



To: General Purposes Committee
From: Jason Kita
Director, Intergovernmental Relations and
Corporate and Strategic Planning
Date: August 21, 2024
File: 01-0005-01/2024-Vol
01
Re: Council Strategic Plan 2022-2026 Mid-Term Highlights



Staff Recommendations

That:

1. The report titled "Council Strategic Plan 2022-2026 Mid-Term Highlights," dated August 21, 2024 from the Director, Intergovernmental Relations and Corporate and Strategic Planning, be received for information; and
2. Attachments 1 and 2 of the report be made available for viewing and download on the City of Richmond website.

Jason Kita
Director, Intergovernmental Relations and Corporate and Strategic Planning
(604-276-4091)

Att. 2

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	
Arts, Culture & Heritage	<input checked="" type="checkbox"/>	
Building Approvals	<input checked="" type="checkbox"/>	
Business Services	<input checked="" type="checkbox"/>	
City Clerk	<input checked="" type="checkbox"/>	
Communications	<input checked="" type="checkbox"/>	
Community Bylaws	<input checked="" type="checkbox"/>	
Community Safety Administration	<input checked="" type="checkbox"/>	
Community Social Development	<input checked="" type="checkbox"/>	
Development Applications	<input checked="" type="checkbox"/>	
District Energy	<input checked="" type="checkbox"/>	
Engineering	<input checked="" type="checkbox"/>	
Facility Services & Project Development	<input checked="" type="checkbox"/>	
Finance Department	<input checked="" type="checkbox"/>	
Fire Rescue	<input checked="" type="checkbox"/>	
Housing Office	<input checked="" type="checkbox"/>	
Information Technology	<input checked="" type="checkbox"/>	
Intergovernmental Relations & Protocol Unit	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
Policy Planning	<input checked="" type="checkbox"/>	
Public Works Operations	<input checked="" type="checkbox"/>	
RCMP	<input checked="" type="checkbox"/>	
Recreation & Sport Services	<input checked="" type="checkbox"/>	
Real Estate Services	<input checked="" type="checkbox"/>	
Climate & Environment	<input checked="" type="checkbox"/>	
Transportation	<input checked="" type="checkbox"/>	
SENIOR STAFF REPORT REVIEW	INITIALS: 	APPROVED BY CAO 

Staff Report

Origin

At the start of each new term, Richmond's City Council has the opportunity to collectively identify a strategic direction for the municipality that will guide decision-making throughout the four-year term of office. As outlined by the Province of British Columbia, the purposes of a municipality include:

- Providing for good government of its community;
- Providing for services, laws and other matters for community benefit;
- Providing for stewardship of the public assets of its community; and
- Fostering the economic, social and environmental well-being of its community.

On March 13, 2023, Council adopted the Council Strategic Plan 2022-2026. This report highlights key accomplishments made in advancing the strategic plan's focus areas and priorities from November 2022 to June 2024.

This report supports Council's Strategic Plan 2022-2026 Focus Area #1 Proactive in Stakeholder and Civic Engagement:

Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.

This report supports Council's Strategic Plan 2022-2026 Focus Area #2 Strategic and Sustainable Community Growth:

Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.

This report supports Council's Strategic Plan 2022-2026 Focus Area #3 A Safe and Prepared Community:

Community safety and preparedness through effective planning, strategic partnerships and proactive programs.

This report supports Council's Strategic Plan 2022-2026 Focus Area #4 Responsible Financial Management and Governance:

Responsible financial management and efficient use of public resources to meet the needs of the community.

This report supports Council's Strategic Plan 2022-2026 Focus Area #5 A Leader in Environmental Sustainability:

Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.

This report supports Council's Strategic Plan 2022-2026 Focus Area #6 A Vibrant, Resilient and Active Community:

Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.

Analysis

A strategic plan allows the City to provide effective management and delivery of services in a manner that is responsive and flexible to address the current and future needs of the community. Once established, City Administration aligns with the Council Strategic Plan in order to achieve a focused and productive term of office that makes effective use of public resources.

The Council Strategic Plan 2022-2026 identifies six strategic focus areas:

1. **Proactive in Stakeholder and Civic Engagement:** Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.
2. **Strategic and Sustainable Community Growth:** Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.
3. **A Safe and Prepared Community:** Community safety and preparedness through effective planning, strategic partnerships and proactive programs.
4. **Responsible Financial Management and Governance:** Responsible financial management and efficient use of public resources to meet the needs of the community.
5. **A Leader in Environmental Sustainability:** Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.
6. **A Vibrant, Resilient and Active Community:** Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.

Notable progress has been made thus far to support the advancement of these focus areas and the supporting priorities this term. **Attachment 1** highlights key achievements made from November 2022 to June 2024. A brief overview report is also included in **Attachment 2**. If endorsed by Council, staff recommend that the attached reports be made available on the City of Richmond website (www.richmond.ca).

Financial Impact

None.

Conclusion

The Council Strategic Plan 2022-2026 forms the basis of a focused and productive work program for the City's operations and services. The attached reports provide Council with information on some of the key work that was completed from November 2022 to June 2024 to advance the six focus areas identified in the plan. Should Council wish to share the attached reports, staff

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recommend that they be made available for viewing and download on the City of Richmond website.

A handwritten signature in blue ink, appearing to read 'DBY', with a long horizontal flourish extending to the right.

Daisy Byrne
Manager, Corporate Strategic Initiatives
(604-204-8683)

Att. 1: Council Strategic Plan 2022-2026 Mid-Term Highlights Report

Att. 2: Council Strategic Plan 2022-2026 Mid-Term Highlights Overview

Council Strategic Plan 2022–2026 Mid-Term Highlights Report





Richmond City Council

Front Row (left to right)

Councillor Alexa Loo, Councillor Bill McNulty, Mayor Malcolm Brodie, Councillor Chak Au, Councillor Carol Day

Back Row (left to right)

Lieutenant Jim Dickson (Richmond Fire-Rescue), Councillor Andy Hobbs, Councillor Kash Heed, Councillor Laura Gillanders, Councillor Michael Wolfe, Constable Jordan Hitchon (Richmond RCMP)

City of Richmond Council Strategic Plan 2022–2026

The Council Strategic Plan 2022–2026 identifies the collective priorities and focus areas for Richmond City Council’s current term of office.

Council adopted six strategic focus areas, each with specific priorities for the current term. This plan serves as a guide for the City, ensuring effective management and delivery of services that are responsive and adaptable to the evolving needs of everyone who lives, works, and plays in Richmond.

This mid-term report highlights the achievements made in advancing the Council Strategic Plan 2022–2026 from November 2022 to June 2024.



Proactive in Stakeholder and Civic Engagement

Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond’s interests.



Strategic and Sustainable Growth

Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.



A Safe and Prepared Community

Community safety and preparedness through effective planning, strategic partnerships and proactive programs.



Responsible Financial Management and Governance

Responsible financial management and efficient use of public resources to meet the needs of the community.



A Leader in Environmental Sustainability

Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.



A Vibrant, Resilient and Active Community

Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.



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Proactive in Stakeholder and Civic Engagement



1. Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.

1.1 Continue fostering effective and strategic relationships with other levels of government and Indigenous communities.

The City participated in annual conferences and conventions with other local governments and key stakeholders such as the Union of BC Municipalities (UBCM) and the Federation of Canadian Municipalities (FCM). These gatherings provide opportunities to engage with other orders of government on policy issues and seek solutions and new opportunities for success at the local level.

The City supported approximately 10 protocol events such as announcements, openings, and ground-breakings and worked with other levels of governments and key stakeholders to highlight funding and projects supported by senior levels of government.

To support the City’s application for a fish Habitat Bank, preliminary meetings were held with the Department of Fisheries and Oceans Canada to develop an engagement plan, including considerations for Indigenous engagement. A Habitat Bank would advance the City’s Flood Protection Management Strategy and Dike Master Plans by streamlining environmental permitting processes for dike upgrade projects. Additional stakeholder engagement sessions are underway to support the application.



Visit from Prime Minister Justin Trudeau

1.2 Advocate for the needs of Richmond in collaboration with partners and stakeholders.

The City championed enhanced active transportation and transit facilities as part of the provincial government’s Steveston Interchange Project and Fraser River Tunnel Project. Throughout

the infrastructure design, construction and environmental assessment processes, the City provided input on Richmond’s interests and requirements to support enhancements beneficial to the community. Construction of the new five-lane Steveston Interchange is underway and will provide mobility improvements and congestion relief in 2025 once complete, including protected cycling and pedestrian facilities and enhanced bus stops to promote sustainable travel options.

The City supported the Vancouver Airport Fuel Facilities Corporation (VAFFC) from construction, to testing and evaluation, and through the final phase of occupancy and operation. The relationships developed with the VAFFC and the Port of Vancouver have improved Richmond Fire-Rescue’s (RFR) response to the site and reduced the risk to the City and the community. Following the success of the various table-top training and validation exercises, VAFFC has expressed a desire to participate in future exercises and training events within the City.

The City hosted approximately 15 Ministerial visits and delegations to showcase Richmond priorities and advocate for the needs of the community.

The City actively advocated for Richmond’s interests while working collaboratively with various external agencies. Some examples include:

- Vancouver Airport Authority;
- TransLink;
- Metro Vancouver;
- Vancouver Coastal Health;
- Port of Vancouver;
- Agricultural Land Commission;
- Richmond School District No. 38 (School District); and
- Lower Mainland municipalities.

Council sent letters to other levels of government and agencies to advocate for Richmond’s needs and interest on a wide range of topics, such as housing, homelessness, mental health and substance use, transportation, utilities, and local businesses. Recipients of such letters include, but are not limited to, the Province of BC’s Premier, Minister of Municipal Affairs, Minister of Environment and Climate Change Strategy, Minister of Agriculture, Minister of Transportation and Infrastructure, Minister of Mental Health and Addictions, Minister of Housing, Minister of Social Development and Poverty Reduction. Letters were also sent to other public agencies, such as the Vancouver Airport Authority, BC Housing, BC Hydro, TransLink, Health Canada, and other municipalities.



Richmond RCMP Youth Academy

1.3 Increase the reach of communication and engagement efforts to connect with Richmond’s diverse community.

The City unveiled a refreshed and redesigned City website (richmond.ca). The new site provides easier access to a range of online services as well as information and Council-related materials. New features include a multi-lingual translation tool, enhanced accessibility features and streamlined navigation. The City website receives over 4.3 million views annually.

Launched in 2023, the Energize Richmond Toolkit pilot empowered community members to engage their social networks on climate and energy issues. Through peer-to-peer dialogues and action planning sessions, Energize Richmond Leaders inspired their community to take steps to reduce energy use and carbon emissions. Throughout 2024, the leaders were further supported in their work to motivate and enable residents to take their own actions to reduce greenhouse gas (GHG) emissions.

In November 2022, the City launched the Newcomers Video Series highlighting newcomer programs and services in Richmond. The five-part video series was created to help new residents learn more about the city and the services available to help them settle into the community and to complement the City’s Newcomer’s Guide to Richmond. Since 2023, both resources have been available in eight languages (English, Traditional and Simplified Chinese, Punjabi, Farsi, Arabic, Ukrainian, and Korean).

In 2023, a new interactive fire safety education program was launched for kindergarten and grade one students. Building on the success of the program, the training was then expanded to include a grade two curriculum in 2024. The innovative

learning experience is available to teachers in Richmond and provides a fun and engaging way to share fire and life safety education online in a classroom setting.

The second annual Richmond RCMP Youth Academy took place in February 2023. The program was jointly coordinated with the School District for students in grades 10 to 12 interested in policing. Thirty-two participants engaged in practical police-related scenarios and had the opportunity to speak with police officers from various specialized sections, including the Integrated Police Dog Services and Emergency Response Team.

The City facilitated a series of public dialogue sessions titled “Home: A Community Conversation on Homelessness” to increase awareness and understanding of the circumstances of homelessness. Participants discussed what contributes to homelessness, shared their hopes for the future, and generated ideas for how we can create a more connected, inclusive community.

The City Archives has partnered with the UBC Department of Education and their Community Field Experience program. For a total of six weeks, future teachers are based on-site at the Archives to develop lesson plans based on the community of Richmond and the primary resource records available at the Archives. This program will enhance educational opportunities for students visiting the Archives either in-person or virtually.

The 2023 Sport for Life Summit was hosted at the Richmond Olympic Oval in April. The event included virtual keynote speakers, panel discussions, and case studies that featured experts from local, provincial and national sport organizations. Attendees of the sold-out summit had the opportunity to engage with the diverse selection of panelists highlighting critical sports topics such as community building, volunteerism, accessibility and inclusion.

In 2023, the Engineering & Public Works Open House returned in-person on May 13 in celebration of National Public Works Week. Returning favourites of the event included the BIG Dig, a mini excavator, Kidstruction, and various emergency services and vehicles. New in 2023 was a flood protection booth displaying a cross-section of a dike and a paint station offering kids an opportunity to paint a series of murals. Project WET also returned in-person in 2023, providing a hands-on education experience for local elementary school students about water utilities and conservation.

The City continued to host three outreach sessions per year to inform the building community of changes in regulation, code and procedures that follow from policy and innovation. The Builders' Breakfasts serve as interactive forums for the exchange of ideas and provision of feedback on new initiatives.

In April 2023, a decommissioned fire-rescue vehicle was repurposed for education, training and large community events. The dedicated outreach vehicle ensures that emergency response resources remain in active duty and allows for uninterrupted participation of outreach staff at community engagement events. The vehicle was used to attend approximately 98 events in 2023, including 32 classroom outreach events, 32 public and community events, and 34 community group education visits.

On November 23, 2023, the City hosted an in-person event for Geographic Information System (GIS) Day that showcased innovative geospatial technologies and projects highlighting the spatial tools that help the City plan and execute key community initiatives and that are available to the public. Approximately 120 participants attended the open house.

In support of the Pacific Autism Family Network, a *Day in the Life of a Firefighter* experience and a *Drive your Kid to School* experience with RFR were donated to a fundraiser auction in December 2023. These initiatives provided a unique opportunity for community engagement.

In May 2023, the City launched the new MyRichmond app for iOS and Android devices to allow residents quick and secure access to a range of City programs and services from their mobile devices. Users can view and pay property taxes and utilities; renew dog licences; register for programs at community facilities; apply for permits; and apply for, view and manage business licences.



Engineering and Public Works Open House

1.4 Leverage a variety of approaches to make civic engagement and participation easy and accessible.

In January 2024, Council approved the creation of a Richmond Youth Advisory Committee. The committee is comprised of youth and young adults as well as representatives from youth-serving organizations. The creation of this committee supports multiple actions in the City's Youth Strategy that focus on increasing opportunities for youth to provide meaningful input into City-related matters. The inaugural meeting of the committee was held on May 29, 2024.

On November 28, 2022, Council approved the creation of the Richmond Accessibility Advisory Committee (RAAC) in response to one of the municipal requirements of the new *Accessible British Columbia Act*. The RAAC acts as a resource and provides advice to City Council to support the advancement of accessibility in the city, so people with disabilities are able to participate fully in all aspects of community life. The inaugural meeting of the committee was held on April 12, 2023.

The Newcomers Bus Tour program was re-introduced in January 2024 to increase newcomers' civic knowledge and reduce barriers to participating in programs and services at City facilities. Since then, the City has been offering monthly tours to newcomers through settlement agencies.

The City's statutory notices process was updated to reflect the changing nature of local news publications from newspapers to digital publication. Council adopted a Public Notice Bylaw on December 20, 2023 which provides for alternative means of publishing statutory notices on the City's website and Facebook page to ensure that they remain accessible to the general public.



The provincial government's introduction of *Bill 44 – Housing Statutes (Residential Development) Amendment Act, 2023* restricted public hearings related to development projects in select circumstances. As a result, two new process streams for rezoning applications and related public notification have been established. Throughout the changes, the City will continue to ensure that the public is properly notified on all required matters.

Building on the success of past Capital Projects Open Houses, 2023 was the first year that both in-person and online participation options were offered. The event showcases a number of the City's capital projects taking place throughout the year and invites participants to ask questions and engage with representatives of the various projects directly.

Building on a pilot program conducted in 2019, the City continued to engage seniors in age-friendly planning at the neighbourhood level. With \$15,000 in provincial funding through a BC Healthy Communities program grant received in 2023 and \$25,000 in federal funding through a New Horizons for Seniors program grant received in 2024, residents of additional neighbourhoods will be engaged to identify factors that support healthy, safe, and equitable aging in Richmond.

The City engaged the Kittiwake, Hamilton, Steveston and Azure Road neighborhood to seek resident feedback and develop traffic calming measures that support neighbourhood needs. A total of 3,392 letters were mailed to residents from 2022 to 2024 and 741 responses were received.

The 2023 Community Services Needs Assessment gathered input from Richmond residents regarding their perceptions and experiences of community programs and services. The findings will help shape and plan future programs and services, improve accessibility and inclusiveness, increase resident awareness and relevance of programs, and foster community connection.

In 2023, Richmond's online Let's Talk Richmond platform hosted almost 30 surveys to gather public input. Topics ranged from flood protection and affordable housing, to dog parks and pickleball. Overall engagement on the platform increased 22.2 percent, with a rise in registered participants of almost 45 percent.

The City engaged youth in the City Centre area to learn about students' current travel habits to school and encourage walking, cycling and transiting. The feedback received will help inform active transportation plans and initiatives to foster increased use of sustainable transportation amongst students.

Some additional examples of engagement and public participation opportunities include:

- A month-long engagement initiative to gather feedback on Richmond Public Library's priorities as part of the 2024–2028 strategic planning process. Engagement approaches included targeted stakeholder workshops, an online survey, an all-cardholder email, digital transit advertisements, and a Richmond-wide mail-out. Close to 3,300 community members completed the survey and 59 participants attended the workshops.
- An invitation to provide initial input into the City's Community Wayfinding Strategy in spring 2023. The strategy will guide work to help connect visitors and residents to their surroundings, guiding them through the city and enhancing their experience of Richmond. The guiding principles for the strategy were endorsed by Council in October 2023.
- Extensive engagement with the community for the development of the Richmond Child Care Strategy 2024–2034. Options for participation included online surveys, interviews, focus groups, committee presentations and outreach sessions. The contributions helped to identify the key strengths, challenges and opportunities for the child care system in Richmond.
- The first phase of public and stakeholder engagement for the Steveston Streetscape Vision. Opportunities for participation included an online survey, three in-person open house events, and targeted meetings with impacted stakeholder groups.



Community Services Programs



"MAMA"
2,212
pounds



Strategic and Sustainable Community Growth



2. Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.

2.1 Ensure that Richmond’s targeted OCP update shapes the direction and character of the city.

In November 2023, the BC Legislature passed several pieces of legislation that change the local government land use planning framework with the aim of supporting housing development (Bills 16, 44, 46, and 47). As a result, the City has a defined timeline to conform to various aspects of these Bills. The changes impact the Official Community Plan (OCP) and zoning, Council procedures, and municipal infrastructure and amenity financing. These include but are not limited to:

- Changes to Council procedure related to consideration of rezoning approvals already in effect;
- Amendments to zoning bylaws to allow multiple units on residential lots that meet defined criteria by June 30, 2024;
- Amendments to zoning bylaws to no longer require minimum residential parking standards in specific areas by June 30, 2024;
- Designation of Transit Oriented Areas (TOA) by June 30, 2024;
- Updates to the City’s housing needs report and updates to the OCP to reflect housing needs, TOA, and pre-zone land to meet 20-year housing supply needs; and
- Updates to the City’s Development Cost Charges (DCC) bylaw for eligible capital infrastructure and to establish the new Amenity Cost Charges (ACC) bylaw for specific community amenities that are borne by growth.

A number of bylaw amendments will be required in order to be consistent with the new legislation. Following this, the bylaw amendments will be incorporated into the current OCP review. Stakeholder and public consultation on the OCP review will be conducted in the fall of 2024.

As part of the OCP review, work is currently underway to update the Environmentally Sensitive Area (ESA) mapping inventory. The review and update of the ESA Policy Framework, in relation to and in conjunction with the Ecological Network and the Green Infrastructure Network policy frameworks, and the review and update of the ESA Development Permit Area objectives, guidelines, and procedures, are also moving forward.

The City conducted a Housing Market Assessment and case study research on best practices in addressing housing affordability around the world, which will be used as a foundation in revising and strengthening Richmond’s affordable housing policies. This research will also be used

as part of the early stakeholder and civic engagement in the review of the City’s OCP.

2.2 Develop and implement innovative and proactive solutions that encourage a range of housing options and prioritize affordability.

Council approved the extension of a temporary ground lease of City-owned land and the extension to a Temporary Use Permit on City-owned land that will allow Alderbridge and Aster Place Supportive Housing Buildings to continue to operate. These buildings providing 80 units of housing with supportive services between the two sites, as development progresses on a future permanent supportive housing site. The City received rezoning and Development Permit applications for a proposed permanent supportive housing building at Sexsmith and Cambie Road with 90 units total.

Following rezoning and issuance of a Development Permit, the City issued a Building Permit for City-owned lands on Steveston Highway in February 2024 to allow for the construction of a new affordable housing building that will provide 25 family-friendly units. The project is largely funded through the Canada Mortgage and Housing Corporation’s (CMHC) Rapid Housing Initiative with additional capital and operating funding provided by BC Housing.



Alderbridge Supportive Housing

The City continued work with BC Housing and Pathways Clubhouse on the development of a six-storey, 80-unit affordable housing building on City-owned land with construction initiated in 2024. The development’s low rental rates will help provide housing stability for low-income residents who cannot afford market rental housing. The building will provide one, two and three-bedroom units for seniors, families and singles, including:



- 16 units rented at shelter rates for people at risk of homelessness or those who are unhoused;
- 40 units where rent is based on occupants' income;
- 24 affordable market rentals based on CMHC's average market rents.

In addition to the land, the City provided funding from the Affordable Housing Reserve to help cover the City-related permit fees and servicing costs.

A number of other housing development projects were moved forward. For example:

- Council issued a Development Permit to facilitate the development of 276 rental units, including 156 Low-End of Market Rental (LEMR) units and 120 market rental units on Ketcheson Court. These units comprise Phase 1 of a multi-phase residential development by Polygon Homes in the Capstan Village area of the City Centre.
- Council granted third reading to the rezoning Bylaw for Phase 1 of the Lansdowne Shopping Centre redevelopment. The development includes three parcels of land in the northeast corner of the site with a total of 1,346 units, including 147 LEMR units and 160 market rental units.
- The Development Permit Panel endorsed the Development Permit associated with a redevelopment on Cook Road and Citation Drive for a 100 percent rental residential development. The development includes 339 rental units comprised of 68 moderate-income rental housing units and 271 market rental units.
- The Development Permit Panel endorsed the Development Permit associated with 6071 Azure Road for a 330 unit 100 percent rental residential development consisting of 50 Low-End Market Rental (LEMR) units, 110 moderate-income rental units, 170 rental units.

In total, Council issued Development Permits to facilitate the development of 619 dwelling units and suites, of which approximately 400 units were for rental tenure (including 175 LEMR units and 105 below market units) in 2023. In 2024, Council has issued Development Permits to facilitate the development of 1,578 dwelling units and suites, of which 109 units were for rental tenure (including 77 LEMR units) as of June 30.

The City was successful in securing \$35.9 million in funding through the federal government's Housing Accelerator Fund (HAF) that will support eight initiatives intended to increase housing supply in Richmond. The funding can also be used for other programs that will remove systemic barriers to new housing.



Housing Accelerator Fund Announcement

2.3 Ensure that both built and natural infrastructure supports sustainable development throughout the city.

Through the City's Servicing Agreement Process, approximately \$38.2 million worth of improvements to City infrastructure and off-site works were secured through new development from January 2023 to the end of June 2024. All new development is reviewed to determine requirements for City infrastructure improvements and off-site works, which are designed and constructed in accordance with current City standards.

Construction of the new, three-storey, 60,350 sq. ft. Steveston Community Centre and Library is underway. Anticipated to open in 2026, the new facility will feature two gymnasiums, more multi-purpose space, and a large library and fitness centre in a central hub that will foster social connectedness, health, and wellness. Public engagement will continue as the construction project progresses.

The previous Lawn Bowling Clubhouse building was removed to allow for the construction of the new 3,200 sq. ft. Bowling Green Community Activity Centre. Anticipated to open in fall 2025, the modern facility will be designed to meet the growth of the lawn bowling community in Richmond while also providing multipurpose space for community groups and programs. The building will include multipurpose space, a kitchen, and change room facilities.

The 13th City-owned child care facility opened in 2023. Hummingbird Child Care Centre provides approximately 11,000 sq. ft. of indoor and outdoor playground space for 37 children including infants, toddlers, and children up to six years old. The new facility is part of Council's on-going efforts to expand the supply of child care spaces for residents in Richmond and continue to support the needs of Richmond families through a comprehensive child care system.



Canal Stabilization Works

With provincial adoption of the new Zero Carbon Step Code (ZCSC) into the BC Building Code in May 2023, the City developed a proposed framework for integrating the ZCSC with current and proposed Energy Step Code requirements and engaged Richmond’s development community at a series of workshops and webinars in June and July 2023. Council adopted the new Zero Carbon Step Code into Richmond’s Building Regulation Bylaw 7230 on October 31, 2023. The new requirements offer builders and developers at least two compliance options to reach the highest level of energy and carbon performance by 2027.

In September 2023, Council adopted updates to the Zoning Bylaw 8500 to introduce electric vehicle (EV) charging infrastructure requirements for non-residential parking spaces in new development. These requirements apply to new commercial, retail, office and industrial buildings and increase access to workplace and visitor charging opportunities for local employees and residents.

Through a rezoning application for a mixed-use development in the Hamilton area, the City secured a new Community Police Office (CPO) in the neighbourhood. The developer agreed to provide a City-owned community amenity facility in the form of a turn-key 1,400 sq. ft. CPO built to RCMP security requirements.

The City continued to deliver infrastructure projects designed to support the future growth of the City. Some examples include:

- Watermain Replacement Program: on-going replacement of ageing water pipes with new PVC pipes to increase their capacity, minimize unplanned maintenance, and support the City’s growing needs. In 2023, this included

the Danube/Minler watermain replacement (1.3 km), Sealord watermain replacement (1.45 km) and No.7 Road watermain replacement (2 km).

- Canal Stabilization Works and Laneway Drainage Upgrades: upgrades completed throughout 2023 along Westminster Highway and between Williams Road and Seahurst Road respectively to increase resilience in extreme weather events.

The awards ceremony for the Lulu Awards was held on November 28, 2022. Taking place every four years, the awards recognize, celebrate and inspire excellence in urban design and exceptional projects that represent visionary thinking and “raise the bar” for design excellence in Richmond in 11 award categories.

2.4 Enhance Richmond’s robust transportation network by balancing commercial, public, private and active transportation needs.

Construction on the new Canada Line Capstan Station is currently underway and is anticipated to be in service in late-2024. The station is being built to support the growing development in the Capstan Village area, which projects up to 16,000 residents once nearby developments are completed. The project will deliver a safe, efficient, and environmentally sustainable transportation option and provide users with convenient access to the SkyTrain network.



Capstan Station Construction

Drawing on the learnings from the City’s assessment of collision-prone areas, safety measures continue to be implemented to reduce traffic conflicts. For example,



three intersections have been modified with the removal of channelized right-turns which were identified as a safety hazard. Eight additional locations are approved for construction through the City's capital plans. The removal of channelized right-turn islands slows vehicle speeds and improves safety for cyclists and pedestrians.

In January 2023, Council endorsed Traffic Bylaw No. 5870 amendments to remove all 60 km/h speed zones. All roads within City jurisdiction now have a maximum posted speed limit of 50 km/h consistent with the default speed limit in the *BC Motor Vehicle Act*. Reduced speed limits of 30 km/h have also been implemented along local roads in the Hamilton neighbourhood and on Barnes Drive and Flury Drive in response to local feedback and in alignment with Vision Zero and Transport 2050.

A number of traffic calming measures were also implemented, such as:

- In-street delineators installed at 10 schools;
- Traffic circle installed at Barnard Drive;
- Asphalt speed cushions installed at Kittiwake Drive;
- Delineated curb bulges installed on Ryan Road at Leonard Road;
- Speed humps installed Barmond Avenue; and
- Raised crosswalks installed at four schools.

Construction is underway on the Steveston Multi-Use Pathway (MUP) with expected completion in 2024. A shared cycling and pedestrian path on the south side of Steveston Highway, the MUP is physically separated and protected from traffic, providing an active transportation connection between the major activity centres of Steveston Village and the Ironwood neighborhood. The section from Shell Road to No. 4 Road is complete and open to the public. Other active transportation infrastructure projects include the Westminster Highway Multi-Use Pathway, the Muir Drive Walkway and the River Road Walkway.

The expansion of Electrical Vehicle (EV) charging station access has allowed for a significant increase in usage. There were 61,828 public sessions in 2023, a 59 percent increase from 2022. Charging stations installed by the City have generated almost \$400,000 of gross charging revenue from November 2022 to February 2024.

2.5 Work collaboratively and proactively to attract and retain businesses to support a diversified economic base.

Uptake of the MyBusiness self-serve portal continued to grow, demonstrating the City's commitment to multi-channel service delivery. The online portal streamlines the business licencing process by providing existing and new business owners a convenient option to apply for, update and renew their licences. The service has been well-received by the business community, with the number of business licences on MyBusiness increasing from 5,127 in 2022 to 9,154 in 2023. MyBusiness now accounts for 63 percent of business licences issued by the City.

The City's Industrial Lands Intensification Initiative (ILII) was featured as a case study in the Government of BC's Manufacturing Action Plan released in March 2024. It was shared as a successful example of an initiative that supports evolving business models. The ILII preserves and protects industrial land for industrial activities and has positioned the City as a leader in this effort.

The annual Mobile Outdoor Food Service Unit (MOFSU) Inspection Event hosted by the City in collaboration with the Greater Vancouver Fire Chiefs Association continued to grow in 2023. Approximately 280 inspections were conducted in 2023 compared to 77 in 2022. The initiative provides complimentary fire and life safety inspections for food truck vendors and supports business vendors through a streamlined process that reduces the need for multiple inspections across the Lower Mainland. In 2023, a self-service, virtual booking platform for MOFSU inspections was also introduced on the RFR website (firerescue.richmond.ca).



MOFSU Inspection Event

Richmond continues to be a popular location for filming. From January 2023 to March 2024, the City managed a total of 445 days of filming activity, issued 70 Film Permits, and received inquiries from over 155 individual productions including feature films, television series, television pilots, and commercials. Comparing first quarters, the City saw an increase in filming days from 113 in Q1 2023 to 200 in Q1 2024.

Building on the success of the Temporary Outdoor Patio Program that was initiated during the COVID-19 pandemic, the City's new ongoing Patio Program launched in June 2023. This program provides continued flexibility for businesses to create a variety of different outdoor dining spaces. As of April 2024, 11 businesses had been issued two-year Patio Permits under the new program.

The City's annual Business and Partner Appreciation Event celebrates the Richmond business community's contributions toward making the city a prosperous and a desirable place to live and work. In 2023, the spotlight was on businesses pursuing creative business models and deploying transformative tools for success, demonstrating the innovation of Richmond businesses during challenging economic times.

The free, seasonal Discovery Shuttle expanded to two routes in 2023. Connecting Richmond's city centre, attractions, hotels and Steveston Village, the shuttle is offered through a partnership between the City, Tourism Richmond and the

Richmond Hotel Association. It is a convenient option for visitors and residents, who are also welcome to use the service.

The City and Richmond Sport Hosting (RSH) Office worked closely with event organizers to host sporting events across the city. For example, the RSH office supported 86 events in 2023, totalling 21,974 actualized room nights in designated host hotels. Event organizers are supported through bid development, coordination of site visits, stakeholder engagement, and connections between organizers and local resources. Financial assistance is also available through a grant program. Notable examples of supported events in 2023 were:

- **CARHA World Cup:** Over 1,600 participants from 11 countries took part in the eight-day adult hockey tournament. The Richmond Ice Centre and the Richmond Olympic Oval hosted 133 games and the showcase game took place at Minoru Arenas. The tournament generated close to 4,000 room nights for Richmond hotels.
- **World Wheelchair Curling Championships:** The four-person team and mixed doubles championships were held simultaneously for the first time at the Richmond Curling Centre. Over 100 athletes from 17 countries took part in the nine days of competition. The championship game was broadcast live on Chek TV and was an opportunity to showcase the Richmond Curling Centre and the city to a wide audience.



CARHA Hockey World Cup



A Safe and Prepared Community



South Dike Flood Protection

3. Community safety and preparedness through effective planning, strategic partnerships and proactive programs.

3.1 Advance proactive, sustainable, and accelerated flood protection in collaboration with other governments and agencies.

In 2023, the City successfully implemented the first year of the Accelerated Flood Protection Program. This program supports a 50-year implementation period for improving the City's flood protection infrastructure in advance of anticipated climate change impacts. In support of flood protection efforts, the City has continued to seek partnerships with senior levels of government for the delivery of projects. Examples of projects that have been implemented with the support of grant funding include the No. 9 Road South Dike Upgrades, No. 3 to No. 4 Road South Dike Upgrades, Gilbert Road and Steveston Highway Drainage Pump Station Upgrades.

Throughout 2023, the City conducted in-person and online flood protection public engagement sessions with several committees and public groups for the Steveston Island Dike project. Constructing a dike along Steveston Island is an alternative to raising the existing dike in the Steveston neighbourhood, which would have extensive construction impacts on the adjacent properties and businesses. Further engagement for this project will be completed throughout 2024.

Phase 4 of the City's Dike Master Plan was finalized in 2023, meaning that all phases of the Dike Master Plan are now complete and endorsed by Council. The recommended dike upgrade options identified in Phase 4 will ensure that the City's flood protection infrastructure supports growth and aligns with future development plans.

The City conducted assessments to further advance the Accelerated Flood Protection Program and improve the City's level of flood protection. These assessments include the development of a dike breach model and emergency reconstruction strategy for the City's flood protection system.

The City continues to leverage opportunities to highlight its flood protection strategy and raise awareness with stakeholders. For example, a session was held at the Insurance Institute of BC Symposium in April 2024 discussing how reinsurers may examine catastrophe risk more accurately using data and relevant government initiatives to improve the industry's risk evaluations at a more localized level.

New layers in the City's GIS were developed to support on-going asset management and maintenance. In 2023, a layer was added to geographically display and manage the

City's dike inspections and maintenance programs and more accurately reflect dike ownership and elevation data. In 2024, a layer was added to display the locations of sensors that collect flood protection data and monitor the performance of the City's flood protections infrastructure.

3.2 Leverage strategic partnerships and community-based approaches for comprehensive safety services.

Building on the success of the Fox 80 Mental Health Car that launched in 2019, a new Yankee 30 Car was introduced in 2023 in collaboration with Youth Probation and the Ministry of Children and Family Development. Yankee 30 pairs a police officer and probation officer or social worker to provide a collaborative response to the challenges vulnerable youth face in the community. In addition, in 2023 all frontline officers received updated training on the Fox 80 program and mental health-related calls for service.

In 2023, the City was awarded a four-year \$2.68 million grant from the federal Building Safer Communities Fund to support community-based prevention and intervention initiatives that aim to prevent youth gun and gang violence. Key initiatives implemented to date include partnering with Touchstone Family Association to create youth focused programming, enhancing spaces frequented by youth at community centres, and hosting workshops to equip counsellors, teachers and frontline workers with skills to work with vulnerable youth.

In 2023, the City introduced a bike patrol unit to support community bylaw enforcement. The team was deployed at all major city events throughout the year and conducted regular proactive patrols in the city center. The new unit allows staff to maneuver efficiently through parks, trails, and other public spaces, ensuring a more timely response to public service calls.

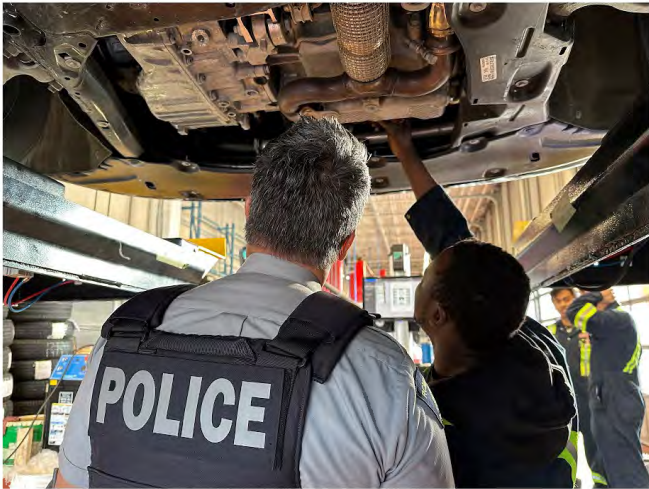


Bylaws Bike Patrol Unit



The City's multi-stakeholder Mitchell Island Task Force continued its work to increase prevention activities, mitigate fire emergencies, reduce public safety concerns and enhance environmental protections in the industrial area. As a result, a number of properties on Mitchell Island became more compliant with City standards and fire and best practices.

The "You Etch It. We Catch It." initiative was launched in February 2024 to combat catalytic converter thefts. In partnership with participating Richmond automotive shops, the initiative invites vehicle owners to have part of their vehicle identification number etched onto their catalytic converters during routine maintenance at no extra cost. This etching assists police in tracking stolen property and deterring potential thefts.



You Etch It. We Catch It. Program

A Safe Sale Exchange initiative was launched in February 2024 to help prevent criminal offences associated with online sales. This new program is designed to provide a secure environment within the main Richmond RCMP Detachment for community members to conduct online marketplace transactions.

A number of public education and awareness initiatives were undertaken or expanded to support community safety. Some examples include:

- In 2024, the Richmond RCMP's local business outreach efforts were expanded to combat retail thefts in addition to other crime prevention initiatives.
- The Richmond RCMP and volunteers hosted car seat safety clinics to support child passenger safety by educating parents and caregivers about the correct installation and use of child car seats. The events are hosted in collaboration with RFR, ICBC and BCAA.

- RFR partnered with a Chinese-language radio station to provide a series of fire safety segments which aired in August 2023.
- A comprehensive learning session was organized for Richmond Chamber of Commerce members including fire hall tours and updates on emergency planning and preparedness. Information was also added to the organization's website to ensure all members have easy access to resources.
- The City, Richmond RCMP, ICBC and the provincial government's Commercial Vehicle Safety and Enforcement team (CVSE) collaborated on a distracted driving outreach initiative to monitor major routes in Richmond. The initiatives took place on March 29, 2023 and March 1, 2024.

In 2023, the Richmond RCMP had 131 active volunteers who contributed over 5,300 hours to community safety initiatives. Volunteers participated in 701 community events and outreach activities, including Bike, Van and Foot Patrols, Lock Out Auto Crime, Speed Watch, Distracted Driving and Pedestrian Safety events.

Safety and security plans for large City public events were reviewed and revised. Collaborating with external partners and other levels of government, the City developed a security and safety plan template. This has resulted in an efficient referencing system to support the safety and security aspects of City events.

3.3 Ensure the community is collectively prepared for emergencies and potential disasters.

Using Fire Risk Prediction Modeling, the City's fire inspection approach was adjusted in 2023 based on risk probability scores, targeting buildings with high risk scores of eight, nine, and 10. This focused strategy covered 86 percent of inspectable buildings most likely to have a fire and concentrated resources on mitigating risks in the highest-risk properties. Through inspections and evaluations, the assessed risk level of 24 percent of the properties inspected was successfully lowered.

Through UBCM's Community Emergency Preparedness grant program, the City was awarded approximately \$30,000 to produce Extreme Temperature Risk Mapping, Assessment and Planning. The information from this analysis will inform the development of future initiatives to target identified at-risk populations and areas.

The City worked with the Canadian Red Cross to develop a community preparedness education program for seniors and newcomers. The resulting five events reached approximately 180 people and provided education in individual preparedness, hazard awareness, and provided tools for community building.

The City continued to work collaboratively with BC Emergency Health Services (BCEHS). For example, in support of the City's Mobile Medical Identification public education program, the City consulted with BCEHS regarding the potential for wider use of the tool and training for first responders so they know how to check cell phones for medical identification as part of patient assessments.

The City evaluated areas of interest for fire awareness, including trails, beaches and park areas which may be considered to be at risk throughout the year and particularly during high heat or dry months. Seven risk assessments have been completed and the City has adapted and resourced the wildfire response model as a result.

In response to the provincial government's changes to the *Emergency Medical Assistants Regulation* [BC Reg. 210/2010], new training was developed for fire-rescue personnel to gain increased clinical skills and learn the related life-saving and patient management protocols. More than 93 staff have completed the training and the remaining staff will complete the training in 2024.

The City launched a Getting Ready for Rain campaign to help residents and businesses be better prepared for heavy rain events. Information includes how to prepare for severe weather, how to protect property, what the City is doing, and how to contact the 24-hour Public Works Dispatch line.

The City participated in multi-stakeholder exercises hosted by Fortis BC, VAFFC, YVR, and Vancouver Emergency Management Agency, as well as a multi-stakeholder wildfire training exercise in North Vancouver.

In 2023, the City secured funding from UBCM to replace or install six generators and four pumps at various pump stations to ensure that these stations remain operational during power outage events and emergencies. The work is currently underway with expected completion by the end of 2024.



Fire Risk Prevention

3.4 Ensure civic infrastructure, assets and resources are effectively maintained and continue to meet the needs of the community as it grows.

Phase 5 of the multi-year upgrades to Burkeville utility systems was completed in 2023. The improvement will increase capacities within the neighborhood and improve the movement of storm drainage water to reduce any risk of localized flooding.

The multi-phased implementation of the Works Yard Replacement project is underway and will continue in 2024 with the construction of a new administration building and structured parking lot. Replacement buildings and structures will be designed to function in the event of a major seismic or flood event. The design for the electrical feed to the site will also be upgraded to triple the capacity to accommodate EV fleet vehicles.

Infrastructure renewals and upgrades at the Richmond Nature Park are underway and will conclude in 2024. Constructed in 1971, the Nature House, Kinsmen Nature Pavilion, and Garage will have comprehensive envelope system replacements. The septic system, fire protection system and ageing interior components within the Kinsmen Nature Pavilion and Nature House buildings will also be replaced, such as flooring, wall tiling, interior doors, and washroom fixtures.

Existing ageing equipment and infrastructure at the Richmond Ice Centre is being replaced with new and more efficient alternatives in multiple phases to minimize impact on programming, operations and service levels. Last year, work on the Forum and Gardens rinks included new arena boards, refrigeration lines, and replacement of the sand floor



system with concrete. Additional work has included painting, replacement of the exhaust fans and ice resurfacer bay floor, and installation of new rubber flooring on the two rinks.

Renewal of the Steveston Playground was initiated with the goal of uniting the space into one cohesive environment and ensuring that the equipment and surfacing meet current standards for safety and inclusion. Throughout various stages of the multi-year design process, the City engaged with the larger community as well as stakeholders such as the Steveston Community Society, Rick Hansen Foundation, and Richmond Centre for Disability.

Various condition assessments were completed for City assets and facilities. For example:

- Condition assessments for 103 sanitary pump stations were completed to finalize the condition inventory of all 153 City sanitary pump stations. The updated condition inventory will help inform long-term pump station replacement strategies to support sanitary servicing to City residents and businesses.
- A condition assessment of all City-owned bridges was conducted in 2024 to develop a long-term bridge replacement and upgrade strategy.
- Building condition assessments were completed for South Arm Community Hall, Thompson Community Hall and Thompson Community Centre.

A Sport Facility Needs Assessment was conducted in collaboration with Richmond Sports Council, local sport organizations and user groups, and the community

associations and societies that provide recreation services at City community centres. A prioritized list of sports facility and infrastructure projects was developed, and subsequently endorsed by Council for consideration in future corporate facility and park plans in the next one to 10 years.

To accommodate growth and maintenance needs, the Steveston Dog Off-leash Area was improved with new fencing, gates, drainage and surface upgrades, dog play features, and various park amenities including drinking fountain, seating and tree planting. The previous off-leash area was first implemented as a pilot project over 20 years ago.

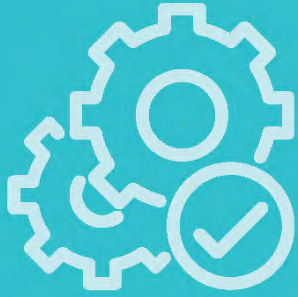
The salt storage capacity at the Works Yard was expanded to increase the City's ability to respond to snow events and support a continued response for Richmond's road network. From the original 450 tons, an additional 520 tons of salt storage capacity was added, resulting in a 115 percent increase. During the 2022/2023 winter season, Richmond experienced 40 frost or ice events and four snow events with a total accumulation of 62.5 centimetres of snow at YVR over the 15 days that snow fell. It was the second earliest snowfall since 1937 accompanying new record low temperatures on eight separate days. City crews brined, salted, or plowed 96,619 lane kilometres.

The Bath Slough Bank and Pedestrian Path Repair was completed in the fall of 2023. The project resulted in an improved public trail as well as new civic infrastructure that protects the natural environment and allows the local businesses to continue to safely operate.



Bridge Condition Assessment





Responsible Financial Management and Governance



4. Responsible financial management and efficient use of public resources to meet the needs of the community.

4.1 Ensure effective financial planning to support a sustainable future for the City.

The City maintained a solid financial position with cash and investment balances of \$1.7 billion and an accumulated surplus that reached \$3.8 billion in 2023. The City’s investment portfolio is diversified in a safe manner while earning a reasonable return.

In 2023, a significant update to the Development Cost Charges (DCCs) was completed and approved by Council. This update involved engagement with industry stakeholders and the business community. The updated DCC program now accounts for increased costs and additional infrastructure necessary to support growth, including a portion of the accelerated flood protection costs that are borne by growth. Between January 2023 and June 2024, the City received DCC contributions totalling \$12.6 million through the Building Permit and Subdivision process.

The City’s investment portfolio continued to practice socially responsible investing and continued to be ranked as an “AA” leader for the environmental, social, and governance (ESG) ranking.

4.2 Seek improvements and efficiencies in all aspects of City business.

The MyPermit online portal was launched on November 20, 2023, marking a significant milestone in the multi-phased Permitting Optimization Project (POP). The first phase of implementation optimized and streamlined permitting processes for gas, plumbing, and sprinkler permit applications to be accepted online. Throughout the project, the City actively engaged with the local builder and development community to gather feedback and test the system, allowing for a smooth transition.

In 2023, a review of the *Building Regulation Bylaw No. 7230* was conducted. In 2024, significant changes were adopted by Council, including:

- Implementation of an Occupancy Certificate;
- Clarification of provisions to charge fees for the review of modifications made to instream Building Permit applications;
- Expansion of provisions to extend or expire permits after the start of construction;
- Addition of new provisions to incentivize the completion of permit applications in a timely manner;

- Clarification of conditions for Temporary Structures; and
- Enablement of Provisional Occupancy for Single Family Dwellings.

In 2024, the City completed an updated Pre-Qualified Shortlist, which is valid for three years and provides a list of consultants that have been selected as technically competent, trusted and reliable options for City utility infrastructure projects. As part of the process, the City met with industry stakeholders to ensure that the pre-qualification and procurement process was optimized for all parties in order to maximize value to the City. This process improves efficiencies for the City while ensuring effective financial planning and project delivery.

First launched in September 2022, the Licence Plate Recognition (LPR) system and vehicle-mounted camera has resulted in significant efficiencies that increased parking enforcement coverage and allowed for resource re-allocation to other needs in the community, such as school patrols. Instead of foot patrols, the LPR vehicle can automatically scan license plates to determine parking infractions. In 2023, over 60,000 license plates were scanned and 25,627 parking violation tickets were issued. This is a 17 percent increase in total violations issued compared to 2022.



Licence Plate Recognition

A hosted aerial photographic imagery solution was implemented to improve geographic map applications with several years of air photos. The tool will enable the City to more effectively:

- Manage remote assessments;
- Conduct various modelling exercises;
- Utilize baselines for environmental and ecological asset inventories;
- Facilitate comparison of City assets;
- Assist with bylaw issues;



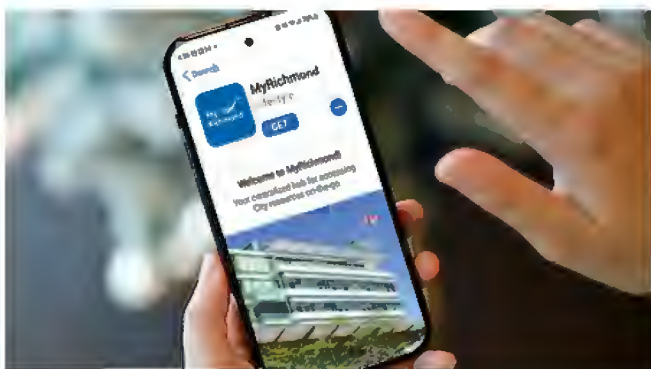
- Monitor tree canopy condition; and
- Facilitate dynamic risk assessment throughout an incident.

In May 2024, the City implemented a Short Term Rental Compliance monitoring system that utilizes artificial intelligence to assist bylaw officers to identify, monitor and investigate short-term rental listings posted on popular online hosting sites. This tool is anticipated to increase the City’s ability to address short term rentals in Richmond and seek compliance.

In 2023, the City conducted a review of emergency support services and introduced a new standard operating procedure in order to achieve a reduced target timeline for service delivery. Since implementation, the City has been successful in achieving the two-hour benchmark that was set as a result of the review.

In November 2023, automatic renewals were implemented at Richmond Public Library to provide customers with a more intuitive and convenient borrowing experience. In addition to providing a better customer experience, automatic renewals allow the library to maintain a more accurate and up-to-date catalogue record. Since its introduction, over 360,000 checked-out materials have been automatically renewed through June 2024.

To provide enhanced security and protection against account compromise, two-factor based authentication and passkey was implemented for MyRichmond customers.



MyRichmond App

4.3 Foster community trust through open, transparent and accountable budgeting practices and processes.

The City’s Utility Budgets and Rates were reviewed and updated in 2023. The update allowed the City to establish rates for full cost recovery, thereby supporting the City’s strong

financial position. In addition, the rates ensure that residents and businesses pay competitive fees for utility services. The City’s operating expenditures continue to be carefully managed and operational efficiencies pursued to minimize impacts on ratepayers.

Implementation of a new budget software is underway. The new system will provide a comprehensive solution within a single platform for City users to create budget requests, review budgets, and facilitate the budget approval process for the Operating and Utility Budgets, the Capital Budget, the 5 Year Financial Plan, and 5 Year Financial Plan Amendment. Through integration with the existing financial enterprise system, budget and report preparation will be streamlined.

A business intelligence tool was used to create a capital projects dashboard for City project managers to review the financial aspects of their projects. Scheduled for rollout in Q2 2024, the dashboard offers an integrated view of active capital projects, allowing project managers to access summarized financial information based on plan year, capital program, project status, project manager, and department in real time.

4.4 Work with all levels of governments for grant and funding opportunities.

Through various levels of government and key stakeholders, Richmond was awarded approximately \$108.5 million in grants and funding contributions since November 1, 2022. Some examples include:

- CMHC’s Housing Accelerator Fund;
- UBCM’s Community Emergency Preparedness Fund;
- Green Communities Canada’s 2 Billion Trees Program;
- BC’s Active Transportation Infrastructure Grant;
- UBCM’s FireSmart Community Funding and Supports; and
- Public Safety Canada’s Building Safer Communities Fund.



CMHC Funding Announcement

The Government of BC approved the City's application to renew the three percent tax on the purchase of accommodation under the Municipal and Regional District Tax (MRDT) Program for a five-year period (2022–2027). Almost 90 percent of Richmond accommodation providers supported this application and the accompanying five-year tourism business plan. The revenues earned through this program will be used for destination marketing and destination enhancement initiatives in Richmond, such as the Community Wayfinding Strategy, the annual Discovery Shuttle and Bike Valet, and programming enhancements at Steveston heritage sites.

Richmond Public Library was successful in obtaining a number of grants to support their service delivery. These include:

- Two Enhancement Grants from the Government of BC to support the development and implementation of mobile services with an RPL to Go Van, newcomer programming, the new Community Services Connectors program, space optimization at the Ironwood and Cambie libraries, and other initiatives.
- Funding from the Government of BC's COVID-19 Relief and Recovery Grant and Emergency Preparedness Grant to support staff training, core IT infrastructure to enhance connectivity, video-conferencing technology, and furniture additions to welcome more community members into library spaces.



Richmond Discovery Shuttle



A Leader in Environmental Sustainability



5. Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.

5.1 Continue to demonstrate leadership in proactive climate action and environmental sustainability.

In 2023, three new residential developments totaling 1.2 million sq. ft. of floor area were connected to the Lulu Island Energy Company (LIEC) utility to provide low carbon heating, cooling and domestic hot water. LIEC is now servicing 30 buildings totaling 6,456 residential units or 7.3 million sq. ft. of floor space, and has reduced 17,930 tonnes of GHG emissions to date.



Lulu Island Energy Company

In 2023, the City continued to expand its EV fleet by acquiring seven passenger EVs, one cargo van EV, five pick-up truck EVs and one fully remote mower. Through the federal government's Incentives for Zero-Emission Vehicles program (iZEV), the City received \$50,000 for 10 of the eligible vehicles acquired in 2023. In 2024, the City plans to acquire 12 additional passenger EVs and one fully electric forklift and intends to apply for the iZEV funding.

The City's water conservation program, which consists of water metering, water pressure management, toilet rebates, and rain barrels, is on-going. In particular, the Universal Multi-Family Water Meter Program was launched in 2022, with 30 multi-

family complexes metered between November 2022 and June 2024. Continued implementation of the water conservation program and multi-family water metering promotes water conservation, improves equity, and allows the City to be more efficient with water usage.

The City continues to explore trenchless technologies for the installation of underground utilities, which provides minimal surface disruption and environmental impact. Several successful projects were recently completed using trenchless technologies, including culvert relining along Steveston Highway and Gilbert Road and throughout various locations in Burkeville.

In May 2024, 30 photovoltaic solar panels were installed on the roof of the rain shelter at the Recycling Depot. The system has a total installed capacity of 9.9 kW, with an estimated annual production of 13,300 kWh of renewable electrical energy.

The northern section of the Recycling Depot was paved using an innovative blend of recycled asphalt and recycled plastic flake product. Using 600 lbs of recycled plastic flake material, which acts as a binding agent in the asphalt mixing process, this project is the first installation of the product in Canada. The project gave the City hands-on experience with the new material and the surface area will continue to be monitored over time to test durability and learn more.

The City is piloting a new centre median seasonal planting display program that requires low or no water. Centre median plantings on Gilbert Road between Lansdowne Road and Westminster Highway and on No. 3 Road between Granville Avenue and Westminster Highway are being refreshed using climate-adapted and drought-tolerant plant species.

5.2 Support the preservation and enhancement of Richmond's natural environment.

The City's inaugural Tree Sale took place in November 2022 with the second annual tree sale taking place in September 2023. Approximately 1,040 trees were sold to Richmond residents to plant on private property, encouraging residents to beautify their homes and increase the City's urban forest tree canopy.

As part of the Enhanced Pesticide Management Program, the first Chafer Beetle Treatment Rebate was implemented in 2023 to support residents applying biocontrol to manage chafer beetle infestations. Over 2.5 ha of land was also treated for Japanese knotweed to help protect City transportation and utility infrastructure.



With the support of funding from Ministry of Forests' Invasive Plant Coordination and Awareness fund, the City expanded services for residents managing invasive species on private property, offered educational workshops, and provided resources for identifying and managing invasive species in line with the City's Invasive Species Action Plan.

In 2024, the City implemented the requirement for property owners to obtain a rodent assessment prior to demolition permit issuance to ensure that rodent issues are identified and addressed prior to construction activity. The goal is to minimize potential impacts from rodents on neighborhoods experiencing increased development pressures.

In 2023, Richmond successfully engaged over 600 residents in over 20 environmental programs during Earth Week, highlighted by the planting of the first Mini Forest in a western Canadian public park at Terra Nova Rural Park. These initiatives enhance community involvement in preserving natural habitats and foster a deeper sense of environmental responsibility and connection among Richmond's residents. In 2024, over 30 environmental programs were promoted to celebrate Earth Week.

As part of the City's Nest Box Program, 20 Purple Martin boxes were installed in 2023 with seven boxes reported as being used in the first year. The program supports bird species which benefit from enhanced nesting opportunities and engages volunteers to monitor and maintain nest boxes for barn owls, tree swallows and purple martins. Nest boxes have been installed at Garden City Lands, Garden City Park, Paulik Park, Garry Point Park, Terra Nova Rural Park and Terra Nova Natural Area have resulted in significant increases both nesting birds and chicks successfully reared in City parks.

The City worked with local stakeholders and residents to offer nine tree-planting events and 10 invasive species removal events from November 2022 to March 2024, totaling 860 volunteers engaged. Locations of tree plants and invasive species removals include Terra Nova Rural Park, Garden City Lands, Richmond Nature Park, and Garden City Park.



Invasive Species Pull Event

The Richmond Nature Park hosted 94 school programs from November 2022 to June 2024, helping introduce preschool and school-aged children to Richmond's natural environment. In 2023, 18,700 people visited the Nature House at the Richmond Nature Park and 73 public programs ran with over 916 registered participants. Throughout the year, drop in events were held including Family Day, Hummingbird Homecoming, BC Rivers Day, Truth and Reconciliation Day, Cranberry Sale, Pumpkin Sale, World Migratory Bird Day, and Naturalist Talks.



Richmond Nature Park Programs

5.3 Encourage waste reduction and sustainable choices in the City and community.

In March 2023, Council adopted the Richmond Circular City Strategy as an action roadmap to achieve 100 percent circularity by 2050. The City also initiated work on a Material Flow Analysis Study identifying how resources, activities, economic development and environmental impacts are connected. The Material Flow Analysis is focused on local buildings, textiles and food systems, and is being supported by grant funding from the FCM.

The City hosted a variety of community engagement events and initiatives to encourage behaviour change within the community focusing on the basics of reducing, reusing and recycling. These include three Rethink Waste Think Tanks, two Shred-a-Thons, 15 Repair Fairs, 29 community workshops, 41 Recycling Depot Tours and various City community events with support from the youth Green Ambassadors.

The Richmond Lawn Bowling Clubhouse was deconstructed down to the building foundation to make room for the new Bowling Green Community Activity Centre. The salvaged

materials, including windows and doors, will be donated to the non-profit organization, Habitat for Humanity, with sale proceeds funding home builds and supporting the local community.

The City salvaged materials from building demolitions for reuse. For example, moveable partition divider walls were found suitable to replace a divider wall that was at the end of its serviceable life at West Richmond Community Centre. In addition, the City will continue to explore pre-owned and refurbished furnishings for space planning projects in consideration of the City’s standardized furniture, procurement policy and vision for circular economy.

Attendance at the Recycling Depot continues to increase year over year. The depot received 271,381 visitations in 2023 increasing from 254,826 in 2022. This equates to a visitor every 43 seconds.

5.4 Support agriculture and local food systems to enhance food security.

The City received funding from the Government of BC toward the development of a commercially-focused food hub in Richmond, with the goal of moving the city toward a strong, connected, and innovative food system that provides opportunities for growers, fishers, processors, and creators in the local community. The first phase will be a gap analysis and needs assessment to examine Richmond’s current strengths and identify how a Food Hub could respond to those gaps, support agriculture and local food systems, and benefit the economy of the local community.

In response to increased demand for the Community Gardens Program, the City increased the number of plots from 346 to 719 plots across 20,803.6 sq. m. of City and School District land, effectively doubling the size of the community gardens program. New plots were constructed at Cook Neighbourhood Park, Garden City Lands, Hamilton Community Park and along the Railway Greenway.

Enforcement of the *Soil Deposit and Removal Bylaw No. 10200* continued to play an important role in maintaining the integrity of farmland. The number of tickets issued increased from 47 in 2022 to 134 in 2023 and the number of properties brought into compliance increased from 27 in 2022 to 52 in 2023. Compared to 2022, the City also issued more stop work orders and removal orders.

The City received approval from the Agricultural Land Commission for the Comprehensive Non-Farm Use Application for the Garden City Lands in March 2023. This permits the

City to develop the vision for the lands in alignment with the Council-approved Legacy Landscape Plan.

On February 24, 2024, Council endorsed applications to the Agricultural Land Commission (ALC) and rezoning for seasonal farm labour accommodation in support of two established Richmond farms.

The City continues to support the development of Kwantlen Polytechnic University’s (KPU) Research and Teaching Farm at the Garden City Lands. The program demonstrates sustainable farming practices and provides training for future farmers. KPU recently completed a secure storage facility at the site to store the farm’s farm implements, vehicles, tools and supplies in a central, secure building.



Community Gardens



A Vibrant, Resilient and Active Community



South Arm Community Park

6. Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.

6.1 Advance a variety of program, services, and community amenities to support diverse needs and interests and activate the community.

In 2023 and 2024, Council approved the allocation of approximately \$2.2 million through various community grants:

- Arts and Culture: Approximately \$251,600 was allocated for operating and project grants for cultural non-profit organizations.
- Child Care: Approximately \$120,000 was allocated to non-profit organizations that support or deliver licensed child care in Richmond.
- Environmental Enhancement: Approximately \$73,700 was allocated to non-profit organizations for materials needed to enhance Richmond’s natural environment.
- Health, Social and Safety: Almost \$1.4 million was allocated to non-profit community service organizations.
- Parks, Recreation and Community Events: Approximately \$245,000 was allocated to non-profit organizations that deliver programs and services that support health, well being, and community connection.
- Neighbourhood Celebration, Community Celebration, and Neighbourhood Block Party: Almost \$157,000 was allocated to support public events that connect and build community in Richmond.

In 2023, the City collaborated with the Richmond Olympic Oval to convert an under-utilized space into a multi-use outdoor sport facilities with funding support from senior levels of government. The Fields is an outdoor sports, entertainment and tourism space located on the Oval’s south side. It features over 4,200 sq. m. of multi-sport turf, three hard-surface basketball courts, an outdoor training area and field-side high performance training space. There are year-round facilities for sport programming and event hosting, as well as a new outdoor community gathering space.



The Fields Open House

The City’s signature events continued throughout the term including the popular Children’s Arts Festival, Cherry Blossom Festival, Doors Open Richmond, the Steveston Salmon Festival, the Richmond Maritime Festival and Culture Days. Highlights in 2023 included the return of the Salmon Festival Parade for the first time since 2019 and the recognition of Richmond as the #1 top Culture Days participating community in BC, placing third nationally among Mid-Size Cities and fourth overall, with 93 activities.

An Equity Lens Toolkit was created and will be piloted in 2024 with programs and services offered through the City’s community centres. The Reflective Guide included in the toolkit will help assess the current state of recreation programs and services and collaboratively identify key equity initiatives to focus on in the upcoming year. An evaluation plan was also developed to further understand how programs and services are being delivered and identify gaps and barriers in equitable access. This information will inform the seasonal and annual program development cycle and assist with program and service delivery decisions.

With the return of community programming and event hosting throughout the city, volunteerism grew in 2023 compared to 2022 reflecting an increase in the number of volunteer opportunities. In 2023 there were approximately 3,087 volunteers that contributed a total of 64,951 volunteer hours reported.



ParticipACTION Kick-off Event

For the second time in three years, Richmond earned the title of British Columbia’s Most Active Community in 2024 in the ParticipACTION Community Challenge, which recognizes communities across Canada for promoting healthy living and physical fitness, and motivating residents to get active. Throughout the month of June 2024, over 30 Richmond organizations registered for the challenge, offering more than 540 physical activity initiatives, programs and events attended by over 258,000 participants in activities ranging from individual sessions to team sports. Richmond was also named



BC's Most Active Community in 2022, and top five in British Columbia in 2023, with a 20 percent increase in physical activity over the 2022 results.

The City's annual Street Banner Contest received 360 banner design entries in 2023. A community-judging panel reduced the number to 20 semi-finalists allowing the community to pick the winning 10 designs using Let's Talk Richmond. Over 6,600 votes were cast over a 15-day voting period. With over 1,000 banners adorning street light poles annually, the Street Banner Program fosters community pride and engagement while enhancing the aesthetic appeal of Richmond's streetscape throughout the year.

The ninth annual Forever Young 8K took over the Olympic Riverside Plaza on September 10, 2023 with 245 runners and walkers over the age of 55 racing along the middle arm of the North Dyke Trail. The event serves as a celebration of those who have committed to being fit for life and is a fundraiser for the Dream On Foundation, which grants wishes to seniors. Thanks to the donations from sponsors and participants, \$3,000 was raised for the foundation.



Forever Young 8K

Through the Richmond GeoTour, geocachers are encouraged to explore Richmond on foot or by bike to look for 50 hidden geocaches. In 2023, 655 geocachers from 16 different countries logged 2,611 geocache finds. Virtual caches are also available at four Richmond locations through third-party scavenger hunt apps: Terra Nova Park, Richmond Nature Park, Garden City Park, and Paulik Park.

In 2023, the City renewed the service agreements with the Community Associations and Societies that provide recreation services at community centres across the city. Working closely with these organizations builds community capacity, provides direct connections to community members, informs

a thorough understanding of the needs of residents, and ensures diverse and expansive programming options.

The City continued to provide cycling education courses to all Grade 6 and 7 public elementary school students over a two-year period. Students receive hands-on practice with fundamental cycling skills on school grounds and local neighbourhood streets. In 2023, 1,801 students from 18 elementary schools were provided with cycling education.

Participation in various community recreation programs increased in 2023 compared to the previous year. For example:

- Drop-in visits to arenas, aquatic facilities, and community centres saw a 28 percent increase;
- Program registrations saw a nine percent increase and program visits saw a 16 percent increase;
- Fitness memberships saw a 25 percent increase in sales for one-year memberships and a 19 percent increase for 10-visit passes; and
- Facility passes for 55+ saw a 36 percent increase in sales.

6.2 Enhance the City's network of parks, trails and open spaces.

The Minoru Lakes Renewal Project was completed and the park re-opened to the public in 2023. The improved space includes new site furniture, a boardwalk, and enhanced viewing areas around the fully reconstructed and redesigned lakes. An important feature added in the park is the new waterfall, which enhances the overall park experience and serves as an important ecological bio-filter for stormwater runoff collected from the surrounding area. Native plantings throughout the lakes provide rich habitats for waterfowl, birds and insects.



Minoru Lakes

The South Arm Community Park playground was revitalized in 2023, resulting in a unique and updated play experience, including multiple play elements and universally inclusive

features. From concept design through to implementation, the City worked collaboratively with the South Arm Community Association and the organization contributed \$200,000 for additional play equipment and play value.

Between November 2022 and June 2024, the City planted over 2,000 trees. This includes replacement tree plantings, new trees in parks and three community mini-forest plantings. The City has been implementing the Miyawaki Mini Forest planting method which supports biodiversity and natural succession while outcompeting invasive plants such as Himalayan blackberry.



Tree Planting

The City installed and maintained 39 water fountains in high traffic areas to provide safe water for residents and their pets while exploring and enjoying Richmond’s dikes and parks. A program to upgrade the fountains was launched in 2023 with a new design that incorporates bottle water-fill stations. Upgrades will continue into 2024.

A public engagement initiative was launched in 2023 to gather feedback on three neighbourhood park playground replacement projects:

- Heather Dolphin Neighbourhood Park at 9260 Dolphin Avenue;
- Great West Cannery Park at 12691 No. 2 Road; and
- Odlinwood Neighbourhood Park at 10811 Shepherd Drive.

Following public engagement with residents of the Hamilton area, a pilot dog off-leash area was established in spring 2023 at the overwhelmingly preferred McLean Neighbourhood Park. In addition, in 2024 Council approved a final concept plan for the eventual construction of the fenced dog off-leash

area at the London/Steveston Neighbourhood Park which was modified based on feedback from the community.

6.3 Foster intercultural harmony, community belonging, and social connections.

In 2023, the City endorsed the *Richmond Community Protocol: Responding to Racism and Hate*. The protocol is a resource designed to help organizations, residents, and community members respond to hate crimes and racist incidents. In addition, an Anti-Racism webpage was created on the City’s website in 2023 to highlight community-based resources and share information about anti-racism initiatives. The protocol aligns with the Richmond RCMP’s *Hate Has No Place* campaign which encourages victims and witnesses to report racially motivated incidents directly to police as they occur.

The City worked with Richmond’s Sikh community to develop interpretive signs to recognize the community’s long history in Richmond. Unveiled in King George Park in June 2023, the signs help commemorate the 1914 incident of the *Komagata Maru*, when 376 passengers from India were prevented from landing in Canada, resulting in a two-month standoff and eventual forced return of the passengers to face persecution.



Sikh History in Richmond Interpretive Signs

In April 2023, the inaugural Human Library® initiative facilitated conversations that challenged prejudices and stereotypes while fostering greater cohesion across social, ethnic, and religious divisions. In the two years that the Human Library® has been offered, the library welcomed a total of 21 volunteer “Books” who connected with 60 participant readers at 105 reading sessions to share their personal stories and experiences.



To commemorate the National Day for Truth and Reconciliation on September 30, the Survivors' Flag was displayed at City Hall for the first time in 2023 to honour residential school Survivors and the communities impacted by the residential school system. A variety of programs and initiatives were hosted throughout Richmond for community members to come together to commemorate the day. For example, in 2023 an inspiring series featuring eight Indigenous authors, artists and illustrators provided Richmond residents with opportunities for cultural learning, reflection and understanding.

In 2023, the Pride Flag was displayed at City Hall for the first time during Pride Week, signaling support and allyship with Richmond's 2SLGBTQI+ communities. The City, in partnership with Community Associations and Societies and Richmond Public Library, continues to recognize Pride Week in Richmond with various programs and events to celebrate and honour 2SLGBTQI+ inclusion.

The City collaborated with Richmond Multicultural Community Services, Minoru Seniors Society, and City Centre Community Association to bring together youth and seniors from diverse cultural backgrounds to discuss multiculturalism, diversity, and racism through story-telling, performance and the arts. With support through a \$92,000 contribution from the Department of Canadian Heritage, the project culminated in a "guided play" performance titled *Mosaic Firefly: Richmond Edition* in October 2023. The performance focused on the personal migration stories of participants and was included as part of the City's Culture Days and Diversity Symposium events.

Hey Viola! was presented at Gateway Theatre in English with traditional and simplified Chinese subtitles. The performance was a musical exploration of Canadian civil rights trailblazer, Viola Desmond, the fearless woman featured on Canada's \$10 bill. With the support of musicians Steve Charles, Mary Ancheta and Chris David, the award-winning blues and jazz singer and actor, Krystle Dos Santos, brought the life of Viola Desmond to the stage. More than 1,300 patrons attended the musical.

The Lunar New Year celebration hosted at Richmond Public Library returned in 2023 alongside partners and volunteers. This celebration of Asian culture included puppet shows, song and dance performances, games, crafts, riddles, and calligraphy. In the last two years, these events reached over 1,800 participants.



Lunar New Year Celebration

The City continued to offer the annual Diversity Symposium, a conference for professionals, volunteers, and service-providers interested in advancing diversity, equity, and inclusion in their communities. In 2023, the theme was Resilience — the ability to adapt and evolve through adversity and change.

6.4 Support vulnerable populations through collaborative and sustainable programs and services.

On April 8, 2024, Council adopted the Richmond Accessibility Plan 2023–2033 to guide the City's approach to advancing accessibility in Richmond, over the next 10 years. The plan was developed through a multi-stage process that involved extensive consultation and collaboration with people with disabilities, their families and caregivers, disability-serving organizations, key partners and the public. The six strategic pillars and 34 corresponding actions outlined in the plan respond to the priorities of people with disabilities and promote the advancement of meaningful access throughout the community.

The City of Richmond's Enhanced Accessibility Design Guidelines and Technical Specifications were updated in January 2024 in a collaborative effort involving various community organizations. The guidelines were originally created for the development of all City major capital projects and retrofits of current facilities to promote barrier-free access and enhanced accessibility. The 2024 Guidelines were expanded to include a wider range of accessibility considerations and universal design concepts and to ensure City practices continue to align with national standards.

A trial subsidy program was launched in May 2023 to support Richmond residents who face financial barriers to completing the training required to become an aquatics instructor or lifeguard. The program aligns with the criteria used by the City's Recreation Fee Subsidy Program to assess financial need, and provides candidates with a 90 percent subsidy for each required course.



Instructor and Lifeguard Subsidy Program

In March 2024, the City completed implementation of several initiatives that supported individuals experiencing homelessness in Richmond, funded through a \$3.35 million provincial UBCM Strengthening Communities’ Services program grant awarded in 2021. Initiatives funded through this program included a Drop-in Centre and Shower Program, winter warming centres, clinical support programs, food outreach initiatives, staff training programs, public dialogue sessions, discharge and transition planning from health care, cost recovery initiatives and program coordination. The City continues to work with community partners to support these much-needed services in the community.

In response to the increased number of individuals experiencing homelessness and increasingly complex challenges related to homelessness in Richmond, Council approved resources in the City’s 2024 Operating Budget to enhance services throughout the community. The Council-approved resources will increase the City’s capacity and complement actions currently underway in the community. These include two new homelessness outreach workers, four new bylaw officers and funding for the continuation of a Drop-in Centre and Shower Program. The new positions will enable collaborative relationship building to better connect vulnerable persons to social support services, shelter, and housing.

The City and Richmond Public Library continued to host Community Services Pop Ups at the Brighthouse library. The free, monthly drop-in sessions connect residents with lower incomes to a variety of community-based resources and supports. As of June 2024, over 1,500 participants have accessed assistance and resources through the Pop Ups. The program was initially developed and piloted through a

\$50,000 Poverty Reduction Planning and Action Program grant from the UBCM.

Building on the success of the Community Services Pop Ups, the Community Services Connectors Pilot Program was developed in partnership by the City and Richmond Public Library with a \$50,000 grant from UBCM. This peer-to-peer resource navigation program trained Richmond community members with lived experience to help residents with lower incomes find and access community resources. This program enhanced resource navigation options by providing one-on-one support outside of the city centre and outside of weekday business hours. From January 28 to May 26, 2024, 218 community members engaged in pilot program activities. Due to the success of the pilot, the program has been extended through 2024.

In July 2023, Council adopted the new City of Richmond Youth Strategy 2022–2032 which provides a framework for the City and those working with youth to support the unique needs of Richmond youth and young adults. The Youth Strategy is a result of extensive community consultation, best practice research and the development of a youth demographic profile. It outlines five strategic priorities and 36 corresponding actions that support the vision that “all youth in Richmond are safe, valued, respected and have the supports, opportunities, and resources to live rich and fulfilling lives.”

The Snow Angel program offered during the winter season helps to ensure residents who are elderly, ill or have mobility challenges stay connected and have the ability to leave their homes during a snowfall event. Over Winter 2022/23 and 2023/24, the program had a total of 138 volunteers, who worked over 485 hours to ensure that 234 residents were successfully assisted with a cleared walkway around their homes.



Volunteer Snow Angel



In early 2023, the library partnered with Thomas Kidd Elementary to offer a pilot after-school program aimed at introducing students and families to library services, bringing the library to the community, and emphasizing the importance of literacy beyond the classroom. The program ran for five weeks for Grade 2–3 students, averaging 22 students per session.

The library continued its partnership with the Richmond Women's Resource Centre to deliver English classes for newcomer women, helping them improve their English literacy skills and build community connections. From January 2023 to June 2024, a total of 149 English classes were offered, supporting approximately 1,750 women.

Sensory Kits were introduced at all library locations in 2023. The kits, created for in-library use, were designed in close consultation with AIDE Canada and Aspire Richmond, and are intended to support customers with various sensory needs, ensuring a more positive library experience for customers of all ages. Each kit includes calming items, fidget items and communication tools.

The Recreation Fee Subsidy Program's annual cycle runs from September 1 to August 31 each year, and as of April 2024, there were 15 percent more successful applicants than in the 2022–2023 program year.

6.5 Enhance and preserve arts and heritage assets in the community.

Renovation of the Richmond Cultural Centre Annex facility was completed in 2024, repurposing it into a community art space to meet the needs of the growing community. The facility operates as an extension of the arts and culture programs at the Richmond Cultural Centre and includes an expanded Media Lab, studios for visual and performing arts, a lobby with exhibition space for Richmond artists, and the "History Lab" for Richmond Museum school programs.



Richmond Cultural Centre Annex

In 2023, a revitalization at London Farm enhanced the three-acre heritage park along Dyke Road. Working closely with the London Heritage Farm Society, the City developed a master plan and completed significant improvements with grant funding support from Pacific Economic Development Canada. The enhancements have resulted in a more welcoming, relaxing and educational experience for visitors. Popular features include an upgraded chicken coop, a new bee apiary used to cultivate honey sold on-site, and a newly displayed 1923 Fordson tractor. The revitalization project provides visitors with a glimpse of early agricultural life in Richmond.



London Farm

The Terra Nova Rural Park Historical Assets public engagement series was launched to gather input from stakeholders and the public on programming opportunities for the heritage and non-heritage buildings in the park. Engagement methods included conversations at stakeholder and advisory committee meetings, three public open houses, a youth-focused walking tour and a survey provided through Let's Talk Richmond.

Exterior repairs commenced in 2023 for landside buildings at the Britannia Shipyards National Historic Site. A new dust extraction system was installed in the Richmond Boat Builders Building, restoring the building's use as a functional workshop.

The City released a 10-part video series, *Richmond Stories*, to highlight the City's rich history and cultural influences. Drawing on archival footage, storytelling and anecdotes, the videos include a charming love story on the interurban tram, the fine craftsmanship of Japanese boatbuilding on Steveston's waterfront, and how flight, farming, cultural diversity and the growth of Steveston led to the Richmond we know today. Each story was carefully crafted with input from community

members who provided first-hand knowledge of each subject through advisory groups.



Richmond Stories Video Series

Numerous new donations of community records were made to the Richmond Archives in 2023, including 1,400 photographs and negatives from a Japanese Canadian family who lived in Steveston since 1908. The photographs and important family records pay tribute to an entire community's strength and resilience and are in the process of being carefully preserved.

A new permanent exhibit about Interurban rail travel opened at the Steveston Tram on Family Day weekend in 2023. The exhibit showcases the importance of interurban travel in the development of Richmond, changing the everyday lives of Richmond residents. Displays include an interactive tramline map, a timeline of the interurban tram system in Steveston, story vignettes of the people who rode interurban trams in Steveston, and a photo display recognizing the work of those who helped restore Tram Car 1220, Richmond's largest artefact, back to its original state.

Typha by Charlotte Wall and Puya Khalili was unveiled at the Middle Arm Waterfront Greenway on Hollybridge Way. The three stainless steel forms embody the interplay of elements, such as water, vegetation and wildlife that interact with human inhabitants and have shaped this landscape over time.



Typha by Charlotte Wall and Puya Khalili

Awards and Recognition



Awards and Recognition

2023

BC Recreation and Parks Association (BCRPA) Facility Excellence Award

The City was awarded the BCRPA Facility Excellence Award for projects over \$3 million for Minoru Centre for Active Living. The award recognizes outstanding facility design that reflects community culture and facility spaces that demonstrate innovation in addressing community needs and are accessible to all patrons. Additionally, the facility must serve as a gathering hub, incorporate green design elements to reduce or eliminate negative impacts on the environment and ultimately improve the well-being of the community.



BCRPA Facility Excellence Award for Minoru Centre for Active Living

British Columbia Economic Development Association (BCEDA) Economic Recovery and Resiliency Award

The Supply Chain Resiliency Program was recognized with the BCEDA's Economic Recovery and Resiliency Award for communities over 20,000 in population. The program was a joint initiative of three municipalities and involved three key deliverables to help manufacturing businesses succeed in a rapidly changing market: an industrial capabilities inventory; a toolkit for de-risking emerging market opportunities; and a seminar series educating manufacturers about technology adoption opportunities.

Canadian Association of Sport Heritage Award of Excellence

The Richmond Olympic Experience won the 2023 Canadian Association of Sport Heritage Award of Excellence for its "Canada's Game" exhibit, praised for interactive features and forward-thinking partnership with the Hockey Hall of Fame.

The exhibit showcases hockey's role in Canadian identity and lifestyle.



Richmond Olympic Experience (ROX)

Creative Cities Network of Canada (CCNC) Awards of Excellence

The City was awarded the CCNC Public Art Legacy Award for *Sea to Sky*, the five-storey integrated glass artwork by Musqueam artist Thomas Cannell located on No. 3 Road as part of the Keltic Development. The artwork was made possible by the City's Private Public Art Program and offers impressive views for pedestrian and vehicular passersby as well as facility users.

Energy Globe Foundation National Energy Globe Award

Lulu Island Energy Company was named winner of the National Energy Globe Award 2023 for the City Centre District Energy Utility expansion project. This award is presented to projects focusing on energy efficiency, renewable energies and the conservation of resources. The foundation also nominated the project for the World Energy Globe Award.

Government Finance Officers Association of the US and Canada (GFOA) Canadian Award for Financial Reporting and Outstanding Achievement in Popular Financial Reporting

The GFOA presented Richmond with the Canadian Award for Financial Reporting and the Outstanding Achievement in Popular Financial Reporting for its 2022 Annual Reports. This marked the 21st and 14th consecutive years, respectively, that Richmond has received these recognitions.

HUB Cycling 2023 Cycling Education Champion Award

The City received HUB Cycling's 2023 Cycling Education Champion award in recognition of the City's bike courses at public elementary schools and in the community. Students learn fundamental cycling skills as well as rules

and responsibilities for riding on city streets and bike paths. In 2022, 1,627 students participated in the program. The program's popularity continued to grow in 2023, with 1,801 students taking part.

International Association of Business Communicators (IABC) National Silver Leaf Awards of Merit

The City received two national Silver Leaf Awards of Merit from IABC. The first award was for the Rethink Waste: Think Tank & Ideas Hub campaign supporting the City's goals to reduce waste and support a circular economy. The second award was for the Richmond Single-Use Plastic Ban campaign, which supported businesses through the transition and increased awareness about the new bylaw, further promoting reusable options in the community with the goal of reducing unnecessary waste and pollution.

Planning Institute of British Columbia (PIBC) Award for Enduring Planning Performance

The City Centre Area Plan was recognized with PIBC's Silver Award for Enduring Planning Performance. This award recognizes and celebrates exemplary long-term planning work and outcomes that remain successful over time.

The C.D. Howe Institute Grade "A" Annual Report Card

The City received a grade of "A" in C.D. Howe's annual report card on municipal budgeting, financial reporting and fiscal transparency. Richmond received the highest grade amongst 32 other major Canadian cities in the report.

2024

Commercial Real Estate Development Association (NAIOP) Awards for Municipal Excellence

Richmond won the NAIOP's Most Business Friendly Municipal Excellence Award. Informed by the organization's annual Cost of Business Survey, the award recognizes municipalities that create positive business environments due to fees and approval timelines that encourage the creation of industrial space, which supports local businesses and the economy.

Canadian Federation of Independent Business (CFIB) One to Watch – Golden Scissors Award

The CFIB named Richmond "One to Watch" in its 2024 Golden Scissors Awards for the MyBusiness and MyPermit online service portals that reduce administrative burden and streamline how businesses interact with the City.

International Association of Business Communicators (IABC) Gold Quill Awards

The City received two international Gold Quill of Excellence awards from the International Association of Business Communicators (IABC) for the Rethink Waste: Think Tank & Ideas Hub and Richmond Single-Use Plastic Ban campaigns. This accomplishment places the City on the global stage in the field of business communication standards.

Planning Institute of British Columbia (PIBC) Award for Excellence in Policy Planning

The City won the Silver Award for Excellence in Policy Planning for City & Urban Areas for the Richmond Circular City Strategy. Adopted by Council in 2023, the strategy outlines a comprehensive plan to transform Richmond into a zero-emission circular city by 2050 and emphasizes community engagement, stakeholder collaboration, and innovation.

The C.D. Howe Institute Grade "A" Annual Report Card

The City received a grade of 'A' in C.D. Howe's annual report card on municipal budgeting, financial reporting and fiscal transparency. Showcasing fiscal excellence, for the second consecutive year Richmond was awarded the highest ranking among 32 major Canadian cities, tied only with Quebec City.





City of Richmond

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Council Strategic Plan 2022–2026

Mid-Term Highlights

Overview





Richmond City Council

Front Row (left to right)

Councillor Alexa Loo, Councillor Bill McNulty, Mayor Malcolm Brodie, Councillor Chak Au, Councillor Carol Day

Back Row (left to right)

Lieutenant Jim Dickson (Richmond Fire-Rescue), Councillor Andy Hobbs, Councillor Kash Heed, Councillor Laura Gillanders, Councillor Michael Wolfe, Constable Jordan Hitchon (Richmond RCMP)

City of Richmond Council Strategic Plan 2022–2026

The Council Strategic Plan 2022–2026 identifies the collective priorities and focus areas for Richmond City Council’s current term of office.

Council adopted six strategic focus areas, each with specific priorities for the current term. This plan serves as a guide for the City, ensuring effective management and delivery of services that are responsive and adaptable to the evolving needs of everyone who lives, works, and plays in Richmond.

This mid-term report highlights the achievements made in advancing the Council Strategic Plan 2022–2026 from November 2022 to June 2024.



Proactive in Stakeholder and Civic Engagement

Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond’s interests.



Strategic and Sustainable Growth

Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.



A Safe and Prepared Community

Community safety and preparedness through effective planning, strategic partnerships and proactive programs.



Responsible Financial Management and Governance

Responsible financial management and efficient use of public resources to meet the needs of the community.



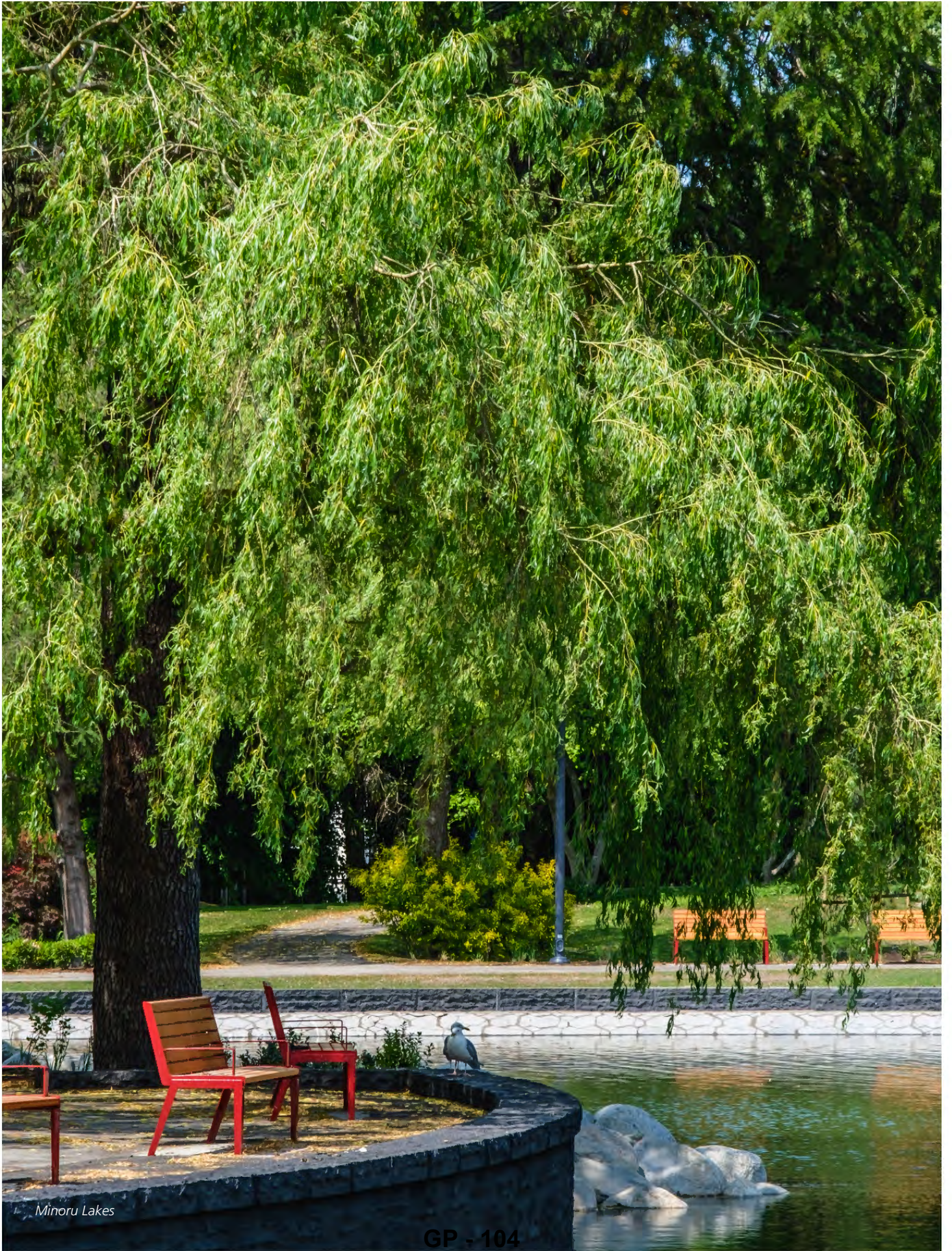
A Leader in Environmental Sustainability

Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.



A Vibrant, Resilient and Active Community

Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.



Minoru Lakes

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Proactive in Stakeholder and Civic Engagement

2022–2026 Highlights



Richmond City Hall

To support the City’s application for a fish Habitat Bank, preliminary meetings were held with the Department of Fisheries and Oceans Canada to develop an engagement plan, including considerations for Indigenous engagement. A Habitat Bank would advance the City’s Flood Protection Management Strategy and Dike Master Plans by streamlining environmental permitting processes for dike upgrade projects.



Visit from Prime Minister Justin Trudeau

The City championed enhanced active transportation and transit facilities as part of the provincial government’s Steveston Interchange Project and Fraser River Tunnel Project. Throughout the infrastructure design, construction and environmental assessment processes, the City provided input on Richmond’s interests and requirements to support enhancements beneficial to the community. Construction of the new five-lane Steveston Interchange is underway and will provide mobility improvements and congestion relief in 2025 once complete, including protected cycling and pedestrian facilities and enhanced bus stops to promote sustainable travel options.

The City hosted approximately 15 Ministerial visits and delegations to showcase Richmond priorities and advocate for the needs of the community.

The City actively advocated for Richmond’s interests while working collaboratively with various external agencies. Some examples include:

- Vancouver Airport Authority;
- TransLink;
- Metro Vancouver;

1. Proactive in Stakeholder and Civic Engagement

- Vancouver Coastal Health;
- Port of Vancouver;
- Agricultural Land Commission;
- Richmond School District No. 38 (School District); and
- Lower Mainland municipalities.

The City unveiled a refreshed and redesigned City website (richmond.ca). The new site provides easier access to a range of online services as well as information and Council-related materials. New features include a multi-lingual translation tool, enhanced accessibility features and streamlined navigation. The City website receives over 4.3 million views annually.

Launched in 2023, the Energize Richmond Toolkit pilot empowered community members to engage their social networks on climate and energy issues. Through peer-to-peer dialogues and action planning sessions, Energize Richmond Leaders inspired their community to take steps to reduce energy use and carbon emissions. Throughout 2024, the leaders were further supported in their work to motivate and enable residents to take their own actions to reduce greenhouse gas (GHG) emissions.

In November 2022, the City launched the Newcomers Video Series highlighting newcomer programs and services in Richmond. The five-part video series was created to help new residents learn more about the city and the services available to help them settle into the community and to complement the City's Newcomer's Guide to Richmond. The Newcomers Bus Tour program was re-introduced in January 2024 to increase newcomers' civic knowledge and reduce barriers to participating in programs and services at City facilities.

The second annual Richmond RCMP Youth Academy took place in February 2023. The program was jointly coordinated with the School District for students in grades 10 to 12 interested in policing. Thirty-two participants engaged in practical police-related scenarios and had the opportunity to speak with police officers from various specialized sections, including the Integrated Police Dog Services and Emergency Response Team.

In 2023, the Engineering & Public Works Open House returned in-person on May 13 in celebration of National Public Works Week. Project WET also returned in-person in 2023, providing a hands-on education experience for local elementary school students about water utilities and conservation.



Engineering and Public Works Open House

In January 2024, Council approved the creation of a Richmond Youth Advisory Committee. The committee is comprised of youth and young adults as well as representatives from youth-serving organizations.

On November 28, 2022, Council approved the creation of the Richmond Accessibility Advisory Committee (RAAC) in response to one of the municipal requirements of the new *Accessible British Columbia Act*. The RAAC acts as a resource and provides advice to City Council to support the advancement of accessibility in the city, so people with disabilities are able to participate fully in all aspects of community life.

Building on the success of past Capital Projects Open Houses, 2023 was the first year that both in-person and online participation options were offered. The event showcases a number of the City's capital projects taking place throughout the year and invites participants to ask questions and engage with representatives of the various projects directly.

The 2023 Community Services Needs Assessment gathered input from Richmond residents regarding their perceptions and experiences of community programs and services. The findings will help shape and plan future programs and services, improve accessibility and inclusiveness, increase resident awareness and relevance of programs, and foster community connection.

In 2023, Richmond's online Let's Talk Richmond platform hosted almost 30 surveys to gather public input. Topics ranged from flood protection and affordable housing, to dog parks and pickleball. Overall engagement on the platform increased 22.2 percent, with a rise in registered participants of almost 45 percent.



Strategic and Sustainable Community Growth

2022–2026 Highlights



Hummingbird Child Care Centre

In November 2023, the BC Legislature passed several pieces of legislation that change the local government land use planning framework with the aim of supporting housing development (Bills 16, 44, 46, and 47). As a result, the City has a defined timeline to conform to various aspects of these Bills. The changes impact the Official Community Plan (OCP) and zoning, Council procedures, and municipal infrastructure and amenity financing. A number of bylaw amendments will be required in order to be consistent with the new legislation. Following this, the bylaw amendments will be incorporated into the current OCP review. Stakeholder and public consultation on the OCP review will be conducted in the fall of 2024.

Following rezoning and issuance of a Development Permit, the City issued a Building Permit for City-owned lands on Steveston Highway in February 2024 to allow for the construction of a new affordable housing building that will provide 25 family-friendly units. The project is largely funded through the Canada Mortgage and Housing Corporation's (CMHC) Rapid Housing Initiative with additional capital and operating funding provided by BC Housing.



Alderbridge Supportive Housing

The City continued work with BC Housing and Pathways Clubhouse on the development of a six-storey, 80-unit affordable housing building on City-owned land with construction initiated in 2024. The development's low rental rates will help provide housing stability for low-income residents who cannot afford market rental housing. The building will provide one, two and three-bedroom units for seniors, families and singles. In addition to the land, the City provided funding from the Affordable Housing Reserve to help cover the City-related permit fees and servicing costs.

2. Strategic and Sustainable Community Growth

In total, Council issued Development Permits to facilitate the development of 619 dwelling units and suites, of which approximately 400 units were for rental tenure (including 175 LEMR units and 105 below market units) in 2023. In 2024, Council has issued Development Permits to facilitate the development of 1,578 dwelling units and suites, of which 109 units were for rental tenure (including 77 LEMR units) as of June 30.

The City was successful in securing \$35.9 million in funding through the federal government's Housing Accelerator Fund (HAF) that will support eight initiatives intended to increase housing supply in Richmond. The funding can also be used for other programs that will remove systemic barriers to new housing.



Housing Accelerator Fund Announcement

Through the City's Servicing Agreement Process, approximately \$38.2 million worth of improvements to City infrastructure and off-site works were secured through new development from January 2023 to the end of June 2024. All new development is reviewed to determine requirements for City infrastructure improvements and off-site works, which are designed and constructed in accordance with current City standards.

Construction of the new, three-storey, 60,350 sq. ft. Steveston Community Centre and Library is underway. Anticipated to open in 2026, the new facility will feature two gymnasiums, more multi-purpose space, and a large library and fitness centre in a central hub that will foster social connectedness, health, and wellness. Public engagement will continue as the construction project progresses.

Council adopted the new Zero Carbon Step Code into Richmond's Building Regulation Bylaw 7230 on October 31, 2023. The new requirements offer builders and

developers at least two compliance options to reach the highest level of energy and carbon performance by 2027.

Through a rezoning application for a mixed-use development in the Hamilton area, the City secured a new Community Police Office (CPO) in the neighbourhood. The developer agreed to provide a City-owned community amenity facility in the form of a turn-key 1,400 sq. ft. CPO built to RCMP security requirements.

Construction on the new Canada Line Capstan Station is currently underway and is anticipated to be in service in late-2024. The station is being built to support the growing development in the Capstan Village area, which projects up to 16,000 residents once nearby developments are completed. The project will deliver a safe, efficient, and environmentally sustainable transportation option and provide users with convenient access to the SkyTrain network.



Capstan Station Construction

In January 2023, Council endorsed Traffic Bylaw No. 5870 amendments to remove all 60 km/h speed zones. All roads within City jurisdiction now have a maximum posted speed limit of 50 km/h consistent with the default speed limit in the *BC Motor Vehicle Act*. Reduced speed limits of 30 km/h have also been implemented along local roads in the Hamilton neighbourhood and on Barnes Drive and Flury Drive in response to local feedback and in alignment with Vision Zero and Transport 2050.

Construction is underway on the Steveston Multi-Use Pathway (MUP) with expected completion in 2024. A shared cycling and pedestrian path on the south side of



Steveston Highway, the MUP is physically separated and protected from traffic, providing an active transportation connection between the major activity centres of Steveston Village and the Ironwood neighborhood. The section from Shell Road to No. 4 Road is complete and open to the public. Other active transportation infrastructure projects include the Westminster Highway Multi-Use Pathway, the Muir Drive Walkway and the River Road Walkway.

Uptake of the MyBusiness self-serve portal continued to grow, demonstrating the City's commitment to multi-channel service delivery. The online portal streamlines the business licencing process by providing existing and new business owners a convenient option to apply for, update and renew their licences. The service has been well-received by the business community, with the number of business licences on MyBusiness increasing from 5,127 in 2022 to 9,154 in 2023. MyBusiness now accounts for 63 percent of business licences issued by the City.

The annual Mobile Outdoor Food Service Unit (MOFSU) Inspection Event hosted by the City in collaboration with the Greater Vancouver Fire Chiefs Association continued to grow in 2023. Approximately 280 inspections were conducted in 2023 compared to 77 in 2022. The initiative provides complimentary fire and life safety inspections for food truck vendors and supports business vendors through a streamlined process that reduces the need for multiple inspections across the Lower Mainland.

Richmond continues to be a popular location for filming. From January 2023 to March 2024, the City managed a total of 445 days of filming activity, issued 70 Film Permits, and received inquiries from over 155 individual productions including feature films, television series, television pilots, and commercials. Comparing first quarters, the City saw an increase in filming days from 113 in Q1 2023 to 200 in Q1 2024.

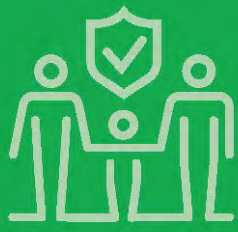
The free, seasonal Discovery Shuttle expanded to two routes in 2023. Connecting Richmond's city centre, attractions, hotels and Steveston Village, the shuttle is offered through a partnership between the City, Tourism Richmond and the Richmond Hotel Association. It is a convenient option for visitors and residents, who are also welcome to use the service.

The City and Richmond Sport Hosting (RSH) Office worked closely with event organizers to host sporting events across the city. For example, the RSH office supported 86 events in 2023, totalling 21,974 actualized room nights in designated host hotels. Event organizers are supported through bid development, coordination of site visits, stakeholder engagement, and connections between organizers and local resources. Financial assistance is also available through a grant program.



CARHA Hockey World Cup





A Safe and Prepared Community

2022–2026 Highlights



South Dike Flood Protection

In 2023, the City successfully implemented the first year of the Accelerated Flood Protection Program. In support of flood protection efforts, the City has continued to seek partnerships with senior levels of government for the delivery of projects. Examples of projects that have been implemented with the support of grant funding include the No. 9 Road South Dike Upgrades, No. 3 to No. 4 Road South Dike Upgrades, Gilbert Road and Steveston Highway Drainage Pump Station Upgrades.

Phase 4 of the City's Dike Master Plan was finalized in 2023, meaning that all phases of the Dike Master Plan are now complete and endorsed by Council. The recommended dike upgrade options identified in Phase 4 will ensure that the City's flood protection infrastructure supports growth and aligns with future development plans.

Building on the success of the Fox 80 Mental Health Car that launched in 2019, a new Yankee 30 Car was introduced in 2023 in collaboration with Youth Probation and the Ministry of Children and Family Development. Yankee 30 pairs a police officer and probation officer or social worker to provide a collaborative response to the

challenges vulnerable youth face in the community. In addition, in 2023 all frontline officers received updated training on the Fox 80 program and mental health-related calls for service.

In 2023, the City was awarded a four-year \$2.68 million grant from the federal Building Safer Communities Fund to support community-based prevention and intervention initiatives that aim to prevent youth gun and gang violence. Key initiatives implemented to date include partnering with Touchstone Family Association to create youth focused programming, enhancing spaces frequented by youth at community centres, and hosting workshops to equip counsellors, teachers and frontline workers with skills to work with vulnerable youth.

The City's multi-stakeholder Mitchell Island Task Force continued its work to increase prevention activities, mitigate fire emergencies, reduce public safety concerns and enhance environmental protections in the industrial area. As a result, a number of properties on Mitchell Island became more compliant with City standards and fire and best practices.

3. A Safe and Prepared Community

The “You Etch It. We Catch It.” initiative was launched in February 2024 to combat catalytic converter thefts. In partnership with participating Richmond automotive shops, the initiative invites vehicle owners to have part of their vehicle identification number etched onto their catalytic converters during routine maintenance at no extra cost. This etching assists police in tracking stolen property and deterring potential thefts.



You Etch It. We Catch It. Program

In 2023, the Richmond RCMP had 131 active volunteers who contributed over 5,300 hours to community safety initiatives. Volunteers participated in 701 community events and outreach activities, including Bike, Van and Foot Patrols, Lock Out Auto Crime, Speed Watch, Distracted Driving and Pedestrian Safety events.

Using Fire Risk Prediction Modeling, the City’s fire inspection approach was adjusted in 2023 based on risk probability scores, targeting buildings with high risk scores of eight, nine, and 10. This focused strategy covered 86 percent of inspectable buildings most likely to have a fire and concentrated resources on mitigating risks in the highest-risk properties.

Through UBCM’s Community Emergency Preparedness grant program, the City was awarded approximately \$30,000 to produce Extreme Temperature Risk Mapping, Assessment and Planning. The information from this analysis will inform the development of future initiatives to target identified at-risk populations and areas.

The City worked with the Canadian Red Cross to develop a community preparedness education program for seniors and newcomers. The resulting five events reached approximately 180 people and provided education in individual preparedness, hazard awareness, and provided tools for community building.

The City launched a Getting Ready for Rain campaign to help residents and businesses be better prepared for heavy rain events. Information includes how to prepare for severe weather, how to protect property, what the City is doing, and how to contact the 24-hour Public Works Dispatch line.

The City participated in multi-stakeholder exercises hosted by Fortis BC, VAFFC, YVR, and Vancouver Emergency Management Agency, as well as a multi-stakeholder wildfire training exercise in North Vancouver.



Fire Risk Prevention

Phase 5 of the multi-year upgrades to Burkeville utility systems was completed in 2023. The improvement will increase capacities within the neighborhood and improve the movement of storm drainage water to reduce any risk of localized flooding.

The multi-phased implementation of the Works Yard Replacement project is underway and will continue in 2024 with the construction of a new administration building and structured parking lot. Replacement buildings and structures will be designed to function in the event of a major seismic or flood event. The design for the electrical feed to the site will also be upgraded to triple the capacity to accommodate EV fleet vehicles.



Renewal of the Steveston Playground was initiated with the goal of uniting the space into one cohesive environment and ensuring that the equipment and surfacing meet current standards for safety and inclusion. Throughout various stages of the multi-year design process, the City engaged with the larger community as well as stakeholders such as the Steveston Community Society, Rick Hansen Foundation, and Richmond Centre for Disability.

A Sport Facility Needs Assessment was conducted in collaboration with Richmond Sports Council, local sport organizations and user groups, and the community associations and societies that provide recreation services at City community centres. A prioritized list of sports facility and infrastructure projects was developed, and subsequently endorsed by Council for consideration in future corporate facility and park plans in the next one to 10 years.

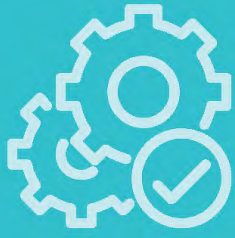
Various condition assessments were completed for City assets and facilities. For example:

- Condition assessments for 103 sanitary pump stations were completed to finalize the condition inventory of all 153 City sanitary pump stations. The updated condition inventory will help inform long-term pump station replacement strategies to support sanitary servicing to City residents and businesses.
- A condition assessment of all City-owned bridges was conducted in 2024 to develop a long-term bridge replacement and upgrade strategy.
- Building condition assessments were completed for South Arm Community Hall, Thompson Community Hall and Thompson Community Centre.



Bridge Condition Assessment





Responsible Financial Management and Governance

2022–2026 Highlights



Richmond City Centre

The City maintained a solid financial position with cash and investment balances of \$1.7 billion and an accumulated surplus that reached \$3.8 billion in 2023. The City's investment portfolio is diversified in a safe manner while earning a reasonable return.

In 2023, a significant update to the Development Cost Charges (DCCs) was completed and approved by Council. This update involved engagement with industry stakeholders and the business community. The updated DCC program now accounts for increased costs and additional infrastructure necessary to support growth, including a portion of the accelerated flood protection costs that are borne by growth. Between January 2023 and June 2024, the City received DCC contributions totalling \$12.6 million through the Building Permit and Subdivision process.

The MyPermit online portal was launched on November 20, 2023, marking a significant milestone in the multi-phased Permitting Optimization Project (POP). The first phase of implementation optimized and streamlined permitting processes for gas, plumbing, and sprinkler permit applications to be accepted online. Throughout the

project, the City actively engaged with the local builder and development community to gather feedback and test the system, allowing for a smooth transition.

In 2023, a review of the *Building Regulation Bylaw No. 7230* was conducted. In 2024, significant changes were adopted by Council, including:

- Implementation of an Occupancy Certificate;
- Clarification of provisions to charge fees for the review of modifications made to instream Building Permit applications;
- Expansion of provisions to extend or expire permits after the start of construction;
- Addition of new provisions to incentivize the completion of permit applications in a timely manner;
- Clarification of conditions for Temporary Structures; and
- Enablement of Provisional Occupancy for Single Family Dwellings.

In 2024, the City completed an updated Pre-Qualified Shortlist, which is valid for three years and provides a

4. Responsible Financial Management and Governance

list of consultants that have been selected as technically competent, trusted and reliable options for City utility infrastructure projects. As part of the process, the City met with industry stakeholders to ensure that the pre-qualification and procurement process was optimized for all parties in order to maximize value to the City. This process improves efficiencies for the City while ensuring effective financial planning and project delivery.



Licence Plate Recognition

First launched in September 2022, the Licence Plate Recognition (LPR) system and vehicle-mounted camera has resulted in significant efficiencies that increased parking enforcement coverage and allowed for resource re-allocation to other needs in the community, such as school patrols. Instead of foot patrols, the LPR vehicle can automatically scan license plates to determine parking infractions. In 2023, over 60,000 license plates were scanned and 25,627 parking violation tickets were issued. This is a 17 percent increase in total violations issued compared to 2022.

In 2023, the City conducted a review of emergency support services and introduced a new standard operating procedure in order to achieve a reduced target timeline for service delivery. Since implementation, the City has been successful in achieving the two-hour benchmark that was set as a result of the review.

The City's Utility Budgets and Rates were reviewed and updated in 2023. The update allowed the City to establish rates for full cost recovery, thereby supporting the City's strong financial position. In addition, the rates ensure that residents and businesses pay competitive fees for utility services. The City's operating expenditures continue to be carefully managed and operational efficiencies pursued to minimize impacts on ratepayers.

Through various levels of government and key stakeholders, Richmond was awarded approximately \$108.5 million in grants and funding contributions since November 1, 2022.

The Government of BC approved the City's application to renew the three percent tax on the purchase of accommodation under the Municipal and Regional District Tax (MRDT) Program for a five-year period (2022–2027). The revenues earned through this program will be used for destination marketing and destination enhancement initiatives in Richmond, such as the Community Wayfinding Strategy, the annual Discovery Shuttle and Bike Valet, and programming enhancements at Steveston heritage sites.



CMHC Funding Announcement



A Leader in Environmental Sustainability

2022–2026 Highlights



Nest Box Program

In 2023, three new residential developments totaling 1.2 million sq. ft. of floor area were connected to the Lulu Island Energy Company (LIEC) utility to provide low carbon heating, cooling and domestic hot water. LIEC is now servicing 30 buildings totaling 6,456 residential units or 7.3 million sq. ft. of floor space, and has reduced 17,930 tonnes of GHG emissions to date.



Lulu Island Energy Company

In 2023, the City continued to expand its EV fleet by acquiring seven passenger EVs, one cargo van EV, five pick-up truck EVs and one fully remote mower. Through the federal government’s Incentives for Zero-Emission Vehicles program (iZEV), the City received \$50,000 for 10 of the eligible vehicles acquired in 2023. In 2024, the City plans to acquire 12 additional passenger EVs and one fully electric forklift and intends to apply for the iZEV funding.

The City’s water conservation program, which consists of water metering, water pressure management, toilet rebates, and rain barrels, is on-going. In particular, the Universal Multi-Family Water Meter Program was launched in 2022, with 30 multi-family complexes metered between November 2022 and June 2024. Continued implementation of the water conservation program and multi-family water metering promotes water conservation, improves equity, and allows the City to be more efficient with water usage.

The City’s inaugural Tree Sale took place in November 2022 with the second annual tree sale taking place in September 2023. Approximately 1,040 trees were sold to Richmond residents to plant on private property, encouraging residents to beautify their homes and increase the City’s urban forest tree canopy.

5. A Leader in Environmental Sustainability

As part of the Enhanced Pesticide Management Program, the first Chafer Beetle Treatment Rebate was implemented in 2023 to support residents applying biocontrol to manage chafer beetle infestations. Over 2.5 ha of land was also treated for Japanese knotweed to help protect City transportation and utility infrastructure.

In 2024, the City implemented the requirement for property owners to obtain a rodent assessment prior to demolition permit issuance to ensure that rodent issues are identified and addressed prior to construction activity. The goal is to minimize potential impacts from rodents on neighborhoods experiencing increased development pressures.

As part of the City's Nest Box Program, 20 Purple Martin boxes were installed in 2023 with seven boxes reported as being used in the first year. The program supports bird species which benefit from enhanced nesting opportunities and engages volunteers to monitor and maintain nest boxes for barn owls, tree swallows and purple martins.

The City worked with local stakeholders and residents to offer nine tree-planting events and 10 invasive species removal events from November 2022 to March 2024, totaling 860 volunteers engaged. Locations of tree plants and invasive species removals include Terra Nova Rural Park, Garden City Lands, Richmond Nature Park, and Garden City Park.



Invasive Species Pull Event

In March 2023, Council adopted the Richmond Circular City Strategy as an action roadmap to achieve 100 percent circularity by 2050. The City also initiated work on a Material Flow Analysis Study identifying how resources, activities, economic development and environmental impacts are connected. The Material Flow Analysis is focused on local buildings, textiles and food systems, and is being supported by grant funding from the FCM.

The City hosted a variety of community engagement events and initiatives to encourage behaviour change within the community focusing on the basics of reducing, reusing and recycling. These include three Rethink Waste Think Tanks, two Shred-a-Thons, 15 Repair Fairs, 29 community workshops, 41 Recycling Depot Tours and various City community events with support from the youth Green Ambassadors.

The City received funding from the Government of BC toward the development of a commercially-focused food hub in Richmond, with the goal of moving the city toward a strong, connected, and innovative food system that provides opportunities for growers, fishers, processors, and creators in the local community. The first phase will be a gap analysis and needs assessment to examine Richmond's current strengths and identify how a Food Hub could respond to those gaps, support agriculture and local food systems, and benefit the economy of the local community.

In response to increased demand for the Community Gardens Program, the City increased the number of plots from 346 to 719 plots across 20,803.6 sq. m. of City and School District land, effectively doubling the size of the community gardens program. New plots were constructed at Cook Neighbourhood Park, Garden City Lands, Hamilton Community Park and along the Railway Greenway.

Enforcement of the *Soil Deposit and Removal Bylaw No. 10200* continued to play an important role in maintaining the integrity of farmland. The number of tickets issued increased from 47 in 2022 to 134 in 2023 and the number of properties brought into compliance increased from 27 in 2022 to 52 in 2023. Compared to 2022, the City also issued more stop work orders and removal orders.



A Vibrant, Resilient and Active Community

2022–2026 Highlights



South Arm Community Park

In 2023 and 2024, Council approved the allocation of approximately \$2.2 million through various community grants.

In 2023, the City collaborated with the Richmond Olympic Oval to convert an under-utilized space into a multi-use outdoor sport facilities with funding support from senior levels of government. The Fields is an outdoor sports, entertainment and tourism space located on the Oval's south side. It features over 4,200 sq. m. of multi-sport turf, three hard-surface basketball courts, an outdoor training area and field-side high performance training space.



The Fields Open House Event

The City's signature events continued throughout the term including the popular Children's Arts Festival, Cherry Blossom Festival, Doors Open Richmond, the Steveston Salmon Festival, the Richmond Maritime Festival and Culture Days. Highlights in 2023 included the return of the Salmon Festival Parade for the first time since 2019 and the recognition of Richmond as the #1 top Culture Days participating community in BC, placing third nationally among Mid-Size Cities and fourth overall, with 93 activities.

With the return of community programming and event hosting throughout the city, volunteerism grew in 2023 compared to 2022 reflecting an increase in the number of volunteer opportunities. In 2023 there were approximately 3,087 volunteers that contributed a total of 64,951 volunteer hours reported.

For the second time in three years, Richmond earned the title of British Columbia's Most Active Community in 2024 in the ParticipACTION Community Challenge, which recognizes communities across Canada for promoting healthy living and physical fitness, and motivating residents to get active.

6. A Vibrant, Resilient and Active Community

The Minoru Lakes Renewal Project was completed and the park re-opened to the public in 2023. The improved space includes new site furniture, a boardwalk, and enhanced viewing areas around the fully reconstructed and redesigned lakes. An important feature added in the park is the new waterfall, which enhances the overall park experience and serves as an important ecological bio-filter for stormwater runoff collected from the surrounding area. Native plantings throughout the lakes provide rich habitats for waterfowl, birds and insects.

The South Arm Community Park playground was revitalized in 2023, resulting in a unique and updated play experience, including multiple play elements and universally inclusive features. From concept design through to implementation, the City worked collaboratively with the South Arm Community Association and the organization contributed \$200,000 for additional play equipment and play value.

Between November 2022 and June 2024, the City planted over 2,000 trees. This includes replacement tree plantings, new trees in parks and three community mini-forest plantings. The City has been implementing the Miyawaki Mini Forest planting method which supports biodiversity and natural succession while outcompeting invasive plants such as Himalayan blackberry.



Tree Planting

In April 2023, the inaugural Human Library® initiative facilitated conversations that challenged prejudices and stereotypes while fostering greater cohesion across social, ethnic, and religious divisions. In the two years that the Human Library® has been offered, the library welcomed a total of 21 volunteer “Books” who connected with 60 participant readers at 105 reading sessions to share their personal stories and experiences.

To commemorate the National Day for Truth and Reconciliation on September 30, the Survivors’ Flag was displayed at City Hall for the first time in 2023 to honour residential school Survivors and the communities impacted by the residential school system. A variety of programs and initiatives were hosted throughout Richmond for community members to come together to commemorate the day.

In 2023, the Pride Flag was displayed at City Hall for the first time during Pride Week, signaling support and allyship with Richmond’s 2SLGBTQI+ communities. The City, in partnership with Community Associations and Societies and Richmond Public Library, continues to recognize Pride Week in Richmond with various programs and events to celebrate and honour 2SLGBTQI+ inclusion.

Hey Viola! was presented at Gateway Theatre in English with traditional and simplified Chinese subtitles. The performance was a musical exploration of Canadian civil rights trailblazer, Viola Desmond, the fearless woman featured on Canada’s \$10 bill.

On April 8, 2024, Council adopted the Richmond Accessibility Plan 2023–2033 to guide the City’s approach to advancing accessibility in Richmond, over the next 10 years. The plan was developed through a multi-stage process that involved extensive consultation and collaboration with people with disabilities, their families and caregivers, disability-serving organizations, key partners and the public.

A trial subsidy program was launched in May 2023 to support Richmond residents who face financial barriers to completing the training required to become an aquatics instructor or lifeguard. The program aligns with the criteria used by the City’s Recreation Fee Subsidy Program to assess financial need, and provides candidates with a 90 percent subsidy for each required course.



Instructor and Lifeguard Subsidy Program



In March 2024, the City completed implementation of several initiatives that supported individuals experiencing homelessness in Richmond, funded through a \$3.35 million provincial UBCM Strengthening Communities' Services program grant awarded in 2021. Initiatives funded through this program included a Drop-in Centre and Shower Program, winter warming centres, clinical support programs, food outreach initiatives, staff training programs, public dialogue sessions, discharge and transition planning from health care, cost recovery initiatives and program coordination.

Building on the success of the Community Services Pop Ups, the Community Services Connectors Pilot Program was developed in partnership by the City and Richmond Public Library with a \$50,000 grant from UBCM. This peer-to-peer resource navigation program trained Richmond community members with lived experience to help residents with lower incomes find and access community resources.

Renovation of the Richmond Cultural Centre Annex facility was completed in 2024, repurposing it into a community art space to meet the needs of the growing community. The facility operates as an extension of the arts and culture programs at the Richmond Cultural Centre and includes an expanded Media Lab, studios for visual and performing arts, a lobby with exhibition space for Richmond artists, and the "History Lab" for Richmond Museum school programs.



Richmond Cultural Centre Annex

In 2023, a revitalization at London Farm enhanced the three-acre heritage park along Dyke Road. Working closely with the London Heritage Farm Society, the City developed a master plan and completed significant improvements with grant funding support from Pacific Economic Development Canada.



London Farm

Typha by Charlotte Wall and Puya Khalili was unveiled at the Middle Arm Waterfront Greenway on Hollybridge Way. The three stainless steel forms embody the interplay of elements, such as water, vegetation and wildlife that interact with human inhabitants and have shaped this landscape over time.



Typha by Charlotte Wall and Puya Khalili



Awards and Recognition

2023–2026 Highlights



Minoru Centre for Active Living

2023

BC Recreation and Parks Association (BCRPA) Facility Excellence Award

The City was awarded the BCRPA Facility Excellence Award for projects over \$3 million for Minoru Centre for Active Living. The award recognizes outstanding facility design that reflects community culture and facility spaces that demonstrate innovation in addressing community needs and are accessible to all patrons. Additionally, the facility must serve as a gathering hub, incorporate green design elements to reduce or eliminate negative impacts on the environment and ultimately improve the well-being of the community.



BCRPA Facility Excellence Award for Minoru Centre for Active Living

British Columbia Economic Development Association (BCEDA) Economic Recovery and Resiliency Award

The Supply Chain Resiliency Program was recognized with the BCEDA's Economic Recovery and Resiliency Award for communities over 20,000 in population. The program was a joint initiative of three municipalities and involved three key deliverables to help manufacturing businesses succeed in a rapidly changing market: an industrial capabilities inventory; a toolkit for de-risking emerging market opportunities; and a seminar series educating manufacturers about technology adoption opportunities.

Canadian Association of Sport Heritage Award of Excellence

The Richmond Olympic Experience won the 2023 Canadian Association of Sport Heritage Award of Excellence for its "Canada's Game" exhibit, praised for interactive features and forward-thinking partnership with the Hockey Hall of Fame. The exhibit showcases hockey's role in Canadian identity and lifestyle.



Richmond Olympic Experience (ROX)

Creative Cities Network of Canada (CCNC) Awards of Excellence

The City was awarded the CCNC Public Art Legacy Award for *Sea to Sky*, the five-storey integrated glass artwork by Musqueam artist Thomas Cannell located on No. 3 Road as part of the Keltic Development. The artwork was made possible by the City's Private Public Art Program and offers impressive views for pedestrian and vehicular passersby as well as facility users.

Energy Globe Foundation National Energy Globe Award

Lulu Island Energy Company was named winner of the National Energy Globe Award 2023 for the City Centre District Energy Utility expansion project. This award is presented to projects focusing on energy efficiency, renewable energies and the conservation of resources. The foundation also nominated the project for the World Energy Globe Award.

Government Finance Officers Association of the US and Canada (GFOA) Canadian Award for Financial Reporting and Outstanding Achievement in Popular Financial Reporting

The GFOA presented Richmond with the Canadian Award for Financial Reporting and the Outstanding Achievement in Popular Financial Reporting for its 2022 Annual Reports. This marked the 21st and 14th consecutive years, respectively, that Richmond has received these recognitions.

HUB Cycling 2023 Cycling Education Champion Award

The City received HUB Cycling's 2023 Cycling Education Champion award in recognition of the City's bike courses at public elementary schools and in the community. Students learn fundamental cycling skills as well as rules and responsibilities for riding on city streets and bike paths. In 2022, 1,627 students participated in the program. The program's popularity continued to grow in 2023, with 1,801 students taking part.

International Association of Business Communicators (IABC) National Silver Leaf Awards of Merit

The City received two national Silver Leaf Awards of Merit from IABC. The first award was for the Rethink Waste: Think Tank & Ideas Hub campaign supporting the City's goals to reduce waste and support a circular economy. The second award was for the Richmond Single-Use Plastic Ban campaign, which supported businesses through the transition and increased awareness about the new bylaw, further promoting reusable options in the community with the goal of reducing unnecessary waste and pollution.

Planning Institute of British Columbia (PIBC) Award for Enduring Planning Performance

The City Centre Area Plan was recognized with PIBC's Silver Award for Enduring Planning Performance. This award recognizes and celebrates exemplary long-term planning work and outcomes that remain successful over time.

The C.D. Howe Institute Grade "A" Annual Report Card

The City received a grade of "A" in C.D. Howe's annual report card on municipal budgeting, financial reporting and fiscal transparency. Richmond received the highest grade amongst 32 other major Canadian cities in the report.

2024

Commercial Real Estate Development Association (NAIOP) Awards for Municipal Excellence

Richmond won the NAIOP's Most Business Friendly Municipal Excellence Award. Informed by the organization's annual Cost of Business Survey, the award recognizes municipalities that create positive business environments due to fees and approval timelines that encourage the creation of industrial space, which supports local businesses and the economy.

Canadian Federation of Independent Business (CFIB) One to Watch – Golden Scissors Award

The CFIB named Richmond "One to Watch" in its 2024 Golden Scissors Awards for the MyBusiness and MyPermit online service portals that reduce administrative burden and streamline how businesses interact with the City.

International Association of Business Communicators (IABC) Gold Quill Awards

The City received two international Gold Quill of Excellence awards from the International Association of Business Communicators (IABC) for the Rethink Waste: Think Tank & Ideas Hub and Richmond Single-Use Plastic Ban campaigns. This accomplishment places the City on the global stage in the field of business communication standards.

Planning Institute of British Columbia (PIBC) Award for Excellence in Policy Planning

The City won the Silver Award for Excellence in Policy Planning for City & Urban Areas for the Richmond Circular City Strategy. Adopted by Council in 2023, the strategy outlines a comprehensive plan to transform Richmond into a zero-emission circular city by 2050 and emphasizes community engagement, stakeholder collaboration, and innovation.

The C.D. Howe Institute Grade "A" Annual Report Card

The City received a grade of 'A' in C.D. Howe's annual report card on municipal budgeting, financial reporting and fiscal transparency. Showcasing fiscal excellence, for the second consecutive year Richmond was awarded the highest ranking among 32 major Canadian cities, tied only with Quebec City.





City of Richmond

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