



General Purposes Committee

Anderson Room, City Hall
6911 No. 3 Road

Monday, March 17, 2014
4:00 p.m.

Pg. # ITEM

MINUTES

GP-6 *Motion to adopt the **minutes** of the meeting of the General Purposes Committee held on Monday, March 3, 2014.*



DELEGATION

Tracy Lakeman, Chief Executive Officer, Tourism Richmond, to present Tourism Richmond's annual update.

FINANCE AND CORPORATE SERVICES DEPARTMENT

1. **RICHMOND RESILIENT ECONOMY STRATEGY – FINAL**
(File Ref. No.) (REDMS No. 4141069)

GP-11

See Page GP-11 for full report

Designated Speaker: Neonila Lilova

STAFF RECOMMENDATION

That the Richmond Resilient Economy Strategy, enclosed as Attachment 1 to the staff report titled Richmond Resilient Economy Strategy – Final, dated February 6, 2014, from the General Manager, Finance and Corporate Services, be adopted.



Pg. # ITEM

2. **RICHMOND BUSINESS DEVELOPMENT PROGRAM – 2013 RESULTS**

(File Ref. No.) (REDMS No. 4146713)

GP-49

See Page GP-49 for full report

Designated Speaker: Neonila Lilova

STAFF RECOMMENDATION

That the staff report titled Richmond Business Development Program – 2013 Results, dated February 26, 2014, from the General Manager, Finance and Corporate Services, be received for information.



3. **GOODLUCK INTERNATIONAL ENTERPRISES LTD., DOING BUSINESS AS BUSHUAIR RESTAURANT UNIT 121 – 4600 NO. 3 ROAD**

(File Ref. No. 12-8275-05) (REDMS No. 4157985)

GP-66

See Page GP-66 for full report

Designated Speaker: Glenn McLaughlin

STAFF RECOMMENDATION

That the application from Goodluck International Enterprises Ltd., doing business as Bushuair Restaurant, for an amendment to increase their hours of liquor service under Food Primary Liquor Licence No. 303133 from Monday to Sunday 9:00 a.m. to Midnight to Monday to Sunday 9:00 a.m. to 2:00 a.m., be supported and that a letter be sent to the Liquor Control and Licensing Branch advising that:

- (1) *Council supports the amendment for an increase in liquor service hours as the increase will not have a significant impact on the community;*
- (2) *Council's comments on the prescribed criteria (set out in Section 53 of the Liquor Control and Licensing Regulations) are as follows:*
 - (a) *the potential for additional noise and traffic in the area if the application is approved was considered;*
 - (b) *the impact on the community if the application is approved was assessed through a community consultation process and considered.; and*

- (c) *given there has been no history of non-compliance with the operation, the amendment to permit extended hours of liquor service under the Food Primary Liquor Licence, should not change the establishment such that it is operated contrary to its primary purpose.*
- (3) *As the operation of a licenced establishment may affect nearby residents the City gathered the view of the residents as follows:*
 - (a) *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*
 - (b) *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.*
- (4) *Council’s comments and recommendations respecting the views of the residents are as follows:*
 - (a) *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.*



4. **THE WESTIN WALL CENTRE VANCOUVER AIRPORT, DOING BUSINESS AS THE APRON RESTAURANT, 3099 CORVETTE WAY**
(File Ref. No. 12-8275-05) (REDMS No. 4166758)

GP-72

[See Page GP-72 for full report](#)

Designated Speaker: Glenn McLaughlin

STAFF RECOMMENDATION

That the application from The Westin Wall Centre Vancouver Airport, doing business as The Apron Restaurant, for an amendment to increase their hours of liquor service under Food Primary Liquor Licence No. 303817 from Monday to Sunday 9:00 a.m. to Midnight to Monday to Sunday 9:00 a.m. to 2:00 a.m., be supported and that a letter be sent to the Liquor Control and Licensing Branch advising that:

- (1) *Council supports the amendment for an increase in liquor service hours as the increase will not have a significant impact on the community;*

- (2) *Council’s comments on the prescribed criteria (set out in Section 53 of the Liquor Control and Licensing Regulations) are as follows:*
 - (a) *the potential for additional noise and traffic in the area if the application is approved was considered;*
 - (b) *the impact on the community if the application is approved was assessed through a community consultation process and considered; and*
 - (c) *given there has been no history of non-compliance with the operation, the amendment to permit extended hours of liquor service under the Food Primary Liquor Licence should not change the establishment so that it is operated contrary to its primary purpose.*
- (3) *As the operation of a licenced establishment may affect nearby residents the City gathered the view of the residents as follows:*
 - (a) *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*
 - (b) *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.*
- (4) *Council’s comments and recommendations respecting the views of the residents are as follows:*
 - (a) *that based on the number of letters sent and the lack of responses received from all public notifications, Council considers that the amendment is acceptable to the majority of the residents in the area and the community.*



COMMUNITY SERVICES DEPARTMENT

5. 2013 RICHMOND FILM OFFICE ANNUAL REPORT

(File Ref. No. 08-4150-09-01) (REDMS No. 4160967)

GP-78

See Page GP-78 for full report

Designated Speaker: Kerry Gillis

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ITEM

STAFF RECOMMENDATION

That the 2013 Richmond Film Office Annual Report, dated March 3, 2014, from the Director, Arts, Culture and Heritage Services, be received for information.

ADJOURNMENT



General Purposes Committee

Date: Monday, March 3, 2014

Place: Anderson Room
Richmond City Hall

Present: Acting Mayor Derek Dang, Chair
Councillor Chak Au
Councillor Linda Barnes
Councillor Bill McNulty
Councillor Linda McPhail
Councillor Harold Steves

Absent: Mayor Malcolm D. Brodie
Councillor Evelina Halsey-Brandt
Councillor Ken Johnston

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

MINUTES

It was moved and seconded

That the minutes of the meeting of the General Purposes Committee held on Monday, February 17, 2014, be adopted as circulated.

CARRIED

DELEGATION

1. With the aid of a PowerPoint presentation (copy on file, City Clerk's Office), Craig Richmond, President and Chief Executive Officer, Vancouver Airport Authority (VAA), accompanied by Anne Murray, Vice President, Community and Environmental Affairs, VAA, and Howard Jampolsky, City of Richmond representative on the Vancouver International Airport Board, provided an update on the Airport Authority's activities over the past year and spoke of upcoming economic opportunities.

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Discussion ensued regarding the Vancouver International Airport's (YVR) activities impact on the environment and Mr. Richmond noted that (i) the Airport Authority's mandate states that it is to contribute to British Columbia's economy by generating jobs and facilitating trade and tourism opportunities; (ii) the Airport Authority is not affiliated with the Vancouver Airport Fuel Facilities Corporation; and (iii) the Airport Authority is currently preparing a sustainability plan.

In reply to queries and comments from Committee, Mr. Richmond noted that the Airport Authority anticipates that any development along Russ Baker Way would complement the City's planning vision and would be subject to a public consultation.

Discussion ensued regarding Richmond's aviation history and it was suggested that the VAA consider building an aircraft museum that would showcase said history.

In reply to queries from Committee, Mr. Richmond provided the following information:

- many airlines are choosing to upgrade their fleet as newer aircrafts are more fuel efficient;
- the two parallel runways at the YVR allows for growth, should the need arise; also, terminals at the YVR are designed to facilitate expansion;
- Canadian and American air travel models differ in that in Canada, it is a 'pay per use' model compared to the United States of America, whereby airports receive assistance from all levels of government; and
- the YVR is the second busiest airport in Canada and boasts the highest number of flights to Asia from North America.

It was moved and seconded

That the delegation by the Vancouver Airport Authority be received for information.

CARRIED

ENGINEERING AND PUBLIC WORKS DEPARTMENT

2. EXPRESSION OF INTEREST IN MULTI-MATERIAL BC'S ADVISORY COMMITTEE

(File Ref. No. 10-6370-01) (REDMS No. 4160415)

It was moved and seconded

That:

- (1) *the City of Richmond apply to UBCM for representation on Multi-Material BC's Advisory Committee;***

2.

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- (2) *a member of Council be nominated for consideration by UBCM as the City's elected representative to Multi-Material BC's Advisory Committee; and*
- (3) *the General Manager, Engineering & Public Works be submitted for consideration by UBCM as a technical staff representative to Multi-Material BC's Advisory Committee.*

CARRIED

COMMUNITY SERVICES DEPARTMENT

3. PUBLIC ENGAGEMENT IN MINORU MAJOR FACILITY REPLACEMENTS

(File Ref. No. 06-2052-55-01) (REDMS No. 4159769 v.4)

In reply to queries from Committee, Serena Lusk, Senior Manager, Recreation and Sport Services, advised that staff are recommending that two Advisory Committees be formed: (i) Minoru Major Facility Stakeholder Advisory Committee and (ii) Major Facility Building / Project Technical Advisory Committee.

Discussion took place regarding the proposed Advisory Committees' Terms of Reference, and it was noted copies of their agendas and minutes would not be circulated to Council. Ms. Lusk advised that the proposed two Advisory Committees would provide information to staff, and that staff would amalgamate such information with input from other engagement opportunities and present an overall concept for Council's consideration at a future date.

Discussion further took place regarding Council's role with the proposed two Advisory Committees and it was suggested that two Council liaisons form the membership of each of the proposed Advisory Committees.

George Duncan, Chief Administrative Officer, commented on each of the proposed Advisory Committees' roles, noting that they are to provide their expertise to staff. Staff would gather such advice and compile it with other information related to the projects, and present all the information in a staff report to Council.

Robert Gonzalez, General Manager, Engineering and Public Works, spoke of the project's schedule and advised that Council would be updated with such information.

Discussion took place regarding the staff memorandum dated January 24, 2014 from the Senior Manager, Project Development providing an update on Phase One of the Major Facilities Project (copy on file, City Clerk's Office), and it was noted that such information is appreciated by Council.

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Discussion ensued regarding the proposed Advisory Committees' Terms of Reference, and as result the following motion was introduced:

It was moved and seconded

That the proposed Advisory Committees' Terms of Reference be amended to reflect:

- (a) that two Council liaisons be appointed to each Advisory Committee; and*
- (b) that each Advisory Committee be chaired by a member of Council.*

The question on the motion was not called as discussion took place regarding the recruitment process for the proposed Major Facility Building / Project Technical Advisory Committee, and Ms. Lusk advised that a staff report on the matter is forthcoming.

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

Discussion further took place regarding the proposed Advisory Committees' Terms of Reference, and as result the following motion was introduced:

It was moved and seconded

That the proposed Advisory Committees' Terms of Reference be further amended to reflect that the following be added under 'Meetings':

- (a) 'Copies of the agenda and record of the previous meeting will be circulated to Committee members [and Council members] in advance of the next meeting;' and*
- (b) 'The decision process is to be consensus based. [Major decisions must go before Council.] If some members disagree with Committee's recommendations or activities, decisions will be recorded in the meeting records.'*

The question on the motion was not called as Mr. Duncan commented on the proposed approval process, noting that the proposed Advisory Committees will be able to manage the day-to-day details of the projects; however, all major decisions will be brought before Council.

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

It was moved and seconded

That:

- (1) the Public Engagement Plan described in the staff report titled Public Engagement in Minoru Major Facility Replacements, dated February 25, 2014 from the Senior Manager, Recreation and Sport Services, be approved;*

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- (2) *the Terms of Reference for the revised Minoru Major Facility Stakeholder Advisory Committee as described in Attachment 1 of the staff report titled Community Engagement in Minoru Major Facility Replacements, dated February 25, 2014 from the Senior Manager, Recreation and Sport Services, be approved as amended; and*
- (3) *the Terms of Reference for the Major Facility Building/Project Technical Advisory Committee as described in Attachment 2 of the staff report, titled Community Engagement in Minoru Major Facility Replacements, dated February 25, 2014 from the Senior Manager, Recreation and Sport Services, be approved as amended.*

CARRIED

ADJOURNMENT

It was moved and seconded
That the meeting adjourn (5:26 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, March 3, 2014.

Acting Mayor Derek Dang
Chair

Hanieh Berg
Committee Clerk



City of Richmond

Report to Committee

To: General Purposes Committee **Date:** February 6, 2014
From: Andrew Nazareth **File:**
General Manager, Finance and Corporate
Services
Re: **Richmond Resilient Economy Strategy – Final**

Staff Recommendation

That the *Richmond Resilient Economy Strategy*, enclosed as Attachment 1 to the report titled “Richmond Resilient Economy Strategy – Final”, dated January 27, 2014 from the Manager, Economic Development, be adopted.

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

Att. 2

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

Staff Report

Origin

At the January 13, 2014 Council meeting, Council received a report presenting the draft Richmond Resilient Economy Strategy (“Strategy”). Council further adopted a recommendation that the draft be consulted with business stakeholders, including the Economic Advisory Committee, and made available for broader feedback through the City’s public engagement platform LetsTalkRichmond.ca.

The Economic Advisory Committee (“EAC”) was instrumental in the preparation of the draft Strategy and has unanimously endorsed the document that Council received. Furthermore, the draft Strategy was forwarded to targeted Richmond business organizations and stakeholders for feedback and comment. In addition, it was posted on the Richmond public engagement website LetsTalkRichmond.ca and made available for public comment over a two-week period. The opportunity to provide input was promoted broadly and intensively through the City’s economic development and broader outreach tools, including social media, e-newsletter and direct email channels.

Based on relevant feedback received through both the targeted business stakeholder consultation process and the broader public input platform, the draft Strategy has been finalized and enclosed as Attachment 1. This report provides an overview of the process to generate comments on the draft, summarizes feedback received, and presents a final version of the Strategy for Council’s adoption. A brief, high-level summary of the Strategy goals, core themes and development process is enclosed in Attachment 2.

The Richmond Resilient Economy Strategy has been prepared in conjunction with Council Term Goal 3.4:

Update the City’s economic development strategy, ensuring sport hosting and events are a part of it, and that it is clear on what kind of businesses we want to attract and retain, and where future industrial and business parks will be located.

Analysis

Draft Strategy Consultation

Both targeted and broader public consultation channels were utilized to solicit feedback on the draft Strategy.

- a) Targeted consultation – the draft Strategy was distributed for comment to all organizations involved in providing initial input during Phase 1, at the outset of the project, including:
 - A sample of Richmond’s significant business stakeholders – Fairchild Property Group, Great Canadian Gaming Corporation (River Rock), Richmond Olympic Oval, Vancouver Airport Authority, Port Metro Vancouver
 - Richmond’s two public universities – Kwantlen Polytechnic University and BCIT

- Richmond's key formal business associations – Tourism Richmond, the Richmond Chamber of Commerce and the Steveston Merchants Association
- Richmond City Council's relevant advisory committee – the Agricultural Advisory Committee and the EAC (with the latter providing input on behalf of the broader Richmond business community, per its mandate and project involvement)
- A sample of regional associations representing industries of strategic significance to Richmond – Canadian Manufacturers and Exporters Association (British Columbia Chapter), Urban Development Institute

Richmond's key business stakeholders have been engaged throughout the development of the Strategy. Critical inputs and economic development priorities received were captured during Phase 1 and were reflected in the draft Strategy. As a result of early stakeholder engagement, few comments were received during the final consultation stage.

- b) Broad consultation – the draft Strategy was made available on LetsTalkRichmond.ca for public comment. Staff collected three inputs through the online comment submission form:
- I am a Richmond resident – yes/no field
 - I own or manage a business in Richmond – yes/no field
 - Here are my comments on the proposed Richmond Resilient Economy Strategy – free text entry field

There were a total of 26 comments received. Twenty-one of the respondents indicated that they are Richmond residents and 11 answered that they own or manage a business in Richmond. Of the 26 responses received, 16 were directly related to economic development and the Strategy.

Overall responses were positive and supportive, with comments aligned with the nine core themes and associated action items of the Strategy. Specific areas of economic development that were mentioned in the LetsTalkRichmond.ca public comments include:

- Preservation and intensification of available industrial lands for economic growth and a balanced tax base
- Need for ongoing business retention effort
- Recognition of YVR and Port Metro Vancouver as core drivers of the Richmond economy
- Role of Steveston in Richmond's tourism product and overall recognition of tourism as an economic driver in the community
- Simplification of City rules, regulations and processes as a means to facilitate business
- Promotion of office development along high-speed transportation corridors
- Preservation of the ALR as a means of local food production

- Need to focus on attracting business to business parks that have transportation or amenity disadvantages compared to the City Centre

Strategy Revisions

After targeted and broad public consultation, no significant revisions were made to the draft to finalize the Strategy. Based on the feedback received through the targeted consultation process, stakeholders are supportive of the strategy, complimentary about the quality of the work, and interested in participating during implementation. Input received via LetsTalkRichmond.ca indicates broad overall support of the Strategy and its nine focus areas.

Financial Impact

There are no financial impacts associated with adopting the Richmond Resilient Economy Strategy. While City resources will be required to implement action items of the Strategy, it is anticipated that most action items will be completed within available departmental resources. Any projects requiring additional resources will be brought forward for Council's consideration.

Conclusion

At the January 13, 2014 Council meeting, Council received the draft Richmond Resilient Economy Strategy and directed staff to consult with business stakeholders, including the Economic Advisory Committee, and make the strategy available on LetsTalkRichmond.ca for public feedback. Consequently, the draft Strategy was forwarded to Richmond's major business stakeholder organizations and posted on the City's public engagement platform LetsTalkRichmond.ca for feedback. Early engagement of business stakeholders in the preparation of the draft Strategy generated overall positive feedback and support of the Strategy, with no major revisions made to the draft as a result. The 26 comments received through LetsTalkRichmond.ca were also positive and overall supportive of the draft Strategy, also resulting in no major revisions to the Strategy.

The Richmond Resilient Economy Strategy updates the City's Economic Development Strategy (2002) and sets priorities for the City's economic development program for the next 5 years. It has been developed through a participative process, engaging Council's Economic Advisory Committee and a broad spectrum of business stakeholder, and incorporating feedback from Richmond's online public engagement platform. To commence implementation of the specific action items contained within, it is recommended that the Richmond Resilient Economy Strategy presented in Attachment 1 of this report, be adopted. Pending adoption, the Strategy will be managed through 2014-2019 in departmental work plans, with updates provided to Council through existing annual reporting mechanisms or as action items are completed.



Neonila Lilova
Manager, Economic Development
(604-247-4934)

Richmond Resilient Economy Strategy
Action Plan

February 2014

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1.0 Introduction

1.1 Background

The City of Richmond adopted an Economic Development Strategy (EDS) in 2002, which was comprehensive and considered all aspects of the local economy. While many of the 2002 EDS actions were implemented, the City's decision to develop a venue for and participate in the 2010 Winter Olympics delayed implementation of the entire set of actions identified in the 2002 EDS.

A decade has now passed since the creation of the 2002 EDS. Both the regional economy and Richmond's local economy have grown and evolved over the last ten years. A review and update of the 2002 EDS is needed, in view of the developments of the last decade, to evaluate outstanding action items and develop new ones based on current economic prospects and priorities for Richmond.

The City recently completed a major review and update to its Official Community Plan (OCP), which included developing the City's vision for its growth and development to 2041. The new OCP incorporates the City's Employment Lands Strategy, which included a detailed analysis of Richmond's inventory of employment lands. The OCP also supports the concept of an open and flexible local economy, resilient to volatility in the global marketplace, into its long-term community planning. To help achieve this goal, the City decided to develop an updated EDS: the "Resilient Economy Strategy." Richmond wants the new Resilient Economy Strategy to help the City and other organizations take effective action that will:

- Retain the economic sectors that are fundamental to Richmond's economic well-being and character.
- Grow the sectors for which Richmond is well-suited to tap opportunities, taking into account local and regional natural, social, and economic assets.
- Make the local economy more resilient, in terms of weathering future economic and environmental change.

Why a Resilient Economy Strategy?

- *Retain fundamental sectors of local economy.*
 - *Grow sectors well suited to Richmond.*
 - *Become more resilient to economic and environmental change.*
-

1.2 Project Participation

This Resilient Economy Strategy incorporates input from many participants.

The **City of Richmond Economic Development Office** initiated and managed the project, coordinated the participation of the Economic Advisory Committee, and directed the work of the consultants.

Neonila Lilova, Manager Economic Development
Katie Ferland, Business Development Liaison

The **Economic Advisory Committee** is appointed by City Council to provide strategic economic advice. The Committee participated by providing insight into the structure and trajectory of Richmond's economy, commenting on draft materials, and helping select priorities for City action. The members are:

Tom Corsie	Port Metro Vancouver
Jerome Dickey	
Howard Harowitz	Howard Harowitz Consulting Ltd.
Tony Kwan	Pryke Lambert Leathley Russell LLP
Thomas Land	Ecowaste Industries Ltd.
Shelia Luft	Cadillac Fairview Corporation Limited
Debbi-Jo Matias	
Michael Priest	LiteAccess Technologies Inc.
Bruce Rozenhart	Counterpoint Communications
Amit Sandhu	Ampri Group
Parm Sandhu	Telus
Kristi Searle	PeopleBiz
Raymond Segat	Vancouver Airport Authority
Derek Dang	Councilor, City of Richmond Council Liaison to the EAC

External, stakeholder organizations were interviewed by the consultants and provided information about Richmond's economic prospects and challenges:

BCIT Aerospace Technology Campus
Canadian Manufacturers & Exporters BC
Fairchild Property Group
GC Gaming Corporation
Kwantlen Polytechnic University
Port Metro Vancouver
Richmond Agricultural Advisory Committee
Richmond Chamber of Commerce
Richmond Olympic Oval
Steveston Merchants Association
Tourism Richmond
Urban Development Institute
YVRAA

Coriolis Consulting Corp. completed the three Technical Reports and helped draft the Action Plan.

1.3 Approach

The work program was divided into four major phases as shown in Exhibit 1.

Exhibit 1

Phase	Scope	Timing	Deliverables
1	Analysis of Richmond's Economy in Regional Context Initial Stakeholder Consultation and Input Opportunities and Constraints Review of 2002 Strategy Implications for Resilient Economy Strategy	May to September 2013	Technical Report #1 for the Richmond Resilient Economy Strategy, September 2013.
2	Workshop with City Staff Workshop with Economic Advisory Committee	September 2013	Comments and direction regarding the main elements of a new economic development strategy.
3	Draft Action Plan Review by Economic Advisory Committee Review by City Staff	October to November 2013	Technical Report #2 for the Richmond Resilient Economy Strategy, late November 2013. Technical Report #3 for the Richmond Resilient Economy Strategy, late November 2013. Draft Action Plan.
4	Review by Council Review by Stakeholders Final Action Plan	December 2013 and January 2014	Final Action Plan

2.0 Scope of the Action Plan

This Action Plan draws on these key inputs:

- Existing City policy.
- The 2002 Economic Development Strategy.
- Consultation with a wide variety of external organizations with a major stake in Richmond's local economy.
- A detailed analysis of Richmond's economy in the regional context, documented in the Technical Report #1 for the Richmond Resilient Economy Strategy, September 2013.
- Input from City staff.
- Input from the Economic Advisory Committee.

The Action Plan has been developed with these parameters in mind:

- The Plan is primarily intended to outline actions that should be taken by the City of Richmond, in some cases in collaboration with other agencies, to strengthen, enhance, or diversify Richmond's local economy. The Action Plan concentrates on work to be done or led by the Economic Development Office, other City departments, or by the City's leadership including the Mayor and Council and senior managers.
- The Plan includes some actions that focus on particular economic sectors, but it is also intended to generally strengthen Richmond as a location for a wide range of businesses. The sectoral dimension of the Action Plan concentrates on goods movement, transportation, and tourism as these are seen as the key sectoral investment and employment growth opportunities for the future.
- The Plan concentrates on high priority actions to be implemented over the next 3 to 5 years. Recognizing the resources available to the Economic Development Office, the list of actions has been deliberately kept manageable on the grounds that is more effective to do a comprehensive job on a few key tasks than dabble in many.

Scope of Action Plan:

- *Focus on actions the City can take.*
 - *Strengthen Richmond as a location for a wide range of businesses.*
 - *Concentrate on high priority actions that can be implemented over the next 3 to 5 years.*
-

3.0 Richmond's Economy

3.1 Current Situation

Exhibit 2 shows Richmond's current distribution of employment by major cluster and also show Richmond's share of total regional employment. Exhibit 3 compares the structure of Richmond's economy to Metro Vancouver.

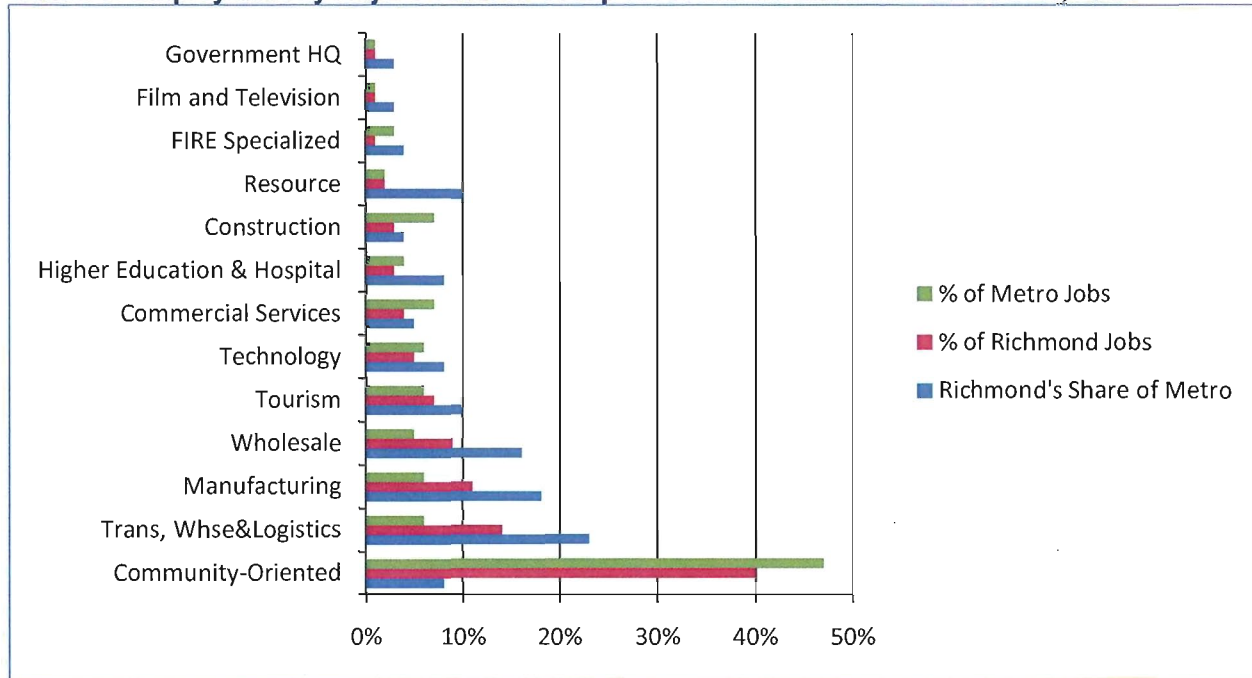
Exhibit 2: Employment by Major Business Group in Richmond and Metro Vancouver, 2012

Business Groups	Richmond ^a		Metro Vancouver ^b		Richmond's Share of Metro Jobs
	Number of Jobs	% of Total Richmond Jobs	Number of Jobs	% of Total Metro Jobs	
Community-Oriented	44,000	40%	550,000	47%	8%
Transportation, Warehousing & Logistics	15,000	14%	65,000	6%	23%
Manufacturing	12,000	11%	65,000	6%	18%
Wholesale	9,500	9%	60,000	5%	16%
Tourism	7,500	7%	75,000	6%	10%
Technology	5,500	5%	65,000	6%	8%
Commercial Services	4,500	4%	85,000	7%	5%
Higher Education & Hospital	3,500	3%	45,000	4%	8%
Construction	3,000	3%	80,000	7%	4%
Resource ^c	2,000	2%	20,000	2%	10%
FIRE Specialized ^d	1,500	1%	40,000	3%	4%
Film and Television	500	1%	15,000	1%	3%
Government Headquarters	500	1%	15,000	1%	3%
Total Number of Jobs	109,000	100%	1,180,000	100%	9%

Sources:

- Estimated by Coriolis using a variety of sources (see Technical Report #1 for details). Note that the total number of jobs in Richmond is jobs at a fixed location. Richmond also has a share of regional employment that is not at a fixed location (e.g. mobile workers, workers where job site changes frequently). Including these brings Richmond's share of total regional employment to 10% to 11%.
- Estimated by Coriolis using a variety of sources. Metro Vancouver includes jobs at a fixed location and jobs with no fixed workplace.
- Resource includes jobs in agriculture, forestry, fishing and hunting, mining, oil and gas extraction, and utilities.
- FIRE refers to Finance, Insurance, and Real Estate.

Exhibit 3: Employment by Major Business Group in Richmond and Metro Vancouver, 2012



The numbers tell this story:

- As in the entire region, a large share of Richmond jobs (40%) are community-oriented, meaning jobs (such as retail clerks, hair stylists, elementary school teachers) that meet the day-to-day needs of local residents. The rest (60% in Richmond) are in the sectors that comprise Richmond’s economic base.
- Transportation, warehousing, logistics, wholesale, and manufacturing combined account for 34% of all jobs (or 57% of the economic base) in the City.
- Tourism, which in Richmond is heavily linked to the City’s role as gateway due to YVR, accounts for another 7% of jobs, so transportation of people and goods can be thought of as directly or indirectly responsible for almost 70% of Richmond’s economic base employment. This is a very different profile than the regional average and demonstrates the importance to Richmond of its role as air, sea, rail, and ground transportation hub.
- Technology, specialized business services, higher education, and health are important contributors, but proportionally smaller than in the rest of Metro Vancouver.

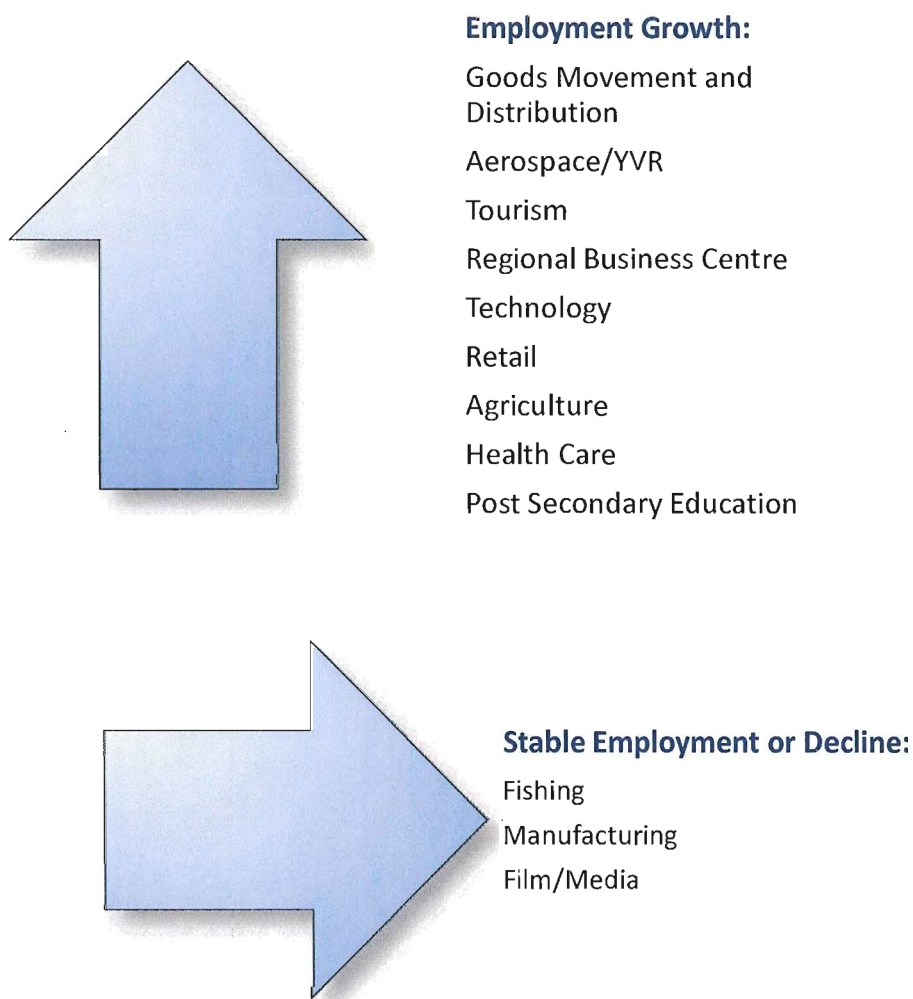
Richmond’s share of total Metro Vancouver employment has remained steady, in the range of 10% or so, for the last two decades. It will be challenging to retain this share going forward, as population and employment growth in the region are shifting eastward due mainly to the availability of land.

Richmond’s share of total Metro Vancouver population has been just under 9% over the last two decades. Having a higher share of employment than population gives Richmond an advantage in terms of property taxation: the City can provide attractive commercial and industrial tax rates while providing high quality facilities and services for residents.

3.2 Prospects

The diagram below summarizes the outlook for employment growth in key sectors of the local economy:

- The sectors with employment growth potential are sectors in which the Greater Vancouver metropolitan area has growth potential and Richmond has advantages which should allow it to capture a significant share of future employment.
- The sectors likely to remain stable or decline are sectors in which there is not likely much potential for regional employment growth and/or Richmond does not have any particular advantage relative to other communities in the region.



Previous forecasts by City-engaged consultants and by Metro Vancouver have estimated future employment growth in Richmond at about 1% per year, which is a little lower than the estimated employment growth rate for all of Metro. This trend would result in Richmond having a gradually declining share of total regional employment (the number of jobs in Richmond would still be increasing, albeit more slowly than in the past).

3.3 Constraints

Based on the findings of the research phase of this project and on the input from external stakeholders, Richmond's main current constraints to strengthening its local economy are industrial land supply and ground transportation for goods movement. The land supply issue is addressed in some detail in this Action Plan because this is one of the most critical challenges that Richmond faces.

This conclusion may seem to be at odds with the Employment Land Strategy's conclusions about land supply, but it is based on a more detailed analysis of the situation incorporating industry perspectives and recent development trends.

3.4 Resilience, Sustainability, and Growth

“Resilience” and “sustainability” are words used in a variety of ways. In some interpretations, with a focus on the environmental dimension of sustainability, these ideas are seen as being at odds with economic growth. Growth certainly can have negative impacts, in terms of greenhouse gas emissions and other forms of environmental impact, consumption of resources (including land), and increased ecological footprint. At the same time, it must be acknowledged that for the foreseeable future Metro Vancouver will continue to absorb growth in population and employment and a significant share of this growth will occur in Richmond. Even the communities (and there are many in North America) that explicitly strive to be “the

The key to achieving sustainability and resilience is to optimize the benefits and minimize the impacts or costs.

greenest City” are also seeking to strengthen and expand their employment base and are trying to accommodate residential, commercial, and industrial expansion in ways that are greener than in the past. The key is to manage this growth so as to optimize the benefits and minimize the impacts or costs.

Richmond aims to retain a strong, diverse local economy. It also aims to achieve this economic strength in a responsible fashion.

This Action Plan aims to increase the resilience of Richmond’s local economy in these ways:

- Retaining existing employers, meaning retaining existing commercial and industrial tax base and jobs, because these support the City’s ability to provide its residents with a services and facilities.
- Maintaining the ability to accommodate a steady share of regional employment growth in the sectors in which Richmond has an advantage.
- Diversifying the economy, so that it is more robust in the face of major economic or environmental change.

Increase resilience by:

- *Retaining existing employers.*
 - *Accommodating a steady share of regional employment growth.*
 - *Diversifying for adaptability to economic and environmental change.*
-

Other City policies and initiatives, in community planning and sustainability, should be coordinated with this Action Plan, to ensure that the land use, development, and transportation changes that are associated with employment growth are managed so as to reduce energy consumption, reduce GHG emissions, reduce waste, increase recycling, produce healthier environments for living and working, and address the impacts on Richmond of climate change.

4.0 Economic Goals for Richmond

The Resilient Economy Strategy has these goals:

- Maintain and increase Richmond's attractiveness for, and ability to accommodate, businesses across a wide range of sectors. Rather than focus on picking winners, the strategy aims to make sure Richmond has a broad ability to maintain a diverse and growing industrial and commercial base.
- Reinforce the sectors that are extremely important to Richmond's local economy and that have substantial potential for growth in employment and tax base.
- In quantitative terms, aim to at least maintain Richmond's share of total regional employment, which has been about 10% over the last twenty years.
- Aim to continue having a larger share of regional employment than regional population, as this enables Richmond to maintain a reasonable allocation of property tax burden and to provide a full range of services to residents.

5.0 Major Strategies

The Action plan recommends 9 main strategies.

- 1 • Increase Richmond's capacity to accommodate light industrial business.
- 2 • Strengthen Richmond's role as a gateway for goods import and export.
- 3 • Increase the tourism sector in Richmond.
- 4 • Retain and support existing businesses.
- 5 • Increase Richmond's appeal as a Regional office centre.
- 6 • Support economic diversity, small business opportunities, and localization.
- 7 • Invest in stronger relationships with senior governments.
- 8 • Cooperate with the rest of the Region.
- 9 • Maintain a high quality of environment, life, and public services.

5.1 Increase Richmond's Capacity to Accommodate Light Industrial Business

5.1.1 Introduction

Richmond has a very small inventory of vacant, available, serviced, zoned, developable land to accommodate new light industrial uses including light manufacturing, warehouse/distribution, and sales/service uses.

The Employment Land Study, completed as part of the OCP 2041 update, indicated that there is a large "on paper" inventory of industrial land, but a detailed analysis completed for this new economic development strategy indicates that a very large proportion of this land is not readily available for general industrial users because it is controlled by the public sector for specific uses (particularly YVR and Port Metro Vancouver). These organizations have an obligation to ensure that land is available for strategic transportation related uses, which is good for Richmond in that this allows continued growth of air and marine goods movement. However, there is large regional demand for "general" light industrial users (i.e. not directly related to air or sea shipping, but part of the international and inter-provincial trade and logistics supply-chain sector, such as local manufacturers, warehouse/distribution, transshipment, and brokers). Richmond has a very small inventory of land available for this type of user. In fact, there is virtually no land currently on the market that could be characterized as vacant, subdivided, serviced, and available for sale to an industrial user that wants to commence construction immediately.

Technical Report #2 contains a review of the industrial land situation and a preliminary review of the challenges and opportunities associated with trying to increase Richmond's capacity to accommodate this kind of use. The situation is of great concern for these reasons:

- Richmond will not be able to continue to accommodate its past share of regional light industrial development unless it can figure out how to provide the land capacity.
- The situation will be exacerbated over time because much of the land around the City Centre designated for high density residential and mixed use development is currently occupied by light industrial users. These will have to relocate and if they cannot find sites in Richmond will move to Delta, Surrey, or further east.
- Richmond's past strength as a concentration of regional employment has been founded on being able to accommodate firms in transportation, warehousing/distribution, light manufacturing, and storage, all of which require relatively large sites.
- The inability to accommodate light industry will result in a long term shift in the composition of the tax base. Richmond will have to either draw more tax revenue from a proportionally smaller industrial base or shift more of the tax burden to residential.

Technical Report #2 contains an initial explanation of what could be done to try to increase capacity for light industrial employment growth, without removing land from the ALR.

The City has adopted strong and clear policy regarding the protection of lands within the Agricultural Land Reserve. It is in Richmond's (and the entire region's) interest to protect land used for food production,

particularly given the forces that will cause the locally-raised share of food to increase. Richmond must find creative and pro-active ways to accommodate light industry within the existing available land inventory.

5.1.2 Actions

1. Develop a much more comprehensive understanding of industrial land and supply in Richmond.

There is a need to go beyond lumping all of the industrial land into a single category and calling it sufficient to meet long term demand. The Richmond industrial land market can be divided into three broad categories:

- a. Demand for uses that require an airport location and the supply of these lands.
- b. Demand for uses that require a waterside location and the supply of these lands.
- c. Demand for general light industrial uses (in warehouse/distribution, light manufacturing) and the supply of these lands.

It is the third category above in which there is the greatest constraint. The City should seek the participation of YVR and Port Metro Vancouver in a comprehensive industrial land market study that parses supply and demand into these categories and that develops a greater understanding of how best to accommodate the non-air and non-marine uses. This analysis would be confined to lands outside the ALR.

Priority: High (2014-2016)

Responsible: Economic Development and Planning

Resources: \$50,000 for consulting (from existing departmental budgets)

2. Work with owners of large tracts of vacant industrial land to see where it is possible to create subdivided, serviced industrial lands available in the short term.

Priority: High (2014-2016)

Responsible: Economic Development and Real Estate

Resources: No new

3. Convene a team of City planning and economic development staff to examine lands that are not in the ALR, currently zoned agricultural, and designated industrial in the OCP.

There is a small amount of land in this category that is not viable agricultural land and could potentially be converted to certain types of industrial use.

Priority: High (2014-2016)

Responsible: Economic Development and Planning

Resources: No new

4. Examine the potential to achieve higher site coverage on industrial land.

Current zoning regulations only allow 60% site coverage, which forces low intensity land use because most industrial uses must be on the ground floor. While requirements for truck loading/unloading and parking put an upper bound on site coverage, users should have the flexibility to achieve higher intensity use if it works for them.

Priority: High (2014-2016)

Responsible: Planning Department

Resources: No new

5. Evaluate older industrial areas that are un-intensively developed to see if there are realistic opportunities for densification using zoning, infill, re-subdivision, or other development tools.

Priority: Medium (2016-2018)

Responsible: Planning Department

Resources: No new

6. Review regulatory processes to look for ways to make permitting and licensing for industrial and commercial businesses and developments more cost effective, efficient, and supportive while complying with City policies, bylaws, and regulations.

Richmond should be business-friendly, in terms of ensuring that approvals processes, development timeframes, and development costs are reasonable and look good in comparison to competing jurisdictions. Businesses that are new to the region have some degree of flexibility when it comes to location, so they consider factors such as accessibility, land cost, development costs, and approvals processes. Richmond's industrial property taxes compare favourably with the rest of the region but its DCCs are relatively high. The development industry does not regard Richmond as a particularly difficult place to obtain approvals, but it is not particularly easy either. There is upside to having a reputation for efficient, fair, cost-effective permitting.

Some aspects of this work include:

- Regular liaison with UDI regarding processing times.
- Reviewing industrial DCC rates.
- Obtain feedback from businesses that have dealt with the City to obtain permits and licences and work with relevant departments to continually improve customer service.

Priority: High, ongoing

Responsible: Economic Development, Finance, Planning

Resources: No new

7. Explore creative ways to allow or encourage a wider range of uses in the large inventory of vacant office space in low density business park projects. Much of this space was built in anticipation of growth in technology firms that did not materialize.

Priority: Low (2017-2019)

Responsible: Economic Development and Planning

Resources: No new

8. Continue to maintain an on-line inventory of lands/buildings available for sale.

By working with the local brokerage community, the Economic Development Office could provide an on-line resource for any firm looking for sites or space.

Priority: High, ongoing

Responsible: Economic Development and Real Estate

Resources: No new

9. Continue to maintain DCC rates for industry competitive to major Metro municipalities.

Priority: High, ongoing

Responsible: Economic Development and Finance

Resources: No new

5.2 Strengthen Richmond's Role as Gateway for Goods Imports and Export

5.2.1 Introduction

With YVR, major Port Metro Vancouver facilities, rail links, and a direct highway route to the US Border, Richmond is a major gateway for goods movement in and out of Canada. This role as gateway has created the basis for a large inventory of commercial and industrial floor space and a large amount of employment.

The City of Richmond is not directly involved in goods movement or regional transportation infrastructure, but there are ways in which Richmond has cooperated and can continue cooperating with senior government and with major agencies such as YVR and Port Metro Vancouver to ensure that Richmond maintains and increases its role as a major regional gateway for goods movement. An example of such collaboration is the completion of the Nelson Road Interchange. There are further opportunities for cooperation in areas such as traffic and transportation management between Sea Island and Lulu Island, drainage infrastructure in East Richmond, and improvements to the regional highway network in Richmond.

5.2.2 Actions

1. Enhance collaboration with YVRAA.

Mutually explore with YVRAA how best to work together to ensure that opportunities for goods and people movement are tapped. This can be achieved in a variety of ways:

- Richmond and YVR can work together on plans to improve vehicular access between Sea Island and major highway routes.
- Richmond can continue to cooperate regarding developing and implementing community planning policy that tries to minimize conflicts between residents and YVR over noise and other impacts.
- The City and YVR should continue or expand regular contact, at all levels in each organization, to identify and address opportunities or problems.

Priority: High, ongoing

Responsible: All Relevant Departments, Mayor and Council

Resources: No new

2. Enhance collaboration with Port Metro Vancouver.

Mutually explore with Port Metro Vancouver how best to work together to ensure that opportunities for goods movement on the Fraser River are tapped. This can be achieved in a variety of ways:

- The City and the Port can work together to improve vehicular access to/from port lands. The Nelson Road interchange is complete but there are other possible transportation initiatives that could be explored by the City and the Port, including possible Blundel interchange and road access to Port lands in east Richmond.

- The City and the Port should continue or expand regular contact at all levels in each organization, to identify and address opportunities or problems.

Priority: High, ongoing

Responsible: All Relevant Departments, Mayor and Council

Resources: No new

3. Collaborate on the technical design of improvements to Highway 99.

The Metro Regional Growth Strategy and regional transportation plans are aiming to reduce automobile travel and so emphasize expansion of transit infrastructure over road infrastructure. However, goods movement depends on the highway network. Major investments have improved access to Maple Ridge/Pitt Meadows (Golden Ears Bridge), Surrey and Langley (Port Mann and Highway 1), and Delta (South Fraser Perimeter Road). For Richmond's role as a goods movement hub, its Highway 99 link to the US Border and its Highway 91 link to the east are vital, but these routes are congested.

The Province of BC has announced its intention to replace the Massey Tunnel with a new bridge and to enhance Highway 99 and the links to Highway 91 and the South Fraser Perimeter Road.

At the technical level, Richmond should engage with the Province in project planning to achieve these aims:

- Make sure the whole network is improved, not just the river crossing, and ensure that choke points are fixed, not just shifted. The project should include Highway 99 improvements from the Oak Street bridge all the way south to the new crossing and should deal with links to Highway 91 and to the South Fraser Perimeter Road.
- Achieve priority for goods movement and transit.

Richmond, the Province, YVR, Port Metro Vancouver, and the entire goods movement sector have a common interest in advancing this opportunity to improve Richmond's regional accessibility to the east and to the US border.

Priority: High (2014, 2015)

Responsible: Transportation

Resources: Transportation consulting budget, to be determined

5.3 Increase the Tourism Sector in Richmond

5.3.1 Introduction

Tourism is one economic sector in which Richmond has a clear potential to increase jobs and tax base, because of the City's unique advantages in the region. Richmond has the international airport, a very convenient location for visitors to the region, an interesting cultural character, and a diverse array of attractions including the Oval, the night markets, Steveston, and extensive riverfront pathways.

Richmond has the ability to appeal to a variety of tourism market segments including:

- Very short stay visitors such as meeting/convention delegates and en-route travelers whose main reason for staying in Richmond is proximity to YVR.
- Visitors to the region who choose Richmond as their base because of its convenience, attractiveness, of affordability relative to downtown Vancouver.
- Visitors drawn to Richmond, for overnight visits or day trips, because of attractions such as the Oval, Steveston, or the night markets.

At present, Richmond does not have destination attractions of the magnitude of (for example) the Vancouver Aquarium or Grouse Mountain. Richmond, like most of the municipalities in the region outside the City of Vancouver, benefits from the "Vancouver" brand and from existing world-class attractions. The completion of the Richmond Olympic Experience attraction in late 2014 will add to Richmond's appeal as a destination, although Richmond's total annual overnight and day visitor volume will still be primarily driven by Richmond's location in a regional context as opposed to Richmond's strength as a stand-alone or primary destination attraction.

Broadly speaking, there are three main ways in which Richmond can grow the tourism sector of its economy:

- Use branding and marketing efforts to increase Richmond's share of the regional market. Using messaging such as convenience, affordability, specialized cultural character, and existing/planned attractions, Richmond can increase overnight visitation. This approach does not require large capital investment. It requires effective branding, consistent and targeted marketing, and ongoing efforts to maintain/increase the quality of the visitor experience.
- Develop Richmond's destination appeal in ways that require modest but effective capital investment. There are aspects of destination development that can achieve significant gains in visitor volume with targeted but small capital expenditures. In the case of Richmond, this might include more events (e.g. sport hosting, trade shows, arts/culture performances) and enhancing existing attractions (as in the case of the Richmond Olympic Experience which is being built in an existing facility, or improvements to bikeways and creation of bike share programs that use Richmond's natural appeal as a cycling experience, or enhancements to the venue for night markets). These are just examples, but they illustrate the point that there are opportunities for destination development that do not require very large capital expenditure.
- Develop major destination attractions. Some major attractions involve private capital (e.g. River Rock) and these should be encouraged. Other major attractions – such as museums large enough to become

destinations, aquariums, major performing arts facilities – require very large public capital investment and usually large ongoing operating costs.

Richmond has potential in all of these areas, but its ability to implement projects in all areas is a function of how much money the City is willing to invest and whether senior governments are willing to contribute.

5.3.2 Actions

1. Continue to fund Tourism Richmond as the City's designated agency responsible for marketing Richmond to visitors.

Given the City's involvement in Tourism Richmond at the Board level, the City should be prepared to participate constructively and collaboratively in goal-setting, prioritization of activities, and budgeting.

Priority: High, ongoing

Responsible: Tourism Richmond

Resources: No new

2. Develop a destination and tourism product enhancement strategy.

The City is generally supportive of enhancing Richmond as a tourism destination but there is not a specific plan in place. To develop a strategy for new product, these steps are needed:

- a. Make it a priority to develop a destination and tourism product enhancement strategy.
- b. Provide general direction with regard to capital investment. What is the appetite for major capital investment, ongoing operating funds for new attractions, and ongoing funding of destination-oriented events?
- c. Take a strategic approach to identifying potential destination enhancement projects. What are Richmond's strengths, what products would fit well in the competitive context of existing regional destination-calibre attractions, what has the potential to significantly increase the number of overnight visitors to Richmond, what is the optimal mix of events versus physical attractions?
- d. What are the pros and cons of destination enhancement using events versus new facilities?

This work should involve collaboration with the Richmond tourism sector, including the arts and culture community, hotels, restaurants, and attraction operators.

Priority: Medium (2015-2017)

Responsible: Economic Development, Tourism Richmond

Resources: \$100,000 for consulting assistance to creation of destination strategy

3. Continue to expand the potential to use the Olympic Oval for events that draw tourists.

The City should continue realizing opportunities to use the Olympic Oval for events that draw visitors, such as sport tournaments, conferences, trade shows, and events associated with the new Richmond Olympic Experience. The City should continue to refine the balance between membership-based and attraction-oriented activities, at no loss of projected revenue streams.

Priority: Medium (2016-2018)

Responsible: Economic Development with Olympic Oval Management

Resources: No new

4. Protect and enhance Steveston as a village with a marine, fishing, and historic character.

Steveston is one of the region's heritage precinct jewels (in a small group that includes Fort Langley, Gastown, Cloverdale, New Westminster, Granville Island, and Lower Lonsdale). Steveston's oceanfront setting, charm, history, authentic and ongoing role in the fishing industry, and lands-end location make it an important heritage asset and a significant attraction for regional residents and out-of-town visitors. The City should use all the tools at its disposal – zoning, development permits, public realm investment, heritage property designations, and support for existing museum attractions – to protect and reinforce Steveston as a community asset and visitor attraction.

Priority: High, ongoing

Responsible: All Departments

Resources: No new

5.4 Retain and Support Businesses Already in Richmond

5.4.1 Introduction

Businesses already in Richmond are of course a key source of employment and property tax revenue. Prevailing wisdom in local economic development says it is much easier to retain an existing business than recruit a new one.

Richmond should continue investing in working with existing businesses to make them want to stay and expand. The City's Economic Development Office has recently launched a business retention and expansion program that includes reaching out to employers to understand their challenges and opportunities, assisting with permitting and licensing, and acting as a first point of contact at City Hall.

5.4.2 Actions

1. **Continue the outreach to businesses located in parts of the City Centre designated for high density redevelopment.**

The Economic Development Office should continue to be proactive in identifying firms that are at risk of relocating out of Richmond because they are losing their present quarters due to redevelopment and cannot find (or do not think they can find) alternative locations in Richmond.

Priority: High, ongoing

Responsible: Economic Development

Resources: No new

2. **Continue to monitor commercial and industrial property tax rates to ensure they are reasonable relative to competing municipalities and continue to identify ways to ease property taxes on employers located in redevelopment areas.**

Richmond previously initiated the City Centre Area Transitional Tax Exemption, as a means of easing the tax burden on industrial employers located in areas planned for higher density redevelopment. This program may need to be extended.

Priority: High, ongoing

Responsible: Economic Development and Finance

Resources: No new

3. Continue to assist businesses in the permitting and licencing process by providing a main point of contact and assistance in obtaining approvals.

The Economic Development office has been acting as the main contact for businesses and has been helping businesses navigate approvals.

Priority: High, ongoing

Responsible: Economic Development

Resources: No new

5.5 Increase Richmond's Appeal as a Regional Office Centre

5.5.1 Introduction

There are many sectors with potential for growth in Richmond that will occupy office space. These sectors include specialized business services (e.g. consulting engineers, architects, lawyers), technology companies, specialized medical services, finance and real estate, international trade, development and construction, shipping/cargo, media, and others. While these sectors are all very different in terms of the economic forces that will drive growth and influence where in the region they will locate, they all have in common the desire for office space that is accessible, attractive, close to amenities, well-served with infrastructure, and attractive. Broadly speaking, these kinds of office users can be divided into two categories based on their preference for space: some prefer a business park environment (which typically provides relatively large floor plates, a high proportion of space with direct ground access, high auto accessibility, and large amounts of parking) and some prefer a high density, urban environment. Richmond offers both.

The actions below do not target specific subsets of the regional office-using sectors. Rather, the strategy aims at increasing Richmond's general attractiveness to all office-based firms. Richmond already has several advantages:

- Rapid transit service. Increasingly, office-based businesses are putting a priority on convenient access to rapid transit.
- Airport. There is a subset of firms that are particularly interested in proximity to the airport.
- Strong Asian links, which may help attract some kinds of firms in shipping, trade, and development.
- A high quality of life.

However, historically Richmond has not attracted a large share of the regional suburban office market.

Technical Report #3 provides a detailed look at Richmond's role in the regional office market, current market conditions, and factors that can affect Richmond's ability to attract a larger share. One of the key findings is the need to ensure that there is an opportunity for office space to be developed at rapid transit stations without having to compete with residential use.

5.5.2 Actions

1. With the planning department, examine City Centre land use policy at rapid transit stations to explore the potential for including office space in mixed use developments at transit stations.

An office bonus density incentive is available at the Bridgeport and Aberdeen stations, but it is worth exploring whether similar incentives should be available at the Lansdowne and Richmond-Brighthouse stations.

Priority: Medium (2016-2018)

Responsible: Economic Development and Planning

Resources: No new

2. Explore providing development incentives for stand-alone office developments in the City Centre, considering that vacancy is falling in good quality transit-oriented office buildings.

Priority: As required

Responsible: Economic Development and Planning

Resources: No new

3. Encourage and where possible assist the development of office space at rapid transit stations, such as the proposed Sea Island Business Park, which has the potential to accommodate a large amount of office space with a direct link to YVR.

Priority: High, ongoing

Responsible: Economic Development and Planning

Resources: No new

5.6 Support Economic Diversity, Small Business Opportunities, and Localization

5.6.1 Introduction

Fostering a more resilient local economy means working to increase the diversity of employment and supporting sectors that may become more important in the future if the traditional mainstays of Richmond's economy (particularly transportation, good movement, and tourism) are negatively affected by rising energy costs and changes to the global economy that result from reduced economic growth and climate change.

Richmond can provide a supportive environment for a diverse range of businesses, entrepreneurs, localization of sectors of the economy such as food production, and arts/culture.

5.6.2 Actions

1. Provide a supportive environment for local food production and processing.

For several reasons (increased fuel costs, increased consumer concern about food freshness and quality, reduced carbon footprint, and local employment potential), there will be growing interest in North America in locally sourced food. Richmond, with a large inventory of agricultural land within Metro Vancouver and a major base for the west coast fishing fleet, can be a significant source of food for the large and growing metropolitan population. The City should be supportive (via zoning, regulations, and licensing) of food production and processing, in a variety of ways:

- Continue the policy of protecting farm land in the ALR.
- Make sure that zoning regulations and licensing provisions are supportive of active farming and ensure that farming activity is not constrained by adjacent urban development.
- Support farm gate sales.
- Support growth in the number and size of local farmers markets.
- Maintain the industrial and commercial lands in Steveston that are used for the fishing industry and ensure that residential development does not encroach on or constrain fishing-related activity.
- Support dockside fish markets.

Priority: High, ongoing

Responsible: City Departments

Resources: No new

2. Continue to support film and television work in Richmond.

While Richmond does not have major studio facilities, there is economic activity in on-location work, digital media, and other non-studio aspects of the industry. Richmond should strive to be a "film friendly" community, though efforts such as these:

- The Richmond Film Office should continue to provide information about locations and provide a supportive and efficient process for assisting firms doing location shoots in the community.
- The City should ensure that its permitting process and regulations for on-location shooting are reasonable and harmonized with requirements in other Metro communities.

Priority: High, ongoing

Responsible: Richmond Film Office

Resources: No new

3. Provide a supportive regulatory context for appropriate home-based businesses.

The City should ensure that its regulations pertaining to home-based businesses are reasonable and supportive of entrepreneurs, especially in sectors that have few negative externalities (e.g. software design, architecture, graphics, consulting).

The City should also work with the development industry to see if there are opportunities to develop live-work spaces in Richmond.

Priority: Medium (2015+)

Responsible: Economic Development and Planning

Resources: No new

4. Continue to support the arts and culture sector in Richmond.

The City should continue to support cultural institutions and facilities, festivals, performing arts, and public art, both for their contribution to the local economy and for their contribution to the quality of life.

Priority: Ongoing

Responsible: Mayor and Council, Arts and Cultural community

Resources: No new

5.7 Invest in Stronger Relationships with Senior Governments

5.7.1 Introduction

Senior governments fund infrastructure, health and education facilities, international trade missions and other projects that can have a large impact on local investment and employment.

Local governments need to be nimble in identifying opportunities to secure provincial or federal investment, which in part means building and maintaining good relationships and taking advantage of political opportunity.

Part of Richmond's economic action plan should be for the City's leadership to retain close relationships with BC and Canada, especially when locally elected representatives achieve influential positions such as cabinet postings.

5.7.2 Actions

1. Maintain an up-to-date list of priority projects that would benefit from provincial or federal assistance.

The City should have a clear and consistent position regarding major infrastructure projects that warrant investment by senior government. This information should be ready for presentation to provincial and federal representatives at opportune times. Examples include Fraser River dredging, dyking, and the goods movement aspect of Highway 99 improvements.

Priority: High , ongoing

Responsible: Council and Senior Staff

Resources: No new

2. Continue to take advantage of opportunities to communicate Richmond's priorities to government, particularly through Richmond's elected representatives.

Priority: High, ongoing

Responsible: Council and Senior Staff

Resources: No new

5.8 Cooperate with the Rest of the Region

5.8.1 Introduction

One of the major patterns that emerged from a review of good practices in local economic development in North America is a smart balance between local initiatives and regional initiatives.

To some degree, investment and business see this region as “Vancouver”, without a clear understanding of the difference between the City of Vancouver, Richmond, Burnaby, and other communities. Some investment is attracted to the region for all of its assets and then makes a choice as to where to locate. Programs and activities intended to get non-local investment and business to come to this region should be funded regionally and provincially. While there can be value in individual municipalities collaborating with industry to sell what we already make here on the international stage, with few exceptions individual municipalities will not benefit by launching independent international trade missions or marketing programs aimed at attracting new business from other jurisdictions. Even if such actions are successful at finding prospects that come to the region, there is no way to guarantee that the investment or businesses lands in the specific municipality that first made contact.

Richmond should focus on retaining existing business, accommodating businesses that need to be in Richmond, and capturing a share of investment that lands in the region. Richmond should be willing to participate in good regional or provincial partnership ideas for international prospecting, but should not fund major initiatives on a solo basis.

5.8.2 Actions

1. **Continue to cooperate with other Metro municipalities on regional initiatives to reduce red tape.**

Richmond is participating in the Inter-Municipal Business Licence program, which allows mobile businesses (operating in more than one municipality) to purchase a single business licence. The City should be open to other initiatives of this type, such as uniform permitting for film shoots.

Priority: Medium, ongoing

Responsibility: Economic Development

Resources: No new

2. **Be willing to collaborate with other Metro municipalities in regional marketing activities.**

Priority: As needed

Responsible: Economic Development

Resources: To be determined

5.9 Maintain a High Quality of Environment, Life, and Public Services

5.9.1 Introduction

Employers are drawn to locations that meet basic business requirements and that have a skilled labour force. Increasingly, highly skilled labour is found in places that offer high quality of life, in the form of attractive and affordable housing, high quality public services, safe communities, efficient public transportation, and healthy environments.

The reason for making this point is simply to emphasize that investments in community building are investments in the local economy as well. The City should continue to place high priority on community building and environmental quality as fundamental elements in strengthening and diversifying the local economy.

5.9.2 Actions

- 1. Continue to work with local businesses to reduce energy consumption, solid waste, and water consumption.**

Priority: High, ongoing

Responsible: Sustainability

Resources: No new

- 2. Continue to invest in public realm improvements in the City Centre and the community as a whole, particularly in ways that promote walking, cycling, and transit use.**

Priority: High, ongoing

Responsible: City Departments

Resources: As needed and available

- 3. Continue to invest in public services and community facilities that make Richmond a healthy, safe, and attractive place to live, work, start a business, and visit.**

Priority: High, ongoing

Responsible: City Departments

Resources: As needed and available

6.0 Monitoring and Updating

The Economic Development office will monitor Richmond's economic trends and evaluate progress in achieving the goals and objectives of this Action Plan.

The Economic Development office will report, through its annual reporting mechanism or as significant action items are completed, on:

- Key statistical indicators that track progress in achieving the aim of this Action Plan, particularly data on land availability, employment, commercial and industrial floorspace, and business licences
- Actions that have been initiated or completed to date.

The Action Plan will be reviewed in 2018 and updated by 2020.

Richmond Resilient Strategy – Goals and Core Themes

Based on Richmond’s competitive advantage within a regional context and based on the current urban footprint/ALR boundary instituted in Richmond’s Official Community Plan, the Richmond Resilient Economy Strategy (“Strategy”) establishes the following core objectives:

- Retain existing employers and business tax base
- Maintain ability to accommodate a steady share of regional employment (10%)
- Diversify the economy
- Aim to keep regional share of jobs greater than regional share of population

The Strategy proposes nine core themes to achieve the above goals, as well as specific actions in the short and medium-term and ongoing activities. A summary of the themes is presented below:

- 1) Increase Richmond’s capacity to accommodate light industrial businesses
- 2) Strengthen Richmond’s role as a gateway for goods movement
- 3) Increase the tourism sector in Richmond
- 4) Retain and support existing businesses
- 5) Increase Richmond’s appeal as a regional office centre
- 6) Support economic diversity, small business opportunities and localization
- 7) Invest in relationships with senior governments
- 8) Co-operate with the rest of the region
- 9) Maintain a high quality of environment, life and public services

Richmond Resilient Economy Strategy – Project Organization and Work Program

The Economic Advisory Committee (“EAC”) provided subject matter expertise and steered all work related to the Strategy throughout 2013. The City’s Economic Development Division provided project management and facilitation with internal and external stakeholders. Coriolis Consulting Corp. was retained to carry out the analysis and help draft the Strategy. Work on the Strategy was carried out in four (4) phases, including:

- Phase 1: Preliminary Analysis and Stakeholder Input (May – August 2013)
- Phase 2: Workshops with Interdepartmental Staff Team and the EAC (September 2013)
- Phase 3: Draft Strategy Preparation (October – November 2013)
- Phase 4: Consultation and Final Strategy Preparation (December 2013 – January 2014)

Presentation of the draft Strategy to Council in January 2014 marked the end of Phase 3. Presentation of this report and the final Strategy for adoption marks the end of Phase 4 and the Strategy development project.



City of Richmond

Report to Committee

To: General Purposes Committee **Date:** February 26, 2014
From: Andrew Nazareth **File:**
 General Manager, Finance and Corporate Services
Re: **Richmond Business Development Program – 2013 Results**

Staff Recommendation

That the attached staff report, titled “Richmond Business Development Program - 2013 Results” dated February 26, 2014, and presenting the analysis and outcomes of Richmond’s business retention, expansion, attraction, partnership development and promotional initiative, be received for information.

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

Att. 1

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

Staff Report

Origin

In 2013 the City of Richmond launched a formal Business Development Program (“Program”), designed to enhance service delivery to existing and prospective businesses and to increase overall engagement with this segment of the community. Components of the program include a web-based information and access portal, business outreach program, business liaison service, corporate partnership development initiative, and annual business appreciation event.

Managed by the City’s Economic Development Office, this program directly supports multiple priorities under Council’s Term Goals, as follows:

- Council Term Goal 3.1: Increase the economic development activities in the City.
- Council Term Goal 3.2: Foster a collaborative economic development culture within the City where the City and businesses are working together to build on and seize opportunities in a faster, more efficient manner, with critical mass.
- Council Term Goal 3.11: Increase the focus on business retention.

Enclosed as Attachment 1 to this report is the publication titled “*Richmond Business Development Report 2013*,” which details Program outcomes, with the highlights listed below.

Analysis

Program Context – 2013

As a contributor of 41% of the City of Richmond’s municipal tax revenue, and a source of more than 125,000 jobs, local businesses are critical to the city’s continued economic sustainability and community development.

Currently, over 14,000 companies choose Richmond as their place of business due to Richmond’s competitive advantages, including comparatively low business costs, large inventory of commercial land and direct access to global trade markets. Municipal infrastructure investments, such as the Richmond Olympic Oval, Canada Line, and Nelson Road Interchange, as well as local assets, such as the Vancouver International Airport, Port Metro Vancouver – Richmond Properties, and diverse workforce, are also continuously cited by businesses as reasons for their establishment here.

A positive outlook has been the predominant sentiment among Richmond businesses which participated in the 2013 Program. Among the participants, 88% anticipated expanding in the next two years, 71% anticipated a growth in sales, and 78%, a growth in number of employees.

However, constraints to Richmond’s economic resilience and development do exist, and primarily entail the future supply and readiness of employment lands and effective ground transportation for goods movement.

Business Development Program Purpose & Structure

This Program allows the City to proactively work with the business community to address challenges and constraints to economic development, as well as facilitate opportunities for business growth and expansion.

In addition to on-going promotion of the Program, the Economic Development Office conducts targeted outreach to over 100 key businesses annually and works one-on-one with participants to facilitate their plans to expand, remain or establish in Richmond.

As well, data and information is collected through a business survey and used to identify potential City policy and process improvements of benefit to the overall business community. This approach ensures business interests are incorporated into the City's economic development work plans and are reflected in other City initiatives and policies.

Business Engagement & Resulting Opportunities/Challenges

The Program and other services for businesses can be accessed at www.businessinrichmond.ca. This website provides a single point of contact for businesses and serves as an access portal to municipal information vital to business planning such as zoning bylaws, business licence regulations, local economic indicators and market intelligence. Resources from partner organizations are also included such as Provincial trade development initiatives, workforce development programs and government tax incentives.

Since the site's launch in February 2013, additional and unique to Richmond business tools have been added, such as SpaceList - an interactive commercial and industrial facility search tool, and the Funding Portal - a customizable database of public and private funding sources across Canada. Awareness of the site continues to grow with 8,500 pages of information viewed by 1,915 visitors in the second half of 2013.

The following additional channels ensure a comprehensive suite of communication tools are used to proactively engage the business community:

- Richmond in Business e-news (~800 recipients monthly) – information on City initiatives, local business success stories and other data relevant to an audience made up of corporate clients and partner organizations.
- @RichmondEDO twitter account (1000+ followers) – social media following grew by 90% in 2013 with posts and interactions relating to key economic sectors, City services available, partner initiatives and local business success stories.

1. Annual Business Outreach

Proactive and strategic outreach efforts complement the communication channels identified above and in 2013 staff targeted executives of 111 local businesses in Richmond's key economic sectors. Of the businesses invited to participate in the Program, 48 completed a

survey and 38 were further individually engaged by staff to facilitate their plans to expand, relocate or remain in Richmond.

2. Business Retention and Expansion Survey

The 48 companies which completed the business survey in 2013 provided valuable information on their operations, markets, workforce, future plans, as well as constraints to growth. Surveys were completed by companies with an average facility size of over 72,000 square feet, average revenue reported of over \$81 million, and an average number of employees of 195. A complete breakdown of the survey results is available in Attachment 1.

3. Economic Development Opportunities

Analysis of data captured by the surveys reveals an environment of growth in the Richmond business community that is consistent with local economic indicators such as commercial vacancy rates, building permit values and trade volumes. 88% of businesses surveyed indicated plans to expand their operations in the next two years and one third were considering a location change in the next two years.

This presents an opportunity for the City to proactively assist these businesses in finding a suitably zoned location elsewhere in Richmond, as well as to facilitate the municipal permit process for them. Staff engage City and external resources to develop solutions which meet individual business requirements to facilitate projects through to successful completion.

As part of the 2013 Business Development Program, staff identified 46 opportunities to proactively support businesses with location searches, municipal permit processing and other business requirements. The vast majority of these opportunities (38 of 46) were related to retaining or expanding existing businesses, with a smaller share (8 of 46) related to business attraction and start-up. The businesses assisted in 2013 represent a total of over 2 million square feet of commercial space, more than 2,000 employees and nearly \$400 million in revenue. Examples of the type of support provided to a diverse range of Richmond businesses can be found in the “Case Studies” section in Attachment 1.

4. Challenges for Business Development

Of the businesses which plan to expand in the next two years, 90% anticipated facing constraints related to lack of skilled workers, lack and/or affordability of space & facilities, and financing. Other areas of concern cited by participating businesses included local regulatory processes and lack of employee access to work. In addition to working with individual businesses to overcome their constraints, where possible, and achieve their growth plans in Richmond, challenges facing large segments of the business community are identified and incorporated into annual economic development work plans and policy and program initiatives.

Corporate Partnership Development Initiative

Business engagement through the corporate partnership development initiative is another aspect

of the business development program. In 2013, businesses collectively contributed nearly \$350,000 to City programs and events, such as the Earth Day Youth Summit, Maritime Festival and Newcomers' Guide, which aligned with their corporate and community objectives.

City of Richmond Business & Partner Appreciation Event

In its second year, the annual Business and Partner Appreciation event was attended by over 100 local business executives, decision makers and community partners in 2013. This represents a 70% growth in attendance over the inaugural event, and recognizes the significant role local businesses and City corporate partners play in advancing local economic development and overall community development.

On October 9, 2013, guests had the opportunity to network with peers and local government officials, and to hear from two distinguished speakers. Warren Jestin, Senior Vice-President and Chief Economist at Scotiabank and one of Canada's top economists, provided the audience with exclusive insights into the current and forecasted state of global financial markets. George Melville, owner of Boston Pizza, engaged the audience with stories of leadership around his highly successful casual dining franchise, based in Richmond.

Feedback received about the event was very positive and indicated a strong demand for the City to host a 3rd annual Business and Partner Appreciation event in 2014.

Financial Impact

None. Costs associated with implementation of the Richmond Business Development Program are included in the existing economic development departmental budget.

Conclusion

The first year of the Richmond Business Development Program was successful in engaging and enhancing service delivery to an important segment of the community. Significant economic development opportunities were identified, including the 46 business retention, expansion and attraction opportunities representing over \$400 million of combined revenue and over 2,000 jobs.

The tools developed to serve the business community, including the www.businessinrichmond.ca access portal and business liaison service, continue to be marketed and made available to the Richmond business community through the City's Economic Development Office. Proactive business outreach is scheduled to continue in 2014 in order to facilitate further opportunities for business expansion and retention.

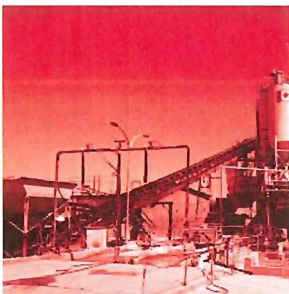
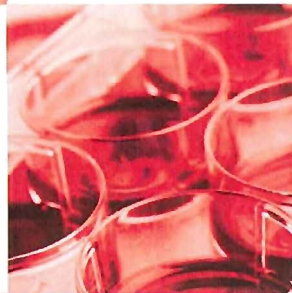
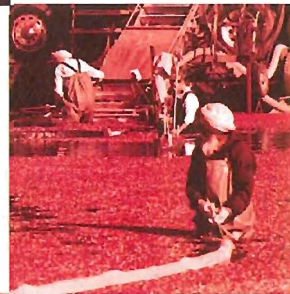
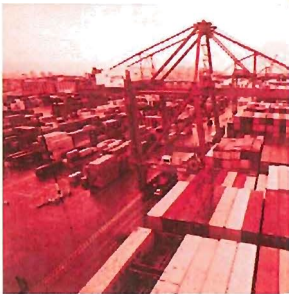
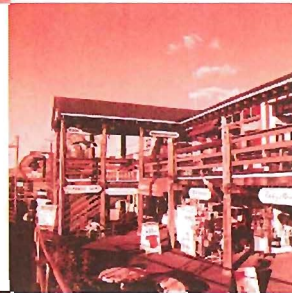
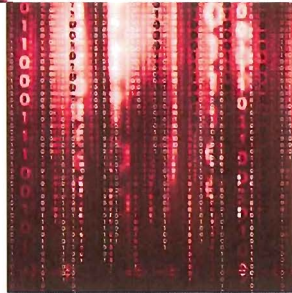
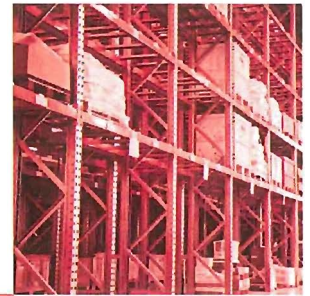
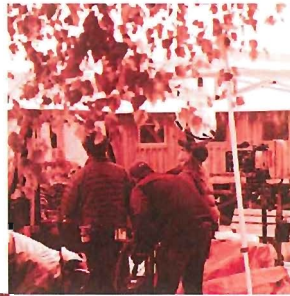


Neonila Lilova
Manager, Economic Development
(604) 247-4934



Katie Ferland
Business Development Liaison
(604) 247-4923

Attachment 1: City of Richmond Business Development Program, 2013 Report



Richmond Business Development Program 2013 Report



Connect with the City of Richmond's Economic Development Office.

Phone: 604-247-4923

Email: economicdev@richmond.ca

Web: www.businessinrichmond.ca



@RichmondEDO



/RichmondEconomicDevelopment

Introduction to the City of Richmond Business Development Program

The City of Richmond is committed to providing a high level of service to our business community. In 2013 the Economic Development Office launched a business development initiative which serves to:

- Provide a dedicated point of contact for business clients to access City programs, services and information.
- Facilitate municipal permits and processes related to business development.
- Identify solutions to concerns faced by the business community.
- Identify new opportunities for business development in Richmond.
- Measure and monitor local business and sector performance and gather business intelligence for areas of potential improvement to the Richmond business environment.
- Proactively engage the Richmond business community to build lasting relationships and partnerships.
- Promote Richmond as a destination for business and investment, and a talented workforce.

The basis for the Richmond Business Development Program is a survey which asks questions on companies' operations, markets, workforce, future plans and prospects, as well as constraints to growth.

Data is used in overall policy and program development, as well as to identify opportunities to provide support to businesses either undertaking expansion plans or which are at risk of leaving the community.

This report provides a summary of the outcomes from the 2013 program and an analysis of trends, opportunities and concerns faced by the Richmond business community. The results will provide a basis for economic development initiatives and programs throughout 2014.

The final page of the Richmond Business Development Report lists City services available to support existing and prospective businesses in our community.



Awards

Richmond ranked in the top 10 by fDi Magazine in three categories, including 3rd overall among small cities in the Americas.

2013 Business Development Program Profile

Companies Contacted

The companies selected for participation in the Richmond Business Development Program ("Program") are locally established economic drivers spanning the sectors representative of Richmond's economy. In 2013, 111 companies were contacted as part of the Program.

Participating Companies

Of the 111 businesses contacted in 2013, 48 completed the survey. The majority of responses came from the information technology, green industries, manufacturing, agriculture & food processing, transportation & logistics, and aerospace & aviation sectors. 76% of the businesses were company headquarters with the remainder representing regional head offices, satellite offices or other types of facilities.

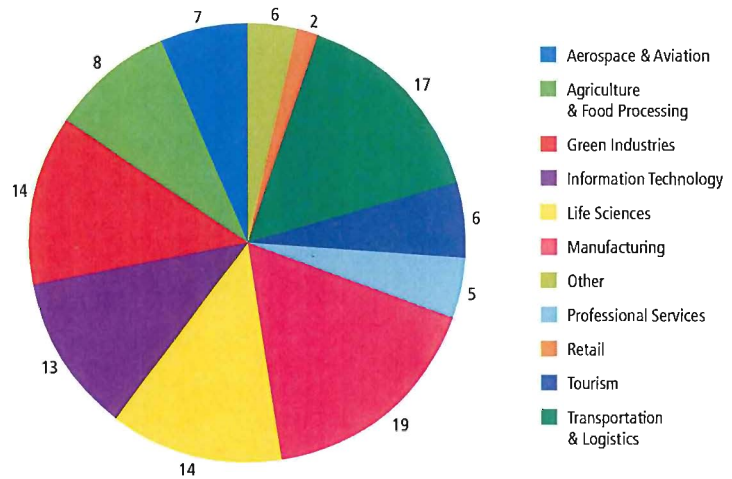
Profile of Companies Contacted

Number of businesses contacted in 2013: **111**
 Average size of facility: **51,938 square feet**
 Average number of employees: **123**

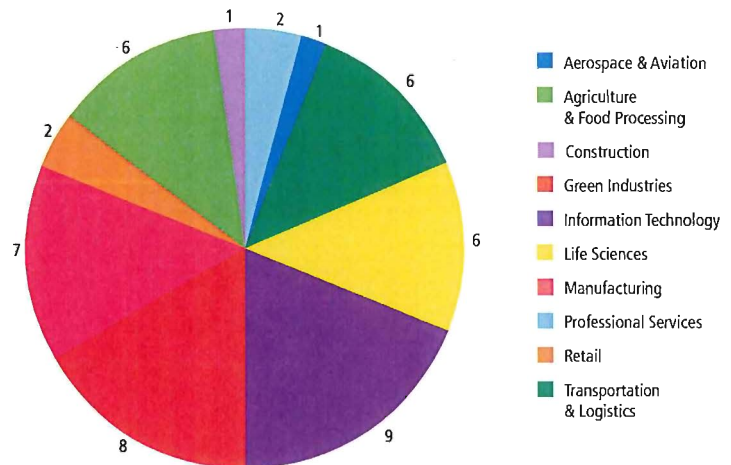
Profile of Participants

Number of businesses who participated in 2013: **48**
 Response Rate: **43%**
 Average size of facility: **72,855 square feet**
 Average number of employees: **195**
 Average revenue reported: **\$81,218,216**

Companies Contacted by Sector



Surveys Taken by Sector



What Businesses Said

The following pages highlight trends, opportunities and concerns faced by the Richmond business community, as reported through the surveys completed in 2013.

Workforce Trends

Of the businesses surveyed, 18% reported a decrease in workforce over the past two years, while 14% reported no change. The majority, at 65%, reported an increase in number of employees over the past two years.

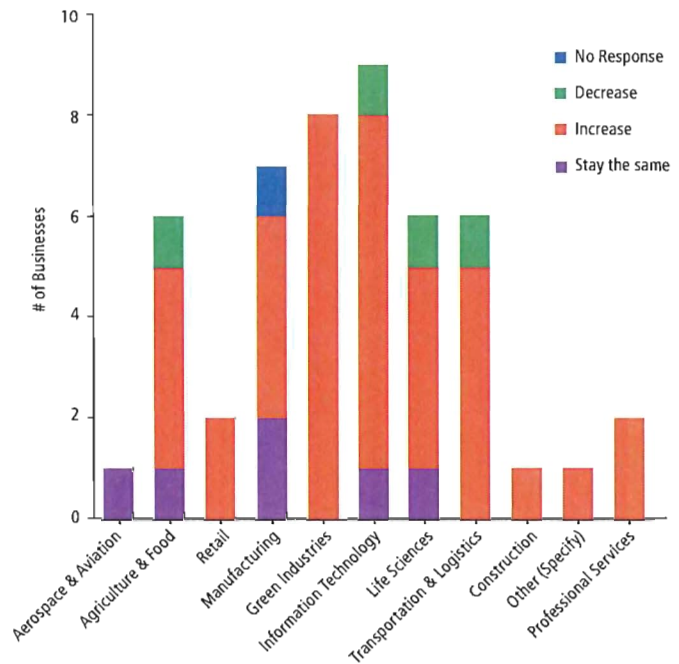
At 78%, a large share of the businesses surveyed predicted an increase in their workforce over the next two years; only 8% expected to cut back on the number of employees. 2% of respondents did not answer questions related to workforce trends.

Employee Concerns

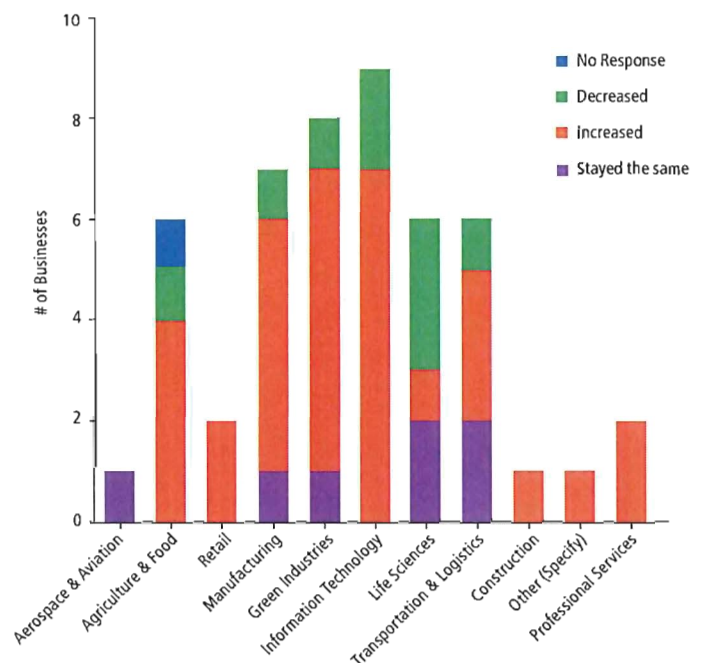
31 companies representing 4,275 employees cited commute and transportation to be their employees' top concern. Businesses reported the following challenges to their ability to recruit suitable talent, ranked in order of importance:

1. Commute/Transportation
(31 companies with 4,275 employees)
2. Cost of Living
(29 companies with 3,938 employees)
3. Child Care Availability
(12 companies with 2,722 employees)
4. Housing Availability
(9 companies with 1,437 employees)

Workforce Change – Next Two Years



Workforce Change – Past Two Years



Expansion Plans

88% of the businesses surveyed indicated they planned to expand their operation in the next two years; 10% did not plan to expand and 2% did not reply. The accompanying chart demonstrates the most common forms of expansion with the top ones listed below.

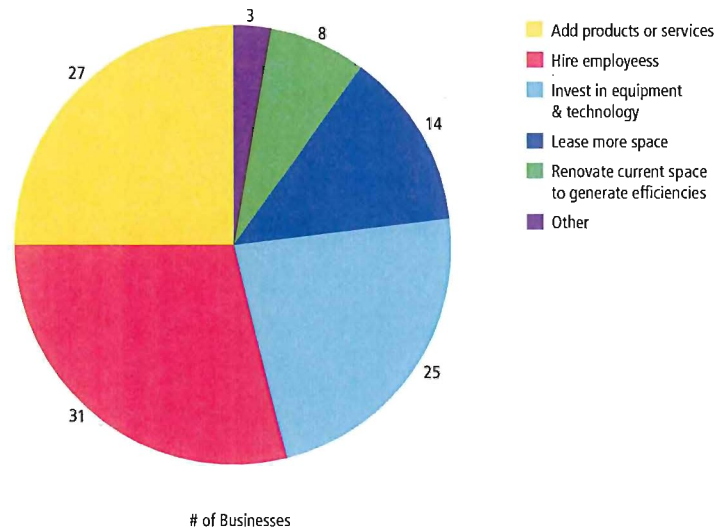
1. Hire Employees (31)
2. Add Products or Services (27)
3. Invest in Equipment & Technology (25)
4. Lease more Space (14)

90% of businesses with plans to expand in the next two years anticipated facing constraints when executing these plans. Lack of skilled workers, lack and/or affordability of space & facilities, and financing were listed as the top constraints.

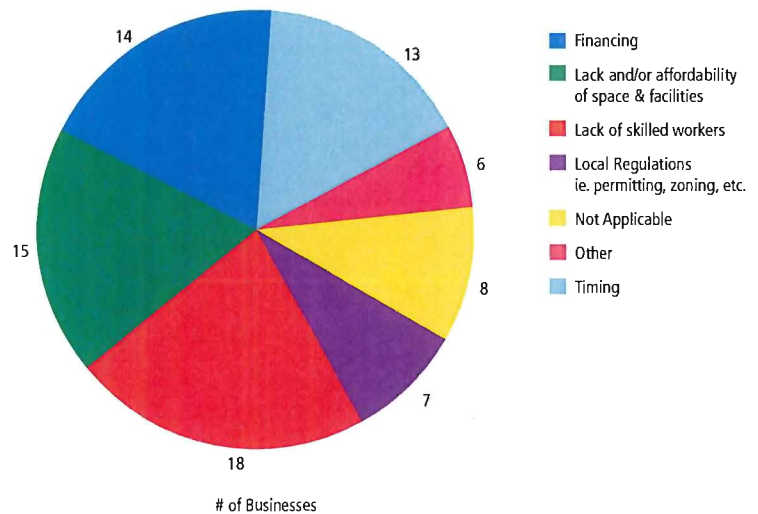
Business Location

Of the businesses who participated in the 2013 Program, 35% were considering a location change in the next two years because their facilities were too small, too large, or otherwise unsuitable. Most of these (15 businesses) were searching for a new facility elsewhere in Richmond, with 7 companies also exploring other options in Metro Vancouver. 5 companies did not specify which community(ies) they were considering for a new location.

Expansion Plans – Next Two Years



Constraints to Expansion



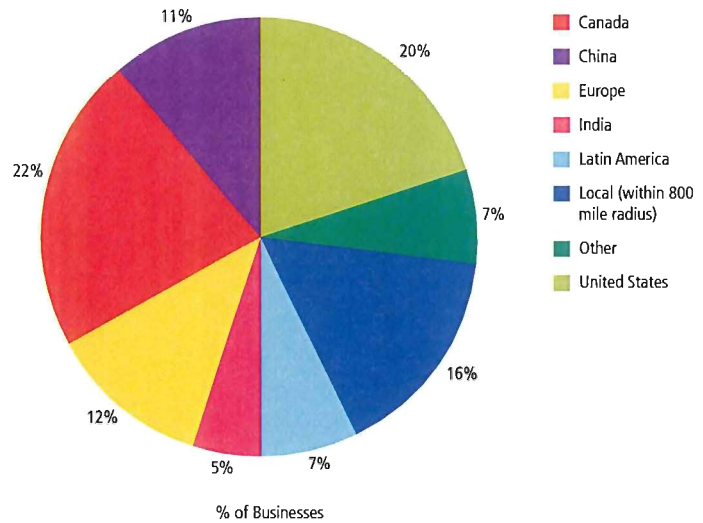
Sales & Markets

Of the businesses surveyed, 70% reported an increase in sales over the past two years; 10%, a decrease and 20%, no change.

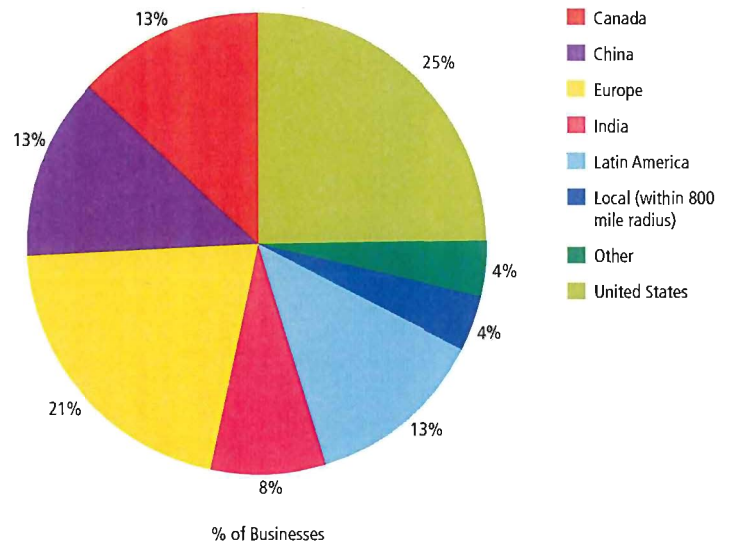
The businesses surveyed currently sell most of their products and services to markets in BC, Canada and the US, for a combined total of 58%. In the next two years, respondents anticipate the most significant new export opportunities to be for markets in Latin America and Europe. Sales in established markets in BC, Canada and the US are predicted to remain strong, representing 61%. Only 4% of businesses predicted a growth in local sales over the next two years.

Richmond companies expect to continue utilizing their advantageous position along the Asia Pacific Gateway to sell their products and services to markets in Asia. Businesses reported that Asian markets (notably China and India) represent 16% of their sales now and expect they will represent 21% of new export opportunities in the next two years.

Current Markets



Growth by Market



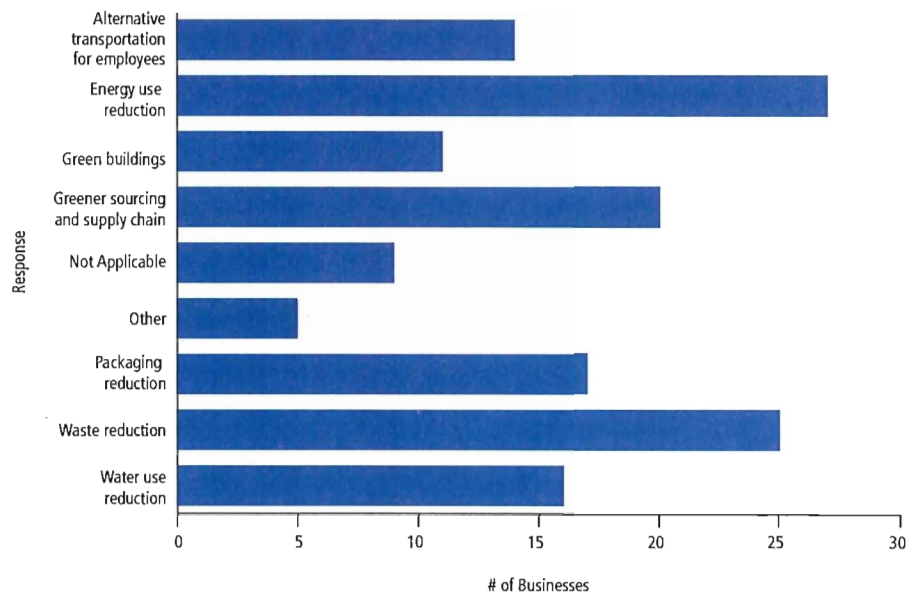
Corporate Social Responsibility

Businesses' top plans for future sustainability initiatives remain consistent with current measures taken. Energy use reduction, green sourcing and supply chains, packaging reduction and waste reduction are the top measures taken by businesses to become more environmentally sustainable. Alternative transportation for employees and green buildings are areas attracting increased attention and potential future investment by Richmond companies.

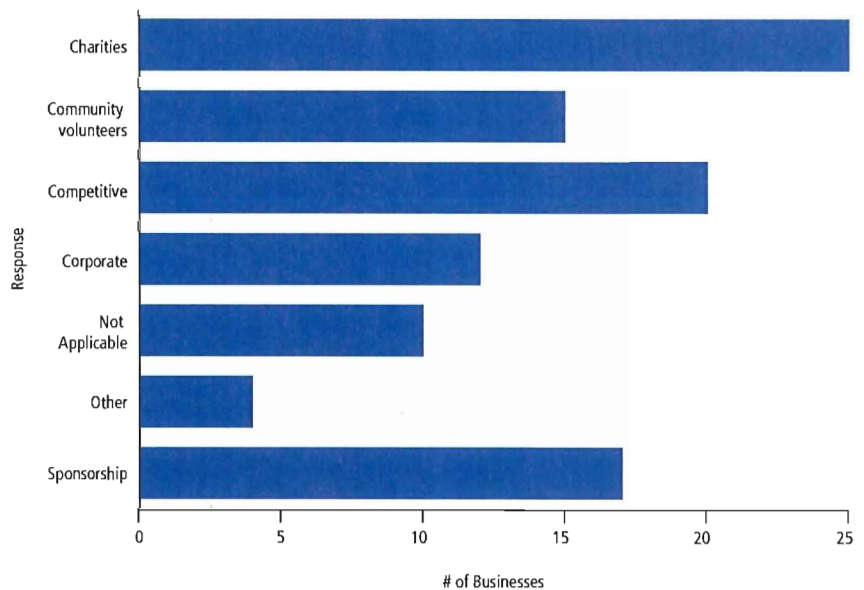
Charities, community volunteerism, competitive wages and sponsorship were the top socially responsible measures taken by businesses surveyed. In the next two years, the same measures were listed as priorities, with more businesses planning to increase their corporate social responsibility reporting.

In 2013 the City of Richmond partnered with 26 companies to deliver community events and programs such as the Children's Arts Festival, Earth Day Youth Summit, U-ROC Youth Awards, Hockey Day, Ships to Shore and the Maritime Festival. The business community collectively contributed nearly \$350,000 towards these initiatives.

Sustainability Plans – Next Two Years



Social Plans – Next Two Years



Businesses Served

In 2013, 83% of economic development opportunities in Richmond were generated from existing businesses. The majority of efforts involved helping businesses expand their current operations, or helping to retain them in our community. Business attraction and start-up inquiries represented 17% of the Program's work. This supports the common statistic that the majority of new job creation is generated from existing businesses.

In 2013, the Economic Development Office worked with 46 companies to establish or expand their operations in Richmond. Support was also provided to those businesses at risk of closing or leaving the community. 38 of these businesses were identified through the City's outreach efforts. The remaining originated from internal and external referrals, as well as contact made through the City's business information portal, www.businessinrichmond.ca.

Areas of Concern (# of businesses)

While undertaking expansion or relocation plans, businesses cited the following top areas of concern:

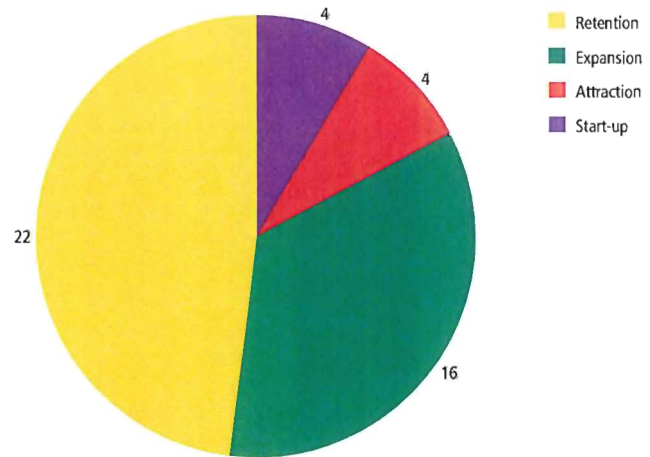
1. Commercial space availability/cost (13)
2. Local regulatory process (8)
3. Employee access (7)
4. Market accessibility (5)

Initial Factors (# of businesses)

The businesses cited the following top reasons for establishing in Richmond:

1. Proximity to Vancouver International Airport/Port Metro Vancouver (14)
2. Proximity to markets (10)
3. Accessibility within Metro Vancouver (8)
4. Availability of space (5)

Business Development Opportunities by Type



Profile of Businesses Served

Number of business development opportunities in 2013: **46**
 Total revenue reported: **\$398,300,000**
 Total Commercial Space: **2,133,025 square feet**
 Total number of employees: **2,085**

Case Studies

The following case studies represent examples of the types of support provided to a diverse range of Richmond businesses by the City's Economic Development Office as part of the 2013 Business Development Program.

Note: company names have been omitted to maintain confidentiality.

Western Canada grocery distributor consolidates facilities

Established in Richmond 20 years ago, this company currently operates out of multiple buildings throughout the city. Experiencing continued growth and seeking process efficiencies, it started searching for a large facility to consolidate operations.

After meeting with company representatives, the Richmond economic development team made introductions to owners of suitably zoned and sized lands in Richmond. The City is looking to expedite the municipal permitting and licensing process, once the company identifies a property.

Cold storage warehouse expansion benefits global food supply chain

A storage and delivery provider for hundreds of food and beverage clients internationally, this company epitomizes Richmond's advantage in the global supply chain. It offers a suite of turnkey third party logistics services, including freight, customs brokerage, pick and pack fulfillment and transloading.

When the need for an additional 50,000 square feet of cold storage arose, the company accessed Richmond's municipal permit facilitation and expediting services. Another opportunity to support this and other companies in the area explores alternative modes of transportation for shift workers in the absence of direct access to public transit.

Local tech start-up chooses Richmond to build company

Fresh out of a technology incubator, this software development start-up chose Richmond as the location for its first office. One year later, the company employs nine professionals and continues to secure new global clients.

Being new to business and new to Richmond, the owners contacted the Richmond economic development team to discuss local regulatory requirements and business development opportunities. The City's business portal was used by the company to research the jurisdiction and identify leads. Additional business prospects were identified after company representatives attended Richmond's Business and Partner Appreciation Event in September of 2013.

Innovative organic farmer grows through diversification

Recognizing that innovation is fundamental to agricultural business sustainability, this long-time Richmond business began to explore ways to diversify its operations. Agri-tourism, retail, and value-added production were identified as ways to achieve this goal.

On the target list for the City's 2013 Business Development Program, the company enthusiastically took advantage of the program to share its plans. Several City departments, external agencies and industry partners engaged with the business through the economic development team's facilitation, introductions and services. When complete, new and diversified sales channels will generate new revenue streams and added market exposure for the busy farmers.

Richmond Economic Development Services

In addition to the Business Development Program detailed in this report, the City of Richmond provides the following tools, programs and services to support the growth and development of existing and prospective businesses in the community.

Business Services Portal

www.businessinrichmond.ca is the City's dedicated information portal and access point for current or prospective Richmond businesses.

Business Directory

An online directory of over 13,000 Richmond businesses is available to search for a particular product or service, or to assist with market research.

Sector Profiles

For each of Richmond's 10 key economic sectors, a printable Sector Profile is available online which includes information on company profiles, land & facilities, government incentives and industry resources.

Richmond Data Centre

Explore or download the latest Richmond data and interactive statistics on key areas such as housing & development, tourism & trade, business growth and commercial space cost and availability.

Funding Portal

An interactive search tool of more than 4,500 government funding programs and 2,500 private financing sources in Canada.

SpaceList

A comprehensive and interactive inventory of commercial and industrial space for lease in Richmond, searchable by size, location and other business requirements.

Municipal Permit and Process Facilitation

The Richmond Economic Development Office acts as the first point of contact for business clients and facilitates municipal permit and licence processes.

Business Liaison

We engage City resources to develop solutions which meet individual business requirements to facilitate your project through to successful completion.

Richmond Interactive Map

The City's interactive GIS Map provides access to detailed property information, including zoning information, active development permit applications, and more.

BizPaL

Based on individual business requirements, BizPaL will generate a custom list of required permits and licenses from all levels of government, in one place.

Metro West Inter-municipal Mobile Business Licence

Allows eligible construction trades contractors to work in multiple jurisdictions under one licence. The City of Richmond has partnered with Vancouver, Surrey, New Westminster, Delta and Burnaby in this trial program.

Connect with us to access these services and discuss business development opportunities in Richmond, BC

Phone: 604-247-4923

Email: economicdev@richmond.ca

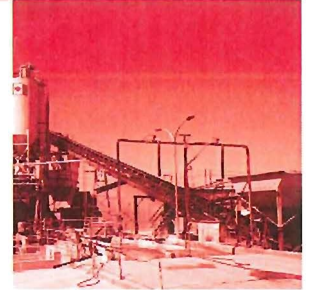
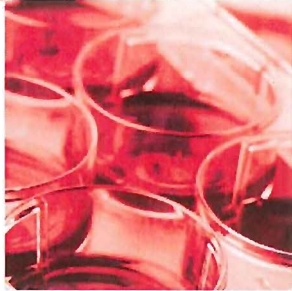
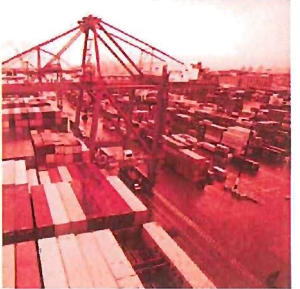
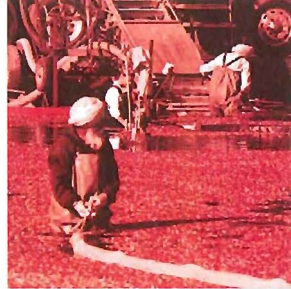
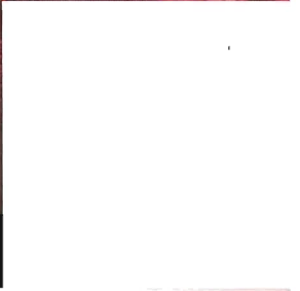
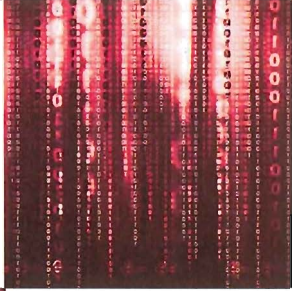
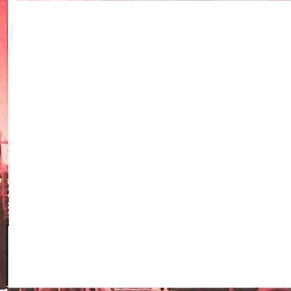
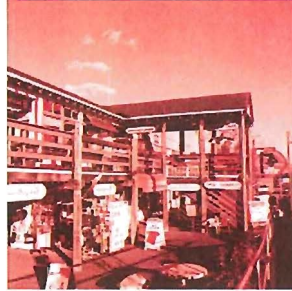
Web: www.businessinrichmond.ca



@RichmondEDO



/RichmondEconomicDevelopment



City of Richmond

6911 No. 3 Road, Richmond, BC V6Y 2C1
Telephone: 604-276-4000
www.richmond.ca



To: General Purposes Committee **Date:** March 3, 2014
From: W. Glenn McLaughlin **File:** 12-8275-05/2014-Vol
Chief Licence Inspector & Risk Manager 01
Re: **Goodluck International Enterprises Ltd., doing business as
Bushuair Restaurant Unit 121 - 4600 No. 3 Road**

Staff Recommendation

That the application from Goodluck International Enterprises Ltd., doing business as Bushuair Restaurant, for an amendment to increase their hours of liquor service under Food Primary Liquor Licence No. 303133 *from* Monday to Sunday 9:00 a.m. to Midnight *to* Monday to Sunday 9:00 a.m. to 2:00 a.m., be supported and that a letter be sent to the Liquor Control and Licensing Branch advising that:




1. Council supports the amendment for an increase in liquor service hours as the increase will not have a significant impact on the community.
2. Council's comments on the prescribed criteria (set out in Section 53 of the Liquor Control and Licensing Regulations) are as follows:
 - a. The potential for additional noise and traffic in the area if the application is approved was considered.
 - b. The impact on the community if the application is approved was assessed through a community consultation process and considered.
 - c. Given there has been no history of non-compliance with the operation, the amendment to permit extended hours of liquor service under the Food Primary Liquor Licence, should not change the establishment such that it is operated contrary to its primary purpose.
3. As the operation of a licenced establishment may affect nearby residents the City gathered the view of the residents as follows:
 - a. 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.
 - b. 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.

- 4. Council's comments and recommendations respecting the views of the residents are as follows:
 - a. 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.



W. Glenn McLaughlin
Chief Licence Inspector & Risk Manager
(604-276-4136)

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER	
	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 
APPROVED BY SAO	
	

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 amendment application submitted to LCLB and to the City of Richmond by Goodluck International Enterprises Ltd. (the “Applicant”) doing business as Bushuair Restaurant for the following amendment to its Food Primary Liquor Licence No. 303133;

Change the hours of liquor sales *from* Monday to Sunday 9:00 a.m. to Midnight *to* Monday to Sunday 9:00 a.m. to 2:00 a.m.

There is no entertainment proposed.

Local Government has been given the opportunity to provide comments and recommendations to the LCLB with respect to liquor licence applications and amendments. For amendments to Food Primary licences, the process requires Local Government to provide comments with respect to the following criteria:

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

Analysis

The Applicant has been operating this casual style restaurant with a Food Primary Liquor Licence since April of 2011. The restaurant has an approved occupant load of 156 persons.

The zoning for the property is Auto-Oriented Commercial (CA) and the business use of a restaurant is consistent with the permitted uses for this zoning district. The business is situated within a commercial shopping complex, where there are several other eateries, retail shops and personal services catering to the day to day needs of the general public.

The Applicant is requesting the extended hours of liquor service in order to be competitive with other such similar operations. Of the Food Primary Liquor licences issued to restaurants operating in Richmond approximately 10% have hours of liquor service until 2:00 a.m.

Summary of Application and Comments

The City’s process for reviewing applications for liquor related permits is prescribed by the Development Application Fee’s Bylaw No. 8951, which under section 1.8.1 calls for

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

- (a) a licence to serve liquor under the *Liquor Control and Licensing Act and Regulations*; or
- (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 participationmust 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.

In addition to the advertised public notice requirements set out in Section 1.8.2, staff have adapted from a prior bylaw requirement, the process of the City sending letters to businesses, residents and property owners within a 50-metre radius of the establishment (Attachment 1). This letter provides details of the proposed liquor licence application and requests the public to communicate any concerns to the City.

There are 20 property parcels within the consultation area. On January 22, 2014, letters were sent to 580 businesses, residents and property owners to gather their view on the application. Fifty-six letters were returned as undeliverable.

The required signage was posted on January 10, 2014 and the 3 ads were verified as being published on January 10th, 15th and 17th, 2014. The public notification process ended on February 21, 2014.

From all the public notifications there was one response received that was not in favour of increased liquor service hours for the following reasons;

- reduce the safety of the neighbourhood by attracting or allowing people to be intoxicated well into the late night
- require increased police presence, supervision and work to maintain order and safety
- increase the likelihood of property damage and crime
- increase the likelihood of conflict between residents and intoxicated or ill repute people

Potential for Noise

Staff believe that there would be no noticeable increase in noise, if the additional hours of liquor service 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 with this amendment. After reviewing the comments received from the person apposed to the application and taking into account the lack of response from those contacted in the consultation area and no responses from the city-wide public notifications, staff feel that the endorsement of the application is warranted.

Potential to operate contrary to its primary purpose

Staff is of the opinion that due to 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 main purpose as a food primary establishment.

Other agency comments

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

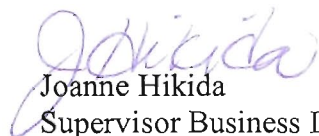
No objections to the application were received from any of the above mentioned agencies and divisions.

Financial Impact

None

Conclusion

Following the public consultation period, staff reviewed the Food Primary Licence Amendment application against the legislated review criteria and recommends Council support the amendment to increase liquor service hours as the amendment is not expected to increase noise or have a negative impact on the community.

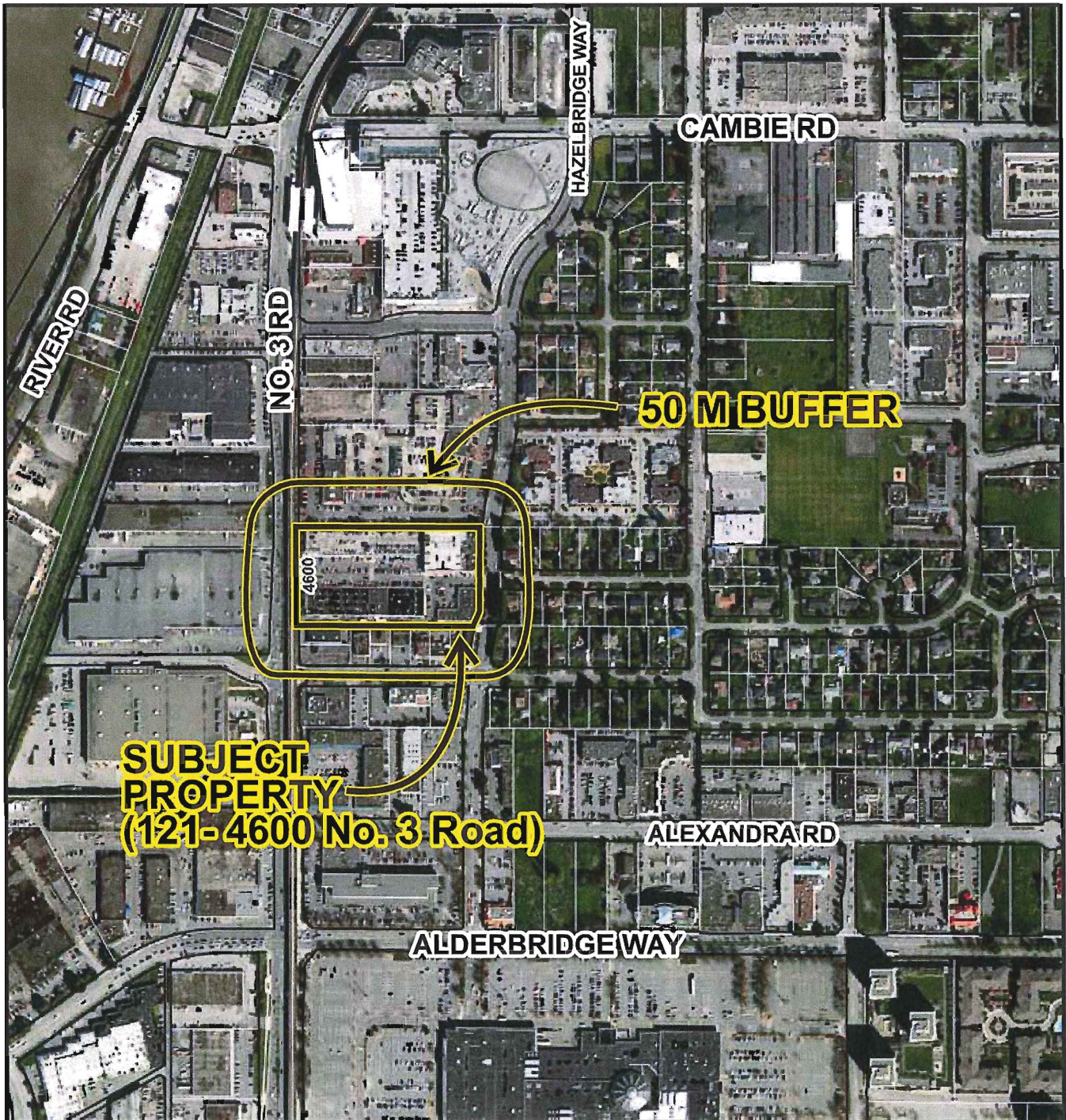


Joanne Hikida
Supervisor Business Licence
(604-276-4155)

Att.:1 Site Map



City of
Richmond



121 - 4600 No. 3 Road

Original Date: 02/25/14

Revision Date:

Note: Dimensions are in METRES



To: General Purposes Committee **Date:** March 3, 2014
From: W. Glenn McLaughlin **File:** 12-8275-05/2014-Vol
Chief Licence Inspector & Risk Manager 01
Re: **The Westin Wall Centre Vancouver Airport, doing business as
The Apron Restaurant
3099 Corvette Way**

Staff Recommendation

That the application from The Westin Wall Centre Vancouver Airport, doing business as The Apron Restaurant, for an amendment to increase their hours of liquor service under Food Primary Liquor Licence No. 303817 *from* Monday to Sunday 9:00 a.m. to Midnight *to* Monday to Sunday 9:00 a.m. to 2:00 a.m., be supported and that a letter be sent to the Liquor Control and Licensing Branch advising that:

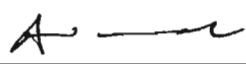

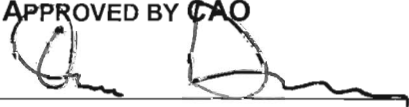
1. Council supports the amendment for an increase in liquor service hours as the increase will not have a significant impact on the community.
2. Council's comments on the prescribed criteria (set out in Section 53 of the Liquor Control and Licensing Regulations) are as follows:
 - a. The potential for additional noise and traffic in the area if the application is approved was considered.
 - b. The impact on the community if the application is approved was assessed through a community consultation process and considered.
 - c. Given there has been no history of non-compliance with the operation, the amendment to permit extended hours of liquor service under the Food Primary Liquor Licence should not change the establishment so that it is operated contrary to its primary purpose.
3. As the operation of a licenced establishment may affect nearby residents the City gathered the view of the residents as follows:
 - a. 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.
 - b. 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.

- 4. Council's comments and recommendations respecting the views of the residents are as follows:
 - a. That based on the number of letters sent and the lack of responses received from all public notifications, Council considers that the amendment is acceptable to the majority of the residents in the area and the community.



W. Glenn McLaughlin
Chief Licence Inspector & Risk Manager
(604-276-4136)

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 submitted to LCLB and to the City of Richmond by Rising Tide Consultants Inc. on behalf of their client, The Westin Wall Centre Vancouver Airport, doing business as The Apron (the “Applicant”) to amend Food Primary Liquor Licence No. 303817 in order to:

Change the hours of liquor sales *from* Monday to Sunday 9:00 a.m. to Midnight *to* Monday to Sunday 9:00 a.m. to 2:00 a.m.

Local Government is given the opportunity to provide comments and recommendations to the LCLB with respect to liquor licence applications and amendments. For amendments to Food Primary licences, the process requires Local Government to provide comments with respect to the following criteria;

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

Analysis

The restaurant is located in the lobby of the Westin Wall Hotel and is an upscale restaurant with a Food Primary Liquor Licence and has been in operation since January of 2010.

The zoning for the property is Residential/Hotel – Capstan Village City Centre (ZMU5) and the business use of a restaurant is consistent with the permitted uses for this zoning district. The property is situated amongst a mix of residential towers and commercial businesses. There are properties to the east that are currently under construction with future residential towers.

Within the vicinity of the property there are nine food primary establishments that operate with hours past midnight.

The Applicant’s letter of intent received with the City’s application states that they are requesting the increase in liquor service hours in order to remain competitive and because the Applicant feels it will benefit and better serve the community.

Summary of Application and Comments

The City's process for reviewing applications for liquor related permits is prescribed by the Development Application Fee's Bylaw No. 8951 which under section 1.8.1 calls for

- 1.8.1 Every **applicant** seeking approval from the **City** in connection with:
- (a) a licence to serve liquor under the *Liquor Control and Licensing Act and Regulations*; or
 - (b) any of the following in relation to an existing licence to serve liquor:
 - (i) addition of a patio;
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 - (iii) change of hours; or
 - (iv) patron participationmust 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.

In addition to the advertised public notice requirements set out in Section 1.8.2, staff have adapted from a prior bylaw requirement, the process of the City sending letters to businesses, residents and property owners within a 50-metre radius of the establishment (Attachment 1). This letter provides details of the proposed liquor licence application and requests the public to communicate any concerns to the City.

There are 15 property parcels within the consultation area. On January 23, 2014, letters were sent to 611 businesses, residents and property owners to gather their view on the application. Thirty letters were returned as undeliverable.

The signage required under the regulations was posted on December 20, 2103 and the 3 ads were verified as being published in the Richmond News.

The public notification process ended February 21, 2014 and no responses from the Community were received.

Potential for Noise

Staff believe that there would be no noticeable increase in noise, if the additional hours of liquor service 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 with this amendment. Considering the lack of responses from those contacted in the consultation area and no responses from the city-wide public notifications, staff feel that the endorsement of the application is warranted.

Potential to operate contrary to its primary purpose

Staff is of the opinion that due to 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 main purpose as a food primary establishment.

Other agency comments

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

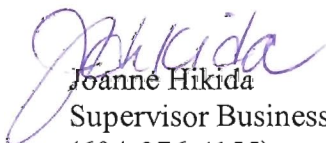
No objections to the application were received from any of the above mentioned agencies and divisions.

Financial Impact

None

Conclusion

Following the public consultation period, staff reviewed the Food Primary Licence Amendment application against the legislated review criteria and recommends Council support the amendment to increase liquor service hours as the amendment is not expected to increase noise or have a negative impact on the community.

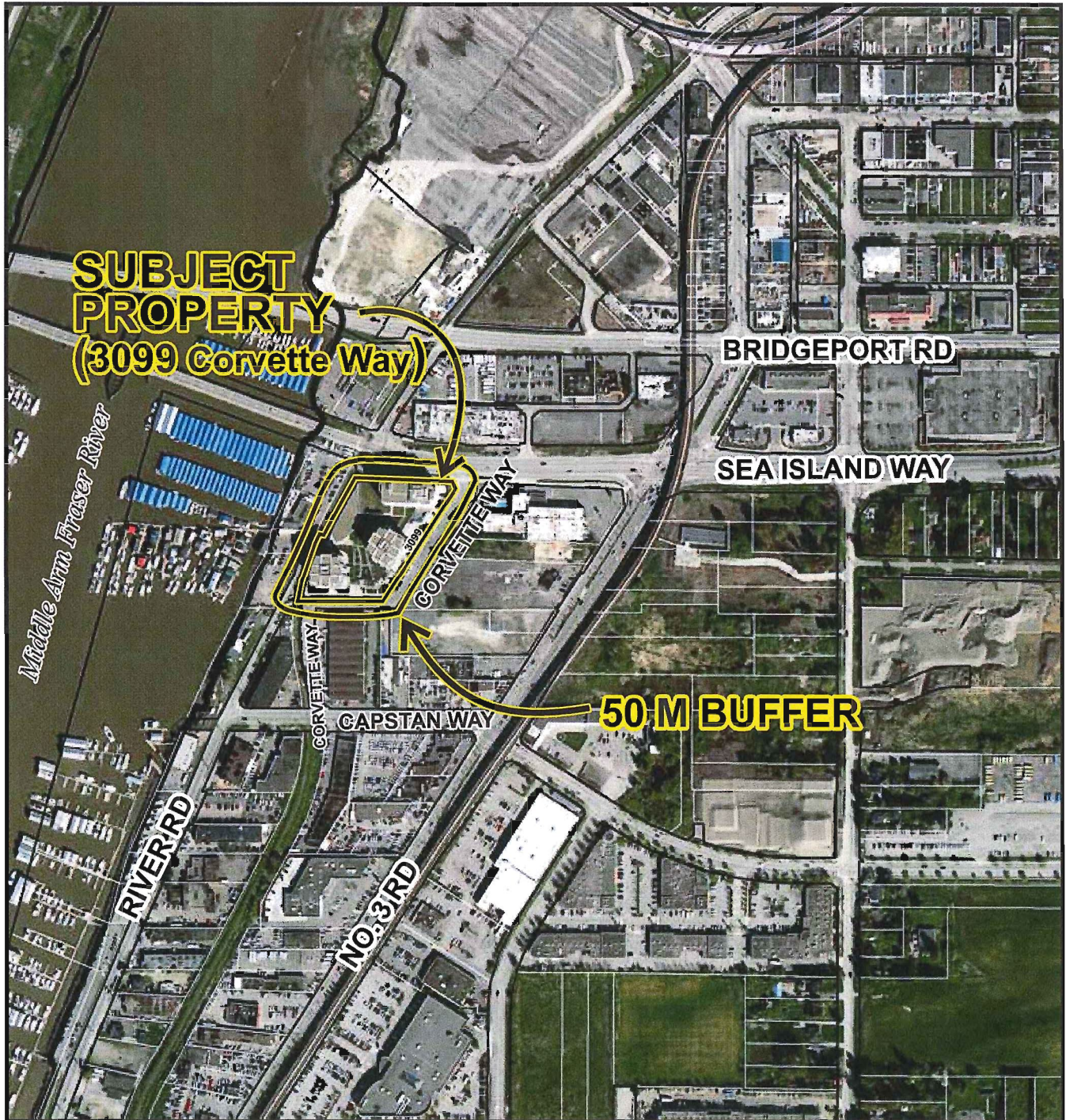


Joanne Hikida
Supervisor Business Licence
(604-276-4155)

Att.: 1 Site Map



City of
Richmond



3099 Corvette Way

Original Date: 02/25/14

Revision Date: 03/03/14

Note: Dimensions are in METRES



City of Richmond

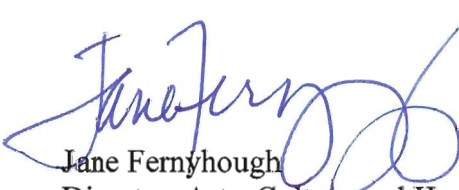
Report to Committee

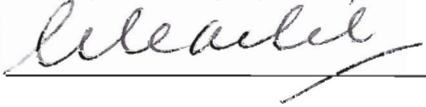


To: General Purposes Committee
From: Jane Fernyhough
 Director, Arts, Culture and Heritage Services
Re: 2013 Richmond Film Office Annual Report

Date: March 3, 2014
File: 08-4150-09-01/2014-
 Vol 01

Staff Recommendation

That the attached "2013 Richmond Film Office Annual Report", dated March 3, 2014 from the Director, Arts, Culture and Heritage Services, be received for information.


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

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

Staff Report

Origin

In 2007, Richmond City Council adopted an official Film Strategy, which resulted in the establishment of a dedicated film office. The mandate of the Richmond Film Office (the “Film Office”) is to increase film production in Richmond by providing centralized services to the film and television industry as well as to Richmond businesses and residents affected by filming activity in Richmond.

Specifically, the Film Office processes filming applications, and provides permits for filming activity on City-owned properties. The Film Office also coordinates invoicing for any City services required for filming, such as policing, signage, building liaisons, fire hydrant use, and other services. Further, the Film Office representatives liaise with film industry and community stakeholders on film-related matters.

Film Office activities support the following Council Term Goal 3.9:

Economic Development - Build on filming opportunities in the City.

The purpose of this report is to provide a 2013 Film Office update. Forecasts and initiatives for 2014 are also discussed.

Analysis

Richmond Billing and Filming Days in 2013

Over \$287,000 in service and location charges were processed through the Film Office in 2013, which is an increase of \$39,000 over adjusted figures for 2012. Although the City charges filming fees based on service cost recovery and property rentals (and not for profit), the City’s 2013 revenue exceeded its costs with a total revenue of approximately \$113,000 being allocated directly to City departments, \$104,000 to recover service costs and \$70,000 separately to the RCMP for policing services. In addition to the revenue realized by the City, filming provides additional economic benefits to the community and raises the City’s profile; this is discussed further in subsequent sections of this report.

Within Richmond there are many publicly-owned jurisdictions used for filming; these include the Steveston Harbour Authority, YVR, Metro Vancouver (Iona Regional Park) and the Gulf of Georgia Cannery. Public jurisdictions and private property owners are not obligated to report revenue or filming days to the Film Office. As a courtesy, however, film production companies generally do complete a Richmond film application when shooting on non-City owned property, which the Film Office files and keeps for data.

In 2013, 186 days of filming within Richmond’s environs took place, approximately 30 of which were at YVR and 147 of which were on City-owned property and managed by the Film Office.

Film Locations and Productions 2013

Television series and feature films made up the majority of productions filmed in Richmond in 2013. Productions filmed in Richmond in 2013 are listed below:

Figure 1

Feature Films	Television Series	Commercials
50 Shades of Gray (YVR)	Almost Human	Toll House Cookies
Godzilla (2014)	Amazing Race	Chobani Yogurt
Grace	Arrow	Suddenlink Communications
Fairly Odd Summer	Bates Motel	
If I Stay	Bizarre Foods with Andrew Zimmern	
Pale Green	CBC Kids – Will’s Jams	
Parked	Cedar Cove	
Robocop	Continuum	
The Interview	House Hunters International	
Various Student Films	Intelligence	
	Once Upon a Time	
	Once Upon a Time in Wonderland	
	Psych	
	Rogue	
	Simply Ming	
	Supernatural	

Economic Impact 2013

Beyond revenues generated from City and publically-owned properties, filming continues to contribute significant direct and indirect revenue to local businesses and land owners. The Film Office is not authorized to participate in negotiations between a non-City property owner and a film production company and, therefore, cannot accurately report the amount spent securing non-City property for film locations. Informed discussion with production companies and businesses provide an estimated average spend of \$15,000 to \$20,000 in direct location revenue per filming day. Approximately 40 television episodes were filmed in Richmond in 2013, resulting in approximately \$600,000 paid to private property owners and tenants in popular locations such as Steveston.

Indirect spending by film crews also contributes to the local economy. Film crews bring an average of 100 people per day into Richmond filming locations and these workers can spend a considerable amount on food, beverages and other merchandise while on location. Film production crews also often try to source local supplies whenever possible.

Film tourism continues in Richmond, due particularly to the global popularity of *Once Upon A Time* and also due to other productions such as the major feature film *Godzilla*, which filmed in Steveston and other Richmond locations in the spring of 2013. The Film Office often fields

requests from people planning their vacations and wanting to know *Once Upon a Time's* next filming dates. For reasons of confidentiality and security, the Film Office does not disclose such information. These requests still come mostly from North America, but reports of European travelers visiting the set have been mentioned by the film crews and local businesses.

Community Outreach 2013

The Film Office continues to be a well-utilized community resource as residents and merchants frequently contact the office with comments and questions regarding filming. In heavily-used areas such as Steveston, Film Office staff will meet with businesses, organizations, associations and residents to ensure their needs are balanced with those of the production company. Filming, however, inevitably causes some disruption. Therefore, before issuing film permits, the Film Office regularly requests that the production company notify and, in some cases, poll affected businesses and residents to demonstrate that a large majority support the proposed filming activity.

In April, the Richmond Film Office hosted a "Filming in Steveston Information Session", which invited the community to discuss filming sustainability, the community's concerns, the film industry's perspective and marketing opportunities as well as the Film Office's role. Representatives from the film industry and Creative BC were also present at this forum, which saw a full-room attendance of approximately 125 attendees. Members of the community were able to discuss their concerns about filming activities and provide feedback on how to harmonize filming activity around day to day business and how to incorporate filming activity into creative marketing strategies.

As a result, filming complaints are down overall; the majority of inquiries received were redirected to production companies, as the issues were not under Film Office purview.

2014 Forecast and Initiatives

Despite the change from HST to a GST/PST tax combination in April 2013 (which was anticipated to negatively impact film production budgets), 2013 was an unusually busy year for filming in Richmond and the Province, possibly due to BC's existing infrastructure of studios, skilled workers, variety of locations and reputation for providing excellent value. The recent decline in the Canadian dollar (currently at \$0.90 USD) may help to maintain the pace that was seen in 2013.

It is not clear whether the *Save BC Film* movement contributed to the heavy filming activity in 2013, but it brought public awareness to the industry and promoted dialogue around BC's competitive positioning in light of larger tax incentives offered by other jurisdictions, such as Toronto.

Indicators for Lower Mainland filming in 2014 are mixed. Television pilots and series are on par for the first quarter in 2014, and television activity is expected to match that of 2013.

Should the popular television series *Once Upon a Time*, *Bates Motel* and *Almost Human* be renewed for subsequent seasons into 2014, the Film Office looks forward to working with these productions again, should Richmond's locations be featured in these future seasons.

2014 Initiatives

The Film Office will continue to position Richmond as a preferred place to conduct film business. Some 2014 initiatives include:

- General public session on “How to be a Location for Film” for residents and businesses, with a focus on promoting areas other than Steveston for filming. Time and agenda to be set.
- Further community outreach to build on the successful dialogue achieved at the 2013 “Filming in Steveston Information Session”.
- Update of Richmond's Film Strategy and Implementation Plan. The creation of a three-year strategy and review of policy and procedures.
- Application for a “Partners on Screen” designation from the BC Film Commission.
- Continued work with the Creative BC (British Columbia Film Commission) and other Lower Mainland film offices to attract filming to the region.

The Film Office will continue to consult with local stakeholders and the film industry to find ways to share information that will help provide a more detailed financial picture of filming in Richmond. Much of this work will inform or be included in the updated Film Strategy and Implementation Plan.

Financial Impact

There is no financial impact.

Conclusion

Filming in Richmond exceeded projected activity targets in 2013. Film Office community outreach initiatives were well-received and resulted in a decrease in negative perceptions regarding filming. The Film Office continues to provide timely and responsive customer service, and will continue to work with the community and the film industry to sustainably increase filming in Richmond.



Kerry Gillis
Acting Film and Major Events Liaison
(604-247-4689)