public amenities.

### STATUS

The following is the status of the specific **Managing Growth and Development** goals and priorities identified by Council for this term of office:

#### 7.1 Increase the emphasis on communications and other efforts to better manage the public's perception of too much growth.

The City has participated in Metro Vancouver's 2040 Regional Growth Strategy which was approved on July 29, 2011, and indicates that Richmond will continue to receive its normal share of regional population growth. Richmond residents were fully consulted in preparing the Capital Strategy.

Richmond's new 2041 OCP was approved on November 19, 2012. Richmond residents were fully consulted on the amount and location of Richmond's 2041 normal growth estimates. Most of this growth is to be located in the City Centre with limited growth proposed around densified shopping centres and along certain arterial roads.

The City has undertaken specific and ongoing communications initiatives to raise public and media awareness of how Richmond's sustainable growth is being carefully managed by Council-approved plans such as the 2009 City Centre Area Plan and the 2041 OCP. This includes the Mayor's State of the City address in



April 2012 to the Richmond Chamber of Commerce, which received widespread media coverage; various City Scene and Council Update columns in the local media; an enhanced public information campaign related to adoption of the 2041 OCP Update and participation in a number of special editorial features in the Vancouver Sun, Richmond News and other publications that profiled Richmond's growth.

- 7.2 Develop a plan to ensure the provision of public facilities and services keeps up with the rate of growth and changing demographics of the community (e.g. families, older adults, increasing cultural diversity), particularly in the City Centre.

The Corporate Facilities Implementation Plan (see Council Term Goal No. 4) addresses the provision of public facilities. In terms of programs and services, the Community Services Department continues to work closely with numerous partners to implement the Community Wellness Strategy, the Sport for Life Strategy, Older Adults Strategy, the Youth Strategy, and many other strategies and action plans that ensure the City continues to meet the needs of our growing and diverse community. A comprehensive process is being undertaken to ensure that ongoing detailed planning for the new City Centre Community Centre (being delivered as part of the Quintet Development on the corner of Firbridge Avenue and Minoru Boulevard) is based on extensive input and participation from the City Centre Community Association, stakeholder organizations and the general public. Staff continue to work closely with both the School District and Vancouver Coastal Health (VCH) to ensure community needs are understood. For example, staff collaborated closely with VCH on their "Healthy Richmond Survey", and Lang Centre staff continue to collaborate with City Centre schools to access space for community recreation programs.

- 7.3 Review the adequacy of developers' contributions towards affordable housing, public art and public amenities.

Staff retained G.P. Rollo and Associates, an urban land economics consulting firm, to undertake an economic and policy assessment to assist the City in determining:

- Appropriate affordable housing contribution rates for single family dwellings, townhouse developments, and apartment developments with 80 or fewer units; and
- The best use and management of the City's Affordable Housing Reserve Fund.

Staff are currently assessing the consultant's information. Staff will engage in consultation with the Urban Development Institute (UDI) and provide Council with recommendations for adjustments to the Affordable Housing Contribution rates in late 2013.

The Public Art Program, Policy 8730, adopted by Council July 27, 2010, encourages the private sector to support the integration of public artworks in the community during the rezoning and development permit processes, and the collaboration of artists, design professionals and the community in the design of that art.

The policy identifies a contribution for private sector public art projects as an amount equivalent to a minimum value of 0.5% of the estimated total project construction cost. The City has issued the "Public Art Plan Checklist for Rezoning and Development Permit Applications" as a guideline for calculating the public art contribution based on building types. The rates are adjusted with the annual Consumer Price Index.

The current contribution rate was developed with input by the development industry, and is considered fair and to be functioning well.

- 7.4 Commence planning for the eventual use of the Garden City Lands.

A process for planning for the future use of the Garden City Lands is underway. The Lands are currently maintained on an annual basis and remain within the

provincially designated Agricultural Land Reserve. Council has approved the planning process for the Garden City Lands. Planning will commence in November 2013 and is anticipated to be completed in July 2014.

**7.5 Ensure the timely implementation of TransLink's Richmond Area Transit Plan.**

The Richmond Area Transit Plan is scheduled to be updated following TransLink's development of Transport 2045, its long-term Regional Transportation Strategy, and then a Regional Transit Strategy, which will establish a long-term transit network structure and service levels that meet TransLink's strategic goals. TransLink intends to initiate work on this strategy in 2013, but at this time cannot commit to a specific month.

In addition to the above, other initiatives and achievements in the specific goals and priorities related to **Council Term Goal No. 7 – Managing Growth and Development** include the following progress:

- Council adopted zoning bylaw amendments to clarify regulations on the permitted ancillary uses and to limit the maximum size of Farm Based Wineries located within the Agricultural Land Reserve.
- Community Bylaws and Richmond Health Services sought constructive business and neighbourhood input on the development of an enhanced Noise Regulation Program designed to balance the needs of commercial operations and adjacent residential uses in an atmosphere of increasing City densification. The focus was on an objective and predictable regime that all parties can understand and respect.





## 8. Sustainability

### COUNCIL'S POSITION

Council likes the current emphasis on sustainability and feels strongly that the City must continue to pursue the targets and measures outlined in the City's sustainability program. This program focuses on a number of key areas including: a Climate Prepared City; Sustainable Resource Use; Green Built and Natural Environment; Mobility; Local Agriculture and Food; Sustainable Business; Leadership in Municipal Practices; Vibrant Communities; and Inclusive, Safe and Accessible Communities. In particular, Council is cognizant that with the onset of climate change, related challenges such as agricultural viability, food security and aging infrastructure need proactive strategies to be addressed.

### STATUS

The following is the status of the specific **Sustainability** goals and priorities identified by Council for this term of office:

#### 8.1 Continued implementation and significant progress towards achieving the City's Sustainability Framework, and associated targets.

##### Framework Development (Setting Goals, Strategies and Targets)

- Major components of Richmond's Sustainability Framework<sup>1</sup> have been developed, including the adoption of a Corporate Sustainability Policy and development of strategic programs for Climate Change, Sustainable Energy Use and Solid Waste. Key targets adopted include:
  - 33% community-wide greenhouse gas (GHG) emission reduction by 2020; 80% by 2050;
  - 10% community-wide energy use reduction by 2020; and

<sup>1</sup> Richmond's Sustainability Framework is being developed to bring together the City's individual components of sustainability into a unified and coherent program. The Framework captures the multiple actions at various levels throughout the organization, providing a "one-stop" overview of the City's activities as they relate to advancing sustainability. The Framework establishes priorities, sets performance-based targets and establishes a system for measuring and reporting overall progress. Ultimately, the Sustainability Framework serves to increase integration across the nine goal areas (Climate Prepared City; Sustainable Resource Use; Green Built and Natural Environment; Mobility; Local Agriculture and Food; Sustainable Business; Leadership in Municipal Practices; Vibrant Communities; and Inclusive, Safe and Accessible Communities). Although key priorities are organized by goal areas, it is the linkages and integration among and within these goals that will support Richmond in becoming more sustainable.

- 70% community-wide waste diversion by 2020.
- Progress in further developing the Framework is continuing, with strategic programs and targets to be established for the goal areas pertaining to Mobility, and Local Agriculture and Food in 2013.

#### **Framework Implementation (Taking Action, Meeting Targets)**

- Implementation of the Framework is continuing with strategic action being advanced to meet identified goal areas and targets.
- Policies to support the Framework's nine goal areas and targets that have been developed to-date have been incorporated into the City's proposed 2041 Official Community Plan (OCP) Update.

Additional highlights include:

#### **Climate Change**

- The City recently incorporated climate change policies into its 2041 OCP Update. These policies serve to build awareness and capacity, reduce the onset of climate change and help prepare for unavoidable change.
- The City recently completed a comprehensive inventory of corporate energy and GHG emissions and established a corporate carbon neutral fund.
- Significant investments have been made at both the corporate and community level across City departments which, among other benefits, reduce GHG emissions in the atmosphere and increase capacity to adapt to unavoidable climate change (e.g. purchase of Northeast Bog forest; implementation of renewable and district energy systems; expanded recycling services; student engagement in climate action; continuation of the City's GreenFleet; High Performance Building and Corporate Energy programs; Steveston Dike Strategy, etc.).

#### **Sustainable Resource Use**

##### **Energy**

- The City is currently advancing a wide range of initiatives in support of meeting its target to reduce energy consumption, GHG emissions and provide other sustainability benefits. New energy policies have been incorporated into the City's 2041 OCP Update. The City has also completed the first phase of a Community Energy and Emission plan that sets the vision and core strategies for moving towards a low-carbon and energy wise future. Work has begun to develop a detailed action and implementation plan.
- At the same time, the City is taking advantage of key opportunities to integrate energy systems based on locally available renewable energy sources. The City is also advancing district energy systems, recently completing the West Cambie District Energy System. The City is further working on integrating other renewable energy technologies, including capturing waste heat from the City's sewer system to supply heating services.

##### **Water**

- The City is continuing to advance various water-wise initiatives including the City's water metering program and household conservation programs (e.g. rain barrel program, toilet rebate program, water-wise garden workshops). The City is also promoting the value of municipal tap water and providing tap water supply at civic events.

### **Solid Waste**

- The City is continuing to expand its solid waste and recycling services delivered through its residential door-to-door service and the City's recycling depot. Key focus has been on expanding organic recycling and increasing materials being received at the depot. The City also recently launched a public spaces recycling program and is currently reviewing the concept of an Eco-Centre model that would allow for further expansion of services at the City's recycling depot.

### **Green Built and Natural Environment**

- Numerous policies are being advanced to increase sustainability of new developments across the City (e.g. City's green roof bylaw, LEED building standards for rezonings, incorporation of e-vehicle charging stations, incorporating infrastructure to be district energy ready, etc.).
- The City is also continuing to implement its City Centre area plan, concentrating new development near transit services and developing complete and compact village centres. As well, the proposed 2041 OCP establishes updated natural environment, park and open space policies and Green Built policies based on sustainability principles.
- The City is continuing to preserve and restore its local natural island ecosystem through City park acquisition, protection measures for developments and community stewardship initiatives (e.g. Bath Slough enhancement). The City recently updated its Ecological Sensitive Areas strategy and has set a vision for an Ecological Network strategic approach – one focused on managing the City's ecological assets as part of a healthy interconnected ecosystem of which they are a part of. The City is also continuing to advance its pollution prevention program that prohibits pollutants from being discharged into the City's storm sewer system and watercourses.
- During the spring and summer of 2012, over 1,000 individuals removed invasive species, planted trees and cleaned up litter through our Partners for Beautification Program.

### **Mobility**

- Implementation of a number of measures to reduce private vehicle trips and encourage more trips by transit, walking and cycling:
  - Identified reserved on-street parking spaces for car-share vehicles at each of the four Canada Line stations, which will encourage reduced vehicle ownership rates and fewer kilometres travelled;
  - Continued expansion of the cycling network plan to encourage more trips by bicycle (new bike lanes through Riverside Industrial Park to help link Shell Road Bike Route to the Massey Tunnel bike shuttle stop off Rice Mill Road, new pedestrian signal and cycling improvements at Garden City Road/Granville Avenue intersection);
  - Construction of pedestrian pathways on Herbert Road (Bates Road to Afton Drive) and Albion Road (lane to Aquila Road);
  - Installation of three special crosswalks (Moncton Street/Trites Road, Railway Avenue/Linfield Gate, Steveston Highway/Southport Road); and
  - Continued implementation of the enhanced accessible pedestrian signals program.
- Installed traffic cameras at 11 intersections throughout the City with links to the City's website that provide still images of real-time traffic conditions, allowing motorists to pre-plan their trips to avoid congested areas and reduce idling.

- With external funding support, the City is currently installing publicly-accessible electric vehicle infrastructure at various civic facilities to promote the use of electric vehicles. The City is also working with Metro Vancouver and other partners to encourage a regional e-charging network.

#### **Local Agriculture and Food**

- The City continues to protect its Agricultural Land Reserve and recently incorporated updated policies to the City's 2041 OCP Update.
- Richmond Council supported a resolution opposing the cultivation of genetically engineered plants and trees in the Municipality of Richmond.
- The City continues to support the Terra Nova Sharing Farm and is also encouraging urban agriculture and community gardening (see goal 8.2 below).

#### **Resilient Economy**

- The City is embarking on a Resilient Economic Development Strategy, to be completed in 2014, which will support and advance the City's Sustainability Framework.

#### **Vibrant Community**

- Council recently adopted its Arts Strategy Update aimed at facilitating the growth of the arts in Richmond in order to foster placemaking, community building, tourism and economic development.
- The City's Museum staged an exhibit which explored the realm of sustainability and provided visitors an opportunity to reflect on their ability to make sustainable choices.

#### **Safe, Inclusive and Accessible Community**

- Sustainability principles (e.g. meeting basic needs, social equity, living within environmental limits, strong economy) have been integrated within the forthcoming Social Development Strategy. Key policies for advancing social sustainability have also been incorporated into the 2041 OCP Update. A key theme in the work is that social development must keep pace with physical development.

#### **Leadership in Municipal Practices**

The City continues to advance many initiatives to integrate sustainability into various service areas. These initiatives serve to provide benefits such as reducing resource consumption, increasing fiscal efficiency and improving service. Some highlights across the organization include:

- The City's Agenda Initiative that provides e-agendas for Committee and Council meetings;
- The City's Car Pool Program which reduces fossil fuel consumption and GHG emission from employee commuting;
- The City's Corporate Energy Management Program which realizes significant reduction in energy consumption every year (see Corporate Energy Reduction under section 8);
- The City recently updated its Sustainable Green Fleet Policy which guides the City towards providing a high performance fleet (e.g. right-sizing vehicles, procurement of alternative and fuel efficient vehicles, preventative maintenance, driving training, anti-idling, etc.). A key focus of the update was to establish a sustainable funding mechanism. The City continues to take action to realize the goals of the Sustainable Green Fleet Policy. This year, the City is implementing a new fleet management software program which will increase the City's capacity to conduct maintenance cost analysis and optimize replacement. The City has also continued to actively replace older models with higher efficient vehicles. The City recently



purchased its first electric cars. Five ice resurfacers were also replaced this year with new second generation Olympia Ice Bear Ice Resurfacers. Powered by electric battery technology, these machines use a renewable energy source and generate low GHG emissions;

- The City's "Tap Water First" initiative which is reducing corporate use of bottled water. The City has also purchased 300 slow release tree watering bags called "treegators" which reduce municipal water consumption and increase the number of trees watered per day; and
- The City's Parks Pesticide-free Initiative which is now managing 1,760 acres of parks, trails, medians and urban forest without the use of traditional pesticides since the adoption of the City's Pesticide Use Control Bylaw in 2009.

8.2 Continue to advocate for a coordinated regional approach to enhance local food security for Richmond and the region through policy development and initiatives such as community farms.

New urban agriculture initiatives have included the following:

- Creating additional food growing and preparing programs into the community through partnerships with local non-profit societies;
- Supporting two local food festivals - the Garlic Festival and Applepalooza; and
- Managing a new community garden site at Brighthouse Elementary School.

In relation to policy initiatives, a study was commissioned to examine the relationship between food security and community gardens. The results of this study will be available for Council before the end of 2012 and will provide recommendations around access and use policies at community gardens.

Staff are working with the Richmond Food Security Society to develop a program for a community workshop on local food security with a focus on local food production and urban agriculture policy.

In addition to the above, other initiatives and achievements in the specific goals and priorities related to **Council Term Goal No. 8 – Sustainability** include the following progress:

**Development of Sustainable Energy Systems**

- Construction of Phase 1 and 2 of the City's first district energy system – Alexandra District Energy Utility (ADEU) – has been completed. ADEU has been in operation since July 2012. ADEU capital and operating costs will be recovered over time through revenues from user fees, making the ADEU financially self-sustaining. It is estimated that at the full build out, ADEU will result in the reduction of 2,000 to 6,000 tonnes of GHG annually (equivalent to removing 700 to 2,000 cars off the road/year).
- Development of the heat demand density map for the City Centre Area has been completed. The purpose is to identify future District Energy Utility (DEU) project opportunities.
- A detailed business case and technical assessment for the River Green District Energy Utility (as per Memorandum of Understanding between Corix Utility and City) has been completed. Staff will bring forward a report with recommendations to Council in early 2013.
- Negotiation with the local Health Authority is underway to investigate the potential opportunity to integrate Richmond Hospital in the River Green DEU.

- In collaboration with the City, Metro Vancouver has completed a study evaluating the opportunity to incorporate a sewer heat recovery system into the Gilbert Trunk force main for use by the River Green DEU as part of the Gilbert Trunk Relocation project. Staff will bring forward a report with recommendations to Council in early 2013.
- Installation of the sewer heat recovery system at the Gateway Theatre will be conducted by the end of the year. The system will result in natural gas savings and reduction of GHG emissions between 36% and 44% annually, which is equivalent to removing 10-12 cars off the road each year.
- Discussions with the private district energy investor are underway to explore the potential to connect Watermania to a new district energy system that would use locally collected clean demolition and construction wood waste as the energy source.
- A pre-feasibility study is planned to explore the opportunity of a development district energy node in the Minoru/City Hall Precinct.

#### **Community-Wide Energy Use Reduction**

- Staff are working on the review of the existing energy policies and on the development of the new policy/policies that will improve energy efficiency of buildings to pursue the Council adopted targets to reduce community-wide energy use by 10% and GHG emissions by 33% from 2007 levels.

#### **Corporate Energy Management and Reduction**

- An estimated 1.8 GWh (1,800,000 kWh) of electrical savings from a variety of projects, mostly through lighting re-lamps or retrofits, will be completed by the end of this year. This represents approximately \$100,000 in operational cost avoidance savings and a reduction of approximately 190 tonnes of carbon dioxide emissions.
- Approximately \$200,000 of external funding to support the Community and Corporate Energy Management Programs.
- A testing program of light-emitting diode (LED) street lighting instead of high pressure sodium is underway. Currently 11 different LED fixtures are being tested to determine which one has the best performance to be potentially used for the new installation at Westminster Highway.
- Upgrading of our corporate energy database to, among other features, allow for greater reporting capabilities and facilitate energy information sharing with our facility stakeholders (e.g. Community Centre Associations) is underway. It is expected that this new web-based program will be installed by the end of 2012.
- Continued delivery of the City's Corporate Energy Awareness program, entitled Because Energy Awareness Matters (BEAM). Supported by BC Hydro, this program promotes energy conservation measures with City staff.
- The City responded to a wide range of emerging issues including jet fuel delivery system proposal, smart meter installation, European fire ants and noxious weeds.
- The City continued outreach initiatives with the Richmond community to support greener living practices. Highlights include the delivery of over 30 workshops, engaging 580 residents in natural lawn and garden care, and organic gardening. The City, in partnership with the Richmond School Board and David Suzuki Foundation, also supported a team of youth in delivering a one-day Richmond Earth Day Youth (REaDY) Summit focused on giving youth knowledge and expertise to take action in their school and local community. Over 360 delegates attended, including 100 Richmond Green Ambassadors from eight Richmond high schools.

- New technology was installed in the City's sewer system which enables earlier detection of pressure build-up. This early detection enables the City to respond proactively to issues as they arise, significantly reducing the risk of spills.
- The City has continued its program to install Variable Frequency Drives (VFD) in the City's storm sewer system. These pumps significantly reduce energy consumption as they can come on at variable speeds. All new pump stations are equipped with VFDs and the City continues to replace its existing lower-efficiency long shaft pumps.
- New electronic equipment has been installed in the Works Yard Sign Production area, replacing the manual process. Printing is quicker, durability is stronger and there has been a reduction of the amount of toxic paints used.
- This year a new Street Lamp Light Bulb Recycling Program was implemented which recycles street lamp light bulbs instead of disposing of them in the landfill. In 2012 approximately 2000 light bulbs will have been recycled, and in 2013 it is projected to be about the same amount.
- Community Bylaws is partnering with the Transportation Division as well as stakeholders, including the Richmond School Board, to educate City residents with a view to mitigating GHG emissions by discouraging unnecessary vehicle idling. A two-pronged approach involving public awareness and effective enforcement has begun for the fall of 2012.

# Updated Council Term Goals for the Term 2011–2014

The following information is being proposed for adoption as Council's updated Term Goals for 2011-2014 Term of Office, based on input received through the Council Term Goals update process conducted in November 2012, and comments from the January 7, 2013 General Purposes meeting. (For ease of Council reference, changes emanating from the discussion at the General Purposes Committee meeting are indicated in **bold** for additions, and strikethroughs (~~example~~) for deletions.)

## 1. Community Safety

### Goal Statement

To ensure Richmond remains a safe and desirable community to live, work and play in, through the delivery of effective public safety services that are targeted to the City's specific needs and priorities.

### Description of Goal:

As in past years, Council considers community safety an important area of focus. While Council is generally happy with the emphasis currently placed on community safety through City operations, the costs and sustainability of community safety services were high priorities issues. Enhancing the community's sense of safety was also viewed as important to maintaining a healthy, livable community. Council's desire is to ensure that public safety services, measures, service delivery models, and resources are effectively targeted to the City's specific needs and priorities. The following priorities were identified for this term of office:

### Priorities:

- 1.1. Completion of the upgrade program for Richmond Fire-Rescue Firehalls.
- 1.2. A successful conclusion to the RCMP contract renewal process that includes affordable services and officers that are committed to the Richmond community and its own unique needs.
- 1.3. Continued progress in the cultural transformation of the Richmond Fire Department.
- 1.4. A strategic review of the City's community policing needs, including community policing needs of the City Centre.
- 1.5. Improved perception of Community Safety by the community.
- 1.6. Completion of a thorough analysis of the various policing models available, to ensure that the best model is in place to meet City needs and priorities.

## 2. Community Social Services

### Goal Statement

To develop and implement an updated social services strategy that clearly articulates and communicates the City's roles, priorities **and limitations** with respect to social services issues and needs.

### Description of Goal:

Council is very mindful of the significant demographic changes occurring in the Richmond community. Particular concerns for Council include the aging population and the adequacy of our services for this sector; increasing pressures to respond to legitimate social issues which are largely outside of the City's prescribed mandate; strategies for youth services and people with disabilities; service and funding expectations from non-profit agencies and senior levels of government with respect to social services; the City's role and strategy with respect to providing space for non-profits; the need for a clear role, along with related strategies and policies, for social services (and the effective communication of these); affordable housing; cultural diversity; and new public amenity space that keeps pace with the rate of growth. The following priorities were identified for this area for this term of office:

### Priorities:

- 2.1. Completion of the development and implementation of a clear City social services strategy that articulates the City's role, priorities and policies, as well as ensures these are effectively communicated to our advisory committees, community partners, and the public in order to appropriately target resources and help manage expectations.
- 2.2. Completion of an updated Older Adults Service Plan to address the growing needs of older adults in the community, including services and facilities for active older adults, the development of a volunteer base to serve the older adult population, as well as to provide opportunities for volunteering for this population.



- 2.3. Clarification of the City's role with respect to providing or facilitating the securing of space for non-profit groups.
- 2.4. Initiation of a strategic discussion and ongoing dialogue with the City's MLAs and MPs to ensure better representation of Richmond's needs in Victoria and Ottawa for social services issues and the related effects of downloading.
- ~~2.5. Development of clear policies around the city's role in social services and the grant processes, and corresponding clear communications with the public on these roles and policies.~~
- 2.5. Development of a clearer definition of affordable housing priorities and subsequent utilization of affordable housing funding.
- 2.6. Development of an updated youth strategy to address the needs and to build on the assets of youth in the community.
- 2.7. Completion of the Memorial Garden Project.
- 2.8. Development of a continuously updated catalogue of affordable housing projects coming on stream for easy reference.
- 2.9. Encourage the development of community volunteer programs and strategies that build a broad, knowledgeable and keen volunteer base, and that provide positive and meaningful opportunities for volunteers to utilize their talents while helping to provide important services to the community.

### 3. Economic Development

#### Goal Statement

To enhance the City's economic well being and financial sustainability through the development and implementation of strategies and initiatives that lead to long-term business retention, expansion and attraction by clearly defining the businesses and industries we want to attract and retain; placing a stronger focus on tourism and Asia Pacific Gateway business development opportunities; and incorporating a broad business community engagement model.

#### Description of Goal:

Council members are very cognizant of the role that economic development plays in the City's financial sustainability and economic well being. They recognize the desirable job/worker ratio that Richmond currently enjoys, the value of having YVR as an economic development driver in the City, and the fortuitous location that Richmond enjoys relative to the airport, the border and Vancouver. Areas where Council would like to see increased emphasis in the economic development initiatives of the City include a more proactive approach to economic development, a stronger focus on tourism, more representative community engagement, and business attraction and retention. The following

economic development priorities were identified for this term of office:

#### Priorities:

- 3.1. Increase the emphasis on economic development activities in the City.
- 3.2. Foster a collaborative economic development culture within the City where the City and businesses are working together to build on and seize opportunities in a faster, more efficient manner, with critical mass.
- 3.3. Ensure the Richmond Economic Advisory Committee provides for integration of the mandates from Sister City, tourism, the Chamber of Commerce, and the Asian business community.
- 3.4. Update the City's economic development strategy, ensuring sport hosting and events are a part of it, and that it is clear on what kind of businesses we want to attract and retain, and where future industrial development and business parks will be located.
- 3.5. Develop a conceptual framework for tourism in Richmond that broadens the current focus and the City's role, and work with Tourism Richmond to implement.
- 3.6. Develop an Integrated strategy for the Steveston Waterfront that blends business and public interests in a manner that allows for continued sustainable development in this area. Specifically, work with the Steveston Authority and other levels of government to ensure land use, harbor improvements and other economic development opportunities are integrated and implemented.
- 3.7. Develop a waterfront destination museum as an important element for tourism in the City and the region.
- 3.8. Develop a "stay-cation" appeal for the City and region.
- 3.9. Build on the filming opportunities in the City.
- 3.10. Collaborate on economic development initiatives with YVR and Port Metro.
- 3.11. Increase the focus on business retention.
- 3.12. Ensure the updated economic development strategy includes sport hosting and events as an integral part of it.
- 3.13. Development of protocols, communication and role definition with our Friendship and Sister Cities.
- 3.14. Expand Economic Advisory Committee to include Steveston Harbour Authority and work with other levels of government on improvement of the harbour.
- 3.15. Continue to support the City's agricultural sector to ensure it remains viable and an important part of the City's economic development vision.

## 4. Facility Development

### Goal Statement

To ensure provision of quality public facilities and amenities in Richmond that keep pace with the rate of growth, through implementation of an updated comprehensive Facility Development Plan that includes an analysis of existing facilities, the identification of required new facilities, and the recommended timing, financial strategies and public process for implementing the plan.

### Description of Goal:

Council members have a strong desire to ensure the provision of quality public facilities and amenities that keep pace with the rate of growth in Richmond. Members of Council are very aware that there are existing facility needs that are important to address, in addition to the provision of new growth related facilities. The timing and order of provision of these facilities are important considerations for Council members. While a number of priority facility projects were identified including the provision of a new older adults centre, construction of the remaining firehalls, a new aquatic facility or facilities, and a museum, Council also identified the need for an updated comprehensive facility plan to address both present and future needs. The updated plan should include an analysis of existing facilities, the identification of required new facilities, and the recommended timing, financial strategies and public process for implementing the plan. Given the current low interest rate environment, Council members are open to considering financial strategies that include strategic borrowing opportunities to help with the pace of facility development. The following priorities were identified related to facility development for this term of office:

### Priorities:

- 4.1. Development and implementation of a comprehensive facility development plan for current and future needs that:
  - preserves the replacement of the remaining firehalls (#1 and #3), Minoru Older Adults Activity Centre, and Minoru Aquatic Centre as high priorities
  - includes the provision of a waterfront museum
  - ~~includes a transportation component as part of the waterfront museum, or other public facility~~
  - responds to the demographic needs of the City (families, older adults, increasing cultural diversity)
  - responds to the City Centre facility needs to address the growing population, including location considerations as the City Centre population begins to shift northward towards the water
  - outlines an effective public process

- identifies strategic financial and location strategies

- 4.2. Investigate the need for a new facility to augment/~~replace~~ Library and Cultural Centre/Arts Centre.
- 4.3. Fill Lot H and provide waterfront facility use (possible museum, market, or other use).

## 5. Financial Management

### Goal Statement

To develop and implement effective and innovative financial policies and strategies that help the City to successfully manage the challenges of tough economic times, while taking advantage of financial opportunities, and balance current and long term financial needs.

### Description of Goal:

Council views sound financial management as core to everything the community expects from the City and would like to see the City maintain its current emphasis in this area. Balancing the funding requirements associated with growth, urbanization, aging infrastructure, rising external costs including senior government downloading, and increasing expectations from taxpayers is a complex task. If Richmond is to remain in good financial and economic health over the long term, sound and innovative financial policies and initiatives will be required to guide sustainable City financing. Council recognizes that we are in unique economic times and has identified a number of strategic opportunities, including low borrowing costs, and imminent retirement of City debt for the No. 2 Road Bridge and Terra Nova. Council has also identified the need for a sound facility and infrastructure program (to respond to both growth and replacement needs) and believes a land strategy is an important part of the long term financial wellness of the City. Priorities for the Financial Management focus area include:

### Priorities:

- 5.1. Develop a strategic plan that considers borrowing to take advantage of the current low interest rates and results in significant long term financial benefits for the City.
- 5.2. Develop an aggressive land acquisition plan that is ~~strategic, takes advantage of current buying opportunities, considers farmland acquisition for future "garden" parks, and~~ meets the long term land needs of the City.
- 5.3. Update the Long Term Financial Management Strategy (LTFMS) to ensure relevancy and representation of needs relative to growth, aging infrastructure, changing demographics, and other City strategies.



- 5.4. Ensure the Business taxation levels are not a deterrent to businesses locating and staying in Richmond.
- 5.5. Continue to vigorously pursue joint funding opportunities between ourselves and federal and provincial governments for capital projects.
- 5.6. Continue to support the Brighthouse Taxation Legislation.
- 5.7. Investigate maximizing investment opportunities and returns while remaining fiscally responsible.

## 6. Intergovernmental Relations

### Goal Statement

To strengthen relationships with other levels of government and government agencies to ensure City needs and priorities are well represented, understood and proactively advanced.

### Description of Goal:

Council views the intergovernmental relations focus area as critical to the City's operations and aspirations. Given downloading by senior levels of government and changing agendas/legislation of governments in general; growth and changes at YVR; grant funding opportunities; a potential upcoming change in provincial government leadership and; a myriad of intergovernmental issues such as transit and community safety, Council has expressed a desire to place greater emphasis on intergovernmental relations. Specifically, Council has identified the following priorities:

### Priorities:

- 6.1. Strengthen our presence in Victoria and Ottawa, building stronger personal relationships, particularly at the staff level, in order to be a recognizable face and to be ready to seize funding and other opportunities as they arise.
- 6.2. Develop closer working relationships with Richmond MLAs and MPs so that Richmond's needs are better represented and opportunities can be developed and acted upon.
- 6.3. Develop an enhanced and more effective working relationship with YVR.
- 6.4. Work with Port Metro to promote the development and build-out of the Eco-Waste Industrial site, to reduce the need for industrial use on farmland.
- 6.5. Develop an enhanced and more effective working relationship with Port Metro Vancouver.
- 6.6. Development of protocols, role definitions and communication approaches with our Friendship and Sister Cities.

## 7. Managing Growth and Development

### Goal Statement

To ensure effective growth management for the City, including the adequate provision of facility, service and amenity requirements associated with growth.

### Description of Goal:

While growth in many cities has slowed during the current economic downturn, Richmond has continued to grow rapidly. While growth is occurring according to the approved OCP and area plans, Council is sensitive to community perception of the rate at which growth is occurring in the City. To this end, Council would like increased emphasis on managing the perception about too much growth. Other areas of concern for Council related to managing growth and development include: the need to ensure our facilities and services are keeping up with the growth, especially in the City Centre; plans for the Garden City Lands; neighbourhood preservation; affordability of housing for future generations; and transit. Council also expressed an interest in streamlining the development process, as well as reviewing the adequacy of developers' contributions towards affordable housing, public art and public amenities. Specific priorities emerging for the growth and development area included:

### Priorities:

- 7.1. Increase the emphasis on communications and other efforts to better manage the public's perception of too much growth.
- 7.2. Develop a plan to ensure the provision of public facilities and services keeps up with the rate of growth and changing demographics of the community (families, older adults, increasing cultural diversity), particularly in the City Centre.
- 7.3. Review the adequacy of developers' contributions towards affordable housing, public art and public amenities.
- 7.4. Complete the Garden City Lands Planning process by 2014.
- 7.5. Ensure the timely implementation of TransLink's Richmond Area Transit Plan.
- 7.6. Use of the City's website and social media as communication tools with special emphasis on the City OCP and related long-term goals.

## 8. Sustainability

### Goal Statement

To demonstrate leadership in sustainability through continued implementation of the City's Sustainability Framework.

### Description of Goal:

Council likes the current emphasis on sustainability and feels strongly that the City must continue to pursue the targets and measures outlined in the City's sustainability program. This program focuses on a number of key areas including: a Climate Prepared City; Sustainable Resource Use; Green Built and Natural Environment; Mobility; Local Agriculture and Food; Sustainable Business; Leadership in Municipal Practices; Vibrant Communities; and Inclusive, Safe and Accessible Communities. In particular, Council is cognizant that with the onset of climate change, related challenges such as agricultural viability, food security and aging infrastructure need proactive strategies to be addressed. Specific sustainability related priorities for this term of office include:

### Priorities:

- 8.1. Continued implementation and significant progress towards achieving the City's Sustainability Framework, and associated targets.
- 8.2. Continue to advocate for a coordinated regional approach to enhance local food security for Richmond and the region through policy development and initiatives such as community farms.
- 8.3. Communicate to the public the City's Sustainability goals with details on how the City is meeting (or exceeding) these goals and how they support Provincial goals.
- 8.4. Review opportunities for increasing sustainable development requirements for all new developments, including consideration of increasing requirements for sustainable roof treatments (e.g. rooftop gardens, solar panels, etc.) and energy security (e.g. use of local renewable energy sources, use of district energy systems, etc.).

## 9. Arts and Culture

### Goal Statement:

Continue to support the development of a thriving, resilient and diverse cultural sector and related initiatives in creating a vibrant healthy and sustainable City.

### Description of Goal:

Culture and the cultural sector are understood as keys to creating vibrant and healthy communities. Recognized for its role in contributing to the City's economic fabric through a creative economy and a thriving community tourism sector, a vibrant and healthy cultural sector

provides benefits not just to its creators, direct consumers and audiences, but to society as a whole as a catalyst for innovation and originality. By distinguishing itself as a "creative city", Richmond will improve its ability to attract skilled workers and entrepreneurs. Moreover, arts and culture are intrinsically linked to quality of life and fundamental to the health and well-being of all citizens, shaping identities, fostering life-long learning and building the conditions for social cohesion.

### Priorities:

- 9.1. Build culturally rich public spaces across Richmond through a commitment to strong urban design, investment in public art and place making.
- 9.2. Plan for new cultural infrastructure including a new Richmond museum, performance venues and affordable creation spaces.
- 9.3. Plan for the future of Library Services through the development of a Library Strategic and Long Term Plan.
- 9.4. Work with other levels of government and community organizations including community centres and civic spaces to promote and increase cultural activities and programs.
- 9.5. Promote existing cultural resources and activities to increase public awareness, enhance quality of place and engage citizens across generations.

## 10. Community Wellness

### Goal Statement:

Continue to collaborate with community organizations and agencies to optimize resources in the implementation of the City's adopted Wellness Strategy.

### Description of Goal:

The Parks, Recreation and Cultural Services (PRCS) Master Plan 2005-2015 positions the City to strive for "a connected, healthy city where we cooperate to create and enjoy a dynamic and sustainable quality of life." To achieve this vision, the City, The Richmond School District, and the Vancouver Coastal Health Authority collaborated in the creation of the Council adopted Community Wellness Strategy, aimed at enhancing social connectedness, positive lifestyle traits, and physical health for our community.

### Priorities:

- 10.1. Help children and youth build healthy habits.
- 10.2. Reduce barriers to living a physically active life for vulnerable populations and people living with a disability.
- 10.3. Create urban environments that support wellness and encourage physical activity.
- 10.4. Continued emphasis on the development of the City's parks and trails system.



## 11. Municipal Infrastructure Improvement

### Goal Statement:

Continue to invest in the City's infrastructure networks and systems in a manner that meets community needs and responds to the issues of aging components of the system, growth related capacity issues and the requirements due to changing climate and environmental impacts.

### Description of Goal:

Municipal infrastructure is essential to the health, safety, mobility, economy and quality of life for the City's residents, businesses and visitors. Maintaining resilient road, water, sewer, drainage and dike networks that meet the needs of the public today and in the future is a challenge and a critical municipal responsibility. Richmond will continue to stay ahead of aging infrastructure and growth related capacity issues in an economically responsible fashion through its various infrastructure replacement programs and upgrading strategies. The City will also continuously improve the resilience of its infrastructure to meet the future needs of the community.

### Priorities:

- 11.1. Continued and improved funding for ageing infrastructure replacement programs at a pace that matches long-term infrastructure deterioration.
- 11.2. Continued and improved support of long term dike master planning to meet the challenges of sea level rise due to climate change
- 11.3. Improved drainage network and pump station capacity to meet the challenges of predicted increasing storm intensity due to climate change.

## 12. Waterfront Enhancement

### Goal Statement:

~~Place greater emphasis on protecting and animating the City's waterfront~~

### New Goal Statement:

Place greater emphasis on protecting and enhancing the City's waterfront while successfully integrating a balance between urban development, public access and events, and a healthy river environment.

### Description of Goal:

The City is in an enviable position as an island community. One of Richmond's key defining characteristics is its waterfront - it is what makes us unique in the Lower Mainland and is a great source of pride for the community. Richmond should continue to protect and enhance the waterfront, while successfully integrating a balance between urban development, public access and events, and a healthy river environment.

### Priorities:

- 12.1. Enhance boating and sailing ~~activities~~ **skill development opportunities.**
- 12.2. As part of the Terra Nova Park Plan, connect the Terra Nova Slough to the Fraser River and stock it with Chum Salmon.
- 12.3. **Consider daylighting more sloughs in the City.**

## 13. A Well Informed Public

### Goal Statement:

Ensure a well informed public regarding Council priorities, activities and achievements.

### Description of Goal:

Transparent, accessible and accountable local government is a strong focus for City Council, and is implicit in the City's vision to be the most appealing, livable and well-managed community in Canada. In an effort to ensure success in this area, it is important to Council that the public is aware of their goals and the progress towards achieving these. Council sets a number of term goals at the beginning of each new term of office, based on priorities, community trends, needs and opportunities, to help guide the development and implementation of City work programs, and to ensure effective use and alignment of City's resources. These are updated regularly. Council also provides direction and approves a significant number of specific plans and strategies throughout its term, that address the City's livability, economic and environmental well being. It is important to Council that effective communication tools are employed to ensure that the public is well informed and kept abreast of its priorities, activities and progress towards achieving success.

### Priorities:

- 13.1. Use the City's website and other communication tools to inform and regularly update the Richmond Community on Council's Term Goals, plans, priorities and progress.