



City of Richmond

Report to Committee

To: General Purposes Committee
From: Lani Schultz
Corporate Programs Consultant

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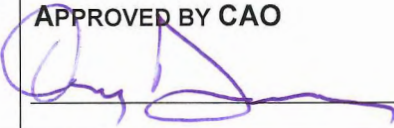
Re: **Council Term Goals 2014-2018: Achievement Highlights for 2015**

Staff Recommendation

1. That the report titled "Council Term Goals 2014-2018: Achievement Highlights for 2015" from the Corporate Programs Consultant outlining the current status, progress and achievements towards Council Term Goals 2014-2018, be received for information; and
2. That staff be directed to continue using the Council Term Goals 2014-2018 as established in May 2015 to guide work programs for this term of office.

Lani Schultz
Corporate Programs Consultant
(604-276-4129)

Att. 1

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	
Communications	<input checked="" type="checkbox"/>	
Corporate Programs	<input checked="" type="checkbox"/>	
Intergovernmental Relations & Protocol Unit	<input checked="" type="checkbox"/>	
Administration & Compliance	<input checked="" type="checkbox"/>	
Economic Development	<input checked="" type="checkbox"/>	
Finance Department	<input checked="" type="checkbox"/>	
Real Estate Services	<input checked="" type="checkbox"/>	
Arts, Culture & Heritage	<input checked="" type="checkbox"/>	
Community Social Development	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
Recreation Services	<input checked="" type="checkbox"/>	
Engineering	<input checked="" type="checkbox"/>	
Sustainability	<input checked="" type="checkbox"/>	
Law & Community Safety Administration	<input checked="" type="checkbox"/>	
Building Approvals	<input checked="" type="checkbox"/>	
Policy Planning	<input checked="" type="checkbox"/>	
Transportation	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: DW	APPROVED BY CAO 

Staff Report

Origin

A set of Council Term Goals are adopted at the start of each new term of office to determine Council's desired focus and shared priorities for the term in order to ensure City work programs are appropriately aligned. This process forms an integral part of City operations, and helps to ensure a focused and productive workforce that makes the most effective use of public resources.

With this term of Council completing its first year, the attached report summarizes the achievement highlights made toward Council Term Goals to date.

Analysis

On May 25, 2015, Council approved the following goals with related priorities for the 2014-2018 term:

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

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

Much work has been completed towards achieving these goals during Council's first year of the 2014-2018 term of office. Highlights of this work are contained in the attached document.

Financial Impact

None.

Conclusion

The setting of Council Term Goals is an integral part of the City's strategic approach to the development of organizational work programs and operations. The attached report has been prepared to provide Council with information on the advancement of their term goals since their approval.



Claire Adamson
Program Manager, CPMG
(604-247-4482)

CA:ca

Att. 1: Council Term Goals 2014-2018: Achievement Highlights for 2015



Council Term Goals 2014–2018
**Achievement
Highlights for 2015**



Richmond City Council

Front Row (Left to Right):

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

Back Row (Left to Right):

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

City of Richmond Council Term Goals 2014-2018

On May 25, 2015, Council adopted a set of Council Term Goals for the term of 2014-2018 to help guide City work programs during this four-year term of office. These goals are monitored and reviewed with Council at least annually, and adjusted as required to ensure they remain relevant in light of changing community, organizational, and political priorities. This report summarizes the highlights of progress and achievements made on Council's Term Goals to-date.

Goal 1: A Safe Community.....	3
Goal 2: A Vibrant, Active and Connected City.....	6
Goal 3: A Well-Planned Community.....	11
Goal 4: Leadership in Sustainability.....	16
Goal 5: Partnerships and Collaboration	20
Goal 6: Quality Infrastructure Networks.....	24
Goal 7: Strong Financial Stewardship	30
Goal 8: Supportive Economic Development Environment.....	35
Goal 9: A Well-Informed Citizenry	37

Goal 1



A Safe Community

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

Synopsis

While Richmond continues to be a safe place to live, work, and play, Council recognizes community safety as fundamental to the City's livability, and views this area as a high priority. Council understands the importance of continuing to enhance the community's sense of safety to ensure Richmond is a healthy and livable community. Council is committed to ensuring that the City's community safety models of operation and services relate to Richmond's specific needs and concerns, and that these services are responsive to the safety needs of our residents and businesses as their primary focus.

Goal 1: A Safe Community 2015 Highlights



Camp Courage Youth Camp with RCMP and RFR.

Quick Facts

- The Block Watch program included 9,685 participants in 412 groups with 542 Captains/Co-Captains (as of December 2015).
- There was a 32% decrease in theft from automobiles from January to November, 2015 versus January to November 2014.
- The Crime Prevention Outreach Program included 1,162 residential houses, 738 packages, and 117 face-to-face interactions (as of August 2015).
- The Commercial Break and Enter email alert program issued 122 email alerts and 95 letters and has 1,059 registered email addresses.*
- The Residential Break and Enter email alert program issued 457 email alerts and 1,504 letters to 5,083 registered email addresses.*
- The Lock-out Auto Crime initiative handed out 33,270 notices, 9,790 more notices than in 2014.

*As of June 2015.

Council's Priorities:

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

Policy and service models that reflect Richmond-specific needs.

In keeping with this priority, a City-wide strategic review of community policing needs was conducted with preliminary recommendations made to Council in November 2015. A comprehensive report will be delivered in 2016.

A review of the key assumptions and transition costs associated with an independent policing model for the City of Richmond was completed, with a public consultation process to follow in 2016.

Program and service enhancements that improve community safety services in the City

A strong emphasis was placed on **Commercial and Residential Break and Enters** as part of its Richmond Detachment Annual Performance Plan. Statistics for 2015 (January to November) reveal a 39% decrease in commercial break and enters and a 58% decrease in residential break and enters versus same period in 2014.

The RCMP focused on pedestrian safety and hosted a series of lectures entitled "Walk with Safety." The RCMP also facilitated the formation of a Pedestrian Safety Subcommittee with membership from Richmond Fire Rescue (RFR), RCMP, ICBC, the Richmond School District, and the City's Transportation and Bylaws Departments.

Multilanguage emergency preparedness presentations were facilitated throughout the City. In addition, Emergency Social Services partnered with the Richmond Centre for Disabilities to lead a Reception Centre exercise so staff and volunteers could learn how best to work with people with disabilities.

RCMP Crime Prevention and Victim Services launched a pilot project for a mobile app which provides the citizens of Richmond accessibility to local crime, statistical/geographical maps of crime locations, as well as easy access to the Richmond RCMP online report system.

Improved perception of Richmond as a safe community

The RCMP have continued the foot patrol initiative in the City Centre, aimed at increasing RCMP visibility and accessibility for face-to-face contacts with the public. This initiative continues to receive very positive feedback from residents and business owners alike.

The Fire Protection and Life Safety Bylaw 8306 was amended to reduce risks posed by vacant properties.

Effective interagency relationships and partnerships

BC Ambulance Services (BCAS) and Richmond Fire Rescue (RFR) will be co-located at the new Cambie Firehall No. 3, scheduled for occupancy in 2017. This combined facility, and the decision for BCAS to locate in Richmond is the first of its kind in an urban centre, and represents a strong working relationship between the provincially operated BCAS and the municipally operated RFR.

The City has engaged with the RCMP “E” Division senior management team for a variety of meetings and forums including the RCMP’s Lower Mainland District Regional Policing Service Mayors Forum. At these meetings, there was dialogue around a number of issues such as policing costs and governance models surrounding the Integrated Teams.

At the Richmond Chamber of Commerce 12th Annual 911 Awards, a number of awards were received by Richmond First Responders and volunteers.



Quick Facts

- 7,114 Speed Watch letters were sent out by volunteers who were equipped with radar and speed reading boards. This is 459 more letters than the same period last year.*
- 796 Distracted Drivers notices were sent out by volunteers to drivers who were found to be on their cell phones, or using other electronic devices, reading a newspaper, shaving or putting on make-up. This was 280 more notices than the same period last year.
- Pedestrian Injuries decreased by 56%.**
- Pedestrian fatalities decreased by 67%.**

*From January to October 2015.

**January to November 2015 versus the same period, 2014.

Fire Safety

- RFR responded to 10,327 emergencies, an increase of 7% over 2014.
- RFR inspected and secured 732 abandoned properties.
- 10 replacement firefighters were hired.



Goal 2



A Vibrant, Active, and Connected City

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

Synopsis

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

Goal 2: A Vibrant, Active and Connected City 2015 Highlights

Council's Priorities:

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

Strong Neighbourhoods

The community recreation centres offered a variety of neighbourhood specific programming and outreach initiatives including concerts in the park, outdoor movie nights, festivals, and free park programs for children and families. The Richmond Public Library also implemented new outreach programs including "pop-up libraries".

The City hosted the first annual Diversity Symposium aimed at practitioners in the diversity field, providing the opportunity for 90 professionals and community leaders to share best practices in the field of neighbourhood and community building.

Effective Social Service Networks

The Kiwanis Towers Seniors Housing project saw 296 units of subsidized seniors rental housing made available to seniors, and is now fully occupied. Created through a partnership of non-profit, private, and public sectors, the project also includes programmed community amenity spaces. The City of Richmond received the 2015 Union of BC Municipalities (UBCM) Community Excellence Award for Partnerships for this Seniors Housing project.

The Storeys project, near the corner of Granville and No. 3 Road is now in the construction phase. When complete, this project will include 129 units of subsidized rental housing with programmed amenity spaces, offices and social enterprises to support low-income households to gain housing stabilization and self-sufficiency.

The newly updated Seniors Service Plan: 2015-2020 has been completed and was adopted by Council. The plan will provide the blueprint for the next six years to meet the service and program needs of the seniors' population.

An Age-Friendly Assessment and Action Plan was endorsed by Council and will guide City actions over the next five years to increase the number and scope of age-friendly features, policies and programs throughout Richmond.

The Affordable Housing Resource Guide was developed based on stakeholder feedback with the goals of serving as a resource for the people, organizations, and professionals interested in the development of affordable housing in Richmond.

The 2015-2020 Youth Service Plan was completed and approved by Council. The Plan identifies priority program and service areas for youth and provides a strategic approach to making decisions about youth-related matters over the next six years.

Quick Facts

Richmond's public facilities and programs are well used by the public. This year, the following visits were recorded:

- Aquatics programs: 873,035
- Arenas programs: 162,086
- Community Recreation programs: 1,043,612
- Minoru Place Activity Centre's programs: 79,605
- Arts and Culture programs: 58,797
- The Street Banner Program received 300 artist submissions and 2,945 "likes" on the Facebook page.
- The D.A.R.E. program facilitated 15 classes with 1,703 students graduating.
- The Community Leisure Transportation program supported by the Minoru Seniors Society operated for 3,339 hours, transporting 8,404 passengers generating 619 trips city-wide.
- The City issued 161 Recreation Access Cards providing access to programs and services for residents with disabilities. 249 children were assisted through the Canadian Tire Jumpstart program.
- The Recreation Fee Subsidy Program assisted 748 people this year.
- Richmond Oval has grown to over 6,000 members, 78% of whom are Richmond residents.

Quick Facts

Volunteers are an important component of community and social service delivery in Richmond. They help build strong neighbourhoods and programs including:

- 2,072 volunteers supported Community Services programs and events by contributing a total of 85,375 hours.
- 170 Green Ambassador volunteers contributed over 1,600 hours to help promote recycling at community events.
- 763 Partners for Beautification volunteers contributed 2,274 hours to 210 initiatives (as of September 30).
- 60 Earth Day Celebration volunteers pulled 80 cubic yards on invasive plants from Garden City Park.
- The ROX (Richmond Olympic Experience) opened this year with a Volunteer Docent program that has over 100 active volunteers.
- 42 Auxiliary RCMP Constables contributed a total of 5,695 hours to increasing community safety.



Ski-Jump Simulator at the Richmond Olympic Experience (ROX).

Outstanding places, programs and services that support active living, wellness, and a sense of belonging

A new **Minoru complex** is now under construction and will not only replace the aquatics and seniors centre facilities as well as the Minoru Pavilion, it will become a centre for active living and wellness for residents of all ages and abilities.

A new 28,000 sq. ft. **City Centre Community Centre** officially opened in September 2015 providing recreation and arts opportunities for a growing and diverse area of the city. Amenities include a fitness centre; a fitness studio; an art studio; music rooms; a community living room; and multipurpose rooms for all ages.

A **needs assessment for Community Services** has been completed to better understand the community's needs and satisfaction levels in this area of City operations. The needs assessment is a key planning document that will be used to inform plans and strategies for the delivery of future community services and infrastructure.

Development is underway of a **Community Services Facilities Strategic Plan** to provide strategic direction for short- and long-term facilities projects to ensure community service facilities are keeping pace with, and reflect, the community's needs. A preliminary plan will be completed in early 2016 and brought to Council.

The **Steveston Town Square Park Concept Plan** was adopted by Council to connect the recently opened Japanese Benevolent Society Building and the Steveston Museum for improved outdoor programming opportunities.

Public waterfront improvement projects saw completion of the Middle Arm Oval Beach waterfront improvements including the installation of a new waterfront gathering place, a children's outdoor play environment and outdoor sand volleyball courts adjacent to the Richmond Olympic Oval. Council also approved the new Tait Riverfront Park Concept Plan along the Tait waterfront.

Council endorsed the expansion and implementation of **Richmond's Designated Dog off-leash program** at the McCallan Road Right-of-Way/ Railway Corridor, Garden City Community Park, South Arm Community Park, and Elmbridge Way areas.

Construction has commenced on the newest **City Centre park**, located at Cambie Road and Brown Road. The first phase of park development of the 4.2 acre park will include a network of walking routes, gathering places, and a designated dog off-leash area.

The **Kathleen McNeely School Accessible Playground** was officially re-opened with new play structures and features for inclusive play including a series of wheelchair ramps, a roller slide and disc swing, rubber surfacing, and lower, wheelchair-friendly play structures.

The Terra Nova Adventure Play Environment received a Regional Citation Award from the Canadian Society of Landscape Architects.

The ROX (Richmond Olympic Experience) opened in November celebrating memories of the 2010 Olympic and Paralympic Winter Games, educating visitors about the Olympic and Paralympic Movements, and celebrating Richmond's rich sporting history. As the only official International Olympic Committee (IOC) Olympic Museum in North America, the ROX provides a unique museum experience, using state-of-the-art sport simulators and many engaging interactive activities.

Vibrant arts, culture and heritage opportunities

Maritime themes have been a major focus this year in programs and events. The River Queen Water Shuttle in Steveston offered a fully narrative nature and historic tour with stops at three sites: Britannia, the Village, and the 3rd Avenue Pier. The Britannia Tall Ship "Adventuress" Sailing School was another new highlight program designed to provide opportunities and access to maritime activities and to enhance boating and sailing skill development.

Modern technology and historic sites met in Steveston this year with five interactive 3D tours of Britannia Shipyard buildings and a new film exhibit. In addition, the Nikkei stories project highlighting stories of Japanese-Canadians in Steveston will see 10 street signs with iBeacons installed in Steveston allowing smart phone users to access short videos highlighting the significance of each place told in the words of a member from the Japanese Canadian community.

Several **new public art projects and installations** were completed in 2015 and many more are underway. Completed civic public art projects include the *Motif of One and Many* at the new City Centre Community Centre, and several new utility cabinet wraps. *Pianos on the Streets* were installed in three locations around the city as part of an interactive community arts program. Two new private public art pieces include *ebb & flow*, located on the lobby wall of the Carole Tong Centre and *Sequence*, on the outside corners of the Harmony towers.

Public art programming throughout the City included exhibitions at the Lansdowne and Aberdeen Canada Line Stations. Education and outreach programming included four PechaKucha nights, an Art at Work Professional Development Series for artists, Pianos on the Streets and four exhibitions at the Richmond Art Gallery.

Arts and culture were celebrated through the **Seventh Annual 2015 Richmond Arts Awards**, in partnership with the Richmond Arts Coalition, recognizing artistic achievements and contributions to the cultural community by residents, artists, educators, organizations and business leaders. The Richmond Art Gallery also partnered with the Richmond Arts Coalition to host ArtRich2015, a juried exhibition of artwork by 49 local artists selected from 167 submissions with 1,629 in attendance.



Kathleen McNeely School Accessible Playground.



Visual art opportunities inspiring creativity.



Terra Nova Adventure Play Environment.

Quick Facts

- A total of 110 community events were approved by the Richmond Events and Approvals Coordinating Team (REACT).
- The Britannia Shipyards National Historic Site welcomed 51,225 visitors.
- The Japanese Fisherman's Benevolent Society Building has welcomed 6,774 visitors since opening on June 5.
- The Steveston Interurban Tram Building has welcomed 30,962 visits.
- Richmond Nature House welcomed 7,338 visitors (as of Sep. 30, 2015).
- The Richmond Museum welcomed 35,169 visitors.
- The Steveston Museum welcomed 33,889 visitors.
- The Richmond Art Gallery welcomed 14,733 visitors.
- The Richmond Olympic Oval welcomed over 900,000 visitors.
- "Geo-Quest", the City's geocache program, has logged 9,323 'finds' at various locations since the start of the program in October 2014. Geo-Quest is the first official Geo-Tour of a Canadian city, and provides an outdoor treasure hunt using a smartphone or GPS device to navigate coordinates that are located around the City. 105 people found all 30 of the City's geocaches, thereby completing the Geo-Quest and earning a collectable coin (as of September 30, 2015).
- Over 300 community garden plots are currently in use.

The Richmond Arts Centre partnered with Minoru Place Activity Centre and City Centre Community Centre to present the **Intergenerational Art Program**, a year-long program with Brighthouse Elementary School that culminated in a display of works hosted by Minoru Place Activity Centre. Forty-five older adult volunteers worked with 90 students to create legacy pieces using visual arts techniques and materials.

The **Richmond Public Library** worked collaboratively with community organizations on a number of arts and culture events that focused on promoting literacy in the community, including the Children's Arts Festival, the Heritage Fair, Culture Days and PechaKucha events.



Seniors African Drumming Group.

Goal 3



A Well-Planned Community

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

Synopsis

Richmond is changing and growing at a rapid rate, in line with the rest of the lower mainland. A significant priority for Council over the next four years is preparing for and managing this change by continuing to implement the Official Community Plan (OCP) and make decisions around growth and development with the community in mind. Council is sensitive to the community's perception of the City's growth rate. To this end, Council would like to ensure communication regarding the OCP and its implementation is clear and ongoing with the community, and that developments, when completed do in fact reflect the intent of the City's policies and bylaws. Land Use Contracts (LUCs) are also an area of concern for many and Council has reiterated their desire to remove existing LUCs as a priority. Council would like to enhance the physical design of Richmond to build an attractive physical landscape, with ample visible green space in the urban core. Transportation affects everyone, and increasing livability by dealing with congestion issues through a transportation plan is a priority for Council. Looking at housing options in Richmond, Council would like to increase the variety of options by diversifying housing stock to increase accessibility for all housing needs. Planning our communities takes careful consideration of current and future needs and is a top priority for Council over this term of office.

Goal 3: A Well-Planned Community 2015 Highlights

Quick Facts

In 2015, 4,448 applications were received via the Zoning/Sign counter including:

- Signs: 840
- Plumbing Permits: 638
- Gas Permits issued: 780
- Rezoning: 78
- Subdivision: 56
- Development Permits: 29
- Development Variance Permits: 11
- Servicing Agreements: 35
- Building Permits issued: 1,500*
- Demo Permits issued: 481*

*Up to the end of September.

Council's Priorities:

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

3.2 A strong emphasis on physical and urban design.

3.3 Effective transportation and mobility networks.

3.4 Diversity of housing stock.

Growth and development that reflects the OCP, and related policies and bylaws

In recognition of the City's commitment to comprehensive planning initiatives, Richmond received the **2015 Sustainable Communities Award** from the Federation of Canadian Municipalities for the City Centre Area Plan as a highly livable, transit-oriented, urban centre with a strong mix of commercial, residential and public development.

To improve on integration of ongoing redevelopment of single family lots governed by **Land Use Contracts (LUCs)**, City Council adopted a series of bylaws at a Special Public Hearing held on November 24, 2015 that introduced underlying zoning and provide for the early termination of LUCs governing approximately 4,000 single family lots in the City. The adoption of these bylaws ensures that the single family redevelopment on properties currently governed by LUCs will be subject to the City's Zoning Bylaw after the mandatory one year transition period required by the Provincial Legislation.

To improve on integration of ongoing redevelopment in established single family neighbourhoods, Council directed staff to investigate amendments to the City's Zoning Bylaw to better manage the overall building form, height and massing of new single family dwellings in the City. After an extensive public consultation process with a variety of stakeholder groups, Council took a leadership role and adopted a series of bylaw amendments designed to more effectively control the overall form of new single family dwellings.

In February 2016, after public consultation, Council amended the OCP to include a **clarified No. 5 Road Backlands Policy** which continues to enable community institutional uses in the first 110 metres and requires the Backlands to be farmed by, either the owner, someone else, or the owner can approach to the City to make the farming arrangements. As well, the policy aims to establish a north-south farm access road along the western edge of the Backlands through development application reviews and through separate owner–City discussions, to minimize farm vehicle traffic on No. 5 Road. Also, all property owners who are required to farm their Backlands must annually advise Council and the Agricultural Land Commission to their satisfaction, of their current and ongoing farming activity.

The City's **Advisory Committee on the Environment (ACE)** considered and provided comments on the following items advanced through Council referrals and staff: the disposition of creosote covered rail ties, the Blue Dot Campaign for a clean environment, the City's Climate Action Revenue Incentive Program (CARIP), Carbon Neutral Operations Update, Sustainability

Progress Report, Ecological Network Implementation Plan and Invasive Species Action Plan. Additionally, ACE received regular updates from the AAC and YVR Environmental Advisory Committee (YVR EAC) through cross-appointed members, and information on various initiatives including the George Massey Tunnel Replacement Project.

The City's Agricultural Advisory Committee (AAC) reviewed and commented on nine agricultural related development applications, the proposed changes to the City's Soil Removal and Fill Deposit Regulation Bylaw, and the Metro Vancouver Regional Food System Action Plan.

The City's Richmond Heritage Commission (RHC) provided feedback on several heritage development proposals in the City (e.g., the Goldie Harris House, Gilmore House, and former Ida Steves House) and made contributions to the Mouth of the Fraser publication prepared by the City's Museum and Heritage Services staff.



Canada Line and City Centre development.

A strong emphasis on physical and urban design

To assist ensuring that new developments respond to the City's urban design goals and objectives contained in the OCP, the City continued to seek input and recommendations from the City's Advisory Design Panel (ADP). Throughout 2015, the ADP provided design review comments and recommendations on development applications including numerous new residential and mixed-use developments in addition to providing valuable design input into a variety of commercial, industrial and institutional developments including multiple new City facilities.

City Council issued 43 Development Permits, which establish the specific urban design parameters for a number of significant new developments in the City. These Development Permits included approximately 2,600 new residential dwelling, multiple commercial and industrial buildings and developments within Environmentally Sensitive Areas.

To ensure that **City infrastructure needs** are addressed as part of new developments in the City, approximately \$28 million in new City infrastructure was secured through Servicing Agreements approved in 2015.



Aerial view of the Railway Corridor.

Quick Facts

In 2015, the City:

- Upgraded 21 bus stops to become accessible; 68.5% of all bus stops (490 of 715) are now accessible.
- Installed eight new special crosswalks for a total of 86 city-wide.
- Expanded cycling network to nearly 68 km of on- and off-street routes.

To ensure that **new construction meets all of the City's life, health and safety requirements**, the City issued 1,703 Building Permits, which set an all-time record high of approximately \$1.0 billion (\$997.8 million) in construction value.

Effective transportation and mobility networks

Transportation and mobility is a key component of the OCP. As such, a number of initiatives were completed this year to further progress towards the City's goals and objectives including:

- **Complete Streets:** substantial completion of Westminster Highway widening (Nelson Road-McMillan Way) that includes a multi-use path. Completion of Nelson Road improvements. Secured Federal Government funding of nearly \$5 million towards No. 2 Road upgrade and Lansdowne Road extension, both of which will feature a multi-use path.
- **The funding for the new Canada Line Capstan Station** as a priority for increasing transportation connections for the emerging, mixed use, pedestrian-oriented Capstan Village neighbourhood. Between November 2014 and October 2015, \$5.48 million has been collected with a total of \$9.34 million collected to-date.
- **Cycling:** New pedestrian-oriented and off-street mixed use paved pathways increased the cycling network by 2.5 km to 68 km. To encourage commuter cycling, six celebration stations were held in Richmond for the spring and fall versions of the regional "Bike to Work Week" event. Cycling skills education programs were offered with 440 students in grades four to seven and 43 recent immigrant adults participating.
- **Car-Share:** The expansion of reserved on-street parking spaces for car share vehicles to increase mobility and access to transportation. Approval of the "Car2Go" car-share service for a one year pilot in the City Centre.
- **Transit:** Six new City-owned transit shelters were installed and 21 bus stops were upgraded to become accessible. Issuance of and evaluation of responses to Request for Proposals for a new street furniture contract to quadruple the number of transit shelters provided for waiting bus passengers.
- **Walking:** Eight new special crosswalks that feature enhanced lighting and audio indicators as well as accessible pedestrian signal (APS) features at 16 intersections. New pathway on Shell Road East and on Minoru Boulevard (east side).
- **Traffic Signals and Communications:** Three new full traffic signals, three pedestrian signals, and one fire signal to allow pre-emption as part of the temporary relocation of Fire Hall No. 1. Video cameras at six intersections along Steveston Highway. Ten kilometres of fibre optic cable communications serving traffic signals and some City-owned buildings.
- **School Travel Planning:** New partnership between the City, Richmond School District and TransLink to implement a pilot program at three elementary schools (Walter Lee, Garden City, and AB Dixon) to encourage active transportation (walking and cycling) to/from school.

Diversity of housing stock

In response to Council's desire for more and varied affordable housing:

- In Hamilton, a new mixed use rezoning proposal approved under the 2014 Hamilton Area Plan north of the shopping centre will achieve a range of seniors, affordable and market housing.
- In West Cambie, Area Plan was amended north of Wal-Mart to allow for 30% employment and 70% residential use. Typically, the Affordable Housing Strategy requires 5% of the residential development to be allocated to affordable housing; however, with Council's leadership and for the first time, 15% of this residential area will be built rental housing where one third of these units will be at the Affordable Housing Strategy (AHS) rate and half of the units will be set below the AHS rate, increasing Richmond's diverse, and affordable housing stock.
- In May 2015, at Council's direction, staff consulted with the Sea Island Community Association (SICA) to see if the community was interested in exploring coach house and granny flat options. SICA advised that there is interest and in early 2016, subject to Council's direction, it is anticipated that community consultation with the Burkeville community will occur to better determine their views. Any such land use changes would first require Council's approval.
- In 2015, staff initiated a **review of the City's OCP Arterial Road Redevelopment policy** to clarify along certain arterial roads where townhouses, row houses, triplexes and duplexes may occur. It is anticipated that public consultation on these revised policies will occur in early 2016 before any changes to the OCP are made.



Goal 4



Leadership in Sustainability

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

Synopsis

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

Goal 4: Leadership in Sustainability 2015 Highlights

Council's Priorities:

4.1 Continued implementation of the sustainability framework

4.2 Innovative projects and initiatives to advance sustainability.

Continued implementation of the sustainability framework

The Ecological Network Management Strategy (ENMS), a long term plan for enhancing Richmond's ecology, was adopted in 2015 along with a bylaw that will take effect in 2016 to establish a minimum standard of 70% waste diversion for single-family home demolitions.

The City received a 2015 Climate and Energy Action Award Honourable Mention for Corporate Operations at the Richmond Ice Centre for reducing: greenhouse gas emissions by 26% or 200 tonnes annually, natural gas use by 25%, and electricity use by over 20%.

The City received Leadership in Energy and Environmental Design (LEED) Gold certification of Firehall No. 2 and is designing firehalls No. 1 and No. 3 to integrate operational needs with a LEED Gold standard.

Richmond shared the Environmental Bill of Rights Resolution at the 2015 Union of BC Municipalities (UBCM) Annual General Meeting (AGM) with unanimous support. The bill provides the right of citizens to clean air and water and the protection, conservation and restoration of the natural environment for the benefit of present and future generations.

The continued implementation of the Council approved Green Fleet Action Plan resulted in an overall 1.9% reduction in litres of fuel consumed per 100 km driven as compared to last year. This was made possible through initiatives such as right-sizing vehicles for their intended use and best in class replacement policies for enhanced fuel efficiencies.

The City was recognized by BC Hydro's 2014 Power Smart Excellence Awards with the Leadership Excellence Award for over 20 years of energy management in city facilities.

Richmond continues to be a regional leader in water metering. The drought conditions experienced in the Metro Vancouver region during the summer of 2015 emphasize the importance of water conservation and water metering. Richmond has metered 85% of the City's single family dwellings and will meter the remaining 15% over the next three years. Forty percent of multi-family dwellings have been metered through volunteer and mandatory programs and 100% of industrial and commercial buildings are metered for water.

Richmond is continuing to expand and improve the City's Water Pressure Management Program. This program reduces overall water leakage and will promote longer service lives for Richmond's water system pipelines.



Learning to care for the environment.



Terra Nova Rural Park and Grauer Lands.



Alexandra District Energy Utility (ADEU).



Sustainable event management volunteers.

Innovative projects and initiatives to advance sustainability

Richmond was recognized for achieving additional milestones in the Federation of Canadian Municipalities' Partners for Climate Protection Program for: achieving carbon neutral status in corporate operations, adopting a community greenhouse gas emissions reductions target of 33% by 2020 and 80% by 2050, and implementing a Community Energy and Emissions Plan, a Green Fleet Action Plan and the Sustainable High Performance Building Policy.

The Alexandra District Energy Utility (ADEU) Phase Three Expansion was delivered on time and budget, including an additional geothermal field and a major energy plant expansion to accommodate equipment necessary to provide additional heating and cooling capacity to new buildings. Phase Four was launched to connect the Smart Centres and new developments in the area and to upgrade the energy metering and supervisory control and data acquisition (SCADA) system. Approximately 1,140 units are now connected to the ADEU, reducing approximately 660 tonnes of greenhouse emissions, equivalent to removing 194 cars off the road annually.

Two interim energy plants were successfully delivered as part of the new Oval Village District Energy Utility in partnership with Corix Utility Services, and the first two buildings have now been connected totalling approximately 480 units. Highly efficient energy production, as generated through the district energy plants, reduces the environmental impact to the community and offers competitive costs to the consumers.

The City implemented a new food scraps and organics recycling program for all multi-family dwellings in support of regional food scraps disposal ban, and an expanded recycling and food scraps program at all City facilities.

Richmond took an active role in the development of an action plan to support the Metro Vancouver Regional Food System Strategy that will be brought to Council in early 2016. This process involved working collaboratively with Metro Vancouver municipalities to support the goal of creating a sustainable and resilient regional food system.

The Richmond Sustainable Event: 7 Step Quick Guide and Toolkit, with corresponding webpage, was launched in early July. This initiative of the City of Richmond and the Richmond Olympic Oval in partnership with the International Academy of Sport Science Technology/Academie Internationale des Sciences et Techniques du Sport (AISTS) in Lausanne, Switzerland is a new tool that helps make it easier for small to medium-sized event organizers to adopt sustainable practices.

A 2.6 acre pollinator pasture was implemented as part of the Bath Slough Revitalization Initiative in partnership with Emily Carr University. Developing this optimum environment for pollination is key to enhancing the environment for bees and therefore for overall biodiversity. Combining this ecological project with public art in the form of flowers shaped to represent a bee's wings will be a beautiful sight for those flying above the pasture (which is on a YVR flight path) and will create more awareness for the project.

The Sidaway Yard recycled 50,000 tonnes of asphalt and concrete, back into reusable construction material to be used on City projects. This initiative has reduced costs and greenhouse gases in the manufacturing and transportation of aggregate material.

The City delivered **energy retrofit programs and incentives** to homeowners and businesses, including incentives for Smart Thermostats and clothes washers. The Building Energy Challenge program, a program which trains and educates representatives who manage over five million square feet of commercial space, was also completed.

This summer, during the water restrictions, **1,320 water bags** were placed on City trees and letters encouraging adjacent residents to help water the trees were delivered to individual homes. The City also used reused water for drought management of the urban forest during water restrictions.

Water conservation education programs the City hosted this year included Project WET, with over 500 students in attendance; successful management of the Stage 3 water restrictions including using reclaimed water for Parks irrigation programs, pressure washing, etc.; Undertaking the Waterwise gardening workshops at Terra Nova Park; Commissioning the DreamRider Theatre productions in schools to educate youth about the importance of water conservation; distributing approximately 300 rain barrels out of the City's Recycling Depot; and hosting a website for water metering that includes water conservation information.

The City implemented an **electronic approval and record management system** for the Security Credential application forms and reduced paper use by 75% as a result.

The **Sharing Farm Society** launched a farm stand in Terra Nova Rural Park to offer residents better access to locally grown organic food.

The **Richmond Public Library** worked collaboratively with the Richmond Food Security Society to house the Richmond Community Seed Library and a World Food Day program to promote sustainable food initiatives.

Quick Facts

This year, the Sustainability Team:

- Implemented an electronic approval and record management system for security credential application forms and reduced paper use by 75%.
- Implemented high efficiency filters to improve air quality, efficiency and sustainability.
- Standardized building digital control systems to optimize maintenance and energy performance.
- Introduced the use of smart phone devices for the remote management of facility digital control systems, resulting in better energy performance and service efficiency.
- Achieved year-over-year (2013/2014–2014/2015) fuel consumption reduction of 1.9% per 100 km driven in accordance with the Green Fleet Action Plan.



The new food scraps and organics recycling program.

Goal 5



Partnerships and Collaboration

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

Synopsis

Council understands the important role that strategic partnerships and intergovernmental relationships play in delivering effective City services and achieving our goals and aspirations. Issues such as the downloading of services and funding by senior levels of government, a fusion of interests of other intergovernmental agencies and business partners, and changing legislation in general that impacts all layers of City business—from social services to transportation to community safety—make it essential to collaborate and enhance strategic relationships. Richmond believes that working with partners and other organizations helps us to better deliver services, improve our City's livability and raise the economic value most effectively.

Goal 5: Partnerships and Collaboration 2015 Highlights

Council's Priorities:

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

Advancement of City priorities through strong intergovernmental relationships

Working closely with the Provincial and Federal Government, ICBC, and TransLink, the City received funding support totaling \$6.3 million towards a wide range of City transportation projects in 2015. Richmond was recognized as a Gateway to the Asia Pacific by the Government of Canada and was awarded \$5 million of this funding toward two transportation projects (Lansdowne Road extension and No. 2 Road extension) to enhance trade and development in the region. Other projects that received funding included the development of a Crosstown Bike Route with enhanced safety measures, and bus stop and traffic signal upgrades throughout the City.

Through work with the Federal, Canada 150 Program and Western Economic Diversification, Richmond received \$600,000 to work in partnership with the Government of Canada to fund four projects: LED energy efficient lighting upgrades at the Richmond Olympic Oval, Garret Wellness Centre upgrades, accessibility and fire upgrades at the Richmond Olympic Oval, and enhanced digital services at the Richmond Public Library.

Through partnerships with the Federal and Provincial Governments, Richmond received \$750,000 for the ROX (Richmond Olympic Experience). Of this, \$500,000 was awarded through the Government of Canada Cultural Spaces Fund and \$250,000 provincially through the Ministry of Culture, Sport and Community.

In developing the ROX, strong partnerships were developed with the International Olympic Committee (IOC), the Canadian Olympic Committee (COC), the Canadian Paralympic Committee (CPC), local businesses and Olympic and non-Olympic institutions that allowed for exchange of priceless artifacts, photos, videos, and content displayed in the ROX.

In an ongoing partnership with the Province of BC, a 2010 wood podium was donated to the City of Richmond for the Richmond Olympic Oval, valued at \$27,000.

Richmond worked with our Federal Government partners to host four major funding announcements including the Canada 150 Program announcement with the Minister of Western Economic Diversification, the funding to widen Nelson Road with the Minister of Transport, and \$14 million to Steveston Harbour with the Minister of Fisheries and Oceans.



Mayor Malcolm Brodie and Commanding Officer Lieutenant Colonel R.K. Jones.



Mayor Malcolm Brodie and Ms. Fei Liu, Consul General of China.



Hon. Navdeep Bains, Minister of Innovation, Science and Economic Development; Mayor Malcolm Brodie; MP Joyce Murray.



Mayor Malcolm Brodie and Hon. John Yap, MLA.

Strengthened strategic partnerships that help advance City priorities

The City worked in partnership with Port Metro Vancouver (PMV), the Province of British Columbia Ministry of Forests, Lands and Natural Resource Operations (FLNRO), Environment Canada, Steveston Harbour Authority and Small Craft Harbours Canada to fund the navigable channel dredging for half of the Steveston Cannery Channel from Garry Point to Imperial Landing. This project has removed sediment build up on the bottom of the river channel which has increased the depth of the navigable channel, permitting safer boat access to Imperial Landing and deeper water for both recreational and commercial vessels to access the Fraser River. The initiative supports Richmond's waterfront strategy and has also significantly improved conditions at the City's dock and floats at Imperial Landing for boat moorage and special event tall ship hosting.

In response to Council's priority for preserving the viability of farmland in Richmond, Council has taken an active role in responding to proposed BC Ministry of Agriculture Guidelines by requesting the Ministry to: (1) clarify its proposed guidelines for accessory retail and tourism activities on agricultural land, (2) clarify and provide adequate inspection to enforce Agricultural Land Reserve (ALR) guidelines, and (3) agree that the City be permitted to only allow wineries that grow at least 50% of the wine on their site.

The City remains adamantly opposed to the **Port Metro Vancouver's (PMV) Land Use Plan** and has strongly objected in writing that PMV will not commit to avoiding expansion onto Richmond's farm land. City resolutions, requesting the Federal Government to prohibit PMV from purchasing more agricultural land in Richmond and to sell its existing ALR lands, were unanimously endorsed by the Lower Mainland Local Government Association (LMLGA) and the Union of BC Municipalities (UBCM).

Richmond staff are actively engaged in regular meetings with staff at the Ministry of Transportation and Infrastructure to provide input and advance Richmond's interests in the **George Massey Tunnel replacement project**. Council has been regularly briefed via 10 memoranda and four reports over the 2013 to 2015 period to ensure the City's interests are addressed. In early 2016, Council will have an opportunity to provide formal comments on the Project Definition Report released late December 2015. Staff will also be participating in the Environmental Assessment process, which is also anticipated to begin in early 2016.

Richmond is taking an active role in the **TransLink Southwest Area Transport Plan process** to address the transportation needs for the Richmond, South Delta, and Tsawwassen First Nation sub-area. This will include a multi-modal (cycling, walking, driving, transit, and goods movement) service and infrastructure plan. City representatives from both Council and staff participate in advisory committees. Following the identification of issues and opportunities in Phase 1 (2015), Phase 2 (2016) will focus on the development of strategies and actions, and will include public consultation.

The City is actively engaged in **YVR's 2035 Master Plan preparation** to advance and protect the City's long term YVR related land use, transportation, infrastructure, safety, economic and sustainability and environmental interests. These interests include promoting airport related traffic across the bridges and minimizing airport noise.

The City's community sponsorship program raised \$316,439 (96% of the \$330,000 goal) to support major events and community programming around the City and alleviate pressure on taxes.

Sustainability, Environmental Programs, Parks, and Arts, Culture and Heritage partnered with the Sharing Farm Society and Mortal Coil Performance Society to present 'The Faerie Play', a site specific theatrical production for children and families at the Sharing Farm.

Richmond submitted several **New Building Canada and Asia Pacific Gateway submissions** to the Federal and Provincial Governments with formal support from YVR, Port Metro Vancouver, Musqueam Indian Band, Tsawwassen First Nation and Steveston Harbour Authority.

The City is an active participant in the **Fraser Basin Council and the Regional Flood Management program** they facilitate. Recent work by this group has quantified the damage that would result from a catastrophic flood event and the impact to the Canadian GDP. This information will be useful when prioritizing federal grant money.

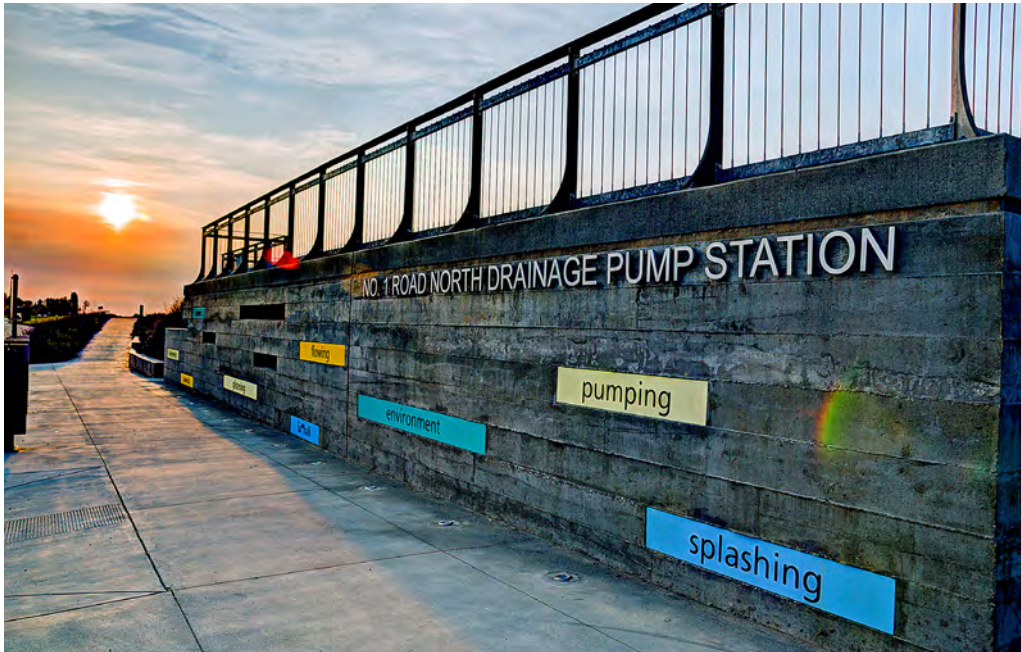


Captain Dave Wong, 39 Service Battalion.



Kiwanis Towers Ribbon Cutting Ceremony; Councillor Ken Johnston; Councillor Carol Day; Jack Mullen, Kiwanis Secretary; Abdul Premji, Kiwanis Resident; Teresa Wat, MLA, Richmond Centre; Councillor Bill McNulty; Darryl Plecas, MLA, Abbotsford South; Councillor Alexa Loo; Councillor Linda McPhail; Councillor Chak Au; Neil Chrystal, CEO, Polygon.

Goal 6



Quality Infrastructure Networks

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

Synopsis

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

Goal 6: Quality Infrastructure Networks 2015 Highlights

Council's Priorities:

6.1 Safe and sustainable infrastructure.

6.2 Infrastructure is reflective of and keeping pace with, community need.

To meet these priorities, the City creates, updates and maintains a network of infrastructure strategies and plans that guide expenditures and allocation of resources through the annual operating and capital budget process.

Safe and sustainable infrastructure

Infrastructure Operation and Maintenance: The City places great priority on the ongoing operation, maintenance and rehabilitation of the City's utility and non-utility infrastructure to ensure operational excellence during regular and/or extreme conditions and weather events.

Roads:

- **Pavement Management System:** The City utilizes a computerized pavement deterioration model that is supported and calibrated with pavement inspection data to identify short, medium and long term road maintenance requirements and identify the most cost effective ways to maintain roadways from a life cycle cost perspective. The model identifies long term funding requirements that are reported to Council through Ageing Infrastructure reports. The City budgets approximately \$3.5 million in non-major road network (MRN) roadways on an annual basis based on the results of this modeling.
- **Snow and Ice:** Staff responded to 15 ice events, one snow event, and de-iced and/or cleared 8,404 km of road associated with weather events.
- 34,796 m of roads surface cracks were sealed.
- 1,767 street lights were re-lamped.

Dikes:

- The City's Dike Master Planning effort is ongoing. Phase 1 master planning was completed for Steveston and the south West Dike and feasibility work has begun for utilization of Steveston Island as a long term diking solution for Steveston Harbour. Phase 2 of the master plan is underway and will be completed in the second quarter of 2016.
- One waterside and two landside inspections were completed.
- 1,878 m of dike upgrades were completed.

Drainage:

- The City manages the drainage network under three complementary frameworks:
 - ♦ The 2008–2031 Richmond Flood Management Strategy (which will be updated in 2016).
 - ♦ The Ageing Infrastructure Replacement program, which identifies long term funding requirements and short, medium and long term (75 year) replacement needs based on drainage asset deterioration.

Quick Facts

Additional Utility Projects include:

- 465 repairs or services on City vehicles through 1,891 work orders via the dedicated Fleet Management Software system.
- A one-hour response time to all station power outages and flood calls.
- No 2 Road North Drainage Pump Station upgrade and dike raising.
- Horseshoe Slough Drainage Pump Station upgrade.
- No.1 Road Box Culvert rehabilitation.
- Cooney Road and Hazelbridge Way Sanitary Sewer Replacement (160 m).
- Minoru Sanitary Pump Station replacement.
- Leslie Road and Vulcan Way Sanitary Forcemain replacement (1.5 km).
- Dunford / Garry Area Watermain replacement (3.2 km).
- Woodward's Road Watermain replacement (1.8 km).
- Lockhart/Marrington/Beecham Road Watermain, drainage, and road improvements were completed.
- The completed Annual Asphalt Paving Program.



Railway Corridor.

- The 2041 OCP Master Plan which identifies capacity improvements required to support development, and which are funded by development through frontage improvements and Development Cost Charges.
- \$10.4 million of drainage capital infrastructure improvement work is budgeted on an annual basis.
- Thirty-nine drainage stations and 152 sewer stations were maintained.
- A total of 167 km of ditches were maintained.
- A total of 626 km of drainage main lines were inspected and flushed.

Sanitary:

- \$4.3 million of sanitary capital infrastructure replacement work is budgeted on an annual basis.
- A total of 591 km of sanitary sewer mains were inspected and flushed.
- Crestwood Pump Station was refurbished, including upgraded motor controls, the installation of back-up generators, and energy-efficient pumps.
- Pumps that were past their service life were replaced with more energy efficient pumps.
- Technological improvements for maintenance and energy efficiency were made by implementing mobile solutions for on-call staff and supervisors. This allowed staff to make on-site decisions using real time data, such as geographic information and resource infrastructure management.

Sidaway Top Soil Operation:

- The screening plant at Sidaway was replaced to increase production of topsoil at reduced cost and emissions.
- A total of 50,000 tonnes of recycled aggregate material was produced.

SCADA (supervisory control and data acquisition):

- Upgrade included installing communication equipment that provides extensive network coverage, reduction of point failures, speed enhancements, and additional redundancy and security.
- The City manages the sanitary water system under two complementary frameworks:
- The Ageing Infrastructure Replacement program, which identifies long term funding requirements and short, medium and long term (75 year) replacement needs based on water asset deterioration.
- The 2041 OCP Master Plan which identifies capacity improvements required to support development, and which are funded by development through frontage improvements and Development Cost Charges.
- \$7.5 million of water capital infrastructure improvement work is budgeted on an annual basis.

Water:

- The City manages the sanitary sewer system under two complementary frameworks:
 - ♦ The Ageing Infrastructure Replacement program, which identifies long term funding requirements and short, medium and long term (75 year) replacement needs based on sanitary asset deterioration.
 - ♦ The 2041 OCP Master Plan which identifies capacity improvements required to support development, and which are funded by development through frontage improvements and Development Cost Charges.
- The City undertook seasonal pressure management to reduce system leakage and improve pipeline useful life.
- The toilet rebate, clothes washer rebate and rain barrel programs were managed and the City provided water saver kits to residential customers upon request.
- **Leak Detection Program:** A total of 320.5 km of watermain is inspected annually to reduce water loss due to leakage.
- **Water Meter Program:** The installation of water meters was part of the mandatory water metering program with 85% of single-family residences currently metered. In 2015, 1,500 new meters were installed as part of this program with all single family homes being metered within the next three years. Forty percent of multi-family homes have been metered through volunteer and mandatory programs, and 100% of industrial and commercial properties have been metered.
- The City undertook watermain flushing, valve exercising, nut and bolt replacement, hydrant maintenance as part of a preventative maintenance program.
- The pressure relief valve (PRV) stations were maintained to ensure there is adequate pressure throughout the City.
- **Drinking Water Quality:** Successfully met water quality standards as required under the BC Drinking Water Protection Act. Approximately 2,000 water samples are taken annual to ensure the City is 100% compliant with water quality standards.

In 2015, over 10,000 work orders were generated and coordinated to provide ongoing maintenance of dikes; drainage and irrigation conveyance networks; sewerage conveyance network; water infrastructure for ensuring quality drinking water, water for fire protection, and water conservation strategies; road and sidewalk networks; vehicles and equipment to support all City operations; litter, garbage and recycling collection services; street lighting; and SCADA system.



City crews upgrading the pavement at CN railway at Shell Road.



ADEU Expansion



Ditch infill

Infrastructure is reflective of and keeping pace with, community need.

Approximately 100 building improvement and infrastructure replacement projects were completed this year as well as several new design and construction projects, including:

- Completed design and construction of the 28,000 ft² City Centre Community Centre.
- The design of the 110,000 ft² Minoru Complex and all construction enabling works. Occupancy anticipated for the end of 2017.
- The design of the 26,000 ft² Firehall No. 1 and all construction enabling works. Occupancy anticipated for spring 2017.
- The design of the 25,000 ft² Firehall No. 3 and all construction enabling works. Occupancy anticipated for spring 2017.
- The Recreation Facility floor plan design at 7400 River Road.
- The Hugh Boyd Fieldhouse concept design including public and stakeholder engagement.
- Several childcare facility upgrade projects.
- The repair of the roof and bell tower of the Minoru Chapel.
- Terra Nova and Bridgeport Area Sanitary Sewer Rehabilitation.
- Lindsay, Colbeck and Minoru Area Watermain Replacement (4.3 km).
- Acheson Forcemain Replacement (260 m).
- Replacement of the Blundell Forcemain, east of No. 1 Road along Blundell to Railway Avenue. This project included four major tie-ins and the commissioning of the new main.
- Cooney Road and Hazelbridge Way Sanitary Sewer Replacement (160 m).
- A total of 1,340 m of drainage upgrades were completed over five laneway upgrades projects.
- Britannia Heritage Shipyards site work that included replacement of the Seine Net Loft deck, a Flood Proofing Study, and a slipways restoration project that is currently in progress.
- A preventative maintenance program for security panels was implemented and the existing mechanical system program was revised to meet American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) standards.

The Richmond Olympic Oval received the “All Time Award” from the International Association of Sports and Leisure Facilities (IAKS) and the International Olympic Committee (IOC), and award that is reserved for landmark sports facilities from the past half-century.

A trailer is being installed at the Richmond Animal Shelter to provide extra space for housing animals.

The Ageing Facility Infrastructure report was prepared and adopted by Council.

The Richmond Public Library underwent facility improvements at the Ironwood branch to physically refresh the library programming spaces, while technology upgrades were completed at the Cambie branch. A library collection refresh valued at \$200,000 focusing on the Ironwood and Steveston branches were also completed as well as enhancing the eBook collection.



South Dike Trail at sunset.

Goal 7



Strong Financial Stewardship

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

Synopsis

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

Goal 7: Strong Financial Stewardship 2015 Highlights

Council's Priorities:

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

Relevant and effective budget processes and policies,

The 2015 Operating Budget in the amount of \$332.9 million (amended October 2015) was approved by Council, after a rigorous process to minimize tax increases. The tax increase of 1.89% was one of the lowest in the region and included an operating budget impact from the capital program of 0.38%, additional level expenditures of 0.06%, and external senior government related increases of 1.19%.

Council approved a **\$108.7 million Utility Budget** (amended October 2015) with rate increases that were lower than the Metro Vancouver (MV) increase, as efficiencies in City operations and well managed budgets have allowed the City to mitigate cost impacts from MV. A significant portion of the City's costs relate to impacts from influences outside of the City's direct control, such as regional cost impacts, power and fuel cost increases.

The 2015 **Capital Budget** in the amount of \$194.8 million (amended October 2015) was approved by Council. Projects are highlighted under Goal 6: Quality Infrastructure Networks.

Operational service reviews began this year and have been completed on 30% (25 of 83) of city work units as of September, representing approximately \$40 million in the Operating Budget for this year. Improvements in efficiency and effectiveness of program and service delivery have been reported by the work units that have implemented recommendations, such as improved process or the implementation of technology, from the operational service reviews.

The City attained **PCI (Payment Card Industry) certification** for the handling of credit card data and enhanced security requirements through facilitating an audit process.

In July 2015, Council approved a new **Purchasing Policy and Budget Amendment Policy**. Both policies were updated to capture best practices, compliance with regulations, ensure consistency with Council bylaws and required disclosures for transparency.

The City was the recipient of two awards from the Government Finance Officers Association of the United States and Canada, the Canadian Award for Financial Reporting and award for Outstanding Achievement in Popular Financial Reporting for City's 2014 Annual Report. The awards are in recognition of the City's commitment to ensure that its financial results are transparent and easily accessible by the general public. The Canadian Award for Financial Reporting is the thirteenth consecutive year and the Award for Outstanding Achievement in Popular Annual Financial Reporting is the sixth consecutive year that the City has been a recipient.



Richmond City Hall.



Financial reporting awards received from the Government Finance Officers Association.

The **Integrated Payment Approval (IPA) improvement** deals with the electronic distribution of invoices from Accounts Payable to the operational departments for acknowledgment of the receipt of goods/services and for approval (if not already provided). The IPA enhances internal controls through system routing of invoice approvals based on authorized limits, reducing the reliance on AP clerks to identify signatures. The efficiency of routing electronic invoice images as opposed to internal mail increases processing times and reduces the risk of lost or misplaced paper statements.

Well-informed and sustainable financial decision making

During the year the City implemented a new **Purchasing Card (Pcard) program** which will simplify processes and improve efficiencies. The PCard reduces the need for requisitions, purchase orders, invoices and cheques associated with low dollar purchases therefore automating and simplifying time-consuming, paper-based procurement processes. Controls are established to maintain control of employee spending and variable transaction authorization limits and merchant blocking allow management to establish spending guidelines and approve merchant types in advance to ensure greater controls.

The **City's financial condition** as calculated in accordance with "Indicators of financial condition" ratio analysis, as recommended by the Canadian Institute of Chartered Accountants is currently very good and is comparable to its comparator group (Surrey, Burnaby, Vancouver and Coquitlam).

The ratio's provide indication of: **sustainability** (the ability of a government entity to carry out its service commitments, without increasing the debt or tax burden), **flexibility** (the degree to which a government entity can change the level of debt and tax burden in order to meet its service commitments or settle financial commitments) and **vulnerability** (measures and demonstrates the degree by which a government entity is dependent on sources of funding outside its control).

Overall the City's sustainability, flexibility and vulnerability ratios are good and in the middle amongst the comparator cities. Richmond's ratio of capital assets net book value to cost was the second lowest amongst the comparator group, which indicates that the City's assets are slightly older in comparison to the other cities. Therefore consideration should be given to increase funding in order to replace and/or improve the City's aging assets.

In order to provide additional information to Richmond taxpayers concerning the correlation between assessment and property tax, Council directed staff to prepare a **property tax 101 video** which summarizes the tax calculation information provided in the "Assessment and Property Taxation" report into an approximately five minute clip. The video takes the viewer from how the annual tax draw is determined to how taxes are calculated for the individual household.

Transparent financial decisions that are appropriately communicated to the public

Council received detailed quarterly and annual financial information and budget reports during the year. The reports disclosed comprehensive financial information which facilitated Council's decision making and ensured transparency.

In 2015, Richmond had the second lowest tax increase of 1.89% amongst lower mainland municipalities.

Richmond has the fifth lowest property taxes at \$1,520 for an average residential property assessed at \$695,132. Within the comparator group, Richmond continues to have the second lowest municipal tax for the average residential assessment.

Richmond has a business to residential tax ratio position of 3.17. In other words, if a property was assessed at \$1,000, the business property owner paid \$3.17. Richmond remains third lowest in business to residential tax ratio when compared to its comparator group.

Strategic financial opportunities are optimized

The current strategic real estate portfolio consists of over 50 properties totaling a combined 170 acres, which are conservatively valued at over \$300 million.

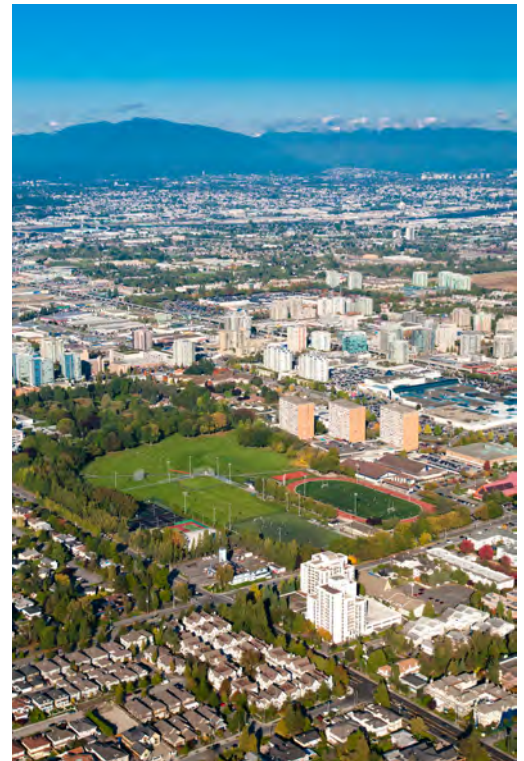
In 2015, Real Estate Services completed seven transactions with total values over \$14 million and currently administers approximately 160 agreements within the strategic portfolio.

A Strategic Real Estate Investment Plan was endorsed by Council in June 2015, seeing a potential shift of approximately \$100 million from traditional investments into real estate strategic holdings with the potential to increase City returns two-fold.

The City received \$44.96 million in development cost charge (DCC) contributions in 2015 which is a 338% increase over the previous year.

The City's annual debt servicing cost of approximately \$5.9 million is funded by the \$5.0 million of annual gaming revenue and reallocation of the tax revenues used for the debt servicing on the extinguished Terra Nova debt. The City's debt per capita had decreased over the past 4 years as no additional debt was obtained until \$50.8 million was borrowed in 2014 to take advantage of the low interest rate environment in order to fund the phase 1 facilities. This borrowing increases the City's debt per capita as at December 31, 2014 to \$242.74 however this is still lower than the average debt per capita of other Cities within the lower mainland.

The City's cash and investment portfolio at December 31, 2015 was \$929.6 million, with an average yield on investment of 2.00%. The portfolio has increased due to the increase in building activity in Richmond and the resulting increase in development cost charge collections, building permits revenues and the active capital projects which have not been completed.



Aerial view of Minoru Park.



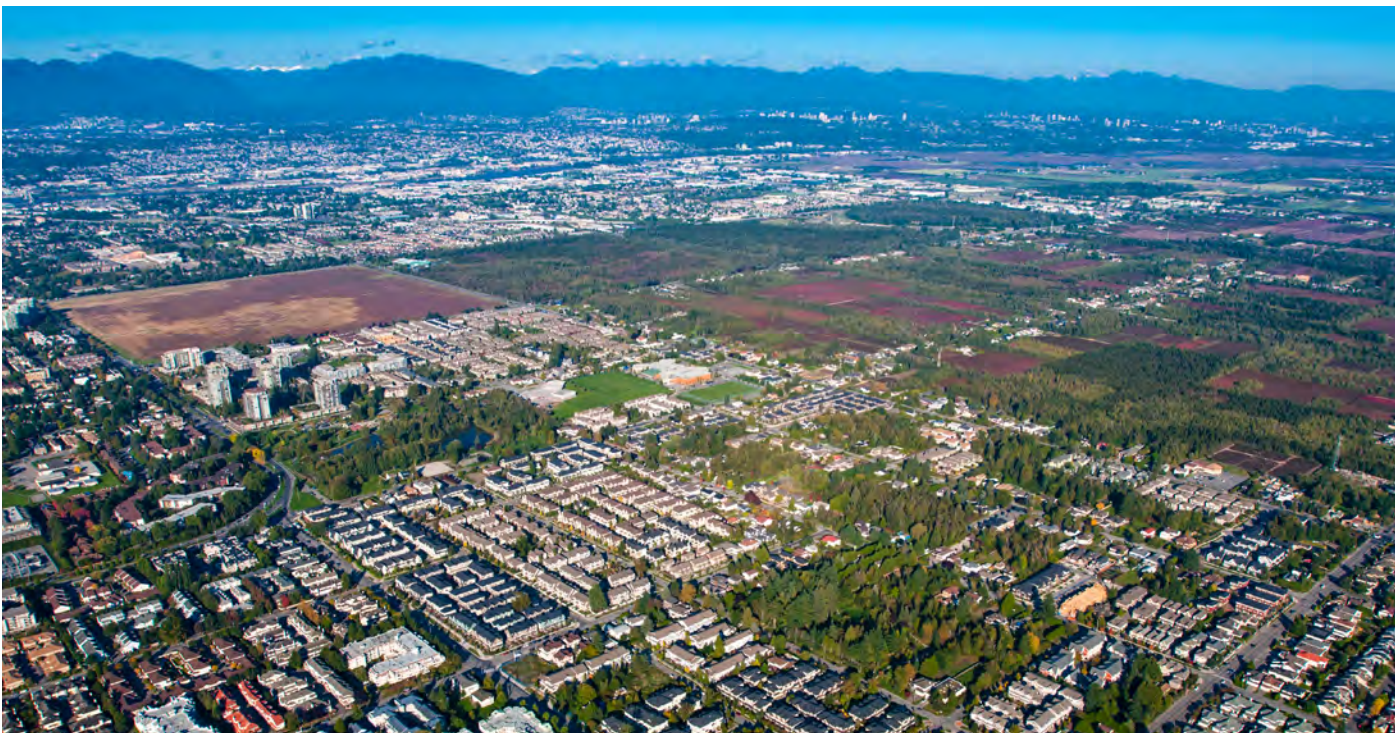
Aerial view of Hugh Boyd Park.

The return (factoring in market value of investment) on the City's investment portfolio of 2.72% was reasonable based on the benchmarks (MFA 2.47% and FTSE TMX ST Provincial Bond index 2.88%) established within the City's Investment policy.

The 2015 reserves balance of \$455.1 million are very good but include amounts that have been approved for expenditure but remain unspent as at December 31 as prescribed by accounting standards. The uncommitted reserve balance is \$247.6 million (in 2014, the uncommitted reserve balance was 213.4 million).

The gaming revenue allocation was changed in 2015 to allow for the funding of grants that the City provides. The allocation of gaming revenue for grants will now be 15% of the total gaming revenue with any unspent amounts transferred into a Grant Provision account. Other changes with respect to the gaming revenue allocation included the establishment of a Council Community Initiatives Account with an initial \$3 million transferred from the Gaming Provision account and an annual allocation of 2% of the gaming revenues. Allocations also include amounts for servicing debt, four police officers, reserves and the major capital community facility replacement program. In 2015, the grant program distributed \$562,449 to Health, Social, and Safety programs, \$105,808 to Arts, Culture and Heritage, and \$99,750 to Parks and Recreation initiatives.

New parking meters were installed in the first quarter of 2015, establishing efficiencies for the parking meter revenue stream through the use of improved technology and enhanced security features. This allows for the opportunity to further utilize technological advancements to parking in the future.



Aerial view of Richmond.

Goal 8



Supportive Economic Development Environment

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

Synopsis

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

Goal 8: Supportive Economic Development Environment 2015 Highlights



Development in Central Richmond



On set of Marvel's Deadpool filming in Richmond.

Council's Priorities:

- 8.1** Richmond's policies, programs, and processes are business-friendly.
- 8.2** Opportunities for economic growth and development are enhanced.

Richmond's policies, programs, and processes are business-friendly

Richmond was named a **Top 10 City of the Future for 2015-16** by Foreign Direct Investment magazine for a third consecutive time.

The **Inter-Municipal Business Licence (IMBL) pilot program** has been enacted on a permanent basis, allowing mobile businesses to obtain licences in their home town and operate in all participating cities in the lower mainland, reducing barriers and making it easier for mobile companies to do business. The goal of the new IMBL program is to promote a greater business environment and improve economic development by reducing costs and administration for construction related businesses operating in the partnering communities. Improved compliance with business licence requirements and a modest revenue increase were also identified as expected benefits under the new scheme.

The **Richmond Public Library** implemented a range of employment programming aimed at small business owners and job seekers.

Opportunities for economic growth and development are enhanced

This year, **2,497 jobs were retained and 1,007 jobs were created** through the 2015 Business Retention, Expansion and Attraction program.

Richmond continues to be a major film hub with 2015 marking the busiest year on record for filming activity so far. The City has leased property for the production of two major motion pictures, and Steveston continues to attract filming as well. A large number of locally filmed series, commercials and movies continue to be filmed at various locations around the city.

The **City's Sport Hosting program** based at the Richmond Olympic Oval worked with partners to secure over 12,500 rooms for future events with an estimated economic value of \$9.75 million.

Large scale events raise the profile of Richmond as well as contributing to a vibrant, culturally rich community. Events in Richmond in 2015 attracted over 200,000 visitors and included the Toronto 2015 Pan Am Games Torch Relay, the Annual Ships to Shore event, the Inaugural Richmond World Festival, Culture Days, the Children's Arts Festival, Doors Open Richmond, and many more.

The **ROX (Richmond Olympic Experience)** opened in November, providing a highly interactive sport history and Olympic museum experience and includes a new ROX Shop retail store.

Goal 9



A Well-Informed Citizenry

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

Synopsis

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

Goal 9: A Well-Informed Citizenry



Ribbon cutting at the Minoru Fields Opening Ceremony.



Gold Quill of Excellence Award.

Council's Priorities:

9.1 Understandable, timely, easily accessible public communication.

9.2 Effective engagement strategies and tools.

Understandable, timely, easily accessible public communication

The City of Richmond website was upgraded in 2015 to improve customer usability and better communicate important news and events to site visitors. This upgrade included homepage re-design and installation of improved search capabilities, through an internal Google search appliance, and new e-services menu to allow users to more easily access the City's various online services.

A bylaws database project to update and improve access to the City bylaws was completed this year. Close to 4,000 bylaws and related Council reports were indexed, scanned and linked through the database. The new user-friendly interface makes this a valuable research tool. Future plans include making this database directly available to the public through the City of Richmond website.

The City received the **2015 Gold Quill Award of Excellence** from the International Association of Business Communicators for the extensive public information program around the implementation of the new expanded Green Cart organics waste recycling program (initiated in 2013).

The **Recycling and Solid Waste Management annual report** communicated waste diversion goals to the public. This was supplemented by various communications media, including informative program brochures and information on the City website.

The **Annual Water Quality Report** highlighted the various activities undertaken by the City to ensure quality drinking water is provided and compliance with provincial regulations and standards.

Effective engagement strategies and tools

The use of social media channels and mobile technology is increasing as more people turn to their mobile devices for information and connection to people and organizations of interest. The following are some highlights for 2015.

- The "Your Minoru" concept to brand for the Minoru Complex public engagement process was developed to ensure public engagement was a priority throughout this process. Information and engagement opportunities are available through a dedicated website as well as Facebook and Instagram pages.
- Mobile applications such as "Richmond Works" are now available for sending and receiving requests relating to City infrastructure and weather events.

- Two new mapping tools were launched, in partnership with Vancouver Coastal Health, to help parents find licensed child care programs in Richmond.
- The City used social media, the businessinrichmond.ca website, and a monthly e-newsletter “Business in Richmond” to effectively reach the local business community and prospects.

The **Richmond Digital Strategy** was endorsed to provide a framework and vision for creating a ‘citizen centric’ technology and engagement focus.

The **2015 Public Works Open House** offered additional Works on Wheels (WOW) bus tours to the public to highlight the City’s complete and in-progress infrastructure projects.

The **Richmond Capital Open House** showcases planned capital improvement projects on an annual basis and provides a forum for the public to ask questions of the designers and planners behind the capital program.

Richmond RCMP Detachment has seen increased awareness of the online crime reporting system that was established in August 2014. Those wishing to report lost, damaged, or stolen property valued under \$5,000 can now do so on an online crime reporting website. In addition, the Richmond RCMP Detachment Twitter account followers have increased substantially. The current followership of 2,200 is expected to expand as part of an ongoing initiative to enhance the quality and quantity of Tweets. Tweets on this account promote events such as the 2015 911 Awards and other events that have been well received.

In response to Council referral, staff conducted a **six month pilot outreach program** (from December 2014 to May 2015) to encourage inclusion of English in signage, posters and other advertisement material displayed at businesses to address public concern regarding the impact of signs on community harmony. During the pilot outreach, staff completed over 1,500 visual inspections of business signage and conducted over 850 door-to-door visits with business operators who did not have valid sign permits for their business signs. As a result, the City has received over 900 new sign applications in 2015 as compared to the annual average of approximately 330 sign applications prior to the outreach. None of the new sign applications are solely in a language other than English.

The **use of online tools** including social media continue to be effective in promoting employment at the City of Richmond to Richmond citizens and potential applicants farther afield. Regular updates are made to www.richmond.ca/careers/overview and 2015 saw increasing visits to the LinkedIn page, now with over 3,100 followers. With this increase, work has begun by Human Resources in partnership with Communications to further leverage social media in recruitment.

Staff in the sustainability department mentored **Green Ambassadors** to successfully deliver the 2015 Richmond Earth Day Youth (REaDY) Summit in partnership with the school district and the David Suzuki Foundation with over 200 youth in attendance.



Making an impact on a neighbourhood park.

Staff facilitated a series of **Climate Change Showdown Workshops** to over 7,000 students in grade four to six since project inception. In order to participate, schools enter into friendly competitions to reduce energy use at school and at home.

The **Richmond Public Library** launched a mobile digital lab in conjunction with a new range of digital programming that saw 200 programs with over 1,200 participants through the end of September.





City of Richmond

6911 No. 3 Road, Richmond, BC V6Y 2C1

Tel: 604-276-4000

www.richmond.ca

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