



General Purposes Committee

Anderson Room, City Hall
6911 No. 3 Road

Monday, November 21, 2016
4:00 p.m.

Pg. # ITEM

MINUTES

GP-5 *Motion to adopt the **minutes** of the meeting of the General Purposes Committee held on November 7, 2016.*



FINANCE AND CORPORATE SERVICES DIVISION

1. **APPLICATION TO AMEND BREWERY LOUNGE ENDORSEMENT LICENCE - FUGGLES & WARLOCK CRAFTWORKS LTD - 103-11220 HORSESHOE WAY**
(File Ref. No. 12-8275-30-001) (REDMS No. 5207624)

GP-19

See Page GP-19 for full report

Designated Speaker: Carli Edwards

STAFF RECOMMENDATION

- (1) *That the application from Fuggles & Warlock Craftworks Ltd., for an amendment to increase their hours of liquor service under Brewery Licence No. 306677 from 11:00 a.m. to 9:00 p.m. Monday to Sunday to 11:00 a.m. to 12:00 a.m. Monday to Sunday, be supported and that a letter be sent to the Liquor Control and Licensing Branch advising that:*

- (a) Council supports the amendment for an increase in liquor service hours as the increase will not have a significant impact on the community;*
- (b) Council's comments on the prescribed criteria (set out in Section 53 of the Liquor Control and Licensing Regulations) are as follows:*
 - (i) The potential for additional noise and traffic in the area was considered;*
 - (ii) The impact on the community was assessed through a community consultation process; and*
 - (iii) Given that there has been no history of non-compliance with the operation, the amendment to permit extended hours of liquor service under the Brewery Licence should not change the establishment such that it is operated contrary to its primary purpose as a Brewery;*
- (c) As the operation of a licenced establishment may affect nearby properties, the City gathered the view of the residents, businesses and property owners as follows:*
 - (i) Property owners and businesses within a 50 metre radius of the subject property were contacted by letter detailing the application, providing instructions on how community comments or concerns could be submitted; and*
 - (ii) Signage was posted at the subject property and three public notices were published in a local newspaper. This signage and notice provided information on the application and instructions on how community comments or concerns could be submitted; and*
- (d) Council's comments and recommendations respecting the view of the residents are as follows:*
 - (i) That based on the number of letters sent and the lack of response received from all public notifications, Council considers that the amendment is acceptable to the majority of the residents in the area and the community.*



2. **CORPORATE OPERATIONAL SERVICE LEVEL REVIEW Q3 2016**
(File Ref. No. 01-0300-35-001) (REDMS No. 5119163 v. 5)

GP-25

See Page GP-25 for full report

Designated Speaker: Cecilia Achiam

STAFF RECOMMENDATION

That the report titled “Corporate Operational Service Level Review Update Q3 2016” from the Director, Administration and Compliance, dated November 16, 2016 be received for information.



COMMUNITY SERVICES DIVISION

3. **CANADA 150 CELEBRATIONS PUBLIC ART PLAN**
(File Ref. No. 11-7000-09-20-228) (REDMS No. 5180207)

GP-66

See Page GP-66 for full report

Designated Speaker: Jane Fernyhough

STAFF RECOMMENDATION

That the staff report titled, “Canada 150 Celebrations Public Art Plan,” dated November 3, 2016, from the Director of Arts, Culture and Heritage Services, be endorsed as the guiding plan for public art opportunities in support of Canada 150 celebrations and major event programming in 2017.



ENGINEERING AND PUBLIC WORKS DIVISION

4. **2017 UTILITY BUDGETS AND RATES**
(File Ref. No. 03-09-70-01) (REDMS No. 5163488 v. 11)

GP-74

See Page GP-74 for full report

Designated Speakers: Lloyd Bie and Suzanne Bycraft

STAFF RECOMMENDATION

- (1) *That the 2017 utility budgets, as outlined under Option 1 for Water, Option 2 for Sewer, Option 2 for Drainage and Diking, and Option 2 for Solid Waste and Recycling, as contained in the staff report dated October 24, 2016 from the General Manager of Finance & Corporate Services and General Manager of Engineering & Public Works, be approved as the basis for establishing the 2017 Utility Rates and preparing the 5 Year Financial Plan (2017-2021) Bylaw; and*
- (2) *That the City's maximum reimbursement for the actual installation cost of volunteer multi-family water meters be increased to the greater of:*
 - (a) *\$100,000 per multi-family complex; or*
 - (b) *\$1,200 per dwelling unit within a multi-family complex.*

☐

ADJOURNMENT

☐



General Purposes Committee

Date: Monday, November 7, 2016

Place: Anderson Room
Richmond City Hall

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

Absent: Councillor Linda McPhail

Call to Order: The Chair called the meeting to order at 4:22 p.m.

AGENDA ADDITIONS

It was moved and seconded

- (1) *That Matters Relating to the George Massey Tunnel Replacement Project be added to the agenda as Item No. 3A; and*
- (2) *That the Bike Accident on River Road be added to the agenda as Item No. 3B.*

CARRIED

MINUTES

It was moved and seconded

That the minutes of the meeting of the General Purposes Committee held on October 17, 2016 and the minutes of the Special General Purposes Committee held on October 24, 2016, be adopted as circulated.

CARRIED

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FINANCE AND CORPORATE SERVICES DIVISION

**1. MUNICIPAL AND REGIONAL DISTRICT TAX IMPOSITION
BYLAW NO. 9631 AND METRO VANCOUVER LETTER OF
SUPPORT**

(File Ref. No. 08-4150-03-01; 08-4150-03-01) (REDMS No. 5183432; 5154740; 5184827)

It was moved and seconded

- (1) That the Municipal and Regional District Tax (MRDT) Imposition Bylaw No. 9631 be introduced and given first, second and third readings; and*
- (2) That staff be directed to seek the support of Metro Vancouver for the City's intention to renew the MRDT at the rate of 3% on the price of accommodation in Richmond, starting July 1, 2017 and effective for five years.*

The question on the motion was not called as, in reply to questions from Committee, Neonila Lilova, Manager, Economic Development clarified that (i) previously, the full 2% of the MRDT went to Tourism Richmond for funding destination marketing and the proposed increase to 3% would allow the City to retain funding and distribute to other initiatives (ii) that the proposed \$400,000 allocated for sport hosting was made as a part of the tourism funding governance review launched in 2012 and (iii) changes made to the governance model include the addition of Richmond representation on Tourism Richmond's Board of Directors.

George Duncan, Chief Administrative Officer, added that five of the 12 directors on the Tourism Richmond board represent the City and that the 3% rate is being requested in order to dedicate more funding to tourism infrastructure. Mr. Duncan further commented that the Province limits what the MRDT funds can be allocated for.

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

2. SIGN BYLAW UPDATE AND PUBLIC CONSULTATION PROCESS

(File Ref. No. 03-0900-01) (REDMS No. 5165807 v. 2)

Cecilia Achiam, Director, Administration and Compliance, highlighted the proposed changes to the Sign Bylaw including (i) limiting the percentage of storefront that can be covered (ii) proposing incentives for businesses to comply (iii) allowing electronic signs with changeable copies and (iv) regulating signs on constructions sites. Ms. Achiam stated that staff are still exploring the option of grandfathering signs currently in place that would not conform to the updated Sign Bylaw.

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In response to queries from Committee, Ms. Achiam clarified that (i) there is a section in the proposed Sign Bylaw on community signs, which would include garage sale signage (ii) election signs are covered under a separate bylaw (iii) sandwich boards displayed on public sidewalks would not be permitted under the updated bylaw (iv) restrictions regarding window coverage would only apply to lettering and pictures and (v) real estate sign regulations are also included in the proposed changes to the Sign Bylaw.

Councillor Dang left the meeting (4:58 p.m.) and did not return.

Ms. Achiam further commented that businesses who have applied for sign permits since community outreach began in 2014 have been cooperative in including English on signs and there has been a decrease in the complaints received for signs regarding language.

It was moved and seconded

- (1) *That the proposed changes to Sign Bylaw No. 5560 outlined in the staff report titled "Sign Bylaw Update and Public Consultation Process", dated October 13, 2016, from the Director, Administration and Compliance be received for information; and*
- (2) *That proposed public consultation process detailed in the staff report titled "Sign Bylaw Update and Public Consultation Process", dated October 13, 2016, from the Director, Administration and Compliance be endorsed.*

CARRIED

3. DISPOSITION OF A STATUTORY RIGHT OF WAY OVER 8080 ANDERSON ROAD/8111 GRANVILLE AVENUE FOR THE PURPOSE OF UTILITIES AND RELATED SERVICES

(File Ref. No. 06-2285-30-198) (REDMS No. 5154403 v. 4)

It was moved and seconded

- (1) *That a Statutory Right of Way (SRW) to Telus over 8080 Anderson Road/8111 Granville Avenue (Lot A Section 9 Block 4 North Range 6 West New Westminster District Plan EPP33799, PID 029-628-164) for a nominal fee of Ten Dollars (\$10.00), plus applicable GST, for the purpose of utilities and related services be granted;*
- (2) *That a SRW to Shaw over 8080 Anderson Road/8111 Granville Avenue for a nominal fee of Ten Dollars (\$10.00), plus applicable GST, for the purpose of utilities and related services be granted; and*

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- (3) *That the Chief Administrative Officer and the General Manager, Finance and Corporate Services be authorized to negotiate and execute all documentation, including all contracts and Land Title Office documents, to effect the transaction detailed in the staff report titled "Disposition of a Statutory Right of Way over 8080 Anderson Road/8111 Granville Avenue for the Purpose of Utilities and Related Services" dated October 17, 2016 from the General Manager, Finance and Corporate Services.*

CARRIED

3A. MATTERS RELATED TO THE GEORGE MASSEY TUNNEL REPLACEMENT PROJECT

(File Ref. No.) (REDMS No.)

Councillor Steves distributed on table copies of four articles pertaining to agricultural land and Vancouver's port facilities and issues around harvesting natural gas from the Fraser River around Steveston (attached to and forming part of these minutes as Schedule 1). Councillor Steves commented that staff should inquire with the Federal Government about (i) comments from the Port Authority around the exclusion of agricultural land from the Agricultural Land Reserves (ii) issues around soil liquefaction along the Fraser River and (iii) concerns regarding stability on the proposed George Massey Tunnel Replacement project site.

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

It was moved and seconded

- (1) *That staff inquire as to what the Federal Minister of Agriculture meant in his statements regarding BC agricultural land as quoted in the articles circulated on table; and*
- (2) *That staff be directed to investigate and submit a request to the Province under the Freedom of Information (FOI) Act, if necessary, for any reports or studies that have been conducted recently or prior to the construction of the George Massey Tunnel on the subject of liquefaction or the geological stability of the George Massey Tunnel Replacement Project site.*

The question on the motion was not called as further discussion ensued with regards to the previous FOI request from Richmond City Council and the stability of the proposed site of the replacement bridge.

The question on the motion was then called and it was **CARRIED** with Cllr. Loo opposed.

3B. BIKE ACCIDENT ON RIVER ROAD

(File Ref. No.:) (REDMS No.)

4.

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Direction was given to staff to examine traffic and safety conditions on River Road where a fatal accident involving a vehicle and several cyclists occurred on Sunday, November 6, 2016, including potential options for mitigating similar incidents and the possibility of banning cyclists in the area.

It was moved and seconded

That staff examine the circumstances and the area around the accident that occurred on River Road on November 6, 2016 and report back.

CARRIED

Councillor Steves distributed an additional article on titled, "Barnston business dilemma: industry or ALR?" dated November 1, 2016 from Business in Vancouver (attached to and forming part of these minutes as Schedule 2) and advised that the article was also relevant to the discussion and referral motion under item 3A.

It was moved and seconded

That the article, attached to and forming part of these minutes as Schedule 2, be referred to staff along with the articles relating to item 3A.

CARRIED

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (5:27 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, November 7, 2016.

Mayor Malcolm D. Brodie
Chair

Amanda Welby
Acting Legislative Services Coordinator

Port development trumps BC agriculture: federal minister MacAulay

Senior level of gov't has the right to exclude BC farms from land reserve

Stories by PETER MITHAM

VANCOUVER – Lower Mainland farmland could be sacrificed to ensure agri-food exports can move to market quickly and efficiently, federal agriculture minister Lawrence MacAulay told *Country Life in BC*.

"We do not want to lose agricultural land but it's no good producing products that you can't move, either," MacAulay said, answering a question from *Country Life in BC* following a presentation to Greater Vancouver Board of Trade members on September 12. "So it's one way or the other – the port in Vancouver has to be efficient to move the products to market. The Asian market is a big market, only going to get larger, and we want to be there."

MacAulay was in Vancouver as part of a tour of Western Canada that stretched from Saskatchewan grainfields to a craft brewery on Vancouver Island.

Opportunities to boost agri-food exports figured prominently in his West Coast itinerary, with an address to the Greater Vancouver Board of Trade and an endorsement of the new catalogue of export-ready agri-food products BC has published with funding from

Growing Forward 2.

But the thrust of his remarks focused on Vancouver's port facilities and the launch pad those provide for Asia-bound products.

"We have to make sure that they can handle the products as fast as they possibly can and as efficiently as they possibly can," he said.

MacAulay's comments won't sit well with municipalities such as Richmond or local farmland advocates who have challenged the Port of Vancouver's plans to tap local farmland for port-related uses.

Yet the port, as a federal entity, holds the trump card: while it has pledged to file exclusion applications to remove protected farmland from the province's Agricultural Land Reserve, it's under no obligation to do so as an arm of the senior level of government.

"I don't think we would be bound [by the Agricultural Land Commission]," Robin Silvester, president and CEO of the port authority, said earlier this year. "We have supremacy."

Site Economics Ltd. prepared a report for

the port authority in October 2015 that estimates port activities will require approximately 2,700 acres by 2030. The demand could cost Delta alone 1,500 acres of productive farmland, according to the Delta Farmers' Institute.

Agriculture is "almost meaningless"

Silvester believes local agriculture is "almost meaningless" when it comes to local food security but that stance is at odds with MacAulay's message to the Greater Vancouver Board of Trade.

Responding to a question from the audience regarding organic production, MacAulay said his job is to ensure farmers in Canada are capturing local markets before venturing into exports.

"There are products that we aren't producing enough of, and I want to help you produce those products so that you receive the benefit," he told his audience, which included very few farmers. "My responsibility is to help you, and I want to do it."

BC agri-food export growth has outpaced forestry and mining

by **PETER MITHAM**

VANCOUVER – With the province's agri-food exports surging, BC agriculture minister Norm Letnick unveiled a glossy new catalogue of export-ready agri-food products on the Vancouver waterfront on September 12.

Accompanied by federal agriculture minister Lawrence MacAulay, Letnick said the publication aims to familiarize overseas buyers with the range of BC products available to them.

The genesis of the project, which Letnick described as a "labour of love," was his inability during a trade mission in 2014 to name more than a couple of products buyers in China could order then and there for local markets.

China No. 2

China (including Hong Kong) is the second-biggest importer of BC agri-food products after the US, importing \$406 million worth of products in 2015. Letnick said the catalogue will help expand the province's exports to China as well as countries around the Pacific Rim, including South Korea, India and elsewhere.

BC exported \$3.5 billion worth of agricultural products to 150 countries in 2015, a 23% increase over

2014.

The growth of agri-food exports has been a bright spot in BC's international trade portfolio, outpacing traditionally strong sectors such as forestry and mining.

Over 600 products

Of the more than 600 products Letnick said are available for export, the top five are farmed salmon (\$411 million), food for processing (\$294 million), blueberries (\$218 million), baked goods (\$159 million) and mushrooms (\$131 million).

The other \$2.3 billion worth of exports includes a range of processed products, which represent the majority of offerings in the catalogue.

Just 16 of the nearly 100 companies featured in the catalogue are primary producers of meat, fruit and vegetables. Letnick couldn't pin a value to the contribution export markets make to farm gate receipts, which approached \$3.1 billion last year.

However, Letnick said growing agri-food sales at home and abroad are putting more money into farmers' pockets.

The province's agriculture sector enjoyed a net cash income last year of \$440 million and even income after depreciation, was positive at \$65.3 million after nine years of red ink.

Just watch him

Most farmers know you need land to produce food you can export.

But during his recent visit to Vancouver, federal agriculture minister Lawrence MacAulay seemed so keen on overseas trade opportunities that the fact fell off his radar.

Questioned by *Country Life in BC* during a media scrum after addressing the Greater Vancouver Board of Trade last month, he made clear that Canada's farmers need access to foreign markets for their products.

While declaring his tour of Vancouver port facilities "some interesting," the PEI Member of Parliament didn't appear to have been briefed on the port's designs on hundreds of acres of local farmland. He wasn't aware of how much agricultural land might be at risk even as the port has estimated its requirements over the next decade at 2,700 acres. "We do not want to lose agricultural land, but it's no good producing products that you can't move, either. So it's one way or the other," he said.

While he told board of trade members he was all for Canada's food security, the idea that the potatoes, berries and greenhouse vegetables grown in BC might find a home in local markets wasn't part of the day's

message.

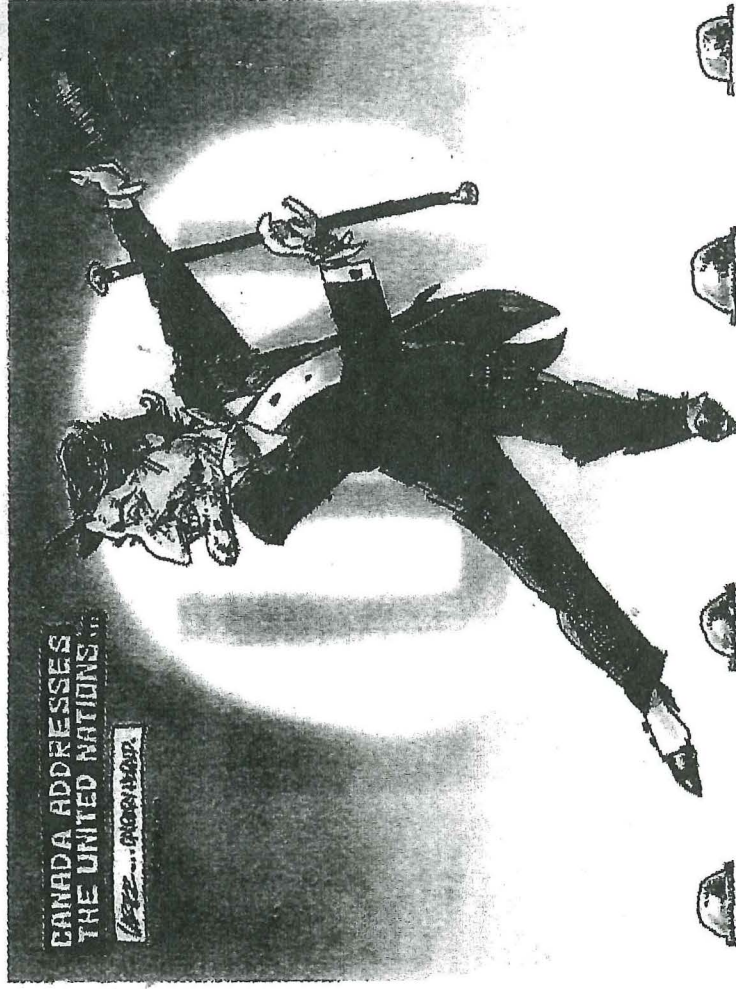
Combined with Ottawa's endorsement of the Site C power project, which will create an 83-kilometre-long reservoir and submerge thousands of acres of farmland, and its support of the Trans-Pacific Partnership, developing international markets is fundamental to the sunny ways Prime Minister Trudeau promises – clouding its ostensible support for local growers.

One of the hurdles the Liberals faced while campaigning a year ago was the widespread perception of the party being the voice of an urban elite that shops at farmers markets but would most likely squeal like a pig if it stepped in some stray nutrients (to use the polite term from Environmental Farm Plans).

Trudeau Jr has regained for Canada a large measure of the international goodwill lost during the Harper years.

But the impromptu photos that bring new meaning to his father's quip, "just watch me," seldom take place in farmyards. Producers hoping to catch him in BC would need to look no further than up the Grouse Grind, surfing in Tofino or performing a two-step for the crowds in a parade.

The challenges of getting Prairie



grain to port have been acute in recent years, but the cost of getting wheat to water shouldn't be the loss of BC farms.

BC farmers face enough challenges without the federal agriculture minister telling them they've got to suck up yet another development for their own good. That runs counter to his pledge to support local opportunities for local farmers, and jeopardizes the \$3.5 billion worth of BC agri-food exports

MacAulay says he wants to increase. A year into his term, Trudeau hasn't faced the challenges that made his father one of the country's most colourful prime ministers. The photo ops haven't included a pirouette or the so-called Salmon Arm salute to jobless protestors, or anything that could be mistaken for "fuddle duddle."

With ministers like MacAulay telling BC farmers that overseas markets come first, he doesn't have to.

NATURAL GAS BURNS NIGHT AND DAY AT STEVESTON

International Pipe Line Co.
Gas Holdings on the Fentiman Farm

June 10, 1932

Just south of Garry Road, Steveston, and east of the railway, there stands a little red building about six feet square which houses something of vast possibilities for Lulu Island and surrounding district, the full import of which will probably be determined this summer.

The little building stands over a drill hole sunk 730 feet into the earth whence natural gas is night and day flowing.

For a year the flow has not ceased and while it has supplied fuel for one home for the year -- that of Mr. and Mrs. Fentiman, Sn., on whose property the well is -- there is enough gas going to waste to furnish half a dozen other homes, officials state.

Unlike the manufactured gas such as is used in Vancouver, this burns without odor.

It can be turned to a height of a foot in the stove or heater burners and burn with terrific heat, and still there is not the slightest smell.

Mr. and Mrs. Fentiman have five burners installed, including the kitchen cook stove and the hot water tank heater, and whether it burns night and day, continuously or not, is matter of small moment, for there is no gas meter attached and the supply is apparently unlimited.

Two years ago the first well was sunk by this company, not far from the site of the present location, a depth of 850 feet being reached at that time.

The fact that gas had been struck 30 years ago on No. 1 Road, beside the Japanese hospital, led the company to take a long chance and drill the present hole, and they were rewarded by an encouraging outpouring of gas.

The sand soon filled in, and the flow did not last. Then this second hole was made, reaching the present depth of 730 feet, which resulted in a burst of water and gas just a year ago this month.

Since then the company has secured a screen fine enough to exclude troublesome sand, this cost from \$8.00 to \$9.00 a foot for a four-inch pipe, and being capable of keeping out sand as fine as the finest pepper.

It is believed that the next move will be to try to control the water which now fills the drill hole.

The gas at present flowing has to force its way up through 730 feet of water. It is believed that if this water could be controlled so as to leave the hole clear, the gas would come to the surface at terrific pressure.

In any case, whatever difficulties are yet to be overcome before the well is commercially profitable to its owners, the company itself seems to have undaunted faith in it.

Already the company has spent \$17,000 on the Steveston holdings, and is prepared to spend more.

If their hopes are realized, the well will supply Vancouver.

Other wells will be sunk and Lulu Island may wake up some day to find itself a nest of gas holes.

BUSINESS VANCOUVER

Schedule 2 to the Minutes of the General Purposes Committee meeting of Richmond City Council held on Monday, November 7, 2016.

TRANSPORTATION (/SECTIONS/TRANSPORTATION/)

Barnston business dilemma: industry or ALR?

It's in the ALR, but the orphan Fraser River island could play a key role in the region's goods movement chain or food manufacturing and ...

By Timothy Renshaw | Nov. 1, 2016, 6 a.m.

The island in this stream could provide Metro Vancouver's Asia-Pacific gateway with a strategic industrial land option.

It also has potential as a regional manufacturing distribution hub that, unlike areas designated for industrial use elsewhere, is close to prime road and river transportation corridors.

However, Barnston Island is also prized by some as an important Agricultural Land Reserve (ALR) property and tranquil Fraser River hobby farm collective providing a lifestyle reminiscent of a bygone era.

Its industrial potential faces some major roadblocks. For one, it's in the ALR; for another, access to Barnston relies on the river's last inland ferry.

Barnston's agricultural hurdles are also significant.

The island has a high water table, which, because of the rhythms of the river, rises at crucial times in crop cycles. That results in poor growing conditions for roughly 85% of the island.

A report in an April 2006 Barnston Island Majority Landowners submission to remove the island from the ALR noted that Barnston's agricultural productivity has declined since the 1980s. It estimated that, on the other hand, rezoning 1,100 acres of the 1,400-acre island to industrial from agricultural use would yield a \$13.8 billion benefit to the local economy.

But the EvEco Consultants report concluded that soil suitability is not a game-breaker in Barnston's sustainable agricultural potential. The real issues, it said, were limited access, lack of government support for infrastructure, development pressures and changing market forces.

Those factors weigh against the success of any commercial venture on the island.

Falling within Metro Vancouver's unincorporated Electoral Area A, Barnston is also an awkward regional orphan. It's not part of any municipality; it has no tax base to finance infrastructure improvements.

But Barnston is in the centre of one of Metro Vancouver's fastest-growing areas – a location that gives it significant economic potential – especially in a region with a rapidly shrinking industrial land base.

The Port of Vancouver is among the regional economic drivers that have raised red flags over industrial land erosion. Representatives of the country's largest port claim that it needs land to expand containerized freight and other Asia-Pacific gateway cargo infrastructure – not just for the region but for B.C. and the rest of the country.

One piece of that infrastructure is the Vancouver Fraser Port Authority's proposed \$2 billion Terminal 2 expansion project at Roberts Bank (see "The trouble with Terminal 2"; Business in Vancouver issue 1401, September 6–12). Competition for transpacific containerized cargo along North America's west coast and around the continent is accelerating as highly leveraged deep-sea shipping companies grapple with overcapacity and low container shipping rates.

Global freight company alliances with fleets of larger ships mean container carriers are now making fewer stops at fewer ports. Container handling and trans-shipment efficiency is therefore essential for ports and terminals.

So is land on which to expand cargo-handling capacity.

In an interview with Business in Vancouver earlier this year, Robin Silvester, the Vancouver Fraser Port Authority's president and CEO, said the loss of usable industrial land threatens to stall growth for the port and the region.

"I really worry," he said, "that we are heading toward an economic brick wall in the Lower Mainland."

* Cliff Stewart, the Port of Vancouver's vice-president of infrastructure, estimated that the annual tax revenue and economic spinoff from 100 acres of industrial port land is around \$1.8 billion. The high-paying jobs generated by the operations on that land and off-terminal activities like trucking, warehousing and railway, Stewart added, are significant.

"If you don't have the industrial land available, those jobs will still happen, but they will happen somewhere else."

Others, however, are less keen about exploiting Barnston's industrial potential.

Delta South Independent MLA Vicki Huntington sees it as further erosion of the region's ALR and the regional food security it provides.

"Again, it's pressure on the ALR, and at some point the ALR has to be off limits."

While she agreed that the island is well placed to service regional industrial land uses for goods movement and manufacturing, Huntington said that even the idea of removing Barnston Island from the ALR in exchange for other lands being added to the reserve is "such a mug's game, [especially] with a government that isn't very much in support of the ALR."

The City of Surrey at one time was interested in annexing Barnston Island.

But Mayor Linda Hepner said the annexation's economics would work for her municipality only if Barnston were freed up for industrial or other commercial uses. Hepner said she's aware of the region's need for industrial land to support economic activity, but conceded that some of what's available in Surrey and other municipalities is too far removed to be of practical use to the port.

Barnston's potential uses beyond port logistics, as pointed out in the landowners' submission, include a hub for value-added manufacturing, processing and distribution of food produced on the island and elsewhere in the region.

Hepner noted that over the past 15 years the region has lost many of its food distribution centres, which are critical to maintaining and expanding the Lower Mainland's sustainable food industry and improving local food security.

A major Barnston landowner agrees.

- * David Emri and his Emri Group own roughly 55% of the island. But Emri, a former vice-president of acquisitions and development for the Onni Group of Companies, maintains he's not a developer.

"I'm an investor," he said.

Reasons for his Barnston investment are many. Barnston's industrial potential is one.

But whether it's in the form of agricultural cultivation, food distribution, industrial warehousing or port container transshipment, that potential will be realized only if the island's access issues are resolved and all or a portion of its land is freed of ALR restrictions.

- * Emri concedes that a single business or investor is not going to make that happen. But he added that if he were a planner, then "absolutely it should be industrial."

As he pointed out, Metro Vancouver has a mandate to protect the region's remaining industrial land but no similar direction to create more.

Because of its proximity to highway and river transportation arteries and its contribution to preserving and cultivating the local food industry, Barnston as a food distribution and manufacturing hub, he said, would be sustainable "green industrial."

His investment, then, is based on the bet that the island will eventually be in the region's development conversation.

Emri emphasized that he is not lobbying to convert Barnston to industrial, but he said the intersection of industrial and ALR needs to be rethought in Metro Vancouver.

* Emri said Barnston could service industrial manufacturing businesses that support high-paying jobs without having to extend major arterial transportation links through residential areas.

He added that while entities like the Port of Vancouver complain that the region is running out of industrial land, government is not taking the initiative to secure more and better-located sites for future industrial development.

ALR flexibility is one solution.

* "My definition of green [industrial], from 30,000 feet, is Barnston. We've got rail; we've got river. It's sustainable development. [But] no. This is in the ALR, so we just stop our discussion, and that to me is ignorant."

1 Comment (https://www.biv.com/article/2016/11/barnston-business-dilemma-industry-or-alr/#disqus_thread) on this topic. Join the discussion.



Join the discussion...



Harold Steves • a day ago

Barnston Island was in the ALR. A public hearing was held to consider taking the land out of the ALR. Metro Vancouver Planner Hugh Kellas and I represented Metro Vancouver at the public hearing. David Emri attended the public hearing. So did some people involved with Port Vancouver. The Land Commission rejected the exclusion and kept Barnston Island in the ALR. David Emri subsequently bought up much of Barnston Island.

Barnston Island has a high water table. So does Richmond. They require good drainage and pumping systems. Over the decades Barnston Island had some of the most prominent dairy farms in British Columbia. So did Richmond. Barnston Island and Richmond are part of a very small 1.1% of BC that can grow the vegetables, greens and small fruit that we eat. Neither Barnston Island nor Richmond had a serious drainage problem until land values increased from \$40,000 per acre as farmland to \$1 million per acre for industrial use.

Port Vancouver CEO Robin Silvester wants 2,700 acres of farmland for port expansion. The Port has purchased 200 acres of farmland in Richmond and investors own several hundred acres more. All that is needed is an additional 1,000 acres on Barnston Island and another 1,000 acres in Delta to make up 2,700 acres. Much of Delta is already owned or "optioned" by investors.

Silvester claims that he can use Federal Authority to over-rule both the Richmond and Delta agricultural zones, the Metro Vancouver Regional Plan and the BC Agricultural Land Reserve to develop the land for industry. Under Stephen Harper local MP's assured Richmond Council that Silvester would not be permitted to do so. However, under Trudeau, the new Federal Minister of Agriculture has just announced that Port Vancouver will indeed be able to over-rule local and regional government and the ALR. All that "investors" have to do is sell to the port and the port will remove the land from the ALR.

It appears that we are prepared to risk the serious consequences of climate change to ship coal, oil, and LNG for others to burn as fast as we can get it out of the ground. At the same time we are shipping from farmland that will be needed to feed our own hungry people when much of California becomes desert due to climate change

^ v • Edit • Reply • Share ›



| | | | |
|--------------|---------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------|
| To: | General Purposes Committee | Date: | November 2, 2016 |
| From: | Carli Edwards, P.Eng. Chief Licence Inspector | File: | 12-8275-30-001/2016- Vol 01 |
| Re: | Application to Amend Brewery Lounge Endorsement Licence - Fuggles & Warlock Craftworks Ltd - 103-11220 Horseshoe Way | | |

Staff Recommendation



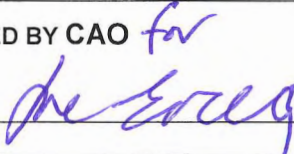
1. That the application from Fuggles & Warlock Craftworks Ltd., for an amendment to increase their hours of liquor service under Brewery Licence No. 306677 from 11:00 a.m. to 9:00 p.m. Monday to Sunday to 11:00 a.m. to 12:00 a.m. Monday to Sunday, be supported and that a letter be sent to the Liquor Control and Licensing Branch advising that:
 - a) Council supports the amendment for an increase in liquor service hours as the increase will not have a significant impact on the community;
 - b) Council's comments on the prescribed criteria (set out in Section 53 of the Liquor Control and Licensing Regulations) are as follows:
 - i) The potential for additional noise and traffic in the area was considered;
 - ii) The impact on the community was assessed through a community consultation process; and
 - iii) Given that there has been no history of non-compliance with the operation, the amendment to permit extended hours of liquor service under the Brewery Licence should not change the establishment such that it is operated contrary to its primary purpose as a Brewery;
 - c) As the operation of a licenced establishment may affect nearby properties, the City gathered the view of the residents, businesses and property owners as follows:
 - i) Property owners and businesses within a 50 metre radius of the subject property were contacted by letter detailing the application, providing instructions on how community comments or concerns could be submitted; and

- ii) Signage was posted at the subject property and three public notices were published in a local newspaper. This signage and notice provided information on the application and instructions on how community comments or concerns could be submitted; and
- d) Council's comments and recommendations respecting the view of the residents are as follows:
 - i) That based on the number of letters sent and the lack of response received from all public notifications, Council considers that the amendment is acceptable to the majority of the residents in the area and the community.



Carli Edwards, P.Eng.
Chief Licence Inspector
(604-276-4136)

Att. 1

| REPORT CONCURRENCE | |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| CONCURRENCE OF GENERAL MANAGER  | |
| REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE | INITIALS:  |
| APPROVED BY CAO  | |

Staff Report

Origin

The Provincial Liquor Control and Licensing Branch (LCLB) issues licences in accordance with the *Liquor Control and Licensing Act* (the Act) and the Regulations made pursuant to the Act.

This report deals with an application to the LCLB and the City of Richmond by, Fuggles & Warlock Craftworks Ltd., for the following amendment to its Brewery Licence No. 306677:

To change the hours of liquor sales from Monday to Sunday, 11:00 a.m. to 9:00 p.m.; to 11:00 a.m. to 12:00 a.m., Monday to Sunday.

There is no change to the occupant load of 50 patrons.

The City of Richmond is given the opportunity to provide comments and recommendations to the LCLB with respect to liquor licence applications and amendments. For a permanent amendment to a Brewery Licence, the process requires the local government to provide comments with respect to the following criteria:

- the potential for noise;
- the impact on the community; and
- whether the amendment may result in the establishment being operated in a manner that is contrary to its primary purpose.

Analysis

Fuggles & Warlock Craftworks Ltd. has been through a series of approval processes related to zoning and to provincial liquor licencing. As a result, they have been issued the following business licences from the City of Richmond:

- Business licence to operate a brewery, issued in November 2015;
- Business licence for retailing beer, issued in April 2016; and
- Business licence for a lounge with 50 patrons, issued in April 2016.

In order to make a permanent change to the operating hours of their Brewery Licence, they must make a separate application to the LCLB which initiates a process to seek local government approval. The applicants request for extended liquor service hours is in order to better serve their clients.

The property where Fuggles & Warlock Craftworks Ltd. operates is zoned Industrial Business Park (IB1), and the use, specific to this property, is permitted in this zoning district. The applicant's business is located on Horseshoe Way in an Industrial area.

Summary of Application and Comments

The City's process for reviewing applications for liquor related licences is prescribed by the Development Application Fees Bylaw 8951 which under Section 1.8.1 calls for:

1.8.1 Every **applicant** seeking approval from the **City** in connection with:

- (b) any of the following in relation to an existing licence to serve liquor:
 - (i) addition of a patio;
 - (ii) relocation of a licence;
 - (iii) change of hours; or
 - (iv) patron participation

must proceed in accordance with subsection 1.8.2.

1.8.2 Pursuant to an application under subsection 1.8.1, every **applicant** must:

- (b) post and maintain on the subject property a clearly visible sign which indicates:
 - (i) type of licence or amendment application;
 - (ii) proposed person capacity;
 - (iii) type of entertainment (if application is for patron participation entertainment); and
 - (iv) proposed hours of liquor service; and
- (c) publish a notice in at least three consecutive editions of a newspaper that is distributed at least weekly in the area affected by the application, providing the same information required in subsection 1.8.2(b) above.

The required signage was posted on September 15, 2016 and three advertisements were published in the local newspaper on September 14, 16 and 21, 2016.

In addition to the advertised public notice requirements set out in Section 1.8.1, staff sent letters to businesses, residents and property owners within a 50 meter radius of the property (Attachment 1). There are nine parcels and 95 properties identified within the consultation area. On September 8, 2016, letters were sent to 113 residents and property owners to gather their view on the application.

The public consultation period ended October 14, 2016, and no responses were received from the public.

Potential for Noise

Staff do not believe there would be any noticeable increase in noise if the additional hours of liquor sales were supported.

Potential for Impact on the Community

Any typical potential impacts associated with extended hours of liquor sales such as drinking and driving, criminal activity and late-night traffic are not expected to be unduly increased. Based on the lack of any negative public feedback, staff is of the opinion that there would be no impact on the community associated with the amendment.

Potential to Operate Contrary to its Primary Purpose

Staff are of the opinion that due to the rise in public enjoyment of microbreweries and a lack of any non-compliance issues related to the operation of this business, there would be minimal potential of the business being operated in a manner that would be contrary to its primary purpose.

Other agency comments

As part of the review process, staff requested comments from Vancouver Coastal Health, Richmond RCMP, Richmond Fire-Rescue, Richmond Joint Inspection Team and the City Building Permit and Business Licence Departments. These agencies generally provide comments on the compliance history of the applicant's operations and premises.

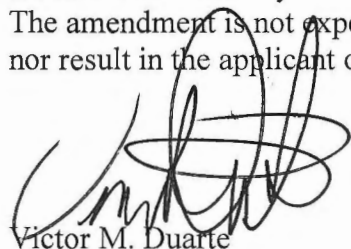
No objections to the application were received from any of the above mentioned agencies and divisions.

Financial Impact

None.

Conclusion

Following the public consultation period, staff reviewed the application for a permanent change to hours of liquor service under the brewery licence against the legislated review criteria and recommends that City Council support the application for a permanent change to liquor service. The amendment is not expected to increase noise or have a negative impact on the community nor result in the applicant operating the business contrary to its primary purpose.

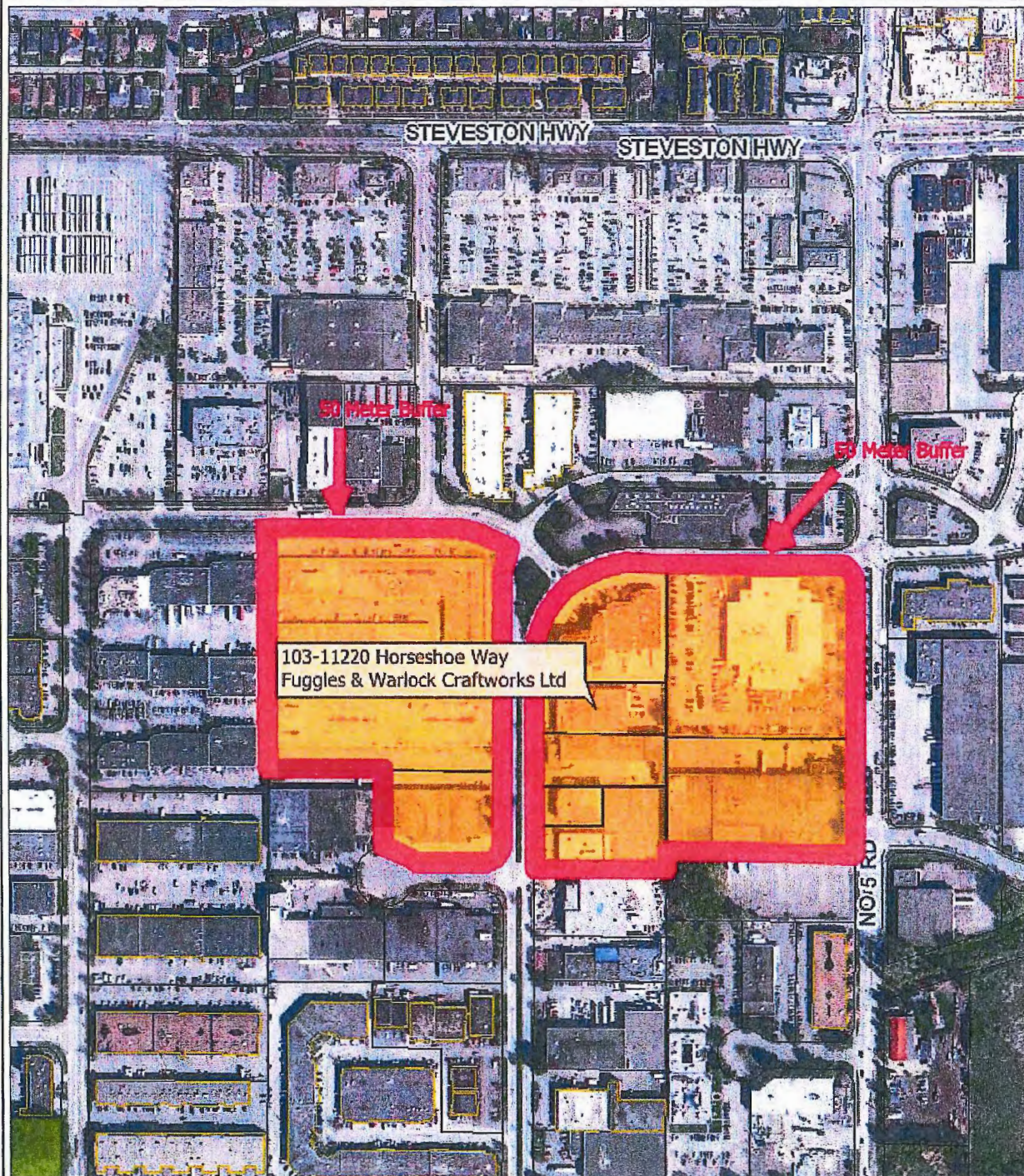


Victor M. Duarte
Supervisor, Business Licence
(604-276-4389)

VMD:vmd

Att. 1: Site Map with 50 metre buffer

City of Richmond Interactive Map



198.4 0 99.20 198.4 Meters

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

© City of Richmond

THIS MAP IS NOT TO BE USED FOR NAVIGATION



City of Richmond

Report to Committee

To: General Purposes Committee **Date:** November 16, 2016
From: Cecilia Achiam **File:** 01-0300-35-001/Vol 01
Director, Administration and Compliance
Re: Corporate Operational Service Level Review Update Q3 2016

Staff Recommendation

That the report titled "Corporate Operational Service Level Review Update Q3 2016" from the Director, Administration and Compliance, dated November 16, 2016 be received for information.

Cecilia Achiam
Director, Administration and Compliance
(604-276-4122)

Att. 2

| REPORT CONCURRENCE | |
|---------------------------------------------------------------|---------------|
| CONCURRENCE OF FINANCE COST CONTROL & EFFICIENCY SUBCOMMITTEE | |
| | |
| REVIEWED BY SENIOR MANAGEMENT TEAM | INITIALS: |
| APPROVED BY CAO | |

Staff Report

Origin

This report provides an update to the Corporate Operational Service Level Review (COSLR) Program - an overview of new reviews completed or in progress since the last update (Attachment 1), a summary of actions taken by departments/sections on assigned tasks and potential service efficiencies and budget impacts (Attachment 2). Personnel-related matters or those that may obligate consultation with the Unions are not included.

As previously reported, when the COSLR Program was first introduced, the CAO intended the program to be an effective administrative tool to assist senior managers' efforts to monitor areas for process efficiency and to identify opportunities to absorb and/or offset increasing costs of programs or initiatives. The COSLR Program is not specifically a budget cutting tool, although budget avoidance/reduction may be achieved in some circumstances.

Analysis

A. Corporate Operational Service Level Review Program Results Update

As of the writing of this report, service level reviews have been completed on 47% (40 of 86) of city departments/sections/work units. The Program is currently on target to meet the proposed schedule (Attachment 1) of completing the reviews by mid-2017¹.

B. 2015 Q3 & 4 Corporate Operational Service Level Review Summary

At the last update to General Purposes Committee on April 18, 2016, staff were directed to provide an update on all past COSLR recommendations as progress is being made. To date, approximately 170 COSLR recommendations have been reviewed by the Finance Cost Control and Efficiency (FCCE) Sub-Committee and endorsed by the CAO for implementation. 41% of endorsed recommendations are completed/ongoing and 37% are in progress. Attachment 2 provides an update of assigned tasks.

In addition to implementing these COSLR recommendations, the Corporate Administration has directed a range of initiatives to advance COSLR recommendations that have cross departmental or corporate consequences. The purposes of these initiatives are to improve operational efficiency and effectiveness by eliminating duplication of efforts, realignment of functions, improvement of business processes, and achieve cost savings or cost avoidance whenever

¹ The Richmond Public Library and Gateway Theatre, which report to independent Council-appointed boards, and the RCMP (a contracted service) are excluded from the Corporate Operational Service Level Review Program.

possible. Any cost avoidance from improved efficiencies and processes are redirected to operations to achieve continuous improvement and better customer service.

The table below provides highlights of continuous improvement efforts generated from the findings/recommendations of COSLR:

| INITIATIVE | DESCRIPTION | OUTCOME |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Re-alignment of Communications, Marketing, and Production Centre Functions | In May 2016, the Corporate Communications Department was integrated with the City's Production Centre and the Community Services Division's two marketing specialist staff to create the Corporate Communications and Marketing Department. Staff in the newly constituted Department will continue to act as a corporate resource, providing communications and marketing services for all divisions. | Consolidating all City staff with communications and marketing-related responsibilities within a single department is anticipated to improve efficiency and provide greater flexibility to manage staff workload without any budgetary impact. |
| 2. Process Mapping of Complex and Cross-Functional Business Processes | Select business processes of departments/sections that are engaged in a Service Level Review are mapped to help to identify potential areas for streamlining and continuous improvement. | Various business processes are being improved for efficiency, increased accountability, and improved customer service |
| 3. Events Management | The ongoing Service Level Review has identified the need for a comprehensive review of events management at the City to identify operational gaps and opportunities, and develop recommendations to enhance the efficiency and effectiveness of events delivery. | The review will lead to some adjustment to program delivery and alignment of support services to improve efficiency and effective service delivery. |
| 4. Fleet Review | The objective of the review was to assess fleet growth, compliance with policies and procedures, analyze usage of vehicles and identify alternatives for underutilized vehicles. | The fleet growth is in line with the City's operational need. Policies and procedures are followed and the use of a car share service to replace underutilized carpool vehicles is underway for potential cost savings or cost avoidance. |
| 5. Employee Carpool Program | The review looked into the cost benefit and the effective and | The review confirmed the need to continue the Employee |

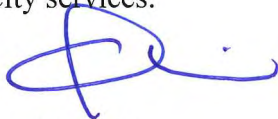
| | | |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Review | efficient use of City vehicles under the existing Employee Carpool Program which was introduced in 1996. | Carpool Program in support of regional transportation strategies. An adjustment was made to the employee user fee schedule to ensure the economic viability of the program. |
| 6. Grounds Maintenance Agreement Review | The need for the review was identified in the course of the Parks Department operational service level review. The arrangement with the Richmond School District (RSD) involves the City assuming all costs related to grounds maintenance at school sites while the RSD shoulders all direct costs for the block booking of schools (particularly gymnasiums) for community use. | The review confirmed the benefits of the long standing arrangement with the RSD. Parks staff will update the agreement with the RSD, establish clear levels of service, validate grounds maintenance cost information to make certain that costs are aligned with the level of service, and ensure accurate asset information on school sites. |
| 7. Intergovernmental Relations vs. Protocol Function | The operational review of the Intergovernmental Relations and Protocol (IGRP) Section identified the need to focus attention on intergovernmental relations functions vs. protocol activities. | The IGRP Section has facilitated receipt of approximately \$25 million in grants. In addition, the focus of intergovernmental relations enabled the City to make progress on issues that involve provincial/federal government collaboration. |

Financial Impact

Budget reduction is not an explicit mandate of the COSLR Program. Any cost savings/avoidance as a result of more efficient and effective delivery of services is reallocated to advance the City's corporate initiatives and Council Term Goals.

Conclusion

Staff will continue to implement the COSLR Program as directed by the Corporate Administration to achieve continuous improvement and increase efficiency and effectiveness of City services.



Cecilia Achiam
Director, Administration and Compliance
(604-276-4122)

- Att. 1: Proposed Service Level Review and Target Schedule
2: Service Level Review Progress Reports

Service Level Review (SLR) Update and Target Schedule

Service Level Review Goals:

- Review operational activities for efficient, effective, and appropriate use of resources;
- Identify process improvement and resource reallocation that can increase efficient and effective service delivery; and
- Identify operational performance indicators and link key metrics to corporate performance measurements to track progress into the future.

By the end of the 2nd Quarter of 2017, 78 of 86 (or 91%) Departments/Sections/Work Units would have undergone a service review.

August 2012 to September 2016:

40 Reviews Completed¹
(47% of 86 Work Units)

| No. of Departments/ Sections/ Work Units | Division | Department/Work Unit | Service Level Review Completion Status | SLR Task Completion Status |
|------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------|
| 1 | Law & Community Safety | Community Bylaws | Completed | Finalized |
| 5 | Finance & Corporate Services | Information Technology <ul style="list-style-type: none"> • IT Administration • Business & Enterprise Systems • Infrastructure Services • GIS & Database Services • Customer Service Delivery | Completed | Finalized |
| 1 | CAO' Office | Intergovernmental Relations & Protocol Unit | Completed | In Progress |
| 3 | Finance & Corporate Services | City Clerk's Office <ul style="list-style-type: none"> • Operations/Legislative Services • Records & Information • Richmond Archives | Completed | In Progress |
| 3 | Planning & Development | Transportation <ul style="list-style-type: none"> • Transportation Planning • Traffic Operations | Completed | In Progress |

¹ Completed = SLR recommendations formulated and reviewed by the Finance, Cost Control and Efficiency (FCCE) Sub-Committee of the Senior Management Team and the Chief Administrative Officer (CAO)

| No. of Departments/ Sections/ Work Units | Division | Department/Work Unit | Service Level Review Completion Status | SLR Task Completion Status |
|------------------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------|
| | | <ul style="list-style-type: none"> Traffic Signal Systems | | |
| 1 | Finance & Corporate Services | Administration and Compliance – Economic Development | Completed | Finalized |
| 1 | Law & Community Safety | Emergency Programs | Completed | In Progress |
| 4 | Deputy CAO | Human Resources <ul style="list-style-type: none"> Training & Development Employee & Labour Relations Compensation, Job Evaluation & Recognition Workplace, Health, Safety & Wellness | Completed | In Progress |
| 4 | Community Services | Parks <ul style="list-style-type: none"> Parks Operations Parks Programs Britannia Parks Planning & Design | Completed | In Progress |
| 1 | Finance & Corporate Services | Administration and Compliance – Business Licences | Completed | In Progress |
| 1 | Finance & Corporate Services | Administration and Compliance –Customer Service | Completed | In Progress |
| 6 | Community Services | Community Social Development | Completed | In Progress |
| 5 | Community Services | Recreation and Sport Services | Completed | In Progress |
| 4 | Community Services | Arts, Culture, Heritage, Major Events and Film | Completed | In Progress |
| 40 | | | | |

17 Reviews Completed by Corporate Service Review Team

| No. of Departments/ Sections/Work Units | Division | Department/Work Unit | Status |
|------------------------------------------------------------|------------------------------|-------------------------------------------------------------------------------|-----------------------------|
| 1 | Engineering and Public Works | Roads and Construction Services | Pending FCCE Review |
| 1 | Engineering and Public Works | Sewerage and Drainage | Pending FCCE Review |
| 1 | Engineering and Public Works | Water Services | Pending FCCE Review |
| 2 | Engineering and Public Works | Fleet Operations and Environmental Programs | Pending FCCE Review |
| 1 | Engineering and Public Works | Public Works Administration | Pending FCCE Review |
| 1 | Engineering and Public Works | Health and Safety Programs | Pending FCCE Review |
| 3 | Engineering and Public Works | Sustainability (District Energy, Community and Corporate Energy, Environment) | Recommendations in Progress |
| 1 | Engineering and Public Works | Engineering-Planning | Recommendations in Progress |
| 1 | Engineering and Public Works | Engineering-Design and Construction | Recommendations in Progress |
| 1 | Engineering and Public Works | Capital Buildings Project Development | Recommendations in Progress |
| 1 | Law and Community Safety | Legal Services | Recommendations in Progress |
| 3 | Law and Community Safety | Richmond Fire-Rescue | Recommendations in Progress |
| 17 | | | |

Revised Service Level Review (SLR) Schedule October 2016 - June 2017 (subject to change):

| No. of Work Units | Division | Work Unit | Target Completion Date |
|-------------------|--------------------------------|--------------------------------------------------------|------------------------|
| 2016 | | | |
| 1 | Finance and Corporate Services | Financial Reporting | Q 4 - 2016 |
| 1 | Finance and Corporate Services | Financial Planning & Analysis | Review underway |
| 1 | Finance and Corporate Services | Revenue/Taxes | Q 4 - 2016 |
| 1 | Finance and Corporate Services | Purchasing/Stores | Q 4 - 2016 |
| 1 | Finance and Corporate Services | Treasury & Financial Services | Review underway |
| 1 | Finance and Corporate Services | Finance Systems | Q 4 - 2016 |
| 1 | Finance and Corporate Services | Payroll | Q 4 - 2016 |
| 1 | Finance and Corporate Services | Finance Administration | Q 4 - 2016 |
| 1 | Finance and Corporate Services | Real Estate Services | Q 4 - 2016 |
| 9 | | | |
| 2017 | | | |
| 1 | Finance and Corporate Services | Administration & Compliance-Business Advisory Services | Q 1 - 2017 |
| 1 | Finance and Corporate Services | Administration & Compliance-Risk Management | Q 1 - 2017 |
| 1 | Finance and Corporate Services | Administration & Compliance-Corporate Partnerships | Q 1 - 2017 |
| 1 | Finance and Corporate Services | Administration & Compliance-Corporate Compliance | Q 1 - 2017 |
| 1 | Finance and Corporate Services | Administration & Compliance-Performance Measurement | Q 1 - 2017 |
| 1 | Law & Community Safety | Law & Community Safety Administration | Q 1 - 2017 |
| 1 | Planning & Development | Development Applications-Developments | Q 2 - 2017 |
| 1 | Planning & Development | Policy Planning | Q 2 - 2017 |
| 3 | Planning & Development | Building Approvals | Q 2 - 2017 |
| 1 | Planning & Development | Planning & Development - Administration | Q 2 - 2017 |
| 12 | | | |

SERVICE LEVEL REVIEW PROGRESS REPORT October 2016

Recreation and Sport Department Community Services Division

| MANDATE |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| To provide exceptional recreation, sport and wellness opportunities to Richmond's residents and visitors at community centres (9), arenas (2), aquatic centres (2) and sport fields across the City. The Department also leads strategic planning, marketing and communications and administration for the Community Services Division. |

| COUNCIL TERM GOALS AND TYPE OF SERVICE |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Recreation and Sport Services contributes to the achievement of all of Council's Term Goals. Recreation and Sport Services most closely aligns with Council Term Goal (2014-2018) #2: A Vibrant, Active, and Connected City: To weave together a strong community fabric of programs, services and infrastructure that result in a healthy, vibrant, and sustainable City. Council-approved Sport for Life Strategy, Community Wellness Strategy, Youth Strategy, Older Adults Strategy, Sport Hosting Strategy and Major Events Plan are all achieved through the work of the Rec and Sport department. Type of Service: Traditional and Discretionary |

| FUNCTIONAL AREAS | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Department is divided into the following sections: Administration, Programs and Projects, Community Recreation, Aquatic Services, Arena Services, Fitness and Wellness Services, and Sport and Community Events. | |
| 1. Administration <i>Internal City Administration and Logistics</i> <ul style="list-style-type: none">• Provide administrative support for cultural events, to the Film Office, and for the City grant programs¹• Administer Diversity Services applications• Provide general administrative support for Working Poor Christmas Fund Program• General administrative support for an exempt team of 16 people in Community Services including report and memo reviewing, editing and circulation; meeting scheduling and management and support for division-wide communication <i>City Payments and Spending</i> | 2. Planning and Development <i>Development of City Programs, Services, and Events</i> <ul style="list-style-type: none">• Oversee the preparation of annual budgets• Program planning for annual program delivery• Event plans for ongoing (e.g. at Community Centres) and special events (e.g. Remembrance Day)• Stakeholder engagement for review of programs or services <i>Planning, Policy, Bylaws and Studies</i> <ul style="list-style-type: none">• Lead strategic planning and policy development for the Division including development of work plans, assigning of resources, research and stakeholder |

¹ Programs include Child Care, Parks, Recreation & Community Events, Health, Social & Safety, Arts & Culture

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Offer general administrative financial support • Approve and provide for the payment of invoices • Allocation and payment of City grants <p>City Revenue Management</p> <ul style="list-style-type: none"> • Provide for the allocation, invoicing and fee collection associated with the use of City and School District playing fields, picnic grounds and parks <p>Procurement</p> <ul style="list-style-type: none"> • Drafting of RFPs, RFQs, etc. • Evaluation of bids and proposals • Awarding of contracts <p>Management of City Staff</p> <ul style="list-style-type: none"> • Performance Reviews • Onboarding and offboarding of new staff • Team building sessions | <p>engagement</p> <ul style="list-style-type: none"> • Lead research and planning for the Division including data collection and analysis and award submissions • Contribute to the development of the OCP and associated area plans • Commission feasibility studies for capital projects • Incorporate facility needs into the Official Community Plan, minor capital improvement plans, and five-year capital budgets • Develop the divisional marketing and communication plans • Capital submissions |
| <p>3. Implementation and Management</p> <p>Delivery of City Programs, Services, and Events</p> <ul style="list-style-type: none"> • Engage in activities related to the operations of community centres, arenas, aquatic centres and sports fields • Coordinate volunteer development • Coordinate fitness and wellness programming • Provide leadership, approval and coordination of all community events and festivals held on City property • Coordinate and produce Parks, Recreation and Culture Guides (3X/year) • Oversee the Parks and Recreation website content • Produce marketing and communication materials • On an ongoing basis, review and manage budgets including for sport and community events as well as capital projects with analyses of expenditure trends (monthly and year end) • Liaise with Corporate Communication <p>Operation, Management and Maintenance of Assets and Infrastructure</p> <ul style="list-style-type: none"> • Provide for website and Intranet updates | <p>4. Service Requests and Support</p> <p>Internal Service Requests</p> <ul style="list-style-type: none"> • Manage the registration call centre • Provide technical expertise on the design of City sports facilities and festival venues • Respond to Council requests • Respond to requests of other departments for input or advice • Participation in standing and ad-hoc committees • Reviewing and, if appropriate, concurring on reports <p>Community and Stakeholder Service Requests</p> <ul style="list-style-type: none"> • Schedule, book and manage rentals <p>Dispute Resolution</p> <ul style="list-style-type: none"> • Respond to customer service complaints including meeting directly with customer if necessary <p>Capacity Building and Advisory Support</p> <ul style="list-style-type: none"> • Providing education sessions across the division on research and program evaluation • Hosting informational open houses on major projects • Publishing reports and presenting at industry-related events i.e. Canadian Sport |

Service Level Review Progress Report
October 2016

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| <p>and maintenance</p> <ul style="list-style-type: none"> • Oversee the cleaning and maintenance of community services facilities <p>Partnerships and Collaborations</p> <ul style="list-style-type: none"> • Implement agreements with various community partner agencies • Attend regular board meetings and provide monthly reports to partner agencies • Liaise with community associations | for Life Summit |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|

| PROGRESS REPORT | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ASSIGNED TASKS | COMPLETED, IN PROGRESS, or NOT STARTED | ACTIONS TAKEN/BEING UNDERTAKEN AND SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Ensure all operating agreements with community associations are in place. | In Progress | <ul style="list-style-type: none"> • This will help improve the efficient operation of facilities as roles and responsibilities will be clarified and also help alleviate any issues related to liability/risk management. |
| 2. Conduct best practices on direct communication with customers for improved delivery of recreation services. | In Progress | <ul style="list-style-type: none"> • Development of marketing strategy underway. • A new marketing plan may drive increased revenue through additional participation of customers in recreation programs. |
| 3. Develop an implementation plan and measurable performance targets and timeline, in conjunction with the Community Social Development Department, community association partners and stakeholders, for the delivery of efficient services to seniors/older adults to meet the Seniors Strategy. | In Progress | <ul style="list-style-type: none"> • Recreation and Sport is working with Community Social Development on the delivery of actions to meet the objectives of the Seniors Strategy. The development of a plan to track implementation is underway. • Better coordination of the delivery of senior services between the City and Community Association will improve the efficient delivery of service and may be a factor in cost avoidance. |

Service Level Review Progress Report
October 2016

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4. Develop an implementation plan and measurable performance targets and timeline, in conjunction with the Recreation and Sport Department, community association partners and stakeholders, for the delivery of efficient services to youths to meet the Youth Strategy.</p> | <p>In Progress</p> | <ul style="list-style-type: none"> • Recreation and Sport is working with Community Social Development on the delivery of actions to meet the objectives of the Youth Strategy. The development of a plan to track implementation is underway. • Better coordination of the delivery of youth services between the City and Community Association will improve the efficient delivery of service and may be a factor in cost avoidance. |
| <p>5. Develop a standard protocol with other Departments within the Division with respect to the management of caretaker contracts.</p> | <p>In Progress</p> | <ul style="list-style-type: none"> • An initial review of the caretaker program has been undertaken. The review identified opportunities for improvement. Improvement ideas are being addressed. • How effectively and efficiently the caretaker contracts are being managed will help ensure the City's requirements are consistent. |
| <p>6. Analyze the hours of operation of recreational facilities (i.e. Arenas/Aquatics) and community centres vis-à-vis facility use/attendance.</p> | <p>In Progress</p> | <ul style="list-style-type: none"> • A regular review of the hours of operation will provide empirical data on the optimum schedule of community facilities to provide customers with a high level of service without increasing the budget. |
| <p>7. Continue with the collection and analysis of program or service-related information on a consistent basis and develop performance targets and measures to evaluate on-going program/service performance.</p> | <p>In Progress</p> | <ul style="list-style-type: none"> • The regular analysis of statistical data on recreation programs and services will help to support modifications to these programs/services to respond to evolving needs of the community. • The development of performance targets and measures will enhance accountability. |

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| 8. Develop performance targets and measures to monitoring progress/success in the implementation of strategies/plans. | Not Started | |
| 9. Implement improvement ideas which were identified through the mapping of an accounts receivable process to manage outstanding fees from customers. | In Progress | <ul style="list-style-type: none"> • Preventative measures and follow-up procedures are being followed more consistently to ensure minimal or no outstanding fees from customers. • The efficient management of outstanding fees will help alleviate additional work by City and Community Association staff. |
| 10. Continue with the mapping of other business processes in the Department to assist with the identification of continuous improvement ideas. | Not Started | |

**Arts, Culture, Heritage, Major Events and Film Services Department
Community Services Division**

| MANDATE |
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| <p>Working in partnership with local artists, cultural and heritage organizations and local residents to help sustain and develop cultural and artistic heritage, traditions, skills, individual expression and building a City that is a vibrant tourist destination where culture contributes to a thriving diverse economy</p> <p>Create an environment and culture in the City that ensures arts, heritage, culture, and events play a strong role in place making, community building, tourism and economic development. Through programs and exhibits, festivals and events, and public art, the Department fosters a thriving, resilient, diverse and creative community where citizens are engaged and have a strong sense of identity and clear sense of the attributes that make it unique</p> |

| COUNCIL TERM GOALS AND TYPE OF SERVICE |
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| <ul style="list-style-type: none"> • Council Term Goal (2014-2018) #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. • Type of Service: Discretionary |

| FUNCTIONAL AREAS | |
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| The Department is divided into the following sections: Art Services, Community Cultural Development, Museum and Heritage Services, and Major Events and Film. | |
| <p>1. Administration</p> <p>Management of City Records</p> <ul style="list-style-type: none"> • Maintain participant registration records • Manage and maintain databases (e.g. art collection, artefact collection, public art, inquiries/complaints) <p>City Revenue Management</p> <ul style="list-style-type: none"> • Fundraise for gallery exhibitions and programming • Manage filming and program revenue • Fundraise or seek external grant funding for programs and events <p>Procurement</p> <ul style="list-style-type: none"> • Prepare procurement documents (e.g. Request for Proposal, Call for Artists, | <p>2. Planning and Development</p> <p>Development Of City Programs, Services and Events</p> <ul style="list-style-type: none"> • Assess and determine events, tours, exhibitions, programs, and festivals • Assess revisions to existing strategies, policies, service plans, programs • Oversee all aspects of planning for events, exhibitions, and festivals • Design programs and services to ensure the City meets the needs of Richmond's diverse communities • Develop all communication, marketing, promotional², and media messaging materials • Support community events through the provision of supplies, labour, recruitment |

² Include flyers, posters, news releases and advertising

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| <p>Expression of Interest, exhibition programming, etc.)</p> <ul style="list-style-type: none"> • Evaluate submissions and award to appropriate vendor <p>Management of City Staff</p> <ul style="list-style-type: none"> • Provide for ongoing staff leadership and management | <p>and the coordination of artists</p> <p>Planning, Policy, Bylaws and Studies</p> <ul style="list-style-type: none"> • Conduct strategic and organizational planning to set the directions for the department, and ensuring alignment with corporate strategic goals as well as describing the actions and initiatives contributing to Council Term Goals • Conduct periodic research and perform needs assessment, identify issues/gaps, etc. • Review best practices across other jurisdictions • Assess and determine consultation and engagement activities • Develop new procedures and policies • Prepare submissions for awards • Assess and determine need for external service/consultant support <p>Development and Construction of Assets and Infrastructure</p> <ul style="list-style-type: none"> • Analyze City facilities, resources, spaces, and parks for artistic activity and advancement • Work with developers for amenity space and housing for artists • Oversee implementation of ongoing well-being of public art infrastructure |
| <p>3. Implementation and Management</p> <p>Delivery of City Program, Services and Events</p> <ul style="list-style-type: none"> • Oversee the implementation and management of: policies, strategic procedures, special events (seasonal and annual), community events, the school art program, grant programs, the public art program, the Arts Community forum, gallery tours, and community networking events • Provide registration services, handle information enquiries, process payments and receipts, and manage a telephone switchboard • Implement consultation and engagement activities with external and internal stakeholders • Collect and evaluate program feedback • Manage contracts, agreements with third | <p>4. Service Requests and Support</p> <p>Community and Stakeholder Service Requests</p> <ul style="list-style-type: none"> • Receive and provide responses and referrals (if required) to inquiries and complaints (from front desk, phone, email, and letters) • Provide mentorship and facilitation for external community-run events and exhibitions delivery <p>Internal Service Requests</p> <ul style="list-style-type: none"> • Provide curatorial, creative and heritage conservation expertise (as needed or requested) to other City departments and the Oval • Provide expertise on events • Contribute to multiple corporate and city-wide initiatives and projects |

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| <p>party contractors, external and community organizations, instructors, artists, film production companies, etc.</p> <p>Operation, Management and Maintenance of Assets and Infrastructure</p> <ul style="list-style-type: none"> • Manage facility rentals • Oversee the operations of the Arts Centre, Art Gallery, Cultural Centre, Richmond Museum, and heritage facilities³ • Manage the City collections, artifacts, storage facility, and art infrastructure • Provide for the conservation of heritage monuments such as the Cenotaph, the restoration of heritage assets such as the tram and heritage buildings along with interpretation programs <p>Partnerships and Collaborations</p> <ul style="list-style-type: none"> • Liaise with granting organizations, sponsors, donors, various partner agencies, and other government agencies (e.g., Canada Council for the Arts, BC Arts Council and the City of Vancouver) • Provide for the oversight of relationships with community partners and groups in Richmond, as well as art groups outside of the region • Richmond Olympic Experience Project • Manage relationships and work with community partners including Resident Art Groups | <p>Capacity Building and Advisory Support</p> <ul style="list-style-type: none"> • Build and develop partners with the arts community, community organizations, as well as other levels of government, agencies, institutions and businesses • Engage in relationship building in the community |
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| ASSIGNED TASKS | COMPLETED, IN PROGRESS or NOT STARTED | ACTIONS TAKEN/BEING UNDERTAKEN AND SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Review and update cultural development programs to ensure they align with the Arts Strategy and | In Progress | <ul style="list-style-type: none"> • The review will help identify opportunities for the efficient management of programs that |

³ Facilities and properties include: Arts Centre, Art Truck, Media Lab (new in 2011), Rooftop Garden at the Cultural Centre (new in 2011), Performance Hall, Art Gallery (in conjunction with the Rmd Art Gallery Association), Steveston Interurban Tram and Tram Building, Museum (in conjunction with the Rmd Museum Society), Cultural Centre, London Heritage Farm (in conjunction with the London Farm Society), Steveston Museum and Japanese Building (in conjunction with the Steveston Historical Society), Minoru Chapel (in conjunction with third party operator), Heritage projects, and Branscombe House.

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| the existing budget for this area. | | operate within their budget. |
| 2. Analyze the existing artefact collection to determine the need for an additional storage area or an amalgamation of storage requirements. | Not Started | <ul style="list-style-type: none"> This analysis is a prudent first step for possible cost savings/cost avoidance, minimize risk to the City and achieve long-term efficiencies. |
| 3. Complete a comprehensive City heritage inventory and review alternative methods to management of inventory sites. | Not Started | <ul style="list-style-type: none"> The inventory and review is an important first step for possible cost savings/cost avoidance, minimize risk to the City and achieve long-term efficiencies. |
| 4. Ensure all operating agreements with key partners are in place. | In Progress | <ul style="list-style-type: none"> This will help improve the efficient operation of facilities as roles and responsibilities will be clarified and also help alleviate any issues related to liability/risk management. |
| 5. Continue to develop performance targets and measures to monitor progress and demonstrate value in the implementation of strategies/plans. | In Progress | <ul style="list-style-type: none"> The development of performance targets and measures will enhance accountability. |
| 6. Implement improvement ideas which were identified through the mapping of a public art process. | In Progress | <ul style="list-style-type: none"> Implementation of these ideas will enhance customer service and efficiency. |
| 7. Continue with the mapping of other business processes in the Department to assist with the identification of continuous improvement ideas. | Not Started | <ul style="list-style-type: none"> The review of business processes will identify opportunities for improvement and help enhance customer service in the long run. |

**Intergovernmental Relations and Protocol Unit
CAO's Office**

| MANDATE | | |
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| Responsible for liaising with other governmental organizations on issues of mutual concern, as well as facilitating financial and other support from those organizations for City and community initiatives; and, manages protocol activities between the City and senior governments, and the international diplomatic community. | | |
| TYPE(S) OF SERVICE | | |
| <input type="checkbox"/> Mandatory | <input type="checkbox"/> Traditional | <input checked="" type="checkbox"/> Discretionary |
| COUNCIL TERM GOAL(S) 2014-2018 | | |
| Council Term Goal #5: Partnerships and Collaboration: Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community. | | |

| PROGRESS REPORT | | |
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| ASSIGNED TASKS | COMPLETED OR IN PROGRESS | ACTIONS TAKEN/BEING UNDERTAKEN AND SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Realign reporting of the IGR and PU Unit to Corporate Planning who oversees the Corporate Communications Unit; and 2. Develop IGR strategy and business plan. | Completed | <ul style="list-style-type: none"> Improved synergy between the two Work Units Enhanced service delivery on various initiatives |
| 3. Review the corporate protocol function. | Completed | <ul style="list-style-type: none"> Updated service level with an increased focus on intergovernmental relations vs. protocol functions. |
| 4. Review the Grants Application/Submission process and database system. | Completed | <ul style="list-style-type: none"> Streamlined Grants Application/Submission process The increased focus on grant applications/submission has helped facilitate receipt of approximately \$25 million in grants. |
| 5. Review the Awards | Completed | <ul style="list-style-type: none"> Streamlined Awards |

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| Application/Submission process and database system. | | <p>Application/Submission process.</p> <ul style="list-style-type: none"> Developed Corporate Awards Strategy |
| 6. Review and update the Intergovernmental Relations database. | Completed | <ul style="list-style-type: none"> Improved internal customer service |
| 7. Realign administrative support services on protocol-related matters. | In Progress | <ul style="list-style-type: none"> Protocol is a specialized field that details correct conduct and official procedures to be followed in formal/official interactions. The transfer of knowledge across the organization on protocol-related matters was achieved by creating a Protocol Manual as a guide to assist staff with protocol-related matters. Advisory services are provided by the Manager of Intergovernmental Relations and Protocol on an as-needed basis only. |

**City Clerk's Office
Finance and Corporate Services Division**

| MANDATE | | |
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| Responsible for providing secretariat services to City Council and its Committees; preservation of all Council, Committee and City records; organizing and conducting City elections; and oversees requests related to the Freedom of Information and Protection of Privacy legislation | | |
| TYPE(S) OF SERVICE | | |
| <input checked="" type="checkbox"/> Mandatory | <input checked="" type="checkbox"/> Traditional | <input type="checkbox"/> Discretionary |
| COUNCIL TERM GOAL(S) 2014-2018 | | |
| Council 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 | | |

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| ASSIGNED TASKS | COMPLETED or IN PROGRESS | ACTIONS TAKEN/BEING UNDERTAKEN AND SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Pursue technology-related initiatives: 1.1. web-streaming of Council meetings 1.2. electronic format for responses to Freedom of Information and Protection of Privacy (FIPPA) requests 1.3. reviewed and upgraded the bylaws administration system 1.4. Internal routing to staff of Mayor and Councillors correspondence should be done electronically (vs. paper based system). | Completed | <ul style="list-style-type: none"> Improved customer service Streamlined work processes |
| 2. Review election-related requirements (i.e. staffing, funding allocation) and develop Richmond Election app. | Completed | <ul style="list-style-type: none"> Improved administration of 2014 Local Election through assembly of dedicated election team Election App created |
| 3. Develop internal procedures for FIPPA-related services. | Completed | <ul style="list-style-type: none"> 18 efficiencies put into action with respect to the processing of FIPPA requests |
| 4. Review staffing structure/allocation of staff | Completed | <ul style="list-style-type: none"> Improved service delivery to |

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| resources. | | <p>Council and Committees</p> <ul style="list-style-type: none"> Streamlined administrative functions |
| 5. Explore an external review of Richmond's business operation and service level amongst similar-sized local municipalities. | In Progress | <ul style="list-style-type: none"> Exploring appropriate consultants |
| 6. Review additional technology-related initiatives. | In Progress | <ul style="list-style-type: none"> Examining new ways of communicating information to the public while meeting the City's statutory responsibilities Research continuing into the workflow management of Council and Committee reports for improved operational efficiency |
| 7. Review the management of the Civic Appreciation Event. | In Progress | <ul style="list-style-type: none"> Procedures and processes for management of the Event were documented in preparation for 2016 Civic Appreciation Event. Should the responsibility for managing the Event be transferred to another department/section, the documentation will serve as a useful guide. |
| 8. Review additional FIPPA-related initiatives. | In Progress | <ul style="list-style-type: none"> The City has established formalized processes and procedures for processing FIPPA requests. Draft procedures have been written and will be finalized shortly. These measures will help ensure the efficient processing of FIPPA requests and compliance with FIPPA requirements. New intranet page re: requirement for Privacy Impact Assessments has been completed and will be posted for all staff to reference. |

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| 9. Review future election-related capital requirements. | In Progress | <ul style="list-style-type: none"> The City Clerk's Office has joined an on-line election list-serve comprised of Election Officials from around the Lower Mainland and is closely monitoring the regional discussions which have been taking place. Many of the municipalities are discussing the requirements for electronic voting lists as well as voting machines. |
| 10. Develop appropriate service-related statistics, performance metrics and benchmarking information. | In Progress | <ul style="list-style-type: none"> Initial list of service-related statistics and performance metrics developed and under further review The collection of service data and development of performance metrics will enhance accountability. |
| 11. Develop a strategy on the long-term preservation of digital information. | In Progress | <ul style="list-style-type: none"> Preservation of thousands of bylaws is currently taking place at the Archives. Other preservation strategies are regularly being worked on as a part of the City Clerk's Office records and archives program (e.g. management of memos to Council). |

**Transportation Department
Planning and Development Division**

| MANDATE | | |
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| Responsible for establishing the planning and design policies that help shape the transportation system of the City. These policies include the planning and functional design of the City's transportation infrastructure of roads, bicycle lanes, sidewalks, crosswalks, and transit amenities, as well as traffic operation controls such as traffic signals and signage, on-street parking, traffic calming measures, and development access | | |
| TYPE(S) OF SERVICE | | |
| <input checked="" type="checkbox"/> Mandatory | <input checked="" type="checkbox"/> Traditional | <input type="checkbox"/> Discretionary |
| COUNCIL TERM GOAL(S) 2014-2018 | | |
| Council Term Goals (depending on the initiative): All Council Term Goals, except for Goal #7 | | |

| PROGRESS REPORT | | |
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| ASSIGNED TASKS | COMPLETED or IN PROGRESS | ACTIONS TAKEN/BEING UNDERTAKEN AND SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Review staff resources involved in a variety of review processes (e.g. small and simple development permit applications, servicing drawings). | Completed | <ul style="list-style-type: none"> Improved internal and external customer service Streamlined work processes |
| 2. Submit a capital request for side-mounted radar technology (used for traffic speed studies). | Completed | <ul style="list-style-type: none"> Improved work safety Improved work efficiency |
| 3. Submit a capital request for intelligent management system (i.e. for real-time information to commuters). | Completed | <ul style="list-style-type: none"> Improved external customer service |
| 4. Document processes and procedure protocols in the Traffic Signal Systems Section. | In Progress | <ul style="list-style-type: none"> Master document outlining processes and procedures has been started with an anticipated completion by December 2016. Development of these protocols will help ensure the efficient operation of the City's Traffic Signal Systems, contributes to succession planning, and is a cost avoidance measure. |

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| <p>5. Prepare a detailed post-disaster recovery plan for traffic management once the Traffic Signals Systems Section is relocated to its permanent location.</p> | <p>In Progress</p> | <ul style="list-style-type: none"> • A draft of the post-disaster recovery plan and high-level functional design of the back-up facility for emergency Traffic Management Centre functions at the Works Yard have been completed. • The detailed functional design for a duplicate backup system is underway. • A future capital submission to meet the requirements of a duplicate back up system is anticipated. • This will help to ensure that the City has a traffic management plan in place in the event of a disaster. |
| <p>6. Review Transportation's performance metrics against the corporate performance measurement framework.</p> | <p>Completed</p> | <ul style="list-style-type: none"> • Performance metrics have been completed on the following: Cycling Network Program, Traffic Operations/Signal Service Request Work Orders and Transit Shelter Program, as pilot projects. • Performance metrics will help to enhance accountability. |
| <p>7. Review the existing Commuter Carpool Program.</p> | <p>Completed</p> | <ul style="list-style-type: none"> • There is continued endorsement of the Program to support regional transportation strategies. • An adjustment has been made to the employee user fees to ensure continued economic viability of the Program. |

**Economic Development Section
Administration and Compliance Department
Finance and Corporate Services Division**

| MANDATE | | |
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| To strategically grow Richmond's business and employment base and ensure the City maintains a competitive business environment | | |
| TYPE(S) OF SERVICE | | |
| <input type="checkbox"/> Mandatory | <input type="checkbox"/> Traditional | <input checked="" type="checkbox"/> Discretionary |
| COUNCIL TERM GOAL(S) 2014-2018 | | |
| <p>Council Term Goal #7: Strong Financial Stewardship: Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability</p> <p>Council Term Goal #8: Supportive Economic Development Environment: Review, develop and implement plans, policies, programs and practices to increase business and visitor appeal and promote local economic growth and resiliency</p> | | |
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| ASSIGNED TASKS | COMPLETED or IN PROGRESS | ACTIONS TAKEN/BEING UNDERTAKEN AND SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Review working relationships and agreements with the City's external partners. | Completed | <ul style="list-style-type: none"> Concluded an external partner agreement that was no longer providing good value for service There were savings to the City as a result of the conclusion of the agreement which were redirected to other operational needs. |
| 2. Clarify roles and responsibilities of staff liaisons (i.e. Economic Development and Intergovernmental Relations) to various external partners. | Completed | <ul style="list-style-type: none"> Streamlined working relationship with external partners |
| 3. Develop performance measurements and report out to Council and on the Economic Development website. | Completed | <ul style="list-style-type: none"> Section outcomes consistently measured and reported out for accountability |

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| 4. Integrate Economic Development digital methods with the City's Corporate Digital Strategy. | Completed | <ul style="list-style-type: none">The businessinrichmond.ca economic development brand, portal and social media channels have been integrated with the City's digital and social media channels and aligned with the City's Digital Strategy goal to continuously improve customer service by serving the business customer. |
| 5. Work with IT to ensure database on key business statistics is appropriately maintained and integrated into the City's Corporate Digital Strategy is relocated to its permanent location. | Completed | <ul style="list-style-type: none">Database on key business statistics has been created, and indicators have been tracked since 2010. Current statistics and trends are integrated in the City's economic development portal. |

**Emergency Programs
Law and Community Safety Division**

| MANDATE | | |
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| Responsible for providing services to ensure the protection of life, public infrastructure, private property and the environment in the event of an emergency or disaster situation | | |
| TYPE(S) OF SERVICE | | |
| <input checked="" type="checkbox"/> Mandatory | <input checked="" type="checkbox"/> Traditional | <input type="checkbox"/> Discretionary |
| COUNCIL TERM GOAL(S) 2014-2018 | | |
| Council Term Goal #1: A Safe Community: Maintain emphasis on community safety to ensure Richmond continues to be a safe community | | |

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| ASSIGNED TASKS | COMPLETED or IN PROGRESS | ACTIONS TAKEN/BEING UNDERTAKEN AND SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Complete project deliverables for the Emergency Notification System and develop a maintenance program to stay current after project delivery. | Completed/Ongoing (for maintenance component) | <ul style="list-style-type: none"> The Emergency Notification System has been operational since May 2015. Maintenance program is in place and continues to be refined with support from the City's IT Department. |
| 2. Clearly define the mandate of the Emergency Programs Department and articulate the service levels for each of the Emergency Programs' four pillars: mitigation, preparedness, response, and recovery. | Completed | <ul style="list-style-type: none"> Emergency Programs has refined its mandate to focus on Planning for Emergencies. This is supported by (a) continuing staff development and training; and, (b) ongoing community awareness and preparedness activities. |
| 3. Establish measureable outcomes for programs and projects to ensure efficient and effective use of staff resources. | In Progress | <p>Measurable outcomes include assurance that the City's emergency-related Plans are up-to-date to ensure compliance with bylaws and regulations.</p> <ul style="list-style-type: none"> By the end of 2016, the 7 Emergency Plans and 1 |

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| | | <p>Bylaw will have been updated.</p> <ul style="list-style-type: none"> Beginning in 2017, the 8 documents will be updated on a 4-year cycle. In the event a Plan is activated, staff are committed to revisit the Plan immediately to leverage lessons learned from the activation. <p>Measurable outcomes with respect to community awareness and preparedness activities are under development to enhance accountability.</p> |
| <p>4. Work with IT to pursue the following technology-related initiatives that will improve emergency response and help staff/volunteers work more effectively and efficiently:</p> <p>4.1. Explore having key emergency-related documents available in real time for use by staff/volunteers in the field.</p> <p>4.2. Ensure that the development of GIS spatial layer for individual units in multi-family developments meets corporate GIS standards, are kept current and made available for use by other City Departments with proper privacy protocol.</p> <p>4.3. Prepare a business case for the acquisition of emergency management software.</p> | In Progress | <ul style="list-style-type: none"> A vendor agreement for the web-based Emergency Management Information System (EMIS) is imminent. The GIS spatial layer will be developed once the contract is awarded. |
| <p>5. Plan to accommodate the Emergency Operation Centre (EOC) in a building built to post-disaster standards.</p> | Completed | <ul style="list-style-type: none"> The Emergency Operations Centre will be located in the new Fire Hall #3 building. |
| <p>6. Review the current complement of key liaisons/coordinators in the event of an emergency.</p> | Completed | <ul style="list-style-type: none"> Review undertaken. Plans and documents have been updated to include the staff names of key City liaisons/coordinators in the event of an emergency, to |

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| | | ensure a streamlined operation. |
| 7. Develop options to ensure accessibility of emergency supplies post-disaster. | In Progress | <ul style="list-style-type: none">• A capital budget request for 2017 will be submitted for: a large storage facility, and containers at each of the City's buildings and cabinets on each floor in City Hall to contain emergency equipment and supplies for staff. |

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**Human Resources
Deputy CAO's Office**

| MANDATE | | |
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| Provide innovative and progressive HR leadership in a manner that positively influences the engagement, development, and productivity of our people, contributes to the creation of our desired organizational culture of high performance and excellence, and, as a result, contributes to achieving the corporate vision, mission, values, and priorities | | |
| TYPE(S) OF SERVICE | | |
| <input checked="" type="checkbox"/> Mandatory | <input checked="" type="checkbox"/> Traditional | <input type="checkbox"/> Discretionary |
| COUNCIL TERM GOAL(S) 2014-2018 | | |
| N/A | | |

| PROGRESS REPORT | | |
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| ASSIGNED TASKS | COMPLETED or IN PROGRESS | ACTIONS TAKEN/BEING UNDERTAKEN AND SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Conduct an overall assessment of HR's current technology systems, with the assistance of IT or a qualified third party, to identify gaps in system requirements to improve delivery of HR services. | Completed | <ul style="list-style-type: none"> Assessment of business processes and requirements completed as well as business case for capital funding Awaiting PeopleSoft system upgrade for 2016 |
| 2. Analyze HR's business processes to ensure effective delivery of HR services. | Completed | <ul style="list-style-type: none"> Streamlined HR work flows |
| 3. The Manager, People Development to work with Purchasing to develop a preferred list of training consultants/vendors. | Completed | <ul style="list-style-type: none"> More efficient and consistent delivery of training courses |
| 4. Develop a Strategic HR Plan. | Completed | <ul style="list-style-type: none"> Initiatives and projects for 2016 have been prioritized |
| 5. Document the current procedure for recruiting auxiliaries throughout the Corporation and modify the process as necessary to ensure the City is hiring the best qualified candidates. | In Progress | <ul style="list-style-type: none"> Pilot implemented and completed re: Community Services |
| 6. Develop performance measurements for key HR lines of business to enhance management reporting and decision making on its services. | In Progress | <ul style="list-style-type: none"> Draft list of performance measurements to enhance accountability has been |

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| | | prepared in conjunction with Administration and Compliance. The list is currently under review by the Department. |
| 7. Develop a 3-year People Development Strategy. | In Progress | <ul style="list-style-type: none"> An organizational development work plan is currently underway. |
| 8. Develop a comprehensive, corporate-wide Succession Plan. | In Progress | <ul style="list-style-type: none"> Work continues with further information to be reviewed by the Senior Management Team. |
| 9. Coordinate the offering of foundational training courses for Managers. | In Progress | <ul style="list-style-type: none"> New supervisory program was rolled out in Q1 - 2016. |

**Parks Department
Community Services Division**

| MANDATE | | |
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| Provide leadership in the strategic planning, design, construction, programming and maintenance of Richmond's parks and open space system; oversee animal control and animal shelter operations through contracted services; and, operates the Britannia Heritage Shipyard National Historic Site, undertakes waterfront programming, and the Ships to Shore Canada Day Event | | |
| TYPE(S) OF SERVICE | | |
| <input checked="" type="checkbox"/> Mandatory | <input checked="" type="checkbox"/> Traditional | <input checked="" type="checkbox"/> Discretionary |
| COUNCIL TERM GOAL(S) 2014-2018 | | |
| Council Term Goal #2: A Vibrant, Active, and Connected City Council Term Goal #3: A Well-Planned Community Council Term Goal #4: Leadership in Sustainability Council Term Goal #5: Partnerships and Collaboration Council Term Goal #6: Quality Infrastructure Networks Council Term Goal #9: A Well-Informed Citizenry | | |

| PROGRESS REPORT | | |
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| ASSIGNED TASKS | COMPLETED or IN PROGRESS | ACTIONS TAKEN/BEING UNDERTAKEN AND SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Identify additional alternative operational models and/or satellite locations for storage of large and/or small equipment to reduce Parks Operations staff travel time from the Works Yard to their job location. | In Progress | <ul style="list-style-type: none"> Pilot project initiated – two tractors with implements (gang-mower and flail mower) have been pre-positioned at the satellite location – Sidaway Yard. Travel time to and from work sites to the Works Yard for these large slow moving vehicles has been reduced and staff are reporting to work and ending their day at the satellite locations to enable longer time spent on the job site. Equipment maintenance and fueling is undertaken when possible at the remote satellite location. |

Service Level Review Progress Report
October 2016

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| | | <ul style="list-style-type: none"> • A review will be completed in Q1 2017 after the grass cutting season. |
| 2. Update the Parks Level of Service document to better capture the staff resources required and cost for maintaining Parks assets. | In Progress | <ul style="list-style-type: none"> • A Program-based Parks Operations budget is being explored for 2017 which will involve breaking down major Parks maintenance activities to the following five functional areas: <ul style="list-style-type: none"> ➤ Parks asset management; ➤ Urban forestry; ➤ Horticulture; ➤ Turf management; and ➤ Construction maintenance. <p>The change in how the budget is organized will allow foremen and management staff to more closely monitor the linkage between the resource management levels of service by Parks Operational area on a site by site basis.</p> |
| 3. Develop standards of work for key Parks Operations activities to document the levels of service and assist Foremen to train and monitor their Parks crew. | In Progress | <ul style="list-style-type: none"> • Standards of work for key parks-related activities are divided into two categories (external and internal): <ul style="list-style-type: none"> • External Work: To ensure that private developers and contractors are implementing landscape best practices that are consistent with parks/industry requirements, the Parks section of the Engineering Department's Supplementary Specifications document |

Service Level Review Progress Report
October 2016

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| | | <p>has been revised.</p> <ul style="list-style-type: none"> • Internal Work: <ul style="list-style-type: none"> a. Ongoing best practice research is underway. b. Preparing a resource management framework for Parks maintenance/levels of service (e.g., work activity definitions and levels of service descriptions). c. City-wide community park is targeted for pilot resource management plan/project Q4 2016. |
| 4. Maximize the use of the Hansen system to assist with work management (work orders), customer service, asset inventory, and management reporting. | In Progress | <ul style="list-style-type: none"> • Parks is working with the Hansen implementation team on the upgrade to Hansen 8.4. • The new Parks Work Control Technician will support work related to the Hansen 8.4 upgrade, manage maintenance records and also support maintaining asset inventory. • This will help streamline the work processes and increase efficiency. |
| 5. Create and publish metrics to measure implementation of the Parks and Open Space Strategy. | In Progress | <ul style="list-style-type: none"> • Administration and Compliance led a process to identify key outcomes to measure the implementation of the Parks and Open Spaces Strategy to enhance accountability. • Draft Assessment Matrix and Performance Measurement Tables produced (July 2016). To be reviewed and finalized |

Service Level Review Progress Report

October 2016

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| | | by Parks Management Team (September 2016). |
| <p>6. Explore opportunities for synergies of all City waterfront assets to gain operational efficiencies:</p> <p>6.1. Revisit the Britannia governance model in conjunction with the Britannia Strategic Plan 2014-2018 and all other waterfront heritage resources in Steveston.</p> <p>6.2. Complete marine fleet review to determine which assets are owned by the Britannia Shipyard Heritage Society and by the City of Richmond to determine maintenance liability asset management costs to the City.</p> | <p>Completed</p> <p>In Progress</p> | <ul style="list-style-type: none"> City has executed a new Operating Agreement with the Britannia Heritage Shipyard Society. The Agreement specifies details around program delivery, revenue sharing and reporting on performance measures. Marine Fleet review underway Q4 2016. |
| 7. Review the management of caretaker contracts. | Completed | <ul style="list-style-type: none"> Review of caretaker program completed. Implementation of recommendations will commence in the Fall 2016. |
| 8. Fast track the capturing of Parks data into the GIS system to improve resource management of park assets and inventory. | In Progress | <ul style="list-style-type: none"> February 2016 - GIS Scoping Study completed. Pilot project for capturing parks benches and picnic tables in GIS is underway. The data captured includes location, bench/table style, condition assessment, and sponsor information (if applicable). |

**Business Licences Section
Administration and Compliance Department
Finance and Corporate Services Division**

| MANDATE |
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| Responsible for regulating and issuing a licence for the carrying on of a commercial or industrial undertaking of any kind or nature or the providing of professional, personal, or other services for the purpose of gain or profit, either in or from premises within the City, or within the City from premises located elsewhere |
| TYPE(S) OF SERVICE |
| <input type="checkbox"/> Mandatory <input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Discretionary |
| COUNCIL TERM GOAL(S) 2014-2018 |
| Council Term Goal #8: Supportive Economic Development Environment: Review, develop and implement plans, policies, programs and practices to increase business and visitor appeal and promote local economic growth and resiliency |

| PROGRESS REPORT | | |
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| HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS | COMPLETED or IN PROGRESS | SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Incorporate the sign permit requirement into the business licence application process. | Completed | <ul style="list-style-type: none"> Improved customer service and compliance with City requirements |
| 2. Complete the documentation of processes and standard operating procedures (SOPs) to ensure seamless customer service. | In Progress | <ul style="list-style-type: none"> First draft has been completed and currently in the "testing" phase to ensure gaps in documentation are identified and addressed. |
| 3. In conjunction with the Customer Service Section, develop a harmonized plan that will ensure business licence applications received by Customer Service staff at the beginning of the application process are complete and accurate. | Completed | <ul style="list-style-type: none"> Improved customer service (With the Business Licences Section and the Customer Service Section now under one Manager, a plan has been developed to ensure Customer Service staff are knowledgeable about business licence application |

Service Level Review Progress Report
October 2016

| | | requirements.) |
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| 4. Pursue initiatives that inform and educate the business community about business licence regulations to ensure compliance with regulatory requirements. | In Progress | <ul style="list-style-type: none"> One initiative involves information/education via the sign inspector, who has the skills to communicate in the Chinese languages. Information/education on business licence regulations will also be provided through additional inspectors. |
| 5. Develop an action plan for the timely collection of unpaid business licence fees. | Completed | <ul style="list-style-type: none"> Timely receipt of unpaid business licence fees |
| 6. Work with Building Approval and other departments/agencies to complete necessary inspections to reduce wait time of business licences. | In Progress | <ul style="list-style-type: none"> The recruitment of inspectors is underway. |
| 7. Work with IT to develop and implement the online business licence application system (i.e. for new applications). | In Progress | <ul style="list-style-type: none"> Several internal processes are currently under review prior to development of the system for new applications. (Note: renewal of business licences is already available online.) |
| 8. Work with the Project Manager on Corporate Performance to finalize the list of performance measures. | In Progress | <ul style="list-style-type: none"> Initial review with IT of meaningful and available metrics was undertaken. |
| 9. Harmonize elements and relevant definitions of the Business Licence Bylaw to other related City Bylaws (e.g. Zoning, Discharge of Firearms, etc.) to ensure consistency of interpretation. | In Progress | <ul style="list-style-type: none"> This is ongoing work. An update to the bylaws is expected in 2017. |

**Customer Service Section
Administration and Compliance Department
Finance and Corporate Services Division**

| MANDATE | | |
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| Customer Service serves as the first point of contact for all City services. For individuals and businesses, this contact may be in person, on the telephone or online | | |
| TYPE(S) OF SERVICE | | |
| <input type="checkbox"/> Mandatory | <input checked="" type="checkbox"/> Traditional | <input checked="" type="checkbox"/> Discretionary |
| COUNCIL TERM GOAL(S) 2014-2018 | | |
| Council 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 | | |

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| HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS | COMPLETED or IN PROGRESS | SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Determine the level of service at the Front of House through the collection and analysis of meaningful data on a consistent basis. | In Progress | <ul style="list-style-type: none"> Data on Front of House activities continually collected, reviewed and analyzed to assist with determining appropriate service level |
| 2. Develop a proper orientation, training, and internal communication plan for Customer Service staff (i.e. regular and auxiliary) to ensure staff are equipped with the necessary knowledge to provide Front of House customers with reliable information consistently. | In Progress | <ul style="list-style-type: none"> Errors and omissions are being tracked and analyzed systematically to ensure they are addressed. Regular discussions are being conducted with Building Approvals staff to ensure Customer Service staff have the most up-to-date information. |
| 3. Evaluate current tools that are used to keep Front of House staff abreast of up-to-date information (e.g. Service Directory), and determine and implement the most effective tools. | In Progress | <ul style="list-style-type: none"> See above initiatives. |
| 4. Conduct both internal and external best practices research on Front of House service | In Progress | <ul style="list-style-type: none"> Customer Service Team visited another municipality |

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October 2016

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| delivery systems and adopt appropriate improvements. | | and reviewed their procedures for incoming permit applications, payment procedures, and processing of business licences. |
| 5. Pursue improvement ideas as identified through the process mapping exercises to enhance work processes. | In Progress | <ul style="list-style-type: none"> The rotation of Customer Service staff to Business Licence section is being undertaken to build competencies, resiliency, and consistency in the provision of customer service. |
| 6. Work with Business Licences on a plan to ensure business licence applications received by Customer Service staff at the beginning of the application process are complete and accurate. | Completed | <ul style="list-style-type: none"> Improved customer service (With the Business Licences Section and the Customer Service Section now under one Manager, a plan has been developed to ensure Customer Service staff are knowledgeable about business licence application requirements.) |
| 7. Continue the mapping of Front of House business processes, particularly those that start at the Front of House and involve other Departments to complete the work (e.g. permit applications) to ensure potential gaps are identified and the work is streamlined. | In Progress | <ul style="list-style-type: none"> Process mapping of Demolition Permit application process has been completed and recommendations are being pursued across the organization to enhance customer service. Other process mapping exercises will be undertaken. |
| 8. Work with the Project Manager, Corporate Performance, to finalize the list of performance measures. | In Progress | <ul style="list-style-type: none"> The draft list of performance measures is currently under review to ensure accountability. |

**Community Social Development Department
Community Services Division**

| MANDATE | | |
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| To work cooperatively with other agencies in the development of networks, programs and processes to promote social interaction and cultural enrichment. The Community Social Development Department acts as a catalyst to build capacity within the city to address policy development and service delivery issues in a more focused, coordinated, effective and productive manner | | |
| TYPE(S) OF SERVICE | | |
| <input type="checkbox"/> Mandatory | <input type="checkbox"/> Traditional | <input checked="" type="checkbox"/> Discretionary |
| COUNCIL TERM GOAL(S) 2014-2018 | | |
| <p>Council Term Goal #2: A Vibrant, Active, and Connected City: To weave together a strong community fabric of programs, services and infrastructure that result in a healthy, vibrant, and sustainable City</p> <p>Council Term Goal #3: A well-Planned Community: Adhere to effective planning and growth management practices to maintain and enhance the livability, sustainability and desirability of our City and its neighbourhoods and to ensure the results match the intentions of our policies and bylaws</p> | | |

| PROGRESS REPORT | | |
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| HIGHLIGHTS OF ACTIONS TAKEN ON ASSIGNED TASKS | COMPLETED or IN PROGRESS | SERVICE EFFICIENCIES AND/OR BUDGET IMPACT (IF APPLICABLE) |
| 1. Establish/re-evaluate service levels for each of the disciplines in the Department, review the existing staff complement across the Department, and deploy staff around Council priorities/strategies, departmental functional areas, and accountability. | In Progress | <ul style="list-style-type: none"> The service levels of all sections of the Department are being examined. In particular, the workload of staff in the Affordable Housing section and Childcare section is being reviewed. 2016 work plans for staff and department are complete and actions are in progress. |
| 2. Within six months, develop an implementation plan and measurable performance targets and timeline, in conjunction with the Recreation and Sport Department, community association partners and stakeholders, for the delivery of efficient services to seniors/older adults to meet the Seniors Strategy. | In Progress | <ul style="list-style-type: none"> Working with Recreation and Sport on the delivery of actions to meet the objectives of the Seniors Strategy. Development of a plan to track implementation underway. |

Service Level Review Progress Report
October 2016

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| 3. Develop an implementation plan and measurable performance targets and timeline, in conjunction with the Recreation and Sport Department, community association partners and stakeholders, for the delivery of efficient services to youths to meet the Youth Strategy. | In Progress | <ul style="list-style-type: none"> Working with Recreation and Sport on the delivery of actions to meet the objectives of the Youth Strategy. Development of a plan to track implementation underway |
| 4. Collect and analyze program or service-related information on a consistent basis and develop meaningful targets and measures to evaluate ongoing program/service performance. | In Progress | <ul style="list-style-type: none"> Performance measurement targets are being developed and confirmed to enhance accountability. |
| 5. Implement improvement ideas as identified through the process mapping of a cultural diversity-related event. | Completed | <ul style="list-style-type: none"> Internal intake form was developed to streamline the process for assisting groups interested in organizing a cultural diversity-related event. |
| 6. Over the next six months, continue with the mapping of other business processes in the Department (e.g. in the youth referral program, processing of applications under the fee subsidy program, affordable housing and child care services) to assist with the identification of continuous improvement ideas. | In Progress | <ul style="list-style-type: none"> Topics for business process mapping include: <ul style="list-style-type: none"> ➤ Youth Referral Program ➤ Processing of Fee Subsidy Program Applications ➤ Affordable Housing ➤ Childcare ➤ Community Leisure Transportation. |
| 7. Work with HR on the development of training opportunities to share the expertise of this Department (e.g. cultural diversity, aging population, youth, etc.) across the Community Services Division and corporate-wide to enhance planning and delivery of programs. | In Progress | <ul style="list-style-type: none"> Working with HR to develop opportunities for sharing the Department's knowledge and expertise across the Division and the City Department staff have shared their knowledge and expertise in external forums: <ul style="list-style-type: none"> ➤ Cultural Diversity Coordinator presented at BCRPA conference. ➤ Affordable Housing Coordinator presented at BC Planning Conference. |



City of Richmond

Report to Committee

To: General Purposes Committee
From: Jane Fernyhough
Director, Arts, Culture and Heritage Services
Re: Canada 150 Celebrations Public Art Plan

Date: November 3, 2016
File: 11-7000-09-20-228/Vol
01

Staff Recommendation

That the staff report titled, "Canada 150 Celebrations Public Art Plan," dated November 3, 2016, from the Director of Arts, Culture and Heritage Services, be endorsed as the guiding plan for public art opportunities in support of Canada 150 celebrations and major event programming in 2017.

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

Att. 3

| REPORT CONCURRENCE | | |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| ROUTED TO: | CONCURRENCE | CONCURRENCE OF GENERAL MANAGER |
| Finance Department Parks Services Facility Services | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | |
| REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE | INITIALS: DW | APPROVED BY CAO <i>for</i> |

Staff Report

Origin

Canada's 150 Celebrations in 2017 presents the opportunity to mark the occasion with new works of public art in Richmond.

On March 14, 2016, at the regular Council meeting, Council adopted the "Richmond Celebrates Canada 150—Proposed Program" which includes several proposed locations for a public art commemorative legacy project.

On September 20, 2016, at the Canada 150 Steering Committee meeting, the Committee reviewed public art commemorative legacy opportunities and provided feedback on the theme, type and location of public artwork projects appropriate for the Canada 150 celebrations in Richmond.

This report presents, for Council's consideration, the guiding plan for public art opportunities in support of Canada 150 celebration programming and recommendations for implementation.

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

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

2.1 *Strong neighbourhoods.*

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

2.4. *Vibrant arts, culture and heritage opportunities.*

Analysis

Canada 150 Celebrations Public Art Plan Vision

It is the intention of the Canada 150 Celebrations Public Art Plan to support the overall programming established by the Canada 150 Steering Committee. The public art plan will provide opportunities for permanent and temporary artworks to engage diverse and multi-generational audiences.

The public artwork opportunities will strive to support exceptional, sustainable and accessible public spaces and the public artwork recommendations will be driven by the following guiding principles:

- contributing to a sense of place;
- creating artworks of the highest quality;
- reflecting the principles of sustainability; and
- achieving synergies between City staff, the artists and the community.

Themes for Canada 150 Celebrations Public Artwork

It is proposed that the following three themes be used to inform the artist call Terms of Reference for public artwork opportunities:

- **History, Culture, Diversity**
Artwork to reflect Richmond's rich tapestry of cultures, recognizing the original First Nations residents, early European settlers and the immigrants from a multiplicity of cultures that have since made their homes here.
- **Fraser River, Working River**
Artwork to explore Richmond's vital relationship to the Fraser River and reflect on the development of Lulu Island with the key industries of fisheries, agriculture, shipping and other fields.
- **Agricultural Sustainability**
Artwork to celebrate Richmond's relationship to the land, from the first inhabitants, to farmers who recognized and nurtured the bounty of the region's rich delta soils, to recent food security initiatives and innovation in urban agriculture.

Public Art Opportunities

The Canada 150 Celebrations Public Art Plan recommends a total of three artwork opportunities:

| Opportunity | Timing | Description | Terms of Reference | Budget |
|--------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Legacy Artwork at Richmond City Hall | Fall 2017 | A permanent artwork to recognize one or more of the Canada 150 themes. Opportunities exist for a life size sculpture or low-relief sculpture mounted on the concrete retaining wall and/or stage along Granville Avenue at Richmond City Hall. (Attachment 1) | Professional Artists residing in Canada will be invited to submit concept proposals and engage the community to develop their artwork. | \$150,000 |
| Canada 150 Commemorative Mural | Summer 2017 | An outdoor wall mural by eminent Richmond maritime artist John Horton to celebrate Richmond's history and diversity, at an appropriate location in Steveston, under a new community mural program. (Attachment 2) | Professional mural artists residing in BC will be invited to submit proposals to collaborate with John Horton and implement the design. | \$35,000 |
| Artist-Designed Benches | Fall 2017 | A series of portable or permanently installed artist-designed benches in response to identified themes. Location to be determined working with Parks Services. (Attachment 3) | For professional artists residing in BC. The selected artist may be a professional furniture designer or sculptor. | \$40,000 |
| Total | | | | \$225,000 |

Richmond Community Mural Program

The Richmond Public Art Program initiated a community mural program in 2016 with the St. Albans Peace Labyrinth mural pilot project by Joey Mallett at 7260 St Albans Rd. For 2017, the community mural program will have a distinct Canada 150 theme, referencing the Canada 150 Celebrations vision. In subsequent years, the community mural program will expand to various locations throughout Richmond.

Selection Process for Artists and Artworks

The selection of artists and artworks for all projects will follow the guidelines as outlined in the Public Art Program Administrative Procedures Manual. The Canada 150 Celebrations Public Art Plan includes a recommendation to have a design review process that allows the selected artists to develop a concept proposal with input from staff and project stakeholders.

Once endorsed by Council, the proposed artworks will be implemented and coordinated by staff, working closely with the artist, professional consultants and representatives from community stakeholders.

Financial Impact

The proposed Canada 150 Celebrations Public Art Plan budget, of up to \$225,000, is provided to the artists and consultants for the design, fabrication and installation of artwork, including all related artist expenses. This is funded from the Public Art Reserve. The ongoing maintenance for these artworks will be the responsibility of the Public Art Program, from existing funds set aside for maintenance.

Conclusion

The Canada 150 Celebrations Public Art Plan provides a framework for including art in creating a culturally rich environment in a vibrant, healthy and sustainable city.

The Public Art Advisory Committee has reviewed and contributed to the development of the art plan. Following selection of artists and development of concepts with the design teams, the individual concept proposals will be brought forward to Council for endorsement, in order to proceed with the artwork.



Eric Fiss
Public Art Planner
(604-247-4612)

- Att. 1: Artwork Examples at Richmond City Hall
2: Examples of John Horton paintings
3: Artist-designed benches in public spaces

Mock-Up Examples of Artworks at Richmond City Hall



Figure 1.1 – Example collage of life-size bronze herons on existing concrete stage, Granville Avenue, Richmond City Hall.

Artwork shown: *Great Blue Heron* by Elliot Offner, Minneapolis, USA



Figure 1.2 – Example collage of low-relief bronze sculpture on existing concrete retaining wall, Granville Avenue, Richmond City Hall.

Artwork shown: *Stafford Faces* by Glynis Owen, Stafford, UK.



Figure 1.3 – Example collage of figurative artwork using contemporary materials and methods of production, Granville Avenue, Richmond City Hall.
Artwork shown: *Singapore Soul* by Jaume Plensa, Singapore.



Figure 1.4 – Example collage of First Nations and indigenous steel sculpture to recognize indigenous communities in Richmond, Granville Avenue, Richmond City Hall.
Artwork shown: *Salmon Spindle Whorl* by Jody Broomfield, Park Royal Mall, West Vancouver

Examples of John Horton Paintings for a Commemorative Canada 150 Mural in Steveston



Figure 2.1 – *Loading for the Morning Tide* by John M. Horton, a maritime artist



Figure 2.2 – *Days of Glory* by John M. Horton, a maritime artist

Examples of Artist-Designed Portable and Permanent Benches



Figure 3.1 – Contemporary design of portable benches at Round House Plaza in Vancouver.



Figure 3.2 – Heritage inspired permanent artist-designed bench.
Waterway 15 by Elizabeth Conner, Seattle, Washington.



City of Richmond

Report to Committee


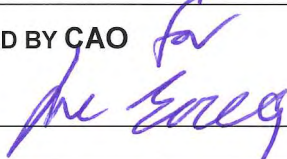
To: General Purposes Committee **Date:** October 24, 2016
From: Andrew Nazareth **File:** 03-0970-01/2016-Vol
General Manager, Finance & Corporate Services 01
Robert Gonzalez, P.Eng.
Deputy CAO and General Manager,
Engineering & Public Works
Re: 2017 Utility Budgets and Rates

Staff Recommendation

1. That the 2017 utility budgets, as outlined under Option 1 for Water, Option 2 for Sewer, Option 2 for Drainage and Diking, and Option 2 for Solid Waste and Recycling, as contained in the staff report dated October 24, 2016 from the General Manager of Finance & Corporate Services and General Manager of Engineering & Public Works, be approved as the basis for establishing the 2017 Utility Rates and preparing the 5 Year Financial Plan (2017-2021) Bylaw.
2. That the City's maximum reimbursement for the actual installation cost of volunteer multi-family water meters be increased to the greater of:
 - a. \$100,000 per multi-family complex; or
 - b. \$1,200 per dwelling unit within a multi-family complex.

Andrew Nazareth
General Manager,
Finance & Corporate Services
(604-276-4095)

Robert Gonzalez, P.Eng.
Deputy CAO and General Manager,
Engineering and Public Works
(604-276-4150)

| REPORT CONCURRENCE | |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------|
| CONCURRENCE OF GENERAL MANAGER  | |
| REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE | INITIALS: DW |
| APPROVED BY CAO <i>for the Energy</i>  | |

Staff Report

Origin

This report presents the recommended 2017 utility budgets and rates for Water, Sewer, Drainage and Diking, and Solid Waste and Recycling. The utility rates need to be established by December 31, 2016, in order to facilitate charging from January 1, 2017.

Analysis

Metro Vancouver's 2017 utility rates, as approved by the Metro Vancouver Board, are as follows:

- Greater Vancouver Water District (GVWD) rate increase is 3.2%.
- Greater Vancouver Sewerage and Drainage District (GVS&DD) sewer levy increase for Richmond is 3.7%.
- Metro Vancouver solid waste tipping fees for municipal customers will be \$100 per tonne for 2017, plus a transaction fee of \$5 per load. A tiered structure based on load size/weight will continue to be used for small vehicles and commercial customers.

Another component of the City's utility budget relates to replacement of ageing municipal infrastructure. The City has achieved the target range for long term ageing infrastructure replacement in both the water and drainage utilities and has achieved 77% of the long range sanitary sewer utility funding target. The ageing infrastructure component is discussed in the water, sewer and drainage sections of this report.

Water conservation efforts, including water metering, toilet rebates, and pressure management have helped limit increases to bulk water purchases despite a growing population. In particular, multi-family water use per dwelling unit has declined in recent years. In 2016, water consumption per unit in apartments and townhouses is projected to decrease by 9% and 12% respectively as compared to 2014. This reduction is largely a combination of high efficiency fixtures in new units, and water conservation efforts leading to improved water use habits.

The recommended drainage and diking rate option in this report continues to improve equity in the rate by focusing rate increases on large (above 10,000 m²) industrial and commercial properties such as shopping malls and warehouse facilities. Prior to 2016, these facilities paid the same drainage rate as a single family home but place much larger demands on the drainage system. The recommended rate increases on the large industrial and commercial properties is designed to have these properties pay for the drainage system in accordance with the drainage requirements for these properties. No increase in drainage rates is proposed for residential and small industrial and commercial properties.

The implementation of bi-weekly garbage collection in 2016 has resulted in a notable reduction in the amount of garbage disposed, or a 17% reduction when comparing the first 9 months of data. It is evident this waste is being shifted to the organics stream, which has increased by a corresponding 17%. In 2017, the Metro Vancouver region will be lowering the threshold for food waste from 25% to 5%, which is expected to create further diversion of waste into the organics

stream. Also as a result of bi-weekly garbage implementation, there are some amounts of household garbage being diverted to litter containers in City parks, which was expected. There has also been an increase in the number of visits to the City's Recycling Depot. These shifts in residents' behaviour have resulted in the need to adjust resource levels to manage the impacts. These adjustments are reflected in the budgets and rates reflected in this report.

Recognizing the challenges of cost increases outside of the City's control and those associated with maintaining City infrastructure, staff have presented various budget and rate options for 2017. Budgets and rates presented include two or three different options for each of the City's utilities. Option 1 presents the minimum non-discretionary increases necessary to meet those demands placed on the City by external or other factors outside of the City's direct control (e.g. regional or other agency increases, contractual obligations, plant growth, fuel, insurance, etc.) based on the same level of service. Options 2 and 3 present various actions the City can take to either reduce or increase the budget and rates depending on the varying circumstances and needs within each budget area. The various options are presented for each of the City utilities in the following sections, and a summary of proposed rates for 2017 is shown in Tables 11 and 12.

Water Utility**Table 1. Water Utility Budget**

| Key Budget Areas | 2016 Base Level Budget (Restated for Comparison) | Option 1 (Recommended) Non-Discretionary Increases | Option 2 Non-Discretionary Increases with \$116,900 Drawdown from Rate Stabilization | Option 3 Non-Discretionary Increases with \$233,800 Drawdown from Rate Stabilization |
|---------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Salary | \$5,099,900 | \$49,200 | \$49,200 | \$49,200 |
| PW Materials/Equipment/Power Costs | \$2,037,300 | \$47,500 | \$47,500 | \$47,500 |
| Vehicle Charges | \$723,400 | \$14,200 | \$14,200 | \$14,200 |
| Internal Shared Cost | \$312,600 | \$4,600 | \$4,600 | \$4,600 |
| Operating Expenditures | \$162,400 | \$12,900 | \$12,900 | \$12,900 |
| Water Meter Reading and Maintenance | \$426,100 | \$0 | \$0 | \$0 |
| Toilet Rebate Program | \$100,000 | \$0 | \$0 | \$0 |
| GVWD Water Purchases (Metro Vancouver) | \$24,023,200 | \$280,500 | \$280,500 | \$280,500 |
| Capital Infrastructure Replacement Program | \$7,500,000 | \$0 | \$0 | \$0 |
| Asset Management System | \$50,000 | \$0 | \$0 | \$0 |
| Firm Price/Receivable | \$2,518,700 | \$25,600 | \$25,600 | \$25,600 |
| Residential Water Metering Program | \$1,320,000 | \$0 | \$0 | \$0 |
| Overhead Allocation | \$910,100 | \$0 | \$0 | \$0 |
| Total Base Level Expenditure Budget | \$45,183,700 | \$45,618,200 | \$45,618,200 | \$45,618,200 |
| Revenues | | | | |
| Provision (Rate Stabilization) | \$0 | \$0 | -\$116,900 | -\$233,800 |
| Investment Income | -\$392,000 | \$0 | \$0 | \$0 |
| Firm Price/Receivable | -\$2,518,700 | -\$25,600 | -\$25,600 | -\$25,600 |
| Meter Rental | -\$1,762,500 | -\$277,500 | -\$277,500 | -\$277,500 |
| YVR Maintenance | -\$30,000 | \$0 | \$0 | \$0 |
| Provision (Toilet Rebate/Flushing) | -\$251,100 | \$0 | \$0 | \$0 |
| Provision (OBI Adjustment) | -\$102,400 | \$102,400 | \$102,400 | \$102,400 |
| Meter Re-Reads and Other Services | -\$80,800 | \$0 | \$0 | \$0 |
| Total Base Level Revenue Budget | -\$5,137,500 | -\$5,338,200 | -\$5,455,100 | -\$5,572,000 |
| Net Budget | \$40,046,200 | \$40,280,000 | \$40,163,100 | \$40,046,200 |
| Net Difference Over 2016 Base Level Budget | | \$233,800 | \$116,900 | \$0 |

The following is an explanation of the budget reductions and increases outlined in Table 1.

Public Work Expenses

Public Work expenses have increased due to factors beyond the City's control including:

- Projected salary increases for union agreements and step increases;
- BC Hydro rate increases (3.7%);
- Material cost increases; and
- Vehicle cost increases, including fuel and insurance increases.

The proposed budget includes various transfers within the water utility to better reflect program requirements.

GVWD Water Purchases – Metro Vancouver

Metro Vancouver's 2017 water rate increase is 3.2%. Bulk water is purchased from Metro Vancouver on a unit volume basis. It accounts for approximately 56% of Richmond's water utility rate and is a primary budget driver.

The volume of water the City purchases from Metro Vancouver has a degree of variability, primarily due to weather impacts on summer irrigation demand and the level of water use restrictions that is activated by Metro Vancouver. The total volume estimated for budget purposes is based on average City water demand over the last 5 years. The variability in the demand during this period has been plus or minus 5%, and a similar variability can be anticipated in the 2017 water purchase.

Water conservation efforts, including water metering, toilet rebates, and pressure management have helped limit increases to bulk water purchases despite a rapidly growing population. In particular, multi-family water use per dwelling unit has declined in recent years. In 2016, water consumption per unit in apartments and townhouses is projected to decrease by 9% and 12% respectively as compared to 2014. This reduction is a combination of high efficiency fixtures in new units and water conservation efforts leading to improved water use habits.

Capital Infrastructure Replacement Program

There are no proposed increases for contribution to water capital infrastructure replacement as this utility is at a sustainable funding level. The annual capital contribution for water-related infrastructure replacement has reached \$7.5 million. Per the "Ageing Infrastructure Planning – 2015 Update" report, dated June 26, 2015, the long-term annual water infrastructure replacement funding requirement is \$7.4 million. A reduction in the annual funding contribution is not recommended as inflation will reduce this \$100,000 difference in the medium term. Staff will continue to undertake further assessments to determine infrastructure replacement requirements going forward and identify any recommended changes to the annual contribution.

Residential Water Meter Program

Residential water metering plays a significant role in the City's Water Demand Management Program. Water meters help customers understand and improve their water use habits and help customers identify water leaks that would otherwise go undetected. In 2015, 86% of metered single-family dwellings and 98% of metered multi-family dwellings realized a utility cost reduction when compared to the flat rate as a result of the water meter programs.

The Universal Single-Family Water Meter Program is in progress and is scheduled to be completed by the end of 2017, with approximately 1,300 single family water meters scheduled to be installed next year. The Multi-Family Water Meter Program has been very successful. To date, the City has installed 184 mandatory water meters, comprising 9,353 units and 143 voluntary water meters, comprising 8,702 units.

Per the "Water Meter Program Update" report, dated September 7, 2016, staff recommend modifying multi-family water meter incentives to encourage participation in the multi-family volunteer water metering program and provide equity with the current cost of single-family water meter installs. Staff propose in this budget to increase the City's maximum reimbursement for actual installation cost of volunteer multi-family water meters to the greater of:

- \$100,000 per multi-family complex; or
- \$1,200 per dwelling unit within a multi-family complex

Increasing the multi-family metering subsidy as recommended would align the multi-family subsidy to that of single-family volunteer program subsidy. These voluntary installations will continue to be funded through the water meter program funding allocation and impacts are reflected within the budget options presented.

The water metering program has installed over 30,000 water meters to date. These meters require regular servicing including meter testing and preventative maintenance. Funding to facilitate the meter maintenance work is made available through Operating Budget Impacts (OBI's) identified in previous year's capital programs and corresponding Operating Budget updates over the course of the water metering program. The recommended water utility budget includes two new full-time Water Technician positions to perform the ongoing meter maintenance work, with no additional financial impact to the utility budget. These workers will replace existing auxiliary and contract staff that are currently performing meter maintenance work. The full-time staff will provide the continuity necessary to improve overall program efficiencies at no additional cost.

Water Rate Stabilization Contribution (Water Rate Options)

The Water Levy Stabilization Provision was established by Council as a funding source for water rate stabilization. In past years, it has been used to offset spikes in regional water purchase costs. In 2016, there was no drawdown from the Water Levy Stabilization Provision as Metro Vancouver's capital projects associated with the Capilano-Seymour Water Filtration Plant have been completed, the forecasted spike in regional water purchase cost has been realized, and water operational programs are within budget.

The Water Levy Stabilization Provision has a current balance of \$9.1 million. Option 1 maintains a \$0 impact on the Water Levy Stabilization Provision, while Options 2 and 3 include \$116,900 and \$233,800 drawdown from the Water Levy Stabilization Provision respectively. Option 1 is recommended as the need to subsidize the water rate is not prominent at this time.

Impact on 2016 Water Rates

The impact of the three budget options on water rates is shown in Tables 2 and 3. Table 2 shows the various options for metered rate customers; Table 3 shows the options for flat rate customers. The rates presented include fixed costs for metering including meter reading, billing and maintenance.

Option 1 results in the highest rates as it includes non-discretionary increases with no subsidy from the Water Levy Stabilization Provision. Options 2 and 3 have increasingly lower rates as they include higher contributions from the Water Levy Stabilization Provision.

| Table 2. 2017 Metered Rate Water Options (net of discount) | | | | |
|-----------------------------------------------------------------|------------|-----------------------------|-----------------------------|-----------------------------|
| Customer Class | 2016 Rates | Option 1 (Recommended) | Option 2 | Option 3 |
| Single-Family Dwelling (based on 315 m ³ average) | \$399.69 | \$408.41 <i>\$8.72</i> | \$407.28 <i>\$7.59</i> | \$406.17 <i>\$6.48</i> |
| Townhouse (based on 210 m ³ average) | \$273.66 | \$279.47 <i>\$5.81</i> | \$278.72 <i>\$5.06</i> | \$277.98 <i>\$4.32</i> |
| Apartment (based on 160 m ³ average) | \$190.07 | \$194.50 <i>\$4.43</i> | \$193.93 <i>\$3.86</i> | \$193.37 <i>\$3.30</i> |
| Metered Rate (\$/m ³) | \$1.1317 | \$1.1595 <i>\$0.0278</i> | \$1.1558 <i>\$0.0241</i> | \$1.1523 <i>\$0.0206</i> |

Note: *Italicized numbers indicate the net increase from 2016 rates.*

| Table 3. 2017 Flat Rate Water Options (net of discount) | | | | |
|---------------------------------------------------------|------------|----------------------------|----------------------------|----------------------------|
| Customer Class | 2016 Rates | Option 1 (Recommended) | Option 2 | Option 3 |
| Single-Family Dwelling | \$600.94 | \$615.62 <i>\$14.68</i> | \$613.73 <i>\$12.79</i> | \$611.85 <i>\$10.91</i> |
| Townhouse | \$491.93 | \$503.94 <i>\$12.01</i> | \$502.40 <i>\$10.47</i> | \$500.86 <i>\$8.93</i> |
| Apartment | \$316.99 | \$324.73 <i>\$7.74</i> | \$323.73 <i>\$6.74</i> | \$322.74 <i>\$5.75</i> |

The rates outlined in Tables 2 and 3 are net rates. The Water Bylaw provides a 10% discount for utility bills paid prior to a deadline. The rates shown will be increased by 10% in the supporting bylaws to provide for the discount incentive while ensuring appropriate cost recovery.

Advantages/Disadvantages of Various Options

Option 1 (Recommended)

- Represents the minimum increase necessary to maintain the current level of service.
- Maintains infrastructure funding levels at the general target identified in the “Ageing Infrastructure Planning – 2015 Update” report to meet the community’s long term needs.
- Maintains a \$0 impact on the Water Levy Stabilization Provision.
- Includes regularizing two new full-time Water Technician positions from current auxiliary and contract staff.

Option 2

- Represents the minimum increase necessary to maintain the current level of service.
- Maintains infrastructure funding levels at the general target identified in the “Ageing Infrastructure Planning – 2015 Update” report to meet the community’s long term needs.
- Includes a \$116,900 drawdown from the Water Levy Stabilization Provision.
- Includes regularizing two new full-time Water Technician positions from current auxiliary and contract staff.

Option 3

- Represents the minimum increase necessary to maintain the current level of service.
- Maintains infrastructure funding levels at the general target identified in the “Ageing Infrastructure Planning – 2015 Update” report to meet the community’s long term needs.
- Includes a \$233,800 drawdown from the Water Levy Stabilization Provision.
- Includes regularizing two new full-time Water Technician positions from current auxiliary and contract staff.

Recommended Option

Staff recommend the budgets and rates outlined under Option 2 for Water Services. This option maintains infrastructure funding levels in the target range identified in the “Ageing Infrastructure Planning – 2015 Update” report to meet the community’s long term needs, includes the Universal Water Meter Program for single-family homes that will be completed by the end of 2017, allows for volunteer water metering of multi-family homes, and includes an appropriate toilet rebate budget.

Given that the Metro Vancouver major projects are complete, the need to subsidize the water rate has diminished. Thus, staff recommend maintaining a \$0 impact on the Water Levy Stabilization Provision, allowing it to accumulate again until such time as Metro Vancouver introduces additional projects requiring that the rate be subsidized to level water rate spikes.

Sewer Utility**Table 4. Sewer Utility Budget**

| Key Budget Areas | 2016 Base Level Budget (Restated for Comparison)¹ | Option 1 Non-Discretionary Increases | Option 2 (Recommended) Non-Discretionary Increases with \$53,300 transfer from Vehicle Charges to Overtime Salaries and Full- Time Grease Inspector | Option 3 Non-Discretionary Increases with \$500,000 for Additional Capital Infrastructure Replacement, \$53,300 transfer from Vehicle Charges to Overtime Salaries and Full- Time Grease Inspector |
|---------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Salary | \$2,650,800 | \$25,000 | \$116,000 | \$116,000 |
| PW Materials/Equipment/Power Costs | \$1,591,800 | \$71,000 | \$71,000 | \$71,000 |
| Internal Shared Cost | \$260,400 | \$6,400 | \$6,400 | \$6,400 |
| Operating Expenditures | \$504,500 | -\$1,500 | -\$54,800 | -\$54,800 |
| GVS&DD O&M (Metro Vancouver) | \$19,412,600 | \$726,400 | \$726,400 | \$726,400 |
| GVS&DD Debt (Metro Vancouver) | \$365,500 | \$68,800 | \$68,800 | \$68,800 |
| Capital Infrastructure Replacement Program | \$5,256,400 | \$0 | \$0 | \$500,000 |
| Asset Management System | \$50,000 | \$0 | \$0 | \$0 |
| Firm Price/Receivable | \$610,000 | \$3,900 | \$3,900 | \$3,900 |
| Overhead Allocation | \$515,200 | \$5,000 | \$5,000 | \$5,000 |
| Total Base Level Expenditure Budget | \$31,217,200 | \$32,122,200 | \$32,159,900 | \$32,659,900 |
| Revenues | | | | |
| Provision (Grease Inspector) | \$0 | \$0 | -\$37,700 | -\$37,700 |
| Provision (Rate Stabilization) | -\$500,000 | \$0 | \$0 | \$0 |
| Provision (OBI Adjustment) | -\$34,925 | \$34,925 | \$34,925 | \$34,925 |
| Investment Income | -\$152,000 | \$0 | \$0 | \$0 |
| Firm Price/Receivable | -\$610,000 | -\$3,900 | -\$3,900 | -\$3,900 |
| Property Tax for DD Debt (Metro Vancouver) | -\$365,500 | -\$68,800 | -\$68,800 | -\$68,800 |
| Total Base Level Revenue Budget | -\$1,662,425 | -\$1,700,200 | -\$1,737,900 | -\$1,737,900 |
| Net Budget | \$29,554,775 | \$30,422,000 | \$30,422,000 | \$30,922,000 |
| Net Difference Over 2016 Base Level Budget | | \$867,225 | \$867,225 | \$1,367,225 |

¹ One-time increases in 2016 for emergency repair work are excluded for sake of comparison

The following is an explanation of the budget reductions and increases outlined in Table 4.

Public Works Expenses

Public Work expenses have increased due to factors beyond the City's control including:

- Projected salary increases for union agreements and step increases;
- BC Hydro rate increases (3.7%); and
- Equipment cost increases.

The reduction in Operating Expenditures is due to a decrease in postage cost.

Transfer from Vehicle Charges to Overtime Salaries (Options 2 and 3)

Based on trends from the past three years, there have been shortfalls within the Overtime Salaries budget due to unexpected storm events leading to emergency repair works and the need to attend to pump stations during power outages. Efficiencies in the Sewer Utility's use of fleet vehicles has led to a reduction in the number of vehicles required therefore staff recommend that the savings be transferred to Salaries in Options 2 (recommended) and 3. These options include a transfer of \$53,300 from the Vehicle budget to Overtime Salaries, with no net impact on the utility budget.

Grease Bylaw Inspector (Options 2 and 3)

The impact of grease on municipal sanitary sewer collection systems is an ongoing concern for the City of Richmond and Metro Vancouver. A key component of Richmond's grease mitigation program is through source control. Richmond's Drainage, Dyke and Sanitary System Bylaw No. 7551 and Metro Vancouver's Sewer Use Bylaw requires food sector establishments to have and maintain grease traps.

In 2008, per the 2008 Utility Budgets report dated October 25, 2007, Council approved funding of \$33,100 for a part-time Bylaw Enforcement staff member to ensure that grease interceptors are installed per the above bylaws in all new food sector buildings. Since then, increasing population has led to increasing amounts of grease within the City's sanitary system. The part-time officer can currently inspect approximately half of Richmond's food service businesses within a calendar year.

Included within Options 2 and 3 is a one-time transfer of \$37,000 from the Sewer Levy Stabilization Provision to change the part-time inspector to a full-time inspector for 2017. The Sewer Levy Stabilization Provision has a current balance of \$7.8 million. This option is recommended as it allows staff to assess the effectiveness of this increased level of service based on results observed in 2017. Staff will provide further recommendations to Council as part of the 2018 Utility Budgets and Rates Report.

GVS&DD Operating and Maintenance (O&M) Costs – Metro Vancouver

The 2017 Metro Vancouver GVS&DD O&M levy has increased by 3.7% to \$20,138,948 for 2017. Richmond pays Metro Vancouver for bulk transmission and treatment of collected liquid

waste on a flat rate basis through the Metro Vancouver O&M levy, which accounts for approximately 65% of Richmond sewer utility rate and is a primary budget driver.

Metro Vancouver has adopted an overall sewer increase of 4% for Richmond in 2017. 3.7% is the Metro Vancouver's O&M levy increase that is recovered through the City's sewer utility rate. The remaining 0.3% is due to Metro Vancouver sewer debt, which is recovered through Richmond's tax system.

Potential future increases to Metro Vancouver costs include a variety of capital infrastructure projects, such as the Gilbert Trunk Sewer twinning project, and the Lions Gate and Iona Wastewater Treatment Plant upgrades. Metro Vancouver had previously projected 8% annual cost increases due to projected capital expenditures and is currently working on a new long-range financial projection.

Metered and Flat Rate Billing Revenues

Properties with a water meter are charged a metered sewer rate based on water consumption; and revenues are variable based on water use. The City's operational expenses as well as Metro Vancouver's O&M levy are fixed expenditures. As such, the sewer utility budget is sensitive to annual fluctuations in water consumption.

As identified in the GVWD Water Purchases section of this report, metered water consumption per unit has declined since 2014. In particular, consumption in multi-family dwellings is averaging down due to high efficiency fixtures in new units improving water use habits and unoccupied units, resulting in decreasing metered sewer revenues. Staff projections of metered sewer revenues for 2017 reflect the decrease in consumption observed in the past 2 years. This results in a corresponding increase in sewer utility rate to accommodate the fixed Metro Vancouver O&M levy and City operating expenses.

Staff will review potential options to reduce the impact of metered utility variability on the sanitary sewer revenues. This may include introduction of a fixed fee component to the rate, which would reduce the sensitivity of sewer utility revenues to fluctuations in water consumption patterns while continuing to incentivize residents to maintain water conservation efforts. Findings from this review will be presented for Council's consideration in a subsequent report.

Capital Infrastructure Replacement Program (Option 3)

Options 1 and 2 maintain the annual contribution to the sewer infrastructure capital replacement program at \$5.25 million. The "Ageing Infrastructure Planning – 2015 Update" report noted that the annual funding contribution required to support long-term sustainability is \$6.8 million. To reduce this gap between current and required funding, Options 3 includes an increase to the capital replacement program by \$0.5 million in order to reduce the gap between current and required funding. Option 2 is recommended to minimize increases to the sanitary utility rate given the 3.7% Metro Vancouver rate increase.

Impact on 2016 Sewer Rates

The impact of the three budget options on the sewer rates is shown in Tables 5 and 6. Table 5 identifies the impact of each option on metered customers; Table 6 identifies the impact on flat rate customers.

| Table 5. 2017 Metered Rate Sewer Options (net of discount) | | | | |
|-----------------------------------------------------------------|------------|----------------------|---------------------------|----------------------|
| Customer Class | 2016 Rates | Option 1 | Option 2 (Recommended) | Option 3 |
| Single Family Dwelling (based on 315 m ³ average) | \$310.31 | \$321.05 \$10.74 | \$321.05 \$10.74 | \$326.43 \$16.12 |
| Townhouse (based on 210 m ³ average) | \$206.87 | \$214.03 \$7.16 | \$214.03 \$7.16 | \$217.62 \$10.75 |
| Apartment (based on 160 m ³ average) | \$157.62 | \$163.07 \$5.45 | \$163.07 \$5.45 | \$165.81 \$8.19 |
| Metered Rate (\$/m ³) | \$0.9851 | \$1.0192 \$0.0341 | \$1.0192 \$0.0341 | \$1.0363 \$0.0512 |

| Table 6. 2017 Flat Rate Sewer Options (net of discount) | | | | |
|---------------------------------------------------------|------------|---------------------|---------------------------|---------------------|
| Customer Class | 2016 Rates | Option 1 | Option 2 (Recommended) | Option 3 |
| Single Family Dwelling | \$403.93 | \$417.89 \$13.96 | \$417.89 \$13.96 | \$424.90 \$20.97 |
| Townhouse | \$369.58 | \$382.35 \$12.77 | \$382.35 \$12.77 | \$388.76 \$19.18 |
| Apartment | \$307.81 | \$318.45 \$10.64 | \$318.45 \$10.64 | \$323.79 \$15.98 |

The rates outlined in Tables 5 and 6 are net rates. The bylaw provides a 10% discount for utility bills paid prior to a deadline. The rates shown will be increased by 10% in the supporting bylaws to provide for the discount incentive while ensuring appropriate cost recovery.

Advantages/Disadvantages of Various Options

Option 1

- Represents the minimum increase necessary to maintain the current level of service.
- Maintains a \$5.25 million contribution to the Capital Infrastructure Replacement Program.
- Maintains a \$500,000 drawdown from the Sewer Levy Stabilization Provision to minimize the impact of regional increases on sewer rates.

Option 2 (Recommended)

- Represents the minimum increase necessary to maintain the current level of service.
- Maintains a \$5.25 million contribution to the Capital Infrastructure Replacement Program.
- Maintains a \$500,000 drawdown from the Sewer Levy Stabilization Provision to minimize the impact of regional increases on sewer rates.
- Facilitates the re-allocation of resources between Vehicle Charges and Overtime Salaries to better reflect program requirements with no impacts to the utility budget.

- Includes a one-time transfer of \$37,000 from the Sewer Levy Stabilization Provision to change the part-time Grease Inspector to a full-time inspector for 2017. This will enable staff to pilot the full-time inspection services and report back in 2017 with the results.

Option 3

- Represents the minimum increase necessary to maintain the current level of service.
- Includes a \$500,000 increase to the capital infrastructure replacement program, in order to reduce the gap between the current funding level of approximately \$5.25 million and the long-term annual funding requirement of \$6.8 million, as recommended in the “Ageing Infrastructure Planning – 2015 Update” report.
- Maintains a \$500,000 drawdown from the Sewer Levy Stabilization Provision minimize the impact of regional increases on sewer rates.
- Facilitates the re-allocation of resources between Vehicle Charges and Overtime Salaries to better reflect program requirements with no impacts to the utility budget.
- Includes a one-time transfer of \$37,000 from the Sewer Levy Stabilization Provision to change the part-time Grease Inspector to a full-time inspector for 2017

Recommended Option

Due to significant Metro Vancouver’s O&M levy increases and decreasing metered revenues resulting from decreasing water use, staff recommend maintaining the current \$5.25 million contribution to the Capital Infrastructure Replacement Program to limit further increases to sewer rates. The budget and rates outlined under Option 2 is recommended as it includes the re-allocation of resources to better meet program requirements, and facilitates a one-time change for the Grease Inspector to a full-time position without impacts to the utility rates.

Drainage and Diking Utility

The drainage and diking utilities were created to develop a reserve fund for drainage infrastructure replacements and dike upgrades. The objective, as outlined in the “Ageing Infrastructure Planning – 2015 Update” report, is to build the fund to an anticipated annual target contribution of approximately \$11.0 million, subject to on-going review of the drainage and diking infrastructure replacement requirements.

In 2003, Council adopted a starting net rate of \$10 per property for drainage infrastructure replacements with an increase of an addition \$10 each each year, and a net rate of \$10 per property for dike upgrades. This concluded in 2015 when funding for drainage infrastructure replacements reached the target range. In 2016, drainage and diking rates were increased for large, non-stratified ICI properties with lot areas greater than 800 m² to enhance equity amongst users, as outlined and adopted in the “2016 Utility Budgets and Rates” report dated October 21, 2015. Residential and smaller ICI properties received no drainage and diking rate increases in 2016.

Drainage Rate Equity (Drainage Rate Options)

When the City’s Drainage and Diking Utility was first introduced, a uniform rate was charged for properties of all sizes. In 2016, through Council’s adoption of the “2016 Utility Budgets and Rates” report, the City took the first step in a multi-year process to improve equity to the rate payers, as larger properties place a greater demand on the City’s drainage and diking infrastructure.

Option 2 furthers this process to double the rate (from \$270 to \$540 annually) for non-stratified ICI properties with areas above 10,000 m². This group of rate payers represents shopping malls and warehouses which contribute a significant portion to the City’s drainage system demands. There are no increases proposed for smaller ICI or residential properties. Staff will continue to review the phasing in of rate classes to enhance equity in future years, including a review of single-family versus multi-family rates.

Operation and Maintenance Funding

The Drainage and Diking Utility currently provides funding for future capital construction costs only and does not fund operating and maintenance costs. Drainage operating and maintenance costs are funded through the City’s operating budget. This creates misconceptions for residents that they are charged twice for drainage and diking services, as they pay for capital work through the utility budget and for operating and maintenance costs through the operating budget.

The 2016 drainage operating and maintenance program costs approximately \$4.7 million. With the phasing in of rate classes for equity enhancement, staff will review the possibility of transferring drainage operating and maintenance costs into the utility budget to ensure consistency and eliminate any misconception that there is duplication of charges. Results of this review will be presented to Council for consideration in a subsequent report.

Box Culvert Preventative Maintenance Program

Over the past few years, Council has supported individual capital projects related to box culvert repairs on No. 2 Road, No. 1 Road and No. 4 Road. Most recently, a necessary box culvert repair was identified at the intersection of No. 2 Road and Walton Road. This repair is required due to a box culvert failure resulting from ingress of fine material through deteriorated box culvert joints.

Staff have investigated the resources required to establish a preventative maintenance program. The City's drainage system has approximately 56 kilometres of concrete box culverts ranging in sizes from 0.7 m x 0.9 m to 4.4 m x 2.9 m. The box culverts were constructed 20-50 years ago. Preventative maintenance for box culverts includes flushing, inspection, grouting and crack repairs. The recommended preventative maintenance measures will enable a 10 year inspection cycle, which would extend the life cycle of the box culverts to realize the expected 75+ year replacement or major repair cycle.

Staff recommend introducing an additional level of service with respect to the box culvert preventative maintenance program through Option 2 in the Drainage and Diking Utility, with a budget impact of \$240,000 annually which includes three additional staff (\$215,000 in salaries, including overhead) plus \$25,000 for materials, supplies, and specialty contractors where necessary. Increases in the utility funding collected through Option 2 are sufficient to accommodate both the impacts of inflation as well as additional costs associated with the Box Culvert Preventative Maintenance Program.

Impact on 2017 Drainage and Diking Rates

| Table 7. 2017 Drainage and Diking Net Rate Options | | | | | | | |
|----------------------------------------------------|-------------------------------------------------------------|--------------------|-------------------------------------------------------------|--------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------|
| Utility | 2016 Rates | | Option 1 – No Rate Increase | | Option 2 – Rate Increase for Non-stratified Accounts Over 10,000 m ² Only (Recommended) | | |
| | Non-Stratified ICI ¹ (Above 800 m ²) | All Other Accounts | Non-Stratified ICI ¹ (Above 800 m ²) | All Other Accounts | Non-Stratified ICI ¹ (Above 10,000 m ²) | Non-Stratified ICI ¹ (Between 800 m ² and 10,000 m ²) | All Other Accounts |
| Drainage | \$270.00 | \$130.31 | \$270.00 | \$130.31 | \$540.00 | \$270.00 | \$130.31 |
| Diking | \$20.00 | \$10.00 | \$20.00 | \$10.00 | \$40.00 | \$20.00 | \$10.00 |
| Total Drainage & Diking | \$290.00 | \$140.31 | \$290.00 | \$140.31 | \$580.00 | \$290.00 | \$140.31 |
| Increase Over 2016 | - | - | \$0 | \$0 | \$290 | \$0 | \$0 |
| Budgeted Utility Funding | \$10,985,000 | | \$11,418,000 | | \$11,631,000 | | |

¹ ICI includes industrial, commercial and institutional properties that are non-strata with lot areas as specified

The rates outlined in Table 9 are net rates. The bylaw provides a 10% discount for utility bills paid prior to a deadline. The net rates shown will be increased by 10% in the supporting bylaws to provide for the discount incentive while ensuring appropriate cost recovery.

The increase in the utility budget for Option 1 from 2016's budget is a result of an increase in the total number of properties and accommodates the impacts of inflation. Option 2 includes

sufficient increases in funding to accommodate both the impacts of inflation and the Box Culvert Preventative Maintenance Program.

Advantages/Disadvantages of Various Options

Option 1

- Maintains infrastructure funding levels within the target range identified in the “Ageing Infrastructure Planning – 2015 Update” report to meet the community’s long term needs.

Option 2 (recommended)

- Increases the rate for non-stratified industrial, commercial and institutional (ICI) properties with lot areas above 10,000 m².
- Improves equity by increasing drainage rates for large ICI properties while maintaining rates for smaller ICI and residential properties. All residential, agricultural and stratified ICI properties will pay the same rate as in 2016.
- Maintains infrastructure funding levels within the target range identified in the “Ageing Infrastructure Planning – 2015 Update” report to meet the community’s long term needs.
- Includes a Box Culvert Preventative Maintenance program with three new positions and an annual cost of \$240,000.

Recommended Option

Option 2 is recommended as it improves equity by introducing a rate that requires larger ICI properties to contribute a larger amount to the utility. Stratified ICI, which most small businesses are, and all forms of residential properties would not see an increase to the drainage utility rate. This option delivers an increase to the fund that will account for both inflationary costs, meet the funding required by the Ageing Infrastructure Report for a sustainable utility, and support the recommended Box Culvert Preventative Maintenance Program. Funding for the drainage utility is expected to be \$10.7 million in 2017 while the diking utility funding is expected to be \$823,000 for the recommended option.

Solid Waste and Recycling

| Table 8. 2017 Solid Waste & Recycling Budget | | | | |
|---------------------------------------------------|-----------------------------------------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Key Budget Areas | 2016 Base Level Budget (Restated for Comparison) | Option 1 Non-Discretionary Increases | Option 2 (Recommended) Non-Discretionary Increases with Addition of Supervisor 3 | Option 3 Non-Discretionary Increases with Addition of Supervisor 3 and \$300,000 Transfer for Rate Stabilization |
| Salaries | \$2,456,000 | \$19,400 | \$140,800 | \$140,800 |
| Contracts | \$8,171,800 | \$10,200 | \$10,200 | \$10,200 |
| Equipment/Materials | \$524,200 | \$40,800 | \$40,800 | \$40,800 |
| Metro Vancouver Disposal Costs | \$1,459,400 | -\$218,400 | -\$218,400 | -\$218,400 |
| Recycling Materials Processing | \$1,279,900 | -\$4,100 | -\$4,100 | -\$4,100 |
| Container Rental/Collection | \$151,100 | \$3,000 | \$3,000 | \$3,000 |
| Operating Expenditures | \$323,100 | -\$12,200 | -\$12,200 | -\$12,200 |
| Internal Shared Costs | \$334,700 | \$8,000 | \$8,000 | \$8,000 |
| Agreements | \$179,900 | \$3,600 | \$3,600 | \$3,600 |
| Rate Stabilization | \$87,500 | \$403,400 | \$282,000 | \$582,000 |
| Base Level Expenditure Budget | \$14,967,600 | \$15,221,300 | \$15,221,300 | \$15,521,300 |
| Revenues | | | | |
| Recycling Material | -\$301,000 | \$77,400 | \$77,400 | \$77,400 |
| Garbage Tags | -\$17,500 | \$0 | \$0 | \$0 |
| Revenue Sharing Grant | -\$2,100 | -\$400 | -\$400 | -\$400 |
| MMBC Incentive | -\$1,426,100 | -\$273,900 | -\$273,900 | -\$273,900 |
| Base Level Revenue Budget | -\$1,746,700 | -\$1,943,600 | -\$1,943,600 | -\$1,943,600 |
| Net Budget | \$13,220,900 | \$13,277,700 | \$13,277,700 | \$13,577,700 |
| Net Difference Over 2016 Base Level Budget | | \$56,800 | \$56,800 | \$356,800 |

The following is an explanation of the budget reductions and increases outlined in Table 8.

Salaries

All options include non-discretionary salary increases. Options 2 and 3 includes an additional position for a Supervisor 3 at a cost of \$81,450 plus overhead to support overseeing the increasing requirements and users at the Recycling Depot, as well as to support litter collection and illegal dumping operations. The addition of the Supervisor 3 position has no impact on the rates as it is recommended that surplus revenue from the MMBC program originally to be

transferred to rate stabilization be diverted to offset the total salary cost. The household impact of this position, if not for MMBC revenue contributions, would be \$1.55 for a single-family household.

The number of visits to the City's Recycling Depot has grown to approximately 145,000 per year. This translates to 560 visitors per day or over 50 per hour. Scheduling of staff and contractors at the Recycling Depot as well as managing increasing product stewardship programs (including MMBC, batteries, cell phone, light fixtures, etc.) have placed additional oversight demand on ensuring service levels can be maintained. There is also increasing demand to support waste management/recycling at City events (over 50 events, with 170,000 attendees in 2016). Increased illegal dumping associated with donation bins and WorkSafe BC requirements for asbestos containing drywall has also added to operational demands. Staff recommend Option 2, as it allows customer service at the Recycling Depot to be managed more effectively and avoids delays in responding to illegal dumping incidents.

Contracts

Contract cost increases relate to non-discretionary increases for solid waste and recycling collection services as outlined in Council-approved agreements and a small amount for growth in the number of units serviced.

Equipment/Materials

Equipment and material costs increases are primarily associated with additional costs for handling illegally dumped drywall. New requirements imposed by WorkSafe for handling drywall relating to the potential presence of asbestos has led to increased illegal dumping of this material as well as added costs for testing, handling and disposal.

Metro Vancouver Disposal Costs

The regional tipping fee for local governments will remain unchanged at \$100/tonne in 2017, plus a \$5 per load transaction fee. The reduction in disposal costs noted in Table 8 is due largely to the new bi-weekly garbage cart program, introduced in April 2016. This program created a significant shift in waste being diverted from the waste stream to the organics stream.

In addition, and as expected, there are increased amounts of waste being diverted to litter containers in parks and City streetscapes and related program costs are included.

Recycling Materials Processing

Recycling material processing costs are reduced due to the change in 2017 whereby the City no longer has to incur consolidation fees for recycling materials. As previously reported to Council, staff have been in on-going negotiations with MMBC and have successfully negotiated a more convenient and less costly location in New Westminster for delivery of the City's recycling materials. This new arrangement took place in April, 2016. Recycling Materials Processing costs have decreased due to savings in the costs for processing blue box type materials, which more

than offsets an increase in the costs of processing organic materials, which have increased due to increased organics volumes.

Processing fees at the Recycling Depot are increased due to the overall decline in commodity market values for recycling materials. Due to increasing patron use of the Recycling Depot, there is increased demand for staffing resources to maintain service levels. The overall net effect is a minimal change at the high level for recycling material processing costs.

Container Rental/Collection and Operating Expenditures

Container rental/collection costs are increased slightly associated with Recycling Depot service costs.

Internal Shared/Agreements

Increases in Internal Shared Costs include salary increases which align with the Collective Agreement. Agreement costs are increased slightly based on the consumer price index and contractual increase with Vancouver Coastal Health Authority for the City's public health protection service agreement.

The recommended Solid Waste & Recycling budget also includes a full-time Sanitation & Recycling Assistant position to support the variety of new programs implemented, including bi-weekly garbage, multi-family organics recycling, MMBC program, etc. There is no financial impact to the utility budget as the funding was approved as part of implementation of these programs and only represents a consolidation of temporary functions into a single, regular full time position. There is no change in service level or increased staffing levels associated with this full time position as the work is currently being performed on a temporary full time basis by several staff.

Rate Stabilization (Option 3)

Rate stabilization costs have increased to offset anticipated increased MMBC revenue. Option 3 includes an additional \$300,000 transfer from provision for rate stabilization.

Revenues – General Solid Waste and Recycling Provision

Recycling Material Revenues

Recycling material revenues are reduced associated with the decline in commodity markets for materials received at the Recycling Depot.

MMBC Revenue Incentive

The net MMBC revenue incentive is increased as a result of the new consolidation arrangement and to more closely align with projections. Overall, the MMBC program is expected to generate net revenue of approximately \$1 million for 2016 and can be deposited into the solid waste provision account subject to Council approval. This is in alignment with previous Council direction (November 25, 2013) when the decision to join MMBC was made.

Impact on 2017 Rates

The impact of the budget options to ratepayers is provided in the tables which follow. In light of the implementation of bi-weekly garbage collection service in the first quarter of 2016, a variable rate structure was introduced. This allows residents the opportunity to subscribe to their desired size of garbage cart/container and the associated fee. The principal reason for the increase in 2017 relates to increased organics processing requirements due to additional waste being diverted to this recycling stream.

Table 9 provides total costs based on standard garbage cart sizes for single-family (240L) and townhouse (120L). Table 10 provides a more detailed breakdown of Option 2 rates based on the four different garbage cart size options that are available to residents in single-family and townhouse units. The percentage of container sizes subscribed to by each customer class is also shown for information.

Rates have been adjusted in 2017 to encourage smaller sized containers to promote waste reduction. Residents are able to reduce or increase the amount they pay for service based on the cart size they select for garbage collection service. The standard garbage cart size for townhouse is 120L; incentives to encourage the use of this smaller size are reflected within the Townhouse rates shown in Table 9. Apartments are assumed to be on City weekly organics collection service, but not on City garbage collection service, and are not affected by the adjustments in City garbage service fees.

| Table 9. 2017 Solid Waste and Recycling Rate Options (net of discount) | | | | |
|------------------------------------------------------------------------|------------|----------------------|---------------------------|---------------------|
| Customer Class | 2016 Rates | Option 1 | Option 2 (Recommended) | Option 2 |
| Single Family Dwelling (Standard 240L Cart) | \$276.25 | \$285.10 \$8.85 | \$285.10 \$8.85 | \$289.12 \$12.87 |
| Townhouse (Standard 120L Cart) | \$217.25 | \$213.60 (\$3.65) | \$213.60 (\$3.65) | \$217.62 \$0.37 |
| Apartment | \$86.85 | \$94.95 \$8.10 | \$94.95 \$8.10 | \$98.47 \$11.62 |
| Business Rate | \$27.95 | \$29.31 \$1.36 | \$29.31 \$1.36 | \$30.11 \$2.16 |

| Table 10. 2017 Single-Family and Townhome Net Rates by Garbage Cart Size | | | | |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------|
| Cart Size | Single Family | | Townhomes | |
| | Full Service Rate (Including Recycling, Organics, Other Services) | Approximate Percent - Subscribed Size | Full Service Rate (Including Recycling, Organics, Other Services) | Approximate Percent - Subscribed Size |
| 80L | \$248.10 | 5% | \$191.60 | 13% |
| 120L | \$270.10 | 12% | \$213.60 | 78% |
| 240L | \$285.10 | 78% | \$228.60 | 8% |
| 360L | \$381.10 | 5% | \$324.60 | 1% |

As noted previously within the water and sewer sections, the above rates are net rates and will be increased by 10% in the rate amending bylaws in accordance with the bylaw early payment discount provisions.

Regional Issues

In 2017, tipping fees are expected to remain unchanged for waste disposal. Recycling fees for Source-Separated Organic Waste, Green Waste and Clean wood at the North Shore Transfer Station has reduced by 5.6%, while the surcharge for Hazardous and Operational Impact Materials and Product Stewardship materials has increased by 30%. GVS&DD's costs of providing dedicated recycling depots at the North Shore and Coquitlam Transfer Stations are to be apportioned among participating municipalities on a population basis.

Other changes in the 2017 Tipping Fee Bylaw effective July 1, 2017 include improved weigh scale precision, changes in Peak Hours definition, changes in surcharge thresholds for Food Waste and Clean Wood, a new surcharge for Unsecured Loads, the addition of Personal Hygiene Products to Hazardous and Operational Impact Materials, and the removal of ban exemption for Wax Paper and Cardboard.

Advantages/Disadvantages of Various Options

Option 1

- Represents the minimum increase necessary to maintain the current level of service.

Option 2 (Recommended)

- Represents the minimum increase necessary to maintain the current level of service.
- Includes a new Supervisor 3 position to oversee increasing demands at the Recycling Depot and Litter Collection operations at a cost of \$81,450 plus fringe to a total of \$121,360, to be offset by additional MMBC revenues for a total impact of \$0 to the utility budget.

Option 3

- Represents the minimum increase necessary to maintain the current level of service.
- Includes a new Supervisor 3 position to oversee increasing demands at the Recycling Depot and Litter Collection operations at a cost of \$81,450 plus fringe to a total of \$121,360, to be offset by additional MMBC revenues for a total impact of \$0 to the utility budget.
- Contributes \$300,000 to the Sanitation & Recycling Provision.

Recommended Option

Staff recommend the budget and rates outlined under Option 2 for Solid Waste and Recycling. This option provides full funding for all existing programs and changes as outlined in this report, and allows the Recycling Depot and illegal dumping incidents to be managed more effectively, with no net impact to rates.

Total Recommended 2017 Utility Rate Option

In light of the significant challenges associated with the impacts of regional costs and new programs in the City, staff recommend the budget and rates options as follows:

- Option 1 is recommended for Water
- Option 2 is recommended for Sewer
- Option 2 is recommended for Drainage and Diking
- Option 2 is recommended for Solid Waste and Recycling

Table 11 summarizes the estimated total metered rate utility charge, based on average water and sewer consumption. Table 12 summarizes the total flat rate utility charge.

| Table 11. 2017 Estimated Total Net Rates to Metered Customers | | |
|-------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------|
| Customer Class | 2016 Estimated Net Metered Rates | 2017 Estimated Net Metered Rates (Recommended) |
| Single-Family Dwelling (based on 315 m ³ average) | \$1,126.56 | \$1,154.87 \$28.31 |
| Townhouse (on City garbage service) (based on 210 m ³ average) | \$838.09 | \$847.41 \$9.32 |
| Townhouse (not on City garbage service) (based on 210 m ³ average) | \$737.09 | \$758.91 \$21.82 |
| Apartment (based on 160m ³ average) | \$574.85 | \$592.83 \$17.98 |
| Commercial/Industrial | | |
| Metered Water (\$/m ³) | \$1.1317 | \$1.1595 \$0.0278 |
| Metered Sewer (\$/m ³) | \$0.9851 | \$1.0192 \$0.0341 |
| Business: Garbage | \$27.95 | \$29.31 \$1.36 |
| Business: Drainage & Diking (800 m ² to 10,000 m ²) | \$290.00 | \$290.00 \$0 |

| Table 12. 2017 Total Net Rates to Flat Rate Customers | | |
|-------------------------------------------------------|---------------------|--------------------------------------|
| Customer Class | 2016 Net Flat Rates | 2017 Net Flat Rates (Recommended) |
| Single-Family Dwelling | \$1,412.37 | \$1,458.92 \$46.55 |
| Townhouse (on City garbage service) | \$1,219.07 | \$1,240.19 \$21.12 |
| Townhouse (not on City garbage service) | \$1,118.07 | \$1,151.69 \$33.62 |
| Apartment | \$851.96 | \$878.44 \$26.48 |

As noted previously, the rates presented in this report reflect the net rates. This is the actual cost that property owners pay after the 10% discount incentive is applied, as outlined in the rate bylaws. The discount incentive provided in the bylaws is a very effective strategy in securing utility payments in a timely manner. To ensure full cost recovery while maintaining the payment incentive, the bylaw rates are adjusted by the discount amount. The recommended rates outlined above result in gross rate charges to residents as outlined in Attachment 2. These rates would be reflected in the amending bylaws for each utility area, should they be approved by Council.

Flat Rate and Metered Customers

The residential metering program has been successful in transitioning 93% of single-family households from flat rates to metered rates. The majority of townhouses and apartments are still on flat rate; however, the number with meters will continue to increase with the ongoing volunteer and mandatory water meter programs for multi-family dwellings. The number of units by customer class is identified in Table 13:

| Table 13. Flat Rate and Metered Property Unit Counts at Mid-Year | | | | |
|------------------------------------------------------------------|--------------------|-------------|----------------------------|------------|
| | (2016 percentages) | 2016 Counts | 2017 Counts (Estimated) | Difference |
| Single-Family Residential | Flat Rate (11%) | 3,112 | 1,203 | -1,909 |
| | Metered (89%) | 25,448 | 27,873 | 2,425 |
| Townhouse | Flat Rate (70%) | 11,696 | 11,446 | -250 |
| | Metered (30%) | 4,902 | 5,321 | 419 |
| Apartment | Flat Rate (54%) | 15,312 | 14,912 | -400 |
| | Metered (46%) | 13,153 | 14,973 | 1,820 |
| Total Residential Units | | 73,623 | 75,728 | 2,105 |
| Commercial Units | Metered | 3,547 | 3,547 | 0 |
| Farms | Metered | 47 | 47 | 0 |

Comparison of 2016 City Utility Rates to Other Major Household Expenses

In relation to other common household expenses, City utility expenses represent good value when compared with other daily major household expenses, such as telephone, cable, internet, electricity, transit and others. Water, sewer, garbage and drainage utility services are fundamental to a quality lifestyle for residents as well as necessary infrastructure to support the local economy. The following Figure 1 illustrates the value of these services when compared to other common household expenses.

Figure 1. Cost Comparison of Main Household Expenses for a Single-Family Dwelling

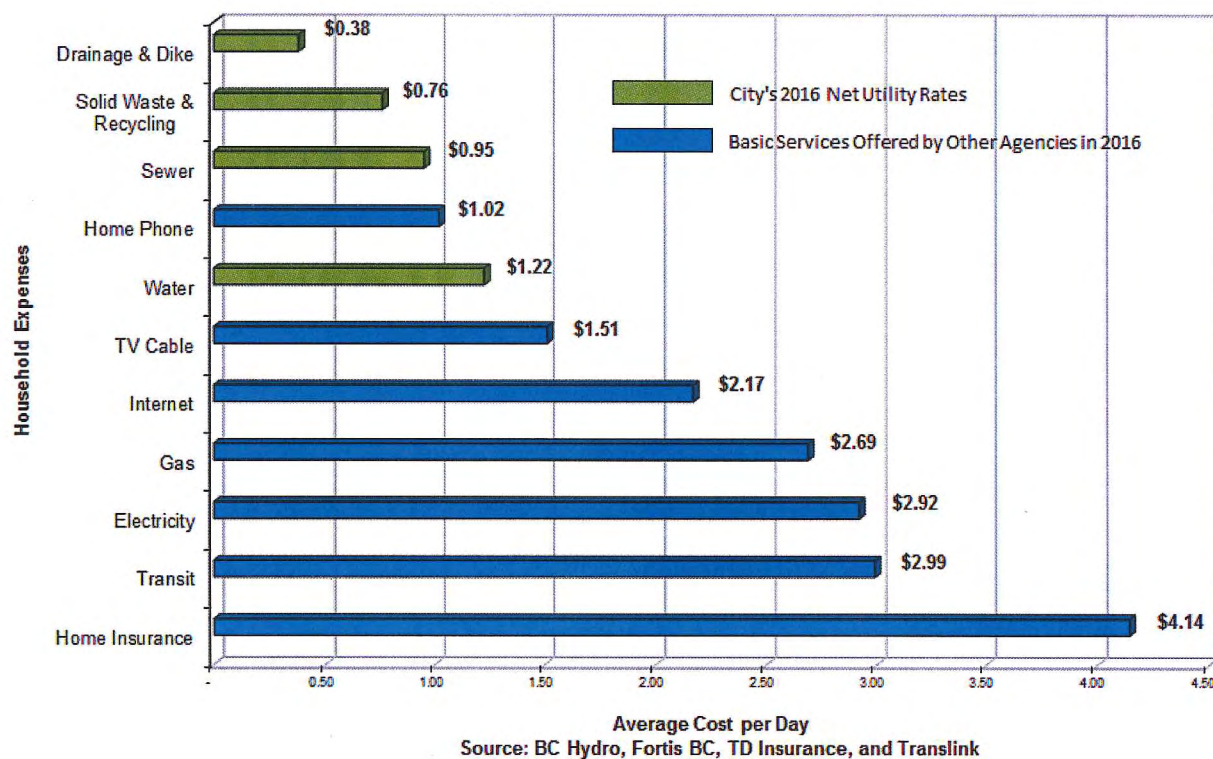


Figure 1 Reference REDMS 5174947

Financial Impact

The budgetary and rate impacts associated with each option are outlined in detail in this report. In all options, the budgets and rates represent full cost recovery for each City service.

The key impacts to the recommended 2017 utility budgets and rates stem from estimated Metro Vancouver increases for bulk water purchase and the sewer levy as well as ongoing reductions in metered consumption. Staff recommend the budget and rates options as follows:


- Option 1 is recommended for Water
- Option 2 is recommended for Sewer
- Option 2 is recommended for Drainage and Diking
- Option 2 is recommended for Solid Waste & Recycling

Considerable effort has been made to minimize City costs and other costs within our ability in order to minimize the impact to property owners.

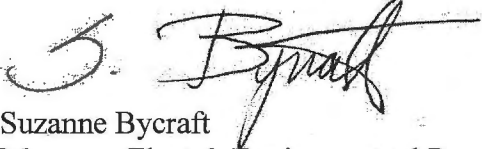
Conclusion

This report presents the 2017 proposed utility budgets and rates for City services relating to the provision of water, the connection of wastewater, flood protection, as well as the provision of solid waste and recycling services. Considerable measures are taken to reduce costs where possible in order to minimize rate increases. A significant portion of the City's costs relate to impacts from influences outside of the City's direct control, such as regional cost impacts, power and postage increases, etc. Regional costs are expected to continue increasing to meet demands for high quality drinking water and sewer treatment.

Staff recommend that the budgets and rates as outlined in this report be approved and that the appropriate amending bylaws be brought forward to Council to bring these rates into effect.



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LB:bn

- Att. 1: 2017 Estimated Total Net Rate to Metered Customers
2: 2017 Annual Utility Charges – Recommended Gross Rates per Bylaw

Attachment 1

2017 Estimated Total Net Rates to Metered Customers

| Customer Class | 2016 Estimated Net Metered Rates | 2017 Estimated Net Metered Rates (Recommended) |
|-------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------|
| Single-Family Dwelling (based on 315 m ³ average) | \$1,126.56 | \$1,154.87 \$28.31 |
| Townhouse (on City garbage service) (based on 210 m ³ average) | \$838.09 | \$847.41 \$9.32 |
| Townhouse (not on City garbage service) (based on 210 m ³ average) | \$737.09 | \$758.91 \$21.82 |
| Apartment (based on 160m ³ average) | \$574.85 | \$592.83 \$17.98 |
| Commercial/Industrial | | |
| Metered Water (\$/m ³) | \$1.1317 | \$1.1595 \$0.0278 |
| Metered Sewer (\$/m ³) | \$0.9851 | \$1.0192 \$0.0341 |
| Business: Garbage | \$27.95 | \$29.31 \$1.36 |
| Business: Drainage & Diking (800 m ² to 10,000 m ²) | \$290.00 | \$290.00 \$0 |

Attachment 2

2017 Annual Utility Charges – Recommended Gross Rates per Bylaw (Estimated Metered and Actual Flat Rates)

| | Water | Sewer | Drainage/ Diking | Garbage/ Recycling | Total |
|--------------------------------------------------------------------------------------|----------|----------|---------------------|-----------------------|------------|
| Metered (Based on Average Consumption) | | | | | |
| Single-Family Dwelling | \$453.79 | \$356.72 | \$155.90 | \$316.78 | \$1,283.19 |
| Townhouse (with City garbage) | \$310.52 | \$237.81 | \$155.90 | \$237.33 | \$941.56 |
| Townhouse (no City garbage) | \$310.52 | \$237.81 | \$155.90 | \$139.00 | \$843.23 |
| Apartment | \$216.11 | \$181.19 | \$155.90 | \$105.50 | \$658.70 |
| Flat Rate (Actual) | | | | | |
| Single-Family Dwelling | \$684.02 | \$464.32 | \$155.90 | \$316.78 | \$1,621.02 |
| Townhouse (with City garbage) | \$559.93 | \$424.83 | \$155.90 | \$237.33 | \$1,377.99 |
| Townhouse (no City garbage) | \$559.93 | \$424.83 | \$155.90 | \$139.00 | \$1,279.66 |
| Apartment | \$360.81 | \$353.83 | \$155.90 | \$105.50 | \$976.04 |
| General – Other/Business | | | | | |
| Metered Water (\$/m ³) | \$1.2883 | | | | |
| Metered Sewer (\$/m ³) | | \$1.1324 | | | |
| Business: Garbage | | | | \$32.57 | |
| Non-Stratified ICI: Drainage & Diking (800 m ² to 10,000 m ²) | | | \$322.23 | | |