

Agenda

General Purposes Committee

Anderson Room, City Hall 6911 No. 3 Road Monday, October 5, 2015 4:00 p.m.

Pg. # ITEM

MINUTES

GP-4 Motion to adopt the minutes of the meeting of the General Purposes Committee held on September 21, 2015.

DELEGATION

GP-7 Ed Gavsie, Executive Director, and Pat Watson, Chair, Richmond Cares, Richmond Gives, to provide an update on the collaboration between Richmond Information Services and Richmond Community Foundation.

FINANCE AND CORPORATE SERVICES DIVISION

1. **RICHMOND DIGITAL STRATEGY** (File Ref. No. 04-1300-01) (REDMS No. 4731547 v. 7)

See Page **GP-17** for full report

Designated Speaker: Grant Fengstad

GP-17

Pg. # ITEM

STAFF RECOMMENDATION

That the proposed Richmond Digital Strategy, attached to the staff report titled "Richmond Digital Strategy," dated September 15, 2015, from the Director, Information Technology, be adopted as a framework to guide strategic decisions regarding the City's digital services and infrastructure, in order to enhance the City's services and access for residents and strengthen Richmond's competitive advantage.

COMMUNITY SERVICES DIVISION

2. REQUEST FOR PROPOSAL 5540P GARDEN CITY LANDS LEGACY LANDSCAPE PLAN IMPLEMENTATION: DESIGN AND CONSTRUCTION SERVICES

(File Ref. No. 06-2345-20-GCIT1) (REDMS No. 4732316 v. 2)

GP-43

See Page GP-43 for full report

Designated Speaker: Mike Redpath

STAFF RECOMMENDATION

- (1) That Contract 5540P, for Design and Construction Services for the implementation of the Garden City Lands Legacy Landscape Plan, be awarded to PWL Partnership Landscape Architects Incorporated at total cost of \$881,442 plus applicable taxes; and
- (2) That the Chief Administrative Officer, the General Manager, Finance and Corporate Services, and the General Manager, Community Services, be authorized to execute the contract with PWL Partnership Landscape Architects Incorporated for the consulting services identified within Request for Proposal (RFP) 5540P.

PLANNING AND DEVELOPMENT DIVISION

3. UPDATE ON GEORGE MASSEY TUNNEL REPLACEMENT PROJECT – HIGHWAY 99 WIDENING (File Ref. No. 01-0150-20-THIG1/2015) (REDMS No. 4741518 v. 2)

(File Kei, No. 01-0150-20-1HiG1/2015) (KED

GP-48

See Page GP-48 for full report

Designated Speaker: Victor Wei

Pg. # ITEM

STAFF RECOMMENDATION

- That the staff report titled "Update on George Massey Tunnel Replacement Project – Highway 99 Widening," dated September 28, 2015, from the Director, Transportation, be forwarded to the Ministry of Transportation and Infrastructure's George Massey Tunnel Replacement project team for consideration in the development of the Project Definition Report; and
- (2) That a letter be sent by Mayor Brodie, on behalf of Council, to the Agriculture Land Commission and the Minister of Transportation and Infrastructure, with copies to all Richmond MLA's, advising of the City's concerns with any potential widening of Highway 99 on the west side impacting existing established institutions and farming of their backlands.

ADJOURNMENT



Minutes

General Purposes Committee

- Date: Monday, September 21, 2015
- Place: Anderson Room Richmond City Hall
- Present: Mayor Malcolm D. Brodie, Chair Councillor Chak Au Councillor Derek Dang Councillor Ken Johnston Councillor Bill McNulty Councillor Linda McPhail Councillor Harold Steves
- Absent: Councillor Carol Day Councillor Alexa Loo
- 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 September 8, 2015, be adopted as circulated.

CARRIED

FINANCE AND CORPORATE SERVICES DIVISION

1. DECEMBER 2015 COUNCIL AND COMMITTEE MEETING SCHEDULE

(File Ref. No. 01-0100-01) (REDMS No. 4727959)

It was moved and seconded

(1) That the Public Hearing scheduled for Monday, December 21, 2015 be re-scheduled to Tuesday, December 15, 2015 at 7:00 p.m. in the Council Chambers at Richmond City Hall;

- (2) That the Committee meetings scheduled for the week of December 21, 2015 be re-scheduled, if needed, to the week of December 14, 2015, as shown on Attachment 1 to the staff report dated September 14, 2015 from the Director, City Clerk's Office; and
- (3) That a Special Council meeting be called, as per standard practice, in conjunction with the last Committee meeting(s) before the holiday break, in order to ratify any Committee recommendations that are time-sensitive.

CARRIED

ENGINEERING AND PUBLIC WORKS DIVISION

2. RICHMOND'S ECOLOGICAL NETWORK MANAGEMENT STRATEGY

(File Ref. No. 10-6125-11-01) (REDMS No. 4541922 v. 4)

Peter Russell, Senior Manager, Sustainability and Direct Energy, accompanied by Lesley Douglas, Manager, Environmental Sustainability, provided background information. In reply to queries from Committee, Ms. Douglas commented on the Bath Slough Revitalization Initiative which was endorsed by Council in April 2014 as a Pilot Project under the Ecological Network that includes working with the Community Centre, residents, and local businesses. She further commented that Bridgeport Industrial Park is located along the slough where staff are planting a pollinator pasture in partnership with Emily Carr University of Art and Design and collaboration with the Bath Slough community. Also, Ms. Douglas advised that the proposed Strategy would be made available on the website and to associated partners.

Jim Wright, 8300 Osgoode Drive, representing the Garden City Conservation Society, spoke in support of the proposed Strategy and to the shared commitment to implement the Strategy. He urged Council to implement the Strategy and to protect existing vegetation and trees throughout Richmond.

Judy Williams, Vice-Chair, Fraser River Coalition, and President, Shore Spawners Alliance of British Columbia, was in support of the proposed Strategy. She queried how the City is working with the Vancouver Airport Authority on potential development and environmental considerations as it relates to the current runway extension project, which could potentially impact the foreshore (Sturgeon Banks) ecological area.

It was moved and seconded

(1) That the Ecological Network Management Strategy, as described in the staff report titled "Richmond's Ecological Network Management Strategy," dated August 21, 2015, from the Director, Engineering, be adopted; and

(2) That staff investigate the Vancouver Airport Authority's runway expansion plans.

The question on the motion was not called as discussion ensued regarding the ecological elements related to the Garden City Lands development. It was noted that a press release is anticipated to be issued following Council's approval of the proposed Strategy.

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

ADJOURNMENT

It was moved and seconded *That the meeting adjourn (4:18 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 September 21, 2015.

Mayor Malcolm D. Brodie Chair Heather Howey Legislative Services Coordinator

Richmond Caring Companies **>** An Overview

A program of Richmond Cares, Richmond Gives, Richmond Caring Companies was founded in 2011 to act as a bridge between the business and non-profit sectors. Through the program, we help businesses focus their community engagement efforts, so they can determine the key causes they want to support, and how best to support them. This process results in a clear community engagement strategy, tailored to a business's size, the resources it has available, and its employees' interests. No two businesses are the same, but with proper planning and a little guidance, every business can make a meaningful impact in the community.

How the Caring Companies Program Helps Businesses

- One-On-One Consultations
- An Overview of Giving Methods
 - Employer-Supported Volunteerism
 - Matching Donations
 - Sponsorships
 - Creating a Forever Fund
- Workshops
 - Creating a Culture of Caring
 - Developing Policies & Procedures
 - Measuring Your Impact
 - Storytelling
- Forums
 - Featuring Guest Speakers on Corporate Social Engagement
- Ongoing Promotion & Recognition
 - Caring Companies Certificate
 - Caring Companies Website Badge
 - Caring Companies Sticker
 - Social Media Mentions





Opportunities to Get Involved

- RCRG Programs
 - Child Care Resource & Referral Centre
 - Richmond Christmas Fund
 - Seniors Community
 Support Services
- RCRG Events
 - Christmas Fund Drive-Thru Event
 - Day of Caring
 - Windows of Hope
- **RCRG Member Organizations**
 - RCRG Can Connect Businesses
 with Over 60 Local Charities
 - We Can Also Help Draft Partnership Agreements





MEMBERSHIP

Members of the Richmond Child Care Resource and Referral Centre receive many benefits, including:

- A quarterly newsletter
- Access to the resource library
- Discounts on laminating, workshops, and special events

Memberships expire on March 31 of each year.

Annual Member Rates

Registered License-Not- Required Child Care	FREE
Licensed Family/In-Home Multi-Age Child Care	FREE
Sociate (Individual)	\$20.00
L <mark>T</mark> ensed Facility for 10 Se ^F Ewer Children	\$20.00
Licensed Facility for Over 10 Children	\$30.00
Agency	\$30.00

www.volunteerrichmond.ca and in our office. Membership forms are available online at

families every year in their search for quality child The centre's referral service, used by hundreds of care, is available to all licensed and registered license-not-required child care providers in Richmond, regardless of membership status.

Information Services Volunteer Richmond

Bringing people and services together through community information and volunteerism"

Programs:

Richmond Senior Peer Counselling Information and Referral Centre Seniors Information and Referral Volunteer for the Health of It! **Richmond Christmas Fund** Child Care Resource and Seniors Information Line Leadership Richmond Volunteer Centre **Referral Centre**

190 — 7000 Minoru Boulevard, Richmond V6Y 3Z5 Volunteer Richmond Information Services

Volunteers for Seniors

Volunteer Shopping

604-279-7020

www.volunteerrichmond.ca

Email: info@volunteerrichmond.ca

Fax: 604-279-7038

www.volunteerrichmond.ca

Find hundreds of volunteer openings at







United Way member agency

Volunteer Information Richmond Services

Volunteer Information Richmond Services

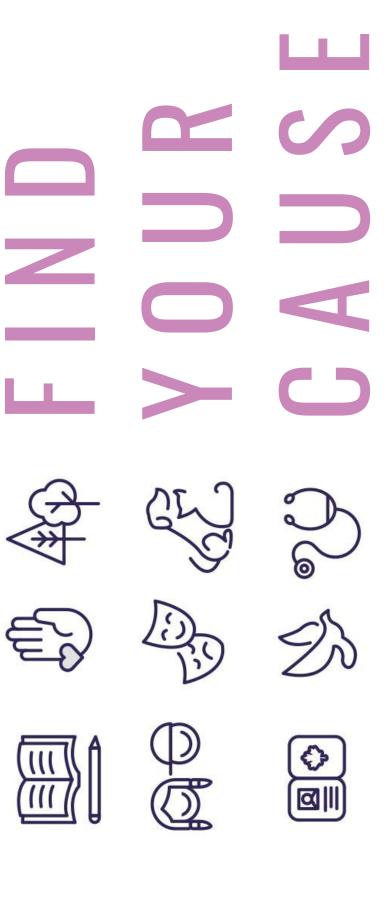
because we're here	FOR CHILD CARE PROVIDERS, A ONE-STOP PROGRAM THAT PROVIDES:	FOR PARENTS, WE PROVIDE:
families and child care		 Free, bilingual services to child care providers
providers HAVE support	 Referrals of parents whose needs 	and facilities that match your needs
	match your services	 Information and resources on selecting the
UUALITY CHILD CARE: A SOUND	 Support visits to your child care program 	best care for children
INVESTIMENT IN CANADA'S FUTURE	 Phone and in-person consultation and support 	Community resources and information Ear parate and oblighted
The Richmond Child Care Resource and Referral	 Help with setting up your child care program 	
Centre, a program of Volunteer Richmond	 Training, professional development, 	
Information Services, is funded by the Government	and networking	 Interesting, topical workshops
of British Columbia to provide parents with child	 Interesting, topical workshops 	The Richmond Child Care Resource and Referral
their child, as well as to assist child care providers	 Start-up equipment lending 	Centre provides referrals, not recommendations.
with training, materials, support, and information	Newsletters	Parents are responsible for selecting the best
to provide nurturing, safe, quality child care	 Job opportunities book 	cal egiver for their critic. It is the responsibility of the parents to assess and monitor their child care
programs.	 Low-cost laminating 	arrangements.
Pt -D e: (604) 279-7020	 Access to information on liability 	For additional information on how the Diahmand
Fax: (604) 279-7038	insurance and group health benefits	child Care Resource and Referral Centre can help
Email: childcare@volunteerrichmond.ca		you, contact:
Visit www.volunteerrichmond.ca for		childcare@volunteerrichmond.ca
useful information on:	The Richmond Child Care Resource and Referral	or call us at:
. Vour child caro ontions	Centre has an extensive library for use by families,	
	ECE students, community members, and child care	074-717-1020
What to consider when choosing audity shill sold	providers. It contains children's books, toy bags,	Office Hours:
	activity boxes, videos, start-up equipment, and	Telephone Support, Appointments,
Workshop schedules	many cumounmentenais to support quanty programs in child care centres	and Resource Lending Library:
And much more!		Monday, Wednesday to Friday
	The resource library is open during regular office	9:00am – 5:00pm
	borrowing information, an online library	Tuesday 9:00am - 8:00pm
Child Care Resource & Referral	catalogue, and more.	
Funded by the Province of British Columbia		Caregiver Outreach / Support:
		Monday to Friday 9:00am - 5:00pm





Richmond Cares, Richmond Gives 604-279-7020 | info@rcrg.org

A new volunteer opportunities database for Richmond С О О С С С സ് V O L U N T E



holiday season for families in I'd like to provide a happier

need with my donation of:
\$
Name:
Address:
Postal Code:
Phone:
Method of Payment:
□ Online (Visit rcrg.org and follow the links)
Cash (Please do not send in the mail)
Apeque (Payable to Richmond Christmas Fund)
AdasterCard or Visa
Card Number:
Expiry Date:
Signature:
Richmond Christmas Fund 190 - 7000 Minoru Blvd. Tel: 604-279-7020 Richmond, BC V6Y 325 Fax: 604-279-7038
Charitable Registration #: 11911 9055 RR0001
THANK YOU FOR YOUR SUPPORT!
Privacy Practice Statement The Richmond Christmas Fund and Richmond Cares, Richmond Gives respect and protect your privacy. We protect your personal information and adhere to all legislative requirements with respect to your

Richmond Cares, Richmond Gives at this e-mail: I'd like to receive regular updates from

privacy. We do not rent, sell, or trade lists of donors,

clients, or volunteers.

Richmond Cares, Richmond Gives For Community. Forever.

Founding Partners

- Volunteer Richmond Information Services
 - **Richmond Community Foundation**
 - **Blundell Seafoods**

Richmond Cares, Richmond Gives Programs Information & Volunteer Centre

- - Leadership Richmond
- **Richmond Child Care Resource** & Referral Centre
 - **Richmond Christmas Fund**
- **Richmond Community Foundation**
- Seniors Community Support Services

The Richmond Christmas Fund is supported primarily by donations from the community, with additional funding from the Province of British Columbia.

604-279-7020 | info@rcrg.org | rcrg.org Richmond Cares, Richmond Gives 190 - 7000 Minoru Blvd. Richmond, BC V6Y 3Z5

Connect With Us



Charitable Registration #: 11911 9055 RR0001





<u>Christmas</u> Func Richmond





Help brighten the holidays for families in need at

RCRG.ORG

HOW TO APPLY FOR HELP	The Richmond Christmas Fund is a non-	denominational program open to both individuals and families. Registration	takes place over a two-week period, heainning in late November. On the day	you register, you'll receive your grocery	voucner allotment. If you have children, you'll also be able to visit the Toy Room	to select gifts. For information on where	una vinen you can register, prease visit rerg.org.	To apply for assistance, you must be a	Richmond resident and meet the Christmas Fund's eligibility criteria, listed	at rcrg.org . Also included on the site is a	list of aocuments you ii neea to bring when vou realister. If vou have anv	questions about your eligibility or the	required documentation, please call	004-7/9-/070										
HOW YOU CAN HELP	Donations	Cash donations to the Christmas Fund are greatly appreciated, and are primarily	used to purchase grocery vouchers and	books. You can donate online at rcrg.org , or include your credit card information on	this brochure and mail it back to us. We also accept cheques. All cash donations.	regardless of method, are eligible for a	tax receipt.	A major part of the Christmas Fund is our Toy Room, which we set up each year so	families can select gifts for their children. We welcome donations of new and	unwrapped toys, games, puzzles, sports	equipment, and gift cards. The items can	שר מרסט אין איז	including Richmond Centre and	Lansdowne Centre malls. Note that, due to alleraties we are no longer able to	accept donations of stuffed animals.	Volunteering	The Christmas Frind relies on the skills	talent, and energy of nearly 200	volunteers, and we'd love for you to be	part of the team! Volunteer recruitment	starts in early september, so around that time. check rcra.ora for details on how	you can get involved.	If you're interested in fundraising, you might consider volunteering on the Christmas Fund Roundtable , a group of community leaders who organize events and campaigns in support of the program. Find out more on our website.	Watercolour images designed by Freepik.com
Because we're here	everyone can share in the	holiday spirit.	A PROGRAM BUILT ON GENEROSITY	The Richmond Christmas Fund dates	back to 1932, when Ethel Hibbits, then publisher and editor of The Richmond	Review, saw a need and decided to act. It	was me early sugges of me area Depression, and families were struggling	to get by. She knew that these struggles	season, as many Richmond residents	simply alan't have the means to celebrate. Thev couldn't afford a warm	meal, much less gifts under the tree. And	SOMS. Tibbits created the Christmas	Fund as a way to help, and ensure that everyone could share in the holiday spirit.	T Today, the Richmond Christmas Fund	carries on as a program of Richmond	Cares, Richmond Gives. Poverty may not he as visible as it was 80 vears and but it	still exists, often in the shadows, We	know because, through the Christmas	Fund, we see it. Every year, we assist	nearly 2,000 low-income Richmond	residents, providing them with grocery vouchers, and their children with toys,	books, and gift cards.	It's all possible because the spark of generosity that started with Ethel Tibbits has grown into a flame – the combined generosity of hundreds of volunteers, donors, and supporters, helping to brighten the holidays for those who need it most.	



HOW CAN I HELP?

VOLUNTEERING

Information Services at 604-279-7020 or info@volunteerrichmond.ca to learn how you can volunteer in these programs. Please contact Volunteer Richmond

All volunteers are screened, trained, and supported in their volunteer positions.

As a volunteer, you will...

- Make new friends
- Feel good about what you are doing
- Enrich another life
- Make Richmond a more caring community

DENATIONS

Vorumer Richmond Information Services at 604-279-7020 or info@volunteerrichmond.ca. You can also make a secure, online donation To wish to make a financial contribution to any of these programs, please contact at www.volunteerrichmond.ca.





Seniors Community

Support Services

VOLUNTEER RICHMOND PROGRAMS

Child Care Resource & Referral Centre Seniors Community Support Services Information & Volunteer Centre **Richmond Christmas Fund** Leadership Richmond

"Bringing people and services together through community information and volunteerism"

190 — 7000 Minoru Blvd, Richmond V6Y 3Z5 Volunteer Richmond Information Services

604-279-7020 Fax: 604-279-7038

Email: info@volunteerrichmond.ca

www.volunteerrichmond.ca





















































































Vancouver CoastalHealth















Follow us

SSC men third an

www.volunteerrichmond.ca Find hundreds of volunteer openings at

Volunteer Information Richmond Services

VOLUNTEER SHOPPING	Trained volunteers from the community provide	grocery shopping assistance to help seniors and others with chronic health problems maintain their	independence and remain in their own homes for as long as possible.	SHOP-BY-PHONE	This service is offered to those whose health	prevents them from being able to shop for their	groceries. Orders are placed over the phone, filled by volunteer shoppers, then delivered to the client's home by Safeway. This service is available on Tuesday and Thursday mornings.	Clients cover the cost of their groceries	and delivery.	GROUP SHOPPING*	Volunteers accompany and assist clients to shop for	their groceries or personal items. This service is offered on Tuesday mornings at a local mall.	Clients cover the cost of their groceries, delivery	(if needed), their lunch, and the HandyDART fare.	INDIVIDUAL AND PERSONAL SHOPPING* These two programs are available to further	meet clients' shopping needs.	Call 604-279-7020 to find out more about our Volunteer Shopping programs.	*A referral from a health care professional is required to access these services.		Funded by Vancouver Coastal Health — Richmond
SENIOR PEER COUNSELLING	Senior Peer Counsellors are volunteers who have	been trained to listen to and help clients cope with the changes that come with the senior vears.	Seniors feel comfortable talking to someone who	is also a senior and has had similar life experiences. Having someone to talk with helps people gain	clarity and make decisions in times of worry,	frustration, and loss.	Meetings are one-on-one and completely free and confidential. Counsellors will not be judgemental or offer advice, but they will help clients find their own colutions and if paceded direct them to heloful	community services.	Senior Peer Counsellors can help people	deal with difficulties arising from:	 A new living situation Bereavement 		and a variety of other concerns.	Funded by Green Shield Canada	COMMUNITY ACTION AMBASSADORS	Community Action Ambassadors are trained older	adult volunteers who offer peer-to-peer support to other older adults, in addition to facilitating public education forums and workshops. They work to	promote healthy aging and provide information on community resources available to enhance mental health and address substance use concerns.	For information on hosting a Community Action Ambassador workshop in Richmond or Vancouver, please call Volunteer Richmond at 604-279-7020. To host a workshop in Surrey, contact P.I.C.S. at 604-596-7722.	Funded by the Community Action Initiative and Vancouver Foundation
because we're here	seniors STAY independent longer	SENIORS INFORMATION & REFERRAL	Seniors Information & Referral Counsellors are trained senior volunteers who assist other seniors	and/or their families to find community information	and help them to locate and complete government		Services are offered by phone or by appointment, at no cost. Counsellors do not offer legal advice, but will help connect people with the best resource to meet their needs.	Requests for information may include:	 Canada Pension, Old Fair PharmaCare 	•	le	•	Citizenship / Seniors Housing Dermanent Decidence	Information	and many other services.	To request information from the Seniors Information & Referral Line or to book a free confidential	appointment with a Seniors Information & Referral Counsellor, call 604-279-7020.			Funded by Vancouver Coastal Health — Richmond

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RICHMOND Better at Home



About Better at Home

Funded by the Government of British Columbia and managed by the United Way of the Lower Mainland, the Better at Home program exists to reduce isolation, enhance mobility, and support independence among BC's multicultural seniors population.

As Richmond's Better at Home lead agency, Volunteer Richmond offers transportation, friendly visiting, and light housekeeping services. With these supports in place, seniors can choose to remain in their homes and still stay connected to the community.

Richmond Better at Home Services

TRANSPORTATION

Our volunteer drivers are able to transport clients to and from medical appointments, recreational activities, community events, and more. While the service primarily operates within Richmond, drivers can also take clients to medical appointments in Vancouver. There is a fee for each ride, with subsidies available for low-income clients.

FRIENDLY VISITING

Our volunteer visitors help ensure that seniors living alone don't have to *feel* alone. Whether a client wants to watch a movie, play a game, or simply have a conversation over tea, our visitors will be there to offer a listening ear and a friendly face. All visits are to take place at the client's home.

LIGHT HOUSEKEEPING

Our light housekeeping service, offered in partnership with Nurse Next Door, is designed to help seniors with household tasks they can't complete on their own. At the same time, to foster independence, we encourage clients to complete tasks they *are* still capable of doing. Clients may schedule **Pervit** fonce a month, paying either a full or subsidized fee, depending on their income level.

604-279-702

- Register for Richmond Better at Home services
- Schedule a Richmond Better at Home service
- Cancel a Richmond Better at Home service
- Request additional information



Register for Services

To make use of Better at Home services, clients must be 65 or older and reside in Richmond. Clients between the ages 55 and 64 may also be eligible if they're living with a disability or chronic health condition. Before accessing services, all clients are required to complete an intake interview with a Volunteer Richmond staff member. This is so we can learn more about each client and his or her unique needs. For clients requesting friendly visiting or light housekeeping services, we will also conduct a home assessment.

Interviews are held at Volunteer Richmond's office in the Richmond Caring Place, located at 190 – 7000 Minoru Boulevard. They can be scheduled any time we're open – Monday to Friday, 9:00am – 5:00pm – by calling 604-279-7021. If requested, we can also conduct intake interviews at clients' homes.



Learn more about Richmond Better at Home: 604-279-7021 • www.volunteerrichmond.ca



Better at Home is funded by the Government of British Columbia.



То:	General Purposes Committee	Date:	September 15, 2015
From:	Grant Fengstad Director, Information Technology	File:	04-1300-01/2015-Vol 01
Re:	Richmond Digital Strategy		

Staff Recommendation

That the proposed Richmond Digital Strategy attached to the staff report titled "Richmond Digital Strategy", dated September 15, 2015 from the Director, Information Technology, be adopted as a framework to guide strategic decisions regarding the City's digital services and infrastructure, in order to enhance the City's services and access for residents and strengthen Richmond's competitive advantage.

Grant Fengstad Director, Information Technology (604-276-4096)

Att. 1	

REPORT CONCURRENCE									
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER							
Communications Economic Development Recreation Services Engineering Fire Rescue Transportation	व स हा हा त	A							
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS:	APPROVED BY CAO							

Staff Report

Origin

A Digital Strategy is defined as the use of digital tools, such as AutoCAD which enables staff to electronically create and design plans, channels such as the use of email and social media to distribute information and products like Hansen, our work management system to achieve the goal of being more efficient and effective using technology. For the City of Richmond, it means transforming how the City is able to leverage these tools and technology to better serve our citizens and improve the efficiency and effectiveness of our employees. The CAO has directed Information Technology to take Richmond to the forefront in terms of utilizing technology to drive and support the effectiveness of Richmond's operations as a local Government'.

The vision of the Digital Strategy at the City of Richmond is:

• To optimize and integrate business processes which leverage technology innovation to deliver exceptional services.

Since 2013, the Digital Strategy at the City of Richmond has been directed by a Steering Committee comprised of stakeholders representing each division within the City. Led by Information Technology, the Committee has proposed a multi-year plan that will see the phased roll out of various technologies over the next few years. Each division stakeholder has brought his or her own insight and vision to the project, and has helped to create a broad-based, extensive strategy that will propel the City's current digital technology approach to one that is at the forefront of North American municipalities.

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

The Richmond Digital Strategy identifies the opportunities and clarifies the needs, both within a service delivery model and in the customer-engagement platform. A customer-centric approach puts our customers (the citizens, business operators, visitors and partners of the City of Richmond) at the centre of everything we do by developing and improving our technology to provide them with a better customer experience.

Global technology use has shifted to become more mobile focused and self-serve. Many industries have been transformed by embracing new digital technologies to provide the best in customer service. The finance and travel industries, for example, have moved their previously paper-heavy and process-based businesses online.

The predominance of web-based organizations such as Amazon, Yahoo, Google, Facebook and others has shifted peoples' expectations of real time delivery and responsiveness. The unparalleled influx of information that people receive on a daily – often hourly basis has created a need for organizations to more strategically disseminate the information they are providing so it best meets their customers' needs. City of Richmond citizens will demand information from the City that is easy to access, customized and flexible.

As part of the Y2K transition, the City implemented a number of business oriented systems that were selected as providing the best services for each line of business. This resulted in a number of independent systems within the City, each with their own data and information isolated to each system. While we have served the community well in regards to providing specific services, we have somewhat limited our ability to really connect with our customer – the resident/citizen that chooses to live in the City, the business operator that chooses to run their business here or the developer that invests in the City.

Our planning systems have done an admirable job of managing development related applications, defining land uses and documenting the building and zoning assets throughout the City. The work management system has been successful in attending to repairs on infrastructure such as road work, documenting service requests coming from the community and scheduling preventative maintenance tasks on infrastructure such as pump stations.

Each system has a representation of our 'customer'. The information related to our customers is contained within each island. We cannot easily ascertain all services a specific customer utilizes within the City. This limits our ability to have that global perspective in terms of really planning and preparing the City for what services are most important to our customers.

The Internet globally has had a major impact on how customers expect to interact and engage with businesses and government. Customers expect to have information easily accessible to them at any time. Given that customers now have the ability to book travel, conduct their banking, make dinner reservations – all online at their convenience – this is now extending into an expectation in terms of how people wish to interact with their government.

This transformation in local government is inevitable and will be imposed by the progress local government is making. It is just a matter of time in terms of when Richmond will need to react to this change. We can choose to be pro-active which will enable reliable planning in terms of the initiatives and financial impacts versus being reactive which would result in having to catch up with the market and incurring financial impacts within a much lesser time frame.

With the introduction of smartphones and purpose-built applications, citizens now want to have information at their fingertips or be able to take a picture of a road pothole and send that to the City to have it addressed.

We have historically been very dependent on the capabilities of the software vendors and/or systems provided by these vendors. Our ability to innovate and provide new services or capabilities has been defined by the respective development roadmaps our vendors have.

The strategy calls upon the City to implement new technologies that integrates systems and also provides new innovative capabilities for both web and mobile-based applications. We will also

establish a customer-centric platform that will require a shift in our focus to move from being a service-centric to a customer-centric organization. The strategic direction is focused around five key areas:

1. Extending the Reach of City Online Services

Implementing the Digital Strategy at the City of Richmond will extend the reach of all of our online services. The benefits to the community will be as follows:

- **Improved convenience:** Government services, such as bill payments, inquiries, licensing and development related applications will be available on demand, 24 hours a day, 7 days a week.
- **Improved business processes:** The Strategy will focus on simplifying business processes and enhancing the ways we provide services to the community.

2. Expanding the Connected City Architecture

The increase in the desire of organizations and individuals to be connected to the Internet at all times, wherever and whenever they need, has resulted in a dramatic increase in the need for more bandwidth, speed and mobility. To mitigate this challenge and to provide the City of Richmond community with the access they need, the City is expanding the connected City architecture by focusing on the following:

- Increased reach of fibre optics and broadband infrastructure: City owned facilities are connected to a City owned municipal fibre network infrastructure that provides high bandwidth services to many of Community Centres and other public facilities.
- Increased Wi-Fi (wireless Internet) availability: One primary focus will be the introduction of more public spaces that are Wi-Fi enabled. Currently, the City of Richmond provides free Wi-Fi access for the public at City Hall premises. This is being expanded to all City owned Community Centres, select heritage sites and a number of parks.

3. Extending Mobility for Staff

In 2015, nearly 70% of Canadians own a smartphone. This number has been steadily increasing over the past decade and is projected to continue to rise over the next five years. Additionally, with the high rate of technological innovation and evolution in this area, smartphones are being upgraded on average, every two years.

We have an opportunity to become a leader in how mobile technologies are leveraged to enable business processes and empower employees – specifically those employees that work in the field rather than an office. The City of Richmond Digital Strategy is focusing on extending the mobility of our staff to further help them do their jobs in a more effective and efficient way. To extend the mobility of City employees, the City is developing a connective layer of technology that we have labeled our Digital Nervous Ecosystem. This technology integrates to many of our independent systems and enables innovative mobile and web services where these systems on their own were unable to do so. This mobile enablement means the work orders would be electronically assigned to work crews and individuals. Employees would access the work orders using a mobile application on their smartphone or tablet and provide real-time updates as the work is being done at the work site.

4. Integrating and Interconnecting City Infrastructure

Interconnectivity among systems is key to running effective organizations in the hyperconnected global world, and municipal governments are no different in their need for integration.

The City of Richmond Digital Strategy will be focused on integrating and interconnecting these systems to enable information and data to be shared easily from one system to another and one department to another.

- **Creation of a Digital Nervous Ecosystem:** The new City of Richmond Digital Nervous Ecosystem is a connecting layer of technology that sits on top of multiple systems.
- Integration of systems to the Digital Nervous Ecosystem: Currently there are multiple systems that operate independently with data and information isolated within that system. For example, in the City there are vehicle detectors that exist in roadways, traffic lights, pump stations and water metres. These sensors collect data points of information that are captured independently within their respective systems. Through the integration of systems, we will now be able to pro-actively act on key business events, such as the detection of a major traffic incident at an intersection. This event would have business rules defined that would notify staff, create a service request for work crews to inspect City infrastructure, send a notification to e-Comm and post an update to the City mobile app advising the community of the incident causing extraordinary traffic delays.

5. Promoting Open and Transparent Government

In the past few decades, open and transparent government has become more important than ever for North Americans. For municipalities, transparency around public meetings is especially important as citizens learn about policy decisions that affect their lives and see how their tax dollars are being spent.

Technology has enabled governments to be much more open and transparent. Streaming video of council meetings, social media websites, virtual town halls and mobile apps are making it easier than ever for the public to provide input to government and feel more connected and engaged.

Each of these strategic directions will be addressed, not by a series of individual actions and activities, but by an integrated technology approach that will bring together technology and business areas.

Components of the Digital Nervous Ecosystem include several new technologies that will be seamless to our customers (citizens, businesses, visitors, partners and employees), and will result in an improved mobile and web experience. The Digital Nervous Ecosystem will also provide the City with significantly improved data analysis, as it will include improved data warehousing and Business Intelligence. This will enable the City to obtain more information about usage of City services and customer experiences and preferences. Ultimately, this allows the City to provide improved services and offerings to its citizens, as employees and Council are able to make more informed decisions on how to spend taxpayers' money and resources. In addition, through this integrated approach, citizens will be more engaged as they can use social media and other digital tools to provide direct feedback to the City of Richmond. That feedback will be tracked and managed as part of the customer engagement process providing council and staff a real time view of the community on issues.

The Digital Strategy will be transformative for the City of Richmond and its citizens as the City continues to grow in population at a rapid rate. Over the next decade, the burgeoning population will create an increase in demand on City services. Implementing this strategy now will allow the City to be ahead of this growth curve and well prepared to meet the changing needs of the City.

The Digital Strategy provides a framework to guide strategic decisions regarding the City's digital services and infrastructure that enhance the City's services and access for residents. It identifies five key initiatives and associated projects and actions at various stages of development over the life of the strategy. In 2014, we implemented a pilot / prototype system which enabled both the Richmond BC mobile app and the Elections mobile app. The funding approved for this initiative was \$300,000. As part of the 2015 capital plan, \$1.8M was approved. Staff are presently developing and implementing some of the foundation pieces of the Digital Nervous Ecosystem. The CAO has asked for a complete plan outlining the full scope of the digital strategy to be implemented over the next three years within this council term.

Financial Impact

The remaining funding is estimated to be \$5.5 million over the next three years. Staff will develop project plans and funding strategies for Council consideration and prioritization as part of the regular budget and capital planning processes.

Conclusion

This Digital Strategy, with input from the organizational Steering Committee, addresses current opportunities and challenges and will equip Richmond with the tools to transform its current customer service approach from service-centric to customer-centric. The strategy outlines five strategic directions which act as a framework to guide actions and work plans. With leadership and support from the City, this Digital Strategy will move the City of Richmond to the forefront of innovation for municipal government across North America.

Adrienne Ash Systems Analyst (604-276-4213)

GF:ala

Att. 1: City of Richmond Digital Strategy document

RICHMOND'S DIGITAL STRATEGY SEPTEMBER 2015



CONTENT



– John Chambers, chairman and CEO of Cisco

EXECUTIVE SUMMARY

The City of Richmond is undertaking the development and implementation of a new Digital Strategy that will support the City's vision of being "the most appealing, liveable, and well-managed community in Canada."

A "Digital Strategy" is defined as the use of digital tools, channels and products to achieve a goal or goals. For the City of Richmond, it means transforming how the City is able to leverage digital tools and technology to better serve our citizens and improve the workplace for our employees. The vision of the Digital Strategy at the City of Richmond is:

To optimize and integrate business processes which leverage technology innovation to deliver exceptional services.

The Digital Strategy at the City of Richmond is directed by a Steering Committee comprised of representatives and stakeholders from each division across the City. Led by Information Technology, the Committee has proposed a multi-year plan that will see the phased roll out of various technologies over the next three to five years. Each division stakeholder has brought his or her own insight and vision to the project, and has helped to create a broad-based, extensive strategy that will propel the City's current digital technology approach to one that is at the forefront of North American municipalities.

Over the past decade, the City of Richmond Information Technology department has set the foundation for the Digital Strategy by establishing a robust technology platform throughout the City that has served the citizens well to date. Various service-specific systems have been successfully utilized for many years to help the City's different departments execute on their mandates. These systems include:

- Work Order Management System
- Property Management System
- Program Registration System
- Finance and Human Resources System
- Tax Collection System
- Traffic Control Management System

While these systems have performed well and met the needs of the City and the community, the time has come to shift from a primarily service-centric approach to customer-centric. A customer-centric approach puts our customers (the citizens, business operators and partners of the City of Richmond) at the centre of everything we do by developing and improving our technology to provide them with a better customer experience.

Global technology use has shifted to become more mobile focused and self-serve. Many industries have been transformed by embracing new digital technologies to provide the best in customer service. The finance and travel industries, for example, have moved their previously paper-heavy and process-based businesses online.

The predominance of web-based organizations such as Amazon, Yahoo, Google, Facebook and others has shifted peoples' expectations of real time delivery and responsiveness. The unparalleled influx of information that people receive on a daily—often hourly—basis has created a need for organizations to more strategically disseminate the information they are providing so it best meets their customers' needs. City of Richmond citizens will demand information from the City that is easy to access, customized and flexible.

The Internet is becoming the town square for the global village of tomorrow.

– Bill Gates, founder, Microsoft

At the core, establishing the City of Richmond as customer-centric will require a shift in our digital strategic direction and the introduction of several new technologies. The strategic direction for the Digital Strategy is focused around five key areas:

- 1. Extending the reach of City online services
- 2. Expanding the connected City architecture
- 3. Extending mobility for staff
- 4. Integrating and interconnecting City infrastructure
- 5. Promoting open and transparent government

Each of these strategic directions will be addressed, not by a series of individual actions and activities, but by an integrated technology approach that will bring together technology and departments. The Digital Strategy will be focused around the development of a "Digital Nervous Ecosystem" (DNE), an integration system that will bring together the various business systems at the City of Richmond.

Components of the Digital Nervous Ecosystem include several new technologies that will be seamless to our customers (City citizens, businesses and employees), and will result in an improved mobile and web experience. The Digital Nervous Ecosystem will also provide the City with significantly improved data analysis, as it will include improved data warehousing and Business Intelligence. This will enable the City to obtain more information about usage of City services and customer experiences and preferences. Ultimately, this allows the City to provide significantly improved services and offerings to its citizens, as employees and Council are able to make more informed decisions on how to spend taxpayers' money and resources.

The Digital Strategy will be transformative for the City of Richmond and its citizens as the City continues to grow in population at a rapid rate. Over the next decade, the burgeoning population will create an increase in demand on City services. Implementing this strategy now will allow the City to be ahead of this growth curve and well prepared to meet the changing needs of the City.



Take Richmond to the forefront of technology in terms of Municipal Government.

- George Duncan, CAO, City of Richmond

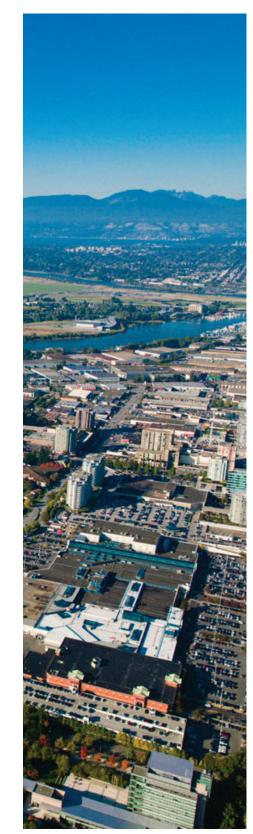
INTRODUCTION

As the global marketplace evolves to being more digitally enhanced and mobile, so too are North America's municipalities moving towards a more digital approach. The City of Richmond has always been committed to providing its citizens with the most innovative technologies to best serve their needs. As technology evolves, so will the City of Richmond.

This document provides an overview of how the City of Richmond is leveraging today's digital technologies to transform its current customer service approach from being service-centric to customer-centric. It will show how the introduction of a multi-layered technology system called the "Digital Nervous Ecosystem" (DNE) will enable the City to capitalize on new technologies to evolve current business systems into mobile-enhanced and web-based technologies.

It will outline the strategic direction that the Digital Strategy will take, and it will highlight how a "Day in the Life' of different City of Richmond customers will improve through the Digital Strategy.

It will demonstrate how evolving technologies to a digital platform will help the City of Richmond realize its vision of being "the most appealing, liveable, and well-managed community in Canada."



THE PURPOSE

The only wrong move when it comes to Digital Transformation is not to make any move at all.

– Dider Bonnet, Senior VP CapGemini

Over the past few years, there has been a visible and dramatic transformation in how organizations (including municipalities) share information with individuals. The evolution of technology to web and mobile along with the introduction of Social Media has increased the amount of information that people receive and process. At the same time, the vehicle used to disseminate and share this information has shifted equally dramatically to predominately web-based and mobile-enhanced technologies that capture and share information on demand in a customizable and flexible way.

For the citizens, businesses and employees of the City of Richmond, this has had many different impacts—both professionally and personally. More and more businesses are available online, and many offer their goods and services over the Web or via mobile application.





WHY HAVE A DIGITAL STRATEGY?

The times are continuously changing for municipal governments. These statistics from the Canadian Internet Registry Association from 2012 set the stage for the drivers behind this new Digital Strategy:

- 87% of Canadians have Internet broadband access at home
- 53% of Canadians have mobile Internet access (estimated at more than 70% in 2015)

Expectations of on-demand information and services—from shopping to finance to travel, etc.—are now 24 hours a day, seven days a week.

For the City to continue to effectively serve its constituents, it needs to align its services towards meeting the needs of this growing segment. Digital Strategy is more than simply 'putting services on the Web'. It is about rethinking how those services are defined and delivered, to ensure that our customers are at the forefront of all our efforts.

The objectives and desired outcomes of the Digital Strategy are:

- To fully integrate and enable all systems at the City to provide Web- and Mobile-enabled services to our citizens.
- To ensure citizens of Richmond have a cohesive, integrated customer experience.
- To delight our customers with an integrated business process approach.
- To provide a single eCommerce engine to simplify and streamline online customer transactions.
- To make better business decisions for the citizens of the City of Richmond by having improved data analysis and Business Intelligence.

CURRENT STATE

The City of Richmond exists to serve the citizens and businesses of Richmond. There are dozens of business systems that the City uses to provide services to our customers and to keep the City operating.

Historically, systems at the City of Richmond were purchased and implemented to specifically address the needs of the service area for which they were responsible. These systems are best-in-class products for the service they deliver and are used by many municipalities in North America. At the time, there was no method of integrating the systems or the data stored within them. As a result there is duplication of data and no single representation of fact (no single source of truth for data).

This segregation of systems is typical of many organizations that embraced technology early. It also leads to the challenge of what to do with systems that are unable to support newer technologies such as Web-based access, self-service and mobile. Those systems that do provide online capability often require unique sign-on to each separate system, rather than a single sign-on which is more user friendly. Ultimately, disparate systems make it difficult for the City to have a holistic view of data and understand what the data is telling us.

When faced with aligning 2015 customer expectations and needs with current systems, the City of Richmond decided on a new Digital Strategy that would provide integration between systems and facilitate mobile enablement.

A committee with representation from each division in the City was struck to develop a strategy based on best practices from digital strategies of other municipalities infused with the innovative spirit and business strategy of the City of Richmond.



Mobile: The term 'mobile' in a Digital Strategy refers to anything relating to cellular phones, handheld computers, and similar technology.



Web enabled: Web enabled refers to a product or service that can be used through, or in conjunction with, the Internet or World Wide Web. A Web-enabled product may be accessed through a Web browser or be able to connect to other Web-based applications in order to synchronize data.



Digital Nervous Ecosystem (DNE): A connecting layer of technology that sits on top of multiple different systems and channels data from system to system. Much like the human body has a Central Nervous System whose function is to integrate information it receives from all parts of the body and then coordinate and influence the activity of the body parts, the Digital Nervous Ecosystem's function is to integrate information from multiple different systems.



Fibre optics: Fibre optics are cables that transmit information from computer to computer. Computers use fibre optics to provide broad access to the Internet.



Broadband: A high-capacity transmission technique using a wide range of frequencies, which enables a large number of messages to be communicated simultaneously.



Wi Fi: The term WiFi refers to wireless networks that allow computer systems to network and to speak to each other.

OPPORTUNITIES

The systems currently in place at the City of Richmond provide a solid foundation on which to build the Digital Strategy. By introducing several new layers of technology through the Digital Strategy, the City of Richmond has an opportunity to showcase itself as an innovator and leader in the concept of being a "Smart City".

Innovation has always been at the core of the City of Richmond's approaches to technology and other areas. Staying in line with—or ahead of—global trends in municipal government is key to advancing the City's infrastructures and services delivery for our citizens, business owners, visitors, partners and employees.

The implementation of the Digital Strategy will provide many opportunities for the City to move from a service-centric organization to a customer-centric organization and will leap the City forward to current technology trends in a cost effective and timely way. The following are examples of opportunities that inspire and shape the Digital Strategy:

- The demographic of the City of Richmond is continuing to shift in ethnic diversity with Chinese origin citizens approaching a majority of the average population (49%). As well, there is an increase in resident population in the 20-30 year range. These demographics are digitally savvy and will expect more of the City services to be web and mobile enhanced.
- Significant commercial and residential development in the City provides an opportunity for the City to leverage digital technology in City infrastructure that supports this development.
- Improvements in data analysis and Business Intelligence solutions allow the City to better understand how its citizens, business operators and visitors use the City's infrastructure.
- The trend towards mobile provides an enormous opportunity for the City of Richmond to better connect with more of its citizens and business owners and visitors. Mobile apps such as the City of Richmond app enable both the City and tourism partners to showcase their offerings in an easy to access, visually stimulating and easily navigable way. Feedback on the new app is a positive indicator of how big an opportunity the mobile story is for the City.

We have technology, finally, that for the first time in human history allows people to really maintain rich connections with much larger numbers of people.

- Pierre Omidyar, founder, eBay

TRENDS

The City of Richmond has always prided itself on staying not just aligned with global technology trends, but ahead of them. Over the past several years, the technology industry has clearly shifted to an on-demand, highly connectable, cloud and mobile industry, where customization and localization is integral to successful delivery.

MOBILE

According to the 2015 Internet Report released by Kleiner Perkins Caufield & Byers, a leading technology Venture Capital firm, the mobile story continues to be the single, largest trend that all organizations need to pay attention to. The report cites some interesting statistics:

- Mobile Internet use is growing faster than Internet usage in general. There are 2.8 billion Internet users, up 8 percent from 2014, and 2.1 billion mobile Internet users, an increase of 23 percent.
- Mobile data usage rose 69 percent last year, and 55 percent of mobile data traffic is from video.
- In 2008, Americans spent 20 minutes a day on average with the mobile Web. This year, they spend close to three hours, more time than they spend on laptops.

INTERNET OF THINGS (IOT)

In 2015 and beyond, the focus for many technology giants is bringing together the "Internet of Things" or IoT as it is known. The IoT is a proposed development of the Internet in which everyday objects have network connectivity, allowing them to send and receive data. It involves connecting all the various devices that could access the Internet—tablets, mobile, laptops, desktops, home alarm systems, appliances, etc. The IoT is fundamentally what the City of Richmond's Digital Strategy is all about. Connecting all our various disparate systems through a technology layer that allows us to better share and manage information to provide our citizens with better customer service.

CUSTOMIZED USER EXPERIENCE (OR USER-CUSTOMIZED PORTAL)

Thanks to the prevalence of social media and Google, the technology of websites has evolved to be focused not just on usability but rather on customer experience. Users of these sites sign in and customize the portal or front page of the site to tailor to their specific needs. Once the site is 'set up', content is pushed to the front end of the site that is specifically relevant to the user. Our "Day in the Life" examples demonstrate how the City of Richmond will utilize this technology ability as a key part of our Digital Strategy.



STRATEGIC DIRECTION

VISION

The vision of the Digital Strategy for the City of Richmond is:

To optimize and integrate business processes which leverage technology innovation to deliver exceptional services.

Achieving this vision will require contribution and support from throughout the City—from all divisions and from every level.

GOAL

The goal of the Digital Strategy is:

To facilitate strategic thinking and better coordination around the digital innovation and enabling concepts of "Smart City', with the ultimate goal of embedding digital technology into the City's operations, information dissemination and communication with the residents and business community.

Achieving the goal of making the City of Richmond a web- and mobile-enabled "Smart City" requires a well thought out strategy direction, focused on specific deliverables and key areas. The following five areas of focus have been identified as key to the success of the Digital Strategy:

- 1. Extending the reach of City online services
- 2. Expanding the connected City architecture
- 3. Extending mobility for staff
- Integrating and interconnecting City infrastructure
- 5. Promoting open and transparent government

Mobile is the future and there's no such thing as communication overload.

- Eric Schmidt, Google

STRATEGIC DIRECTION: 1. EXTENDING THE REACH OF CITY ONLINE SERVICES

The City of Richmond currently offers several services via the City of Richmond website for citizens and business owners. Business licenses, pet licenses, parking tickets, and more can all currently be accessed via www.richmond.ca. Generally the website is currently designed by division or function.

In this era of digital government, our citizens need and want to be at the core of our business processes. We know our customers—the citizens and business owners of the City don't necessarily care about the organizational structure of our municipal government nor should they need to know that to effectively deal with the City via our website. We want to enable them to do their business, to live their lives within the City of Richmond, supported by our organization.

Implementing the Digital Strategy at the City of Richmond will extend the reach of all of our online services. The benefits to the community will be as follows:

- Improved convenience: Government services (such as bill payments, inquiries, licenses, etc.) will be available on demand, 24/7.
- Improved business processes: The City of Richmond is committed to supporting our business community. The new Digital Strategy has been developed with business in mind—helping them to become more efficient and effective. The Digital Strategy will focus on helping businesses save time by reducing the bureaucracy often associated with working with government. Access to more online business-related services such as procurement opportunities (both new bids and in progress or won opportunities), business licenses registration and re-registration, and paying bills and receiving payments online illustrates how transformative the Strategy will be to the Richmond business community. The City will continue to work with various business associations to identify further business opportunities that can be enhanced via the Digital Strategy. Many of the efficiency gains from the digital strategy and a more web-enabled government will flow directly to the business bottom line.

STRATEGIC DIRECTION: 2. EXPANDING THE CONNECTED CITY ARCHITECTURE

A positive outcome of the global shift to increased connectivity through digital technology has been the increase of communication not only from business-to-consumer but also business-to-business and within the walls of an organization. Communication within and among organizations is no longer the domain of face-to-face, voice or even written correspondence. Today, internal communications and communications from one organization to another is increasingly shared over digital channels, i.e. the exchange of data and information over the Internet. This increase in digital communication while extremely positive on the one hand, as it creates much more efficient channels of communication, is also challenging on the other hand, for more people are demanding to be connected at all times than ever before.

This increase in the desire of organizations to be connected to the Internet at all times, wherever and whenever the need, has resulted in a dramatic increase in the need for more bandwidth speed and mobility. To mitigate this challenge and to provide the City of Richmond businesses and citizens with the access they need, the City of Richmond is expanding the connected City architecture by focusing on the following:

- Increased fibre optics and broadband: At the City of Richmond, the use of fibre optics and broadband has enabled various City departments and offices at different locations to connect and access more efficiently the City's network, data and systems. This connectivity will increase over the next few years as we roll out the Digital Strategy. More public spaces that are city-owned or managed will have increased fibre optic and broadband capability.
- Increased Wi Fi availability: One primary focus will be the introduction of more public spaces that are Wi Fienabled. Currently, the City of Richmond provides free Wi Fi access to the public on City Hall premises. This will be expanded to encompass other city-owned and managed facilities, buildings and community centres, allowing citizens and staff to better communicate and share information with one another.



In 2015, nearly 70% of Canadians own a smartphone. This number has been steadily increasing over the past decade and is projected to continue to rise over the next five years. Municipal governments by and large are not maximizing mobile technology to further their business objectives and empower their employees—specifically those employees that work in the field rather than an office. The City of Richmond Digital Strategy is focusing on extending the mobility of our staff to further help them do their jobs in a more effective and efficient way.

To extend the mobility of City employees, the City is developing a connective layer of technology known as the Digital Nervous Ecosystem that sits on top of various systems and channels information as needed to mobile devices. This mobile enablement means that work orders would be electronically assigned to work crews and individuals. Employees would access the work orders through a mobile application on their smart phone or tablets, and provide real-time updates as the work is being done and completed right at the work site.

In my opinion, the future of mobile is the future of everything

– Matt Galligan, SimpleGeo

STRATEGIC DIRECTION: 4. INTEGRATE AND INTERCONNECT CITY INFRASTRUCTURE

Interconnectivity among systems is key to running effective organizations in the hyper-connected global world, and municipal governments are no different in their need for integration.

The City of Richmond Digital Strategy will be focused on integrating and interconnecting these systems to enable information and data to be easily shared from one system to another—and one department to another.

- Creation of a Digital Nervous Ecosystem: The new City of Richmond "DNE", or Digital Nervous Ecosystem, is a connecting layer of technology that sits on top of multiple different systems and channels data from system to system.
- Integration of various systems to DNE: Currently there are multiple systems that operate independently to capture and store information points from various City of Richmond departments or functions. For

example, in the City there are sensors that exist in roadways, traffic lights, pump stations, etc. These collect data points of information as they are captured but the information typically sits in one database and is not shared with other areas. With the DNE sitting on top of the different systems, these data points can be shared from system to system. As issues or unexpected events happen, these sensors will provide valuable data to the DNE triggering other systems to automatically respond and start business processes.

Most importantly, this seamless integration of data sharing and business process is not overtly apparent to the citizens of Richmond. The citizens will only know that the faulty light at the intersection was fixed or that the potholes in the highway were repaired—the sharing of information through integrated systems resulting in an improved customer experience for citizens. STRATEGIC DIRECTION: 5. PROMOTE OPEN, TRANSPARENT GOVERNMENT

In the past several decades, open and transparent government has become more important than ever for North Americans. For municipalities, transparency around public meetings is especially important as citizens learn about policy decisions that affect their lives and see how their tax dollars are being spent. Proactive citizen participation helps improve policy outcomes. Technology has enabled governments to be much more open and transparent. Tools such as streaming video of council meetings or other meetings, social media websites, virtual town halls and mobile apps are making it easier than ever for the public to provide input to government, and feel more connected and engaged.

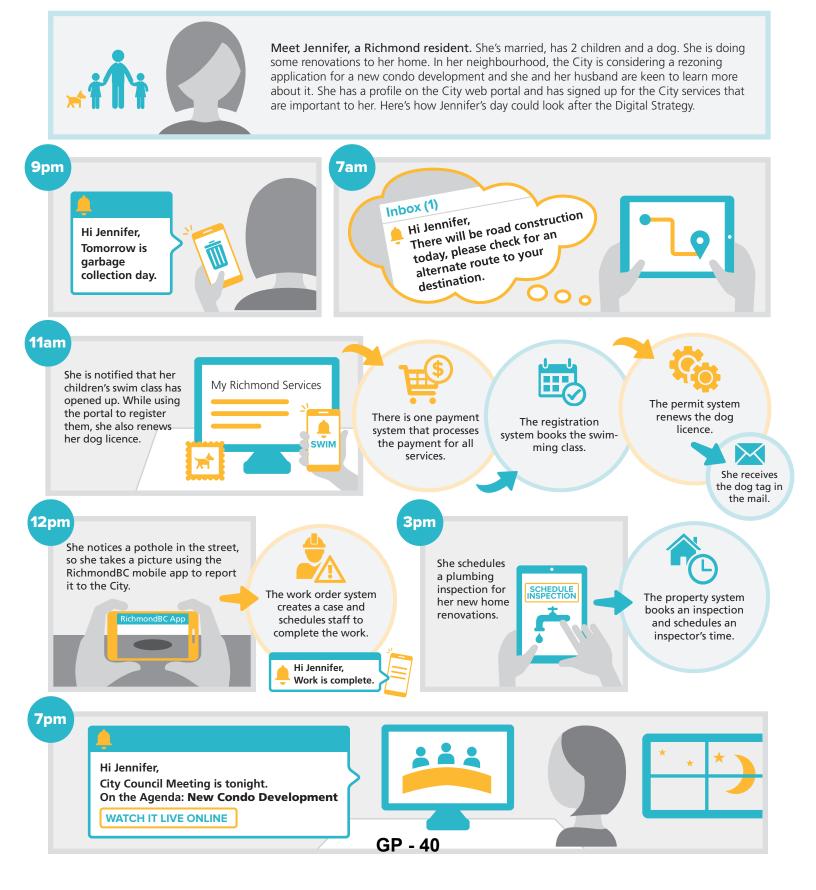
Engaging with our citizens and listening to their input and feedback has always been important to the City of Richmond. We have provided many different vehicles for citizens of Richmond to communicate with the City and City Council. The Digital Strategy will support and further this commitment to our citizens and allow them to communicate in a much more efficient, timely and broader way. Using online engagement tools, it is easy for more people to contribute ideas of community improvement and provide feedback on current initiatives. Tools that will be used to further the City of Richmond's efforts for an open and transparent government include:

- Streaming video (for use at Council meetings or other meetings)
- Social media websites
- Virtual town halls
- Mobile apps

These tools are a convenient way for citizens to stay engaged with the government decision-making about the community and in turn, help the organization collect timely and actionable input from citizens.

A DAY IN THE LIFE OF A RICHMOND CITIZEN

Implementation of the Digital Strategy will transform how the City of Richmond interacts with our customers. The following Day in the Life scenario envisions what that could mean to our citizens and staff.



NEXT STEPS

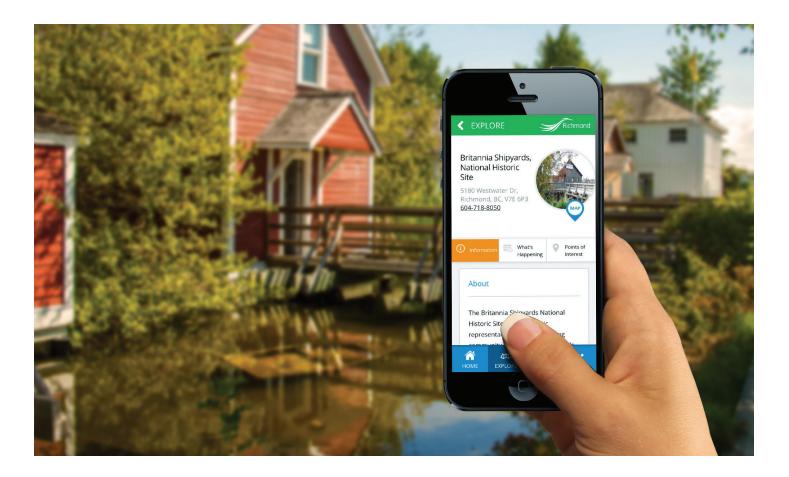
This Digital Strategy document is a current snapshot of a multi-year, multi-phased transformation of how the City of Richmond will connect with its customers. The Digital Strategy Committee has established a timeline for the roll out of the various components of the Digital Strategy, some of which have already been launched.

In 2014, the City launched its new Mobile App, which is available for iPhone and Android devices. This App was developed due to the successful implementation of a layer of technology (a predecessor to the Digital Nervous Ecosystem) that connects the Events database with the Community Services database and the registration system for both the City of Richmond and the Richmond Oval. The App to date has been extensively downloaded and overall feedback has been extremely positive.

2015 AND BEYOND

The next focus of the Digital Strategy will be to create a mobile-enabled version of our Public Works system and the creation of the Digital Nervous Ecosystem technology layer. Once these are established, and the City has an improved ability to understand our customers, we will be relaunching the City of Richmond website. This new website will provide our citizens with a highly customizable, interactive user interface that seamlessly connects user information to provide the citizens of Richmond with a customer-centric experience on the website.

The efforts to successfully deliver the City of Richmond Digital Strategy cannot be done in isolation by Information Technology alone. To date, the cross-functional Steering Committee has helped to ensure the project is a city-wide initiative and this continued engagement across divisions is key to the project's ultimate success.





CONCLUSION

This document has provided an overview of how the City of Richmond is leveraging today's digital technologies to transform its current customer service approach from service-centric to customer-centric. It has demonstrated how by introducing a connecting layer of technology to bring together all the multiple systems already in place at the City, the City can improve its customer service, become a more efficient and effective organization, create more engaged employees and citizens, and instil a customer-centric culture throughout all departments and at all levels.

The Digital Strategy is clearly aligned with the City of Richmond's vision of being "the most appealing, liveable, and well-managed community in Canada."

With the support of City Council, the CAO, the Senior Management Team and the employees of the City of Richmond, this Digital Strategy will move the City of Richmond to the forefront of innovation for municipal government across North America.



Report to Committee

То:	General Purposes Committee	Date:	September 22, 2015
From:	Mike Redpath Senior Manager, Parks	File:	06-2345-20-GCIT1/Vol 01
Re:	Request for Proposal 5540P Garden City Lands Legacy Landscape Plan Implementation: Design and Construction Services		

Staff Recommendation

- 1. That Contract 5540P, for Design and Construction Services for the implementation of the Garden City Lands Legacy Landscape Plan, be awarded to PWL Partnership Landscape Architects Incorporated at total cost of \$881,442 plus applicable taxes; and
- 2. That the Chief Administrative Officer, the General Manager, Finance and Corporate Services, and the General Manager, Community Services be authorized to execute the contract with PWL Partnership Landscape Architects Incorporated for the consulting services identified within Request for Proposal (RFP) 5540P.

Mike Redpath Senior Manager, Parks (604-247-4942)

Att. 1

REPORT CONCURRENCE				
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER		
Finance Department Engineering Sustainability		lileailile		
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS:	APPROVED BY CAO		

Staff Report

Origin

At the June 9, 2014, Council meeting, the following was adopted on consent:

That the Garden City Lands Legacy Landscape Plan as detailed, and attached to the report "Garden City Lands Legacy Landscape Plan," dated May 5, 2014, from the Senior Manager, Parks, be endorsed as a guide for future detailed planning and development of the Garden City Lands.

Subsequently, Council approved the 5 Year Financial Plan on March 9, 2015, that included Capital submissions for the Garden City Lands of \$2.1M in 2015 and \$5,250,000 for the subsequent years to 2019.

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.

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.

The purpose of this report is to receive approval to retain the consultant services necessary to begin implementation of the Garden City Lands Legacy Landscape Plan.

Background

A Request for Proposal (RFP) was issued by City staff on July 30, 2015, seeking a team capable of providing the range of expertise required for implementation of the initial phases (Attachment 1) of the Garden City Lands Legacy Landscape Plan (the Plan). The RFP provided a detailed overview of the project objectives as well as links to the Garden City Lands Legacy Landscape Plan document and all of the background documents. Four proposals were received and were ranked through an evaluation matrix for their understanding of the project, project methodology, deliverables, pricing, proponent qualifications and proposal quality. The proposal from PWL Partnership Landscape Architects Incorporated (PWL Partnership) was the highest ranked proposal.

Concurrently, a water and ecosystems management strategy is underway that will entail detailed analysis and modelling for the different water and drainage regimes proposed by the Plan and development of a resource management plan to guide maintenance and operation of the site including the specific requirements for the agricultural and ecological aspects. The results of this strategy will provide the scientific foundation for proceeding with development of the detailed

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The scope of work described in the Design and Construction Services RFP includes the following:

- Design of the surface and groundwater management systems (i.e., the bog dike, the wetland and water control system, drainage and agricultural irrigation systems);
- Design of the perimeter trails and community amenities on the "Mound";
- Planning for a significant native tree planting around the perimeter;
- Design of community amenities associated with the bog and wetland;
- Design of the community and demonstration gardens;
- Details for site furnishings and interpretive signage;
- Detailed cost estimates, construction ready plans and specifications for the above;
- Construction administration services for the above works to be constructed in 2016 and 2017 and;
- Advanced design and cost estimates for future phases of work that are interrelated with the above (e.g., bridges, boardwalks and trails through the bog, wetland and agricultural fields, site gateways, initial development of the Community Hub).

Of the four proposals, the PWL Partnership proposal provides a team that includes the complete range of expertise needed to complete the work; hydrological engineers, biologists including a specialist with bog expertise, quantity survey and costing services, in addition to landscape architects and geotechnical, civil and electrical engineers. This proposal also demonstrates a superior understanding of the project and project methodology. Some team members were part of the consultant team that assisted the City with developing the Plan and therefore may have a deeper understanding of the site.

RFP Results

While the fees associated with the PWL Partnership proposal are not the lowest bid, the rest of the proposals did not include all of the services required to complete the scope of work described in the RFP. Combined with a lack of experience with projects of a similar nature, the City could expect to be charged additional fees if it selected any of the lower bids.

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Lead Consultant	Proposed Fee (excluding applicable taxes)
Durante Kreuk Ltd.	\$262,980.65
Space2place Design	\$596,612.05
SWA Group	\$603,795.00
PWL Partnership	\$881,442.00

The proposal submitted by PWL Partnership fully addresses the scope of work and is the team that has the most relevant project experience. Their past performance on similar works has been satisfactory. They have no outstanding legal claims against the City. It is recommended that RFP 5540P be awarded to PWL Partnership.

Financial Impact

As part of the Capital submissions for the Garden City Lands in the 5 Year Financial Plan, a \$900,000 allowance was included for design and construction administration services. At present, \$2.1M is available in the 2015 Garden City Lands project account.

Conclusion

The process followed to procure design and construction administration services is in compliance with the City of Richmond's Procurement Policy. The budget for these services is included in the Capital submissions for the Garden City Lands in the Council approved 5 Year Financial Plan. PWL Partnership's bid is recommended because it represents the most responsive bid and provides the best value for the City.

Jamie Esko Research Planner 2 (604-233-3341)

Att. 1: Initial Implementation Phases



GARDEN CITY LANDS - LEGACY LANDSCAPE PLAN Initial Implementation Phases GP - 47



Report to Committee

То:	General Purposes Committee	Date:	September 28, 2015
From:	Victor Wei, P. Eng. Director, Transportation	File:	01-0150-20- THIG1/2015-Vol 01
Re:	Update on George Massey Tunnel Replacement Project – Highway 99 Widening		

Staff Recommendation

- That the staff report titled "Update on George Massey Tunnel Replacement Project Highway 99 Widening" dated September 28, 2015 from the Director, Transportation be forwarded to the Ministry of Transportation and Infrastructure's George Massey Tunnel Replacement project team for consideration in the development of the Project Definition Report.
- That a letter be sent by Mayor Brodie, on behalf of Council, to the Agriculture Land Commission and the Minister of Transportation and Infrastructure, with copies to all Richmond MLA's, advising of the City's concerns with any potential widening of Highway 99 on the west side impacting existing established institutions and farming of their backlands.

Victor Wei, P. Eng.

Director, Transportation (604-276-4131)

Att. 2

REPORT CONCURRENCE					
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER			
Intergovernmental Relations & Protocol L Parks Services Engineering Sustainability Policy Planning	Jnit I เชิ เชิ เชิ เชิ	pr Enceg			
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS:	APPROVED BY CAO			

Staff Report

Origin

At the July 27, 2015 Council meeting, staff presented a report that provided a status update on the George Massey Tunnel Replacement (GMTR) project as well as sought approval of a letter being sent to BC Hydro on preferred options for the relocation of the BC Hydro transmission line from the tunnel. In that report, staff noted the potential impacts of the wider crossing and highway on adjacent farmland were not known at that time and staff continued to reiterate to MoTI that the project should ensure a net zero or positive impact to agriculture land.

Since that time, staff have learnt from property owners along the west side of Highway 99 between Steveston Highway and Blundell Road being contacted by the GMTR project team that there might be property acquisition required for widening Highway 99. This report provides an update on staff's recent discussions with the Ministry of Transportation and Infrastructure (MoTI)'s GMTR Project team on the issue of potential property impacts as well as other new information since the last update report.

Analysis

Proposed Widening of Highway 99

Staff continue to have regular meetings with the project team members, typically every two weeks. As noted in the previous report, MoTI's GMTR project team continues with their technical planning work for the project including data collection and preliminary studies such as potential environmental impacts. These studies will contribute to their upcoming submission to the BC Environmental Assessment Office. One of the recent topics of discussions was related to the potential need for property acquisition along Highway 99 by MoTI as staff received anecdotal information several weeks ago from the adjacent property owners who indicated that such acquisition was identified in their communications with the GMTR project team.

Based on the above discussions, the GMTR project team has confirmed to staff the potential for widening of Highway 99 as the number of lanes along this highway corridor would need to be increased as part of the bridge project. The team also indicated that they had begun contacting property owners along the corridor to introduce themselves and inform them of the project and potential impacts.

On several occasions, staff also referenced the City's Backland Policy and that there has been an active referral from Council for staff to report back on developing the Policy.

Potential Property Impacts

As noted above, over the past several weeks, staff were contacted by one of the property owner representatives on the west side of Highway 99 between Steveston Highway and Blundell Road who advised that MoTI representatives had indicated a potential need to acquire additional highway right-of-way from the adjacent property along the east edge of the property (west edge side of Highway 99) in order to accommodate the proposed highway widening. Further, staff have also been informed by MoTI staff that input from the Agriculture Land Commission (ALC)

was such that their preference was for any widening of the Highway 99 corridor to be carried out on the west side which was considered by ALC as less actively farmed. See Attachment 1 for a map showing the general area of potential widening of the Highway 99 corridor.

In an attempt to obtain more detailed information, staff contacted the Ministry's GMTR project team on September 24, 2015 asking for clarification and the specific proposal for such road widening including:

- the purpose of the highway widening
- confirmation of where any highway widening would take place
- the extent of highway widening
- the amount of property MoTI is pursuing for highway widening
- which property owners have been contacted by MoTI
- what information is being shared with the property owners both verbal and in writing;
- timing of acquiring the property;
- intentions for RMA retention or relocation; and
- the proposed cross section of the proposed widened highway.

Despite requests from staff for more detailed highway and right-of-way information such as the number of proposed traffic lanes, width of proposed widening and the dimensions of any right-of-way shortages along Highway 99, no such details were shared by the GMTR project team so far. Furthermore, at the time of preparation of this report, no specific information was provided to staff on the extent of the impact on properties or any design drawings for the proposed Highway 99 widening. Hence, at this time, there is insufficient information provided to staff to technically verify the property needs for the widening.

In response, the project team provided the following general information in an e-mail dated September 28, 2015. Staff also subsequently met with team members later that same day on September 28, 2015 to discuss the matter further; the information provided by the GMTR project team from that meeting is summarized below.

- a) The widening is to improve safety, provide dedicated transit lanes and improve drainage facilities for stormwater management on Ministry and Richmond lands adjacent to the roadway.
- b) The existing highway right-of-way section of Highway 99 between Blundell Road and Steveston Highway is much narrower than the corridor to the north. To the north of Blundell Road, the highway right-of-way is much wider.
- c) Any property acquisition for the Highway 99 widening would also take into account property needs for a potential future Blundell Interchange. Any property acquisition would take into account the "worst case scenario" as MoTI prefers to secure the ultimate property needs for the long term as opposed to approaching the same property again to acquire more land in the future.
- d) At this time, no definitive amount of land acquisition has been determined by the GMTR project team as the amount varies depending on the design of the Highway 99 widening

and options for the Steveston Interchange which are both work in progress. When meeting with the property owners in the area, the GMTR project team informed the owners that they had not determined the exact amount of impact but did indicate on an aerial map of each property the area of potential impact.

- e) Details of information shared between the GMTR project team and property owners are confidential and, therefore, cannot be shared with the City at this time.
- f) The GMTR project team have considered the potential widening on the east side of Highway 99, however, are focusing on the west side because of the preference indicated by the ALC (as noted earlier) as well as the constraints of the existing BC Hydro's overhead transmission line and the future jet fuel being on the east side of the highway.

Regarding Item c) above on the proposed property acquisition for a future Blundell Interchange by the GMTR project team, staff had previously advised the project team on the need to carry out a business case analysis for this potential new interchange as their traffic analysis to date indicated there would be more disbenefits than benefits to Richmond. Based on the GMTR traffic model forecasts, the disbenefits include increased traffic being projected to divert from the new interchange to rural roads east of Highway 99 such as Sidaway Road (as also noted in staff's last report to Council on July 27, 2015). Therefore, the current pursuit of additional property by the project team to accommodate this new potential interchange is considered by staff as premature without first completing the thorough business case analysis as noted.

No. 5 Road Backlands Policy

Any proposed widening of Highway 99 on the west side would have implications to the current review and update of the Backlands Policy by the City.

The City's Backlands Policy, which was approved by Council in 1990 and revised in 2000, requires land uses permitted in the "Assembly (ASY)" zoning district on the westerly 110 m of properties on No. 5 Road and all proposals for lands subject to the Policy to enter into legal agreements as deemed necessary to require uses to farm activities on the backlands.

Council has concerns with the lack of farming on some of these properties, hence a referral was made at the May 20, 2015 Planning Committee, where staff are to examine and report back on the following:

- 1) Overall vision for the No. 5 Road backlands;
- 2) Options for a farm access road along the backlands from Blundell Road to Steveston Highway;
- 3) Options to assemble properties along No. 5 Road to create an agricultural "green" zone; and
- *4) The properties that comply with the requirements of the No. 5 Backlands Policy No. 5037.*

In order for staff to complete the review and make recommendations, it is necessary to obtain details from MoTI on the potential land takings from these properties and understand the impacts

on the backlands. For example, the size of future enhanced farm lands at the back of these properties and determination of the location of a potential farm access road would be impacted by the extent of Highway 99 widening.

Expansion Plans at Mosque at 12300 Blundell Road

The non-farm use application for the mosque expansion at 12300 Blundell Road was endorsed by Council on November 24, 2014 and forwarded to the ALC for approval. The ALC subsequently approved the application on June 23, 2015. Staff have informed the GMTR project team of this approval by ALC as it appears contradictory to what they understood from the ALC on their preference to widen on the west side. Should the GMTR project proceed to acquire additional right-of-way from this site, the existing and proposed on-site parking and circulation would be impacted.

Riparian Management Area

The GMTR project footprint includes designated 15 metre Riparian Management Areas (RMA) on the west and east side of the Highway 99 corridor. Staff have been referencing these RMAs from the onset of the planning process and has reiterated the priority for their protection and/or compensation to the satisfaction of the City and senior government agencies (e.g. Department of Fisheries and Oceans and Ministry of Forest, Lands and Natural Resource Operations). To date, no compensation planning has been discussed, however, staff recognize that it will be addressed as part of the Environmental Assessment process for the GMTR project.

Other Updates on GMTR Project

In recent discussions, the GMTR project team also updated staff on the following items:

- 1. <u>North Limit of Project Scope</u> MoTI have indicated that the previous north limit of the scope of work was to Westminster Highway. In a recent meeting, the GMTR team indicated that they were extending the project limit further north to Highway 91 due to the potential need to replace the Westminster Highway overpass structure and the associated widening of Highway 99 to Highway 91. No property acquisition is anticipated here by MoTI at this time as there is sufficient right-of-way north of Blundell Road. MoTI also indicated that no widening is anticipated north of Highway 91.
- 2. <u>Project Definition Report (PDR)</u> MoTI reiterated that the timing of the release of the PDR for the GMTR project is still uncertain at this time but indicated it would likely be released in late Fall by the end of 2015.
- 3. <u>Tunnel De-Commissioning</u> Although MoTI has not released the PDR yet, in a recent discussion regarding the decommissioning of the tunnel they did indicate that an option was being considered to remove the middle four sections while leaving the ends intact in order to minimize potential impacts (e.g. environmental, costs, etc).
- 4. <u>Steveston Interchange</u> The GMTR team is still exploring options for the Stevestion Interchange, including a three-level option to minimize the footprint of the interchange

on adjacent farmlands. Staff advised that consideration should be given to the potential visual and noise impacts caused by the height of such an option.

- 5. <u>Project Schedule</u> MoTI have indicated the following schedule for the GMTR project:
 - Release of the PDR in late Fall 2015 for public consultation
 - Submission to the Environmental Assessment (EA) office in early 2016
 - EA process (with working group meetings) legislated 180-day review period
 - Completion of the EA process and certificate issuance anticipated in 2017 (subject to the EA Office timeline)
 - Construction to begin in 2017

In response to staff's question on the progress of determining the financial strategy for the new bridge, GMTR team advised that there is no new information or progress on this matter.

Proposed Action

In light of:

- the potential intrusion into existing farm lands due to Highway 99 widening;
- Council's endorsed GMTR project objective of "net zero or positive impact to agriculture land";
- the potential negative implications to the City's Backlands Policy; and
- presence of the RMA (and requirement for no net loss)

it is therefore recommended that the City expresses these concerns, as well as the lack of a Project Definition Report (PDR) and financing strategy, in a letter to the Minister of MoTI and ALC requesting for measures to avoid or fully compensate for such impacts and early sharing of the PDR and financing strategy.

Financial Impact

None.

Conclusion

The Ministry of Transportation and Infrastructure's George Massey Tunnel Replacement Project includes widening of Highway 99 between Highway 91 and Steveston Highway. The existing highway right-of-way south of Blundell Road is narrower than to the north and, therefore, there is potential impact to the properties along this corridor. The Agriculture Land Commission (ALC) has indicated to MoTI a preference for widening to occur on the west side of the highway, despite giving approval for expansion plans at one of the properties in June 2015. In light of this contradiction as well as Council's Backlands Policy for properties on the west side, staff

recommend that the MoTI and ALC be advised of the City's concerns as noted in this report in order to ensure the municipal objectives are adhered to.

~

Donna Chan, P. Eng., PTOE Manager, Transportation Planning (604-276-4126)

Att. 1: Map showing potential widening in the Highway 99 corridor



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