



City of Richmond

Report to Committee

TG PLN - JAN 8, 2013

To: Planning Committee
From: Cathryn Volkering Carlile
General Manager, Community Services
Date: November 28, 2012
File: 08-4055-20-SPST1/Vol
01
Re: Draft 2013-2022 Social Development Strategy

Staff Recommendation

That the draft Social Development Strategy, as outlined in the report titled "Draft 2013-2022 Social Development Strategy", dated November 28, 2012 from the General Manager - Community Services, be distributed for public comment.

Cathryn Volkering Carlile
General Manager, Community Services
(604-276-4068)

Att. 3

REPORT CONCURRENCE			
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER	
Arts, Culture & Heritage	<input checked="" type="checkbox"/>		
Recreation Services	<input checked="" type="checkbox"/>		
Policy Planning	<input checked="" type="checkbox"/>		
Sustainability	<input checked="" type="checkbox"/>		
REVIEWED BY SMT SUBCOMMITTEE	INITIALS: 	REVIEWED BY CAO	INITIALS:

Staff Report

Origin

At its meeting of November 9, 2009, Council endorsed the principles and objectives (**Attachment 1**) for preparation of a 10 year Social Development Strategy¹ for the City of Richmond. The City of Richmond Social Development Strategy was intended to guide the City's decisions and resource allocations on social development matters over the forthcoming 10 years - in essence functioning like a social planning equivalent of the Official Community Plan (OCP).

Council directed that a Council/staff liaison committee be established to provide oversight for the Strategy preparation. Councillors Linda Barnes and Greg Halsey-Brandt were the initial Council appointees, with Councillor Bill McNulty replacing Councillor Halsey-Brandt after the 2011 election. An interdepartmental staff team was assembled to assist with the strategy preparation.

The Strategy's purpose is to:

- Identify social development priorities for the City for the next ten years;
- Clarify the roles of the City, in conjunction with other stakeholders, in addressing particular social development topics; and,
- Provide a foundation for a more integrated, coordinated, and sustainable approach for social development in Richmond for the future.

In addition to providing direction for the City on social development concerns, the Strategy is intended to be a resource to external community groups, institutions and organizations.

An information update on the initial round of consultation for the Strategy was presented to the February 8, 2011 Planning Committee meeting. Since that time, a subsequent round of consultations occurred, further analysis was undertaken, and a draft City of Richmond Social Development Strategy has been prepared. A summary of the consultation process is provided in **Attachment 2**, and the draft Strategy is presented in **Attachment 3**.

The purpose of this report is to provide an overview of the draft City of Richmond Social Development Strategy and to gain Council's endorsement to seek public comment on the draft Strategy. After assessing the public comment, staff will revise the draft and present a final version of the Strategy to Council for adoption mid 2013.

This report responds to Council Term Goal 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.

¹ The Strategy was initially referred to as a Social Planning Strategy, but was subsequently re-titled Social Development Strategy. The term Social Development was chosen, as it more accurately captures the breadth of activities encompassed in the Strategy than the previous term (i.e., planning is but one of many City social development roles encompassed in the Strategy). Unless an action referenced in this report or in the Strategy specifically relate to planning, the term social development is used.

Findings of Fact

The Strategy preparation process has been divided into four phases of activity, as follows:

Phase 1: Initial community consultation. **Completed**

A variety of traditional and innovative community engagement methods were used, including:

- Conducting meetings with 12 City advisory committees and stakeholder groups.
- Receiving 8 written briefs from community organizations.
- Receiving 278 responses to paper and on line public surveys (paper surveys were translated into Chinese).
- Hosting a public forum with 24 attendees.
- Initiating a Let's Talk Richmond online engagement forum which had 1003 viewers, 2964 visits, and 139 documents downloaded.
- Hosting a series of Study Circles with sessions specifically targeted to Cantonese and Mandarin speaking residents, recent immigrants, and a broader general interest group.

Phase 2: Analysis and preparation of draft City of Richmond Community Social Development Strategy. **Completed**

In the spring of 2011, work proceeded on analysis of the public consultation information and other data and preparation of the draft Strategy commenced, including:

- Preparing a background Foundation Report, with information on demographic trends, existing programs and strategies, and other pertinent background for the Strategy preparation.
- Planning and facilitating workshops with key stakeholders to identify Richmond's social development strengths, weaknesses, opportunities, and threats (SWOT analysis); develop a preliminary 10 year Social Development Vision Statement for the City; identify Strategy options and priorities for consideration in the Strategy; and, specify appropriate City roles in addressing the priority options.
- Conducting a high level assessment of the City's socially-oriented advisory committees, consulting with committee representatives to determine what is currently working well with the City's advisory committee system, and what, if any, adjustments could or should be made to improve the efficiency and effectiveness of the system – particularly in light of the 10 year horizon of the Social Development Strategy.

Phase 3: Elicitation of comments on Draft Strategy. January - February 2013

Phase 4: Revision and Council adoption of Strategy. March - July 2013

Analysis

What We Heard

Through consultations for the Social Development Strategy, two things became clear: 1) Richmond residents care deeply about the social future of the community; 2) No consensus exists on which issues are of highest priority.

Many issues were identified – things that people wanted to see maintained or enhanced (assets) and concerns that they wanted to see addressed. The issues and comments centered around three broad themes, which formed the basis of the Strategy goals:

- 1) Equity and Inclusion – e.g., issues regarding affordable housing and homelessness, marginalized populations, child care, and services for people with disabilities and older adults.
- 2) Facilitating Citizen Engagement – e.g., building citizenship, creating opportunities for all residents to have a say in decisions affecting them and their community.
- 3) Building on Social Assets and Community Capacity – e.g., issues regarding neighbourhood planning, community wellness, and public safety.

A more thorough list of identified issues is included in the February 2011 Social Planning Strategy update report to Planning Committee.

(http://www.richmond.ca/shared/assets/Social_PLN_02081129705.pdf)

The Community Social Development Framework

The Social Development Strategy introduces and builds on a Framework. The Framework consists of the Vision, three goals, and nine strategic directions, as depicted in the table below:

Vision	
Richmond is an inclusive, engaged, and caring community that considers the needs of its present and future generations, values and builds on its diversity, nurtures its social capital, and treats its citizens with fairness and respect.	
Goals: ²	Strategic Directions:
I. Enhancing Social Equity and Inclusion	1. Expand Housing Choices 2. Enhance Community Accessibility 3. Address the Needs of an Aging Population 4. Help Richmond's Children, Youth and Families to Thrive
II. Engaging our Citizens	5. Build on Richmond's Cultural Diversity 6. Support Community Engagement and Volunteerism
III. Building on Social Assets and Community Capacity	7. Strengthen Richmond's Social Infrastructure 8. Provide High Quality Recreation, Arts, Cultural and Wellness Opportunities 9. Facilitate strong and safe neighbourhoods

² These goals parallel the issue areas identified for the Social Inclusion and Accessibility chapter of the 2041 Official Community Plan. The decision was deliberate, recognizing the important, mutually supportive relationship between the Social Development Strategy and OCP.

For each Strategic Direction in the Strategy, recommended actions and associated timelines are specified, along with information on City roles and proposed partners.

Timelines – The actions are categorized according to four time frames for initiation: short term (0 – 3 years), medium term (4 – 6 years), and long term (7 – 10 years) or ongoing.

Roles – The range of potential City roles are identified for each action, including undertaking planning, research and policy development; delivering programs and services, engaging and empowering communities; collaborating and establishing partnerships; establishing infrastructure; providing land, space or funding; advocating; and securing external contributions.

Proposed partners – A key assumption of the Social Development Strategy is that the City cannot address all social issues on its own. Therefore, for each action, a range of proposed partners are identified, including senior governments, government agencies, non-profit agencies and community groups, Vancouver Coastal Health, School District #38, post-secondary institutions, faith and ethno-cultural groups, developers, businesses, community members, advisory committees and other community partners.

Priorities

All actions specified in the Strategy are considered important, hence their inclusion in the document. While determination of priorities is highly subjective, five issue areas are considered to be of prime concern for the future. They are:

<i>Cultural Diversity</i>	The diversity of Richmond's population permeates all issues in this Strategy. While many of the issues faced by Richmond are similar to those of other communities (e.g., child care, poverty, affordable housing), the issues take on a unique "made in Richmond" perspective because of our diversity.
<i>Aging of the Population</i>	Another key demographic trend facing Richmond is the aging of the population. The growth of the older adult population will have implications for several areas, including the built environment, housing, community services, the economy, and the health care system.
<i>Social Capital and Infrastructure</i>	Community agencies are facing significant challenges (e.g., providing quality services with limited funding, securing appropriate and affordable office space, competing for contracts and short term project grants). If the City is to be successful in addressing its social development goals, it is essential that vibrant community agencies and a healthy overall social infrastructure be in place.
<i>Children Families and Youth</i>	The well-being of Richmond's children, youth and families is essential to a socially sustainable community. The availability of child care and affordable housing, as well as a stable, supported non-profit sector and a vibrant network of parks, recreation and cultural opportunities will provide a foundation for healthy development and supportive connections.
<i>Affordable Housing and Affordable Living</i>	The availability of suitable, affordable housing in Richmond is a key concern. In planning for the future, a key challenge for the City will be to facilitate an appropriate range of housing options to accommodate all segments of Richmond's population, and to foster innovative partnerships to address emerging housing and broader affordable living concerns.

Implementation and Next Steps

The Strategy presented in **Attachment 3** is a draft and outlines key social development priorities and actions to be addressed by the City over the next ten years. As members of Council, key

stakeholders and community members have not yet reviewed the draft, it is acknowledged that adjustments will likely need to be made.

Given the foregoing, the proposed process for advancing the Strategy is as follows:

- | | |
|--|-------------------------|
| • Distribute the draft Strategy for public comment | January - February 2013 |
| • Assess comments and revise Strategy | March - May 2013 |
| • Present revised Strategy to Council for adoption | July 2013 |

Public comment will be sought by posting the draft Strategy and comment sheets on the City's website and Let's Talk Richmond pages, targeted notification to key stakeholders, and hosting of at least one open house. The opportunities for comment will be well advertised.

Upon adoption of the Strategy, staff will prepare the first of what will be annual work programs for implementation. The work programs will provide more detailed information on the priority actions to be pursued, including elaboration on resource requirements, partners, targeted outcomes, and timelines.

Financial Impact

None

Conclusion

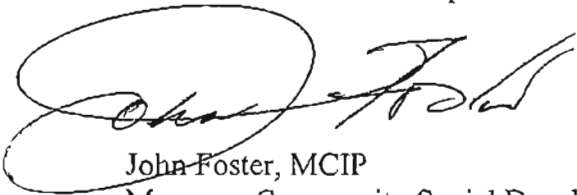
The Social Development Strategy is intended to provide the City with a solid, effective planning tool for addressing Richmond's social development priorities over the next ten years.

The Strategy was developed through a participatory process that engaged community members and other key stakeholders. It articulates a vision goals, strategic directions, and recommended actions for the City and its partners, thus providing a framework for future social development efforts in Richmond to 2022.

In preparing the Strategy, it was clear that:

- The City has a strong, proud, and effective legacy regarding social development
- The City is currently devoting considerable resources to social development concerns
- The City faces numerous challenges – but it also has a host of opportunities for planning to meet future needs
- To effectively address future social development issues, the City must be increasingly strategic and follow a multi-partnership approach

To advance the Strategy, it is recommended that the Strategy document be circulated for review and public comment. Upon conclusion of the final consultation process, a revised City of Richmond Social Development Strategy will be forwarded to Council for adoption.



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Attachment 1	Adopted Principles – City of Richmond Social Development Strategy (Nov 9, 2009)	REDMS #3714423
Attachment 2	Social Development Strategy Key Stakeholder Consultation	REDMS #3714626
Attachment 3	Draft Social Development Strategy	REDMS # 3698364
Reference	Social Planning Strategy Update (February 2011)	REDMS #3060657

ATTACHMENT 1

Adopted Principles – City of Richmond Social Development Strategy (Nov 9, 2009)

Principle	Comment
<i>Support the City's corporate vision</i>	Taken collectively, the Strategy's policies will contribute to Richmond's corporate vision: for the City of Richmond to be the most appealing, livable, and well-managed community in Canada.
<i>Enhance Social Sustainability</i>	The Strategy will reflect sustainability principles, and address current and future social needs while also being financially viable and environmentally friendly. It will also clarify the social component of the City's broader Sustainability Framework.
<i>Engage the Community</i>	Both in developing and implementing the Strategy, diverse and targeted approaches have and will continue to be used to actively engage and solicit views from a broad cross section of the community.
<i>Coordinate interests, policies, programs, services and funding priorities</i>	The Strategy will aim to complement other key City and non-City interests, policies, programs, services and funding priorities (e.g. OCP, sustainability initiatives, School District, Vancouver Coastal Health, BC Housing) – in short, it will seek synergies and build on existing efforts and initiatives.
<i>Be strategic, visionary and realistic</i>	While being progressive and setting a strategic and visionary social development direction for Richmond, the Strategy will also be pragmatic – identifying appropriate, realistic, and cost-effective roles for the City (and its partners) for addressing social issues.
<i>Focus on assets and recognize social capital</i>	Rather than merely identifying the challenges or problems confronting Richmond, the Strategy will build on the City's and community's social capital, strengths, and initiatives (e.g., residents' knowledge and capabilities and connections within and among social networks).
<i>Be flexible and resilient</i>	While providing a progressive and sustainable social direction for Richmond, the Strategy will also recognize that unforeseen circumstances may arise, hence requiring flexibility and adaptability as implementation proceeds.
<i>Provide benefits to Richmond residents and external stakeholders</i>	In addition to assisting the City with its social development efforts, the Strategy will also provide a useful resource and planning tool for Richmond residents and external stakeholders.

Social Development Strategy: Key Stakeholder Consultation

Phase 1:

Stakeholder Meetings	
Stakeholder Group	Date
Council/School Board Liaison Committee	November 18, 2009
Child Care Development Advisory Committee	January 13, 2010
Richmond Seniors Advisory Committee	January 14, 2010
Richmond Community Services Advisory Committee	January 15, 2010
Richmond Centre for Disabilities	January 19, 2010
Richmond Intercultural Advisory Committee	January 20, 2010
Richmond Community Committee	January 27, 2010
Richmond Local Governance Liaison Committee	February 5, 2010
Health Liaison Committee	February 11, 2010
Richmond Children First	March 2, 2010
Canadian Federation of University Women – Richmond	April 20, 2010
Vancouver Coastal Health (VCH) Mental Health and Addiction Coordinating Committee	November 8, 2010

Summary notes were kept from the meetings and groups were asked to submit briefs with further comment. Written submissions were received from the following eight organizations:

- City Centre Community Association
- Richmond Community Services Advisory Committee
- Richmond Seniors Advisory Committee
- Child Care Development Advisory Committee
- Richmond Intercultural Advisory Committee
- Richmond Health Advisory Committee
- Richmond Poverty Response Committee
- Richmond Children First

Public Survey

As a means of gaining broader community input, staff developed a public survey for the Strategy. The survey was available in both a printed and online version. The printed version was also translated into Chinese to provide alternatives for Mandarin and Cantonese speaking residents to contribute their views.

Public Forum (May 26, 2010, Richmond Cultural Centre)—This forum was facilitated by Lani Schultz, Director, Corporate Programs Management Group. Twenty-four people attended, including members of the public and representatives of community organizations. Despite the relatively low turnout, the session generated interest in the project and elicited useful insight on key social planning priorities facing the City.

Building Our Social Future

A Social Development Strategy for Richmond | 2013-2022



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Executive Summary

The Social Development Strategy envisions the City of Richmond of 2022 as an inclusive, engaged, and caring community—one that considers the needs of the present and future generations, values and builds on its diversity, nurtures its social capital, and treats its citizens with fairness and respect. The Strategy recognizes that, for this vision to become a reality, the City must not only be ready to address existing community social issues but also develop the capacity to be responsive to the emerging needs of its diverse population.

Richmond's City Vision:

"To be the most appealing, livable, and well-managed community in Canada."

The Social Development Strategy is intended to be:

- **City-wide:** The City is working together with community partners
- **Time-sensitive:** From 2013 to 2022
- **Action-oriented:** Identifies concrete short, mid and long term actions

Richmond has a strong tradition of addressing social issues in its planning and service delivery. The Strategy builds on many issue-specific City social policies and strategies, incorporates City sustainability principles and is consistent with the 2041 Official Community Plan's (OCP's) Social Inclusion and Accessibility objectives. The Strategy aims to improve the well-being of all those who live and work in Richmond and is intended to guide the City's decisions and resource allocations on social matters over the next ten (10) years—in essence, functioning like the social development equivalent of the OCP.

Preparation of the Strategy relied on extensive consultation with Richmond residents, community partners and other key stakeholders. The consultations took place from 2009 to 2011, utilizing a variety of community engagement approaches. The approaches included meetings with and eliciting written submissions from City Advisory Committees and community organizations, distribution of printed and online surveys, hosting of a public meeting, the Let's Talk Richmond online discussion forum, and holding study circles with immigrants and other residents. In addition to the public consultation, information from other sources (e.g. demographic data, best practices analysis) also informed preparation of the strategy.

A recurring theme emerging through the consultations related to the diversity of the local population. Richmond has one of the highest concentrations of visible minorities and immigrants who do not speak English in their homes in Canada. While creating a vibrant Richmond, the population diversity presents challenges—most notably in addressing the emerging needs of newer community members while also being responsive to longer term community members needs.

Other issues included:

- addressing the needs of an aging population
- supporting Richmond children, youth and families
- facilitating establishment of a more equitable, inclusive community (i.e. acknowledging that gaps exist between high and low income earners in Richmond, and some residents face financial, physical, cultural and other challenges in participating in community life)
- ensuring that an adequate "social development infrastructure" (i.e. facilities, programs, services and networks) are in place to meet Richmond's future needs
- developing appropriate, effective responses to affordable housing needs

The Strategy consists of a vision, three major goals, nine strategic directions and specific recommended actions. These actions are divided into short, medium and long term timelines. City roles are identified for each specific action, and proposed partners to participate in the work are also listed. The Strategy also lays out the proposed next steps for its implementation.

An overview of the Social Development Strategy Framework is presented below.

Social Development Strategy Framework



In pursuing preparation of the Strategy, the City has shown leadership in identifying and seeking responses to emerging social issues in the community. It must be stressed, however, that the City cannot do it alone. In implementing the Strategy, and advancing Richmond's social development goals a collaborative approach is required. The City will need to be strategic, build sustainable partnerships, clearly identify Richmond's role, and work in concert with Senior Governments and others to ensure its social development vision is realized.

Introduction

Purpose

The purpose of this document is captured in its title: Building Our Social Future. The Strategy is intended to guide the City's decisions and resource allocations on social development matters over the next 10 years—in essence, functioning like a social development equivalent of the Official Community Plan (OCP). It is also intended to be a resource for external stakeholders which will:

1. Identify social development priorities for City attention between now and 2022.
2. Clarify the roles of the City (and other stakeholders) with respect to addressing particular social development topics.
3. Provide a foundation for a more integrated, coordinated, and sustainable approach for social development in Richmond for the future.

This is a draft document, intended to be used as a basis for securing comments from the general public and community stakeholders. Based on the comments received, staff will make necessary revisions to the document and present a more detailed final version to Council for adoption in July 2013.

City Council Priority

Over the past decade, successive City Councils have expressed a desire that a comprehensive social development strategy be prepared for Richmond. Preparation of a Strategy was an explicit Term Goal for the 2008–2011 City Council, and reiterated by the current Council as follows:

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.

Further, the City's Vision is to be the most appealing, livable and well-managed community in Canada. A Council adopted Social Development Strategy will be a valuable resource in helping the City to realize this vision.

Sustainability Perspective

The City's Corporate Sustainability Policy, adopted in April 2010, "provides the commitment, shared vision, guiding principles and corporate strategic practices for how the City of Richmond embraces and advances sustainability." The Policy recognizes sustainability is dependent on the collective achievement of three interdependent conditions:

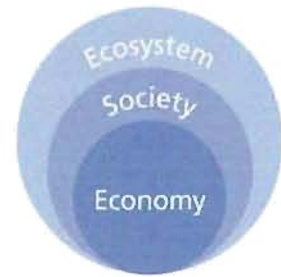
- social sustainability
- environmental sustainability
- economic sustainability

The City's Corporate Sustainability

Policy Vision:

"A sustainable Richmond community is a healthy, safe and enriched island community with thriving natural systems and a responsible and prosperous economy, sustained for current and future generations."

The Policy defines social sustainability as the condition whereby “basic needs are met, wealth and resources are distributed justly, equitable opportunities exist for social enrichment at the individual and community level and resiliency exists to address challenges.” Inherent in this Policy is the message that true sustainability can only be achieved by successfully managing all three pillars—economy, society and ecosystem—together. A strong economy is dependent on a skilled and educated workforce whereby trust, cooperation and social support foster economic growth. The absence of social sustainability is characterized by a cycle of poverty, violence and inequality which makes it impossible to maintain economic or environmental health.



Interconnected Components of Sustainability
Source: City of Richmond's Corporate Triple Bottom Line Guide

Sustainability principles have been reflected in preparation of the Social Development Strategy, as exemplified by:

- consideration of social, economic, and environmental factors in the Strategy recommendations
- extensive and varied community consultation efforts
- establishment of a broad based inter-Departmental, multi-disciplinary Strategy advisory group
- focusing on the implications of today's decisions on future generations

The intent is that, once adopted, the Strategy will help to clarify and advance the social component of the City's overall sustainability agenda.

Guiding Principles

The following principles guided the preparation of the Strategy:

1. **Support the City's Corporate Vision**—Taken collectively, the Strategy's policies will contribute to Richmond's corporate vision: for the City of Richmond to be the most appealing, livable, and well-managed community in Canada.
2. **Enhance Social Sustainability**—The Strategy will reflect sustainability principles, and address current and future social needs while also being financially viable and environmentally friendly. It will also clarify the social component of the City's broader Sustainability Framework.
3. **Engage the Community**—Both in developing and implementing the Strategy, diverse and targeted approaches have and will continue to be used to actively engage and solicit views from a broad cross section of the community.
4. **Complement, interests, policies, programs, services and funding priorities**—In addition to setting the social development direction for Richmond, the Strategy will aim to complement other key City and non-City interests, policies, programs, services and funding priorities (e.g. OCP, sustainability initiatives, School District, Vancouver Coastal Health, BC Housing)—in short, it will seek synergies and build on existing efforts and initiatives.

5. **Be strategic, visionary and realistic**—While being progressive and setting a strategic and visionary social development direction for Richmond, the Strategy will also be pragmatic—identifying appropriate, realistic, and cost-effective roles for the City (and its partners) for addressing social issues.
6. **Focus on assets and recognize social capital**—Rather than merely identifying the challenges or problems confronting Richmond, the Strategy will build on the City's and community's social capital, strengths, and initiatives (e.g. residents' knowledge and capabilities and connections within and among social networks).
7. **Be flexible and resilient**—While providing a progressive and sustainable social direction for Richmond, the Strategy will also recognize that unforeseen circumstances may arise, hence requiring flexibility and adaptability as implementation proceeds.
8. **Provide benefits to Richmond residents and external stakeholders**—In addition to assisting the City with its social development efforts, the Strategy will also provide a useful resource and planning tool for Richmond residents and external stakeholders.

Key Assumptions

1. **Building on a foundation and forging new territory**—The City already has many policies, strategies, and initiatives that pertain to social development (Appendix 1). The Social Development Strategy strives to strike a balance between acknowledging and building on existing social development policies, strategies, and initiatives, and identifying new priority initiatives that are not currently being pursued.
2. **Seeking partnerships and identifying roles**—The City cannot implement this Strategy alone. In addressing future social development concerns, the City needs to be strategic, set priorities, and work in collaboration with senior governments and other partners.
3. **Ensuring adequate resources are allocated**—City staff are already working at full capacity on social development matters. The assumption is that, if new initiatives are undertaken, existing initiatives must be scaled back or pursued more efficiently, or additional resources must be secured.

Local Context

Richmond Residents Profile

In preparing the Strategy, it was important to look at characteristics and trends of the local population. A summary of pertinent information is presented below.

Population	<ul style="list-style-type: none"> An estimated 201,471 people live in Richmond in 2012.*
Age	<ul style="list-style-type: none"> Roughly 28% of Richmond's population was aged 55+ years in 2011.** Richmond's population aged 65–74 is expected to double in the next 10 years. ** Median age is expected to steadily increase, nearing 50 years by 2036. ***
Ethnicity	<ul style="list-style-type: none"> 65.1% of Richmond's population identifies itself as visible minorities. **** 1% of Richmond's population identifies itself as Aboriginal. ****
Immigrants	<ul style="list-style-type: none"> Over half of the population (57%) in Richmond are immigrants. **** China (People's Republic of), Philippines, and Hong Kong are the three leading countries of birth for recent immigrants to Richmond. ****
Education	<ul style="list-style-type: none"> 84% of the working age population have an educational certificate of some kind, including a high school diploma. **** 26% have a University Degree. ****
Income	<ul style="list-style-type: none"> The average family income in 2005 was \$74,790. **** Recent studies show that over 30% of Richmond children under the age of 17 live in low income families, this rate being much higher than the provincial average. *****
Housing	<ul style="list-style-type: none"> Richmond has a higher than provincial average owner occupancy rate (77%). **** Richmond's housing stock is generally newer than the provincial average and a majority of it was built in the last forty years. **** From 2005 to 2008, the average price for detached homes in Richmond rose by 56.2%. ****
Labour Force	<ul style="list-style-type: none"> 56% of the workforce living in Richmond either worked from home or at a workplace in Richmond. **** In 2006, the two largest occupational categories were sales and service occupations (28%), and business, finance and administrative occupations (20%). ****
Community Health	<ul style="list-style-type: none"> Life expectancy in Richmond is the highest in British Columbia at 84.6 years. ***** In the 2011 Homelessness Count, 49 homeless people were identified in Richmond (15 sheltered and 34 unsheltered individuals). Those delivering services in the community believe that the actual number is much higher. *****

Source: *BC Stats estimate 2012; ** Census Canada, 2011; *** BC Stats 2011, **** Census Canada 2006, Community Profiles, ***** Richmond Health Profile, February 2011, ***** The Greater Vancouver Regional Steering Committee on Homelessness, 2011.

Addressing Social Issues

Social planning strives to strengthen communities by promoting positive social change, social justice and support for the overall population. While being similar in approach to other forms of planning, social planning places particular emphasis on improving the human condition and quality of life of people in the community. For purposes of this document, the term **social development**¹ is used, as it more accurately reflects the breadth of the actions proposed, going beyond planning to encompass the delivery of programs and services and various other social roles performed by the City.

Richmond has a strong tradition of social development—a tradition of listening, engaging, and collaboratively responding to residents' social concerns. Examples of the City's commitment to social development include:

- direct service delivery
- adoption of policies
- development of plans and strategies to address targeted population groups or identified community concerns
- advocacy to other levels of government
- establishment of facilities
- support of community agencies and partners
- securing child care facilities, affordable housing, and other community amenities from private development through the rezoning process

Examples of Selected Existing Social Development Policies:

- City Buildings—Accessibility
- City Child Care
- Disabled Persons—Accessibility
- Multiculturalism
- Group Home Planning Framework
- Richmond Children's Charter (developed by Richmond Children First, and endorsed by City Council)
- City Grant Policy

Examples of Selected Existing Social Development Strategies/Plans:

- Affordable Housing Strategy
- Older Adults Service Plan
- Intercultural Strategic Plan
- Parks, Recreation, and Cultural Services Master Plan
- Youth Service Plan: Where Youth Thrive
- Richmond Community Wellness Strategy
- 2009–2016 Richmond Child Care Needs Assessment and Strategy

A list of key policies and strategies related to social development are in Appendix 1.

¹ For purposes of consistency and simplicity, all references to the Strategy and its related actions use the term "social development"—even if previous documents or motions used different terminology.

City of Richmond's Recreational

Facilities:

- 100 parks or 1,500 acres of parks/open space
- 8 Community Centres
- Richmond Olympic Oval
- 80 km system of interconnecting dyke trails, cycling routes and walkways
- an Older Adult Centre
- 2 arenas
- 8 rinks
- 2 indoor aquatic centres
- 2 outdoor pools

City of Richmond's Cultural Amenities:

- 5 Libraries
- Gateway Theatre
- Arts Centre
- Richmond Art Gallery
- Museum
- Public Art

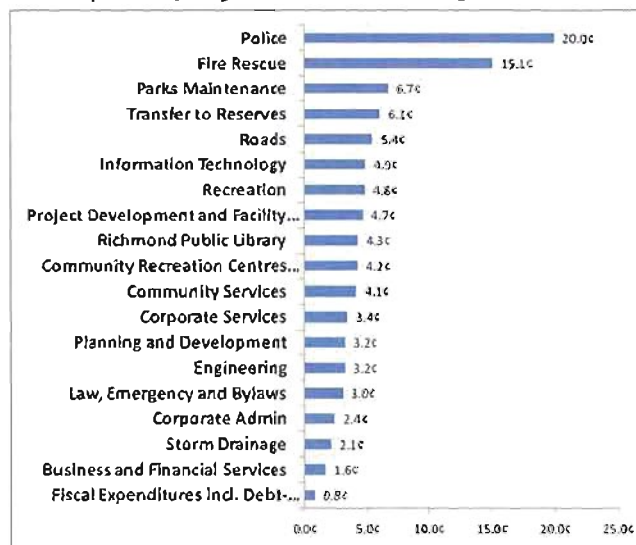
City's Challenges in Addressing Social Issues

The social fabric of Canadian cities is very different today than it was 20 years ago. As more people migrate into urban centres, municipalities face a major challenge in keeping up with increasing demands for services and related physical infrastructure requirements.

The volume, scope, and complexity of social issues are only expected to increase in the future. Factors contributing to this trend in Richmond include population growth, increasing cultural diversity, aging of the population, escalating real estate values, growing income gaps, and continued downloading of responsibilities from senior governments. Downloading is a serious concern for municipalities across Canada. For example, since the early 1990s, the Federal Government has withdrawn from its national leadership role in addressing social issues (e.g. funding for social housing has declined, Employment Insurance eligibility was restricted, and the Canada Assistance Plan was eliminated).² Coupled with Federal disengagement, some provinces further passed responsibilities onto municipalities without providing additional resources. It is beyond the scope of this Strategy to engage in a detailed discussion of downloading. Suffice to say, downloading has been, and will likely continue to be a major challenge for Richmond in moving forward on its social development agenda.

Richmond, like other municipalities in Greater Vancouver, relies primarily on property taxes to fund its budgets. In 2012, 50% of Richmond Municipal property taxes were allocated for direct City purposes, with the remainder allocated to other organizations including Translink, Metro Vancouver and the Ministry of Finance³. The approximate per dollar allocation of funds collected through property taxes for city programs is as follows:

Municipal Property Tax Allocation, City of Richmond Cents per Dollar, 2012



² Federation of Canadian Municipalities, 2010.

³ City of Richmond, 2012.

Richmond Community Services Department

In July 2009, Council authorized a corporate restructuring to better enable the City to address the opportunities and challenges facing Richmond in forthcoming years. The restructuring included the establishment of the Community Services Department, a multi-disciplinary department intended to address social, environmental, economic, and arts and culture concerns. In 2012 a further reorganization occurred resulting in four distinct divisions:

- Community Social Development
- Arts, Culture and Heritage
- Recreation
- Parks

The Community Social Development Division has staff responsible for social planning, affordable housing, diversity, youth, and older adults. It focuses on working cooperatively with other agencies in the development of networks, programs and processes to promote social interaction and cultural enrichment. It also focuses on responding to the needs of vulnerable populations, respecting social diversity, and ensuring that the City puts priority on nurturing and enhancing the community's social capital.

The Community Social Development Division coordinated preparation of this Strategy and will assume prime responsibility for its implementation. Other City departments and divisions (e.g. Recreation, Arts and Culture, Planning and Law and Community Safety) will also be involved with, or take the lead in implementing some of the actions identified herein.



Richmond City Hall

Richmond's Strengths

The City retained its first Social Planner in 1973, a Diversity Coordinator in 1986, a Cultural Diversity Coordinator in 2005, an Affordable Housing Coordinator in 2007, and a Social Planning Coordinator in 2008, demonstrating the City's commitment to supporting Richmond's social well being.

Creating the Strategy

Process

The process for preparing and subsequently implementing the Social Development Strategy involves four phases, as outlined below:

Phase I: Initial Community Engagement

November 2009–December 2010

- Endorsement of principles, objectives and overall approach to prepare the Social Development Strategy by Council.
- Endorsement of a Council/Staff liaison committee to provide oversight for the Strategy by Council.
- Facilitation of stakeholder consultation program, including:
 - ♦ presentations and discussions with 12 stakeholder groups
 - ♦ distribution of questionnaires
 - ♦ hosting of a community forum
 - ♦ hosting of a social development strategy component on the City's Let's Talk Richmond online discussion forum
 - ♦ collaborating with Richmond Civic Engagement Network in hosting study circles

Phase II: Analysis and Draft Strategy Preparation

January 2011–November 2012

- Investigation and preparation of report on social development strategy "best practices" by UBC Masters student.
- HB Lanarc consultants retained to assist with Strategy preparation to:
 - ♦ prepare Foundation Report
 - ♦ facilitate community stakeholder workshops
 - ♦ facilitate City advisory committee workshop
 - ♦ prepare preliminary draft of Social Development Strategy
- Preparation of draft chapters of the Official Community Plan (OCP) that support the Strategy.
- With assistance of Diversity CLUES Consulting Inc., preparation of final Strategy draft.
- Submission of draft Strategy to Council.



We are here

Phase III: Consultation, Revision and Strategy Adoption

January 2013–July 2013

- Distribution of draft Strategy to elicit public comments.
- Preparation of summary of comments on Strategy and revision of Strategy.
- Submission of draft Strategy to Council for adoption.

Phase IV: Implementation, Monitoring and Reporting on the Strategy

August 2013 and Onwards

- Preparation of Strategy work programs for Council review and adoption.
- Implementation of work programs.
- Monitoring and reporting on Strategy.
- Renewal of Strategy.

What We Heard

Through consultations for the Social Development Strategy, community members shared a breadth of comments, suggestions and concerns (Appendix 2). There was no consensus on which issues were of highest priority; however, it was clear that Richmond residents and stakeholders care deeply about the social future of their community.

Comments received through the consultations centered around three broad themes:

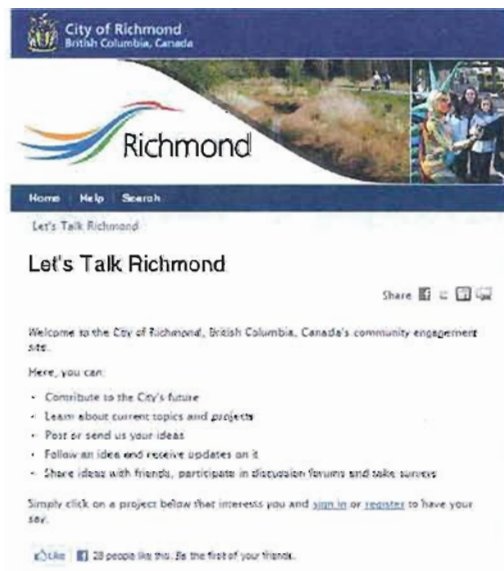
Theme 1: Equity and Inclusion—e.g. improving efforts to reduce financial barriers to participation in City programs, finding ways to address affordable housing and homelessness concerns in Richmond.

Theme 2: Facilitating Citizen Engagement—e.g. increasing social connections and communication amongst residents, fostering the development of public spaces, and ensuring inclusive civic involvement and recognizing the importance and significance of engaging Richmond's culturally diverse community.

Theme 3: Building on Social Assets and Community Capacity—e.g. building capacity within community organizations, seeking options for child care, helping to ensure that appropriate facilities and resources exist to meet Richmond's emerging social development needs, encouraging community wellness and safety.

Engaging the Community

- 12 City Advisory Committees and community agencies were consulted and provided their input.
- 8 written submissions were received from City Advisory Committees.
- 55 residents participated in four study circles.
- 278 survey responses were received (Note: The printed survey was translated into Chinese to provide alternatives for Mandarin and Cantonese residents to contribute their views).
- 1,000+ distinct viewers visited the Let's Talk Richmond online forum.
- 270+ individual responses were received on the online forum Let's Talk Richmond (social issues discussions).
- 139 policies and other City documents were downloaded over the course of discussion.
- 4 targeted study groups were established to engage members of the community who do not usually attend traditional consultation sessions.



The printed survey was translated into Chinese to provide alternatives for Mandarin and Cantonese residents to contribute their views.

Theme 1: Equity and Inclusion

Housing—Community members⁴ consulted for the Strategy expressed concerns about the cost of housing in Richmond. Several suggested that more effort should be made to offer incentives to encourage developers to build affordable units, to identify suitable sites for affordable housing developments on City land, and to conduct research into best practices of other Canadian municipalities. Homelessness was also an expressed concern, with community members wanting to see measures to reduce the prevalence of homelessness in the City.



"The goal should be to enhance the quality of life for ALL residents and to take care of our own in a way that is inclusive and respectful."

Community member, Let's Talk Richmond Online Forum

Child Care—Although Richmond has a well-organized and extensive network of child care, community members felt that additional spaces and facilities were needed. Specifically it was mentioned that developers and employers should continue to be encouraged to provide child care facilities. Community members also expressed support for the City adopting a "hub model" for services, and continuing to lobby senior levels of government to provide more funding to create high-quality and affordable child care.

Inequality—Richmond is characterized by people with wealth and affluence, as well as those with low incomes for whom it is difficult to meet basic needs. Richmond residents felt that further steps should be taken to remove barriers to participate in City programs (e.g. the subsidy program) and that more should be done to support organizations that address inequality and other social inclusion issues.

Aging Population—Similar to others areas in Canada, Richmond has an aging population. Richmond residents expressed desire for the City to enhance aging in place initiatives to help people live independently in the community for as long as possible. They also urged the City to expand recreation, leisure and wellness opportunities through both facility development and outreach services.

Theme 2: Facilitating Citizen Engagement

Advocacy/Partnership/Facilitation—Community members felt there is potential for the City to play a stronger role in advocating on social development concerns to senior government and facilitating partnerships with service providers and community and faith groups. They believed that such efforts would help ensure that the right kinds of services would be delivered, the effectiveness and efficiency of service provision would be enhanced, and the risks of gaps or duplication in service delivery would be minimized.

Diversity—Richmond is one of the most multicultural cities in Canada. Community members felt that diversity considerations need to be better integrated into all aspects of the City's service delivery, with additional attention being paid to encouraging and facilitating increased participation of

Richmond's Strengths

- Richmond is home to over 200 **volunteer community organizations**
- In 2011, 120 Richmond volunteers distributed grocery vouchers to over 2,000 low-income residents*

* Volunteer Richmond, 2011-2012 Annual Report

⁴ A number of stakeholder groups participated in the consultations: Richmond residents, those who work in Richmond, members of City's advisory committees, community groups and organizations. Thus, they are referenced in this document interchangeably as comments were collected and reported in aggregated format.

both established immigrants and newcomers. They also felt that the City should continue to partner in and enhance initiatives that celebrate diversity, such as intercultural festivals and gathering places (e.g. Doors Open Festival, Gateway Theatre, Richmond Night Market, and interfaith dialogues).

Social Capital—Connectedness and a sense of belonging are important for healthy communities. Community members indicated that many Richmond residents are not adequately engaged in civic society. People who are young, low-income, disabled, First Nations, or not fluent in English all face barriers to participate in City programs. Community members felt that the City should continue to nurture a spirit of civic engagement by providing opportunities for participation, while also improving its communications (e.g. via translation) in efforts to appeal to a wider cross-section of people.



Theme 3: Building on Social Assets and Community Capacity

Planning Good Neighbourhoods—With an inspiring natural setting and array of amenities, Richmond is a highly liveable community. However, community members felt that Richmond could do more to facilitate dynamic, walkable neighbourhoods complete with local job opportunities, shops and services. Active lifestyles, reduced car dependency, and improved social connectedness were cited as desirable features of well-planned neighbourhoods.

Wellness—Richmond has extensive recreation infrastructure that promotes active and healthy living. Community members suggested, however, that the City could do more to promote health and wellness. For example, they noted that local neighbourhood hubs would facilitate walking and bicycling, and encourage people to stay active in their day-to-day lives. In addition, they suggested that there should be better access to facilities and programs for people with low-incomes, residents, children and youth, and others with special needs.



Safety—Richmond residents enjoy a relatively high level of personal safety, with low levels of crime. Nonetheless, community members felt that the sense of safety could be enhanced through programs that strengthen community, encourage participation of all residents, and build trust among diverse population groups. They also felt that there should be an increased focus on promoting community members' roles regarding social responsibility, ethics, and civic pride.

Economy—With the airport, industrial sector, and City Centre area, Richmond has a diversified economy which also supports many small local businesses. However, it was noted that increased efforts should be made to attract more corporate offices to Richmond. In addition, community members suggested that Richmond should strengthen its global connections by encouraging more international trade and businesses. Community members also raised concerns over the economic challenges facing many immigrants, and felt newcomers should be able to have their qualifications recognized and find jobs commensurate with their skills and education.

Roles of Government and Key Partners

Neither the City nor any other single entity has sole responsibility for social development. Various governmental and non-governmental parties have a role; however, areas of jurisdiction amongst different levels of government are not always clear and some overlaps exist. A summary of key social development partners and their respective roles is provided below.

Government

Municipal Governments

Local governments are “creatures of the Province” and receive their mandated authority from Provincial enabling legislation (e.g. Local Government Act, Community Charter). In 1994, the Municipal Act (superseded by the Local Government Act) was amended to recognize a municipal role in social planning. Although municipalities engaged in social planning prior to 1994, the amendments specifically authorized municipalities to include policies in their OCPs relating to social needs, social well-being and social development. Subsequent amendments required municipalities to include policies regarding affordable housing, rental housing and special needs housing.

Examples of key areas of municipal responsibility include infrastructure, recreation, land-use planning, police and fire services.

While having the authority to plan for social issues, municipalities have limited jurisdictional responsibilities and scarce funding for the delivery of social services. Despite their limited mandates and resources, as the level of government closest to the people, municipalities are frequently seen as the community’s “first port of call” on social matters.

Provincial Government

The Provincial Government has jurisdiction over such social areas as health, education and welfare. In addition, it establishes the legislative framework within which municipalities operate, and is typically responsible for municipal borrowing and revenue transfers. It pursues its social development mandate in a number of ways: direct service provision (e.g. through Ministry of Children and Family Development programs), service provision through Health Authorities or crown agencies (e.g. BC Housing), and contractual arrangements or grant funding with non-profit service providers. For example, with respect to child care, the Province is responsible for legislation, policy, regulation and subsidies.

Federal Government

The Federal Government has oversight over such social areas as heritage, immigration, Employment Insurance, pensions, the justice system, and First Nations matters. The Federal Government provides per capita funding to Provincial Governments for child care and other early learning purposes. It also provides funding for projects and social programs which align with Federal priorities, including funding that is accessible to municipalities,

community agencies and other groups. In addition, various Federal agencies work closely with municipalities on areas of mutual concern (e.g. CMHC on housing policies and Transport Canada on transportation infrastructure development).

City Partners

Non-profit Agencies and Community Groups

Non-profit agencies provide valuable social, community, and health services to various sectors in the community. Community groups (e.g. Community Associations, issue-specific committees) coalesce around common concerns or interests and may or may not coordinate service delivery. Because of their solid knowledge and concern for the community, non-profit agencies and community groups are well positioned to identify needs, do joint planning, and advocate on priority social issues in the city. Examples of local non-profit agencies include Touchstone Family Association, CHIMO, Richmond Multicultural Community Services and Turning Point Recovery Society.

Vancouver Coastal Health (VCH)

Vancouver Coastal Health (VCH) is one of five regional health authorities that governs, plans, and coordinates health services in BC. VCH delivers a variety of services (e.g. hospital services, home care, and Community Care Licensing) that directly benefit the health and well being of the Richmond population. The City and VCH consult regularly through the Local Governance Liaison Committee and collaborate on a number of joint initiatives (e.g. Community Wellness Strategy). VCH was also actively involved with preparation of the Social Development Strategy and the OCP.

School District No. 38

School districts are responsible for implementing the Provincial curriculum at a local level. Schools have the potential to be important partners in the delivery of social programs, as they serve families from all socio-economic groups and can offer space and facilities outside of school hours. As with VCH, schools are also increasingly involved in social development initiatives in the community. For example, the Settlement Workers in Schools (SWIS) program helps newcomer families get settled and connected with services and resources in the community.

Post Secondary Institutions

Colleges and universities can offer information, research, advice, venue space, and practicum students to assist with social development initiatives. The institutions can also be instrumental in providing empirical information to raise awareness of social development concerns.

Business Community

The business community has an important role to play in social development. Members of the business community are both employers and Richmond residents and their decisions and actions have a direct impact on employment levels, labour and income, and overall quality of life in the community. Businesses can comment on proposed new initiatives, offer mentoring opportunities, assist with fund raising, and sponsor programs.

Developers

Developers play a role in addressing housing and community amenity needs (e.g. developing more accessible and affordable housing, building or financially contributing towards affordable housing or child care as part of the development approval process). Developers also make financial contributions to non-profit agencies and create the physical environments in which local residents live, work and play.

Local Radio, Newspapers, Blogs, and Ethnic Media

The media can be instrumental in promoting programs and raising awareness of social issues. Emerging forms of social media, in particular, can be expected to play a greater role regarding social development in the future.



Buddhist Temple on No. 5 Road

Unique Richmond

The "Highway to Heaven" section of No. 5 Road in Richmond is a unique example of multiculturalism in action. Many of the world's major religious beliefs are represented on this five (5) km stretch of road: Christian schools, a Jewish school, a Muslim school, a Sikh temple, and a Buddhist temple. Richmond's No. 5 Road was one of the 52 finalists in the CBC's Seven Wonders of Canada contest along with other Canadian iconic places, such as Niagara Falls, and CN Tower. The area has also drawn the interest of academic researchers from Canada and abroad.

Faith and Ethno-Cultural Groups

Faith and ethno-cultural groups play a particularly important social development role in highly diverse communities such as Richmond. They can help to identify service area gaps and work with local governments to develop programs that address the needs of the community. They can also provide insight on the best ways of engaging and integrating different ethno-cultural groups into civic society.

Local Residents

Well-informed, active and engaged community members play an integral role in Richmond's social development. Either as individuals or as part of a group, they raise public awareness on important social issues, often initiating action for positive change.

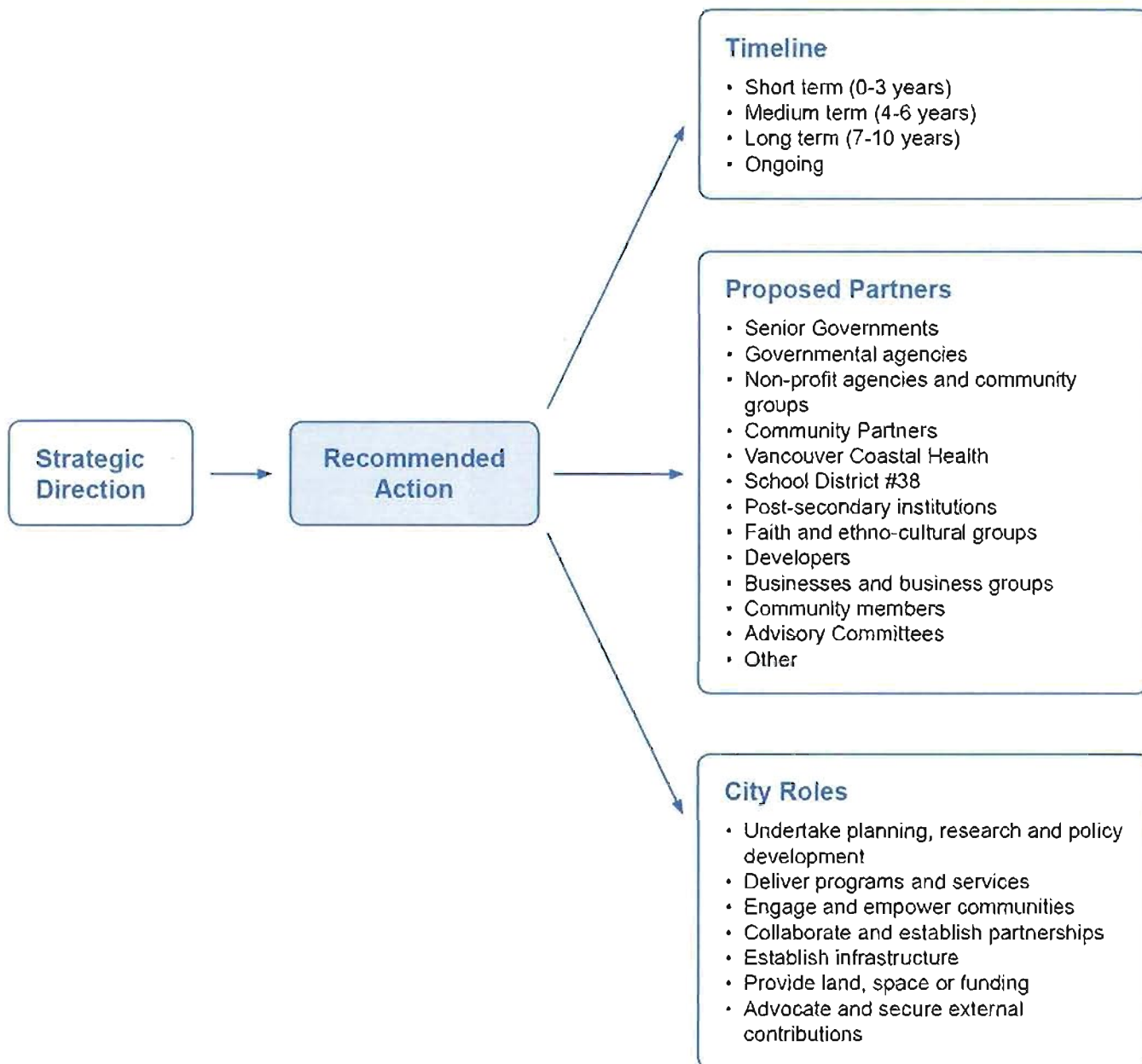
Framework

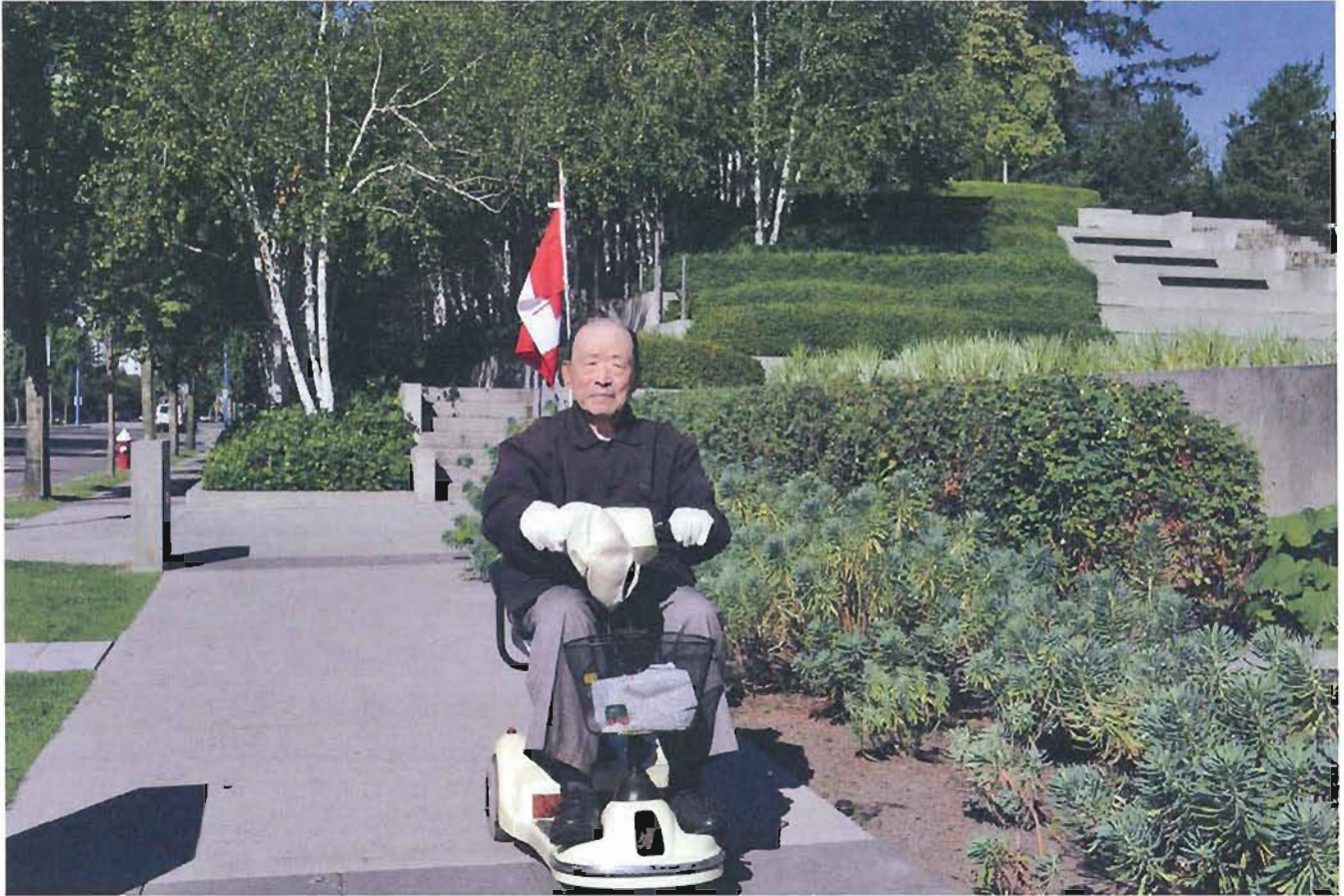
Overview

The Social Development Strategy consists of a vision, three goals, nine strategic directions, and related recommended actions. The relationships of the three major components of the Framework are shown in the graphic below.



The framework's vision, goals and strategic directions provide structure to the Strategy and are intended to guide the City as it makes decisions on social development matters over the next 10 years. Further, for each Strategic Direction, recommended actions are suggested, along with associated timelines, proposed partners, and City roles. The relationship is shown graphically below:





Goal 1: Enhance Social Equity and Inclusion

Strategic Direction 1: Expand Housing Choices

Strategic Direction 2: Enhance Community Accessibility

Strategic Direction 3: Address the Needs of an Aging Population

Strategic Direction 4: Help Richmond's Children, Youth and Families Thrive



Housing Affordability

- Affordable housing is defined by the CMHC as "housing that costs less than 30% of before-tax household income".
- 44% of Richmond tenants spent over 30% of their income on rent.
- Average rent in Richmond is near the highest level in the Metro Vancouver region.
- The cost for attached and apartment style homes has increased over 70% between 2005 and 2011.

Goal 1: Social Equity and Inclusion

Strategic Direction 1: Expand Housing Choices

Why is this important? Housing is a fundamental human need. Ideally, all residents should be able to secure accommodation that meets their basic needs. Specifically, housing should be within the financial means of Richmond households and contain sufficient space and features for various household formations. Affordable and accessible housing can help ensure that current and future residents can live, work, play and thrive in Richmond.

What can we build on? Richmond has a diversity of quality housing, including single family houses, townhouses, rental and condominium apartments, market and non-market units, and supported options (group homes, assisted living, and care facilities). The City has continued to facilitate a variety of new housing options in Richmond in recent years such as secondary suites, coach houses and adaptable units. The City has also increased initiatives to support vulnerable community members in accessing housing and community supports.

Notwithstanding the inherent challenges, the City has opportunities to build on innovative policy mechanisms, multi-sector partnerships and leveraged funding models to support the delivery of diverse housing and community support solutions to meet the specific needs of Richmond's low to moderate income households.

What are the challenges? Housing affordability is a key challenge in Richmond, with increases in the cost of housing far exceeding increases in income levels in recent years. From 2007 to 2012 Richmond had a higher than average increase in apartment price (21%), the highest in Metro Vancouver. Other challenges include reduction in senior government funding and policy commitments, homelessness, threats to purpose built rental housing stock, and ensuring an appropriate range of housing options to accommodate people at various stages of the lifecycle.

What is the current City policy context? The key City policies pertaining to housing choice are the OCP and the Affordable Housing Strategy.

Recommended Actions:

Action 1—Implement, monitor, and enhance the Richmond Affordable Housing Strategy, placing priority attention on:

- 1.1 Developing a Housing Action Plan that incorporates ongoing monitoring, revisions and housing targets for people living on limited income (e.g. older adults, people on social assistance, and youth-at-risk). *Short Term (0–3 years)*
- 1.2 Exploring options for increasing the supply of "workforce housing" (e.g. helping people who work in Richmond to be able to afford to live in the city). *Short Term (0–3 years)*

- 1.3 Enhancing policies and mechanisms for facilitating affordable home ownership in Richmond. *Short Term (0–3 years)*
- 1.4 Pursuing development of an emergency shelter for women and children. *Short Term (0–3 years)*
- 1.5 Updating the Homelessness Strategy, in collaboration with other community partners, examining housing and support service needs and options for people who are homeless or at risk of homelessness in Richmond. *Short Term (0–3 years)*
- 1.6 Exploring creative financing options, to supplement developer contributions to augment the City's Affordable Housing Reserves. *Long Term (7–10 years)*
- 1.7 Using the Affordable Housing Reserve Fund for strategic land acquisitions and other initiatives to facilitate provision of subsidized rental housing. *Ongoing*
- 1.8 Enhancing collaboration with non-profit societies, the faith community, private businesses and senior governments to pursue innovative funding mechanisms, leveraged investment opportunities and other approaches for developing affordable housing with appropriate community support services. *Ongoing*
- 1.9 Continuing participation in local and regional homelessness initiatives. *Ongoing*
- 1.10 Continuing to advocate to Senior Government for necessary programs and funding to address priority affordable housing needs. *Ongoing*

Proposed Partners:

- Provincial Government
- Metro Vancouver
- Richmond Homelessness Coalition
- Non-profit Agencies
- Private Sector
- Developers
- Federal Government
- Faith Communities
- Community Members
- Local Groups

City Roles:

- Undertake planning, research and policy development.
- Provide land, space or funding.
- Collaborate and establish partnerships.
- Engage and empower community.
- Advocate and secure external contributions.

Homelessness in Richmond

The 2011 Regional Homeless Count identified 49 homeless people in Richmond. However, it is important to recognize that the Homeless Count is a 24-hour snapshot and not an absolute count. Local RCMP and service providers estimate that there are closer to 100 homeless individuals in Richmond, not including those at-risk of homelessness or precariously housed individuals.





Action 2—Support opportunities for people to remain in their neighbourhoods as they age, or personal circumstances or family status changes, through such means as:

- 2.1 Continuing to accommodate a variety of housing forms through the OCP, Zoning Bylaw and planning policies (e.g. secondary suites, laneway housing, townhouse units within higher density developments; diverse unit sizes). [Ongoing](#)
- 2.2 Reviewing incentives to encourage homeowners to establish secondary suites, laneway housing, and other desired housing forms in Richmond neighbourhoods. [Ongoing](#)
- 2.3 Encouraging development of housing and community spaces that incorporate physical, socio-economic and cultural accessibility features that support livability. [Ongoing](#)
- 2.4 Continuing to pursue opportunities to increase the public's understanding of housing challenges for people with addictions and mental health issues. [Ongoing](#)

Proposed Partners:

- Developers
- Technical Experts
- Community Members
- Federal Government
- Provincial Government
- Richmond Centre for Disability
- Non-profit Agencies
- Advisory Committees

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.

Strategic Direction 2: Enhance Community Accessibility

Why is this important? Reducing barriers and enhancing accessibility are essential for creating an inclusive society where all residents feel appreciated and included. Accessibility can be framed in physical terms (such as curb cuts and other design modifications to the built environment to improve access for people with physical disabilities) and non-physical terms (attitudinal, financial, or cultural). The removal of barriers for residents to participate in community life is critical to enhancing Richmond's livability.

What can we build on? Richmond has an excellent record with respect to physical accessibility. Examples include provisions in the OCP and Zoning Bylaw to facilitate accessible building designs, employment of dedicated City staff responsible for accessibility issues, and financial and administrative support to the Richmond Centre for Disability. The City also reduces accessibility barriers by subsidizing fees for City recreation programs for low income families, providing grants to community agencies that support people with low incomes, and collaborating with various community partners to address social concerns. In addition, Richmond has a well-organized and diverse non-profit sector that offers programs and services for people with disabilities and their families.

What are the challenges? With respect to physical accessibility, key challenges include accommodating the needs of an aging population, promoting aging in place, and pursuing safe barrier-free environments (e.g. retrofits of existing buildings and facilities—both for the City and others). With respect to reducing other types of accessibility barriers, the City is often hindered by resource and mandate limitations (e.g. it cannot administer income distribution programs). Also, the City cannot unilaterally shift negative public attitudes—attitudes which take time and other influences to change.

What is the current City policy context? Key City policies pertaining to accessibility include the OCP, Affordable Housing Strategy, Group Home Policy and Planning Framework, and the Intercultural Strategic Plan.

Recommended Actions:

Action 3—Continue to play a leadership role with respect to physical accessibility, consulting with Richmond Centre for Disability and other partners in efforts to:

- 3.1 Implement the policies specified in the 2041 OCP pertaining to adaptable and convertible housing requirements, visitability and overall housing accessibility. *Short Term (0–3 years) then Ongoing*
- 3.2 Establish cost-effective accessibility design specifications for affordable housing developments. *Short Term (0–3 years)*
- 3.3 Review and refine universal accessibility guidelines for multiple family residential dwellings, and promote the incorporation of adaptable design features in new single family developments. *Medium Term (4–6 years)*



Richmond's Strengths

The Recreation Access Card is available to residents of Richmond who live with a permanent disability that seriously impairs their daily living. The card entitles recipients to a 50% discount to drop-in activities at City recreation facilities. In 2011, 194 new cards were issued.

The City also reduces other types of accessibility barriers by subsidizing fees for City recreation programs for low income families and providing grants to community agencies that support people with accessibility challenges.



Richmond's Strengths

The Richmond Centre for Disability (RCD) provides specialized services to people with disabilities. In 2011,

- RCD received 305 inquiries per month.
- offered 228 English Literacy classes.
- over 4,000 clients accessed RCD computer services.
- over 130 children participated in RCD activities.



- 3.4 Establish formal targeted approaches to increase employment opportunities with the City for people living with disabilities. *Medium Term (4–6 years)*
- 3.5 Promote best practices in the assessment and upgrading of accessibility features in City and non-City facilities (e.g. expansion of the Rick Hanson Foundation venue accessibility project assessment tool and website). *Medium Term (4–6 years)*
- 3.6 Develop a comprehensive plan with associated budget requirements, for undertaking necessary upgrades to further increase accessibility of existing City facilities. *Long Term (7–10 years)*
- 3.7 Ensure that, to the extent possible, City facilities and the public realm (e.g. parks, sidewalks) are accessible. *Ongoing*

Proposed Partners:

- Richmond Centre for Disability
- Community Partners
- Seniors Advisory Committee
- Greater Vancouver Home Builders Association
- Urban Development Institute
- Canada Mortgage and Housing Corporation
- Non-profit Affordable Housing Providers
- BC Housing

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.

Richmond's Strengths

Recreation Fee Subsidy enhances access to recreation and is available for admissions and program registration in Richmond's Community Centres, Cultural Centres, Aquatic Centres and Arenas.

Almost 4,000 recreational fee subsidies were issued, including family passes (2007–2011). The program is run in partnership with Community Partners.

Action 4—Conduct a comprehensive review of the Recreation Fee Subsidy Program to ensure it continues to address priority needs within the City's means, with consideration being given to:

- 4.1 Exploring program expansion to assist more low income residents (e.g. adults and older adults). *Short Term (0–3 years)*
- 4.2 Using technological improvements to enhance customer service and program administration. *Short Term (0–3 years)*
- 4.3 Increasing available opportunities for resident participation in community recreation, arts and cultural activities. *Short Term (0–3 years)*
- 4.4 Developing enhanced communication and marketing approaches to facilitate maximum uptake of the Recreation Fee Subsidy Program by eligible recipients. *Short Term (0–3 years)*

- 4.5 Exploring alternative mechanisms for administration of the program (e.g. through a non-profit agency, funded by the City and in accordance with City guidelines). *Short Term (0–3 years)*

Proposed Partners:

- Community Partners
- Non-profit Agencies

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Provide land, space or funding.
- Collaborate and establish partnerships.

Action 5—Acknowledging that income data from Statistics Canada and other sources alone do not present a complete or fully reliable picture of poverty in Richmond, work with community-based organizations, senior governments and other partners to initiate a culturally-sensitive process to:

- 5.1 Improve understanding of the characteristics and challenges of low income residents in Richmond. *Short Term (0–3 years) and then Ongoing*
- 5.2 Assess and determine the supports that are needed to help individual and families move out of poverty, specifying the roles that the City and other partners and jurisdictions play in developing viable solutions (e.g. job readiness, programs, affordable housing initiatives). *Short Term (0–3 years) and then Ongoing*

Proposed Partners:

- Non-profit Agencies
- Federal Government
- Provincial Government
- Community Committees
- School District No. 38
- Vancouver Coastal Health
- Richmond Children First

City Roles:

- Undertake planning, research and policy development.
- Collaborate and establish partnerships.

Low Income Cut-offs (LICO)

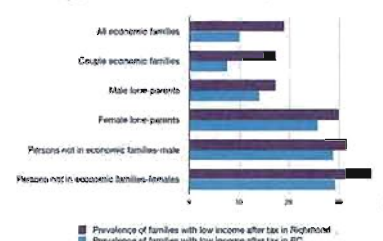
Low income cut-offs (LICO) are "income measures below which a family will likely devote a larger share of its income on the necessities of food, shelter, and clothing than the average family" (Statistics Canada). They are based on economic family size and community size, but do not take into account variations in the Cost of Living in different regions. Prevalence of low income in Richmond is considerably higher than the provincial average, for all types of economic family structures.

LICO for Families in a CMA of more than 500,000 inhabitants

Size of Family	Current dollars for CMA with 500,000 inhabitants and more
1 person	\$18,759
2 persons	\$22,831
3 persons	\$28,430
4 persons	\$35,469
5 persons	\$40,388
6 persons	\$44,791
7 persons	\$49,195

Source: Statistics Canada 2011

Prevalence of Low Income by Economic Family, Richmond and BC, 2005



Source: BC Stats 2010

Richmond's Strengths

- 8 community gardens operated by Richmond Food Security Society (RFSS).
- 4 private community gardens.
- Steveston Farmers & Artisans Market.
- 26 local farms.
- Richmond's online food calendar by Richmond Food Security Society featuring events on growing food, organic gardening, and cooking.
- Community kitchens which offer meals for free or by donation.

Action 6—Support and encourage community-based initiatives that promote independence and reduce the cost of living for low income households (e.g. community gardens, community kitchens, low income resource directory, social enterprises, and community-based life skills workshops). Ongoing

Proposed Partners:

- Non-profit Agencies
- Community Members
- Vancouver Coastal Health

City Roles:

- Collaborate and establish partnerships.
- Undertake planning, research and policy development.
- Deliver programs and services.



Strategic Direction 3: Address the Needs of an Aging Population

Why is this important? Richmond's population is aging and will continue to do so over the coming decades. The "greying of the population" coincides with the trend towards a healthier and increasingly vocal and diverse older population. Tomorrow's older adults will have greater expectations for programs and services generally, initiatives to improve aging in place, affordable housing, accessibility, and healthy communities.

What can we build on? Richmond has a vibrant and engaged older adult population. It also has many plans, policies, partnerships, services and structures in place to support older adults (e.g. the Older Adults Service Plan, Minoru Place Activity Centre, and the Seniors Advisory Committee). These policies and initiatives give Richmond the unique opportunity to support aging in place, ensuring that appropriate housing options, services, and facilities are available throughout various neighbourhoods. Due to its flat topography, Richmond is a relatively accessible community, and efforts are being consistently made to improve overall accessibility.

What are the challenges? An aging population presents many challenges for the future, specifically to the social safety net, health system, service delivery, and overall community planning. However, a vibrant older adult community contributes to the economy, supports extended families, participates in volunteerism, and generally enhances the social health and sustainability of neighbourhoods. The City and other jurisdictions will face challenges in responding to the needs of the expanding and increasingly diverse older population—acknowledging rising expectations in light of fiscal constraints and recognizing that a "one size fits all" approach will not suffice (e.g. older adults differ significantly with respect to their mobility, capacities, interests, preferences and disposable incomes).

What is the current City policy context? Key City policies relevant to Richmond's older adult population are the OCP, Older Adults Service Plan, and Affordable Housing Strategy.

Recommended Actions:

Action 7—Implement, monitor and update the Older Adults Service Plan, placing priority attention on:

- 7.1 Pursuing approaches that involve planning with, not for, the older adult population. *Short Term (0–3 years)*
- 7.2 Expanding the volunteer base to serve the older adult population, as well as providing meaningful volunteer opportunities for older adults. *Short Term (0–3 years)*
- 7.3 Ensuring older adults and their families and caregivers are aware of available recreation, leisure, wellness and health promotion opportunities in the community. *Short Term (0–3 years)*

Richmond's Older Adults

- 40% of people 55 years and older had less than \$15,000 after tax income in 2005
- 27% of residents 75 years and older were living alone
- Of all individuals aged 55 years old and older, 67% were born outside of Canada
 - 20% of Richmond older adults were born in China
 - 10% were born in Hong Kong
 - 5% were born in Philippines
 - 5% were born in India
 - 5% were born in the United Kingdom

(The other 22% of older adults represent groups born outside of Canada, each group not exceeding 4% per country.)



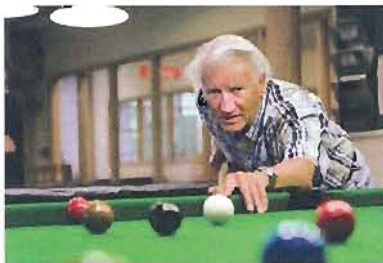
- 7.4 Expanding recreation, leisure and wellness services and programs to frail and isolated older adults allowing them to remain in their own homes for as long as possible. *Short Term (0–3 years)*
- 7.5 Reviewing the pricing structure for City programs for older adults to ensure it remains equitable and sustainable, while also being affordable for those with limited incomes. *Medium Term (4–6 years)*
- 7.6 Exploring partnerships with service providers, strata councils, and housing providers to bring wellness outreach programs into buildings with a high concentration of older adults. *Short Term (0–3 years)*
- 7.7 Connecting non-English speaking older adults with appropriate recreation, leisure and wellness services and programs (e.g. through the use of multilingual volunteers, translation services and partnerships with community groups). *Short Term (0–3 years)*
- 7.8 Developing a communication strategy to increase the awareness of the young-old (55–65 years) regarding health, wellness, the aging process, legislation, programs and benefits available to older adults. *Short Term (0–3 years)*

Proposed Partners:

- Community Partners
- Non-profit Agencies
- Vancouver Coastal Health
- Strata Councils

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.
- Collaborate and establish partnerships.



Action 8—Build an expanded Minoru Place Activity Centre, ensuring that the new facility is adequate for meeting the needs of Richmond’s growing and diverse older adult population, while also being flexible to accommodate other groups and respond to changing needs over time. *Short Term (0–3 years)*

Proposed Partners:

- Non-profit Agencies
- Minoru Seniors Society

City Roles:

- Provide land, space or funding.
- Establish infrastructure.
- Undertake planning, research and policy development.

Action 9—Support aging in place initiatives and the ongoing development of Richmond as an age-friendly community through such actions as:

- 9.1 Developing a comprehensive Aging in Place Strategy for Richmond, utilizing best practice research and an assessment of current and future community needs. [Long Term \(7–10 years\)](#)
- 9.2 Collaborating with senior governments, Vancouver Coastal Health, and community partners in planning and delivery of programs (e.g. community wellness clinics) which help older adults continue to live independently in their community for as long as possible. [Ongoing](#)
- 9.3 Collaborating with Vancouver Coastal Health and other partners to ensure that appropriate and sufficient care facilities, adult day centre spaces, and other resources are available to meet the needs of older adults who are no longer able to live independently. [Ongoing](#)
- 9.4 Striving to ensure that City land use plans, policies and developments support aging in place (e.g. through diverse housing forms, accessible outdoor public spaces and built environments, public realm developments which encourage physical activity and social connections). [Ongoing](#)

Proposed Partners:

- Provincial Government
- Federal Government
- Vancouver Coastal Health
- Community Partners
- Non-profit Agencies
- BC Housing
- Developers
- Minoru Seniors Society
- Seniors Advisory Committee
- Richmond Centre for Disability
- Richmond Seniors Network
- Richmond Chinese Community Society

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.



Richmond's Strengths

According to the 2006 census, Richmond had almost 32,000 residents under the age of 17. This constitutes 18.2% of the population.



Strategic Direction 4: Help Richmond's Children, Youth and Families Thrive

Why is this important? The decisions that today's youth make about lifestyle choices, and how they choose to participate and contribute to the community, will determine Richmond's future. Timely and targeted investment in our younger population will lead to an economically and socially-prosperous society. Involving children, youth and families in decisions about their community empowers young residents, builds both individual and community capacity, and helps City staff make informed decisions about the services needed. It also helps to insure that Richmond continues to be a liveable community that is a desirable location for families, both currently and in the future.

What can we build on? Richmond has a variety of high quality programs, facilities and initiatives for children, youth and families. Examples include recreation programs, accessible outdoor play and amenity spaces, City owned child care facilities, a Child Care Grant program, a Child Care Development Advisory Committee, a Richmond Community Services Advisory Committee and a wealth of programs and services offered through community facilities and non-profit agencies. Throughout Richmond, there are also many family and child friendly neighbourhood events, community festivals, library programs and facilities. Richmond Children First is a community table committed to the well-being of children and families.

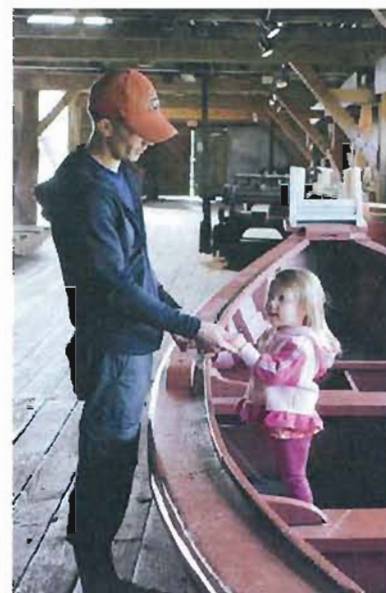
What are the challenges? A key challenge with respect to children, youth and families is the limited funding and resources available at the municipal level. Additionally, policy changes and funding priorities at the senior government level affect municipal ability to address social needs. Further, many non-profit agencies are currently stretched in their service delivery and will face challenges in meeting demands to provide additional support to children, youth, and families in need.

What is the current City policy context? Key City policies relevant to children, youth and families are the OCP, the Youth Service Plan, the Child Care Policy, and periodic Child Care Needs Assessments. In 2012, City Council also endorsed the Richmond Children's Charter, prepared by Richmond Children First. With respect to child care, senior governments have primary funding, policy and regulatory responsibilities.

Action 10—Support the establishment of high quality, safe child care services in Richmond through such means as:

- 10.1 Establishing a Child Care Coordinator staff position to improve the City's ability to plan and develop quality child care facilities in the community. *Short Term (0–3 years)*

- 10.2 Conducting periodic Child Care Needs Assessments to identify existing and future child care requirements, by type of care and geographic area of need (Note: the current Assessment expires in 2016). [Medium Term \(4–7 years\)](#)
- 10.3 Exploring creative financing options to supplement developer contributions to augment the City's Child Care Development Reserves. [Long Term \(7–10 years\)](#)
- 10.4 Securing City-owned child care facilities from private developers through the rezoning process for lease at nominal rates to non-profit providers. [Ongoing](#)
- 10.5 Encouraging the establishment of child care facilities near schools, parks and community centres. [Ongoing](#)
- 10.6 Encouraging private developers to contribute to the City's Child Care Development Reserve Fund, as appropriate. [Ongoing](#)
- 10.7 Consulting and collaborating with child care providers and other community partners on child care issues. [Ongoing](#)
- 10.8 Administering the City's Child Care Grant Program to support the provision of quality, affordable, accessible child care in Richmond. [Ongoing](#)
- 10.9 Advocating for senior governments to contribute funding and improve policies to address local child care needs. [Ongoing](#)



Proposed Partners:

- Child Care Development Advisory Committee
- Child Care Providers
- Parents
- Vancouver Coastal Health
- School District No. 38
- Non-profit Agencies
- Developers
- Community Partners
- Richmond Children First
- Provincial Government
- Federal Government
- Child Care Resource and Referral Centre

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.
- Provide land, space or funding.
- Collaborate and establish partnerships.

Action 11—Implement policies identified in the 2041 Official Community Plan to promote the establishment and maintenance of a comprehensive child care system. *Ongoing*

Proposed Partners:

- Child Care Development Advisory Committee
- Vancouver Coastal Health
- Non-profit Agencies
- Developers

City Roles:

- Undertake planning, research and policy development.



Action 12—Seek opportunities to provide support for children and families through:

- 12.1 Considering the needs of children and families in the development of family-oriented community service hubs. *Short Term (0–3 years)*
- 12.2 Working with Richmond Children First and Advisory Committees to:
 - Advance the objectives of Richmond's Children's Charter;
 - Develop and implement strategies to best support children and families. *Short Term (0–3 years)*
- 12.3 Providing children and families with the opportunity to participate, as appropriate, in plans, policies, and programs affecting them and the community. *Ongoing*
- 12.4 Making Richmond an increasingly child and family friendly community through progressive City land use planning and design practices. *Ongoing*
- 12.5 Supporting the establishment of family-oriented affordable housing. *Ongoing*
- 12.6 Providing community grants to organizations that offer services to support children and families. *Ongoing*
- 12.7 Providing affordable and accessible child and family-friendly parks, recreation and cultural opportunities, including library programs & services. *Ongoing*
- 12.8 Seeking opportunities to negotiate space for family-oriented community service hubs through the rezoning process. *Ongoing*
- 12.9 Supporting programs and initiatives that address domestic violence, poverty, mental health and addictions. *Ongoing*

Proposed Partners:

- Provincial Government
- Federal Government
- Community Partners
- Non-profit Agencies
- Developers
- Advisory Committees
- Public Partners
- Richmond Children First
- Community Committees

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Establish infrastructure.
- Provide land, space or funding.

Action 13—Monitor and update the Youth Service Plan, striving to create an environment that generates opportunities for Richmond's youth to have a safe and healthy journey into adulthood, placing priority attention on:

- 13.1 Expanding services for youth in the City Centre. *Short Term (0–3 years)*
- 13.2 Enhancing dedicated, safe, youth-friendly spaces in various facilities throughout Richmond. *Short Term (0–3 years)*
- 13.3 Engaging youth in City and community-based planning processes. *Short Term (0–3 years)*
- 13.4 Promoting and applying the 40 Developmental Assets based approach⁵ to programming for youth. *Ongoing*
- 13.5 Supporting community-based initiatives to provide children and youth from diverse backgrounds with opportunities to receive common leadership training and volunteer to serve others in the community. *Ongoing*
- 13.6 Supporting efforts of community-based groups to give Richmond school children access to nutritious meals. *Ongoing*



⁵ The Search Institute has identified 40 developmental assets, which provide the philosophical base for the City's youth service delivery. For more information see City of Richmond website: www.richmond.ca/parksrec/youth/development/about.htm

Proposed Partners:

- Community Partners
- Non-profit Agencies
- Vancouver Coastal Health
- RCMP
- School District No. 38
- Public Partners
- Community Groups

City Roles:

- Deliver programs and services.
- Engage and empower community.
- Collaborate and establish partnerships.



Action 14—Work with the RCMP, the School District, youth serving agencies and youth groups on initiatives to:

- 14.1 Increase awareness and education in efforts to reduce the prevalence of bullying. *Short Term (0–3 years)*
- 14.2 Improve information and referral amongst youth serving agencies in the City. *Short Term (0–3 years)*
- 14.3 Reduce the lure for young people to join gangs. *Ongoing*

Proposed Partners:

- RCMP
- School District No. 38
- Vancouver Coastal Health
- Non-profit Agencies
- Community Partners
- Richmond Community Services Advisory Committee (RCSAC)

City Roles:

- Engage and empower community.
- Deliver programs and services.
- Collaborate and establish partnerships.



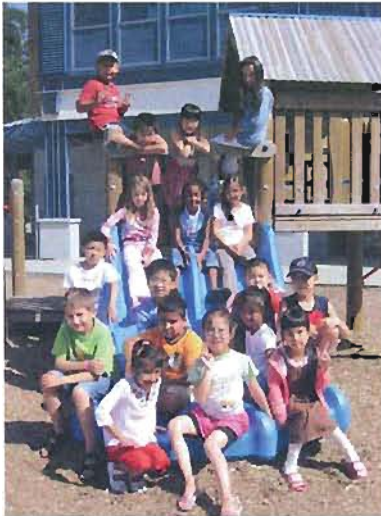


Goal 2: Engaging Our Citizens

Strategic Direction 5: Build on Richmond's Cultural Diversity

Strategic Direction 6: Support Community Engagement and Volunteerism

Goal 2: Engaging Our Citizens



Unique Richmond

Over 40 per cent of Richmond's population is of Chinese origin, the highest share of all municipalities in Canada.

The City of Richmond is one of only a few BC municipalities that has dedicated Diversity Services staff who focus on intercultural and other accessibility matters.

Strategic Direction 5: Build on Richmond's Cultural Diversity

Why is this important? Richmond has an increasingly ethnic and culturally diverse population. According to the 2006 census, 57% of all Richmond residents were born outside of Canada. The largest group of immigrants are Mandarin speakers from Mainland China, followed by people from the Philippines. Richmond is also accommodating an increasingly diverse group of refugees. While the City has a fairly well established refugee community from Somalia, many recent refugees have come from Iran, Iraq, and Afghanistan. The population shift has implications for the City as immigrants and refugees have unique needs and expectations in relation to civic and community life. To facilitate a socially healthy and inclusive community, it is important for the City to be able to appropriately respond to all its residents—refugees, other immigrants and Canadian born households alike.

What can we build on? The City has established the Richmond Intercultural Advisory Committee to enhance intercultural harmony and strengthen intercultural co-operation in Richmond. The City also has established strong relationships with immigrant serving agencies, faith communities and the non-profit sector. In addition, it has strong networks and communication links with senior government and other municipalities. Richmond has established an inclusive and intercultural arts and culture program that has been successful in providing opportunities for dialogues amongst cultures. Richmond has also seen an increase in the number of agencies offering immigrant settlement assistance.

What are the challenges? An overarching challenge for the City with respect to diversity relates to fostering an environment in which all residents feel valued, respected and included. Ideally, Richmond's diversity should be seen as an opportunity to be built on, not a problem to be addressed. Some particular challenges include immigrant integration, inter-cultural communication, the lack of involvement by many new immigrants in civic life, and the shortage of recognition and funding support given by senior governments to municipal governments for immigrant settlement.

What is the current City policy context? The key City policies pertaining to cultural diversity are the OCP and the Richmond Intercultural Strategic Plan and Work Program.

Recommended Actions:

Action 15—Implement, monitor and update the Intercultural Strategic Plan and Work Program. *Medium Term (4–6 years)*

Proposed Partners:

- RCMP
- School District No. 38
- Richmond Community Services Advisory Committee
- Vancouver Coastal Health
- Richmond Intercultural Advisory Committee

City Roles:

- Deliver programs and services.
- Undertake planning, research and policy development.

Action 16—Improve the City's cultural competence through monitoring the intercultural sensitivity and inclusiveness of corporate policies and practices, making adjustments as necessary to:

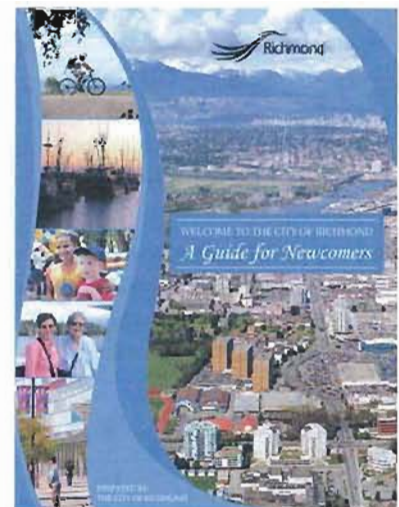
- 16.1 Establish clear guidelines for providing translation and interpretation services to conduct City business. *Short Term (0–3 years)*
- 16.2 Devise and implement a comprehensive cultural diversity training program for City and community partner staff. *Medium Term (4–6 years)*
- 16.3 Undertake a comprehensive review of City policies and practices from a diversity perspective, identifying gaps and proposed improvements. *Long Term (7–10 years)*
- 16.4 Recognize and reduce barriers faced by new immigrants in accessing City services. *Ongoing*

Proposed Partners:

- Richmond Intercultural Advisory Committee
- RCMP
- Community Partners
- Non-profit Agencies
- Richmond Public Library
- Tourism Richmond

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.



Richmond's Strengths

The City of Richmond, in partnership with the Richmond Intercultural Advisory Committee (RIAC), has produced the **Richmond Newcomer Guide**. The Guide provides information about Richmond's local community, programs available for seniors and children, City services and the services of partners.

Action 17—Improve employment opportunities for immigrants with foreign training and credentials, focusing on:

- 17.1 Exploring opportunities to develop a pilot “apprenticeship” type program targeted at recent immigrants, for the City and stakeholders, including the business and intercultural sectors. *Medium Term (4–6 years)*

Proposed Partners:

- Richmond Chamber of Commerce
- School District No. 38
- Vancouver Coastal Health
- Non-profit Agencies
- WorkSafe BC
- Richmond Multicultural Concerns Society
- Immigrant Serving Agencies
- Immigrant Employment Council of BC

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.

Action 18—Increase awareness of and access to City employment opportunities by immigrant groups through:

- 18.1 Working with community agencies and other partners to publicize City employment opportunities to immigrant groups and improve mutual understanding of barriers and needs. *Medium Term (4–6 years)*
- 18.2 Continuing to explore and develop outreach mechanisms to encourage individuals from cultural groups that are currently under-represented in the City workforce to apply for available employment opportunities. *Ongoing*

Proposed Partners:

- Richmond Community Services Advisory Committee
- Non-profit Agencies
- Richmond Intercultural Advisory Committee

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.

Action 19—Create opportunities to showcase Richmond's cultural diversity and facilitate intercultural dialogue by:

- 19.1 Examining collaborative approaches to ensure that Richmond remains a welcoming and integrated community and ethnic specific "silos" are avoided. *Short Term (0–3 years)*
- 19.2 Facilitating the development and co-ordination of intercultural events that provide opportunities for active learning about the traditions of different cultures. *Ongoing*
- 19.3 Researching and pursuing opportunities for community-based dialogues or forums about current issues that face the community as a whole, and that build intercultural interaction and awareness regarding shared values and goals amongst residents of Richmond. *Ongoing*

Proposed Partners:

- Richmond Community Services Advisory Committee
- Richmond Public Library
- School District No. 38
- Cultural Organizations
- Non-profit Agencies
- Richmond Children First
- Vancouver Coastal Health
- Richmond Intercultural Advisory Committee
- Richmond Chamber of Commerce
- RCMP

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.



Action 20—Consult with local First Nations and urban Aboriginal organizations and other partners to:

- 20.1 Gain a better understanding of the needs of Richmond's urban Aboriginal population, and opportunities for future collaboration. *Short Term (0–3 years)*
- 20.2 Support the Richmond National Aboriginal Day event and Richmond School District Aboriginal Enhancement Agreement initiatives. *Ongoing*

Proposed Partners:

- Richmond Community Services Advisory Committee
- School District No. 38
- Non-profit Agencies

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.

Action 21—In conjunction with community agencies and other partners, continue to advocate to senior governments on such matters as:

21.1 Funding levels for settlement services and English language training.

Short Term (0–3 years) then Ongoing

21.2 Licensing processes and accreditation for foreign-trained professionals.

Short Term (0–3 years) then Ongoing

21.3 Necessary adjustments to Federal immigration policies and recruitment campaigns. Short Term (0–3 years) then Ongoing

Proposed Partners:

- School District No. 38
- Vancouver Coastal Health
- Richmond Community Services Advisory Committee
- Non-profit Agencies
- Provincial Government
- Federal Government
- Union of BC Municipalities

City Roles:

- Engage and empower community.
- Advocate and secure external contributions.

Action 22—Collaborate with community partners in:

22.1 Developing services and strategies that recognize the needs and interests of Richmond's Lesbian, Gay, Transgendered and Bisexual (LGTB) communities. Short Term (0–3 years)

22.2 Collaborating on developing cross-agency staff awareness training programs on LGTB issues. Medium Term (4–6 years)

Proposed Partners:

- Richmond Community Services Advisory Committee
- Vancouver Coastal Health
- School District No. 38
- Non-profit Agencies
- WorkSafe BC

City Roles:

- Engage and empower community.

- Undertake planning, research and policy development.

Action 23—Establish targeted measures to prevent and respond to incidents of racism in Richmond by:

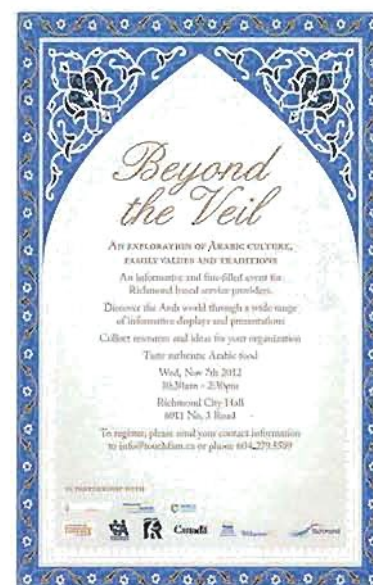
- 23.1 Participating in the establishment of media watch mechanisms with stakeholders to monitor the local media, City and community communication and work to redress misperceptions created by inaccurate or insensitive references. *Short Term (0–3 years)*
- 23.2 Developing an intercultural intervention resource package and subsequent training, within City and stakeholder structures, to respond to intercultural conflicts and incidents. *Medium Term (4–6 years)*
- 23.3 Collaborating with the business sector and other partners to ensure racist graffiti is removed in a timely manner both from City and non-City properties in Richmond. *Ongoing*

Proposed Partners:

- Richmond Community Services Advisory Committee
- School District No. 38
- Vancouver Coastal Health
- Community Partners
- WorkSafe BC
- Non-profit Agencies
- Richmond Chamber of Commerce
- Faith Communities
- Property Management Companies

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.



Richmond's Strengths

The Richmond Intercultural Advisory Committee has championed the development of the 2012-2015 Richmond Intercultural Strategic Plan and Work Program. As a result, in the fall of 2012, the Committee initiated the Richmond Cultural Survey which aimed to collect information from a broad sample of citizens on their experience of intercultural relations in Richmond.



Richmond's Strengths

Youth Now, one of four Richmond Volunteer programs, is designed to enhance leadership opportunities for young adults, who are high school graduates and under the age of 26, and trains them to serve as board members for local non-profit organizations.



Strategic Direction 6: Support Community Engagement and Volunteerism

Why is this important? Volunteering is one of the most fundamental acts of citizenship and philanthropy in society and is a primary contributor to building a strong community. Through citizen engagement and work with volunteers, the City is able to provide increased scales and varieties of activities, and maximize social services across the community where financial resources may otherwise be limited. This engagement helps to create a healthy and vibrant Richmond.

What can we build on? Richmond has a long history of community engagement and developing a strong volunteer base. The City, through its Community Services Department, has a Volunteer Management Strategy that has helped to preserve a volunteer spirit within the community. The City has also hosted large scale successful events, such as the 2010 Winter Olympics and Tall Ships Festival. These events played a role in increasing the number of volunteers, identifying training opportunities and key roles that volunteers can fill, and enhancing the City's capacity to deliver effective programs and events. In addition, the City has a strong collaboration with Volunteer Richmond, which has helped to nurture the development and support of the local volunteer base.

What are the challenges? A challenge for supporting community engagement and volunteerism relates to the changing demographics of volunteers. Many of the new volunteers are young, new Canadians, older adults, or persons with disabilities. These volunteers are looking for meaningful ways to be involved, as well as learning opportunities to help develop their skills to enhance employability. An immigrant's previous experience with authorities in their home countries might also present some challenges. Newer immigrants tend to mistrust government and might have had limited exposure and understanding about how to participate in civic life and volunteering.

What is the current City policy context? The key City policies relevant to community engagement and volunteerism are the OCP, Community Services (formerly Parks, Recreation and Cultural Services (PRCS)⁶) Volunteer Management Strategy, the Wellness Strategy and the Public Participation Toolkit.

⁶ Through corporate reorganizations in 2009 and 2012, the former Parks, Recreation and Cultural Services Department has been incorporated into the broader Community Services Department. As such, policies developed by PRCS are now under the responsibility of the Community Services Department.

Recommended Actions:

Action 24—Implement, monitor and update the Richmond Community Services Volunteer Management Strategy. *Short Term (0–3 years)*

Proposed Partners:

- Volunteer Richmond
- Community Partners
- Non-profit Agencies
- Community Sports Groups

City Roles:

- Collaborate and establish partnerships.
- Engage and empower community.

Action 25—Develop a comprehensive communication strategy for encouraging and supporting a cross section of Richmond residents, particularly those who may face barriers to participation (e.g. recent immigrants, people with disabilities, etc.) to participate in City planning and decision making processes, whereby the City:

- 25.1 Strives to ensure that key written information is presented in plain English and in additional languages, as appropriate. *Short Term (0–3 years)*
- 25.2 Works with the media, including ethnic-specific media, to disseminate information and solicit ideas from the public. *Short Term (0–3 years)*
- 25.3 Increases the use of social media and other innovative communication/engagement tools (e.g. study circles, online discussion forums). *Short Term (0–3 years)*
- 25.4 Undertakes best practice research to develop tools to improve City community engagement practices (e.g. updating and enhancing the Public Participation Toolkit). *Long Term (7–10 years)*

Proposed Partners:

- Non-profit Agencies
- Media
- Community Partners

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.



Action 26—Review the City’s advisory committee structure to determine:

- 26.1 Whether existing committee structure is the most effective for obtaining community advice on particular matters. *Medium Term (4–6 years)*
- 26.2 Mechanisms for ensuring that committees are best positioned to provide helpful and timely advice to City staff and elected officials including:
- clear Terms of Reference for each committee;
 - clear roles of elected officials and staff;
 - annual orientation program for new committee members;
 - consistent reporting procedures and feedback mechanisms;
 - mechanisms for information exchange amongst committees;
 - work programs that reflect Council Term Goals. *Medium Term (4–6 years)*

Proposed Partners:

- Advisory Committees
- Non-profit Agencies
- Community Partners
- Issue-specific Stakeholders

City Roles:

- Undertake planning, research and policy development.

Action 27—Support and encourage community-based efforts to attract and develop the leadership potential of people who live or work in Richmond and, as appropriate, coordinate these efforts with the work of municipal advisory committees. *Ongoing*

Proposed Partners:

- Advisory Committees
- Non-profit Agencies

City Roles:

- Deliver programs and services.
- Collaborate and establish partnerships.

Action 28—Expand the City's New Canadian Tours program by:

- 28.1 Seeking corporate sponsorships and expanding the partner base of the program. *Short Term (0–3 years)*
- 28.2 Providing participants with additional information on opportunities for participation in municipal decision making processes and active involvement in civic life. *Short Term (0–3 years)*

Proposed Partners:

- Non-profit Agencies
- Ethno-cultural Groups
- Richmond Civic Engagement Network
- Post-secondary Educational Institutions

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.



Goal 3: Building on Social Assets and Community Capacity

Strategic Direction 7: Strengthen Richmond's Social Infrastructure

Strategic Direction 8: Provide High Quality Recreation, Arts, Cultural and Wellness Opportunities

Strategic Direction 9: Facilitate Strong and Safe Neighbourhoods

Goal 3: Building on Social Assets and Community Capacity



Richmond's Caring Place is a purpose-built facility that houses many of Richmond's non-profit service agencies.

Strategic Direction 7: Strengthen Richmond's Social Infrastructure

Why is this important? Richmond's population is growing and demands for social services are rising. The City does not have the mandate or ability to deliver the broad range of social services required. If the City is to realize its vision of being the most appealing, liveable, well managed community in Canada, it is essential that social services, and the facilities used for delivering those services (i.e. social infrastructure) keeps pace with Richmond's growth. Additionally, many non profit organizations have a long tradition of involvement in public policy and are known for representing the voices of the most marginalized community groups. As these non-profit agencies are striving to meet the needs of the growing population they have also been struggling to secure or maintain affordable spaces to provide services.

What can we build on? Richmond has effective partnerships with many non-profit agencies. The Richmond Community Services Advisory Committee, funded by the City of Richmond, is a network of more than 30 local non-profit agencies and community partners which are working collectively on community issues of mutual importance. In addition, Richmond has developed strong relationships with other public partners to deliver services in the community. Further, Richmond has an array of City and non-City facilities used for service provision. For example, Caring Place, a community hub for non-profit agencies, has proved to be an effective solution for agencies to deliver services in a convenient one-stop location.

What are the challenges? The increasing demand for social services is a key challenge for Richmond. The number of non-profit agencies that provide these services needs to expand; however, the cost of land and construction inhibits service expansion. Additionally, while these agencies may receive federal and provincial government support, funding is not guaranteed, which creates instability and uncertainty for service providers. Other challenges include a lack of clarity on City roles in addressing social issues and the impact of decisions made by senior levels of government on the City. Being the level of government closest to the people, the City is frequently approached for support by, non-profit agencies on items that are not part of Richmond's mandate.

What is the current City policy context? Key City policies relevant to social infrastructure are the OCP, the Parks, Recreation and Cultural Services Master Plan, and City Grant Programs.

Agencies in Caring Place

- Alzheimer Society of BC
- BC Centre for Ability
- Canadian Hemochromatosis Society
- CHIMO Crisis Services
- Family Services of Greater Vancouver
- Heart and Strong Foundation of Canada
- Richmond Caring Place Society
- Richmond Hospice Association
- Richmond Multicultural Community Services
- Richmond Society for Community Living
- Richmond Women's Resource Centre Association
- S.U.C.C.E.S.S.
- Volunteer Richmond Information Services

Recommended Actions:

Action 29—Prepare an enhanced policy framework for securing community amenities (e.g. space for City services, space for lease to community agencies) through the rezoning process for new developments including:

- 29.1 Developing an administrative structure (e.g. senior staff review team) and criteria for assessing community amenity options for recommendation to Council on specific rezoning applications. *Short Term (0–3 years)*
- 29.2 Establishment of a Community Amenity Reserve Policy and Fund, similar to those for affordable housing and child care, to secure cash contributions from developers in lieu of the provision of built amenity space. *Long Term (7–10 years)*

Proposed Partners:

- Developers
- Richmond Community Services Advisory Committee
- Richmond Seniors Advisory Committee
- Child Care Development Advisory Committee
- Non-profit Agencies

City Roles:

- Undertake planning, research and policy development.

Action 30—Develop and maintain a database on space needs of non-profit social service agencies to be updated annually through surveys of agencies. *Short Term (0–3 years)*

Proposed Partners:

- Richmond Community Services Advisory Committee

City Roles:

- Deliver programs and services.
- Engage and empower community.
- Undertake planning, research and policy development.

Action 31—In consultation with community agencies and developers, establish a clear, consistent City policy framework for assisting community agencies to secure program and office space for their operations, with the framework specifying, among other things:

- 31.1 Eligibility requirements and criteria for support. *Short Term (0–3 years)*
- 31.2 Application process with an emphasis on transparency, consistency, and fairness. *Short Term (0–3 years)*
- 31.3 Timing requirements. *Short Term (0–3 years)*
- 31.4 Clarification of responsibilities of participating parties (e.g. agencies, developers, City). *Short Term (0–3 years)*
- 31.5 Examples of spaces that may be pursued (e.g. multi-service hubs, single agency spaces, strategic/specific agency groupings). *Short Term (0–3 years)*
- 31.6 Alternative mechanisms for the securing or provision of space (e.g. lease of City premises, space secured through private rezonings as an amenity contribution, space secured for lease as part of a private development approvals process, space secured through City partnerships with other levels of government). *Short Term (0–3 years)*

Proposed Partners:

- Community Agencies
- Non-profit Agencies
- Developers
- Child Care Providers
- Richmond Community Services Advisory Committee
- Child Care Development Advisory Committee
- Richmond Children First

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.

Action 32—Implement the City Centre Area Plan Policy of exploring opportunities to establish multi-use, multi-agency community service hubs in appropriate locations in the City Centre, while also pursuing other types of agency space, as appropriate, throughout Richmond. *Short Term (0–3 years)*

Proposed Partners:

- Richmond Community Services Advisory Committee
- Non-profit Agencies
- Child Care Providers
- Child Care Development Advisory Committee
- Richmond Children First

City Roles:

- Undertake planning, research and policy development.



Action 33—Consider the development of mechanisms and guidelines to expand use of the City's communication channels (e.g. website) to help community agencies publicize their services, programs and events. *Short Term (0–3 years)*

Proposed Partners:

- Non-profit Agencies

City Roles:

- Collaborate and establish partnerships.
- Engage and empower community.
- Deliver programs and services.

Action 34—Strengthen the City's already strong collaborative relationship with Vancouver Coastal Health, consulting on emerging health care issues facing the community, advocating for needed services, partnering on priority community and social development initiatives, and soliciting input on the health implications of key City planning matters. *Ongoing*

Proposed Partners:

- Vancouver Coastal Health

City Roles:

- Collaborate and establish partnerships.



Richmond's Strengths

In 2012, the Richmond School District had an enrolment of approximately 22,000 students with:

- 38 elementary schools
- 10 secondary schools
- 1 alternative school

Richmond's Strengths

- 5 libraries
- 97,096 cardholders
- 2,590 library programs
- 124,030 program participants
- 4,359,215 items borrowed



Action 35—Strengthen the City's already strong collaborative relationship with the Richmond School District, consulting with the district on emerging children, youth and education issues facing the community, advocating for needed programs, and partnering on priority community and social development initiatives. *Ongoing*

Proposed Partners:

- School District No. 38
- Child Care Development Advisory Committee
- Public Partners
- Youth Coordinators
- City and School Board Liaison Committee

City Roles:

- Collaborate and establish partnerships.

Action 36—Encourage the Richmond School District to:

36.1 Expand community access and use of its schools. *Short Term (0–3 years)*

36.2 Explore the potential for working together to establish a pilot community school in the City. *Long Term (7–10 years)*

Proposed Partners:

- School District No. 38
- City and School Board Liaison Committee
- Non-profit Agencies
- Richmond Community Services Advisory Committee

City Roles:

- Collaborate and establish partnerships.
- Undertake planning, research and policy development.

Action 37—Expand opportunities for partnering with Richmond Public Library on community engagement and social development initiatives. *Ongoing*

Proposed Partners:

- Richmond Public Library

City Roles:

- Collaborate and establish partnerships.
- Deliver programs and services.

Action 38—Nurture and enhance existing communication channels and networks with community agencies (e.g. through staff support to the Richmond Community Services Advisory Committee and participation in groups such as the Safe Communities Alliance and Richmond Children First). Ongoing

Proposed Partners:

- Richmond Community Services Advisory Committee
- Non-profit Agencies
- Richmond Children First
- Networking Groups

City Roles:

- Engage and empower community.

Action 39—Administer, monitor and enhance the City Grant Program, undertaking reviews as required to ensure that the program continues to have adequate resources, targets priority community needs and makes efficient use of staff resources.

Ongoing

Proposed Partners:

- Non-profit Agencies
- Community Committees
- Richmond Community Services Advisory Committee

City Roles:

- Provide land, space or funding.
- Undertake planning, research and policy development.

Action 40—Continue to improve mechanisms and enhance timely interdepartmental collaboration to ensure that in City planning and decision making, social factors are given appropriate consideration, in conjunction with economic and environmental factors. Ongoing

Proposed Partners:

- Community Committees
- Advisory Committees

City Roles:

- Undertake planning, research and policy development.
- Collaborate and establish partnerships.

City Grant Programs

The City has been disbursing City Grants for many years. In 2012, a revised City Grant Policy was adopted and implemented establishing three separate programs, all with increased budgets. The Health, Social and Safety Grants budget increased by \$87,000, resulting in a total of \$530,637 being awarded to 29 community service agencies.

Child Care Grant Program

In 2011, a total of \$26,050 was allocated in capital grants to non-profit societies supporting or providing child care. Additionally, in 2012, Council approved the establishment of a Child Care Operating Reserve Fund to hold developer contributions that will support the provision of quality care through professional and program development.

Action 41—Develop and maintain strong networks and communication channels with senior government partners to seek their policy and financial assistance in addressing Richmond social issues. *Ongoing*

Proposed Partners:

- Federal Government (including MPs, and key Federal staff)
- Provincial Government (including MLAs and key Provincial staff)

City Roles:

- Collaborate and establish partnerships.



Action 42—Participate in joint planning and networking initiatives with community partners (e.g. Richmond School District, Vancouver Coastal Health, Metro Vancouver, non-profit agencies), working collaboratively to address social development concerns in the community. *Ongoing*

Proposed Partners:

- School District No. 38
- Vancouver Coastal Health
- Non-profit Agencies
- Advisory Committees
- Public Partners
- City and School Board Liaison
- Richmond Children First
- Seniors Planning Network

City Roles:

- Collaborate and establish partnerships.
- Undertake planning, research and policy development.



Strategic Direction 8: Provide High Quality Recreation, Arts, Cultural and Wellness Opportunities

Why is this important? Active involvement in recreation, arts, cultural and wellness opportunities helps Richmond residents lead healthier lives and be better connected in their communities. Through recreation and sports, residents become physically active, engage in lifelong learning, and have fun. Arts and cultural opportunities give residents a sense of identity, shared pride and a way to communicate across cultures. Early engagement in these opportunities results in reduced future costs in health, police and social services. By ensuring a diversity of choices Richmond offers residents an increased sense of belonging and a more dynamic and sustainable quality of life.

What can we build on? An abundance of opportunities are available for residents throughout Richmond. Examples include pools, arenas, the Richmond Cultural Centre, libraries, heritage facilities, a professional theatre and eight community centres. As a legacy of the 2010 Winter Olympics, the Richmond Olympic Oval has evolved into a multi-use sport facility that creates both traditional and unique opportunities for residents and visitors alike. The City has also developed the Parks, Recreation, and Cultural Services Master Plan that guides the direction of recreation, arts and cultural opportunities.

What are the challenges? A key issue in providing high quality recreation, arts and cultural wellness opportunities is the changing demographics in Richmond. A growing, aging and ethnically diverse population presents challenges in service provision, specifically in accommodating different needs and uses. The current models for delivering services are not sustainable in a growing dynamic city. It is critical that the City understand and respond to emerging community values and needs. Additionally, as Richmond's facilities continue to age, careful attention needs to be placed on planning new facilities and ensuring accessibility is maintained in aging facilities.

What is the current City policy context? Key City policies relevant to Richmond's recreation, arts and cultural opportunities are the OCP, the Parks, Recreation and Cultural Services Master Plan, Community Wellness Strategy, Arts Strategy, Youth Service Plan and Older Adult Service Plan.





Recommended Actions:

Action 43—Implement, monitor and update the Parks, Recreation and Cultural Services Master Plan, based on updated Community Needs Assessments, developing and enhancing an appropriate range of parks, recreation and cultural facilities throughout Richmond. *Ongoing*

Proposed Partners:

- Community Partners
- Non-profit Agencies
- Vancouver Coastal Health
- School District No. 38
- Richmond Public Library

City Roles:

- Undertake planning, research and policy development.
- Provide land, space or funding.



Action 44—Implement, monitor and update the Community Wellness Strategy including development of community wellness indicators in partnership with Vancouver Coastal Health. *Ongoing*

Proposed Partners:

- Community Partners
- Non-profit Agencies
- Vancouver Coastal Health
- School District No. 38

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.



Action 45—Implement, monitor and update the Richmond Arts Strategy recognizing that the arts can be an important social development tool with respect to:

- education (e.g. increasing public awareness of social issues through theatre or visual media);
- engagement (e.g. providing opportunities for people to become more involved in the community);
- employment (e.g. providing jobs for people in arts related fields). *Ongoing*

Proposed Partners:

- Arts Community
- Community Partners
- School District No. 38

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.



Action 46—Support food security for Richmond residents by:

- 46.1 Encouraging development of community gardens and farmers markets. *Ongoing*
- 46.2 Supporting retention of agricultural lands and efforts to make these lands economically viable. *Ongoing*
- 46.3 Supporting the Richmond Farm School as an important component for the agricultural sector in the region. *Ongoing*
- 46.4 Working with the Richmond Food Security Society and Vancouver Coastal Health to facilitate food security related initiatives. *Ongoing*

Proposed Partners:

- Non-profit Agencies
- Kwantlen University
- Vancouver Coastal Health

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.
- Collaborate and establish partnerships.
- Provide land, space or funding.

Action 47—Undertake a review to expand opportunities for use of the Oval for social development initiatives. Medium Term (4–6 Years)

Proposed Partners:

- Richmond Oval Corporation

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.



Strategic Direction 9: Facilitate Strong and Safe Neighbourhoods

Why is this important? Strong and safe neighbourhoods promote social inclusion, encourage active living, and contribute to economic viability. When people feel safe in their neighbourhoods, they venture outside of their homes, use parks and public spaces, connect with their neighbours and experience a more enriched community life. This sense of security is important in enhancing Richmond's livability and ensuring residents have a high quality of life.

What can we build on? The City has a solid base of community safety services delivered through its Law and Community Safety Department (e.g. policing, Richmond Fire-Rescue, and Emergency Preparedness). The City works in partnership with local and provincial agencies to ensure safety is considered in all aspects of community life. Additionally, Community Policing Initiatives (e.g. Block Watch, Pedestrian Safety, DARE) are delivered through the Richmond detachment of the RCMP.

What are the challenges? Cost pressures present a key challenge in provision of services to ensure residents feel safe in their neighbourhoods. As with other service delivery, it is important that sufficient funding and resources are available to provide necessary community safety services for Richmond's growing population. Richmond's population diversity also presents a challenge, as developing strong neighbourhoods requires active participation of all residents.

What is the current City policy context? Key City policies relevant to Richmond's safety are the OCP, the RCMP Strategic Plan (2011–2013), the Richmond Fire Rescue Plan (2012–2015) and Richmond Substance Abuse Strategy.

Recommended Actions:

Action 48—Ensure that the City's land use planning and transportation policies and bylaws create neighbourhoods that support Richmond's active living, social development and wellness objectives through such measures as:

- 48.1 Identifying locations, funding options, and planning mechanisms for development of community gathering spaces in various parts of the City. *Ongoing*
- 48.2 Facilitating development of vibrant streetscapes with a diverse range of uses and amenities in appropriate neighbourhood locations throughout Richmond. *Ongoing*
- 48.3 Completing a network of bike routes and walkways linking neighbourhood hubs and gathering places to one another and to regional amenities. *Ongoing*



Proposed Partners:

- Provincial Government
- Non-profit Agencies
- Vancouver Coastal Health

City Roles:

- Undertake planning, research and policy development.
- Provide land, space or funding.
- Collaborate and establish partnerships.

Action 49—Support local community building initiatives, focusing on:

- 49.1 Developing community gardens, boulevard planting areas and other informal gathering places in local neighbourhoods through the existing Partners for Beautification Program. *Ongoing*
- 49.2 Supporting community clean up events and community arts activities. *Ongoing*

Proposed Partners:

- Corporations
- Non-profit Agencies
- Citizens

City Roles:

- Engage and empower community.
- Undertake planning, research and policy development.
- Provide land, space or funding.

Action 50—Continue to co-locate recreation and other community facilities with or near school sites. *Ongoing*

Proposed Partners:

- School District No. 38
- Community Associations

City Roles:

- Undertake planning, research and policy development.
- Collaborate and establish partnerships.
- Provide land, space or funding.

Action 51—Encourage community agencies and faith-based groups to make spaces available in their premises at reasonable rates for local community users (e.g. meetings, drop-in programs). *Ongoing*

Proposed Partners:

- Richmond Community Services Advisory Committee
- School District No. 38
- Faith-based Groups

City Roles:

- Engage and empower community.

Action 52—Collaborate with the RCMP and community partners to promote Richmond as a safe and livable community.

Ongoing

Proposed Partners:

- RCMP
- Richmond Chamber of Commerce
- Tourism Richmond
- Community Partners

City Roles:

- Collaborate and establish partnerships.
- Deliver programs and services.

Action 53—Support the efforts of government and community-based partners to address mental health, substance abuse and addictions concerns in Richmond. *Ongoing*

Proposed Partners:

- Vancouver Coastal Health
- Richmond Community Services Advisory Committee
- Non-profit Agencies

City Roles:

- Collaborate and establish partnerships.
- Provide land, space or funding.
- Advocate and secure external contributions.

**The Richmond RCMP Detachment
Strategic Plan, 2011–2013**

The Strategic Plan cites a priority focus for youth related to the “*prevention and reduction of youth involvement in criminal activity and the criminal justice system, both as victims and offenders.*”



Implementation and Next Steps

Implementation Priorities

By promoting mutual understanding and encouraging involvement from all community members, the goal is to build and maintain a unified, inclusive, community—one that is welcoming and offers a high quality of life for all residents.

All of the foregoing recommended actions are considered important, hence their inclusion in this document. With respect to priorities, it is difficult to say that any one particular social issue is more important than another. That said, based on comments received through the consultations for this Strategy, an assessment of socio-economic data and trends, and staff's understanding of service gaps and needs, the following five issue areas emerged as key concerns for the future:

- **Cultural Diversity**—The diversity of Richmond's population permeates all issues in this Strategy. While many of the issues faced by Richmond are similar to those of other communities (e.g. child care, poverty, affordable housing), the issues take on a unique "made in Richmond" perspective because of our diversity. A key challenge for the City in moving forward will be to strike a balance between addressing the needs of the immigrant population, while also recognizing the needs of the non-immigrant population.
- **Aging of the Population**—Another key demographic trend facing Richmond is the aging of the population. The growth of the older adult population will have implications for several areas, including the built environment, housing, community services, the economy, and the health care system. Today's older adults are generally more vocal, healthy, and better educated than those of previous generations. They increasingly expect to have a voice in decisions that affect their lives—a trend that will continue as more people from the "baby boom" generation move into retirement. In planning for the future, a key challenge will be to ensure that the needs of older adults are reflected, and that the needs of other age groups are also addressed (i.e. promoting mutual understanding and support, seeking to prevent inter-generational conflicts and resentment).
- **Social capital and infrastructure**—Community agencies are facing significant challenges (e.g. providing quality services with limited funding, securing appropriate and affordable office space, competing for contracts and short term project grants). If the City is to be successful in addressing its social development goals, it is essential that vibrant community agencies and a healthy overall social infrastructure be in place. A key challenge for the City will be to ensure community agencies have the necessary facilities and assistance to meet the growing demands. This includes enhancing networks (e.g. inter-agency collaboration to address social issues) and support for local community agencies (e.g. through the City Grant Program and assistance with securing appropriate and affordable office and program space).
- **Children, families and youth**—The well-being of Richmond's children, youth and families is essential to a socially sustainable community. The availability of child care and affordable housing, as well as a stable, supported non-profit sector and a vibrant network of parks, recreation

and cultural opportunities will provide a foundation for healthy development and supportive connections. In planning for the future, a key challenge for the City will be to ensure sufficient access to child care and family support services, as well as the development of family-friendly neighbourhoods and communities that will strengthen Richmond's "sense of place".

- **Affordable housing and affordable living**—The availability of suitable, affordable housing in Richmond is a key concern. Given the high cost of housing and real estate, many households are either excluded from the housing market or spending a large percent of their incomes on accommodation. Others may be living in substandard accommodation because of a lack of affordable alternatives. In planning for the future, a key challenge for the City will be to provide an appropriate range of housing options to accommodate all aspects of Richmond's population, and to ensure the building and nurturing of innovative partnerships to address housing concerns.

The City cannot address these concerns on its own and the City has a limited ability to address income disparity or overall community affordability concerns; however, it can make an important contribution in conjunction with other partners.

In setting priorities and developing an implementation plan for this Strategy, particular attention will need to be given to the foregoing issue areas. That said, a balanced approach will be required, whereby attention is paid to actions pertaining to all the identified Strategic Directions. Work is already proceeding on several of the actions proposed in this document. Other proposed actions have yet to be initiated—or will require additional time or resources to be effectively implemented.

Resource Requirements

A key assumption underlying preparation of the Strategy was that adequate resources would be required for its implementation. Existing staff are currently functioning at full capacity and taking on additional tasks will prove challenging for the City to address its social development goals.

Full details regarding resource requirements will be provided in the annual work programs for the Strategy. A preliminary determination of necessary staff resources is outlined on pages 69 and 70.

Social Development Strategy: Resource Requirements Staffing ⁷		
Resource	Rationale and Scope	Cost and Funding Source
Child Care Coordinator	<p>Several new child care facilities, negotiated from private developers through the rezoning process, are currently at various stages of the planning and development process. More facilities will be coming on stream in the future. A dedicated RFT Coordinator position is required to play a lead role in the planning and development of the new facilities, as well as address other child care issues on behalf of the City.</p> <p>In June 2012, Council approved \$50,000 from 2011 Surplus Appropriation for retention of a one year temporary part time Child Care Coordinator. In December 2012, Council approved an ongoing additional level for the 2013 Operating Budget to fill the position on a regular full time basis. The need for the position will be assessed after three years, and justification will need to be provided to maintain the position on an ongoing basis.</p>	<p>\$95,000–\$107,000/year</p> <p>Source: Annual Operating Budget</p> <p>(Additional Level approved for 2013 Operating Budget)</p>
Affordable Housing Analyst	<p>The volume, scope, and complexity of the City's affordable housing responsibilities have risen dramatically since adoption of the Affordable Housing Strategy in 2007. To ensure that the affordable housing portfolio continues to be well managed and that future demands are effectively addressed, additional staff support is required.</p> <p>A research analyst position was recommended in the City's post 2010 reorganization.</p>	<p>\$76,000–\$91,000/year</p> <p>Source: Annual Operating Budget 2014</p>
Social Development Coordinator	<p>The volume, scope, and complexity of responsibilities for the City's Community Social Development Section have risen dramatically since the Section was established in 2009. Addressing the priorities of the Social Development Strategy will place further demands on staff resources. An additional RFT social development/social planning staff position will be needed to lead various projects; policies and programs identified herein and ensure that the Strategy is effectively implemented.</p> <p>A liaison/coordinator position was recommended in the City's post 2010 reorganization.</p>	<p>\$97,000–\$128,000/year</p> <p>Source: Annual Operating Budget 2015</p> <p>Additional Level 2014</p>

⁷ Note: This list does not include additional staff required for the expanded Minoru Place Activity Centre. Those requirements will be identified through the planning and budgeting process for the expanded facility.

Next Steps: From Draft to Adoption to Action

Refinement and Adoption—Winter–Summer 2013

- **Distribute draft Strategy and elicit public comment:** The draft Strategy will be posted on the City's website and distributed through various networks (e.g. City advisory committees, Community Partners, the School District, Health Authority, and other partner organizations). As time and resources allow, staff may also meet with organizations to provide an overview of the draft and answer questions that arise.
- **Assess comments and revise Strategy:** Staff will review the comments and make adjustments to the Strategy as deemed appropriate.
- **Present revised Strategy to Council for adoption:** Staff will prepare an updated report for Council which includes the comments and submissions received, and will present the revised Strategy for adoption.

Filling in the Details and Preparing for Action—Fall/Winter 2013

- **Develop work program for Strategy implementation:** As noted, following adoption of the Strategy, staff will prepare the first of what will be annual Strategy Work Programs for Council review and adoption. The program will include ongoing, previously initiated, and new items. It will also include a combination of “quick wins” and initiatives that require a longer term investment to produce results. The work program will identify time lines, resource and budget requirements, and indicators for each recommended priority action to determine the success of Strategy implementation.

Ongoing Implementation, Monitoring and Renewal—Winter 2013 onward

- **Implement, monitor, and report:** Guided by the work programs, staff will coordinate implementation of the Strategy. On an annual basis, they will provide a report to Council which summarizes achievements made over the previous year, and present proposed priorities to be addressed in the following year. It is recognized that new, unforeseen issues or opportunities will likely arise after adoption of the Strategy, therefore, flexibility will be required, and periodic adjustments may need to be made to the Strategy—especially in the later years of implementation.
- **Renew Strategy:** The term of the Strategy is for 2013 to 2022. Work will need to proceed well before the expiration of the term to develop the next iteration of the Strategy for 2023–2032.

Guiding Principles for implementation:

In determining work program priorities, the following guiding principles will be adhered to:

- The action addresses a recognized need and is compatible with the City Vision, Council Term Goals, and the Corporate Plan.
- The action contributes to the City's sustainability objectives.
- The action provides opportunities for leveraged funding and/or strategic partnerships.
- There is strong likelihood of success for pursuing the action.
- There are existing resources to pursue the action or adequate resources will be assessed on a cost-benefit basis and allocated accordingly.
- The action builds on and enhances social capital, contributes to social infrastructure, and promotes community engagement.

Measuring Progress in Achieving Goals:

1. For each action, action outcomes and performance measures will be developed, including:
 - 1.1 Baseline indicators (i.e. current state).
 - 1.2 Targets: short term (0–3 year), medium term (4–6 year) and long term (7–10 year) targets (i.e. desired state).
2. Reporting mechanisms:
 - 2.1 Annual Reports featuring progress on the nine Strategic Directions.
 - 2.2 Reporting on target progress every three years.



Concluding Comments

The Richmond Social Development Strategy is intended to provide long term direction to the City in addressing social development priorities. Its purpose is to function like a social development equivalent of the Official Community Plan (OCP), consistent with the City's commitment to sustainability and its vision of being the most appealing, livable and well managed community in Canada.

The Strategy was developed through a participatory process that engaged community members and other key Richmond stakeholders. It clearly maps out goals, strategic directions and recommended actions which will act as the framework for implementation.

This strategy highlights that:

- Richmond has a strong, proud, and effective legacy of social development.
- The City is currently devoting considerable resources to social development concerns.
- The City faces numerous challenges—but it also has a host of opportunities for planning to meet future social needs.
- To effectively address and implement future social development needs, the City must be increasingly strategic and follow a multi-partnership approach.

The Social Development Strategy is an ambitious and challenging project which will require careful management to ensure that its scope does not expand beyond the City's capacity and resources. The implementation of the Strategy will also not be possible without the commitment of all key stakeholders. The City cannot do it alone. The City needs to continue to build sustainable partnerships with community partners and work collaboratively with senior governments and other partners. This Strategy ultimately sets the stage for collaboration and will be a valuable resource for guiding future social development efforts of the City and its partners.

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Appendix 1—Social Development Policies and Strategies

City of Richmond Policies Relevant to Social Development⁸:

Policy Name	Policy Number	Adopted by Council
Affordable Housing	5005	December 18, 1989
Affordable Housing Strategy—Interim Strategy	5006	July 24, 2006
Affordable Housing Statutory Reserve Fund	5008	December 9, 1991
Casino Funding Guidelines	3706	June 12, 2000
City Buildings—Accessibility	2008	February 14, 1994
City Child Care Policy	4017	January 24, 2006
City Grants	3712	July 25, 2011, amended July 9, 2012
Cooperative Housing	4400	May 29, 1984
Corporate Sustainability Policy	1400	April 26, 2010
Disabled Persons—Accessibility	4012	October 13, 1981
Disabled Persons—Custom Transit	4011	October 26, 1981
Disabled Persons—Housing	4014	August 12, 1982
Disabled Persons—Need versus Resources	4010	May 26, 1990
Display of Religious Symbols at City Hall	2019	November 14, 2005
Full Service Gaming Policy	5040	May 29, 2002; amended June 9, 2003; February 27, 2006
Group Home Locations for Richmond	4001	February 25, 1991
Multiculturalism	6000	March 25, 1991
Parks and Leisure Services—Community Involvement	8701	March 28, 1978
Provision of Administrative Staff Support Services to Statutory and Other Council Appointed Advisory Bodies	1009	April 25, 1994; reconfirmed September 13, 1999
Provision of Administrative staff support services to Statutory and Other Council Appointed Advisory Bodies—Administrative procedure	1009.1	April 25, 1994; revised August 28, 2002
Senior Services	4016	August 23, 1982

⁸ Note: Many of these policies are very old. A broad review of City policies took place in 2012 with several obsolete ones being deleted. Over time, it is expected that new policies will be introduced and existing ones will be updated, maintained or possibly deleted.

City of Richmond Planning Strategies Relevant to Social Development:

Title	Type	Timeframe	Endorsed by Council
Intercultural Strategy Plan	Report	2004–2010	October 22, 2004
Affordable Housing Strategy	Report	2007	May 28, 2007
Older Adults Service Plan	Report	2008–2012	May 2008
Youth Service Plan: Where Youth Thrive	Report	2008–2012	September 2008
Child Care Needs Assessment	Report	2009–2016	October 2010
Richmond Community Wellness Strategy	Report	2010–2015	February 2010
City Centre Area Plan	Bylaw 2.10	2031	September 2009
Richmond Official Community Plan	Bylaw 9000	2012–2041	November 26, 2012
Richmond RCMP Strategic Plan	Report	2011–2013	November 22, 2010
Richmond Substance Abuse Strategy	Report	n/a	July 28, 2003
The Fire-Rescue Plan	Report	2012–2015	March 26, 2012
Richmond Arts Strategy	Report	2012–2017	October 8, 2012
Sustainability Framework	Report	2010	January 25, 2010

Appendix 2—Key Stakeholder Consultation

Phase 1:

Stakeholder Meetings	
Stakeholder Group	Date
Council/School Board Liaison Committee	November 18, 2009
Child Care Development Advisory Committee	January 13, 2010
Richmond Seniors Advisory Committee	January 14, 2010
Richmond Community Services Advisory Committee	January 15, 2010
Richmond Centre for Disabilities	January 19, 2010
Richmond Intercultural Advisory Committee	January 20, 2010
Richmond Community Committee	January 27, 2010
Richmond Local Governance Liaison Committee	February 5, 2010
Health Liaison Committee	February 11, 2010
Richmond Children First	March 2, 2010
Canadian Federation of University Women – Richmond	April 20, 2010
Vancouver Coastal Health (VCH) Mental Health and Addiction Coordinating Committee	November 8, 2010

Summary notes were kept from the meetings and groups were asked to submit briefs with further comment. Written submissions were received from the following eight organizations:

- City Centre Community Association
- Richmond Community Services Advisory Committee
- Richmond Seniors Advisory Committee
- Child Care Development Advisory Committee
- Richmond Intercultural Advisory Committee
- Richmond Health Advisory Committee
- Richmond Poverty Response Committee
- Richmond Children First

Public Survey

As a means of gaining broader community input, staff developed a public survey for the Strategy. The survey was available in both a printed and online version. The printed version was also translated into Chinese to provide alternatives for Mandarin and Cantonese speaking residents to contribute their views.

Public Forum (May 26, 2010, Richmond Cultural Centre)—This forum was facilitated by Lani Schultz, Director, Corporate Programs Management Group. Twenty-four people attended, including members of the public and representatives of community organizations. Despite the relatively low turnout, the session generated interest in the project and elicited useful insight on key social planning priorities facing the City.

Let's Talk Richmond—The City engaged SustaiNet Software Solutions to develop Let's Talk Richmond, an innovative online discussion forum for both the Social Planning Strategy and the OCP. The forum provided an opportunity for residents to express their comments and opinions on a variety of topics from their home or workplace. During two six week time periods (one in the summer 2010 and one in the fall 2010), residents had the opportunity to discuss and comment on various topics including affordable housing, youth, older adults, social planning, and civic engagement.

The tool generated strong public interest, with 1003 distinct viewers visiting the social development section of the forum. Comments and discussion were lower than would have been desired, but increased from the first to the second forum. During the engagement period, the site was visited 2,964 times with 7,562 page views. In addition, 139 documents were downloaded from a menu of eight available publications (including the Older Adult Service Plan, Affordable Housing Strategy and Youth Strategy).

Study Circles—In partnership with the Richmond Civic Engagement Network (RCEN), the City conducted a series of study circle sessions—a facilitated process through which a small group of people meets multiple times to discuss a particular issue. Study circles are particularly beneficial in eliciting the views of people who may have difficulty in contributing through more traditional consultation methods.

Four study circle groups were established for the Social Development Strategy: a Cantonese, Mandarin, new immigrants and an open group. Eight volunteer facilitators and fifty-four participants took part in the circles. Each group met three times over a three-week period in September 2010.

In October, the City and RCEN co-hosted a wrap up forum to which all study circle facilitators and participants were invited. Twenty-eight participants, exclusive of City staff, attended. The aim was to summarize the key information generated through the circles, ensure that information was accurately captured, and gather additional ideas to contribute to the Strategy. Participants were very positive about the overall study circle experience and expressed strong interest in continued involvement as work on the Strategy proceeds.

Phase 2:

Following the update to committee, staff continued to seek input and guidance from a number of areas to ensure the Social Development Strategy was effectively addressing the needs from a variety of points of view across the organization.

Council/Staff Liaison Committee—The Council/ Staff liaison committee met on six (6) occasions between March 2011 and November 2012 to provide guidance and input to staff and to keep Council informed as the draft progresses.

Staff Consultation—A series of five (5) consultation meetings with staff groups from across the organization were held. These were designed to ensure that the Social Development Strategy would help all parts of the organization proceed with their goals and objectives in a complementary manner. Meetings took place between June 2011 and May 2012 and involved staff from Parks and Recreation, Sustainability, Richmond Public Library, Community Social Services, Arts and Cultural Services, Richmond Fire Rescue, Law and Community Safety, Planning, and Economic Development.

Golder/HB Lanarc Consultation—Staff had a series of meetings with HB Lanarc /Golder Associates to help provide some guidance for their production of the draft strategy. As an additional part of the public participation process, HB Lanarc set up a set of three (3) public consultation meetings in June 2011 for further discussion and input. These sessions were attended by member of community non-profits, agency reps (e.g. SWIS workers), community committees (e.g. Poverty Response committee) and members of council advisory committees.

Appendix 3—Glossary

Accessible: Able to physically, financially and attitudinally access and participate in a wide choice of community facilities, programs and services.

Adaptable Design: Housing that is designed and built with features that add considerable utility to an occupant with mobility challenges.

Affordable Housing: Shelter costs that do not exceed 30 percent of a household's income, whether in market or non-market housing.

Aging in Place: The ability for people to grow older without having to move from their current residence in order to secure necessary support services in response to changing needs.

Baby Boomer: Someone who was born between 1946 and 1964.

Barrier: A visible and/or invisible obstacle that prevents a person from using available programs and services.

Barrier Free Housing: Housing that is designed and built for universal access at the time of construction for an occupant with mobility challenges.

Coach Houses: A self-contained dwelling located above a detached garage in the rear yard.

Collaboration: The process of exchanging information, modifying activities, sharing resources and enhancing the capacity of involved parties to achieve a common purpose.

Community: A group of individuals, families or organizations that share common values, attributes, interests and/or geographical boundaries.

Community Capacity: The assets and capabilities of a community, which can be developed and applied through community development.

Community Development: A dynamic process in which all citizens are encouraged to participate in enhancing the quality of life for their community.

Community Engagement: The process of working collaboratively with groups of people who are affiliated by geographic proximity, special interest, or similar situations, to address issues affecting their well-being.

Community Partner: Community organizations with which the City operates community facilities.

Complete Communities: Communities where people can live, work, shop, and play. They include local access to options for food, transportation, housing, recreation, education, retail, and employment.

Cost of Living: Average costs of the basic necessities of life such as food, shelter and clothing.

Cultural Diversity: The presence and participation of many different cultural communities within society, and the explicit recognition that the contribution and participation of all cultural communities have equal value and benefit to society.

Developmental Assets: Factors or qualities which have an influence on the social and personal development in youth. Examples include support, empowerment, commitment to learning, and positive values. These developmental assets help young people make wise decisions, choose positive paths, and grow up caring and responsible.

Diversity: The unique characteristics that people possess that distinguish them as individuals and that identify them as belonging to a group or groups. Notions of diversity include culture, ethnicity, class, gender, religion, sexual orientation or disability and other.

Established Immigrants: Community members who have come to Canada more than 10 years ago.

Homelessness: People are considered homeless if they do not have a dwelling place where they can expect to stay for more than 30 days and if they do not pay rent. Homelessness can be broken into two categories; *Absolute Homelessness* which refers to those without any physical shelter, and *At Risk of Homelessness* which refers to individuals or families whose living spaces do not meet minimum health and safety standards, and do not offer security of tenure, personal safety and/or affordability.

Inclusive: Welcoming and enabling participation from everyone.

Intercultural: The interaction, cooperation and collaboration between or among people of different cultures.

Inter-generational: The intermingling or coming together of multiple generations (e.g. youth, older adults).

Metro Vancouver: Also known as the Greater Vancouver Regional District (GVRD).

Needs: The gaps between what are considered essential conditions for adequate quality of life and what actually exists. These conditions are not absolute but are relative to the criteria used by whoever is defining the needs.

Neighbourhood Hub: A central, multi-use facility that involves the co-location of two or more compatible community services to better serve the needs of residents while strengthening the capacity of participating agencies. These hubs may target specific populations or mandates (e.g. early childhood, youth, seniors) or provide services to a wide spectrum of community members.

New Immigrants/Newcomers: Community members who have come to Canada less than five years ago.

Older Adult: An individual who is older than 55 years of age.

Policies: A set of broad government objectives to be attained through a number of related specific programs.

Poverty: The inability to satisfy basic needs due to a lack of money, goods, or means of support.

Quality of Life: The degree to which a person enjoys life. Quality of life is measured both subjectively (how someone feels about things, spiritual health, being satisfied with status, safety) as well as objectively (material and physical well-being, political stability, climate and geography, job security, political freedom, gender equality).

Recent Immigrants: Community members who have come to Canada five to ten years ago.

Research: The collection of information about a particular subject. For purposes of the Social Development Strategy, the City's research could be relatively minor (e.g. reviewing website material) or extensive (e.g. undertaking a comprehensive community needs assessment).

Secondary Suite: A self contained additional dwelling unit located on a residential property which usually contains living, sleeping, cooking and toilet facilities.

Senior Government: This includes the Government of the Province of BC, and the Federal Government of Canada.

Settlement Services: Services that aim to support newcomers to integrate into Canadian society. Examples include language assessment and training, social or work-related skill development, referrals, and orientation to day-to-day aspects of life in Canada.

Social Assets: The resources and abilities of people and organizations within a community that contribute to social well being.

Social Capital: The network of social organizations in a community, their cumulative abilities, and their channels of communication and association.

Social Development: The process of improving quality of life for all members of society. Involves the sharing of community resources, commitments and responsibilities, with the aim of achieving better state of society for all.

Social Equity: Ensuring that all segments of the population have equal opportunity and that their needs are recognized and addressed in a fair manner.

Social Infrastructure: All assets that accommodate and support social services and social development. These include physical buildings as well as social capital the provision of services.

Social Media: A form of internet-based communication that provides immediate and interactive information sharing across different platforms. Social media promotes two-way communication, rather than simple information dissemination.

Socially Inclusive Communities: Communities that strive to eliminate poverty and provide opportunities for meaningful engagement and participation of all members of society regardless of their socio-economic status.

Stakeholder: Any organization or individual that has a direct interest in an action or decision either because they have a role in implementing the decision, or because they will be affected by the decision.

Values: What a community/individual believes in and stands for. Values provide motivation to keep people focused on why and what is done.

Vision: Based on values, a vision describes the desired state of the future. It uses language to convey a sense of how success will look and feel.

Walkable Neighbourhoods: A type of compact urban living where streets are designed in such a way that residents can safely walk and bike to accomplish daily tasks.

Wellness: An approach to personal and community health that emphasizes individual and collective responsibility for well being, specifically through the practice of health-promotion lifestyle behaviours.

Workforce Housing: Housing that is affordable to working households that do not qualify for subsidized rental housing, yet cannot afford market-rate housing in their community.

Appendix 4—Acronyms

CCDAC	– Child Care Development Advisory Committee
CMA	– Census Metropolitan Area as defined by Statistics Canada
CMHC	– Canada Mortgage and Housing Corporation
GVHBA	– Greater Vancouver Home Builders Association
IEC-BC	– Immigrant Employment Council of BC
MLAs	– Members of the Legislative Assembly
MPs	– Member of Parliament
OCP	– Official Community Plan
PRC	– Poverty Response Committee
PRCS	– Parks, Recreation and Cultural Services
RCD	– Richmond Centre for Disability
RCEN	– Richmond Civic Engagement Network
RCF	– Richmond Children First
RCMP	– Royal Canadian Mounted Police
RCSAC	– Richmond Community Services Advisory Committee
RFSS	– Richmond Food Security Society
RHC	– Richmond Homelessness Coalition
RIAC	– Richmond Intercultural Advisory Committee
RMCS	– Richmond Multicultural Community Services
RPL	– Richmond Public Library
RSAC	– Richmond Seniors Advisory Committee
UBCM	– Union of BC Municipalities
UDI	– Urban Development Institute
VCH	– Vancouver Coastal Health