



City Council

**Council Chambers, City Hall
6911 No. 3 Road**

**Monday, July 23, 2018
7:00 p.m.**

Pg. # ITEM

MINUTES

1. *Motion to adopt:*

(1) *the minutes of the Regular Council meeting held on July 9, 2018
(distributed previously); and*

CNCL-13

(2) *the **minutes** of the Regular Council meeting for Public Hearings held
on July 16, 2018.*



AGENDA ADDITIONS & DELETIONS

PRESENTATION

Norman Kotze, Manager, Emergency Programs, to present an award from
Emergency Management BC for the City's efforts during the 2017 wildfires.

COMMITTEE OF THE WHOLE

2. *Motion to resolve into Committee of the Whole to hear delegations on
agenda items.*



3. Delegations from the floor on Agenda items.

PLEASE NOTE THAT FOR LEGAL REASONS, DELEGATIONS ARE NOT PERMITTED ON ZONING OR OCP AMENDMENT BYLAWS WHICH ARE TO BE ADOPTED OR ON DEVELOPMENT PERMITS/DEVELOPMENT VARIANCE PERMITS – ITEM NO. 20.

4. *Motion to rise and report.*



RATIFICATION OF COMMITTEE ACTION

CONSENT AGENDA

PLEASE NOTE THAT ITEMS APPEARING ON THE CONSENT AGENDA WHICH PRESENT A CONFLICT OF INTEREST FOR COUNCIL MEMBERS MUST BE REMOVED FROM THE CONSENT AGENDA AND CONSIDERED SEPARATELY.

CONSENT AGENDA HIGHLIGHTS

- Receipt of Committee minutes
- City Centre District Energy Utility Bylaw No. 9895
- Britannia Shipyards National Historic Site Strategic Development Plan
- Modifications to the Oval 8 Holdings Ltd. River Green No Development Covenants Registered Under Numbers CA5349572-3 (Lot 13) and Under Numbers CA5349574-5 (Lot 17) Relating to the Provision of a Child Care Facility Relating to 6655, 6688, 6811, 6877 and 6899 Pearson Way
- Application by Kanaris Demetre Lazos for a Heritage Alteration Permit at 12111 3rd Avenue (Steveston Hotel)
- Land use application for first reading (to be further considered at the Public Hearing on September 4, 2018):
 - 9091 & 9111 No. 2 Road – Rezone from RS1/E to RTL4 (Bismark Consulting Ltd. – applicant)
- Proposed Amendments to Zoning Bylaw 8500 – Accessible Parking Requirements
- Richmond Arts Strategy Progress Update and Guiding Principles
- Tait Waterfront Park Sculptural Pavilion Public Art Concept
- Community Wellness Strategy 2018-2023
- Public Bike Share Pilot Program - Recommendation to Award Contract
- Riparian Response Strategy Phase One

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5. *Motion to adopt Items No. 6 through No. 17 by general consent.*

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6. COMMITTEE MINUTES

That the minutes of:

- CNCL-28 (1) the **Community Safety Committee** meeting held on July 10, 2018;
 CNCL-32 (2) the **General Purposes Committee** meeting held on July 16, 2018;
 CNCL-37 (3) the **Planning Committee** meeting held on July 17, 2018;
 CNCL-41 (4) the **Parks, Recreation and Cultural Services Committee** meeting held on July 17, 2018; and
 CNCL-44 (5) the **Public Works and Transportation Committee** meeting held on July 18, 2018;
be received for information.

☐

7. CITY CENTRE DISTRICT ENERGY UTILITY BYLAW NO. 9895
 (File Ref. No. 10-6600-10-04; 12-8060-20-009895) (REDMS No. 5865851 v.6 ; 5843610)

CNCL-50

See Page CNCL-50 for full report

GENERAL PURPOSES COMMITTEE RECOMMENDATION

That the City Centre District Energy Utility Bylaw No. 9895, presented in the “City Centre District Energy Utility Bylaw No. 9895” report dated, June 6, 2018, from the Senior Manager, Sustainability and District Energy be introduced and given first, second and third readings.

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Consent
Agenda
Item

8. **BRITANNIA SHIPYARDS NATIONAL HISTORIC SITE STRATEGIC DEVELOPMENT PLAN**

(File Ref. No. 11-7000-01) (REDMS No. 5846096 v. 4; 5846395 v. 2)

CNCL-97

See Page CNCL-97 for full report

GENERAL PURPOSES COMMITTEE RECOMMENDATION

- (1) *That the Britannia Shipyards National Historic Site Strategic Development Plan as outlined in the staff report titled “Britannia Shipyards National Historic Site Strategic Development Plan” dated July 9, 2018, from the Director, Arts, Culture and Heritage Services be endorsed as the guide for the future development and operation of Britannia Shipyards National Historic Site; and*
- (2) *That staff be directed to:*
 - (a) *work with the Steveston Historic Sites Building Committee and others to look at overall site operations, extent of the site, and including various adjacent buildings;*
 - (b) *review the potential for charging admission;*
 - (c) *emphasize destination tourism in the employment of the Manager, Britannia Shipyards position; and*
 - (d) *further refine the vision, direction, and governance of the site; and report back.*



Consent
Agenda
Item

9. **MODIFICATIONS TO THE OVAL 8 HOLDINGS LTD. RIVER GREEN NO DEVELOPMENT COVENANTS REGISTERED UNDER NUMBERS CA5349572-3 (LOT 13) AND UNDER NUMBERS CA5349574-5 (LOT 17) RELATING TO THE PROVISION OF A CHILD CARE FACILITY RELATING TO 6655, 6688, 6811, 6877 AND 6899 PEARSON WAY**

(File Ref. No. 07-3070-01) (REDMS No. 5888400 v. 7)

CNCL-170

See Page CNCL-170 for full report

PLANNING COMMITTEE RECOMMENDATION

- (1) *That modifications to the Oval 8 Holdings Ltd. River Green No Development Covenants registered under numbers CA5349572-3 (Lot 13) and under numbers CA5349574-5 (Lot 17) relating to the provision of a Child Care Facility relating to 6655, 6688, 6811, 6877 and 6899 Pearson Way as outlined in the staff report dated July 9, 2018, from the Manager, Community Social Development, be approved; and*

Pg. # ITEM

- (2) *That the Mayor and Corporate Officer be authorized on behalf of the City to execute the modification agreement(s) and amend any other applicable documents to reflect the intention of Recommendation 1.*



Consent
Agenda
Item

10. **APPLICATION BY KANARIS DEMETRE LAZOS FOR A HERITAGE ALTERATION PERMIT AT 12111 3RD AVENUE (STEVESTON HOTEL)**

(File Ref. No. HA 18-818781) (REDMS No. 5884109)

CNCL-176

See Page CNCL-176 for full report

PLANNING COMMITTEE RECOMMENDATION

That a Heritage Alteration Permit which would permit the installation of a new storefront door and replacement of two windows in the front (east) elevation of the protected heritage building at 12111 3rd Avenue be issued.



Consent
Agenda
Item

11. **APPLICATION BY BISMARCK CONSULTING LTD. FOR REZONING AT 9091 & 9111 NO. 2 ROAD FROM SINGLE DETACHED (RS1/E) TO LOW DENSITY TOWNHOUSES (RTL4)**

(File Ref. No. RZ 16-754046; 12-8060-20-009880) (REDMS No. 5798047; 585529)

CNCL-204

See Page CNCL-204 for full report

PLANNING COMMITTEE RECOMMENDATION

That Richmond Zoning Bylaw 8500, Amendment Bylaw 9880, for the rezoning of 9091 and 9111 No. 2 Road from “Single Detached (RS1/E)” to “Low Density Townhouses (RTL4)”, be introduced and given first reading.



Consent
Agenda
Item

12. **PROPOSED AMENDMENTS TO ZONING BYLAW 8500 – ACCESSIBLE PARKING REQUIREMENTS**

(File Ref. No. 10-6455-03; 12-8060-20-009902) (REDMS No. 5872253 v. 6; 5881132)

CNCL-235

See Page CNCL-235 for full report

PLANNING COMMITTEE RECOMMENDATION

- (1) *That Richmond Zoning Bylaw 8500, Amendment Bylaw 9902, to incorporate revised accessible parking requirements within Section 7, Parking and Loading, be introduced and given first, second and third readings; and*

- (2) *That notwithstanding the adoption of Richmond Zoning Bylaw 8500, Amendment Bylaw 9902:*
- (a) *If a Development Permit has been issued prior to the adoption of Bylaw 9902, the owner may, while the Development Permit remains valid, apply for a Building Permit in compliance with the accessible parking requirements applicable prior to the adoption of Bylaw 9902; and*
- (b) *If an acceptable Development Permit application has been submitted to the City prior to the adoption of Bylaw 9902, the owner may, until December 31, 2019, apply for a Building Permit in compliance with the accessible parking requirements applicable prior to the adoption of Bylaw 9902.*



Consent
Agenda
Item

13. **RICHMOND ARTS STRATEGY PROGRESS UPDATE AND GUIDING PRINCIPLES**

(File Ref. No. 11-7000-01) (REDMS No. 5884951;5898820)

CNCL-249

See Page CNCL-249 for full report

PARKS, RECREATION AND CULTURAL SERVICES COMMITTEE RECOMMENDATION

- (1) *That the Richmond Arts Strategy 2018-2023 Guiding Principles as detailed in the staff report titled “Richmond Arts Strategy Progress Update and Guiding Principles” dated June 13, 2018, from the Director, Arts, Culture and Heritage, be adopted; and*
- (2) *That the Guiding Principles as described in the staff report titled “Richmond Arts Strategy Progress Update and Guiding Principles” dated June 13, 2018, from the Director, Arts, Culture and Heritage, be used to guide the development of the Richmond Arts Strategy 2018-2023.*



Consent
Agenda
Item

14. **TAIT WATERFRONT PARK SCULPTURAL PAVILION PUBLIC ART CONCEPT**

(File Ref. No. 11-7000-09-20-129) (REDMS No. 5862866 v. 5; 5726535; 5862866)

CNCL-262

See Page CNCL-262 for full report

PARKS, RECREATION AND CULTURAL SERVICES COMMITTEE
RECOMMENDATION

That the concept proposal, Wake, for the Tait Waterfront Park by Aaron and Christian Zenga, as presented in the report titled “Tait Waterfront Park Sculptural Pavilion Public Art Concept” dated July 9, 2018, from the Director, Arts, Culture and Heritage Services, be endorsed.



Consent
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15. **COMMUNITY WELLNESS STRATEGY 2018-2023**

(File Ref. No. 01-0370-20-002) (REDMS No. 5881869 v. 10)

CNCL-279

See Page CNCL-279 for full report

PARKS, RECREATION AND CULTURAL SERVICES COMMITTEE
RECOMMENDATION

- (1) *That the Community Wellness Strategy 2018-2023, and companion documents, as outlined in the report titled “Community Wellness Strategy 2018-2023,” dated June 25, 2018 from the Director, Recreation Services, be adopted; and*
- (2) *That staff report back at the mid-point and end of the implementation period of the Community Wellness Strategy 2018-2023, as outlined in the report titled “Community Wellness Strategy 2018-2023,” dated June 25, 2018 from the Director, Recreation Services; and*
- (3) *That the staff report be forwarded to the Council/School Board Liaison Committee.*



Consent
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16. **PUBLIC BIKE SHARE PILOT PROGRAM - RECOMMENDATION TO AWARD CONTRACT**

(File Ref. No. 02-0775-50-6286) (REDMS No. 5867201 v. 4)

CNCL-374

See Page CNCL-374 for full report

PUBLIC WORKS AND TRANSPORTATION COMMITTEE
RECOMMENDATION

- (1) *That the City establish a service of a public bike share system as a pilot project;*

- (2) *That a contract up to 18 months in length with U-bicycle North America Inc. (U-bicycle), based on the terms as outlined in the staff report titled “Public Bike Share Pilot Program – Recommendation to Award Contract” dated June 28, 2018 from the Director, Transportation, be endorsed;*
- (3) *That the Chief Administrative Officer and General Manager, Planning and Development, be authorized to execute the above contract; and*
- (4) *That staff be directed to report back on the outcome of the pilot program following its completion.*



Consent
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17. **RIPARIAN RESPONSE STRATEGY PHASE ONE**

(File Ref. No. 10-6160-08; 12-8060-20-009871/9882/9883/9884/9885/9881) (REDMS No. 5842647 v. 10; 5838315; 5842645; 5842646; 5843567; 5843328; 5842641)

CNCL-383

See Page CNCL-383 for full report

**PUBLIC WORKS AND TRANSPORTATION COMMITTEE
RECOMMENDATION**

- (1) *That Richmond Zoning Bylaw No. 8500, Amendment Bylaw No. 9871, which adds Riparian Management Area setbacks as adopted by Council in 2006, be introduced and given first reading;*
- (2) *That Watercourse Protection and Crossing Bylaw No. 8441, Amendment Bylaw No. 9882, which establishes a riparian review fee for the single family building permit process, and inspection and ticketing authority, be introduced and given first, second, and third readings;*
- (3) *That Consolidated Fees Bylaw No. 8636, Amendment Bylaw No. 9883, which quantifies the riparian permit review and inspection fees established in the Watercourse Protection and Crossing Bylaw No. 8441, be introduced and given first, second, and third readings;*
- (4) *That Municipal Ticket Information Authorization Bylaw No. 7321, Amendment Bylaw No. 9884, which defines fines for non-compliance with the Watercourse Protection and Crossing Bylaw, be introduced and given first, second, and third readings;*
- (5) *That Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, Amendment Bylaw No. 9885, which defines fines for non-compliance with the Watercourse Protection and Crossing Bylaw, be introduced and given first, second, and third readings;*

- (6) *That Boulevard Maintenance Regulation Bylaw No.7174, Amendment Bylaw No. 9881, which amends content to authorize enhancement of a riparian management area, be introduced and given first, second, and third readings; and*
- (7) *That the 5 Year Financial Plan (2018-2022) be amended to include the costs for the new Environmental Coordinator position, which will be recovered through the collection of permit fees.*



CONSIDERATION OF MATTERS REMOVED FROM THE
CONSENT AGENDA

NON-CONSENT AGENDA ITEMS

GENERAL PURPOSES COMMITTEE

Mayor Malcolm D. Brodie, Chair

18. **GARDEN CITY LANDS SOILS DEPOSIT FEES BYLAW NO. 9900
AND CONSOLIDATED FEES BYLAW NO. 8636, AMENDMENT
BYLAW NO. 9903**

(File Ref. No. 06-2345-20-GCIT1; 12-8060-20-009900; 12-8060-20-009900/9903) (REDMS No. 5886935 v. 8; 5885972; 5893741)

CNCL-414

See Page CNCL-414 for full report

GENERAL PURPOSES COMMITTEE RECOMMENDATION

Opposed: Cllrs. Day and Steves

That Garden City Lands Soils Deposit Fees Bylaw No. 9900 and Consolidated Fees Bylaw 8636, Amendment Bylaw No. 9903 be introduced and given first, second and third readings.



PUBLIC WORKS AND TRANSPORTATION COMMITTEE
Councillor Chak Au, Chair

19. **PROPOSED AMENDMENT TO THE OFFICIAL COMMUNITY PLAN – REMOVAL OF HIGHWAY 99 INTERCHANGE AT BLUNDELL ROAD AND EXTENSION OF BLUNDELL ROAD**
(File Ref. No. 08-4050-08) (REDMS No. 5788251)

CNCL-422

See Page CNCL-422 for full report

PUBLIC WORKS AND TRANSPORTATION COMMITTEE
RECOMMENDATION

Opposed: Cllr. Loo

- (1) *That Richmond Official Community Plan Bylaw 9000, Amendment Bylaw 9901, to remove reference to a new interchange at Highway 99 and Blundell Road and the extension of Blundell Road west of Savage Road, be introduced and given first, second and third readings;*
- (2) *That Official Community Plan Bylaw 9000, Amendment Bylaw 9901, having been considered in accordance with Official Community Plan Bylaw Preparation Consultation Policy 5043 is hereby found not to require further consultation; and*
- (3) *That the City request the Port of Vancouver to undertake at its sole cost the timely implementation of proposed interim road improvements within the Fraser Richmond Port Lands to support continued growth in the area, as outlined in Table 1 of the report, regardless of the outcome of its application for cost-share funding to the Government of Canada's National Trade Corridors Fund.*



PUBLIC ANNOUNCEMENTS AND EVENTS

NEW BUSINESS

BYLAWS FOR ADOPTION

CNCL-436 Richmond Zoning Bylaw No. 8500, Amendment **Bylaw No. 9724**
(7591 Williams Road, RZ 16-724066)
Opposed at 1st Reading – None.
Opposed at 2nd/3rd Readings – None.

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CNCL-438 Richmond Zoning Bylaw No. 8500, Amendment **Bylaw No. 9741**
(6311 Graybar Road, RZ 17-772644)
Opposed at 1st Reading – None.
Opposed at 2nd/3rd Readings – None.

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CNCL-441 Richmond Zoning Bylaw No. 8500, Amendment **Bylaw No. 9780**
(8511 Capstan Way, 3280 and 3360 No. 3 Road, and 3131 Sexsmith Road,
RZ 17-769242)
Opposed at 1st Reading – None.
Opposed at 2nd/3rd Readings – None.

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DEVELOPMENT PERMIT PANEL

20. RECOMMENDATION

See DPP Plan Package (distributed separately) for full hardcopy plans

CNCL-449 (1) *That the **minutes** of the Development Permit Panel meetings held on June 13, 2018, June 27, 2018, and July 11, 2018, and the **Chair's report** for the Development Permit Panel meetings held on March 28, 2018 and June 27, 2018, be received for information; and*

CNCL-464 (2) *That the recommendations of the Panel to authorize the issuance of:*
(a) *a Development Variance Permit (DV 17-791500) for the property at 18351 and 18360 McCartney Way; and*

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*(b) a Development Variance Permit (DV 17-792200) for the property at 7100 No. 2 Road;
be endorsed, and the Permits so issued.*

☐

ADJOURNMENT

☐



Regular Council meeting for Public Hearings Monday, July 16, 2018

Place: Council Chambers
Richmond City Hall

Present: Mayor Malcolm D. Brodie
Councillor Chak Au
Councillor Derek Dang
Councillor Carol Day (entered at 7:01 p.m.)
Councillor Ken Johnston
Councillor Alexa Loo
Councillor Bill McNulty
Councillor Linda McPhail
Councillor Harold Steves

Claudia Jesson, Acting Corporate Officer

Call to Order: Mayor Brodie opened the proceedings at 7:00 p.m.

Cllr. Day entered the meeting (7:01 p.m.)

1. **RICHMOND ZONING BYLAW 8500, AMENDMENT BYLAW 9825
(RZ 15-692485)**

(Location: 7960 Alderbridge Way and 5333 and 5411 No. 3 Road; Applicant: 0989705 BC Ltd.)

Applicant's Comments:

The applicant was available to respond to queries.

Written Submissions:

- (a) Asha Sihota, Richmond resident (Schedule 1)
- (b) Polo Zhang, 5151 Blundell Road (Schedule 2)
- (c) Micah Groberman, Richmond resident (Schedule 3)
- (d) Jeremy Tsang, Richmond resident (Schedule 4)
- (e) Betty Leong, 10300 Finlayson Drive (Schedule 5)
- (f) Diane Tsang, Richmond resident (Schedule 6)



**Regular Council meeting for Public Hearings
Monday, July 16, 2018**

Submissions from the floor:

Peter Mitchell, 6271 Nanika Crescent, expressed concern with the lack of parkland and amenities in the neighbourhood. He commented on the growth and density in the area and cited concern with the uncertainty of when amenities would be available to residents. Also, Mr. Mitchell remarked that the area is in need of an elementary school, so that residents may walk to the school without crossing an arterial road; he then noted that this would support the City's efforts in encouraging less reliance on vehicles.

In reply to a query from Council, Wayne Craig, Director, Development, advised that the proposed development will provide shared outdoor amenities space for residents on site. He then remarked that there are major parks planned within Lansdowne Village and Aberdeen Village, noting that the parkland on the Lansdowne site is across the street from the subject site. Mr. Craig noted that the City has been actively procuring land to fulfill the Middle Arm Waterfront Park Vision Plan and advised that pre-planning of the waterfront will begin in 2022 with construction to follow soon after.

PH18/7-1

It was moved and seconded

That Richmond Zoning Bylaw 8500, Amendment Bylaw 9825 be given second and third readings.

CARRIED

2. RICHMOND ZONING BYLAW 8500, AMENDMENT BYLAW 9859 (RZ 17-773703)

(Location: 6340 No. 3 Road; Applicant: GBL Architects Ltd. on behalf of Keltic (Brighthouse) Development Ltd.)

Applicant's Comments:

The applicant was available to respond to queries.

Written Submissions:

None.

Submissions from the floor:

None.



**Regular Council meeting for Public Hearings
Monday, July 16, 2018**

PH18/7-2

It was moved and seconded

That Richmond Zoning Bylaw 8500, Amendment Bylaw 9859 be given second and third readings.

CARRIED

**3. RICHMOND ZONING BYLAW 8500, AMENDMENT BYLAW 9867
(RZ 17-765420)**

(Location: 7811 Alderbridge Way and surplus City lane lands west of the property;
Applicant: Onni 7811 Alderbridge Holding Corp. Inc.)

Applicant's Comments:

The applicant was available to respond to queries.

Written Submissions:

(a) Richmond resident (Schedule 7)

Submissions from the floor:

None.

PH18/7-3

It was moved and seconded

That Richmond Zoning Bylaw 8500, Amendment Bylaw 9867 be given second and third readings.

CARRIED

**4. RICHMOND ZONING BYLAW 8500, AMENDMENT BYLAW 9873
(RZ 15-707952)**

(Location: 7460 and 7480 Railway Avenue; Applicant: Yamamoto Architecture Inc.)

Applicant's Comments:

The applicant was available to respond to queries.

Written Submissions:

None.

Submissions from the floor:

None.



**Regular Council meeting for Public Hearings
Monday, July 16, 2018**

PH18/7-4

It was moved and seconded

That Richmond Zoning Bylaw 8500, Amendment Bylaw 9873 be given second and third readings.

CARRIED

**5. RICHMOND ZONING BYLAW 8500, AMENDMENT BYLAW 9878
(RZ 17-779229)**

(Location: 8071 / 8091 Park Road; Applicant: W.T. Leung Architects, Inc. on behalf of Park Village Investments Ltd. & Grand Long Holdings Canada Ltd.)

Applicant's Comments:

The applicant was available to respond to queries.

Written Submissions:

None.

Submissions from the floor:

None.

PH18/7-5

It was moved and seconded

That Richmond Zoning Bylaw 8500, Amendment Bylaw 9878 be given second and third readings.

CARRIED

6. TEMPORARY COMMERCIAL USE PERMIT (TU 18-803320)

(Location: 4211 No. 3 Road; Applicant: YKLM Artspace Co. Ltd.)

Applicant's Comments:

The applicant was available to respond to queries.

Written Submissions:

None.

Submissions from the floor:

None.



**Regular Council meeting for Public Hearings
Monday, July 16, 2018**

- PH18/7-6 It was moved and seconded
That a Temporary Commercial Use Permit be issued to YKLM Artspace Co. Ltd. for property at 4211 No. 3 Road to allow 'Auction, Minor' as a permitted use for a period of three years.
CARRIED
7. **RICHMOND OFFICIAL COMMUNITY PLAN BYLAW 7100, AMENDMENT BYLAW 9770, RICHMOND OFFICIAL COMMUNITY PLAN BYLAW 9000, AMENDMENT BYLAW 9771, AND RICHMOND ZONING BYLAW 8500, AMENDMENT BYLAW 9845**
(Location: City-wide; Applicant: City of Richmond)
Applicant's Comments:
Staff was available to respond to queries.
Written Submissions:
None.
Submissions from the floor:
None.
- PH18/7-7 It was moved and seconded
That Richmond Official Community Plan Bylaw 7100, Amendment Bylaw 9770 be given second and third readings.
CARRIED
- PH18/7-8 It was moved and seconded
That Richmond Official Community Plan Bylaw 9000, Amendment Bylaw 9771 be given second and third readings.
CARRIED
- PH18/7-9 It was moved and seconded
That Richmond Zoning Bylaw 8500, Amendment Bylaw 9845 be given second and third readings.
CARRIED



**Regular Council meeting for Public Hearings
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PH18/7-10 It was moved and seconded
That Richmond Official Community Plan Bylaw 7100, Amendment Bylaw 9770 be adopted.

CARRIED

PH18/7-11 It was moved and seconded
That Richmond Official Community Plan Bylaw 9000, Amendment Bylaw 9771 be adopted.

CARRIED

PH18/7-12 It was moved and seconded
That Richmond Zoning Bylaw 8500, Amendment Bylaw 9845 be adopted.

CARRIED

PH18/7-13 It was moved and seconded
That Building Regulation Bylaw 7230, Amendment Bylaw 9769 be adopted.

CARRIED

ADJOURNMENT

PH18/7-14 It was moved and seconded
That the meeting adjourn (7:16 p.m.).

CARRIED

Certified a true and correct copy of the
Minutes of the Regular meeting for Public
Hearings of the City of Richmond held on
Monday, July 16, 2018.

Mayor (Malcolm D. Brodie)

Acting Corporate Officer (Claudia Jesson)

ON TABLE ITEM

Date: July 16, 2018
Meeting: Public Hearing
Item: #1 Bylaw 9825

Schedule 1 to the Minutes of the
Public Hearing meeting of
Richmond City Council held on
Monday, July 16, 2018.

CityClerk

From: Asha Sihota <asha.sihota@gmail.com>
Sent: Monday, 16 July 2018 11:05
To: CityClerk
Subject: Support for Rezoning Application - 7960 Alderbridge Way and 5333 and 5411 No. 3 Road

To Whom It May Concern,

I am emailing to express my support for a new project going to Public Hearing at No.3 Road and Alderbridge. I live in Richmond and am excited to see how this project will change the look of that area.

I like the fact that the project includes rental units and in an area that is changing so rapidly I think that this project will be very unique. It will bring more retail opportunity to the area as well. The fact that it is close to transit is also helpful to lessen the traffic on No. 3 Road.

I hope Council approves this project and I look forward to seeing it completed.

Regards,

--
Asha Sihota

c: 778 858 1134



ON TABLE ITEM

Date: July 16, 2018
Meeting: Public Hearing
Item: #1 Bylaw 9825

Schedule 2 to the Minutes of the
Public Hearing meeting of
Richmond City Council held on
Monday, July 16, 2018.

CityClerk

From: Kunqian Zhang <polo.kq.zhang@gmail.com>
Sent: Monday, 16 July 2018 11:09
To: CityClerk
Subject: Support for Rezoning Application - 7960 Alderbridge Way and 5333 and 5411 No. 3 Road

City Clerk's Office

City of Richmond
6911 No 3 Rd
Richmond, BC
V6Y 2C1

Dear Sir or Madam,

I am aware that a project development proposal for No.3 Rd and Alderbridge Way is going to Public Hearing and as a residence in Richmond, I hope to express my support.

Some positives of this particular project as following made us very happy:

1. Rental units. I know this projects has over a hundred rental units with different sizes and types. It definitely will help those people who dream to live in Richmond but has not ready to buy one to have a home here.
2. I've seen the architect design pictures on dailyhive about this project. I have to say that the courtyard with gardens in the centre is really attractive and unique to Richmond. I believe this design close to the Lansdowne will be the next landmark
3. The mixture of the residences, retail and also the plaza helps this area become more popular. And the route from the building connect to the Lansdowne mall will break today's uninhabited Lansdowne.

Since the location is good for transit, this project along Richmond's major access routes is one of the rare good projects we can see.

I would like to applaud the City for supporting this type of project. I hope Council approves this project and I look forward to seeing it completed.

Best regards!

Polo ZHANG

5151 Blundell Rd, Richmond

+1-778-882-3403
structuralbamboo.wordpress.com



ON TABLE ITEM

Date: July 16, 2018
Meeting: Public Hearing
Item: #1 Bylaw 9825

Schedule 3 to the Minutes of the
Public Hearing meeting of
Richmond City Council held on
Monday, July 16, 2018.

CityClerk

From: Micah Groberman <micahg29@gmail.com>
Sent: Monday, 16 July 2018 12:26
To: CityClerk
Subject: Support for Rezoning Application - 7960 Alderbridge Way and 5333 and 5411 No. 3 Road

To Whom it may concern,

I am contacting to show my support for the development project at 7960 Alderbridge Way as I think it is important to increase the rental availability in Richmond. This location would be ideal for that use with public transportation being so close. We would welcome the addition of more rental units as well as additional walkable retail in the area.

Sincerely,

Micah Groberman
Richmond, BC



ON TABLE ITEM

Date: July 16, 2018
Meeting: Public Hearing
Item: #1 Bylaw 9825

Schedule 4 to the Minutes of the
Public Hearing meeting of
Richmond City Council held on
Monday, July 16, 2018.

CityClerk

From: Jeremy Tsang <jeremyntsang@gmail.com>
Sent: Monday, 16 July 2018 13:38
To: CityClerk
Subject: Support for Rezoning Application -7960 Alderbridge Way and 5333 and 5411 No. 3 Road

To Whom it May Concern,

I would like to voice my support for the No. 3 Road and Alderbridge project going to Public Hearing.

I believe Richmond is ready for larger developments that will help bring more activity in Richmond core area.

Aside from residential and rental units, I would like to applaud the inclusion of an office tower.

Richmond's office concentration is very far East and industrial and it's hard to come across office towers along No. 3 Road. As a growing city, having more office towers within the city's core will not only welcome work opportunities in Richmond, but also help that part of Richmond feel more like downtown.

I hope Council will approve this project and help support Richmond's future growth towards becoming a more urbanized city.

Regards,

Jeremy Tsang



ON TABLE ITEM

Date: July 16, 2018
Meeting: Public Hearing
Item: #1 Bylaw 9825

Schedule 5 to the Minutes of the
Public Hearing meeting of
Richmond City Council held on
Monday, July 16, 2018.

CityClerk

From: michael leong <miki54@telus.net>
Sent: Monday, 16 July 2018 13:23
To: CityClerk
Subject: Support for Rezoning Application -7960 Alderbridge Way and 5333 and 5411 No. 3 Road

To Whom It May Concern,

I am writing in support for the No. 3 Road and Alderbridge project that is going to Public Hearing.

Richmond is really lacking large mixed-use developments that have retail, marketing housing, rentals and offices. Conveniently located right across from the Lansdowne Canada Line station, this makes the project extremely accessible by transit.

As a resident of Richmond, I look forward to seeing more activity in that part of Richmond, especially when that piece of land has been vacant for so long.

I hope the Council will approve this project and I am eager to see how this project will change the landscape along No. 3 Road.

Regards,

Betty Leong
10300 Finlayson Dr
Richmond BC
V6X 1W6
Ph# 604 278 2779



ON TABLE ITEM

Date: July 16, 2018
Meeting: Public Hearing
Item: #1 Bylaw 9825

Schedule 6 to the Minutes of the
Public Hearing meeting of
Richmond City Council held on
Monday, July 16, 2018.

CityClerk

From: Diane Tsang <dtsang56@gmail.com>
Sent: Monday, 16 July 2018 16:01
To: CityClerk
Subject: Support for Rezoning Application 7960 Alerbridge way and 5333 & 5411 No. 3 Rd

To Whom It May Concern,

I would like to express my support for the No. 3 Road and Aldebridge project that is going to Public hearing.

As a resident in Richmond, I am excited to see that area of Richmond develop. The future retail opportunities will really liven up that portion of Richmond.

Furthermore, its proximity to the Lansdowne Canada Line station is convenient and will encourage future residents to transit. This may help potentially lessen traffic along No. 3 Road.

I hope the Council approves this project and I'm excited to see this completed.

Regards,

Diane Tsang



CityClerk

Schedule 7 to the Minutes of the
Public Hearing meeting of
Richmond City Council held on
Monday, July 16, 2018.

To Public Hearing
Date: <u>July 16, 2018</u>
Item # <u>3</u>
Re: <u>Bylaw 9867</u>

From: CityClerk
Sent: Monday, 9 July 2018 08:42
To: 'danny5460603@gmail.com'
Subject: FW: legal document and submitted to email:
Attachments: Hi City clerk.pdf; RZ 17-765420 JULY 16 2018 7PM NOTICE OF PUBLIC HEARING.PDF

Hello,

This is to acknowledge and thank you for your email. Please be advised that copies of your email will be forwarded to the Mayor and each Councillor, and will be included as part of the July 16th Public Hearing Agenda materials. In addition, your email has been forwarded to staff in the Planning and Development Division.

Thank you again for taking the time to share your views with Richmond City Council.

Hanieh Berg | Acting Manager, Legislative Services
City Clerk's Office | City of Richmond
6911 No. 3 Road, Richmond, BC V6Y 2C1

From: danny5460603@gmail.com [<mailto:danny5460603@gmail.com>]
Sent: Saturday, 7 July 2018 13:02
To: CityClerk
Subject: legal document and submitted to email:

Hi City clerk

This 2 email attachments are a legal documents and submitted to email: cityclerk@richmond.ca

Internet link do not work
<https://www.richmond.ca/cityhall/council/hearings/about.htm>
<https://cms.richmond.ca/Page1793.aspx?PageMode=Hybrid>

Important Note: The online submission form is currently unavailable.
Please submit comments for Public Hearings directly to the [City Clerk](#).

--
danny5460603@gmail.com



Hi Director City Clerk of Richmond. and to Sara Badyal Fax: 604-278-5139

This email is a legal document and submitted to email: cityclerk@richmond.ca

RZ 17-765420 JULY 16 2018 7PM NOTICE OF PUBLIC HEARING

Strong Objection for any change to the current zoning of "Industrial Retail (IR1)"

For the following reasons:

ONNI as a company and their representative have lied and declared that the proposed area and specifically 7811 Alderbridge Way will be an Open Public Park
In particularly Lindy Su <lsu@onni.com> have lied when she and other ONNI representative advised this in several occasions in the presentation center RIVA 2 on site. At any moment, it was never stated that a commercial or business center is planned to be erected at the area.

No public park area is present anywhere in the region.

Any damages have to be properly compensated for these false promises. To all the units facing the current industrial area that supposed to be a city park in RIVA 3.

Richmond is sinking into the sub-continent in a rate of few millimeters to centimeters each year. This is due to the overwhelming infrastructures and high risers erected by the City of Richmond.

Sea Dike will eventually fail in the next 10 to 20 years and City of Richmond will be submerged in meters of water. Street level in Richmond is already bellow the sea level. Any earthquake and or tsunami will cause this or natural raise in sea level.

Resident of RIVA 3 facing the current industrial area:

For any communication, please contact me by phone as preferred method of transfer of information 250-882-3249 danny5460603@gmail.com

Internet link and does not work properly

<https://www.richmond.ca/cityhall/council/hearings/about.htm>

<https://cms.richmond.ca/Page1793.aspx?PageMode=Hybrid>

Important Note: The online submission form is currently unavailable.

Please submit comments for Public Hearings directly to the City Clerk.



Monday, July 16, 2018 -- 7 pm

**Council Chambers, 1st Floor, Richmond City Hall
6911 No. 3 Road, Richmond, BC V6Y 2C1**

Richmond Zoning Bylaw 8500, Amendment Bylaw 9867 (RZ 17-765420)

Location/s: 7811 Alderbridge Way and surplus City lane lands west of the property
Applicant/s: Onni 7811 Alderbridge Holding Corp. Inc.
Purpose: To rezone the subject location from the "Industrial Retail (IR1)" zone to the "Residential/Limited Commercial (RCL2)" zone to permit development of one 5-storey and one 6-storey building with approximately 365 apartment units and 280 m² (3,014 ft²) of commercial space.
City Contact: Sara Badyal, 604-276-4282, Planning and Development Division

How to obtain further information:

- **By Phone:** If you have questions or concerns, please call the CITY CONTACT shown above.
- **On the City Website:** Public Hearing Agendas, including staff reports and the proposed bylaws, are available on the City Website at <http://www.richmond.ca/cityhall/council/agendas/hearings/2018.htm>
- **At City Hall:** Copies of the proposed bylaw, supporting staff and Committee reports and other background material, are also available for inspection at the Planning and Development Division at City Hall, between the hours of 8:15 am and 5 pm, Monday through Friday, except statutory holidays, commencing July 6, 2018 and ending July 16, 2018, or upon the conclusion of the hearing.
- **By FAX or Mail:** Staff reports and the proposed bylaws may also be obtained by FAX or by standard mail, by calling 604-276-4007 between the hours of 8:15 am and 5 pm, Monday through Friday, except statutory holidays, commencing July 6, 2018 and ending July 16, 2018.

Participating in the Public Hearing process:

- The Public Hearing is open to all members of the public. If you believe that you are affected by the proposed bylaw, you may make a presentation or submit written comments at the Public Hearing. If you are unable to attend, you may send your written comments to the City Clerk's Office by 4 pm on the date of the Public Hearing as follows:
 - **By E-mail:** using the on-line form at <http://www.richmond.ca/cityhall/council/hearings/about.htm>
 - **By Standard Mail:** 6911 No.3 Road, Richmond, BC, V6Y 2C1, Attention: Director, City Clerk's Office
 - **By Fax:** 604-278-5139, Attention: Director, City Clerk's Office
- **Public Hearing Rules:** For information on public hearing rules and procedures, please consult the City website at <http://www.richmond.ca/cityhall/council/hearings/about.htm> or call the City Clerk's Office at 604-276-4007.
- All submissions will form part of the record of the hearing. **Once the Public Hearing has concluded, no further information or submissions can be considered by Council.** It should be noted that the rezoned property may be used for any or all of the uses permitted in the "new" zone.

David Weber
Director, City Clerk's Office



Community Safety Committee

Date: Tuesday, July 10, 2018

Place: Anderson Room
Richmond City Hall

Present: Councillor Bill McNulty, Chair
Councillor Derek Dang
Councillor Ken Johnston
Councillor Alexa Loo
Councillor Linda McPhail

Also Present: Councillor Chak Au
Councillor Carol Day
Councillor Harold Steves

Call to Order: The Chair called the meeting to order at 4:00 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the Community Safety Committee held on June 12, 2018, be adopted.

CARRIED

NEXT COMMITTEE MEETING DATE

It was noted that a Special Closed Community Safety Committee meeting is scheduled for Tuesday, July 17, 2018 at 3:00 p.m. in the Anderson Room.

The next regular Community Safety Committee meeting is scheduled for September 11, 2018, (tentative date) at 4:00 p.m. in the Anderson Room.

Community Safety Committee
Tuesday, July 10, 2018

COMMUNITY SAFETY DIVISION

1. COMMUNITY BYLAWS MONTHLY ACTIVITY REPORT - MAY 2018

(File Ref. No. 12-8060-01) (REDMS No. 5865706)

In reply to queries from Committee, Carli Edwards, Manager, Community Bylaws and Licencing, advised that a staff report regarding a one-year review on short-term rentals is forthcoming and that regular updates on short-term rentals enforcement is provided to Council. Ms. Edwards noted that following initial enforcement activity; previously non-compliant properties are no longer monitored. Also, she advised that staff can examine whether operators of non-compliant short-term rentals are made public.

It was moved and seconded

That the staff report titled "Community Bylaws Monthly Activity Report - May 2018", dated June 12, 2018, from the General Manager, Community Safety, be received for information.

CARRIED

2. RICHMOND FIRE-RESCUE MONTHLY ACTIVITY REPORT – MAY 2018

(File Ref. No. 09-5000-01) (REDMS No. 5869419)

Tim Wilkinson, Fire Chief, Richmond Fire-Rescue (RFR), highlighted community outreach programs, in particular new signs that are being implemented to raise awareness around preventable fires.

In reply to queries from Committee, Chief Wilkinson advised that longer incident response times in the Crestwood area can be attributed to challenging traffic networks. He noted that RFR is examining ways in which to maximize use of the mobile public education trailer. Chief Wilkinson advised that was of the option that, introducing a fine system for improper disposal of cigarette butts from vehicles could not be implemented as pulling drivers over is beyond the authority of City staff.

Discussion ensued with regard to the upcoming legalization of cannabis, and in response Chief Wilkinson advised that RFR has an aggressive Electrical Fire and Safety Inspection (EFSIT) program in place should residents choose to grow cannabis plants in their homes. He then noted that a report on RFR's EFSIT program can be provided to Committee for additional information.

In reply to queries from Committee, Cecilia Achiam, General Manager, Community Safety, advised that staff are waiting for the Province to provide more information regarding legalization of cannabis, however discussions are underway with various organizations to determine roles and responsibilities.

2.

Community Safety Committee
Tuesday, July 10, 2018

It was moved and seconded

That the staff report titled "Richmond Fire-Rescue Monthly Activity Report – May 2018", dated June 18, 2018 from the Fire Chief, Richmond Fire-Rescue, be received for information.

CARRIED

3. FIRE CHIEF BRIEFING

(Verbal Report)

Item for discussion:

Community Outreach and Public Education Plan Update

Chief Wilkinson spoke of the Fire Cadet program, highlighting that RFR worked with the First Nations Emergency Social Services group, and will be sending a local young woman to Camp Ignite.

4. RCMP MONTHLY ACTIVITY REPORT – MAY 2018

(File Ref. No. 09-5000-01) (REDMS No. 5843903 v. 3)

It was moved and seconded

That the report titled "RCMP Monthly Activity Report – May 2018", dated June 19, 2018, from the Officer in Charge, Richmond RCMP Detachment, be received for information.

CARRIED

5. RCMP/OIC BRIEFING

(Verbal Report)

Item for discussion:

D.A.R.E. Graduation

Superintendent Ng highlighted that the D.A.R.E. graduation was very successful, and that over 20 youth participated in the Canada Day Parade on the D.A.R.E. float, which won the award for best parade float.

6. RICHMOND RECOGNISED BY EMERGENCY MANAGEMENT BC FOR 2017 BC WILDFIRES SUPPORT

(File Ref. No. 09-5126-01) (REDMS No. 5881995)

Norman Kotze, Manager, Emergency Programs, highlighted that the City was recognized for its efforts during the 2017 BC Wildfires.

3.

Community Safety Committee

Tuesday, July 10, 2018

7. COMMITTEE STANDING ITEM

E-Comm

The Chair advised that E-Comm will host a debriefing on September 5th with KPMG.

8. MANAGER'S REPORT

None.

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (4:26 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the Community Safety Committee of the Council of the City of Richmond held on Tuesday, July 10, 2018.

Councillor Bill McNulty
Chair

Sarah Goddard
Legislative Services Coordinator



General Purposes Committee

Date: Monday, July 16, 2018

Place: Anderson Room
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair
Councillor Chak Au
Councillor Derek Dang
Councillor Carol Day
Councillor Ken Johnston
Councillor Alexa Loo
Councillor Bill McNulty
Councillor Linda McPhail
Councillor Harold Steves

Call to Order: The Chair called the meeting to order at 4:00 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the General Purposes Committee held on July 3, 2018, be adopted as circulated.

CARRIED

ENGINEERING AND PUBLIC WORKS DIVISION

1. **CITY CENTRE DISTRICT ENERGY UTILITY BYLAW NO. 9895**
(File Ref. No. 10-6600-10-04; 12-8060-20-009895) (REDMS No. 5865851 v.6 ; 5843610)

It was moved and seconded

That the City Centre District Energy Utility Bylaw No. 9895, presented in the "City Centre District Energy Utility Bylaw No. 9895" report dated, June 6, 2018, from the Senior Manager, Sustainability and District Energy be introduced and given first, second and third readings.

General Purposes Committee

Monday, July 16, 2018

The question on the motion was not called as Alen Postolka, Manager, District Energy responded to a query from Committee and advised that design and construction costs for low carbon energy plants would depend on the size of the development.

The question on the motion was then called and it was **CARRIED**.

COMMUNITY SERVICES DIVISION

2. **BRITANNIA SHIPYARDS NATIONAL HISTORIC SITE STRATEGIC DEVELOPMENT PLAN**

(File Ref. No. 11-7000-01) (REDMS No. 5846096 v. 4; 5846395 v. 2)

Discussion took place regarding the details of the strategic plan, and in response to questions from Committee, Marie Fenwick, Manager, Museum and Heritage Services provided the following points of clarification:

- the Manager, Britannia Shipyards is an existing position that is currently filled on an acting capacity and the recommendations in the staff report were refining the skillset for the role;
- the report looks at the site as a key cultural asset for the City, with the priorities focused on improving the current visitor experience, increasing public access, and completing current capital development projects underway on the site;
- staff recommend focusing on completing the site prior to exploring new lines of business such as retail and gating the site; and
- the plan recommends an incremental iterative approach due to the importance of the site and numerous stakeholders involved.

Ms. Fenwick also noted, in further response to questions from Committee that there are opportunities for the heritage sites to work collaboratively and effort has been taken to accomplish this including reviewing school program delivery, working with Tourism Richmond on larger marketing initiatives, collaborating with the Gulf of Georgia Cannery, and inviting the chairs of the Richmond Heritage Society groups to the most recent Richmond Museum Heritage annual general meeting. She also noted that although Britannia Shipyards is designated as a National Historic site, no additional federal funding is provided.

Discussion took place on reviewing the vision and direction for the site and the need to consolidate the purpose of the area to ensure consistency with offerings and displays to the public.

General Purposes Committee

Monday, July 16, 2018

In further queries from Committee, Ms. Fenwick remarked that feedback from consultations noted a desire for woodworking and boat building activities on the site and staff are in the initial stages of planning for implementing those activities. She also advised that staff reviewed the Phoenix Net Loft in the broader context of the plan as it is not a part of the site.

Discussion further ensued regarding the need for (i) a comprehensive policy and purpose for the area, (ii) the Manager, Britannia Shipyards to have destination tourism and promotion experience, and (iii) the Shipyards Operations Supervisor to understand the full site.

In response to a question from Committee, Ms. Fenwick advised that the base marketing budget for Britannia is \$5000 and any enhanced marketing needs are fulfilled through one time additional level requests for funding.

As a result of the discussion, the following **motion** was introduced:

It was moved and seconded

- (1) *That the Britannia Shipyards National Historic Site Strategic Development Plan as outlined in the staff report titled "Britannia Shipyards National Historic Site Strategic Development Plan" dated July 9, 2018, from the Director, Arts, Culture and Heritage Services be endorsed as the guide for the future development and operation of Britannia Shipyards National Historic Site; and*
- (2) *That staff be directed to:*
 - (a) *work with the Steveston Historic Sites Building Committee and others to look at overall site operations, extent of the site, and including various adjacent buildings;*
 - (b) *review the potential for charging admission;*
 - (c) *emphasize destination tourism in the employment of the Manager, Britannia Shipyards position; and*
 - (d) *further refine the vision, direction, and governance of the site. and report back.*

The question on the motion was not called as discussion took place on overall staffing and increasing the prominence of the site.

The question on the motion was then called and it was **CARRIED**.

3. **GARDEN CITY LANDS SOILS DEPOSIT FEES BYLAW NO. 9900 AND CONSOLIDATED FEES BYLAW NO. 8636, AMENDMENT BYLAW NO. 9903**

(File Ref. No. 06-2345-20-GCIT1; 12-8060-20-009900; 12-8060-20-009900/9903) (REDMS No. 5886935 v. 8; 5885972; 5893741)

General Purposes Committee

Monday, July 16, 2018

In response to queries from Committee, staff advised that (i) with the adoption of the two proposed bylaws, the City would have the financial mechanisms to charge fees to receive uncontaminated soil onto the Garden City Lands and issue invoices, (ii) the staff report from May 14, 2018 outlined the terms and procedures under which soil is received and the protocol has been approved by the Agricultural Land Commission (ALC), (iii) all soil brought onto Garden City Lands is tested at the source site then again when it arrives at the site, and (iv) background information has previously been provided on the soil on the site and it has been recommended that imported soil be placed over the existing soil.

Discussion took place regarding soil processing practices and sourcing.

It was moved and seconded

That Garden City Lands Soils Deposit Fees Bylaw No. 9900 and Consolidated Fees Bylaw 8636, Amendment Bylaw No. 9903 be introduced and given first, second and third readings.

CARRIED

Opposed: Cllrs. Day and Steves

4. STEVESTON COMMUNITY CENTRE AND BRANCH LIBRARY PROGRAM

(File Ref. No. 06-2052-25-SCCR1) (REDMS No. 5817243 v. 66)

Elizabeth Ayers, Director, Recreation and Sport Services provided an overview of the program outline and in response to questions from Committee, remarked that (i) the Steveston Community Centre Concept Design Building Committee is comprised of members of the Steveston Community Society and Library Board, (ii) there was support for the 12,400 square footage for the library, (iii) the total square footage of 60,000 includes the total space of the community centre spaces and library, (iv) the additional space asked for by the Steveston Community Society had been accommodated, (v) the next step would be to develop the site criteria including impact on neighbours and compatibility with existing amenities, (vi) potential locations will be in a future report to Council, and (vii) encroachment on green space would be unlikely because of the need to be close to existing amenities.

Brenda Yttri, President, Steveston Community Society (Society), provided comments to Committee regarding the Society's input on the proposed program. Ms. Yttri further stated that staff had incorporated the requested additional spaces recommended by the Society however Society members had not yet fully analyzed the staff report and expressed uncertainty over the adequacy of the total proposed square footage.

General Purposes Committee

Monday, July 16, 2018

In response to queries from Committee, Ms. Yttri commented that (i) they have not yet discussed other additional spaces, (ii) the Society expressed support over the changes made by staff at their recommendation, and (iii) there is support for keeping the net shed in its current location because of its popularity.

In response to a question to Committee, Susan Walters, Chief Librarian, advised that the proposed square footage for the library space would be adequate for a co-located space.

As a result of the discussion, the following **motion** was introduced:

It was moved and seconded

- (1) *That the staff report titled, "Steveston Community Centre and Branch Library Program," dated July 4, 2018, from the Director, Recreation Services and Senior Manager, Capital Buildings Project Development, be received for information; and*
- (2) *That staff work with the Steveston Community Centre Concept Design Building Committee to further examine the size of the community centre and library and to review whether the community centre and library should be standalone facilities or build additional space.*

CARRIED

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (5:22 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, July 16, 2018.

Mayor Malcolm D. Brodie
Chair

Amanda Welby
Legislative Services Coordinator



Planning Committee

Date: Tuesday, July 17, 2018

Place: Anderson Room
Richmond City Hall

Present: Councillor Linda McPhail, Chair
Councillor Bill McNulty
Councillor Chak Au (entered at 3:56 p.m.)
Councillor Alexa Loo
Councillor Harold Steves
Mayor Malcolm Brodie (entered at 3:56 p.m.)

Also Present: Councillor Derek Dang
Councillor Carol Day (entered at 3:58 p.m.)

Call to Order: The Chair called the meeting to order at 3:55 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the Planning Committee held on July 4, 2018, be adopted as circulated.

CARRIED

NEXT COMMITTEE MEETING DATE

September 5, 2018, (tentative date) at 4:00 p.m. in the Anderson Room

COMMUNITY SERVICES DIVISION

1. **MODIFICATIONS TO THE OVAL 8 HOLDINGS LTD. RIVER GREEN NO DEVELOPMENT COVENANTS REGISTERED UNDER NUMBERS CA5349572-3 (LOT 13) AND UNDER NUMBERS CA5349574-5 (LOT 17) RELATING TO THE PROVISION OF A CHILD CARE FACILITY RELATING TO 6655, 6688, 6811, 6877 AND 6899 PEARSON WAY**

(File Ref. No. 07-3070-01) (REDMS No. 5888400 v. 7)

It was moved and seconded

- (1) *That modifications to the Oval 8 Holdings Ltd. River Green No Development Covenants registered under numbers CA5349572-3 (Lot 13) and under numbers CA5349574-5 (Lot 17) relating to the provision of a Child Care Facility relating to 6655, 6688, 6811, 6877 and 6899 Pearson Way as outlined in the staff report dated July 9, 2018, from the Manager, Community Social Development, be approved; and*
- (2) *That the Mayor and Corporate Officer be authorized on behalf of the City to execute the modification agreement(s) and amend any other applicable documents to reflect the intention of Recommendation 1.*

CARRIED

Committee congratulated Coralys Cuthbert, Child Care Coordinator, on her upcoming retirement and commended her service to the City.

Mayor Brodie and Cllr. Au entered the meeting (3:56 p.m.).

PLANNING AND DEVELOPMENT DIVISION

2. **APPLICATION BY KANARIS DEMETRE LAZOS FOR A HERITAGE ALTERATION PERMIT AT 12111 3RD AVENUE (STEVESTON HOTEL)**

(File Ref. No. HA 18-818781) (REDMS No. 5884109)

Cllr. Day entered the meeting (3:58 p.m.).

It was moved and seconded

That a Heritage Alteration Permit which would permit the installation of a new storefront door and replacement of two windows in the front (east) elevation of the protected heritage building at 12111 3rd Avenue be issued.

CARRIED

Planning Committee
Tuesday, July 17, 2018

3. **APPLICATION BY BISMARCK CONSULTING LTD. FOR REZONING AT 9091 & 9111 NO. 2 ROAD FROM SINGLE DETACHED (RS1/E) TO LOW DENSITY TOWNHOUSES (RTL4)**

(File Ref. No. RZ 16-754046; 12-8060-20-009880) (REDMS No. 5798047; 585529)

Wayne Craig, Director, Development, and Jordan Rockerbie, Planning Technician, reviewed the application, noting that the proposed development will include a secondary suite and will provide a cash-in-lieu contribution to the City's Affordable Housing Reserve Fund. It was also noted that the proposed development will include a convertible unit as well as ageing-in-place features.

It was moved and seconded

That Richmond Zoning Bylaw 8500, Amendment Bylaw 9880, for the rezoning of 9091 and 9111 No. 2 Road from "Single Detached (RS1/E)" to "Low Density Townhouses (RTL4)", be introduced and given first reading.

CARRIED

4. **PROPOSED AMENDMENTS TO ZONING BYLAW 8500 – ACCESSIBLE PARKING REQUIREMENTS**

(File Ref. No. 10-6455-03; 12-8060-20-009902) (REDMS No. 5872253 v. 6; 5881132)

A memorandum with a corrected version of the proposed bylaw was distributed (Copy on-file City Clerk's Office).

It was moved and seconded

(1) *That Richmond Zoning Bylaw 8500, Amendment Bylaw 9902, to incorporate revised accessible parking requirements within Section 7, Parking and Loading, be introduced and given first, second and third readings; and*

(2) *That notwithstanding the adoption of Richmond Zoning Bylaw 8500, Amendment Bylaw 9902:*

(a) *If a Development Permit has been issued prior to the adoption of Bylaw 9902, the owner may, while the Development Permit remains valid, apply for a Building Permit in compliance with the accessible parking requirements applicable prior to the adoption of Bylaw 9902; and*

(b) *If an acceptable Development Permit application has been submitted to the City prior to the adoption of Bylaw 9902, the owner may, until December 31, 2019, apply for a Building Permit in compliance with the accessible parking requirements applicable prior to the adoption of Bylaw 9902.*

CARRIED

Planning Committee
Tuesday, July 17, 2018

5. **MANAGER'S REPORT**

Non-Farm Use Application for Mayberry Farms

Mr. Craig noted that the Agricultural Land Commission has denied the applicant's initial appeal and second request for appeal.

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (4:06 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the Planning Committee of the Council of the City of Richmond held on Tuesday, July 17, 2018.

Councillor Linda McPhail
Chair

Evangel Biason
Legislative Services Coordinator



Parks, Recreation and Cultural Services Committee

Date: Tuesday, July 17, 2018

Place: Anderson Room
Richmond City Hall

Present: Councillor Harold Steves, Chair
Councillor Ken Johnston (entered at 4:13 p.m.)
Councillor Carol Day
Councillor Bill McNulty
Councillor Linda McPhail
Mayor Malcolm Brodie

Also Present: Councillor Chak Au
Councillor Alexa Loo

Call to Order: The Chair called the meeting to order at 4:08 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the Parks, Recreation and Cultural Services Committee held on June 26, 2018, be adopted as circulated.

CARRIED

NEXT COMMITTEE MEETING DATE

September 25, 2018, (tentative date) at 4:00 p.m. in the Anderson Room

COMMUNITY SERVICES DIVISION

1. RICHMOND ARTS STRATEGY PROGRESS UPDATE AND GUIDING PRINCIPLES

(File Ref. No. 11-7000-01) (REDMS No. 5884951;5898820)

Parks, Recreation & Cultural Services Committee
Tuesday, July 17, 2018

It was moved and seconded

- (1) *That the Richmond Arts Strategy 2018-2023 Guiding Principles as detailed in the staff report titled "Richmond Arts Strategy Progress Update and Guiding Principles" dated June 13, 2018, from the Director, Arts, Culture and Heritage, be adopted; and*
- (2) *That the Guiding Principles as described in the staff report titled "Richmond Arts Strategy Progress Update and Guiding Principles" dated June 13, 2018, from the Director, Arts, Culture and Heritage, be used to guide the development of the Richmond Arts Strategy 2018-2023.*

CARRIED

2. TAIT WATERFRONT PARK SCULPTURAL PAVILION PUBLIC ART CONCEPT

(File Ref. No. 11-7000-09-20-129) (REDMS No. 5862866 v. 5; 5726535; 5862866)

It was moved and seconded

That the concept proposal, Wake, for the Tait Waterfront Park by Aaron and Christian Zenga, as presented in the report titled "Tait Waterfront Park Sculptural Pavilion Public Art Concept" dated July 9, 2018, from the Director, Arts, Culture and Heritage Services, be endorsed.

CARRIED

3. COMMUNITY WELLNESS STRATEGY 2018-2023

(File Ref. No. 01-0370-20-002) (REDMS No. 5881869 v. 10)

Discussion ensued with regard to using digital strategies and social media to promote public awareness of the Community Wellness Strategy.

It was moved and seconded

- (1) *That the Community Wellness Strategy 2018-2023, and companion documents, as outlined in the report titled "Community Wellness Strategy 2018-2023," dated June 25, 2018 from the Director, Recreation Services, be adopted;*
- (2) *That staff report back at the mid-point and end of the implementation period of the Community Wellness Strategy 2018-2023, as outlined in the report titled "Community Wellness Strategy 2018-2023," dated June 25, 2018 from the Director, Recreation Services; and*
- (3) *That the staff report be forwarded to the Council/School Board Liaison Committee.*

CARRIED

Cllr. Johnston entered the meeting (4:13 p.m.).

Parks, Recreation & Cultural Services Committee
Tuesday, July 17, 2018

Discussion ensued with regard to fishing at the Imperial Landing Docks, and as a result, the following **referral motion** was introduced:

It was moved and seconded

That staff review the fishing activities, boating safety and vehicle parking at the Imperial Landing Docks and report back.

CARRIED

4. MANAGER'S REPORT

Opening of Aberdeen Park

Paul Brar, Manager, Parks Programs, noted that the official opening of Aberdeen Park will be on July 19, 2018 and that there will be on-site activities scheduled in the evening.

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (4:15 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the Parks, Recreation and Cultural Services Committee of the Council of the City of Richmond held on Tuesday, July 17, 2018.

Councillor Harold Steves
Chair

Evangel Biason
Legislative Services Coordinator



Public Works and Transportation Committee

Date: Wednesday, July 18, 2018

Place: Anderson Room
Richmond City Hall

Present: Councillor Chak Au, Chair
Councillor Harold Steves
Councillor Carol Day
Councillor Alexa Loo

Absent: Councillor Derek Dang

Also Present: Councillor Linda McPhail

Call to Order: The Chair called the meeting to order at 4:00 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the Public Works and Transportation Committee held on June 20, 2018, be adopted as circulated.

CARRIED

NEXT COMMITTEE MEETING DATE

September 19, 2018, (tentative date) at 4:00 p.m. in the Anderson Room

Public Works & Transportation Committee
Wednesday, July 18, 2018

PLANNING AND DEVELOPMENT DIVISION

1. PUBLIC BIKE SHARE PILOT PROGRAM - RECOMMENDATION TO AWARD CONTRACT

(File Ref. No. 02-0775-50-6286) (REDMS No. 5867201 v. 4)

In reply to queries from Committee, Sonali Hingorani, Transportation Engineer, advised that it is proposed that the Public Bike Share Pilot Program initially be launched on a small scale and gradually expand as demand increases; this will allow adjustments to the Program in an effort to address any issues that may arise. She noted that, as a theft prevention measure, a Smartphone must be utilized to unlock a bicycle, and 19 years of age is commonly set for public bike share programs; however the potential for parents or guardians to grant permission to children to use the bicycles can be examined.

Raviv Litman, Operations Manager, U-bicycle, commented on the rationale for age minimums, noting there is liability comes to renting bicycles.

Victor Wei, Director, Transportation, noted that although the issue of children not being able to rent bicycles has not been addressed currently, he advised that staff can work with the proponent on changes to the software. Mr. Wei noted that the Program is a pilot program and changes to ameliorate it can be accommodated.

In reply to further queries from Committee, Ms. Hingorani advised that most operations for a bike share pilot program start in the down season to test the program on a small scale and to allow for changes to be made to ensure a strong and safe program during the peak months.

It was moved and seconded

- (1) That the City establish a service of a public bike share system as a pilot project;*
- (2) That a contract up to 18 months in length with U-bicycle North America Inc. (U-bicycle), based on the terms as outlined in the staff report titled "Public Bike Share Pilot Program – Recommendation to Award Contract" dated June 28, 2018 from the Director, Transportation, be endorsed;*
- (3) That the Chief Administrative Officer and General Manager, Planning and Development, be authorized to execute the above contract; and*
- (4) That staff be directed to report back on the outcome of the pilot program following its completion.*

CARRIED

2.

Public Works & Transportation Committee
Wednesday, July 18, 2018

2. PROPOSED AMENDMENT TO THE OFFICIAL COMMUNITY PLAN – REMOVAL OF HIGHWAY 99 INTERCHANGE AT BLUNDELL ROAD AND EXTENSION OF BLUNDELL ROAD

(File Ref. No. 08-4050-08) (REDMS No. 5877251)

In reply to queries from Committee, Donna Chan, Manager, Transportation Planning, noted that external agencies as well as the Blundell Road Business Consortium were consulted with regard to the City's decisions on removing the Highway 99-Blundell Road interchange and the extension of Blundell Road as it provided no benefit to the City. Ms. Chan then advised that the funds allotted for this project will remain in the City's Roads Development Cost Charges Program.

In reply to further queries from Committee, Mr. Wei advised that as there is no physical road between No. 6 Road and Savage Road, and therefore it was not recommended to show a cycling route that would never have a road. He noted that improvements to the Westminster Highway bike route and other bike routes in the area would accommodate for this change. Mr. Wei then remarked that notification of the Public Hearing will be provided as per the *Local Government Act*.

It was moved and seconded

- (1) *That Richmond Official Community Plan Bylaw 9000, Amendment Bylaw 9901, to remove reference to a new interchange at Highway 99 and Blundell Road and the extension of Blundell Road west of Savage Road, be introduced and given first, second and third readings;***
- (2) *That Official Community Plan Bylaw 9000, Amendment Bylaw 9901, having been considered in accordance with Official Community Plan Bylaw Preparation Consultation Policy 5043 is hereby found not to require further consultation; and***
- (3) *That the City request the Port of Vancouver to undertake at its sole cost the timely implementation of proposed interim road improvements within the Fraser Richmond Port Lands to support continued growth in the area, as outlined in Table 1 of the report, regardless of the outcome of its application for cost-share funding to the Government of Canada's National Trade Corridors Fund***

CARRIED

Opposed: Cllr. Loo

Public Works & Transportation Committee
Wednesday, July 18, 2018

ENGINEERING AND PUBLIC WORKS DIVISION

3. **STURGEON BANKS ASSESSMENT AND ENHANCEMENT UPDATE**
(File Ref. No. 10-6160-01) (REDMS No. 5885241 v. 2)

In reply to queries from Committee, staff advised (i) that the intention of the South Arm Jetty Tidal Marsh Project is to create a bank for habitat loss in other projects, (ii) an application has been submitted to the Province for land tenure, and once approved a stakeholder consultation will be carried out, and (iii) that through the dike master planning process, staff are examining how to implement seaburns along the dike.

It was moved and seconded

That the staff report titled "Sturgeon Banks Assessment and Enhancement Update" dated June 21, 2018, from the Senior Manager, Sustainability & District Energy, be received for information.

CARRIED

4. **FRASER RIVER FRESHET AND FLOOD PROTECTION UPDATE 2018**

(File Ref. No. 10-6060-01) (REDMS No. 5863056)

Discussion took place on the information contained in the staff report, and it was noted that a hardcopy and electronic brochure would be valuable.

It was moved and seconded

That the report titled "Fraser River Freshet and Flood Protection Update 2018" dated July 9, 2018 from the Acting Director, Engineering be received for information.

CARRIED

5. **RIPARIAN RESPONSE STRATEGY PHASE ONE**

(File Ref. No. 10-6160-08; 12-8060-20-009871/9882/9883/9884/9885/9881) (REDMS No. 5842647 v. 10; 5838315; 5842645; 5842646; 5843567; 5843328; 5842641)

In reply to queries from Committee regarding the West Dike, it was noted that staff are working to assess options for noxious weeds as there has been positive results managing the Brazilian Elodea issue. Also, staff commented that it is proposed that the Construction Environmental Management Plan requirement for single-family development sites with Riparian Management Areas be replaced with a permit review fee to streamline the process.

In reply to a further query from Committee, staff spoke to the proposed timeline, noting that it allows for implementation and notification to homeowners and builders of the proposed changes.

Public Works & Transportation Committee
Wednesday, July 18, 2018

It was moved and seconded

- (1) *That Richmond Zoning Bylaw No. 8500, Amendment Bylaw No. 9871, which adds Riparian Management Area setbacks as adopted by Council in 2006, be introduced and given first reading;*
- (2) *That Watercourse Protection and Crossing Bylaw No. 8441, Amendment Bylaw No. 9882, which establishes a riparian review fee for the single family building permit process, and inspection and ticketing authority, be introduced and given first, second, and third readings;*
- (3) *That Consolidated Fees Bylaw No. 8636, Amendment Bylaw No. 9883, which quantifies the riparian permit review and inspection fees established in the Watercourse Protection and Crossing Bylaw No. 8441, be introduced and given first, second, and third readings;*
- (4) *That Municipal Ticket Information Authorization Bylaw No. 7321, Amendment Bylaw No. 9884, which defines fines for non-compliance with the Watercourse Protection and Crossing Bylaw, be introduced and given first, second, and third readings;*
- (5) *That Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, Amendment Bylaw No. 9885, which defines fines for non-compliance with the Watercourse Protection and Crossing Bylaw, be introduced and given first, second, and third readings;*
- (6) *That Boulevard Maintenance Regulation Bylaw No. 7174, Amendment Bylaw No. 9881, which amends content to authorize enhancement of a riparian management area, be introduced and given first, second, and third readings; and*
- (7) *That the 5 Year Financial Plan (2018-2022) be amended to include the costs for the new Environmental Coordinator position, which will be recovered through the collection of permit fees.*

CARRIED

6. MANAGER'S REPORT

None.

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (4:29 p.m.).

CARRIED

Public Works & Transportation Committee
Wednesday, July 18, 2018

Certified a true and correct copy of the Minutes of the meeting of the Public Works and Transportation Committee of the Council of the City of Richmond held on Wednesday, July 18, 2018.

Councillor Chak Au
Chair

Sarah Goddard
Legislative Services Coordinator



City of Richmond

Report to Committee

To: General Purposes Committee
From: Peter Russell
Senior Manager, Sustainability and District Energy
Date: June 6, 2018
File: 10-6600-10-04/2018-Vol 01
Re: City Centre District Energy Utility Bylaw No. 9895

Staff Recommendation

That the City Centre District Energy Utility Bylaw No. 9895, presented in the "City Centre District Energy Utility Bylaw No. 9895" report dated, June 6, 2018, from the Senior Manager, Sustainability and District Energy be introduced and given first, second and third reading.

Peter Russell
Senior Manager, Sustainability and District Energy
(604-276-4130)

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Law	<input checked="" type="checkbox"/>	
Development Applications	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO

Staff Report

Origin

In October 2015, Council and the Lulu Island Energy Company (LIEC) Board endorsed the issuance of a Request for Expression of Interest (RFEOI) to identify a suitable utility partner to conduct a feasibility analysis to design, build, finance and operate a district energy utility (DEU) in the City Centre North area of Richmond, on the basis of the following guiding principles:

1. The DEU will provide end users with energy costs that are competitive with conventional energy costs based on the same level of service; and
2. Council will retain the authority of setting customer rates, fees and charges for DEU services.

In September 2016, LIEC staff issued a Request for Proposals (RFP) with an expanded scope for City Centre, to the three proponents shortlisted under the RFEOI as directed by the LIEC Board and endorsed by Council. In February 2018, LIEC executed a Memorandum of Understanding with the lead proponent of the RFP, Corix Utilities (Corix).

As the City Centre DEU due diligence process has advanced, through rezoning applications five developments have committed to construct and transfer energy plants to the City or LIEC, so that LIEC can provide immediate service to these customers.

At the regular Council meetings on June 11, 2018, June 25, 2018 and July 9, 2018, Council directed staff to prepare a service area bylaw to provide district energy services to each of these developments. This report presents the Service Area Bylaw for Council's consideration.

This report supports Council's 2014-2018 Term Goal #4 Leadership in Sustainability:

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

4.1. Continued implementation of the sustainability framework.

4.2. Innovative projects and initiatives to advance sustainability.

This report supports Council's 2014-2018 Term 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.

6.1. Safe and sustainable infrastructure.

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

Background

District Energy Utilities as Part of a Sustainable Community

Richmond's 2041 Official Community Plan (OCP) establishes a target to reduce community greenhouse gas (GHG) emissions 33 per cent below 2007 levels by 2020 and 80 per cent by 2050. Additionally, the OCP includes a target to reduce energy use 10 per cent below 2007 levels by 2020. Richmond's Community Energy & Emissions Plan (CEEP) identifies that buildings account for about 64 per cent of energy consumption in Richmond, and 43 per cent of GHG emissions; residential developments especially are prime energy consumers in the community. Richmond is growing, with today's population expected to increase by 35 per cent by 2041, and employment by 22 per cent. This growth will be accompanied by new building development, the majority of which will occur in Richmond's City Centre.

In this context, shifting to more sustainable energy systems for buildings will support the City's climate and energy targets. Sustainable energy systems have the following characteristics:

- Use energy wisely – e.g. they are efficient, minimize consumption, minimize waste energy, and use low carbon sources of energy.
- Increase energy security by being reliant and resilient – e.g. they minimize price volatility, incorporate localized systems to avoid being completely dependent on external systems, and are adaptable to future technologies and energy sources.
- Have low-carbon intensity – e.g. they emit zero to low GHG emissions.
- Are cost-effective and do not result in unacceptable impacts (social, environmental or economic).

Based on the above criteria, the City has identified district energy utilities (DEUs) as a key component of sustainable energy systems that can be implemented in neighbourhoods undergoing redevelopment. Some of the key benefits of a DEU are as follows:

- Reduced building capital and operations costs – DEUs replace the need for individual buildings to have their own boilers or furnaces, chillers or air conditioners, resulting in capital cost and maintenance cost savings.
- Efficiency – DEUs can operate more efficiently than typical stand-alone building mechanical systems, thereby reducing emissions and costs.
- Reduced emissions through using renewable energy and waste energy sources – DEUs can use renewable sources such as sewer heat recovery, geothermal, biomass, combined heat and power generation, and other technologies with the potential for very low emissions. Moreover, DEUs can capture and use waste heat from industrial, commercial and institutional use (i.e. ice surfaces and wastewater treatment plants).
- Reliability – DEUs use proven technology; most DEU's operate with a high reliability rate.

- Resiliency – District energy systems’ ability to make use of multiple different fuel sources allow DEUs to incorporate new energy source opportunities in the future, providing financial and environmental resiliency and mitigating the potential for volatility in thermal energy prices.

Many DEUs come to be identified by the energy source they are hooked up to, such as geothermal, biomass, or solar; however, the most critical elements of a DEU are the customer base and the distribution network, and when establishing the partnerships and legal framework of a DEU the primary focus should be on these elements. The specific system or technology that is used to generate the heat can be altered or switched out over the life of the DEU depending on the best available technology at the time.

District Energy in Richmond

In 2013, the City incorporated Lulu Island Energy Company Ltd. (LIEC) for the purposes of managing district energy utilities on the City’s behalf. LIEC currently owns and operates the Oval Village District Energy (OVDEU) and Alexandra District Energy (ADEU) Utilities, as well as advances new district energy opportunities.

In the OVDEU service area, LIEC currently services eight buildings containing over 1,700 residential units. Energy is currently supplied from the two interim energy centres with natural gas boilers which combined provide 11 MW of heating capacity. When enough buildings are connected to the system, a permanent energy centre will be built which will produce low carbon energy. Currently it is planned to harness energy from the Gilbert Trunk sanitary force main sewer through the implementation of the permanent energy centre in 2025. Over the next 30 years, the OVDEU system is anticipated to reduce GHG emissions by more than 52,000 tonnes of CO₂ as compared to business as usual¹. OVDEU is developed under a concession agreement with Corix. During the concession period (30 years), Corix will design, build, finance and operate the OVDEU and will supply energy services to LIEC; LIEC owns the assets and Council sets customer rates.

In the ADEU service area, LIEC provides heating and cooling services to six residential buildings, large commercial development at “Central at Garden City”, the Richmond Jamatkhana temple and Fire Hall #3, in total connecting over 1450 residential units and over 1.6 million square feet of floor area. While some electricity is consumed for pumping and equipment operations, almost 100% of this energy is currently produced locally from the geo-exchange fields in the greenway corridor and West Cambie Park, and highly efficient air source heat pumps. The backup and peaking natural gas boilers and cooling towers in the energy centre have operated for only a few days throughout the system’s operation to date. LIEC staff estimate that this has eliminated 2,340 tonnes of GHG emissions² in the community.

¹ “Business as usual” refers to building not connected to district energy. It is used for comparing the performance of district energy connected buildings to buildings that are not connected to district energy. The business-as-usual (BAU) building is one that assumes 40% of the building heating load is provided from electricity and the remaining 60% would be from gas make-up air units.

At the same time, the City has continued to secure commitments that new developments will be “District Energy Ready” through rezoning, development and building permit processes. This means that new developments in appropriate potential service areas are built with in-building mechanical systems that are compatible with district energy connection for space heating and domestic water heating.

Combining the total energy demand from all LIEC customers, LIEC is delivering 36% of its energy from low-carbon energy sources.

Analysis

LIEC is continuing to work with Corix on the City Centre DEU due diligence process. This work includes the development and analysis of long term DEU servicing strategies for the City Centre area. Staff are expecting to report to Council on the outcomes of this due diligence process in early 2019.

Currently, the City and LIEC have been securing a customer base by requiring all new developments larger than 10,000 sq.ft. in the City Centre area to be “DEU-Ready”. If the DEU is not available before occupancy, the developers typically install natural gas boilers to provide energy, and the City registers a restrictive legal covenant on the property which requires the building to connect to the district energy system when it becomes available in front of the building.

As the City Centre DEU due diligence process has advanced, staff saw the opportunity to secure a customer base for the immediate implementation of greenhouse gas emissions reduction through the rezoning application process. As such, staff have secured through the rezoning applications from four developments (Keltic RZ 17-773703, 8071/8091 Park Road RZ 17-779229, South Street RZ 15-692485, Townline RZ 17-779262) to construct and transfer the low carbon energy plants to the City at no cost to the City or LIEC, so that LIEC can provide immediate service to the customers and start immediate implementation of GHG emissions reductions. One development (Bene RZ 15-694855) proposed to construct and transfer conventional energy plant to the City at no cost to the City or LIEC since it was too advanced in their design and they couldn’t upgrade to low carbon system without delaying their development schedule.

Council have directed staff to prepare a service area bylaw to provide district energy services to these developments at the Council’s first reading of the rezoning applications for those developments.

The low carbon energy source planned to be used for four developments is air-source heat pump (ASHP); the Bene development proposed to transfer ownership of a conventional energy plant to the City, this exception is because the development was too advanced in their design and they couldn’t upgrade to low carbon system without delaying their development schedule. ASHP is the most versatile and could be implemented at the lowest cost; LIEC is already using this technology in the Alexandra DEU service area to service Central at Garden City commercial development.

There are more upcoming developments in the City Centre area; staff will be continuing to secure from those developments their commitment to the low carbon energy plants. If Council adopts the proposed bylaw, staff will bring recommendations to Council to expand the service area under the bylaw with the rezoning applications for the additional developments.

LIEC staff have completed the business plan whereby LIEC can service these new customers from the on-site low carbon energy plants at competitive cost to customers for the same level of service. Based on analysis performed for these types of developments and considering that LIEC would provide space heating, cooling and domestic hot water heating service, the blended business as usual rate is estimated to be between \$13 and \$14 per m²/year (\$120-\$140 per MWh).

Consistent with Council objectives, staff have used a rate that is competitive with the conventional energy costs for the same level of service in the attached bylaw. The rate structure and actual rate to customers will be refined once the costs have been confirmed through the design and engineering phase for the first developments. Staff will bring forward a report to Council with the rate structure recommendation before the occupancy of the first building. The same approach was undertaken for both ADEU and OVDEU in the startup stages.

Staff will continue to undertake analysis of the DEU servicing strategy using the same approach for the five buildings in this report for the City Centre area in an effort to secure customers and immediate implementation of GHG emissions reduction in synergy with the proposed BC Energy Step Code adopted by Council in July this year. This servicing strategy is consistent with the City Centre DEU due diligence analysis currently being completed in partnership with Corix.

LIEC will engage an outside engineering consultant to create design guidelines and equipment specifications, to provide support to the developer's design teams, to peer review the designs, to provide inspections during construction and sign off after the commissioning of the plants on behalf of LIEC. After LIEC takes ownership of the plants, a plant operator will be hired to operate and maintain the plants. Costs for all this work will be funded from the existing and future LIEC capital and operating budgets.

Financial Impact

There is no financial impact to the City. The low carbon energy plants will be designed and constructed by developers at their cost. Costs incurred by LIEC for engineering support and operations and maintenance will be funded from the existing and future LIEC capital and operating budgets. Ultimately, all costs will be recovered from customers' fees.

Conclusion

Adopting the proposed Service Area Bylaw will allow for immediate provision of low carbon energy and in turn immediate reduction of GHG emissions from five large developments in the City Centre. It would also provide an immediate connectivity opportunity with the future low carbon district energy system which is currently in development. It will increase the community's energy resiliency by taking advantage of the district energy system's ability to utilize different fuel sources and future fuel switching capability of the technology that is used. This will also provide financial and environmental stability to LIEC that mitigates potential volatility in the energy cost to customers.



Peter Russell
Senior Manager, Sustainability and District Energy
(604-276-4130)

PR:ap



City Centre District Energy Utility Bylaw No. 9895

WHEREAS the *Community Charter* empowers the municipality to provide any service that the Council considers necessary or desirable.

WHEREAS the City of Richmond (the “City”) wishes to establish a service for the purpose of providing energy for space and domestic water heating and, when available, space cooling, to multi-family, residential, commercial, institutional and industrial buildings located within the City’s municipal boundaries as more particularly detailed in Schedule A to this Bylaw.

NOW THEREFORE the Council of the City of Richmond enacts as follows:

1. **Name of Bylaw.** This Bylaw shall be known and cited for all purposes as “City Centre District Energy Utility Bylaw No. 9895”.
2. **Defined terms.** All capitalized terms used in this Bylaw and the schedules hereto have the meanings given in Schedule B to this Bylaw.
3. **Establishment.** Council hereby authorizes the design, construction, installation, operation, maintenance, repair, and management of a district energy utility system for the generation, storage, transmission, and distribution of energy for the space heating and domestic water heating, and when available, space cooling, at any Designated Property within the Service Area.
4. **Ownership of DEU.** Ownership of the DEU, including any expansion or extension of the DEU, is to remain vested in the City or the Service Provider, and their respective successors and assigns, and is not to pass to any Owner, or other person who has an interest in a Designated Property, and, despite any attachment or annexation to a Designated Property or other real property, the Distribution System, Energy Generation Plants, Energy Transfer Stations, Service Connections, and any components thereof, are not to become part of a Designated Property or other real property.
5. **Mandatory Use of DEU.** Subject to the Service Provider providing Services pursuant to this Bylaw, each Owner of a new building proposed for construction or under construction within the Service Area after the date of enactment of this Bylaw, for which the City's Building Regulation Bylaw requires submission of a building permit application or issuance of final inspection notice permitting occupancy, to any one of which the Owner, as at the date of enactment of this Bylaw, is not yet entitled, will connect to and utilise the DEU for internal space heating and domestic hot water, and when available, space cooling, in accordance with the terms and conditions of this Bylaw.
6. **Mandatory Construction of Energy Generation Plant.** Each Owner of a new building proposed for construction on an Energy Generation Plant Designated Property after the date

of enactment of this Bylaw, for which the City's Building Regulation Bylaw requires submission of a building permit application or issuance of final inspection notice permitting occupancy, to any one of which the Owner, as at the date of enactment of this Bylaw, is not yet entitled, will install and construct an Energy Generation Plant, or arrange for the Service Provider to install and construct such Energy Generation Plant, On Site in accordance with the terms and conditions of this Bylaw.

7. **Permissive Use of DEU.** An Owner of an existing building located either inside the Service Area, or located outside the Service Area but within the City of Richmond, may apply to the City Engineer to utilize the DEU, and if:

- (a) the City Engineer is of the opinion that the DEU is capable of servicing the building that is the subject of the application;
- (b) the City Engineer is of the opinion that servicing the building is necessary or desirable; and
- (c) the Owner enters into an agreement with the City, in form and substance satisfactory to the City Engineer and City Solicitor, undertaking, among other matters, to wholly or partially, in the City's sole discretion, fund the capital cost of extending the DEU outside the Service Area to the Owner's building in an amount and at a time determined by the City Engineer;

then the City Engineer may approve the application, in which case the Owner must utilize the DEU in accordance with the terms and conditions of this Bylaw.

8. **General Terms and Conditions.** The Services shall be provided and used in accordance with the terms and conditions described in Schedule B to this Bylaw.
9. **Fees, Rates and Charges.** The fees, rates and charges payable in respect of the Services shall be those described in Schedules C and D to this Bylaw, which shall be based on the cost of providing, maintaining and expanding the Services and which may be different for different Designated Properties based upon the use, capacity and consumption of those Designated Properties. Unless otherwise indicated or advised by the Service Provider, all rates, charges and fees payable under this Bylaw are payable to the Service Provider.
10. **Operation.** The City may operate the DEU and provide the Services directly, or through one or more Service Providers.
11. **Access.** The City authorizes its officers and employees and the officers, employees, agents, servants, contractors and subcontractors of the Service Provider to enter onto any property or into any building applying for, connecting or connected to or using the Services or required to apply for, connect to and use the Services to connect or disconnect the Services and to inspect and determine whether all regulations, prohibitions and requirements contained in this Bylaw and the General Terms and Conditions are being met, or for any other related purpose which the Service Provider requires.

12. **Security.** The City authorizes its officers and employees and the officers and employees of the Service Provider to:

- (a) require persons applying for, connecting or connected to or using the Services to provide security with respect to the Services in an amount determined by the City or the Service Provider, in accordance with the General Terms and Conditions; and
- (b) require Owners responsible for the installation of Energy Generation Plants to provide security with respect to the Energy Generation Plant in an amount determined by the Service Provider, in accordance with the General Terms and Conditions.

13. **Discontinuance.** The City or the Service Provider may discontinue providing the Service to a person or property in accordance with and for the reasons specified in the General Terms and Conditions, including because of:

- (c) unpaid fees or taxes in relation to the Services;
- (d) failure to furnish required security; or
- (e) non-compliance with the General Terms and Conditions or the provisions of this Bylaw.

14. **Notice of discontinuance.** The City or the Service Provider may discontinue providing the Service to a person or property upon providing not less than 48 (forty-eight) hours written notice outlining the reasons for the discontinuance, unless the discontinuance is for any one or more of those reasons specified in the General Terms and Conditions for which no notice of discontinuance is required.

15. **Headings and Table of Contents.** The division of this Bylaw and the General Terms and Conditions into sections and the insertion of any table of contents and headings are for convenience of reference only and shall not affect the construction or interpretation of the Bylaw or the General Terms and Conditions.

16. **Severability.** Each provision of this Bylaw and the General Terms and Conditions is intended to be severable and if any provision is determined by a court of competent jurisdiction to be illegal or invalid or unenforceable for any reason whatsoever such provision shall be severed from this Bylaw and will not affect the legality, validity or enforceability of the remainder of or any other provision of this Bylaw or the General Terms and Conditions.

17. **Schedules.** The following schedules are incorporated into and form part of this Bylaw:

Schedule A	-	Boundaries of Service Area
Schedule B	-	General Terms and Conditions
Schedule C	-	Fees
Schedule D	-	Rates and Charges
Schedule E	-	Energy Generation Plant Designated Properties

18. This Bylaw is cited as **"City Centre District Energy Bylaw No. 9895"**.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

_____	CITY OF RICHMOND

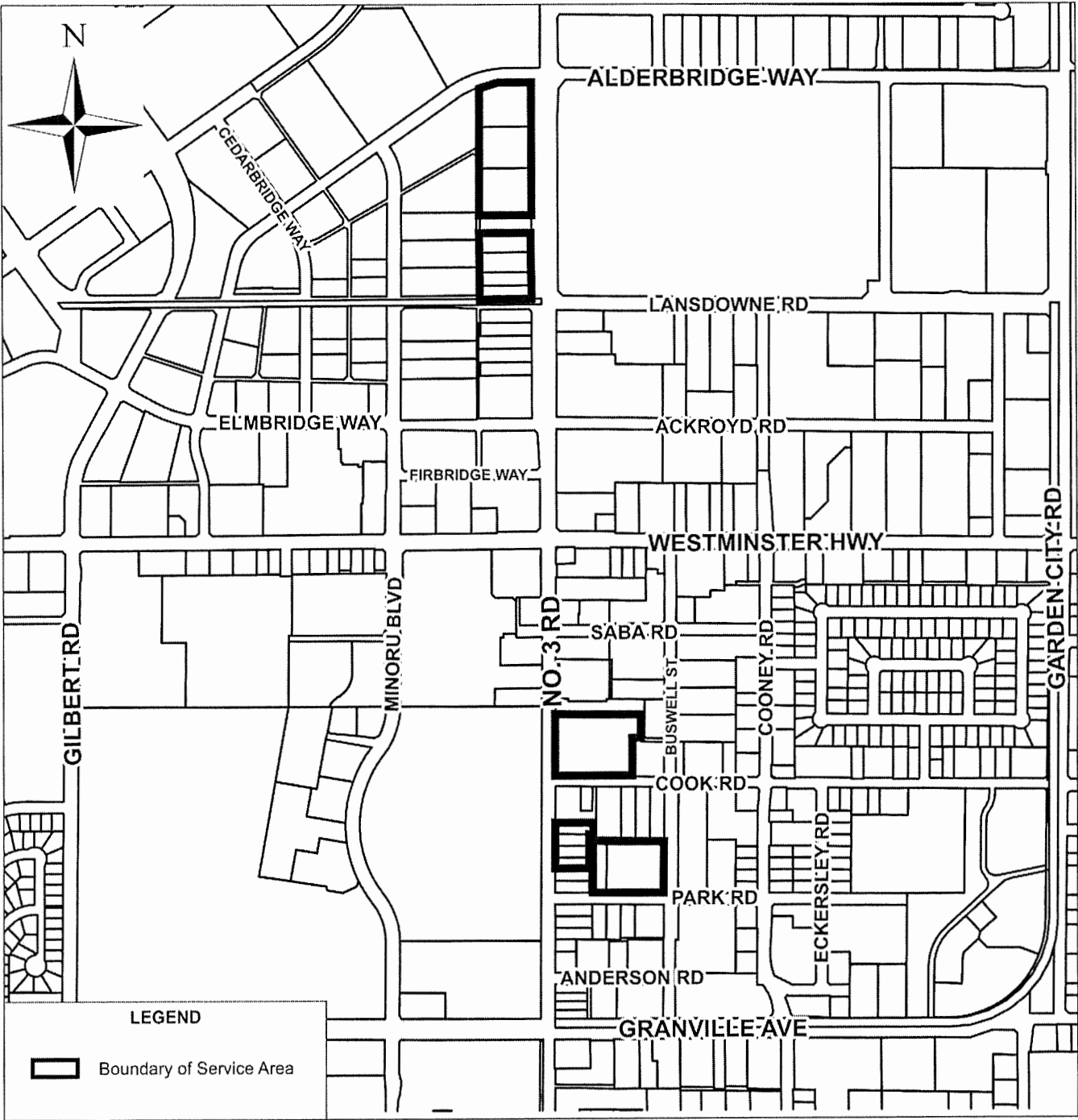
_____	APPROVED for content by originating dept.
_____	APPROVED for legality by Solicitor

MAYOR

CORPORATE OFFICER

SCHEDULE A

Boundaries of Service Area



SCHEDULE B**GENERAL TERMS AND CONDITIONS****PART 1: INTERPRETATION****1.1 Definitions**

Unless the context indicates otherwise, in this Bylaw and in the schedules referred to herein the following words have the following meanings:

- (a) **“back-billing”** has the meaning given in Section 12.2 of these General Terms and Conditions;
- (b) **“building”** means any multi-family residential, commercial, institutional or industrial building, and includes new and existing buildings described in Sections 5 and 7 of the Bylaw, and if a building or structure constructed upon a parcel of real property is subdivided by an air space plan, “building” means any such subdivided air space parcel or remainder parcel notwithstanding that the buildings constructed within such parcels may be physically connected;
- (c) **“Building Mechanical System”** means a DEU-compatible mechanical system, including an internal space heating and cooling and domestic water heating distribution system, for a building located on Designated Property that is to receive the Services;
- (d) **“Bylaw”** means the City Centre District Energy Utility Bylaw No. 9895 to which these General Terms and Conditions are attached and form part of;
- (e) **“City”** means the City of Richmond;
- (f) **“City Engineer”** means the individual appointed by Council from time to time to be the General Manager of the Engineering and Public Works Department of the City, or his or her designate;
- (g) **“City Solicitor”** means the individual appointed by Council from time to time to be the City Solicitor of the Law Division of the City, or his or her designate;
- (h) **“Cooling”** means the energy transferred from the DEU through the Distribution System, or through the Service Connection for Designated Properties with an Energy Generation Plant On Site, for the purpose of lowering the ambient air temperature in a Designated Property;
- (i) **“Council”** means the Council of the City of Richmond;
- (j) **“Customer”** means an Owner of a Designated Property who is being provided with the Services or who has filed an application for Services with the Service Provider that has been approved by the Service Provider;
- (k) **“Delivery Point”** means the outlet of the Heat Exchanger;

- (l) **“Designated Property”** means a parcel of real property and the building(s) to which this Bylaw applies pursuant to Sections 5 and 7 of the Bylaw;
- (m) **“DEU”** means the district energy generation and utility system, referred to in Parts 4 and 5 of the Bylaw, and consists collectively of the Distribution System, the Energy Generation Plants, the material, machinery, equipment and fixtures forming part of the Energy exchange system used for the purpose of heating or cooling the fluid that flows through the Distribution System and the Service Connections and all equipment including the pressure vessels, conduits, pipes, valves, lines, pumps, Energy Transfer Stations and any component thereof, together with all fluid, ancillary appliances and fittings necessary to provide Energy to Designated Properties in the Service Area and all additions thereto and replacements thereof as such system is expanded, reduced or modified from time to time;
- (n) **“Director, Building Approvals”** means the individual so appointed by Council from time to time, or his or her designate;
- (o) **“Distribution System”** means the system of fluid pipes, fittings and ancillary components used for distributing fluid for the purposes of providing Energy to Designated Properties in the Service Area, from energy generation plants and equipment located Off Site of such Designated Property, including all additions thereto and replacements thereof and the system of fluid pipes connecting the Distribution System to the Service Connection including all additions thereto and replacements thereof;
- (p) **“Energy”** means heated fluid and cooled fluid;
- (q) **“Energy Generation Plant”** means a discrete energy generation plant that generates energy from a low carbon energy source as acceptable to the City Engineer, that is capable of connecting to the Distribution System as soon as the Distribution System is extended to reach the building(s) serviced by the Energy Generation Plant, that provides space heating, space cooling and domestic hot water heating to one or more building(s), and that is located On Site of one or more of the buildings it provides energy to;
- (r) **“Energy Generation Plant Designated Property”** means any property located in an area in the City of Richmond delineated in the boundaries map attached as Schedule E hereto or such portions thereof as may be designated by the Council and such other areas as may be added from time to time by the Council;
- (s) **“Energy Generation Plant Installation Fee”** means the fee payable to the Service Provider under this Bylaw as specified in Schedule C (Fees);
- (t) **“Energy Services Agreement”** has the meaning given in Section 3.1 (Energy Services Agreement) of these General Terms and Conditions;
- (u) **“Energy Transfer Station”** means, collectively, a Heat Exchanger and Meter Set and all related pipes, fittings and other equipment which control the transfer, and

measure of Energy from the Distribution System, or from an Energy Generation Plant On Site, to a Building Mechanical System;

- (v) **“ETS and Service Connection Installation Fee”** means the fee payable to the Service Provider under this Bylaw as specified in Schedule C (Fees);
- (w) **“General Terms and Conditions”** means the terms and conditions set out in this Schedule B;
- (x) **“Gross Floor Area”** means the total area of all horizontal floors, measured to the outer building limits, including all uses and all areas giving access such as corridors, hallways, landings, foyers, staircases and stairwells, and includes enclosed balconies and mezzanines, enclosed porches or verandas, elevator shafts and accessory buildings, except those used for parking;
- (y) **“Heat Exchanger”** means the equipment installed at a Designated Property to transfer Energy from the DEU to the Designated Property;
- (z) **“Heating”** means the energy transferred for the purpose of raising the ambient air or domestic hot water temperature in a Designated Property;
- (aa) **“Meter Set”** means an assembly of metering and ancillary equipment that measure the amount of Energy consumed by a Customer;
- (bb) **“Off Site”** means located on, or occurring at, a different parcel of real property (not including a contiguous air space parcel or remainder parcel), or real property owned by the City;
- (cc) **“On Site”** means located on, or occurring at, the same parcel of real property or a contiguous air space parcel or remainder parcel;
- (dd) **“Owner”** means a person who owns, occupies, or controls a parcel of real property with a building thereon, and includes a registered owner, an owner under agreement, an occupier of Crown land, a cooperative association incorporated or continued under the *Cooperative Association Act* of British Columbia, a strata corporation established or continued under the *Strata Property Act* of British Columbia and an owner of a freehold estate in a Strata Lot;
- (ee) **“Person”** or **“person”** means any individual, corporation, limited-liability company, partnership, firm, joint venture, association, trust, or other entity or organization, including a government authority;
- (ff) **“Rates”** means, collectively, the fixed monthly charges, capacity charges and volumetric charges specified in Schedule D (Rates and Charges) for Services, as amended from time to time;
- (gg) **“Service Area”** means the area in the City of Richmond as delineated in the boundaries map attached as Schedule A hereto or such portions thereof as may be designated by the Council and such other areas as may be added from time to time by the Council;

- (hh) **“Service Related Charges”** include, but are not limited to, the fees specified in Schedule C (Fees), the rates and charges specified in Schedule D (Rates and Charges), GST, PST and all other taxes applicable to the Services;
- (ii) **“Services”** means the delivery of Energy from and through the DEU to a Delivery Point and through an Energy Transfer Station for use in a Designated Property, and any service provided in connection with the DEU, including but not limited to providing, supplying and installing Service Connections, Energy Transfer Stations and/or any components thereof, providing and installing Energy Generation Plants in accordance with these General Terms and Conditions, re-activating existing Service Connections, transferring an existing account, changing the type of Services provided, or making alterations to existing Service Connections, Heat Exchangers or Meter Sets;
- (jj) **“Service Connection”** means that portion of the DEU extending from:
 - (i) the Distribution System to the Delivery Point, for Designated Properties receiving Energy from energy generation plants and equipment located Off Site of such Designated Property; and
 - (ii) the Energy Generation Plant to the Delivery Point, for Designated Properties receiving Energy from Energy Generation Plant(s) located On Site of such Designated Property;
- (kk) **“Service Provider”** means such Person or Persons appointed, contracted or otherwise engaged by Council to operate, maintain and manage the DEU on behalf of the City, and to provide the Services to Customers in accordance with the terms and conditions of this Bylaw, including its successors, assigns, officers, employees, servants, agents and contractors; and
- (ll) **“Strata Lot”** has the meaning given in the *Strata Property Act*.

PART 2: APPLICATION REQUIREMENTS

2.1 Application for Services

An Owner of a Designated Property that must utilize the DEU pursuant to Section 5 of the Bylaw, and an Owner of a Designated Property seeking the Services pursuant to Section 7 of the Bylaw, must apply to the Service Provider for the Services at least 120 days before the date the Owner requires the Services.

2.2 Required Documents

An Owner applying for Services may be required to sign an application form and an Energy Services Agreement provided by the Service Provider.

2.3 Separate Properties

If an Owner is requesting Services from the Service Provider at more than one Designated Property, then the applicant will be considered a separate Customer for each Designated Property.

2.4 Required References

The Service Provider may require an applicant for Services to provide reference information and identification acceptable to the Service Provider.

2.5 Refusal of Application

The Service Provider may refuse to accept an application for Services for any of the reasons listed in Part 15 below (Discontinuance of Services and Refusal of Services).

PART 3: AGREEMENT TO PROVIDE SERVICE

3.1 Energy Services Agreement

“Energy Services Agreement” means an agreement between the Service Provider and a Customer for the provision of Services, whether such agreement is:

- (a) in the form of a written application of the Customer for Services that has been approved by the Service Provider and that is deemed to include the terms and conditions specified in this Bylaw; or
- (b) the Service Provider’s standard services agreement signed by the Customer.

3.2 Term

An Energy Services Agreement between a Customer and the Service Provider will commence on the later of:

- (a) the date the Customer’s application is approved by the Service Provider under Section 3.1(a) above; or
- (b) the date indicated in the Service Provider’s standard services agreement, or if none, the date that the standard services agreement is signed by the Customer,

and will continue until the Energy Services Agreement is terminated either in accordance with the terms of the Energy Services Agreement or the terms of this Bylaw.

3.3 Customer Status

An Owner becomes a Customer of the Service Provider on the earlier of:

- (a) the date that the term of the Energy Services Agreement commences under Section 3.2 (Term) above; or
- (b) the date that the Service Provider commences the provision of Services to the Owner’s Designated Property.

3.4 No Assignment/Transfer

A Customer may not transfer or assign an Energy Services Agreement without the written consent of the Service Provider.

PART 4: SERVICE CONNECTIONS, ENERGY TRANSFER STATIONS AND ENERGY GENERATION PLANTS

4.1 Service Connection and Energy Transfer Station

In order to provide the Services and bill a Customer for Energy delivered, the Service Provider will, subject to Sections 4.4 (Supply and Installation of Service Connection and Energy Transfer Station by Customer) and 4.9 (Additional Service Connections, Energy Transfer Stations) below, serve each Designated Property with one Service Connection and one Energy Transfer Station. The technical specifications of all Service Connections and Energy Transfer Stations and the components thereof will be determined by the Service Provider.

4.2 Energy Generation Plant

In order to Provide the Services to one or more Designated Property(ies) that will receive Energy from an Energy Generation Plant located On Site of a Designated Property, subject to Section 4.5 (Supply and Installation of Energy Generation Plant by Service Provider), the Owner of such Designated Property will design, construct and install an Energy Generation Plant On Site of such Designated Property. The technical specifications of all Energy Generation Plants and the components thereof will be determined by the Service Provider. Unless the Service Provider is procuring and completing the design, construction, installation and commissioning of the Energy Generation Plant pursuant to Section 4.5 (Supply and Installation of Energy Generation Plant by Service Provider), the Service Provider will have final approval of all design elements, equipment specifications, construction inspections and work approvals for the Energy Generation Plant.

4.3 Supply and Installation of Energy Transfer Station and Service Connection by Service Provider

The Service Provider will:

- (a) together with the Director, Building Approvals, designate the location of the Energy Transfer Station and Service Connection on the Designated Property and determine the amount of space that must be left unobstructed around them to ensure sufficient and safe access thereto; and
- (b) upon payment of the applicable ETS and Service Connection Installation Fee set out in Schedule C (Fees) to this Bylaw:
 - (i) provide, supply and install the Energy Transfer Station; and
 - (ii) provide, supply and install the Service Connection from the DEU to the Delivery Point on the Designated Property using the route which is the most suitable to the Service Provider.

4.4 Supply and Installation of Service Connection and Energy Transfer Station by Customer

An Owner or Customer may make an application to the Service Provider requesting prior written approval for the Owner or Customer, at its sole cost and expense, to:

- (a) provide, supply and install the Energy Transfer Station, or any component thereof; and/or
- (b) provide, supply and install the Service Connection from the DEU to the Delivery Point on the Designated Property using the route which is the most suitable to the Service Provider,

and the Service Provider, may, in its sole discretion:

- (c) approve such application subject to the Service Provider being satisfied with the design, materials, equipment, location and installation of the Service Connection and Energy Transfer Station, and each component thereof; and
- (d) waive or reduce payment of the applicable ETS and Service Connection Installation Fee set out in Schedule C (Fees) to this Bylaw.

4.5 Supply and Installation of Energy Generation Plant by Service Provider

- (a) An Owner may make an application to the Service Provider requesting that the Service Provider design, construct, install and commission the Energy Generation Plant, or any component thereof, for one or more Designated Property(ies), at the sole cost and expense of the Owner. The Service Provider may, in its sole discretion approve such application.
- (b) The Service Provider may, at its sole discretion, elect to procure and complete the design, construction, installation and commissioning of the Energy Generation Plant, or any component thereof, required for the Designated Property(ies), at the sole cost and expense of the Owner, by providing the Owner with written notice.
- (c) If the Service Provider has approved an application pursuant to Section 4.5(a) or provided the Owner with notice pursuant to Section 4.5(b), then upon payment of the applicable Energy Generation Plant Installation Fee set out in Schedule C (fees), the Service Provider will procure and complete the design, construction, installation and commissioning of the Energy Generation Plant, or such components thereof, at the sole cost and expense of the Owner.
- (d) Notwithstanding Section 4.5(c) and 9.4(b), the Service Provider may, at its sole discretion, allow the Owner to pay the Energy Generation Plant Installation Fee in installments, and may require the Owner to provide security in such form and amount as the Service Provider deems necessary, for the cost and expense of the design, construction, installation and commissioning of the Energy Generation Plant, or such components thereof.

4.6 Transfer of Service Connections, Energy Transfer Stations, and Energy Generation Plants Supplied and Installed by Owner

The Owner or Customer will, upon request of the Service Provider or the City, at any time and from time to time, execute, acknowledge and deliver, or will cause be done, executed, acknowledged and delivered, all such further acts, bills of sale, assignments, transfers, conveyances, powers of attorney and assurances as may be required by the Service Provider or the City to evidence the transfer of legal and beneficial ownership of any Service Connections, Energy Transfer Stations, Energy Generation Plants, or any components thereof, procured, supplied or installed by the Owner or Customer, to the Service Provider or the City, in such form as requested by the Service Provider or the City. Without limiting the generality of the foregoing, in such bills of sale, assignments, transfers, conveyances, powers of attorney and assurances, the Service Provider or City may require the Owner or Customer to provide indemnities, security, representations and/or warranties in favour of the Service Provider or the City with respect to the title, condition, design and ongoing operation of any Service Connections, Energy Transfer Stations, Energy Generation Plants, or any components thereof,

4.7 Use of Energy Generation Plant

The Service Provider may use an Energy Generation Plant to provide Services to any Customer of the Service Provider, and may use Energy from sources other than

- (a) the Energy Generation Plant located On Site of a Designated Property, or
- (b) the Energy Generation Plant located On Site of another building in a multi-building development that the Designated Property is located in,

to provide Services to such Designated Property.

4.8 Customer Requested Routing

If a Customer requests:

- (a) that its piping or Service Connection enter the Designated Property at a different point of entry or follow a different route from the point or route designated by the Service Provider; and/or
- (b) that the Energy Transfer Station, or any component thereof, be installed at a different location from the location designated by the Service Provider,

then, provided that:

- (c) the Customer pays the Service Provider in advance for all additional costs as advised by the Service Provider to install the Service Connection and Energy Transfer Station, or any component thereof, in accordance with the Customer's request; and
- (d) the Service Provider is satisfied that approving the Customer's request will not have an adverse effect on the operations of the DEU or create any other

undesirable consequences, including but not limited to public health and safety concerns,

the Service Provider may accept the request. If the request is accepted, the Service Provider may either approve the requested routing or entry point or installation locations as originally requested or may, with the Customer's agreement, modify the requested routing or entry point or installation locations.

4.9 Additional Service Connections, Energy Transfer Stations

A Customer may apply to the Service Provider for one or more additional Service Connections at a Designated Property, which additional Service Connection(s) together with the related Energy Transfer Station(s) may be provided at the sole discretion of the Service Provider. If the Service Provider agrees to install an additional Service Connection and Energy Transfer Station, the Service Provider may charge the Customer additional ETS and Service Connection Installation Fees for the provision, supply, delivery and installation of the additional Service Connection and/or related Energy Transfer Station. The Service Provider may bill each additional Service Connection from a separate meter and account.

4.10 Site Preparation

Customers will be responsible for all necessary site preparation including but not limited to clearing building materials, construction waste, equipment, soil and gravel piles over the proposed service line route, to standards established by the Service Provider. The Service Provider may recover from Customers any additional costs associated with delays or site visits necessitated by inadequate or substandard site preparation.

4.11 Customer Requested Alterations

A Customer may apply to the Service Provider to remove, relocate or alter an Energy Generation Plant, a Service Connection and/or an Energy Transfer Station, any component thereof, or related equipment servicing a Designated Property, which removal, relocation or alteration may be provided at the sole discretion of the Service Provider. If the Service Provider agrees to remove, relocate, or alter an Energy Generation Plant, a Service Connection and/or Energy Transfer Station, any component thereof, or related equipment, then in addition to the provisions of section 9.4 (Basis of Fees):

- (a) the Service Provider will give the Customer an estimate of the cost; and
- (b) if any of the changes to the Energy Generation Plant, Service Connection and/or Energy Transfer Station, any component thereof, or related equipment require the Service Provider to incur ongoing incremental operating and maintenance costs, the Service Provider may recover these costs from the Customer through the billing process established by this Bylaw.

4.12 Easement, Statutory Right of Way and Section 219 Covenant

- (a) An Owner of a Designated Property that is to receive Services under this Bylaw must sign and deliver to the Service Provider a Section 219 covenant and

statutory right of way to be registered against title to the Designated Property in favour of the City, in the form or forms supplied by the City and/or the Service Provider, for the installation, operation, maintenances and related services on the Designated Property of all necessary facilities for supplying the Services to the Designated Property. Each such Section 219 covenant and statutory right of way will have priority over any other financial encumbrances registered against title to the Designated Property; and

- (b) If one or more privately-owned intervening properties are located between the Designated Property and the DEU, then the Customer will be responsible for all costs of obtaining licenses, statutory rights of way, easements, leases or other agreements, the form and content of which shall be as determined in the sole discretion of the City, for non-exclusive access to, on, over and under such properties in favour of the City, for the purposes of performing installation, operation, maintenances and related services on each intervening property of all necessary facilities for supplying the Services to the Designated Property.

4.13 Maintenance by Service Provider

Subject to Section 4.14 (Maintenance by Customer) below, the Service Provider will maintain the Service Connection, the Energy Transfer Station and, once ownership has been transferred to the City or the Service Provider, the Energy Generation Plant.

4.14 Maintenance by Customer

Each Customer and Owner of Designated Property must maintain and repair the Building Mechanical Systems in all buildings on their Designated Properties, to the Delivery Points, including:

- (a) keeping the Building Mechanical Systems free of foreign material so as to prevent fouling of the Heat Exchangers; and
- (b) treating all fluids in the Building Mechanical System sufficiently to prevent corrosion of the Heat Exchangers.

4.15 Service Calls

A Customer or Owner may apply to the Service Provider to temporarily interrupt service to a Designated Property by closing the appropriate valves or by such other means as the Service Provider may find appropriate, and the applicable fees as specified in Schedule C (Fees) shall apply.

4.16 Protection of equipment

The Customer must take reasonable care of and protect all Service Connections, Energy Transfer Stations, Energy Generation Plants, all components thereof, and related equipment on the Customer's Designated Property. The Customer's responsibility for expense, risk and liability with respect to all Service Connections, Energy Transfer Stations, Energy Generation Plants and related equipment is set out in Section 17.4 (Responsibility for Equipment) below.

4.17 Damage

The Customer must advise the Service Provider immediately of any damage to the Service Connection, Energy Transfer Station, Energy Generation Plant, or any components thereof.

4.18 No Obstruction

A Customer must not construct or allow to be constructed any permanent structure which, in the sole opinion of the Service Provider, obstructs access to a Service Connection, Energy Transfer Station, Energy Generation Plant, or any components thereof.

4.19 No Unauthorised Changes

Subject to Sections 4.2 (Energy Generation Plant) and 4.4 (Supply and Installation of Service Connection and Energy Transfer Station by Customer) above, no Service Connection, Energy Transfer Station, Energy Generation Plant or any component thereof or related equipment will be installed, connected, moved or disconnected except by the Service Provider's authorized employees, contractors or agents or by other Persons acting with the Service Provider's written permission.

4.20 Removal of Equipment

If the supply of Services to a Customer's Designated Property is discontinued or terminated for any reason, then the Service Provider may, but is not required to, remove Service Connections, Energy Transfer Stations and/or Energy Generation Plants, any component thereof and related equipment from the Customer's Designated Property.

PART 5: METERING**5.1 Measurement**

The quantity of Energy delivered to a Designated Property will be metered using apparatus approved by the Service Provider. The amount of Energy registered by the Meter Set during each billing period will be converted to megawatt hours and rounded to the nearest one-tenth of a megawatt hour.

5.2 Testing Meters

A Customer may apply to the Service Provider to test a Meter Set, and, upon payment of the application for meter test fee set out in Schedule C (Fees), the Service Provider will notify such Customer of the date and time the test is to occur, and the Customer is entitled to be present for the test. If the testing indicates that the Meter Set is inaccurate in its measurement by 10% or more, then:

- (a) the Customer is entitled to return of the meter testing fee paid pursuant this Section;
- (b) the cost of removing, replacing and testing the Meter Set will be borne by the Service Provider subject to Section 17.4 (Responsibility for Energy Transfer Station) below; and

- (c) the Service Provider will estimate the resulting billing overpayment or shortfall, and settle with the Customer accordingly, provided any such settlement will not extend beyond 12 months before the month in which the test takes place.

5.3 Defective Meter Set

If a Meter Set ceases to register, then the Service Provider will estimate the volume of Energy delivered to the Customer according to the procedures set out in Section 11.7 (Incorrect Register) below.

PART 6: DEU EXPANSIONS AND EXTENSIONS

6.1 Expansion and Extension

The City may make extensions and expansions of the DEU in accordance with system development requirements.

PART 7: ACCESS

7.1 Access to Designated Property

The Customer must provide free access to, and the Service Provider and its authorized officers, employees, agents, servants, contractors and subcontractors have the right of entry, at any reasonable time and except in the case of emergency, upon reasonable notice, onto a Customer's Designated Property, for the purpose of reading, testing, repairing or removing Service Connections, Energy Transfer Stations, Energy Generation Plants and any components thereof, and ancillary equipment, turning Energy on or off, completing system leakage surveys, stopping leaks, examining pipes, connections, fittings and appliances and reviewing the use made of Energy delivered to the Customer, to inspect and determine whether all regulations, prohibitions and requirements contained in this Bylaw and in any Energy Services Agreement are being met, or for any other related purpose which the Service Provider requires.

7.2 Access to Equipment

The Customer must at all reasonable times and except in the case of emergency, upon reasonable notice, provide clear access to the Service Provider's equipment including the equipment described in Section 7.1 (Access to Designated Property) above.

PART 8: APPLICATION AND REACTIVATION FEES

8.1 Fees for applications

Each person who submits an application to receive Services under this Bylaw must pay the applicable fee set out in Schedule C (Fees).

8.2 Waiver of Application Fee

The application fee will be waived by the Service Provider if Services to a Customer are reactivated after they were discontinued for any of the reasons described in Section 14.2 (Right to Restrict) below.

8.3 Reactivation Fees

If Services are terminated

- (a) for any of the reasons described in Part 15 (Discontinuance of Service and Refusal of Services) of this bylaw; or
- (b) to permit a Customer to make alterations to their Designated Property,

and the same Customer or the spouse, employee, contractor, agent or partner of the same Customer requests reactivation of Services to the Designated Property within 12 months of the date of Services termination, then the applicant for reactivation must pay the greater of:

- (c) the costs the Service Provider incurs in de-activating and re-activating the Services; or
- (d) the sum of the applicable minimum Rates and charges set out in Schedule D (Rates and Charges) which would have been paid by the Customer between the time of termination and the time of reactivation of Services.

8.4 Identifying Meter Sets

If a Customer requests the Service Provider to identify the Meter Set that serves the Customer's Designated Property after the Meter Set was installed, then the Customer will pay to the Service Provider the costs the Service Provider incurs in re-identifying the Meter Set where:

- (a) the Meter Set is found to be properly identified; or
- (b) the Meter Set is found to be improperly identified as a result of Customer activity, including but not limited to:
 - (i) a change in the legal civic address of the Designated Property; or
 - (ii) renovating or partitioning the Designated Property.

PART 9: RATES, CHARGES, FEES AND OTHER COSTS

9.1 Fees and Rates Payable

Each Customer must pay to the Service Provider:

- (a) the applicable fees as specified in Schedule C (Fees), as amended from time to time; and
- (b) the applicable Rates for the Services as specified in Part 1 of Schedule D (Rates and Charges), as amended from time to time.

9.2 Excess demand fee

Pursuant to section 19.1(g), a building permit applicant must pay to the Service Provider the excess demand fee set out in Part 2 of Schedule D (Rates and Charges).

9.3 Electrical and Utility costs

The Customer shall pay:

- (a) their proportionate share of all costs of electricity and utilities consumed by an Energy Generation Plant or any component thereof, that the Customer receives Energy from; and
- (b) all costs of electricity consumed by an Energy Transfer Station or any component thereof, including electricity consumed by electrical pumps and other equipment installed for the operation of the Energy Transfer Station.

9.4 Basis of Fees

- (a) The fees specified in Schedule C (Fees) shall be estimated fees based on the full costs of providing, maintaining and/or expanding the Services, including, without limitation the capital and overhead costs of purchasing, renting, acquiring, providing, supplying, delivering and installing the Service Connection, Energy Transfer Station, Energy Generation Plant or any component thereof, at a Designated Property, and costs of design, construction, administration, operations and other related activities associated with the Services, and may be different for each Designated Property based upon the use, capacity and consumption of each Designated Property, and the Service Connection, Energy Transfer Station and Energy Generation Plant installed thereon.
- (b) Subject to Section 4.5(d), where an Owner, Customer or other person is to have work done or Services received at cost, all fees payable shall be payable in advance before commencement of the work.
- (c) After completion of the work, the Service Provider will notify the Owner, Customer or other person of the actual cost.
- (d) If the actual cost is more than the estimated cost, the Owner, Customer or other person will be liable for and must pay the Service Provider the shortfall within 30 days after demand by the Service Provider.
- (e) If the actual cost is less than the estimated cost, the Service Provider will refund to the Owner, Customer or other person the excess, except that if the Customer owes any money under this Bylaw at that time, the Service Provider may apply the excess against such debt.
- (f) Calculation of the costs or estimated costs the City or Service Provider incurs or expects to incur under this Bylaw will include, without duplication, amounts spent by the City or Service Provider using its own work force or engaging an independent contractor for gross wages, employee fringe benefits, materials, equipment rentals at rates paid by the City or Service Provider or set by the City

or Service Provider for its own equipment, and fees and other charges payable to an independent contractor, plus an amount equal to 20% of those costs to cover the City or Service Provider's overhead and administrative expenses.

PART 10: SECURITY FOR PAYMENT OF BILLS

10.1 Security Deposit

If a Customer cannot establish or maintain credit to the satisfaction of the Service Provider, then the Customer may be required to provide a security deposit in the form of cash or an equivalent form of security acceptable to the Service Provider, the amount of which shall not:

- (a) be less than \$50; and
- (b) be greater than an amount equal to the estimate of the total bill for the two highest consecutive months' consumption of Energy by the Customer.

10.2 Interest

The Service Provider will pay any accrued interest on a security deposit to a Customer. Subject to Section 10.5 (Application of Deposit), if a security deposit in whole or in part is returned to the Customer for any reason, the Service Provider will credit any accrued interest to the Customer's account at that time. No interest is payable on:

- (a) any unclaimed deposit left with the Service Provider after the account, for which security was obtained, is closed; and
- (b) a deposit held by the Service Provider in a form other than cash.

10.3 Refund of Deposit

When the Customer pays the final bill, the Service Provider will refund any remaining cash security deposit plus any accrued interest to the Customer, or will cancel the equivalent form of security and provide evidence of such cancellation upon request by the Customer.

10.4 Unclaimed Refund

If the Service Provider is, despite reasonable efforts, unable to locate the Customer to whom a cash security deposit is repayable, and the cash security deposit remains unclaimed 10 years after the date on which it first became refundable, the deposit, together with any interest accrued thereon, will be forfeit and will become the absolute property of the Service Provider.

10.5 Application of Deposit

If a Customer's bill is not paid when due, the Service Provider may apply all or any part of the Customer's security deposit and any accrued interest thereon toward payment of the bill. Even if the Service Provider utilizes the security deposit, the Service Provider may, under Part 15 (Discontinuance of Services and Refusal of Services) below, discontinue Services to the Customer for failure to pay for Services on time.

10.6 Top-Up of Deposit

If a Customer's security deposit is utilized by the Service Provider for payment of an unpaid bill, the Customer must replenish the security deposit before the Service Provider will reconnect or continue providing Services to the Customer.

10.7 Failure to Provide Security Deposit

Failure to provide a security deposit acceptable to the Service Provider may, in the Service Provider's discretion, result in discontinuance or refusal of Services as set out under Part 15 (Discontinuance of Service and Refusal of Service).

PART 11: BILLING**11.1 Basis for Billing**

The Service Provider will bill the Customer in accordance with the Customer's Energy Services Agreement and this Bylaw, for the amount of each fee, rate or charge that the Customer is responsible for paying for receipt of and in relation to the Services.

11.2 Form of Bill

Each bill sent to a Customer by the Service Provider for Services provided will include:

- (a) the amounts of any fees, rates and charges, costs and taxes thereon, that are due and payable to the Service Provider;
- (b) the date when the bill is due and payable;
- (c) acceptable places and methods of payment; and
- (d) the number of megawatt hours of heat energy supplied to the Energy Transfer Station.

11.3 Meter Measurement

The Service Provider will measure the quantity of Energy delivered to a Customer using a Meter Set and the starting point for measuring delivered quantities during each billing period will be the finishing point of the preceding billing period.

11.4 Multiple Meters

For a Customer who has more than one Meter Set on their Designated Property, each Meter Set will be billed separately.

11.5 Estimates

If the Service Provider is not able to obtain a meter reading for any reason, the Service Provider may estimate the Customer's meter readings for billing purposes.

11.6 Estimated Final Reading

If an Energy Services Agreement is terminated, the Service Provider may estimate the final meter reading for final billing.

11.7 Incorrect Register

If any Meter Set has failed to measure the delivered quantity of Energy correctly, then the Service Provider may estimate the meter reading for billing purposes, subject to Part 12 (Back-Billing).

11.8 Bills Frequency

The Service Provider may bill a Customer as often as the Service Provider considers necessary but generally will bill on a quarterly basis.

11.9 Bill Due Dates

The Customer must pay the bill for Services on or before the due date shown on each bill.

11.10 Adjustment for Partial Period

The Service Provider may pro rate the amount due from a Customer for a partial billing period, on a daily basis.

11.11 Historical Billing Information

Customers who request historical billing information may be charged the cost of processing and providing the information.

PART 12: BACK-BILLING**12.1 When Required**

The Service Provider may, in the circumstances specified herein, charge and demand, and the Service Provider may collect or receive, from Customers for the Services received, a greater or lesser compensation than that specified in bills to the Customers, provided that in the case of a minor adjustment to a Customer's bill, back-billing treatment may not be applied.

12.2 Definition

Back-billing means the re-billing by the Service Provider for Services rendered to a Customer on account of a discovery that the original billings are either too high (overbilled) or too low (under-billed). The discovery may be made by either the Customer or the Service Provider. The cause of the billing error may include any of the following non-exhaustive reasons or any combination thereof:

- (a) stopped meter;
- (b) metering equipment failure;
- (c) missing meter now found;
- (d) switched meters;
- (e) double metering;

- (f) incorrect meter connections;
- (g) incorrect use of any prescribed apparatus respecting the registration of a meter;
- (h) incorrect meter multiplier;
- (i) the application of an incorrect rate;
- (j) incorrect reading of meters or data processing; and
- (k) tampering, fraud, theft or any other criminal act.

12.3 Re-Billing Basis

Where metering or billing errors occur, the consumption and demand will be based upon the records of the Service Provider for the Customer, or the Customer's own records to the extent they are available and accurate, or if not available, reasonable and fair estimates may be made by the Service Provider. Such estimates will be on a consistent basis with Designated Properties and buildings of a similar kind, or according to the Energy Services Agreement.

12.4 Tampering/Fraud

If there are reasonable grounds to believe that the Customer has tampered with or otherwise used the Service Provider's Services in an unauthorized way, or there is evidence of fraud, theft or other criminal acts, or if a reasonable Customer should have known of the under-billing and failed to promptly bring it to the attention of the Service Provider, then:

- (a) the extent of back-billing will be for the duration of the unauthorized use, subject to the applicable limitation period provided by law, and the provisions of Sections 12.7 (Under-Billing) to 12.10 (Changes in Occupancy) below will not apply;
- (b) the Customer is liable for the direct administrative costs incurred by the Service Provider and the City in the investigation of any incident of tampering, including the direct costs of repair, or replacement of equipment; and
- (c) under-billing resulting from circumstances described above will bear interest computed at the rate and at the times specified in Schedule C (Fees) until the amount under-billed is paid in full.

12.5 Remediating Problem

In every case of under-billing or over-billing, the cause of the error will be remedied as soon as possible, and the Customer will be promptly notified of the error and of the effect upon the Customer's ongoing bill.

12.6 Over-billing

In every case of over-billing, the Service Provider will credit the Customer's account with all money incorrectly collected for the duration of the error, subject to the applicable limitation period provided by law. Simple interest on such over-billed amount, computed

at the rate and at the times specified in Schedule C (Fees), will also be credited to the Customer's account.

12.7 Under-billing

Subject to Section 12.4 (Tampering/Fraud) above, in every case of under-billing the Service Provider will back-bill the Customer for the shorter of

- (a) the duration of the error;
- (b) six months; or
- (c) as set out in the Energy Services Agreement between the Customer and the Service Provider, if any.

12.8 Terms of Repayment

Subject to Section 12.4 (Tampering/Fraud) above, in all cases of under-billing, the Service Provider will offer the Customer reasonable terms of repayment. If requested by the Customer, the repayment term will be equivalent in length to the back-billing period. The repayment will be interest free and in equal instalments corresponding to the normal billing cycle. However, delinquency in payment of such instalments will be subject to the usual late payment charges.

12.9 Disputed Back-bills

Subject to Section 12.4 (Tampering/Fraud), if a Customer disputes a portion of a back-billing due to under-billing based upon either consumption, demand or duration of the error, then the Service Provider will not threaten or cause the discontinuance of Services for the Customer's failure to pay that portion of the back-billing, unless there are no reasonable grounds for the Customer to dispute that portion of the back-billing. The undisputed portion of the bill will be paid by the Customer and the Service Provider may threaten or cause the discontinuance of Services if such undisputed portion of the bill is not paid.

12.10 Changes in Occupancy

Subject to Section 14.4 (Tampering/Fraud), where changes of occupancy have occurred, the Service Provider will make a reasonable attempt to locate the former Customer who has been under-billed or over-billed. If, after a period of one year, such Customer cannot be located, then the applicable under-billing or over-billing will be cancelled.

PART 13: LATE PAYMENT AND RETURNED CHEQUE CHARGES

13.1 Late Payment Charge

If the amount due for Services or any Service Related Charges on any bill has not been received in full by the Service Provider on or before the due date specified on the bill, and the unpaid balance is \$15 or more, then the Service Provider may include the late payment charge specified in Schedule C (Fees) in the next bill to the Customer.

13.2 Returned Cheque Charge

If a cheque received by the Service Provider from a Customer in payment of a bill is not honoured by the Customer's financial institution for any reason other than clerical error, then the Service Provider may include a charge specified in Schedule C (Fees) in the next bill to the Customer for processing the returned cheque, whether or not the Service has been disconnected in accordance with the provisions of the Bylaw and these General Terms and Conditions.

13.3 Collection as Taxes

Any amount due from a Customer to the Service Provider for Services or any Service Related Charges that remains unpaid by December 31 of the year in which the amount became due, will be added to the property taxes for the Designated Property in question and collected in the same manner and with the same remedies as property taxes.

PART 14: INTERRUPTION OF SERVICE

14.1 Regular Supply

The Service Provider will use its reasonable efforts to provide the constant delivery of Energy and the maintenance of unvaried temperatures.

14.2 Right to Restrict

The Service Provider may require any of its Customers, at all times or between specified hours, to discontinue, interrupt or reduce to a specified degree or quantity, the use of Energy for any of the following purposes or reasons:

- (a) in the event of a temporary or permanent shortage of Energy, whether actual or believed to exist or anticipated by the Service Provider;
- (b) in the event of a breakdown or failure of the DEU;
- (c) to comply with any legal requirements;
- (d) to make repairs or improvements to any part of the DEU;
- (e) in the event of fire, flood, explosion or other emergency to safeguard Persons or property against the possibility of injury or damage; or
- (f) for any other reason that the Service Provider considers necessary.

14.3 Notice

The Service Provider will, to the extent practicable, give notice of any service limitations under Section 14.2 (Right to Restrict) to its Customers by:

- (a) newspaper, radio or television announcement; or
- (b) in accordance with Section 21.1 (Service of Notices).

14.4 Failure to Comply

If, in the opinion of the Service Provider, a Customer has failed to comply with any requirement under Section 14.2 (Right to Restrict), then the Service Provider may, after providing notice to the Customer in the manner specified in Section 21.1 (Service of Notices), discontinue Services to the Customer.

PART 15: DISCONTINUANCE OF SERVICES AND REFUSAL OF SERVICES

15.1 Discontinuance With Notice and Refusal Without Notice

Subject to applicable federal, provincial, and local government laws, statutes, regulations, bylaws, orders and policies, the Service Provider may discontinue Services to a Customer with at least 48 hours written notice to the Customer, or may refuse Services for any of the following reasons:

- (a) the Customer has failed to pay the bill for Services and/or Service Related Charges on or before the due date;
- (b) the Customer or applicant has failed to furnish adequate security for billings by the specified date;
- (c) the Customer or applicant has failed to pay the bill for Services and/or Service Related Charges in respect of another Designated Property on or before the due date;
- (d) the Customer or applicant occupies the Designated Property with another occupant who has failed to pay the bill for Services and/or Service Related Charges or furnish adequate security in respect of another Designated Property which was occupied by that occupant and the Customer at the same time;
- (e) the Customer or applicant is in receivership or bankruptcy, or operating under the protection of any insolvency legislation and has failed to pay any outstanding bills for Services and/or Service Related Charges;
- (f) the Customer has failed to apply for Services;
- (g) the Customer has failed to ensure that there is an adequate supply to the Designated Property of electricity required to operate the Energy Transfer Station or any component thereof, including any electrical pumps and other equipment installed for the operation of the Energy Transfer Station, whether by failure to pay utility bills or otherwise howsoever, with the result that electricity to the Designated Property has been reduced or interrupted and either (i) the proper operation of the Energy Transfer Stations have been negatively affected, or (ii) undue or abnormal fluctuations in the temperature of Energy in the DEU may occur; or
- (h) land or a portion thereof on which the Service Provider's facilities are, or are proposed to be, located, or the land or portion thereof on which an Energy

Generation Plant is, or is proposed to be located, contains contamination which the Service Provider, acting reasonably, determines has adversely affected or has the potential to adversely affect the Service Provider's facilities, the Energy Generation Plant, or the health or safety of its workers or which may cause the Service Provider to assume liability for cleanup and other costs associated with the contamination. For the purposes of this Section, "contamination" means the presence in the soil, sediment or groundwater of special waste or another substance in quantities or concentrations exceeding criteria, standards or conditions established by the British Columbia Ministry of Water, Land and Air Protection or as prescribed by present and future laws, rules, regulations and orders of any other legislative body, governmental agency or duly constituted authority now or hereafter having jurisdiction over the environment.

15.2 Discontinuance or Refusal Without Notice

Subject to applicable federal, provincial and local government laws, statutes, regulations, bylaws, orders and policies, the Service Provider may discontinue without notice or refuse the supply of Energy or Services to a Customer for any of the following reasons:

- (a) the Customer or applicant has failed to provide reference information and identification acceptable to the Service Provider, when applying for Services or at any subsequent time on request by the Service Provider;
- (b) the Customer has defective pipe, appliances, mechanical systems or Energy fittings in the Designated Property;
- (c) the Customer uses Energy in such a manner as in the Service Provider's opinion:
 - (i) may lead to a dangerous situation; or
 - (ii) may cause undue or abnormal fluctuations in the temperature of Energy in the DEU;
- (d) the Customer fails to make modifications or additions to the Customer's equipment which have been required by the Service Provider to prevent the danger or to control the undue or abnormal fluctuations described under paragraph (c);
- (e) the Customer breaches any of the terms and conditions upon which Services are provided to the Customer by the Service Provider;
- (f) the Customer fraudulently misrepresents to the Service Provider its use of Energy or the volume delivered;
- (g) the Customer vacates the Designated Property that is receiving the Services;
- (h) the Customer stops consuming Energy at the Designated Property;
- (i) either

- (i) the Customer has failed to ensure that there is an adequate supply to the Designated Property of utility services required to operate the Energy Generation Plant or any component thereof; or
- (ii) if the Service Provider has assumed responsibility for the supply of any utility services required to operate the Energy Generation Plant or any component thereof, there is an interruption in the supply of such utility service to the Designated Property

whether by failure to pay utility bills or otherwise howsoever, with the result that one or more utility services to the Designated Property has been reduced or interrupted and the proper operation of the Energy Generation Plants have been negatively affected; or

- (j) the Service Provider is unable to safely access the Energy Generation Plant that provides Energy to the Customer for any reason, including, without limitation, due to any structural issues with the building in which such Energy Generation Plant is located.

PART 16: TERMINATION OF ENERGY SERVICES AGREEMENT

16.1 Termination by the Service Provider

Subject to applicable federal, provincial and local government laws, statutes, regulations, bylaws, orders and policies, the Service Provider may terminate an Energy Services Agreement by giving the Customer at least 48 hours written notice if Services are discontinued under Part 15 (Discontinuance of Services and Refusal of Services).

16.2 Continuing Obligation

The Customer is responsible for, and must pay for, all Energy delivered to the Customer's Designated Property until the Energy Services Agreement is terminated and is responsible for all damage to and loss of any Energy Transfer Station, any Energy Generation Plant, any component thereof, or other equipment of the Service Provider on the Designated Property.

16.3 Effect of Termination

Termination of an Energy Services Agreement does not release the Customer from any obligations under the Energy Services Agreement which expressly or by their nature survive the termination of the Energy Services Agreement;

16.4 Sealing Service Connection

After the termination of Services to a Designated Property and after a reasonable period of time during which a new Customer has not applied for Services at the Designated Property, the Service Provider may seal off the Service Connection to the Designated Property.

PART 17: LIMITATIONS ON LIABILITY

17.1 Responsibility for Delivery of Energy

The Service Provider, and the City if the City is not the Service Provider, and their respective elected officials, directors, officers, employees, servants, contractors, representatives and agents are not responsible or liable for any loss, damage, costs or injury (including death) incurred by any Customer or any Person claiming by or through the Customer caused by or resulting from, directly or indirectly, any discontinuance, suspension or interruption of, or failure or defect in the supply or delivery or transportation of, or refusal to supply, deliver or transport Energy, or provide Services, unless the loss, damage, costs or injury (including death) is directly attributable to the gross negligence or wilful misconduct of the Service Provider, or the City if the City is not the Service Provider, and their respective elected officials, directors, officers, employees, servants, contractors, representatives and agents provided, however, that the Service Provider and the City, and their respective elected officials, directors, officers, employees, servants, contractors, representatives and agents are not responsible or liable for any loss of profit, loss of revenues, or other economic loss even if the loss is directly attributable to the gross negligence or wilful misconduct of the Service Provider or the City, or their respective elected officials, directors, officers, employees, servants, contractors, representatives and agents.

17.2 Responsibility Before and After Delivery Point

The Customer is responsible for all expense, risk and liability for:

- (a) the use or presence of Energy, being delivered from the DEU to a Customer's Designated Property, before it passes the Delivery Point in the Customer's Designated Property;
- (b) the use or presence of Energy, being returned from a Customer's Designated Property to the DEU, after it passes the Delivery Point in the Customer's Designated Property; and
- (c) the Service Provider-owned and City-owned facilities serving the Customer's Designated Property,

if any loss or damage caused by or resulting from failure to meet that responsibility is caused, or contributed to, by the act or omission of the Customer or a Person for whom the Customer is responsible.

17.3 Responsibility After Delivery Point

The Customer is responsible for all expense, risk and liability with respect to the use or presence of Energy being delivered to the Customer's Designated Property after it passes the Delivery Point.

17.4 Responsibility for Equipment

The Customer is responsible for all expense, risk and liability with respect to all Service Connections, Energy Transfer Stations, Energy Generation Plants, any components

thereof, and all related equipment located at, in, on, over, under, across or along the Customer's Designated Property, and is jointly and severally responsible, together with all other Customers connected to and using the Energy generated by an Energy Generation Plant, for all expense, risk and liability with respect to that Energy Generation Plant (regardless of its location, unless located on City owned real property), unless any loss or damage is:

- (a) directly attributable to the negligence of the Service Provider, its employees, contractors or agents; or
- (b) caused by or resulting from a defect in the equipment. The Customer must prove that negligence or defect.

For greater certainty and without limiting the generality of the foregoing, the Customer is responsible for all expense, risk and liability arising from any measures required to be taken by the Service Provider to ensure that the Service Connections, Energy Transfer Stations, Energy Generation Plant, or related equipment at, in, on, over, under, across or along the Customer's Designated Property are adequately protected, as well as any updates or alterations to the Service Connection(s) on the Customer's Designated Property necessitated by changes to the grading or elevation of the Customer's Designated Property or obstructions placed on such Service Connection(s).

17.5 Customer Indemnification

The Customer will indemnify and hold harmless the Service Provider, and the City if the City is not the Service Provider, and their respective employees, contractors and agents from all claims, loss, damage, costs or injury (including death) suffered by the Customer or any Person claiming by or through the Customer or any third party caused by or resulting from the use of Energy by the Customer or the presence of Energy at or in the Customer's Designated Property, or from the Customer or Customer's employees, contractors or agents damaging the Service Provider's or the City's equipment or facilities.

PART 18: OFFENCES UNDER BYLAW

18.1 Offence

A person who:

- (a) violates any provision of this Bylaw, or does any act or thing which violates any provision of this Bylaw, or suffers or allows any other person to do any act or thing which violates any provision of this Bylaw;
- (b) neglects to do or refrains from doing anything required to be done by any provision of this Bylaw; or
- (c) fails to comply, or suffers or allows any other person to fail to comply, with an order, direction, or notice given under any provision of this Bylaw,

is guilty of an offence against this Bylaw and liable to the penalties imposed under this Part.

18.2 Fine for offence

Every person who commits an offence against the Bylaw and these General Terms and Conditions is punishable on conviction by a fine of not less than \$250.00 and not more than \$10,000.00 for each offence, except that:

- (a) a person who commits an offence under section 4.14 that results in fouling of the Heat Exchangers is liable to a fine of not less than \$2000.00 for each offence; and
- (b) a person who fails to comply, or suffers or allows any other person to fail to comply, with an order, direction, or notice given under any provision of the Bylaw and these General Terms and Conditions is liable to a fine of not less than \$500.00 for each offence.

18.3 Fine for continuing offence

Each day that an offence continues is a separate offence.

18.4 Tampering with DEU

A person must not tamper, interfere with, damage, or destroy any part of the DEU.

PART 19: BUILDING PERMIT REQUIREMENTS FOR DEU COMPATIBLE BUILDING MECHANICAL SYSTEMS AND ENERGY GENERATION PLANTS

19.1 Building Permit Application

A person who applies, under the Building Regulation Bylaw, for a permit that is to authorize the installation or alteration of a Building Mechanical System, or an On Site Energy Generation Plant if the Designated Property is an Energy Generation Plant Designated Property, must include in, or submit with, the application:

- (a) an acknowledgment signed by the Owner that the building is located on a Designated Property, and, if applicable, an acknowledgement signed by the Owner that the building is located on an Energy Generation Plant Designated Property
- (b) a duly signed section 219 covenant and a statutory right of way in accordance with section 4.12, to be registered against title to the Designated Property prior to building permit being issued;
- (c) mechanical and other plans and documentation as the City Engineer may require, signed or certified by the registered professional responsible for design of the Building Mechanical System, On Site Service Connection and On Site Energy Generation Plant (if the building is located on an Energy Generation Plant Designated Property);

- (d) a certificate signed by the Service Provider, acting as the City's agent for this limited purpose, that the specifications, design, mechanical and other plans relating to the Building Mechanical System are compatible with the DEU;
- (e) a certificate signed by the Service Provider, acting as the City's agent for this limited purpose, that the specifications, design, mechanical and other plans relating to the On Site Service Connection and On Site Energy Generation Plant are compatible with the DEU and to the Service Provider's satisfaction;
- (f) an energy modelling report, signed by the registered professional who is responsible for design of the Building Mechanical System, estimating the:
 - (i) peak energy demand for space heating and cooling;
 - (ii) peak heat energy demand for domestic hot water;
 - (iii) combined peak heat energy demand for any uses other than space heating and domestic hot water; and
 - (iv) hour by hour consumption of energy for space heating, cooling and domestic hot water heating;
- (g) a cheque in the amount of:
 - (i) the excess demand fee as specified in Part 2 of Schedule D; and
 - (ii) the ETS and Service Connection Installation Fee, as specified in Schedule C (Fees);
 - (iii) the Energy Generation Plant Installation Fee, as specified in Schedule C (Fees), if the building is located on an Energy Generation Plant Designated Property; and
 - (iv) building permit application DEU review fee, as specified in Schedule C (Fees). For certainty, the building permit application DEU review fee shall, notwithstanding section 9.4, be a fixed fee and not an estimated fee;
- (h) the proposed location of the Energy Transfer Station, certified by the Service Provider as approved;
- (i) the proposed location of Distribution System components in or on the Designated Property, certified by the Service Provider as approved;
- (j) the proposed location of Service Connection, certified by the Service Provider as approved;
- (k) the proposed location of the Energy Generation Plant(s), certified by the Service Provider as approved, if the building is located on an Energy Generation Plant Designated Property;

- (l) the proposed location of the Delivery Points, certified by the Service Provider as approved;
- (m) the proposed schedule for installation or alteration of the Building Mechanical System, On Site Service Connection and, if the building is located on an Energy Generation Plant Designated Property, On Site Energy Generation Plant;
- (n) the proposed commencement date for the delivery of Energy by the Service Provider; and
- (o) such other information as the Service Provider or City Engineer may require.

19.2 Submission of copy of application

An applicant must submit a copy of the building permit application to the City Engineer.

19.3 Approval of Energy modelling report

The report submitted under section 19.1(f) is subject to approval by the City Engineer.

19.4 Approval of Locations - General

The location of each of the:

- (a) Energy Transfer Station, submitted under section 19.1(h);
- (b) Distribution System components in or on the Designated Property, submitted under section 19.1(i);
- (c) Service Connection, submitted under section 19.1(j);
- (d) Energy Generation Plant(s), submitted under section 19.1(k); and
- (e) Delivery Points, submitted under section 19.1(l);

is subject to approval by the Director, Building Approvals and City Engineer.

19.5 Approval of schedule

The proposed schedule for installation or alteration of the Building Mechanical System, On Site Service Connection and On Site Energy Generation Plant(s) is subject to approval by the City Engineer.

19.6 Design of Building Mechanical System, On Site Service Connection and On Site Energy Generation Plant(s)

The design of the Building Mechanical System, On Site Service Connection and On Site Energy Generation Plant(s) is subject to approval by the City Engineer following certification by the Service Provider under section 19.1(d).

19.7 Approval of building permit

The building permit is subject to approval by the:

- (a) Director, Building Approvals under the Building Regulation Bylaw; and
- (b) Director, Building Approvals and City Engineer under the Bylaw and these General Terms and Conditions.

19.8 No work before permit issuance

A person must not begin to install or alter a Building Mechanical System, On Site Service Connection and On Site Energy Generation Plant(s) until the Director, Building Approvals has issued the building permit.

19.9 Signed Energy Services Agreement required

No building permit for a Building Mechanical System, On Site Service Connection or On Site Energy Generation Plant(s) will be issued until an Energy Services Agreement has been signed relating to the Designated Property.

PART 20: DESIGN AND INSTALLATION OR ALTERATION OF BUILDING MECHANICAL SYSTEM

20.1 Integration with DEU

The design and installation or alteration of the Building Mechanical System must integrate the Building Mechanical System and DEU in a manner that enables the Building Mechanical System to derive the most benefit possible from the DEU and the DEU to operate at peak efficiency.

20.2 Prohibited components and primary source

A Building Mechanical System must utilize the DEU for not less than 100%, or such other lesser quantity as approved by the City Engineer, of all the annual space heating and domestic water heating requirements, and when available, space cooling requirements, for a building on a Designated Property as determined in the energy modelling report required under section 19.1(f). An Owner must not itself perform, provide, install or realize, nor allow any other Person to perform, provide, install or realize any other system to provide primary space heating, domestic hot water heating, and when available, space cooling to any building on the Designated Property, and must not allow or consent to any other Person supplying or distributing primary space heating, domestic hot water heating, and when available, space cooling to any building on the Designated Property, except that:

- (a) a person who is altering an existing building may retain components otherwise prohibited under this section 20.2 to the extent permitted by the Director, Building Approvals under the Building Regulation Bylaw or by the Director, Building Approvals and City Engineer under this Bylaw;
- (b) unless pre-approved in writing by the City Engineer, in-suite gas fireplaces are not permitted; and
- (c) unless pre-approved in writing by the City Engineer, stand-alone gas make-up air units are not permitted.

20.3 Scheduling

An applicant must:

- (a) ensure that installation of the Building Mechanical System, On Site Service Connection and On Site Energy Generation Plant(s) proceeds in accordance with the schedule approved under section 19.5 (Approval of Schedule), and any changes to the schedule approved under this section 20.3; and
- (b) advise the Director, Building Approvals and City Engineer within 24 hours of any proposed changes to the schedule for installation or alteration of the Building Mechanical System, On Site Service Connection and On Site Energy Generation Plant(s) which proposed changes are subject to approval by the Director, Building Approvals and City Engineer.

20.4 Service Provider's scheduling

To the extent the City Engineer and Service Provider consider it necessary, convenient, or financially prudent, the Service Provider will co-ordinate its schedule for construction of any Distribution System components and Energy Transfer Stations for a Designated Property with the applicant's schedule for installation or alteration of the Building Mechanical System, On Site Service Connection and On Site Energy Generation Plant(s).

20.5 Approval of installation or alteration of work

Completion of the installation or alteration of a Building Mechanical System, On Site Service Connection and On Site Energy Generation Plant(s) is subject to approval by the Director, Building Approvals and City Engineer under this Bylaw.

20.6 No occupancy allowed

An Owner is not entitled to final building inspection allowing occupancy under the Building Regulation Bylaw for a building on a Designated Property until the City Engineer has given approval under section 20.5 (Approval of Schedule), and the Owner has paid the Service Provider all applicable fees and charges in accordance with section 9.4 (Basis of Fees).

PART 21: MISCELLANEOUS AND GENERAL PROVISIONS

21.1 Service of Notices

All written notices to be given under this Bylaw may be:

- (a) sent via registered mail to the Customer's billing address or to the address of the Owner shown on the assessment roll prepared pursuant to the Assessment Act;
- (b) if the notice refers to real property, by posting it on the real property;
- (c) delivered by hand to the addressee thereof;
- (d) sent by facsimile or e-mail to the addressee thereof,

and any such notice given as aforesaid will be deemed to have been given, in the case of delivery by hand, when delivered, in the case of facsimile transmission or e-mail, when a legible facsimile or e-mail is received by the recipient if received before 5:00 p.m. on a day other than a Saturday, Sunday or statutory holiday in the Province of British Columbia or Canada (a “business day”), or on the next business day if such facsimile or e-mail is received on a day which is not a business day or after 5:00 p.m. on a business day, in the case of delivery by registered mail, on the date received, and in the case of posting on property, at the time of posting. In the event of discontinuance of postal service due to strike, lockout, labour disturbance or otherwise, notices shall be delivered by hand or facsimile transmission or e-mail.

21.2 Notice of Violation

An inspector or official of the City, or a bylaw enforcement officer, may give notice to any person ordering or directing that person to:

- (a) discontinue or refrain from proceeding with any work or doing anything that contravenes this Bylaw; or
- (b) carry out any work or do anything to bring a Building Mechanical System, On Site Service Connection and/or On Site Energy Generation Plant(s) into conformity with this Bylaw,

within the time specified in such notice.

21.3 Unauthorised Sale, Supply or Use

Unless authorized in writing by the Service Provider, a Customer will not sell or supply the Energy supplied to it by the Service Provider to other Persons or use the Energy supplied to it by the Service Provider for any purpose other than as specified in the Energy Services Agreement and this Bylaw.

21.4 Taxes

The rates and charges specified in the applicable Schedules hereto do not include any local, provincial or federal taxes, assessments or levies imposed by any competent taxing authorities which the Service Provider may be lawfully authorized or required to add to its normal levies, rates and charges or to collect from or charge to the Customer.

21.5 Conflicting Terms and Conditions

Where anything in this Bylaw conflicts with the provisions of another bylaw adopted by the City or conflicts with special terms or conditions specified under an Energy Services Agreement, then the terms or conditions specified under this Bylaw govern.

21.6 Authority of Agents of the Service Provider

No employee, contractor or agent of the Service Provider has authority to make any promise, agreement or representation not incorporated in this Bylaw or in an Energy Services Agreement, and any such unauthorized promise, agreement or representation is not binding on the Service Provider.

21.7 Additions, Alterations and Amendments

This Bylaw and its Schedules may be added to, cancelled, altered or amended by Council from time to time.

SCHEDULE C**Fees**

Bylaw Section	General Terms and Conditions Section(s)	Application	Fee
	2.1	Application for service to Designated Property	No fee
7	8.1	Application for voluntary use of energy utility system	BY ESTIMATE
	4.5(c)	Energy Generation Plant Installation Fee	BY ESTIMATE
	4.2, 4.4, 4.9 & 8.1	ETS and Service Connection Installation Fee	BY ESTIMATE
	4.8	Customer requested routing	BY ESTIMATE
	4.11	Application to remove, relocate, or alter Energy Transfer Station, any component thereof, or related equipment or distribution system extension servicing	\$400.00
	4.15	Service call during Service Provider's normal business hours	\$150.00
	4.15	Service call outside Service Provider's normal business hours	\$400.00
	5.2	Application for meter test	\$400.00
	8.3	Reactivation fee	BY ESTIMATE
	8.4	Re-identification of Meter Set	BY ESTIMATE
	12.6	Interest on over-billed amounts	Bank of Canada prime rate minus 2% per annum payable monthly
	13.1	Late Payment Charge	\$100.00
	13.2	Cheque returned to the Service Provider	\$100.00
	19.1(g)(iv)	Building permit application DEU review fee charged in addition to building permit application fee under Building Regulation Bylaw.	2% of the Building Permit fee

SCHEDULE D

Rates and Charges

PART 1 - RATES FOR SERVICES

The following charges, as amended from time to time, will constitute the Rates for Services:

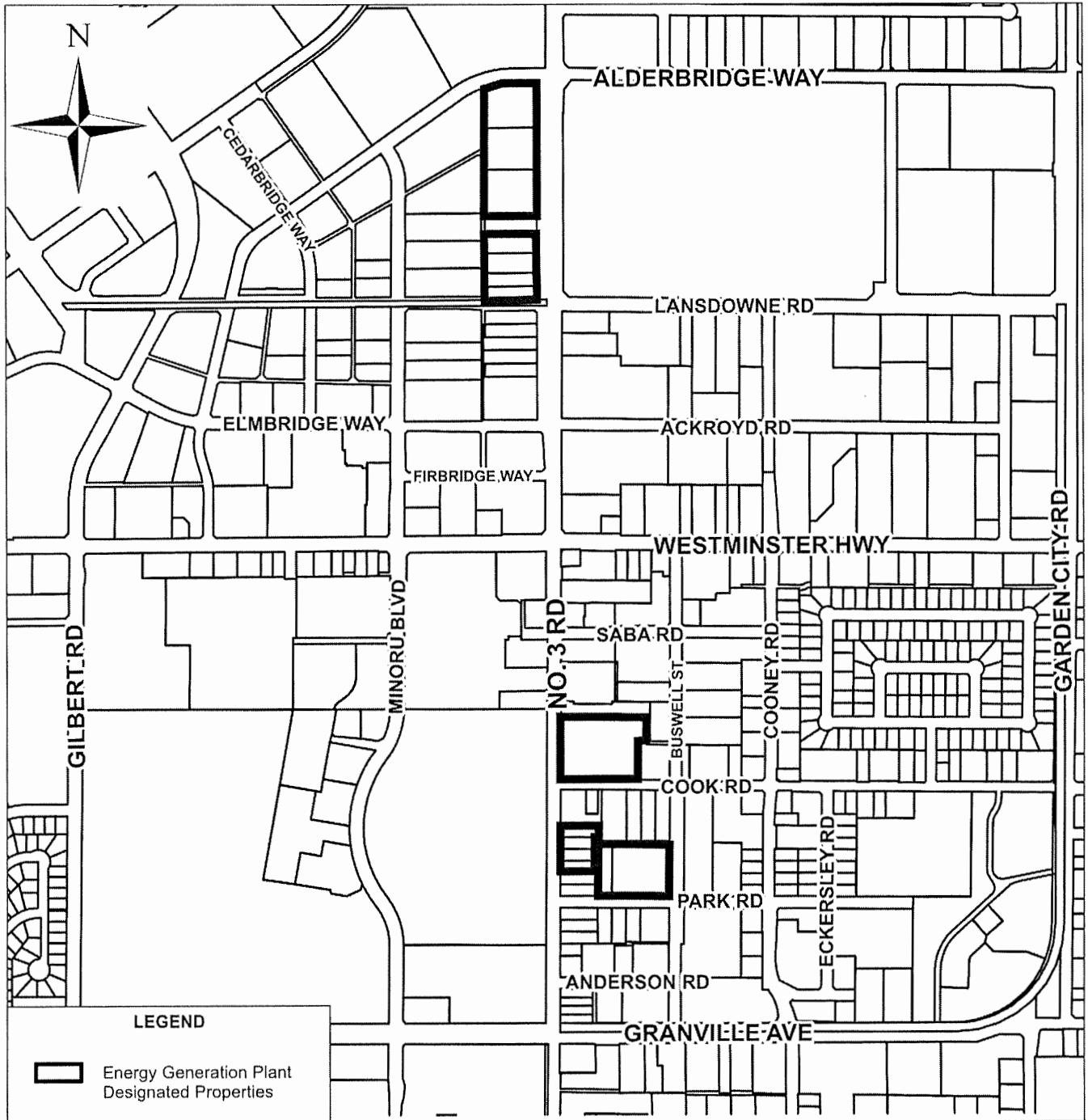
- (a) capacity charge - a monthly charge of \$0.109 per square foot of gross floor area;
and
- (b) volumetric charge – a monthly charge of \$0.00 per megawatt hour of Energy
returned from the Energy Transfer Station at the Designated Property.

PART 2 - EXCESS DEMAND FEE

Excess demand fee of \$0.14 for each watt per square foot of the aggregate of the estimated peak heat energy demand referred to in section 19.1(f)(i), 19.1(f)(ii) and 19.1(f)(iii) that exceeds 6 watts per square foot.

SCHEDULE E

ENERGY GENERATION PLANT DESIGNATED PROPERTIES





City of Richmond

Report to Committee

To: General Purposes Committee
From: Jane Fernyhough
Director, Arts, Culture and Heritage Services
Re: Britannia Shipyards National Historic Site Strategic Development Plan

Date: July 9, 2018
File: 11-7000-01/2018-Vol 01

Staff Recommendation

That the Britannia Shipyards National Historic Site Strategic Development Plan as outlined in the staff report titled "Britannia Shipyards National Historic Site Strategic Development Plan" dated July 9, 2018, from the Director, Arts, Culture and Heritage Services be endorsed as the guide for the future development and operation of Britannia Shipyards National Historic Site.

Jane Fernyhough
Director, Arts, Culture and Heritage Services
(604-276-4288)

Att. 1

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Parks Project Development Transportation Corporate Communications	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO

Staff Report

Origin

The purpose of this report is to provide an overview of the Britannia Shipyards National Historic Site Strategic Development Plan (Attachment 1) and seek Council endorsement for both the Development Plan and for capital development priorities that support this plan.

This report supports Council's 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

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

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.*

Analysis

Background

In 2014 Council endorsed the following vision and mission for Britannia Shipyards National Historic Site (Britannia Shipyards):

Vision: Britannia Shipyards is an outstanding national historic site that inspires a lasting connection to Canada's West Coast maritime heritage.

Mission: Britannia Shipyards National Historic Site preserves West Coast maritime heritage with an emphasis on local wooden boat building traditions and the cultural mosaic and living conditions of the people who worked on the Steveston waterfront. This unique heritage park provides engaging interpretation and innovative programs that respond to changing community needs.

Britannia Shipyards is a heritage park that provides local residents and visitors from around the world the opportunity to experience Richmond's maritime and cultural heritage. It is a place for active participation through educational programs, special events and festivals and a place for quiet reflection.

Britannia Shipyards Strategic Planning Background

The Britannia Shipyards National Historic Site Strategic Development Plan (Development Plan) (Attachment 1) will provide the framework for decision making at Britannia Shipyards for the next five years.

This plan builds on previous plans and strategies, including:

- Britannia Shipyards National Historic Site Strategic Plan 2014-2018 (2014);
- Britannia Heritage Shipyard Business Plan Update, 2008-2012 (2008);
- Britannia Heritage Shipyard Historic Zone Development Plan (2004);
- Britannia Heritage Shipyard Business Plan (2000); and
- Steveston Community Industrial Adjustment Study – Feasibility Report – Britannia Heritage Shipyard Development Project prepared by Cornerstone Planning Group (1998).

With many of the recommendations from these plans fulfilled, and the fact that Richmond is in the midst of a profound transformation becoming an increasingly urban city with a growing, aging and more ethnically diverse population, the need to update the strategic plan for Britannia was recognized. The Development Plan was developed as a result of this need.

Britannia Shipyards Development Plan Key Recommendations

Building on the Council-endorsed Britannia Shipyards' vision, mission and the 2014 Strategic Plan, the objective of the Development Plan is to provide direction for short, medium and long term priorities.

Crucially, the Development Plan recommends an incremental, iterative approach to ensure sufficient resources are in place to successfully achieve the desired outcomes, ensure stakeholder buy-in, and limit risks. As a key cultural asset for the City, the priority remains on providing public access and increasing visitation to the site.

Short and medium term initiatives that contribute to Britannia Shipyards as a destination tourism attraction will be supported in part by Municipal and Regional District Tax (MRDT) funding over the next four years.

In the **short-term** (2018 and 2019), the Development Plan recommends:

- Complete heritage restoration and interpretation (See Table 1 – Britannia Shipyards Capital Development Priorities);
- Improve volunteer participation through increased and enhanced recruitment, training, supervision and recognition;
- Invest in precursors to success including the collection of quality metrics;
- Develop a program plan for the Richmond Boat Builders building and redevelop the space as required to ensure proper equipment is in place to support the type of work occurring;
- Conduct preparatory work to assess viability of additional boat building and repair activities on site;
- Enhance and expand marketing, partnerships, sponsorship opportunities, grants and donations;
- Explore opportunities to enhance and utilize the Britannia Heritage Shipyard Society(BHSS)membership program;
- Ensure hiring of a Manager with an appropriate skill set including knowledge of museum and heritage programming, exhibit development and destination tourism (this is an existing vacant position); and

- Enhance and expand paid programming aligned with the site's vision by diversifying program offers and improving awareness of programs, including increasing the number of paid tours, enhancing and expanding school visits and providing more opportunities for visitors to get on the water. Invest in key staff to enhance visitor offer and expand programming on the site, including:
 - Community Facilities Programmer and additional auxiliary staff to support growth. These positions are currently being funded on an annual basis through a one-time additional level and MRDT funding; and
 - Shipyard Operations Supervisor, a new staff position to provide oversight of boat building and repair activities. This position will be brought forward as an ongoing additional level request through the 2019 budget process.

In addition to the recommendations detailed above, the Development Plan also references the need for increased capacity in the BHSS. The Society has been active on the site since the early 1990's and its current role is formalized under the terms of a service agreement with the City that was executed in 2016. This agreement provides a framework for both boat building and repair activities, which have been the focus of the Society, as well as other activities on the site.

The BHSS Board of Directors reviewed the draft Development Plan and provided comments to staff in March 2018. The Board stated that overall the plan was well written and has some good ideas. They also stated that in order for the BHSS to have an effective role at Britannia, it is important for the City to come up with a clear vision and direction that is well communicated and enforced.

Since that time, the BHSS has held their Annual General Meeting and elected a new board, and a new Chair. Staff continue to work with the Board to evaluate the role of the BHSS at Britannia and the suitability of the current agreement with the City. Any revisions to the agreement with BHSS will be the subject of a future report to Council.

In the **medium-term** (2020–2022), the Development Plan recommends:

- Creating a new event(s) that can draw new visitors while remaining aligned with the site's vision; and
Exploring opportunities to increase rentals as restoration continues and potentially more space becomes available. As any private use of space can negatively affect regular visitors to the site by limiting their access to exhibit and program space, staff recommend any future rentals are carefully managed so as to not compete with the site's core programming.

In the **long-term** (2023–onwards), assuming heritage restoration and exhibit development is complete and visitation had increased, it is recommended that the site consider retail, food and beverage opportunities as well as expanded boat building and repair activities.

While not addressed in the Development Plan, staff recommend monitoring tour bus traffic and parking issues that may arise as a result of increases in site visitation and developing longer term transportation plans if required.

To address a referral at the February 28, 2017 meeting of Parks, Recreation and Cultural Services Committee, staff anticipate bringing forward a report to Council in fourth quarter 2018 to address the feasibility of repaving Dyke Road around Paramount Pond to increase capacity.

The short, medium and long term priorities will be achieved through a combination of allocation of existing resources as well as future additional level requests through the operating budget process.

Capital Development Priorities

In order to support the recommendations of the Development Plan, staff recommend the following schedule for capital development and operating budget impact (OBI) submissions for Council's consideration.

Table 1: Britannia Shipyards Capital Development Priorities

Project	Current Status	Recommended Use	Requirements	Funding Status	Project Timeframe
Phoenix Net Loft	Unrestored	To be determined A report to Council will be prepared for Q4 2018	Preservation and reconstruction	\$11.5 M approved funding available	2018–2020
			Development of program plan options	Funding available within existing budgets	2018
			Interior detailed design and construction	Future capital submission required	2018–2021
Richmond Boat Builders and Boat Yard	Boat repair and restoration projects	Status Quo	FFE, tools and equipment	Future capital submission may be required depending on program plan	2019
Britannia Shipyard	Exhibit: Industry on the Waterfront Exhibit and Shipyard Ways	Status Quo	A review of current code requirements to consider upgrades is currently underway Planning for future use of Shipyard Ways is currently underway	Future capital submission may be required \$165,000 approved funding available for Shipyard Ways	TBD

Project	Current Status	Recommended Use	Requirements	Funding Status	Project Timeframe
First Nations Bunkhouse	Unrestored	Exhibit and program space	Reconstruction of building and exhibit and program development	Future capital submission required	2019–2020
Japanese Duplex	Unrestored	Exhibit and program space	Reconstruction of building and exhibit and program development	Future capital submission required	2019–2020
Murakami House Exhibits	Exhibit and program space	Minor exhibit upgrades	Exhibits are 20 years old and in need of an update – they can be updated concurrently with the design of the Japanese Duplex	Future capital submission required	2019–2020
Murakami Boat Works	Flexible program and meeting space	Status Quo	Complete	No funding required	
Seine Net Loft	Exhibit, program and flexible event / rental space	Future uses may be re-evaluated pending program plan for the Phoenix Net Loft	Complete	No funding required	
Administration Building	Staff offices	Status Quo	Complete	No funding required	
Historic Zone: Murchison House, Manager's House, Men's Bunkhouse, Point House and Chinese Bunkhouse	Exhibit: How We Lived: Stories of Work and Play at Britannia, flexible program and event space	Status Quo	Complete	No funding required	

Project	Current Status	Recommended Use	Requirements	Funding Status	Project Timeframe
Vessels: Silver Ann, Fleetwood, Burnaby, Portage Queen, Iona, Starliner and several skiffs and small boats	Silver Ann is on display on the dock. Remaining vessels are stored on-site or currently under repair.	To be determined	Planning is currently underway to develop recommended options for Council's consideration	Future capital submission may be required depending on program plan	2018-ongoing
Landscaping			Complete design for site landscaping including improved wayfinding and interpretive signage	\$150,000 approved funding available	2020
			Construction and installation	Future capital submission required	2020–2021

Next Steps

Regular monitoring and annual performance reporting will continue to ensure the successful implementation of the plan. Council will be kept informed through the annual Museum and Heritage Services Update.

Financial Impact

There is no financial impact to the endorsement of the Development Plan. The actions in this report will be considered through the annual capital planning and operating budget processes to be approved by Council.

Conclusion

The endorsement of the Development Plan builds on the success of previous strategic plans and addresses several key outstanding issues.

Britannia Shipyards is the City of Richmond's flagship maritime heritage asset. With the endorsement of the Development Plan, the City will be prepared to bring Britannia Shipyards to its full potential.

July 9, 2018

- 8 -

A handwritten signature in black ink, appearing to read 'M Fenwick', with a stylized, cursive script.

Marie Fenwick
Manager, Museum and Heritage Services
(604-247-8330)

Att. 1: Britannia Shipyards National Historic Site Strategic Development Plan

Britannia Shipyards National Historic Site Strategic Development Plan

February 2018

Prepared for

[The City of Richmond](#)

Prepared by

[Nordicity](#)

In association with

[RC Strategies + PERC](#)

[Lord Cultural Resources Ltd.](#)

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Executive Summary

As the oldest shipyard community in British Columbia Britannia Shipyards National Historic Site (Britannia Shipyards) retains its vision to be *an outstanding national historic site that inspires a lasting connection to Canada's west coast maritime heritage*. While the site is City-owned and managed, it also holds a service agreement with the Britannia Heritage Shipyard Society (BHSS), with the latter contributing to some of the site's operations and programming.

The site's mission, endorsed by City Council in April of 2014, emphasizes Britannia Shipyards' unique offering in terms of its capacity to provide access to - and participation in - local history:

Britannia Shipyards preserves west coast maritime heritage with an emphasis on local wooden boat building traditions and the cultural mosaic and living conditions of the people who worked on the Steveston waterfront. This unique heritage park provides engaging interpretation and innovative programs that respond to changing community needs.

Building on Britannia Shipyards' mission, the objective of the Development Plan is to provide direction in view of reasonable expansion and enhancement activity for the site's programs, events and tours that are **safe, educational, immersive**, and authentically relay the story of **BC's maritime history**. While revenue generation remains secondary to this important community space, the Development Plan explores ways for the site to continue offering diverse community programming and, at the same time, generate revenue to **minimize the cost (subsidy) per visitor** and build **internal capacity** in taking on particular initiatives.

To this end, three overarching goals will shape the development of Britannia Shipyards: **completing heritage restoration and interpretation**, enhancing the general **quality of the visitor experience**, and, ensuring **adequately trained staff** and volunteers are in place.

Moving forward, Britannia Shipyards will focus on the following eight key focus areas at the site:

- Site tours
- Paid programming
- School visits
- Special events
- Space rentals
- Retail offer
- Food and beverage
- Boat building and repair activity

In order to achieve success within these focus areas, Britannia Shipyards will also need to invest in key **precursors for success** such as: improved quality metrics; increased staffing and volunteer/auxiliary hours; a new marketing budget; a strategy to increase partnerships, an expanded sponsorship offer (while still pursuing donations or grants;), working with the BHSS to enhance (and leverage) its membership program; and, conducting preparatory work for boat building and repair activities (including short-term program plan for the Richmond Boat Builders Building).

In the **short-term (2018 and 2019)**, it is recommended that the site focus on three key areas:

- Enhance visitor offer and expand branding of the experiential benefits of the paid experiences to increase number of visitors taking paid tours;
- Enhance programming on the site by diversifying program offers and improving awareness of programs; and,
- Enhance school visits by exploring options for break-even cost structures and the development of bespoke offers that cater to growing demographic groups.

In the **medium-term (2020-2022)**, the site should focus on potentially increasing the number of rentals on the site, alongside events that are aligned with the site vision, while minimizing disturbance to operating hours. This will be made feasible by the increased in staff and space becoming available through restoration. Additionally, the site should increase special events by one large event that is closely aligned with the mission and purpose of Britannia Shipyards.

In the **long-term**, after Year 5, the site will regroup and consolidate gains in order to move forward with the most impactful activities on the site. At this point, the site would be near completion in terms of heritage restoration, potentially freeing up capital investment for larger projects such as a new gift shop/welcome centre building, a full-service restaurant facility (leased), and/or the infrastructure and safety measures required for renewed on-site boat building and repair activity.

While revenue generation remains a secondary goal for this important cultural and historic asset, the development plan proposed herein will also increase revenue on site and, importantly, significantly decrease the cost per visitor. The table below summarizes visitation numbers and operating deficits in 2016 and 2017 at Britannia Shipyards. Additionally, the table compares these two years to the expected 5-year financial and visitor projections. As illustrated, **the operating deficit per visitor** decreases from roughly \$3.50 per visitor to less than \$1.50.

Table 1: Yearly visitor comparison at Britannia Shipyards

Focus area	2016	2017	2022
Regular (drop-in) visitors	58,480	92,591	120,000
Program participants (registered)	1,789	2,738	5,750
School programs	1,931	2,150	2,880
Special event attendees	62,300	65,748	95,000
Visitors during rentals/ Number of rentals	3842 / 114	6045 / 167	8,100 / 225
Total visitation	128,342	169,272	231,730
Net operating activity (deficit)	\$449,184	\$623,860	\$311,267
Operating deficit / visitor	\$3.50	\$3.68	\$1.34

Crucially, the achievement of Britannia Shipyards' vision requires an incremental, iterative approach so as to ensure additional resource requirements are appropriately matched with expected outcomes.

Document map

The report begins with a description of the background and contextual information regarding Britannia Shipyards (**Sections 1 and 2**), including the vision and mission of the site, its governance structure, and the complementary development impacts of the site.

Building on that foundation, **Section 3** details a profile of the key focus areas on the site, as listed in the executive summary. It starts with the key precursors to success before moving into analysis for each focus area, which are listed in order of priority in a staged approach (short, medium or long term). Each of these sections will provide the following details:

- The status of the focus area on the site (if any);
- Challenges or barriers;
- Opportunities for growth given current realities and market considerations; and,
- Forward-looking recommendations for the site.

Section 4 provides financial projections for the scenario described in the development plan. Additionally, long term options are described with regards to larger capital expenditure projects such as a restaurant or retail offer.

A brief summary and conclusion is then provided, before moving to the Appendices which include:

- A tabulated analysis of comparable sites;
- A list of the *2014 Britannia Shipyards National Historic Site Strategic Plan* Strategic Framework (for reference);
- A detailed description of the assumptions and calculations required for the financial analysis; and,
- A list of interviewees during the stakeholder engagement process.

1. Introduction and Background

1.1 About the project

Nordicity, RC Strategies + PERC and Lord Cultural Resources were commissioned by the City of Richmond to produce a detailed Development Plan for Britannia Shipyards. This work involved close engagement with the City, the Britannia Heritage Shipyard Society (BHSS), and its relevant partners/stakeholders so as to produce a future-facing, cost-effective and sustainable plan, including a profile of key focus areas, a market analysis, a development plan and a financial analysis.

To understand the current reality of the Britannia Shipyards, the Project Team conducted a thorough document review (including the key documents listed in Section 1.2) in order to produce a profile of the site's focus areas and visitor offer. Additionally, an analysis of comparable sites was conducted to understand relevant best practices (both in Canada and internationally) and possible benchmarks for future changes at Britannia Shipyards (see Appendix 1).

Following preliminary research, the Project Team led an extensive stakeholder engagement process. Interviews were conducted with representatives from the City of Richmond, the BHSS, the wider community and comparable heritage/historic sites (see Appendix 4). Once preliminary options were developed, the findings of the research phase were validated in a focus group session with participation across stakeholder groups in November 2017.

The analysis stage included a market analysis which underpinned the creation of a development plan and financial projections. The results of this analysis can be found in subsequent sections of this report.

1.2 Background

In 2000, a *Business Plan for the Shipyards* was endorsed by Richmond's City Council. The Business Plan document was preceded by the *Britannia Heritage Shipyard Historic Zone Development Plan* in 2004 and a *Business Plan Update* in 2008. Most recently, the *Britannia Shipyards Strategic Plan 2014-2018* sets the future directions of the site in light of the changing needs of the community (see Appendix 2 for further details). The development of the 2014 Strategic Plan was underpinned by *Voices of Britannia*, a community engagement process in which more than 2,000 people participated and provided direction for this report.

In addition to studies specific to Britannia Shipyards, planning for this site also intersects with several other municipal policies and programs. The most recent strategic plan supports outcomes of the City of Richmond's *Parks and Open Spaces Strategy* and the *Museum and Heritage Strategy*. Britannia Shipyards also falls within the purview of the *City of Richmond Waterfront Strategy*.

1.3 Vision and mission of Britannia Shipyards National Historic Site

The development of the *Britannia Shipyards Strategic Plan 2014-2018* included revisions to the mission and vision articulated in the 2008 *Business Plan Update*. These updated statements reflect the site's past and its current role in the community.

The current mission of Britannia Shipyards is as follows:

Britannia Shipyards National Historic Site preserves west coast maritime heritage with an emphasis on local wooden boat building traditions and the cultural mosaic and living conditions of the people who worked on the Steveston waterfront. This unique heritage park provides engaging interpretation and innovative programs that respond to changing community needs.

The current vision states:

Britannia Shipyards is an outstanding national historic site that inspires a lasting connection to Canada's west coast maritime heritage.

The mission and vision adopted in 2014 guided the development of this Development Plan, which aims to balance local, historic maritime traditions with evolving community needs.

1.4 Building on the Britannia Shipyards Strategic Plan 2014-2018

In many ways, the Development Plan is the logical next step of the *Britannia Shipyards Strategic Plan 2014-2018*. In addition to the governance structures discussed in Section 2.1.2, several of the key focus areas discussed in this Development Plan look to build on active progress made on key strategic focus areas outlined in the Strategic Plan, including:

- **Educational Programs:** Connecting with schools is a key component of creating *Inspirational Experiences*. Specifically, one of the action items associated with this strategic focus area is to develop and deliver increased curriculum-based educational programs for K-12 and English as a Second Language (ESL) students. *Outstanding Communication* also calls for direct marketing to schools.
- **Special Events:** Expanding special events at Britannia Shipyards relates to the strategic focus areas *Unique Spaces* and *Inspirational Experiences*. One of the action items associated with *Unique Spaces* recommends designing flexible program and event space at the Seine Net Loft. In terms of *Inspirational Experiences*, a core objective is to have festivals and special events contribute to site animation and regional tourism.
- **Exhibits and Collections:** Engaging exhibits are an objective listed under *Unique Spaces*. Further, under *Respect for Historical Integrity and Authenticity*, one of the objectives is to have Britannia Shipyards be home to a well-preserved artefact collection that is used to interpret the site's history. Both of these strategic focus areas demonstrate the importance of planning for exhibits and collections at Britannia Shipyards and incorporating them into each visitor experience.
- **Visitor Programs:** The 2014 Strategic Plan establishes the need for data on visitor experiences and program participation as part of the strategic focus area *Effective Management*.

2. Current Context

This section provides an overview of the current status of programming and maintaining the site, as well as the current facilities at Britannia Shipyards.

2.1.1 Facility description

The Britannia site has many stories to tell. Site buildings were originally constructed to service early fishing and canning operations on the waterfront, including the Britannia Cannery, and many company homes for workers and families. The cannery was later converted into a shipyard (1917-18), used for both boat repair and maintenance of the ABC Packing Company fishing fleet.

By the 1930s, there were two other boatworks on the property: The Kishi Boatworks and the Murakami Boatworks, as well as over 90 residences that were home to a multicultural workforce. People moved to Steveston from all over the world with dreams of prosperity and a better future for themselves and their families. They worked in various capacities: as fishermen, boat builders, shop owners, cannery workers and in the service industry. They endured social, political, environmental and economic change together; sometimes in conflict between cultures, and sometimes building on the strengths and bonds between groups.

The stories told at Britannia Shipyards focus on the experiences of these adventurous individuals, what they did for work, and how they interacted with each other. This historic multicultural community resonates strongly with today's visitors who recognize the parallels with today's society – making history relevant to the present. Through interactive programs, exhibits and experiences, visitors learn about how the past has informed the present and how it will play a role in the future development of the wider community.

From a programming perspective, the site encompasses more than ten historic buildings, most of which are open to the public. The Chinese Bunkhouse and the Seine Net Loft are also available for rental for meetings and other social events. Facilities include:

- **Britannia Shipyard** from which the site takes its name. Dating from 1889, this building houses the "Industry on the Waterfront" exhibit. The Shipyard does not have full public occupancy and is limited to 50 visitors who must be accompanied by staff or a volunteer. The dock area and floats are used for vessel display and are accessible to the public during special events.
- **Seine Net Loft** was built in the mid-1950s and was used to store and repair nets for the fishing fleet. This building was recently restored and is used as a flexible exhibit, program and special event space, and has full public occupancy for up to 300 people.
- **Murakami House** dates from 1885 and was restored in 1998. It is currently used as exhibit space to show the living conditions of Japanese-Canadians pre-1941.
- **Murakami Boatworks** dates from 1929 and was fully restored in 1998. It is currently used as program and meeting space, and houses the BHSS and City programming staff offices.
- **The Richmond Boat Builders and Boat Yard** was originally built in 1932 as a Japanese-Canadian boat building facility. This building was restored in 1993, and has been most recently used for boat repair and restoration projects.
- **Winch House** built circa 1950, houses the winch and machinery for the Richmond Boat Builders' ways.

- **Cannery Office** dates from 1889, and was originally the office for the Britannia Cannery and Shipyard. It was fully restored in 2009 and now serves as the site's Administration Building.¹

In addition to the original structures listed above, the site has added several buildings to the historic zone, which feature the "How We Lived: Stories of Work and Play at Britannia" exhibit. These buildings include:

- **Visitor Centre and the Manager's House** were pre-fabricated in the 1880s in New Westminster and delivered to Richmond by barge. The buildings were purchased in 1895 by Mr. Murchison, the first customs and police officer in Steveston. The buildings were relocated to the site in 1994 and opened to the public in 2009. Exhibits highlight the lifestyle of a cannery or shipyard manager, and the work of John Murchison as a police chief, customs and immigration officer.
- **Men's Bunkhouse** was once home to between 4 and 15 temporary workers. Moved to Britannia in 2004, exhibits inside explore the lifestyle of single men who comprised much of the area's temporary labour force.
- **Point House** was also moved to Britannia in 2004 from Steveston. Its exhibits interpret local architecture. The north side of the building is a caretaker's suite.
- **Chinese Bunkhouse** was relocated from Knight Inlet in the early 50s to the BC Packers site. It was then relocated to Britannia in 1999, and opened to the public in 2011. The upper floor exhibits examine the lives of Chinese men who lived and worked in Steveston in the early 1900s. The main floor is a flexible meeting, program and event space.

And there remain two building on site to restore, which will be a key priority in the near-term for the site. They are:

- **The Japanese Duplex** dates from the late 1890s. While substructure repairs were completed in 2004, the building is in poor condition. It is currently used for storage only, and is not open to the public.
- **The First Nations Bunkhouse** was built in 1886, and moved to the site in 1946. It is in poor condition, has not been stabilized, and is not open to the public.

In addition to the buildings on site, Britannia Shipyards is home to a fleet of heritage vessels and a display of wooden boats owned by the City, the BHSS, individuals and other community groups that provide enhanced programming for visitors.

2.1.2 Governance

Britannia Shipyards is managed by the City of Richmond. The City has a service agreement with the BHSS which is also active on the site. Essentially, the City leads operations and maintenance while the BHSS provides additional activities, primarily in the area of boat building. At present, the City employs three full-time staff to coordinate exhibits, facility rentals, school and public programs, special events and guided tours. The City also recruits and trains volunteers to support these activities.

¹ Descriptions sourced from the Britannia Shipyards National Historic Site Strategic Plan, 2014-2018.

The BHSS was incorporated in 1991 and is a volunteer-based organization. Its purpose is to “preserve and promote west coast maritime heritage with an emphasis on local wooden boat building traditions and the cultural mosaic and living conditions of the people who worked on the Steveston waterfront.”²

The BHSS provides additional programming on site

According to the service agreement with the City, the BHSS is responsible for maintaining its own equipment and recruiting and training volunteers involved in its programs. However, as a volunteer-run initiative, there is a need for increased internal capacity, notably to connect with diverse communities and ensure safety guidelines are adhered to while handling industrial equipment.

The evolving nature of activity at Britannia Shipyards reinforces the importance of the strategic focus areas as described in the *Britannia Shipyards Strategic Plan 2014-2018*. The following table illustrates the current steps taken towards satisfying the action items of each focus area.

Figure 1: Governance and the 2014-18 Strategic Plan

Strategic Plan 2014-18 Focus Area	Action Items	Steps Taken
A relationship-based approach	Formalizing relationships with community stakeholders;	The service agreement between the City and the BHSS is now in place;
	Pursuing joint programming opportunities.	Partnerships have been forged with the Steveston Folk Guild and the Vancouver Wooden Boat Society, amongst others.
Effective management	Enhanced volunteer participation	Volunteers active at Britannia Shipyards are managed either through the City or through the BHSS – the service agreement defines the roles of both groups in coordinating volunteers.

The Project Team recognizes that the service agreement between the City and the BHSS is very new and is working through its formative stages. This study’s stakeholder consultation, however, revealed some key challenges in the current capacity of the BHSS to formally oversee programs or initiatives. Indeed, the organizational capacity of the BHSS to take on increased responsibilities may be limited in the short-term.

As described in the development plan herein (Section 3), Years 1 and 2 will witness a consolidated relationship between the City of Richmond’s Arts, Culture and Heritage Services and the BHSS. Namely, this requires a facilitated approach sensitive to the needs, aspirations and limitations of each bodies’ interests, as well as their capacities in a practical, operational context. This includes ensuring the BHSS Board membership is fit to purpose (e.g. representation from communities that reflect the site’s long-term vision). In the longer term, it is envisioned that the feasibility and effectiveness of extending more operational opportunities directly to the Society will increase.

2.1.3 Current opportunities and challenges

² Britannia Heritage Shipyard Society “About Us.” <https://britanniashipyard.ca/about-us>.

As indicated above, Britannia Shipyards offers a unique blend of museum, park, attraction and working industrial assets. This combination creates an abundance of opportunities for the site, but also means there are many voices to consider in its development going forward. Currently in the process of finishing the final stages of restoration, the site is exploring different opportunities for cost-effective activity while maintaining alignment with its strategic direction, mission and vision.

While the site's specific focus areas will be explored in this section, some of the key considerations for the broader site are as follows.

Opportunities

- The importance of celebrating cultural diversity at the site is important in a hyper-diverse city such as Richmond.
- The site has an abundance of space with diverse physical (buildings and boats) and natural (beautiful scenery) offers, meaning it can offer a diverse range of activities and events on site.
- The passion of the BHSS members provide opportunities for detailed heritage interpretation, as well as on-site boat building and repair programs in the longer term.
- Its rich history (oldest shipyard in BC) is a unique offering that cannot be matched.
- The development of the Steveston waterfront area – including the potential for connecting the Britannia dock with the larger dock in Steveston offers opportunity for increased traffic to the site.

"How can you not spend a pleasant hour or two learning about and experiencing the local history? Wooden boats, riverside setting and historical buildings make for a charming site. An easy and delightful waterfront stroll from the heart of historic Steveston."

TripAdvisor comment

Challenges

- Lack of transportation means accessibility to the site is very difficult for transit-reliant visitors.
- Uncontrolled access to the site means restricting free access is a very difficult task, resulting in challenges for revenue generation.
- The location (within a quiet neighbourhood) could be a barrier to significantly increasing traffic to the site.
- The delicate balance between museum and tourist attraction means that there are competing voices for the pace of change and trajectory of growth on the site.
- The implementation of the agreement between the City and the BHSS is only in its formative stages.
- Public perception and advertising to the community has posed a challenge in the past but can be improved with increased marketing.
- The necessary staffing to improve and grow the site has not yet been put in place.

Britannia Shipyards already has multiple revenue generating **"focus areas"**, either implemented or in review. The development plan identifies the current focus areas, internal documentation, stakeholder consultation and the findings of the market analysis.

2.2 Setting the stage for the future

Importantly, several local residents interviewed see Britannia Shipyards as a great local asset and community gathering space³ which increases awareness of Richmond's rich, multicultural maritime history. The potential for a model where public access and community park elements of Britannia Shipyards exist alongside an enhanced ticketed offer (implemented over time) was developed over the course of the study's research and analysis phase. Not only would enhanced fee-based tours and programming provide revenue, but they would also gear Britannia Shipyards towards becoming a destination tourism site.

To this end, the **development scenario** recommended herein introduces a scenario in which a paid site access offer is incrementally increased over time, while leaving the remainder of the site open for use as a public park. A physical gate was not considered for several reasons, including the fact that the Steveston Greenway runs directly through the site, and the fact that such barriers would likely eliminate the feel of a local park or gathering space.

Assuming this development scenario, we consider all related site enhancement opportunities and inputs in the proceeding sections. Based on the identification of existing and potential activities/concepts, we prioritize the activities according to the efficacy and appropriateness of each, as well as the capacity of the City of Richmond and the BHSS to embark on some of them at the same time.

For these priority areas we posit **market and cost assumptions**, based on existing market research and comparative experience in other similar historic site developments. These assumptions underpin the pro forma **development plan** projections.

³ The notion of a gathering space was a common response collected throughout stakeholder interviews.

3. Development Plan

Crucially, it is recognized that the growth of Britannia Shipyards must occur **incrementally** in order to ensure broad-based stakeholder buy-in and to limit risks. Additionally, as a key cultural, recreational and heritage asset for the City, it is important that priority **remains on providing public access to the space and the opportunity to learn more about local history**. Generating revenue, while important, remains secondary with the emphasis being on reducing cost (subsidy) per visitor. The following section illustrates the Project Team's assertion of the most feasible option, building on the current situation and market considerations. The development plan detailed in this section is based on growth occurring within **the short-term (2018 and 2019); medium-term (2020 through 2022); and long-term (beyond 2022)**.⁴

The recommended development plan is based on not only internal capacity to optimize the focus areas that offer the best hope of improving the site, but also those that offer distinct potential to resonate with the overall vision for Britannia Shipyards. They also assume that certain things need to happen (e.g. increased site visits) before other things can be pursued (e.g. gift shop, food and beverage services).

Three overarching goals would shape the next period of development at Britannia Shipyards:

- Enhance the **general quality of the visitor experience**, through higher quality heritage and interpretive interactive exhibits/programs, and more carefully crafted visitor exposure to them. This report includes some examples and suggestions of how an enhanced visitor experience will lend to significantly more site visits. A more detailed interpretive plan may be required.
- Ensure **adequately trained staffing and volunteers** are in place so as to effectively achieve the growth and development opportunities.
- Continue **heritage restoration and interpretation**. The focus needs to be on restoring and protecting heritage values and the interactive interpretive visitor experience. Capital is too scarce and the need for restoration and quality exhibits is too great for capital to be diverted to other large capital expenditure projects under consideration (e.g. securing the site perimeter, redirecting the public pathway through the site, building a restaurant or gift shop). As indicated in **Strategic Framework 1.1.2**, capital plans are to prioritize the completion of both the Japanese Duplex and First Nations Bunkhouse.

3.1 Precursors to success

To ensure maximum benefit from the various focus areas, the site will need to **invest in key precursors to success**. Following a year in which the site benefited from the celebration of Canada 150 and increased hours at the site, 2018 offers the opportunity to build on success through increased investment at the site and the funding commitment necessary to remain open seven days a week. There are several precursors to success that will augment improvements for all focus areas of the site, as listed below:

⁴ Note, while audience development tactics would naturally require a bespoke marketing strategy, some budget-related marketing assumptions are referenced herein.

- Quality metrics;
- Staffing requirements;
- Marketing;
- Partnerships;
- Sponsorship, grants and donations;
- Annual BHSS membership; and,
- Preparatory work for boat building and repair activities.

Quality metrics

An initial priority should be initiating the collection of quality metrics (e.g. customer satisfaction levels, number of attendees, proportion of repeat visits) which will provide valuable feedback on exhibits, assets and programs. A more comprehensive feedback cycle will allow staff to monitor the extent of success of each activity, consolidate gains, and move forward in an iterative process. While the site has success in one-off feedback tools (e.g. 2013 Voices of Britannia Survey, 2016 Richmond Maritime Festival Exit Survey, 2017 Visitor Survey) it is important to initiate ongoing measurement as to the satisfaction of programs and facilities on the site – in part, to ensure they remain in line with **Strategic Framework 4.1.3**.

As the measurement process evolves, the site should aim to create metrics that meet the recognized SMART criteria (Specific, Measurable, Achievable, Realistic and Time-bound). The Britannia Shipyards could also explore the option of partnering with local universities to have business and/or administration classes assist in the implementation of quality metrics.

Overall staffing requirements

A key requirement to enhancing the site will be the addition of **one new permanent full-time staff member** (in the immediate term). Currently, the site operates with three permanent full-time staff members⁵. As a result, the staff is heavily reliant on auxiliary and volunteer support. As such, it is recommended that the site adds a fourth full-time permanent role in the immediate term. A fourth full-time permanent role will continue to work directly with the Manager, Heritage Coordinator and Visitor Service Associate. Given the opportunities that could arise from a dedicated focus on improved quality, diversity and awareness of programming on the site, it is important that the new hire has the required programming knowledge and experience.

While it is important the site add a fourth staff member in the short-term, the site should work towards two more specific, roles (totalling five) in the medium to longer term. These roles could be established by shifting auxiliary roles into full-time positions, splitting more general roles into two, more specific, positions, or by hiring externally. Description of these future roles are found below:

- **Public Programs Coordinator:** This role's responsibilities would cover events, seasonal programs, BHSS program support, assistance in marketing programs and events (e.g. social media), with a concentration on program development, engaging instructors, promoting, coordinating, etc.

⁵ Note, the Gulf of Georgia Cannery operates with 7 admin staff while the Vancouver Maritime Museum has 12.

- **School and Educational Programs Coordinator:** This role's responsibilities would include curating and managing school tours, school outreach programs, and spring and summer camps, with a concentration on program development and the recruitment/training of facilitators.

The site should also add a **Shipwright/Operations Coordinator** to oversee boat building projects, site carpentry and maintenance work, development of safety procedures and equipment procedures. Additionally, this role would be to supervise volunteers involved in these projects.

Speaking to **auxiliary staff**, it is likely the case that the hours required from these staff members will **increase**. Any increase in the number of visitors will increase the requirement from auxiliary staff attendance, and may eventually require more than 90 hours per week. Table 11 in Section 3.5 presents a breakdown by key focus areas of the potential activities that will require additional staff resources. For example, as more buildings are restored, the hours required from the Building Services worker will certainly increase from the 24 hours currently allotted. In view of the increased marketing budget (detailed in section below) a **marketing professional** may be another additional auxiliary position requirement in the short-term.

On an ongoing basis, resources would be allocated to **enhance the number, quality and consistency of volunteers** on site. As indicated in **Strategic Framework 4.2**, given that almost all the opportunities presented require them, volunteers play an active role at Britannia Shipyards and contribute significantly to its success. The Site Manager may be well positioned to develop more volunteer capacity in-house, or he/she can consider partnering with an outside agency to provide that support.

Of critical importance is ensuring the particular skill-sets of the **Manager, Britannia Shipyards** are fulfilled, such as: knowledge of museum and heritage programming, events and exhibit development, a rich understanding of destination tourism, marketing/PR expertise, the ability to identify and develop public and private sector partnerships and a familiarity with the conservation and restoration of heritage buildings. The fulfillment of this role will also allow the Heritage Coordinator to focus on the development of meaningful exhibitions, community partnership development and the interpretation and exhibits in upcoming building restoration work.

In summary, it is recommended, in the short-term that the site adds one permanent full-time employee, while budgeting for increased demands on auxiliary staff time. In the medium to longer term, the new full-time role should be split into two, more specific, full-time roles. As per definitions of the role described above, this scenario would see one position focusing on school programming, with the other leading the more public side of programming and events. In the longer term, the site should hire a Shipwright/Operations Coordinator to oversee the program plan for boat building and restoration activities on site. Additionally, it is critical that volunteers remain well-trained and regularly updated about the evolution of site restoration and interpretation.

Marketing

For all of the above potential enhancements to be realized, even in part, the site will require **enhanced marketing efforts** in the immediate term. Additionally, a **reinvestment in partnerships** with important allies and **potential sponsors** are required to support development at the site.

To begin with, the City should consider an additional \$50,000 in the annual **marketing budget** (and related auxiliary marketing

"We need the communications piece, in the past marketing of Britannia Shipyards has been very poor"

Stakeholder Interview

staff). While this is a significant increase from the current base budget of \$5,000, it is a necessary step for improving awareness and the potential of the site.⁶ This increase in budget should be used to complete the development of a marketing and communications plan as indicated in **Strategic Framework 5.2.1** of the Strategic Plan 2014-2018. Additionally, it will help address potential communications gaps revealed in the 2017 Britannia Shipyards Visitor Survey. For example, the survey found that 56% of respondents heard about Britannia Shipyards via word of mouth, while an additional 13% discovered the site because they walked by or happened upon it. Given that only **19% of visitors indicated being on site as a direct result of advertising**, an increased focus on marketing could significantly increase site attendance.

In order to make the marketing budget extend as far as possible, the site should focus on leveraging **earned media** wherever possible (e.g. word of mouth, retweets, shares). Digitally speaking, the site can leverage its already strong digital presence (especially the 5,633 followers on Instagram⁷) through opportunities for interactivity at the site, which can be shared online via customized or popular hashtags. Given the site's especially strong following on Instagram, and the picturesque nature of the site, an effective way to gain earned media is an Instagram photo competition where visitors are encouraged to share their favorite moments at the site on a designated hashtag, with daily, weekly or monthly prizes. Furthermore, this type of earned media may be the biggest return on investment from the site hosting special events, where large numbers of guests attend, largely for free. If these events are high quality and people enjoy them, they will tell their friends, both in person and, of course, online.

Partnerships

To maximize return for marketing investment, the new auxiliary marketing professional should explore opportunities for or partnering/contracting with outside agencies or other heritage site as this offers a built-in opportunity for co-branding and cross-marketing initiatives. While it is important that the site maintain a **unique brand**, establishing **productive partnerships** will be a critical enabler for success in the next phase of Britannia Shipyards' development (and another way to gain earned media). In the first instance, Britannia Shipyards should continue to explore opportunities to partner with local heritage sites, especially the **Gulf of Georgia Cannery**. Some potential options for joint marketing include:

- Combined tickets, promotional offers or incentives/discounts to visit multiple sites;
- Sharing resources such as staff and volunteers;
- Marketing campaigns (e.g. Steveston, Richmond, maritime themed specific social media campaigns or advertising campaigns);
- Shared efforts in the designing, ordering and selling of merchandise (i.e. increased economies of scale, collaborative branding and marketing);

⁶ Note, the Gulf of Georgia Cannery spends more than \$65,000 on their annual marketing and advertising budget.

⁷ As of January 23rd, 2018.

Furthermore, in the longer term – and leveraging the coordinating body of the Steveston 2020 group – options for a regular bus tour of Steveston that includes both sites as well as others (e.g. Steveston Village, the Tram, the Post Office) should be considered.

Some less conventional partnerships could be leveraged for enhanced programs or other improvements for the site. For example, partnerships could be considered with the following groups:

- Local K-12 schools so as to explore opportunities for closer collaboration and more nuanced curriculum-based offerings on-site. That is, working directly with schools or districts to design bespoke educational offerings (in addition to the pre-packaged programs currently available).
- Increased linkages with Tourism Richmond could be leveraged for marketing support. Additionally, the site could explore potential partnerships with local marketing firms or business schools to aid in marketing campaigns.
- Booking or partnering with groups that have built-in audiences for special events or programs (e.g. Artisan Christmas Craft Fair brings its own audience).

Sponsorship, grants and donations

With intensified marketing efforts and expanded partnerships, increased **sponsorship** may come naturally for Britannia Shipyards. It is also recommended that the site develop a menu of **sponsorship opportunities that offers lower and higher priced options** for companies and individuals to choose from. This approach to sponsorship allows for increased programming or new exhibits/displays without adding a cost burden. In many comparable sites, programs are considered part of the mission and not motivated by revenue generation.⁸ It is often the case that costs exceed revenues by two or three times, and this becomes part of the rationale for seeking sponsorship of specific programs to keep the costs low (or non-existent).

While commercial partnerships and sponsorship opportunities provide a great opportunity, developing the right product to target sponsors does not happen overnight. It is likely that a comprehensive sponsorship package would not be developed until 2020. For this reason, it is recommended that, while developing a variety of sponsorship packages, the site should **continue to pursue a variety of grants and in-kind support**. The site should build off recent successes, such as the roughly \$50,000 in grants and in-kind support the site has acquired since 2016.

Some examples of successful **grant and in-kind support** driven activities at Britannia Shipyards in recent years include:

- Family Day and Canada 150 grants;
- The Artist in Residency program (through the City of Richmond's Public Art Department);
- Local group and individual contributions (e.g. time, objects, expertise) to exhibitions (e.g. Our Coastal Connection, Christmas Craft Fair), and;

⁸ For example, a current exhibit at the Gulf of Georgia Cannery is sponsored by the Pacific Salmon Foundation - <http://gulfofgeorgiacannery.org/join-give/sponsors> - while the busy Heritage Christmas event at the Burnaby Heritage Museum was presented by Concord Pacific <http://www.burnabyvillagemuseum.ca/EN/meta/whats-new/2017-archive/sponsorship-announcement.html>.

- One-off events (e.g. Artist's Talks).

By 2020, the site should have developed a unique menu of sponsorship offers and see a significant expansion in revenue from sponsorships. Identifying potential sponsors for special exhibitions is another area for exploration, building on the successful partnership model of the *Our Coastal Connection* exhibit in Summer 2017. Furthermore, as detailed in Section 4.4, there are a wide variety of publicly available opportunities for grants to sponsor certain activities or general finances of the site. The site could use the five-step process for engaging the business world, described as follows by the Museums Association⁹, as a starting point for building its sponsorship offer:

- Scrutinize your own project so you are in a position to demonstrate to potential funders how its "reach" will meet their own promotional goals;
- Examine the projects that companies already support to see where yours might match their priorities;
- Remember that companies have their own agenda (i.e. need for self-promotion);
- Remember that sponsorship is a business arrangement, not a casual quid pro quo; and,
- If you cannot offer 'prestige' as a small museum, you may be able to provide other benefits to a company, such as helping it demonstrate its corporate social responsibility.

It is recommended that the site continue to seek grants and donations while striving to increase sponsorship revenues by 10% annually after the 2019 launch of its sponsorship offer, contributing roughly \$84,000¹⁰ to the budget of Britannia Shipyards by Year 5.

Annual BHSS membership

In the short-term, the City should explore opportunities to work closely with the BHSS to enhance and utilize the latter's \$25 **membership program**. Some examples may include: increased access to paid programming or behind the scene tours, priority access to special events, and/or access to unique site rental offers. While this partnership could include some revenue sharing with the City, it is likely that the biggest benefit will come in the form of increasing the membership size, and, in turn, the participation in, awareness of, and enthusiasm for the **community asset** element of the site. The membership body could also play an important role in programming support. For example, much-needed school program materials and exhibit components could be created by the membership.

Another option within the membership scheme (possibly in the medium to longer term) could be an 'upper tier' where members (or organizations) who feel aligned with the mission of the site can purchase an enhanced membership (~\$100). This could include guest passes for paid tours or programs, to be distributed to those who may not be able to afford the services offered at Britannia Shipyards or discounted/priority booking of site space.

Preparatory work for enhanced boat building and repair activity

⁹ Museums Association, *Museum Practice* (2008): <https://www.museumsassociation.org/museum-practice/fundraising/16530>.

¹⁰ Note, the Gulf of Georgia Cannery raised over \$150,000 in sponsorship, grants and donations in 2016.

While a full analysis of market considerations and opportunities for boat building and repair activity can be found in Section 3.4.3, it is recommended in the immediate term, a program plan for the Richmond Boat Builders Building is developed and the building is redeveloped to support this plan. Processes and procedures must be in place to address all regulatory requirements. Appropriate City staff oversight for boat building and repair activities will help to ensure regulatory compliance.

It is also recommended that the site conducts preparatory groundwork for longer-term boat building and repair activity at the site. It is important to note that much of the programming, tours, events and school visits will be closely related to the wooden boat building traditions and maritime history of the site. However, some of the more industrial related options (e.g. more complex activity, new machinery) need to be explored further, especially as they relate to the diminished access to the public. Specifically, the following aspects need to be closely considered, in the immediate term:

- Working closely with Department of Fisheries and Oceans (DFO) and Environment and Climate Change Canada officials to ensure regulatory compliance of intentions (e.g. engineered drawings, specific use plans).
- Ensuring compliance with all Municipal, Provincial and Federal laws and regulations such as Work Safe BC Regulations, the Canadian Environmental Protection Act, the Fisheries Act, the Marine Liability Act, the Canadian Environmental Assessment Act and the Heritage Conservation Act.
- Preparing an application to the Province for permission to perform this type of activity under an amended water lot lease agreement (a process that can take 1-1.5 years)
- Ensuring hazardous materials (e.g. lead, asbestos), are first removed from vessels at a proper facility (e.g. Steveston Harbour Authority, Shelter Island).
- Developing initial plans for containing work (e.g. boom, other infrastructure) for the containment of sawdust and other less hazardous waste, including engineered drawings and equipment procedures.
- Professionalizing the activities of the BHSS – e.g. ensuring health and safety regulations are understood, practiced and overseen by BHSS leaders.

In summary, there are several important, ongoing initiatives that will provide a foundation for continued improvements at the site. The following sections will describe the operations of the site in the short, medium and long term, as they relate to eight key focus areas at the site:

- | | |
|--------------------------|----------------------------|
| ▪ Site tours | ▪ Space rentals |
| ▪ Registered programming | ▪ Boat building and repair |
| ▪ School programs | ▪ Retail/gift shop |
| ▪ Special events | ▪ Food and beverage |

3.2 Short-term focus areas (2018 and 2019)

In the short-term, the site should pursue “**low hanging fruit**” or focus resources on activities that have higher and faster returns (financial or otherwise), with measurable gains. Crucially, these focus areas also align closely with the vision and mission of the site.

3.2.1 Site tours

Current State

A guided tour is a facilitated visit of Britannia Shipyards site and buildings. Typically, staff are utilized to deliver the tours and, ideally, participants pay for the experience. Importantly, many of these visitors end up receiving informal tours or receiving casual interpretation, requiring an adequate number of volunteers on site and in addition to the more 'formal' 15-minute offered tours.

544 of the visitors to the site in 2017 paid for tours, resulting in a very modest \$2,100 in revenue in 2017, up from the \$1,500 earned from 484 visitors in 2016. Tours available to the public are shown in the table below.

Table 2: Summary of paid tours at Britannia Shipyards

Name	Fee	Minimum and Maximum Participants
Inside the Britannia Shipyards	\$4 per person	Minimum: 12 people Maximum: 30 people
Culture Makes Communities	\$8 adult \$3.50 child (6-12) Free under 6	Minimum: 12 people Maximum: 30 people
The Story of Tea	\$6 adult \$3.50 child (6-12) Free under 6	Minimum: 12 people Maximum: 30 people

Site tours are central to the vision of Britannia Shipyards as they offer an important means of telling the story of west coast maritime heritage.

Challenges

- Garnering more interest for paid tours when there is a free option - i.e. breaking the notion of "why pay for something when I can get it for free".
- Tours, especially for a small number of visitors, can be very staff intensive.
- Enforcing limits for free access will also require increased staff attention to tours.
- Having a site without secure perimeters, with a public trail running directly through it, makes it inherently difficult to stop visitors exploring for free.
- Many of the City's other assets offer free access as an important means of ensuring that access to historical or cultural programming is inclusive.

"Simply put, people do not want to pay for something they think they can get for free. We need to do a better job of advertising the benefit of the paid experience"

Stakeholder interviewee

Market Considerations and Opportunities

While the market for programming is likely to be more local and include repeat visitors, the primary market for guided tours, at least in the short-term, are newcomers to the site. Therefore, if paid tours are pursued by the site, the focus should be placed on the regional market and beyond. There are 2.4

million residents within the Vancouver census metropolitan area (CMA), and an additional 2.2 million elsewhere in the province.¹¹

Visitors from the United States and other international countries should also be targeted, particularly when already in the Vancouver area. In 2015, it is estimated that there were over 9.3 million visitors to the Vancouver metropolitan area.¹² Furthermore, these tourists spend an average of \$37.71 per trip on recreation and entertainment.¹³

An important benefit of tours whether paid, unpaid, or even informal, is that they offer more controlled access to the site. Compared to unfettered access of walk-throughs, or visitors paying for event space or attending special events, tours are much less likely to cause damage to the site's assets.

It also boasts an attractive opportunity from a financial perspective, increasing both the quantity and quality of the visitor experience while decreasing the public subsidy per use. That is potentially the best way to meet the outcome of **Strategic Framework 4.1.1**. The Burnaby Village Museum mixes free access with paid value-add experiences. At the site, entrance is free but value-added experiences such as seasonal/limited exhibits, behind the scenes tours or riding the carousel are part of the paid experiences.¹⁴

"There was no-one in the welcome centre, so we just explored by ourselves."

TripAdvisor comment

By Year 5, it is possible for the site to increase drop-in visits to **120,000 from the current 90,000** and to be well underway in the **transition away from free tours**. With the increase in marketing, branding and awareness of the value add for the paid experience, it is possible that by 2022, 80% of visitors would be paying for a guided tour of Britannia Shipyards.

Recommendations

The first priority in this transition should therefore be to enhance and translate some of the existing free tours into paid tours, such as the case with The Story of Tea, Culture Makes Communities, and Inside the Britannia Shipyards. This will require the site to create a 'brand' or a product offer for the paid tours. Additionally, it is important to focus on enhancing tour offers that hold the greatest opportunity for improving quality of visitor experience – a critical step for encouraging repeat customers. Site staff should promote this through a multi-faceted approach:

- Increased on-site presence and advertising as to the value-add of a paid tour;
- Enhanced product offering;
- Increased investment in offsite advertising/marketing and social media;

¹¹ Statistics Canada: 2016 Census of the Population.

¹² Tourism Vancouver:
https://res.cloudinary.com/simpleview/image/upload/v1/clients/vancouverbc/ytd_visitor_volume_3420d07e-b610-47a1-87a4-57b1a1f9b3e9.pdf.

¹³ https://res.cloudinary.com/simpleview/image/upload/v1/clients/vancouverbc/visitor_profile_47097789-cac9-4ff1-885c-60dbc87ad92d.pdf.

¹⁴ <http://www.burnabyvillagemuseum.ca/EN/main/visit/tours-activities-demos.html>.

- Identification of sponsorship (Section 3.1); and,
- Phasing out accessibility to (or minimizing the appeal of) free tours.

The free tours will remain an important aspect of the site. They are a way to provide public access to buildings that would otherwise be closed, and to engage the staff to keep up their historic knowledge and interpretive skills. For those site tours remaining free, donation boxes should be made available, with visible displays making a compelling case about the importance of such donations. Some potential examples of paid tours collected during the stakeholder consultation are:

- Establishing some of the facilities as an exclusive “behind the scenes” concept which non-paid tour visitors cannot access (e.g. the Chinese Bunkhouse or Parts of the Seine Net Loft);
- Providing costumes for historic photo opportunities;
- Accessing exclusive exhibitions or watching live exhibitions led by mechanics or woodworkers;
- Rowing, sailing or other maritime related skills demonstrations; or,
- Access to interesting boats docked at the site.

The BHSS should be utilized, where possible, to provide the necessary skills and hands-on presence to truly make the enhanced tours worth their fees. As discussed above, less than 1% of visitors were currently paying for tours in 2017, indicating that there is not enough to draw visitors from the free offer to the paid offerings. Furthermore, enhancing paid tours remain very much in line with the vision of the site, allowing for deeper, interactive historical learning.

3.2.2 Paid programming

Current State

A program at Britannia Shipyards can be defined as a scheduled participation opportunity for which people register. Each registration involves from 1 to 5 visits at prearranged times to take part in a specific activity. Fees paid at the time of registration typically cover most or all of the marginal costs of delivering the program (staffing, space allocation, supplies) and contribute minimally to the overall overhead operating costs of the site. In 2017, 2,738 people registered at the site for seasonal programming. This number increased from the previous year as 1,789 participants were registered in 2016.

“There are so many options when it comes to programming at Britannia, we have so much space, both indoors and outdoors”

Stakeholder interviewee

Programming at Britannia Shipyards is diverse, from small free drop-in sessions, to week-long kids camps, to yoga on the dock. These activities make up one of the largest components of revenue for the site. It is important to note that the programs vary in length and costs associated with facilitating the programs such as materials and instructor costs.

Britannia Shipyards also offers a wide array of summer camps to children between the ages of 5 and 12. The half day camp offers include:

- Maritime Treasure Hunt
- Float our Boat
- All Hands-on Deck

- Sailor Knots
- Cultural Celebrations
- Sky Cultures
- Sea Monster Myths

The camps offer hands-on engagement, storytelling and themed games to teach kids what life was like in the past. In 2016, 60 children learned traditional maritime skills in historic buildings at Britannia Shipyards.

In general, visitors have enjoyed the informative and educational aspects of the site with 27% saying they enjoyed this aspect most. At the same time, 21% stated they want to see more educational aspects and 12% wanted specific maritime skill related programming, so there remains room for improvement.¹⁵

While not necessarily a registered program, the Innovation Station (opened May 2016) offers exciting new opportunities for interactivity and learning at the site. It is a great stop for families to spend some time solving problems through creative and innovative thinking.

The site has been successful in aligning its programming with its overall vision, but an opportunity exists to more carefully align additional/enhanced site programming (as evidenced by the statistics above) in more direct relation to wooden boat building, cultural understanding and maritime history. Additionally, the fluid nature of the programming means it is able to respond to changing community needs.

Challenges

- Increased attendance is important to the mission of the institution and for revenue generation, but can be a burden on staff and volunteers and can put some of the buildings and displays at risk.
- Spreading awareness of programming requires additional and different marketing strategies.
- Increasing the diversity of offerings may water down the quality of current programming, emphasizing the need to focus on popular and/or profitable programs.
- There exists a risk of developing partnerships 'too soon', before the site's offer is fully developed.

Market Considerations and Opportunities

Despite the challenges listed above, there are substantial opportunities to significantly expand programming at Britannia Shipyards. Given the nature of the programming on the site, it is likely that most of the participants in paid programming are locals.¹⁶ As seen in the table below, there are some gaps that could be addressed to increase paid program attendance.

¹⁵ Voices of Britannia Survey.

¹⁶ An assumption carried through the market analysis, as well as reflected throughout stakeholder interviews.

Table 3: Programming gap analysis

Consideration	Gaps	Opportunities
Frequency	Few recurring programs. Summer camps through the summer	Offer recurring programs.
Participant Age Range	Low adult and senior programming.	Offer a wider variety of programs for seniors and adults.
Paid or Free	Almost all drop-in programs are free.	Charge for some drop-in programs. Limit the amount of free programming. Schedule free programming and have drop-in paid programming.
Theme	Limited skill-building programs	Increased number of maritime skill building programs ¹⁷ (e.g. woodworking etc.)

Enhancing the paid programming offer is well placed to meet local community needs in the areas of social engagement, education, and skill development. Site programming could also be strategically aligned with the broader intentions of the City. Recurring programs could also be structured to enable progressive skill and/or knowledge development which would build a stronger “following” for the site. In addition to this, recurring programming offers the important benefit of providing much needed revenue in a steadier, reliable form.

As indicated in Table 3, most of the programming at Britannia Shipyards is geared towards children and youth, leaving a gap (and pursuant opportunity) for expanding the target demographics for programming. Additional programming for adults and seniors, or cross-generational participation are key opportunities. An important finding from the stakeholder consultation in development of this plan was the BHSS’s desire to focus more on boat building as the central focus and story of the site, thereby more clearly separating the offer from the Gulf of Georgia Cannery.

A recent example that is beginning to address some of these gaps are the Stories from Things workshops which encouraged attendees (55+) to use personal objects to write their memoirs.

Taking the above into consideration, it is reasonable to believe the site can support **3,000 more registered visitors for a variety of registered programs** annually over a 5-year period. This would mean the site would be accommodating approximately 5,750 visitors for registered programs.

Recommendations

In line with **Strategic Framework 2.1**, the site should continue to enhance programming that tells the story of the site while meeting community needs. Indeed, **programming should remain aligned with the mission** of the site, and if not, be generating revenue that can be used to cross-subsidize less profitable activities on the site. However, as discussed above, paid programming is an important way for the site to generate revenue while still remaining true to the site’s mandate.

The future pricing of programming **should be reviewed to be positioned as close to revenue neutral as possible**. Paid programming, where appropriate, could be used to help reduce the cost per visitor. Attention should be placed on the bolstering of these activities, with the primary aim of serving the

¹⁷ Careful consideration of space and regulatory requirements will be needed to increase this programming effectively. This is explored in Section 3.1.

local Richmond market and wider regional tourism market. Identifying which features of the most successful programs make them profitable will be a crucial task, as this will inform not only which programs to keep, but what characteristics may make future programming successful. Similarly, getting a sense of which programs are important to mission and which are capable of sponsorship will help to identify some programs that might be eliminated (unless sponsored).

Speaking to specifics, some examples of new programming opportunities (some have been done before), that have been discussed in stakeholder engagement, include:

- Maritime/west coast/Japanese art programming or training;
- Boat and river tours¹⁸ and other water based activities (e.g. renting or providing lessons for kayaks or paddle boards);
- Programs that reoccur weekly for an extended period of time (e.g. a workshop a week for 3 months);
- Increased access to new (or changing) interpretive exhibits especially the opportunity to interact deeply or learn more about the exhibit, or to better understand how it was put together, where artifacts came from, etc. (e.g. programs on how different aspects of the site were used historically e.g. the slipway)¹⁹

3.2.3 School visits

Current State

School visits are structured experiences for student groups that are both educational and interpretive. School visits are on the rise at Britannia Shipyards, up to 2,150 in 2017 from 1,346 in 2016 and 1,286 in 2015. These tours offer unique learning opportunities for students from across the region.

Currently, there are 6 programs offered on the site, listed in the table below. All of the programs have been updated to meet BC's Ministry of Education curriculum guidelines which connect the values expressed in the First Peoples Principles of Learning and focus on social studies learning through critical thinking and the analysis of multiple perspectives.

"There is a huge opportunity with school tours but we will need to communicate and work with the schools better."

Stakeholder interviewee

Table 4: School programs offered at Britannia Shipyards

Name	Grade	Price per student
The Promise of Canada: 150 Years	All	\$4
Working on the Waterfront	K-3	\$4

¹⁸ The site would need to explore how the current relationship with Vancouver Whale Watchers would influence this. Perhaps, the Britannia Shipyards could suggest taking a small portion of the current \$12 charge in return for its promotion and free tours offered to participants in the Historic Water Shuttle.

¹⁹ 26% reported increased interpretation as an aspect for improvement (most common response) in the Voices of Britannia Survey.

Britannia Boatbuilders	All	\$5
How We Lived	Grades 4-6	\$4
Life in Sutebusuton	Grades 5-7	\$4
Inside the Britannia Shipyards	All	\$4

Much like paid tours, school visits are central to the vision of the site as they create interest in the site – and maritime history more generally – at a very young age.

Challenges

- Some school groups book a tour at the nearby Gulf of Georgia Cannery and then arrive at Britannia Shipyards unannounced (without paying).
- Current revenue is equal to supplies (e.g. boat builder kits) so profits (if any) are minimal.
- Transport is a key barrier for the school system– it remains costly to get students on-site.
- Difficult for teachers to organize and to access sufficient funding for field trips.

Market Considerations and Opportunities

Each visit is approximately 1.5 hours and 30 minutes of preparation is required before the class arrives and 30 minutes to clean up after the class departs. That said, two timeslots for classes, morning and afternoon, could easily be accommodated. Up to three groups per timeslot could be accommodated with the number of restored buildings on the site. Therefore, six classes per day could be theoretically hosted. Importantly, an increase of this nature will require an increase in volunteer and staff hours, which should be met by staff increase recommendations (Section 3.1).

Table 5: Summary of 2017 school visit attendance at Britannia Shipyards

Current Groups/ Students per Year	Public Elementary Schools in Richmond	Public Secondary Schools in Richmond	Potential Classes per Year ²⁰
Groups: 71	38	10	Groups: 96
Students: 2,150			Students: 2,880

Beyond their educational value, school visits encourage long-term repeat visit potential among families. The first priority should be working with local schools and exploring opportunities. In the longer term, the City could explore opportunities for marketing beyond its borders. As indicated above, there is enough demand to increase by nearly 1,000 visits. Note, as educational offers are important motivators for sponsorship, one spill-over impact of an enhanced school visit offer is the potential to draw new sponsorship opportunities.

In summary, there were 71 school group tours in 2017. If each public school in Richmond sent two groups per year, this total would rise to 96 groups. The City of Delta also has six schools within 20km of the site. Therefore, it is possible to continue increasing the number of school tours given enhanced marketing efforts and possibly cross promotion with the Gulf of Georgia Cannery Site. The total

²⁰ Assuming that two classes per school visited.

number of students visiting the site by Year 5 would be in the order of approximately **2,880 visits (roughly 96 classes)** and would likely be provided on a revenue neutral/slightly profitable basis.

Recommendations

Britannia Shipyards should continue to **enhance and expand promotion of their school programs on the site**. While Britannia Shipyards are certainly not the only site with curriculum-based programming, promotional material should centre on the unique, curriculum-based offerings at Britannia Shipyards. Moreover, these materials should be making clear linkages between programs or exhibits on the site and specific grades, classes and learning outcomes. This kind of promotion will be a critical role of the new staff member and increased marketing budget. The site could also explore sponsorship opportunities to cover travel costs for school groups wanting to visit the site.

It is recommended that an enhanced offer for school visits would go beyond the current break-even cost structure (or loss) and cater to a regional market. As indicated in **Strategic Framework 2.1.5**, specific offers should be developed which cater to growing demographics (e.g. ESL tours, Indigenous/Chinese/Japanese focused tours). Nordicity modelling shows that in order to break even on variable costs, the school programs (based on financials provided to us) need to charge roughly **\$6**.²¹ While there are loose constraints on how much Britannia Shipyards can charge for these programs, it is recommended that the site aims to raise the price of its school programs in the short-term. The agreement that puts loose limits on pricing may mean that it is necessary for other school programs in Richmond to review their cost structures as well. This fee increase becomes even more important if the site can successfully increase the number of school tours visiting the site.

In summary, short-term priorities should remain around enhancing the visitor experience while expanding revenue generating activities in three main areas:

- Site tours
- Paid programming
- School visits

Note, in view of the recent need to remediate the Richmond Boat Builders Building, the short-term phase also includes the development of a program plan for the building so as to allow for programming to continue as soon as possible.

3.3 Medium-term focus areas (2020 through 2022)

In Year 3, gains made in the first three years (e.g. increasing paid tours, enhanced programming and school tours) will be reviewed and additional opportunities will be pursued. Recommended initiatives for medium-term focus are described in the following sections.

²¹ While raising the price may result in an initial decrease in potential uptake of the school tours, the site should continue to work with the group of Lower Mainland Museum Educators (LMME) and other partners to identify possible ways to increase the price. Nordicity analysis shows that school programs operated at a roughly \$12,000 loss for the site in 2017 (see Appendix 3).

3.3.1 Special events

Current State

A special event is a large gathering of people who visit the site to watch or participate in an experience beyond the normal range of everyday activities. In 2017, a total of approximately 66,000 people visited the site during nine special events, as displayed below. This is also an increase from the 62,300 that visited in 2016.

Table 6: Summary of key special events at Britannia Shipyards

Event	Visitors (2017)
Richmond Maritime Festival	40,000
Canada Day Richmond	15,000
Kaiwo Maru	2,400
Family Day	2,250
Doors Open Richmond	2,000
Halloween	1,692
Grand Prix Richmond	1,074
Whale Skeleton Program	750
Culture Days Richmond	582
Total	65,748

"[The event] brings people to this area, to understand the history of this area better. It expands marine knowledge widely."

RMF exit survey respondent

Richmond Maritime Festival is the highlight of the special events at Britannia Shipyards. For two days in August 2017, the festival attracted over 40,000 visitors who participated in a range of activities, from children's boat building to creating a knitting tree, to boarding historic wooden vessels at the dock. The main stage featured a headline performance by the Matinee and the Myrtle Family Band. The Maritime Festival received an honourable mention as the best Cultural Event at the Creative City Network Conference, and the Exit Survey from the festival revealed that 87% of respondents rated their experience at the festival as excellent. In addition to this popular event, the site had 8 other events in 2017.

Current events are aligned with the vision of the site as they increase local awareness and appreciation for the site. Diversified offerings allow the site to increase its appeal to an evolving set of groups and interests. Importantly, any expansion in special events continues to maintain alignment with the vision.

Challenges

- Potential strain on staff and volunteers to accommodate more events. Increased risk to historic artifacts in displays/exhibitions.
- Parking can be a challenge for large events.
- A poorly executed event can reflect poorly on the site.

Market Considerations and Opportunities

There are opportunities to expand the number of large city-wide events at Britannia Shipyards. Since each large event only attracts 14% of the city-wide population, an opportunity exists to host another larger event in order to cater to various interests.

Table 7: Special events at tBritannia Shipyards

Event Type	Market Area	Market Population	Number of Events in 2017	Average Attendance per Event ²²	Percentage of Market Area that Attends
Large Events	City-wide (Richmond)	218,307 ²³	2	27,500	14%

However, as mentioned above, special events pose significant challenges for the site and staff to handle. Additionally, special events do not generate revenue. To help reduce the strain on resources, the site may consider opportunities to partner with other community groups. For example, 2018 will see the site host two boat rendezvous, which was the result of partnerships with local boat owners and enthusiasts.

Special events and festivals are great ways for the site to increase awareness and garner further support. As per **Strategic Framework 2.2**, the site should continue offering these programs and explore opportunities to expand the offer. However, as indicated above, events tend to be labour intensive and can lead to volunteer burnout, so it becomes important to focus on fewer events with more appeal. Therefore, **one large event** should be added while maintaining status quo in the diverse offerings of small events.

Recommendations

It is recommended that the staff **focus on creating a new event that continues to be closely aligned with the vision of the site**. Furthermore, this event should be a high-quality offering, considering ways that it **can draw new visitors while remaining aligned with the strategic purpose of the site**.

Additionally, this should happen at a time of the year that **works well in relation to other events occurring in Richmond**, and potentially cater to those not already familiar with the site. A new special event could centre around the following themes:

- National Indigenous People's Day (June)
- Chinese New Year (February)
- World Maritime Day (September)
- Centennial celebration of the site being converted into a shipyard

3.3.2 Space rentals

Current State

²² Rounded to the nearest 1,000.

²³ 2017 City of Richmond Projections (with Urban Futures Inc.).

Rentals are short-term (daily or hourly) uses of certain spaces by an external stakeholder in exchange for a fee. They are typically either for social events or group meetings. Britannia Shipyards leverages its building space for rental facilities to host celebrations of life, birthdays, fundraisers, weddings, meetings as well as promoting the site as a local filming location.

Total attendance associated with those rentals has been estimated by staff to be over 6,000 in 2017 at 167 rentals, roughly a 50% increase compared to 2016. As displayed in the table below, the number of meetings were significantly higher than any other rental type in 2017. However, only 10 of these meetings were chargeable, with a total revenue of \$2115.83. A breakdown of 2017 rental types can be found in the table below.

Table 8: Summary of 2017 rentals at Britannia Shipyards

Type of rental (2017)	# of rentals
Meetings	130
Weddings	11
Folk Guild	11
Photography	8
Birthdays	2
Celebrations of Life	1
Fundraisers	1
Heritage Fair	1
Graduation	1
Retirement	1
Total	167

Rentals are coordinated through Britannia's Visitor Services Coordinator. Two spaces are available to rent: the Chinese Bunkhouse and the Seine Net Loft. The latter is only available between May and September and is limited to two rentals per month.

Table 9: Rentals options at Britannia Shipyards

Characteristic	The Chinese Bunkhouse	The Seine Net Loft
Pricing	\$500 for up to 4 hours \$100 for each additional hour \$35/hour staffing fee (if outside of regular hours)	\$3,500 for a daily rental \$1,000 for 4 hours \$300 for each additional hour
Capacity	Standing/row seating: 100 Banquet seating: 65	Standing: 300 Banquet seating: 200
Availability	May-September: After 5pm October-April weekdays: Anytime October-April weekends: After 5pm	Daily
Features	Small kitchen, two washrooms, tables and chairs, basic audio/video equipment.	Tables and chairs, 1 to 2 staff. Washroom facilities.
Notes	Music must be turned off by 11pm Events must be finished by 10:30pm on weeknights (Sunday-Thursday) and 11:30pm on weekends (Friday-Saturday)	Events must be finished by 10:30pm (music off by 10 pm) Not climate controlled No kitchen

Additionally, Britannia Shipyards earns revenue by renting different spaces and areas on the site for filming. In 2016, the site was busy with film shoots that included *Supernatural*, *Once upon a Time*, *Legends of Tomorrow* and *The Man in the High Castle*. Revenue from these rentals go directly into a capital account used for future site maintenance and repairs.

Currently, most site rentals do not closely align with the vision of Britannia Shipyards.

Challenges

- Closing buildings for private functions and filming during operational hours result in visitor complaints.
- Rentals such as parties and weddings provide a strain on staff and volunteer resources.
- Mistreatment of the space and artifacts can result in expensive repairs.
- Rentals, especially in the evening, can be a nuisance to the neighbours and put a strain on the current coexistence of Britannia Shipyards within a residential community.
- Safety, security, logistical and operational limitations mean that taking advantage of the site's dock space can be difficult.

"Weddings are very hard on the site and the staff. They were also never part of the plan."

Stakeholder interviewee

Market Considerations and Opportunities

Britannia Shipyards has a strong opportunity to grow its space rental services. Its unique combination of waterfront buildings, large hall-like spaces, open grass, waterfront areas and dock space mean that opportunities are diverse.

The market analysis also suggests that family-oriented and cross-generational offerings (e.g. programming that would appeal to multiple generations) are in high demand. In addition to these offerings, demand remains high for meetings at the site and these could be a source of rental growth for Britannia Shipyards. In this respect, the Chinese Bunkhouse is well equipped to host private engagements, as are other unique spaces on site.

In summary, by offering rentals for some of these high demand services, combined with more space becoming available on the site (e.g. the completion of the Japanese Duplex or First Nations Bunkhouse), it is possible for the site to grow to **225 rentals per year by Year 5**. Additionally, while it is difficult to accurately predict market demand for **film shoots**, it is likely that demand for this type of site rental will also continue.

Recommendations

As mentioned above, this study's market assessment revealed a potential for a significant increase in rentals for private functions. However, with the site reaching nearly 170 rentals in 2017, it may be near capacity for number of rentals on the site. As such, **the site should continue to offer rentals at a steady rate in the short-term while exploring ways to increase chargeable rentals on the site**. However, in the medium-term, as restoration continues and potentially more space becomes available and more staff members are added, the site should **explore opportunities to increase rentals**.

While weddings are in high demand, **it is not recommended that the site aggressively pursue more wedding rentals**. Not only do these events put a large strain on the site and its staff, they compete with some of the busiest times of the year (summer weekends), often limiting opportunities for others

to visit and enjoy the site. Instead, it is recommended that the site focus on a limited number of weddings, as well as rentals that are more aligned with the vision of the site. Some examples include:

- Evening rentals that do not compete with the site's daytime programming (e.g. private parties, celebrations of life, corporate events/meetings, fundraisers);
- Cross-generational and family events such as family reunions, retirement parties and birthday parties²⁴;
- Cultural events (festivals or holiday celebrations); and,
- Community events.

In order to minimize disturbance of the site, and keep alignment with the site's vision and mission, future expansion in space rentals should consider a **stronger focus on rentals that occur outside the peak hours or summer months**.

Additionally, the site should continue to build on its reputation as a destination for film shoots. The site could consider a focused marketing campaign, promoting the site as a destination for diverse types of filming, with ample space for parking of equipment. These rentals should be prioritized for winter weekdays as closing the site in busy summer months will restrict public access.

To conclude, the site will build on success of special events and high demand for rental space on the site. As such, the site will maintain its already impressive baseline in the short-term and explore options for increasing usage in the medium-term.

3.4 Long-term focus areas (beyond 2022)

After an initial five-year period, it will be time to pause, review ideas/initiatives that have or have not worked and build on areas where success has been achieved. Additionally, it is expected that by this time, most or all of the site restoration will be complete, freeing up capacity and capital investment to invest in some revenue generating opportunities. Furthermore, by this time, drop-in site attendance should be roughly 120,000, resulting in a stronger business case for developing some of the opportunities listed below.

3.4.1 Retail offer

Current State

A retail shop for Britannia Shipyards would be defined as one selling themed souvenirs and small items pertaining to the visitor experience. Britannia Shipyards does not currently have a gift shop. While it is important to recognize the operational capacity that is needed to run a gift shop, the lack of a retail facility is potentially a missed opportunity.

In addition to generating revenue, a gift shop has the added benefit of acting as 'free' advertising. The opportunity to sell branded merchandise in the gift shop presents the potential to spread further awareness of the site around the community and beyond. In addition, it offers a chance to capitalize on the large walk-through crowd that the site enjoys.

²⁴ The price many parents are willing to pay mean that birthday parties are often required to be run at a loss for the site.

Britannia Shipyards would need to consider how the establishment of a retail offer would align with the vision of the site. One potential means of engaging the community within such an initiative would be through ensuring some of the retail is sourced from local artisans and craftspeople, while focusing on a maritime/west coast theme.

Challenges

- Staff capacity to operate and maintain a gift shop is limited.
- The initial capital investment required to set up the shop (e.g. develop space, identify/order merchandise) is considerable.
- A large majority of the visitors to Britannia Shipyards are local (70%).

Market Considerations and Opportunities

With the current number of visitors that the site hosts, there is an opportunity to generate revenue from themed/associated retail sales. It is likely that most of the revenue generated by a gift shop would be from non-local visitors. While the majority of site visitors are local, there still remains a market for tourists outside of a 50-mile radius. The following table estimates the breakdown of visitor residency.

Table 10: Geographical breakdown of visitors

Residency	Estimated Percentage of Visitors	Extrapolated Number of Visitors (based on 2017 visits)
Richmond	35%	58,800
Elsewhere in Lower Mainland	33%	55,800
Elsewhere in BC	5%	8,600
Outside BC in Canada	12%	20,400
International	15%	25,400
Total	100%	169,000

As the above table shows, 54,400 visitors per year are non-local (i.e. reside outside of Metro Vancouver). This is the primary market for selling goods through a gift shop because local visitors typically see less need for a memento associated with a local attraction. This is likely similar to the number of non-local visitors who visit the Gulf of Georgia Cannery which operates a successful gift shop. The Cannery has annual sales in the range of \$220,000 from its gift shop and realizes a net operating surplus of about \$40,000.

While the potential exists to generate revenue and other benefits through a gift shop, this remains a long-term focus for Britannia Shipyards.

Recommendation

While a full retail offer should remain a long-term focus, in the **medium-term**, the site should build on the increase in site attendance as a result of other proposed activity changes on the site. Britannia Shipyards should consider a limited offering of merchandise on the site. This should occur in an existing space and will build on improved branding as part of the increased marketing of the site.

The focus in the medium-term offer should be on **establishing a brand and improving exposure for the site**. Starting with a few branded products will offer a chance to market the site while testing potential demand for a longer term full retail offer. An immediate target 'market' for the new branded merchandise could be BHSS membership. Additionally, the site should explore potential ways to

partner with groups for increased efficiencies in their respective offers (e.g. sharing common supplies such as 'Steveston or Richmond' branded merchandise, offering limited site specific branded merchandise in each other's stores).

While it is unlikely a limited offer will generate substantial revenue for the site, it is recommended the focus of the soft launch be on the following:

- Building a merchandise brand for Britannia Shipyards;
- Testing options for future retail shop;
- Partnership identification and building; and,
- Offering limited high-quality maritime related products.

Potentially building on a soft launch in the medium-term, Britannia Shipyards should undertake steps needed for the launch of a full service retail offering or a gift shop when the necessary capital becomes available. The keys to success for a gift shop at Britannia Shipyards are a) higher attendance so as to expose more visitors to the retail offer and b) potentially integrating the retail with a new welcome centre or point of arrival so as to limit staff costs. Indeed, it is possible that the gift shop be placed in an entry location, where visitors would also register for programs, pay for tours and find out about other events.

Depending on the appetite of the City, and upskilled capacity of the BHSS, the gift shop could either be leased to a commercial service provider (with profit sharing structure) or led by the BHSS. It is in this long-term planning phase that the site should conduct a feasibility study, leveraging the advice of an expert retail consultant. Some financial considerations and projections of different long-term options conducted by Nordicity can be found in Section 4.3.

3.4.2 Food and beverage

Current State

Food and beverage opportunities at Britannia Shipyards entail the provision of food and beverage leasing of a space on the site to a third-party food and beverage operator/provider. There are no food and beverage services currently available at Britannia Shipyards.

Future food and beverage options include a small café/coffee shop that could possibly be combined with a gift shop, a food truck, a full-service restaurant or pub in the Phoenix Net Loft, and a floating restaurant.

While food and beverage does not directly align with the vision or mission of the site, the revenue generated could be used to cross-subsidize other activities on the site more directly aligned with the mission and vision. Furthermore, one consideration could be a restaurant or café that is west coast or maritime themed with historical components to it (e.g. historical narrative on menus or exhibits on walls).

"There is lots of opportunity for a restaurant or food offering on the site, but we need to finish the site first"

Stakeholder interviewee

Challenges

- Lack of staff capacity (e.g. time, skill sets) to effectively supervise a food and beverage operation.
- Increased traffic could be a risk to the site's assets.

- Low quality food and beverage service could reflect poorly on the overall site experience.
- The potential late hours of a restaurant or brewpub could be at odds with local noise bylaws and disturb current coexistence with local residents.
- Transportation and parking may be an issue.
- Generally speaking, restaurants on historic sites are unlikely to bring in significantly increased revenue, especially if the site is unable to drastically increase visitors.

Market Considerations and Opportunities

There is opportunity to lease space to food and beverage operators at Britannia Shipyards. Right now, visitors to the site are not within walking distance of any food and beverage establishments (the closest, The Fisherman's Boot, is more than 500 metres away).²⁵ A food and beverage offering also offers the opportunity to capitalize on the walk-through crowd, as well as potentially bring newcomers to the site.

There are a number of criteria that potential food and beverage operators would consider when determining if a site is appropriate for a new restaurant or service. Desired site attributes include existing site traffic, accessibility and parking, overall market trading area, proximity of competition, visibility and exposure, site size, lease rates, site visitor profile and neighbourhood demographics, facility readiness, and local zoning regulations among others.

Given the challenges discussed above, this is **not a short-term priority of the site**. However, when the capacity exists, and the number of visitors is sufficient, there is potential reward in establishing a food and beverage offering. Starting with a small offering out of the gift shop or visitor centre may be an effective first step, while licensing space for a food truck remains another option.

Recommendations

While longer term options could include a full-service food and beverage offering, a food truck at Britannia Shipyards may be considered in the **medium-term**. There is currently great demand for food truck licenses, and the City of Vancouver has resorted to a lottery system for the permits that grant the right to park trucks in specified public spaces.²⁶ In this context, it is likely there are operators who would be amenable to an arrangement with Britannia Shipyards during peak periods.

Given the relatively lower revenue generated by food trucks, and the low cost to obtain permits to operate around Vancouver, this is unlikely to generate a material surplus for Britannia Shipyards after considering administrative costs. However, this approach has the advantage of making food services available to visitors with virtually no up-front capital investment from the site.

It is recommended that Britannia Shipyards **explore opportunities to attract an operator to park at the site and provide food offerings to site visitors**. It is possible the site would be able to charge for parking during peak times or during events, but the priority should be on finding a vendor to provide

²⁵ "Walkability" is often defined as within 400 metres of a given location.

²⁶ A \$1200 annual permit extends the ability to park a food truck in a number of locations around Vancouver (with some reasonable limitations) – this gives a good sense of the 'substitute' that any rental fee Britannia Shipyards proposes will be compared against.

this service add for site visitors, thereby enhancing the visitor experience and indirectly increasing attendance over time.

The site could build on a shorter-term food offer by leasing of space for a food and beverage operation, as discussed above. While it could potentially bring some revenue to the site, the **main benefit and focus of such an undertaking should be enhancing visitor draw and visitor experience on the site.** Section 4.3 will detail some of the options for food and beverage offerings at Britannia Shipyards, including their financial implications. However, it is recommended that these options be explored in a future feasibility study with a food and beverage consultant, possibly in tandem with the feasibility study for the launch of a more substantial gift shop.

3.4.3 Boat building and repair activities

Current State

Boat building and repair activity would build on the notion of Britannia Shipyards as a working site, leveraging boat building skills and equipment. Visitors have been able to view boatbuilding activities in the the Richmond Boat Builders.. These initiatives have been well received and have strengthened engagement with the BHSS. That said, there is room for many additional programs even more aligned with boat building and repair activity. Note, such proposed boat building and repair activities necessarily builds on the development of the Richmond Boat Builders Building plan in the short-term phase, as described in Sections 3.1 and 3.2.

Offering the opportunity for visitors to watch active boat work (e.g. repair, restoration), or to work on their own projects closely align with the vision of the site in terms of the promotion of maritime heritage.

Challenges

- Environmental regulations limit where/how many of these activities can be done.
- Considerable investment into infrastructure would be needed to make some of these options feasible (and legal).
- Limited population of 'boat builders' could lead to challenges in sustaining demand for using equipment on the site.
- At the moment, the capacity of the BHSS to run significantly expanded boat building and repair operations is uncertain.
- The 'shop,' (Richmond Boatbuilders building) will need to undergo significant cleaning due to recent contamination. Once the building is cleaned, it will need to be outfitted with safe and properly maintained equipment and a new dust extraction system.

"The fact that this is a working site can be a focal point of its offer to the public"

Stakeholder interviewee

Market Considerations and Opportunities

Britannia Shipyards boasts the unique combination of waterfront access, a passionate membership within the BHSS, and access to affiliated communities of boat builders and restoration specialists. The

site is well positioned to provide boat building/restoration activity on the site and the opportunity for visitors to view such activity.

Another important opportunity surrounds the potential partnerships that could be forged with local professional shipwrights who may be able to provide unique training or boat building offers on-site.

Despite the potential market opportunities and alignment with the vision, expanding boat building and repair activity – especially into heavier work or expansion of infrastructure on-site – is unlikely to be a short-term priority. **High upfront costs and high regulatory barriers (Section 3.1) mean many of these options must remain a long-term priority.**

Recommendations

Boat building and repair-related expansion is a long-term opportunity.²⁷ Increasing or expanding this type of activity on the site has the benefit of offering visitors viewing opportunities for this work and enhancing the mandate of the site in terms of telling the story of the province's maritime heritage. Some examples of expanded offerings could include:

- Utilizing slipway equipment on-site.
- Wooden vessel building/restoration – balancing facility use between historic celebration and practical/modern utility.

As per Section 3.1, establishing new (revenue-generating) relationships with external commercial outfits, associations, boat building clubs/professional shipwrights that are in need of space to undertake their activities could be a valuable means of funding any new activity proposed.

While expansion of boat building and repair activities on the site is not recommended in the short-term, the inclusion of viewing, programming and training within the site tours, programs and school visits is highly recommended.

3.5 Looking ahead

The above development plan describes a ten-year vision for the site. In addition to the required attention on each focus area, the site will need to invest in operational precursors for success such as the increased staffing and volunteer hours, marketing and promotional campaigns and improved partnerships and sponsorship activities.

In the even longer-term, consideration may also include shifting to an entire site visit fee model so as to replace some of the "value added" fees recommended above. This shift could happen by focusing attention on establishing a *sense of arrival* through entrance-focused+ landscaping and improved wayfinding. Alternatively, the site could consider the option of fencing the site. Due to the dependent factors such as effectiveness of visitor enhancement activities described herein, as well as obvious capital and staffing investments, a feasibility study on securing the site perimeter would be undertaken before any decision-making process could take place.

²⁷ Note, this is referring to expanded operations (either through new infrastructure or types/quantity of boat building and repair activity on the site) and not to programming related to the current or historical uses of the site.

As a means of summarizing the above plan, the table below graphically displays the timeline and prioritization of each of the eight focus areas. The table is color coded by priority level and includes operational recommendations in the short, medium and long terms.

Table 11: Recommended prioritization of eight focus areas

Focus area	Current Situation	Short-Term 1-2 years	Medium-Term 3-5 years	Long-Term >5 years
Site Tours A guided tour is a facilitated visit of the site and buildings. Typically, volunteers are utilized to deliver the tours and ideally participants pay for the experience.	In 2017, over 92,000 visitors experienced free tours at Britannia Shipyards, a significant jump from the 58,000 in 2016.	Enhance paid tours and dedicated focused efforts on promoting and advertising the benefits of the paid experience.	Transition free tours to paid tours.	By this time, 80% of drop-in visitors should be paying for tours.
Programming A program is a scheduled participation opportunity for which people register. Each registration involves from 1 to 5 visits at prearranged times to take part in a specific activity. Fees paid at the time of registration typically cover most or all of the marginal costs of delivering the program (staffing, space allocation, supplies) and contribute minimally to the overall overhead operating costs of the site.	In 2017, 2,738 people registered at the site for seasonal programming. This number increased from the previous year as 1,789 participants were registered in 2016.	Since the paid programs likely cater to the Steveston market, recurring programs should meet local community needs in the areas of social engagement, education, and skill development; site programming could also be strategically aligned with the broader intentions of the City. The site should actively market these programs and encourage the development of recurring programs.	Continue to expand and improve programs offered and monitor ongoing programs. One opportunity to increase revenues would be to eliminate free drop-in programming and charge a fee for it. Free programming could still be offered as an introductory service, but it could be limited through scheduling.	Monitor programs, ensuring focus and resources are spent on most profitable or well-attended programs.

<p>School Visits</p> <p>School visits are structured experiences for student groups that are educational and interpretive.</p>	<p>Nearly 2,000 students visited the site in the past year in the school visit program. Some school groups book a tour for the nearby Gulf Georgia Cannery and then come to the shipyards site unannounced (for free).</p>	<p>Actively promote the specific curriculum-based programs which can also cater to particular demographics and a regional market. The price of these tours should be increased to roughly \$6 which will allow the site to breakeven on school tours.</p>	<p>Continue to maintain up to date curriculum-driven programs and promote these offerings widely around the regional school districts. Explore partnership opportunities with schools to design custom offerings for a fee.</p>	<p>Maintain curriculum-based relevance. Continue promotion and community partnerships.</p>
<p>Special Events</p> <p>A special event is a large gathering of people who visit the site to watch or participate in an experience beyond the normal range of everyday activities.</p>	<p>In 2017, a total of approximately 66,000 people visited the site during nine special events, as displayed below. This is also an increase from the 62,300 that visited in 2016.</p>	<p>Explore options to expand number events by one large while maintaining diverse offer of smaller events.</p>	<p>By this time the site should have added one large event.</p>	<p>Continue to offer high-quality events, closely monitoring and measuring customer experience. Consider ways to generate revenue from special event foot traffic (e.g. retail or food and beverage).</p>
<p>Space Rentals</p> <p>Rentals are short-term (daily or hourly) uses of certain spaces by an external stakeholder in exchange for a fee. They are typically either for social events or group meetings.</p>	<p>Total attendance associated with those rentals has been estimated by staff to be over 6,000 in 2017 individual visits at 167 rentals, roughly a 50% increase compared to 2016.</p>	<p>Continue offering rental space as per base context.</p>	<p>Expand rentals per year and consider target promotion for family rentals (e.g. family reunions, birthdays) and rentals that happen outside of operating hours (e.g. celebrations of life, meetings etc.)</p>	<p>As restoration is completed, target 225 rentals per year and consider optimizing new spaces which could be made available for rentals.</p>
<p>Gift Shop</p> <p>A retail shop that sells themed souvenirs and small items pertaining to the visitor experience.</p>	<p>Britannia Shipyards does not have a gift shop and there are no retail sales on the site.</p>	<p>A gift shop should not be a short-term priority.</p>	<p>Soft launch of a retail offer with limited product and begin planning and weighing structure options for a future gift shop through a soft launch.</p>	<p>Launch gift shop on the foundation of a specialist feasibility study led by a retail consultant to ensure it is fit for market.</p>

<p>Food and Beverage</p> <p>Food and beverage opportunities entail the leasing of a space on the site to a third-party food and beverage operator/provider.</p>	<p>There are no food and beverage service available at Britannia Shipyards. There is one establishment (The Fisherman's Boot) within 500 metres off the site but it is not affiliated with the site at all.</p>	<p>Food and beverage should not be a short-term priority.</p>	<p>Consider the options for limited on-site offering, focusing on finding an operator that could provide the service to visitors at no cost to the site (i.e. a food truck).</p>	<p>As restoration is complete and capital potentially becomes available, the site should consider options for leasing a restaurant space.</p>
<p>Increased Boat Building and Repair Activity</p> <p>These programs would build on the notion of Britannia Shipyards being a working site, leveraging boat building skills and equipment.</p>	<p>Currently, visitors can view a working site in the Boathouse and some boat building training.</p>	<p>Work with the BHSS to professionalize their activities. Also, work closely with environmental/ industrial regulators to draw up plans and ensure planned activities are compliant going forward.</p>	<p>Continue to professionalize activities and consider possible expansion of compliant boat building and repair programs.</p>	<p>Develop programs that are safe and authentically relay the story of Richmond's maritime history. Programs should also aim to be educational and immersive.</p>

4. Financial Analysis

This section presents Nordicity's financial modelling. Based on the City of Richmond's financial reporting in 2017, this financial model estimates the financial implication of the proposed development plan for Britannia Shipyards.

4.1 Assumptions

In broad terms, the financial model was developed to address the dual questions of how much revenue the site can generate, and how much it costs to run operations and programming at the scale required to support the proposed improvement to the site. Running between these questions is a consideration of the site's vision, mission and strategic directions.

The main inputs to the model involve estimates about attendance to Britannia Shipyards' various programs and the revenue that can be earned per attendee/group participating in these activities. Depending on the operating activity, these estimates rely on a market analysis (performed by RC Strategies+PERC), the operating capacity available to Britannia Shipyards (through its employees, the City, and the BHSS), and the visitation attributable to current programming offered at the site. These elements were considered at the level of each operating segment and then combined to estimate the full financial outlook (and funding requirements) for Britannia Shipyards' operating activities.

4.1.1 Revenue projections

Britannia Shipyards's 2017 financial indicated a significant funding requirement from the City to support an operating loss of **\$623,860**, based on total expenses of **\$744,392** with revenue of **\$120,532**.

In this context, it is unsurprising that many focal points of this plan have emphasized opportunities to continue improving the site while considering different opportunities to reduce cost (subsidy) per visitor to the site. Naturally, these opportunities remain sensitive to the character and authenticity of the site, respecting 'soft' limits on the appetite to increase commercial (consumer or industrial facing) services (e.g. retail, food and beverage, boat building and repair).

The following points outline the key assumptions underlying revenue projections:

- Regular hour drop-in visitors will increase to 120,000 per year over the five-year forecast horizon.
- Over this period, 80% of regular hour drop-in visitors will be transitioned to a paid tour model (in view of an enhanced visitor experience) at an average price of \$4 per visitor.
- Registered programming will increase from the current 2,738 by 3,000 to nearly 5,750 users of programming by 2022.
- School visits will increase from the current level of 71 groups to 96 per year. The price per student will be increased to \$6.15 to operate this program at a level at which variable costs break even.
- Britannia Shipyards will add one large special event (such as the Canada Day or the Maritime Festival) by year 3. This assumption is conservative relative to the market potential for such events, as outlined in Section 3.3.1.
- Starting in the medium-term, rentals will increase from the current level of 163 rentals per year to 225 per year.

4.1.2 Expense projections

Nordicity relied on the current levels of expenses and interviews with staff members to determine the actual cost of staff time and materials that goes into offering the various types of programming offered at the site.

The significant additions to the expenses at Britannia Shipyards include:

- A new staff member was assumed to earn \$70,000 in salary and benefits.
- The cost of administrative support (e.g. auxiliary staff) and tour preparation/facilitation were linked to the volume of visitors.
- The marketing budget was increased from \$5,000 to \$50,000 per year and held constant through the forecast period.
- Facility-related expenses (maintenance contracts and utilities) were assumed to consist of 25% fixed costs. The remaining (variable) 75% of these costs was assumed to exhibit a direct relationship with total attendance to the facility.
- Telecommunications was treated as an administrative expense and was assumed to consist of 50% fixed costs. The remaining (variable) 50% of these costs was assumed to exhibit a direct relationship with total salaries and benefits.

4.2 Pro forma income statements – five-year forecasts

The following pro forma income statement shows the result of these estimates.

	Base year	Short-term (2018-19)		Medium-term (2019-21)		
	2017	2018	2019	2020	2021	2022
Revenue						
Sponsorships, Grant, Donations	21,698	23,868	26,255	50,000	65,000	84,500
Site tours	21,112	66,156	135,234	211,234	294,156	384,000
Paid programming	17,086	19,361	21,884	24,407	26,930	29,452
School tours	5,046	18,827	20,024	21,222	22,419	23,616
Space rentals	35,610	35,610	35,610	39,171	43,088	47,397
Other (e.g. filming, recovery)	19,980	19,980	19,980	19,980	19,980	19,980
Total revenue	120,532	183,802	258,987	366,014	471,573	588,945
Expenses						
Salaries and Benefits	579,639	648,649	650,198	653,605	657,198	660,996
Contracts	54,351	55,844	57,310	65,856	67,465	69,088
Public Works Expenses	9,439	9,439	9,439	9,439	9,439	9,439
Marketing	5,952	50,000	50,000	50,000	50,000	50,000
Telecommunications	3,620	3,835	3,840	3,851	3,862	3,874
Supplies	21,211	22,432	23,210	23,989	24,768	25,546
Utilities	40,894	42,017	43,120	49,550	50,761	51,982
Other expenses	29,286	29,286	29,286	29,286	29,286	29,286
Total expenses	744,392	861,502	866,404	885,576	892,779	900,212
Net operating surplus (loss)	-623,860	-677,700	-607,416	519,563	-421,207	-311,267

As this projection shows, this plan is expected to generate significant revenue growth over the medium-term with related expense increases. Importantly, this plan will drastically decrease the subsidy per visit, as the site visits are expected to increase significantly, while modestly reducing the operating loss of the site. As such, the City will see meaningful, higher 'returns' on its investment into the operations of Britannia Shipyards.

Overall, this forecast reflects a modest escalation in expenses, which funds the addition of a new staff member as well as any additional administrative support required for the increased level of activity in tours, space rentals and marketing. The key outcome to note over the medium-term is that increased marketing and higher quality tours will help to attract more visitors to the site and increase their likelihood of choosing paid services. This outcome will mainly be driven by professionalizing the site's marketing strategy, which will focus on driving more visitors to the site overall and offering a significantly improved tour and space rental experience to patrons.

4.3 Long-term revenue considerations

As part of the research underlying this plan, Nordicity evaluated some additional opportunities that may be available to Britannia Shipyards through new operations (e.g. food and beverage service, gift shop), or external operators of these services.

The following bullet points summarize these options.

- **Operate restaurant:** The average restaurant in Canada generates a profit margin of 3%, with the top quartile earning a 15% profit margin.²⁸ Assuming 10% of visitors to the site visit a restaurant and spend \$10 each, and that the restaurant caters to 10% of visitors on site for space rentals at a price of \$20 per head, a restaurant would generate a total of \$200,000 in revenue in 2021. While this would not contribute significantly to the operating surplus at a 3% profit margin (i.e., about \$6,000 surplus), Britannia Shipyards would have control over the restaurant's menu offerings, availability of catering for space rentals, and ambiance, all of which could be tailored to align with the character and authenticity and vision of the site.
- **Operate gift shop:** The average gift shop in Canada generates a profit margin of 4%, with the top quartile earning an 18% profit margin.²⁹ Assuming 5% of visitors to the site visit the shop and spend \$10 each, and that the gift shop caters 10% of visitors on site for space rentals at a price of \$20 per head, a gift shop could generate a total of \$95,000 in revenue in 2021. While this would not contribute significantly to the operating surplus at a 4% profit (i.e., about \$4,000 surplus), margin, Britannia Shipyards would have control over the operating segment and potentially use staff to provide better service to visitors.
- **Lease space to third party restaurant or gift shop operator:** If Britannia Shipyards were to build a restaurant facility (or restore an existing building and add a commercial kitchen) and lease this facility to a restaurant operator, restaurant facilities in Steveston currently lease for about \$30 per square foot, dropping to about \$25 per square foot for retail. Assuming that the site leased a small (1,000 square foot) restaurant to a third-party operator, the site could expect about \$30,000 in gross annual rent. A similarly sized retail space (1,000 square feet) would be expected to generate \$25,000 per year. While this could potentially be an easier route than operating a restaurant, finding a willing lease could be difficult as many report difficulties to turn a profit in Steveston restaurants.

4.4 Federal, provincial and private funding options (e.g. sponsorship, grant potential)

The Gulf of Georgia Cannery reported \$95,000 in grant revenue in 2016. Such funding is available through a number of provincial and national government programs. The following subheadings outline some programs with eligibility requirements that are well aligned with the reality of Britannia Shipyards. These funds could be used to help finance restorations and/or new construction of facilities and give the site a boost in its marketing efforts.

²⁸ Industry Canada, Financial performance report for NAICS 7225 - Full-service restaurants and limited-service eating places.

²⁹ Industry Canada, Financial performance report for NAICS 45322 - Gift, Novelty and Souvenir Stores.

4.4.1 Capital grants available for development and restoration

Nordicity identified two government programs at the national and provincial level that could help fund the costs of developing new facilities and restoring heritage buildings on Britannia Shipyards. These programs are outlined below.

- **Canadian Heritage's Legacy Fund – Building Communities Through Arts and Heritage**³⁰ provides fund matching of up to \$500,000 for community-initiated capital projects. This program is available to local incorporated non-profit organizations as well as municipal administrations that demonstrate an active partnership with a community-based group.

Eligible capital projects³¹:

- commemorate a significant local historical event or pay tribute to a significant local historical personality;
- mark a 100th anniversary or greater, in increments of 25 years (e.g., 125th, 150th);
- transform existing buildings or exterior spaces;
- actively involve members of the local community (e.g., volunteering);
- are intended for the general public;
- are barrier-free, easily accessed and appropriately promoted; and,
- present the work of local artists, artisans, heritage specialists or performers.

Although the Legacy Fund is limited to projects that commemorate milestone anniversaries, it is likely that the site's conversion into a shipyard in 1918 (and subsequent events, ship completions, etc. related to this milestone) would provide a variety of centennial events that could be highlighted in an application.

- **British Columbia's Community Gaming Grants Program**³² offers a **Capital Project Grant**, which provides fund matching to not-for-profit organizations embarking on capital projects with a budget over \$20,000. Note that this granting program has specific eligibility criteria for not-for-profit organizations³³ (and specifications for the governance thereof). It also specifically excludes municipal governments as recipients. However, the granting formula recognizes tangible donations of land and/or equipment toward the applicant's contribution of funds. As such, an endowment of land from the City would count toward BHSS's contribution, should BHSS grow the capacity to oversee a major development/restoration project in the mid- to long-term.

³⁰ <https://www.canada.ca/en/canadian-heritage/services/funding/building-communities/legacy-fund.html>.

³¹ <https://www.canada.ca/content/dam/pch/documents/services/funding/building-communities/legacy-guide-2013-eng.pdf>.

³² <https://www2.gov.bc.ca/gov/content/sports-culture/gambling-fundraising/gaming-grants/capital-project-grants>.

³³ https://www2.gov.bc.ca/assets/gov/sports-recreation-arts-and-culture/gambling/grants/capital_projects_sector_guide.pdf.

4.4.2 International marketing support for tourist experiences

More generally, **Destination Canada's Canadian Signature Experiences**³⁴ initiative provides support for international marketing of tourist attractions that deliver a quintessentially Canadian experience. Specifically, the program avails a variety of international marketing and advertising tools as well as co-promotion opportunities. Canadian Signature Experiences are promoted by Destination Canada to "show the world what Canada's tourism brand is all about."

To provide some context, the over 200 current members of the program³⁵ feature experiences such as an underground mine tour in British Columbia, a fossil prospecting hike in the Alberta badlands, and seafood cooking classes in Nova Scotia. At a conceptual level, Britannia Shipyards is well suited for inclusion in the Canadian Signature Experiences program.

Note, however, that the nature of a tourism 'experience' (as defined by Destination Canada) will require some capacity building in the context of Britannia Shipyards' current operations. The most stringent eligibility requirements for Signature Canadian Experiences are the Export Ready Criteria.³⁶ These guidelines amount to a set of best practices for a tourism operator. As such, an effort to meet these criteria is well aligned with improvements that will contribute to a successful future for Britannia Shipyards.

³⁴ <https://www.destinationcanada.com/en/programs#signatureexperiences>.

³⁵ https://www.destinationcanada.com/sites/default/files/archive/525-canadian-signature-experiences-member-list/cse_memberlist_en_full-nov2017.pdf.

³⁶ https://www.destinationcanada.com/sites/default/files/2017-03/Programs_SignatureExperiences_ExportReadyCriteria_Mar2017_EN.pdf.

5. Summary

An incremental and staged approach to growth at Britannia Shipyards will allow restoration to remain the focus in the short-term, enabling incremental change and broad-based stakeholder buy-in in the longer term. The site will continue to offer programming and events that are closely aligned with the vision and mission of the site, while at the same time, pursuing opportunities to generate necessary revenue to decrease the amount of subsidy per visitor to the site. There will be three overarching goals which will shape the next five years at Britannia Shipyards:

- Enhance the **general quality of the visitor experience;**
- Ensure **adequately trained staffing and volunteers are** in place; and,
- Continue **heritage restoration and interpretation.**

The staged approach must consider the following key components:

5.1 Invest in precursors to success

A number of initiatives need to be considered in tandem with the priority areas in order to achieve the highest level of success for the site. They include:

- **Ensure gains are benchmarked and measurable (i.e. quality metrics)**
 - An exit survey or measurement method should be designed to measure customer satisfaction as well as demographics, where possible. Building from these measurements the site should set SMART objectives for progress based on the elements herein (e.g. increase quality of visits by 30%, increase portion of repeat visits by 20%)
- **Expand number of full time staff, auxiliary works and volunteers**
 - The site should add one new permanent full-time position in the short-term and a fifth full-time staff member in the medium to longer term allowing for more targeted and specific roles. Additionally, ensure that adequate staffing hours are allocated for auxiliary and volunteer needs.
- **Invest more operating funds in marketing the site**
 - Ensure everyone in Richmond (and the wider GVRD) knows about Britannia Shipyards, knows how to get there, and what to expect when they do.
- **Reinvest in partnerships with important allies**
 - Especially important will be the Gulf of Georgia Cannery, which has the most potential for cross-branding and marketing initiatives. Additionally, the Cannery is already strong in a few areas that are well positioned for collaboration (e.g. developing an effective volunteer base, gift shop operations).
- **Increase revenue through sponsorship, grants and donations**
 - Continue to expand on recent success acquiring grants and donations. In the short-term, develop an appealing menu of sponsorship opportunities for roll out in the medium-term.

- **Enhance and leverage the BHSS membership**
 - Work together with the BHSS to enhance their membership offer to increase numbers while exploring opportunities to work with the group to benefit the site.
- **Conduct Preparatory work for increased boat building and repair activities.**
 - The site will work with the BHSS and regulators to understand, moving forward, what are the best options for boat building and repair activities on site, and what will require further exploration or investment.

5.2 Pursue low-hanging fruit

The site should invest in attainable 'wins' that align closely with the vision and mission of the site, while growing to reduce the net public subsidy of visitors to the site. As described at length herein, early investment should be focused on the following four priority areas:

- Transition from free to paid site tours;
- Enhance paid programming; and,
- Enhance school tours.

In the medium term, the site will build on success of **special events** and high demand for **rental space on the site**. As such, the site will maintain its already impressive baseline in the short-term and explore options for increasing usage in the medium-term.

These five areas of 'low-hanging fruit' will have the greatest and fastest return on investment, though it is important to note that the type of returns may be different. For example, some will deliver more quantity of visits (e.g. special events) while others (e.g. shifting to paid tours) will help to reduce net subsidy per visitor and increase revenue.

5.3 Regroup, consolidate gains and move forward

After an initial five-year period, it will be time to pause, reconsider progress, throw out ideas that have not worked, and consolidate gains where success has been achieved. By this time, the completion of restoration at Britannia Shipyards will have freed up capital and thereby allow the site to refocus on other, bigger initiatives – such as exploring food and beverage options on site, establishing a new visitor centre/gift shop, and possibly expanding boat building – in order to make further significant gains.

Undoubtedly, the constant factor amidst impending change at Britannia Shipyards is its significant place in British Columbia's maritime heritage and its exemplary ability to tell the stories of Richmond's multicultural community – past, present and future.

6. Appendix 1 – Analysis of Comparable Sites

Heritage Site	City	Overview	Ticketing Structure	Other Revenue Sources	Tour Group Partnerships	School Programs	Food and Beverage Offering	Festivals	Weddings and Event Rentals
Muskoka Heritage Park	Huntsville	The site includes a museum (open year-round), a pioneer village and a train (open seasonally). The pioneer village includes 20 dwellings, costumed narrators, farm animals, gardens.	Full Site Pass (Adult, Senior, Child); Museum (Adult/Senior, Child); Pioneer Village (Adult, Senior, Child); Train (Adult, Senior, Child); For each ticket type, one child under 3 is free with each paid adult admission; Annual Memberships (Individual, Student, Couple, Family, Senior, Senior Couple, Senior and then some).	Gift shop.	Free parking for buses and 10% off admission for groups of 20 or more.	Educational programming from last week of May to beginning of October. 4-hour visit, hands-on activities, new programs to include FN and Metis perspectives per updated curriculum.	Snack Bar (July and August).	Easter Egg Hunt, Strawberry Social, Halloween Pumpkin Trail, Santa Train Ride.	Yes, also available for corporate events and other private functions.
Fort Langley	Langley	National historic site. Hudson's Bay Trading post open year-round with costumed interpreters and audio guides in English and French. Day visits or overnight tent experiences, learn to camp run by Parks Canada.	Free for Canada 150.	Gift shop.	n/a	Curriculum-based programs for primary, intermediate and secondary, English and French. Overnight tent experience for groups of up to 30 people. Also offers Girl Guide Badge and Birthday Parties.	Café (community development initiative led by Kwantlen First Nation), picnic area.	Douglas Day, Musical Christmas, Cranberry Festival, Grave Tales, Halloween.	Site rental: full site; big house and kitchen; theatre; cooperage; visitor centre; orchard. Additional items: tables, chairs, framed tent, pop up tent, stage, sound system, podium, heater.
Gulf of Georgia Cannery	Richmond	National historic site. Former cannery offers educational visitors for children and adults, exhibits, extensive collection of artefacts, seasonal events and venue rental for weddings, event	Tickets: adults, seniors, youth 6-16, children under 6, families, Gulf of Georgia Cannery Society Members. Additional fees for: School Programs, Group Bookings, Private Guided Tours; Holiday Events; Venue Rentals; Birthday Parties.	Gift shop.	Discounts for groups over 10.	Guided visits for children 3-12 in English and French. Teacher resource guides for offsite activities.	Winter Farmers Market Oct-April	Best Catch Sustainable Seafood Festival (coming soon).	Facilities for large and small events, indoors, outdoors and 50 seat theatres.

Heritage Site	City	Overview	Ticketing Structure	Other Revenue Sources	Tour Group Partnerships	School Programs	Food and Beverage Offering	Festivals	Weddings and Event Rentals
Britannia Mines	Britannia Beach	Nonprofit organization animates a national historic site. Formerly the largest copper mine in the British Empire, closed 1974. 10-acre site including underground tour. Resources available in six languages.	Tickets: adults, seniors, youth 13-17, child 5-12, daily family. Membership: family flex pack, adult, senior, youth, corporate.	Gift shop.	Case by case basis.	Curriculum based programming for all grades, option to add gold panning to an activity.	Café.	n/a	n/a
Burnaby Village Museum	Burnaby	1920s village with restored tram and carousel animated by costumed interpreters. Open seasonally (March Break, May-Sept, Halloween Weekend, Nov 25-Jan6)	Gate admission is free, carousel rides are \$2.65 each. All ages annual membership \$32-34.	Gift shop.	Pre-paid, pre-booked tours. Flat rates for groups of 1-20 and 21-35. Available year round by appointment.	Discovery days fall and spring for students Kindergarten - Grade 9. Field trips with curriculum-based activities for grades 1-6.	Ice cream parlour.	Labour Day Fair, Haunted Village, Heritage Christmas.	Site rental: full site, church, ice cream parlour, carousel, discovery room, meadow.
West Coast Railway Heritage Park	Squamish	12-acre site run by a nonprofit to restore and preserve railway heritage. Includes historic buildings, mini rail, train station.	Tickets: adults, seniors, students, children, family. Additional cost for mini-rail.	n/a	Group tours available on request.	Themed tours for children.	Canteen.	n/a	21,000 sq ft for weddings and conferences
Olde Mistick Village	Mystic, Connecticut	Maritime museum, research centre, boats that you can climb aboard and a reconstructed New England Village.	Tickets: adults, seniors, youth, children.	Commercial marina, gift shop.	Discounts for groups over 15.	Day and overnight programs, online resources and in-school travelling exhibits.	Restaurant, canteen, tavern, café.		Multiple venues available.

Heritage Site	City	Overview	Ticketing Structure	Other Revenue Sources	Tour Group Partnerships	School Programs	Food and Beverage Offering	Festivals	Weddings and Event Rentals
Pier 21	Halifax	Museum of the history of immigration on Halifax's waterfront offer interactive exhibitions, multipurpose performance spaces and a research centre to allow visitors to trace the journey of family members to Canada.	Tickets: adults, seniors, youth, children, family, student. Memberships: adults, seniors, students, family.	Gift shop (including ecommerce), donor wall.	Discount rate available.	French and English tours and workshops for school groups. Online resources for use in classrooms.	n/a	Diversity Spotlight film series.	Venues for groups of 20 to 440.
Black Creek Pioneer Village	Toronto	Preserved and reconstructed heritage buildings allowing visitors to explore a 19th century village. Open April-December.	Tickets: adults, seniors, children, students.	Gift shop, beer tastings, archery workshop, escape games, haunted walks.	Discounted rate available.	Educational programming for elementary and high school students, ESL and adult learning classes.	Café, snack bar.	Holiday programming (Halloween, Christmas etc.).	Indoor and outdoor spaces available, catering on-site.
Wooden Boat Museum	Winterton	Exhibits, collections and oral histories record the stories and skills of wooden boat building across the province. Open June to September.	Tickets: adults, children, family. Memberships: individual, student, family, community, benefactor, lifetime.	Annual conference.	n/a	Children's boat building workshops offered July and August.	n/a	n/a	n/a

Heritage Site	City	Overview	Ticketing Structure	Other Revenue Sources	Tour Group Partnerships	School Programs	Food and Beverage Offering	Festivals	Weddings and Event Rentals
Vancouver Maritime Museum	Vancouver		Tickets: adults, seniors, students, youth, children, family. Separate passes to access Vanier Park. Memberships: family, individual, senior.	Gift shop.	n/a	Programs for school groups grades K-12.	n/a		Venues and AV equipment available.
Barkerville Historic Town	Barkerville	Province of BC owned Heritage Property and Park, Government of Canada National Historic Site. 100+ buildings reconstruct gold rush history, including one of Canada's first China towns. Open May -Sept plus winter outdoor activities.	Two day admission; package including two day admission plus Theatre Royal ticket, stagecoach ride and gold panning; annual pass.	Many stores on-site (jewelers, gift shop, coffee shop). On-site accommo dation: camping and B&Bs.	Discounts for groups over 10.	Day or overnight activities.	Four restaurants.		Range of venues, catering, accommodation and custom interpretation packages for weddings, conferences and events.
Maritime Museum of the Atlantic	Halifax	History of military and civilian vessels, Halifax harbour and other maritime activities. Includes a docked boat that visitors can explore.	Tickets: adults, seniors, youth, children, family. Season pass: adult, senior, youth, family.	Gift shop.	Discounted rates available for: youth/day camps, ESL programs, post-secondary, motor coach groups.	Curriculum-based programs for students grades 3 to 8.	n/a	n/a	Venues available for weddings, film and video production.

Heritage Site	City	Overview	Ticketing Structure	Other Revenue Sources	Tour Group Partnerships	School Programs	Food and Beverage Offering	Festivals	Weddings and Event Rentals
Canadian Canoe Museum	Peterborough	Extensive exhibits of canoes based around a donated private collection. No waterfront access on-site but occasional offsite activities involving paddling etc.	Tickets: adults, seniors, students, family, children, members.	Gift shop.	Discounts for groups over 10.	Curriculum based programs for K-12. March break and PA day activities, summer camps.	n/a		Venue includes tables, chairs, kitchen access, AV and event staff.
North Pacific Cannery Museum	Prince Rupert	Exhibits, tours and local cuisine pays tribute to this history of resource extraction in BC.	Tickets: adults, seniors, youth, family, children under 5 free.	Gift shop.	Groups of ten or more discounted. Guided tours and lunch specials available.	Available upon request.	Mess House 10:30-3:00 July and August.		Venues available, including catering, seating, dishware and overnight accommodations.
London Heritage Farm	Richmond	Farm house with barn, farming equipment and gardens recreates the 1860s.	Entrance by donation.	Gift shop.	Guided tours for groups available upon request.	Structured visits available for students K-12.	Tea room.	Monthly themed teas.	House and grounds available for rental, can also add chairs, tables, tents.
Port Moody Station Museum	Port Moody	Port Moody Heritage Society operates a museum in a 1908 railway station.	Entrance by donation.	Gift shop.	Group rates for Station Tour and Tea on the Train, must reserve in advance.	Half day programs available for students K-12.	Tea on the Train.	Annual events e.g. Family Day Railroad Day, Easter Extravaganza, Holiday Tea.	Only available for wedding photography, not the event. Can be booked for children parties and film shoots.

7. Appendix 2 – Britannia Shipyards Strategic Plan 2014-2018 Strategic Framework

1 – Inspirational Experiences

Outcome 1: Historic structures are preserved and developed to celebrate the site's history and embrace future opportunities.

Action Items	Timeframe
1. Update capital development plan for Britannia Shipyards to identify priorities and future opportunities and prioritize within the five year plan.	2015-2017
2. Create capital development and interpretation plan for the Japanese Duplex and First Nations Bunkhouse	2017-2018
3. Examine the feasibility of making the Shipyard ways and winch operational and explore options for their future use.	2015
4. Complete existing capital projects including wayfinding, Shipyard ways stabilization, Richmond Boat Builders ways, boardwalk replacement and Seine Net Loft dock.	2014

Outcome 2: Engaging exhibits tell the story of our past and meet current community needs.

Action Items	Timeframe
1. Design and produce a plan for the interior of the Seine Net Loft which includes permanent and temporary exhibits as well as flexible program and event space.	2015
2. Update Murakami House exhibits.	2016

Outcome 3: Landscaping and wayfinding create a sense of place and a welcoming visitor experience.

Action Items	Timeframe
1. Update and implement landscape plan for the site.	2015-2018
2. Complete wayfinding and signage program, including the creation of a site "entrance", to create a better sense of place.	2015-2016

2 – Inspirational Experiences

Outcome 1: Site interpretation and programming tells the story of our past and meets current community needs.

Action Items	Timeframe
1. Establish a program committee to ensure programs are meeting community needs.	2014
2. Develop and deliver programs that foster a greater appreciation for maritime heritage.	Ongoing
3. Develop and deliver programs that increase maritime expertise including traditional boat building techniques, heritage vessel restoration and maintenance, and contemporary maritime skills.	Ongoing
4. Develop and deliver sustainable public programs that appeal to a variety of audiences and respond to community needs, including water-based programming and programming with other heritage sites.	Ongoing
5. Develop and deliver curriculum-based educational programs for K-12 and English as a second language students.	Ongoing

Outcome 2: Festivals and special events contribute to site animation and regional tourism.

Action Items	Timeframe
1. Develop and implement a festival and events strategy including criteria to evaluate future opportunities.	2015
2. Host community festivals and events that contribute to site animation and attract new audiences.	Ongoing
3. Develop and produce site-specific festivals and events.	Ongoing

3 – Relationship Based Approach

Outcome 1: Britannia Shipyards is governed effectively using a relationship-based approach.

Action Items		Timeframe
1.	Explore and recommend governance options that most effectively allows Britannia to realize its vision.	2014-2016
2.	Clarify the relationship, role and function of the Britannia Heritage Shipyard Society.	2014-2016

Outcome 2: Partnerships are valued as a way of doing business

Action Items		Timeframe
1.	Build relationships with diverse stakeholder groups.	Ongoing
2.	Formalize relationships with community stakeholders when appropriate.	Ongoing
3.	Pursue joint programming and marketing opportunities with other Steveston heritage sites.	Ongoing

4 – Effective Management

Outcome 1: Britannia Shipyards is managed effectively and efficiently.

Action Items		Timeframe
1.	Pursue sustainable revenue generating and other funding streams that are compatible with the site's vision, mission and values.	Ongoing
2.	Review staff positions on a regular basis to ensure they are meeting the needs of the site.	Ongoing
3.	Establish a program to monitor visitor and program participant satisfaction and continually refine services to better meet visitor needs.	2015

Outcome 2: Volunteers play an active role at Britannia and contribute to its success.

Action Items		Timeframe
1.	Increase volunteer recruitment and participation at the site.	Ongoing
2.	Ensure volunteers are properly screened, trained, evaluated, supervised and recognized.	Ongoing
3.	Develop and implement policies and procedures that ensure safety for visitors, volunteers and staff.	Ongoing

Outcome 3: The management of the City of Richmond's waterfront heritage resources in Steveston are coordinated.

Action Items		Timeframe
1.	Explore and recommend options for the management and operation of Scotch Pond and the Phoenix Gill Net Loft as part of Britannia Shipyards' governance and operations.	2014-2015

5 – Outstanding Communication

Objective 1: Britannia Shipyards has a distinctive brand and visual identity

Action Items	Timeframe
1. Create a logo and visual identity for Britannia Shipyards and apply it to all marketing and communications materials.	2015-2016

Objective 2: Marketing and communications promote the site and foster awareness that Britannia Shipyards is a unique and valuable public asset.

Action Items	Timeframe
1. Develop and implement a marketing and communications plan that addresses improved communication with stakeholders using a variety of traditional and new media tools, and direct marketing to tour operators and schools.	2016-2017

6 – Respect for Historical Integrity and Authenticity

Objective 1: Britannia Shipyards' buildings, landscape, docks and floats are preserved to maintain the historical integrity and authenticity of the site.

Action Items	Timeframe
1. Complete and adopt a conservation plan for the site's buildings.	2015
2. Ensure Standards and Guidelines for the Conservation of Historic Places are followed.	Ongoing
3. Ensure maintenance is completed in a timely and responsive manner.	Ongoing
4. Ensure landscaping is maintained in a manner that compliments the site.	Ongoing

Objective 2: Britannia Shipyards' well-maintained fleet of historic vessels reflects the site's history.

Action Items	Timeframe
1. Develop and implement vessel acquisition plan.	2015-2018
2. Develop and implement annual maintenance plan for vessels.	2015

Objective 3: Britannia Shipyards' is home to a well-preserved artefact collection that is used to interpret the site's history.

Action Items	Timeframe
1. Comply with City of Richmond Collections Policy.	Ongoing
2. Ensure artefacts are properly inventoried, stored and cared for.	Ongoing
3. Inventory and review artefact collection to identify current gaps, accept targeted new acquisitions that fill this gap and deaccession duplicate and irrelevant items.	2016-2018

8. Appendix 3 – Financial Assumptions

Contribution Analysis

The following table presents the estimated contribution surplus/(deficit) associated with each operating segment (i.e., each source of revenue identified on the pro-forma financial statements).

The figures presented in this table are the result of netting each source of revenue with its associated expenses to isolate the contribution of each operating segment to overall profitability. Associated expenses include **variable expenses** and an allocation of **direct overhead expenses**. Variable expenses include expenses such as the cost of auxiliary staff time required to book group tours or space rentals, and the materials associated with school tours. Direct overhead expenses consist of additional contract and utility expenses associated with increased facility usage (using attendance as the driving variable).

Note that no costs were associated with the first two lines ("sponsorships/grant/donations" and "other (filming/recovery)"). Applying for the grants would be a key part of the community programs coordinator and the new manager of the site. The final overhead line includes a \$70K full-time salary for the new hire detailed in the recommendations, as well as any variable maintenance costs associated with increased special event attendance.

Table 12: Contribution surplus/(deficit) by operating segment

Operating segment	Current	Short-term		Medium-term		
	2017E	2018F	2019F	2020F	2021F	2022F
Sponsorships, Grant, Donations	21,698	23,868	26,255	50,000	65,000	84,500
Other (filming, recovery)	19,980	19,980	19,980	19,980	19,980	19,980
Site tours	-17,972	24,758	91,522	165,208	245,816	333,346
School tours	-13,244	-1,220	-1,291	-1,362	-1,434	-1,505
Paid programming	5,777	9,277	10,485	11,694	12,903	14,111
Space rentals	14,743	14,743	14,743	16,218	17,839	19,623
Overhead	-654,842	-769,105	-769,110	-781,300	-781,311	-781,323
Operating surplus (deficit)	-623,860	-677,700	-607,416	-519,563	-421,207	-311,267

The preceding table shows that the largest contribution to overall profitability is projected to be paid site tours. Using the assumptions driving the costs estimated in the financial model (documented below), the contracts/maintenance that are associated with this level of facility utilization (i.e. attendance) currently drive a loss on this activity.

School tours were costed such that the price per student was set to the amount required to break even before accounting for allocated direct overhead expenses. The amount of activity relative to actual revenue in 2017 suggests a lower recovery rate on this activity, which contributes a net deficit in 2017.

Paid programming and space rentals both contribute a modest profit after accounting for their costs.

Overhead consists of fixed costs and any direct overhead that could not be associated with a source of revenue (increases in this line's deficit contribution is the result of: contracts/maintenance linked to special event attendance; and increased telecommunications costs driven by an increase in salary/payroll due to the new hire).

Assumptions

The following assumptions were used to drive the financial model:

- Paid tours
 - Total number of regular hour drop-ins: Currently, 93K per year, rising to 120K in 2022
 - Percentage of total regular hour drop-ins that attend paid tours: Currently 1.1%, rising linearly to 80% in 2022
 - Price per person per tour: \$4.00
- Special event drop-ins
 - Total number of special event drop-ins: Currently, 66K per year, rising to 95K in 2022
 - No associated revenue
- School groups
 - School group size: 25
 - Number of school groups per visit: 2
 - Number of school visits: Currently, 36 per year, rising linearly to 48 in 2022
 - Revenue per school group: \$246.00
 - Admin cost per visit: \$55.00 (one hour of visitor services associate time @ \$30 per hour and one hour of tour preparation/set-up @ \$25 per hour)
 - Facilitation cost per group visit: \$56.25 (1.5 hours of tour facilitator @ \$37.50 per hour)
 - Cost of materials per student: Between \$2.00 and \$4.00
 - Fixed cost: \$100 annually
- Space rentals
 - Total number of rentals: Currently 169, rising to 225 linearly, starting in 2020 (i.e. rentals only begin to grow in the mid-term)
 - Price per rental: \$210.71, based on current actual revenue divided by number of rentals reported
 - Admin cost per rental: \$110.00 (based on double the amount of staff time cited in the "admin cost per school visit" assumption, as described above)
- Facility overhead
 - Contracts and utilities were assumed to consist of 25% fixed costs, and the remaining 75% was assumed to exhibit a linear relationship with total attendance. Total attendance includes all visitors to the site, as documented in all of the previous assumptions about number of visitors associated with drop-in attendance, rentals, tours, etc.
- Salaries and benefits

- New hire: \$70,000 in salary and benefits per year (to increase per as year as per union contract)
- Auxiliary staff costs: Outlined separately for school tours and space rentals above
- Administrative overhead
 - Telecommunications costs were assumed to consist of 50% fixed costs, and the remaining 50% was assumed to exhibit a linear relationship with salaries and benefits (after accounting for cost of new hire and auxiliary staff time used to book school groups)
 - Marketing budget: Increased from \$5,952 per year to \$50,000 per year
- Fixed expenses
 - Public works, supplies (less school tour direct material costs), and other expenses (representing a total of \$60K per year) were assumed to remain constant

9. Appendix 4 – List of Interviewees

In addition to focus group and validation session attendees, below is a list of all of the stakeholders who were engaged for interviews.

Table 13: Interviewees

Name	Title and Organization
Ann Phelps	Chair, Britannia Heritage Shipyard Society
Bill McNulty	Councillor, City of Richmond
Brooke Lees	Acting Site Supervisor/Heritage Coordinator, Britannia Shipyards National Historic Site
Bruce Okabe	Chief Executive Officer, Tourism Richmond
Cathy Carlile-Volkerling	General Manager, Community Services, City of Richmond
Dee Bowley	Former Supervisor Britannia Shipyards National Historic Site
Harold Steves	Councillor, City of Richmond
Jane Fernyhough	Director, Arts, Culture & Heritage, City of Richmond
Kimberly Baker	Acting Community Facilities Programmer / Program Facilitator, Britannia Shipyards National Historic Site
Linda Barnes	Chair of Steveston 20/20 and Steveston Historical Society.
Loren Slye	Director, Britannia Heritage Shipyard Society
Marie Fenwick	Manager, Museum and Heritage Services
Mike Redpath	Former Senior Manager Parks & Site, City of Richmond
Rebecca Clarke	Executive Director, Gulf of Georgia Cannery
Terry McPhail	Director, Britannia Heritage Shipyard Society



City of Richmond

Report to Committee

To: Planning Committee **Date:** July 9, 2018
From: Kim Somerville **File:** 07-3070-01/2018-Vol
Manager, Community Social Development 01
Re: **Modifications to the Oval 8 Holdings Ltd. River Green No Development Covenants registered under numbers CA5349572-3 (Lot 13) and under numbers CA5349574-5 (Lot 17) relating to the provision of a Child Care Facility relating to 6655, 6688, 6811, 6877 and 6899 Pearson Way**

Staff Recommendation

1. That modifications to the Oval 8 Holdings Ltd. River Green No Development Covenants registered under numbers CA5349572-3 (Lot 13) and under numbers CA5349574-5 (Lot 17) relating to the provision of a Child Care Facility relating to 6655, 6688, 6811, 6877 and 6899 Pearson Way as outlined in the staff report dated July 9, 2018, from the Manager, Community Social Development, be approved; and
2. That the Mayor and Corporate Officer be authorized on behalf of the City to execute the modification agreement(s) and amend any other applicable documents to reflect the intention of Recommendation 1.

Kim Somerville
Manager, Community Social Development
(604-247-4671)

Att. 2

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Law	<input checked="" type="checkbox"/>	
Development Applications	<input checked="" type="checkbox"/>	
Project Development	<input checked="" type="checkbox"/>	
Sustainability	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO

CNCL - 170

Staff Report

Origin

On May 1, 2018, Oval 8 Holdings Ltd. (Oval 8) requested in writing that the City agree to modify the Oval 8 Holdings Ltd. (Oval 8) No Development Covenants securing the provision of a child care facility for the River Green development. Through the rezoning process for the River Green development, legal agreements were registered on the Title of the Oval 8 lands under numbers CA5349572-3 (Lot 13) and under numbers CA5349574-5 (Lot 17). The requested modifications to the legal agreements relate to disconnecting the Development and Building Permit for Lot 17, 6811 Pearson Way, from the permits requirements for the child care amenity to be provided on Lot 13, 6899 Pearson Way. The current No Development Covenants require the developer to construct a turnkey child care facility on Lot 13 and transfer the facility and the land to the City prior to occupancy of any residential units on Lot 17. The process contemplated two design options for the building: an Alternative Requirements Design (e.g., Passive House certification or such other acceptable design to Senior Management that achieved greater energy efficiency than LEED Silver Equivalent and District Energy Utility Design) or a LEED Silver Equivalent and District Energy Utility (DEU) Design. Certain construction and occupancy milestones associated with the child care amenity were linked to occupancy restrictions for the residential development to be constructed on Lot 17. Oval 8 is not requesting any changes to the occupancy restrictions on the Lot 17 development.

This report supports Council's 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

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

The report also supports the Social Development Strategy Actions:

10. Support the establishment of high quality, safe child care services in Richmond through such means as:
 - 10.3 Securing City-owned child care facilities from private developers through the rezoning process for lease at nominal rates to non-profit providers; and
 - 10.4 Encouraging the establishment of child care facilities near schools, parks and community centres.
11. Implement policies identified in the 2041 Official Community Plan to promote the establishment and maintenance of a comprehensive child care system.

This report also supports the Strategic Direction #2: "Creating and Supporting Spaces" as set out in the 2017-2022 Richmond Child Care Needs Assessment and Strategy.

Analysis

The Covenants and Oval Holdings 8 Ltd.'s Requested Modifications

In October 2011, Council adopted a rezoning (RZ 09-460962) for the River Green development in the City Centre's Oval Village. This development included a community amenity contribution of a 464.5 m² (5,000 sq. ft.) child care facility with 171 m² of dedicated outdoor areas. The amenity was to

provide up to 37 licensed child care spaces for the care of children from birth to school age(e.g., 12 spaces of Group Care Under 36 Months and 25 spaces of Group Care 30 Months to School Age). The child care facility was originally to be included in the third phase of development and co-located within a high-rise, mixed use building.

On July 19, 2016, Council adopted a zoning text amendment to the “High Rise Apartment and Olympic Oval (ZMU4) – Oval Village City Centre” zone to adjust the subdivision boundaries within a portion of the area zoned ZMU4 (ZT 15-695231). The changes included creating a fee simple lot (Lot 13) that will be transferred to the City once the turnkey child care facility is completed by the applicant. It was contemplated that the child care facility would be designed and included in a future development permit application for the Lot 17 residential development.

The obligation to design, construct and transfer ownership of the child care amenity was secured by the No Development Covenant registered under number CA5349572-3. Schedule “H” of this agreement outlines the requirements for a turnkey child care facility. The Agreement also discussed two design options: an Alternative Requirements Design (e.g., Passive House) or a LEED Silver Equivalent and District Energy Utility (DEU) Design.

Since the No Development Covenants were settled between the City and Oval 8, the Vancouver Airport Authority (VAA) has made or is in the process of making an application to Transport Canada for new Airport Zoning Regulations (AZR) in the vicinity of the River Green development. Oval 8 is concerned that the new AZR will pose severe impacts on development potential of their Lot 17 development. As expressed in their May 1, 2018 letter, the applicant proposes to secure a Development Permit and a Building Permit for Lot 17 in accordance with the current AZR in order to be grandfathered if the new AZR is enacted (Attachment 1). Accordingly, Oval 8 proposes to have the Development Permit and Building Permit for Lot 17 issued in advance of the permits for Lot 13. Therefore, they wish to modify the No Development Covenants registered under numbers CA5349572-3 and CA5349574-5 to disconnect the child care permit issuances for Lot 13 from those for the residential development of Lot 17. However, Oval 8 has agreed to retain the provisions in the existing agreements that would require them to complete construction of the child care facility and transfer the land on which the child care facility will be located to the City prior to any occupancy of the residential units on Lot 17. A map showing the location of the two lots is included for reference (Attachment 2).

The applicant remains obligated to provide the City with a turnkey child care facility with associated outdoor play areas. To ensure delivery of the child care building and outdoor space to the satisfaction of the City, Oval 8 has agreed to tie delivery of the child care facility to occupancy of the Lot 17 residential units. The developer anticipates that the Lot 17 residential development will be completed by 2023 but has agreed that completion of the child care facility will be required prior to issuance of a final inspection card providing occupancy for the Lot 17 development. They have also agreed to substantially complete the child care amenity by March 2022, a date which may be adjusted by mutual agreement between the City and Oval 8. As additional security, the developer will be providing \$4.75 million in the form of a Letter of Credit. These funds can be used to complete the building should the developer not perform in meeting the deadline for completing the child care facility.

Having further explored the idea of an Alternative Requirements Design (e.g., Passive House Certification), staff recommend that the child care facility be designed to meet LEED Silver Equivalent and be connected to the Oval Village District Energy Utility for district energy services as per Bylaw No. 9134 for low carbon heating and cooling services. This will necessitate amending the Covenant to remove requirements for a “costing analysis process” and a “modeling report” which were initially being sought to assist with a comparative analysis of the two building design types (e.g. Alternative Requirements Design or a LEED Silver Equivalent and DEU Design) before the City instructed Oval 8 to advance with one of the two designs.

Financial Impact

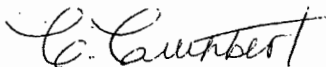
There is no financial impact related to making modifications to the No Development Covenants for the River Green development’s child care amenity.

Conclusion

Staff recommend that the proposed modifications to the No Development Covenants for the Oval 8 Holdings Ltd. River Green development be approved to accommodate the developer’s request to delink Lot 17’s residential Development Permit and Building Permit from Lot 13’s child care facility Development Permit and Building Permit.

The developer is fully committed to achieving substantial completion of a turnkey child care facility by March 2022 or another date that is mutually agreeable to both parties, accepting occupancy holds on the Lot 17 residential units, and providing substantial security in the form of a letter of credit amounting to \$4.75 million.

The creation of this future child care facility fulfils a number of key priorities outlined in the 2017-2022 Richmond Child Care Needs Assessment and Strategy. It involves collaboration and partnership with the development sector in creating new child care spaces and it addresses a City-wide need for more infant and toddler spaces.



Coralys Cuthbert
Child Care Coordinator
(604-204-8621)

Att. 1: Letter from Oval Holdings 8 Ltd.

Att. 2: River Green Development Lot 13 & 17 Site Map

Oval 8 Holdings Ltd.

May 1, 2018

City of Richmond
6911 No. 3 Road
Richmond, BC
V6Y 2C1 Canada

ATIN: Wayne Craig, Director Development

RE: River Green- Oval 8 Holdings Ltd. (Oval 8) Request to Delink Lot 17's Development Permit (DP) and Building Permit (BP) from Lot 13's DP & BP

As you are aware, YVR has recently made an application to Transport Canada for a new South Parallel Runway. This new runway poses severe impacts to our Lot 17 development in terms of building height and placement of density as it relates to YVR's new aeronautical zoning requirements. To ensure our Lot 17 development rights are secured and grandfathered under the YVR current aeronautical zoning, a BP must be issued by the City of Richmond prior to YVR obtaining Transport Canada approvals.

In order to obtain our permit approvals in a timely manner, we are requesting the City to allow Lot 17's DP and BP issuance to be granted in advance of Lot 13's DP / BP by way of amending the existing legal agreements registered on title. The completion of the Childcare Facility on Lot 13 will continue to be required prior to Lot 17's Occupancy Permit.

Some of the legal agreements that will require amendments include:

- Lot 13 No Development Covenants CA5349572- Amend Schedule H
- Lot 17 No Development Covenant CA5349574- Amend Schedule H

OvalS is fully committed to providing a turnkey Childcare Facility and working with City staff to deliver a great amenity for the Oval Village area. To provide the City with the security that the Childcare Facility will be delivered, OvalS proposes to provide a Letter of Credit. The Letter of Credit would be provided to the City prior to

Lot 17's DP issuance and held in place until such time that the Childcare Facility is completed. Details of the Letter of Credit and amount to be further discussed with the City.

We appreciate the City's review of our above request and assistance in expediting our project to ensure River Green Village continues to align with the vision laid out in the City Centre Area Plan and Zoning. We look forward to advancing the design of Lot 13's Childcare Facility with Community Services Department later this year. Please do not hesitate to contact me if you have any questions or concerns.

Yours Truly,
Oval 8 Holdings Ltd.



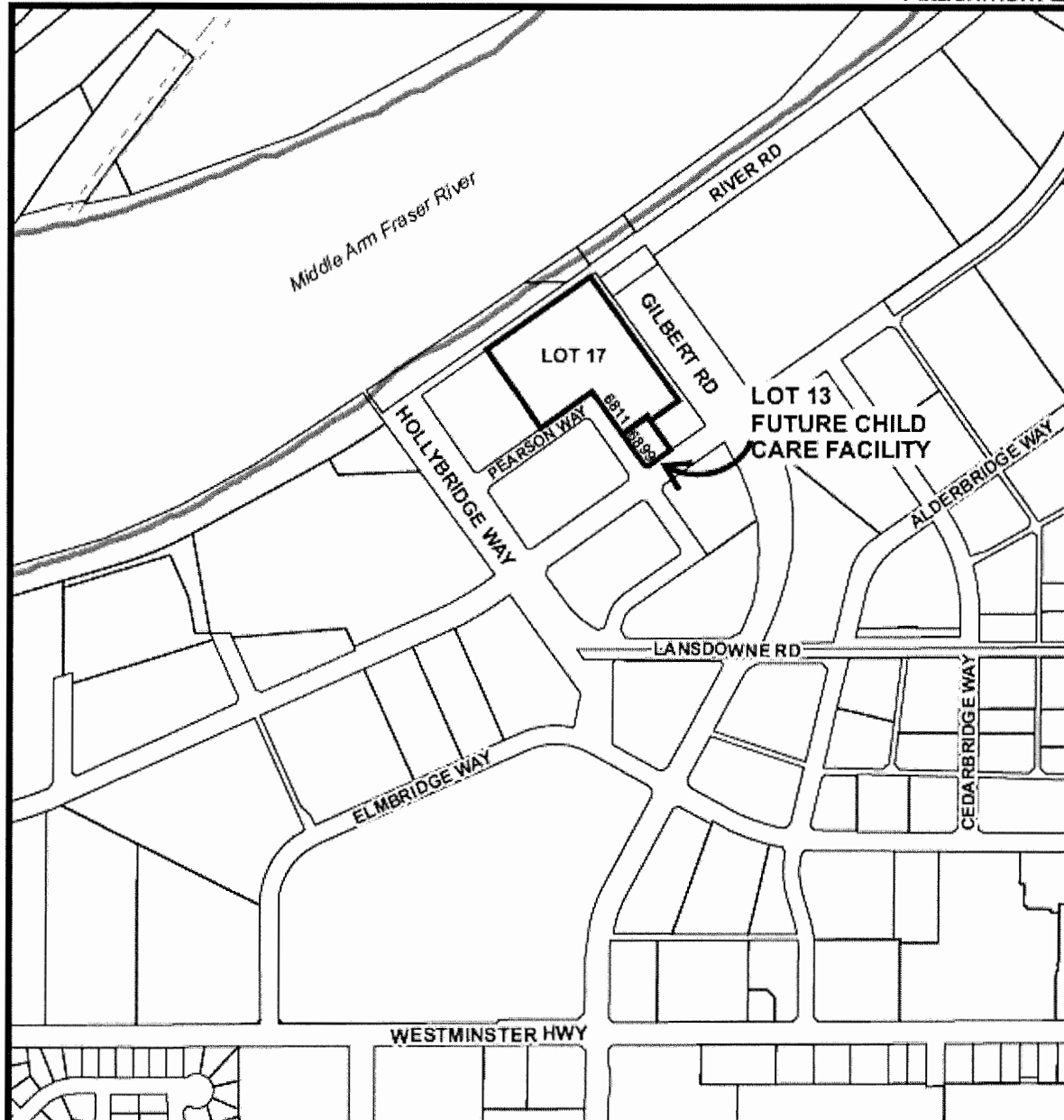
Jeff Skinner
Vice President, Development and Projects

OVAL 8 HOLDINGS LTD.
SUITE 1830, 1055 WEST HASTINGS STREET, VANCOUVER, B.C., CANADA
V6E 2E9 TEL: (604) 669-9328 FAX: (604) 669-9382 WEB: www.aspac.ca



City of
Richmond

Attachment 2



River Green Development
Lot 13 & 17 Site Map

Original Date: 06/28/18

Revision Date:

Note: Dimensions are in METRES



City of Richmond

Report to Committee

To: Planning Committee

Date: June 25, 2018

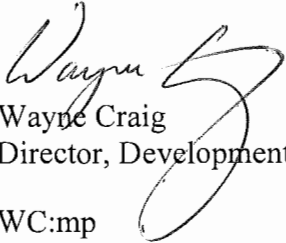
From: Wayne Craig
Director, Development


File: HA 18 - 818781

Re: Application by Kanaris Demetre Lazos for a Heritage Alteration Permit at
12111 3rd Avenue (Steveston Hotel)

Staff Recommendation

That a Heritage Alteration Permit which would permit the installation of a new storefront door and replacement of two windows in the front (east) elevation of the protected heritage building at 12111 3rd Avenue be issued.


Wayne Craig
Director, Development
WC:mp
Att. 9

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Policy Planning	<input checked="" type="checkbox"/>	

Staff Report

Origin

Kanaris Demetre Lazos has applied for a Heritage Alteration Permit to add a new storefront door and replace two storefront windows of a commercial property at 12111 3rd Avenue, known as the Steveston Hotel. The location maps are included in Attachment 1.

The Steveston Hotel is one of the identified heritage resources in the Steveston Village Heritage Conservation Area. A Heritage Alteration Permit is required for any exterior alterations to a property that is located within the Heritage Conservation Area.

Background

In 2017, a Heritage Alteration Permit (HA16-723477) was approved for the subject property to allow a reconfiguration of lot lines to create two new lots that can function independently of each other in terms of access and parking. The southern lot contains the Steveston Hotel and associated parking, and the northern lot contains a heritage-designated building known as the Steveston Courthouse and a one-storey, non-heritage commercial building and associated parking. The subdivision has been completed.

Also, two additional Heritage Alteration Permits were issued for the subject property in 2017: A Heritage Alteration Permit (HA17-766440) was issued on June 12, 2017 to allow the replacement of a window with a new entry door to provide a separate entrance to a restaurant in the hotel, and a Heritage Alteration Permit (HA17-776233) was issued on July 10, 2017 for the painting of a mural on the south elevation of the property as a Canada 150 project. Subsequently, on April 23, 2018, a Heritage Alteration Permit was issued for the replacement of all upper-storey windows (HA18-804880). All the works authorized by these three permits have been completed.

The subject property is designated as “Neighbourhood Service Centre (NSC)” in the 2041 Official Community Plan and “Heritage Mixed Use” in the Steveston Area Plan, and is zoned “Steveston Commercial (CS2)”.

Surrounding Development

The subject property is surrounded by the following sites.

- | | |
|---------------|---|
| To the North: | A newly created lot which contains the Steveston Courthouse and another non-heritage commercial building. Across Chatham Street is a new three-storey, mixed-use building at 11971 3 rd Avenue, on a site zoned “Commercial Mixed Use (ZMU26) – Steveston Village”. |
| To the East: | A new mix-used building ranging from one to three storeys on the former Rod’s Lumber site at 12088 3 rd Avenue zoned “Commercial Mixed Use (ZMU33) – Steveston Village” (RZ15-710852). The associated DP16-753377 has been issued. The building is currently under construction. |

To the West and South: The Gulf of Georgia Cannery federal historic site in the “Light Industrial (IL)” zone.

Related Policies & Studies

Official Community Plan

The City’s 2041 Official Community Plan Section 4 “Vibrant Cities” includes city-wide direction and policy to “preserve, promote and celebrate community heritage”.

Steveston Area Plan

The Steveston Area Plan seeks to “conserve significant heritage resources throughout the Steveston area” and “conserve the identified heritage resources within the Steveston Village Node (e.g., as per the Steveston Village Conservation Strategy)”.

The Steveston Village is designated as a Heritage Conservation Area (HCA) in the Steveston Area Plan. As part of the HCA, 17 buildings are identified as protected heritage resources. The Steveston Hotel is one of the 17 identified heritage resources in the Steveston Village HCA.

The Steveston Area Plan specifies that Heritage Alteration Permits issued for identified Steveston Village heritage resources should be consistent with the Steveston Village Conservation Strategy and the Standards and Guidelines for the Conservation of Historic Places in Canada (“S&Gs”), prepared by Parks Canada. The S&Gs are applied to assess the impact of proposed interventions on the heritage values and character-defining elements of a historic place, as identified in a Statement of Significance. The Steveston Village Conservation Strategy includes heritage conservation policies to manage changes to heritage resources in the Steveston Village and provides Statements of Significance for the significant historic sites and features, including the Statement of Significance for the Steveston Hotel.

On December 18, 2017, Council approved a number of changes to the design, land use and heritage policies in the Steveston Area Plan. One of the changes was to include a copy of the “Sakamoto Guidelines for Design Criteria for the Steveston Revitalization Area” and the “Sakamoto Guidelines for Steveston Downtown Revitalization Area Façade Guidelines”, originally prepared in 1987 and 1989 respectively, in the Steveston Area Plan for reference purposes. These guidelines can be interpreted flexibly and are to be used in coordination with other applicable guidelines when reviewing development proposals.

The relevant policies and guidelines are further detailed in the “Analysis” section of this report.

Public Consultation

A development sign has been installed on the subject property. Staff have not received any comments from the public about the application in response to the placement of the sign on the property.

Richmond Heritage Commission

The application was presented to the Richmond Heritage Commission on June 20, 2018 and was supported. An excerpt from the Commission meeting minutes is included in Attachment 2.

Analysis

The primary heritage values of the Steveston Hotel are its historic association with the development of the Steveston town site and its social and cultural value as a community gathering place. Architecturally, surviving elements of its two stages of construction, seen in such elements as its flat-roofed form and simple lines, are character-defining elements. The Statement of Significance for the Steveston Hotel is provided in Attachment 3.

The Steveston Hotel has undergone significant exterior alterations since the time of construction in the 1890s. Attachment 4 includes photos of the Steveston Hotel from various eras. Original windows openings have been changed with respect to their location and size, and original windows have been replaced with a mix of aluminum and vinyl windows.

Details of Proposed Work

The applicant has proposed to add an additional entrance on the east façade to provide a dedicated access to the existing liquor store, and replace the two existing storefront windows, which currently have frosted glass. A photo of the existing front elevation is included in Attachment 5. The proposed double door and windows match the existing storefront doors and windows in the same façade (i.e., aluminum frame and clear-glazing).

Currently, the liquor store shares the existing door and entrance area with the hotel. The applicant proposes to build a hotel lobby with a reception counter on the main floor and an interior wall and a door to separate the hotel lobby area from the liquor store.

National Standards

The following are excerpts from the S&G standards that are most relevant to the proposed exterior alterations to the Steveston Hotel (Attachment 6).

- | | |
|-------------|--|
| Standard #1 | Do not remove, replace or substantially alter its intact or repairable character-defining elements. |
| Standard #2 | Conserve changes to a historic place that, over time, have become character-defining elements in their own right. |
| Standard #3 | Conserve heritage value by adopting an approach calling for minimal intervention. Recognize each historic place as a physical record of its time, place and use. Do not create a false sense of historical development by adding elements from other historic places or other properties or by combining features of the same property that never existed. |
| Standard #4 | |

The existing doors, windows are not original and are not identified as character-defining elements in the Statement of Significance. The exterior of the building has been significantly altered from the

time of the original construction and many of the historic elements have been lost. The Statement of Significance identifies the building's current flat-roofed form and simple lines as character-defining elements. The proposal would not have adverse impacts on the heritage value and character-defining elements of the building, and would not create a false sense of historical development by adding new elements and features.

National Guidelines

The following are excerpts from the S&G guidelines that are most relevant to the proposed exterior alterations to the Steveston Hotel (Attachment 7).

Section 4.3.5 Windows, Doors and Storefronts

- | | |
|---------------|--|
| Guideline #2 | Understanding the properties, operation and characteristics of the windows, doors and storefronts as well as changes and previous maintenance practices. |
| Guideline #18 | Designing and construction a new window, door or storefront when it is completely missing, with a new design that is compatible with the style, era and character of the historic place, or a replica based on documentary evidence. |

Section 4.3.6 Entrances, Porches and Balconies

- | | |
|---------------|--|
| Guideline #17 | Modifying, replacing or designing a new entrance, porch or balcony required by a new use or applicable codes and regulations, in a manner that is compatible with the building's style, era and character. |
|---------------|--|

The design of the proposed door and windows is compatible with the style, era and character of the building. The overall appearance of the building would not be substantially altered.

Steveston Village Conservation Strategy

The following are the standards and guidelines that are most relevant to the proposed exterior alterations to the Steveston Hotel from the Steveston Village Conservation Strategy (Attachment 8).

- The evolution of the resource should be respected. The contribution of all periods is important to the historic development and may merit retention.
- Long-term protection of the historic resource should be balanced with user requirements, and future resource management goals should be identified prior to undertaking any work.

The proposed door and window design complements the existing character and style of the building, and the proposed alterations would not substantially alter the building while meeting the operational need of the existing user (i.e., liquor store).

Sakamoto Guidelines

The "Sakamoto Guidelines for Steveston Downtown Revitalization Area Façade Guidelines" were prepared in 1989 to provide design guides and standards for maintaining continuity in the improvements being carried out.

The following guidelines are most relevant to the proposed exterior alterations.

- In the storefront improvement, the display window should be designed to respect the historic rhythm and be part of the overall façade.
- Doors should be designed to be part of the overall storefront character and should have glass panels.
- Acceptable doors are solid wood, wood panel and aluminum frame. Doors without glazing and metal doors are not acceptable.

The Guidelines note that the store fronts should be designed to display the business with the “picture” windows being an important feature to show the merchandise and allow visual access into the shop. The proposed aluminum-framed door and windows with clear glazing meet the objective of the above-noted guidelines.

An excerpt from the “Sakamoto Guidelines for Steveston Downtown Revitalization Area Façade Guidelines” is included in Attachment 9.

Financial Impact or Economic Impact

None.

Conclusion

The proposed new door and windows are compatible with the existing character of the building, and would not adversely affect the heritage value and character-defining elements of the protected heritage property. The proposal is consistent with the Parks Canada’s Standards and Guidelines for the Conservation of Historic Places in Canada, Steveston Village Conservation Strategy and the Sakamoto Guidelines for Steveston Downtown Revitalization Area Façade Guidelines.

Staff recommend that the Heritage Alteration Permit be endorsed, and issuance by Council be recommend.



Minhee Park
Planner 2

MP:cas

Attachment 1: Location Maps

Attachment 2: Excerpt from the June 20, 2018 Richmond Heritage Commission Minutes

Attachment 3: Statement of Significance for the Steveston Hotel

Attachment 4: Historic Photos of the Steveston Hotel

Attachment 5: Photos of the Steveston Hotel

Attachment 6: Excerpt from the Steveston Village Conservation Strategy

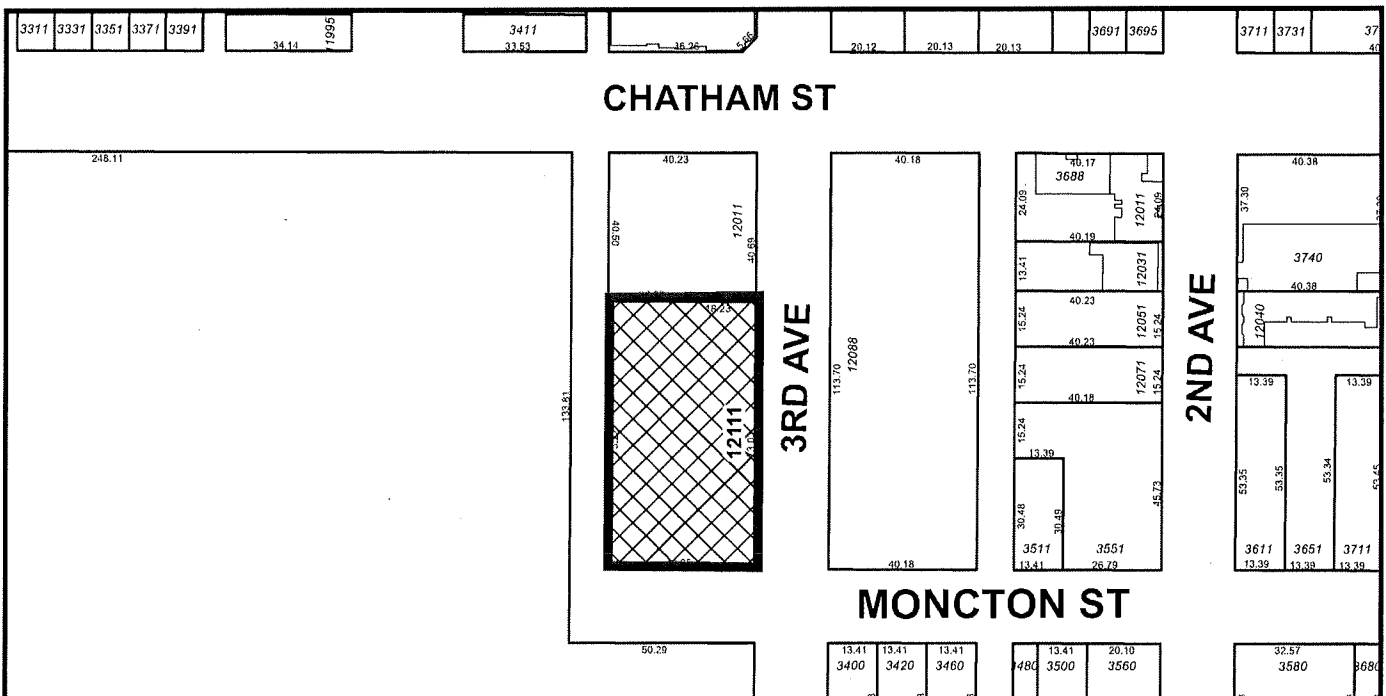
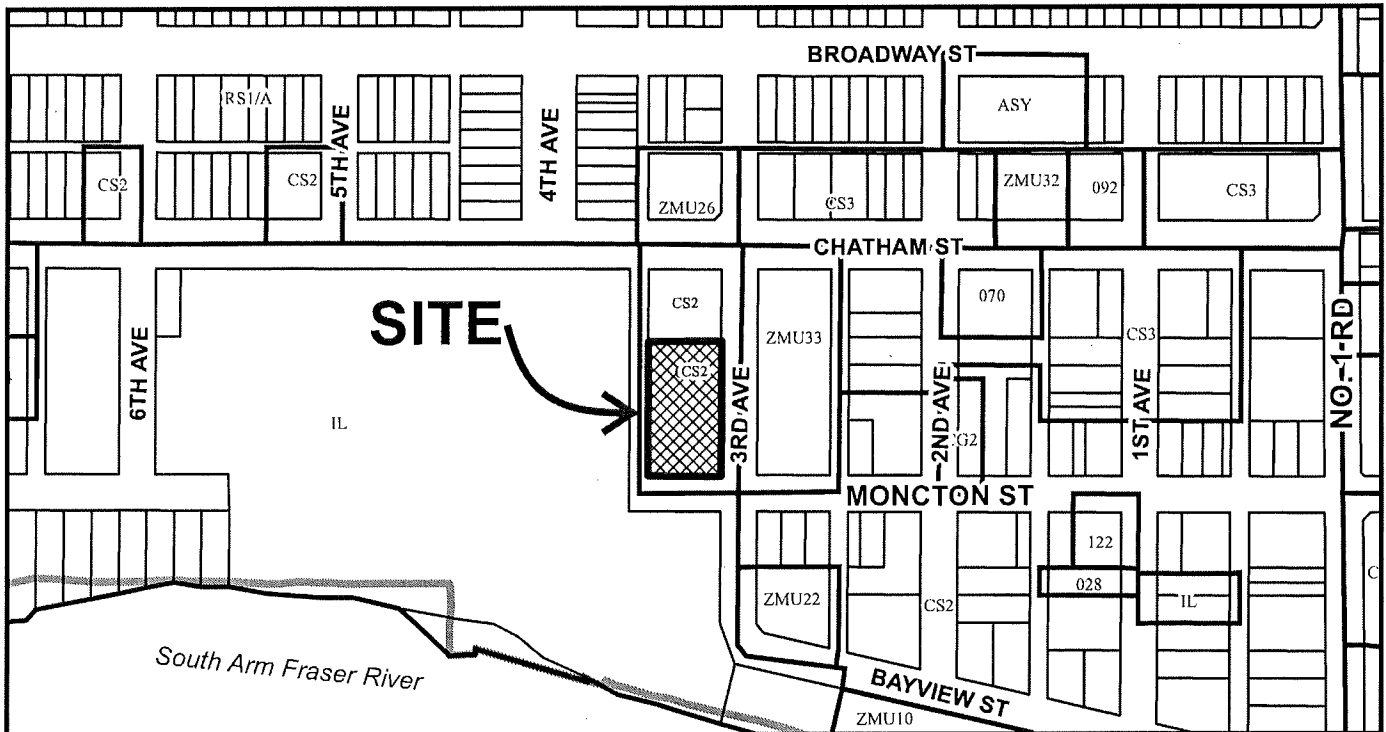
Attachment 7: Excerpt from the National Standards

Attachment 8: Excerpt from the National Guidelines

Attachment 9: Excerpt from the Sakamoto Guidelines



City of
Richmond



HA 18-818781

Original Date: 04/17/18

Revision Date: 07/03/18

Note: Dimensions are in METRES



City of Richmond



HA 18-818781

Original Date: 04/17/18

Revision Date: 07/03/18

Note: Dimensions are in METRES

Excerpt of Minutes
Richmond Heritage Commission
Held Wednesday, June 20, 2018 (7:00 pm)
M.2.004
Richmond City Hall

Development Proposal – Heritage Alteration Permit (HA18-818781) 12111 3rd Avenue (Steveston Hotel)

The Heritage Alteration Permit application for 12111 3rd Ave (the Steveston Hotel) was presented to the Commission. The applicant would like to add a new door and replace two storefront windows. This application will not be changing any character-defining elements of the building.

Members referred to the national standards and guidelines and noted that the alterations are compatible with the style and character of the place. The owner will be using the same type of doors and windows that are already used in the hotel. The door will be adding another entrance, so that people will not have to go through the liquor store to enter the hotel. It was noted that this will be a recessed door to match the existing entrances.

Discussion ensued on the purpose of the Heritage Alteration Permit, heritage protection, and Statement of Significance. It was noted that this application is consistent with the Sakamoto Guidelines.

It was moved and seconded

That the Richmond Heritage Commission support the Heritage Alteration Permit application (HA18-818781) as presented.

CARRIED

Steveston Village Conservation Program

Moncton Street resources



22. 12111 3rd Avenue Steveston Hotel/Sockeye Hotel

Description

The Steveston Hotel (Sockeye Hotel) takes up the west side of a full block along Third Avenue. The historic place is a two-storey, utilitarian structure with a flat, unarticulated façade and a flat roof. It directly fronts the street, without transition or landscaping.

Values

The Steveston Hotel is valued for its historic association with the development of the Steveston townsite and its social and cultural value as a community gathering place and local business. Constructed in 1894, the hotel represents the economic infrastructure which supported the local fishing and canning industries historically, and the tourism industry today. As an historic and longstanding fixture in the community, it is significant that this historic place has had continuing use as a gathering place for the town's citizens, and continues to operate in its original function today.

Architecturally, the Steveston Hotel is an excellent example of a building which predates the fire of 1918. A significant landmark building in the commercial downtown of the village, it represents the growth of Steveston as a prosperous frontier town in the late nineteenth and early twentieth centuries. It is also important to note the role of this building as a refuge for many after the fire, and its contribution to rebuilding the town seen in its temporary housing of the Steveston Post Office for a time.

Character-Defining Elements

The character-defining elements of the Steveston Hotel include:

- The hotel's landmark status at the terminus of Steveston's main street
- Its prominent location at the corner of Moncton Street and 3rd Avenue
- The liveliness and diversity the establishment lends to the street edge along 3rd Avenue
- Surviving elements of its two stages of construction, seen in such elements as its flat-roofed form and simple lines

This resource met the following criteria:

- Criterion 1: The overall contribution of the resource to the heritage value and character of Steveston
- Criterion 2: The ability of the resource to represent a certain historical process, function and style
- Criterion 3: The level of importance of associations with an era in Steveston's history and development
- Criterion 4: The intactness and evocative qualities

City of Richmond Archives
1977-19-25 Ca. 1905



City of Richmond Archives
1978-S-10 Ca. 1920



City of Richmond Archives
1997-43-1-200 undated





THE STANDARDS

The Standards are not presented in a hierarchical order. All standards for any given type of treatment must be considered, and applied where appropriate, to any conservation project.

General Standards for Preservation, Rehabilitation and Restoration

1. Conserve the *heritage value* of an *historic place*. Do not remove, replace or substantially alter its intact or repairable *character-defining elements*. Do not move a part of an historic place if its current location is a character-defining element.
2. Conserve changes to an *historic place* that, over time, have become *character-defining elements* in their own right.
3. Conserve *heritage value* by adopting an approach calling for *minimal intervention*.
4. Recognize each *historic place* as a physical record of its time, place and use. Do not create a false sense of historical development by adding elements from other historic places or other properties, or by combining features of the same property that never coexisted.
5. Find a use for an *historic place* that requires minimal or no change to its *character-defining elements*.
6. Protect and, if necessary, stabilize an *historic place* until any subsequent *intervention* is undertaken. Protect and preserve archaeological resources in place. Where there is potential for disturbing archaeological resources, take mitigation measures to limit damage and loss of information.
7. Evaluate the existing condition of *character-defining elements* to determine the appropriate *intervention* needed. Use the gentlest means possible for any intervention. Respect *heritage value* when undertaking an intervention.
8. Maintain *character-defining elements* on an ongoing basis. Repair character-defining elements by reinforcing their materials using recognized conservation methods. Replace in kind any extensively deteriorated or missing parts of character-defining elements, where there are surviving *prototypes*.
9. Make any *intervention* needed to preserve *character-defining elements* physically and visually compatible with the *historic place* and identifiable on close inspection. Document any intervention for future reference.

Additional Standards Relating to Rehabilitation

- 10.** Repair rather than replace *character-defining elements*. Where character-defining elements are too severely deteriorated to repair, and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements. Where there is insufficient physical evidence, make the form, material and detailing of the new elements compatible with the character of the *historic place*.
- 11.** Conserve the *heritage value* and *character-defining elements* when creating any new additions to an *historic place* or any related new construction. Make the new work physically and visually compatible with, subordinate to and distinguishable from the historic place.
- 12.** Create any new additions or related new construction so that the essential form and integrity of an *historic place* will not be impaired if the new work is removed in the future.

Additional Standards Relating to Restoration

- 13.** Repair rather than replace *character-defining elements* from the *restoration* period. Where character-defining elements are too severely deteriorated to repair and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements.
- 14.** Replace missing features from the *restoration* period with new features whose forms, materials and detailing are based on sufficient physical, documentary and/or oral evidence.

GENERAL GUIDELINES FOR PRESERVATION, REHABILITATION AND RESTORATION

	Recommended	Not Recommended
1	Understanding windows, doors and storefronts and how they contribute to the heritage value of the historic building.	
2	Understanding the properties, operation and characteristics of the windows, doors and storefronts as well as changes and previous maintenance practices.	Failing to consider the impact of previous changes and maintenance practices, such as sealed windows or the removal of awnings or sunshades.
3	Documenting the form, materials and condition of windows, doors and storefronts, and their elements, before undertaking an intervention. This includes the configuration, style, method of operation and materials.	Undertaking an intervention that affects windows, doors and storefronts without first documenting their existing character and condition.
4	Assessing the condition of windows, doors and storefronts, including hardware, early in the planning process so that the scope of work is based on current conditions.	
5	Determining the cause of distress, damage, or deterioration of windows, doors and storefronts through investigation, monitoring, and minimally invasive or non-destructive testing techniques.	
6	Protecting and maintaining windows, doors and storefronts by using appropriate surface treatments, such as cleaning, rust removal, limited paint removal, and reapplying protective coating systems in kind.	Failing to adequately maintain windows, doors and storefronts on a regular basis.
7	Making windows, doors and storefronts weather tight and energy efficient by re-puttying and replacing or installing weatherstripping, adjusting hardware, and sealing openings and joints.	
8	Retaining sound and repairable windows, doors and storefronts, including their functional and decorative elements, such as hardware, signs and awnings.	Removing or replacing windows, doors and storefronts that can be repaired. Peeling paint, broken glass, stuck sashes, loose hinges or high air infiltration are not, in themselves, indications that these assemblies are beyond repair.
9	Stabilizing deteriorated windows, doors and storefronts by using structural reinforcement, and weather protection, or correcting unsafe conditions, as required, until repair work is undertaken.	Adding protective glazing or exterior storms to stained glass elements, without the involvement of a specialist conservator.
10	Repairing parts of windows, doors, or storefronts, by patching, piecing-in, consolidating, or otherwise reinforcing, using recognized conservation methods. Repair may also include the limited replacement in kind, or with a compatible substitute material, of those extensively deteriorated or missing parts of windows, doors and storefronts. Repairs should match the existing work as closely as possible, both physically and visually.	

ADDITIONAL GUIDELINES FOR REHABILITATION PROJECTS

	Recommended	Not Recommended
18	Designing and constructing a new window, door or storefront when it is completely missing, with a new design that is compatible with the style, era and character of the historic place, or a replica based on documentary evidence.	Changing the number, location, size, or configuration of windows, doors and storefronts, by cutting new openings, blocking in existing openings, or installing replacement units that do not fit the opening.
19	Using signs, awnings, canopies or marquees of a scale and design that is compatible with the historic building.	Introducing a new design that is incompatible in size, scale, material, style or colour.

ADDITIONS OR ALTERATIONS TO WINDOWS, DOORS AND STOREFRONTS

20	Designing and installing new windows, doors or storefronts required by a new use on non-character-defining elevations in a manner that is compatible with the building's style, era and character.	Installing new windows, doors or storefronts that are incompatible with the building's style, era and character, or that obscure, damage or destroy character-defining elements.
21	Providing a setback in the design of drop ceilings, when required, to allow for full height window openings.	Inserting new floors or drop ceilings that cut across windows openings, changing the interior and exterior appearance of the building, and reducing access to daylight.

HEALTH, SAFETY AND SECURITY CONSIDERATIONS

22	Complying with health, safety and security requirements in a manner that conserves the heritage value of the windows, doors and storefronts and minimizes impact on its character-defining elements.	Damaging or destroying elements while making modifications to comply with health, safety and security requirements.
23	Working with code specialists to determine the most appropriate solution to health, safety and security requirements with the least impact on the character-defining elements and overall heritage value of the historic building.	Making changes to windows, doors or storefronts without first exploring equivalent health, safety and security systems, methods or devices that may be less damaging to the character-defining elements of the historic building.
24	Removing or encapsulating hazardous materials, such as lead-based paint, using the least-invasive abatement methods possible, and only after thorough testing has been conducted.	
25	Protecting windows, doors or storefronts against loss or damage by identifying and assessing specific risks, and by implementing an appropriate fire protection strategy that addresses those risks. For example, replacing a character-defining wood door with a compatible fire-rated door, only after carefully considering other options.	Implementing a generic fire-protection strategy, or one that does not appropriately address the specific fire risks of the historic building. Covering flammable, character-defining elements with fire-resistant sheathing or coatings that alter their appearance.

ADDITIONAL GUIDELINES FOR REHABILITATION PROJECTS

	Recommended	Not Recommended
ADDITIONS OR ALTERATIONS TO ENTRANCES, PORCHES AND BALCONIES		
17	Modifying , replacing or designing a new entrance, porch or balcony required by a new use or applicable codes and regulations, in a manner that is compatible with the building's style, era and character.	<p>Altering a secondary entrance to give it the appearance of a main entrance.</p> <p>Enclosing a porch or balcony in a manner that has a negative impact on the building's heritage value.</p> <p>Removing character-defining entrances, porches or balconies that are no longer needed for the new use.</p> <p>Constructing an addition that requires the loss of a character-defining entrance, porch, or balcony.</p>
HEALTH, SAFETY AND SECURITY CONSIDERATIONS		
18	Adding new features to meet health, safety and security requirements, such as a new handrail, in a manner that conserves the heritage value of the entrance, porch or balcony and minimizes impact on its character-defining elements.	Damaging or destroying an entrance, porch or balcony while making modifications to comply with health, safety and security requirements.
19	Working with code specialists to determine the most appropriate solution to health, safety and security requirements with the least impact on the character-defining elements and overall heritage value of the historic building.	Making changes to entrances, porches or balconies without first exploring equivalent systems, methods or devices that may be less damaging to the character-defining elements of the historic building.
20	Exploring all options for modifications to existing entrances, porches and balconies to meet code and regulation requirements, prior to considering removal or replacement.	Removing an entrance, porch or balcony that does not comply with codes or regulations, and not replacing it with a compatible new assembly.
21	Removing or encapsulating hazardous materials, using the least-invasive abatement methods possible, and only after thorough testing has been conducted.	
22	Protecting entrances, porches or balconies against loss or damage by identifying and assessing specific risks, and by implementing an appropriate fire-protection strategy that addresses those specific risks.	Covering flammable, character-defining elements with fire-resistant sheathing or coatings that alter their appearance.

Steveston Village Conservation Program

Conservation Strategy – Managing Change



3. Standards and Guidelines:
 - (a) Formally adopt the Standards and Guidelines for the Conservation of Historic Places in Canada to guide all heritage conservation activities
 - (b) All heritage conservation work should be based upon research, site analysis, and documentation to identify and safeguard fully the heritage values to be conserved
 - (c) The evolution of the resource should be respected. The contributions of all periods are important to the historical development and may merit retention
 - (d) Long-term protection of the historic resource should be balanced with user requirements, and future resource management goals should be identified prior to undertaking any work
 - (e) The approach to all heritage conservation projects should be one of minimal intervention to ensure the maximum preservation of the existing and authentic physical fabric and the retention of the signs of age
 - (f) Conjecture and the falsification of building elements should be avoided in all heritage conservation projects
 - (g) A well-defined maintenance plan should be clearly established in order to ensure an appropriate level of maintenance and care upon completion
4. Database including Heritage Register:
 - (a) Include identified Steveston heritage buildings and places and list them on the appropriate registered inventories:
 1. Richmond Community Heritage Register
 2. BC Register of Historic Places
 3. Canadian Register of Historic Places
 - (b) Update as necessary the Heritage Register listing of any building or place following a major alteration or relocation
 - (c) Facilitate future heritage conservation efforts by documenting information on all new construction in Steveston Village
 - (d) Develop a pro-active heritage review and evaluation process which will identify City-owned heritage property at a time when the structure is still in use
5. Bylaws:
 - (a) Consider implementing a Heritage Conservation By-law to protect its listed heritage buildings and places

- 7 -

STORE FRONT FACADE GUIDELINES (continued)3.5. Canopies (continued)

Fixed canopies are structurally integrated features of a building face and are either cantilevered, hung or supported on a post. Any post supporting a fixed canopy is to be located on private property.

- Guidelines:
- (a) Fixed canopies may be flat or sloping roofs extending over walkways.
 - (b) Sloping canopies shall be covered with wood cedar shingles.
 - (c) Any supporting post shall be round or square wood with simple details or shaping and may be decorated with wooden brackets.

Unacceptable materials are metal, corrugated fibreglass and concrete (posts).

3.6. Windows

- Guidelines:
- (a) In the store front improvement, the display window should be designed to respect the historic rhythm and be part of the overall facade.
 - (b) The window on the upper floors should form a historic rhythm different from the picture windows and be within a proportion of the overall facade.
 - (c) The upper floor windows should be framed.

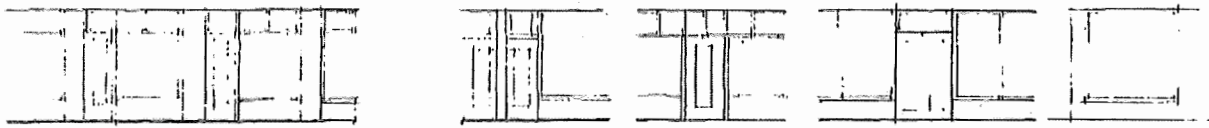
The store fronts are designed to display the business with the "picture" windows being an important feature. At street level, the windows of the store front shows the merchandise and allows visual access into the shop while at the same time forming the wall that separates the inside from the outside.

The design of the windows with transoms, mullions, opaque or translucent glass and multiple glass panes form important patterns in the overall store front facade. The lower portion usually referred to as the "bulkhead", is part of the designed window. The picture window creates store front rhythm and the streetscape.

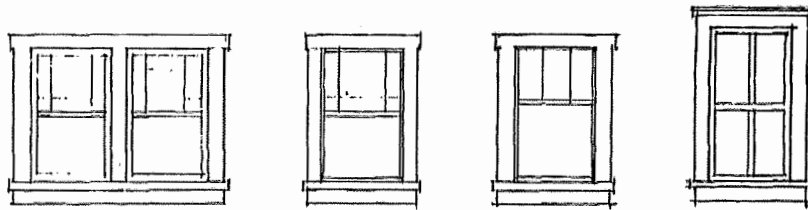
STORE FRONT FACADE GUIDELINES (continued)

3.6. Windows (continued)

Acceptable picture windows are as follows:



Historically, the pattern of the windows on the upper floor is different from the picture windows. They form a rhythm which is in keeping with the overall facade. Acceptable upper floor window patterns are as follows:

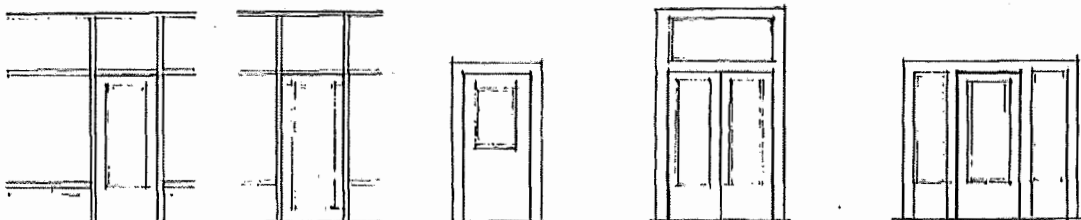


The window frames may be wood, white or coloured aluminum or steel and the glass may be clear or grey tinted. All other colored or mirror finish glass is unacceptable.

3.7. Doors

Guidelines: (a) Doors should be designed to be part of the overall store front character and should have glass panels.

(b) Acceptable doors are as follows:



STORE FRONT FACADE GUIDELINES (continued)

3.7. Doors (continued)

- (c) Acceptable doors are solid wood, wood panel and aluminum frame. Doors without glazing and metal doors are not acceptable.

3.8. Signage

- Guidelines:
- (a) Signs for the building should be an integral part of the facade design.
 - (b) Signs consistent with the Sign By-law should be approved along with the facade design.

Often signs are attached to the building as an afterthought. They are part of carrying out business, but are neglected until the business is about to open.

The prerequisite of a good sign is a clear message and legibility. A balance where neither the building or the sign dominates is needed for the building and the signs to be read. The importance of one well located sign over many signs needs to be stressed. Signs conceived independently can create a discordant image of the downtown and a rash of street signs results in the loss of the purpose of signage. For Steveston, the signs need to be oriented to slow moving traffic and predominantly to pedestrians.

Acceptable signage is as follows:

Fascia Signs: These are flat rectangular signs placed above the store front (as the buildings main business identification). The message in the sign board should be restricted to the name of the business for the sake of clarity; but may include a very brief trade description. In place of sign boards, but in keeping with a similar intent and flavor, signs may be painted directly on to the building facade, generally on the upper storey.

Sign boards may be illuminated from the back or painted boards may be illuminated with fixtures which are in keeping with the facade character.

Window Signs: These are painted on the inside of the main display window. The message should be kept brief, usually to the name of the business; but may include a brief trade description.



City of
Richmond

Heritage Alteration Permit

Development Applications Division
6911 No. 3 Road, Richmond, BC V6Y 2C1

File No.: HA 18 - 818781

To the Holder: Kanaris Demetre Lazos

Property Address: 12111 3rd Avenue

Legal Description: LOT 2 SECTION 10 BLOCK 3 NORTH RANGE 7 WEST NEW WESTMISNTER
DISTRICT PLAN EPP65456

(s.617, *Local Government Act*)

1. (Reason for Permit)
 - ☐ Designated Heritage Property (s.611)
 - ☐ Property Subject to Temporary Protection (s.609)
 - ☐ Property Subject to Heritage Revitalization Agreement (s.610)
 - ☒ Property in Heritage Conservation Area (s.615)
 - ☐ Property Subject to s.219 Heritage Covenant (Land Titles Act)
2. This Heritage Alteration Permit is issued to authorize all works related to exterior alterations in Schedule A, Plan #1 to Plan #4.
3. This Heritage Alteration Permit is issued subject to compliance with all of the Bylaws of the City applicable thereto, except as specifically varied or supplemented by this Permit.
4. If the alterations authorized by this Heritage Alteration Permit are not completed within 24 months of the date of this Permit, this Permit lapses.

AUTHORIZING RESOLUTION NO. ISSUED BY THE COUNCIL THE DAY OF

DELIVERED THIS DAY OF , 2018

MAYOR

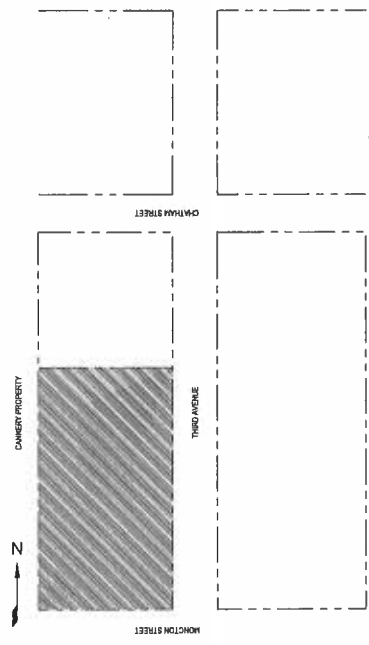
CORPORATE OFFICER

IT IS AN OFFENCE UNDER THE *LOCAL GOVERNMENT ACT*, PUNISHABLE BY A FINE OF UP TO \$50,000 IN THE CASE OF AN INDIVIDUAL AND \$1,000,000 IN THE CASE OF A CORPORATION, FOR THE HOLDER OF THIS PERMIT TO FAIL TO COMPLY WITH THE REQUIREMENTS AND CONDITIONS OF THE PERMIT.

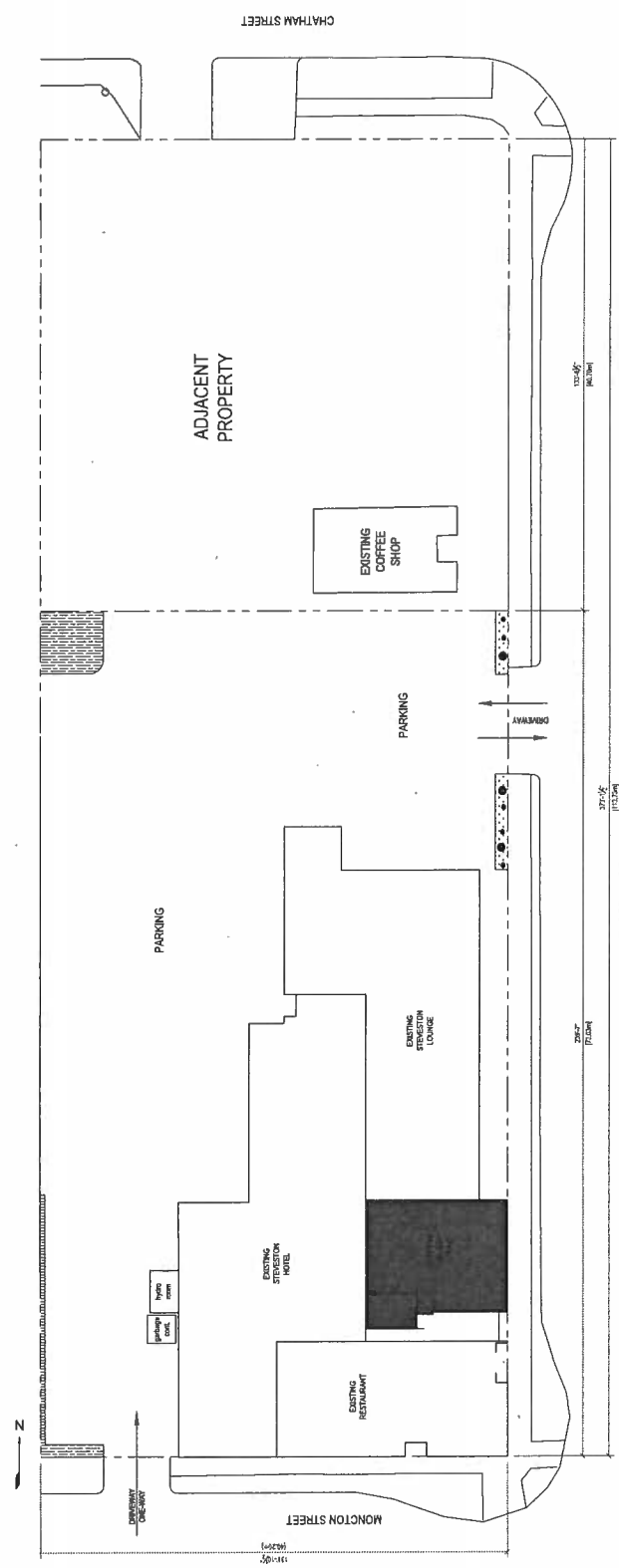
APPLICATION TO PROPOSE
NEW ENTRY DOORS & STOREFRONT
FOR LIQUOR STORE

NOTE: the existing building/structure is to remain as is.
The purpose of this work is to remove two existing windows and replace them with new double entry doors that will lead directly into the liquor store and glass storefront.
In other words, we would like to have a separate entrance to the liquor store so that the liquor store will have its own entry and own address separate from the hotel entry and the hotel business.

KEY PLAN
SCALE: 1/8" = 1'-0"



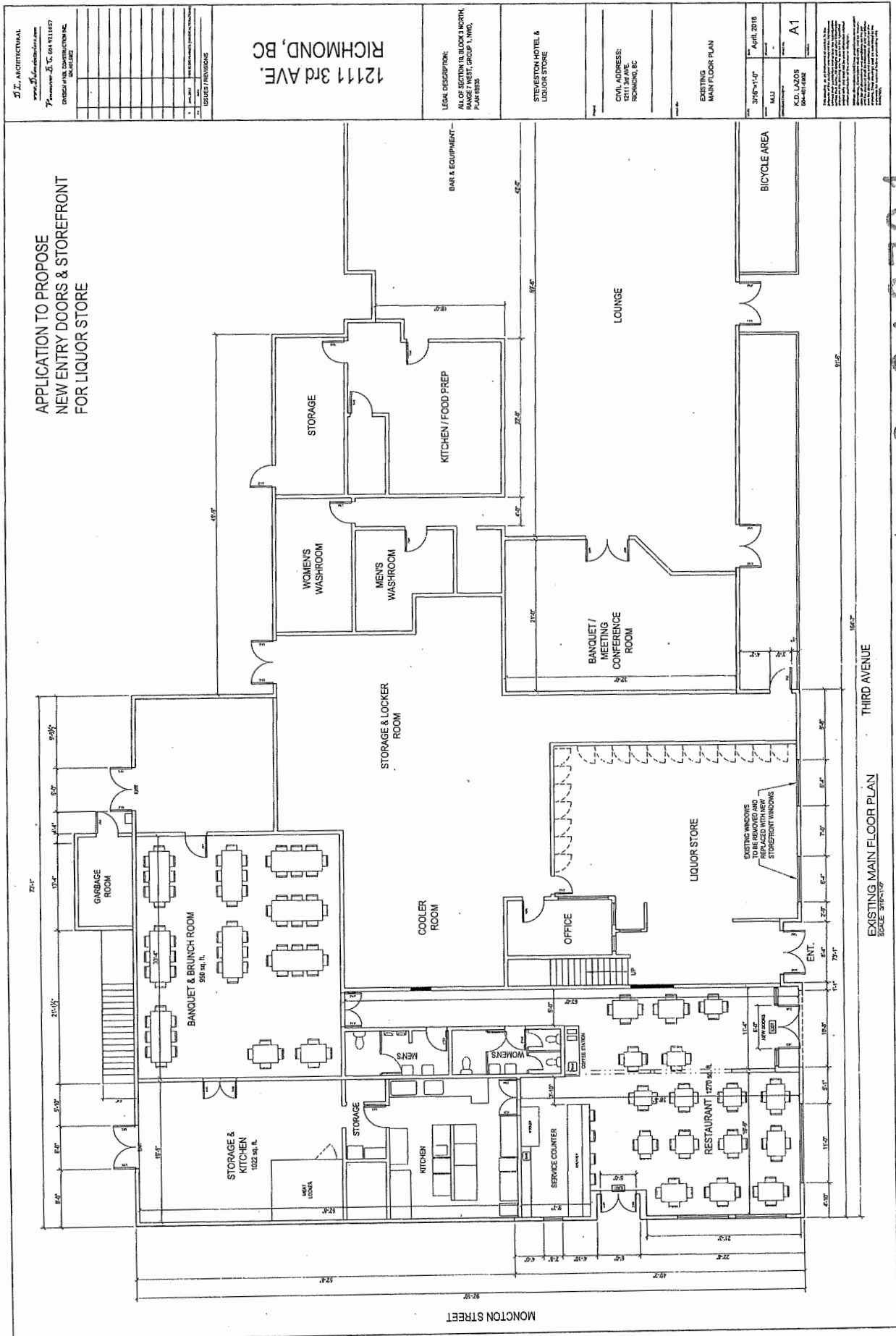
CNCL - 200



SITE PLAN -- EXISTING SHOWING LOCATION OF LIQUOR STORE
SCALE: 1/16" = 1'-0"

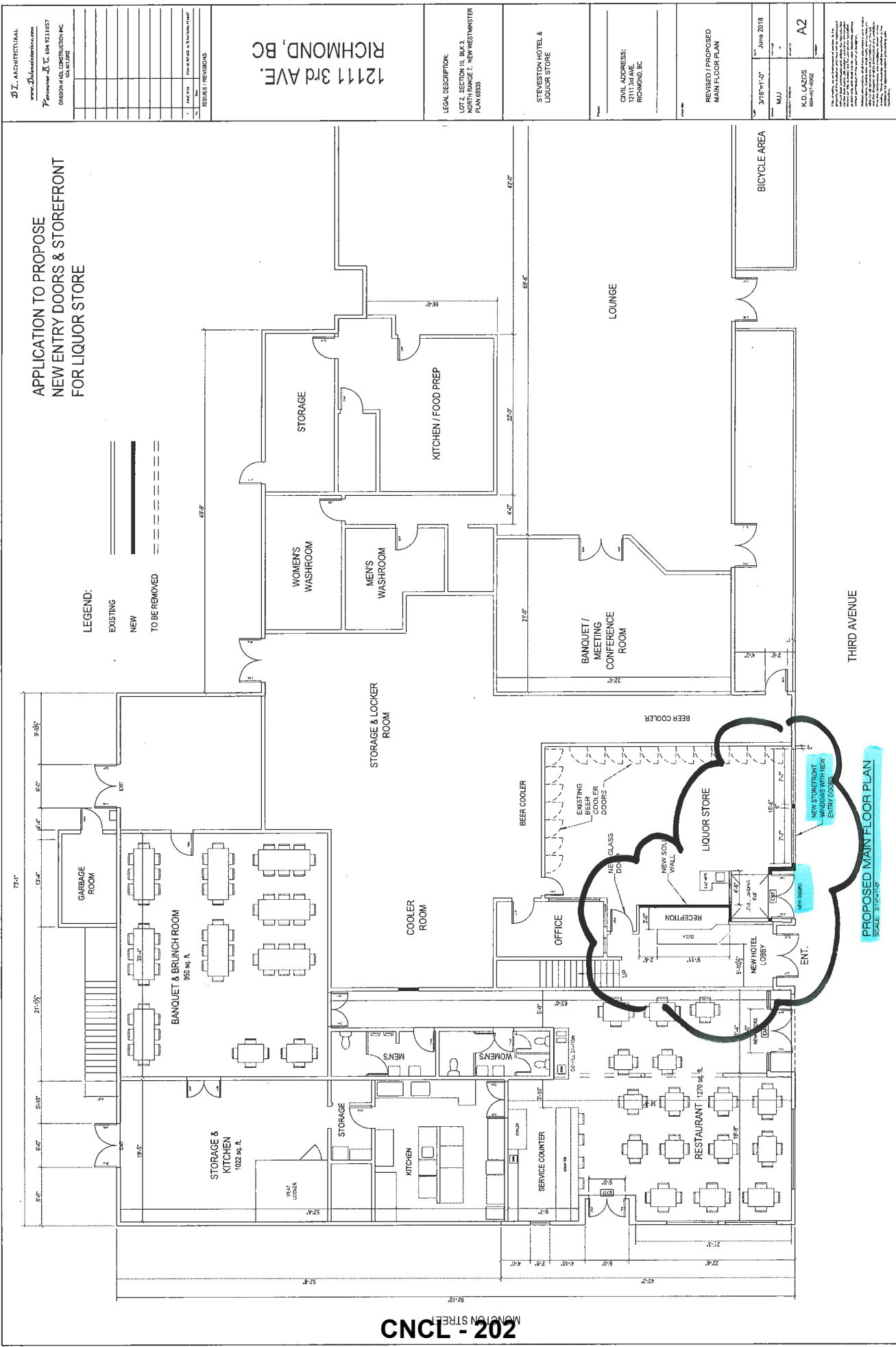
HA 18-818781 plan #1

B.I. ARCHITECTURAL www.BiArchitectural.com Phone: 604.273.6444 FAX: 604.273.6445 DIVISION OF LAND CONSTRUCTION INC. 100-10111 101ST AVE. S.W.		12111 3rd AVE. RICHMOND, BC	
LEGAL DESCRIPTION: LOT 2, SECTION 10, BLK 3, NORTH RANGE 7, NEW WESTMINSTER PLAN 18835		STEVESTON HOTEL & LIQUOR STORE	
CIVIL ADDRESS: 12111 3rd AVE. RICHMOND, BC		KEY PLAN & EXISTING SITE PLAN	
AS SHOWN	DATE: April 2018	PROJECT NO.	A0
MLJ		PROJECT NO.	K.O. LAZOS R004-01-0002
<small>This drawing is the property of B.I. Architectural and is not to be used for any other project without the written consent of B.I. Architectural. The user of this drawing is responsible for obtaining all necessary permits and approvals from the appropriate authorities. The user of this drawing is also responsible for ensuring that the drawing is used in accordance with the terms of the agreement between the user and B.I. Architectural.</small>			



HA 18-818781

plan #2



DL ARCHITECTURAL
 www.dlarchitectural.com
 Vancouver, B.C. 604.921.1827
 DIVISION 400, CONSTRUCTION INC.
 6540 130th

**12111 3rd AVE.
RICHMOND, BC**

LEGAL DESCRIPTION:
 LOT 2, SECTION 10, BLK 13
 MAP 1000, 1000, NEW WESTMINSTER
 PLAN 88305

**STEVESTON HOTEL &
LIQUOR STORE**

CIVIL ADDRESS:
 12111 3rd AVE.
 RICHMOND, BC

**REVISED / PROPOSED
MAIN FLOOR PLAN**

June 2018

MLJ

K.D. LAZOS
 604-921-1827

A2

This drawing is the property of DL Architectural and is to be used only for the project and location specified. It is not to be reproduced, copied, or used for any other project without the written consent of DL Architectural. The user of this drawing assumes all liability for the accuracy and completeness of the information provided. The user of this drawing also assumes all liability for any and all costs and expenses incurred in connection with the use of this drawing.

HA 18-818781 plan# 3

DL, ARCHITECTURAL
www.DLarchitectural.com
Encounter B. U. 604 921105
DIVISION OF KOL CONSTRUCTION INC.
654 401 1807



GENERAL NOTES:

1. THE EXISTING BUILDING/STRUCTURE IS TO REMAIN AS IS.
2. THE PURPOSE OF THIS WORK IS TO REMOVE TWO EXISTING WINDOWS AND REPLACE THEM WITH NEW DOUBLE ENTRY DOORS THAT WILL LEAD DIRECTLY INTO THE LIQUOR STORE AND GLASS STOREFRONT.
3. NEW STOREFRONT ENTRY DOORS TO MATCH EXISTING OF THE RESTAURANT AND HOTEL ENTRY DOORS.
4. NEW WINDOWS TO BE DOUBLE-GLAZED AND TO MATCH EXISTING WINDOWS OF THE RESTAURANT (DARK BLACK, ALUMINUM, SQUARE-TUBE FRAME).
5. THE NEW ENTRY DOORS TO HAVE AUTOMATIC HANDICAP OPENER. NEW AUTOMATIC OPENERS TO BE INSTALLED ON ALUMINUM DOOR HEADERS AS PER STANDARD PRACTICE.
6. STRUCTURAL ENGINEER TO SUPERVISE AND INSPECT THE STRUCTURAL WORK AND SIZE THE HEADER BEAM ABOVE THE DOORS AND WINDOWS AS NEEDED.
7. THE OWNER WISHES TO HAVE A SEPARATE ENTRANCE TO THE LIQUOR STORE SO THAT THE LIQUOR STORE WILL HAVE ITS OWN ENTRY AND OWN ADDRESS SEPARATE FROM THE HOTEL ENTRY.
8. EXISTING EXTERIOR STUCCO TO REMAIN AS IS (OFF-WHITE). ALL AREAS AROUND NEW DOORS AND NEW WINDOWS TO BE REPAIRED AND FINISHED WITH NEW STUCCO TO MATCH EXISTING.

12111 3rd AVE.
RICHMOND, BC

RECEIVED

LOT 2, SECTION 10, BLK 3,
NORTH RANGE 7, NEW WESTMINSTER
PLAN 68935

STEVESTON HOTEL &
LIQUOR STORE

CIVIL ADDRESS:
12111 3rd AVE.
RICHMOND BC

EXISTING & PROPOSED
ELEVATIONS

1/8"=1'-0"	June 2018
MJJ	A3
K.D. LAZOS	
6036481-65802	

the company, as an instrument of justice to the employees of the worldwide firm who have been unjustly denied their benefits and who are being denied the right to work in a safe and sound environment. The company has been negligent in its duties to the employees of the worldwide firm.

plan #4



City of Richmond

Report to Committee

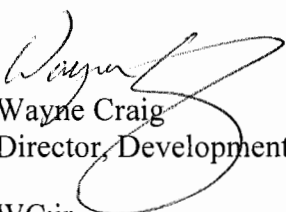
To: Planning Committee
From: Wayne Craig
Director, Development

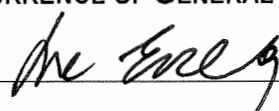
Date: July 11, 2018
File: RZ 16-754046

Re: **Application by Bismark Consulting Ltd. for Rezoning at 9091 & 9111 No. 2 Road from Single Detached (RS1/E) to Low Density Townhouses (RTL4)**

Staff Recommendation

That Richmond Zoning Bylaw 8500, Amendment Bylaw 9880, for the rezoning of 9091 and 9111 No. 2 Road from "Single Detached (RS1/E)" to "Low Density Townhouses (RTL4)", be introduced and given first reading.


Wayne Craig
Director, Development
WC:jr
Att. 5

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Affordable Housing	<input checked="" type="checkbox"/>	

Staff Report

Origin

Bismark Consulting Ltd. has applied to the City of Richmond for permission to rezone 9091 and 9111 No. 2 Road from the "Single Detached (RS1/E)" zone to the "Low Density Townhouses (RTL4)" zone, to permit the development of 8 townhouse units with vehicle access from No. 2 Road (Attachment 1).

Project Description

The subject properties have a total combined frontage of 40.2 m (131 ft.) and are proposed to be consolidated into one development parcel. The proposal includes eight three-storey townhouse units, in four duplex buildings. The proposed floor area ratio (FAR) is 0.6. The preliminary site plan, building elevations, and landscape plan are provided in Attachment 2.

Findings of Fact

A Development Application Data Sheet providing details about the development proposal is provided in Attachment 3.

Existing Housing Profile

There are two existing single family dwellings on the subject site, which will be demolished. One dwelling is currently tenanted, and the other is vacant due to the poor condition of the building. The applicant has confirmed that there are no existing secondary suites in either dwelling.

Surrounding Development

Development surrounding the subject site is as follows:

To the North and West: Two-storey townhouses on a lot zoned "Low Density Townhouses (RTL1)," with access from Lackner Crescent.

To the South: Three single family dwellings on lots zoned "Single Detached (RS2/B)," with access from Maple Road. The existing single family dwellings are not likely to redevelop in the near future given their development history. These three properties are the result of a rezoning application, which was given final adoption by Council on October 12, 2010 (RZ 09-497038).

To the East: A single family dwelling and a duplex dwelling on lots zoned "Single Detached (RS1/E)," with access from No. 2 Road.

Related Policies & Studies

Official Community Plan

The subject site is located in the Blundell planning area, and has an Official Community Plan (OCP) designation of “Neighbourhood Residential.” The proposed rezoning is consistent with this designation.

Arterial Road Policy

The subject site is designated for “Arterial Road Townhouses” in the Arterial Road Housing Development Map. The proposed rezoning is consistent with this designation.

Floodplain Management Implementation Strategy

The proposed redevelopment must meet the requirements of the Richmond Flood Plain Designation and Protection Bylaw 8204. Registration of a flood indemnity covenant on Title is required prior to final adoption of the rezoning bylaw.

Public Consultation

A rezoning sign has been installed on the subject property. Staff have not received any comments from the public about the rezoning application in response to the placement of the rezoning sign on the property.

Should the Planning Committee endorse this application and Council grant 1st reading to the rezoning bylaw, the bylaw will be forwarded to a Public Hearing, where any area resident or interested party will have an opportunity to comment. Public notification for the Public Hearing will be provided as per the *Local Government Act*.

Analysis

Built Form and Architectural Character

The applicant proposes eight townhouse units arranged in four duplexes on a T-shaped drive aisle. The west coast modern architectural style informs the choice of architectural details and cladding materials.

Building massing is generally consistent with the intent of the Development Permit guidelines, with site planning and design that responds to the unique site context. Arterial Road Townhouse developments typically have a rear yard interface with single family dwellings, and a side yard interface with either single family dwellings or other townhouses. This site interfaces with the rear yard of single family dwellings to the south, with the side yard of existing townhouses to the west, and with the internal drive aisle of townhouses to the north.

The rear yards of the two southern duplexes abut the rear yards of the neighbouring single family dwellings to the south. The applicant has addressed staff concerns with overlook and shadowing by stepping back the building massing at each storey, from 4.5 m on the ground floor, 6.2 m on the second storey, and 9.2 m on the third storey. No south-facing outdoor space or windows are

proposed on the third storey, which eliminates potential overlook into the rear yards of the adjacent single family dwellings. The third storey is set back significantly and is located partially under the eaves of the roof, giving each duplex the appearance of a two-storey dwelling. This massing is consistent with the guidelines for Arterial Road Townhouses contained in the OCP, which suggest that the building height be no more than two storeys within 7.5 m of a lot line shared with a property that contains a single family dwelling.

The two northern duplexes are oriented with units fronting No. 2 Road and the internal drive aisle. The side yards of the units interface with the drive aisle of the two-storey townhouse units to the north. The rear yard of the units on the northwest of the site interface with the side yard of the adjacent townhouse units. The building is stepped back on the third storey to provide articulation and a less imposing vertical mass, and no west-facing balconies are proposed. Bumped out architectural features on the second storey of each duplex cluster provide building articulation and break up the vertical mass.

Further refinement of the site plan and architectural character of the proposed development will occur through the Development Permit process.

Existing Legal Encumbrances

There is an existing 3.0 m wide Statutory Right-of-Way (SRW) for municipal utilities across the entire rear (east) property line, which will be unaffected by the proposed rezoning and ensuing development of the site. The applicant is aware that encroachment into the SRW is not permitted.

Transportation and Site Access

Vehicle access is proposed from a driveway located in the middle of the property frontage. The proposed driveway location is approximately 100 m from the intersection of No. 2 Road and Francis Road, and approximately 48 m from the intersection of No. 2 Road and Maple Road. These distances are consistent with the Arterial Road Townhouse Development Requirements.

Parking is provided on site for the eight townhouse units, one secondary suite, and visitors, at rates consistent with Richmond Zoning Bylaw 8500. Seven of the eight townhouse units have side by side garages for two vehicles and Class 1 bicycle parking. The eighth townhouse unit has two vehicle parking spaces in a tandem arrangement and Class 1 bicycle parking located in the garage. Two visitor parking stalls and one stall for exclusive use of the secondary suite are located outside. 100% of the vehicle parking spaces for residents are to feature an energized outlet capable of providing Level 2 charging or higher.

Prior to final adoption of the rezoning bylaw, the applicant must register a statutory right of way (SRW) across the drive aisle and driveway access to No. 2 Road, to provide alternative vehicle access for future redevelopment to the north.

Staff have identified No. 2 Road for future road widening to accommodate dedicated left turn lanes. Prior to final adoption of the rezoning bylaw, the applicant is required to dedicate 2.0 m of the entire No. 2 Road frontage for future road widening. Road widening will not be completed through this application, and the dedicated area is to remain as part of the landscaped boulevard until road widening occurs.

Tree Retention and Replacement

The applicant has submitted a Certified Arborist's Report; which identifies on-site tree species, assesses tree structure and condition, and provides recommendations on tree retention and removal relative to the proposed development. The Report assesses 29 bylaw-sized trees on the subject property.

The City's Tree Preservation Coordinator has reviewed the Arborist's Report and Tree Management Plan (Attachment 4), conducted on-site visual assessment, and supports the Arborist's recommendations, with the following comments:

- One tree located in the southeast corner of the site (Tree # 1) is in good condition and is proposed to be retained and protected. It will be located in the proposed front yard. Provide tree protection as per City of Richmond Tree Protection Information Bulletin Tree-03
- Six trees located in the southwest corner of the site (Trees # 10-15) are in good condition and proposed to be retained and protected. They will be located in the proposed shared outdoor amenity area. Provide tree protection as per City of Richmond Tree Protection Information Bulletin Tree-03.
- 4 trees located on site (Tree # 16-19) are in good condition, but will be negatively impacted by the proposed grade changes to outdoor amenity area. Remove and replace.
- 18 trees located on site (Tree # 2-9, 20-29) are either dead, dying (sparse canopy foliage), infected with fungal blight, or exhibit structural defects such as cavities at the main branch union and co-dominant stems with inclusions. As a result, these trees are not good candidates for retention and should be removed and replaced.
- Replacement trees should be specified at 2:1 ratio as per the OCP.

Tree Protection

Seven trees located on site (Tag # 1, 10-15) are to be retained and protected. The applicant has submitted a tree protection plan showing the trees to be retained and the measures taken to protect them during development stage (Attachment 4). To ensure that the trees identified for retention are protected at development stage, the applicant is required to complete the following items:

- Prior to final adoption of the rezoning bylaw, submission to the City of a contract with a Certified Arborist for the supervision of all works conducted within or in close proximity to tree protection zones. The contract must include the scope of work required, the number of proposed monitoring inspections at specified stages of construction, any special measures required to ensure tree protection, and a provision for the arborist to submit a post-construction impact assessment to the City for review.
- Prior to final adoption of the rezoning bylaw, submission of a \$40,000 Tree Survival Security.
- Prior to demolition of the existing dwelling on the subject site, installation of tree protection fencing around all trees to be retained. Tree protection fencing must be installed to City standard in accordance with the City's Tree Protection Information Bulletin Tree-03 prior to

any works being conducted on-site, and remain in place until construction and landscaping on-site is completed.

Tree Replacement

The applicant wishes to remove 22 on-site trees (Tag # 2-9, 16-29). The 2:1 replacement ratio would require a total of 44 replacement trees. The applicant has agreed to plant 19 trees in the proposed development. The required replacement trees are to be of the following minimum sizes, based on the size of the trees being removed as per Tree Protection Bylaw No. 8057.

No. of Replacement Trees	Minimum Caliper of Deciduous Replacement Tree	Minimum Height of Coniferous Replacement Tree
6	11 cm	6 m
6	10 cm	5.5 m
7	9 cm	5 m

To satisfy the 2:1 replacement ratio established in the OCP, the applicant will contribute \$12,500 to the City's Tree Compensation Fund in lieu of the remaining 25 trees that cannot be accommodated on the subject property after redevelopment.

Variance Requested

The applicant requests to vary the provision of Richmond Zoning Bylaw 8500 to:

- Reduce the minimum lot width on a major arterial road from 50.0 m to 40.1 m.

The subject site is composed of two lots resulting from the recent redevelopment of the property at the corner of No. 2 Road and Maple Road. There is no possibility of lot consolidation with additional properties to the north or south at this time.

- Reduce the front yard setback from 6.0 m to 4.5 m.

The Arterial Road Guidelines for Townhouses in the OCP support a reduced front yard setback where a larger rear yard interface is deemed necessary, provided that there is an appropriate interface with neighbouring properties. As the rear yard of the subject site abuts the side yard of the neighbouring townhouses, the applicant has provided a deeper side yard setback between the proposed townhouses and the existing single family dwellings to the south. Additionally, until No. 2 Road is widened the proposed townhouses will be set back 9.2 m from the back of the existing curb due to the required road dedication.

- Allow one small car parking stall in each of the side-by-side garages in seven of the units, and one small car parking space for the proposed secondary suite (8 small car stalls total).

Richmond Zoning Bylaw 8500 permits small car parking spaces only when more than 31 parking spaces are proposed on site. The proposed 8-unit townhouse project will provide 17 residential and two visitor parking spaces on site. Transportation staff

support the proposed variances to allow one small car parking space in each of the seven side-by-side double car garages, and one small parking space for the proposed secondary suite. The eighth unit will have two regular car parking spaces in a tandem arrangement.

Affordable Housing Strategy

As per the City's Affordable Housing Strategy, townhouse rezoning applications received prior to July 24, 2017 are required to provide a cash-in-lieu contribution of \$4.00 per buildable square foot towards the City's Affordable Housing Reserve Fund. The applicant proposes to make a cash-in-lieu contribution of \$40,480.

In addition to the cash-in-lieu contribution, the applicant proposes to construct a secondary suite in one of the townhouse units. Prior to final adoption of the rezoning bylaw, the applicant must register three legal covenants ensuring that:

- No final Building Permit inspection will be granted until a secondary suite is constructed to the satisfaction of the City, in accordance with the BC Building Code and the City's Zoning Bylaw;
- A surface parking stall is assigned to the secondary suite, and that the parking stall will be for the sole use of the secondary suite; and
- That the secondary suite cannot be stratified or otherwise held under separate title.

Townhouse Energy Efficiency and Renewable Energy/BC Energy Step Code

Council is currently considering Bylaws to implement BC Energy Step Code requirements for all new construction in Richmond. Should the Bylaws be adopted by Council, all Development Permit (DP) applications received after the date of bylaw adoption will be subject to the BC Energy Step Code requirements. Where a DP application is received before the adoption, the developer may apply for a Building Permit (BP) in compliance with the energy efficiency requirements in force at the time of the application, provided that the BP application is received prior to December 31, 2019.

The applicant has committed to achieving an EnerGuide Rating System (ERS) score of 82 and to provide pre-ducting for solar hot water heating for the proposed development. As part of the Development Permit application review process, the applicant is required to submit an evaluation report by a Certified Energy Advisor (CEA) providing details about the specific construction requirements that are needed to achieve this rating.

Prior to final adoption of the rezoning bylaw, the applicant is required to register a restrictive covenant on Title, specifying that all units are to be built and maintained to ERS 82 or higher, as detailed in the CEA's evaluation report, and that all units are to be solar hot water-ready. The covenant is not required should the application not meet the grandfathering provisions described above, as the development will need to comply with the BC Energy Step Code requirements in place at the time of the BP application.

Amenity Space

The applicant is proposing a cash contribution in-lieu of providing the required indoor amenity space on-site. Council Policy 5041 allows applicants for rezoning applications received prior to February 28, 2018 to choose to provide a cash contribution of \$1,000 per unit for developments up to 19 units. The applicant has agreed to provide an \$8,000 cash contribution.

Shared outdoor amenity space will be provided on-site. Based on the preliminary design, the size of the proposed outdoor amenity space complies with the Official Community Plan (OCP) requirements of 6 m² per unit. The proposed amenity space is located in the rear yard at the end of the drive aisle. The play and gathering areas are grade separated from the driving surface, with landscaping providing additional separation and screening. The play area features natural materials, including logs and boulders. A ramp is proposed to ensure that the shared outdoor amenity space is accessible. Staff will work with the applicant at the Development Permit stage to ensure the configuration and design of the outdoor amenity space meet the Development Permit Guidelines contained in the OCP.

Site Servicing and Frontage Improvements

Prior to final adoption of the rezoning bylaw, the applicant is required to enter into a Servicing Agreement for the design and construction of the required site servicing and frontage improvements, as described in Attachment 5. Frontage improvements include, but may not be limited to, the following:

- 2.0 m wide road dedication across the entire No. 2 Road frontage for future road widening.
- Removal of the existing sidewalk next to the curb along No. 2 Road and replacement with a new 1.5 m wide landscaped boulevard and 1.5 m wide concrete sidewalk along the property line, with connections to the existing sidewalk north and south of the subject site. The area between the boulevard and existing curb is to be planted with grass only. A 0.3 m wide SRW for public rights-of-passage is required in order to achieve the full sidewalk and boulevard widths.
- Removal of the two existing driveways, removal and replacement of concrete curb and gutter as required, and installation of a new driveway for the proposed townhouse development.

The applicant is also required to pay DCC's (City & Metro Vancouver), School Site Acquisition Charge, Address Assignment fees, and the costs associated with the completion of the required site servicing works as described in Attachment 5.

Development Permit Application

A Development Permit application is required to be processed to a satisfactory level prior to final adoption of the rezoning bylaw. Further refinements to architectural, landscape, and urban design will be completed as part of the Development Permit application review process, including, but not limited to the following:

- Compliance with the Development Permit Guidelines for multi-family developments and arterial road townhouses in the OCP;
- Refinement of the proposed building form and architectural features to achieve sufficient variety in design and create an interesting streetscape along No. 2 Road;
- Review of the size and species of on-site replacement trees to ensure bylaw compliance and to achieve an acceptable mix of coniferous and deciduous trees on site;
- Refinement of the shared outdoor amenity area design, including the choice of play equipment, to create a safe and vibrant environment for children's play and social interaction;
- Review of relevant accessibility features, including aging-in-place features in all units, and the provision of a convertible unit; and,
- Review of a sustainability strategy for the development proposal, including measures to achieve an EnerGuide Rating Systems (ERS) score of 82 or BC Energy Step Code, as required.

Additional issues may be identified as part of the Development Permit application review process.

Financial Impact or Economic Impact

This rezoning application results in an insignificant Operation Budget Impact (OCI) for off-site City infrastructure (such as roadworks, waterworks, storm sewers, sanitary sewers, street lights, street trees, and traffic signals).

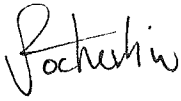
Conclusion

The purpose of this application is to rezone 9091 and 9111 No. 2 Road from the "Single Detached (RS1/E)" zone to the "Low Density Townhouses (RTL4)" zone, to permit the development of 8 townhouse units with vehicle access from No. 2 Road.

The rezoning application complies with the land use designation and applicable policies contained within the OCP for the subject site. Further review of the project design will be completed as part of the Development Permit application review process.

The list of rezoning considerations is included in Attachment 5, which has been agreed to by the applicant (signed concurrence on file).

It is recommended that Richmond Zoning Bylaw 8500, Amendment Bylaw 9880 be introduced and given first reading.



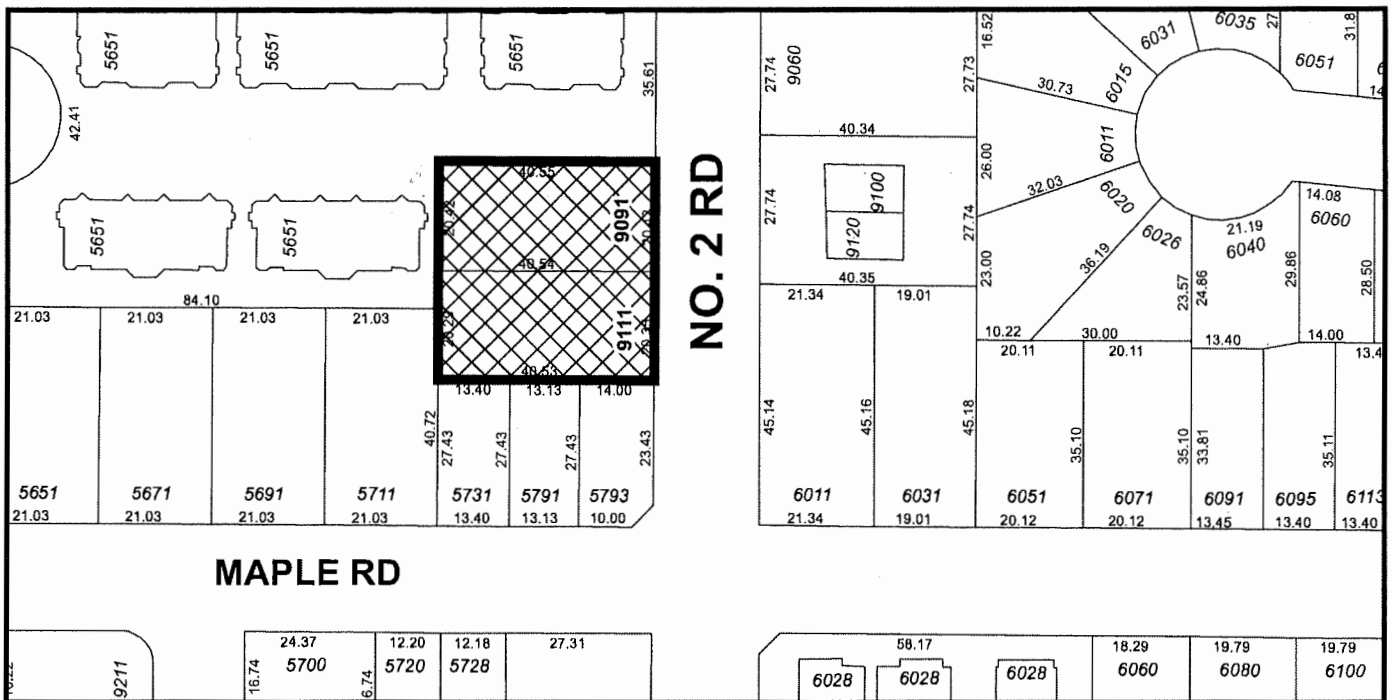
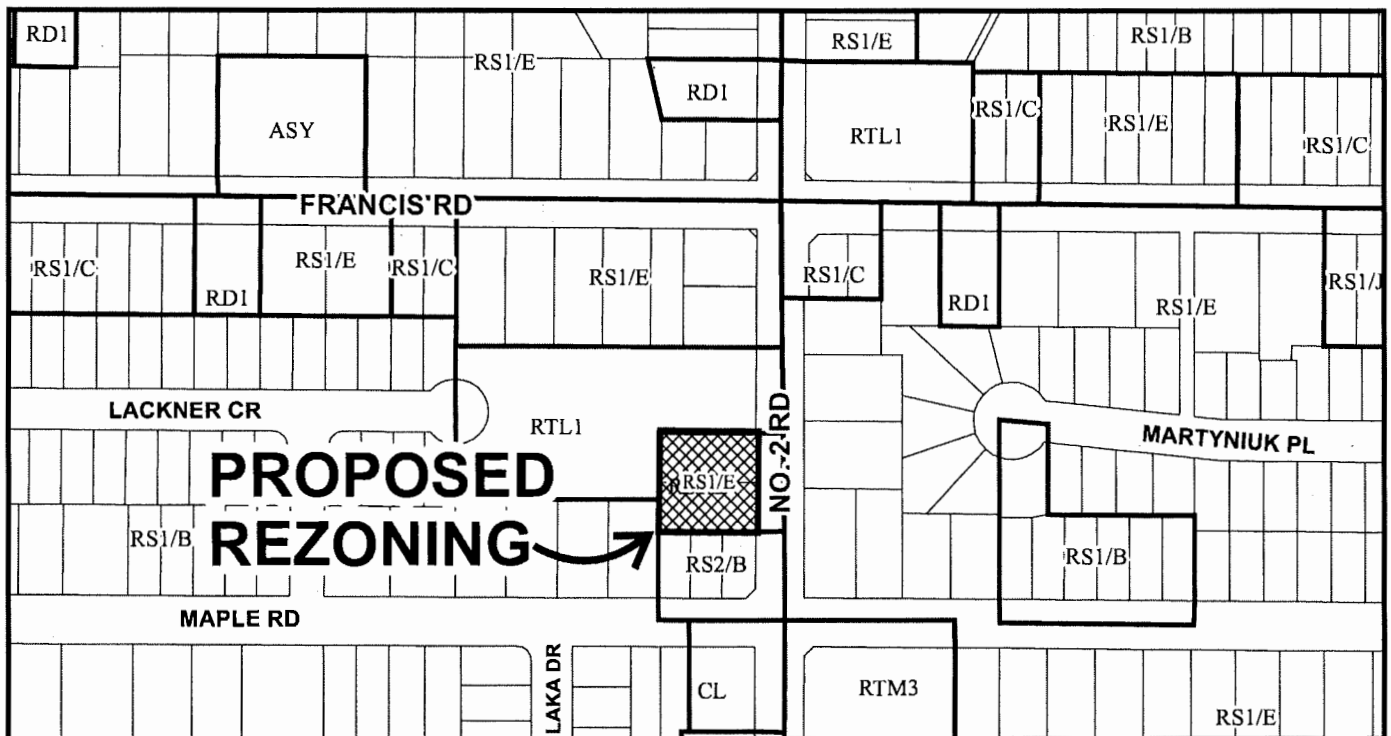
Jordan Rockerbie
Planning Technician

JR:rg

- Attachment 1: Location Map and Aerial Photo
- Attachment 2: Conceptual Development Plans
- Attachment 3: Development Application Data Sheet
- Attachment 4: Tree Management Plan
- Attachment 5: Rezoning Considerations



City of Richmond



RZ 16-754046

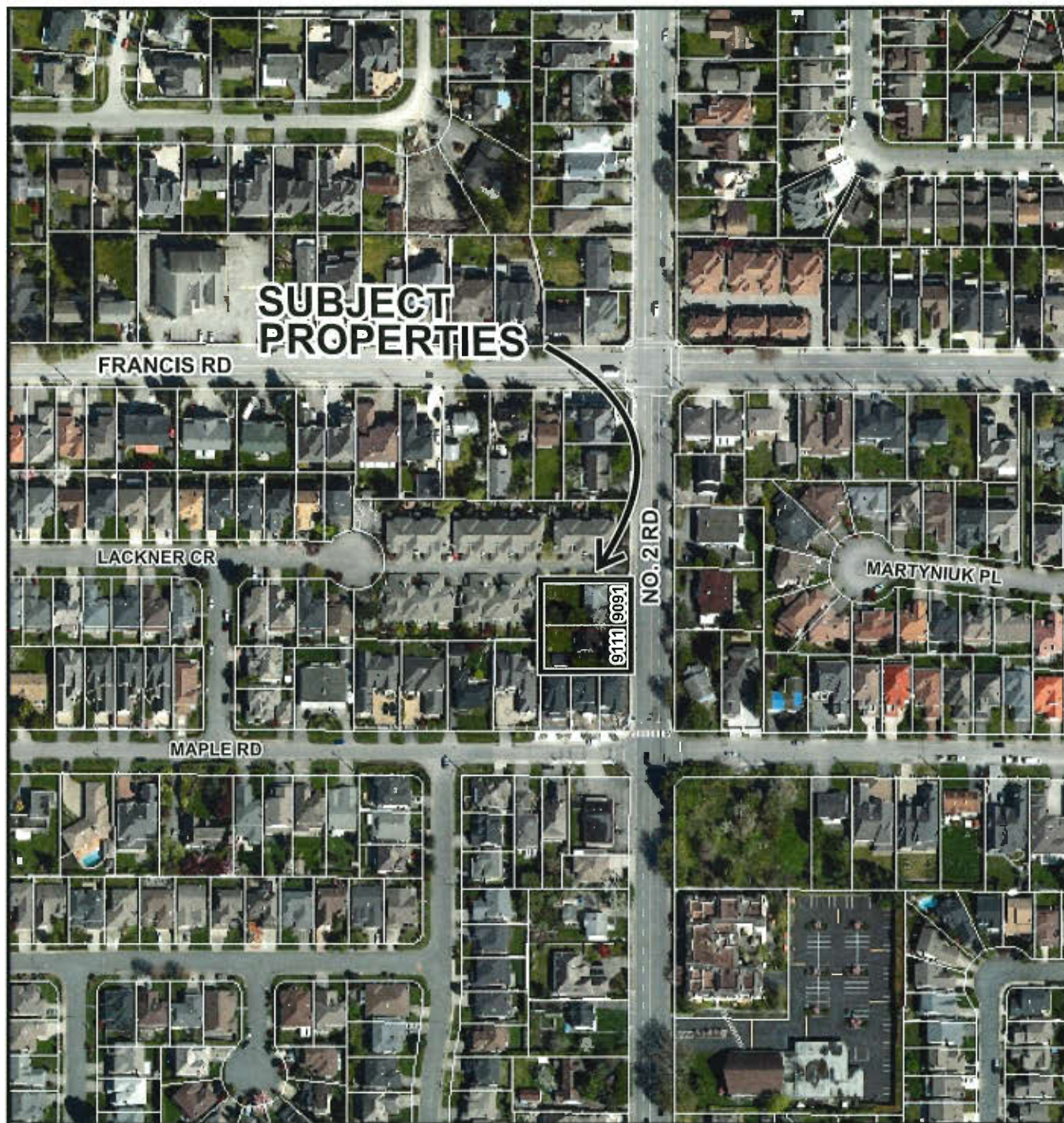
Original Date: 01/03/17

Revision Date:

Note: Dimensions are in METRES



City of Richmond



RZ 16-754046

Original Date: 01/04/17

Revision Date:

Note: Dimensions are in METRES

REZONING FOR PROPOSED TOWNHOUSE DEVELOPMENT AT 9091 & 9111 NO.2 ROAD, RICHMOND, BC

DEVELOPMENT DATA

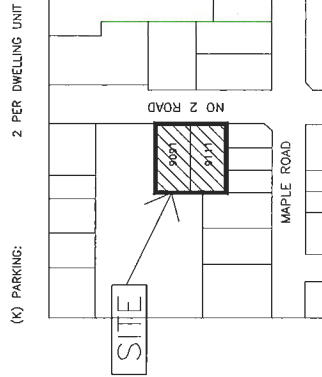
(A) CIVIC ADDRESS: 9091 & 9111 NO. 2 ROAD, RICHMOND, BC
(B) LEGAL DESCRIPTION: LOT 1 & 2, SECTION 10, BLOCK 4 NORTH, RANGE 7 WEST, NWO PLAN 17904
ORIGINAL 1,649.3 SM (17,752 SF) AFTER 2M ROAD DEDICATION 1567 SM (16875 SQ. FT.)
(C) LOT AREA: CURRENT: RS1/E
(D) ZONING USE: PROPOSED: RTL4

CURRENT ZONING (UNDER RS1/E ZONING)
PROPOSED REZONING (RTL4)

PROPOSED DEVELOPMENT

(E) FLOOR AREA RATIO 0.55 TO 454.5 SM
0.3 TO REST OF SITE AREA
0.60
TOTAL GROSS FLOOR AREA
0.60 X 1,567 SM = 940.2 SM
(10,120 SF)
8 UNITS
MAX - 40% (6750 SQ. FT.)
LIVE PLANT MIN - 25%
NON-POROUS MAX - 55%
TOTAL LIVE PLANT / LAWN AREA: 4226 SQ. FT. / 16875 SQ. FT. = 25.0%
IMPERMEABLE AREA: 10079 SQ. FT. / 16875 SQ. FT. = 59.7%

(H) BUILDING HEIGHT: MAX HEIGHT - 9M
(J) SETBACK: FRONTYARD - 9M
SIDEYARD - 3M
REARYARD - 6M



(K) PARKING: 2 PER DWELLING UNIT

MAX MAIN BUILDING HEIGHT - 12M
FRONTYARD FACING NO. 2 - 6M
SIDEYARD - 3M
REAR YARD - 3M
BUILDING HEIGHT - 10.64M
FRONTYARD FACING NO. 2 RD - 4.5M (14'-9")
(VARIANCE REQUIRED)
NORTH SIDEYARD - 3.08M (10'-1")
SOUTH SIDEYARD - 4.54M (14'-11") AT 1/F
- 6.03M (19'-10") AT 2/F
WEST REAR YARD - 4.54M (14'-11")
RESIDENTIAL PARKING: 7 REGULAR
8 SMALL
(VARIANCE REQUIRED FOR SMALL PARKING)
2 REGULAR IN TANDEM ARRANGEMENT
VISITOR PARKING: 2 REGULAR

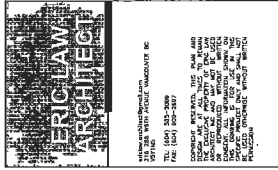
VISITOR BICYCLE
D.2 PER DWELLING UNIT X8= 2
RESIDENTIAL BICYCLE STORAGE
1.25 PER DWELLING UNIT X8=10

BICYCLE
VISITOR BIKE RACK 2

OPEN AMENITY SPACE= 6 SM PER UNIT
X8= 48 SM (517 SF)
OUTDOOR AMENITY
PROVIDED: 52.8 SM (568 SQ. FT.)

DRAWING LIST

- A1- DEVELOPMENT SUMMARY
- A2- SITE PLAN (1/1)
- A2A- PARKING PLAN
- A3- SITE PLAN (2/2)
- A4- SITE PLAN (3/3)
- A5- ELEVATIONS
- A6- ELEVATIONS
- A7- UNIT PLANS
- A8- OUTDOOR DIAGRAM
- A9- SITE COVER DIAGRAM
- A10- AREA & SHADOW DIAGRAM



ERIC LAW ARCHITECT
100-1001 BURNHAMTHORPE AVE. W.
SUITE 100
RICHMOND, BC V6X 3A9
TEL: (604) 273-3397
FAX: (604) 273-3397
WWW.ERICLAWARCHITECT.COM
CONTACT: ERIC LAW, ARCHITECT
THE FIRM AND
ITS EMPLOYEES
DO NOT PROVIDE
ARCHITECTURAL
SERVICES TO ANY
OTHER CLIENTS
WHILE THE
PROJECT IS
UNDERWAY

1.	2018.04.08	1/1 SITE PLAN APPLICATION
2.	2018.04.29	1/1 SITE PLAN APPLICATION
3.	2018.05.24	1/1 SITE PLAN APPLICATION
4.	2018.07.12	1/1 SITE PLAN APPLICATION

1.	2018.07.12	1/1 SITE PLAN APPLICATION
2.	2018.07.12	1/1 SITE PLAN APPLICATION
3.	2018.07.12	1/1 SITE PLAN APPLICATION
4.	2018.07.12	1/1 SITE PLAN APPLICATION

PROPOSED TOWNHOUSE
9091 & 9111 NO. 2 RD
RICHMOND BC

DEVELOPMENT SUMMARY

PROJECT NUMBER: 18-04
ISSUED: 1/12/2018
CHECKED BY: EL
FILENAME: 18-04_NTL_180712A-RZ.DWG

RZ 16-754046

A1

REZONE

ERIC LAW ARCHITECT

1000 WEST 10TH AVENUE, SUITE 200
VANCOUVER, BC V6H 3G9
TEL: 604.681.2887
WWW.ERICLAWARCHITECT.COM

PROJECT: PROPOSED TOWNHOUSE
DRAWN BY: [blank]
CHECKED BY: [blank]
DATE: 7/13/2016
FILE NAME: 16-04_PVT_100713A-A2.DWG

NO.	REVISION	DATE
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2	ISSUED FOR PERMIT APPLICATION	7/13/2016
3	ISSUED FOR PERMIT APPLICATION	7/13/2016
4	ISSUED FOR PERMIT APPLICATION	7/13/2016
5	ISSUED FOR PERMIT APPLICATION	7/13/2016

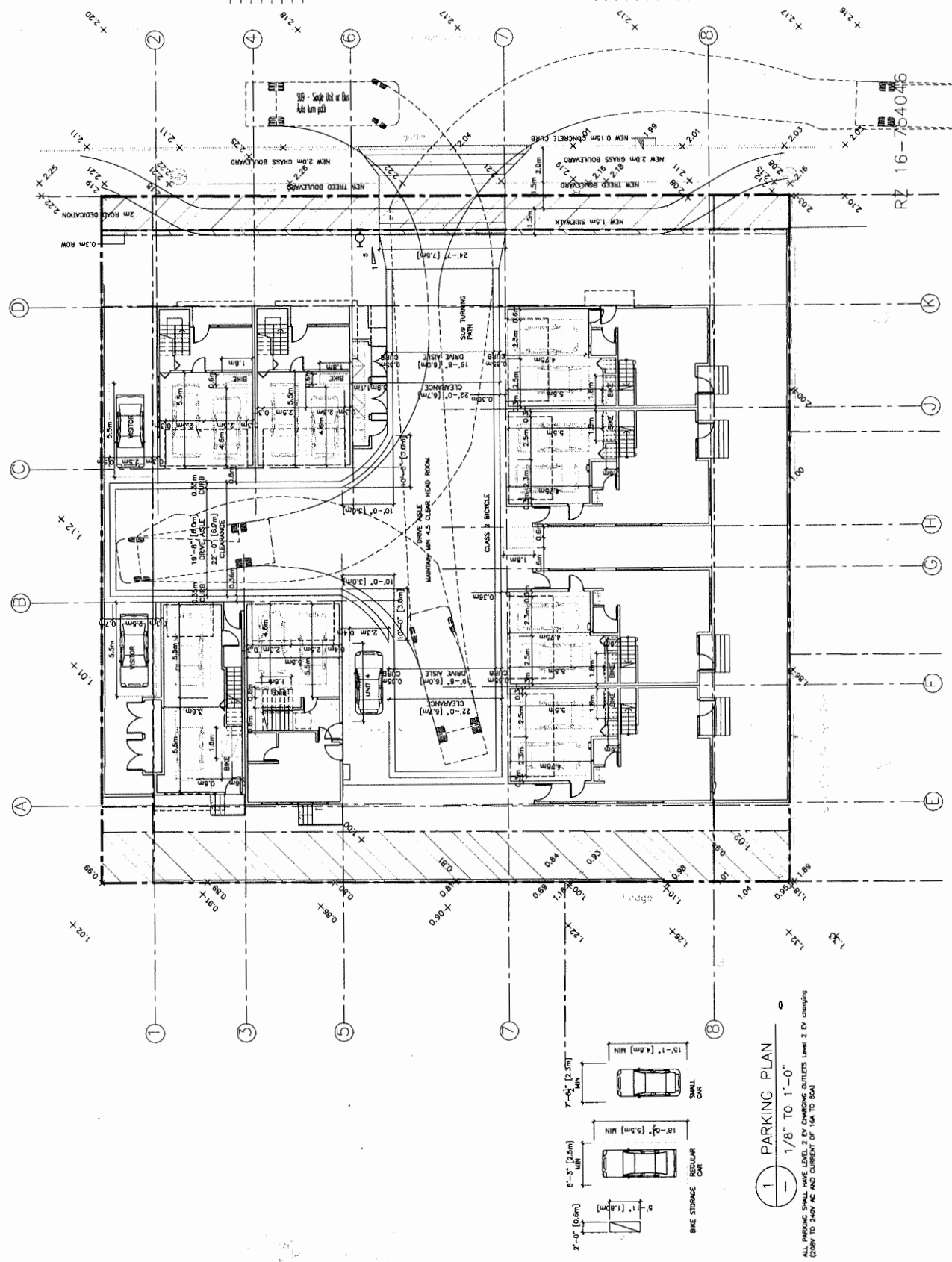
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2	ISSUED FOR PERMIT APPLICATION	7/13/2016
3	ISSUED FOR PERMIT APPLICATION	7/13/2016
4	ISSUED FOR PERMIT APPLICATION	7/13/2016
5	ISSUED FOR PERMIT APPLICATION	7/13/2016
6	ISSUED FOR PERMIT APPLICATION	7/13/2016
7	ISSUED FOR PERMIT APPLICATION	7/13/2016
8	ISSUED FOR PERMIT APPLICATION	7/13/2016
9	ISSUED FOR PERMIT APPLICATION	7/13/2016
10	ISSUED FOR PERMIT APPLICATION	7/13/2016

PROPOSED TOWNHOUSE
9091 & 9111 NO. 2 RD
RICHMOND BC

PROJECT NUMBER: 16-04
ISSUED: 7/13/2016
DRAWN BY: [blank]
CHECKED BY: [blank]
FILE NAME: 16-04_PVT_100713A-A2.DWG

A2A
REZONE

PARKING PLAN



ERIC LAW

ARCHITECT

1000 WEST 10TH AVENUE, SUITE 200
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 FAX: (604) 681-1112
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PROJECT NO. 18-04-NWT-180712-12-2WC
 DRAWN BY: EL
 CHECKED BY: EL
 FILENAME: 18-04-NWT-180712-12-2WC

- REVISION

1. PRELIMINARY FOR REZONE APPLICATION
 2. PRELIMINARY FOR CITY COUNCIL
 3. PRELIMINARY FOR CITY COUNCIL
 4. PRELIMINARY FOR CITY COUNCIL

PROPOSED TOWNHOUSE

9091 & 9111 NO. 2 RD

RICHMOND BC

SITE PLAN (2F)

PROJECT NUMBER: 18-04

ISSUED: 7/12/2018

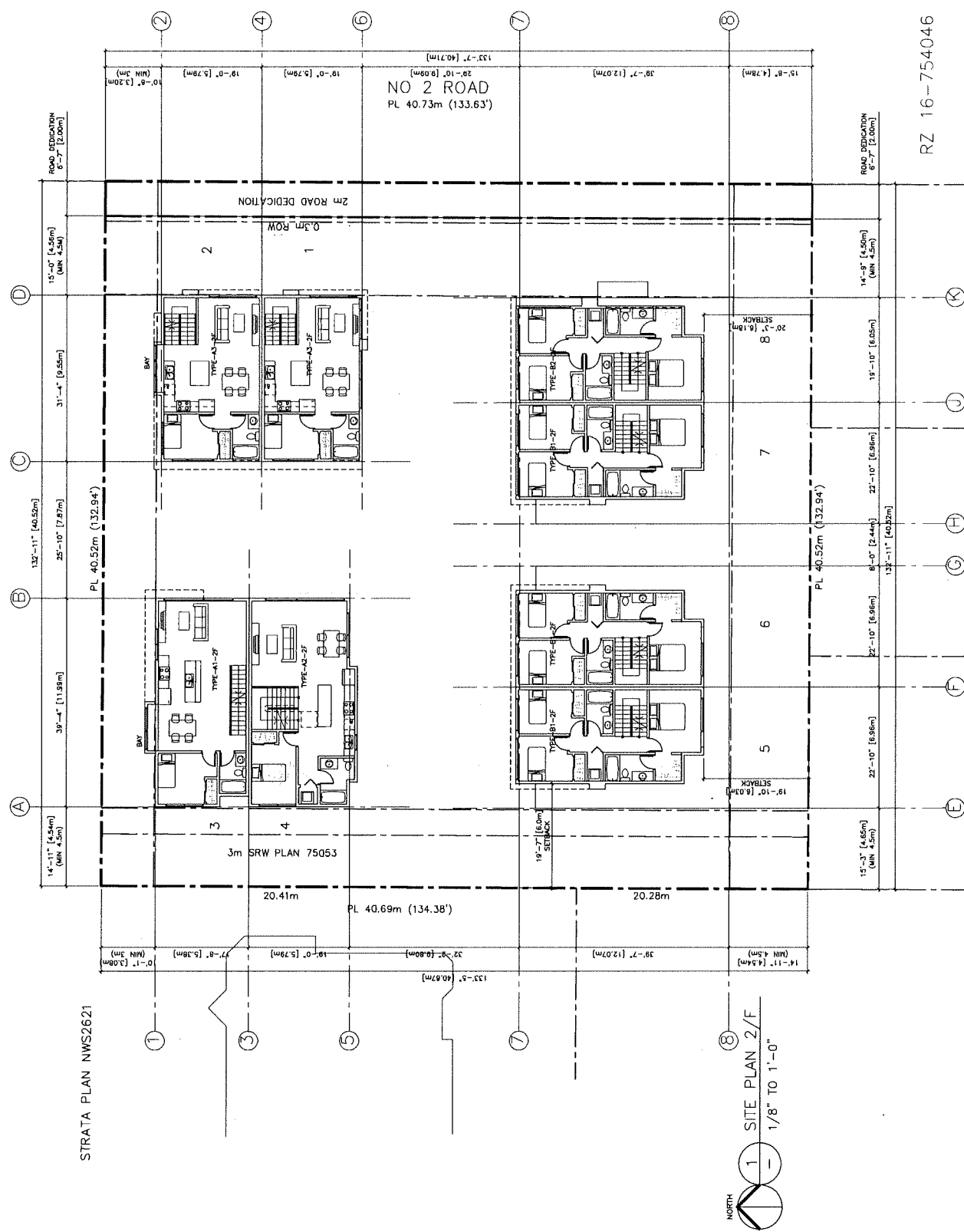
DRAWN BY: EL

CHECKED BY: EL

FILENAME: 18-04-NWT-180712-12-2WC

A3

REZONE



STRATA PLAN NWS2621

ERIC LAW ARCHITECT

2018-2019

2019-2020

2020-2021

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2099-2100

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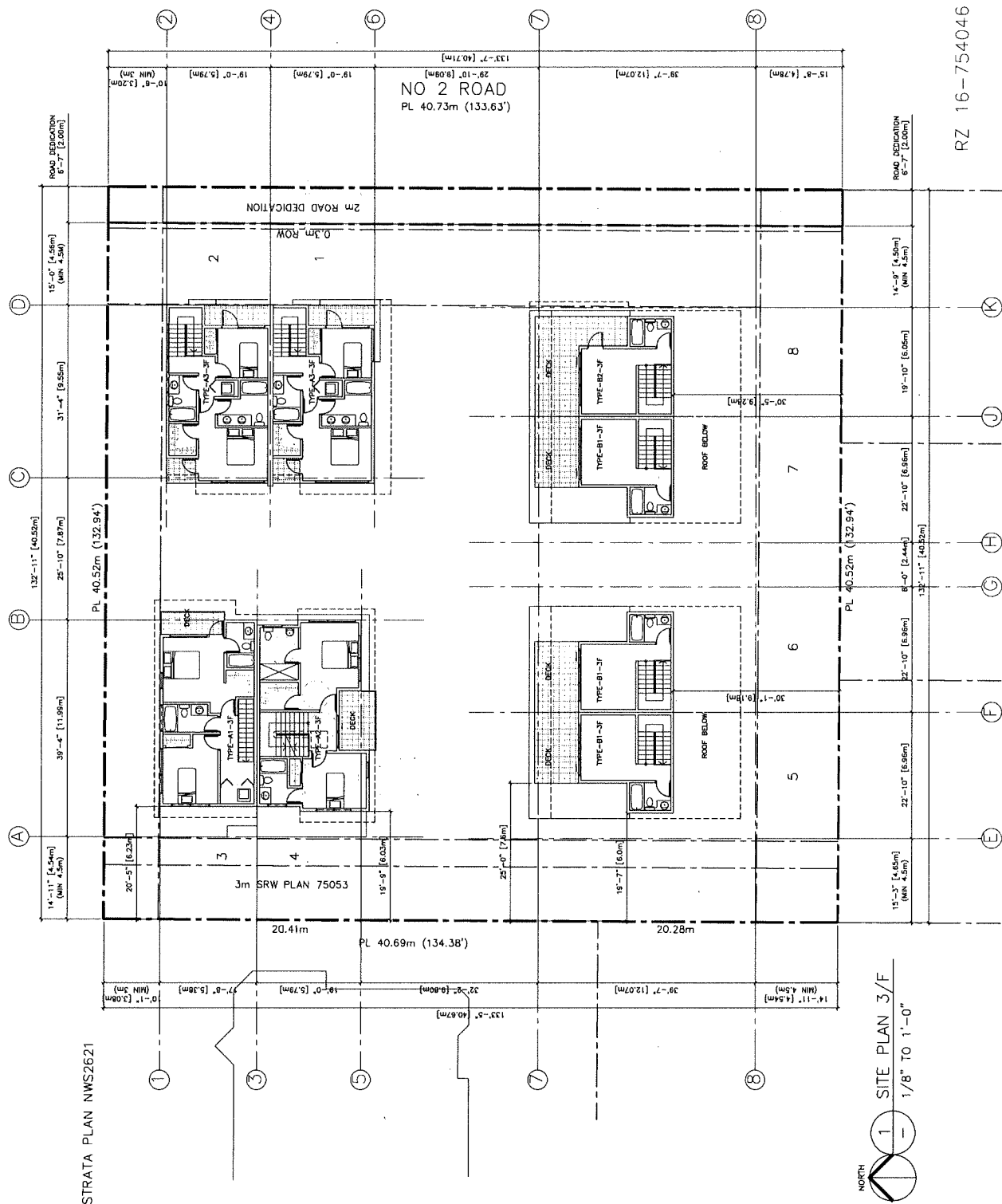
PROPOSED TOWNHOUSE
9091 & 9111 NO. 2 RD
RICHMOND BC

SITE PLAN (3F)

PROJECT NUMBER:	18-04
ISSUED:	7/17/2018
DRAWN BY:	EL
CHECKED BY:	EL
FILE NAME:	18-04-187134-12.DWG

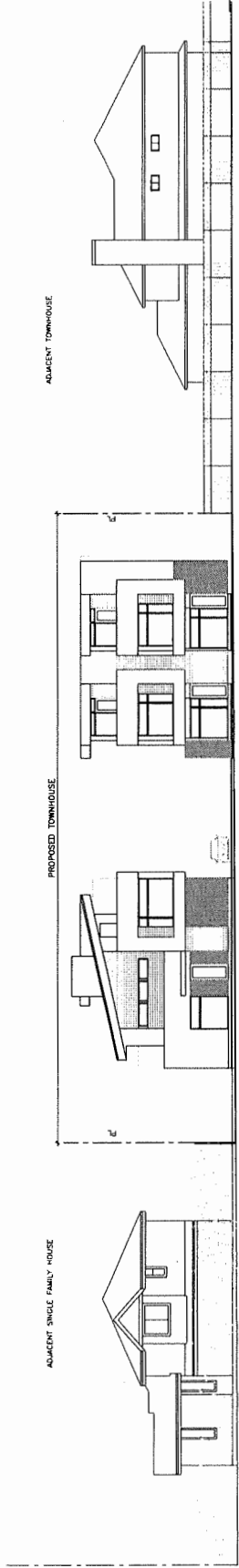
A4

RZ 16-754046

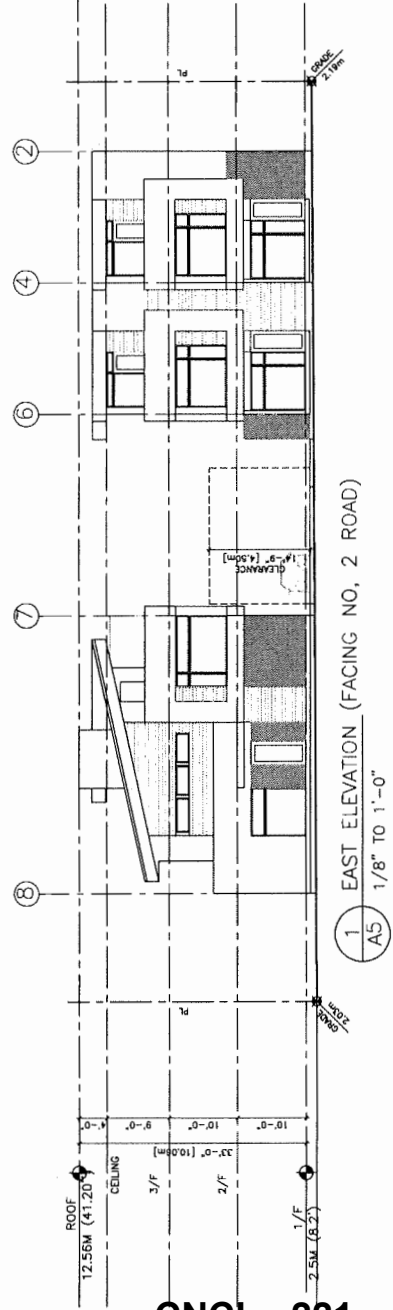


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 FAX: (604) 681-2001
 WWW.ERICLAWARCHITECT.COM



- 1. PRELIMINARY FOR REVIEW, APPLICATION
- 2. PRELIMINARY FOR CITY COMMENTS
- 3. PRELIMINARY FOR CITY COMMENTS
- 4. PRELIMINARY FOR CITY COMMENTS



- 1. PRELIMINARY FOR REVIEW, APPLICATION
- 2. PRELIMINARY FOR CITY COMMENTS
- 3. PRELIMINARY FOR CITY COMMENTS
- 4. PRELIMINARY FOR CITY COMMENTS

PROPOSED TOWNHOUSE
9091 & 9111 NO. 2 RD
RICHMOND BC

ELEVATIONS
 PROJECT NUMBER: 18-04
 ISSUED: 7/12/2018
 DRAWN BY: EL
 CHECKED BY: EL
 FILE NAME: 18-04_9091_9111_A5_ELEV.DWG

A5
 REZONE

RZ 16-754046

[illegible]

**PROPOSED TOWNHOUSE
9091 & 9111 NO. 2 RD
RICHMOND BC**

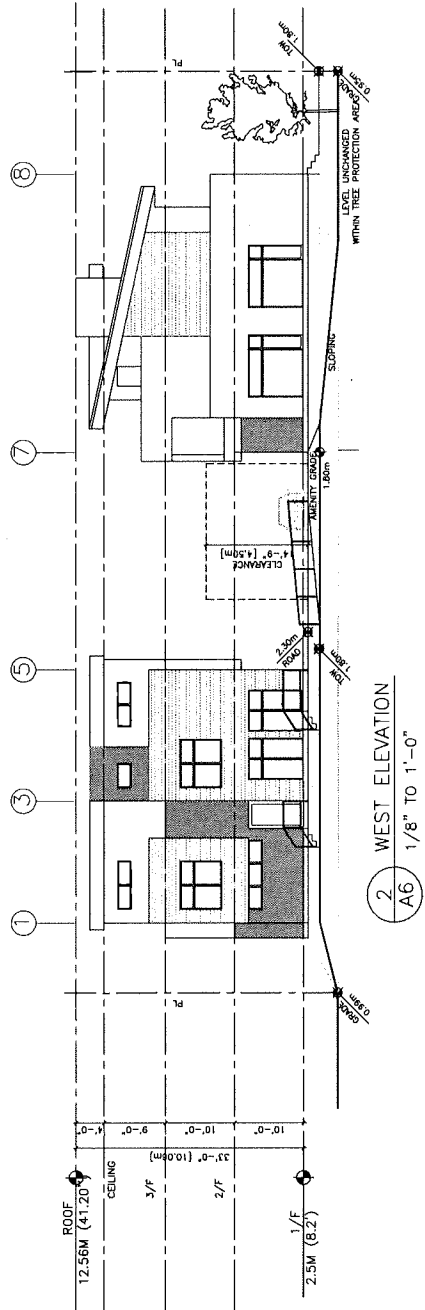
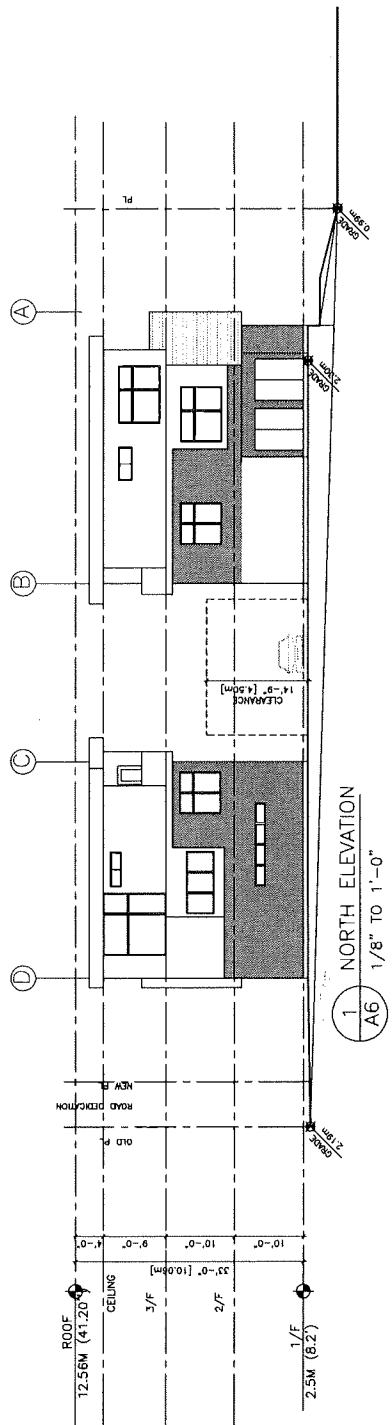
ELEVATIONS

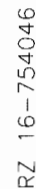
PROJECT NUMBER: 18-04
ISSUED: 7/12/2018
DRAWN BY: EL
CHECKED BY: EL
FILENAME: 18-04_NNT_180712A-EL.DWG

A6

REZONE

RZ 16-754046





ERIC LAW

ARCHITECT

1000 WEST 10TH AVENUE, SUITE 100
 RICHMOND, BC V6X 1A8
 TEL: (604) 278-2871
 FAX: (604) 278-2871

OWNER: RICHMOND CITY
 PROJECT: 10TH AVENUE
 DATE: 7/12/2018
 DRAWN BY: EL
 CHECKED BY: EL
 SCALE: 1/8" = 1'-0"

1	2018.07.12	10TH AVENUE APPLICATION
2	2018.08.08	10TH CITY COMMENTS
3	2018.08.14	10TH CITY COMMENTS
4	2018.07.12	10TH CITY COMMENTS

1	2018.07.12	10TH CITY COMMENTS ON 10TH AVENUE
2	2018.08.08	10TH CITY COMMENTS ON 10TH AVENUE
3	2018.08.14	10TH CITY COMMENTS ON 10TH AVENUE
4	2018.07.12	10TH CITY COMMENTS ON 10TH AVENUE

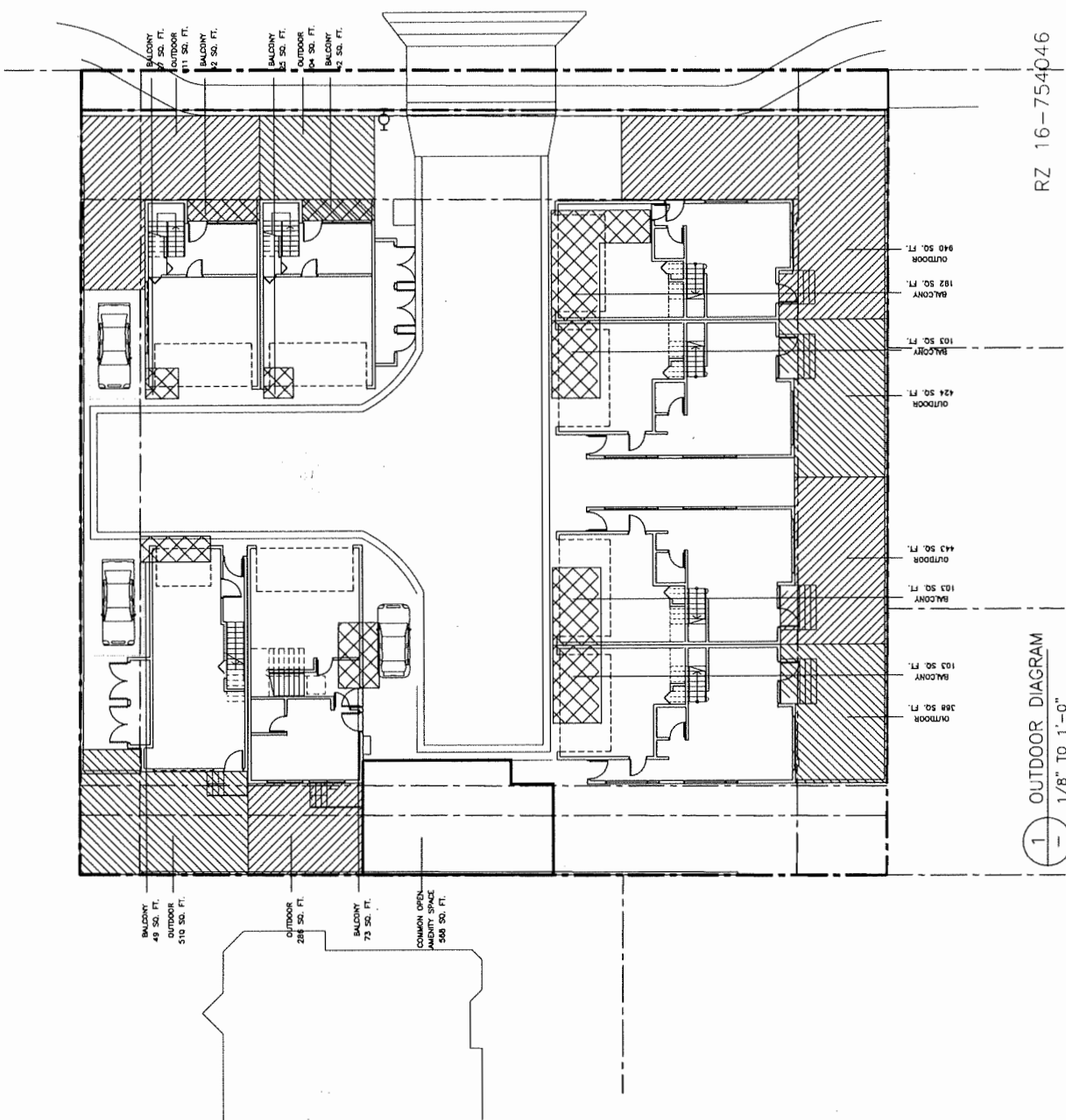
PROPOSED TOWNHOUSE
 9091 & 9111 NO. 2 RD
 RICHMOND BC

OUTDOOR DIAGRAM

PROJECT NUMBER:	104
ISSUED:	7/12/2018
DRAWN BY:	EL
CHECKED BY:	EL
SCALE:	1/8" = 1'-0"

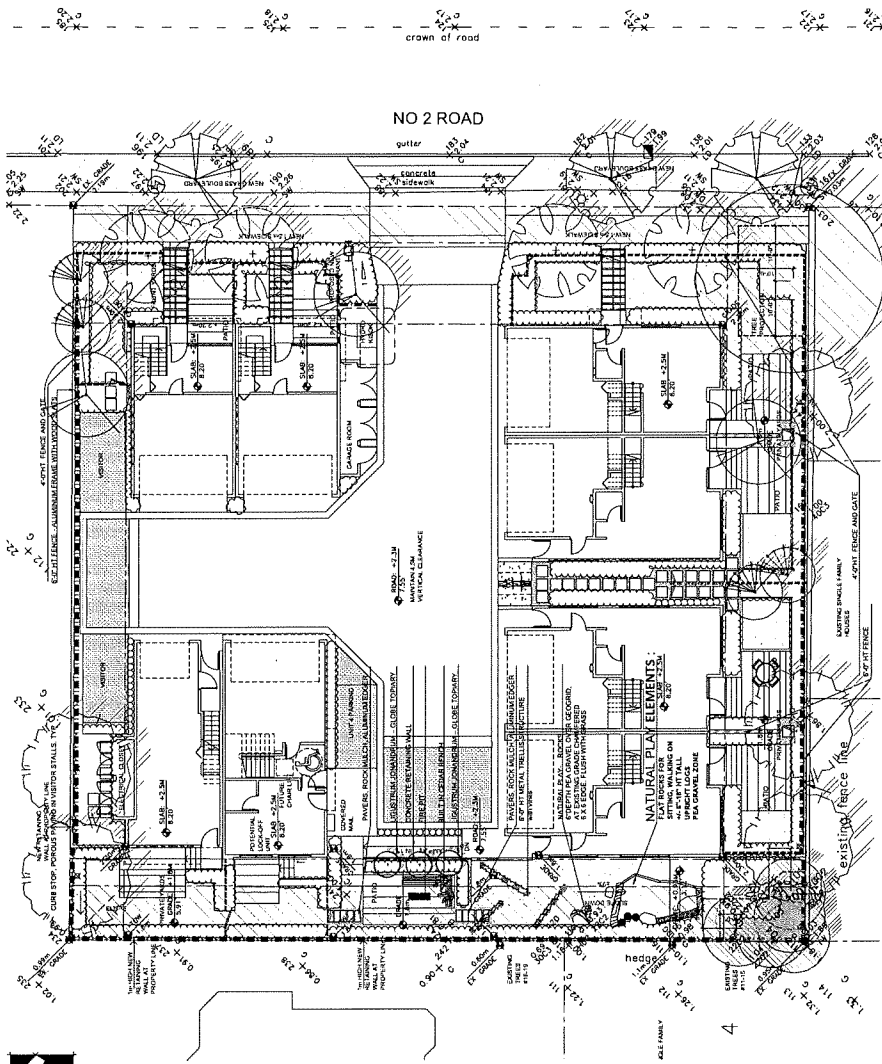
A8

REZONE



RZ 16-754Q46

1 OUTDOOR DIAGRAM
 1/8" TO 1'-0"



MATERIAL KEY

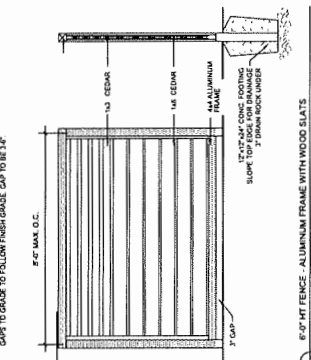
FURNITURE

MADE IN BIRE BUCK, SCOTLAND
METAL-WHITE FINISH/SILVER-4 POWDER COATED
SURFACE ADAPTED TO MANUFACTURE SPECIFICATIONS

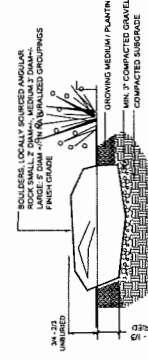
BUILT IN FRANCE
OUTDOOR FIREPLACE

[illegible]

- NOTES:
1. ALL METAL TO HAVE COATS OF POWDER COAT
 2. ALL SLATS TO BE TREATED WITH 3 COATS TO EXTERIOR GRADE SPECIFICATION
 3. ALL WOODS TO BE CEDAR. AT CONSTRUCTION GRADE: ALUMINUM
 4. ALL WOODS TO BE CEDAR. AT CONSTRUCTION GRADE: ALUMINUM
 5. ALL WOODS TO BE CEDAR. AT CONSTRUCTION GRADE: ALUMINUM
 6. ALL WOODS TO BE CEDAR. AT CONSTRUCTION GRADE: ALUMINUM
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 10. ALL WOODS TO BE CEDAR. AT CONSTRUCTION GRADE: ALUMINUM



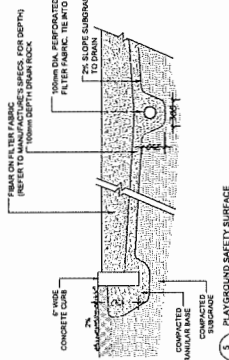
6'-0" HT FENCE - ALUMINUM FRAME WITH WOOD SLATS
12'-0" x 12'-0"



6'-0" HT FENCE AND GATE - ALUMINUM FRAME WITH WOOD SLATS
12'-0" x 12'-0"



6'-0" HT METAL TRELLIS STRUCTURE
12'-0" x 12'-0"



6'-0" HT METAL TRELLIS STRUCTURE
12'-0" x 12'-0"



6'-0" HT METAL TRELLIS STRUCTURE
12'-0" x 12'-0"



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12'-0" x 12'-0"



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12'-0" x 12'-0"



6'-0" HT METAL TRELLIS STRUCTURE
12'-0" x 12'-0"



RZ 16-754046

Attachment 3

Address: 9091 & 9111 No. 2 Road

Applicant: Bismark Consulting Ltd.

Planning Area(s): Blundell

	Existing	Proposed
Owner:	1151418 BC Ltd.	To be determined
Site Size (m²):	1,649 m ²	1,567 m ² (82 m ² road dedication)
Land Uses:	Single-family residential	Multiple-family residential
OCP Designation:	Neighbourhood Residential	No Change
Zoning:	Single Detached (RS1/E)	Low Density Townhouses (RTL4)
Number of Units:	2 Single-Family Dwellings	8 Townhouses + 1 Suite

On Development Site	Bylaw Requirement	Proposed	Variance
Floor Area Ratio:	Max. 0.60	0.60	None permitted
Buildable Floor Area:	Max. 940 m ² (10,120 ft ²)*	940 m ² (10,120 ft ²)*	None permitted
Lot Coverage – Building:	Max. 40%	36.9%	None
Lot Coverage – Non-porous:	Max. 65%	59.7%	None
Lot Coverage – Landscaping:	Min. 25%	25.6%	None
Lot Area:	N/A	1,567 m ²	None
Lot Width:	50.0 m	40.2 m	Variance required
Lot Depth:	35.0 m	38.5 m	None
Setbacks – Front:	6.0 m	4.5 m	Variance required
Setbacks – Rear:	Min. 3.0 m	4.5 m	None
Setbacks – Side:	Min. 3.0 m	North Side: 3.2 m South Side: 4.5 m	None
Height:	12.0 m (3 storeys)	10.6 m	None
Off-street Parking Spaces – Regular (R) / Visitor (V):	2 (R) and 0.2 (V) per unit, plus 1 (R) for secondary suite/s	2 (R) and 0.25 (V) per unit, plus 1 (R) for secondary suite/s	None
Off-street Parking Spaces – Total:	17 (R) and 2 (V)	17 (R) and 2 (V)	None

On Development Site	Bylaw Requirement	Proposed	Variance
Tandem Parking Spaces:	Permitted – Maximum of 50% of required spaces	2 (i.e. 12.5%)	None
Small Car Parking Space	None permitted when fewer than 31 spaces are provided on site	8 (i.e. 47%)	Variance required
Bicycle Parking Spaces – Class 1:	1.25 per dwelling unit	1.25 per dwelling unit	None
Bicycle Parking Spaces – Class 2:	0.2 per dwelling unit	0.2 per dwelling unit	None
Bicycle Parking Spaces – Total:	10 (Class 1) and 2 (Class 2)	10 (Class 1) and 2 (Class 2)	None
Amenity Space – Indoor:	Min.	Cash-in-lieu	None
Amenity Space – Outdoor:	6 m ² per unit (i.e. 48 m ²)	52.8 m ²	None

Other: Tree replacement compensation required for loss of significant trees.

* Preliminary estimate; not inclusive of garage; exact building size to be determined through zoning bylaw compliance review at Building Permit stage.

8 UNIT TOWNHOUSE DEVELOPMENT

CLIENT:
11S1418 BCLTD.

pmg
LANDSCAPE
ARCHITECTS

Suite C100 • 4185 Still Creek Drive
Burnaby, British Columbia, V5C 8G9
Tel: 804 294-0011 • f: 604 294-0672

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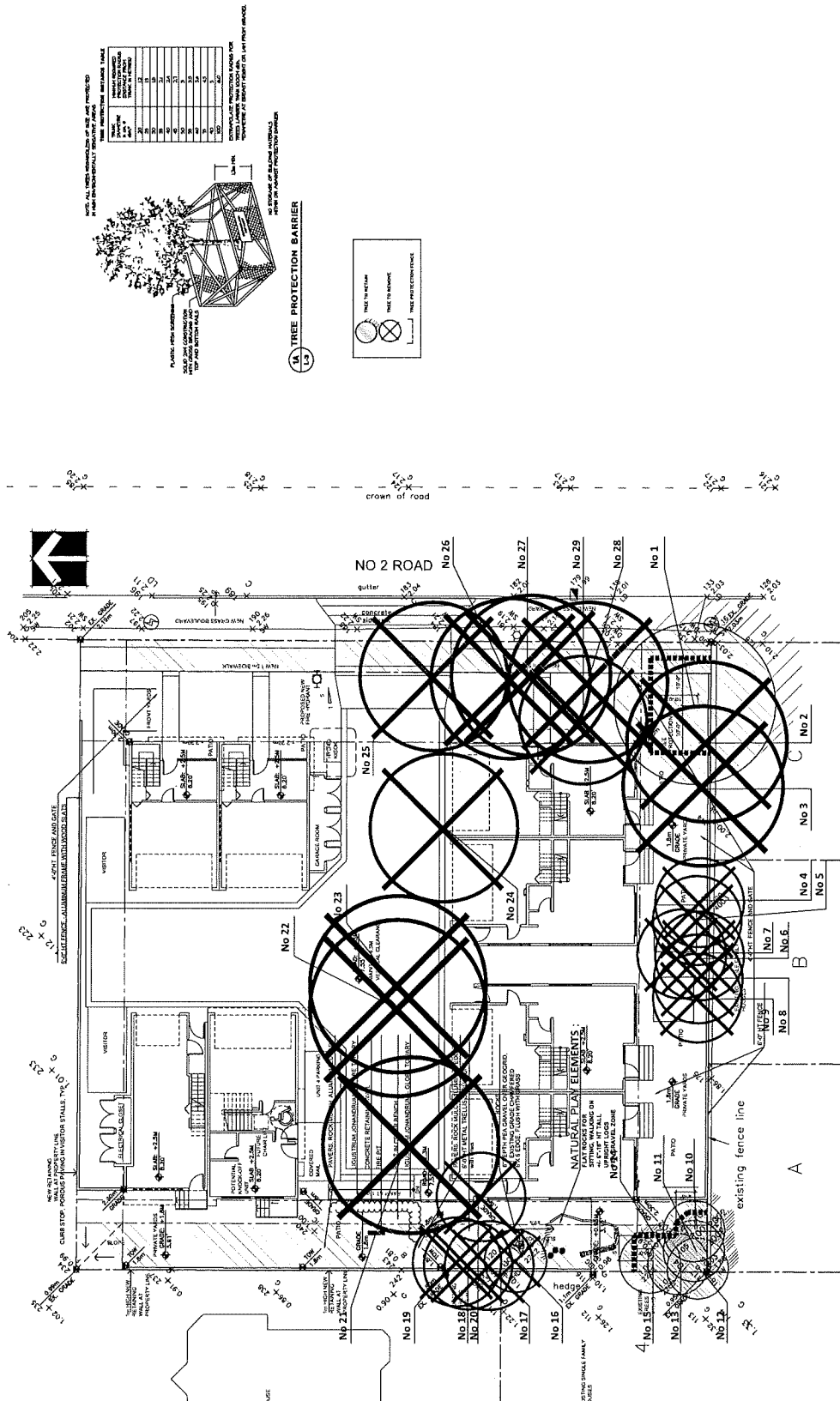
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DATE: 18 APR 10

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Address: 9091 & 9111 No. 2 Road

File No.: RZ 16-754046

Prior to final adoption of Richmond Zoning Bylaw 8500, Amendment Bylaw 9880, the applicant is required to complete the following:

1. 2.0 m road dedication along the entire No. 2 Road frontage.
2. Consolidation of all the lots into one development parcel (which will require the demolition of the existing dwellings).
3. Submission of a Tree Survival Security to the City in the amount of \$40,000 for the 7 on-site trees (Tree # 1, 10-15) to be retained.
4. City acceptance of the developer's offer to voluntarily contribute \$12,500 to the City's Tree Compensation Fund for the planting of replacement trees within the City.
5. Submission of a Contract entered into between the applicant and a Certified Arborist for supervision of any on-site works conducted within the tree protection zone of the trees to be retained. The Contract should include the scope of work to be undertaken, including: the proposed number of site monitoring inspections, and a provision for the Arborist to submit a post-construction assessment report to the City for review.
6. Registration of a flood indemnity covenant on title.
7. Contribution of \$1,000 per dwelling unit (e.g. \$8,000) in-lieu of on-site indoor amenity space.
8. City acceptance of the developer's offer to voluntarily contribute \$4.00 per buildable square foot (i.e. \$40,480) to the City's affordable housing fund.
9. Registration of a legal agreement on Title or other measures, as determined to the satisfaction of the Director of Development, to ensure that:
 - a) No final Building Permit inspection is granted until one secondary suite is constructed on site, to the satisfaction of the City in accordance with the BC Building Code and the City's Zoning Bylaw;
 - b) One surface parking stall is assigned to the unit with a secondary suite, and that the parking stall will be for the sole use of the secondary suite of the unit; and
 - c) The secondary suite cannot be stratified or otherwise held under separate title.
10. Registration of a legal agreement on title prohibiting the conversion of the tandem parking area into habitable space.
11. Registration of a legal agreement on title identifying that the proposed development must be designed and constructed to meet or exceed EnerGuide 82 criteria for energy efficiency and that all dwellings are pre-ducted for solar hot water heating, unless the development is required to achieve the BC Energy Step Code at the time a Building Permit application is received.
12. Registration of a statutory right-of-way (SRW), and/or other legal agreements or measures, as determined to the satisfaction of the Director of Development, over the entire area of the proposed driveway entry from No. 2 Road and the internal north-south manoeuvring aisle, in favour of future residential development to the north. Language should be included in the SRW document that the City will not be responsible for maintenance or liability within the SRW.
13. The granting of a 0.3 m wide statutory right-of-way (SRW) for public rights-of-passage along the entire east property line (No. 2 Road frontage) for the proposed new sidewalk. The SRW area is to be measured from the new property line following the required road dedication.
14. The submission and processing of a Development Permit* completed to a level deemed acceptable by the Director of Development.

15. Enter into a Servicing Agreement* for the design and construction of required site servicing and frontage improvements. Works include, but may not be limited to, the following:

Water Works:

- Using the OCP Model, there is 386 L/s of water available at a 20 psi residual at No 2 Rd Frontage. Based on your proposed development, your site requires a minimum fire flow of 220 L/s.
- The Developer is required to:
 - Submit Fire Underwriter Survey (FUS) or International Organization for Standardization (ISO) fire flow calculations to confirm the development has adequate fire flow for onsite fire protection. Calculations must be signed and sealed by a Professional Engineer and be based on Building Permit Stage Building designs.
 - Install a new water service connection off of the existing 200mm AC watermain along No 2 Rd to service the proposed townhouse development. The meter shall be part of the onsite Mechanical design.
 - Remove the two existing water service connections at No 2 Rd Frontage.
- At the Developers cost, the City is to:
 - Perform tie-ins, cutting, and capping of all proposed works to existing City infrastructure.

Storm Sewer Works:

- The Developer is required to:
 - Remove existing service connections and accompanying inspection chambers and leads at No 2 Rd Frontage.
 - Install a new service connection complete with new Inspection Chamber off of existing storm box culvert on No 2 Rd to service the proposed townhouse development.
- At the Developers cost, the City is to:
 - Perform tie-ins, cutting, and capping of all proposed works to existing City infrastructure.

Sanitary Sewer Works:

- The Developer is required to:
 - Cut, cap and remove the two existing service connections off of existing 200mm rear-yard sanitary main.
 - Install a new sanitary service connection off of existing 200mm rear-yard sanitary main to service the proposed townhouse development.
 - Provide 1m wide Utility Statutory Right of Way extending from the existing 3m utility Statutory Right of Way along the entire west property line of the proposed site. Do not place any permanent structures or trees within the Statutory Right of Way.
 - Provide a 1.5m by 1.5m Utility Statutory Right-of-Way on the south west corner of the proposed development. Do not place any permanent structures or trees within the Statutory Right of Way.
 - Do not start onsite building construction prior to completion of rear-yard sanitary works.
- At Developer's cost, the City is to:
 - Perform tie-ins, cutting, and capping of all proposed works to existing City infrastructure.

Frontage Improvements:

- The Developer is required to:
 - Design and construct the frontage improvements including, but limited to, the following:
 - Removal of the existing sidewalk and backfill of the remaining area between the existing curb and the new sidewalk to provide a 3.5 m wide grass boulevard with street trees. The 2.0 m road dedication area is to be planted with grass only. A root barrier is to be installed between the 2.0 m grass boulevard and the 1.5 m grass and tree boulevard.
 - Construct a new 1.5 m wide concrete sidewalk behind the 3.5 m wide boulevard, with tie-in to the existing sidewalk north and south of the development site. A 0.3 m wide PROP SRW is required to achieve the full sidewalk width.

- All existing driveways along the No. 2 Road frontage are to be closed permanently. The developer is responsible for the removal of the existing driveway let-downs and replacement with barrier curb and gutter, boulevard, and concrete sidewalk per the standards described above.
- Construct a new single vehicle access to City design standards.
- Construct a concrete bus pad (2.9 m x 9.0 m) with electrical pre-ducting conduits at the No. 2 Road/Maple Road northbound bus stop. The bus pad is to be constructed to meet accessible bus stop design standards.
- Consult Parks on the requirements for tree replacements, including tree species and spacing as part of the frontage works.
- Consult engineering on lighting and other utility requirements as part of the frontage works.
- Coordinate with BC Hydro, Telus and other private communication service providers:
 - When relocating/modifying any of the existing power poles and/or guy wires within the property frontages.
 - To determine if above ground structures are required and coordinate their locations (e.g. Vista, PMT, LPT, Shaw cabinets, Telus Kiosks, etc.). These should be located onsite.

General Items:

- The Developer is required to:
 - Enter into, if required, additional legal agreements, as determined via the subject development's Servicing Agreement(s) and/or Development Permit(s), and/or Building Permit(s) to the satisfaction of the Director of Engineering, including, but not limited to, site investigation, testing, monitoring, site preparation, dewatering, drilling, underpinning, anchoring, shoring, piling, pre-loading, ground densification or other activities that may result in settlement, displacement, subsidence, damage or nuisance to City and private utility infrastructure.
 - Complete Road Restoration in compliance with Bylaw 7869 due to any road cuts made in No 2 Rd.

Prior to a Development Permit* being forwarded to the Development Permit Panel for consideration, the developer is required to:

1. Submission of a Landscape Plan, prepared by a Registered Landscape Architect, to the satisfaction of the Director of Development. The Landscape Plan should:
 - comply with the guidelines of the OCP's Arterial Road Policy and should not include hedges along the front property line;
 - include a mix of coniferous and deciduous trees;
 - include the dimensions of tree protection fencing as illustrated on the Tree Retention Plan attached to this report; and
 - include the 19 required replacement trees with the following minimum sizes:

No. of Replacement Trees	Minimum Caliper of Deciduous Replacement Tree	Minimum Height of Coniferous Replacement Tree
6	11 cm	6 m
6	10 cm	5.5 m
7	9 cm	5 m

2. Complete a proposed townhouse energy efficiency report and recommendations prepared by a Certified Energy Advisor which demonstrates how the proposed construction will meet or exceed the required townhouse energy efficiency standards (EnerGuide 82 or better), in compliance with the City's Official Community Plan.

Prior to Development Permit* issuance, the developer must complete the following requirements:

1. Submission of a Landscape Security based on 100% of the cost estimate provided by a Landscape Architect, including all hard and soft materials, installation, and a 10% contingency.

Prior to Demolition Permit* Issuance, the developer must complete the following requirements:

1. Installation of appropriate tree protection fencing around all trees to be retained as part of the development prior to any construction activities, including building demolition, occurring on-site.

Prior to Building Permit* Issuance, the developer must complete the following requirements:

1. Submission of a Construction Parking and Traffic Management Plan to the Transportation Department. Management Plan shall include location for parking for services, deliveries, workers, loading, application for any lane closures, and proper construction traffic controls as per Traffic Control Manual for works on Roadways (by Ministry of Transportation) and MMCD Traffic Regulation Section 01570.
2. Incorporation of energy efficiency, CPTED, sustainability, and accessibility measures in Building Permit (BP) plans as determined via the Rezoning and/or Development Permit processes.
3. If applicable, payment of latecomer agreement charges, plus applicable interest associated with eligible latecomer works.
4. Obtain a Building Permit (BP) for any construction hoarding. If construction hoarding is required to temporarily occupy a public street, the air space above a public street, or any part thereof, additional City approvals and associated fees may be required as part of the Building Permit. For additional information, contact the Building Approvals Department at 604-276-4285.

Note:

- * This requires a separate application.
- Where the Director of Development deems appropriate, the preceding agreements are to be drawn not only as personal covenants of the property owner but also as covenants pursuant to Section 219 of the Land Title Act.

All agreements to be registered in the Land Title Office shall have priority over all such liens, charges and encumbrances as is considered advisable by the Director of Development. All agreements to be registered in the Land Title Office shall, unless the Director of Development determines otherwise, be fully registered in the Land Title Office prior to enactment of the appropriate bylaw.

The preceding agreements shall provide security to the City including indemnities, warranties, equitable/rent charges, letters of credit and withholding permits, as deemed necessary or advisable by the Director of Development. All agreements shall be in a form and content satisfactory to the Director of Development.

- Additional legal agreements, as determined via the subject development's Servicing Agreement(s) and/or Development Permit(s), and/or Building Permit(s) to the satisfaction of the Director of Engineering may be required including, but not limited to, site investigation, testing, monitoring, site preparation, de-watering, drilling, underpinning, anchoring, shoring, piling, pre-loading, ground densification or other activities that may result in settlement, displacement, subsidence, damage or nuisance to City and private utility infrastructure.
- Applicants for all City Permits are required to comply at all times with the conditions of the Provincial *Wildlife Act* and Federal *Migratory Birds Convention Act*, which contain prohibitions on the removal or disturbance of both birds and their nests. Issuance of Municipal permits does not give an individual authority to contravene these legislations. The City of Richmond recommends that where significant trees or vegetation exists on site, the services of a Qualified Environmental Professional (QEP) be secured to perform a survey and ensure that development activities are in compliance with all relevant legislation.

Signed

Date



**Richmond Zoning Bylaw 8500
Amendment Bylaw 9880 (RZ 16-754046)
9091 & 9111 No. 2 Road**

The Council of the City of Richmond, in open meeting assembled, enacts as follows:

1. The Zoning Map of the City of Richmond, which accompanies and forms part of Richmond Zoning Bylaw 8500, is amended by repealing the existing zoning designation of the following area and by designating it "**LOW DENSITY TOWNHOUSES (RTL4)**".

P.I.D. 004-234-499

Lot 1 Section 25 Block 4 North Range 7 West New Westminster District Plan 17904

P.I.D. 004-062-477

Lot 2 Section 25 Block 4 North Range 7 West New Westminster District Plan 17904

2. This Bylaw may be cited as "**Richmond Zoning Bylaw 8500, Amendment Bylaw 9880**".

FIRST READING

A PUBLIC HEARING WAS HELD ON

SECOND READING

THIRD READING

OTHER CONDITIONS SATISFIED

ADOPTED

MAYOR

CORPORATE OFFICER





City of Richmond

Report to Committee

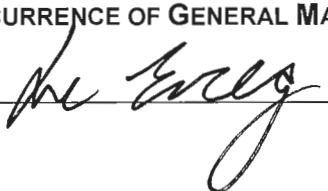

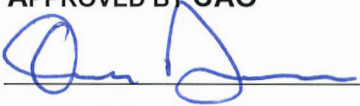
To: Planning Committee **Date:** July 6, 2018
From: Victor Wei, P. Eng.
Director, Transportation **File:** 10-6455-03/2018-Vol
01
Re: **Proposed Amendments to Zoning Bylaw 8500 – Accessible Parking Requirements**

Staff Recommendation

1. That Richmond Zoning Bylaw 8500, Amendment Bylaw 9902, to incorporate revised accessible parking requirements within Section 7, Parking and Loading, be introduced and given first, second and third reading; and
2. That notwithstanding the adoption of Richmond Zoning Bylaw 8500, Amendment Bylaw 9902:
 - a. If a Development Permit has been issued prior to the adoption of Bylaw 9902, the owner may, while the Development Permit remains valid, apply for a Building Permit in compliance with the accessible parking requirements applicable prior to the adoption of Bylaw 9902; and
 - b. If an acceptable Development Permit application has been submitted to the City prior to the adoption of Bylaw 9902, the owner may, until December 31, 2019, apply for a Building Permit in compliance with the accessible parking requirements applicable prior to the adoption of Bylaw 9902.

Victor Wei, P. Eng.
Director, Transportation
(604-276-4131)

Att. 3

REPORT CONCURRENCE		
ROUTED TO: Community Social Development Engineering Parks Development Applications Policy Planning Law Building Approvals Community Bylaws Recreation Services	CONCURRENCE <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	CONCURRENCE OF GENERAL MANAGER 
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO 

Staff Report

Origin

Section 7 (Parking and Loading) of Zoning Bylaw 8500 identifies the requirements for off-street accessible parking spaces for residential, commercial and other uses. In collaboration with the Richmond Centre for Disability, staff have identified a need to update the City's accessible parking space dimensions and requirements. The proposed bylaw amendment will better accommodate the increased use of side-loading vans for individuals using wheelchairs. The proposed amendments to Section 7 would respond to feedback from stakeholder groups and reflect the best practices of other jurisdictions in BC and across North America.

This report supports Council's 2014-2018 Term Goal #3 A Well-Planned Community:

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

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

3.3. Effective transportation and mobility networks.

This report also supports the following actions of the Council-adopted *Social Development Strategy*:

- Action 3.5: Promote best practices in the assessment and upgrading of accessibility features in the City and non-City facilities (e.g. continued participation with the Rick Hansen Foundation and others on the promotion and enhancement of the Planat online venue accessibility rating tool).
- Action 3.7: Ensure that, to the extent possible, City facilities and the public realm (e.g., parks, sidewalks) are accessible.

Analysis

The current parking space specifications in Zoning Bylaw 8500 and the rationale for the proposed amendments regarding on-site accessible parking space dimensions and requirements are discussed below. In addition, the terminology used Section 7 would be updated (i.e., use "accessible" instead of "handicapped" in Section 7.5.11).

Zoning Bylaw 8500, Section 7.5.11: Accessible Parking Space Dimensions

The current bylaw specifies a clear minimum length (5.5 m) and width (3.7 m) for an accessible parking space. Both staff and the Richmond Centre for Disability (RCD) have recently identified that the use of side-loading vans is becoming more prevalent for individuals using wheelchairs; however, the current accessible parking space dimensions do not provide sufficient width to accommodate a typical side-loading ramp and adequate space for the manoeuvring of a wheelchair. Figure 1 illustrates an example of the current challenges being encountered by those

using side-loading vans where the ramp cannot be deployed even though both parking spaces are marked as accessible (note that the location shown is not in Richmond).

Based on staff's research of best practices in BC and across North America, consistency with the BC Building Access Handbook 2014 (forms part of the 2012 BC Building Code) and input from RCD, the proposed change would revise the minimum required dimensions for an accessible parking space and introduce new dimensions for a van accessible parking space as shown in Table 1. Specification of a minimum vertical clearance is not necessary as it would remain consistent with that specified by the BC Building Code (i.e., 2.0 m), which accommodates the majority of passenger side-loading vans.



Figure 1: Side-Loading Van Unable to Deploy Ramp (photograph taken in jurisdiction outside Richmond)

Table 1: Current and Proposed Accessible Parking Space Dimensions

Type of Parking Space	Current		Proposed			
	Length	Width	Length	Width	Shared Aisle	Combined Width+Aisle
Accessible Space	5.5 m	3.7 m	5.5 m	2.5 m	1.5 m	4.0 m
Van-Accessible Space	-	-	5.5 m	3.4 m	1.5 m	4.9 m

As discussed further below, an accessible or van accessible parking space must be provided with an adjacent shared aisle. As a result, if one accessible space is to be provided, the proposed combined total width of each parking space (4.0 m and 4.9 m for accessible and van accessible spaces, respectively) would be wider than the current width dimension of 3.7 m for an accessible parking space.

With the efficient use of overlapping space of adjacent stalls, the proposed versus the current combined total widths of the accessible parking spaces would be the same if the number of stalls to be provided is in multiples of even numbers and adjacent to each other. For example, if two accessible parking spaces are required, the total combined width is 7.4 m, which is the same as the existing dimension.¹ The overall increased width of multiples of odd number of spaces would be only 1.2 m for each row of accessible parking spaces compared to the existing standard.

Zoning Bylaw 8500, Sections 7.5.14 & 7.5.15: Accessible Parking Space Requirements

Currently, for on-site parking areas that require 11 or more total spaces and for residential uses that require a minimum of three visitor parking spaces, a minimum of 2% of those parking spaces must be marked and signed as accessible spaces for the use of people with disabilities.

¹ For two accessible parking spaces, the proposed combined width of 7.4 m is comprised of a 3.4 m van accessible parking space, a 1.5 m shared aisle and a 2.5 m accessible parking space; the current combined width is two 3.7 m accessible parking spaces.

RCD has identified concerns regarding the apparent abuse of accessible parking permits as well as non-permit holders using accessible parking stalls, inconsistencies in pavement markings and the potential for motorists to hit the signs especially while backing in. To address these concerns and integrate the new van accessible parking space into the overall accessible parking space requirements, the proposed amendments would:

- revise the accessible parking space requirements to incorporate the minimum provision of the new van accessible parking space and shared aisle;
- strengthen the signage to identify the existing penalties for the misuse of an accessible parking space and to specifically identify a van accessible parking space;
- specify the location of the pavement markings to ensure that the wheelchair symbol is not fully covered when the space is occupied; and
- require provision of a wheel stop in each accessible parking space to prevent motorists from hitting the sign.

As shown in Attachment 1, if only one accessible stall is required, the space would be van accessible (3.4 m wide plus 1.5 m shared aisle for a total width of 4.9 m). If two accessible stalls are required, one stall would be van accessible and one would be the proposed standard accessible stall (2.5 m wide plus the same 1.5 m shared aisle for total width of 4.0 m). As noted above, the proposed combined width of the two accessible stalls would be 7.4 m, which is equal to the current width for two standard accessible stalls.

In cases where multiples of two accessible stalls are to be provided adjacent to each other, this paired arrangement would be repeated. In cases where there are an odd number of accessible stalls to be provided, the arrangement would be a combination of the single van accessible stall (3.4 m wide plus 1.5 m shared aisle) plus the paired arrangement of a van accessible stall and a standard accessible stall (total width of 7.4 m). The proposed accessible parking space requirements and layouts reflect staff's research of best practices in BC and across North America and are similar to those of the US Access Board and the *Americans with Disabilities Act* (ADA).

As shown in Attachment 2, accompanying signage would identify van accessible stalls and the existing penalty for misuse of an accessible parking stall. The wheelchair symbol pavement marking would be located in line with the end of the stall to improve its visibility when occupied and each stall would be required to have a wheel stop.

RCD also raised a concern that in some parking lots, individuals using mobility devices cannot access the ramp from the parking stall to the pedestrian area because the ramp is located at the head of the parking stall and thus is blocked by either their own or another vehicle. Attachment 2 specifies placing the ramp at the head of the adjacent shared aisle. With this proposed arrangement, both the aisle and ramp would accommodate those utilizing the accessible stalls as well as other pedestrians using the parking lot.

Consultation with Richmond Centre for Disability

Staff met with RCD on two occasions (some members on December 7, 2017 and the RCD Board on June 19, 2018) to discuss and develop the specifications for the van accessible parking spaces.

RCD is fully supportive of the proposed amendments and has provided a letter of support (Attachment 3). RCD also intends to engage with the City of Delta to suggest adoption of similar requirements in that municipality using Richmond's proposed initiative as an example.

As a proactive initiative at the request of RCD, staff have incorporated van accessible parking spaces into the parking requirements for the Minoru Centre for Active Living and the new Brighthouse Fire Hall No. 1 at Granville Avenue and Gilbert Road. In addition, two accessible parking spaces within the existing parkade located between the Minoru Arenas and the Cultural Centre have recently been upgraded to become van accessible via re-stripping and the installation of signage and wheel stops.

Consultation with Urban Development Institute

Staff corresponded with members of the Richmond Committee of the Urban Development Institute (UDI) to obtain feedback on the proposed Zoning Bylaw amendments. As of the time of writing, two comments were received, both of which expressed support for the proposed revised requirements.

One respondent noted that the increased total width was acceptable provided the number of accessible parking stalls required did not change. Staff confirm that the minimum number of accessible parking stalls to be provided would remain unchanged.

The other respondent also suggested that when an odd number of accessible spaces are required, the number should be rounded down rather than up (e.g., if three accessible stalls are required, one would be van accessible rather than two as proposed). Staff consider the proposed requirement as appropriate based on feedback from RCD and demographic trends that project an increasingly aging population.

Proposed Zoning Bylaw 8500 Amendments

The proposed amendments to Section 7, Parking and Loading, of Zoning Bylaw 8500 would incorporate the revised accessible parking requirements. The requirements would apply to new developments that submit building permit application after enactment of the amendment bylaw. The requirements would not apply to parking lots approved prior to adoption of the bylaw (i.e., the requirements will not apply retroactively to existing parking lots). In-stream applications would be accommodated via the following processes:

- if a Development Permit has been issued prior to adoption of the bylaw, the owner may apply for a Building Permit in compliance with the existing accessible parking requirements for the duration of the time that the Development Permit is valid; and
- if an acceptable Development Permit application has been submitted to the City prior to adoption of the bylaw, the owner will have until December 31, 2019 to apply for a Building Permit in compliance with the existing accessible parking requirements.

Upon enactment of the amendment bylaw, an information bulletin would be prepared and posted on the City's website to advise of the new parking requirements.

Financial Impact

None.

Conclusion

The proposed amendments to Section 7 (Parking and Loading) of the Zoning Bylaw respond to community feedback, reflect best practices and advance the social development and transportation goals, objectives and actions outlined in the *Official Community Plan* and related strategies (e.g., *Building our Social Future: A Social Development Strategy for Richmond*).



Donna Chan, P.Eng., PTOE
Manager, Transportation Planning
(604-276-4126)



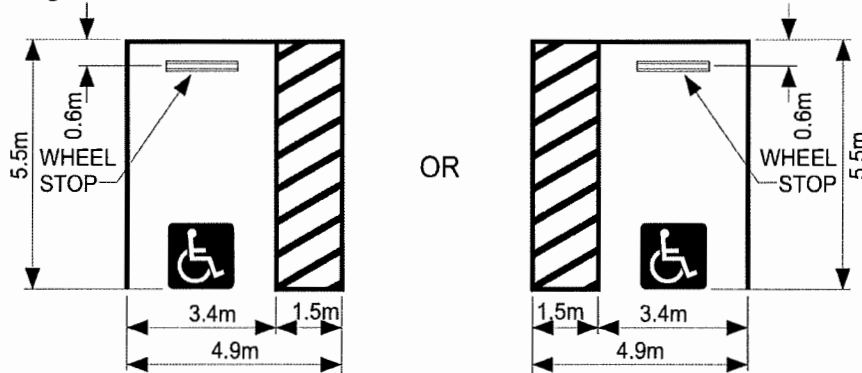
Joan Caravan
Transportation Planner
(604-276-4035)

- Att. 1: Proposed Accessible Parking Space: Dimensions and Layout
- Att. 2: Proposed Accessible Parking Space: Signage and Pavement Markings
- Att. 3: Letter of Support from Richmond Centre for Disability

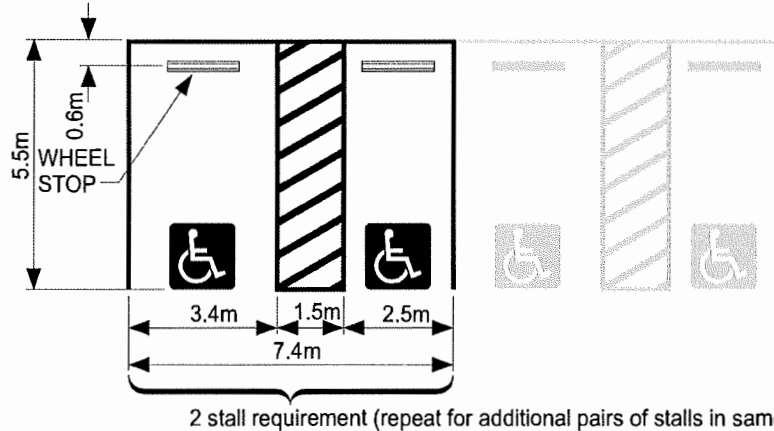
Proposed Accessible Parking Space: Dimensions and Layout

Required number of stalls: one for every two accessible stalls required, rounded up

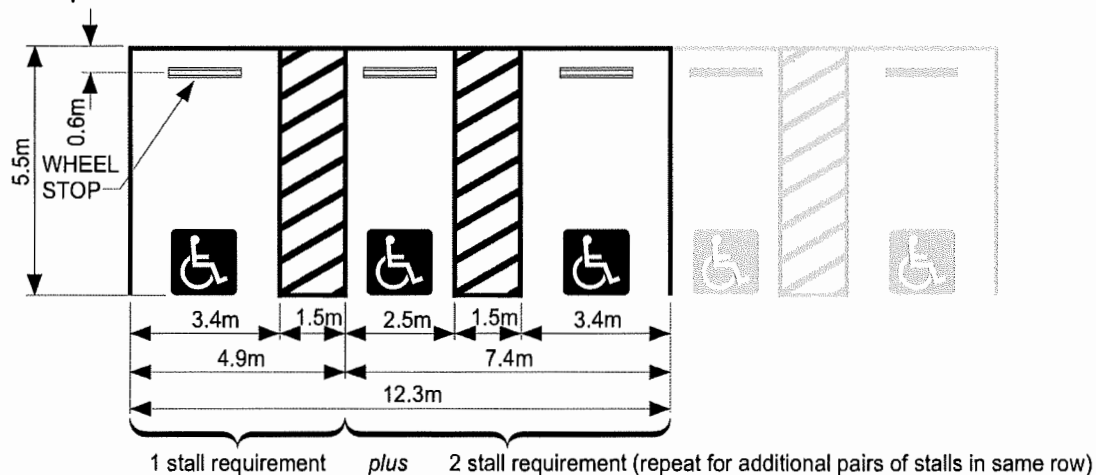
- For one accessible stall required, such a stall shall be van accessible and have the following dimensions:



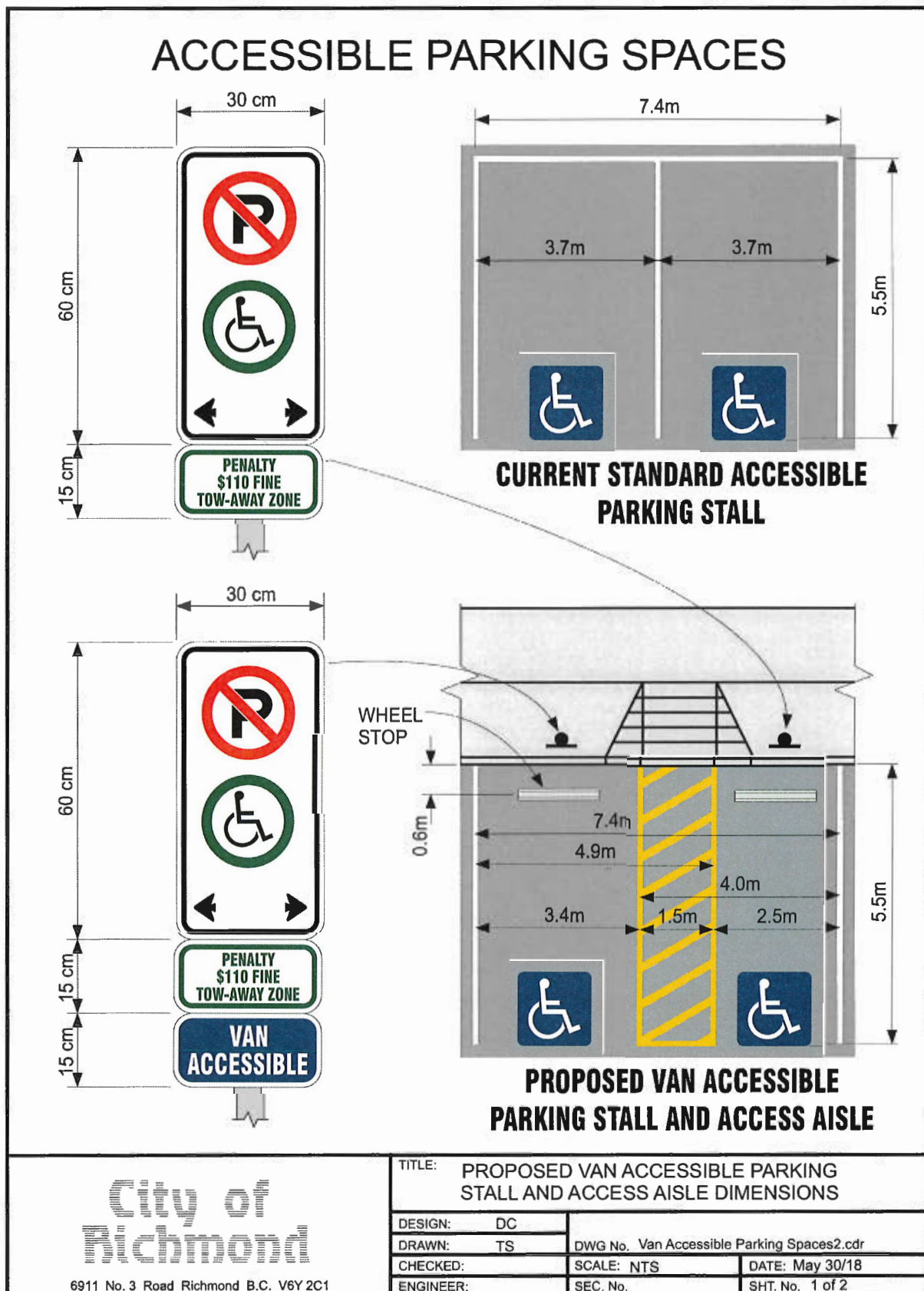
- For two or more even number of accessible stalls required, the stalls shall be marked as:



- For three or more odd number of accessible stalls required, a combination of requirements 1 and 2 shall be used and marked as:



Proposed Accessible Parking Space: Signage and Pavement Markings



Letter of Support from Richmond Centre for Disability



Richmond Centre for Disability

“Promoting a new perspective on disability”

June 25, 2018

Mayor and Council Office
City of Richmond
6911 No. 3 Road
Richmond, BC V6Y 2C1

Dear Mayor Brodie and all City Councillors;

Re: Support Letter for Bylaws Inclusion of Van Accessible Parking Spaces

We are writing this letter, on behalf of the Richmond Centre for Disability (RCD) and its Board of Directors, to support and commend the proposed Bylaw changes to include Van Accessible Parking Spaces in the City of Richmond.

The RCD brought up the issue of Van Accessible Parking Space, or lack of it, in Richmond, during one of the Operational Issues Meetings with City Staff last year. We received very positive feedback from the Transportation Department; and Donna Chan, Manager of Transportation Planning, presented their proposed changes to Richmond Bylaws to include van accessible parking requirements at the RCD June board meeting. It has been met with overwhelming support as well as great excitement and anticipation.

We gave kudos to City Staff for listening to the diverse needs of citizens in Richmond; for undertaking thorough analysis of relevant information; and for taking timely action to bring forward a proposal of some unique designs of van accessible parking recommendations. We are excited and proud that the City of Richmond will be setting the benchmark for inclusiveness and be the champion in accessibility for all.

Thank you for your support and the RCD values the partnership with the City of Richmond to build an inclusive and accessible community that would encourage the participation of all citizens.

Respectfully Yours,

George Pope
RCD Board Chair

Ella Huang
RCD Executive Director

cc. Victor Wei, Director, Transportation, City of Richmond
Donna Chan, Manager, Transportation Planning, City of Richmond

100-5671 No. 3 Rd., Richmond, B.C. V6X 2C7
tel 604 232 2404 ♦ fax 604-232-2415 ♦ tty 604 232 2479
email: rcd@rcdrichmond.org ♦ web: www.rcdrichmond.org



**Richmond Zoning Bylaw 8500
Amendment Bylaw 9902**

The Council of the City of Richmond enacts as follows:

- (1) **Richmond Zoning Bylaw No. 8500**, as amended, is amended further at Section 7.5 by replacing subsection 7.5.11 with the following:

7.5.11 On-site **parking spaces** shall have the following clear minimum dimensions:

Town Housing, Apartment Housing, Mixed Commercial/Residential Uses, Affordable Housing Units				All Other Uses		
	Length	Width	Shared Aisle	Length	Width	Shared Aisle
Standard Space	5.5 m	2.5 m	-	5.5 m	2.65 m	-
Small Space	4.6 m	2.3 m	-	5.0 m	2.4 m	-
Accessible Space	5.5 m	2.5 m	1.5 m	5.5 m	2.5 m	1.5 m
Van Accessible Space	5.5 m	3.4 m	1.5 m	5.5 m	3.4 m	1.5 m
No building column projection/encroachment into parking spaces or shared aisle				No encroachment of building columns into shared aisle or parking spaces if columns are on both sides of a single stall		

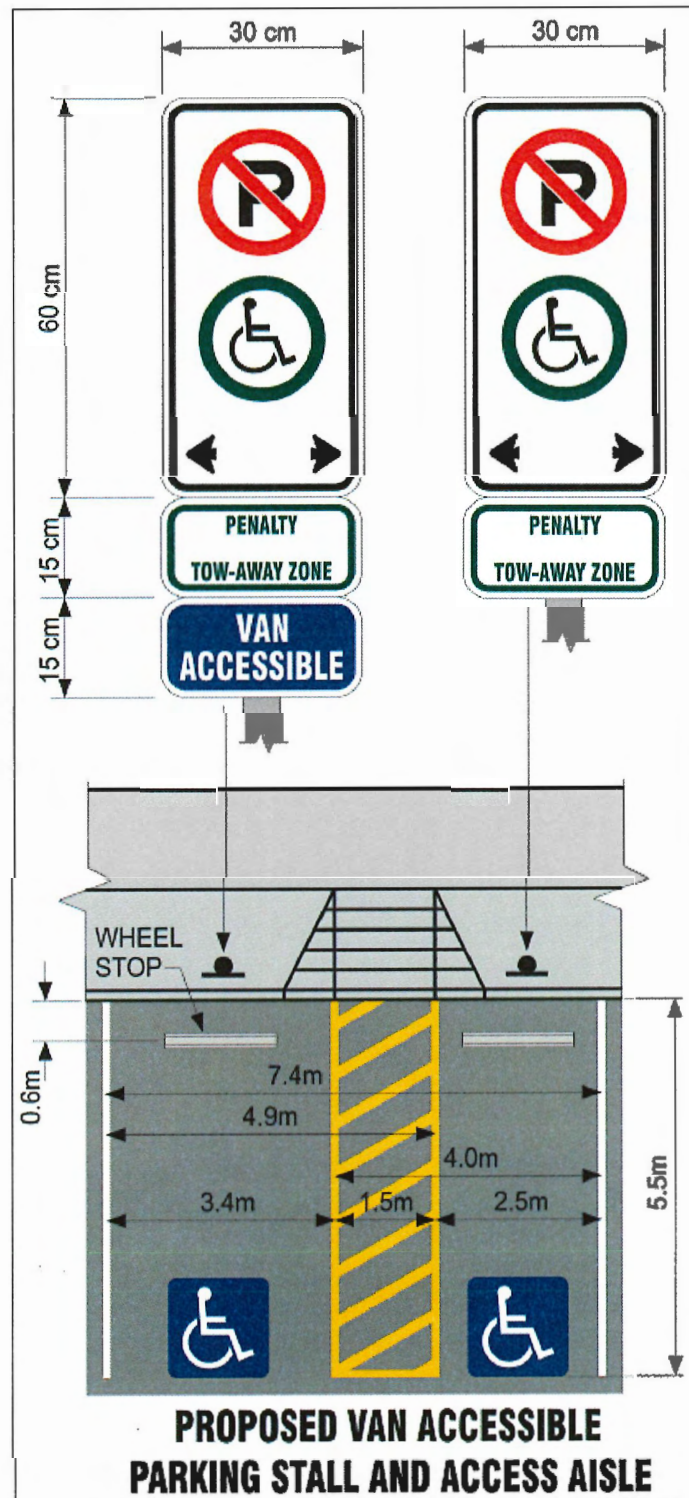
- (2) **Zoning Bylaw No. 8500**, as amended, is amended further at Section 7.5 by replacing subsection 7.5.14 with the following:

7.5.14 For on-site parking areas which contain 11 or more spaces, a minimum of 2% of the required **parking spaces**, rounded upward to the nearest whole number, shall be:

- (a) located close, and be accessible to the **building** entrance;
- (b) marked with a clearly visible sign identifying the spaces for use by disabled persons only as shown in Section 7.5.14.A accompanying and forming part of Section 7.5.14;
- (c) marked on the parking surface with the international symbol for wheelchair accessibility as shown in Section 7.5.14.A accompanying and forming part of Section 7.5.14;
- (d) provided with a ramp located at the end of the shared aisle as shown in Section 7.5.14.A accompanying and forming part of Section 7.5.14; and

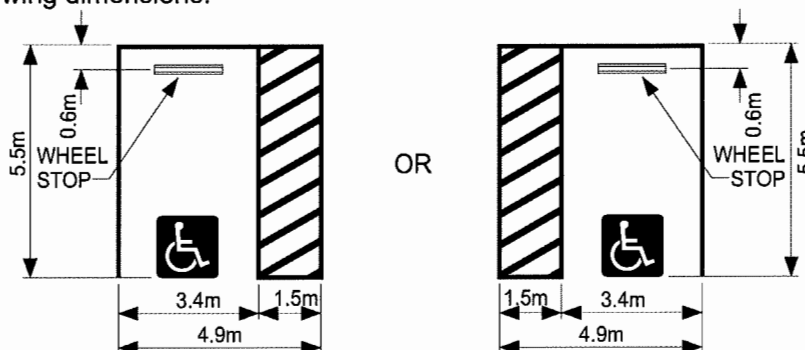
- (e) provided in the arrangement shown in Section 7.5.14.B accompanying and forming part of Section 7.5.14.

7.5.14.A

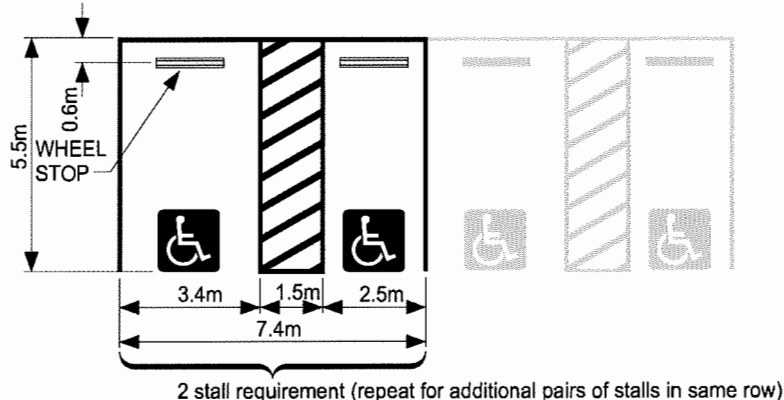


7.5.14.B

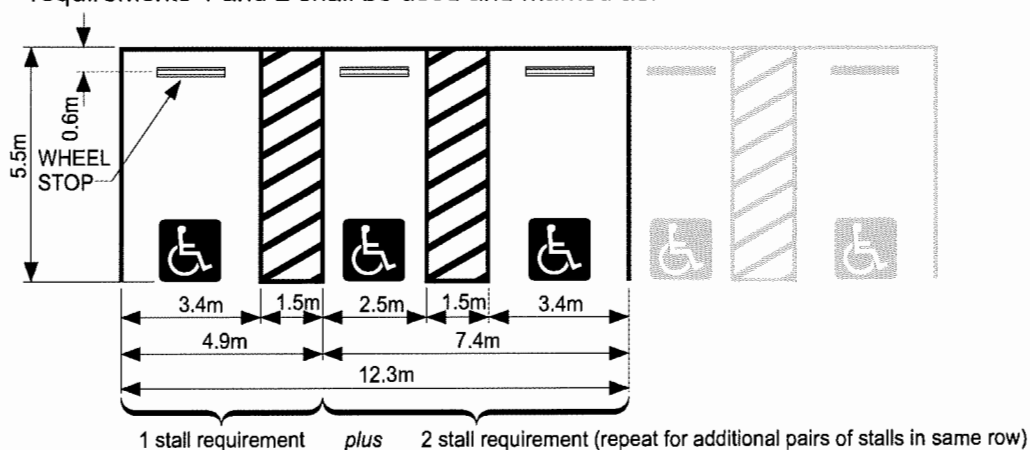
1. For one accessible stall required, such a stall shall be van accessible and have the following dimensions:



2. For two or more even number of accessible stalls required, the stalls shall be marked as:



3. For three or more odd number of accessible stalls required, a combination of requirements 1 and 2 shall be used and marked as:



- (3) **Zoning Bylaw No. 8500**, as amended, is amended further at Section 7.5 by replacing subsection 7.5.15 with the following:

- 7.5.15 For residential **uses** that require a minimum of three visitor **parking spaces**, a minimum of 2% of the total required **parking spaces**, rounded upward to the nearest whole number, shall be:
- (a) marked with a clearly visible sign identifying the spaces for use by disabled persons only as shown in Section 7.5.14.A accompanying and forming part of Section 7.5.14;
 - (b) marked on the parking surface with the international symbol for wheelchair accessibility as shown in Section 7.5.14.A accompanying and forming part of Section 7.5.14; and
 - (c) provided in the arrangement shown in Section 7.5.14.B accompanying and forming part of Section 7.5.14.

(4) This Bylaw is cited as “**Zoning Bylaw No. 8500, Amendment Bylaw No. 9902**”.

FIRST READING

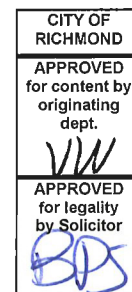
SECOND READING

THIRD READING

ADOPTED

MAYOR

CORPORATE OFFICER





City of Richmond

Report to Committee

To: Parks, Recreation and Cultural Services Committee
Date: June 13, 2018

From: Jane Fernyhough
Director, Arts, Culture and Heritage Services
File: 11-7000-01/2018-Vol 01




Re: **Richmond Arts Strategy Progress Update and Guiding Principles**

Staff Recommendation

1. That the Richmond Arts Strategy 2018-2023 Guiding Principles as detailed in the staff report titled "Richmond Arts Strategy Progress Update and Guiding Principles" dated June 13, 2018, from the Director, Arts, Culture and Heritage, be adopted; and
2. That the Guiding Principles as described in the staff report titled "Richmond Arts Strategy Progress Update and Guiding Principles" dated June 13, 2018, from the Director, Arts, Culture and Heritage, be used to guide the development of the Richmond Arts Strategy 2018-2023.

Jane Fernyhough
Director, Arts, Culture and Heritage Services
(604-276-4288)

Att. 3

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Community Social Development Recreation Services	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO 

Staff Report

Origin

In 2016, through the City's budget process, Council approved one time additional level funding to complete an update to the Richmond Arts Strategy and a Cultural Facilities Needs Assessment. The Richmond Arts Strategy 2018-2023 is currently being developed to provide a blueprint for the delivery of arts services over the next five years to enable the broadest possible access to, and awareness of, the City's diverse arts opportunities and, thereby, enrich quality of life through engagement with the arts.

A collaborative and holistic approach is being taken to its development in order to access feedback from the broader community as well as stakeholders. The purpose of this report is to outline the public engagement process for the Richmond Arts Strategy 2018-2023, describe the guiding principles and present the next steps for preparing the strategy.

This report supports Council's 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

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

2.1. *Strong neighbourhoods.*

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.*

This report supports Council's 2014-2018 Term Goal #3 A Well-Planned Community:

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

This report supports Council's 2014-2018 Term 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.

5.2. *Strengthened strategic partnerships that help advance City priorities.*

This report supports Council's 2014-2018 Term 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.

This report supports the goals of the Social Development Strategy's Action 45:

Implement, monitor and update the Richmond Arts Strategy recognizing that the arts can be an important social development tool.

Analysis

Background

The City of Richmond recognizes that the arts are integral to vibrant communities. Participation helps people get to know one other and positively impacts health and overall well-being for children, youth, adults and seniors alike. Creativity and imagination inspire innovation, contributing to quality of life and, in turn, the ability to generate social and economic growth. Moreover, the arts give depth and meaning to our lives.

Over the past five years, the Richmond Arts Strategy 2012-2017 has served as a guide to advance the arts in Richmond. Created on the heels of the 2010 Olympic Games and following a period of new investment in the arts, the 2012-2017 Strategy updated Richmond's first Arts Strategy, which was created in 2004. The 2012-2017 Strategy was developed with involvement of a steering committee comprised of a mix of representatives of the arts community and City staff and was supported by input from three public meetings for community consultation.

The Richmond Arts Strategy 2012-2017 has reached the end of its intended life and the Richmond Arts Strategy 2018-2023 is necessary to align with current community needs and build on successes and lessons learned.

The purpose of the Arts Strategy is to:

- understand the current state of the arts in Richmond;
- provide a blueprint for the City over the next five years with key principles and criteria for decision-making to enable the broadest possible access to, and awareness of, the City's diverse arts opportunities to enrich quality of life through engagement with the arts;
- provide strategies to integrate the arts into the broader community with a collaborative plan that strengthens arts groups to meet community needs; and
- through engagement, access the wisdom of the broader community to champion the provision of arts activities, facilities and opportunities as integral and essential to a healthy society.

Community Engagement

The project started in late 2017 with extensive background work that informed the stakeholder and community engagement.

A multi-platform promotional campaign branded as ArtWorks with a dedicated website at HowArtWorks.ca invited community participation and feedback via a range of channels and activities including interactive pop-up kiosks, public events, an online survey and social media.

An Arts Strategy Task Group was assembled in January 2018. It is comprised of stakeholders (including individual artists, cultural organizations and creative businesses) and a diverse selection of community members from a range of sectors, cultural backgrounds and generations. The Task Group also involves City staff from several departments (Community Social Development, Recreation Services, Planning and Development and Business Development) to inform the overall development of the Strategy. (Attachment 3)

Members of the Task Group provide support, direction and feedback and serve as community ambassadors and champions to actively promote public involvement in the planning process and act as a sounding board to assist staff during the engagement phase of the project. Members are individuals who live, work, provide services, own property and/or operate a business in Richmond.

On March 19, 2018, arts and culture stakeholders were invited to a Community Dialogue Session at City Centre Community Centre. Sixty-eight participants were led through a series of exercises and discussions to collect their insights regarding the state of the arts in Richmond answering questions like “What are our key strengths?”, “What are our key needs surrounding cultural venues?” and “Do you have any Big Ideas you’d like to share?”

Two drop-in “cultural cafes” were offered in April for less structured conversations about the role of the arts in Richmond. On April 19, 2018 there was an event specifically for artists at the Richmond Performance Hall and on April 23, the public was invited to drop by Rocanini’s Coffee in Steveston for conversation regarding the role of the arts in shaping the city.

Throughout spring 2018, the ArtWorks staff team appeared at public events in Richmond, including the Children’s Arts Festival, Cherry Blossom Festival, Richmond Chinese Arts and Culture Festival and Kwantlen Farmers Market to gather feedback and ideas from the community.

These kiosks typically included “sounding boards” and interactive activities (such as contributing handwritten ideas onto paper blossoms attached to a portable cherry tree sculpture) to involve participants in a fun, visually-appealing way.

With the support of community partners, “sounding boards” also appeared at ten locations and events including Kwantlen Design Week, Richmond Youth Dance Company Showcase, Gateway Theatre and Branscombe House artist-in-residency events. More than 300 responses were received via these boards that invited passers-by to write their responses to questions such as “What arts opportunities would you like to see for children, youth and families in Richmond?”, “What should Richmond do in the next five years to enhance and improve our existing spaces and places?” and “How do the arts enrich the quality of life in Richmond?”

A detailed online survey was available from April 25 to June 3, 2018. A total of 471 online surveys were completed during this period (34 using the Chinese language version) with an additional 130 incomplete surveys received with useful information. Respondents learned about and accessed the survey via Let’s Talk Richmond, direct emails, social media, print advertising, news releases, print collateral and online advertising. The survey included questions regarding

participation in arts activities, satisfaction levels with programs and facilities and what kinds of activities and programs respondents would like to see in Richmond.

See Attachments 1 and 2 for a summary of community engagement and marketing activities.

Richmond Arts Strategy Guiding Principles

The following Guiding Principles will inform the Arts Strategy 2018-2023 which will guide strategic priorities, actions and decisions of the City of Richmond in arts development over the next five years.

- Striving for **EXCELLENCE** among all who participate in and contribute to the artistic life of Richmond from City services to community organizations to individuals of all ages and skill levels.
- **SUSTAINABILITY** to ‘future-proof’ the arts through funding, education, infrastructure, mentorship and the integration of the arts into the everyday fabric of our city.
- Expressing **CREATIVITY** through experimentation and fostering collaboration among diverse voices.
- Providing broad **ACCESSIBILITY** to arts experiences and advancing **INCLUSIVITY** to connect people through the arts.
- **COMMUNITY-BUILDING** through creative engagement and dialogue, and honouring the spirit of Reconciliation.
- **CELEBRATION** to showcase and inspire Richmond’s artistic vibrancy.

They represent the feedback and direction of the 25-member Task Group which includes artists and creative practitioners, tourism, economic development, arts organizations, cultural advocates, recreation, youth, residents, Chinese-speaking community members and staff representatives from several City departments. Their input was further validated by 68 members of the public who attended the Community Dialogue Open House in March 2018 and align with the survey findings and information gathered through nearly 40 engagement activities.

Next Steps

Pending Council’s adoption of the Richmond Arts Strategy 2018-2023 Guiding Principles, the development of strategic priorities, action plans and an evaluation framework will proceed. This process will result in a Draft Richmond Arts Strategy 2018-2023 (Draft Strategy). The Draft Strategy will then be presented to external stakeholders and the public through an Open House event. The final Richmond Arts Strategy 2018-2023 will then be developed and presented to Council for adoption by the end of 2018.

The development of a Cultural Facilities Needs Assessment is happening concurrently and is expected to be completed and presented to Council within the same timeframe.

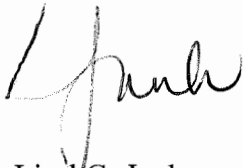
Financial Impact

None.

Conclusion

Arts and culture are fundamentally linked to quality of life and to the health and wellness of all citizens, shaping identities, fostering life-long learning, promoting creativity and innovation, and engaging citizens across generations.

A collaborative, extensive and inclusive approach to engaging Richmond residents has provided essential feedback to articulate the Guiding Principles of the Richmond Arts Strategy 2018-2023. Upon adoption by Council, they will guide strategic priorities, action plans and evaluation framework which will form the Richmond Arts Strategy 2018-2023.



Liesl G. Jauk
Manager Arts Services
(604-204-8672)

- Att. 1: Richmond Arts Strategy Public Engagement Activities
- 2: Richmond Arts Strategy Marketing Activities
- 3: Richmond Arts Strategy Task Group members

Richmond Arts Strategy Public Engagement Activities

Facilitated Consultation Events

Detailed and thoughtful feedback was received at three public facilitated conversations, as well as five Task Group meetings.



Event	Location	Date(s)	Attendance
Community Dialogue Session	City Centre Community Centre	March 19	68
Artists' Cultural Cafe	Richmond Performance Hall	April 19	12
Public Cultural Cafe	Rocanini's Coffee, Steveston	April 23	5
Task Group Meetings	City Hall	January 10, February 15, April 10, May 23, June 21	15-30 per meeting

Interactive Engagement Pop-Up Kiosks

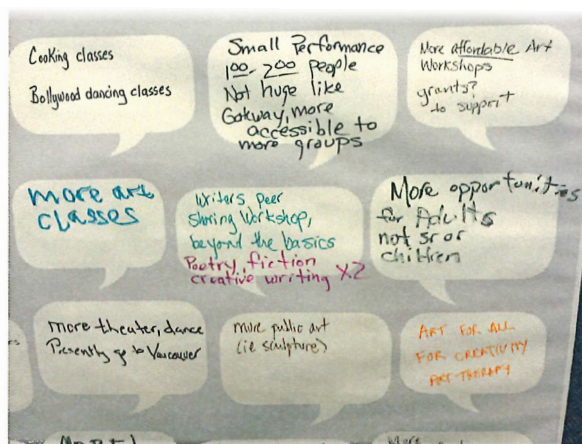
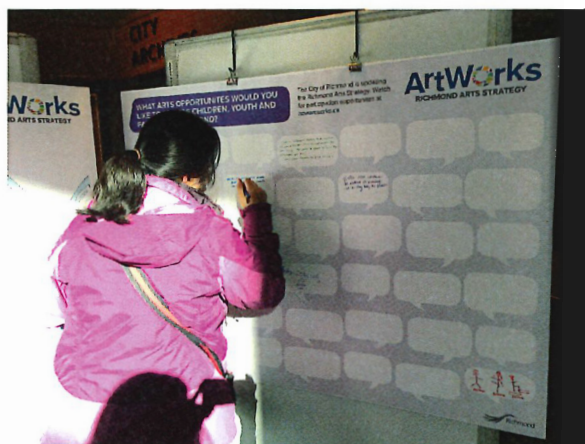
Throughout the campaign, the ArtWorks team appeared in public spaces to gather feedback and ideas from the community. With them, they brought pop-up kiosks, sounding boards and interactive drawing activities designed to gather data in a fun, engaging and visually-appealing way.



Event	Location	Date(s)
Children's Arts Festival	Richmond Cultural Centre	February 12
Cherry Blossom Festival	Garry Point Park	April 8
We Dance International Dance Day Performance	Aberdeen Centre	April 28
Richmond Arts Awards	City Hall	May 15
Richmond Chinese Arts and Culture Festival	Lansdowne Centre	May 26
Pop-Up Kiosks	Cultural Centre Lobby	May 28, 30
Kwantlen Farmer's Market	Minoru Precinct Plaza	May 29
National Indigenous People's Day	Musqueam Cultural Centre	June 21

Sounding Boards

Several different Sounding Boards were set up at a variety of community events, facilities and public gathering spaces. The large and playful boards invited people to contribute their ideas. In total, 300+ responses were received from the community using these boards.



Event	Location	Date(s)
Art at Work Workshop	Richmond Art Gallery	Feb 22
Branscombe House Artist-in-Residence Workshops and Doors Open Exhibition	Branscombe House	March 10, April 14, May 12, June 2-3
Richmond Youth Dance Company Showcase	Richmond Performance Hall	March 2-3
Richmond Delta Youth Orchestra Spring Concert Series	Various locations Gilmore Park United Church and Richmond Alliance Church	March 10, April 21
Lipont Art Centre	4211 No.3 Road	March 11-June 3
Theatrical Performances: <i>I Lost My Husband and Nine Dragons</i>	Gateway Theatre	March 15-24, April 12-21
Art About Finn Slough Exhibition	Cultural Centre	April 13
Kwantlen Design Week	Kwantlen Polytechnic University	April 16-20
Richmond Potters Club Spring Sale	Richmond Performance Hall	April 20-22
Richmond Gem and Mineral Club	Richmond Performance Hall	April 28-29


Stakeholder Meetings and Presentations

Information about the ArtWorks campaign was presented to various community stakeholders and groups including:

- Individual artists participating in the Richmond Art Gallery's Artist Salon and Art at Work workshop
- Meetings with City staff and Council members
- Steveston's 20/20 group
- Richmond's Public Art Advisory Committee
- Richmond's Intercultural Advisory Committee
- Musqueam Band via the Protocol Officer
- Richmond Community Centre Area Coordinators meeting
- Resident Art Groups at the Richmond Cultural Centre

Richmond Arts Strategy Marketing Activities

Print





LET'S TALK ABOUT HOW ART WORKS IN RICHMOND.

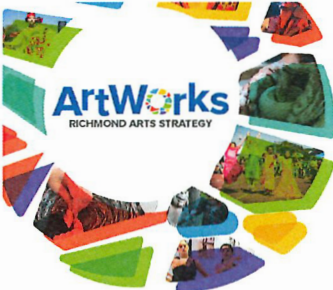
The City of Richmond is developing a new Arts Strategy to enrich Richmond's quality of life through broad accessibility and engagement with the arts. The Strategy will serve as a guide for decision-making to empower ideas, people and resources around a shared vision and set of goals, strategies and tactics. Share your vision for the future of the arts in Richmond. Have your say!

- Complete the online survey and learn more at: howartworks.ca
- Email: culture@richmond.ca
- Tweet your ideas to: [#ArtWorksRichmond](https://twitter.com/ArtWorksRichmond)

Deadline for feedback is May 31, 2018

[f](https://www.facebook.com/CityofRichmondBC) @CityofRichmondBC
 [t](https://twitter.com/Richmond_BC) @Richmond_BC
 [i](https://www.instagram.com/HowArtWorks) @HowArtWorks



You are invited!


Community Dialogue session
Monday, March 19, 7:00 to 9:00 p.m.
 City Centre Community Centre, 5900 Minoru Blvd.

What is your vision for a vibrant future for the arts in Richmond? What kind of art activities and cultural spaces do you want to see in your community? Join the conversation about how we can best move the arts forward in our communities and be part of the development of a new Richmond Arts Strategy.

Learn about the Arts Strategy development process, provide important feedback on key issues and hear about additional opportunities to take part in the process over the next few months, including an online survey, drop-in cultural cafes, and other pop-up activities.

Pre-registration required: culture@richmond.ca
 (Please indicate if you are representing a cultural organization.)

For more information about the Richmond Arts Strategy and the arts in Richmond, visit www.howartworks.ca

[f](https://www.facebook.com/CityofRichmondBC) @CityofRichmondBC
 [t](https://twitter.com/Richmond_BC) @Richmond_BC
 [i](https://www.instagram.com/HowArtWorks) @HowArtWorks
 

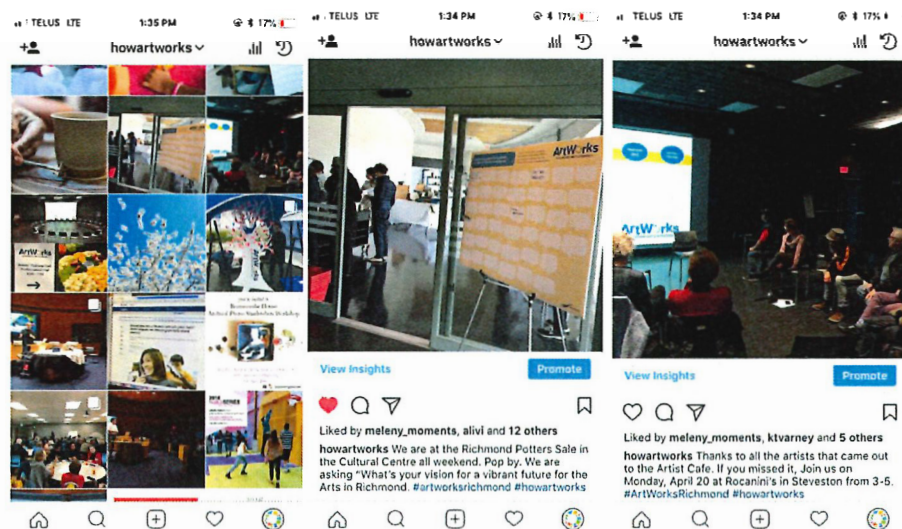
Advertisements and Media coverage

- New Releases: February 27, April 30 and May 24
- Ads in Richmond News: May 10 and May 30
- Ad in The Sentinel: May issue
- Sing Tao: Mentioned in May 1 publication
- Ads in Gateway Program: March and April
- Ad in Richmond Youth Dance Company Showcase program: March 2
- Ad in Richmond Delta Youth Orchestra program: March 10, April 21

Other

- 320 posters in community centres, libraries, City facilities, public spaces and community sites
- "Take the survey" buttons worn by Cultural Centre staff
- 2,000+ Postcards distributed at community centres as well as meetings, programs and pop-up kiosks at 26 venues including Gateway Theatre, Lipont Art Centre, Cherry Blossom Festival, Branscombe House, River Rock restaurant, Lulu Series, Concord Gardens ARTS units, Arts at Work workshops and Kwantlen Farmers Market.

Online



Howartworks.ca

- 5,246 webpage visits during the campaign

Social Media Posts

- 33 Instagram posts @howartworks to 501 followers
- 18 Facebook posts on @cityofrichmondca to 6,473 followers
- 18 Twitter posts on @Richmond_BC to 5,498 followers

Social Media Shares

- Details of the ArtWorks campaign were shared by the Richmond Museum (Facebook and Twitter), Fun Richmond (Facebook), Richmond Economic Development (Twitter), Cinevolution (Facebook), Richmond Arts Coalition (Instagram and Facebook), Lipont Art Centre (WeChat) and Clarkson Events (Instagram and Facebook)

Digital Advertisements

- Announcements on digital screens at the Richmond Oval and all community centres
- Google Ads (impressions: 147,053, total clicks: 384)
- Instagram Ads (reach: 3,359 people)

Emails

- Targeted emails including e-newsletters to Artist Directory and the Arts Strategy mailing lists (515 subscribers), emails to Let's Talk Richmond mailing list (4,305 subscribers) and, via partners, hundreds of emails to community members, staff, local organizations and artists via personal messages and targeted stakeholder lists.

Richmond Arts Strategy Task Group

The following members of the Richmond Arts Strategy Task Group are assembled to be community ambassadors and champions to provide support, direction and feedback to the Project team.

Community Members

- **Glen Andersen**, artist, environmentalist
- **Sid Akselrod**, artist, art teacher Steveston Secondary
- **Linda Barnes**, former Richmond City Councillor, chair of Steveston Historical Society, Richmond Arts Coalition and Steveston 20/20 Group
- **Ceri Chong**, Industry Development Manager, Tourism Richmond
- **Sandra Ciccozzi**, Richmond Potters' Club
- **Gabby Cometa**, Richmond Youth Media Program
- **Chris Ho**, Vice-President of Development, Polygon Homes
- **Jonathan Der**, musician, conductor, Richmond Delta Youth Orchestra
- **Rob Fillo**, artist, Executive Director, Richmond Arts Coalition, Vancouver Media Services Inc.
- **Sudnya Mulye**, Artistic Director, Sudnya Dance Academy
- **Jay Nunns**, Artistic & Community Engagement Director, CircusWest Performing Arts Society
- **Terry Point**, researcher, curator, support worker, Aboriginal Education, SD#38
- **Marcus Prasad**, board member, Richmond Art Gallery, UBC student
- **Andrea Paterson**, writer, visual artist
- **Angelica Poversky**, artist, poet, artistic programmer, UBC student
- **Carolyn Robertson**, Dean of Wilson School of Design, Kwantlen Polytechnic University
- **Quelemia Sparrow**, First Nations actor, director and writer (Musqueam Nation)
- **Jovanni Sy**, Artistic Director, Gateway Theatre
- **Minghui Yu**, IT professional
- **Thomas Yu**, artist, board member, Richmond Chinese Community Society
- **Toni Zhang McAfee**, Executive Director, Vancouver Lipont Art Centre

Staff

- **Suzanne Carter-Huffman**, Senior Planner, Planning & Development
- **Kirsten Close**, Coordinator, Major Projects, Community Services
- **Donna Lee**, Inclusion Coordinator, Community Social Development
- **Neonila Lilova**, Manager, Economic Development, Finance and Corporate Services



City of Richmond

Report to Committee

To: Parks, Recreation and Cultural Services Committee
From: Jane Fernyhough
Director, Arts, Culture and Heritage Services
Re: Tait Waterfront Park Sculptural Pavilion Public Art Concept

Date: July 9, 2018
File: 11-7000-09-20-129/Vol 01

Staff Recommendation

That the concept proposal, *Wake*, for the Tait Waterfront Park by Aaron and Christian Zenga, as presented in the report titled "Tait Waterfront Park Sculptural Pavilion Public Art Concept" dated July 9, 2018, from the Director, Arts, Culture and Heritage Services, be endorsed.

Jane Fernyhough
Director, Arts, Culture and Heritage Services
(604-276-4288)

Att. 3

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Finance Department	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
Recreation Services	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO

Staff Report

Origin

On February 13, 2018, Council endorsed the public art project artist terms of reference for a civic public artwork to be located at Tait Waterfront Park.

This report brings forward the recommended artist concept for the Tait Waterfront Park Sculptural Pavilion as chosen through an arm's-length artist selection process, facilitated by City staff and following procedures outlined in the Public Art Program's Administrative Guidelines.

This report supports Council's 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

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

2.1. *Strong neighbourhoods.*

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.*

Analysis

Background

The Tait residential neighbourhood covers an area of 68 ha (168 ac.) and is located south of the North Arm of the Fraser to Bridgeport Road, between Shell and No. 4 Road. The neighbourhood is characterized by single-family homes south of River Drive and multi-family housing closer to the river. It is in close proximity to the Bridgeport Canada Line station.

Terms of Reference – Tait Waterfront Park Sculptural Pavilion Public Art Opportunity

The Call to Artists for the Tait Waterfront Park Sculptural Pavilion describes the art opportunity, themes, site description, scope of work, budget, selection process, schedule and submission requirements. Eligibility was for professional artists residing in British Columbia and Alberta (Attachment 1). The Call was issued on March 12, 2018 and closed on April 3, 2018.

Community Programming and Engagement

The Sculptural Pavilion will function as a picnic shelter and provide shade and protection from inclement weather for park users. The sheltered space will provide an opportunity for nearby Cambie Community Centre to activate the space with a pilot program of daytime activities and workshops from spring to fall, beginning in 2019. A variety of health and wellness activities and workshops will be offered to welcome new residents into the park and to encourage multigenerational cross-cultural exchanges and community building. A monitored community

bulletin board and secure storage unit will be provided on-site to facilitate and support community engagement programming.

Artist Selection Process

During the first stage of the process, 19 submissions by artists from British Columbia and Alberta were received. On April 9, 2018, following the Public Art Program's administrative procedures for artist selection for civic public art projects, a selection panel reviewed the submissions.

Members of the selection panel included:

- Daniel Laskarin, professional artist and educator;
- Julie York, professional artist and educator;
- Irfan Sonowala, Dava Developments Ltd;
- Imu Chan, professional architect; and
- Mark McCallum, Principal, Tait Elementary School.

City staff and the landscape architect of record for Tait Waterfront Park attended the selection panel meeting to provide project background and to answer any questions regarding the park design and City administrative processes.

Following discussion and deliberation, the panel shortlisted four artists to attend a finalist interview and provide a presentation on their artist concept.

The shortlisted artists were:

- Mark Erickson / Studio North, Calgary, AB;
- Aaron and Christian Zenga, Vancouver, BC;
- Michael Yahgulanaas / Y Public Art, Vancouver, BC; and
- Illarion Gallant, Victoria, BC.

The shortlisted artists responded to the theme "Anchors, Ties and Settlements", in acknowledgement of Richmond's maritime and agrarian heritage and its rapidly growing culturally diverse population. Artists were invited to explore innovative and imaginative ways to combine art and design approaches to create a safe and accessible Sculptural Pavilion for all ages and abilities.

On May 7, 2018, the selection panel met to interview the four shortlisted artists and artist teams. Following a thoughtful and considered deliberation, the panel recommended Aaron and Christian Zenga's artist concept for the Tait Waterfront Park Sculptural Pavilion. The selection panel was impressed with the artists' concept and its ability to infuse creative expression through symbolic and sculptural representations of water, while maintaining clear and unobstructed space and sight line requirements.

Recommended Artists

Aaron and Christian Huizenga are an interdisciplinary artist team based in Vancouver. The artists are experienced craftsmen working with a variety of materials. Their unique functional artworks are intricately fabricated and have been successfully installed around public sites in Metro Vancouver.

Recommended Artist Concept, "Wake"

The artist concept, *Wake*, is designed as an inclusive space for a diverse range of uses. The proposed pavilion minimizes visual and physical barriers, and maximizes the kinds of activities that can take place within and around it. The low-impact post system creates the effect of a buoyant roof structure with intersecting forms to create apertures for natural light to illuminate the covered space beneath. Overhead, the cedar rafters comprise a twisting form to animate the underside of the roof for users of the pavilion. Powder-coated aluminum panels rise and fall, suggesting the undulating waves of the Fraser River (Attachment 2).

The artists describe the proposed concept as follows:

"Wake aims to articulate a multi-use community space that not only provides shelter, but aims to bring a playful dynamism to the Tait Waterfront Park and neighbourhood."

On May 8, 2018, the Public Art Advisory Committee reviewed the concept proposal and endorsed the project (Attachment 3). Comments and feedback from the Committee referenced durability and maintenance of materials, risk-management and safety issues, and maintaining a clear and unobstructed space beneath the pavilion to accommodate a wide variety of programming uses.

A technical review and coordinating phase with City staff and the project landscape architect will be included with the design development phase of the artwork.

Financial Analysis

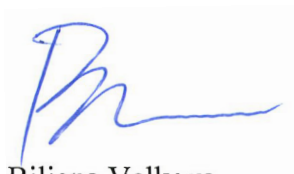
The proposed project budget is funded from the 2015 Public Art Capital Budget. The budget of \$130,000 is provided to the artists for the design, professional engineering fees, insurance, administration, fabrication and installation of the artwork, including all related artist expenses. An additional \$20,000 construction credit from Dava Developments Ltd. for the original specified proprietary picnic shelter will be provided for site preparation, foundation construction and finished paving. The ongoing maintenance for this artwork will be the responsibility of the Public Art Program, from existing funds set aside for maintenance.

Financial Impact

None.

Conclusion

The Tait Waterfront Park Sculptural Pavilion is a functional public artwork, serving as an open-air picnic shelter and community gathering space. The project will support local community place-making initiatives and contribute to creating a culturally rich environment in a rapidly growing vibrant and sustainable city.



Biliana Velkova
Public Art Planner
(604-247-4612)

- Att. 1: Tait Waterfront Park Sculptural Pavilion, Call to Artists
2: Artist Concept for *Wake*
3: Richmond Public Art Advisory Committee Minutes

call to artists

PUBLIC ART
RICHMOND



Tait Waterfront Park Sculptural Pavilion

Request for Proposals, RFP

March 2018

Figure 1. Aerial photograph of Tait Elementary School, showing playing fields and surrounding Tait Neighbourhood, ca1977, City of Richmond Archives, Photograph #1978 26 168

OPPORTUNITY

The Richmond Public Art Program is seeking an artist, artist team or artist-led design team to create a sculptural pavilion for the new Tait Waterfront Park. The artwork will function as a picnic shelter that may also accommodate other formal and informal community-based activities and programming such as yoga, tai-chi and performing arts events. The civic artwork will be located in a prominent location near the entrance to Tait Waterfront Park at 10211 River Drive.

This is a two-stage open artist call. Following review of the submissions, the Selection Panel will recommend up to three artists to be shortlisted. Shortlisted artists will be invited to develop concept proposals and attend an interview. An interview fee of \$1,000 will be paid to each of the shortlisted artists or artist teams. All information about the opportunity is contained herein.

Artist Fee: \$130,000 CAN

Eligibility: Artists residing in British Columbia and Alberta

Deadline: Tuesday, April 3, 2018, 5:00 p.m. PST

Completion: Spring 2019

call to artists

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BACKGROUND

The Tait residential neighbourhood covers an area of 68 ha (168 ac.) and is located south of the North Arm of the Fraser River to Bridgeport Road, between Shell Road and No.4 Road. The neighbourhood is characterized by single-family homes close to Bridgeport Road and multi-family housing closer to the river and is in close proximity to the Bridgeport Canada Line station.

Much of the land was originally subdivided in the mid-1940s under the Veterans Land Act to house servicemen and women returning from World War II. The Veterans Land Act (VLA), established in 1942, provided housing and provisions of small holdings for part-time farmers. There were a number of VLA subdivisions in Richmond including Thompson, Cora Brown, Tait, Gray and Grauer. The Tait, Gray and Grauer subdivisions were built in 1945 by the Bennett & White Construction Company. Today, most of these areas have had their density increased by infill housing, although the occasional large lot is still in existence. These early, low-density subdivisions were the precursor to Richmond's suburban development in the 1950's. The area is also impacted by aircraft noise due to its proximity to the Vancouver International Airport.

The new Tait Waterfront Park will enhance the liveability of the community and contribute to the provision of amenities including Tait Neighbourhood School and Park, Cambie Community Centre and a new child care centre as part of the proposed residential development east of the park.

TAIT WATERFRONT PARK DESIGN

The design for the park is inspired by its location at the edge of the Fraser River. Meandering pathways with sturgeon imprints, "log jam" play structures and landscape plantings will combine to emphasize the natural character of the site's context. A variety of uses and features are proposed, including an open lawn and picnic area, basketball/multi-use hard surface courts and a play-scape environment. Pathways will provide multiple access points from River Drive and the dike trail. Primary pathways will be accessible and secondary, exploratory pathways will connect the various features of the park together. To provide shade and comfort during the summer, deciduous shade trees of various types will be strategically placed around the park. Other planting will be used to increase biodiversity and create habitat for wildlife.

PUBLIC ART OPPORTUNITY

The new Tait Waterfront Park will offer an artist or artist team the opportunity to design, fabricate and install a sculptural pavilion to function as a picnic shelter and be suitable for outdoor group activities such as tai-chi, yoga and other types of fitness and community activities. The sculptural pavilion will provide nearby Cambie Community Centre with an outdoor space to provide daytime programming during spring, summer and fall. City staff will engage in exploratory discussions with other community organizations and schools to determine interest and feasibility for satellite programming opportunities.

call to artists

PUBLIC ART
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THEME: “ANCHORS, TIES AND SETTLEMENTS”

The theme “Anchors, Ties and Settlements” acknowledges Richmond's maritime and agrarian heritage and its growing culturally diverse population. Artists are invited to explore innovative ways to create safe and socially inclusive spaces for intergenerational users and individuals with special needs. In addition, artists are encouraged to visit the site and conduct research to understand the geographical and cultural characteristics of the site, neighbourhood and its relationship to the city.

LOCATION

The sculptural pavilion will be located close to the park entrance at McLennan Avenue and River Drive, and will act as a gateway landmark and prominent gathering space for this new residential community. The selected artist will work with design consultants and staff to determine the artwork's exact location and requirements for site preparations.

BUDGET

A total budget of up to \$130,000 CAD, plus applicable taxes is available for this project. This budget will include (but is not limited to) artist fees, design, permitting as required, engineering fees, fabrication, photography, insurance and all applicable taxes (GST excluded). An additional budget of up to \$20,000 will be provided for site preparation. Shortlisted artists will be required to provide a detailed budget as part of their second stage submission package.

DESIGN CONSTRAINTS

The sculptural pavilion shall cover a minimum area of 800 square feet. Artists will be required to work with long-lasting materials that are durable and low maintenance. Consideration must be given to the pedestrian and vehicular experiential approaches from River Drive and McLennan Avenue, and the relationship of the pavilion to the open lawn area of the park.

ARTIST ELIGIBILITY

This opportunity is open to artists or artist teams residing in British Columbia and Alberta. Qualified artists will have proven experience producing artworks of similar scale. City of Richmond staff, Public Art Advisory Committee members, selection panel members, project personnel, immediate family members and artists who are currently contracted by the Public Art Program are not eligible to apply.

SELECTION PROCESS

A selection panel will review submissions and recommend the artist/artist team through a two-stage open call process. For stage one, artists are asked to submit a preliminary idea or approach for the site. For stage two, up to three artists will be invited to attend an artist orientation session, prepare a detailed concept design, detailed project budget and attend a finalist

call to artists

PUBLIC ART
RICHMOND

presentation and interview. An artist fee of \$1,000, including all taxes, but excluding GST, will be paid to each of the shortlisted artists or artist teams.

Finalists outside of Greater Vancouver will be reimbursed for travel and lodging expenses up to \$750 to attend the interview in Richmond. If applying as a team, travel reimbursement will only allow for one member of the team to attend the interview in person. Other members can attend at their own expense or via Skype or telephone conference.

At the end of the second stage selection process, the selection panel will recommend one artist or artist team concept proposal to City Council for approval. Supplemental information from the selected artist may be required by City staff prior to presentation to Council.

ARTIST SELECTION CRITERIA

The following criteria will inform the artist selection process:

Stage 1

- Artistic merit of Artist Statement of Intent in response to project theme and goals.
- Artist's demonstrated qualifications, skills and experience of past work.
- Ability of the artwork to respond to the existing character of the site by taking into account scale, colour, material, texture and geographical, social and cultural context of the location.
- Artist's capacity to work with other design professionals and stakeholders.
- Appropriateness of the proposal to the Public Art Program goals: www.richmond.ca/culture/publicart/plans/policy.

Stage 2

- Artist response to any feedback and follow-up questions from Selection Panel regarding artistic merit of Artist Statement of Intent and Conceptual Artist Sketch in response to project theme and goals.
- Artist response to any feedback and follow-up questions from Selection Panel regarding ability of the artwork to respond to the existing character of the site by taking into account scale, colour, material, texture, content and the physical characteristics of the location.
- Artist response to any feedback and follow-up questions from Selection Panel regarding appropriateness of the proposal to the Public Art Program goals: www.richmond.ca/culture/publicart/plans/policy.
- Detailed project budget including, but not limited to: artist fees, materials, fabrication, administration, insurance, installation, documentation, permits and consultant fees.
- Project Timeline, including project start in June and completion by spring 2019.

call to artists

PUBLIC ART
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- 3D artist visualizations and/or models to communicate how the artwork will respond to the site including scale, colour, material, texture, content, installation method and the physical characteristics of the location.
- Artwork sensitivity to environmental concerns with respect to artwork materials and method of fabrication and installation.

SUBMISSION REQUIREMENTS

E-mail all documentation as one (1) PDF document, not to exceed a file size of 5 MB to: publicart@richmond.ca

- INFORMATION FORM – Please complete the information form attached to this document.
- STATEMENT OF INTENT – 300 words or less, explaining conceptual approach to the work, why the artist is interested in this opportunity and how the project responds to the selection criteria.
- ARTIST CV – (1 page maximum). Teams should include one page for each member.
- WORK SAMPLES – 10 supporting image samples of previous work. One image per page. Please include artist name(s), title, year, location and medium information to be on each image page.
- REFERENCES – Three references who can speak to your abilities, skills and accomplishments. Please provide name, title and contact telephone number and/or email. Reference letters are not required. Teams should include two references for each member.

PROJECT TIMELINE

Submission Deadline:	April 3, 2018, 5:00 p.m. PST
Finalist Notifications:	April 10, 2018
Short-listed Artists Orientation:	April 12, 2018, 5:30-6:30 p.m.*
Artist Interviews:	May 7, 2018, from 5:30 p.m. *
Completion:	Spring 2019

* Applicants shall reserve this date in their calendar. Meetings will take place at Richmond City Hall, 6911 No.3 Road.

SOURCES FOR ADDITIONAL INFORMATION

- [CITY OF RICHMOND PARKS AND RECREATION](#)
- [CAMBIE COMMUNITY CENTRE](#)
- [TAIT ELEMENTARY SCHOOL](#)
- [CITY OF RICHMOND ARCHIVES](#)

call to artists

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SUBMISSION GUIDELINES

1. All supporting documents must be complete and strictly adhere to these guidelines and submission requirements (above) or risk not being considered.
2. All submissions must be formatted to 8.5 x 11 inch pages. Portfolio images and concept sketches would be best formatted to landscape format.
3. Submission files must be 5 MB or smaller.
4. If submitting as a team, the team should designate one representative to complete the entry form. Each team member must submit an individual resume/curriculum vitae. (See Submission Requirements)
5. All documents must be sent by e-mail to: publicart@richmond.ca

ADDITIONAL INFORMATION

1. The selected artist will be required to comply with WCB coverage requirements and \$5,000,000 general liability insurance.
2. Please be advised that the City and the selection panel are not obliged to accept any of the submissions and may reject all submissions. The City reserves the right to reissue the Artist Call as required.
3. All submissions to this Artist Call become the property of the City. All information provided under the submission is subject to the Freedom of Information and Protection of Privacy Act (BC) and shall only be withheld from release if an exemption from release is permitted by the Act. The artist shall retain copyright in the concept proposal. While every precaution will be taken to prevent the loss or damage of submissions, the City and its agents shall not be liable for any loss or damage, however caused.
4. Extensions to the deadline will not be granted under any circumstances. Submissions received after the deadline and those that are found to be incomplete will not be reviewed.

QUESTIONS

Please contact the Richmond Public Art Program:

Tel: 604-204-8671

E-mail: publicart@richmond.ca

call to artists

PUBLIC ART
RICHMOND



Figure 1. Proposed Site Plan for Tait Waterfront Park showing general location of the public artwork.

call to artists

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RICHMOND

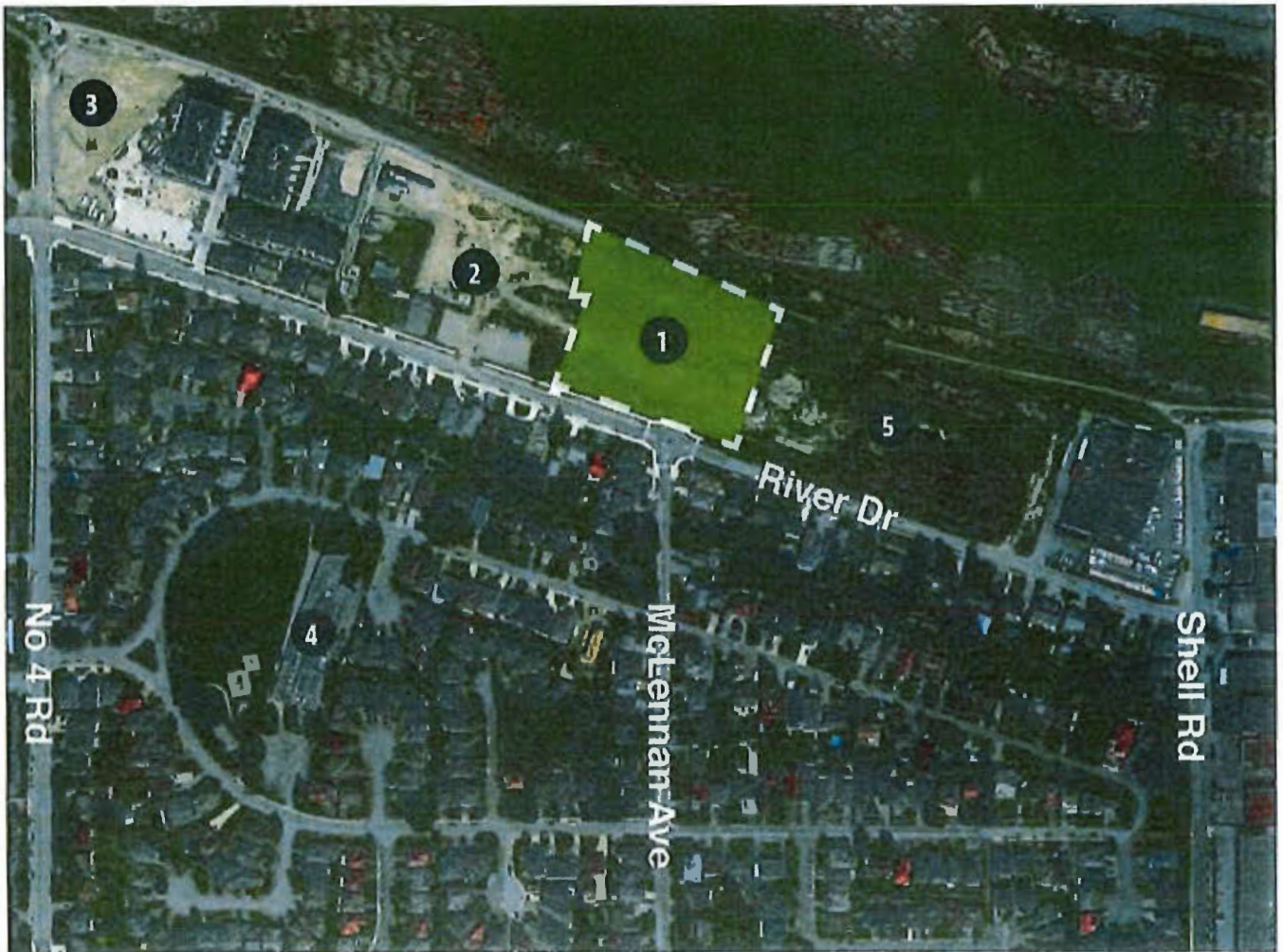


Figure 2 – Context Map and Location of Tait Waterfront Park. 1)Tait Waterfront Park, 2) Future Town Homes, 3) West Park, 4) Tait Elementary School, 5) Future Development

call to artists

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TAIT WATERFRONT PARK SCULPTURAL PAVILION

Attach one (1) copy of this form as the first page of the submission.

Name: _____

Team Name: (if applicable) _____

Address: _____

City: _____ Postal Code: _____

Primary Phone: _____ Secondary Phone: _____

E-mail: _____ Website: _____
(One website or blog only)

Incomplete submissions will not be accepted. E-mailed submissions over 5 MB will not be accepted. Information beyond what is listed in the checklist will not be reviewed.

List Team Member Names: (Team Lead complete above portion)

Please let us know how you found out about this opportunity:

Would you like to receive direct e-mails from the Richmond Public Art Program? ☐ Yes ☐ No

Signature: _____ Date: _____

Submit applications by e-mail to: publicart@richmond.ca

Additional Information

Please be advised that the City and the selection panel are not obliged to accept any of the submissions and may reject all submissions. The City reserves the right to reissue the RFP as required. All submissions to this RFP become the property of the City. All information provided under the submission is subject to the Freedom of Information and Protection of Privacy Act (BC) and shall only be withheld from release if an exemption from release is permitted by the Act. The artist shall retain copyright of the submitted documents. While every precaution will be taken to prevent the loss or damage of submissions, the City and its agents shall not be liable for any loss or damage, however caused.

Artist Concept For *Wake*

By Aaron and Christian Zenga



Figure 1 – Artist three-dimensional rendering of *Wake*.



Figure 2 – Artist three-dimensional rendering of *Wake* in an imagined park setting.

CNCL - 276



Figure 3 – Artist rendering illustrating health and wellness-based programming for local community members.



Figure 4 – Artist rendering of *Wake* from River Road park entrance.

Richmond Public Art Advisory Committee Minutes (excerpt)
Tuesday, May 8, 2018

TAIT WATERFRONT PARK PAVILION CONCEPT PROPOSAL

Elisa Yon presented the recommended concept proposal from a two-stage selection process for a sculptural pavilion. Ms. Yon presented the site plan, selection panel and recommended artwork. It was noted that this will be a public picnic shelter that will be used as a satellite space for other programming (by Cambie Community Centre). This covered space will be used to pilot health and wellness-type activities.

The selection panel met in April and shortlisted several artists, of which, one was chosen. The Committee looked at the concept proposal for the selected artist. Members discussed the piece including the internal posts posing an issue, the open apertures allowing light to penetrate the space, rain chains posing a possible risk for climbing and possible bulletin board and storage being incorporated into the space. It was noted that plexi glass may be put into the apertures to keep rain out. Discussion ensued on plantings and maintenance. It was noted that the next stage will be working with the artist and the landscape architect. This space may potentially be used for concerts as well, and it was recommended to consider a slope to create an amphitheatre for this use. The scale of this piece will be between 8 and 14 feet.

Members discussed why this structure is so close to the road and not closer to the park. Members discussed potential factors such as crime prevention through environmental design.

It was moved and seconded

That the Richmond Public Art Advisory Committee support the selection panel's recommendation.

CARRIED



City of Richmond

Report to Committee

To: Parks, Recreation and Cultural Services
Committee

From: Elizabeth Ayers
Director, Recreation Services

Re: **Community Wellness Strategy 2018-2023**

Date: June 25, 2018

File: 01-0370-20-002/2018-
Vol 01

Staff Recommendation

1. That the Community Wellness Strategy 2018-2023, and companion documents, as outlined in the report titled "Community Wellness Strategy 2018-2023," dated June 25, 2018 from the Director, Recreation Services, be adopted; and
2. That staff report back at the mid-point and end of the implementation period of the Community Wellness Strategy 2018-2023, as outlined in the report titled "Community Wellness Strategy 2018-2023," dated June 25, 2018 from the Director, Recreation Services.

Elizabeth Ayers
Director, Recreation Services
(604-247-4669)

Att. 2

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Communications	<input checked="" type="checkbox"/>	
Arts, Culture & Heritage	<input checked="" type="checkbox"/>	
Community Social Development	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
Fire Rescue	<input checked="" type="checkbox"/>	
Policy Planning	<input checked="" type="checkbox"/>	
Transportation	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO

Staff Report

Origin

The draft Community Wellness Strategy 2018-2023 was adopted by Council on May 14, 2018, for the purpose of seeking stakeholder and public validation of the strategy. This report responds to the resulting referral:

That the Final Community Wellness Strategy 2018-2023, including the results of the stakeholder and public validation, be reported back to the Parks, Recreation and Cultural Services Committee.

The purpose of this report is to present the stakeholder and public validation process, the results of the validation processes, and the Community Wellness Strategy 2018-2023 for adoption (Attachment 1). The Community Wellness Strategy, developed in partnership with Vancouver Coastal Health – Richmond (VCH) and Richmond School District No. 38 (SD38) identifies innovative and collaborative approaches to improve the overall wellness of Richmond residents and to allow individuals, neighbourhoods, and the community as a whole to thrive. The Strategy also demonstrates leadership in prioritizing wellness as a contributor to a vibrant, appealing, and liveable community.

This report supports Council's 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

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

2.1. Strong neighbourhoods.

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

This report supports Council's 2014-2018 Term Goal #3 A Well-Planned Community:

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

This report supports Council's 2014-2018 Term 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.

5.2. Strengthened strategic partnerships that help advance City priorities.

This report supports Council's 2014-2018 Term 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.

9.1. *Understandable, timely, easily accessible public communication.*

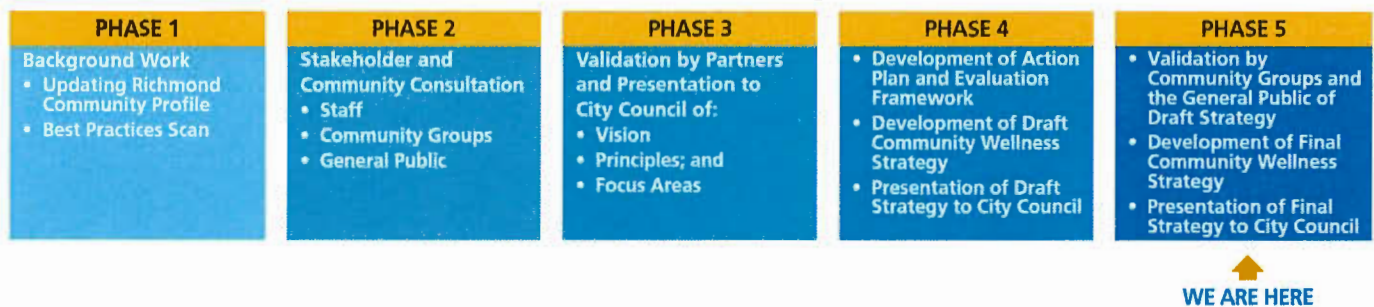
9.2. *Effective engagement strategies and tools.*

Analysis

Background

The diagram below provides a summary of the Community Wellness Strategy 2018-2023 development process. Staff are currently in Phase 5, which includes validation of the draft Strategy by Community Groups and the General Public, preparation of the final Strategy, and presentation of the Community Wellness Strategy 2018-2023 to Council for adoption.

Diagram: Community Wellness Strategy 2018-2023 Development Process



Community Validation Process

The purpose of the stakeholder and public validation process was to gain feedback on the action plan identified within the Strategy to ensure that the actions resonate with the community and that they represent what needs to be done in order to improve wellness opportunities for Richmond residents.

The validation process included:

- An online survey via *Let's Talk Richmond*, which was available from June 11–June 24, 2018.
- Two open houses, on June 13 and June 16, 2018, where the Strategy and action items were presented, staff were available to answer questions, and participants were invited to complete a survey or provide comments on poster boards. Children and youth were invited to attend the open houses and special activities were included to solicit feedback from these participants.

These opportunities were promoted extensively through email invitations to stakeholder groups, newspaper advertisements, in-house promotions in facilities, social media and word-of-mouth.

Community Validation Results

An estimated 175 people participated in the open houses and 226 residents completed a survey either in person or via Let's Talk Richmond. In addition, there were over 200 specific comments made in regards to the Strategy and its actions.

The feedback received demonstrated strong overall support for the Community Wellness Strategy 2018-2023, and specifically for the action items outlined in the Strategy. Participants recognize the importance of wellness at an individual, neighbourhood and community level with feedback as follows:

It looks like a comprehensive approach to understanding wellness, equity and accessibility to supports that will enhance wellness at the individual and community levels;

I think these are excellent ideas to further increase well-being and a sense of community for all residents. I love living in Richmond as it feels very welcoming and inclusive and I'm happy to see that we are working towards promoting healthy living for all age groups; and

Communication, education and local engagement at all ages and at the neighbourhood level are key elements. Feeling connected, respected and valued promotes physical and mental health. These appear to be addressed in the objectives.

Survey respondents were asked a series of specific questions to gauge whether or not the action items resonated with participants and to confirm that the actions will help to improve wellness at the individual, neighbourhood and community levels. The questions and responses are provided in Table 1 below.

Table 1: Let's Talk Richmond Survey Questions Regarding Action Items

Survey Question	% of Respondents that Strongly Agree or Agree
I feel that putting in place a healthy active living campaign to increase awareness, understanding and participation in physical activity, healthy eating and mental wellness opportunities will have a positive impact on the wellness of Richmond residents.	94%
I feel that being able to easily access healthy safe foods close by at a neighbourhood level will help promote healthy eating and wellness.	93%
I feel that being able to access information, resources and services about mental wellness will help support and promote mental wellness for Richmond residents.	90%
I feel that having a greater focus on neighbourhood level programs and services, as well as facilities, amenities and natural environment supports will contribute to a sense of belonging and social connectedness.	91%

Table 1 Continued

Survey Question	% of Respondents that Strongly Agree or Agree
I feel it is important to find ways to reach out to and support individuals and groups who have difficulty participating in community services and programs that contribute to their wellness.	91%
I feel that enhancing the opportunities for safe and enjoyable walking and cycling will help to encourage more walking and cycling by Richmond residents.	87.5%
I feel it is important to improve places and spaces at a neighbourhood level to make them accessible, inviting, healthy and safe.	95%
I feel that increasing indoor and outdoor opportunities for unstructured play city-wide and at a neighbourhood level will contribute to wellness. Examples include increasing nature play equipment and free play equipment boxes at community centres and parks.	91%
I believe that providing incentives for Richmond residents to engage in healthy activities is important to achieving wellness for Richmond. Examples include downloading and participating in apps that provide points for taking part in healthy daily activities.	74%
I believe it is important to strengthen the understanding of the benefits of wellness and increase awareness of the many opportunities that are available for residents to take part in healthy activities.	91%

At the open houses children and youth were invited to participate by sculpting with play dough or drawing on paper what activities are fun to them and make them healthy. Children highlighted that going to the playground or participating in recreational activities such as basketball, swimming and soccer keep them healthy and happy. In addition, children and youth pointed out that eating foods such as apples, bananas and various vegetables keeps them healthy as well. Samples of the children's feedback is included in Attachment 2.

Strong support was garnered at the public open houses from residents of all ages; many residents also expressed their feedback and support via the online survey on Let's Talk Richmond. It was evident through the survey results and from the validation received in-person that the actions were deemed as making a difference in terms of contributing to wellness opportunities for Richmond residents.

Validation Process Impact for the Community Wellness Strategy 2018-2023

The validation process demonstrated strong support for the Community Wellness Strategy 2018-2023. As a result of this, no significant changes are being made to the draft Strategy. The validation did highlight to staff three areas that were mentioned by a number of people, emphasizing their importance:

- Free and low cost/accessible programs were noted as important to residents:

Please try to keep opportunities low cost and easy to access.

- Providing safe walking/biking routes:

It has been wonderful to have a greenway running parallel to Railway Ave. As I live in Steveston and work in central Richmond, I have been able to cycle to work quite quickly, away from the exhaust of automobiles, buses and trucks and out of roadway largely designed for 4 wheeled vehicles. Cycling to and from work have been highlights of my day. The rides also help me arrive at work and at home with my head in a good place and alert.

- Recognition that focusing on healthy opportunities for children and youth will help now and have a lasting impact for the future:

Encourage participation for children at school (from elementary school all the way to high school) which will hopefully increase or enhance kid's ability to improve their health (physically, mentally, and spiritually). Have good healthy habits in their adulthood.

Initial Implementation

The next step for staff will be the implementation of the Community Wellness Strategy 2018-2023. This process has already begun, as the implementation of several priority actions listed in the Strategy has started.

As an example, the implementation of the 'Resilient Streets Program' is currently underway; this initiative aims to increase neighbour-to-neighbour connections, starting with the East and West Cambie neighbourhoods. To date several Resilient Streets events have been hosted, where residents in the East and West Cambie neighbourhoods had a chance to get to know their neighbours, attend free family-friendly events and learn about micro-grants available to them to support hosting a gathering or doing a fun, hands-on project with neighbours. Several real life success stories of neighbours meeting came out of the events, which illustrates steps being taken towards increasing Richmond residents' sense of belonging to their neighbourhoods.

Staff are committed to reporting back on the outcomes of the Community Wellness Strategy 2018-2023 at the mid-point and end of the implementation period.

Financial Impact

Most of the actions identified within the Strategy will be accomplished through the use of existing resources; in some instances this will involve the re-allocation of current resources. Staff will also continue to work with community partners to apply for grants and other funding opportunities as they become available. If a distinct circumstance arises during the Strategy implementation process where additional resources are required to accomplish an action, an additional level request will be submitted through the annual budget process.

Conclusion

A collaborative and holistic approach to improve wellness for Richmond residents has resulted in a successful partnership and the development of the Community Wellness Strategy 2018-2023. The Strategy provides a five-year plan for ensuring that opportunities for Richmond residents are in place to improve wellness and to allow individuals, neighbourhoods and communities to thrive. This has been accomplished through a vision, principles, action plan and evaluation framework that are outlined in detail within the Strategy. Upon adoption of the Strategy by Council, City staff will embark on the implementation of the Community Wellness Strategy 2018-2023 and will report back at the mid-point of the implementation timeframe.



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- Att. 1: City of Richmond Community Wellness Strategy 2018-2023, A Partnership Project: City of Richmond, Vancouver Coastal Health – Richmond, Richmond School District No. 38
2: Community Wellness Strategy 2018-2023 Validation Open Houses – Children and Youth Activity Results



City of Richmond Community Wellness Strategy 2018-2023

A Partnership Project: City of
Richmond, Vancouver Coastal
Health – Richmond, Richmond
School District No. 38



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Executive Summary

The City of Richmond has partnered with Vancouver Coastal Health-Richmond and Richmond School District No. 38 to develop a Community Wellness Strategy for Richmond (2018 -2023). The purpose of this five year strategy is to identify innovative and collaborative approaches to most effectively impact wellness outcomes for Richmond residents, increase the awareness of the benefits of active community engagement and healthy lifestyles for residents in all Richmond neighbourhoods. This strategy also demonstrates leadership in prioritizing wellness as a contributor to a vibrant, appealing and livable community.

Richmond residents are generally healthy; data from the My Health My Community survey indicates that Richmond residents live longer, feel less stressed, have healthier weights, less chronic disease, smoke less and drink less than other comparison communities in BC. However, there are areas for improvement, which include active living, mental and physical wellness, and a sense of belonging. According to the My Health My Community survey, Richmond ranks lower compared to other BC municipalities for three specific lifestyle practices that are strongly linked to health and wellness, these include physical activity, healthy eating (particularly fruit and vegetable intake) and social connectedness.

Wellness practices are highly influenced by an individual's knowledge of active and healthy lifestyles and mental wellness strategies and the ability to afford or access healthier options. Supportive social and physical environments can improve people's personal health practices and feelings of well-being. Wellness practices that start early in life are more likely to continue into adulthood. Many aspects of one's community and neighbourhood, such as community programs and services, employment opportunities, transit, school policy and location, parks and recreation opportunities, proximity to family and friends and personal time all affect people's ability to establish healthy and active lifestyles, build resilient neighbourhoods and engage in their communities.

Strategy Development Process

The Richmond Community Wellness Strategy 2018-2023 was developed through an iterative and multi-phased process involving many members of the general public, stakeholders, staff from all partner organizations and a strategic advisory committee.

CONTEXT	ENGAGEMENT	STRATEGY FRAMEWORK	ACTION PLAN & EVALUATION	FINAL STRATEGY
<ul style="list-style-type: none"> Richmond Community Profile Jurisdictional scan Review of background documents 	<ul style="list-style-type: none"> Strategic Advisory Committee Partners' staff Community organizations Public 	<ul style="list-style-type: none"> Development of Vision, Principles and Focus Areas Validation by Partners and Richmond City Council 	<ul style="list-style-type: none"> Develop Action Plan and Evaluation Framework 	<ul style="list-style-type: none"> Draft Richmond Community Wellness Strategy Validation by community organizations, public and City Council

Strategy Development Process Phases

Strategic Framework for Community Wellness

The development of the Strategic Framework, which includes the vision, principles and focus areas, was guided by:

- The Community Profile, which highlighted Richmond's changing demographics and indicators of where Richmond is doing well and where there are areas for improvement
- The definition of wellness that was informed by and resonated with stakeholders
- The community's feedback highlighting the themes of physical activity, healthy eating, mental wellness and social connectedness as key aspects of wellness
- The recognition that the importance of awareness, opportunity, access and supportive environments should be reflected in the Action Plan
- Wellness trends and evidence from the field identified in the Jurisdictional Scan

Community Wellness Strategy Vision and Principles

The Community Wellness Strategy Vision and Principles were developed following an extensive community engagement process and have been approved by Richmond City Council.

Vision

Richmond...active, caring, connected, healthy and thriving

Principles

- Engage in collective action
- Embrace a strength-based approach
- Monitor and evaluate to ensure accountability
- Be financially, socially and environmentally sustainable
- Be inclusive, equitable, respectful and celebrate diversity
- Synergize with existing plans, strategies and organizations

Community Wellness Strategy Focus Areas and Actions

Five priority focus areas for action were also identified through the community engagement process and endorsed by Richmond City Council. The focus areas provide a clear set of high level goals for the Community Wellness Strategy 2018-2023. Objectives and action items have been developed for each of the focus areas.

The full action plan identifies twenty-three comprehensive initiatives for implementation over the next five years. A sample of the action plans is listed in this executive summary. To view the detailed list of actions, please refer to Section 7.0 of this strategy.

Focus Area #1: Foster healthy, active and involved lifestyles for all Richmond residents with an emphasis on physical activity, healthy eating and mental wellness.

Objective #1

Increase the number of Richmond residents across all ages involved in physical activity and active, healthy lifestyles.

Key Action/Program/Initiative		Time-frame	Partner Lead
1	Develop and implement a healthy active living campaign to increase awareness, understanding and participation in physical activity, healthy eating, and mental wellness opportunities and benefits.	Develop 2018-2019 Implement 2019-2023	CoR
2	Implement initiatives to keep Richmond residents active through enhancing walking and cycling programs city-wide and at a neighbourhood level. Priority Action 1: Expand the scope of 'Move for Health Week' by including initiatives of the three partners (VCH-Richmond, SD38 and CoR), while also incorporating a focus on cycling. Priority Action 2: Increase neighbourhood level participation in the Walk Richmond program.	2019-2023 2019-2020 2020-2021	CoR



Objective #2

Increase the number of Richmond residents across all ages making healthy food choices.

Key Action/Program/Initiative	Time-frame	Partner Lead
1. Implement a Healthy Eating Strategy that increases access to healthy and safe foods at a neighbourhood level and builds upon and aligns with the Richmond Food Charter and the Regional Food System Action Plan ¹ . This includes coordinating and enhancing healthy eating opportunities in schools, public buildings, and where gaps have been identified at a neighbourhood level.	Ongoing to 2023	VCH-Richmond
Priority Action 1: Include healthy and, where possible, local food at concession stands, in vending machines and cafes in public facilities and schools.	2019-2020	
Priority Action 2: Expand community gardens in neighbourhoods across Richmond, to encourage social interaction, physical activity and access to fresh affordable vegetables and fruits for residents.	2018-2020	

Objective #3

Increase the number of individuals across all ages reporting a positive state of mental wellness.

Key Action/Program/Initiative	Time-frame	Partner Lead
1. Implement initiatives to increase access to mental wellness resources for residents.	2019-2023	SD 38
Priority Action 1: Enhance activities of the three partners to promote Mental Health Week.	2019-2020	
Priority Action 2: Implement an initiative to support residents' mental wellness through a 'Go-To' Mental Wellness Referral program. This initiative would involve enhancing the capacity of front line staff at City, public health and school facilities, so they would have the ability to connect individuals with the appropriate resources in Richmond.	2019-2021	

¹ Links to: Richmond Food Charter: https://www.richmond.ca/shared/assets/7_RichmondFoodCharter44751.pdf

Metro Vancouver Regional Food System Action Plan 2016 <http://www.metrovancouver.org/services/regional-planning/agriculture/rfs-strategy/Pages/about-the-strategy.aspx>

² <https://www.healthlinkbc.ca/healthy-eating/schools-and-communities>

Focus Area #2: Enhance physical and social connectedness within and among neighbourhoods and communities.

Objective #1

Provide opportunities to increase Richmond residents' sense of belonging to their neighbourhoods.

Key Action/Program/Initiative	Time-frame	Partner Lead
1. Develop and implement a Neighbourhood Strategy with a focus on programs, services and initiatives, as well as built and natural environment elements that enhance social connectedness within and among neighbourhoods. Priority Action 1: Implement the 'Resilient Streets Program' which aims to increase neighbour-to-neighbour connections, starting with the East and West Cambie Neighbourhoods. Learnings from this program will inform the Neighbourhood Strategy.	Develop 2019-2021 Implement 2021-2023 2018-2019	CoR



Focus Area #3: Enhance equitable access to amenities, services and programs within and among neighbourhoods.

Objective #1

Align availability and access of programs and services to meet the needs of Richmond residents by addressing inequities at a neighbourhood level, e.g., geographical, cost of programs and transportation, timing, cultural relevance and language needs or facilitating outreach opportunities.

Key Action/Program/Initiative	Time-frame	Partner Lead
1. Adopt an equity lens framework and assess what and where the inequities are at a neighbourhood level.	2018-2020	VCH-Richmond
2. Create wayfinding tools which help residents and service providers to make the best use of amenities, services, programs, natural and built environment opportunities that the neighbourhood offers. Priority Action 1: Create a visually appealing map illustrating City parks, recreation and arts amenities.	2019-2022 2019-2020	VCH-Richmond / CoR

Focus Area #4: Facilitate supportive, safe and healthy natural and built environments.

Objective #1

Identify and implement healthy natural and built environments to improve the wellness of Richmond residents.

Key Action/Program/Initiative	Time-frame	Partner Lead
1. Improve connectivity by developing walkable routes in neighbourhoods that are accessible to all. Walkable routes could be further enhanced by: <ul style="list-style-type: none"> • Providing access to benches, washrooms and playgrounds, shade and gathering places • Providing interactive and interpretive amenities • Implementing a wayfinding and signage plan for walkable routes within neighbourhoods 	Ongoing to 2023	CoR
2. Continue to improve cycling networks across the City by: <ul style="list-style-type: none"> • Expanding the bike route network • Expanding secured bike parking at City, health and school facilities • Increasing access to bicycles and bicycle helmets to those facing barriers • Addressing barriers to using available bike routes 	Ongoing to 2023	CoR

Focus Area #5: Promote wellness literacy³ for residents across all ages and stages of their lives.

Objective #1

Strengthen awareness and understanding of wellness including benefits and opportunities for improving wellness.

Key Action/Program/Initiative	Time-frame	Partner Lead
1. Develop and implement a wellness literacy campaign as a key component of the healthy active living campaign.	Develop 2018-2019 Implement 2019-2023	All partners to contribute equally to this focus area
Priority Action 1: Develop and disseminate brief and easy to understand wellness messages in promotional materials.	2019-2020	
Priority Action 2: Host a wellness literacy fair for staff from the three partner organizations.	2019-2020	
Priority Action 3: Provide educational workshops on wellness led by experts or high profile community members.	2020-2021	

³ Wellness Literacy is "the capacity to obtain, process, and understand basic health/wellness information and services needed to make appropriate health/wellness decisions."

1

Richmond Community Wellness Strategy

Purpose, Partnership and Process

Richmond Community Wellness Strategy – Purpose, Partnership and Process

1.1 Purpose of the Strategy

The first Richmond Community Wellness Strategy 2010-2015 was developed by the City of Richmond in partnership with Vancouver Coastal Health-Richmond and Richmond School District No. 38 and was endorsed by Richmond City Council in February 2010. In 2015, the partners reviewed the impact of their work and renewed their commitment to work together to develop an updated Community Wellness Strategy for Richmond (2018 -2023). The purpose of this five year strategy is to take a collaborative and holistic approach to improve wellness for Richmond residents and increase opportunities as well as support for active and healthy lifestyles throughout the city.

Building on the learnings from the earlier strategy, the aims of this strategy are to:

- Define community wellness more broadly, including mental health and social connectedness along with physical activity and healthy eating
- Clearly identify collective actions that span the mandate of all three partners
- Define actions more specifically with designated responsibilities
- Embed outcomes into the strategy that can be measured with consistency by the three partners
- Enhance awareness of the strategy to facilitate its use across organizations

Overall the intent is for the Strategy to be aspirational, pragmatic and action-oriented and aligned with other related Richmond policies and strategies.

1.2 The Partnership - Working Together

The City of Richmond, Vancouver Coastal Health – Richmond and Richmond School District No. 38

The 2018-2023 Richmond Community Wellness Strategy is a renewed commitment of the three partners - the City of Richmond, Vancouver Coastal Health-Richmond and Richmond School District No. 38 to work collectively to improve wellness. The three partners established a Strategic Advisory Committee with representatives from each of their organizations to guide the process and are committed to working together to implement the new strategy and monitor results on a regular basis. The three partners recognize that a shared vision and collective efforts to achieve common goals will amplify the impacts to individual and community wellness.

1.3 Building the Strategy

The Richmond Community Wellness Strategy 2018-2023 was developed through an iterative multi-phased process.

Multi-phased Strategy Development Process

CONTEXT	ENGAGEMENT	STRATEGY FRAMEWORK	ACTION PLAN & EVALUATION	FINAL STRATEGY
<ul style="list-style-type: none">Richmond Community ProfileJurisdictional scanReview of background documents	<ul style="list-style-type: none">Strategic Advisory CommitteePartners' staffCommunity organizationsPublic	<ul style="list-style-type: none">Development of Vision, Principles and Focus AreasValidation by Partners and Richmond City Council	<ul style="list-style-type: none">Develop Action Plan and Evaluation Framework	<ul style="list-style-type: none">Draft Richmond Community Wellness StrategyValidation by community organizations, public and City Council



A Community Profile was developed that highlights data that would be relevant to the health and well-being of Richmond residents and the community. A range of wellness strategies developed by comparable jurisdictions were reviewed to assess how wellness is defined by others, along with their vision statements, principles, goals, objectives and priority actions that contribute to wellness.

CONTEXT

A Strategic Advisory Committee made up of subject matter experts from the three partners was formed to guide the process. Workshops with staff from each of the partner organizations as well as a wide range of community stakeholders were facilitated to gain input into the strategy's vision and priorities. There were several opportunities for the general public, including parents, students and families, to provide feedback on what wellness means and what supports are needed to stay well.

ENGAGEMENT

Following each phase of the extensive consultation, results were summarized and reported back to the Strategic Advisory Committee. Multiple sessions were held, providing opportunities for the partners to review and refine the vision and principles and to reach consensus on the key focus areas for the Richmond Community Wellness Strategy. With initial validation by the partners, the vision, principles and focus areas were presented to Richmond City Council for approval.

**STRATEGY
FRAMEWORK**

Multiple sessions were held with the Strategic Advisory Committee along with subject matter experts from the partner organizations to identify and agree to priority actions for each focus area. An Evaluation Framework, including a logic model, was developed to outline the linkages from actions to outcomes, identify indicators and data sources, and provide a monitoring process to evaluate progress towards achievement of the desired outcomes.

**ACTION PLAN &
EVALUATION**

The draft Community Wellness Strategy Report was prepared and presented to Richmond City Council. Final validation of the Strategy by stakeholders and the public was undertaken through an invitational forum.

FINAL STRATEGY

1.4 Relationship to Other Richmond Plans and Strategies

The City of Richmond, Vancouver Coastal Health-Richmond and School District No. 38 have all undertaken the development of several plans and strategies. A number of these plans include actions related to the health and well-being of Richmond residents and the community as a whole. Certain aspects of wellness that are a primary focus in other plans or strategies (e.g., housing, economic factors) are not specifically included in the Richmond Community Wellness Strategy but are recognized as important. Examples of the plans and strategies of the three partner organizations that are aligned with the Community Wellness Strategy are identified in Appendix 1.

2

Richmond Today

Richmond Today

The following is a summary of Richmond's community profile and identifies factors associated with the health and well-being of Richmond citizens. Richmond's community profile is based on currently available demographic data for the City's population. In addition, data on economic, social, health and lifestyle indicators is also presented in this section. (See Appendix 3: Richmond Community Profile Data Sources.)



2.1 City Overview

Richmond enjoys a diversity of amenities and facilities, engaged citizens and community organizations as well as a vibrant natural setting that offers 1,950 acres of park lands, 73 kilometres of trails, and 60 kilometres of cycling paths. It is a unique 17-island city situated at the mouth of the Fraser River, providing an estuary for fish and migrating birds along shores lined by walking dikes. Agriculture is an important part of Richmond's past as well as present economy – 39% of the city's 129.17 square kilometers land base remains within the Agricultural Land Reserve. Since being designated as a City in 1990, Richmond has seen a rapid growth in population and has evolved into a vibrant, ethnically diverse municipality with a mix of residential, commercial and industrial areas, as well as parks, waterways and open spaces. Richmond is the fourth largest city in the Metro Vancouver area, representing 8.3% of the population in this region.

Global Active Cities

In recognition of Richmond's implementation of a legacy of community benefit related to its role in the 2010 Olympic Winter Games, as well as strong policies, plans and programs related to sport and recreation, the City was invited to participate in the development of a pilot "Global Active Cities" program. The initiative has now officially launched and Richmond became a partner City of the renamed Active Well-being Initiative <http://activewellbeing.org/> in late 2017. Richmond and nine other cities around the world are leading a movement to improve the lives of their citizens through the promotion of physical activity, sport, healthy lifestyles, social connections, healthy built and natural environments and well-being for all.



2.2 Population Demographics and Social Indicators

The following population demographics and social indicators were obtained from a variety of sources, these include:

- Richmond City Planning Hot Facts (the series, 2014-2017)
- The United Way Community Profile – Richmond – December 2015
- Statistics Canada (2015) 2011 Population Census/Household Survey
- Statistics Canada (2015) 2006 Population Census/Household Survey
- BC Vital Statistics (2011) Annual Report
- BC Stats (2015) Sub-Provincial Populations – P.E.O.P.L.E.
- BC Stats (2015) Socioeconomic Profiles

Growing population

Richmond's population continues to grow with a high influx of new residents born outside of Canada. Richmond is known for its rich ethnic diversity. A majority of Richmond residents (70%) self-identify as a visible minority. This is the highest proportion of any municipality in BC and the second highest in Canada. Many languages are spoken in Richmond. In the 2014/15 school year, 27.8% of Richmond School District students were English Language Learners. Understanding the unique needs of people from different cultures who speak different languages is important for improving overall health and wellness.

Changing age distribution

Understanding the age distribution of residents and how this is changing is important to planning and delivering services that meet the needs of different stages of life. At present, the over 65 age group is growing faster than the under 15 age group in all neighbourhoods. Adults between the age of 45 and 60 comprise the largest population group.

Mobile population

Forty three per cent of Richmond residents have moved within the past five years, and half of these residents have moved within Richmond. Many people say they do not know their neighbours. Having someone to turn to in an emergency, caring relationships and support from family and friends during tough times is important to wellness. Residents' sense of social connectedness varies by neighbourhood and is lower for both adults and youth in Richmond than in other regions – particularly for those who are new immigrants. Richmond youth are less likely than their peers in BC to always feel safe in their neighbourhood in the daytime or at night.

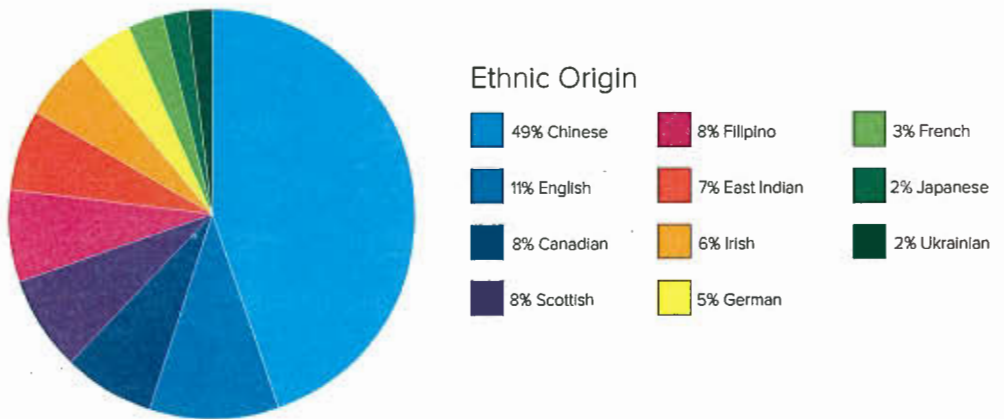


Snapshot of Richmond's population demographics and key social indicators

The current estimated population (2016) for Richmond is 218,307. This represents a 4.1% increase from 2011. Between 1991 and 2011, the population increased by 50%. Richmond's population is projected to continue growing with an estimated population in 2041 of 280,000.

Sixty per cent of Richmond residents are born outside of Canada. Richmond residents identify with over 140 different ethnic origins. The most common is Chinese – an ethnic group representing 49% of Richmond's population in 2011, having grown from 40% in 2001.

The eleven most common ethnic origins of Richmond residents in 2011 were:

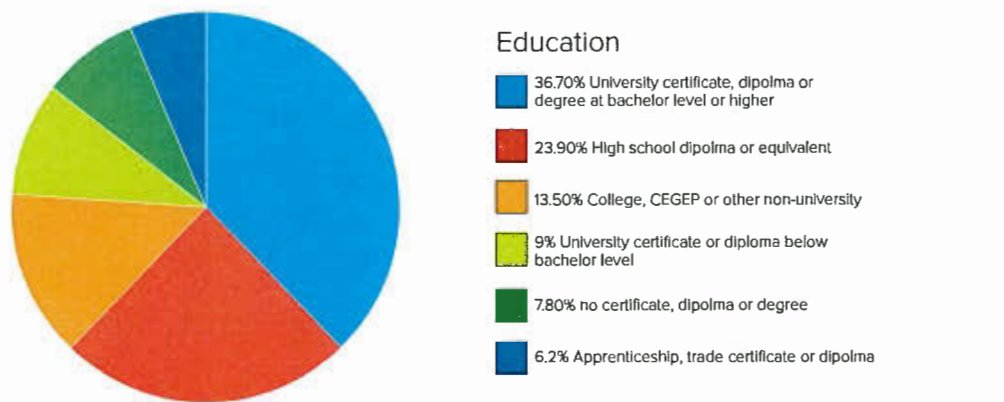


Chinese is identified as the first language in 41% of homes, while 90% indicate the ability to converse in English.

Seventy-seven per cent of residents own a home. The median household income is \$69,553 with 22.4% of households classified as low income. Close to one fifth (19.4%) of residents spend more than 30% of income on shelter while 8.7% spend more than 50% of income on shelter.

Average family size is three with 84% married or common-law couples and 16% lone-parent families.

In 2011, Richmond's population aged 25-64 reported on their highest level of education completed by the following National Household Survey categories:



Graduation Rate

Richmond School District No. 38's graduation rate is 94% over the past five years which is among the highest in the province. Student enrollment is approximately 21,000. The six year completion rates (the proportion of students who graduate, with a BC Certificate of Graduation or BC Adult Graduation Diploma, within six years from the first time they enrol in Grade 8) exceed the provincial rates overall (88.6% for Richmond compared to 83.6% for BC).

2.3 Health and Wellness Indicators

The following section provides data from the My Health My Community online survey taken by Richmond residents in 2013 and 2014, as well as the Human Early Learning Partnership which provides health and wellness data on children and youth that was collected between 2013 and 2016.

My Health My Community is an online health and wellness survey that gives residents in various Metro Vancouver municipalities the opportunity to provide information about their health, lifestyle choices, community involvement and neighbourhood characteristics. Overall the health status and needs of residents are collected in order to effectively plan and deliver programs, services and policies. The My Health My Community survey is conducted approximately every five years and is a non-profit partnership initiative between Vancouver Coastal Health, Fraser Health and the University of British Columbia.

In addition, the information in this section is also derived from the Human Early Learning Partnership, which is a research network based at the University of British Columbia and explores how early environments and experiences contribute to children's development. Working with School District No. 38, data was collected on Richmond children and youth using the following tools:

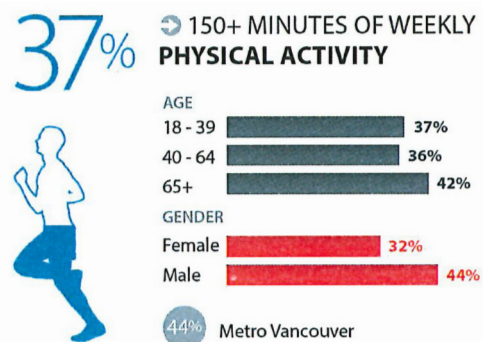
- EDI (Early Years Development Instrument), which is a questionnaire that has been used across BC to gather data about children's development at age five. This data provides insights into children's health during their early years.
- MDI (Middle Years Development Instrument), is a self-report questionnaire that asks children in Grade 4 and Grade 7 about their thoughts, feelings and experiences in school and in the community.
- McCreary Centre Society - BC Adolescent Health Survey is a questionnaire used to gather data about youth in Grades 7 through to Grade 12. This tool gathers information about adolescent's physical and emotional health.



According to data from the My Health My Community survey, Richmond residents are generally healthy, live longer, feel less stressed, have healthier weights, less chronic disease, smoke less and drink less than other comparison communities in BC. However, there are areas for improvement, which include active living, mental and physical wellness, and a sense of belonging. According to the My Health My Community survey, Richmond ranks lower compared to other BC municipalities for three lifestyle practices that are strongly linked to health and wellness. These include physical activity, healthy eating (particularly fruit and vegetable intake) and social connectedness.

Physical Activity

- According to the My Health My Community survey and data from the Human Early Learning Partnership, Richmond ranks the lowest in Metro Vancouver in terms of meeting the established physical activity guidelines⁴ with 42% of children, 38% of youth and 37% of adults meeting the target⁵.



My Health My Community (2013/2014)

- A greater percentage of 18-24 year olds and those 65+ meet the recommended physical activity guidelines compared to 25-39 year olds and 40-64+ year olds. There is also a drop in physical activity rates (participating in 30 minutes of vigorous daily physical activity) from Grade 3 to 7 – 44% to 33%.
- In terms of commute mode to work or school, 64% of residents commute by car, 22% by transit and 10% walk or cycle.
- When compared to other Metro Vancouver municipalities, Richmond has one of the lowest municipal obesity rates, approximately 17% of adults are obese and 50% are overweight.

OBESITY (BODY MASS INDEX ≥ 30.0)



ACROSS METRO VANCOUVER

- Obesity was lowest among university graduates** compared to all other educational levels.
- Compared to the Metro Vancouver average of all ethnicities, **obesity was 60% lower among Chinese** and **55% higher among Aboriginal** people.

My Health My Community (2013/2014)

⁴ <http://www.csep.ca/en/guidelines/links-to-csep-guidelines>

⁵ Canadian 24 hour movement guidelines recommend 60 minutes energetic play for preschoolers and 60 minutes of moderate to vigorous activity for children and youth (5 to 17 years). Canadian physical activity guidelines for Adults and Older adults (65+) recommend a minimum of 150 minutes/week of moderate to vigorous activity.

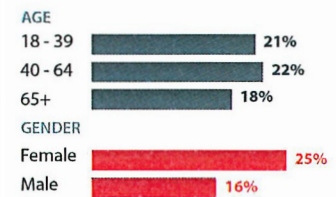
Healthy Eating

- As indicated by the My Health My Community survey and data from the Human Early Learning Partnership, fruit and vegetable intake is low when compared to other Metro Vancouver municipalities, in Richmond 50% of children, 40% of youth and 21% of adults meet the 5 or more servings/day target.

21%



5+ FRUIT & VEGETABLE SERVINGS DAILY



25% Metro Vancouver

My Health My Community (2013/2014)

Mental Health

- In addition, according to the My Health My Community survey and data from the Human Early Learning Partnership, 52% of Richmond residents self-rated their mental health as good or excellent, this is in comparison to 57% in Metro Vancouver. Mental health concerns are reported more by adolescent females. Most youth report feeling some stress (84%) or despair (59%). Feelings of stress are age related and highest in residents 18-39 years old.

Social Connectedness

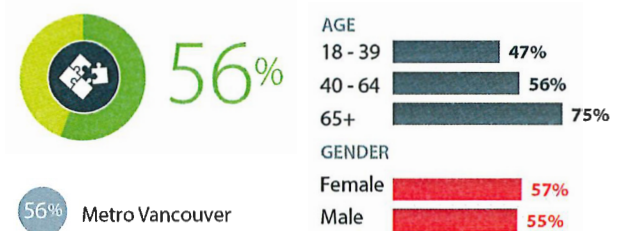
- Just over half (51%) of Richmond residents feel a strong sense of community belonging and social connectedness. This varies across Richmond neighbourhoods and is lower for new residents. According to the Human Early Learning Partnership, 42% of youth feel connected to their community.
- Less than half (41%) of residents reported having four or more people to confide in or turn to for help, which is a measure of community resilience and connectedness.

HAVE 4+ PEOPLE TO CONFIDE IN



6% Metro Vancouver residents with **no one** to confide in

STRONG SENSE OF COMMUNITY BELONGING



My Health My Community (2013/2014)



Child and Youth Development

The information in this section is also derived from the Human Early Learning Partnership, specifically from the EDI (Early Years Development Instrument), MDI [Middle Years Development Instrument] and the McCreary Centre Society - BC Adolescent Health Survey.

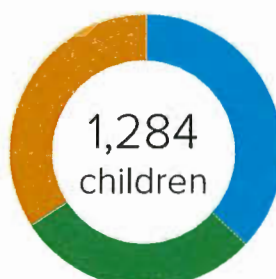
Specific measures of school readiness (EDI, early years 0-5) and social and emotional development during critical years (MDI, Grades 4 and 7)⁶ consistently show that approximately a third of Richmond children thrive, a third are doing moderately well but a third are not on a track for success. Approximately, 35% of Richmond children entering kindergarten experienced vulnerabilities on at least one area of critical development required for school readiness. These measures are very predictive of future success and well-being. The data show meaningful and persistent variation between neighbourhoods that provide opportunity for improvement.

In terms of middle years development, 31% of Grade 4 students and 34% Grade 7 students rank low on the MDI Well-Being Index (physical health, social and emotional development); Richmond students rank similar to the provincial average on the MDI Assets Index. Specific areas to focus on are adult relationships, nutrition and sleep.



Grade 4: Richmond (SD38)

40% Thriving
31% Low
29% Medium to High



Grade 7: Richmond (SD38)

37% Thriving
34% Low
29% Medium to High

⁶ Data taken from Human Early Learning Partnership – EDI (2013) and MDI Grades 4 and 6 (2016) and McCreary Society – BC Adolescent Health Survey (2013-2016)

As indicated by the McCreary Centre Society - BC Adolescent Health Survey, most Richmond youth (Grades 7-12) report good physical and mental health; feel connected to their family, school and community; have positive plans for the future and are engaging in health promoting behaviours which will assist them to transition successfully to adulthood.

- Richmond students are twice as likely as their peers across BC to speak a language other than English at home.
- Richmond youth were less likely than their peers across the province to always feel safe in their neighbourhood in the daytime (60% vs 64%) or at night (22% vs 28%). A sense of safety is associated with positive mental health among vulnerable youth and youth who had immigrated to Canada.
- Areas such as connectedness, stress/anxiety, sleep and nutrition have room for improvement.

2.4 Built and Natural Environments Indicators

Physical components of a built environment include neighbourhood design, transportation networks, natural environment, healthy food systems and housing. Community design influences community connectedness, mental and physical health, and chronic disease outcomes by promoting healthy behaviours such as walking or cycling.

- According to the My Health My Community survey, Richmond residents feel their sidewalks are maintained (76%) and they have amenities within walking or cycling distance (69%).

WELL MAINTAINED SIDEWALKS IN NEIGHBOURHOOD



76% Metro Vancouver

AMENITIES WITHIN WALKING OR CYCLING DISTANCE



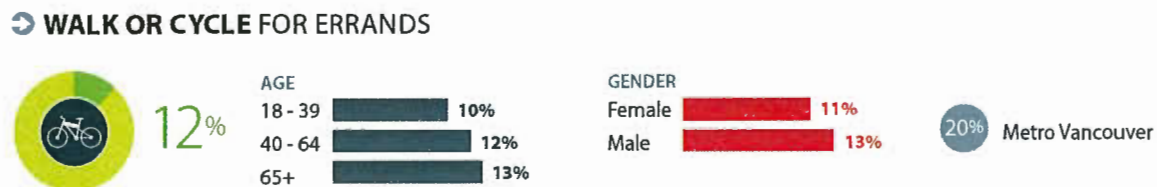
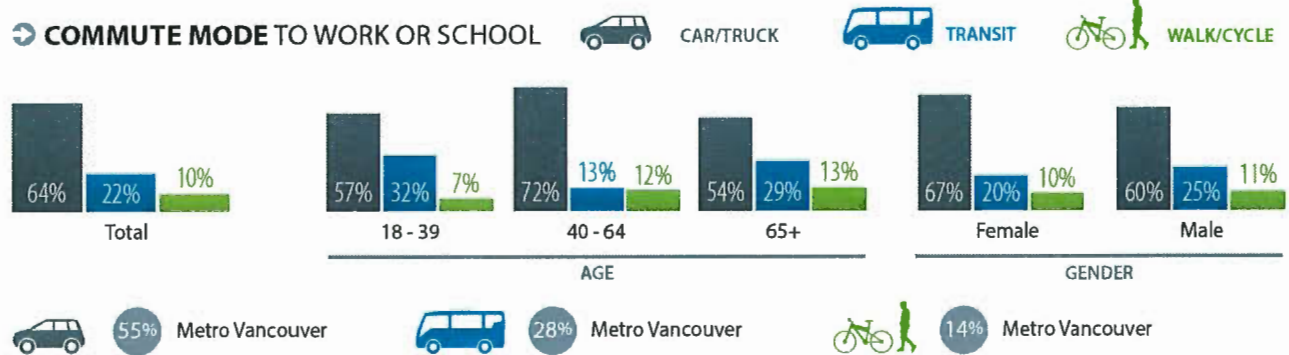
70% Metro Vancouver

EXPOSED TO SECOND HAND SMOKE IN PUBLIC PLACES



27% Metro Vancouver

- The majority, 64% of residents, commute to work by car compared to the regional average of 55%, although the majority of people who live in Richmond, work in Richmond or nearby in Vancouver. Walking or cycling for commuting is reported by only 10% of the population and for errands by 12%.



- In the My Health My Community survey, data indicates that people living in neighbourhoods with fewer healthy food outlets and a higher density of less healthy food outlets report lower intakes of fruits and vegetables and higher intakes of sugary beverages and snacks.

3

What We Heard Through Community Engagement

What We Heard Through Community Engagement

Over 1,000 residents and stakeholders were engaged in identifying priorities for enhancing wellness in Richmond. They told us what wellness means to them, what is working well in Richmond, and what changes could make a difference. Engagement took place in 2017 (January to May) through workshops, interviews, focus groups, open houses and on-line surveys.⁷

⁷ A detailed outline of the community engagement process and feedback is available in Appendix 4.



3.1 Who We Heard From⁸



"Richmond is doing a phenomenal job - great amenities, facilities, parks, dike, trails and many programs and events."

3.2 Stakeholder Feedback: What is Working Well in Richmond

Stakeholders identified a wide range of activities, services and amenities available to residents to support health and wellness including:

- recreation
- sports
- arts
- culture
- physical and social activities
- health services
- education

The Richmond Public Library was seen by all as a key connector and a source of information and education.

Overall stakeholders were extremely positive about the services and amenities available in Richmond.

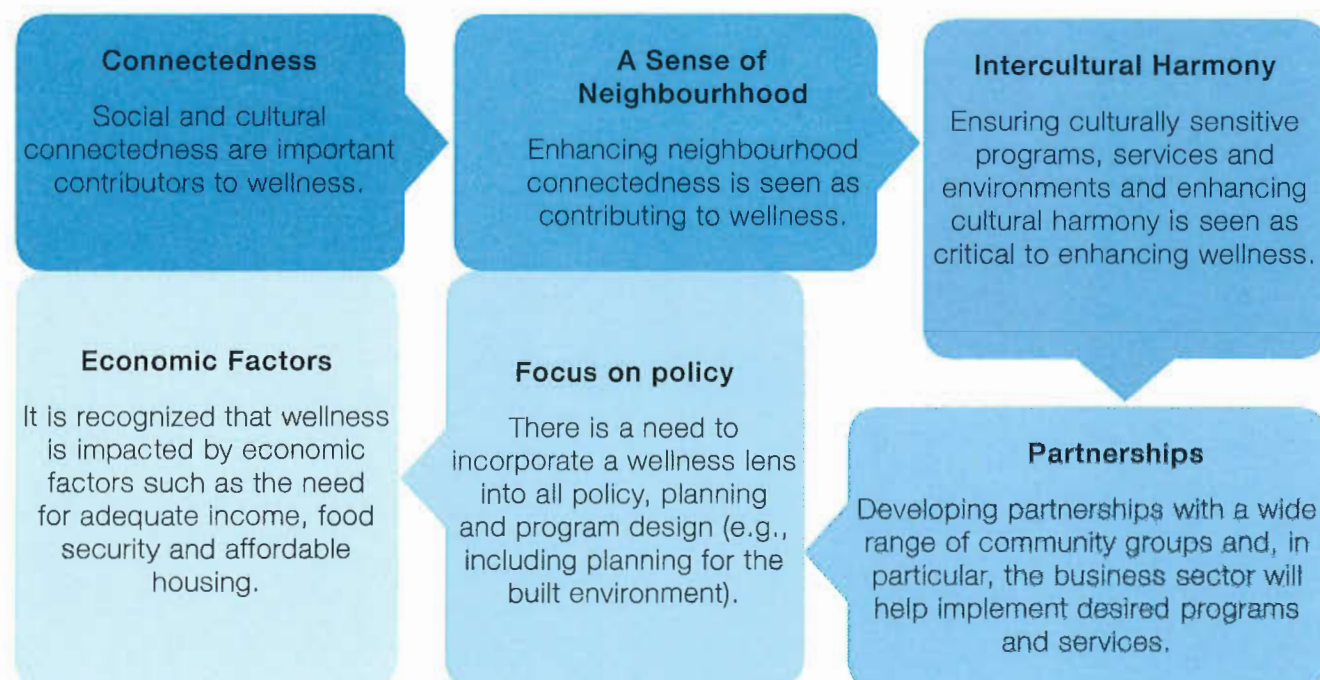
⁸ See Appendix 2 for detailed list of: Who We Heard From

3.3 Key Priorities to Enhance Wellness

Stakeholders were asked to identify key priority areas that are important to enhancing wellness. A great deal of consensus on priorities was evident and a number of consistent themes emerged from the collective input of all the stakeholders. The common themes are identified below.



A focus on the built and natural environment and developing safe and healthy indoor and outdoor places. Outdoor spaces for gathering and connecting are seen as critical supports to wellness.



Public engagement focused on understanding:

- What are the important aspects of wellness to you?
- What would help increase wellbeing?
- What does community and neighbourhood support and connectedness look like?

What wellness means to Richmond residents:

- Balance of physical, mental and spiritual wellness
- Harmony, bonding, good relationships, spending time together
- Accepting of everyone, openness, supportive, caring, inclusion, belonging, feeling safe, healthy environment, gathering places, opportunities to volunteer
- Economic and financial stability

Sampling of Richmond students:

- ✓ As an **individual**, it means being active, healthy, connected/included, having a positive mindset and having money and a good job
- ✓ As a **family**, it means sharing and caring, good communication and doing things together as a family
- ✓ As a **community**, it means having a clean environment, green space, feeling safe, volunteering, affordable housing and transportation

3.4 What Richmond Residents Said

Supports needed to increase wellness:

- **Built and natural environment** - supportive, safe and healthy environments

"Increase amenities within walking distance, healthy grocery stores, health care services, community programs."

- **Program opportunities** – greater choice for adults and after school options for children; flexible scheduling; unstructured opportunities
- **Services** – meeting the needs of the community including special needs populations e.g., people with disabilities, seniors, isolated and hard to reach groups
- **Mental Health** – having more information about what positive mental health means; services and support
- **Access** – having programs and amenities closer to home; low cost and drop in activities; physical activity and healthy eating support in schools

"Lower cost and free programs and opportunities to try different activities would be helpful."

- **Supportive neighbourhoods** – better sidewalks, transportation and natural spaces; open places and spaces to gather and play; greater connection between schools and community
- **Education** – easy to understand information on the benefits of wellness and opportunities available to enhance wellness

While many respondents indicated that they took part in some physical activity and looked for ways to incorporate healthy eating into their lifestyle, many also indicated the need for additional supports and incentives to increase their awareness of and opportunities to engage in activities contributing to wellness.

Supports needed to increase neighbourhood connectedness:

- **Opportunities** - offer a wide range of options that are fun and match neighbourhood interests; facilitate ongoing activities at a neighbourhood level and not only “one-off” events or festivals
- **Connectors** - focus on food and children as connectors; neighbourhood organizers and facilitators to support neighbourhood capacity-building; incentives to connect with others; focus on strategies to bring diverse cultural groups together to talk and get to know each other - “building relationships will help lead to solutions”
- **Places and spaces** – more green spaces and places to gather; age friendly playgrounds and parks, good equipment



Many respondents indicated that they did not know their neighbours. Many neighbourhoods are in flux with people moving in and out, renters, empty houses, and a sense of transiency. Cultural and language differences make connections difficult even with people living in town house complexes, apartments or condos.

Many suggestions were given to increase connectedness in neighbourhoods and a sense of belonging: social gatherings such as barbeques or block parties; regular ongoing fun events such as walking days, clean-up days, bottle drives; cultural activities and recreation and sports at a neighbourhood level; green space to gather, talk and build relationships; and organizers or facilitators to work with residents to build a sense of belonging in the neighbourhood.



"Need more opportunities to mingle with people from various backgrounds in my neighbourhood."

"Small neighbourhood gatherings are where you really get to know people."

4

What We Learned From Other Jurisdictions

What We Learned From Other Jurisdictions

To inform the development of the Community Wellness Strategy, a jurisdictional scan was undertaken. The scan included examples and learnings from community wellness strategies and other relevant initiatives in BC as well as other jurisdictions nationally and internationally. A detailed Jurisdictional Scan is submitted under separate cover⁹. Key learnings are identified below.

Wellness is *defined broadly as taking a holistic perspective* including a wide range of dimensions such as social, physical, emotional, occupational, intellectual, environmental, and spiritual.

Guiding Principles emphasize *respect, inclusiveness, equity, participation and engagement, evidence-based and collaboration*.

Strategic goals and outcomes to focus on:

- Improved physical activity, healthy eating and mental health
- Strong sense of belonging and social connectedness with one's family, school, neighbourhood and community

Recurrent themes include:

- Decreasing barriers to access, amenities, services and programs
- Enhancing supportive and healthy built and natural environments
- Increasing awareness, promotion and education
- Creating resilient neighbourhoods¹⁰

⁹ Jurisdictional Scan for Richmond Community Wellness Strategy, May 2017

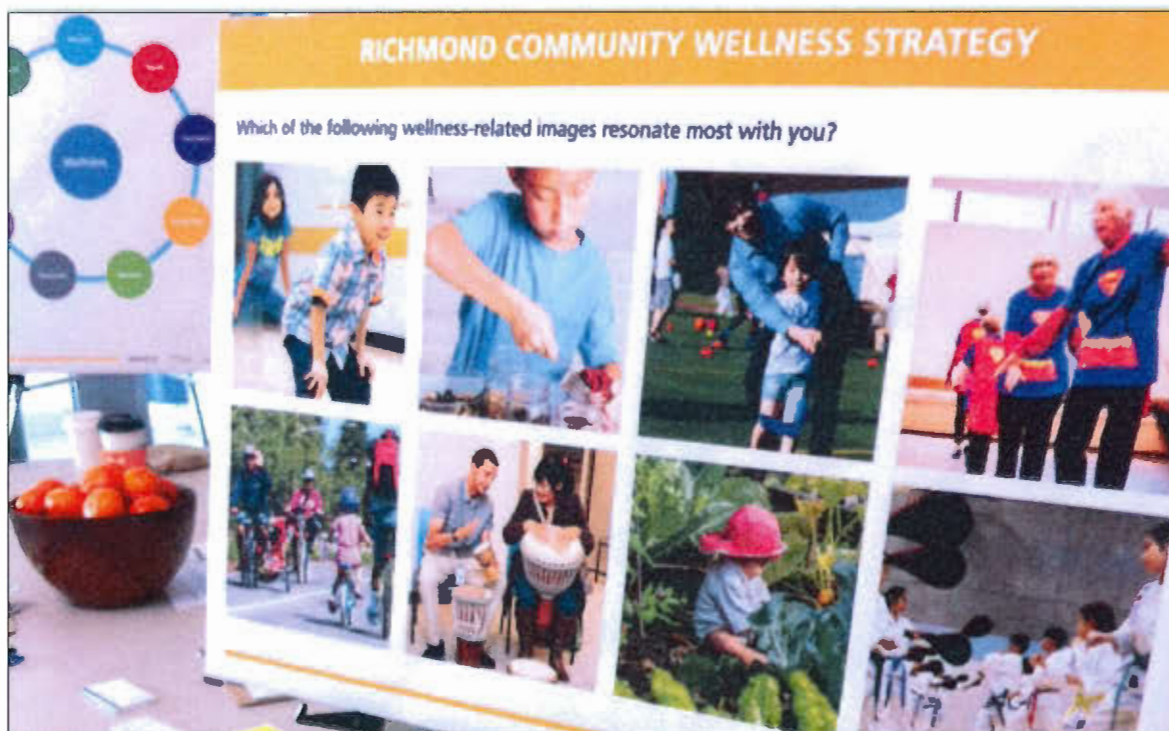
¹⁰ Building Resilient Neighbourhoods, Four Years of Learnings 2012-2016 Written by Bob Wipon, Stacy Barter and Michelle Colussi, January, 2017

Implementation practices from other jurisdictions identify the need for strong partnerships with continued **collaborative and collective actions** to advance community wellness and develop a culture of wellness for the long term. A strong “backbone” organization (dedicated structure to provide leadership), research and data, funding, knowledge transfer, recognition and sustainability will support the focus on the achievement of the vision and long term goals.

Many jurisdictions adopted a neighbourhood strategy in their implementation, recognizing the relationship between neighbourhood resiliency and individual and community wellness. Focusing at the neighbourhood level can increase opportunities and access, strengthen relationships, contribute to cultural harmony and build capacity to achieve wellness⁷.

Universal and targeted approaches are needed to respond to the needs of hard-to-reach or marginalized groups. Approaches to reducing barriers to access to amenities, services, and programs should consider addressing issues such as proximity and transportation, cultural and language differences, financial barriers and access for seniors, isolated individuals and those with a physical disability and/or mental health challenge.

Awareness, education and communication are all themes identified in other jurisdictions addressing wellness. Learnings suggest that consistent messages, using a variety of communication methods to reach different target audiences and a common branding by all partners under a continuous long term campaign will help to enhance understanding, momentum and sustainability.



5

Bringing It All Together

Bringing It All Together

5.1 What Needs to be Considered

Personal health practices such as what we eat, how much we drink, how physically active we are, whether we smoke and how much sleep we get are all factors that impact our physical and mental health and sense of well-being. Health practices are highly influenced by our knowledge about active healthy lifestyles and mental wellness strategies and our ability to afford or access healthier options. Supportive social and physical environments can improve everyone's personal health practices and feelings of well-being. Health practices that start early in life are more likely to continue into adulthood. Many aspects of the community and neighbourhood you live in, community programs and services, employment opportunities, transit, school policy and location, parks and recreation, how close family and friends are, the time you have and more affect people's ability to establish healthy active lifestyles, build resilient neighbourhoods and engage in their communities.



A synthesis of data from the community profile, community engagement and jurisdictional scan confirmed the key aspects of wellness to focus on for the next 5 years include:

- Physical activity
- Healthy eating
- Mental health
- Social connectedness

Richmond offers many opportunities to enhance and support wellness. To further support individual and community wellness, community engagement and feedback and learnings from other jurisdictions highlighted a number of areas to focus efforts on:

- Awareness/education/communication
- Equitable access to programs and services
- Supportive built and natural environments
- Neighbourhood focus - would help build resilience and connectedness at the neighbourhood level in Richmond.

Evidence also highlights the need for strong partnerships working in a collaborative manner to achieve collective impact. The factors associated with successful collective impact are seen to be: a common agenda; shared measurement of progress; mutually reinforcing activities; continuous communications and having a backbone structure to move the work forward.

The collaborative partnership of the City of Richmond, Vancouver Coastal Health-Richmond and Richmond School District No. 38, working together with community stakeholders and focusing energy on a common strategy and set of actions with identified progress measures has great potential to advance wellness in Richmond.



5.2 What Wellness Means to Richmond

Through the consultation process, it became evident that Richmond residents support a holistic approach to wellness that includes many inter-related dimensions such as physical, mental, social, spiritual and sense of belonging. These inter-relationships influence how they learn, play, work and live their lives as individuals (regardless of age or ability), as families and as a community.

The following definition has been adopted for the Community Wellness Strategy:

Wellness is the ability of individuals and communities to reach their fullest potential. At an individual level, wellness means an optimization of and a balance among physical, mental, social and spiritual well-being. At a community level, wellness means living in harmony with others, respecting diversity, feeling safe, supported and included, and having a sense of belonging to one's neighbourhood and broader community.

Supporting Evidence for the Richmond Definition of Wellness

The definition of wellness adopted by Richmond is supported in the literature and in other jurisdictions. Descriptions of wellness include a range of dimensions – e.g., physical, psychological/emotional, social, spiritual, intellectual, economic, occupational, environmental and cultural wellness. The common theme is that these dimensions are all connected, are interdependent and together contribute to an individual's resilience and overall sense of well-being. Individual and community wellness do not exist in isolation. Individuals cannot reach their full potential without a supportive community. A supportive community is built upon supportive individuals coming together for the wellness of the whole community. Community wellness is about the ability and willingness of people to act together in ways that benefit everyone. A feeling of belonging is a powerful catalyst for strong communities.

"A sense of belonging is important to build safe, vibrant communities, and it brings purpose to our lives. Belonging is defined as being part of the collective 'we' - communities sending signals of acceptance and inclusion, and individuals cultivating their own connections to community."¹¹



While health is defined as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity, wellness is seen as an active process of becoming aware of and making choices that enrich our lives.

¹¹ Belonging – Exploring Connection to Community, Community Foundations of Canada, 2015
National Report Vital Signs

6

Guiding Framework Vision, Principles and Focus Areas

Guiding Framework – Vision, Principles and Focus Areas

A vision, principles and five focus areas with the potential to strategically advance the work of the partners in optimizing wellness for Richmond residents have been developed specifically for the Community Wellness Strategy 2018-2023.

Similar to the first Community Wellness Strategy 2010-2015, the recent community consultation has revealed a focus on physical activity and connectedness to one's community as important factors when it comes to wellness for Richmond residents. The consultation has also identified healthy neighbourhood design and transportation networks, equitable access to programs and services as well as education on wellness literacy, as important factors for Richmond residents.



6.1 Vision for the Richmond Community Wellness Strategy

The City of Richmond's vision... *"to be the most appealing, livable and well-managed community in Canada"* provides context for the Richmond Community Wellness Strategy vision.

The vision for the Community Wellness Strategy is intended to be aspirational and to articulate how the three partners – The City of Richmond, Vancouver Coastal Health-Richmond and Richmond School District No. 38 - envision Richmond as a result of their collective action.

Vision for the Community Wellness Strategy:

Richmond...active, caring, connected, healthy and thriving.



6.2 Principles

The following principles, developed in partnership with the Strategic Advisory Committee, provided a decision-making framework for the development of the strategy:

- Engage in collective action
- Embrace a strength-based approach
- Monitor and evaluate to ensure accountability
- Be financially, socially and environmentally sustainable
- Be inclusive, equitable, respectful and celebrate diversity
- Synergize with existing plans, strategies and organizations

It is expected that these principles will continue to provide a framework to guide the strategy's implementation as well as the ongoing evaluation of the strategy's Action Plan.

6.3 Focus Areas

The focus areas identified to guide the Richmond Community Wellness Strategy 2018-2023 build upon:

- Identification in the Community Profile of Richmond's changing demographics, where Richmond is doing well and where there are areas for improvement
- The community engagement voice highlighting physical activity, healthy eating, mental wellness and connectedness as key aspects of wellness, to be supported by awareness, opportunity, access and supportive environments
- Wellness trends identified in the jurisdictional scan

There are significant interconnections among the focus areas and all of them play an important role in contributing to the overall wellness of Richmond residents and the community as a whole.

Focus Area #1: Foster healthy, active and involved lifestyles for all Richmond residents with an emphasis on physical activity, healthy eating and mental wellness.

Focus Area #2: Enhance physical and social connectedness within and among neighbourhoods and communities

Focus Area #3: Enhance equitable¹² access¹³ to amenities, services and programs within and among neighbourhoods.

Focus Area # 4: Facilitate supportive, safe and healthy natural and built environments

Focus Area #5: Promote wellness literacy for residents across all ages and stages of their lives.



¹² Equitable –fair, reasonable, just and free of favoritism or self-interest.

¹³ Equitable access is about addressing social and economic imbalances when developing policy or implementing plans, so that people from diverse backgrounds (and different neighbourhoods) have more or less similar opportunities when it comes to accessing amenities, services and programs.

7

Moving Forward Community Wellness Action Plan

Moving Forward – Community Wellness Action Plan

The Action Plan in this section outlines the objectives and actions under each focus area that the partners believe will make a meaningful and measurable difference in enhancing wellness in Richmond. Overall, each of the partners has agreed to lead specific objectives and actions while working collaboratively on all objectives and actions.

In some cases, specific initiatives have been identified as priority actions. These initiatives were identified through the engagement process and best practices research as programs or services that: hold particular promise to significantly impact the objective; have already secured commitment from the partners to resource and implement; and/or particularly resonate with the community. The priority actions have therefore been identified as a means of supporting the larger, long term actions.



7.1 Action Plan

Focus Area #1: Foster healthy, active and involved lifestyles for all Richmond residents with an emphasis on physical activity, healthy eating and mental wellness.

Objective #1

Increase the number of Richmond residents across all ages involved in physical activity and active, healthy lifestyles.

Key Action/Program/Initiative		Time-frame	Partner Lead
1.	Develop and implement a healthy active living campaign to increase awareness, understanding and participation in physical activity, healthy eating, and mental wellness opportunities and benefits.	Develop 2018-2019 Implement 2019-2023	CoR
2.	Implement initiatives to keep Richmond residents active through enhancing walking and cycling programs city-wide and at a neighbourhood level. Priority Action 1: Expand the scope of 'Move for Health Week' by including initiatives of the three partners (VCH-Richmond, SD38 and CoR), while also incorporating a focus on cycling. Priority Action 2: Increase neighbourhood level participation in the Walk Richmond program.	2019-2023 2019-2020 2020-2021	CoR
3.	Increase structured and unstructured physical activity opportunities in the after school hours and encourage after school programs to include a minimum of 30 minutes of moderate to vigorous physical activity. Priority Action 1: Scale-up the Art Truck initiative which includes physical activity, arts and culture and healthy eating.	2018-2020 2018-2019	VCH-Richmond / CoR
4.	Implement initiatives which encourage physical activity through programs and services that are neighbourhood specific. Priority Action 1: Implement the Active Communities Grant Project focusing on physical activity initiatives in the City Centre neighbourhood. Priority Action 2: Encourage 30 minutes of daily moderate to vigorous physical activity in school.	Pilot Initiative 2018-2019 Implement 2019-2023 2018-2019 2018-2019	CoR SD38

Objective #2

Increase the number of Richmond residents across all ages making healthy food choices.

Key Action/Program/Initiative	Time-frame	Partner Lead
<p>1. Implement a Healthy Eating Strategy that increases access to healthy and safe foods at a neighbourhood level and builds upon and aligns with the Richmond Food Charter and the Regional Food System Action Plan.¹⁴ This includes coordinating and enhancing healthy eating opportunities in schools, public buildings, and where gaps have been identified at a neighbourhood level.</p> <p>Priority Action 1: Include healthy and, where possible, local food at concession stands, in vending machines and cafes in public facilities and schools.¹⁵</p> <p>Priority Action 2: Expand community gardens in neighbourhoods across Richmond, to encourage social interaction, physical activity and access to fresh affordable vegetables and fruits for residents.</p>	<p>Ongoing to 2023</p> <p>2019-2020</p> <p>2018-2020</p>	VCH-Richmond
<p>2. Expand or implement neighbourhood food hubs in underserved areas to address the lack of fresh and local produce and establish a healthier food environment at the neighbourhood level.</p> <p>Priority Action 1: Complete the Richmond Food Asset Map to inform the Neighbourhood Food Hub initiative.</p> <p>Priority Action 2: Conduct school food environment audits within identified neighbourhoods to inform and strengthen the Neighbourhood Food Hub initiative.</p>	<p>Ongoing to 2023</p> <p>2018-2019</p> <p>2018-2020</p>	VCH-Richmond
<p>3. Enable residents of all ages to make healthy food choices through educational opportunities and programs that are culturally relevant.</p> <p>Priority Action 1: Develop effective teaching tools to assist residents to make healthy food choices.</p> <p>Priority Action 2: Develop new or expand current partnerships that provide food skills programs for Richmond residents, e.g., Diabetes Canada 'Food Skills for Families' program; The Sharing Farm cooking and nutrition food skills program; and community centre cooking classes.</p> <p>Priority Action 3: Promote and support the implementation of 'Appetite to Play' in Richmond early childhood programs including daycares, preschools and those provided or funded by the partners. This initiative is focused on training and supporting early years' providers to enhance knowledge, skills and confidence in providing environments for children that incorporate healthy eating and physical activity.</p> <p>Priority Action 4: Focus the annual VCH- Richmond/SD 38 Book Mark contest on healthy food choices in year 1, physical activity in year 2, mental wellness in year 3 and social connectedness in year 4.</p>	<p>Ongoing to 2023</p> <p>2018-2020</p> <p>2019-2021</p> <p>2018-2020</p> <p>2018-2022</p>	<p>VCH-Richmond</p> <p>VCH-Richmond / CoR</p> <p>SD38 VCH-Richmond</p>

14 Links to: Richmond Food Charter: https://www.richmond.ca/_shared/assets/7_RichmondFoodCharter44751.pdf Metro Vancouver Regional Food System Action Plan 2016 <http://www.metrovancouver.org/services/regional-planning/agriculture/rfs-strategy/Pages/about-the-strategy.aspx>

15 <https://www.healthlinkbc.ca/healthy-eating/schools-and-communities>

Objective #3

Increase the number of individuals across all ages reporting a positive state of mental wellness.

Key Action/Program/Initiative	Time-frame	Partner Lead
1. Implement initiatives to increase access to mental wellness resources for residents. Priority Action 1: Enhance activities of the three partners to promote Mental Health Week. Priority Action 2: Implement an initiative to support residents' mental wellness through a 'Go-To' Mental Wellness Referral program. This initiative would involve enhancing the capacity of front line staff at City, public health and school facilities, so they would have the ability to connect individuals with the appropriate resources in Richmond.	2019-2023 2019-2020 2019-2021	SD 38
2. Implement the 'Foundry' Initiative, which is an integrated one stop shop for mental health, primary health care and social services for young people ages 12-24 with a focus on ready access to services and early intervention for wellness. This initiative is currently being implemented in cities across British Columbia.	Ongoing to 2023	VCH-Richmond
3. Develop a common language around what mental wellness means and integrate it into resources developed to support mental wellness. Priority Action 1: Adopt a common social/emotional competency curriculum that can be applied to children, youth and adult programs aimed at supporting mental wellness. Utilize the EDI, MDI and McCreary data and research for Richmond to inform the curriculum and other programs/strategies that have the potential to decrease risk factors and increase protective factors during developmental stages.	Ongoing to 2023 2018-2020	SD 38



Focus Area #2: Enhance physical and social connectedness within and among neighbourhoods and communities.

Objective #1

Provide opportunities to increase Richmond residents' sense of belonging to their neighbourhoods.

Key Action/Program/Initiative	Time-frame	Partner Lead
1. Develop and implement a Neighbourhood Strategy with a focus on programs, services and initiatives, as well as built and natural environment elements that enhance social connectedness within and among neighbourhoods. Priority Action 1: Implement the 'Resilient Streets Program' which aims to increase neighbour-to-neighbour connections, starting with the East and West Cambie Neighbourhoods. Learnings from this program will inform the Neighbourhood Strategy.	Develop 2019-2021 Implement 2021-2023 2018-2019	CoR

Focus Area #3: Enhance equitable access to amenities, services and programs within and among neighbourhoods.

Objective #1

Align availability and access of programs and services to meet the needs of Richmond residents by addressing inequities at a neighbourhood level, e.g., geographical, cost of programs and transportation, timing, cultural relevance and language needs or facilitating outreach opportunities.

Key Action/Program/Initiative	Time-frame	Partner Lead
1. Adopt an equity lens framework and assess what and where the inequities are at a neighbourhood level.	2018-2020	VCH-Richmond
2. Create wayfinding tools which help residents and service providers to make best use of amenities, services, programs, natural and built environment opportunities that the neighbourhood offers. Priority Action 1: Create a visually appealing map illustrating City parks, recreation and arts amenities.	2019-2022 2019-2020	VCH-Richmond / CoR CoR
3. Introduce a 'Prescription for Health' initiative where local health care providers and school counsellors would prescribe physical activity utilizing local amenities, services, programs, natural and built environments in neighbourhoods.	Ongoing to 2023	VCH-Richmond
4. Enhance partner outreach to groups where barriers to access and participation in services and programs have been identified. Priority Action 1: Establish a partner task group to clarify existing barriers to be addressed and priority solutions.	Ongoing to 2023 2019-2020	VCH-Richmond

Focus Area #4: Facilitate supportive, safe and healthy natural and built environments.**Objective #1**

Identify and implement healthy natural and built environments to improve the wellness of Richmond residents.

Key Action/Program/Initiative	Time-frame	Partner Lead
1. Improve connectivity by developing walkable routes in neighbourhoods that are accessible to all. Walkable routes could be further enhanced by: <ul style="list-style-type: none"> • Providing access to benches, washrooms and playgrounds, shade and gathering places • Providing interactive and interpretive amenities • Implementing a wayfinding and signage plan for walkable routes within neighbourhoods. 	Ongoing to 2023	CoR
2. Continue to improve cycling networks across the City by: <ul style="list-style-type: none"> • Expanding the bike route network • Expanding secured bike parking at City, health and school facilities • Increasing access to bicycles and bicycle helmets to those facing barriers. • Addressing barriers to using available bike routes 	Ongoing to 2023	CoR
3. Enhance walkability/proximity to healthy food sources within neighbourhoods. Consideration can be given to one or more of the following best practice approaches: <ul style="list-style-type: none"> • Creating local spaces and incentives for community gardens, food sharing, farmers' markets and food skills programs • Creating mobile options that improve proximity to healthy food sources for areas with limited access (e.g., travelling 'pop up' units that sell fruit and vegetables). 	Ongoing to 2023	VCH-Richmond
4. Improve places and spaces at the neighbourhood level to make them accessible, inviting, healthy and safe through the addition of elements such as: <ul style="list-style-type: none"> • Furnishings and activities • Nature • Murals • Book libraries • Non-smoking outdoor and indoor spaces 	Ongoing to 2023	CoR
5. Increase indoor and outdoor unstructured play opportunities city-wide and at a neighbourhood level at school and City playgrounds, parks and facilities by: <ul style="list-style-type: none"> • Increasing nature play elements • Providing play equipment accessible to all e.g., playboxes available at community centres and parks • Creating learning opportunities in natural and built environments. 	Ongoing to 2023	CoR

Focus Area #5: Promote wellness literacy¹⁶ for residents across all ages and stages of their lives.

Objective #1

Strengthen awareness and understanding of wellness including benefits and opportunities for improving wellness.

Key Action/Program/Initiative		Time-frame	Partner Lead
1.	Develop and implement a wellness literacy campaign as a key component of the healthy active living campaign. Priority Action 1: Develop and disseminate brief and easy to understand wellness messages in promotional materials. Priority Action 2: Host a wellness literacy fair for staff from the three partner organizations. Priority Action 3: Provide educational workshops on wellness led by experts or high profile community members.	Develop 2018-2019 Implement 2019-2023 2019-2020 2019-2020 2020-2021	All partners
2.	Coordinate and connect the wellness communications and information sharing tools of the three partners. Aim to establish a common place/platform for wellness information. Priority Action 1: Develop linkages among current partner websites for sharing evidence-based wellness messages endorsed by the three partners.	2019-2021 2019-2020	All partners
3.	Develop and implement incentives to promote wellness literacy. Priority Action 1: Share wellness success stories to celebrate the wellness achievement of Richmond residents and report on progress using a common platform endorsed by the three partners.	Develop 2019-2020 Implement 2020-2023 2020-2021	All partners



¹⁶ **Wellness Literacy** is “the capacity to obtain, process, and understand basic health/wellness information and services needed to make appropriate health/wellness decisions.”

8

Measuring Our Progress

Measuring Our Progress

8.1 Evaluation Framework and Logic Model

The Richmond Community Wellness Strategy 2018–2023 Evaluation Framework has been developed and is available under separate cover. The Evaluation Framework outlines a logic model, provides details for process and outcome evaluation including indicators and data sources, and serves as a guide for evaluating the overall Strategy.

Context

The five focus areas, objectives and actions of the Richmond Community Wellness Strategy are all aimed to address the following priority areas for change:

- Physical activity
- Healthy eating
- Mental wellness
- Social connectedness

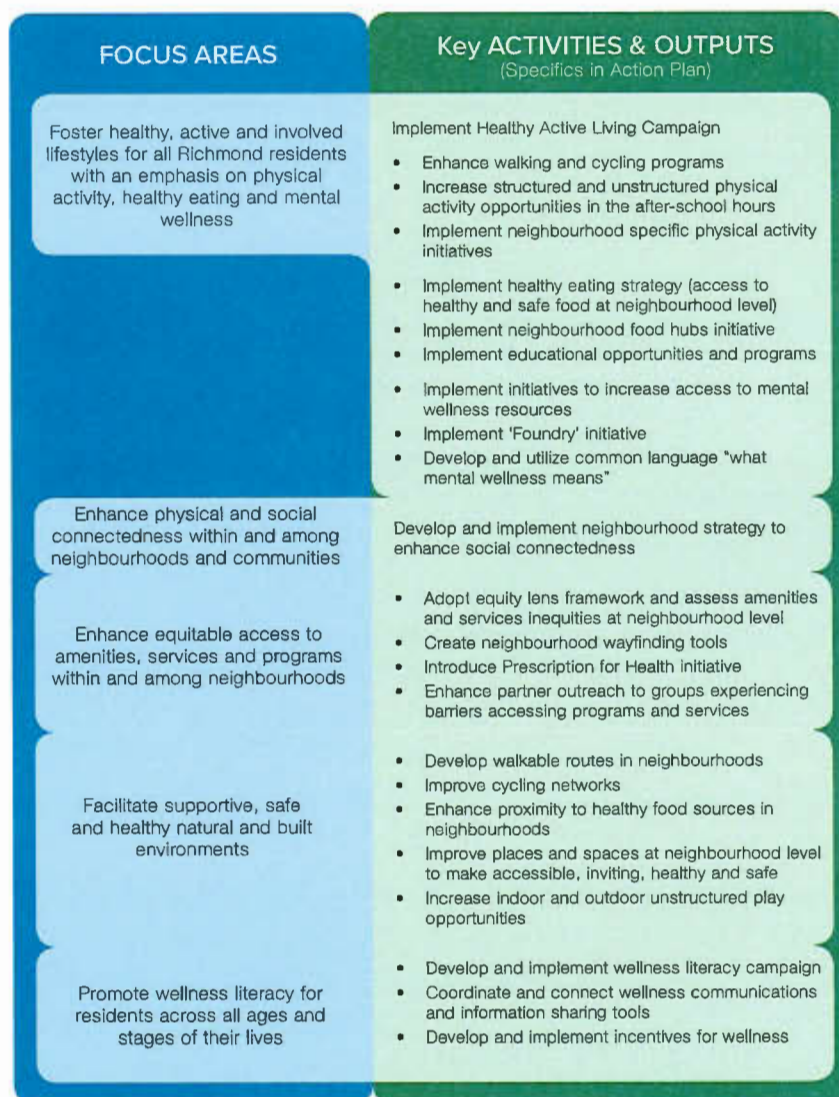


These are the key drivers to guide the implementation of the action plan for the Richmond Community Wellness Strategy 2018–2023. The first two focus areas and related objectives and actions speak directly to the above priority areas of change. The remaining three focus areas - and related objectives and actions - are supports essential to achieving the desired change.

In essence, the focus areas and related objectives and actions are interrelated and collectively contribute to enhancing community wellness. It is recognized that the key determinants of health such as income, housing and education are also critical factors in achieving community wellness. No one action or determinant is a hundred percent attributable to individual and community wellness. It is collective action and the inter-relationships of all of these variables that impact the long term outcomes. Achieving the outcomes identified in the Community Wellness Strategy is likely to require a city-wide culture of wellness and active lifestyles that will take longer than five years to accomplish. To this end, the five year 'long term' outcomes provide a marker of progress.

Logic Model

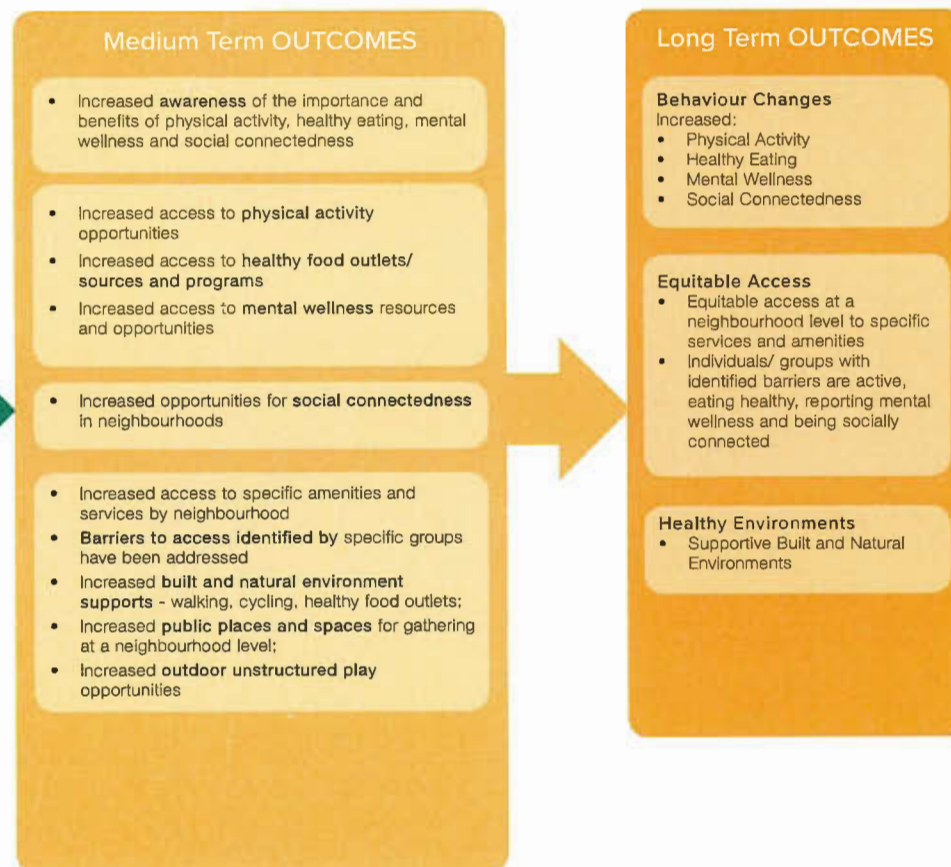
The logic model for the Community Wellness Strategy presented on the adjacent page is a visual representation that simplifies the complex relationship amongst various components and identifies the major action areas, outputs, medium term outcomes and long term outcomes.



Situation: Improve wellness of Richmond residents (physical activity levels, healthy eating, mental wellness); Improve equitable access to programs and services; Improve social connectedness; Enhance supportive built and natural environments; Improve Richmond residents' wellness literacy.

Inputs: Organizational level: Partnership, Funding, Coordination and Oversight, Monitoring and Communication.

Program and Project level: Resources, Staff, Volunteers and Facilities.



8.2 Measuring Results

Process and outcome evaluation will be implemented in order to ensure ongoing progress on the Community Wellness Strategy objectives and actions.

The purpose of incorporating a **process evaluation** component is to understand whether the strategy is being implemented as intended - what's working well, what's not and where improvements can be made. This is primarily a qualitative assessment to assist with course correction. This is accomplished by:

- measuring outputs (what is produced, created, put in place, etc.);
- reviewing processes related to medium term outcomes and identifying implementation barriers and facilitators through interviews, surveys or meetings; and
- assessing the effectiveness of the partnership.

The purpose of the **outcome evaluation** is to measure progress toward achieving the medium and long term outcomes of the Community Wellness Strategy using common or shared measures that are reliable and valid.

- Where possible, existing repeated measures of community wellness, such as Richmond's *"My Health My Community"*, the McCreary Adolescent Health Survey and School Satisfaction Survey for Richmond School District No. 38, the Canadian Community Health Survey and Census statistics are preferred for measuring progress toward the desired outcomes.
- Modifications to data collection tools are identified, where additional information is required.
- For some actions, new data sources and data collection methods are needed (e.g., audits or inventories of services provided, specific surveys) to gather important qualitative and quantitative data.
- In addition, a number of initiatives will implement program-specific evaluations.

The following table identifies examples of measures and targets to be used in the evaluation of the Community Wellness Strategy 2018-2023. In addition, a variety of data sources and collection methods will be used to measure outcomes. As an example, statistically valid surveys will be used to gather quantitative and qualitative data on indicators to ascertain whether target trends are being reached.

The full complement of measures and data sources are outlined in the Evaluation Framework available under separate cover.

Focus Area	Indicator/Measure	Target Trend
Foster healthy, active and involved lifestyles for all Richmond residents with an emphasis on physical activity, healthy eating and mental wellness.	<ul style="list-style-type: none"> Physical activity levels Fruit and vegetable servings Self-rated mental health Awareness of benefits Healthy food outlets Physical activity opportunities 	↑ ↑ ↑ ↑ ↑ ↑
Enhance physical and social connectedness within and among neighbourhoods and communities	<ul style="list-style-type: none"> Strong sense of community belonging Volunteers 	↑ ↑
Enhance equitable ¹⁸ access ¹⁹ to amenities, services and programs within and among neighbourhoods.	<ul style="list-style-type: none"> Amenities, programs and services available by neighbourhood Reduced barriers to opportunities 	↑ ↓
Facilitate supportive, safe and healthy natural and built environments	<ul style="list-style-type: none"> Walkability of neighbourhoods Outdoor unstructured play opportunities 	↑ ↑
Promote wellness literacy for residents across all ages and stages of their lives	<ul style="list-style-type: none"> Awareness of wellness components 	↑

Reporting on the Community Wellness Strategy 2018-2023 will include a report on outcomes at 2.5 years and 5 years by partner leads on the progress of the 5 focus areas and process evaluation measures.

Evaluation Implementation Considerations

There are a number of processes and structures that are important to ensuring a successful evaluation. These include clarifying: specific responsibility for evaluation, funding availability, data monitoring process, reporting timeframes, ongoing sharing of information on targets and milestones and the communication plan to report success and progress.

¹⁸ Equitable –fair, reasonable, just and free of favoritism or self-interest

¹⁹ **Equitable access** is about addressing social and economic imbalances when developing policy or implementing plans, so that people from diverse backgrounds (and different neighbourhoods) have more or less similar opportunities when it comes to **accessing** amenities, services and programs.

9

Implementation

Implementation

Collaboration and sustained coordinated efforts are essential to the successful implementation of the Richmond Community Wellness Strategy and to achieve the desired collective impact. The Action Plan identifies lead responsibilities and timelines for implementation. In addition, the lead Partners, consisting of the City of Richmond, Vancouver Coastal Health-Richmond and School District No. 38 recognize the interconnectedness of the collective actions and commit to the following:

Accountability Structure

- To ensure the appropriate oversight of the Community Wellness Strategy, a dedicated Partner Leadership group with designated leaders from each of the partner organizations will be responsible to oversee implementation and ongoing operations of the Strategy.
- Each focus area has a designated lead who will be responsible for identifying working groups (existing or new) to implement actions specified in the action plan for their area of responsibility.
- Monitoring and reporting mechanisms will be set in place, including at minimum, quarterly meetings of the Partner Leadership group to receive reports on progress of implementation.
- A report on achievement of outcomes is to be developed at 2.5 years and at 5 years.
- Key supports include:
 - Aligning and leveraging resources, for the short term and for long term sustainability
 - An evaluation working group with representatives from each of the partner organizations to coordinate evaluation efforts.

Common Agenda and Mutually Reinforcing Activities

- The Community Wellness Strategy Action Plan sets out a common agenda and shared aspirations for the implementation of the Community Wellness Strategy. All partners will be working individually and collectively, to implement specific aspects of the Strategy based on the identified timelines. The actions are interconnected and mutually reinforcing with the identification of priority actions along with a number of high leverage activities that will require greater coordinated efforts and may take longer to implement.
- Partners will assume the challenge of engaging community organizations and residents in the identified actions, creating ownership and champions.
- Partners commit to hosting 'kick off' orientation events in order to garner buy-in and support during the early stages of Strategy implementation. Orientation events could include lunch and learns and the dissemination of wellness messages to partner organization staff.

Shared Measurement

- The Richmond Community Wellness Strategy Evaluation Framework outlines both a process and outcome evaluation and serves as a guide for evaluating the overall Strategy. The Framework identifies specific methods, indicators, common and shared measures and data sources for the purpose of reporting progress toward the achievement of outcomes. Evaluation and measurement is recognized as an ongoing process of collecting appropriate data, identifying and analyzing available data and ensuring timely data reporting in order to understand what is working, what is not and where course correction should occur.
- The Evaluation working group would play a key role in supporting the Partner Leadership Group in documenting evaluation results and sharing evaluation learnings.



Continuous Communication

It is of value for the partners to communicate the Richmond Community Wellness Strategy 2018-2023 under a common branding. This helps create an identity and connects actions as part of a larger movement that enhances recognition, momentum and sustainability. Continuous communication is a critical aspect of implementation and of the ongoing operation of the Strategy and this can take a number of forms:

- Regular sharing of information within partner organizations through meetings and ongoing communication vehicles
- Quarterly updates across partner organizations through newsletter or other agreed to communication vehicles
- Yearly update through websites or other communication vehicles to community stakeholders and the general public
- Creative opportunities for continuous community/neighbourhood engagement – providing opportunity to update stakeholders on actions and progress, to share stories about innovations and challenges, and encourage continued feedback
- Recognizing and celebrating successes as a critical aspect of sharing information, transferring knowledge, and inspiring sustainable action on community wellness.



10

Conclusion

The Community Wellness Strategy 2018-2023 is a renewed commitment of the three partners - the City of Richmond, Vancouver Coastal Health-Richmond and Richmond School District No. 38 - to work collectively to improve wellness. Overall, the purpose of this five-year Strategy is to take a collaborative and holistic approach to improve wellness for Richmond residents and increase opportunities as well as support for active and healthy lifestyles throughout the city. According to data from the My Health My Community survey, Richmond residents are generally healthy, however there are areas for improvement, which include active living, mental and physical wellness, and a sense of belonging.

The vision, principles, focus areas and actions which have been developed following an inclusive engagement process provide the direction and framework for the implementation of the Strategy. Through implementation and the subsequent evaluation of actions, the aim is to measure progress in achieving the various goals, which have been outlined throughout this Strategy.

A successful evaluation process will be achieved through the assignment of specific responsibility for evaluation, funding availability, a data monitoring process, reporting timeframes, ongoing sharing of information on targets and milestones and a communication plan to report success and progress. Generally, the City of Richmond, Vancouver Coastal Health-Richmond and Richmond School District No. 38 recognize that a shared vision and collective efforts to achieve and evaluate common goals will strengthen the impacts to individual and community wellness.

Appendix 1:

Relevant Plans and Strategies

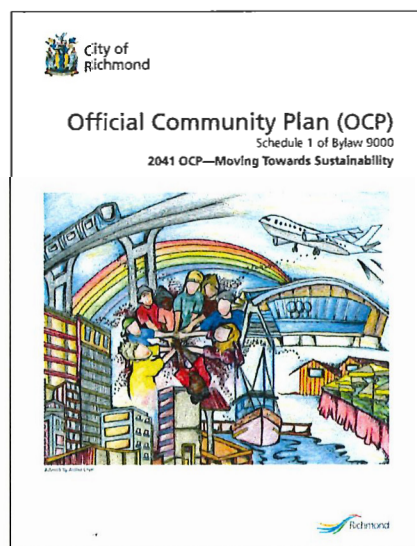
Examples of plans and strategies of the three partner organizations that provide relevant context and support the Community Wellness Strategy are outlined below.

The City of Richmond Relevant Plans and Strategies:

City of Richmond's Official Community Plan 2012-2041 (OCP) guides the long-term planning within the City. The OCP enables City Council to plan, co-ordinate and manage the City's sustainability, social, economic and land use interests, over the long term. The OCP reflects the overall values of the Richmond community by establishing a City vision, goals and objectives for future sustainability, development and servicing, and policies and urban design guidelines to achieve the vision.

The OCP Vision of a sustainable Richmond:

"A sustainable and healthy island city that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is a place where people live, work, and prosper in a welcoming, connected, accessible and vibrant community. In Richmond, the health of the people and the health of the eco-system are sustained through community participation and long-term economic, social and environmental well-being."



The recurring themes and messages in the OCP are supportive of community wellness and provide important context and legitimacy for the Richmond Community Wellness Strategy, e.g.:

- Provide more housing choices to facilitate better aging in place, complete neighbourhoods and affordable housing;
- Improve streets and connectivity in neighbourhoods;
- Provide more parks and open space;
- Retain agricultural lands;
- Improve transportation, transit service, and expand the cycling network across the City;
- Have more walkable and accessible neighbourhoods;
- Improve the ecological network and its services; and
- Improve opportunities to access the shoreline.

City of Richmond Social Development Strategy (2013-2022) is intended to guide the City's decisions and resource allocations on social development matters. It provides a foundation for an integrated, coordinated and sustainable approach for social development in Richmond. *The Strategy "envision[s] the City of Richmond of 2022 as an inclusive, engaged and caring community – one that considers the needs of the present and future generations, values and builds on its diversity, nurtures social capital, and treats its citizens with fairness and respect. The Strategy recognizes that, for this vision to become a reality, the City must not only be ready to address existing community social issues but also develop the capacity to be responsive to the emerging needs of its diverse populations".*

The Social Development Strategy identifies nine strategic directions: 1) *Expand Housing Choices*; 2) *Enhance Community Accessibility*; 3) *Address the Needs of an Aging Population*; 4) *Help Richmond's Children, Youth and Families to Thrive*; 5) *Build Richmond's Cultural Diversity*; 6) *Support Community Engagement and Volunteerism*; 7) *Strengthen Richmond's Social Infrastructure*; 8) *Provide High Quality Recreation, Arts, Cultural and Wellness Opportunities*; 9) *Facilitate Strong and Safe Neighbourhoods*.

The realization of these strategic directions will contribute to and further the achievement of the goals and objectives of the Community Wellness Strategy.

Richmond's Intercultural Strategic Plan (2017-2022) prepared by the Richmond Intercultural Advisory Committee highlights the importance of enhancing intercultural harmony and strengthening inter-cultural cooperation in Richmond. Richmond's intercultural vision is: *"for Richmond to be the most welcoming, inclusive and harmonious community in Canada."* Four strategic directions have been identified: 1) *Address language, information and cultural barriers that interfere with building a welcoming community;* 2) *Address the perception and reality of racism and discrimination in the community;* 3) *Work to explore potential areas of alignment between the intercultural vision... and other government and stakeholder systems, policies and planning processes;* 4) *support the development and integration of Richmond's immigrants.*

These strategic directions will contribute to community wellness as well as inform and support actions proposed under the Richmond Community Wellness Strategy.

City of Richmond 2022 Parks and Open Space Strategy helps to frame and guide the objectives and actions within the Community Wellness Strategy relating to the built and natural environment. It consists of seven focus areas that are aimed at providing high quality parks and open space into the future: 1) *Health and Wellness, e.g., Residents of every neighbourhood have equal access to safe, appealing outdoor places to engage in healthy active lifestyles;* 2) *Great Spaces and Experiences, e.g., The rich variety of great places, features and activities in parks and open space system contribute to the city's vibrancy and identity;* 3) *Connectivity: Linking people, community and nature, e.g., The system is inviting, accessible and safe, enabling residents and visitors to feel comfortable and connected to the community;* 4) *Green Network e.g., The parks and open space system include a range of green spaces that support recreation, social interaction, and psychological and spiritual renewal;* 5) *Blue Network, e.g., Richmond's waterfront provides a variety of activities and multiple destinations;* 6) *Diversity and Multi-functionality, e.g., The system provides a variety of diverse open spaces that are flexible and able to respond to changes and community needs;* 7) *Resource Management, e.g., The system inspires shared stewardship between multiple stakeholders to foster pride, purpose and a sense of community.*

Other Richmond Plans that relate to the Community Wellness Strategy include:

- Seniors Service Plan: Active and Healthy Living 2015-2020
- Age-Friendly Assessment and Action Plan (Approved by Richmond City Council, March 2015)
- Richmond Arts Strategy 2012-2017
- Museum and Heritage Strategy 2007
- Richmond Affordable Housing Strategy, 2007 [2016 Housing Report Card]
- Richmond Sport for Life Strategy 2010-2015
- Community Services Youth Service Plan: Where Youth Thrive 2015-2020

The City of Richmond undertook the development of a Richmond Recreation and Sport Strategy 2018-2023 concurrently with the Richmond Community Wellness Strategy 2018-2023 to ensure the two strategies are aligned.

Recreation and Sport Strategy Vision:

Richmond is a leader in the planning and delivery of recreation and sport opportunities, inspiring individuals and communities to be active, connected and healthy for a lifetime.

The Recreation and Sport Strategy 2018-2023 identifies a number of priority focus areas:

- **Awareness and Understanding** – Richmond residents know and understand the opportunities and benefits of participation in recreation and sport;
- **Active People and Engaged Community** – Richmond residents actively participate in recreation and sport throughout their life;
- **Physical Literacy and Sport for Life** – Richmond residents have the fundamental skills, competence, confidence and motivation to move for a lifetime;
- **Active People and Vibrant Places** – Natural and built environments across the City and in neighbourhoods support and encourage participation in recreation and sport;
- **Connectedness to Nature** – Richmond residents enjoy the opportunity to connect with nature; and
- **Community Capacity-Building** – Collaboration, partnerships and volunteerism are strengthened to expand the reach and impact of recreation and sport in Richmond
- **Technology and Innovation** – Technology and innovative ideas connect and inspire Richmond residents in recreation and sport.

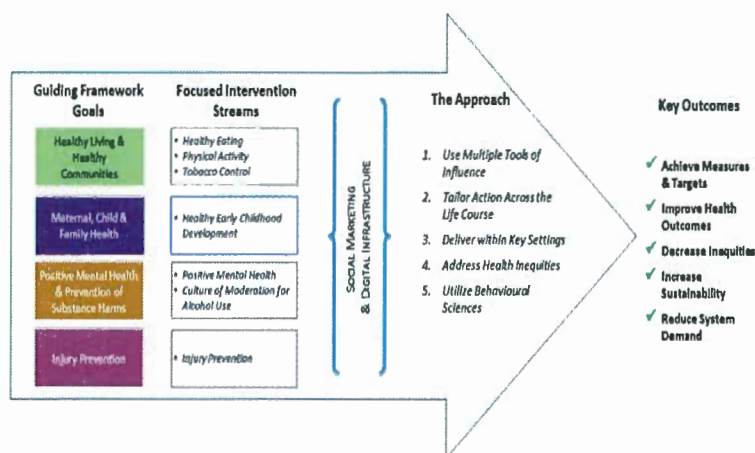
These priority directions align synergistically with the objectives of the Community Wellness Strategy and specifically target and support the achievement of the physical activity and neighbourhood connectedness outcomes of the Community Wellness Strategy.

Vancouver Coastal Health – Richmond Relevant Plans and Strategies :

The following frameworks, strategies and reports provide important policy direction and reference for Vancouver Coastal Health-Richmond's role as a partner in the development and implementation of the Richmond Community Wellness Strategy.

Provincial Strategies that guide all health authorities province-wide include:

- **BC's Guiding Framework for Public Health²⁰** identifies measures, baselines and targets to guide solutions for increasing the health and wellness of all British Columbians. The key areas that are applicable to measuring individual and community wellness are: (1) Healthy Living and Healthy Communities; (2) Maternal, Child and Family Health; (3) Positive Mental Health and Prevention of Substance Harms; (4) Communicable Disease Prevention; (5) Injury Prevention; (6) Environmental Health.



²⁰ British Columbia Ministry of Health 2013. Promote, Protect, Prevent: Our Health Begins Here [electronic resource]: BC's Guiding Framework for Public Health. (Appendix I: Summary of Measures p52-54)

- *Healthy Families BC Policy Framework (2014)*²¹ outlines work to be done at local and regional levels to reduce risk factors and increase protective factors for major chronic diseases and injuries. Investing in evidence-based prevention interventions, effectively supporting individuals in making healthier choices (such as eating healthy foods, being physically active, reducing alcohol consumption and living tobacco free) and reinforcing protective factors (such as those that support healthy early child development and positive mental health) can help prevent the onset of many chronic diseases and improve wellness. The Framework identifies seven focused intervention streams with rationale and effective approaches to guide implementation (see above). *Specific outcome targets outlined for BC by 2023 are equally important for Richmond.*
- *Active People, Active Places – 2015 BC Physical Activity Strategy* is designed to guide and stimulate co-ordinated policies, practices and programs in physical activity that will improve the health and wellbeing of British Columbians, and the communities in which we live, learn, work and play. The Strategy uses a settings-based approach and aims to support people to be active by creating environments that foster physical activity and addressing the environmental, social and individual determinants of physical inactivity. The key elements and strategic directions for action are highly relevant to the Richmond Community Wellness Strategy priorities and actions.
- *BC's Mental Health and Substance Use Strategy 2017-2020* is a refreshed strategy that builds on Healthy Minds Healthy People and A Path Forward: BC First Nations and Aboriginal People's Mental Wellness and Substance Use – both 10 Year Plans. It emphasizes the importance of prevention, the need for better access to services, better co-ordination of services, and improved continuity of care. It requires stronger collaboration and integration among partners to ensure the best outcomes for children, youth, adults, their families and communities. The urgency comes from understanding that as many as 84,000 children and youth between the ages of four and 17 in B.C. experience one or more mental health disorders at any given time, while only one-third receive specialized treatment. An even greater number of children and youth experience milder forms of distress and related impacts, which affect their ability to function to their fullest potential. Actions are designed to improve our ability to meet the needs of our children when and where they need us, and this is particularly relevant to the Richmond Community Wellness Strategy.
- *BCCDC 2017-2021 Population and Public Health Strategic Plan (The Observatory)*
The Observatory is newly established to provide leadership in the development of provincial and regional surveillance capacity and to support the Provincial Health Office and Chief Medical Health Officers in regional health authorities to systematically report on their populations' health and wellness status. Surveillance information produced by the Observatory will be used by public health staff for policy development, program planning, evaluation and decision making to improve the well-being of British Columbia communities. Data required to measure progress toward improved community wellness will be of importance to the Observatory work.

Vancouver Coastal Health region and VCH-Richmond specific strategy and data reports:

- *Taking Action to Improve Health in the Vancouver Coastal Health Region 2016/17* details how the Vancouver Coastal Health uses public health strategies to promote health and wellness and support residents in living healthy lives in healthy communities. This includes focusing on healthy early childhood environments and support for school success, improving immunization rates, ensuring clean water, including cultural healing practices and Elders in indigenous health, supporting community-based initiatives to strengthen social connectedness and sense of community belonging, and responding to the illicit drug overdose emergency. Healthy early childhood environments, connectedness and sense of neighbourhood and community belonging are important aspects of wellness.

21 Healthy Families BC Policy Framework – A Focused Approach to Chronic Disease and Injury Prevention, Ministry of Health 2014

- **My Health My Community** (www.myhealthmycommunity.org) is a web-based health and wellness survey, first conducted in 2013/14, that enables residents who live in the Vancouver Coastal Health and Fraser Health regions to influence their community's health priorities and local government and decision-makers to shape community services and amenities to meet local needs. Prior to this, there had been a major gap in information at the local community and neighbourhood level about residents' health status, needs and well-being. Health and lifestyle data from over 33,000 lower mainland adults has been compiled into 30 different community profiles. The survey data allows for comparisons between communities, and associations between health status, lifestyle behaviours, built environments and population groups.

My Health My Community (MHMC) Richmond Community Health Profile (2013/14) provides information about Richmond residents' health status, needs and well-being for the City overall and at a neighbourhood level (<https://www.myhealthmycommunity.org/Results/NeighbourhoodProfiles.aspx>). Neighbourhoods as well as communities differ considerably with regards to age, income, education and place of birth of their residents. These social and economic differences are highly influential in determining individual and community health and wellbeing. The results of the MHMC Richmond profile provide an essential reference for the Community Wellness Strategy and are summarized in Section 2 of this report. The MHMC is to be repeated over the time period of the Strategy and for this reason, the Community Wellness Strategy evaluation framework uses many of the same measures as criteria for reporting progress on enhancing the health and wellbeing of Richmond residents.

Richmond School District 38 Relevant Plans and Strategies:

Richmond School District (SD 38) recognizes the important relationship between health and education; the fact that physical, mental, intellectual and emotional health support children and youth in achieving their fullest potential as learners, and similarly, that learning positively influences students' health. Key plans and strategies addressing learning and wellness are outlined below.

SD 38 has championed involvement in Healthy Schools BC (www.healthyschoolsbc.ca) an initiative that builds the capacity of the health and education sectors to effectively implement Healthy Schools BC initiatives using a **Comprehensive School Health** approach. Strengthened health-education partnerships, tools for healthy school assessment and planning, and the coordination of existing schools-based healthy living programs and resources combine to support improvement in students' health and learning. Key focus areas include:

- **School connectedness** and building a school community where everyone feels safe, seen, heard, supported, significant and cared for;
- **Food literacy** to ensure students have the knowledge, skills and attitudes necessary to choose, grow, prepare and enjoy food to support their own health, the wellbeing of their community, and the environment.

SD 38 is committed to advancing school-based promotion of youth mental health and recognizes that successful implementation of a mental health strategy requires dedicated leadership, proper preparation of the organization, and ongoing support for implementation. To this end, opportunity has been established for SD 38 educators to complete the online course *Bringing Mental Health to Schools: a curriculum resource for grades 8 – 10* (<http://ets.educ.ubc.ca/curriculum-development-and-support/special-projects/mental-health-course/>). With this course, educators learn how to apply this classroom-ready, web based, modular mental health curriculum resource as well as upgrade their own mental health literacy. Further resource support is available through the following link: <http://teenmentalhealth.org/toolbox/>

Appendix 2:

Stakeholder Engagement

RICHMOND COMMUNITY WELLNESS STRATEGY – STRATEGIC ADVISORY COMMITTEE AND PARTNER LEADERSHIP TEAM 2016-18

Name	Area of Responsibility
CITY OF RICHMOND	
Elizabeth Ayers Partner Leadership Team	Director, Recreation Services, City of Richmond
Donna Chan	Manager, Transportation Planning
John Woolgar	Manager, Aquatic and Arena Services
Katie Varney	Manager, Community Cultural Development
Kim Howell (retired June 2017)	Deputy Fire Chief
Lesley Sherlock	Social Planner
Marie Fenwick	Manager, Parks Programs
Serena Lusk	General Manager, Community Services
Ted Townsend	Director, Corporate Communications and Marketing
Tina Atva	Senior Planning Coordinator, Policy Planning
VANCOUVER COASTAL HEALTH – RICHMOND	
Diane Bissenden Partner Leadership Team (Retired April 2017)	Director, Population & Family Health, Richmond; Program Director, Regional Public Health Program - Vancouver Coastal Health – Richmond
Chris Salgado Partner Leadership Team Vancouver Coastal Health – Richmond	Manager, Community & Family Health
Claudia Kurzac	Manager, Health Protection
Juan Solorzano	Executive Director Population Health
Lianne Carley	Population Health Policy Analyst
Dr. Meena Dawar	Medical Health Officer, Vancouver Coastal Health
Monica Needham	Program Manager, Community and Ambulatory Services, Continuing Health Services.
RICHMOND SCHOOL DISTRICT NO. 38	
Marie Ratcliffe Partner Leadership Team	District Administrator - Learning Services Richmond School District No. 38
Wendy Lim	Assistant Superintendent
Anne Gillrie-Carre	District Administrator
Richard Steward	District Administrator
Ornella Svaestuen	Curriculum Co-ordinator/Consultant for mental health and social-emotional learning
Constance Easton	Curriculum Co-ordinator/Consultant for mental health and social-emotional learning
Zena Simces	Consultant Team
Sue Ross	Consultant Team
Karen Strange	Consultant Team
Suzanna Kaptur	Research Planner 2, Community Services, City of Richmond
Lisa Fedoruk	Accessibility Coordinator, Community Services, City of Richmond

VANCOUVER COASTAL HEALTH – RICHMOND STAKEHOLDER ENGAGEMENT

Areas of Responsibility ~ Fields of Expertise
Director, Population & Family Health, Richmond,
Program Director, Regional Public Health Program
Manager, Community & Family Health
Team Lead, Interdisciplinary Practice, Continuing Health Services
Manager, Community Mental Health & Substance Use
Aboriginal Health Lead
Program Leader Healthy Adults & Families
Public Health Clinical Resource Nurse
Environmental Health Officer
Regional Healthy Built Environment Environmental Health Officer
Regional Healthy Built Environment Environmental Health Officer
Regional Manager, Public Health Perinatal and Early Childhood Development
Richmond Senior Environmental Health Officer
Manager, Community Investments
Medical Health Officer, Vancouver Coastal Health
Program Leader Speech & Language Program
Program Leader Healthy Babies & Early Childhood Development
Epidemiologist
Program Leader Audiology
Manager, Health Protection
Mental Health & Substance Use
Clinical Coordinator Community Health Services
VCH Medical Health Officer
Leader School Aged & Adult Prevention
Manager, Community and Ambulatory Services, Continuing Health Services
Clinical Coordinator Home Care Nursing
Regional Healthy Built Environment Environmental Health Officer
Public Health Dietitian
Richmond Area Medical Association Committee
Richmond Division of Family Practice
Members of the Advisory Committee

RICHMOND SCHOOL DISTRICT NO. 38 STAKEHOLDER ENGAGEMENT

Areas of Responsibility ~ Fields of Expertise
District Administrator - Learning Services
Secondary and Area Counsellors
Curriculum Co-ordinator, Counselor/Consultant for mental health and social-emotional learning
Student – Health Summit
Richmond Schools Athletic Association
District Administrators
Elementary Principal
Retired Principal
Adolescent Support Team
Royal Canadian Mounted Police – Richmond
Richmond Mental Health and Substance Use
Assistant Superintendent
Director of Facilities Planning
Richmond District Parent Advisory Council (PAC)
Secondary PE Teachers/SEL Coordinator
Richmond Secondary Schools Athletic Association
Richmond Foodbank
Members of the Advisory Committee

CITY OF RICHMOND STAKEHOLDER ENGAGEMENT – STAFF

City of Richmond Department	Area of Responsibility ~ Field of Expertise
Administration and Compliance	Manager, Corporate Performance
Real Estate Services	Senior Manager, Real Estate Services
Planning and Projects	Manager, Community Services Planning and Projects Coordinator, Special Projects
Parks Services	Manager, Parks Programs Area Coordinator, Parks Area Coordinator, Richmond Nature Park Park Planner Britannia Site Supervisor
Recreation and Sport Services - Aquatics and Arenas	Manager, Aquatic and Arena Services
Aquatics	Aquatics Supervisor
Arenas	Community Facilities Coordinator - Arenas
Sport	Manager, Sport and Community Events
Volunteers	Volunteer Development Coordinator
Fitness	Coordinator, Fitness and Wellness Services
Recreation and Sport Services - Community Recreation	Manager, Community Recreation Services Area Coordinators Recreation Leaders Community Facilities Coordinator - Community Recreation Fitness Coordinator - South Arm Youth Coordinator - Steveston Seniors Coordinator - City Centre Community Development Coordinator - West Richmond School Aged Child Care Preschool
Arts, Culture and Heritage Services	Manager, Community Cultural Development Arts Coordinator Arts Programmer Manager, Major Events and Film Supervisor, Museum & Heritage Services Media Arts Specialist Public Art Planner Manager, Art Services Director, Richmond Art Gallery
Community Social Development	Social Planner, Community Social Development Coordinator, Seniors Services Seniors Wellness Coordinator Coordinator, Diversity Services Affordable Housing Coordinator Childcare Coordinator

City of Richmond Department	Area of Responsibility ~ Field of Expertise
Sustainability and District Energy	Senior Manager, Sustainability and District Energy
Engineering Planning	Manager, Engineering Planning
Policy Planning	Manager, Policy Planning Department Senior Planning Coordinator Planner-Analyst
Development Applications	Director, Development
Sustainability and District Energy	Senior Manager, Sustainability and District Energy
Policy Planning	Manager, Policy Planning Department Senior Planning Coordinator
Transportation	Manager, Transportation Planning Transportation Planner
Richmond Fire-Rescue	Deputy Fire Chief Community Relations Officer Chief Fire Prevention Officer
Bylaws	Manager, Community Bylaws
Emergency Programs	Manager, Emergency Programs Coordinator, Emergency Programs Coordinator, ESS and Volunteer Mgmt
Corporate Communications and Marketing	Director, Corporate Communications and Marketing Communications Officer
Human Resources	Health, Safety and Wellness Coordinator Project Leader
Recreation and Sport Services - Sport	Program Manager, Community Sport Director, Sport Services
Library Administration	Deputy Chief Librarian

CITY OF RICHMOND STAKEHOLDER ENGAGEMENT - ALLIED ORGANIZATIONS

City Centre Community Association	West Richmond Community Association
Hamilton Community Association	Sea Island Community Association
Minoru Seniors Society	Steveston Community Society
Richmond Aquatic Services Board	Richmond Art Gallery Association
Richmond Fitness & Wellness Association	Richmond Museum Society
South Arm Community Association	Richmond Nature Park Society
Thompson Community Association	Steveston Historical Society
East Richmond Community Association	

CITY OF RICHMOND STAKEHOLDER ENGAGEMENT - COMMUNITY ORGANIZATIONS

Community Association Participant Engagement	
Richmond Food Security Society	Richmond Sports Council
Turning Point Recovery Society	United Way of the Lower Mainland
Touchstone Family Association	Richmond Society for Community Living
HUB Cycling	The Sharing Farm Society
Developmental Disabilities Association	Richmond Poverty Response Committee
S.U.C.C.E.S.S.	ParkRun
Richmond Children First	Richmond Youth Service Agency
Richmond Addiction Services	Richmond Minor Football League (Raiders)
Richmond Lawn Bowling Club	Japanese Canadian Cultural Centre Advisory
Richmond Family Place	UBC Boathouse
Advisory Committee Engagement	
Richmond Active Transportation Committee	Richmond Seniors Advisory Committee
Richmond Community Services Society Committee	Richmond Intercultural Advisory Committee
Advisory Design Panel	Richmond Centre for Disability
Richmond Child Care Advisory Committee	

Appendix 3:

Richmond Community Profile Data Sources

1. Richmond City Planning Hot Facts (the series, 2014-2017)
2. The United Way Community Profile – Richmond – December 2015
3. Statistics Canada (2015) 2011 Population Census/Household Survey
4. Statistics Canada (2015) 2006 Population Census/Household Survey
5. BC Vital Statistics (2011) Annual Report
6. BC Stats. (2015) Sub-Provincial Populations – P.E.O.P.L.E.
7. BC Stats (2015) Socioeconomic Profiles
8. Statistics Canada (2015) CCHS Canadian Community Health Survey
9. BC Community Health Profiles (2013, 2017) PHSA – Richmond
10. My Health My Community, Vancouver Coastal Health - Richmond (2013/14)
11. Human Early Learning Partnership. EDI (Early Years Development Instrument) report. Wave 6 Community Profile, 2016. Richmond (SD38). Vancouver, BC: University of British Columbia, School of Population and Public Health; October 2016.
12. Human Early Learning Partnership. EDI (Early Years Development Instrument) report. Wave 6 Supplementary Report EDI Subscales Community Profile, 2016. Richmond (SD38). Vancouver, BC: University of British Columbia, School of Population and Public Health; September 2017.
13. Human Early Learning Partnership. MDI [Middle Years Development Instrument] Grade 4 report. School District & Community Results, 2016-2017. Richmond (SD38). Vancouver, BC: University of British Columbia, School of Population and Public Health; April 2017.
14. Human Early Learning Partnership. MDI [Middle Years Development Instrument] Grade 7 report. School District & Community Results, 2016-2017. Richmond (SD38). Vancouver, BC: University of British Columbia, School of Population and Public Health; April 2017.
15. McCreary Centre Society. (2014). Richmond: Results of the 2013 BC Adolescent Health Survey. Vancouver, BC: McCreary Centre Society.
16. BC Ministry of Education and BC Stats (2015) School Satisfaction Survey – SD 68 Richmond.
17. Ministry of Health March 2013 British Columbia Promote, Protect, Prevent: Our Health Begins Here [electronic resource]: BC's Guiding Framework for Public Health.
18. Vancouver Foundation's Vital Signs 2016 – Richmond.

Appendix 4: Documentation of the Engagement Process and Results

The community engagement process started in January 2017. Over 1000 stakeholders participated in the engagement process.

WHO WE HEARD FROM

I. Internal Stakeholders

Strategic Advisory Committee:

Comprised of representatives from the three partners – City of Richmond, VCH-Richmond and School District No. 38 - with various areas of responsibilities and fields of expertise.

Partner Organizations Representatives:

City of Richmond - A total of 75 staff participated including representatives from all departments in the Division of Community Services and other City personnel from Planning and Development, Corporate Communications and Marketing, the Chief Administrative Office, Law and Community Safety, and the Richmond Olympic Oval.

Vancouver Coastal Health - Richmond - 49 staff participated representing Public and Population Health, senior leadership including the Medical Health Officer, Head of Family Practice, Senior Medical Director, Environmental Health, Mental Health and Substance Use, Community and Ambulatory Services, and Home Care Nursing. In addition, 29 public and population health staff responded to an on-line survey.

School District No. 38 included 17 participants representing teachers, principals, counselors and administrators. In addition, the school district included a number of their key stakeholders in the session e.g., representatives from the RCMP, Mental Health and Substance Use Services, Richmond Food Bank, Richmond Secondary Sport Athletic Association, and the district Parent Advisory Council (PAC).

II. External Stakeholders

Community Groups:

Fifty organizations were invited to participate. Representatives from 37 groups attended the consultation sessions including Community Associations, Community Service Organizations and Sports Organizations.

Richmond Advisory Committees:

Representatives from 5 of the 8 invited City of Richmond Advisory Committees attended a special consultation session.

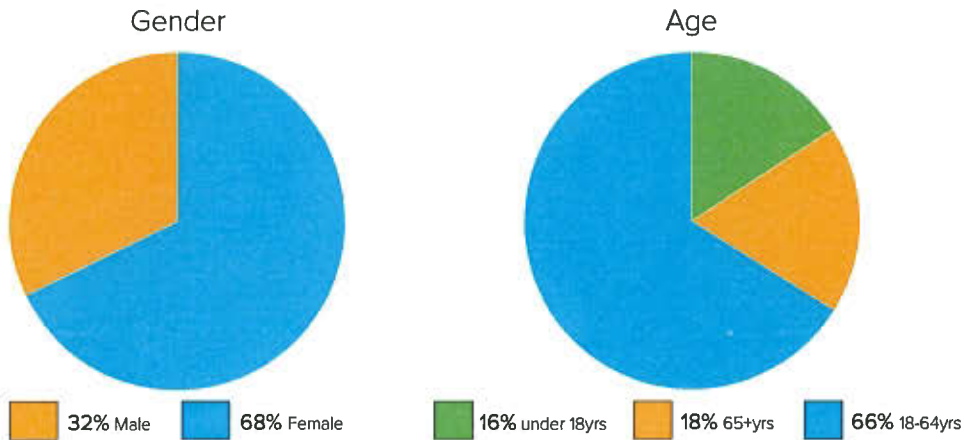
III. Public Consultation

A variety of opportunities were selected to seek the views of Richmond residents:

- 80 families were interviewed during Family Day, January 2017
- 246 students in two elementary schools (grades 5 and 6) and two secondary schools (grades 9 -11) covering 10 classrooms participated in discussions about wellness for themselves, their families and their neighbourhoods
- 81 parents from the School District No. 38 Parent Advisory Committee responded to an on-line survey
- 240 residents participated in open houses
- 134 residents responded to a survey on Let's Talk Richmond

Open Houses

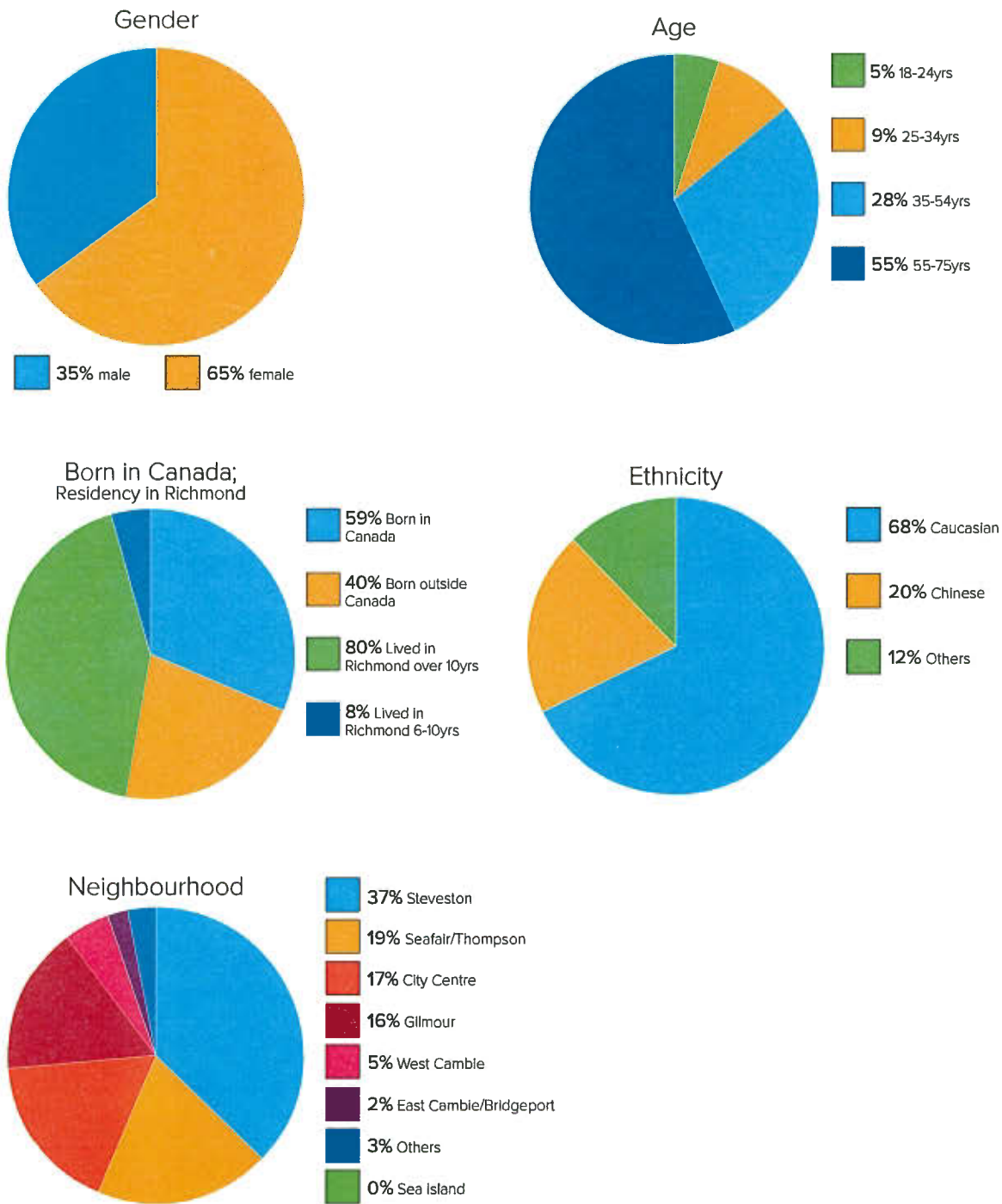
Drop-in style open houses were held in four of the Richmond Public Library branches. This was an open invitation to any interested resident. Afternoon, evening and weekend sessions were publicized widely to engage as many residents as possible. Posters were available in Chinese and volunteers who spoke Mandarin and Cantonese supported the consultation process. The gender and age breakdown of participants is illustrated below.



Let's Talk Richmond

City of Richmond has an established website that enables residents to obtain information on City initiatives and to provide feedback. Information relating the Community Wellness Strategy and a survey was made available over a two week period in May 2017 to further engage residents.

Demographic information provided by survey respondents is illustrated below.



PROCESS AND KEY FINDINGS

Internal consultations

The **Strategic Advisory Committee** was engaged through a series of meetings to initially brainstorm and then fine tune (based on community engagement feedback) the definition of wellness and the vision, guiding principles and key priority areas for the Richmond Community Wellness Strategy.

Internal stakeholders from each partner organization were engaged to gain insights through their unique experiences and diverse perspectives.

- Workshops were conducted with City of Richmond staff from across the organization and sessions were also held with Community Services partner associations/societies.
- Vancouver Coastal Health – Richmond senior leadership and public and population health staff were consulted. Front-line health staff participated through an on-line survey.
- A session was held with representatives from School District No. 38 that included representation from teachers, principals, counselors and administrators. In addition, the District invited their key stakeholders to the session, e.g., RCMP, Mental Health and Substance Use, Richmond Food Bank, Richmond Secondary Sport Athletic Association, and district Parent Advisory Council (PAC).

Key themes identified:

- Health and Lifestyle – physical activity, healthy eating and mental wellness
- Built and Natural Environment – healthy neighbourhood design and transportation networks
- Access to Programs and Services – affordability, availability, capacity and language
- Economic Wellness – affordable housing, adequate income and food security
- Connectedness/Inclusion – social and cultural connectedness
- Intercultural Harmony – culturally sensitive environments
- Awareness and Education – enhanced understanding and benefits of wellness

External consultations

External stakeholder workshops were conducted with invitations to over 50 community groups and organizations that work with one or more of the three partners. In addition, eight City of Richmond Advisory Committees were invited to attend a workshop to share their expertise and insights on wellness for Richmond residents. An opportunity was also provided to all of these organizations to respond to an on-line survey.

An extensive public consultation process was undertaken with close to 781 respondents and included the following:

- Interviews with families – parents and children at Richmond Family Day events (80 families)
- On-line survey to parents through the Richmond School District 38 Parent Advisory Council (81 responses)
- Drop-in style open houses in four of the Richmond Public Library branches (240 people interviewed)
- Student discussions in two elementary and two secondary schools covering 10 classrooms (246 students participated)
- An on-line survey to the public via Let's Talk Richmond, which was advertised in community centres, City Hall, on social media and through community newspapers and received a total of 134 responses.

Specific Questions Asked

Internal and external stakeholders were engaged to gain their perspective on:

- What does community wellness mean to you?
- What is working well in Richmond?
- What are the priority areas for the Community Wellness Strategy?
- What is your vision for the Community Wellness Strategy?

Public engagement focused on understanding:

- What are the important aspects of wellness to you?
- What do you do to stay healthy, active and involved?
- What does community and neighbourhood support and connectedness look like?
- What would help increase wellbeing?

Summary of Feedback

WHAT IS WORKING WELL IN RICHMOND

The wide range of stakeholders that were consulted spoke highly of their city. The following is an example of the feedback that was provided:

"Richmond is doing a phenomenal job - great amenities, facilities, parks, dyke, trails and many programs and events."

Respondents identified a wide range of activities for health and wellness that Richmond offers that include recreation, sports, arts, culture, physical and social activities, health services and education. Respondents also had a very positive view of the Richmond Public Library, viewing it as a key connector and a source of information and education.

Respondents indicated a desire to do more volunteering, the need to be more physically active, to eat healthier and to get more connected to their neighbourhood.

KEY PRIORITIES TO ENHANCE WELLNESS IDENTIFIED BY STAKEHOLDERS

A. Internal and External Stakeholders

Staff of the three partners and external community groups and organizations that participated in the consultation workshops identified key priority areas that they felt are important to enhancing wellness in Richmond.

Health and Lifestyle

Importance was placed on increased opportunities to enhance physical activity, healthy eating and mental wellness.

Access to Programs and Services

The priority is to ensure that programs and services are available, affordable, and offered in a language that residents can understand. The focus should be on equity of access and providing quality programs for marginalized groups and removing barriers to participation.

Connectedness

Stakeholders identified the importance of social and cultural connectedness.

Sense of Neighbourhood

Enhancing neighbourhood connectedness is seen as contributing to wellness.

Awareness and Education

Enhanced understanding and benefits of wellness is important and will help lead to behaviour change.

Intercultural Harmony

Ensuring culturally sensitive of programs, services and environments and enhancing cultural harmony is seen as critical to enhancing wellness.

Places and Spaces

A focus on the built and natural environment and developing safe and healthy indoor and outdoor places, outdoor spaces for gathering and connecting are seen as critical supports to wellness.

Economic Factors

It is recognized that wellness is impacted by economic factors such as the need for adequate income, food security and affordable housing.

Two additional priorities identified by staff of the partners

Partnerships

Developing partnerships with a wide range of community groups and, in particular, the business sector will help implement desired programs and services.

Focus on policy

There is a need to incorporate a wellness lens into all policy, planning and program design (e.g., including planning for the built environment).

B. The Public Consultation

Summary of Consultation with a sampling of Students in Richmond Schools

- What wellness means to you:
 - As an individual, it means being active, healthy, connected/included, positive mindset and having money and a good job
 - As a family, it means sharing and caring, good communication and doing things together as a family
 - As a community, it means having a clean environment, green space, feeling safe, volunteering, affordable housing and transportation, and sharing and caring
- What supports are needed to stay well:
 - Organized activities and events close to home
 - Open places and spaces to gather and play
 - Low/no cost and drop-in activities as well as less costly transportation
 - Information and education on the benefits of wellness and the opportunities available to enhance wellness
- What supports are needed to help feel connected to their neighbourhood:
 - Fun activities and food
 - Incentives to participate and connect with others
 - Outdoor space to gather, better sidewalks, age friendly playgrounds and parks, good equipment

Summary of Feedback from Family Day, Public Open Houses and Survey of School District 38 Parent Advisory Committee Member

- What wellness means to Richmond residents:
 - Balance of physical, mental and spiritual wellness
 - Harmony, bonding, good relationships, spending time together
 - Accepting of everyone, openness, supportive, caring, inclusion, belonging, feeling safe, healthy environment, gathering places, opportunities to volunteer
 - Economic and financial stability
- What supports are needed to improve wellness:
 - Program opportunities – greater choice for adults, after school options for children and more flexible scheduling of activities, unstructured and drop-in options
 - Services – to meet the needs of special needs populations, e.g., mental health, people with disabilities, seniors and isolated or hard to reach groups
 - Access – having programs and amenities closer to home that are affordable, low cost or free
 - Built and natural environment - supportive, safe and healthy environments including better sidewalks, easier transportation and natural spaces to gather and play
 - Information and Education – about what wellness means and benefits. Information on wellness to be communicated through multiple diverse methods including through schools, community events, library, workshops and social media
 - Opportunities for volunteering
- What supports are needed to help feel connected to their neighbourhood:

Many respondents indicated that they did not know their neighbours. Many neighbourhoods are in flux with people moving in and out, renters, empty houses, and a sense of transiency. Culture and language differences make connections difficult even with people living in town house complexes, apartments or condos. *"Richmond is a city of contrasts, different areas look and feel very different."*

Suggestions provided to connect to their neighbourhood include:

- Ongoing activities at a neighbourhood level and not "one-offs"
- Neighbourhood organizers and facilitators to support neighbourhood capacity-building
- Focus on strategies to bring diverse cultural groups together to TALK and get to know each other - "building relationship will help lead to solutions"
- Offering a wide range of options that are fun and match neighbourhood interests
- Focus on food and children as connectors
- More green spaces
- More places to gather

Acknowledgments

The process of creating an updated Community Wellness Strategy 2018-2023 for the City of Richmond, one that actively contributes to the health and well-being of all residents has depended on the enthusiasm, involvement and thoughtfulness of many stakeholders and members of the community who participated in workshops, interviews, open houses and volunteer activities. We are very grateful to those who have participated. We would like to acknowledge the special contribution of the Community Wellness Strategy Advisory Committee and Partner Leads who listened to stakeholders and wove together a Strategy for success that builds on the strengths of each of the Partner organizations – the City of Richmond, School District No. 38 and Vancouver Coastal Health-Richmond:

Richmond City Council

Malcolm Brodie, Mayor
Chak Au, Councillor
Derek Dang, Councillor
Carol Day, Councillor
Ken Johnston, Councillor
Alexa Loo, Councillor
Bill McNulty, Councillor
Linda McPhail, Councillor
Harold Steves, Councillor

Richmond School District No. 38 Trustees

Ken Hamaguchi, Trustee
Jonathan Ho, Trustee
Sandra Nixon, Trustee
Donna Sargent, Trustee
Debbie Tablotney, Trustee
Alice Wong, Trustee
Eric Yung, Trustee

Project Partner Leads

Elizabeth Ayers
 Partner Lead, Director, Recreation Services, City of Richmond
Diane Bissenden
 Partner Lead, Director, Population and Family Health, Richmond (Retired)
Chris Salgado
 Partner Lead, Manager, Community and Family Health, Vancouver Coastal Health-Richmond
Marie Ratcliffe
 Partner Lead, District Administrator - Learning Services, Richmond School District No. 38

City of Richmond

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 General Manager, Community Services
Suzanna Kaptur
 Research Planner 2, Community Services
Lisa Fedoruk
 Accessibility Coordinator, Community Services
John Woolgar
 Manager, Aquatic and Arena Services
Tina Atva
 Senior Planning Coordinator, Policy Planning
Donna Chan
 Manager, Transportation Planning
Lesley Sherlock
 Social Planner, Community Social Development
Marie Fenwick
 Manager, Parks Programs
Katie Varney
 Manager, Community Cultural Development
Kim Howell
 Deputy Fire Chief (Retired)
Ted Townsend
 Director, Corporate Communications and Marketing

Vancouver Coastal Health - Richmond

Jennifer MacKenzie
 Chief Operating Officer, VCH - Richmond
Monica Needham
 Program Manager, Community and Ambulatory Services, Continuing Health Services
Dr. Meena Dawar
 Medical Health Officer, VCH - Richmond
Juan Solorzano
 Executive Director Population Health
Lianne Carley
 Population Health Policy Analyst
Claudia Kurzac
 Manager, Health Protection

School District No. 38 Richmond

Wendy Lim
 Assistant Superintendent
Anne Gillrie-Carre
 District Administrator
Richard Steward
 District Administrator
Ornella Svaestuen
 Curriculum Co-ordinator, Consultant, mental health and social-emotional learning
Constance Easton
 Curriculum Co-ordinator, Consultant, mental health and social-emotional learning

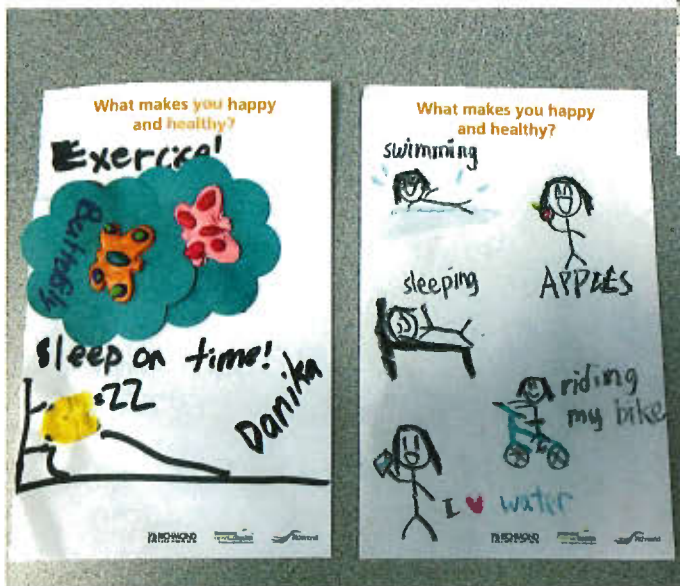
Project Consultant

Zena Simces & Associates Consultant Team:
Zena Simces
Sue Ross
Karen Strange

Community Wellness Strategy 2018-2023 Validation Open Houses – Children and Youth Activity Results



Community Wellness Strategy 2018-2023 Validation Open Houses – Children and Youth Activity Results






City of Richmond

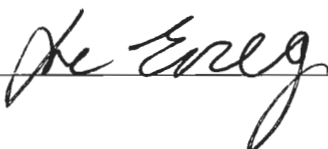
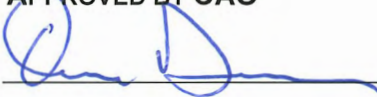
Report to Committee

To: Public Works and Transportation Committee **Date:** July 10, 2018
From: Victor Wei, P. Eng.
Director, Transportation **File:** 02-0775-50-6286/Vol
01
Re: **Public Bike Share Pilot Program - Recommendation to Award Contract**

Staff Recommendation

1. That the City establish a service of a public bike share system as a pilot project;
2. That a contract up to 18 months in length with U-bicycle North America Inc. (U-bicycle), based on the terms as outlined in the staff report titled "Public Bike Share Pilot Program – Recommendation to Award Contract" dated June 28, 2018 from the Director, Transportation, be endorsed;
3. That the Chief Administrative Officer and General Manager, Planning and Development, be authorized to execute the above contract; and
4. That staff be directed to report back on the outcome of the pilot program following its completion.


Victor Wei, P. Eng.
Director, Transportation
(604-276-4131)
Att. 1

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Administration & Compliance	<input checked="" type="checkbox"/>	
Economic Development	<input checked="" type="checkbox"/>	
Purchasing	<input checked="" type="checkbox"/>	
Engineering	<input checked="" type="checkbox"/>	
Parks	<input checked="" type="checkbox"/>	
Business Licences	<input checked="" type="checkbox"/>	
Law	<input checked="" type="checkbox"/>	
Community Bylaws	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: CJ	APPROVED BY CAO 

Staff Report

Origin

At its March 26, 2018 meeting, Council directed staff to issue a Request for Proposals (RFP) for the development and operation of a public bike share system as a pilot project, and report back on the responses to the RFP with a recommendation. This report recommends the award of a contract up to 18 months in length to U-bicycle North America (U-bicycle).

This report supports Council's 2014-2018 Term Goal #3 A Well-Planned Community:

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

3.3. *Effective transportation and mobility networks.*

This report supports Council's 2014-2018 Term 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.

5.2. *Strengthened strategic partnerships that help advance City priorities.*

Analysis

Procurement Process

An RFP for the development and operation of a pilot public bike share program was issued by the City on May 9, 2018 with a closing date of May 28, 2018. Three proposals were received and all of the proponents have a demonstrated ability to operate a public bike share system, including experience in Canada.

Evaluation of Proposals

The proposals were evaluated by a staff team from Transportation and Community Bylaws in accordance with the following evaluation criteria identified in the RFP:

- project methodology and timeline;
- form of bicycle parking and use of public realm;
- safety and quality of equipment;
- operations, customer service, maintenance, and rebalancing of bicycles;
- user experience and affordability;
- data security, sharing and reporting;
- risk management;
- financial projections;
- proponent qualifications; and
- proposal quality.

Recommended Operator

Following the proposal evaluation process, staff have selected U-bicycle North America (U-bicycle) and recommend that the company be awarded a contract to serve as the public bike share system owner and operator operating at arm's length from the City for a pilot project term of up to 18 months. In this owner/operator role, U-bicycle would:

- manage, fund and maintain the operations;
- assume the financial, operational and liability risks associated with the system;
- install and maintain any infrastructure associated with geo-fenced “virtual” docking stations (e.g., bike racks, helmet kiosks);
- operate and optimize bicycle and helmet redistribution; and
- be responsible for sales, education, marketing, and customer service.

The City would provide support to the pilot program in the forms of:

- access to City lands including streets and open spaces for the installation of any bike racks and related signage and wayfinding;
- in-kind support primarily comprised of staff support for the station siting process; and
- monitoring system performance during the pilot period.

Staff time and resources can be accommodated within existing divisional operating budgets.

System Description

The system recommended for Richmond would be a balance between a free-floating dockless system and a station-based docked system that features geo-fenced virtual stations as designated bike parking areas to help avoid potential obstructions in the public realm by improperly parked bicycles. Virtual parking stations have the advantage of easy modification if there is a need to adjust the size and location of stations to address changes in system demand or to accommodate special events or construction work.

Bikes, Helmets and Infrastructure

System users will be able to rent bicycles at one location and end their trip at another location through a self-service process available 24/7 during the pilot period. Each self-locking bicycle has a helmet that locks to the frame of the bike and helmet liners will be available via a kiosk at stations. Additional bicycle features include automatic front and rear lights, an adjustable seat height, front cargo basket and cup holder, bell, and three gears (Figure 1). Instructions on how to use the U-bicycle system and customer service hotline number are provided on the rear-wheel guard and the basket.



Figure 1: Proposed U-bicycle Model

Communications, including payment transactions, are completed wirelessly via a smartphone app. Selected stations along the Canada Line will have beacons to convert them to free WiFi zones. U-bicycle will also seek to partner with local retailers, malls, restaurants, and hotels to leverage their WiFi.

The bicycles have a chip and are GPS-ready; however, initially, the device will not be enabled, which limits the ability to track the real-time locations of bicycles between trips. U-bicycle is currently pursuing the certification process to enable the GPS device (estimated to take six months as of June 2018). U-bicycle will monitor the usage of the bikes in the initial weeks after the launch and commits to activating the GPS in all bikes by the beginning of January 2019 if issues are demonstrated to arise (e.g., incorrectly parked bikes, theft of bikes).



Figure 2: Proposed Kiosk

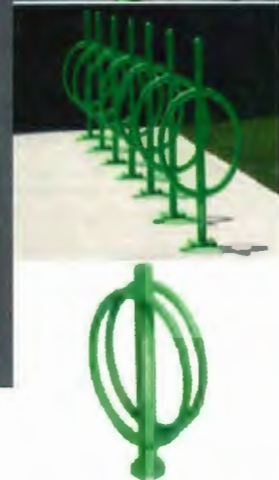


Figure 3: Proposed Bike Racks

The majority of stations will feature signage that contains instructions for use, the nearest bike route and nearby attractions and destinations (Figure 2). At high density locations where usage is expected to be higher and space constraints may be present, U-bicycle would provide its own bicycle racks to better identify its bicycles and ensure unrented bikes are parked in an orderly and space-efficient manner (Figure 3). The use of existing public bicycle racks is not encouraged in order to maximize availability for cyclists not using the bike share system.

Deployment Areas and Station Siting

Should demand warrant, the system will have the capacity at its full launch to consist of up to 470 bikes at 110 stations located within the City Centre core and Steveston area (see Attachment 1 for system coverage areas). An initial launch will deploy a much smaller number of bicycles and stations with increases to the system being phased in subject to a monitoring period. The boundaries of the City Centre area will be generally similar to those of the City Centre planning area: No. 2 Road to the west, Blundell Road to the south, No. 4 Road-Shell Road to the east and the Fraser River to the north. The Steveston Village area will be bounded by the water to the west and south, Williams Road-Steveston Highway to the north, and No. 2 Road to the east.

The exact number of bikes and stations will be determined via U-bicycle's three-step approach to determine the locations of the virtual parking stations:

- (1) Feasibility Study: identify and recommend proposed locations for initial deployment.
- (2) Consultation: Share the first draft of the virtual station plan for public consultation via U-bicycle's and the City's channels. Adjust the number of stations proposed based on the feedback.
- (3) Finalization: Prepare a final draft for the City's review and approval.

The virtual parking zones are intended to be within a 50 m radius from the following locations: community centres, Canada Line stations, bus stops, and commercial centres. The distance between each virtual parking station would be between 300-500 m. Station locations are anticipated to be a mix of on-street (e.g., at corner clearances), off-street (e.g., boulevard or other City-owned property) and privately owned lands. The proximity of a proposed station to an existing cycling facility will be a consideration as part of the station siting process. It is the responsibility of U-bicycle to secure all station locations.

After determination of the locations of the virtual parking stations, a small-scale launch of 10 stations with 50 bikes will be deployed along the Canada Line and major bus stops. The trial deployment will allow evaluation of users' feedback on the signage and user-friendliness of the interface. The trial will last for a minimum of one week and minor adjustments will be undertaken as necessary prior to implementation of the rest of the proposed stations.

System usage operations will be monitored and, if warranted, a second phase with deployment of up to a further 250 bicycles may be considered in Spring 2019.

Pricing

U-bicycle intends to offer three rental plans:

- *Pay-as-You-Go Rental*: users pick-up and return a smart bike at any virtual dock station. Rental will be charged at \$1.00 per 30 minutes. Trips will not end unless the user returns the bike to a virtual dock. However, the user can temporarily park at any public bike rack during the rental.
- *Membership Rental*: members can enroll in an annual pass program at \$150 per year. The membership would provide unlimited trips.
- *Tourist Rental*: offered at \$14 per day, this pass provides unlimited 24-hour rental. During the 24-hour period, the bikes can be parked temporarily outside of geo-fenced boundaries and virtual dock locations but bikes must be returned to the virtual dock for the trip to end.

Multiple payments can be processed per one app so that one person could pay for all bike rentals in his/her group. As a theft-protection mechanism, each person in the group will need the U-bicycle app in order to unlock his/her own bike.

Operations

Rebalancing (e.g., from low to high demand areas) will be done on a daily basis with one operations staff for every 100 bikes. Operations staff will track bike usage, observe weekly changes, and adjust rebalancing attention accordingly. Priority will be given to moving bikes left unused for seven days, in low-demand residential or industrial zones, or in areas with high theft and vandalism risk. Maintenance checks are performed on all bikes at least once every seven days and bikes in high-usage zones are checked more frequently.

Customer support coverage will be available 8:00 am to 8:00 pm during the week and 9:00 am to 6:00 pm on weekends. Users can access customer support in-app or via the customer service hotline number, also highlighted in the app. The City and Richmond RCMP will have the contact details for the Operations Manager, who is the first point of contact and on-call 24/7. A

local base of operations will be established to store bikes and parts, to recycle and repair bikes, and to respond to public concerns.

Promotion and Community Engagement

U-bicycle plans to undertake a two-phase (pre- and post-launch) marketing plan to:

- raise awareness of the bike share pilot program among residents and visitors, and
- inform and educate the public on how to use the system, how to ride safely and where to find Richmond's bike routes.

Avenues to raise awareness include U-bicycle's use of its social media, website and blog, sponsorship of community events, local media advertising, marketing partnerships with local businesses, and free weekend bike tours hosted by U-bicycle staff.

Monitoring and Performance Measurement

The City will be provided with weekly and monthly reports to assist in understanding system use including data such as number of registered and active users, number rides and bikes being used, trip start and end points, trip distance and time, and system usage by time of day and day of week. A set of key performance indicators will be developed to track and evaluate U-bicycle's overall performance. Potential indicators include minimum performance levels in bike, helmet and station availability, customer service response times, and bicycle parking management.

The pilot program will include a provision for the City to terminate service should the system features not be kept in a condition acceptable to the City. Upon written notice from the City, U-bicycle anticipates a three week timeframe to allow for deactivation of their service in Richmond, including removal of all program equipment.

Timelines

Should Council approve the staff recommendation, U-bicycle anticipates being able to launch the system approximately eight weeks after contract finalization and execution.

Financial Impact

None.

Conclusion

Based on staff's evaluation, the U-bicycle proposal would provide the community and the City with the following benefits:

- provision, management, operation, and maintenance of a public bike share system at no cost to the City;
- an engaging, easy to use and affordable user model; and
- an adaptable and responsive operations plan.

Acceptance of U-bicycle's proposal would enable the City to explore and evaluate the potential of a public bike share system to advance the objective of providing expanded travel choices in support of the City's mobility goals and targets in the most cost-effective manner.



Joan Caravan
Transportation Planner
(604-276-4035)



Sonali Hingorani, P.Eng.
Transportation Engineer
(604-276-4049)

JC:jc

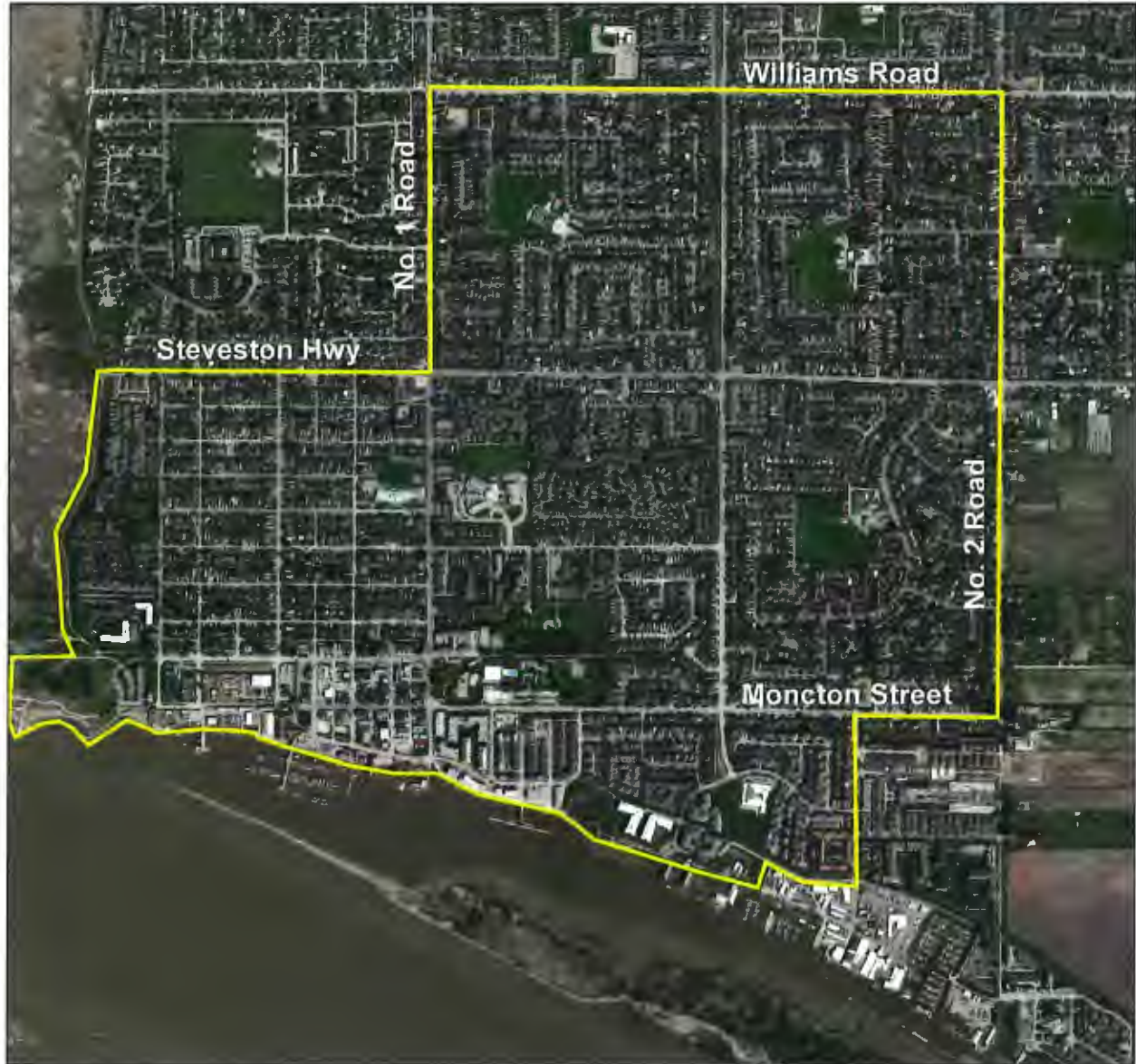
Att. 1: Proposed Deployment Areas – City Centre and Steveston

...

Proposed City Centre Deployment Area



Proposed Steveston Deployment Area





City of Richmond

Report to Committee

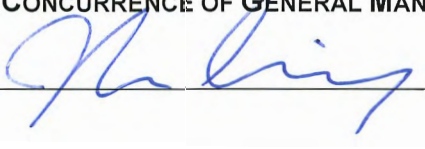

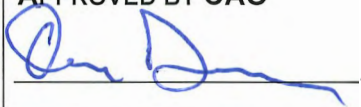
To:	Public Works and Transportation Committee	Date:	May 30, 2018
From:	Peter Russell Senior Manager, Sustainability and District Energy	File:	10-6160-08/2018-Vol 01
Re:	Riparian Response Strategy Phase One		

Staff Recommendation

1. That Richmond Zoning Bylaw No. 8500, Amendment Bylaw No. 9871, which adds Riparian Management Area setbacks as adopted by Council in 2006, be introduced and given first reading;
2. That Watercourse Protection and Crossing Bylaw No. 8441, Amendment Bylaw No. 9882, which establishes a riparian review fee for the single family building permit process, and inspection and ticketing authority, be introduced and given first, second, and third readings;
3. That Consolidated Fees Bylaw No. 8636, Amendment Bylaw No. 9883, which quantifies the riparian permit review and inspection fees established in the Watercourse Protection and Crossing Bylaw No. 8441, be introduced and given first, second, and third readings;
4. That Municipal Ticket Information Authorization Bylaw No. 7321, Amendment Bylaw No. 9884, which defines fines for non-compliance with the Watercourse Protection and Crossing Bylaw, be introduced and given first, second, and third readings;
5. That Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, Amendment Bylaw No. 9885, which defines fines for non-compliance with the Watercourse Protection and Crossing Bylaw, be introduced and given first, second, and third readings;
6. That Boulevard Maintenance Regulation Bylaw No. 7174, Amendment Bylaw No. 9881, which amends content to authorize enhancement of a riparian management area, be introduced and given first, second, and third readings;
7. That the 5 Year Financial Plan (2018-2022) be amended to include the costs for the new Environmental Coordinator position, which will be recovered through the collection of permit fees.



Peter Russell
Senior Manager, Sustainability and District Energy
(604-276-4130)

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Finance Department	<input checked="" type="checkbox"/>	
Law	<input checked="" type="checkbox"/>	
Building Approvals	<input checked="" type="checkbox"/>	
Development Applications	<input checked="" type="checkbox"/>	
Policy Planning	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO 

Staff Report

Origin

At the July 25, 2016 Council meeting staff presented a review of regulatory options to achieve compliance under the *Riparian Area Protection Act* (formally *Fish Protection Act*), and *Riparian Areas Regulation* (formally *Streamside Protection Regulation*). Council endorsed a stakeholder consultation program outcomes of which, were summarized in a report received at the September 25, 2017 Public Works and Transportation Committee. Additional stakeholder consultation was carried out in the spring of 2018. The purpose of this report is to summarize the outcomes of public consultation and seek Council endorsement for the first phase of proposed regulatory updates.

This report supports Council's 2014-2018 Term Goal #3 A Well-Planned Community:

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

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

3.2. *A strong emphasis on physical and urban design.*

This report supports Council's 2014-2018 Term 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.

6.1. *Safe and sustainable infrastructure*

Background

The City's Riparian Response Strategy, originally developed in consultation with the Province and the Department of Fisheries and Oceans (DFO), was adopted by Council in 2006. It is a modified *Riparian Area Regulation* (RAR) approach that protects fish habitat and meets the unique floodplain ecology within the City and is considered a grandfathered approach under the RAR. Riparian Management Area (RMA) setbacks were assigned on minor (5m) and major (15m) designated watercourses that are wetted the majority of the time, have a source of ground and surface water, and flow into and support fish life in the Fraser River Estuary (Attachment 1).

The Riparian Response Strategy outlined that industrial, residential and commercial development proposed:

- In riparian habitat on the Fraser River foreshore, should continue to be reviewed by the Fraser River Estuary Management Program;
- Adjacent to an RMA is permitted;
- Within an RMA would require further assessment in accordance with RAR.

Within RMA designated watercourses, there has been recorded presence of various fish species including pumpkin seed fish, three-spine stickleback, northern pike minnow, brassy minnow and prickly sculpin. These watercourses are nutrient providing fish habitat under the RAR that provide downstream nutrients to fish in the Fraser River Estuary, which supports all species of Pacific salmon, sturgeon, and an abundance of other game, forage and other fish species. Vegetated riparian setbacks shade and cool water for aquatic organisms, provide nutrients, stabilize banks, control stormwater runoff and can improve water quality. The City's RMA network is part of the City's open drainage network. This green infrastructure acts as a corridor connecting hubs and sites within the City's Ecological Network to allow for the passage of fish and wildlife across the island (Attachment 2).

The City did not enact regulatory triggers as a part of the original Riparian Response Strategy. In the past, development proposed in an RMA was approved by DFO through the City's Environmental Review Committee. Following changes to the *Federal Fisheries Act* in 2012, DFO no longer engaged with local governments through Environmental Review Committees. In addition, the Fraser River Estuary Management Program, who led an inter-agency development reviews in the Fraser River foreshore, ceased to exist following regulatory changes. In a 2015 Provincial review of local government approaches to RAR, the City's approach was identified as non-compliant as it lacked regulatory triggers, and was based on a historical DFO supported approach. Based on a review of potential regulatory frameworks and informed by stakeholder input, staff propose updating the Riparian Response Strategy in two phases to achieve compliance as outlined in the analysis section.

Analysis

Updating the City's Riparian Response Strategy is expected to be completed in two phases. Phase 1 focuses on achieving compliance with RAR, formalizing a review process for single family development proposals on lots with RMAs and introducing tools to better respond to non-compliant activity in RMAs. Phase 2 focuses on integrating RMA and Environmentally Sensitive Area designations for protection of the natural environment, and aligning this with the goals and objectives of the Ecological Network Management Strategy (2015). The first phase is the focus of this report, and phase 2 is summarized below.

Riparian Response Strategy Update – Phase 1

Information collected from the development community and landowners suggests that there is opportunity to improve customer service, and communication of the requirements for riparian protection and enhancement. In addition, a more rigorous monitoring program was identified as a solution to improve compliance with RAR requirements on single family development sites with RMAs, see Attachment 3 for examples of typical non-compliance on single family sites that a more rigorous monitoring program would look to address. Concerns are also noted on larger development sites with riparian habitat that require oversight of construction monitoring schedules, and environmental enhancements established as conditions of approval. Proposed bylaw amendments in this report, summarized in Table 1, include:

- Formally define RMA setbacks, and permitted activity established in the 2006 Riparian Response Strategy within City bylaw, thereby fulfilling requirements under the *Riparian Areas Protection Act*, and RAR;
- Streamline the building permit approval process for single family development proposals on sites with an RMA, and provide a lower cost, staff led stewardship approach to protect and enhance the City's RMAs;
- Promote enhancement of the City's RMAs to support pollinators, nesting birds and fish and frogs within the network, while maintaining drainage functionality and supporting agricultural needs on adjacent lands; and
- Introduce tools to address non-compliance on sites following an inspection based enforcement model which allows for ticketing should remediation orders not be met.

Currently, applicants proposing development of industrial, residential and commercial activity on properties with an RMA setback are required to retain a qualified environmental professional. The qualified environmental professional prepares a construction environmental management plan that outlines the necessary measures to protect the RMA during development (for review by staff). Stakeholder feedback has indicated that the cost to prepare a construction environmental management plan, and undertake construction monitoring on a single family development site with an RMA can be approximately \$5,000 per site, which can be cost prohibitive, and can discourage habitat enhancements that would further increase costs.

Staff propose to replace the construction environmental management plan requirement on single family development sites with an RMA, with a permit review fee to facilitate a streamlined, stewardship approach to riparian protection and enhancement that is supported by staff. Based on feedback from the small builder community and land owners, a staff supported stewardship based approach to RMA protection and enhancement on single family development sites is expected to improve customer service through a collaborative, hands on approach to RMA management. Consistent with current practices, development proposals on larger residential, commercial and industrial sites with RMAs will continue to require a construction environmental

management plan prepared by a qualified environmental professional – this practice will be assessed in phase 2 (outlined below).

Proposed permit review fees for single family development proposals on properties with RMAs account for staff time to review applications, and undertake site inspections to monitor and support the protection and enhancement of RMAs throughout construction. Should additional site inspections be required due to non-compliant activity within the RMA, additional inspection fees and enforcement fines are also part of proposed phase 1 bylaw amendments. To support stewardship efforts, planting guidelines that support riparian habitat with a focus on fish and frogs, pollinators and nesting bird habitats are being developed. The second phase of proposed updates are summarized in the next section and will be presented for Council's consideration at a later date.

If endorsed, the changes are expected to reduce the number of non-compliant sites, and decrease the overall cost for single family building permit applicants on properties with an RMA, and enhance the City's Ecological Network. Permit forms, info-bulletins and permit processing procedures will be updated to fully integrate RMA requirements into the City's systems and public communication. Consistent with current practice, farming activities are not subject to requirements under the RAR however, residential, commercial and industrial activity on farm lots need to adhere to setback requirements. While RMA setbacks do not apply to farm activity, the Environmental Farm Plan program's drainage maintenance guide recognizes the role that these buffer areas play in managing stormwater, stabilizing banks and limiting nutrients and sediments from impacting water quality in designated watercourses used for irrigation purposes.

Table 1: Summary of Proposed Bylaw Amendments

Update Zoning Bylaw No. 8500 to fulfill regulatory obligations under the *Riparian Area Protection Act* to protect and enhance Riparian Management Areas

Amendment Bylaw No 9871 is procedural in nature and it formalizes the 2006 Riparian Response Strategy to more effectively communicate requirements to the development community.

In keeping with current process, RMA setbacks are defined and industrial, residential and commercial development within a setback is not permitted unless authorized by City permit, or if for the purposes of environmental enhancement.

The bylaw amendment also permits a variance to RMA setbacks, with City approval in accordance with the *Riparian Area Regulation*. This allows the proponent to accept the City's grandfathered RAR approach, that considers Richmond's unique flood plain ecology; or to follow a professional reliance model defined through the Provincial RAR process.

Update Watercourse Protection and Crossing Bylaw No. 8441 facilitate a stewardship based approach to RMA protection and enhancement for single family development, and introduce enforcement measures to address ongoing non-compliance

Amendment Bylaw No. 9882 formalizes application submission and review requirements for single family building, demolition and service permits for sites with an RMA.

The current requirement for a construction environmental management plan is proposed to be replaced with a set application review fee on building permits to facilitate staff led support onsite to protect and enhance RMAs.

To address non-compliance on all active and non-active development sites, amendments will provide staff with authority to enforce RMA requirements, with the support of a qualified environmental professional, and/or defined inspection fees and fines to address remediation requirements

Update Consolidated Fees Bylaw No. 8636 to define the RMA application review fee and inspection fees to address non-compliance

Amendment Bylaw No. 9883 defines the RMA building permit review and inspection fees established in the Watercourse Protection and Crossing Bylaw No. 8441 as described above.

Update Municipal Ticket Information Authorization Bylaw No. 7321, and Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122 to define fine amounts for unauthorized development in an RMA, and failure to comply with a restoration order

Amendment Bylaw No. 9884 and No. 9885 define fine amounts for unpermitted development within an RMA, and fines for where, through inspection, it is determined that restoration orders for unauthorized impact to RMAs are not being adhered to.

**Update Boulevard
Maintenance Regulation
Bylaw No. 7141 to authorize
enhancement of a riparian
management area that
supports fish and wildlife life
processes, and limit plantings
in the boulevard that may not
support fish and wildlife life
processes**

Amendment Bylaw No. 9881 formalizes current practice to facilitate landowner stewardship of RMAs in accordance with riparian planting guidelines and best management practices.

Stakeholder Consultation

Staff engaged stakeholders and the public on the outcomes of the Riparian Response Strategy review in 2016, highlighting issues and opportunities for improvement. Presentations and discussions occurred with the Agricultural Advisory Committee, Advisory Committee on the Environment, Urban Development Institute, Richmond Home Building Group (formally Small Builders Group), and Ministry of Forest Lands Natural Resource Operations to generate preliminary feedback. As summarized in a 2017 report to Council, both the City's Agricultural Advisory Committee and Advisory Committee on the Environment supported the updates in principle. Members of the Urban Development Institute welcomed the development of guidelines to clearly define the riparian development approval process (as proposed in phase two updates) and all stakeholders acknowledged the need to achieve compliance with Provincial requirements.

Preliminary feedback informed the first phase of regulatory amendments presented herein, and staff have since re-engaged all of the stakeholders in 2018 to receive additional feedback in advance of this report. The Agricultural Advisory Committee endorsed the updates as presented and provided feedback on the RMA planting guidelines to support the needs of adjacent crops. The Advisory Committee on the Environment also endorsed the updates as presented, and demonstrated interest in the stewardship based approach to riparian enhancement. Feedback from the Richmond Home Builders Group and Urban Development Institute was also generally supportive. All stakeholders requested staff re-engage to provide feedback under phase 2 updates.

Staff hosted two public open houses in 2018 at City Center and East Richmond public facilities to share information, and responded to any public comments or concerns. The public open houses were advertised in the Richmond News and Sentinel newspapers, and promoted through the City's website, a news release, and social media. There was limited turnout to the public open houses, although feedback was supportive. Where there was concern, through conversation with attendees it was determined that measures to protect and enhance RMAs as proposed in this report would not limit landowners from undertaking required works in the area.

Development Permit Area Strategy – Phase 2

As noted in the 2016 Riparian Response Strategy Review report to Council, designation of development permit area in the Official Community Plan Bylaw No. 9000 is a useful tool to identify environmental areas and define development guidelines for protection of the natural environment. The City currently has an Environmentally Sensitive Area (ESA) development permit area. Rather than developing an additional environmental development permit area for RMAs, staff will review opportunities to integrate and streamline the existing environmental development permit area with RMA requirements and consider additional riparian protection and enhancement measures for the Fraser River foreshore in the absence of the Fraser River Estuary Management Plan review process in phase 2.

ESA types under the current designation include freshwater wetland, shoreline, intertidal, old field and shrub land, and upland forest. These ESA habitat types were assessed in 2012 following a network based approach to connect, protect and enhance semi-natural and natural areas within the City. ESA habitat types hold environmental value beyond RMA habitat value established for the protection of fish habitat. Prior to the implementation of phase 2, and consistent with current practice, properties with both RMA and ESA designations will continue to require an RMA review process and ESA development permit if development proposes to disturb the ESA.

While phase 1 updates propose a staff supported process for RMA protection and enhancement, the ESA development permit process will continue to require assessment by a qualified environmental professional on single family development sites with both RMA and ESA designations. If a qualified environmental professional assessment on single family properties with RMA and ESA determines that habitat values for the ESA is consistent with RMA values, an exemption from ESA development permit may be considered on a site by site basis. In the interim, the ESA development permit review process will remain unchanged, as will RMA review on larger residential, commercial and industrial proposals wherein protection and enhancement measures will be supported by qualified environmental professionals.

Implementation

The bylaw amendments attached to this report specify that applicable building, demolition and service permits for single family sites with RMAs filed on or after November 5, 2018, will need to follow the new RMA building permit review process. Staff will update forms, info-bulletins and permit review processes to reflect the proposed updates. All other aspects of proposed amendments under this phase are consistent with the existing RMA review process established in 2006 under the Riparian Response Strategy. The second phase of updates focused on designations for protection of the natural environment will be presented to Council at a later date for consideration.

Staff Resources

Amendments to the single family building permit process for sites with RMAs will introduce a new stewardship approach whereby planting guidelines and construction inspections will be carried out by staff. Endorsement of the proposed amendments will result in additional workload for staff at both the plan review and inspection stages, which are currently carried out by a qualified environmental professional at a cost to the proponent.

As proposed, the permit review fees defined in the amendments to the Watercourse Protection and Crossing Bylaw No. 8441 and Consolidated Fees Bylaw No. 8636, are intended to replace qualified environmental professional fees for RMA protection and enhancement on single family sites. It is recommended with this revenue source that a new Environmental Coordinator position be created to support timely reviews, onsite inspections and stewardship support. A new Environmental Coordinator position will result in approximately \$100,000 in additional salary annually and any transitional deficits experienced to recover cost for a new Environmental Coordinator position through RMA permit review fees for single family sites will be funded through the Sanitation & Recycling Utility budget.

Next Steps

Pending Council's approval of the proposed amendments in this report, staff will finalize RMA planting guidelines, update info-bulletins, forms, and building permit review and application fee processes for single family development on properties with RMAs for implementation effective November 5, 2018. In addition, and consistent with current practice, staff will update the existing RMA info-bulletin to better guide larger residential, commercial and industrial development applications, and single family properties with both ESA and RMA designations. This info bulletin will provide clarity to proponents in the interim, while opportunities to integrate and streamline the existing environmental development permit area with RMA requirements in phase 2 are reviewed.

Financial Impact

The costs for the new Environmental Coordinator position will be approximately \$100,000 which will be funded through RMA permit review fees. The position and the associated costs and funding will be included in the amended 5 Year financial Plan (2018-2022).

Conclusion

RMAs support fish and wildlife, and act as corridors connecting hubs and sites within the City's Ecological Network. Designated watercourses flow into the Fraser River providing nutrients to the diverse abundance of fish and other organisms in the estuary. Healthy riparian setbacks support the form and function of the City's open drainage network, providing green infrastructure ecosystem services. Phase 1 of regulatory updates proposed in this report, fulfills City requirements under the *Riparian Areas Protection Act* and RAR. Building permit application requirements for single family building permits on properties with RMAs, and staff led stewardship based approach to RMA protection and enhancement are also defined in phase 1. Phase 1 proposes new tools to address non-compliant activities that impact RMAs following an inspection based enforcement model. Staff will report back with a strategy to align environmental protection and enhancement measures more fully with the Ecological Network goal to connect, protect and enhance natural and semi-natural areas throughout the City.



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Manager, Environment
(604-247-4672)



Kimberly Armour
Environmental Coordinator
(604-247-4672)

- Att. 1 Riparian Management Area Map
- Att. 2 Illustrated example of an enhanced RMA
- Att. 3 Examples of non-compliance on single family development sites

Illustrative example of an enhanced RMA

RIPARIAN MANAGEMENT AREAS

Healthy riparian habitat

stabilizes banks and manages storm water runoff in the City's open drainage network, while providing habitat for fish, frogs, birds, pollinators and more!



Example of non-compliance on single family development sites

	<p>RMA with stored construction material</p>
	<p>RMA with retaining wall and compromised bank stabilized with cement grout</p>
	<p>Excavated RMA</p>
	<p>RMA with failed protection measures and stored materials</p>



Richmond Zoning Bylaw No. 8500
Amendment Bylaw No. 9871
(Riparian Management Area Setbacks)

The Council of the City of Richmond, in open meeting assembled, enacts as follows:

1. Richmond Zoning Bylaw No. 8500, as amended, is further amended at Section 3.4 by adding the following definitions in alphabetical order:

“ACTIVE FLOOD PLAIN

means an area of land that supports **floodplain plant species** and is:

- a) adjacent to a **watercourse** that may be subject to temporary, frequent or seasonal inundation by water; or
- b) within a boundary that is indicated by the visible **high water mark**.

ENHANCEMENT

means the establishing of natural native vegetation to help restore the natural features, functions and conditions that support fish and wildlife life processes in **riparian management areas** that have been recently or historically disturbed by human activity.

FLOODPLAIN PLANT SPECIES

means plant species that are typical of an area of inundated or saturated soil conditions and that are distinct from plant species on freely drained, adjacent upland areas.

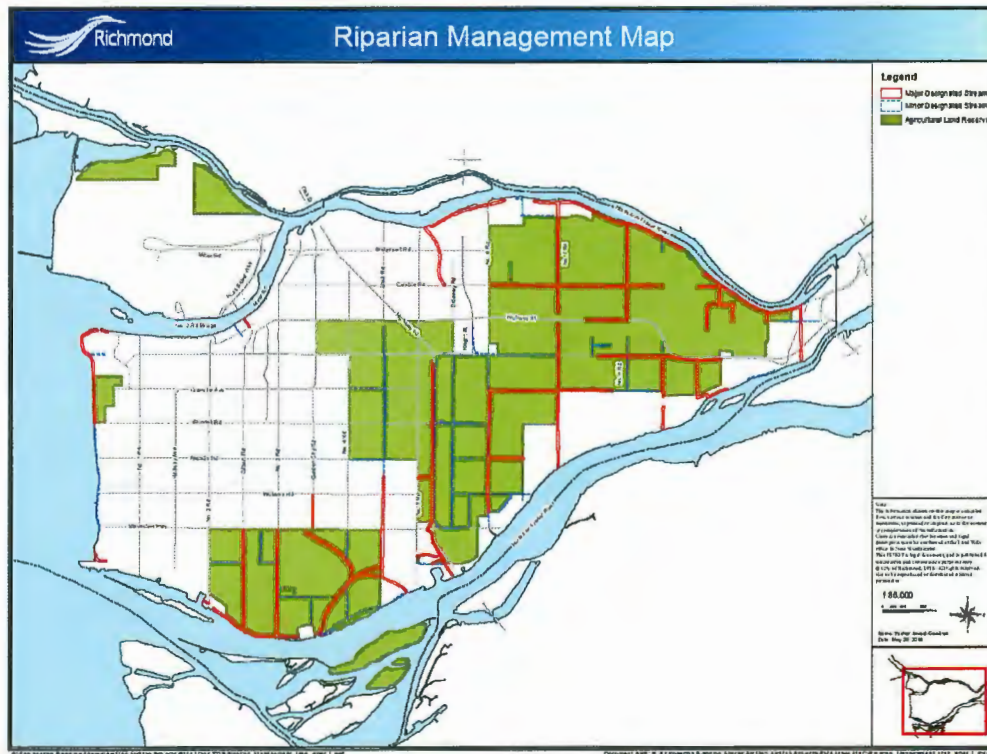
HIGH WATER MARK

means the visible high water mark of a **watercourse**, where the presence and action of the water are so common and usual, and so long continued in all ordinary years, as to mark on the soil of the bed of the **watercourse** a character distinct from that of its banks, in vegetation, as well as in the nature of the soil itself; and includes the **active floodplain**.

DESIGNATED STREAM

means a major or minor **watercourse**, that may or may not contain fish, as shown in the following map. Where this bylaw refers to a minor **designated stream** or a major **designated stream**, the

following map shall be used for reference purposes, and may be revised and updated from time to time by the Director of Engineering or his designate.



RIPARIAN MANAGEMENT AREA

means:

- a) the area on either side of a **designated stream** from **high water mark** to **top of bank**; and
- b) the area measured perpendicular 5 m from **top of bank** of a **minor designated stream** or 15 m from **top of bank** of a **major designated stream**.

However, where a **designated stream** is adjacent to a **road**, on the **road** side of the **designated stream** the **riparian management area** shall only extend to the crown of **road**.

RIPARIAN AREA REGULATION TOP OF BANK

means *Riparian Area Regulation*, B.C. Reg. 376/2004, as may be amended or replaced.

means:

- a) for a **designated stream** with an **active flood plain** contained in a ravine, the point closest to the boundary of the **active flood plain** of the **designated stream** where a break in the slope

of the land occurs such that the grade beyond the break is flatter than 3:1 at any point for a minimum distance of 15 m measured perpendicularly from the break; and

- b) for a **designated stream** with an **active flood plain** not contained in a ravine, the edge of the **active flood plain** of the **designated stream** where the slope of the land beyond the edge is flatter than 3:1 at any point for a minimum distance of 15 m measured perpendicularly from the edge.”.

- 2. Richmond Zoning Bylaw No. 8500, as amended, is further at Section 4.1 by adding the following to the end of section 4.1.2:

“For **sites** containing **riparian management areas**, variance to the related to **the riparian management area setbacks** may be permitted in accordance with the **Riparian Area Regulation** and by a City issued permit.”

- 3. Richmond Zoning Bylaw No. 8500, as amended, is further at Part 4 [General Development Regulations] by adding the following as a new section 4.20:

“4.20 Riparian Management Area Protection

4.20.1 All lands, **lots** and **sites** containing all or a portion of a **riparian management area**, are subject to the regulations set out in this Section 4.20, except for:

- a) those lands and uses permitted in the **Agricultural Land Reserve** that are exempt from the **Riparian Area Regulation**;
- b) those lands within **City rights-of-way** and unopened **roads** used for the construction, maintenance or operation of municipal works and services that are not ancillary to commercial, industrial or residential **development** activity.

4.20.2 For the purposes of this Section 4.20, “**development**” is defined to mean any of the following activities associated with or resulting from residential, commercial or industrial activities or ancillary activities:

- a) removal, alteration, disruption or destruction of vegetation;
- b) disturbance of soils;
- c) construction, erection, modification, conversion, enlargement, reconstruction, **alteration**, placement, or addition of **buildings** and **structures**;
- d) creation of non-structural impervious or semi-impervious surfaces, including **hardsurfacing**;
- e) flood protection works;

- f) construction of **roads**, trails, docks, wharves and bridges;
- g) provision and maintenance of sewer and water services;
- h) development of drainage systems;
- i) development of utility corridors (including **urban services**, **major utilities**, and **minor utilities**); and/or
- j) **subdivision**.

4.20.3 No **development** is permitted within a **riparian management area**, unless:

- a) it is for the purposes of **enhancement**; or
- b) is authorized by a **City** permit and is in accordance with the **Riparian Area Regulation**, and any other applicable Federal or Provincial legislation and **City** bylaw, and

is in accordance with any applicable best management practices.

4.20.4 Notwithstanding the **setbacks** specified elsewhere in this bylaw, including any **zone**:

- a) for a **lot** containing or adjacent to a minor **designated stream**, the **setback** is 5.0 m measured perpendicular from the **top of bank**;
- b) for a **lot** containing or adjacent to a major **designated stream**, the **setback** is 15.0 m measured perpendicular from the **top of bank**; and
- c) for a **lot abutting** a **road** where a minor or major **designated stream** is adjacent to the far side of the **abutting road**, the **setback** is measured perpendicular from the crown of the **road** rather than the **top of bank**,

unless the **setbacks** applicable to that **lot** from any **lot line** would result in a larger **setback**, in which case the **zone's lot line setbacks** would apply.

- 4. This Bylaw is cited as "**Richmond Zoning Bylaw No. 8500, Amendment Bylaw No. 9871**" and is effective November 5, 2018.

FIRST READING

PUBLIC HEARING

SECOND READING

THIRD READING

ADOPTED

CITY OF RICHMOND
APPROVED by
<i>ML</i>
APPROVED by Director or Solicitor
<i>RS</i>

MAYOR

CORPORATE OFFICER



**Watercourse Protection and Crossing Bylaw No. 8441,
Amendment Bylaw No. 9882**

The Council of the City of Richmond enacts as follows:

1. Watercourse Protection and Crossing Bylaw No. 8441, as amended, is further amended by:
 - a) deleting the definition of **RIPARIAN MANAGEMENT AREA** from Section 1.1 and replacing it with the following:

**“RIPARIAN
MANAGEMENT
AREA**

means “riparian management area” as defined in the Zoning Bylaw.”

- b) adding the following definitions to section 1.1 in alphabetical order:

“DEVELOPMENT

means “development” as defined in section 4.20 of the Zoning Bylaw.

ENHANCEMENT

means “enhancement” as defined in the Zoning Bylaw.

**QUALIFIED
ENVIRONMENTAL
PROFESSIONAL**

means a registered professional biologist, geoscientist, engineer, forester and/or agrologist registered in British Columbia, with demonstrated education, expertise, accreditation, and knowledge relevant to sensitive environments, ecosystems and/or riparian management.

**RIPARIAN AREA
REGULATION**

means *Riparian Area Regulation*, B.C. Reg. 376/2004, as may be amended or replaced.

**RIPARIAN
VEGETATION
GUIDELINES**

means the **Riparian Area Regulation** re-vegetation guidelines, as amended and replaced from time to time.

ZONING BYLAW

means *Richmond Zoning Bylaw 8900*, as may be amended or replaced.”

- c) deleting subsection 4.1(f) and replacing it with the following:

“(f) only after receiving all other regulatory permits and approvals required to undertake the work, including wildlife salvage for aquatic species performed by a **Qualified Environmental Professional**.”

- d) inserting the following as a new Part 8 and renumbering subsequent sections accordingly:

“PART 8: PROTECTION OF RIPARIAN MANAGEMENT AREAS

8.0 Riparian Management Areas

- 8.1 No person shall commence or conduct, or cause to be commenced or conducted, any **development** on land situated in a **riparian management area**, unless:

- (a) it is for the purposes of **enhancement**, satisfactory to the **City representative**; or
- (b) is authorized by a **City** permit and is in accordance with the **Riparian Area Regulation**, and any other applicable Federal or Provincial legislation and **City** bylaw.

- 8.2 A person who applies, under the **City’s Building Regulation Bylaw No. 7230**, for a permit to authorize the construction of, demolition of, or addition to a single or two family dwelling, accessory building and/or structure, and/or any ancillary **development** (such as services permitted by the City) on property that contains all or a portion of a **riparian management area**, must include in, or submit with, the application:

- (a) a survey of the property and delineation of the **riparian management area** on all site plans and site surveys;
- (b) a description of how fill will be contained outside of the **riparian management area**, including but not limited to, showing the location of a retaining wall on the building site plan, and/or providing a site level grading plan showing proposed and existing elevations;
- (c) inclusion of the following **riparian management area** site note on all site plans and site surveys:

“City of Richmond Riparian Management Area (RMA)

- *The RMA must not be altered except in accordance with a City approved permit, or authorized enhancement. No tree, shrub or ground cover removal; no storage of materials; no building, structure or surface construction including retaining walls can occur in an RMA.*

- *A brightly coloured, temporary fence of a minimum height of 1.2 m must be erected at least 2 m outside of the RMA. An erosion and sediment control fence must be installed on the property side of the brightly coloured fence. All additional RMA protection measures, as defined by the City must also be installed/completed.*
- *All protective fencing and erosion and sediment control measures must be in place before development begins, and remain in place until development is complete and final approval received.*
- *The landowner is responsible to restore to the satisfaction of the City any unauthorized development within the RMA.”;*

- (d) a **riparian management area** building permit application review fee above in the amount set out from time to time in the *Consolidated Fees Bylaw No. 8636*.

8.3 The **City representative** is authorized to enter on property at any time to:

- (a) determine whether or requirements of this or any applicable **City** bylaw, or Federal and Provincial statutes or regulations, are being met and
- (b) undertake an inspection to determine the work and measures required to restore the **riparian management area** affected by such contravention, in accordance with **riparian vegetation guidelines** and all applicable best management practices;

8.4 If **development** occurs in a **riparian management area** in contravention of Section 8.1 above, the **City representative**:

- (a) may order in writing the owner and/or occupant of the property to, at their sole expense, restore any portion of **riparian management area** on or adjacent to the property affected by such contravention, and may require such restoration work and measures to be overseen by a **Qualified Environmental Professional**, and may require such restoration work and measures to be completed within a specified period of time. Upon receipt, the owner and/or occupant shall take whatever action is specified in the order within the time period specified therein; and
- (b) may require additional inspections to confirm the undertaking and completion of restoration work and measures ordered pursuant to subsection (a) above, and compliance with **City** bylaws, and Federal and Provincial statutes and regulations.

8.5 The owner of the property must pay the non-refundable **riparian management area** inspection fees for the inspections referred to in sections 8.3 and 8.4 above in the amount set out from time to time in the *Consolidated Fees Bylaw No. 8636*.

2. This Bylaw is cited as **“Watercourse Protection and Crossing Bylaw No. 8441, Amendment Bylaw No. 9882”**, and is effective November 5, 2018.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

CITY OF RICHMOND
APPROVED for content by originating dept. 
APPROVED for legality by Solicitor 

MAYOR

CORPORATE OFFICER



**CONSOLIDATED FEES BYLAW NO. 8636,
AMENDMENT BYLAW NO. 9883**

The Council of the City of Richmond enacts as follows:

1. The **Consolidated Fees Bylaw No. 8636**, as amended, is further amended by deleting “SCHEDULE – WATERCOURSE PROTECTION AND CROSSING” and replacing it with Schedule A attached to and forming part of this bylaw as a schedule to Consolidated Fees Bylaw No. 8636, in alphabetical order.
2. This Bylaw is cited as “**Consolidated Fees Bylaw No. 8636, Amendment Bylaw No. 9883**”, and is effective November 5, 2018.

FIRST READING

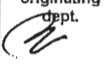

SECOND READING

THIRD READING

ADOPTED

MAYOR

CORPORATE OFFICER

CITY OF RICHMOND
APPROVED for content by originating dept. 
APPROVED for legality by Solicitor 

SCHEDULE – WATERCOURSE PROTECTION AND CROSSING**Watercourse Protection and Crossing Bylaw No. 8441****Application**

Sections 1.1 and 3.2

Fees

Description	Fee
<u>Culvert</u>	
Application Fee	\$350.00
City Design Option	\$1,154.00
Inspection Fee	\$23.50
*Per linear metre of culvert	
<u>Bridge</u>	
Application Fee	\$119.00
Inspection Fee	\$233.00

Note: There is no City Design Option for bridges.

Watercourse Protection and Crossing Bylaw No. 8441**Riparian Management Area Building Permit – Application Review Fees**

Section 8.2

Description	Fee
<u>Application Review Fees</u>	
(a) Single or two family dwelling construction	\$750.00
(b) Single or two family dwelling demolition	\$350.00
(c) Addition to and/or accessory building over 10 m ² (for single or two family dwellings) construction	\$350.00
(d) Addition to and/or accessory building over 10 m ² (for single or two family dwellings) demolition	\$350.00
(e) Retaining wall over 1.2 m in height, for single or two family dwelling	\$350.00
(f) Site services for single or two family dwelling	\$350.00
(g) Combination of three (3) or more of the following: single or two family dwelling construction and/or demolition, addition to and/or accessory building over 10m ² for single or two family dwellings construction and/or demolition, retaining wall over 1.2m in height, for single or two family dwelling, and/or site services for single or two family dwelling.	\$1,500.00

Note: Other than as set out above there are no Building Permit application review fees for activities in or adjacent to riparian management areas

Watercourse Protection and Crossing Bylaw No. 8441
Development in Riparian Management Area Inspection Fees
Section 8.5

Description	Fee
<u>Initial Inspection Fee</u>	\$75.00
<u>Re-inspection Fees</u>	
(a) first additional inspection	\$75.00
(b) second additional inspection	\$150.00
(c) third additional inspection	\$300.00
<i>Note: the fee for each additional inspection after the third additional inspection, required as a result of prior inspection showing deficiencies, will be at double the cost of each immediately previous inspection</i>	



**Municipal Ticket Information Authorization Bylaw No. 7321,
Amendment Bylaw No. 9884**

The Council of the City of Richmond enacts as follows:

1. **Municipal Ticket Information Authorization Bylaw No. 7321**, as amended, is further amended by:
 - (a) inserting the following as new section 15A to Schedule A in numerical order:

“15A. Watercourse Protection and Crossing Bylaw No. 8441 - **Bylaw Enforcement Officer**”
 - (b) inserting Schedule A attached hereto as new Schedule B 15A.
2. This Bylaw is cited as “**Municipal Ticket Information Authorization Bylaw No. 7321, Amendment Bylaw No. 9884**”, and is effective November 5, 2018.

FIRST READING

SECOND READING

THIRD READING

ADOPTED



MAYOR

CORPORATE OFFICER

SCHEDULE B 15A**WATERCOURSE PROTECTION AND CROSSING BYLAW NO. 8441**

Column 1	Column 2	Column 3
Offence	Bylaw Section	Fine
Failure to obtain permit	2.1(d)	\$500
Failure to maintain watercourse crossing		
First Offence	6.1	\$500
Subsequent Offences	6.1	\$1000
Failure to construct as approved	4.1	\$500
Failure to restore City Land	4.2	\$500
Unauthorized development in a riparian management area	8.1	\$500
Failure to comply with restoration order	8.4(a)	\$500



**Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122,
Amendment Bylaw No. 9885**

The Council of the City of Richmond enacts as follows:

1. Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, as amended, is further amended by deleting the Schedule – Watercourse Protection and Crossing Bylaw No. 8441 and replacing it with the table in Schedule A attached to and forming part of this Bylaw.
2. This Bylaw is cited as “**Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, Amendment Bylaw No. 9885**”, and is effective November 5, 2018.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

MAYOR

CORPORATE OFFICER

CITY OF RICHMOND
APPROVED for content by originating dept.

APPROVED for legality by Solicitor


Schedule - Watercourse Protection and Crossing Bylaw No. 8441 Designated Bylaw Contraventions and Corresponding Penalties							
A1 Bylaw	A2 Description of Contravention	A3 Section	A4 Compliance Agreement Available	A5 Penalty	A6 Early Payment Option	A7 Late Payment Amount	A8 Compliance Agreement Discount
Watercourse Protection and Crossing Bylaw No. 8441	Period of Time from Receipt (inclusive)		n/a	29 to 60 days	1 to 28 days	61 days or more	n/a
	Failure to obtain permit	2.1(d)	No	\$ 500.00	\$ 450.00	\$ 525.00	n/a
	Failure to maintain watercourse crossing	6.1	No	\$ 250.00 \$500.00	\$ 200.00 \$450.00	\$ 300.00 \$525.00	n/a
	First Offence						
	Subsequent Offences						
	Failure to construct as approved	4.1	No	\$ 500.00	\$ 450.00	\$ 525.00	n/a
	Failure to restore City land	4.2	No	\$ 500.00	\$ 450.00	\$ 525.00	n/a
	Unauthorized development in a riparian management area	8.1	No	\$ 500.00	\$ 450.00	\$ 525.00	n/a
	Failure to comply with restoration order	8.4(a)	No	\$ 500.00	\$ 450.00	\$ 525.00	n/a



**Boulevard Maintenance Regulation Bylaw No.7174,
Amendment Bylaw No. 9881**

The Council of the City of Richmond enacts as follows:

1. Boulevard Maintenance Bylaw No.7174, as amended, is further amended by:

a) adding the following definitions to Section 3.1 in alphabetical order:

“ENHANCEMENT means “enhancement” as defined in the Richmond Zoning Bylaw 8900, as may be amended or replaced.

**RIPARIAN
MANAGEMENT
AREA** means “riparian management area” as defined in the Richmond Zoning Bylaw 8900, as may be amended or replaced.”

b) adding the following as a new Section 1.3.2:

“1.3.2 Notwithstanding Section 1.2.1 above, if a **boulevard** is situated in a **riparian management area**, a property owner may not add flower beds, plant shrubbery, and ground cover in a **boulevard** unless such work is for the purposes of **enhancement** satisfactory to the **General Manager of Engineering & Public Works** or his designate.”

2. This Bylaw is cited as “**Boulevard Maintenance Regulation Bylaw 7174, Amendment Bylaw 9881**”, and is effective November 5, 2018.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

MAYOR

CORPORATE OFFICER

CITY OF RICHMOND
APPROVED for content by originating dept.
APPROVED for legality by Solicitor



City of Richmond

Report to Committee

To: General Purposes Committee **Date:** July 9, 2018
From: Serena Lusk **File:** 06-2345-20-GCIT1/Vol
General Manager, Community Services 01
Re: Garden City Lands Soils Deposit Fees Bylaw No.9900 and Consolidated Fees
Bylaw No.8636, Amendment Bylaw No.9903

Staff Recommendation

That Garden City Lands Soils Deposit Fees Bylaw No. 9900 and Consolidated Fees Bylaw 8636, Amendment Bylaw No. 9903 be introduced and given first, second and third readings.

Serena Lusk
General Manager, Community Services
(604-233-3344)

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Law	<input checked="" type="checkbox"/>	
Finance	<input checked="" type="checkbox"/>	
Community Bylaws	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO

Staff Report

Origin

At the May 14, 2018, Council meeting, the following recommendations were endorsed by Council as part of their consideration of the staff report titled “Garden City Lands Project Importation Fees Revenues – Update”:

1. *That the Chief Administrative Officer and General Manager, Community Services be authorized to enter into soil deposit agreements with private contractors for placement of soil required for the development and completion of the area currently licensed to Kwantlen Polytechnic University on the Garden City Lands (the “Lands”) as detailed in the staff report titled “Garden City Lands Project Importation Fees Revenues - Update,” dated April 20, 2018 from the General Manager, Community Services and provided the following:*
 - a. *That the protocols and quality control measures developed by the City and approved by the Agricultural Land Commission be implemented including testing at the source site, placement of top soil over subsoil and screening before placement on the lands to ensure that only the highest quality, uncontaminated material suitable for soil-based agricultural production be placed on the Lands;*
 - b. *That the soil is sourced, to the greatest extent possible, from Richmond, Delta and Surrey; and*
 - c. *That importation fees charged to suppliers closely reflect current market values and are regularly updated.*
2. *That all net revenues generated through tipping fees on the Lands be reinvested into the Lands for future project costs that are not eligible for Development Cost Charge funding, as detailed in the staff report titled “Garden City Lands Project Importation Fees Revenues - Update,” dated April 20, 2018 from the General Manager, Community Services.*
3. *That staff work with Kwantlen Polytechnic University and others to explore alternate farming methods such as paludiculture and windrows for future farming on the Garden City Lands.*

Following the decision by Council on May 14, 2018 to authorize the Chief Administrative Officer and General Manager, Community Services to enter into soil deposit agreements with private contractors for placement of soil, the appropriate Bylaws are required to meet the legislative requirements of the *Community Charter*.

The purpose of this report is to present Council with the Garden City Lands Soils Deposit Fees Bylaw No. 9900 and Consolidated Fees Bylaw 8636, Amendment By No. 9903 (collectively, the “Bylaws”). The Bylaws are intended to provide the means by which the City can accept soil and charge a soil deposit fee to qualified soil providers supplying soil to the Garden City Lands (the “Lands”) as outlined in this report. Under sections 8(3)(m) and 195(1)(b) of the *Community Charter*, Council may, by bylaw, impose rates or level of fees for soil deposits. The language

used in this section requires that a bylaw be enacted for the deposit of soil and for charging fees for the deposit of soil. Further, 195(1)(b) is generally interpreted as calling for a level of specificity in setting rates. Accordingly, the Bylaws define fixed soil deposit rates for 2018.

This report supports Council's 2014-2018 Term 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.

7.4. *Strategic financial opportunities are optimized.*

Analysis

With the adoption of the Bylaws, the City will be able to accept soil and charge soil deposit fees pursuant to agreements with qualified soil providers to supply soil to the Lands. The soil deposit fees have been determined based on 2018 market rates as per a survey of industry providers. City staff will consult with industry representatives throughout the Lower Mainland and Fraser Valley to ensure the fees are set to reflect current market rates. Provisions have been made in the fee bylaw to follow established City protocols for the review and approval of uncontaminated soils prior to importation to the Lands.

Financial Impact

Net revenue generated at the Lands will be used to support future Lands capital projects which will be included in the annual budget process.

Conclusion

The Bylaws presented with this report require Council's approval to impose a deposit fee for the soil imported to the Lands. With the adoption of the Bylaws, staff will contract suppliers in 2018 to facilitate the supply of soil to establish areas on the Garden City Lands for future agriculture production.

The Consolidated Fee Bylaw will be amended annually to reflect fluctuating market rates for soil. The rate of change will not follow the Consumer Price Index (CPI). With the importation of soil, the Lands will generate significant alternative revenues for the City. Revenues will be utilized to offset non-Development Cost Charge eligible works at the Lands.



Alexander Kurnicki
Research Planner 2
(604-276-4099)



Jamie Esko
Manager, Parks Planning, Design & Construction
(604-233-3341)



GARDEN CITY LANDS SOILS DEPOSIT FEES BYLAW NO. 9900

WHEREAS Council resolution dated May 14, 2018 (the “Council Resolution”) granted the authority upon the Chief Administrative Officer and the General Manager, Community Services to enter into Soil Deposit Agreements with private contractors for the placement of soil on the Garden City Lands required for the development of the Garden City Lands;

AND WHEREAS the Council Resolution stipulated that all net revenues generated through tipping fees on the Lands be reinvested into the Lands to offset any future project costs that are not eligible for Development Cost Charge funding;

AND WHEREAS Part 7, Division 2, Section 195 of the *Community Charter* confers upon the City authority to, by bylaw, impose fees for the deposit of soil on the Garden City Lands;

NOW THEREFORE, the Council enacts as follows:

PART ONE: SOIL DEPOSIT AGREEMENTS

- 1.1** The Chief Administrative Officer and the General Manager, Community Services may enter into Soil Deposit Agreements with private contractors for the placement of soil on the Garden City Lands provided such Soil Deposit Agreements contain provisions substantially similar to those set out in Schedule A, which is attached and forms part of this Bylaw.

PART TWO: TIPPING FEES FOR SOIL DEPOSITS ON THE LANDS

- 2.1** Every person who enters into a Soil Deposit Agreement with the City must pay to the City the applicable fees as specified in the *Consolidated Fees Bylaw No. 8636*.

PART THREE INTERPRETATION

- 3.1** In this bylaw, unless the context requires otherwise:

CITY means the City of Richmond.

COMMUNITY CHARTER means *Community Charter*, SBC 2003, c. 26, as amended or replaced from time to time.

GARDEN CITY LANDS

means the property located in the City between Westminster Highway, Alderbridge Way, Garden City Road and No.4 Road and commonly referred to as the Garden City Lands.

SOIL

means topsoil, sand, gravel, rock, silt, clay, peat or any other substance of which land is composed, or any combination thereof.

SOIL DEPOSIT AGREEMENT

means an agreement entered into between private contractor and the City for the supply and placement of soil on the Garden City Lands.

PART FOUR: SEVERABILITY AND CITATION

- 4.1** If any section, section, paragraph, clause or phrase of this bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision does not affect the validity of the remaining portions of this bylaw.
- 4.2** This Bylaw is cited as "Garden City Lands Soil Deposit Fees Bylaw No. 9900"

PART FIVE: FEES BYLAW

- 5.1** The *Consolidated Fees Bylaw No. 8636*, as may be amended from time to time, applies to this Bylaw.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

CITY OF RICHMOND
APPROVED for content by originating dept. <i>AK</i>
APPROVED for legality by Solicitor <i>LB</i>

MAYOR

CORPORATE OFFICER

SCHEDULE A TO BYLAW 9900

SOIL DEPOSIT AGREEMENTS

Each Soil Deposit Agreement will contain provisions to address the following:

- Environmental provision – each private contractor will deliver to the City all reports as determined appropriate by the City verifying that the soil being deposited meets BC Contaminated Sites Regulation (BC CSR) – Schedule 3.1, Column 4 standards for Agricultural Lands and is suitable for use on landscape and agricultural sites, a Phase 1 Environmental Site Assessment and additional relevant reports verifying that soil adheres to the ALC guidelines for soil quality.
- Inspection – the soil will be subject to inspection by the City and a Qualified Environmental Professional (QEP) designated by the City and in the case that the deposited soil is not in keeping with the terms of the Soil Deposit Agreement the private contract shall be responsible, at its own cost, for removing the soil and remediating any portions of land and/or groundwater affected as a result these actions.
- Insurance –the private contractor will be required to provide proof of general liability insurance coverage in an amount and on terms satisfactory to the City.
- Indemnity and Release – each private contractor will be required to indemnify and release the City from all claims, losses, damages, costs, actions and other proceedings occasioned by damage arising from any act or omission of the private contractor.
- Other provisions deemed necessary – the Soil Deposit Agreements will contain such other provisions as the Chief Administrative Officer and General Manager, Community Services deems appropriate.



City of Richmond

Bylaw 9903

CONSOLIDATED FEES BYLAW NO. 8636, AMENDMENT BYLAW NO. 9903

The Council of the City of Richmond enacts as follows:

1. The **Consolidated Fees Bylaw No. 8636**, as amended, is further amended by adding Schedule A attached to and forming part of this bylaw as a schedule to Consolidated Fees Bylaw No. 8636, in alphabetical order.
2. This Bylaw is cited as “**Consolidated Fees Bylaw No. 8636, Amendment Bylaw No. 9903.**”

FIRST READING

SECOND READING

THIRD READING

ADOPTED

CITY OF RICHMOND
APPROVED for content by originating dept. <i>AK</i>
APPROVED for legality by Solicitor <i>LB</i>

MAYOR

CORPORATE OFFICER

SCHEDULE – Garden City Lands Soils Deposit Fees**Garden City Lands Soils Deposits Fees Bylaw No. 9900**
Sections 2.1

	Dump Truck Type	Approximate Volume per Load	2018 Fee
1	Tandem	7m ³	\$150
2	Tri-Tandem	9m ³	\$175
3	Truck + Transfer	12m ³	\$200



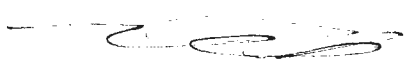
City of Richmond

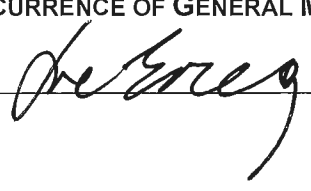


Report to Committee

To: Public Works and Transportation Committee **Date:** July 10, 2018
From: Victor Wei, P. Eng.
Director, Transportation **File:** 08-4050-08/2018-Vol
01
Re: **Proposed Amendment to the Official Community Plan – Removal of Highway 99 Interchange at Blundell Road and Extension of Blundell Road**

Staff Recommendation

1. That Richmond Official Community Plan Bylaw 9000, Amendment Bylaw 9901, to remove reference to a new interchange at Highway 99 and Blundell Road and the extension of Blundell Road west of Savage Road, be introduced and given first, second and third readings;
2. That Official Community Plan Bylaw 9000, Amendment Bylaw 9901, having been considered in accordance with Official Community Plan Bylaw Preparation Consultation Policy 5043 is hereby found not to require further consultation; and
3. That the City request the Port of Vancouver to undertake at its sole cost the timely implementation of proposed interim road improvements within the Fraser Richmond Port Lands to support continued growth in the area, as outlined in Table 1 of the report, regardless of the outcome of its application for cost-share funding to the Government of Canada's National Trade Corridors Fund.


Victor Wei, P. Eng.
Director, Transportation
(604-276-4131)
Att. 3

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Engineering	<input checked="" type="checkbox"/>	
Policy Planning	<input checked="" type="checkbox"/>	
Law	<input checked="" type="checkbox"/>	
Intergovernmental Relations & Protocol	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO 

Staff Report

Origin

A future Highway 99-Blundell Road Interchange along with associated road improvements to Blundell Road between No. 4 Road and Savage Road are identified as part of the City's long-term transportation network in the *Official Community Plan* (OCP), which was adopted in November 2012. As recent studies have revealed that a new interchange at Blundell Road is predicted to create community disbenefits, this report recommends that the OCP be amended to remove reference to the future implementation of these road network elements.

This report supports Council's 2014-2018 Term Goal #3 A Well-Planned Community:

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

3.3. *Effective transportation and mobility networks.*

This report supports Council's 2014-2018 Term 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.

5.1. *Advancement of City priorities through strong intergovernmental relationships.*

Analysis

Current Policy in Official Community Plan

The Mobility and Access section of the *Official Community Plan* (OCP) identifies the following policy with respect to Highway 99:

- d) *support the implementation of improvements along Highway 99, including an upgraded interchange at Steveston Highway and a new interchange at Blundell Road, to enhance local circulation and connectivity, increase safety and improve goods movement;*

The OCP further states that these improvements would be undertaken through:

initiatives of senior governments (e.g., external grants, improvements to the Highway 99 corridor).

Further, the Road Classification Map within the OCP (Attachment 1) identifies the extension of Blundell Road between No. 6 Road and No. 7 Road and the classification of the road segment of Blundell Road between No. 5 Road and Savage Road as a proposed major arterial. The existing segment of Blundell Road between No. 5 Road and No. 6 Road is currently

classified as a minor arterial. Note that Blundell Road does not physically exist as a road between No. 6 Road and just east of the Savage Road right-of-way.

George Massey Tunnel Replacement Project

As stated in the report titled “Update on George Massey Tunnel Replacement Project” adopted at the July 27, 2015 regular Council meeting, the George Massey Tunnel Replacement (GMTR) team modelled the effect on traffic patterns of a new interchange at Highway 99 and Blundell Road. The GMTR team subsequently concluded that a new interchange at Blundell Road was not required to support the project objectives and thus the project scope as outlined in the Project Definition Report released in December 2015 did not include this element.

Further, the modelled effect on traffic patterns of a new interchange at Blundell Road indicates there are more disbenefits than benefits to Richmond from such an interchange. As shown in Attachment 2, traffic would be diverted to several roads that would experience higher vehicle volumes including rural roads through existing lands that are being actively farmed (e.g., cranberry and blueberry farms):

- Blundell Road east and west of Highway 99 in both the AM and PM peak;
- Sidaway Road to and from Knight Street, particularly in the AM peak;
- Granville Avenue west of No. 5 Road, particularly in the AM peak; and
- Williams Road west of No. 5 Road.

These negative community impacts arising from a new interchange at Blundell Road-Highway 99 would be expected regardless of the outcome of the current independent technical review of the Massey Tunnel crossing or any future improvements to the crossing. Further, as there would be significant impacts on existing residents along the two-lane rural roads in this area, strong opposition to the road network changes from Blundell Road residents has been expressed in the past and would also be expected to continue should implementation of this road extension be pursued. Removal of the interchange would provide certainty for residents, land owners and the City regarding future road network elements based on recent studies and findings.

Development Cost Charges Bylaw 9499

At the regular Council meeting of September 26, 2016, Council endorsed proposed updated city-wide Development Cost Charges (DCC) rates as the basis for further public consultation in establishing an updated DCC Rates Bylaw. The staff report identified projects on the Master DCC Program to be deleted or deferred due to changes in program requirements including the following:

- Upgrade and extension of Blundell Road from No. 4 Road to Savage Road (\$17.3M), and
- Highway 99 Interchange at Blundell Road (\$13.0M).

The report provided the following rationale for deletion of these two projects from the Master DCC Program:

The George Massey Tunnel Replacement (GMTR) Project Definition Report (PDR) released by the Ministry of Transportation & Infrastructure (MoTI) identifies a new interchange at Steveston Highway rather than an upgrade to the existing interchange (as noted in the

existing DCC program), as well as a new overpass at Blundell Road rather than an interchange (also noted in the existing DCC program).

The updated Development Cost Charges Imposition Bylaw No. 9499 was adopted at the regular Council meeting of May 8, 2017.

Planned and Proposed Road Improvements in Fraser Richmond Port Lands

A primary reason for the inclusion of the proposed interchange and the westward extension of Blundell Road from No. 7 Road in the OCP was to serve goods movement generated by the Fraser Richmond Port Lands (the Port Lands). Since that time, a number of road improvements in the area have been implemented such as the Highway 91-Nelson Road interchange and the widening of Westminster Highway east of Nelson Road. Moreover, a traffic impact study conducted for the recently approved Ecowaste development in east Richmond concluded that the combined existing and planned road improvements associated with the ultimate build-out of the area (including Ecowaste) would provide adequate area road network capacity to accommodate traffic growth without having to extend Blundell Road to Highway 99. Hence, the widening of Blundell Road east of No. 7 Road within the Port Lands would not be required for capacity reasons but rather for improving truck turning movements at driveways serving various distribution centres east of No. 7 Road within the Port lands as well as a storage area for traffic that may queue due to railway activity at the Blundell Road-Portside Road railway crossing.

Planned and proposed interim road improvements within the Port Lands (shown in Attachment 3) are summarized in Table 1. Road improvements in this area are the responsibility of the Port of Vancouver (the Port), not the City, as the Port does not pay any Development Cost Charges (DCCs) including Roads DCCs, which is the City's funding source for transportation capital projects. Further, the City is responsible for the maintenance of the roadways within the Port Lands with the exception of Portside Road, which is a private road.

Table 1: Planned and Proposed Road Improvements in Fraser Richmond Port Lands

Road Segment	Road Improvement	Planned or Proposed?	Within Port Lands?	Funding Agency
Blundell Road: No. 7 Road-No. 8 Road	Widen from two to four lanes with left-turn lanes to improve truck turning movements	Planned: Ultimate	Yes	Port of Vancouver (100%)
Blundell Road-Portside Road/No. 8 Road Overpass and Upgrade	Widen and provide grade separation at Blundell Road-Portside Road/No. 8 Road intersection			
Blundell Road-No. 8 Road Intersection	Widening of southbound No. 8 Road to create right-turn lane at Blundell Road	Proposed: Interim (Recommended)		
Blundell Road-No. 8 Road Intersection	Widening of eastbound Blundell Road to create right-turn lane at No. 8 Road			
Blundell Road: No. 7 Road-No. 8 Road	Widening to three lanes at select locations to accommodate truck turning			
Nelson Road-Blundell Road Intersection	Signalization of intersection and upgrade of CN Rail crossing	Planned: Ultimate	No	Port of Vancouver (52%) City of Richmond (48%)

Road Segment	Road Improvement	Planned or Proposed?	Within Port Lands?	Funding Agency
New Roadway through Ecowaste Site	New access for emergency services at the south end of Ecowaste site to connect to Williams Road-Triangle Road-No. 6 Road	Planned: Ultimate	No	Ecowaste (100%)

Note: per the 2007 Nelson Road Contribution Agreement between the City and the Port, the cost of signaling the Nelson Road-Blundell Road intersection is shared between the Port (52%) and the City (48%) as not all of the properties at the south end of Nelson Road are within the Port Lands.

In September 2017, Council considered a staff report regarding the Greater Vancouver Gateway 2030 strategy for transportation infrastructure investments to enhance gateway-related trade movements. Council endorsed the City's collaboration with the Port to facilitate the Blundell Road widening and Portside Road overpass improvements. The City has provided a letter of support for the Vancouver Fraser Port Authority's two-phase submission for consideration of cost-share funding from the Government of Canada's National Trade Corridors Fund.

The recent funding announcements did not include these two projects and no further announcements are anticipated; the next call for proposals in Fall 2018 will target the Territorial North. Notwithstanding, the Port maintains that federal funding is necessary to support a business case for the improvements and remains hopeful that the funding will be secured in the future, possibly as part of the next intake of applications anticipated in 2019.

Consultation with the Port and Stakeholders within Fraser Richmond Port Lands

In April 2018, staff met with the Blundell Road Business Consortium (the Consortium), a group of stakeholders representing businesses in the Port Lands, to discuss the need for road improvements and other traffic safety concerns in the area. The Consortium acknowledged the potential negative impacts of extending Blundell Road to Highway 99 and indicated support for the planned road improvements to address traffic growth.

Staff met again with the Consortium in June 2018 to discuss the results of a traffic count survey on Blundell Road, which verified that the widening of the roadway is required to accommodate truck turning movements rather than increased capacity. Following further discussion of road improvement options, staff and the Consortium agreed to collaborate to request the Port to implement the timely widening of Blundell Road and the No. 8 Road-Blundell intersection improvements.

A follow-up meeting with the Consortium, staff and the Port was held in July 2018 to discuss road improvements and the means to advance the projects to construction. Of the five road improvements listed in Table 1 that are the Port's sole responsibility for funding, the three proposed interim projects (i.e., selected widening of Blundell Road to three lanes and No. 8 Road-Blundell intersection improvements) could be feasibly implemented in the near-term. The parties collectively agreed that the projects would provide an interim solution until the long-term planned improvements are implemented, as the projects would materially improve truck turning movements and accommodate continued growth in the area. Port staff, with assistance from City staff, will undertake further technical analyses to confirm the scope of each of the proposed interim projects including the preparation of cost estimates.

Accordingly, regardless of whether or not the ultimate Blundell Road widening project east of No. 7 Road within the Port Lands is included in the next federal government funding announcement, staff recommend that the City formally request the Port to undertake the timely implementation of these three interim projects solely with its funding, as occurred with the construction of the eastern one-half of the existing Blundell Road within the Port Lands in 2002-2003.

Removal of Highway 99-Blundell Road Interchange and Associated Road Improvements

In light of the recent provincial study and its conclusion of the potential Blundell interchange as part of the tunnel improvement project as noted earlier, staff recommend that the *Official Community Plan* be amended to remove reference to a new interchange at Highway 99 and Blundell Road along with the extension of Blundell Road west of Savage Road based on:

- the transportation modelling analyses undertaken as part of the George Massey Tunnel Replacement Project;
- consistency with the current Master DCC Program and the updated DCC Rates Bylaw;
- the planned road improvements and capacity of the ultimate area road network for the Fraser Richmond Port Lands including a future new access for emergency services via the Ecowaste site;
- the transit and cycling routes being planned and/or secured as part of the Ecowaste development off-site works; and
- the adverse impacts of the road extension through existing active farm lands and residential neighbourhood.

The proposed specific amendments to the Mobility and Access chapter of the OCP comprise:

- Section 8.1 Road Network: deletion of text regarding a new interchange at Blundell Road from Objective 3, Policy d);
- Road Classification Map: deletion of proposed new Blundell Road interchange and the Blundell Road segment between No. 6 Road and Savage Road, and revision of the Blundell Road segment between No. 5 Road and No. 6 Road from Proposed Major Arterial to Minor Arterial (i.e., the existing road classification);
- Transit Network Map: deletion of a Local Transit Route on the Blundell Road segment between No. 6 Road and Savage Road, and addition of a new Local Transit Route through the Ecowaste site to Williams Road-Triangle Road-No. 6 Road, as described in TransLink's Southwest Area Transport Plan, which was endorsed by Council in March 2018; and
- Cycling Network Map: deletion of a Major Street Route on the Blundell Road segment between No. 6 Road and Savage Road, and addition of a new Major Street Route through the Ecowaste site to Williams Road-Triangle Road-No. 6 Road-Steveston Highway.

Staff have reviewed the proposed OCP Amendment Bylaw with respect to the *Local Government Act* and the City's OCP Bylaw Preparation Consultation Policy 5043 and no further consultation is required. The public will have an opportunity to comment on the proposed amendment at the Public Hearing. Public notification of the Public Hearing will be provided as per the *Local Government Act*.

Financial Impact

None.

Conclusion

The future Highway 99-Blundell Road Interchange as well as the upgrade and extension of Blundell Road from No. 6 Road to No. 7 Road are both proposed to be removed as elements of the City's long-term transportation network as recent transportation modelling studies indicate more disbenefits than benefits to Richmond. Deletion of these elements in the *Official Community Plan* would reflect the land use and transportation changes that have occurred since 1999 when the Blundell Road improvements were incorporated into the OCP. The proposed amendment would ensure existing active farm lands (e.g., cranberry and blueberry farms on Sidaway Road and Granville Avenue) and residential neighbourhoods in Richmond would not be adversely impacted by unnecessary road network expansion and provide clarity and certainty for residents, land owners and the City regarding future road network elements based on recent studies and findings.

Staff further recommend that the City formally request the Port of Vancouver to undertake the timely implementation of three interim road improvement projects solely with its funding regardless of whether or not the ultimate Blundell Road widening project east of No. 7 Road within the Port Lands is included in the next federal government funding announcement. The interim road projects would address the immediate need to facilitate truck turning movements and accommodate continued growth in the area while opportunities for federal funding may still exist for the Port to pursue the planned major road improvements in 2019.



Donna Chan, P. Eng., PTOE
Manager, Transportation Planning
(604-276-4126)

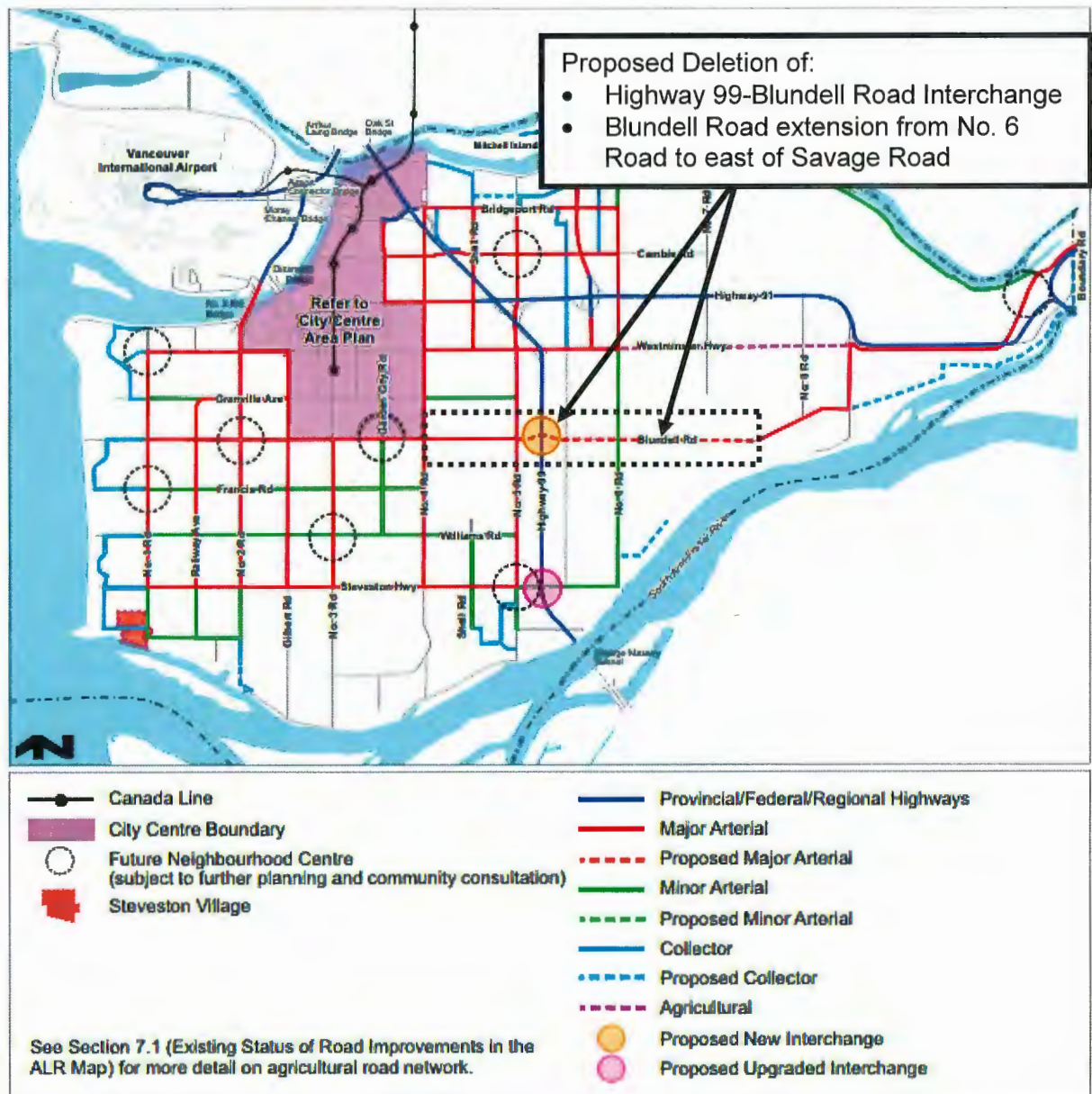


Joan Caravan
Transportation Planner
(604-276-4035)

DC:dc

- Att. 1: Official Community Plan – Road Classification Map
- Att. 2: Model Results of Highway 99-Blundell Road Interchange: Increased Traffic Volume Diversion
- Att. 3: Planned and Proposed Interim Road Improvements in Fraser Richmond Port Lands

Road Classification Map



**Model Results of Highway 99-Blundell Road Interchange:
Increased Traffic Volume Diversion**



CNCL - 430

Planned and Proposed Interim Road Improvements in Fraser Richmond Port Lands





**Richmond Official Community Plan Bylaw 9000
Amendment Bylaw 9901**

The Council of the City of Richmond enacts as follows:

1. **Richmond Official Community Plan Bylaw 9000**, as amended, is amended further by replacing Chapter 8.0 Mobility and Access, Section 8.1 Road Network, Objective 3, Policy d) with the following:
 - d) support the implementation of improvements along Highway 99, including an upgraded interchange at Steveston Highway, to enhance local circulation and connectivity, increase safety and improve goods movement;
2. **Richmond Official Community Plan Bylaw 9000**, as amended, is amended further by deleting the Road Classification Map and replacing it with Schedule A attached hereto as the new Road Classification Map to Bylaw 9000;
3. **Richmond Official Community Plan Bylaw 9000**, as amended, is amended further by deleting the Transit Map and replacing it with Schedule B attached hereto as the new Transit Map to Bylaw 9000;
4. **Richmond Official Community Plan Bylaw 9000**, as amended, is amended further by deleting the Cycling Network Map and replacing it with Schedule C attached hereto as the new Cycling Network Map to Bylaw 9000.
5. This Bylaw is cited as “**Richmond Official Community Plan Bylaw 9000, Amendment Bylaw 9901**”.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

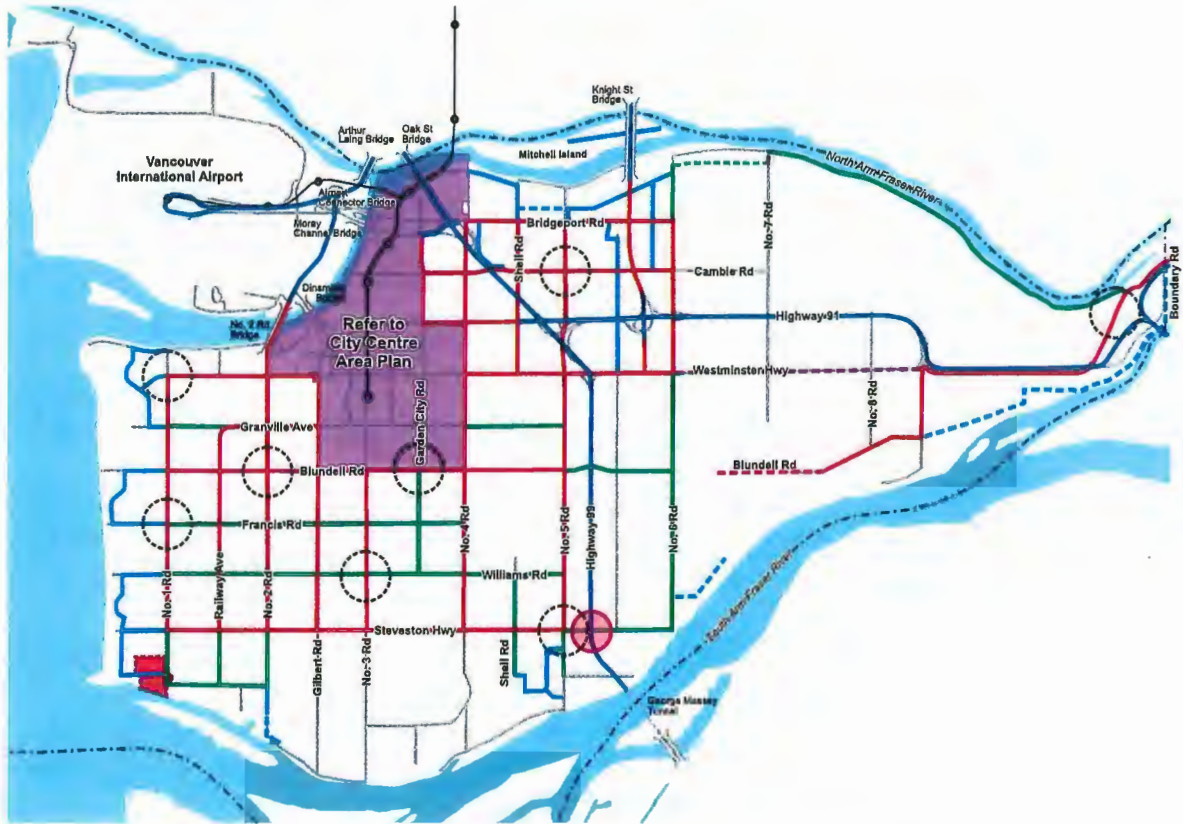
MAYOR

CORPORATE OFFICER

CITY OF RICHMOND
APPROVED for content by originating dept. <i>VW</i>
APPROVED for legality by Solicitor <i>ROS</i>

SCHEDULE A to AMENDMENT BYLAW 9901

Road Classification

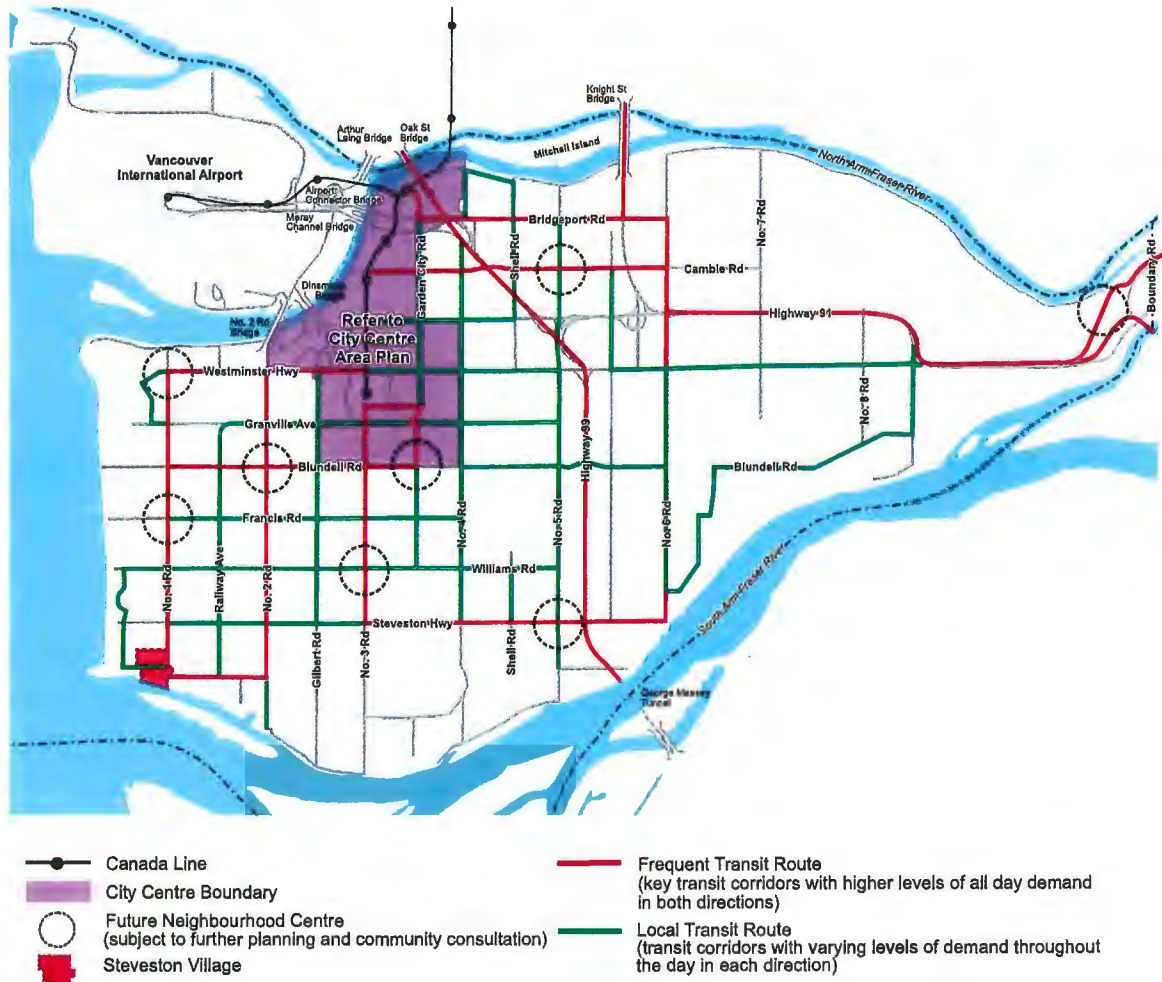


- | | |
|---|--|
| —●— Canada Line | — Provincial/Federal/Regional Highways |
| ■ City Centre Boundary | — Major Arterial |
| ○ Future Neighbourhood Centre
(subject to further planning and community consultation) | - - - Proposed Major Arterial |
| ■ Steveston Village | — Minor Arterial |
| | - - - Proposed Minor Arterial |
| | — Collector |
| | - - - Proposed Collector |
| | - - - Agricultural |
| | ● Proposed Upgraded Interchange |

See Section 7.1 (Existing Status of Road Improvements in the ALR Map) for more detail on agricultural road network.

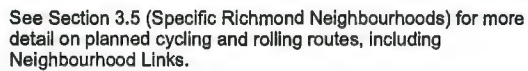
SCHEDULE B to AMENDMENT BYLAW 9901

Transit Network



Note: the transit network is a long-term concept that will be refined in collaboration with TransLink through successive Richmond Area Transit Plan updates.

Cycling Network





**Richmond Zoning Bylaw 8500
Amendment Bylaw 9724 (RZ 16-724066)
7591 Williams Road**

The Council of the City of Richmond, in open meeting assembled, enacts as follows:

1. The Zoning Map of the City of Richmond, which accompanies and forms part of Richmond Zoning Bylaw 8500, is amended by repealing the existing zoning designation of the following area and by designating it **"COACH HOUSES (RCH1)"**.

P.I.D. 003-310-540

Lot 13 Section 29 Block 4 North Range 6 West New Westminster District Plan 17789

2. This Bylaw may be cited as **"Richmond Zoning Bylaw 8500, Amendment Bylaw 9724"**.

FIRST READING

JUN 12 2017

A PUBLIC HEARING WAS HELD ON

JUL 17 2017

SECOND READING

JUL 17 2017

THIRD READING

JUL 17 2017

OTHER CONDITIONS SATISFIED

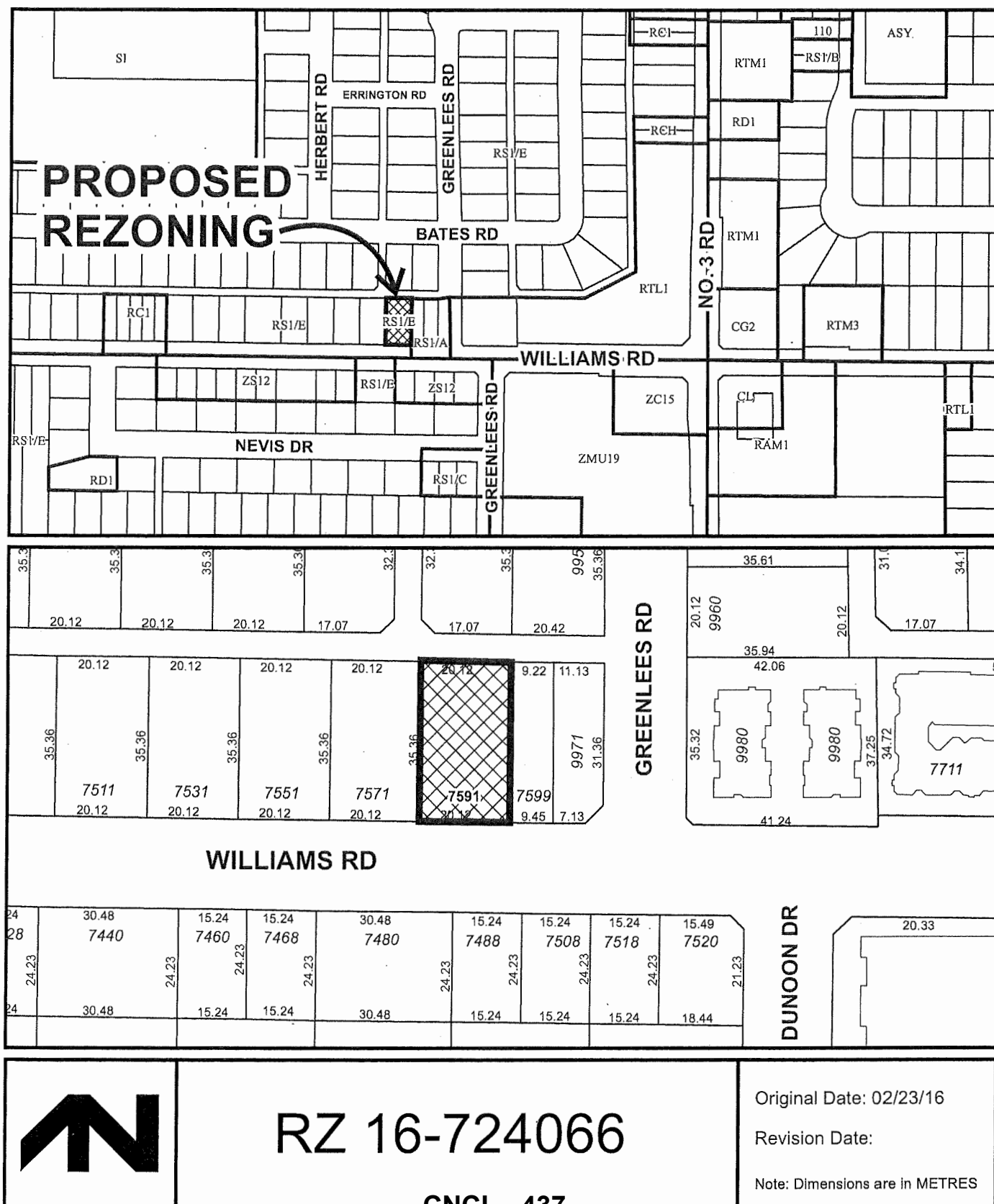
JUL 11 2018

ADOPTED

MAYOR

CORPORATE OFFICER







**Richmond Zoning Bylaw 8500
Amendment Bylaw 9741
(RZ 17-772644)
(To Discharge LUC 127 and Establishing Zoning on Portion 6311
Graybar Road)**

The Council of the City of Richmond, in open meeting assembled, enacts as follows:

1. The Zoning Map of the City of Richmond, which accompanies and forms part of Richmond Zoning Bylaw 8500, is amended by designating that portion outlined in bold and shown on "Schedule A attached to and forming part of Bylaw 9741" as "**LIGHT INDUSTRIAL**".
2. That the Mayor and Clerk are hereby authorized to execute any documents necessary to discharge "Land Use Contract 127", having charge number RD85962, including all amendments, modifications and extensions to charge number RD85962 from the following area:

P.I.D. 018-315-097

PARCEL "A" SECTIONS 9 AND 10 BLOCK 4 NORTH RANGE 4 WEST NEW WESTMINSTER DISTRICT REFERENCE PLAN LMP 10878

3. This Bylaw may be cited as "**Richmond Zoning Bylaw 8500, Amendment Bylaw 9741**".

FIRST READING

JUL 24 2017

PUBLIC HEARING

SEP 05 2017

SECOND READING

SEP 05 2017

THIRD READING

SEP 05 2017

OTHER CONDITIONS SATISFIED

JUL 17 2018

ADOPTED

MAYOR

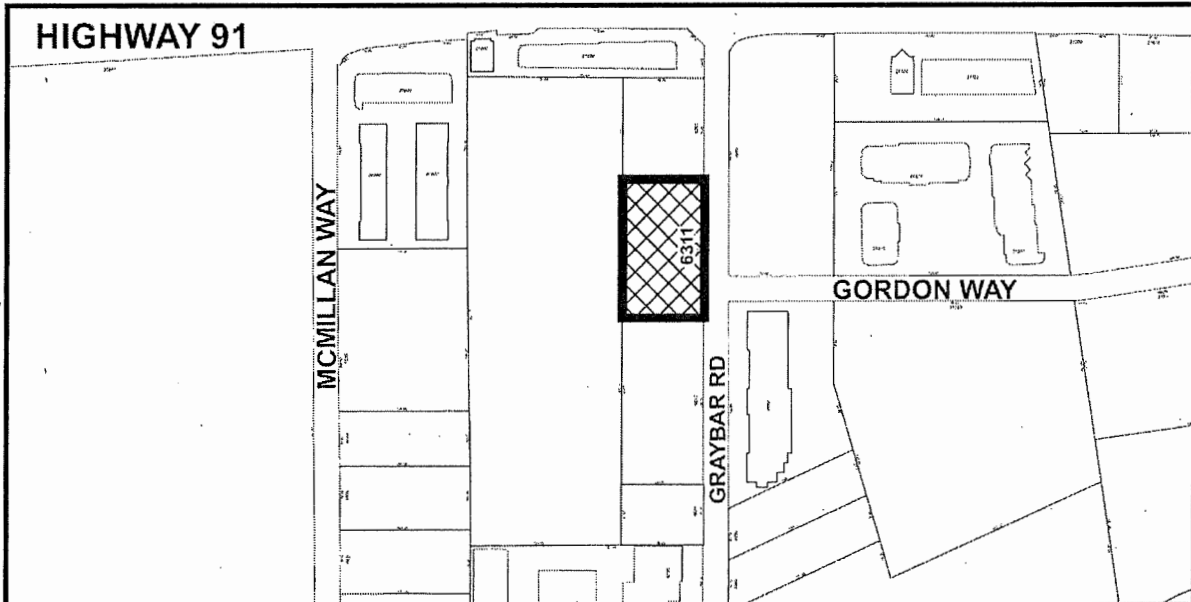
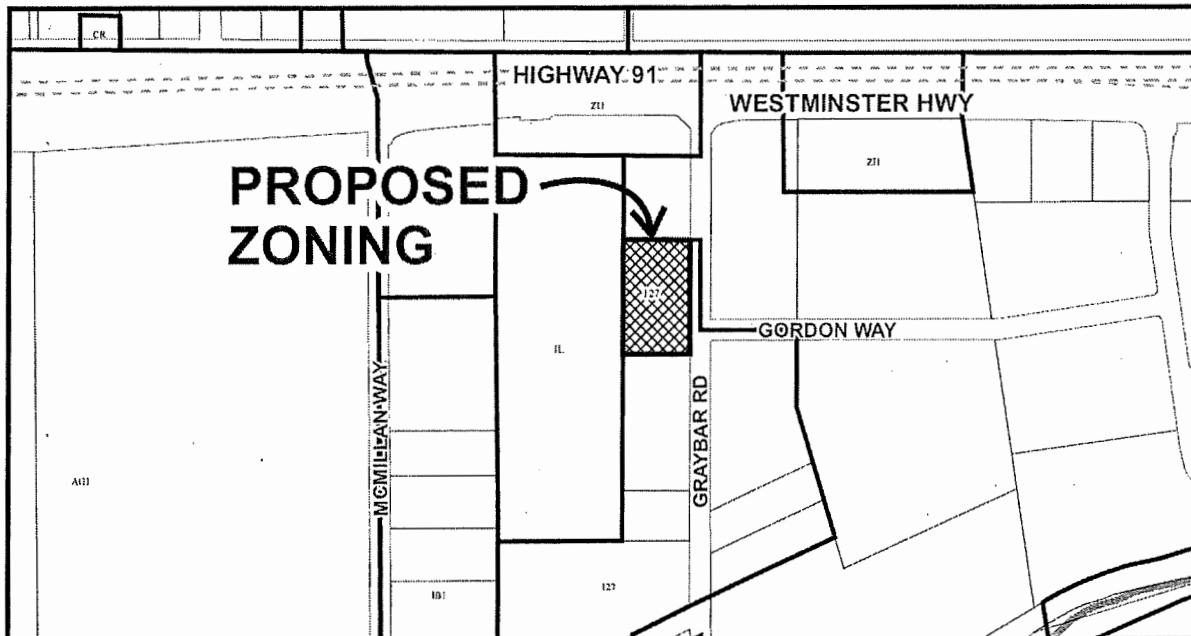
CORPORATE OFFICE



"Schedule A attached to and forming part of Bylaw 9741"



City of
Richmond



RZ 17-772644

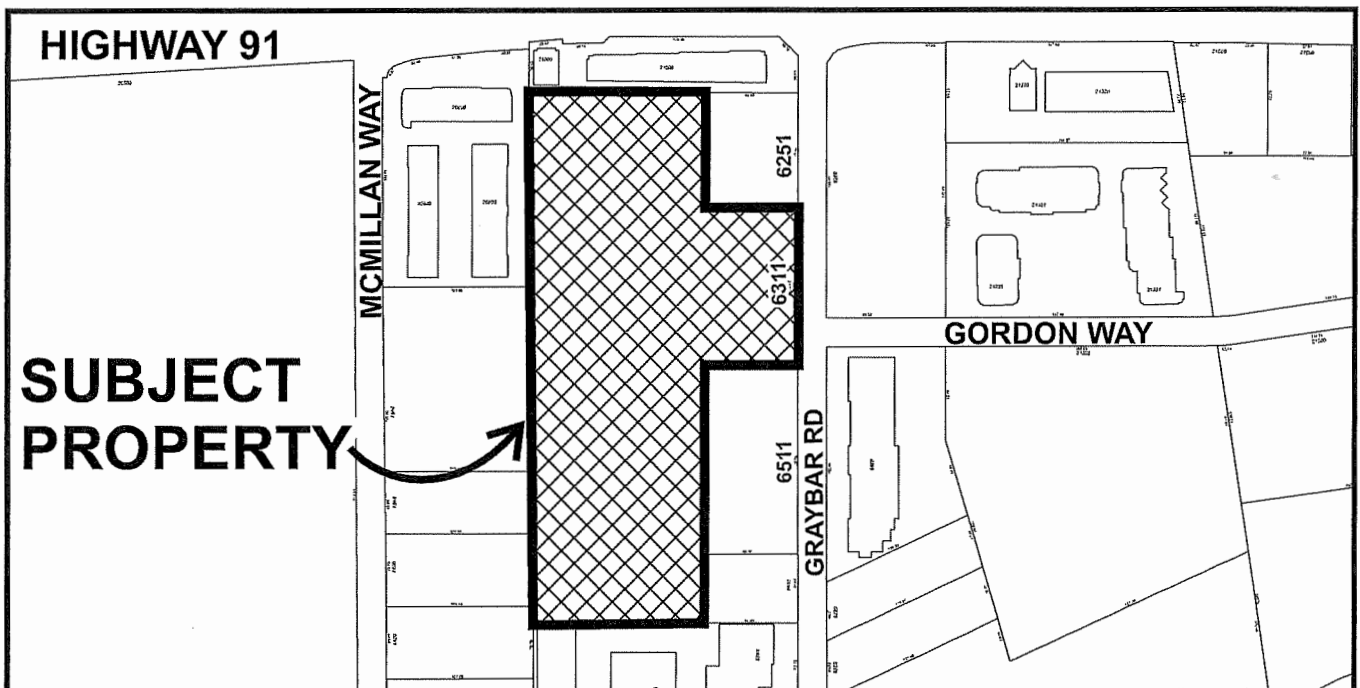
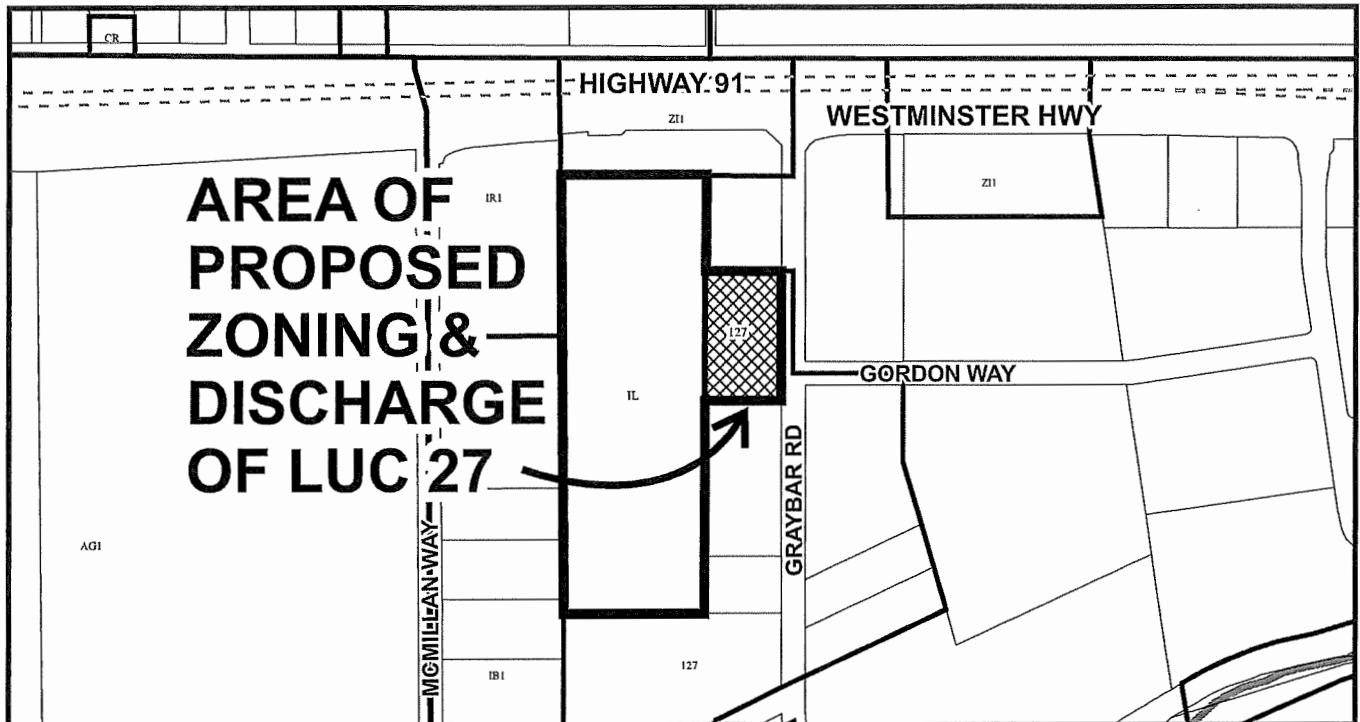
Original Date: 06/20/17

Revision Date: 07/05/17

Note: Dimensions are in METRES



City of Richmond



RZ 17-772644

Original Date: 06/20/17

Revision Date: 07/12/17

Note: Dimensions are in METRES

CNCL - 440



**Richmond Zoning Bylaw 8500
Amendment Bylaw 9780 (RZ 17-769242)
8511 Capstan Way, 3280 and 3360 No. 3 Road,
and 3131 Sexsmith Road**

The Council of the City of Richmond, in open meeting assembled, enacts as follows:

1. Richmond Zoning Bylaw 8500, as amended, is further amended by:
 - 1.1. In Section 20.25.3 Secondary Uses, inserting “cultural and educational **uses**” and “**entertainment, spectator**”;
 - 1.2. In Section 20.25.4 Permitted Density:
 - 1.2.1. Repealing Sub-Section 20.25.4.2(c) and replacing it with the following:
 - “c) the **owner** grants to the **City**, via a statutory **right-of-way, air space parcel**, or fee simple, as determined at the sole discretion of the **City**, rights of public use over a suitably landscaped area of the **site** for **park** and related purposes at a rate of:
 - i) 5.74 m² per **dwelling unit** based on the combined total number of **dwelling units** within the area shown cross-hatched and indicated as “A”, “B”, “C”, and “D” in Section 20.25.4, Diagram 2, or 6,810.4 m², whichever is greater; and
 - ii) 5.0 m² per **dwelling unit** based on the combined total number of **dwelling units** within the area shown cross-hatched and indicated as “E”, “F”, and “G” in Section 20.25.4, Diagram 2, or 4,187.9 m², whichever is greater;”;
 - 1.2.2. Repealing Sub-Section 20.25.4.3(b) and replacing it with the following:
 - “b) the **owner** uses the additional 1.0 **density bonus floor area ratio** only for non-residential purposes, which non-residential purposes shall provide, in whole or in part, for **convenience retail uses** (e.g. large format grocery store; drug store), **minor health services**, pedestrian-oriented **general retail**, or other **uses** important to the viability of the Village Centre as determined to the satisfaction of the **City**, which shall include:
 - i) for the area shown cross-hatched and indicated as “E” in Section 20.25.4, Diagram 2, one contiguous interior **building space**, situated at **grade** and fronting a **park**, and comprising at least

1,193.8 m² of the additional 1.0 **density bonus floor area ratio** (i.e. the **gross floor area** of the additional **building area**), for **indoor recreation, library and exhibit, spectator entertainment, studio, cultural and educational uses, and/or related uses**, as determined to the satisfaction of the **City**”;

1.2.3. Repealing Sub-Section 20.25.4.3(d) and 20.25.4.3(e) and replacing them with the following:

- “d) for the areas shown cross-hatched and indicated as “B”, “C”, and “D” in Section 20.25.4, Diagram 2:
 - i) the **owner** grants to the **City**, via **air space parcel**, at least 5% of the additional 1.0 **density bonus floor area ratio** (i.e. the **gross floor area** of the additional **building area**) or 1,428.4 m², whichever is greater, for **child care, community amenity space, and minor health service**, to the satisfaction of the **City**, and locates the entirety of the area granted to the **City** within the area shown cross-hatched and indicated as “B” in Section 20.25.4, Diagram 2; and
 - ii) the **owner** provides 250 **parking spaces** for shared **commercial/residential use** and grants rights of public use over 50% of the **parking spaces**, secured via a statutory **right-of-way, air space parcel**, or alternative means, as determined at the sole discretion of the **City**, within the area shown cross-hatched and indicated as “A” in Section 20.25.4, Diagram 2; and
- e) for the areas shown cross-hatched and indicated as “E” and “G” in Section 20.25.4, Diagram 2, the **owner** pays a sum to the **City** in lieu of granting 5% of the additional 1.0 **density bonus floor area ratio** (i.e. the **gross floor area** of the additional **building area**) to the **City** as **community amenity space** based on 5% of the **density bonus floor area** (i) multiplied by the “equivalent to construction value” rate of \$6997 per sq. m, if the payment is made within one year of third reading of the zoning amendment bylaw or (ii) thereafter, multiplied by the “equivalent to construction value” rate of \$6,997 per sq. m. adjusted by the cumulative applicable annual changes to the Statistics Canada “Non-Residential Building Construction Price Index” for Vancouver, where such change is positive.”;

1.2.4. Repealing Sub-Section 20.25.4.4(a) and replacing it with the following:

- “a) **owner** complies with the conditions set out in Sections 20.25.4.2(a), (b), (c), (d), and (e) and Sections 20.25.4.3(a), (b), (c), and (d);”;

1.2.5. Repealing Sub-Section 20.25.4.4(c) and replacing it with the following:

- “c) **owner** transfers not less than 5,000.4 m² of land to the **City** as fee simple for **park** purposes, which shall include a suitably landscaped area of the **site** transferred by the **owner** to the **City** in compliance

with Section 20.25.4.2(c)(i), provided that such area is transferred to the **City** as fee simple;”;

1.2.6. Repealing Diagram 2 and replacing it with the following:

Diagram 2

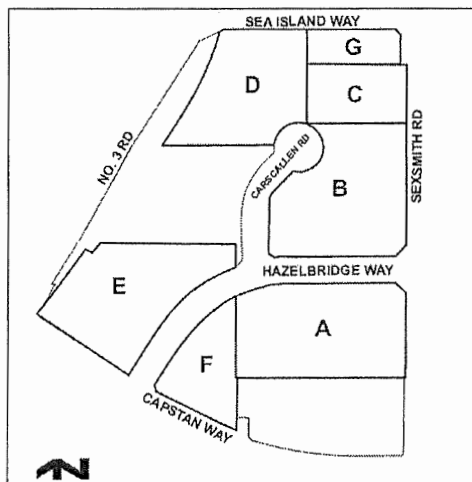
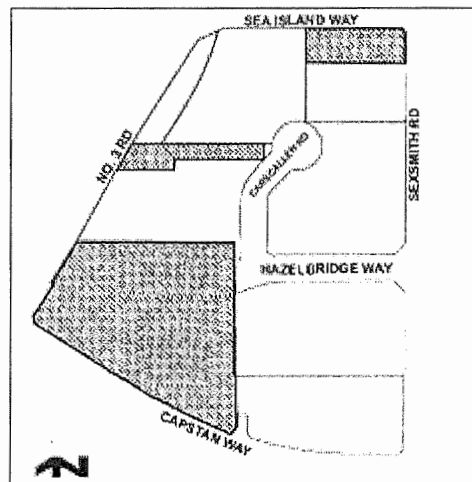


Diagram 3



; and

1.2.7. Repealing Sub-Section 20.25.4.5 and replacing it with the following:

“5. For the area within the **City Centre** shown cross-hatched in Section 20.25.4, Diagram 3, notwithstanding Section 20.25.4.2, the reference to “2.5” is increased to a higher floor **area ratio** of “3.182” and, notwithstanding Section 20.25.4.3, the reference to “1.0” is increased to a higher **floor area ratio** of “1.128”, provided that the:

- owner** complies with the conditions set out in Sections 20.25.4.2(a), (b), (c), and (d) and Sections 20.25.4.3(a), (b), (c), and (e);
- owner** dedicates not less than 3,011.7 m² of land to the **City** as **road**;
- owner** transfers not less than 746.7 m² of land to the **City** as fee simple for **park** purposes, which shall include a suitably landscaped area of the **site** transferred by the **owner** to the **City** in compliance with Section 20.25.4.2(c)(ii), provided that such area is transferred to the **City** as fee simple;
- maximum total combined **floor area** for the **site** shall not exceed 55,048.6 m², of which the **floor area** of residential **uses** shall not exceed 43,818.5 m² and the floor area of other **uses** shall not exceed 11,230.1 m²;
- maximum total combined number of **dwelling units** for the areas shown cross-hatched and indicated as “E” and “F” in Section 20.25.4, Diagram 2, shall not exceed 533; and

- f) maximum **floor area** for the areas shown cross-hatched and indicated as “E”, “F”, and “G” in Section 20.25.4, Diagram 2, shall not exceed:
 - i) for “E”: 29,830.0 m² for residential **uses**, including at least 1,491.5 m² of **habitable space** for **affordable housing units**, and 6,648.7 m² for other **uses**, including at least 1,193.8 m² for **commercial education, indoor recreation, library and exhibit, studio, and/or related uses**;
 - ii) for “F”: 13,988.5 m² for residential **uses**, including at least 699.4 m² of **habitable space** for **affordable housing units**, and nil for other **uses**; and
 - iii) for “G”: Nil for residential **uses** and 4,581.4 m² for other **uses**.
- 6. There is no maximum **floor area ratio** for **non-accessory parking** as a **principal use**.”;
- 1.3. In Section 20.25.5 Permitted Lot Coverage, repealing Sub-Section 20.25.5.1 and replacing it with the following:
 - “1. The maximum **lot coverage** for the areas shown cross-hatched and indicated as “A”, “B”, “C”, “D”, “E”, “F”, and “G” in Section 20.25.4, Diagram 2, is 90% for **buildings** and **landscaped** roofs over **parking spaces**.”;
- 1.4. In Section 20.25.6 Yards & Setbacks, inserting a new Sub-Section 20.25.6.2 as follows:
 - “2. Notwithstanding Section 20.25.6.1, for **dwelling units** the minimum **setback** to a **lot line** that **abuts** Sea Island Way shall be 20.0 m.”;
- 1.5. In Section 20.25.8 Subdivision Provisions, repealing Sub-Section 20.25.8.1 and replacing it with the following:
 - “1. The minimum **lot** area for the areas shown cross-hatched and indicated as “A”, “B”, “C”, “D”, “E”, “F”, and “G” in Section 20.25.4, Diagram 2, shall be:
 - a) for “A”: 9,000 m²;
 - b) for “B”: 8,800 m²;
 - c) for “C”: 3,200 m²;
 - d) for “D”: 7,000 m²;
 - e) for “E”: 8,000 m²;
 - f) for “F”: 3,700 m²; and
 - g) for “G”: 1,800 m².”; and

1.6. In Section 20.25.10 On-Site Parking and Loading:

1.6.1. Inserting a new Sub-Section 20.25.10.1(d) as follows:

- “d) the minimum on-site parking requirement for **office** located above the first two floors of a **building** shall be 1.5 spaces per 100.0 m² of **gross leasable floor area**.”

1.6.2. Repealing the opening phrase in Sub-Section 20.25.10.2 and replacing it with the following:

- “2. Notwithstanding Section 20.25.10.1, for the areas shown cross-hatched and indicated as “A”, “B”, “C”, and “D” in Section 20.25.4, Diagram 2, if the **owner** has provided:”;

1.6.3. Repealing the opening phrase in Sub-Section 20.25.10.2(b) and replacing it with the following:

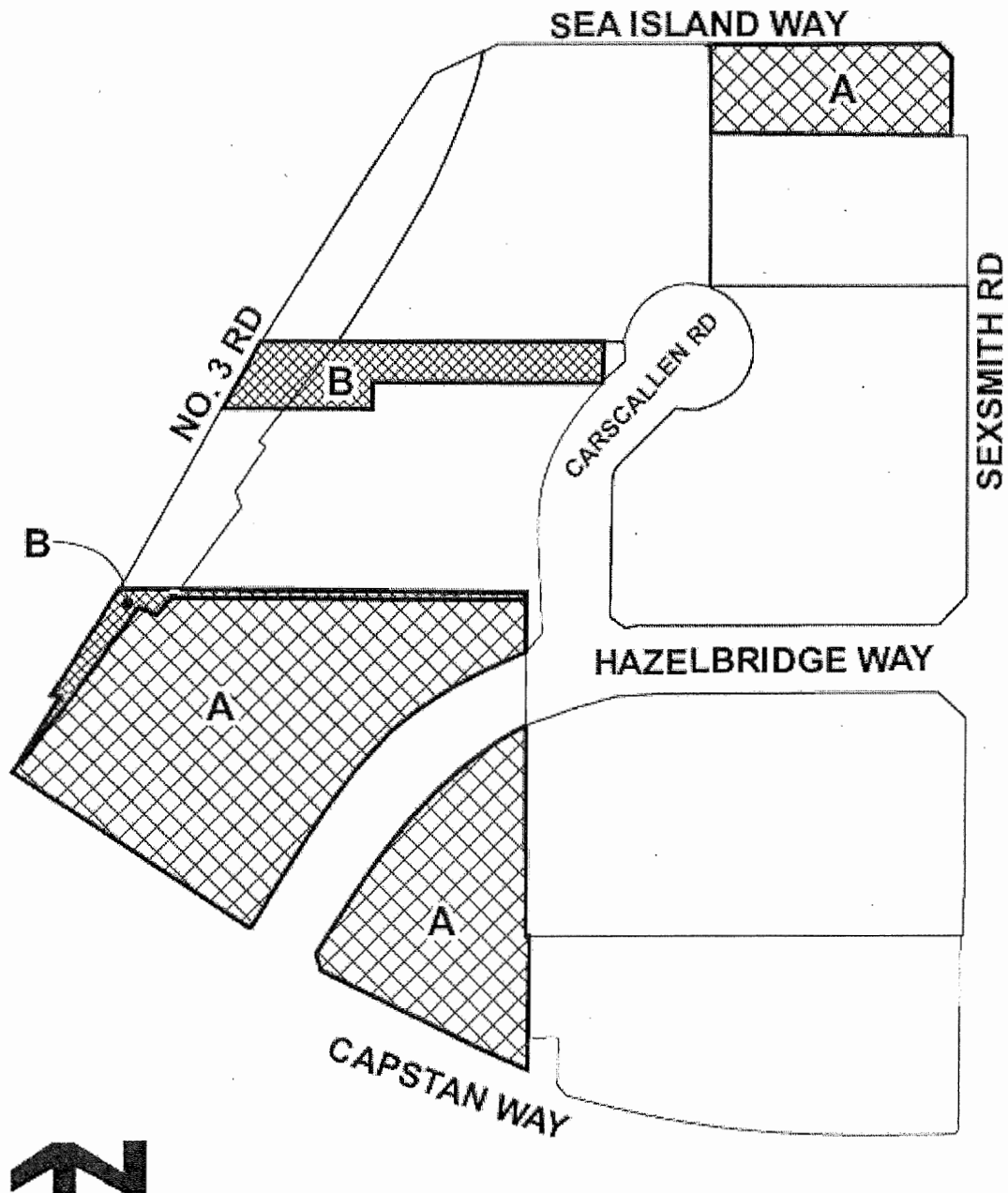
- “b) 250 **parking spaces** for shared **commercial/residential use** within the area shown cross-hatched and indicated as “A” in Section 20.25.4, Diagram 2, and granted rights of public use over 50% of the **parking spaces** under Section 20.25.4.3(d):”;

1.6.4. Inserting a new Sub-Section 20.25.10.3 as follows:

- “3. Notwithstanding Section 20.25.10.1, for the areas shown cross-hatched and indicated as “E” and “F” in Section 20.25.4, Diagram 2:

- a) if the **owner** has provided 1,193.8 m² of the **building** area for **indoor recreation, library and exhibit, spectator entertainment, studio, cultural uses, educational uses, and/or related uses** under Section 20.25.4.3(b)(i), the minimum combined total number of **parking spaces** for the **uses** shall be 41, all of which shall be located within area “E”;
- b) 100% of residential visitor **parking spaces** required for the **building** within the area shown cross-hatched and indicated as “E” in Section 20.25.4, Diagram 2, may be shared with non-residential **parking spaces** located on the **lot**; and
- c) the minimum number of residential visitor **parking spaces** within the area shown cross-hatched and indicated as “F” in Section 20.25.4, Diagram 2, may be reduced by 50%.”

Schedule "A" attached to and forming part of Bylaw No. 9780"



2. The Zoning Map of the City of Richmond, which accompanies and forms part of Richmond Zoning Bylaw 8500, is amended by repealing the existing zoning designation of the following area and by designating it:

2.1. **“RESIDENTIAL / LIMITED COMMERCIAL AND ARTIST RESIDENTIAL TENANCY STUDIO UNITS (ZMU25) – CAPSTAN VILLAGE (CITY CENTRE)”**

That area shown cross-hatched and indicated as “A” on “Schedule A attached to and forming part of Bylaw 9780”.

2.2. **“SCHOOL & INSTITUTION USE (SI)”**

That area shown cross-hatched and indicated as “B” on “Schedule A attached to and forming part of Bylaw 9780”.

3. This Bylaw may be cited as **“Richmond Zoning Bylaw 8500, Amendment Bylaw 9780”**.

FIRST READING

DEC 20 2017

A PUBLIC HEARING WAS HELD ON

JAN 22 2018

SECOND READING

JAN 22 2018

THIRD READING

JAN 22 2018

OTHER CONDITIONS SATISFIED

JUL 19 2018

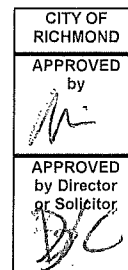
MINISTRY OF TRANSPORTATION AND
INFRASTRUCTURE APPROVAL

LEGAL REQUIREMENTS SATISFIED

ADOPTED

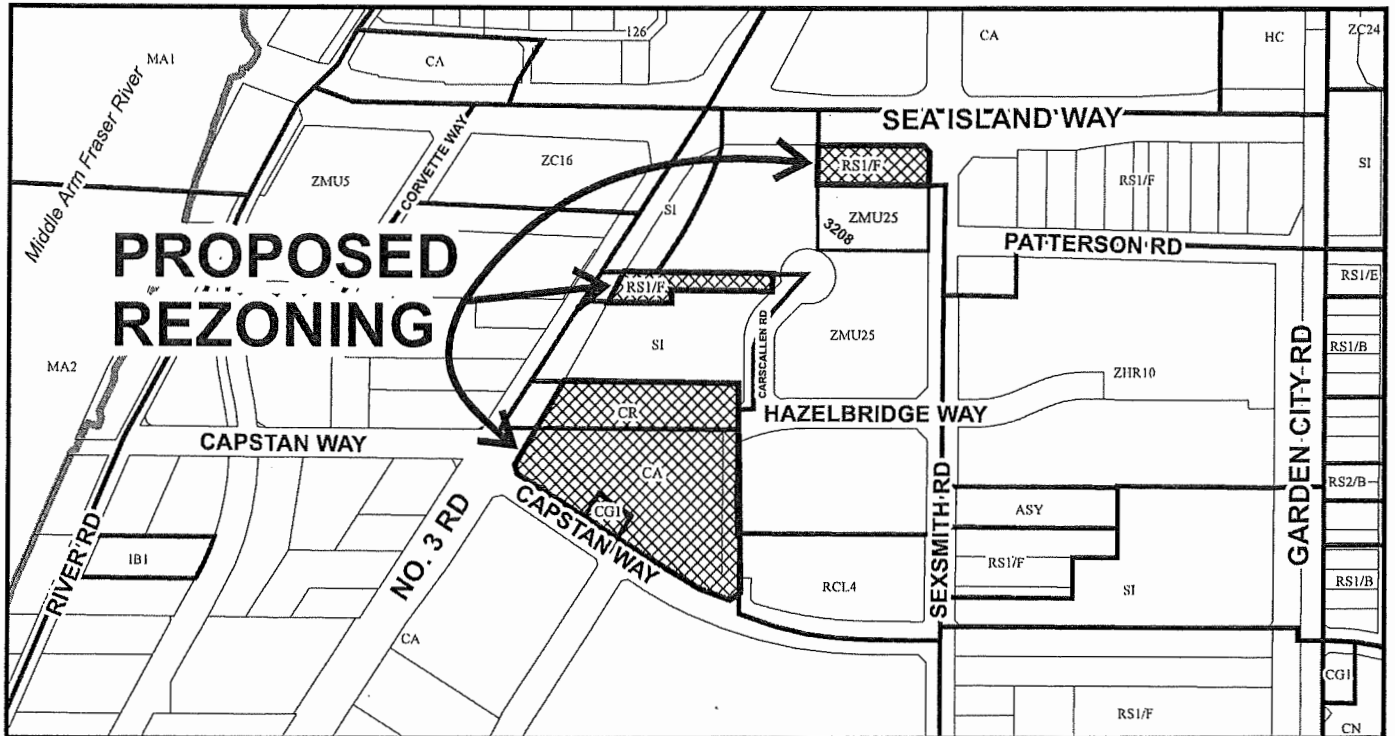
MAYOR

CORPORATE OFFICER





City of Richmond



RZ 17-769242

CNCL - 448

Original Date: 04/26/17

Revision Date: 12/08/17

Note: Dimensions are in METRES



**Development Permit Panel
Wednesday, June 13, 2018**

Time: 3:30 p.m.
Place: Council Chambers
Richmond City Hall
Present: John Irving, Chair
Victor Wei, Director, Transportation
Peter Russell, Senior Manager, Sustainability and District Energy

The meeting was called to order at 3:30 p.m.

Minutes

It was moved and seconded

That the minutes of the meeting of the Development Permit Panel held on May 30, 2018 be adopted.

CARRIED

1. Development Permit 16-728670
(REDMS No. 5828465)

APPLICANT: Anwer Kamal

PROPERTY LOCATION: 6571 No. 4 Road (formerly 6571/6573 No. 4 Road)

INTENT OF PERMIT:

Permit the construction of six townhouse units at 6571 No. 4 Road on a site zoned "Town Housing (ZT60) – North McLennan (City Centre)".

Applicant's Comments

Eric Law, Eric Law Architect, Inc., noted that the subject development permit application was previously endorsed by the Development Permit Panel; however, the Western Red Cedar tree at the southwest corner of the site that was to be retained was accidentally damaged during the site preparation stage, which necessitated its removal and a change in the previously proposed site lay-out and landscaping plan for the project.

Development Permit Panel

Wednesday, June 13, 2018

Mr. Law further noted that a significant change in the site lay-out includes the removal of one surface parking stall adjacent to the northeast corner of the internal drive aisle to allow for the relocation of the BC Hydro kiosk.

In reply to a query from the Panel, Wayne Craig, Director, Development, confirmed that the project was endorsed by the Panel to proceed to Council on September 13, 2017; however, it did not advance to Council for Development Permit issuance due to the landscaping issues that had occurred.

Jenny Liu, JHL Design Group, Inc., briefed the Panel on the main landscaping features of the project, noting that the large Western Red Cedar tree that was damaged will be removed and replaced with an equally large tree of the same species and will be located at the northeast corner of the site. Ms. Liu further noted that the trees adjacent to the replacement tree as well as on-site shrubs and perennials will be upsized.

In reply to a query from the Panel, Ms. Liu acknowledged that City staff had advised the applicant that the size of the replacement tree should be similar to the damaged Western Red Cedar tree.

In reply to a query from the Panel, Mr. Craig advised that the City will be requiring the applicant to provide a landscape security and withholding 20 percent of the security for a two-year period which is double the typical maintenance period.

In reply to a query from the Panel regarding the potential impact of locating the replacement tree close to the north property line, Ms. Liu confirmed that the applicant had not consulted with the residents of the neighbouring townhouse development to the north of the subject site.

In reply to a query from the Panel, Mr. Craig advised that (i) consultations are not normally required based on on-site landscaping, and (ii) residents of the neighbouring townhouse development to the north would have received notification for the Panel's consideration of the subject development permit application.

In reply to queries from the Panel, Ms. Liu acknowledged that the (i) the large replacement tree would be located as far away as possible from the adjacent townhouse building; however, its canopy could encroach into the neighbouring property to the north, (ii) the proposed location of the replacement tree is the northeast corner of the site, (iii) finding a suitable location for the large replacement tree is challenging due to the constraints of the site, and (iv) as an option, the applicant could install a smaller replacement tree and upsize the three adjacent on-site trees.

In reply to a query from the Panel, Mr. Craig advised that (i) the landscaping plan submitted by the applicant is largely conceptual and there is some flexibility on the exact location of trees proposed to be installed on site, and (ii) the applicant could consider relocating the replacement tree to the south side of the site adjacent to the outdoor amenity space or the visitor parking stall.

In reply to a query, Ms. Liu acknowledged that relocating the replacement tree from the northeast corner to the south side could be considered by the applicant.

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In reply to a query from the Panel regarding the sustainability features of the project, Mr. Law confirmed that the project will comply with current City requirements for the provision of electric vehicle charging in residential parking spaces.

Gallery Comments

None.

Correspondence

None.

Panel Discussion

The Chair commented that with the proposed landscaping presented by the applicant, he could not support the project moving forward to Council, noting that the proposed location of the replacement tree at the northeast corner of the site is problematic as it would encroach into the neighbouring property to the north. He advised that the applicant consider the proposal to relocate the replacement tree along the south property line and determine its exact location.

In addition, it was suggested that the applicant consider either relocating the replacement trees farther away from the north property line to avoid blocking the southern sun exposure into the adjacent townhouse development to the north and disturbing the existing fence, or relocating the trees along the south property line adjacent to the existing green patch along the school driveway directly to the south of the subject site.

Panel Decision

It was moved and seconded

That Development Permit application 16-728670 be referred back to staff and brought forward for consideration at the Panel's June 27, 2018 meeting, to be held at 3:30 p.m. in the Council Chambers, City Hall, in order for the applicant to work with staff in considering options for relocating the proposed replacement trees along the north property line including locating the replacement trees along the south property line and identifying exactly how the root ball and drip line sizes of replacement trees would fit into the proposed landscaping design.

CARRIED

2. Development Permit 17-782861 (REDMS No. 5746584)

APPLICANT: Konic Development

PROPERTY LOCATION: 5660, 5680 and 5700 Williams Road

3.

Development Permit Panel

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INTENT OF PERMIT:

Permit the construction of six back-to-back duplexes at 5660, 5680 and 5700 Williams Road on a site zoned “Two-Unit Dwelling (ZD5) – Steveston/Williams”.

Applicant's Comments

Jiang Zhu, Imperial Architecture, provided background information on the proposed development, noting that (i) six duplex lots are proposed for the project, with each duplex lot containing a street-fronting and a rear duplex unit for a total of 12 duplex units, (ii) the duplex units have been designed to resemble a single-family home to fit into a predominantly single-family neighbourhood, (iii) the proposed setbacks, height and massing of the duplex units will not result in significant shadowing to neighbouring properties, (iv) the design of the duplex buildings has been revised to achieve variation in appearance, and (v) the existing Monkey Puzzle tree will be retained and relocated on site.

Meredith Mitchell, M2 Landscape Architecture, reviewed the main landscaping features of the project with respect to (i) increased permeability of the site, (ii) fencing design details, (iii) the proposed retention and relocation of the Monkey Puzzle tree, (iv) identification of pedestrian crossings and pathways through variation in surface paving treatment, and (v) choice of proposed planting materials on site.

In addition, Mr. Zhu noted that (i) three convertible duplex units are proposed, and (ii) the project has been designed to achieve EnerGuide 82 rating by providing, among others, air source heat pump units and introducing other sustainability features.

In reply to queries from the Panel, the design team confirmed that (i) the western duplex buildings are setback from the fence along the west property line by four feet, (ii) the applicant would consider the suggestion to extend the pedestrian walkways in the middle portion of the internal drive aisles northward to connect with the curvy walkways, (iii) Scotch Moss, a shade tolerant and low groundcover, is proposed to be planted in spaces between the property lines of duplex lots, and (iv) there are currently no back doors provided in the garages to access the condenser units but the applicant would consider adding back doors in the garages.

Gallery Comments

Dan Rusen, 10079 Lawson Drive, expressed concern that the subject site, which is contiguous to his property, is unsightly as it is overrun with weeds, bushes and invasive plant species. He noted that the overgrowth of plants and trees in the subject site has damaged his backyard fence. He acknowledged that upon his request, the developer has cut down the plants and trees; however, they have survived and resumed growth. Considering the current condition of the subject site, he is requesting the developer, through the Panel, to completely clean up the site which is being inhabited by small wild animals.

In closing, Mr. Rusen highlighted the need for the developer to promptly act upon his request as the current condition of the subject site has devalued his property.

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In response to the concern, the Chair advised Mr. Rusen to coordinate with staff so that the matter could be brought up with and addressed by the developer.

In reply to a query from the Panel, Ms. Mitchell advised that the developer could engage the services of a Qualified Environmental Professional (QEP) to oversee and monitor the proper removal of invasive species in the subject site. Ms. Mitchell further advised that as an alternative, she could oversee the removal of the invasive species as she is also the arborist for the project.

In reply to the same query, Mr. Craig noted that staff would work with the applicant to address the matter.

Correspondence

None.

Staff Comments

Mr. Craig noted that there is a Servicing Agreement associated with the project for frontage improvements along Williams Road and site services connections.

Panel Discussion

The Panel expressed support for the project, noting that the applicant should work with staff to (i) consider providing back doors in garages to facilitate the maintenance of condenser units at the back of garages, (ii) consider extending northward the pedestrian walkways on the middle portion of the internal drive aisles to connect with the curvy walkways, and (iii) address the removal of invasive species in the subject property.

Panel Decision

It was moved and seconded

That a Development Permit be issued which would permit the construction of six back-to-back duplexes at 5660, 5680 and 5700 Williams Road on a site zoned "Two-Unit Dwelling (ZD5) – Steveston/Williams".

CARRIED

3. Date of Next Meeting: June 27, 2018

4. Adjournment

It was moved and seconded

That the meeting be adjourned at 4:21 p.m.

CARRIED

5.

Development Permit Panel
Wednesday, June 13, 2018

Certified a true and correct copy of the Minutes of the meeting of the Development Permit Panel of the Council of the City of Richmond held on Wednesday, June 13, 2018.

John Irving
Chair

Rustico Agawin
Committee Clerk



**Development Permit Panel
Wednesday, June 27, 2018**

Time: 3:30 p.m.
Place: Council Chambers
Richmond City Hall
Present: Joe Erceg, Chair
Robert Gonzalez, General Manager, Engineering and Public Works
Cecilia Achiam, General Manager, Community Safety

The meeting was called to order at 3:34 p.m.

Minutes

It was moved and seconded

That the minutes of the meeting of the Development Permit Panel held on June 13, 2018 be adopted.

CARRIED

1. Development Permit 16-728670
(REDMS No. 5828465, 5877234)

APPLICANT: Anwer Kamal

PROPERTY LOCATION: 6571 No. 4 Road (formerly 6571/6573 No. 4 Road)

INTENT OF PERMIT:

Permit the construction of six townhouse units at 6571 No. 4 Road on a site zoned "Town Housing (ZT60) – North McLennan (City Centre)".

Applicant's Comments

Khalid Hasan, Remax Westcoast Realty, spoke on behalf of the applicant and highlighted the following changes to the landscaping in response to the Panel's referral at the June 13, 2018 meeting:

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- the proposed Western Red Cedar replacement tree will be relocated from the northeast corner of the site to a new location in the outdoor amenity space in the southeast in order to avoid encroaching into the neighbouring townhouse development to the north;
- the new location of the replacement tree is adjacent to the landscaped area by the school driveway directly to the south of the subject site and will not conflict with any neighbouring property;
- the on-site pedestrian walkway is proposed to be shifted slightly to the north and the outdoor amenity space will be moved slightly to the south to accommodate the replacement tree; and
- trees originally proposed along the north property line will be shifted slightly to the south to provide greater separation between the trees and the adjacent townhouse development.

Staff Comments

Wayne Craig, Director, Development, advised that staff support the new location of the replacement tree and noted that the landscaping changes proposed by the applicant have addressed the Panel's referral.

In reply to a query from the Panel, Mr. Craig confirmed that the subject development permit application was endorsed by the Panel at its September 13, 2017 meeting but had to come back at the Panel's meeting on June 13, 2018 due to landscaping changes proposed by the applicant.

Gallery Comments

A resident of 6551 No. 4 Road, a townhouse complex immediately to the north of the subject site, posed a query regarding the potential impact of the proposed changes to the site lay-out and landscaping of the subject site in terms of the subject site's access to the existing driveway in the townhouse complex.

In reply to a query from the Panel, Mr. Craig advised that there is an existing Cross Access Easement registered on Title of 6551 No. 4 Road to provide vehicle access to the subject site.

In response to the query from the resident of 6551 No. 4 Road, the Chair advised that there will be no changes to the existing cross access easement.

Correspondence

None.

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Panel Decision

It was moved and seconded

That a Development Permit be issued which would permit the construction of six townhouse units at 6571 No. 4 Road on a site zoned "Town Housing (ZT60) – North McLennan (City Centre)".

CARRIED

2. Development Variance 17-792200

(REDMS No. 5828162)

APPLICANT: Asif Siddiqui

PROPERTY LOCATION: 7100 No. 2 Road

INTENT OF PERMIT:

Vary the provisions of Richmond Zoning Bylaw 8500 to reduce the minimum rear yard from 6.0 m to 1.2 m for a one-storey garage to be attached to a single detached dwelling, which are proposed to be constructed at 7100 No. 2 Road on a site zoned "Compact Single Detached (RC2)".

Applicant's Comments

Khalid Hasan, Remax Westcoast Realty, spoke on behalf of the applicant, noting that (i) the City lane that bisects the subject site, the two-meter road dedication along the site frontage and zoning regulations have impacted the site lay-out and design of the single detached dwelling, (ii) the requested variance to reduce the minimum rear yard setback applies only to the proposed one-storey garage attached to the rear of the single detached dwelling, and (iii) the proposed outdoor amenity area for the subject site is intended for the use of residents of the single detached dwelling.

In reply to queries from the Panel, Mr. Hasan acknowledged that (i) the design proposal has changed since the applicant applied for rezoning several years ago, and (ii) there is no dedicated visitor parking space on the subject site; however, the driveway behind the garage could potentially accommodate visitor parking.

In reply to a query from the Panel, Mr. Craig confirmed that the residual lot on the east side of the lane is not required to be landscaped and could be a potential location for visitor parking space for the single detached dwelling.

Masa Ito, Ito and Associates Landscape Architects, briefed the Panel on the main landscaping features of the project, noting that (i) the proposed landscaping is consistent with the City's guidelines for landscaping for developments along an arterial road and provides for seasonal change and a variety of trees to be planted, (ii) grasscrete or similar surface paving materials could be installed on a portion of the proposed lawn at the southeast corner of the subject property to allow for visitor parking space.

3.

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Gallery Comments

None.

Correspondence

None.

Panel Discussion

The Chair noted that the space behind the driveway may not be adequate to accommodate visitor parking. Discussion ensued and staff was then directed by the Panel to work with the applicant to investigate opportunities for incorporating grasscrete or similar surface paving treatment to allow for visitor parking space on a portion of the landscaped area in the residual lot at the southeast corner of the subject site.

Panel Decision

It was moved and seconded

That a Development Variance Permit be issued which would vary the provisions of Richmond Zoning Bylaw 8500 to reduce the minimum rear yard from 6.0 m to 1.2 m for a one-storey garage to be attached to a single detached dwelling, which are proposed to be constructed at 7100 No. 2 Road on a site zoned "Compact Single Detached (RC2)".

CARRIED

3. Date of Next Meeting: July 11, 2018

4. Adjournment

It was moved and seconded

That the meeting be adjourned at 3:55 p.m.

CARRIED

Development Permit Panel
Wednesday, June 27, 2018

Certified a true and correct copy of the Minutes of the meeting of the Development Permit Panel of the Council of the City of Richmond held on Wednesday, June 27, 2018.

Joe Erceg
Chair

Rustico Agawin
Committee Clerk



**Development Permit Panel
Wednesday, July 11, 2018**

Time: 3:30 p.m.
Place: Council Chambers
Richmond City Hall
Present: Cecilia Achiam, Chair
John Irving, Director, Engineering
Victor Wei, Director, Transportation

The meeting was called to order at 3:30 p.m.

Minutes

It was moved and seconded

That the minutes of the meeting of the Development Permit Panel held on June 27, 2018 be adopted.

CARRIED

1. Development Permit 17-781050
(REDMS No. 5868738 v. 3)

APPLICANT: 1082843 BC Ltd (Refined Properties)

PROPERTY LOCATION: 22720 and 22740 Westminster Highway

INTENT OF PERMIT:

1. Permit the construction of a 25-unit townhouse project on a site zoned "High Density Townhouses (RTH1)"; and
2. Vary the provisions of Richmond Zoning Bylaw 8500 to reduce the exterior side yard setback to McLean Avenue from 4.5 m (14.8 ft.) to 4.0 m (13.1 ft.) for limited portions of two buildings.

Applicant's Comments

Karen Smith, Engage Architecture, provided background information on the proposed development and highlighted the following:

Development Permit Panel

Wednesday, July 11, 2018

- the proposed townhouse project consists of 25 units in six buildings with a typical building height of three-storeys;
- the subject site is close to public transit connections;
- there are no habitable spaces on the ground floor of the townhouse units due to flood plain restrictions;
- all units are provided with a balcony and private yard;
- two convertible units are proposed and all units are provided with aging-in-place features; and
- the proposed exterior side yard setback variances are minimal and apply to small sections of two buildings (Buildings 1 and 6) along McLean Avenue;

In addition, Ms. Smith reviewed the proposed shingle style architecture for the buildings and its main features, which include, among others, gables, large exterior shingle surfaces and windows, and projecting bays. Also, Ms. Smith reviewed the proposed architectural treatments, materials and colour scheme for the project.

In closing, Ms. Smith noted that in response to the recommendations of the Advisory Design Panel, the design team introduced changes to improve the project, including (i) emphasizing the gable ends of the two buildings facing Westminster Highway, (ii) shifting the large trellis feature closer to the site entry, (iii) reducing the building setback along Westminster Highway but still meeting the zoning requirements to increase the separation between the two buildings in the middle of the site (i.e., Buildings 4 and 5), and (iv) slightly increasing the size of the outdoor amenity area and introducing additional surface paving treatment within and around the outdoor amenity area.

Meredith Mitchell, M2 Landscape Architecture, provided an overview of the main landscaping features of the project and highlighted the following:

- large street trees are proposed along Westminster Highway to provide a significant presence;
- trees proposed to be planted along McLean Avenue are medium-sized and trees on private yards will be planted in pots due to the statutory right-of-way (SRW) to be registered on the site adjacent to McLean Avenue;
- native and adaptive non-native plant materials are proposed on the site, majority of which are medium-sized deciduous trees to allow for sunlight penetration into the site;
- the programming for the outdoor amenity area has been simplified to provide for active and passive uses;
- the paving treatment across the internal drive aisle adjacent to the outdoor amenity area has been modified to visually enlarge the amenity space;
- the location of the trellis feature and paving treatment at the site entry have been modified to make the entry to the site more welcoming;
- some existing on-site trees will be removed and remaining trees will be protected;

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- a large Douglas fir feature tree is proposed at the southeast corner of the site adjacent to the cul-de-sac to draw attention towards the site entry and differentiate it from the entry to the adjacent single-family home; and
- a bench is proposed to be installed at the corner of Westminster Highway and McLean Avenue to provide a seating area and community amenity at the corner.

In reply to queries from the Panel, the project's design team noted that (i) the proposed size of street trees will be determined through the Servicing Agreement and considers the location of services and utility kiosks as well as a lamp post along Westminster Avenue, (ii) the small size of the site and the provision for street access in buildings fronting Westminster Highway do not necessitate the provision of a pedestrian pathway to access the bus stop to the north of the site along Westminster Highway, and (iii) the applicant will investigate opportunities for increasing the permeable surface paving treatment on the site.

Staff Comments

Wayne Craig, Director, Development, noted that (i) there is a Servicing Agreement associated with the project which includes frontage works along Westminster Highway and McLean Avenue and construction of a cul-de-sac at the east end of McLean Avenue, (ii) the proposed setback variances apply to limited portions of two buildings and respond to the context appropriately, (iii) acoustical reports will be provided that address CMHC noise standards and interior thermal conditions prior to the subject development permit application advancing to Council, and (iv) the project has been designed to achieve an EnerGuide rating of 82.

Gallery Comments

None.

Correspondence

None.

Panel Decision

It was moved and seconded

That a Development Permit be issued which would:

1. *permit the construction of a 25-unit townhouse project on a site zoned "High Density Townhouses (RTH1)"; and*
2. *vary the provisions of Richmond Zoning Bylaw 8500 to reduce the exterior side yard setback to McLean Avenue from 4.5 m (14.8 ft.) to 4.0 m (13.1 ft.) for limited portions of two buildings.*

CARRIED

3.

Development Permit Panel
Wednesday, July 11, 2018

2. Date of Next Meeting: July 25, 2018

3. Adjournment

It was moved and seconded

That the meeting be adjourned at 3:46 p.m.

CARRIED

Certified a true and correct copy of the
Minutes of the meeting of the
Development Permit Panel of the Council
of the City of Richmond held on
Wednesday, July 11, 2018.

Cecilia Achiam
Chair

Rustico Agawin
Committee Clerk

4.



City of Richmond


Report to Council

To:	Richmond City Council	Date:	July 17, 2018
From:	Joe Erceg Chair, Development Permit Panel	File:	01-0100-20-DPER1- 01/2018-Vol 01
Re:	Development Permit Panel Meetings Held on March 28, 2018 and June 27, 2018		

Staff Recommendation

1. That the recommendation of the Panel to authorize the issuance of:
 - a) a Development Variance Permit (DV 17-791500) for the property at 18351 and 18360 McCartney Way; and
 - b) a Development Variance Permit (DV 17-792200) for the property at 7100 No. 2 Road;

be endorsed, and the Permit so issued.

for 
Joe Erceg
Chair, Development Permit Panel
(604-276-4083)

SB:blg

Panel Report

The Development Permit Panel considered the following items at the March 28, 2018 and June 27, 2018 meetings.

DV 17-791500 – KEN HANNA HOLDINGS LTD. – 18351 AND 18360 MCCARTNEY WAY
(March 28, 2018)

The Panel considered a Development Variance Permit application to vary the provisions of Richmond Zoning Bylaw 8500 to increase the maximum permitted site coverage for buildings from 60% to 65%, in order to permit the construction of an addition to connect two existing buildings on a site zoned “Industrial (I)”.

Andrew Peterson, of Beedie Development Group, noted that he was available to answer questions.

Staff noted that: (i) the proposed variance to increase the maximum permitted site coverage for buildings supports a more intensive use of the two subject properties which is supported by the Official Community Plan (OCP); (ii) the two subject properties will be consolidated into a single property prior to the Development Variance Permit application proceeding to Council for issuance; and (iii) the cross-access easement for shared driveway access registered on the Title of each of the subject properties will be deemed redundant following consolidation and will be discharged as a condition of consolidation.

No correspondence was submitted to the Development Permit Panel regarding the application.

The Panel recommends that the Permit be issued.

DV 17-792200 – ASIF SIDDIQUI – 7100 NO. 2 ROAD
(June 27, 2018)

The Panel considered a Development Variance Permit application to vary the provisions of Richmond Zoning Bylaw 8500 to reduce the minimum rear yard from 6.0 m to 1.2 m for a one-storey garage to be attached to a single detached dwelling, which are proposed to be constructed on a site zoned “Compact Single Detached (RC2)”.

Khalid Hasan, of Remax Westcoast Realty, on behalf of the applicant, noted that: (i) the City lane that bisects the subject site, the 2 m road dedication along the No. 2 Road frontage and zoning changes that have occurred since the rezoning application was originally considered have impacted the site lay-out and design of the single detached dwelling; (ii) the requested variance to reduce the rear yard setback applies only to the proposed one-storey garage attached to the rear of the single detached dwelling; and (iii) the proposed outdoor amenity area for the subject site is intended for the use of residents of the single detached dwelling.

In response to Panel queries, Mr. Hasan acknowledged that: (i) the design proposal has changed since the applicant applied for rezoning several years ago; and (ii) there is no dedicated visitor parking space on the subject site, however, the driveway behind the garage could potentially accommodate visitor parking.

July 17, 2018

- 3 -

In reply to a Panel query, staff confirmed that the residual lot on the east side of the lane is not required to be landscaped and could be a potential location for visitor parking space for the single detached dwelling.

Landscape Architect, Masa Ito, of Ito and Associates Landscape Architects, briefed the Panel on the main landscaping features of the project, noting that: (i) the proposed landscaping is consistent with the City's guidelines for landscaping for developments along an arterial road and provides for seasonal change and a variety of trees to be planted; and (ii) grasscrete or similar surface paving materials could be installed on a portion of the proposed lawn at the southeast corner of the subject property to allow for visitor parking space.

No correspondence was submitted to the Development Permit Panel regarding the application.

The Chair noted that the space behind the driveway may not be adequate to accommodate visitor parking. Discussion ensued and staff was then directed by the Panel to work with the applicant to investigate opportunities for incorporating grasscrete or similar surface paving treatment to allow for visitor parking space on a portion of the landscaped area in the residual lot at the southeast corner of the subject site.

Subsequent to the Panel meeting, the applicant revised the proposal to include an additional parking space treated with grasscrete in the residual lot area on the other side of the lane.

The Panel recommends that the Permit be issued.