



General Purposes Committee

Anderson Room, City Hall
6911 No. 3 Road

Monday, July 15, 2019
4:00 p.m.

Pg. # ITEM

MINUTES

GP-4 *Motion to adopt the **minutes** of the meeting of the General Purposes Committee held on July 2, 2019.*



ENGINEERING AND PUBLIC WORKS DIVISION

1. **SINGLE-USE PLASTIC AND OTHER ITEMS BYLAW AND IMPLEMENTATION PLANS**

(File Ref. No. 10-6370-01; 12-8060-20-010000/010063/10064) (REDMS No. 6213867 v. 7; 6197835; 6198746; 6198761)

GP-19

See Page GP-19 for full report

Designated Speaker: Suzanne Bycraft

STAFF RECOMMENDATION

(1) *That the following bylaws to introduce a ban on single-use plastic and other items be introduced and given first, second and third readings with an effective date of January 1, 2020:*

- (a) *Single-Use Plastic and Other Items Bylaw No. 10000;*
- (b) *Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, Amendment Bylaw No. 10063; and*

- (c) *Municipal Ticket Information Bylaw No.7321, Amendment Bylaw No. 10064; and*
- (2) *That the implementation plans for plastic straws and plastic bags, as outlined in Attachments 1 and 2 of the staff report dated July 5, 2019 titled, “Single-Use Plastic and Other Items Bylaw Bans and Implementation Plans” from the Director, Public Works Operations, with funding in the amount of \$260,000, from the Sanitation and Recycling provision, be approved.*



COMMUNITY SERVICES DIVISION

2. **ANIMAL SHELTER GUIDING PRINCIPLES, BUILDING AND PROGRAM OPTIONS, AND SITE**

(File Ref. No. 06-2055-20-12) (REDMS No. 6152282 v. 49)

GP-45

See Page GP-45 for full report

Designated Speakers: Paul Brar and Doru Lazar

STAFF RECOMMENDATION

- (1) *That the Animal Shelter Guiding Principles, as described in the staff report titled “Animal Shelter Guiding Principles, Building and Program Options, and Site” dated June 14, 2019, from the Director, Recreation and Sport Services and the Acting Director, Facilities be endorsed;*
- (2) *That Building and Program Option 2, as described in the staff report titled “Animal Shelter Guiding Principles, Building and Program Options, and Site” dated June 14, 2019, from the Director, Recreation and Sport Services and the Acting Director, Facilities be approved; and*
- (3) *That the site located at 12071 No. 5 Road, as described in the staff report titled “Animal Shelter Guiding Principles, Building and Program Options, and Site” dated June 14, 2019, from the Director, Recreation and Sport Services and the Acting Director, Facilities be approved.*



3. **REFERRAL RESPONSE: PROPOSED PLAN FOR MAJOR EVENTS AND PROGRAMS IN 2020**

(File Ref. No. 11-7400-01) (REDMS No. 6183746 v. 7; 6198265; 6198274; 6133366)

GP-69

See Page GP-69 for full report

Designated Speaker: Bryan Tasaka

STAFF RECOMMENDATION

- (1) *That the Major Events and Programs for 2020 as outlined in the staff report titled “Referral Response: Proposed Plan for Major Events and Programs in 2020” dated May 27, 2019, from the Director, Arts, Culture and Heritage Services, be approved;*
- (2) *That the expenditures totaling \$1,775,500 for Major Events and Programs in 2020, of which \$1,345,000 is funded from the Rate Stabilization Account and \$430,000 funded from projected sponsorships and grants, be included in the amended Consolidated 5 Year Financial Plan (2019–2023); and*
- (3) *That the development of a new Major Events Strategy as outlined in the staff report titled “Referral Response: Proposed Plan for Major Events and Programs in 2020” dated May 27, 2019, from the Director, Arts, Culture and Heritage Services, be approved.*



CAO'S OFFICE

4. **ORGANIZATIONAL DEVELOPMENT PROGRAM**

(File Ref. No. 01-0005-01) (REDMS No. 6132525 v. 8)

GP-85

See Page GP-85 for full report

Designated Speakers: Claire Adamson and Jason Kita

STAFF RECOMMENDATION

That the report titled “Organizational Development Program” dated July 2, 2019 from the Director, Corporate Programs Management Group, be received for information.



ADJOURNMENT





General Purposes Committee

Date: Tuesday, July 2, 2019

Place: Anderson Room
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair
Councillor Chak Au
Councillor Carol Day
Councillor Kelly Greene
Councillor Alexa Loo
Councillor Bill McNulty
Councillor Linda McPhail
Councillor Harold Steves
Councillor Michael Wolfe

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 meetings of the General Purposes Committee held on June 10, 2019 and June 17, 2019, be adopted as circulated.

CARRIED

COMMUNITY SERVICES DIVISION

1. **COUNCIL APPROVAL OF PRIVATE DEVELOPMENT PUBLIC ART AND DEVELOPER CONTRIBUTIONS – NEW POLICY**

(File Ref. No. 11-7000-00) (REDMS No. 6135219 v. 21; 6155022; 3066549; 6153236; 6153496; 6153200; 6153500)

In response to questions from Committee, Liesl G. Jauk, Manager Arts Services, Biliana Velkova, Public Art Planner, and Wayne Craig, Director, Development advised that:

General Purposes Committee

Tuesday, July 2, 2019

- the public art locations criteria only applies to the private development public program and would not apply to arts facilities and they would be located where they are most appropriate;
- arts facilities programs could potentially be located in high profile public locations depending on the space requirements and program needs;
- a negotiated split for contributions over \$40,000 would be on a per project basis as there are currently no specific guidelines and details of the split would be finalized prior to the development permit or rezoning;
- level of voluntary developer contributions have a wide range depending on square footage and the size of the project;
- in terms of budget for any specific rezoning it depends on the scale of the project for example, small arterial road townhouses would most likely contribute cash and any large scale development through the city centre where contribution values are hundreds of thousands, most likely would contribute a public art piece;
- if a public art project through the public art program is rejected by Council or the developer opts out of the program, the developer can place the art on private land at their discretion;
- any developer participating in the public art program must follow city procedures even if the art will be placed on private land; and
- currently Council is not involved in the approval of the public art plan, the Richmond Public Art Advisory Committee provides comments and recommendation.

Discussion took place on (i) referring the matter back to staff for further refinement and details, (ii) Council's involvement in the approval process of public art, (iii) creating an overall theme and initiating art projects in Richmond, (iv) encouraging young artists to participate in public art, and (v) creating a vision plan for public art projects.

In further reply to queries from Committee, staff clarified that:

- there are several neighbourhood public art plans which all reference Richmond's distinct heritage and culture;
- developers are responsible for the care and maintenance of art on private land;

General Purposes Committee
Tuesday, July 2, 2019

- the public art policy includes a contribution rate based on land use and square footage, developers are strongly advised to contribute to the program however there is no incentive to participate unlike like the bonus density given for affordable housing contributions but most participate in the program;
- in terms of making private developer public art contributions mandatory, best practice from the Province would indicate that incentive needs to be provided in terms of bonus density, which the current approach does not include;
- the private proposed selection and approval process include recommended options for Council to further participate in the program; and
- the process included in the report has been developed in a way that would not hold up development but does add an additional Council approval prior to the rezoning.

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

It was moved and seconded

That the report titled, "Council Approval of Private Development Public Art and Developer Contributions – New Policy" from the Senior manager, Arts, Culture and Heritage Services dated May 24, 2019 be referred back to staff for more information on:

- (1) local art plans;***
- (2) suggestions in terms of vision and themes for art in the city such as heritage, history, culture and harmony;***
- (3) opportunities for young and emerging artists; and***
- (4) earlier reference to Council regarding public art on private property.***

CARRIED

Opposed: Cllr. Loo

PLANNING AND DEVELOPMENT DIVISION

2. POTENTIAL TRANSIT EXCHANGE AS PART OF STEVESTON COMMUNITY CENTRE AND BRANCH LIBRARY REPLACEMENT PROJECT

(File Ref. No. 06-2052-25-SCCR1) (REDMS No. 6196248 v. 5)

Sonali Hingorani, Transportation Engineer referenced a previously distributed staff memorandum with updated attachments (attached to and forming part of these minutes as Schedule 1.)

3.

General Purposes Committee

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In reply to questions from Committee Ms. Hingorani noted that, through TransLink, the real estate department is actively investigating potential land acquisitions to address the operational issues that currently exist on Chatham Street however staff have not heard if there is one option being perused and will continue to have conversations with TransLink regarding the matter.

Councillor Harold Steves distributed materials to Committee relating to locations for the transit exchange at Steveston Community Park and rapid transit in Steveston (attached to and forming part of these minutes as Schedule 2) and spoke to three proposed referrals.

Discussion then took place on alternative locations for the transit exchange and in reply to queries from Committee, Ms. Hingorani and Lloyd Bie, Director, Transportation advised that (i) the proposal is to request options that include provision of bus turn around to alleviate the routing of bus circulation on Fourth Avenue, and (ii) staff have not had any direction to remove it off Chatham Street at this point in time so it is included as one of the options that TransLink could consider for the future bus exchange with improvements to Chatham Street.

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

It was moved and seconded

That with respect to TransLink's planned upgrade of the Steveston Transit Exchange as identified in Phase Three of the Mayors' Council 10-Year Investment Plan:

- (1) TransLink be advised that the City does not support a location within Steveston Community Park as part of the Steveston Community Centre and Branch Library Replacement Project; and***
- (2) That staff be directed to review other possible locations for the Steveston Transit Exchange including at 4320 Moncton Street or elsewhere in Steveston.***

The question on the motion was not called as discussion further ensued regarding (i) other uses of City owned property in Steveston in conjunction with a Steveston transit exchange, and (ii) light rail transit (LRT) in Steveston.

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

As a further result of the discussion, the following **referral motions** were introduced:

It was moved and seconded

That staff comment on possible LRT terminus options and potential routes in Steveston.

CARRIED

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Tuesday, July 2, 2019

It was moved and seconded

That staff prepare options for LRT across Richmond to an LRT Transit Tunnel at Massey Tunnel utilizing the Shell Road Railway Line from Bridgeport, or a connection to the Canada Line, or a combination of both.

The question on the referral motion was not called as discussion further ensued on population density need for LRT to Steveston and the impact of the Massey Tunnel project.

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

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (5:12 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 Tuesday, July 2, 2019.

Mayor Malcolm D. Brodie
Chair

Amanda Welby
Legislative Services Coordinator



City of
Richmond

Memorandum
Planning and Development Division
Transportation

To: Mayor and Councillors
From: Lloyd Bie, P.Eng.
Director, Transportation
Date: June 26, 2019
File: 06-2052-25-SCCR1/Vol 01
Re: **Corrected Attachments for Staff Report entitled "Potential Transit Exchange as part of Steveston Community Centre and Branch Library Replacement Project"**

At the upcoming July 2, 2019 General Purposes Committee meeting, a staff report will be presented entitled "Potential Transit Exchange as part of Steveston Community Centre and Branch Library Replacement Project" that responds to a Committee referral.

The map displaying bus routings in each of Attachments 3 through 5 of the report does not correctly correspond to the option being illustrated. Attached are the correct versions of Attachments 3 through 5.

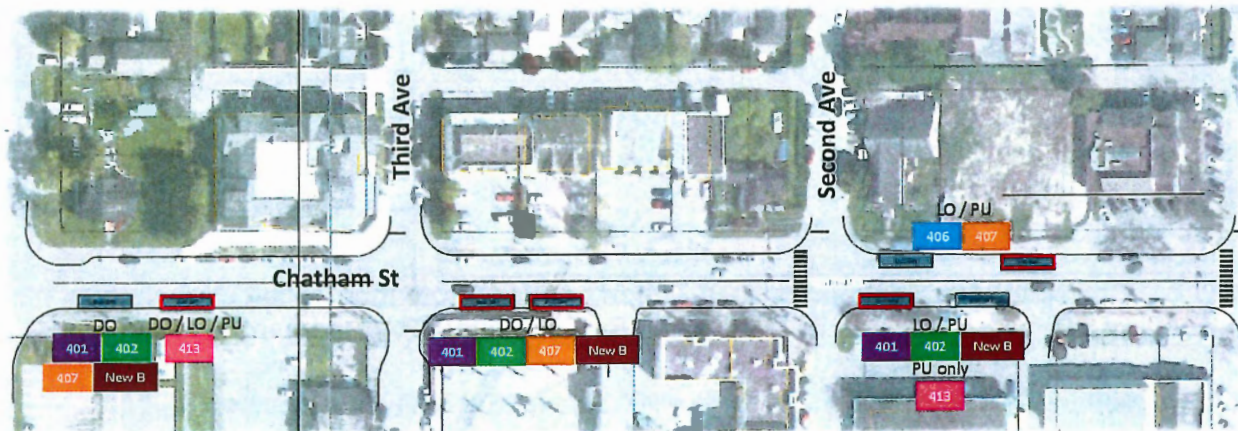
Should you have any questions, please contact me at 604-276-4131 or lbie@richmond.ca.


Lloyd Bie, P.Eng.
Director, Transportation

LB:jc

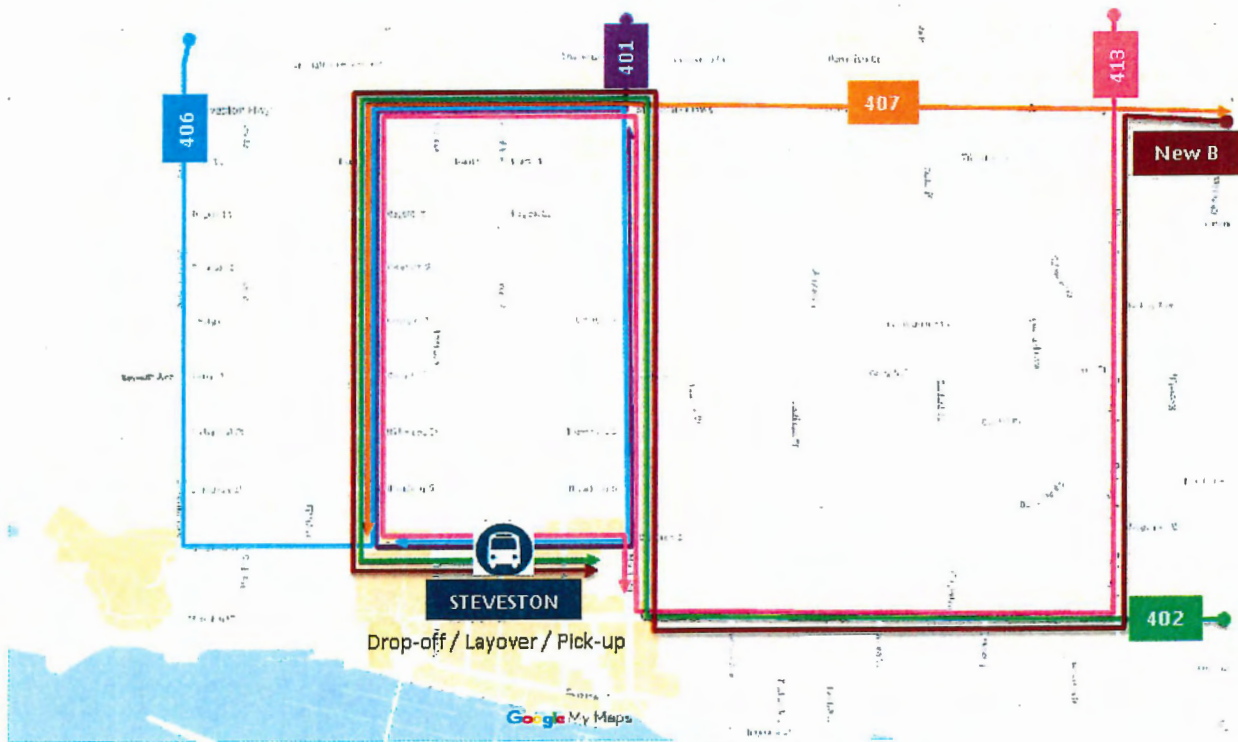
pc: SMT

Option 1: Status Quo



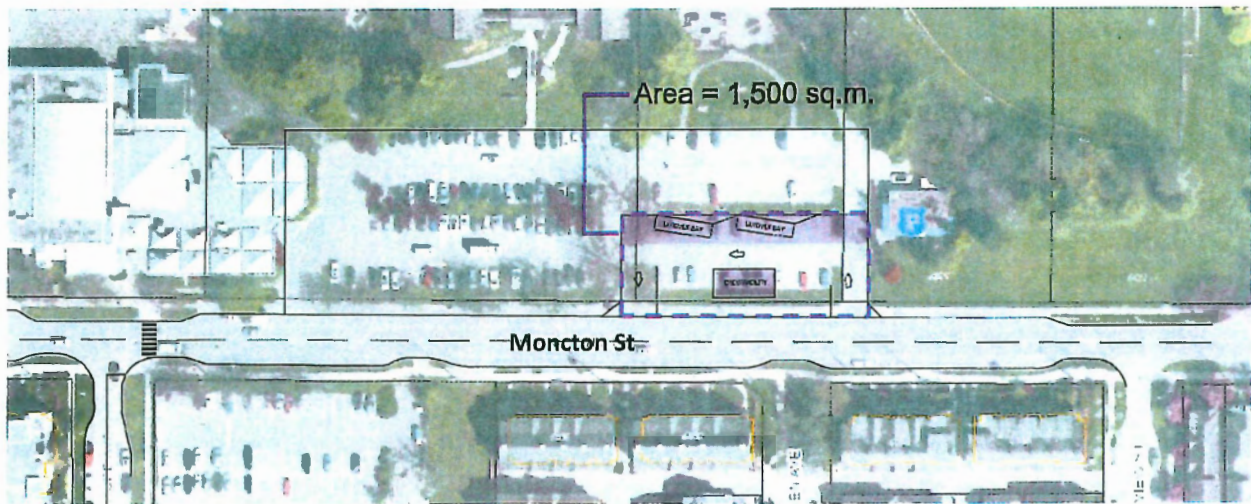
*Note: 402 and 407 are interlined to allow a 2-way service for 407 on 4th Avenue. If this becomes impossible due to schedule changes to either route, 407 would become a one way loop in this concept.

On-Street Transit Spaces on Chatham Street

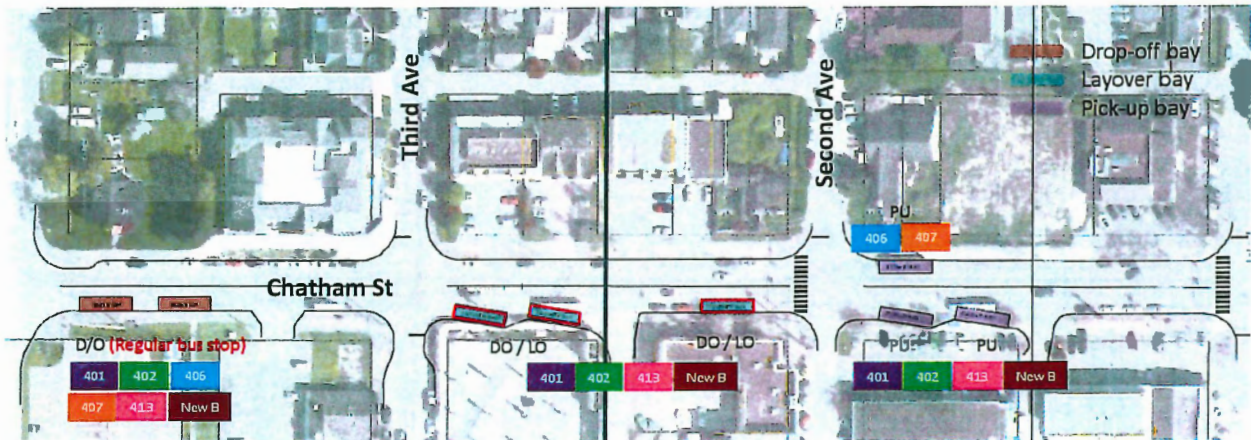


Transit Routes to/from Steveston

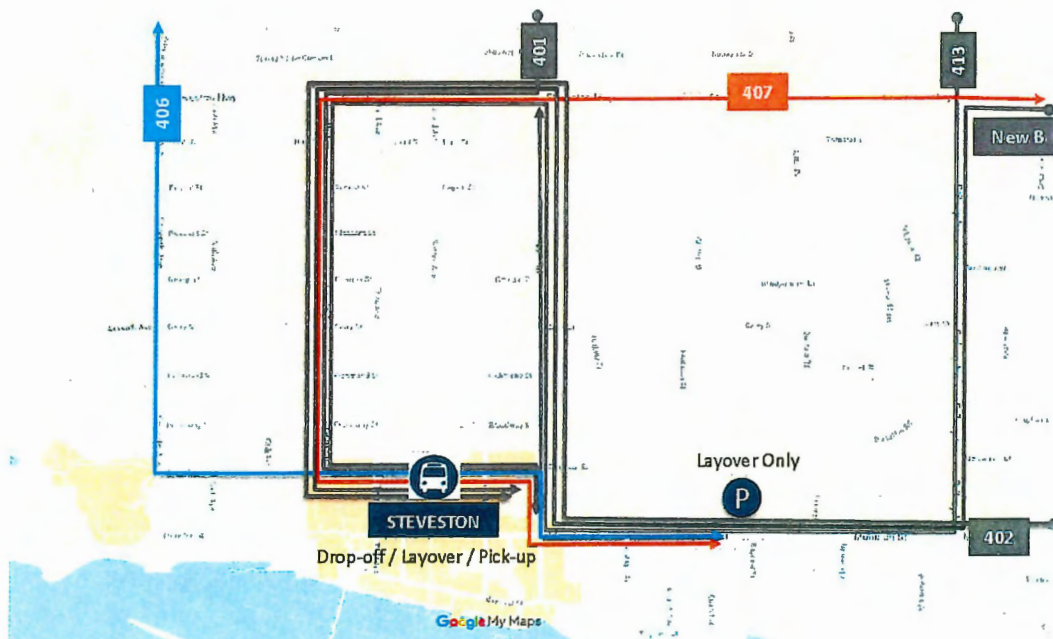
Option 2a: Relocate Two Layover Spaces to Steveston Community Park



Area Required at Steveston Community Centre

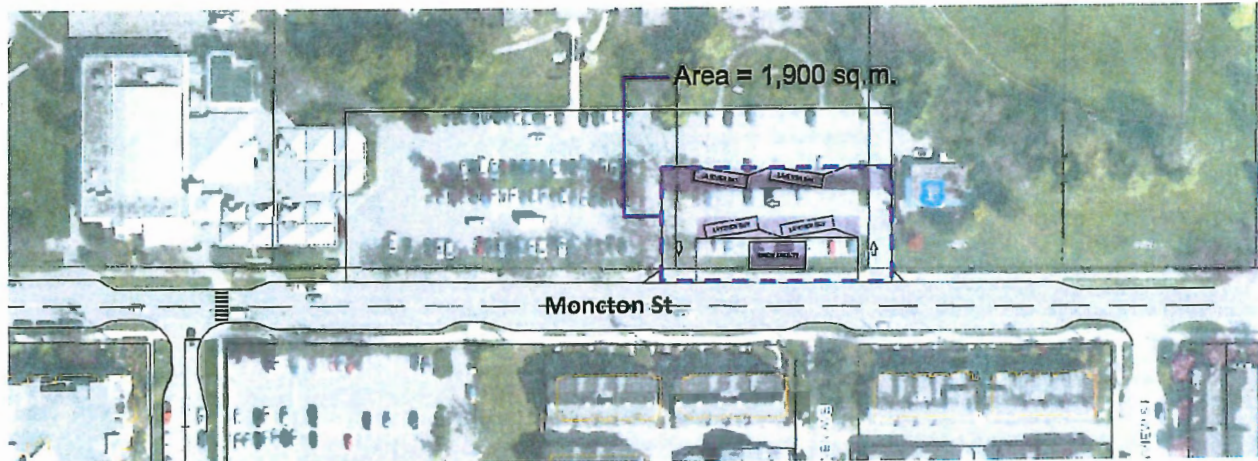


On-Street Transit Spaces on Chatham Street

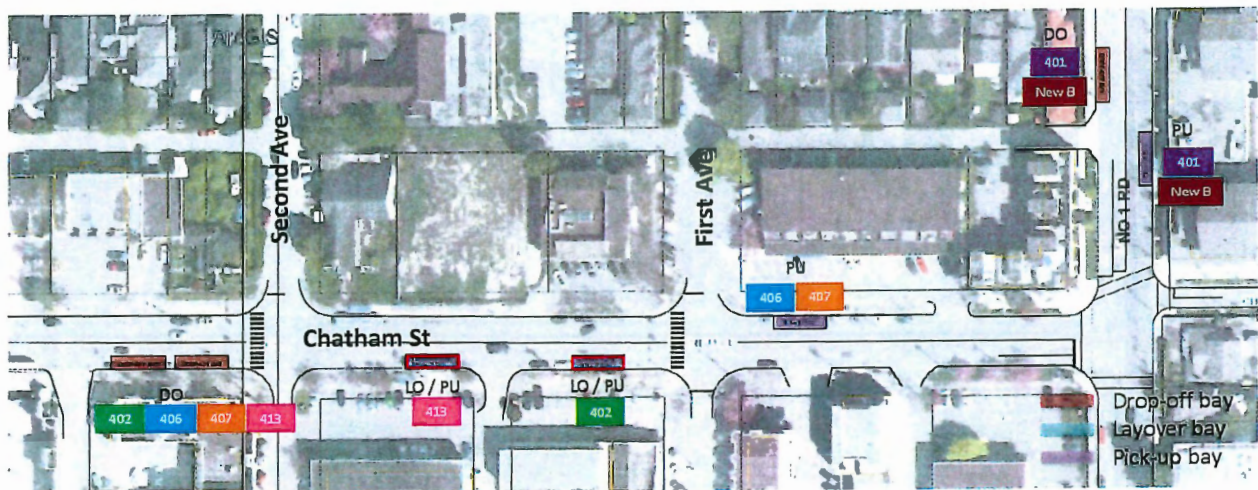


Transit Routes from Steveston

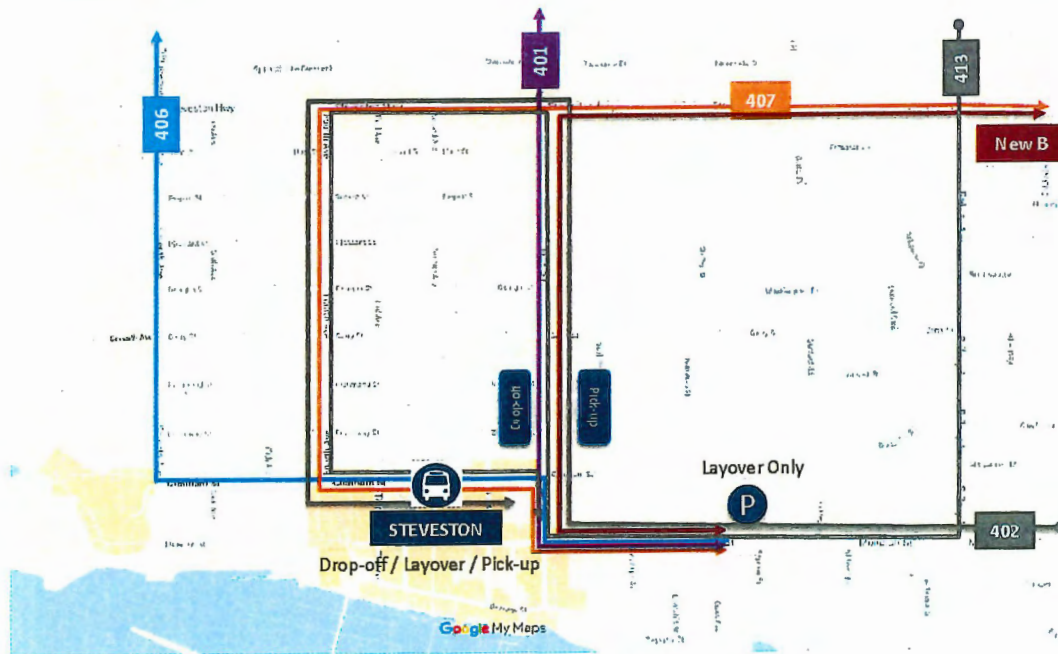
Option 2b: Relocate Four Layover Spaces to Steveston Community Park



Area Required at Steveston Community Centre



On-Street Transit Spaces on Chatham Street and No. 1 Road



Transit Routes to/from Steveston

Referrals

Councillor Harold Steves

July 2, 2019

1) Transit Exchange at Steveston Community Park:

That staff consider the use of 4320 Moncton Street as part of a full transit exchange at Steveston Community Park and report back to council.

The City owns property at 4320 Moncton St, valued at \$12,677,000, with 4,532 sq. m. deeded and additional access from road allowances on the east and west sides.

2) Rapid Transit Link to Steveston:

That Staff review the report "Rapid Transit Link to Steveston", schedule 2 to the minutes of the General Purposes Committee Meeting held on Tuesday, December 21, 2004 and recommend potential routes for Richmond Rapid Transit Phase 2 connecting the Canada Line to Steveston with LRT and a recommended site for a future LRT transit centre in Steveston.

3) Rapid Transit to Steveston and Ladner/White Rock via an LRT Tunnel at Massey tunnel announced by premier Van Der Zalm, August 1989.

That staff prepare options for LRT across Richmond to an LRT Transit Tunnel at Massey Tunnel utilizing the Shell Road Railway Line from Bridgeport, or a connection to the Canada Line, or a combination of both.

4. RAPID TRANSIT LINK TO STEVESTON

The terms of reference for the Vancouver - Richmond Rapid Transit Project include the consideration of a future extension of the rapid transit line to Steveston.

To date, B.C. Transit has not undertaken any detailed studies on this issue. Their position has been that the extension options will be examined during the "final evaluation" stage, once a preferred route has been chosen. Richmond staff, on the other hand, has indicated the study of these extension options should take place now rather than later in order to better understand and evaluate the overall route options.

While it is not in the interest of Richmond to delay major transit decisions to permit the detailed study of this option, Richmond staff have given the matter some consideration and asked B.C. Transit to provide their proposed analysis as soon as possible.

Richmond staff have supported the concept of a grade orientated system extension to Steveston from the outset of the study and in the September 27, 1991 progress report put forward a recommendation that Council request B.C. Transit to prepare a report on all extension possibilities (including Steveston, southeast Richmond, the airport and East Richmond). Richmond does not have the staff resources to undertake this detailed study at this time. In the interim it is the recommendation of staff that a right-of-way on Railway be maintained to provide for a future link.

The following points should provide context for the investigation of a Steveston connection by B.C. Transit.

(i) System Characteristics

Two issues are important in describing the route options for Steveston.

1. The first one is whether the connection is a mainline extension or a branch line. Main line extensions are preferable because transfers are not necessary.
2. The second one is whether the connection uses main line technology or whether alternative systems are envisaged.

ii) Technology

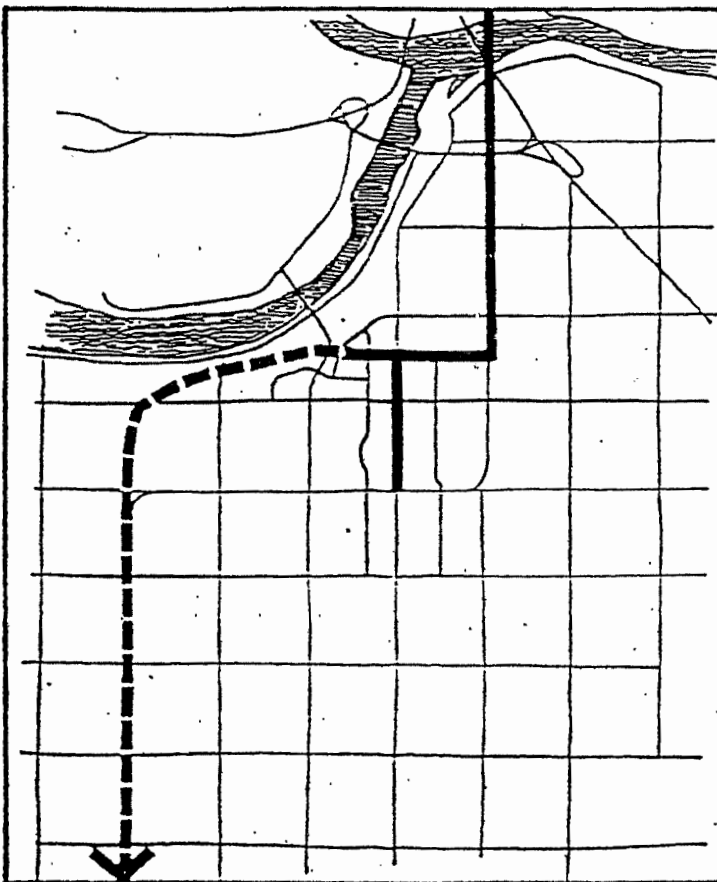
A link to Steveston could be accommodated quite readily through a continuation, a direct extension, of a conventional light rail transit system. It is clear that an ALRT technology would not be acceptable as a direct link to Steveston due to its detrimental impact on neighbourhoods.

While a continuation of the CLRT technology would be preferred, it would also be possible to introduce another type of transit technology, such as a heritage style streetcar on this section of the line.

iii) Routes

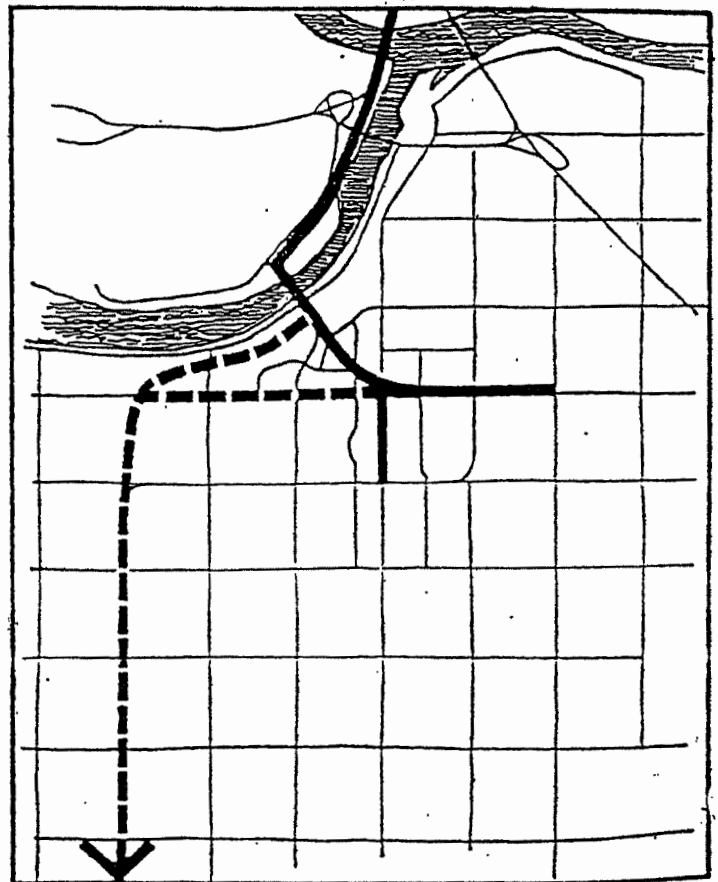
Possible routes from the Town Centre to Steveston include:

- a) An extension westward from Garden City, Lansdowne to the CPR right-of-way;
- b) A branch line westward from a Sea Island route where it meets the CPR right-of-way, or westward from Westminster Highway to the CPR right-of-way;
- c) An extension from a Garden City route westward on Granville Avenue from No. 3 Road connecting to the CPR right-of-way;
- d) An extension from a Sea Island route westward on Granville Avenue from No. 3 Road connecting to the CPR right-of-way;
- e) An extension from a Garden City route southward on No. 3 Road from Granville Avenue, running down No. 3 Road to Steveston. This route would serve not only West Richmond but South-east Richmond as well but has right-of-way constraints;
- f) An extension from a Sea Island route southward on No. 3 Road from Granville Avenue, running down No. 3 Road to Steveston. (This route would serve not only West Richmond but South-east Richmond as well but has right-of-way constraints.); and
- g) Other variations of the above routes.

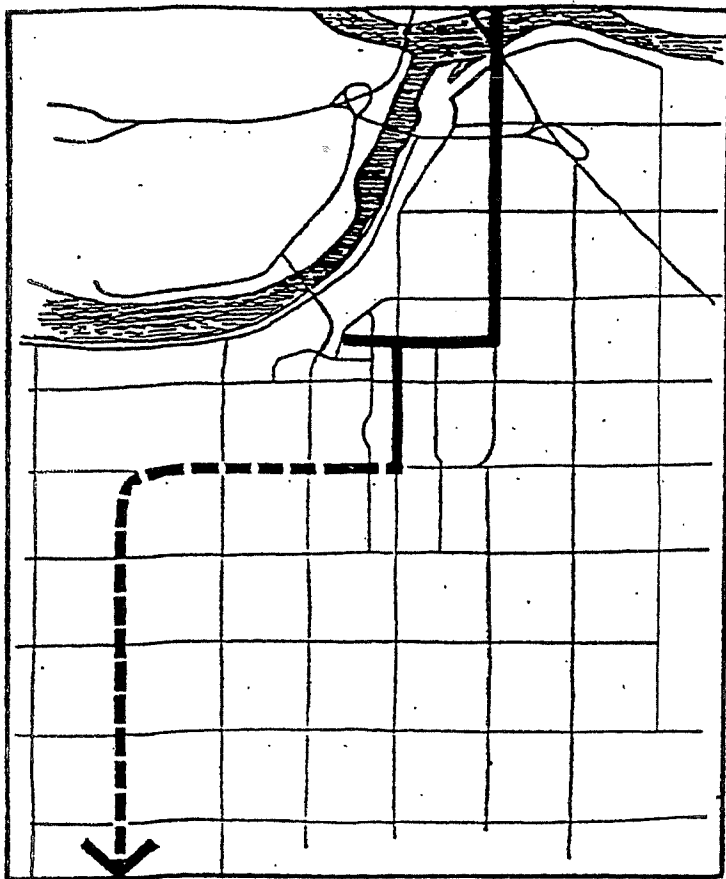


a.

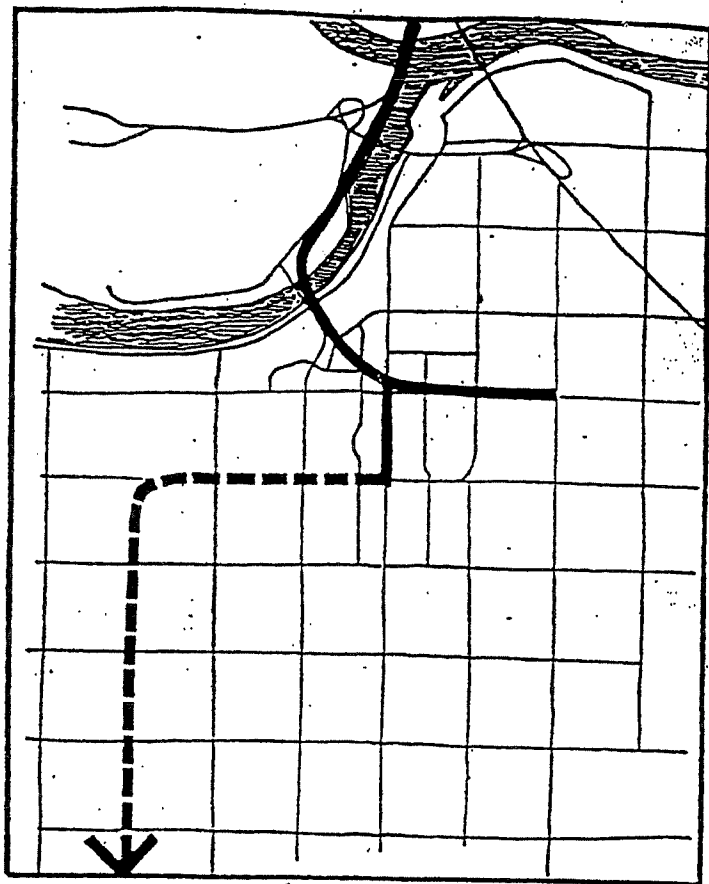
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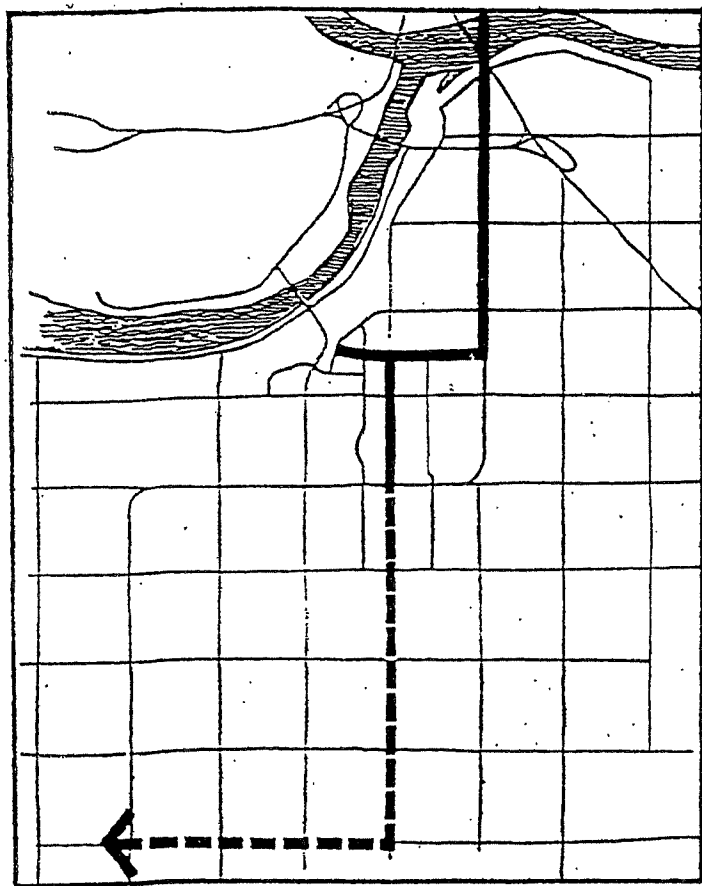
b.



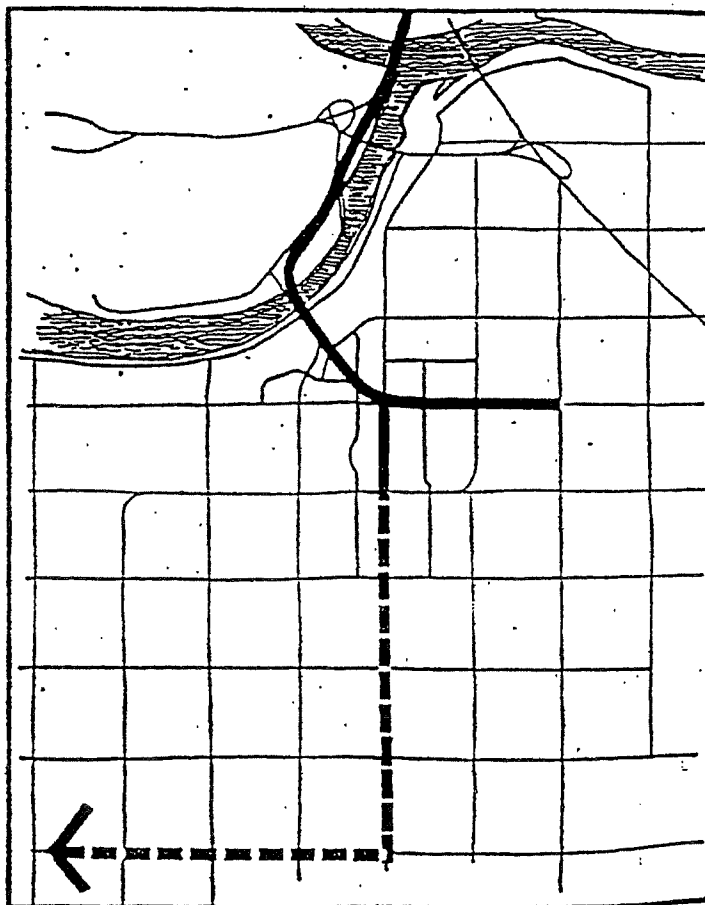
c.



d.



e.



f.

iv) Feasibility

The feasibility of extending a rapid transit line to Steveston should take into consideration a wide range of economic, environmental and social costs and benefits. When we consider that approximate 60% of the current Richmond ridership is derived from the west side, a west side extension for Steveston has considerable justification in providing even more convenient transit service. A route which follows the existing CPR right-of-way would be relatively cost effective due to:

- . The fact that the line would be built on an existing rail right-of-way if this could be acquired at a reasonable cost;
- . The limited number of at-grade signalized crossings required;
- . The potential of the rail right-of-way and adjoining municipal lands to accommodate a number of small park and ride lots as well as feeder bus connections;
- . The potential cost savings occurring from reductions in the bus system serving the area; and
- . The limited costs required for mitigating the impact on neighbouring properties given the generous width of the right-of-way and the parallel arterial roadway for much of its length.

The feasibility study will have to evaluate the pros and cons of introducing the Steveston connection at the same time the line is introduced into the Town Centre, of phasing it in over the short term (5 years) and, of phasing it in over the long term (5-20 years).

5. RAPID TRANSIT LINK TO THE AIRPORT

The terms of reference for the Vancouver - Richmond Rapid Transit Project include the consideration of a direct link to the airport.

Essentially there are three possible alternatives for linking the rapid transit system to the airport:

- i) A route which enters Richmond through Sea Island could connect to the airport via a station near Miller Road and Russ Baker Way. In its "Choices" publication of Summer, 1991, B.C. Transit indicated this connection would be made if the Arbutus corridor is chosen.

The Sea Island route provides the best connection to the airport as it could be done at the time the rapid transit system was introduced, at reasonable cost since the distance is small and the right-of-way may be available if the airport authority can be persuaded by the obvious benefits. While this option would not direct Vancouver - destined travellers through Richmond Town Centre, there would be a direct rapid transit connection.

- ii) A connection to the airport from a Garden City route could be accomplished by extending the east-west (Lansdowne) portion of the Garden City, Lansdowne, No. 3 Road route westward through the Town Centre and onto Sea Island. B.C. Transit outlined this possibility in a September 30, 1991 letter from R.N. Tribe, Vice President of Capital Projects. Mr. Tribe indicated this "future airport connection" would create "a circumstance where the airport is a terminus to the line, and Richmond Town Centre is the first stop leading from the airport to Vancouver".

38

Premier promises

By DIANE STRANDBERG

Richmond will have a new \$500 million rapid transit system in place by 1995, Premier Bill Vander Zalm promised Monday.

But what kind of system it will be and where it will go is still up for grabs.

B.C. Transit will begin detailed planning immediately on a rapid transit system to Richmond, with a possible spur to the International Airport here. The announcement was made Monday at the B.C. Institution of Technology training facility on Sea Island. It was part of a \$1 billion transit package that will see Skytrain and Seabus routes extended and a fleet of new ar-

ticulated buses purchased for use throughout the Greater Vancouver region.

Transit choices include a rail system, using existing rail lines from Vancouver to Richmond, an elevated system similar to Skytrain, and express buses on special bus lanes. Mayor Gil Blair said he wouldn't speculate what type of system the planning committee will recommend. But he praised the Premier's transit proposal, particularly his commitment to 100 per cent funding for the project, which relieves local taxpayers of the burden of fully paying for the system.

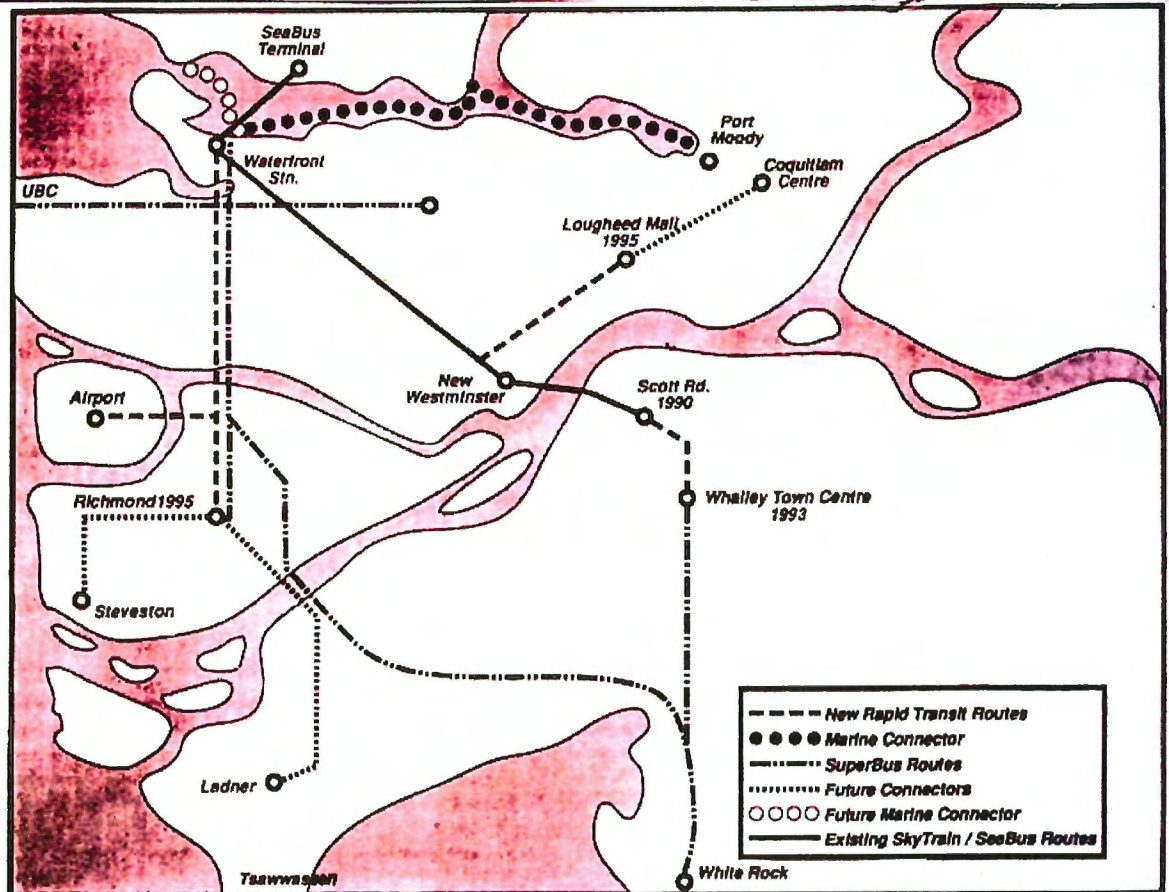
"It's a very significant an-

nouncement. The capital cost of Skytrain was an impossible burden for the (Vancouver Regional) Transit Commission to fund," Blair said.

While Blair wouldn't comment what kind of rapid transit system Richmond needs, his Vancouver counterpart, Mayor Gordon Campbell, has admitted a preference for buses.

In an interview Tuesday, Mayor Campbell said he wouldn't prejudge the transit commission's study of alternative systems. But he expressed his concern that an elevated Skytrain system would create "visual pollution" and a rail system would cause traffic problems and noise.

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Transit improvements announced



City of Richmond

Report to Committee

To: General Purposes Committee
From: Tom Stewart, ASCT.
Director, Public Works Operations
Re: **Single-Use Plastic and Other Items Bylaw and Implementation Plans**

Date: July 5, 2019
File: 10-6370-01/2019-Vol
01

Staff Recommendation

1. That the following bylaws to introduce a ban on single-use plastic and other items be introduced and given first, second and third readings with an effective date of January 1, 2020:
 - a. Single-Use Plastic and Other Items Bylaw No. 10000;
 - b. Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, Amendment Bylaw No. 10063, and
 - c. Municipal Ticket Information Bylaw No. 7321, Amendment Bylaw No. 10064; and
2. That the implementation plans for plastic straws and plastic bags, as outlined in Attachments 1 and 2 of the staff report dated July 5, 2019 titled, "Single-Use Plastic and Other Items Bylaw Bans and Implementation Plans" from the Director, Public Works Operations, with funding in the amount of \$260,000, from the Sanitation and Recycling provision, be approved.

Tom Stewart, ASCT.
Director, Public Works Operations
(604-233-3301)

Att. 2

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

Staff Report

Origin

This report responds to the following resolutions from the May 21, 2019 Special Council Meeting where the staff report, “Single-Use Plastic Items – City of Vancouver Proposals” was considered. The resolutions are as follows:

- (1) *That:*
 - a. *staff be directed to bring forward appropriate bylaw amendments to the Business Regulation Bylaw No. 7360 to ban the commercial use or commercial distribution of foam cups, foam plates and foam take-out containers effective January 1, 2020, with exceptions provided for charitable organizations and hospital/care facilities;*
 - b. *staff be directed to bring forward appropriate bylaw amendments to the Municipal Ticket Information Bylaw No. 7321 to incorporate a ticketing provision for those businesses who violate Business Regulation Bylaw 7360 as amended per item (a) above, effective January 1, 2020; and*
 - c. *staff be directed to bring forward appropriate bylaw amendments to the Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122 to incorporate a fine of \$250 for each instance where a business violates Business Regulation Bylaw No. 7360 as amended per item (a) above, effective January 1, 2020;*
- (2) *That the implementation plan, as outlined in Attachment 2, with funding in the amount of \$300,000, from the Sanitation and Recycling provision, to support implementation of a foam cups, foam plates and foam take-out containers ban, be approved;*
- (3) *That funding for ongoing support, education and bylaw enforcement, for item (a) above, be included for Council’s consideration in the 2020 and future Sanitation and Recycling utility budget and rates;*
- (4) *That staff bring forward two resolutions for the 2019 Union of British Columbia Municipalities convention requesting the provincial government’s support to address single-use items by:*
 - a. *adopting a comprehensive provincial single-use item reduction strategy; and*
 - b. *developing provincial standards for compostable single-use items ensuring they are designed to fully biodegrade if littered in the natural environment, that any standards and certifications for compostability are aligned with provincial composting infrastructure, and that compostable single-use items are collected and managed through an extended producer responsibility program that covers the residential and commercial sectors as well as materials from the public realm;*
- (5) *That the Mayor write the Chair of the Greater Vancouver Sewerage and Drainage District Board and the Ministry of Environment and Climate Change Strategy to develop a provincial single-use item reduction strategy;*
- (6) *That staff be directed to bring forward appropriate bylaw amendments to ban straws, similar to the City of Vancouver’s approach, together with an implementation plan and budget effective January 1, 2020, and also report back on the City of Vancouver’s research being undertaken regarding the ban on straws;*
- (7) *That staff be directed to examine the issue of single-use food utensils, and report back;*
- (8) *That staff be directed to bring forward appropriate bylaw amendments to prohibit the commercial use or commercial distribution of plastic checkout bags and regulate paper*

- and reusable bags with incremental fees, effective January 1, 2020, with appropriate exemptions listed in Table 2, in the staff report titled “Single-Use Plastic Items – City of Vancouver Proposals”, dated May 12, 2019 from the Director, Public Works, with a six-month grace period to permit the use of existing plastic bag stock that was purchased by a business prior to the first reading of the bylaw; and*
- (9) *That staff be directed to bring forward an implementation plan and budget to prohibit plastic checkout bags, for item (8) above.*

This report presents the appropriate regulatory bylaws and additional information as directed by Council.

Analysis

Bylaws

A new Single-Use Plastic and Other Items Bylaw is presented to encompass the items to be banned. This bylaw will prohibit the distribution of the items as noted effective January 1, 2020. In addition, appropriate bylaw amendments to incorporate non-compliance enforcement and fines are included with this report.

A summary of each of the bylaws presented with this report is outlined below:

1. *Single-Use Plastic and Other Items Bylaw No. 10000:*

This Bylaw prohibits businesses from providing foam containers to customers for transporting prepared food or beverages, including but not limited to, plates, cups, bowls, trays, cartons and hinged or lidded containers. The provisions exempt hospitals and licensed community care facilities. Charitable societies or charitable organizations are exempt for a period of one year. Prepared food containers that are filled and sealed outside the City are exempted. With the exception of hospitals, licensed care facilities and charitable societies or organizations, businesses have a six month period, commencing January 1, 2020, from which to use up any existing supplies of foam containers.

Bylaw 10000 further prohibits food vendors from providing plastic straws, including those made from biodegradable plastic or compostable plastic. There is an exemption which allows businesses to provide a plastic straw to persons with a disability and/or other accessibility needs upon request. As with foam containers, businesses have a six month period, commencing January 1, 2020, from which to exhaust any existing supplies of plastic straws. The bylaw provisions do not restrict the sale of straws (including plastic straws) intended for use at a customer’s home or business provided they are sold in packages of multiple straws.

Businesses are further prohibited from providing plastic checkout bags to customers, including those made from biodegradable plastic or compostable plastic. A six month grace period, commencing January 1, 2020, for using up existing supplies is provided. Exemptions are provided in the bylaw for plastic checkout bags that are returned by customers for reuse (a common practise in thrift stores). A list of exemptions is also included for plastic checkout bags that are used to package loose items, such as fruit,

vegetables, hardware items, prepared foods that are not pre-packaged as well as other similar items. The bylaw provisions do not restrict the sale of plastic bags intended for use at a customer's home or business provided they are sold in packages of multiple bags. Initially, provisions to regulate the distribution of paper and reusable bags have not been included in the bylaw. Preliminary feedback has indicated that the imposition of fees requires further review and may have financial implications for both businesses and the public. These are provisions which may be considered at a later time when the effectiveness of the bylaw is able to be assessed.

Offences and penalties include a \$2,000 fine for providing false information as well as fines of a maximum \$10,000 per day on conviction.

This bylaw will be effective January 1, 2020.

2. *Municipal Ticket Information Bylaw No. 7321, Amendment Bylaw No. 10063:*

The amendments included for this bylaw will allow tickets to be issued for any business that provides foam containers, plastic straws and plastic checkout bags in violation of Bylaw 10000.

The ticketing provisions derived in this bylaw are appealed in Provincial court and carry fines of up to \$500 per occurrence. If the proposed bylaws are adopted, tickets could be issued as of July 1, 2020 (after the expiry of the six month grace period).

3. *Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, Amendment Bylaw No. 10064:*

The amendments included for this bylaw will allow tickets of \$250 to be issued per offense to any business that sells or provides prepared food in foam containers, provides straws to customers or provides a plastic checkout bag to a customer outside of the provisions of Bylaw 10000.

Fines under this bylaw are considered administrative penalties and are appealed through adjudication. Although fines for bylaw violation notices are lower than for municipal tickets the cost to administer these tickets is less and the tickets can be mailed rather than issued in person. As with the municipal tickets, these tickets could be applied as of July 1, 2020.

Retail Ban of Single-Use Plastic and Other Items

At the May 21, 2019 Special Council Meeting, it was asked if the sale of foam containers, plastic straws and other non-reusable single-use plastic and other items can be banned from all Richmond businesses, including banning large retailers from selling these items. If the City chooses to move forward with such a ban, the City's Law Department will provide Committee with further advice on this matter. For the purposes of this report, it is understood that municipal regulation of the conduct of business, including prohibiting certain types of transactions, is a well-established aspect of a valid business regulation in British Columbia. This understanding stems from recent court decisions such as the *International Bio Research dba Pet Habitat, et al.*

v. *Richmond* case which upheld the City's bylaw banning the sale of puppy retail sales and the *Canadian Plastic Bag Assn. v. Victoria* where the Court upheld a bylaw banning the sale of single-use plastic bags. It should be noted that the British Columbia Court of Appeal is scheduled to hear the latter case, meaning the ruling upholding the plastic bag ban may be overruled.

Implementation Plans

Projected implementation plans and budgets for plastic straws and plastic bags, as directed by Council, are included with this report (Attachments 1 and 2). (Staff note the implementation plan for single-use foam items was previously approved by Council.) The implementation plans contained in Attachments 1 and 2 identify key actions, timelines and steps required to implement and educate businesses and residents about the plastic straw and plastic bag bans, including resource tools and compliance efforts. The implementation plans include estimated costs for 2019 to prepare for the introduction of the bans as well as projected (2020) future/on-going estimated costs. The combined costs for ban implementation for plastic straws and plastic bags in 2019 are estimated at \$260,000. If approved, this amount could be funded from the Sanitation and Recycling provision.

Estimated costs in 2020 include amounts for on-going education, administration and enforcement, and are estimated at \$450,000 plus \$45,000 for capital expenditures (staffing resources, vehicle, workstations, etc.). These amounts will be further reviewed for inclusion in the appropriate 2020 operating and utility budgets, should the implementation plans be approved.

Other Referral Items

The following section provides an update on other actions taken to date to comply with the direction provided by Council.

UBCM Resolutions

Resolutions with respect to the development of a comprehensive provincial single-use item reduction strategy and compostable single-use items have been prepared and presented to Council separately in order to meet the June 30 UBCM submission deadline.

The resolution concerning single-use items mirrors that of the City of Vancouver and is intended to create a provincial standard to help achieve harmonization for businesses and residents relating to single-use items. The resolution pertaining to compostable packaging standards is intended to ensure standards and certifications for compostable packaging are aligned with composting infrastructure and are further managed through the extended producer responsibility program.

Provincial Single-Use Item Reduction Strategy Correspondence

On behalf of Council, letters have been sent to the Chair of the Greater Vancouver Sewerage and Drainage District Board and the Ministry of Environment and Climate Change Strategy to develop a provincial single-use item reduction strategy.

Single-Use Food Utensils

Single-use food utensils are typically considered to include knives, forks, spoons and chopsticks. They can be used for take-out, fast-food, street carts and for food delivery services.

Plastic utensils are predominately made from a mix of low-grade plastics, including polypropylene and polystyrene. Some of the challenges with recycling plastic utensils include:

- They are commonly contaminated with food residue.
- While polypropylene and polystyrene are recyclable, utensils can be made from mixed plastic materials, making it difficult to distinguish for sorting and making into new products.
- There are no processors locally that accept utensils for recycling.

The benefits of single-use plastic utensils are they are inexpensive, lightweight, convenient, sanitary, and do not consume water or generate wastewater to clean.

Current alternatives to single-use plastic utensils include:

- Reusable utensils, or
- Fibre based, uncoated or wooden cutlery (accepted by local composting facilities). Coatings on paper or wooden cutlery is an issue to be mindful of since some can be coated with a plastic lining. Only natural/cellulose type coatings would be acceptable for composting processes.

The availability of these products and cost discrepancy between alternatives and plastic cutlery has not been reviewed at this time.

Staff note that the City of Vancouver “Single-Use Item Reduction Strategy 2018-2025” discusses a by-request bylaw for single-use utensils. Such a bylaw would prohibit businesses from providing single-use utensils unless the customer is first asked if they are needed. Early findings show that some stakeholders have indicated they currently only provide single-use utensils only when requested by the customer. Other stakeholders have raised concerns about slowed service, safety risk, and inadvertently increasing waste. Consultation on single-use utensils is on-going and Vancouver staff will report back with additional details in November 2019. Staff will continue to monitor developments in this regard.

In the European Union, a Single-Use Plastics Directive was adopted on March 27, 2018 which included banning of plastic cutlery. The Directive has two years from formal adoption to transpose the legislation into national laws. It is unclear how the issue of plastic cutlery is to be addressed as part of this directive.

In their 2018 Waste Composition Study, Metro Vancouver identified approximately 330,000 utensils in the total regional waste stream, 50% of which were identified as wood (i.e. chopsticks or wooden utensils).

Financial Impact

The projected implementation cost in 2019 for plastic straws and plastic bags per the implementation plans provided with this report is \$260,000. If approved, these costs can be funded from the Sanitation and Recycling Provision.

The estimated annual operating budget impact commencing in 2020 is \$450,000, plus capital costs of \$45,000. This amount will be included in the appropriate 2020 budget submissions for Council's consideration should the implementation plans as presented with this report be approved.

Conclusion

This report presents the appropriate regulatory amendments to ban foam containers, plastic straws and plastic checkout bags effective January, 2020. Implementation plans to provide outreach, education, compliance and enforcement efforts are also provided for Council's consideration.



Suzanne Bycraft
Manager, Fleet and Environmental Programs
(604-233-3338)

SJB:kn

- Att. 1: City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Straws
2: City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Checkout Bags

City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Straws

B. Plastic Straws				
Action	Timelines	Projected 2019 Implementation Cost	Projected 2020 Ongoing Cost	
1 Bylaw Development				
<p>(a) In the new Single-Use Plastic and Other Items Bylaw, include a ban which prevents food vendors from providing an unnecessary plastic drinking straw to a customer.</p> <p>(b) Include an exemption which allows businesses to provide a plastic straw when requested by a customer for disability and/or other accessibility reasons.</p> <p>(c) Amend <i>Municipal Ticket Information Authorization Bylaw No. 7321</i> to add ticketing provisions for Plastic Drinking Straws.</p> <p>(d) Amend <i>Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122</i> to incorporate fines.</p> <p><i>Exemptions:</i></p> <p>(e) Persons with disability and/or other accessibility needs that request a plastic straw.</p> <p>(f) Plastic straws that were provided outside of the City limits.</p> <p>(g) Hospital or licensed community care facility.</p> <p>(h) Charitable society or organization.</p>	<p>Include in bylaws to July 22, 2019 Council meeting for approval.</p>	<p>January 1, 2020</p> <p>Exemptions to be reviewed in one year, i.e. January 1, 2021.</p>		

Attachment 1 (cont'd)

City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Straws (cont'd)

B. Plastic Straws					
Action	Timelines		Projected 2019 Implementation Cost	Projected 2020 Ongoing Cost	
2 Consultation					
<p><i>Accessibility:</i></p> <p>(a) Consult with Vancouver Coastal Health regarding health requirements and accessibility concerns.</p> <p>(b) Consult with Richmond Centre for Disability, Seniors Advisory Committee, Vancouver Coastal Health/Richmond Health Services Local Governance Liaison Group and the Richmond Family & Youth Court Committee.</p> <p><i>Straws for specialty beverages:</i></p> <p>(c) Consult with food vendors for specialty beverages that require straws wider than a standard straw to identify suitable alternatives to plastic.</p>	July 22, 2019 - December 31, 2019	Exemptions to be reviewed in one year, i.e. January 1, 2021.			
3 Resource Toolkit			\$40,000.00	\$15,000.00	
<p>(a) Engage consulting support to develop an alternative/suitable materials options guide in English, Mandarin and Cantonese languages.</p> <p>(b) Develop a bylaw awareness toolkit for businesses with printed materials to be used in store to inform employees and customers about the City bylaw changes.</p> <p>(c) Plain language descriptions of the bylaw requirements and effective dates.</p> <p>(d) Frequently Asked Questions for business employees to answer public questions in store.</p> <p>(e) Roll out toolkit with affected businesses.</p>	Commence development on Council approval.	Deliver/provide information through effective date of bylaw and beyond, as required.			

City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Straws (cont'd)

B. Plastic Straws				
	Action	Timelines		Projected 2019 Implementation Cost
				Projected 2020 Ongoing Cost
4	Education			\$65,000.00
	Engage consulting support to assist with development and delivery of an outreach program and related materials to raise awareness about new requirements and the need to reduce single-use plastic and other items: <i>Business:</i> (a) Communication through the Chamber of Commerce and other business associations, including non-English speaking business owners. (b) City hosted workshops (English, Mandarin and Cantonese languages). (c) Direct mail to affected businesses. (d) Bill insert with business license renewal/tax notice to affected businesses. (e) Bylaw Bulletin (English, Mandarin and Cantonese languages). (f) Guide outlining alternative materials and answers to frequently asked questions.	Commence upon Council approval.	Deliver through effective date of bylaw and ongoing throughout 2020.	\$20,000.00

Attachment 1 (cont'd)
City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Straws (cont'd)

B. Plastic Straws					
	Action	Timelines		Projected 2019 Implementation Cost	Projected 2020 Ongoing Cost
	<i>General Public (English, Mandarin and Cantonese languages):</i> (a) News Release (b) Media Event (c) Social Media (d) Website (e) Designated email and hotline (f) Information display highlighting alternative materials - use at events and in City facilities (g) Bill insert in utility notice	Commence upon Council approval.	Deliver through effective date of bylaw and ongoing throughout 2020.		
5	Enforcement				
	<i>(a) Compliance Outreach:</i> Environmental Programs Staff: Provide additional temporary staffing/resource support for community outreach and response to enquiries with the objective of obtaining voluntary compliance via education and provision of resource materials. Costs split with Checkout Bags implementation budget.	Commence upon Council approval.		\$25,000.00	\$50,000.00

Attachment 1 (cont'd)
City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Straws (cont'd)

B. Plastic Straws				
Action	Timelines	Projected 2019 Implementation Cost	Projected 2020 Ongoing Cost	
<p><i>(b) Bylaw Enforcement:</i> Bylaw Staff: Incorporate enforcement for plastic straw ban as a component of enforcement for Single-Use Plastic and Other Items Bylaw.</p> <p>One bylaw enforcement position.</p> <p><i>General enforcement approach is outlined below:</i> (a) Distribute warning letter to business found in non-compliance. (b) If business remains in non-compliance - issue a fine of \$250.00 under the bylaw. (c) Referral to prosecution for non-compliant business.</p> <p>Costs split with Plastic Bag implementation budget.</p>	January, 2020		<p>\$60,000.00 (Operating) \$22,500.00 (Capital)</p>	
6 Advocacy				
Included plastic drinking straws as a component of the Single-Use Item advocacy letters to the Chair of the Greater Vancouver Sewer and Drainage District Board and the Ministry of Environment and Climate Change Strategy requesting support for the development of a Provincial Single-Use Item Reduction Strategy.	Incorporated into July 22, 2019 report to Council.	UBCM Resolution: September 23-27, 2019		
7 Administration			\$80,000.00	
<p>(a) Dedicated coordination for Single-Use Plastic and Other Items Bylaw (\$90,000 - split with Checkout Bags budget).</p> <p>(b) Outreach support; i.e. call/communications representative (\$70,000 split with Checkout Bags budget).</p>	Commence upon Council approval.			

Attachment 1 (cont'd)
City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Straws (cont'd)

B. Plastic Straws				
Action	Timelines	Projected 2019 Implementation Cost	Projected 2020 Ongoing Cost	
Total 2019 Estimated Costs (on-going costs to be identified in 2020 and subsequent budgets)		\$130,000.00	\$247,500.00	

City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Checkout Bags

C. Plastic Checkout Bags				
	Action	Timelines	Projected 2019 Implementation Cost	Projected 2020 Ongoing Cost
1	Bylaw Development			
	<p>(a) In the new Single-Use Plastic and Other Items Bylaw, include a ban which prevents businesses from providing a plastic bag for the purpose of transporting items purchased or received by a customer.</p> <p>(b) Amend <i>Municipal Ticket Information Authorization Bylaw No. 7321</i> to add ticketing provisions for Plastic Bags.</p> <p>(c) Amend <i>Notice of Bylaw Violation dispute Adjudication Bylaw No. 8122</i> to incorporate fines.</p>	<p>Include in bylaws to July 22, 2019 Council meeting for approval.</p> <p>January 1, 2020 During 2020, review Bylaw performance and evaluate whether the imposition of a fee structure to minimize single-use paper bags is to be recommended for Council consideration.</p>		
2	Resource Toolkit			
	<p>(a) Engage consulting support to develop an alternative/suitable materials options guide in English, Mandarin and Cantonese languages.</p> <p>(b) Develop a bylaw awareness toolkit for businesses with printed materials to be used in store to inform employees and customers about the City bylaw changes.</p> <p>(c) Plain language descriptions of the bylaw requirements and effective dates.</p> <p>(d) Frequently Asked Questions for business employees to answer public questions in-store.</p> <p>(e) Roll out toolkit with affected businesses.</p>	<p>Commence development on Council approval.</p> <p>Deliver/provide information through effective date of bylaw and beyond, as required.</p>	\$40,000.00	\$15,000.00

City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Checkout Bags (cont'd)
Attachment 2 (cont'd)

C. Plastic Checkout Bags				
Action	Timelines	Projected 2019 Implementation Cost	Projected 2020 Ongoing Cost	
3 Education		\$65,000.00	\$20,000.00	
Engage consulting support to assist with development and delivery of an outreach program and related materials to raise awareness about new requirements and the need to reduce single-use plastic and other items: <i>Business:</i> (a) Communication through the Chamber of Commerce and other business associations, including non-English speaking business owners. (b) City hosted workshops (English, Mandarin and Cantonese languages). (c) Direct mail to affected business. (d) Bill insert with business license renewal/tax notice to affected businesses. (e) Bylaw Bulletin (English, Mandarin and Cantonese languages) (f) Guide outlining alternative materials and answers to frequently asked questions.	Commence upon Council approval.	Deliver through effective date of bylaw and on-going in 2020.		
<i>General Public (English, Mandarin and Cantonese languages):</i> (a) News Release (b) Media Event (c) Social Media (d) Website (e) Designated email and hotline (f) Information display highlighting alternative materials - use at events and in City facilities (g) Bill insert in utility notice	Commence upon Council approval.	Deliver through effective date of bylaw and on-going in 2020.		

Attachment 2 (cont'd)
City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Checkout Bags (cont'd)

C. Plastic Checkout Bags					
Action	Timelines	Projected 2019 Implementation Cost	Projected 2020 Ongoing Cost		
4 Enforcement					
<p>(a) <i>Compliance Outreach:</i> Environmental Programs Staff: Incorporate as part of additional temporary staffing/resource support identified for Single-Use Plastic and Other Items for community outreach and response to enquiries with the objective of obtaining voluntary compliance via education and provision of resource materials.</p> <p>Costs split with Plastic Straws implementation budget.</p>	Commence upon Council approval	\$25,000.00	\$50,000.00		
<p>(b) <i>Bylaw Enforcement:</i> Bylaws: Incorporate enforcement for plastic straw ban as a component of Single-Use Plastic and Other Items Bylaw.</p> <p>One bylaw enforcement position.</p> <p><i>General enforcement approach is outlined below:</i> (a) Distribute warning letter to business found in non-compliance. (b) If business remains in non-compliance - issue a fine of \$250.00 under the bylaw. (c) Referral to prosecution for non-compliant business.</p> <p>Costs split with Plastic Straws implementation budget.</p>	July, 2020		<p>\$60,000.00 (Operating) \$22,500.00 (Capital)</p>		

Attachment 2 (cont'd)
City of Richmond Single-Use Plastic and Other Items Implementation Plan: Plastic Checkout Bags (cont'd)

C. Plastic Checkout Bags					
Action	Timelines	Projected 2019 Implementation Cost	Projected 2020 Ongoing Cost		
5 Advocacy					
Included plastic bags as a component of the Single-Use Item advocacy letters to the Chair of the Greater Vancouver Sewer and Drainage District Board and the Ministry of Environment and Climate Change Strategy requesting support for the development of a Provincial Single-Use Item Reduction Strategy.	Incorporate into July 22, 2019 report to Council.	UBCM Resolution: September 23-27, 2019			
6 Administration					
(a) Dedicated coordination for Single-Use Plastic and Other Items Bylaw (\$90,000 - split with Straw budget). (b) Outreach support; i.e. call/communications representative (\$70,000 split with Straw budget).					
Total 2019 Estimated Costs (ongoing costs to be identified in 2020 and subsequent budgets)				\$130,000.00	\$247,500.00



SINGLE-USE PLASTIC AND OTHER ITEMS BYLAW NO. 10000

WHEREAS Part 2, Division 1, Section 8(6) of the *Community Charter* confers upon the City authority to, by bylaw, regulate in relation to business;

AND WHEREAS Council deems it desirable to regulate the use of single-use plastic and other items;

NOW THEREFORE, the Council enacts as follows:

PART ONE: FOAM CONTAINERS

- 1.1 No Business shall sell or otherwise provide Prepared Food in any Food Service Ware that contains Polystyrene Foam.
- 1.2 Section 1.1 shall not apply to:
 - a) a hospital, or any facility licensed as a community care facility under the *Community Care and Assisted Living Act*;
 - b) subject to Section 6.3 of this Bylaw, organizations incorporated and in good standing under the *Society Act*, or registered as a charitable society or organization under the federal *Income Tax Act*; or
 - c) prepared food containers that have been filled and sealed outside the City prior to arrival at the premises or location where the holder of a Licence operates.

PART TWO: PLASTIC STRAWS

- 2.1 No Business shall sell or otherwise provide any Plastic Straws.
- 2.2 Section 2.1 shall not apply in instances where a Business sells or otherwise provides a Plastic Straw to persons with a disability and/or other accessibility needs who request a Plastic Straw.
- 2.3 Part Two does not limit or restrict the sale of straws, including Plastic Straws, intended for use at the customer's home or business, provided that they are sold in packages of multiple straws.

PART THREE: PLASTIC CHECKOUT BAGS

- 3.1 Except as provided in this Bylaw, no Business shall sell or otherwise provide a Plastic Checkout Bag to a customer.
- 3.2 A Business may sell or otherwise provide a Plastic Checkout Bag to a customer only if:
- a) the Plastic Checkout Bag has been returned to the Business for the purpose of being reused by other customers;
 - b) the Plastic Checkout Bag is used for any of the following:
 - i. package loose bulk items such as fruit, vegetables, nuts, grains or candy;
 - ii. package loose small hardware items such as nails or bolts;
 - iii. contain or wrap frozen foods, meat, poultry or fish, whether pre-packaged or not;
 - iv. wrap flowers or potted plants;
 - v. protect prepared foods or bakery goods that are not pre-packaged;
 - vi. contain prescription drugs received from a pharmacy;
 - vii. transport live fish;
 - viii. protect linens, bedding or other similar large items;
 - ix. protect newspapers or other printed material intended to be left at the customer's residence or place of business; or
 - x. protect clothes after professional laundering or dry cleaning.
- 3.3 Part Three does not limit or restrict the sale of bags, including Plastic Bags, intended for use at the customer's home or business, provided that they are sold in packages of multiple bags.

PART FOUR: OFFENCES AND PENALTIES

- 4.1 Any person who:
- a) violates or contravenes any provision of this Bylaw, or who causes or allows any provision of this Bylaw to be violated or contravened;
 - b) fails to comply with any of the provisions of this Bylaw;

- c) neglects or refrains from doing anything required under the provisions of this Bylaw; or
- d) obstructs, or seeks or attempts to prevent or obstruct a person who is involved in the execution of duties under this Bylaw,

commits an offence and upon conviction shall be liable to a fine of not less than One Thousand Dollars (\$1,000.00) and not more than Ten Thousand Dollars (\$10,000.00), in addition to the costs of the prosecution, and where the offence is a continuing one, each day that the offence is continued shall constitute a separate offence.

- 4.2 A violation of any of the provisions identified in this Bylaw shall result in liability for penalties and late payment amounts established in Schedule A of the *Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122*, as amended or replaced from time to time.
- 4.3 A violation of any of the provisions identified in this Bylaw shall be subject to the procedures, restrictions, limits, obligations and rights established in the *Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122* in accordance with the *Local Government Bylaw Notice Enforcement Act, SBC 2003, c. 60*, as they may be amended or replaced from time to time.
- 4.4 Any person who gives false information required under this Bylaw is deemed to have committed an infraction of, or an offence against, this Bylaw, and is liable on summary conviction to a penalty of not more than \$2,000 in addition to the costs of the prosecution, and each day that such violation is caused or allowed to continue constitutes a separate offence.

PART FIVE: INTERPRETATION

- 5.1 In this Bylaw, unless the context requires otherwise:

BUSINESS	means any person, organization, or group engaged in a trade, business, profession, occupation, calling, employment or purpose that is regulated under the City's Business Licence Bylaw No. 7360 and includes a person employed by, or operating on behalf of, a Business.
CITY	means the City of Richmond.
FOOD SERVICE WARE	means products used for serving or transporting prepared food or beverages including, but not limited to, plates, cups, bowls, trays, cartons and hinged or lidded containers.
LICENCE	means a business licence issued by the City pursuant to the City's Business Licence Bylaw No. 7360.

PLASTIC CHECKOUT BAG	means any bag made with plastic, including biodegradable plastic or compostable plastic that is: <ul style="list-style-type: none">(a) intended to be used by a customer for the purpose of transporting items purchased or received by the customer from the Business providing the bag; or(b) intended to be used to package take-out or delivery food.
PLASTIC STRAW	means any drinking straw made with plastic, including biodegradable plastic or compostable plastic.
POLYSTYRENE FOAM	means blown polystyrene and expanded and extruded foams composed of thermoplastic petrochemical materials containing a styrene monomer and processed by any technique including, but not limited to, fusion of polymer spheres (expandable bead foam), injection molding, foam molding, and extrusion-blown molding (extruded foam polystyrene).
PREPARED FOOD	means any food or beverage prepared for consumption by a Business at that person's licensed premises or location, using any cooking or food preparation technique. Prepared food does not include any raw uncooked food, including meat, poultry, fish, seafood, eggs or vegetables unless provided for consumption without further food preparation.

PART SIX: GENERAL

- 6.1 If any section, section, paragraph, clause or phrase of this Bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision does not affect the validity of the remaining portions of this Bylaw.
- 6.2 This Bylaw is to come into force and effect January 1, 2020, except Part 4 which comes into force and effect on July 1, 2020.
- 6.3 Section 1.2(b) will cease to be of force and effect on January 1, 2021.

6.4 This Bylaw is cited as "Single-Use Plastic and Other Items Bylaw 10000".

FIRST READING

SECOND READING

THIRD READING

ADOPTED

CITY OF RICHMOND
APPROVED for content by originating dept. 
APPROVED for legality by Solicitor 

MAYOR

CORPORATE OFFICER



**Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122,
Amendment Bylaw No. 10063**

The Council of the City of Richmond enacts as follows:

1. Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, as amended, is further amended at Part One – Application by adding the following in proper alphabetical order:

“Single-Use Plastic and Other Items Bylaw 10000;”
2. Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, as amended, is further amended by adding to the end of the table in Schedule A of Bylaw No. 8122 the content of the table in Schedule A attached to and forming part of this bylaw.
3. This Bylaw is cited as “**Notice of Bylaw Violation Dispute Adjudication Bylaw No. 8122, Amendment Bylaw No. 10063**”.

FIRST READING



SECOND READING

THIRD READING

ADOPTED

MAYOR

CORPORATE OFFICER

CITY OF RICHMOND
APPROVED for content by originating Division 
APPROVED for legality by Solicitor 

SCHEDULE A to BYLAW NO. 10063

SCHEDULE A to BYLAW NO. 10063

Designated Bylaw Contraventions and Corresponding Penalties

A1 Bylaw	A2 Description of Contravention	A3 Section	A4 Compliance Agreement Available	A5 Penalty	A6 Early Payment Option	A7 Late Payment Amount	A8 Compliance Agreement Discount
Single-Use Plastic and Other Items Bylaw No. 10000	Period of Time from Receipt (inclusive)		n/a	29 to 60 days	1 to 28 days	61 days or more	n/a
	Selling or otherwise providing Prepared Food in any Food Service Ware that contains Polystyrene Foam.	1.1	No	\$ 250.00	\$ 250.00	\$500.00	n/a
	Selling or otherwise providing any Plastic Straws.	2.1	No	\$ 250.00	\$ 250.00	\$ 500.00	n/a
	Selling or otherwise providing a Plastic Checkout Bag to a customer.	3.1	No	\$ 250.00	\$ 250.00	\$ 500.00	n/a



**Municipal Ticket Information Authorization Bylaw No. 7321,
Amendment Bylaw No. 10064**

The Council of the City of Richmond enacts as follows:

1. **Municipal Ticket Information Authorization Bylaw No. 7321**, as amended, is further amended in Schedule A by adding in the proper alphabetical order “Single-Use Plastic and Other Items Bylaw No. 10000 ”.
2. **Municipal Ticket Information Authorization Bylaw No. 7321**, as amended, is further amended by adding the following Schedule B 18:

SCHEDULE B 18

SINGLE-USE PLASTIC AND OTHER ITEMS BYLAW NO. 10000

Offence	Section	Fine
Selling or otherwise providing Prepared Food in any Food Service Ware that contains Polystyrene Foam	1.1	\$500.00
Selling or otherwise providing any Plastic Straws.	2.1	\$500.00
Selling or otherwise providing a Plastic Checkout Bag to a customer.	3.1	\$500.00

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3. This Bylaw is cited as “**Municipal Ticket Information Authorization Bylaw No. 7321, Amendment Bylaw No. 10064**”.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

CITY OF
RICHMOND

APPROVED
for content by
originating
dept.


APPROVED
for legality
by Solicitor


MAYOR

CORPORATE OFFICER



City of Richmond

Report to Committee

To: General Purposes Committee
From: Elizabeth Ayers
Director, Recreation and Sport Services
Jim V. Young, P. Eng.
Acting Director, Facilities

Date: June 14, 2019
File: 06-2055-20-12/Vol 01

Re: Animal Shelter Guiding Principles, Building and Program Options, and Site

Staff Recommendation

1. That the Animal Shelter Guiding Principles, as described in the staff report titled "Animal Shelter Guiding Principles, Building and Program Options, and Site" dated June 14, 2019, from the Director, Recreation and Sport Services and the Acting Director, Facilities be endorsed;
2. That Building and Program Option 2, as described in the staff report titled "Animal Shelter Guiding Principles, Building and Program Options, and Site" dated June 14, 2019, from the Director, Recreation and Sport Services and the Acting Director, Facilities be approved; and
3. That the site located at 12071 No. 5 Road, as described in the staff report titled "Animal Shelter Guiding Principles, Building and Program Options, and Site" dated June 14, 2019, from the Director, Recreation and Sport Services and the Acting Director, Facilities be approved.

E. Ayers

Elizabeth Ayers
Director, Recreation and Sport Services
(604-247-4669)

Jim V. Young

Jim V. Young, P. Eng.
Acting Director, Facilities
(604-247-4610)

Att. 6

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Finance	<input checked="" type="checkbox"/>	<i>[Signature]</i>
Community Bylaws	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: <i>CJ</i>	APPROVED BY CAO <i>[Signature]</i>

Staff Report

Origin

On December 12, 2016, Council approved a budget of \$2 million for the Advanced Planning and Design for Phase 2 Major Facilities Projects, including the Richmond Animal Shelter (“Animal Shelter”). On December 11, 2017, Council approved capital funding of \$8 million for the Animal Shelter replacement facility as part of the 2018 Capital Budget.

At the General Purposes Committee meeting held on January 21, 2019, staff received the following referral in relation to the proposed program:

That the staff report titled “Animal Shelter Guiding Principles, Program Options and Site” dated December 11, 2018, from the Director, Recreation Services and the Senior Manager, Capital Buildings Project Development, be referred to staff and report back within 60 days on the following:

- (1) how to maximize the Council-approved \$8 million budget;*
- (2) the potential phasing of the building;*
- (3) the potential re-use of portions or all of the existing animal shelter building;*
- (4) additional information on the overall space needs;*
- (5) the potential needs and opportunities for an educational program;*
- (6) stakeholder and public input, which is to be provided to Council; and*
- (7) if there were to be an increase to the \$8 million budget, what would be the impacts to the Capital and Operating budgets.*

The purpose of this report is to respond to the above referral. The specific sections of the report that address referral items 1-7 are outlined in Table 1. This report also seeks to obtain Council’s endorsement of the Animal Shelter Guiding Principles, and Council’s approval of a building and program option, and site for the new animal shelter.

Table 1: Sections of the Report Addressing Referral Items 1-7

Referral	Description	Page Number
1	How to maximize the Council-approved \$8 million budget.	Page 5
2	The potential phasing of the building.	Page 8
3	The potential re-use of portions or all of the existing animal shelter building.	Pages 8-9
4	Additional information on the overall space needs.	Page 5
5	The potential needs and opportunities for an educational program.	Page 4 of Attachment 1
6	Stakeholder and public input, which is to be provided to Council.	Page 4
7	If there were to be an increase to the \$8 million budget, what would be the impacts to the Capital and Operating budgets?	Page 10 and Attachment 5

This report supports the following outcome statement under the Resource Management focus area in the 2022 Parks and Open Space Strategy:

Our parks and open space system is managed by a responsive organization that meets community needs.

This report supports the following outcome statement under Focus Area 1 in the Community Wellness Strategy 2018 – 2023:

Increase the number of individuals across all ages reporting a positive state of mental wellness.

This report supports the following strategic direction under Goal 3 Building on Social Assets and Community Capacity in the Social Development Strategy 2012 – 2022:

Facilitate strong and safe neighbourhoods.

Analysis

Background

The Animal Shelter, located at 12071 No. 5 Road, is a 4,580 sq. ft. single-storey facility that was built in 1978. The existing animal shelter consists of two buildings (dog kennel and administrative spaces) and is supported by a 455 sq. ft. portable structure that was added to the site in 2016. The shelter accommodates over 800 animals annually, ranging from companion animals (including dogs, cats, rabbits, small animals, and birds) to wildlife and small farm animals. Best practices in animal sheltering have advanced considerably over the past 40 years and are no longer being met by the existing facility, which is nearing the end of its lifecycle and is due for renovation or replacement.

The Animal Shelter plays a community safety role in temporarily housing dangerous/aggressive animals or animals that are stray or at-large. It also plays a community services role in providing residents the ability to adopt companion animals (including dogs, cats, rabbits, and small animals) and promoting awareness of animal welfare and responsible pet ownership.

The selection of a service provider for the operation of the Animal Shelter and the provision of animal control services is determined through the City's formal procurement process, and is awarded for a maximum term of five years. The current operating contract for the Animal Shelter is held by the Regional Animal Protection Society (RAPS), and is scheduled to expire on January 31, 2021, with the option for the City to execute a one-year renewal.

Animal Shelter Guiding Principles

Guiding principles are benchmarks used to guide the development and execution of a project. The proposed Animal Shelter Guiding Principles were developed based on a review of industry standards and best practices in the design and operation of animal shelters, and with input from RAPS and the British Columbia Society for the Prevention of Cruelty to Animals (BC SPCA). These Guiding Principles are outlined on the next page.

The new Animal Shelter will:

- Be designed to ensure efficient and effective operations and delivery of services;
- Include design measures to reduce animal stress and promote animal welfare and health;
- Incorporate best practices and industry standards in the care of animals;
- Provide appropriate spaces for adoption activities;
- Provide adequate spaces to effectively manage disease control;
- Provide safe and appropriate spaces for staff and volunteer operations;
- Provide safe spaces for interaction between the staff and animals, between the staff and the public, and between the public and animals; and
- Be designed to integrate sustainable practices and accommodate future growth.

As standards in animal sheltering have evolved dramatically over the past four decades, the Animal Shelter Guiding Principles are intended to provide overall direction in the program development, facility design, and operation of the facility.

Stakeholder Consultation and Development of Building Options and Program

This report presents two options for the replacement of the existing Animal Shelter for Council's consideration. The proposed options were developed through extensive and iterative consultation with key community stakeholders including RAPS (the current facility operator), and the BC SPCA, which operates 29 shelters across the province. The BC SPCA also operates an Education and Adoption Centre for cats and small animals in Richmond. In addition, staff consulted with the City of Delta Community Animal Shelter, the City of New Westminster Animal Shelter, the City of Surrey Animal Resource Centre, the Langley Animal Protection Society (LAPS) which operates the Patti Dale Animal Shelter, and Maple Ridge Community Animal Shelter (BC SPCA). The Stakeholder Consultation Summary Report is included as Attachment 1.

In addition to the Animal Shelter Guiding Principles, the development of the proposed options was guided by the *Canadian Standards of Care in Animal Shelters*, published by the Canadian Advisory Council on National Shelter Standards. These standards were developed to address deficiencies in the care of companion animals in shelters and are regarded as industry best practices in the design and operation of animal shelters. Key considerations identified in these standards that are applicable to the replacement facility are provided in Attachment 2.

The program development process considered the needs of today's population of approximately 223,000 residents, as well as the City's future needs of anticipated population growth, which the Official Community Plan (OCP) projects to be 280,000 residents by 2041.

Minimum Service Levels and Space Needs

A review of the existing shelter's data informed the identification of minimum service levels for the replacement facility. This includes examination of animal species-specific data provided by RAPS related to intake, adoption rates, and length of stay for the years 2017, 2018, and the first quarter of 2019.

The recommended minimum service level, or animal holding capacity, is depicted in Table 2 and is based on considerations such as:

- Maintaining a steady flow of animals and minimizing their length of stay in the shelter, thus reducing stress on the animals and mitigating the spread of infectious diseases; and
- Enabling the shelter to operate at 70 to 80 per cent of the maximum animal holding capacity on a day-to-day basis, to allow for peak volumes during unexpected and seasonal animal intake fluctuations.

Table 2: Recommended Minimum Service Levels for Replacement Animal Shelter

Animal Type	Average Capacity Needs (stray, adoption, isolation)	Adjustment for Peak Volumes	Recommended Minimum Animal Holding Capacity
Dogs	9	+4	13
Cats	19	+9	28
Rabbits	6	+2	8
Small animals	4	+2	6

Maximizing the Council Approved Budget

In response to feedback and direction received at the General Purposes Committee meeting held on January 21, 2019, two options are presented for Council's consideration:

- Building and Program Option 1 – Construction of a new building (4,200 sq. ft.); and
- Building and Program Option 2 – Renovation and expansion of the existing building (6,180 sq. ft.).

Both options seek to maximize the Council approved budget of \$8 million and will be designed, where possible, to meet the *Canadian Standards of Care in Animal Shelters*. The existing 455 sq. ft. portable is proposed to be retained in both options to accommodate the desired program.

Summary of Building and Program Options

The proposed programs associated with the two Building and Program Options are outlined in Table 3 on the next page, with an overview of animal holding capacities and a comparison to the existing Animal Shelter program.

Building and Program Option 1 provides a shelter that incorporates many, but not all, of the best practices in animal shelter construction materials and design. In order to maximize the Council approved budget of \$8 million, alternative lower cost approaches would be used in place of best practices. These include wood-frame versus masonry construction, solid doors to the cat rooms versus glass sliding doors, and the use of trench drains, chain-link doors, overhead heating, and fibre-glass reinforced plastic in the dog areas.

At the existing facility, administrative and operational areas have been altered over time to accommodate animals, resulting in animal housing that does not meet industry standards, specifically for cats and small animals. Options 1 and 2 will provide sufficient space to meet animal housing requirements, resulting in more space provided per animal than in the existing facility.

A more detailed breakdown of program areas, including square footages, is included in Attachment 3.

Table 3: Summary of Building and Program Options for the Animal Shelter

Program Area		Existing Facility*	Option 1 – New Building \$8 million	<u>Recommended</u> Option 2 – Renovation and Expansion \$8 million
Total Building Area (Does not include 455 sq. ft. portable)		4,580 sq. ft.	4,200 sq. ft.	6,180 sq. ft. Includes existing facility plus 1,600 sq. ft. new addition
ANIMAL HOLDING				
1.	Dogs	16 dogs	13 dogs	17 dogs
2.	Cats	38 cats	30 cats	40 cats
3.	Rabbits (Indoor)	✗ (8 rabbits outdoor)	✗ (8 rabbits outdoor)	8 rabbits
4.	Small animals	6 animals	6 animals	6 animals
ADMINISTRATION				
5.	Animal intake/surrender room	✓ (portable)	✓	✓
6.	Volunteer space	✗	✗	✓
7.	Staff lunch room	✗	✓	✓
8.	Reception/administration/offices	✓ (building and portable)	✓	✓
MULTIPURPOSE / EDUCATION				
9.	Multipurpose room	✗	✗	✓
SERVICE AREAS				
10.	Animal control receiving area	✗	✓	✓
11.	Food preparation and storage	✓	✓	✓
12.	Animal grooming room	✗	✓	✓
13.	Circulation and support areas – corridors, storage, laundry, mechanical, etc.	✓	✓	✓

Building and Program Option 1 – Construction of a New Building (\$8 million)

Building and Program Option 1 (“Option 1”) involves the construction of a new, approximately 4,200 sq. ft. wood-frame facility, as outlined in Attachment 4. While this option is smaller than the existing facility (4,580 sq. ft.), the efficient and modern design would allow for more effective delivery of the services offered at the existing animal shelter.

Proposed Program

Option 1 improves on the current Animal Shelter with the addition of an animal control receiving area, grooming room, and staff room, as well as a larger reception and office area. The existing 455 sq. ft. portable would be retained and relocated to the rear of the site, and used for cat isolation (with 8 cat capacity) and storage.

Due to budget constraints, indoor space specifically designated for rabbits is not included as part of the proposed program. Consequently, the proposed program area for rabbits is unconditioned covered outdoor space, similar to how rabbits are housed at the existing shelter. This is not consistent with best practices, which is to house domestic rabbits indoors.

Building and Program Option 1 can be achieved within the \$8 million (2021 dollars) budget approved by Council. The building will be designed so it can be expanded if there is a future need.

Should Council choose to add program spaces to Option 1, to be comparable to Building and Program Option 2 (as described on pages 8–10), the financial impact would be approximately \$3 million in additional project funding, which would increase the total cost to \$11 million. A breakdown of additional costs is included in Attachment 5.

Service Continuity

The construction strategy will allow for the existing shelter to continue operating while a new one is being built at the north side of the site. A sufficiently wide driveway can be made available from No. 5 Road for access to the facility during the construction period. This driveway will be shared with construction crews, following all the necessary safety measures. Upon completion of the new facility, the existing shelter will be demolished and the vacant space will be available for outdoor program opportunities.

Feasibility of a New Two-Storey Building

As an alternative to constructing a new single-storey building, staff investigated the feasibility of building a two-storey facility to reduce the footprint of the building on the site and to maximize the potential program space. Through this process, it was discovered that no net benefit will be achieved with a two-storey option due to extra costs required to accommodate the addition of staircases and an elevator, which are required for the facility to comply with the *B.C. Building Code* and the Enhanced Accessibility Design Guidelines and Technical Specifications for City buildings. Accommodating these additions within the existing budget would require the removal of critical program space, resulting in a less functional shelter.

Should Council choose Option 1 (new building) to be constructed with infrastructure to support a future second-storey, this infrastructure can be added at an additional cost of \$200,000.

Building and Program Option 2 – Renovation and Expansion of the Existing Building (\$8 million) (Recommended)

A high level building condition assessment of the existing facility was completed in February 2019. This revealed that the existing building can be renovated and upgraded to extend its life span, and identified critical items to be addressed such as the roof and in-slab electric heating throughout the dog kennel area. During renovation, additional upgrades would include the building envelope, mechanical, electrical and security systems to meet current building standards.

Building and Program Option 2 (“Option 2”) reflects a facility that has a combined area of approximately 6,180 sq. ft. as outlined in Attachment 6. This option involves renovation of the existing 4,580 sq. ft. building and the addition of an approximately 1,600 sq. ft. expansion, thus providing a larger program and higher service level than Option 1, which meets the minimum animal holding capacities, as outlined on page 4, and allows for increased demand due to population growth. The building will meet industry standards in providing adequate space per animal to minimize stress on the animals and mitigate the spread of disease.

Proposed Program

In this option, the existing dog kennel facility would be renovated to reduce animal stress and the spread of disease by extending the masonry walls separating the kennels to the ceiling and adding solid doors to each kennel. Furthermore, the trench drains would be replaced with in-suite drains in each kennel, which mitigates odours and the spread of disease.

The existing administration building would be renovated and repurposed to provide more space for operations and animal housing. The 455 sq. ft. portable would be relocated on-site and continue to be used for cat isolation.

The expansion would be wood-framed construction and added to the east side of the existing administration building. It would be the publicly accessible part of the facility and would include a new reception area, an intake/surrender room, cat and small animal adoption rooms, and more suitable administrative and animal control offices. Option 2 would include a volunteer space and multipurpose room, which are common spaces in modern animal shelters to support programming and operations.

Option 2 can be achieved within the budget of \$8 million (2021 dollars) approved by Council as part of the 2018 Capital Building Program.

Option 2 is recommended as it provides approximately 47 per cent more program space than Option 1, includes a higher number of best practice construction features, meets the minimum service level required for the animal shelter replacement facility, and allows for increased demand due to population growth. This is the preferred option by the stakeholders that were consulted as part of the engagement process.

With these renovations and expansion, it is anticipated that this facility will have a life expectancy of approximately 45 years, assuming there is regular maintenance. By comparison, the wood-frame structure proposed in Option 1 is anticipated to have a higher maintenance cost and a lower life expectancy.

Service Continuity

The renovation and expansion of the existing facility will have an impact on the delivery of services for a period of approximately 18 to 24 months.

The tender and award processes for the renovation and construction services are anticipated to begin by mid-2020. The City will investigate options to provide animal shelter services to Richmond residents during construction, which may include soliciting bids for provision of animal control services through its formal procurement process. The procurement documents will note that such services will need to be offered through an off-site facility.

As the current shelter consists of two stand-alone facilities (the dog kennels and administrative building), staff reviewed the merits of phasing construction whereby one of the two facilities would remain open. Although animals would still need to be relocated, this opportunity would enable animals to be relocated in phases, such as only relocating dogs when the dog kennel building is being renovated. It is anticipated that this approach would reduce operating costs associated with relocating animals during construction, and is preferred by the existing shelter operator. However, this approach is not recommended by staff as it would extend the construction schedule and hinder construction logistics, which are anticipated to result in the capital project budget being exceeded.

Site

The existing site continues to be well-suited for the purposes of a new animal shelter as it:

- Is City-owned;
- Has minimal site servicing costs;
- Poses no land use or zoning challenges;
- Is familiar to current users;
- Has access to dog walking routes; and
- Is accessible by public transit.

Staff recommend that the new animal shelter be constructed on the existing site at 12071 No. 5 Road.

Financial Analysis

Should Council approve the staff recommendation of Building and Program Option 2 (renovation and expansion), the project can be achieved within the budget of \$8 million approved by Council as part of the 2018 Capital Buildings Program.

Should Council endorse Building and Program Option 1 (new building) and the associated program as outlined in this report, the project can be achieved within the approved budget of \$8 million.

Alternatively, should Council endorse Building and Program Option 1 and choose to add the program spaces outlined in Attachment 5, to achieve a comparable service level as that in Option 2, the Council approved budget would be exceeded by \$3 million, bringing the total cost of Building and Program Option 1 to \$11 million. In this circumstance, staff recommend that the additional amount be funded by the Capital Buildings and Infrastructure Reserve, and that the Consolidated 5-Year Financial Plan (2019 – 2023) be amended accordingly.

Operating Budget Impact

The preliminary Facility Operating Budget Impact (OBI) for the replacement shelter is currently projected to be approximately \$65,000 (2022 dollars). The OBI will be refined and submitted to Council for consideration once the details of the design are known.

The operation of the Animal Shelter is subject to tender and determined through a formal procurement process. The current agreement with RAPS is scheduled to expire on January 31, 2021, with the option for the City to execute a one-year renewal.

Construction Cost Escalation

The current uncertainty within the local construction market, coupled with industry volatility, has led to difficulties commencing construction projects due to high bids and/or receipt of little interest on tendered projects. Some of the driving factors include:

- Current market conditions are such that there is an overabundance of work so that contractors/trades are unwilling to commit to more.
- Tariffs on various construction-related materials have contributed to significant cost escalations. While tariffs on steel and aluminium have recently been removed, it is anticipated there will be a delay before any cost reductions (if any) are realized.

These market conditions are anticipated to continue for the foreseeable future. Recent discussions with consultants in the building industry have indicated that cost escalation is up to 18 per cent per year in some areas of construction. Staff have included an allowance of 8 per cent per year cost escalation, as recommended by a Professional Quantity Surveyor.

Next Steps

Should Council approve the Animal Shelter Guiding Principles, Building and Program Option 2, and the site for the new animal shelter facility, staff will proceed with the design process.

It is estimated that the project can be completed and ready for occupancy in approximately 30 to 36 months after program approval.

Financial Impact

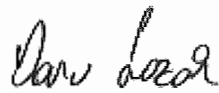
Both options presented in this report can be achieved within the budget of \$8 million (2021 dollars) approved by Council on December 11, 2017, as part of the 2018 Capital Building Program.

Conclusion

The Richmond Animal Shelter will be designed to ensure effective and efficient operations that uphold industry standards in animal sheltering. The new or renovated and expanded facility will integrate best practices where possible within the Council approved \$8 million budget. The existing site continues to be well-suited for the purposes of a new animal shelter.



Paul Brar
Manager, Parks Programs
(604-244-1275)



Doru Lazar, MBA, P.Eng., PMP
Senior Project Manager
(604-204-8695)

- Att. 1: Stakeholder Consultation Summary Report
2: Canadian Standards of Care in Animal Shelters
3: Program Details for Animal Shelter Options
4: Animal Shelter Building and Program Option 1 – New Building
5: Additional Program Spaces for Building and Program Option 1
6: Animal Shelter Building and Program Option 2 – Renovation and Expansion



RICHMOND ANIMAL SHELTER REPLACEMENT PROJECT

STAKEHOLDER CONSULTATION SUMMARY REPORT
MAY 2019

GP - 57

Background

The replacement of the existing animal shelter, currently located at 12071 No. 5 Road, will modernize the facility and operations in order to address current and future needs in the community. The facility design aims to incorporate best practices and industry standards in the care of animals.

Overview

Consultation and engagement activities were conducted with key publics and stakeholders. In addition, a review of industry guidelines and best practices, and visits to regional animal shelters informed the development of the program. Industry resources, such as the *Canadian Standards of Care in Animal Shelters* published by the Canadian Advisory Council on National Shelter Standards, were also considered to guide the planning and program development progress.



The objectives of the engagement program were:

- To ensure the building program reflects best practices and industry standards in the care of animals;
- To ensure efficient and effective operations and delivery of services;
- To ensure the health, safety and welfare of animals in the care of the shelter;
- To ensure the facility provides adequate space to service current and anticipated future needs; and
- To ensure stakeholders feel informed, engaged, and excited about the facility.

Key Publics and Stakeholders

The following key publics and stakeholders were consulted throughout the program development process:

- Regional Animal Protection Society (RAPS);
- BC Society for the Prevention of Cruelty to Animals (BC SPCA);
- Langley Animal Protection Society (LAPS);
- Maple Ridge Community Animal Shelter (BC SPCA);
- Surrey Animal Resource Centre;
- Delta Community Animal Shelter;
- New Westminster Animal Shelter;
- City of Richmond Bylaws Staff; and
- City of Richmond Facilities Staff.

Trends in Animal Sheltering

Through consulting with the BC SPCA and RAPS, interviewing Shelter Managers during best practices tours and focus groups, and reviewing the Canadian Federation of Human Societies' *Animal Shelter Statistics 2015* and *Cats in Canada 2017* publications, the following trends in animal sheltering were identified:

- The number of dogs coming into animal shelters is declining. The number of cats and small animals relative to dogs in shelters is increasing. The number of cats coming into animal shelters is approximately twice the number of dogs;
- Dogs or cats that come into the shelter as strays are quickly returned to owners as a result of effective licensing, micro-chipping, and other animal identification programs;
- Animal shelters have evolved from primarily serving a community safety and impoundment function to also include animal surrender/adoption and the promotion of animal welfare;
- Shelter management practices have evolved over the years to focus on animal welfare and reducing animal stress. Animals under stress are more susceptible to sickness and disease, which can result in longer stays in shelters and also infection of other animals;
- Animal sheltering organizations have become increasingly professionalized, using data, science, and metrics to achieve strategic positive outcomes for animals, families, and communities;
- Intake must be managed in order to prevent the number of animals in care from overtaking the shelter's capacity to provide conditions that meet basic needs. Rather than accepting any surrendered animal at any time, appointments are scheduled to take in surrendered animals when the shelter's capacity permits it;
- Rescue organizations are playing an increasing role in the sheltering of homeless animals. This emergence of rescue organizations is alleviating the pressure on municipal shelters;
- Digital technology has made it easier for people to adopt animals and transfer ownership of animals from sources other than municipal animal shelters (e.g., breeders, rescue agencies, Craigslist, Kijiji, etc.);
- Foster programs for companion animals that are not readily adoptable are essential to limit an animal's length of stay in a shelter, thereby easing pressures on capacity and also improving the animal's welfare; and
- Inter-municipal collaboration to transfer animals from areas where they are overpopulated to areas where they are in lower supply or higher demand increases the rate of adoption for some animals.



Key Themes and Outcomes

The following key themes and outcomes emerged when key publics and stakeholders reviewed program options for the new animal shelter:

- **Animal care and welfare** – Further to the *Canadian Standards of Care in Animal Shelters*, and best practices from the Association of Shelter Veterinarians and American Society for the Prevention of Cruelty to Animals, engagement participants highlighted important industry standards such as space requirements, stress mitigation, capacity allocations, indoor and outdoor access, outdoor weather protection, and animal, staff and public flow throughout the facility.
- **Capacity and growth** – It was recommended that animal holding spaces are given top priority within the program in order to meet the desired service level, with consideration of industry trends and anticipated demand. Flexible rooms and design features are recommended so that spaces can be adapted and repurposed for fluctuating needs.
- **Safety and security of staff, volunteers and animals** – Engagement participants highlighted safety and security considerations such as break-ins and theft of animals, animal handling and interactions, management of dangerous dogs, exterior fencing, gates and access points, occupational health and safety, and accessibility.
- **Materials and finishes** – Recommendations were provided regarding selection of construction materials, finishes and installation methods to maximize the life span and maintenance of the building, and contribute to the welfare of animals in the shelter's care. These included features such as in-suite drains and radiant underfloor heating in each dog kennel, solid, masonry walls throughout the shelter, and glass sliding doors in pet adoption areas.
- **Sanitation and disease control** – Recommendations regarding design features for preventing the spread of disease included building systems such as ventilation and drainage, the strategic location of isolation rooms, as well as construction finishes and materials to contribute to a healthy, sanitary space for animals and staff.
- **Educational programs and community outreach initiatives** – Engagement participants spoke about the multipurpose rooms in their animal shelters that are utilized for training sessions, children's programs, camps and birthday parties, as well as skill development and pet obedience workshops. They indicated several benefits of providing such programs and initiatives including reduced rates of animal surrenders and increased responsible pet ownership. Engagement participants encouraged the City to include a multipurpose room in the animal shelter.



Benefits of Educational Programs and Community Outreach Initiatives

Through the consultation process, it became evident that many animal shelters provide educational programs and community outreach initiatives with the intention of promoting responsible pet ownership and animal welfare. These programs are provided using multipurpose space within their facilities or, in the absence of such a space, through outreach or collaboration with other agencies.

Engagement participants reported the following benefits associated with educational programming and community outreach initiatives:

- Responsible pet ownership;
- Increased awareness of animal welfare;
- Increased adoption rates;
- Reduced rate of animal surrenders, which reduces pressure on the shelter;
- Development of compassion and empathy for all living things amongst residents of all ages;
- Community involvement and a strengthened sense of belonging; and
- Increased public safety.

Benefits of Multipurpose Space

In addition to the delivery of educational programs, multipurpose rooms allow animal shelters to host meetings and workshops, volunteer training sessions, children's programs, summer camps, birthday parties, and skill development workshops for pets and their owners. Multipurpose rooms can also provide emergency housing for domestic pets in crisis situations such as apartment fires or natural disasters.



Conclusion

The engagement activities provided valuable insight into the complex operations of animal shelters and the various considerations that go into the design and construction of successful operations. The key themes and outcomes resulting from the animal shelter engagement activities contributed to the development of the program for the animal shelter replacement facility.



Canadian Standards of Care in Animal Shelters

The *Canadian Standards of Care in Animal Shelters*, published by the Canadian Advisory Council on National Shelter Standards, is a guiding document which informed the proposed program options and will inform the detailed design of the shelter. These standards were developed to address deficiencies in the care of companion animals in shelters and are considered industry best practices in the design and operation of animal shelters.

Key considerations identified in these standards, and to be applied in the new City of Richmond Animal Shelter, include the following:

- Facilities must be appropriate for the species, the number of animals receiving care, and the expected length of stay in order to ensure the physical and psychological well-being of the animals.
- Shelter design should provide for proper separation of animals by species, health status, age, gender, temperament and predator-prey status.
- Shelter design should include sufficient space for operations, including intake, examination, holding, adoption, isolation, treatment, food storage and euthanasia.
- Entrances and exits, hallways, and rooms should be arranged so that movement through the facility and cleaning should proceed from the areas housing the most susceptible to disease and/or healthiest animals to those who are most likely to be a source of contagious disease.
- At least 10% of the facility housing capacity should be made available for isolation of animals diagnosed with, or suspected of having, a contagious disease.
- An animal's primary enclosure must be structurally sound and maintained in safe, working condition to properly confine animals, prevent injury, keep other animals out, and enable the animals to remain dry and clean.
- In addition to size considerations, proper layout of the primary enclosure is essential to maintain animal health and welfare. Food and water bowls or receptacles must be provided. The location of food, water, and litter containers relative to each other, resting areas, and doors can have a significant impact on the well-being of animals.
- As the length of stay increases (e.g., beyond 1-2 weeks), it becomes increasingly important to provide space that is both mentally and physically stimulating. Alternatives to traditional housing must be provided. For animals housed long term, the physical environment must include opportunities for hiding, playing, resting, feeding, and eliminating. For cats, the environment should also allow for scratching, climbing and perching.
- Protected indoor-outdoor access is ideal for most species, especially when animals are held long-term. Outdoor spaces must be suitably enclosed to protect from adverse weather, vandalism, and prevent escape or predation.
- Every sheltering organization has a maximum capacity to provide humane care, and the population in their care must not exceed that level. Factors that determine capacity for care include: the number of appropriate housing units; staffing for programs or services; staff training; average length of stay; and the total number of reclaims, adoptions, transfers, release, or other outcomes.

Program Details for Richmond Animal Shelter Options

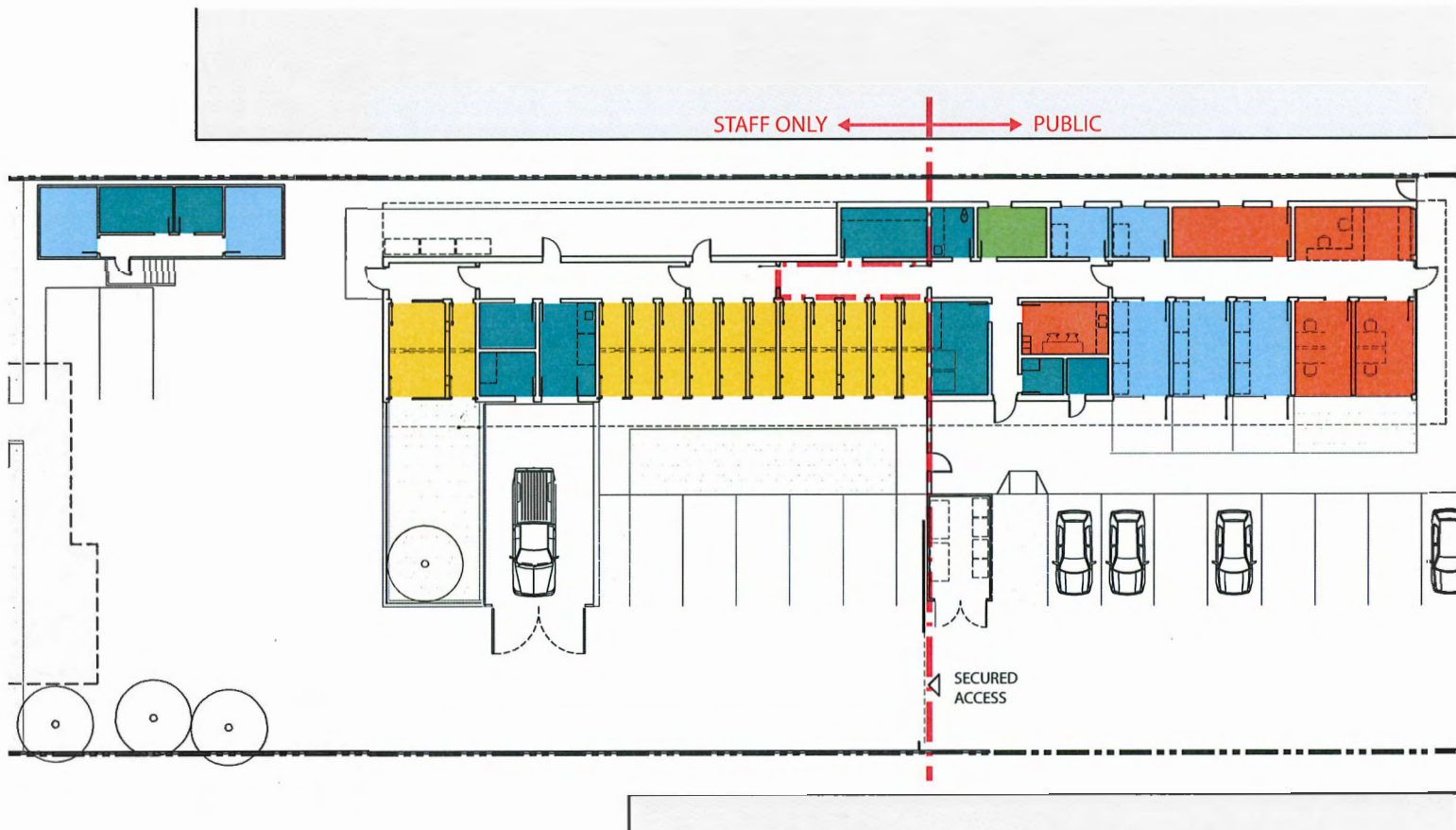
Program Area*		Existing Facility	Option 1 – New Building \$8.0 million	<u>Recommended</u> Option 2 – Renovation and Expansion \$8.0 million
ANIMAL HOLDING				
1.	Dogs	798 sq. ft.	450 sq. ft.	818 sq. ft.
2.	Cats	483 sq. ft. (+100 sq. ft. in portable)	565 sq. ft. (+200 sq. ft. in portable)	623 sq. ft. (+200 sq. ft. in portable)
3.	Rabbits	0 sq. ft. (outdoor)	0 sq. ft. (outdoor)	150 sq. ft.
4.	Small animals	112 sq. ft.	90 sq. ft.	129 sq. ft.
ADMINISTRATION				
5.	Animal intake/exam room	0 sq. ft. (79 sq. ft. in portable)	150 sq. ft.	129 sq. ft.
6.	Volunteer space	0 sq. ft.	0 sq. ft.	43 sq. ft.
7.	Staff/volunteer lunch room	0 sq. ft.	120 sq. ft.	138 sq. ft.
8.	Reception/administration/offices	186 sq. ft. (+100 sq. ft. in portable)	378 sq. ft.	463 sq. ft.
MULTIPURPOSE / EDUCATION				
9.	Multipurpose room	0 sq. ft.	0 sq. ft.	600 sq. ft.
SERVICE AREAS				
10.	Animal control receiving area	0 sq. ft.	137 sq. ft.	129 sq. ft.
11.	Food preparation and storage	117 sq. ft.	113 sq. ft.	117 sq. ft.
12.	Animal grooming	0 sq. ft.	64 sq. ft.	48 sq. ft.
13.	Laundry	131 sq. ft.	139 sq. ft.	183 sq. ft.
14.	Circulation and support areas – corridors, storage, laundry, washrooms, mechanical, etc.	2,753 sq. ft.	1,994 sq. ft.	2,610 sq. ft.
Total Building Area[†]		4,580 sq. ft.	4,200 sq. ft.	6,180 sq. ft.[‡]

* Program areas subject to change during detailed design.

[†] Does not include the 455 sq. ft. on-site portable.

[‡] Includes existing building (4,580 sq. ft.) and new addition (1,600 sq. ft.).

Animal Shelter Building and Program Option 1 – New Building



	DOGS
	CATS
	SMALL ANIMALS / RABBITS
	SERVICE AREAS
	ADMINISTRATION

ANIMAL HOLDING CAPACITY:

DOGS:	13
CATS:	22 + 8 ISOLATION
SMALL ANIMALS /	
RABBITS:	1 ROOM

NOTE: CONCEPT DRAWING ONLY; LAYOUT SUBJECT TO CHANGE DURING DETAILED DESIGN.

Additional Program Spaces for Building and Program Option 1

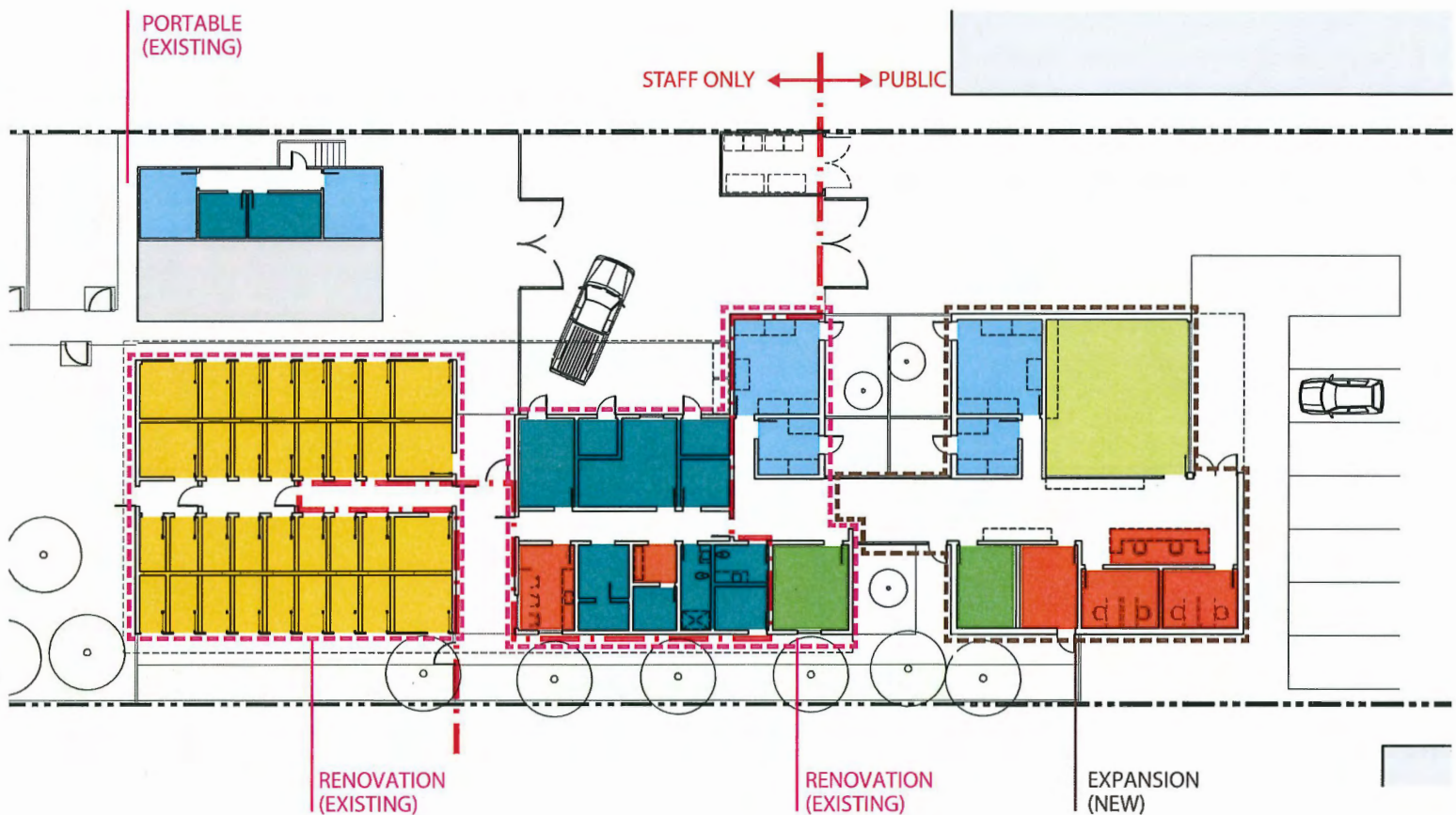
In order for Building and Program Option 1 (New Building) to include a similar level program as Option 2 (Renovation and Expansion), an estimated additional \$3.0 million in project funding would be required. A breakdown of costs to achieve this level of program is illustrated in Table 4 below.

Table 4 – Cost of Additional Program Spaces for Building Option 1

Program Space		Cost
1	2 x small animal/rabbit rooms	\$ 403,000
2	Cat room (6 cats)	\$ 242,000
3	3 dog kennels	\$ 338,000
4	Large family dog suite	\$ 255,000
5	Multipurpose room (MPR)	\$ 926,000
6	Volunteer room	\$ 123,000
7	Staff washroom and shower	\$ 135,000
8	Dry storage rooms	\$ 441,000
9	Flex room (cats or small animals)	\$ 123,000
Total		\$2,986,000

Council endorsement of additional program spaces would require an increase of approximately \$3.0 million to the Council-approved budget of \$8.0 million.

Animal Shelter Building and Program Option 2 – Renovation and Expansion



	DOGS
	CATS
	SMALL ANIMALS / RABBITS
	SERVICE AREAS
	ADMINISTRATION
	MULTIPURPOSE / EDUCATION

ANIMAL HOLDING CAPACITY:	
DOGS:	17
CATS:	32 + 8 ISOLATION
SMALL ANIMALS / RABBITS:	2 ROOMS

NOTE: CONCEPT DRAWING ONLY; LAYOUT SUBJECT TO CHANGE DURING DETAILED DESIGN.



City of Richmond

Report to Committee

To: General Purposes Committee **Date:** May 27, 2019
From: Marie Fenwick **File:** 11-7400-01/2019-Vol
Director, Arts, Culture and Heritage Services 01
Re: Referral Response: Proposed Plan for Major Events and Programs in 2020

Staff Recommendations

1. That the Major Events and Programs for 2020 as outlined in the staff report titled "Referral Response: Proposed Plan for Major Events and Programs in 2020" dated May 27, 2019, from the Director, Arts, Culture and Heritage Services, be approved;
2. That the expenditures totaling \$1,775,500 for Major Events and Programs in 2020, of which \$1,345,000 is funded from the Rate Stabilization Account and \$430,000 funded from projected sponsorships and grants, be included in the amended Consolidated 5 Year Financial Plan (2019–2023); and
3. That the development of a new Major Events Strategy as outlined in the staff report titled "Referral Response: Proposed Plan for Major Events and Programs in 2020" dated May 27, 2019, from the Director, Arts, Culture and Heritage Services, be approved.

Marie Fenwick
Director, Arts, Culture & Heritage Services
(604-276-4288)

Att. 3

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

Staff Report

Origin

On April 1, 2019, staff presented the Proposed Plan for Major Events and Programs in 2020 report to the General Purposes Committee. This report recommended a 2020 program of events with the same scope and funding levels as 2019.

General Purposes Committee made the following referral:

That the Proposed Plan for Major Events and Programs in 2020 be referred back to staff for further review and re-evaluation including:

- 1. Council comments in terms of an evaluation of the various events held by the City;*
- 2. Sponsorship potential;*
- 3. Re-evaluation of the various events and budget;*
- 4. Completion of an economic impact study; and*
- 5. Report back to the General Purposes Committee.*

This report supports Council approved strategies, including the Major Events Strategy and its goals of programming and creating a dynamic destination waterfront, the Waterfront Strategy, the Parks and Open Space Strategy 2022, the Arts Strategy vision for Richmond to be an arts destination, and the Resilient Economy Strategy by providing enhanced destination and tourism products. The program detailed in this report will maximize the social and economic benefits to the community and provide a rich offering of festivals and events.

Analysis

Background

At the City Council meeting on January 15, 2018, Council approved a Terms of Reference and appointed a Major Events Advisory Group (MEAG) to provide input into the types of major events to be produced by the City.

The Terms of Reference for MEAG is to provide recommendations on the annual event program which will allow staff to submit a report to Council through the General Purposes Committee and prepare a submission to the annual budget process. MEAG consists of Councillors' Day and Au (Co-Chairs), Loo and Steves, and staff, who have conducted a series of meetings to review the Major Event Program for 2020.

On January 22, 2019, the MEAG reviewed the proposed festival program and recommended the following for consideration by Council:

1. That the 2020 program include the same schedule of events as presented by staff, including the Children's Arts Festival, Cherry Blossom Festival, Doors Open Richmond, Steveston Salmon Festival, Richmond Maritime Festival, Farm Fest at Garden City Lands, Richmond

World Festival, Neighbourhood Park Celebration Grants and City-wide Event Marketing Campaign Program and City Branded Assets; and

2. That the funding for the event program remains at the same funding levels as the 2019 program (see Table 1).

Defining the Success of the Current Major Events Program

In the Proposed Plan for Major Events and Programs in 2020 report, staff described the following ways the success of the existing festival program was evaluated:

- Through feedback from a recent Art Strategy survey and community engagement, free public events were considered one of the top priorities for Richmond residents.
- Exit surveys taken at the Maritime Festival and World Festival in 2018 were positive with 94 per cent of respondents rating the festivals as very good to excellent.
- Each festival received strong volunteer support from the local community. Volunteers are provided an opportunity to develop new skills, experiences and relationships.
- Richmond festivals receive strong support from community partners who take an active role in planning and participating in the event. Festival partners include the Richmond Agricultural and Industrial Society, BC Wakayama Kenjin-Kai, Richmond Arts Coalition, Britannia Heritage Shipyard Society, KPU, Vancouver Cantonese Opera Society, Richmond Public Library, and Cinevolution. A full list of community engagement partners is listed in Attachment 2.
- In 2018, attendance for the City's festival program exceeded 200,000 people and sponsorship sales totalled \$303,500. These two figures speak to the popularity of free community festivals and the satisfaction level of the festival's corporate partners for the program.
- The Canadian Event Industry Awards recognized the inaugural 2015 edition of the Richmond World Festival as the Best Public Entertainment Event in Canada. The Richmond World Festival (2019), Richmond Maritime Festival (2018) and the Richmond Canada 150 program (2017) were finalists in the Canadian Event Industry Awards Best Festival category.

Additional Processes to Evaluate the Major Event Program

- Festivals will continue to be evaluated based on feedback from the community. Specifically, an intercept survey will be conducted at this summer's major festivals to determine origin of attendees and how much they spent locally during their stay. This data collected will be used in Tourism Richmond's Festival Impact Calculator to estimate the economic impact of the festival. The surveys will also collect general input on the attendees overall experience.

- Staff will meet with the MEAG at the end of the festival season to review the outcome of each event, the impact the event had on the community and discuss if any changes are required to the overall scope of the event.

Sponsorship Potential

The sponsorship sales cycle and federal grant applications for the 2020 season will begin in the fall of 2019. Based on the current progress of sponsorship sales and grant funding awards for the 2019 events program, staff project comparable levels of success for a similar event program in 2020.

The major event program relies heavily on sponsorship revenue and federal grant funding to deliver its current lineup of annual festivals. In 2018, sponsorship and federal grants accounted for 26 per cent of the total festival budget.

Table 1: Sponsorship and Grant Revenue Expressed as a Percentage of the Total Major Event Program

Year	Sponsorship (A)	Federal Grants (B)	City Funding for Major Events (C)	Total Funding for Major Events (A)+(B)+(C)=(D)	Sponsorship + Grants as a % of Total Festival Funding (A+B)/D
2016	\$215,900	\$52,900	\$740,000	\$1,008,800	27%
2017	\$300,327	\$166,200	\$2,875,000	\$3,341,527	14%
2018	\$303,500	\$87,400	\$1,128,000	\$1,518,900	26%
2019 (projected)	<i>\$348,750</i>	<i>\$85,216</i>	<i>\$1,345,000</i>	<i>\$1,778,966</i>	<i>24%</i>

Should the scope of the 2020 program change, then projected funding from sponsorship and grants can be expected to change accordingly. For example, if a festival is decreased from two days to one, then the fee charged for presenting level sponsorship could drop relative to the reduction in overall benefits.

Re-evaluation of Festival Program Budget

Staff recommends the major events program plan and budget (Table 2) as recommended by MEAG. This program includes the Children's Arts Festival, Cherry Blossom Festival, Doors Open Richmond, Steveston Salmon Festival, Richmond Maritime Festival, Farm Fest at Garden City Lands, and Richmond World Festival.

Table 2: Recommended Major Events Program

PROPOSED EVENTS & PROGRAMS	2019 City Funding <i>Approved</i>	Major Events Advisory Group Recommended 2020 City Funding	2020 Projected Sponsorship & Grants	TOTAL: Event Budget
Children's Arts Festival	\$75,000	\$75,000	\$30,000	\$105,000
Cherry Blossom Festival	\$35,000	\$35,000	\$0	\$35,000
Doors Open Richmond	\$20,000	\$20,000	\$7,000	\$27,000
Steveston Salmon Festival (in partnership)	\$250,000	\$250,000	\$138,000	\$388,000
Richmond Maritime Festival	\$300,000	\$300,000	\$90,000	\$390,000
Farm Fest	\$40,000	\$40,000	\$15,000	\$55,000
Richmond World Festival	\$400,000	\$400,000	\$150,000	\$550,000
Neighbourhood Celebration Grant Program	\$75,000	\$75,000	\$0	\$75,000
City-wide marketing campaign	\$85,000	\$85,000	\$0	\$85,000
City branded shared resources	\$15,000	\$15,000	\$0	\$15,000
Program Contingency	\$50,000	\$50,000	\$0	\$50,000
TOTAL PROGRAM BUDGET	\$1,345,000	\$1,345,000	\$430,000	\$1,775,000

A detailed summary of each event, along with projected attendance figures, can be found in Attachment 1. In addition, a summary of the City funding from 2016 to the proposed 2020 budget is detailed in Attachment 3.

Options to Reduce Proposed Event Program

There are a number of ways in which the proposed event program can be reduced including cancelling individual events or reducing the scope of events. Should Council wish to reduce the festival program for 2020, staff have identified the following three options for consideration:

1. Steveston Salmon Festival

- a. Reduce the level of support for entertainment programming that was added as part of the Richmond Canada Day in Steveston (2017–2018) and support Salmon Festival with site production and marketing only. (\$75,000 budget reduction)

2. Richmond Maritime Festival

- a. Cancel the previously approved expansion to Imperial Landing and revert back to the 2018 model with programming limited to the Britannia Shipyards site. (\$100,000 budget reduction)
- b. Reduce the festival to a one day event. (\$70,000 budget reduction)

3. Richmond World Festival:

- a. Reduce the festival to a one day event. (\$100,000 budget reduction)

Any changes to the proposed program should consider the City's current relationships with sponsors. For example, reducing the Richmond World Festival to a one day event will result in a decrease in sponsorship revenue.

Many of the festivals have also developed strong partnerships with various community groups (e.g., Salmon Festival Society, BC Wakayama Kenjin-Kai, Richmond Arts Coalition, Britannia Heritage Shipyard Society, Cinevolution, etc.). A change in a festival's scope may impact the opportunities to collaborate with the community.

Economic Impact of Festivals

Economic impact models are commonly used to evaluate the economic impact of major events and festivals. These models take a variety of inputs into account including festival size, festival type, percentage of local residents and estimated spend on-site and off-site by visitors. The data generated by these models can be used to determine the return on investment.

An industry scan revealed a number of economic impact models applied to similar festivals. For example, the Surrey Fusion Festival conducted an intercept survey in 2018 to determine how much visitors spent at stores and restaurants while visiting the festival. The data revealed that the average spend per group was \$51 and the average group size was 2.6 people. Based on a 100,000 attendance estimate, the estimated total spend in the community was \$1,960,000.

On a national level, the Canadian Festivals Coalition commissioned a report in 2009 titled Economic Impact of Canada's Festivals and Events. This report measured the economic impact of 15 of Canada's largest festivals. The study revealed that over \$1B in new spending was generated by these events and that they also support employment of 15,600 full-time equivalent jobs and \$283M in tax revenue to the municipal government.

Staff collaborated with Tourism Richmond to estimate the economic impact of festivals in the City. To accurately measure the economic impact of Richmond festivals, Tourism Richmond obtained third-party input and guidelines from a variety of analysts and statisticians at multiple organizations including Pacific Analytics, Destination British Columbia, Destinations International and BC Statistics.

Using a variety of methodology recommendations and industry figures, Tourism Richmond developed a customized Festival Impact Calculator specifically for Richmond's festival environment. Several of these figures were provided from BC Stats and were customized specifically for the Richmond market using Tourism Richmond's primary data on where Richmond visitors spend money across different sectors. The Richmond Festival Impact Calculator also takes into account event budget, earned sponsorship revenue, resident spending, day visitor spending and overnight visitor spending.

Key outputs include the Total Economic Impact of new money brought into the Richmond economy, including its indirect and induced value, as well as an estimate of Total Value which includes spending by residents and the City funding. The projected economic impacts of City's major events program in 2019 are detailed in Table 3.

Table 3: Projected economic impact of the City's 2019 major events program

Category	Total	Description
Total Resident Spending	\$1.7M	Resident spending at festivals
Day Visitor Spending	\$2.3M	Non-Richmond residents spending in and out of festival
Total Economic Impact	\$2.9M	Includes day visitor spending and sponsorship revenue
Total Value	\$5.7M	Includes day visitor spending, sponsorship revenue, Richmond resident spend and City funding

The importance of a robust festival program can also be measured by its socio-cultural impact on a city. Festivals can enhance the vibrancy of a city, create a greater sense of civic pride and connectedness between residents and improve the overall livability. Specifically, Richmond's current festival program celebrates its maritime roots, agricultural heritage and unique cultural diversity and each are free (or low cost) to attend making them financially accessible to the community.

Furthermore, providing residents with opportunities to attend festivals in Richmond provides a staycation opportunity and keeps spending in Richmond.

Development of a Major Events Strategy

In 2007, Council adopted the *Major Events Plan 2007–2012* in advance of the 2010 Winter Olympics. The objectives of this plan were to leverage Games related opportunities for long term legacies, maximize social and economic benefits to the community, complement the Games' program of events, attract visitors to the City and enhance the international profile of Richmond. The plan's vision statement was "Richmond, the premier events destination in Canada".

The recommendations from the Major Events Plan 2007–2012 can be credited with supporting the creation of the Richmond Canada 150 program, Richmond World Festival, Farm Fest at Garden City Lands, Richmond Cherry Blossom Festival, Children's Arts Festival and the Neighbourhood Celebration Grant Program. The plan also supported the vision of an expanded Richmond Maritime Festival and the Ships to Shore: King of the Sea in 2017.

As the existing Major Events Plan is no longer current, and the development and delivery of major events in the city has changed significantly since this plan was developed in 2007, staff recommend the development of a new Major Events Strategy. This new Strategy will guide the future direction of the City's major events program and will include the following:

1. An assessment of the economic and social benefits of the current program of festivals.
2. A review of operating models to resource, manage, fund and evaluate the delivery of events in the City.
3. A review of opportunities to attract and/or produce new events that align with the City's objectives.
4. A review of the opportunities and capacity for community involvement in the major event program.
5. The development of a decision making framework for determining which major events to support and/or produce in future years.

Development Timeline for Major Events Strategy:

- **Summer 2019** – Collect visitor data through intercept surveys at the City's summer festivals.
- **Fall 2019** – Through a series of workshops and outreach initiatives, staff will conduct a major events needs assessment with input from key stakeholder and community members.
- **Winter 2020** – Major Events Strategy drafted and presented to Council.
- **Spring 2020** – Report to Council, including a proposed program and budget request for 2021. This program and budget will be developed based on Council direction from the Major Events Strategy.

Financial Impact

The financial impact for the proposed Major Events Program in 2020 is \$1,345,000 which is proposed to be funded through the Rate Stabilization Account.

Conclusion

The proposed schedule of events for 2020 continues the City's tradition of providing numerous opportunities for people to celebrate and engage with their community. Richmond has become a leader in Metro Vancouver in offering free or low cost festivals.

Richmond events are well attended, strongly supported through corporate sponsorships, create meaningful community partnerships, provide numerous volunteer opportunities and receive significant positive public feedback.

May 27, 2019

- 9 -

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

Bryan Tasaka
Manager, Major Events and Film
(604-276-4320)

- Att. 1: Summary of the Major Events Program for 2020
- 2: Community Engagement at the City's Major Events
- 3: Five Year Funding Summary (2016–2020)

Summary of the Major Events Program for 2020

1. Children's Arts Festival (*February 17–21*)

A festival dedicated to children that opens on Family Day and features numerous performances, art activities, and workshops, and ends with four days of school group programs.

Attendance (projected): 8,000 **Venue:** Richmond Cultural Centre

Target Audience: Children aged 3-12; surrounding school districts

2. Richmond Cherry Blossom Festival (*April 5, tentative date*)

Set amongst the 255 cherry trees in Garry Point Park, this festival will feature a variety of Japanese performances, kite flying, activities and food. The festival will include mini-workshops where participants can learn the art of bonsai, origami, ikebana, traditional tea ceremony and more. The artistic direction for the festival is led by representatives of the local Japanese community.

Attendance (projected): 3,500 **Venue:** Garry Point Park

Target Audience: All ages; local community

3. Doors Open Richmond (*June 6–7*)

Doors Open is one of Metro Vancouver's largest celebrations of heritage, arts and culture. Doors Open offers visitors a free opportunity to explore 40+ sites showcasing the richness and depth of Richmond's history and culture.

Attendance (projected): 16,000 **Venue:** Various locations throughout the city

Target Audience: All ages; local community

4. Steveston Salmon Festival (*July 1*)

A Canada Day celebration featuring festival programming throughout Steveston Village, a headline concert, parade, salmon bake, exhibitors and artisans, kids zone, street hockey, and a fireworks finale. The festival will be organized in partnership with the Salmon Festival organizers.

Attendance (projected): 80,000 **Venue:** Steveston Village

Target Audience: All ages; local community

5. Richmond Maritime Festival (*July 25–26*)

A two day festival celebrating the City's maritime heritage using both Britannia Shipyards National Historic Site and the docks at Imperial Landing. Wooden boats will moor at Britannia and the larger modern boats (e.g., Navy vessels, tug boats, tall ships [i.e., Adventurous]) will dock at Imperial Landing. The festival will showcase local performing artists and artisans. Exhibits will include various boat building demonstrations in collaboration with the Britannia Heritage Shipyard Society. The Richmond Arts Coalition will assist in programming local artists.

Attendance (projected): 40,000 **Venue:** Britannia Shipyards & Imperial Landing

Target Audience: All ages; Metro Vancouver residents; tourists

6. Farm Fest at Garden City Lands (August)

The Farm Fest at Garden City Lands is a nostalgic farmers market that celebrates Richmond's connection to agriculture, provides educational opportunities on agricultural and gardening practices, and connects residents to the Garden City Lands. In addition to the farmers and artisans marketplace, festival highlights will include agricultural demonstrations, farm equipment displays, educational exhibits, and an interpretive wagon ride. The Farm Fest will celebrate Richmond's farming heritage, provide learning opportunities for community members, strengthen collaboration between local food system stakeholders, and provide opportunities for community building in the City Centre.

Attendance (projected): 6,000 **Venue:** Garden City Lands

Target Audience: All ages; Metro Vancouver residents

7. Richmond World Festival (September 4–5)

A two day festival at Minoru Park featuring over 140 performances on nine stages including international headliners. The World Festival will showcase over 80 artisans and vendors and 50 food trucks in the FEASTival of Flavours. The Culinary Stage features cooking demonstrations by local chefs and Cinevolution produces the Digital Carnival zone. The award winning World Festival is a top tourist event for the City that has a strong regional appeal and can also be leveraged through a partnership with Tourism Richmond. Community partnerships include Richmond Public Library, Cinevolution, the local African community, and the Vancouver Cantonese Opera Society.

Attendance (projected): 60,000 **Venue:** Minoru Park

Target Audience: All ages; Metro Vancouver residents; tourists

8. Neighbourhood Celebration Grant Program

Neighbourhoods are the cornerstone of Richmond's communities. They are the natural spaces for building healthy, vibrant, trusting, and resilient communities.

The Neighbourhood Celebration Grant Program is designed to facilitate the hosting of high quality, grassroots events in neighbourhood parks thus building a sense of neighbourhood pride and identity.

The City would provide opportunities for residents, community groups and Parent Advisory Committees to submit proposals for the hosting of community-building events in their neighbourhood. The City would collaborate with event organizers to provide a base level of resources to support each selected event (e.g., event leader(s), permits, tents, water stations, equipment). Event organizers would be responsible for event programming, acquiring additional resources, and mobilizing neighbours.

The Major Events Advisory Group (MEAG) would provide direction on the eligibility and selection criteria for this program. The resources made available and the number of events to be selected, would be determined by the MEAG.

The benefits of this program include promoting resident interaction; strengthening community connections while building a sense of ownership and neighbourhood pride; connecting residents with their local streets, parks and green spaces; providing the

community with the resources to host a high quality community building event; and providing an opportunity for community members to gain experience organizing grassroots events.

9. City-wide Event Marketing Campaign Program and City Branded Assets

The City-wide event marketing campaign (formerly Days of Summer) and City branded shared resources are programs that support all of the City's major events and have been historically funded as part of the major event program. The comprehensive marketing campaign promotes all of the major events to the region through the major media outlets (e.g., TV, radio stations and online blogs). The City-branded assets allow each event to properly recognize the City as the producer of the event, promote sponsors correctly and support the event's infrastructure (e.g., kiosks, city branded arch, tents, and sky flags, etc.).

Community Engagement at the City's Major Events

Children's Arts Festival

- **Programming Partners:** Richmond Public Library and Richmond School District

Richmond Cherry Blossom Festival

- **Community Organizers:** Jim Tanaka & Mary Hirano
- **Programming Partners:** Vancouver Language School and BC Wakayama Kenjin Kai
- **Exhibitors:** Sister Cities Advisory Committee

Doors Open Richmond

- **Programming Partner:** Richmond Museum Society
- **Participating Sites:** Richmond Cultural Centre, Richmond Museum, Richmond Art Gallery, Richmond Media Lab, Richmond Public Library, Textile Arts Guild of Richmond, Richmond Weavers and Spinners Guild, Richmond Potters Club, Bahá'í Community of Richmond, Brighthouse Fire Hall No. 1, Minoru Chapel, Bodhi Meditation Centre, Lipont Place, Olympic Experience at the Richmond Olympic Oval, Vancouver International Airport (YVR), WildResearch—Iona Island Bird Observatory, Waters Edge House Art Studio, Yulia Radchenko Studio, Richmond Eastern Catholic Church, Alice Saunders Home Art Studio, Gina Page Seawrack Press Studio, Loraine Wellman Fine Art Home Studio, BC Emergency Health Service Station, Steves Family Farmhouse, Open Art Studio, Steveston Museum, Steveston Tram, Steveston Japanese Canadian Cultural Centre, Steveston Hub, Britannia Shipyards National Historic Site, Branscombe House, London Heritage Farm, Finn Road Studio and Garden, Fuggles & Warlock Craftworks, Lingyen Mountain Temple, Az-Zahraa Islamic Centre, Richmond Mosque BC Muslim Association, Richmond Nature Park, The Museum at the Sherman Armoury, Richmond Ismaili Jamatkhana, Phoenix Perennials, Nanaksar Gurdwara Gursikh Temple, BCIT Aerospace Campus, Gulf of Georgia Cannery, Wild Sweets

Steveston Salmon Festival

- **Community Organizers:** Richmond Agricultural and Industrial Society
- **Programming Partners:** Steveston Farmers Market, Steveston Museum and Tram, Gulf of Georgia Cannery

Richmond Maritime Festival

- **Programming Partners:** Richmond Arts Coalition and Britannia Heritage Shipyards Society
- **Exhibitors:** Richmond Carvers, Fraser River Discovery Centre, SALTS, Eddie Hawk, Britannia Heritage Shipyards Society, Sea Cadets, Maritime Mammal Rescue Center, Gulf of Georgia Cannery, Greyhaven Exotic Bird Sanctuary, Richmond Pottery Club,

Richmond Weavers and Spinner Guild, Steveston Maritime Modelers, Fraser Riverkeepers and Richmond Artists Guild

Farm Fest at Garden City Lands

- **Programming Partners:** KPU
- **Exhibitors:** Richmond Nature Park Society, David Suzuki Foundation, BC Association of Farmers Markets, Young Agrarians, Garden City Conservation Society, Richmond Food Security Society, KPU, Walk Richmond, The Sharing Farm, BC Dairy Association, Poultry in Motion, and Steveston Farmers Market Association

Richmond World Festival

- **Programming Partners:** Cinevolution, Somali Women Empowerment Society, Vancouver Cantonese Opera Society, Mary Wilson (Richmond Black History Month), Richmond Public Library, Richmond Art Gallery, Richmond Museum, and Richmond Arts Centre
- **Exhibitors:** Richmond Cares Richmond Gives, Richmond Multicultural Community Services, Richmond Centre for Disability, S.U.C.C.E.S.S. ISIP, ISSofBC, Aviva Employment Services/Back in Motion, Canucks Autism Network, Gateway Theatre, Bodhi Meditation, City of Richmond Youth Street Team, City of Richmond- Recycling and Waste Management, Minoru Centre for Active Living, Richmond Art Gallery, City Centre Community Association and Emotive Electric Vehicles

Five Year Funding Summary (2016-2020)

The following table details the City, sponsorship and grant funding levels since 2016:

	2016	2017	2018	2019	2020 (proposed)
CHILDREN'S ARTS FESTIVAL					
City Funding	\$ 60,000	\$ 70,000	\$ 75,000	\$ 75,000	\$ 75,000
Sponsorship	\$ 27,000	\$ 23,000	\$ 28,000	\$ 33,750	\$ 30,000
Total	\$ 87,000	\$ 93,000	\$ 103,000	\$ 108,750	\$ 105,000
CHERRY BLOSSOM FESTIVAL (funding for 2017 was through the Richmond Canada 150 Celebration Grant Program)					
City Funding			\$ 25,000	\$ 35,000	\$ 35,000
Total		\$ -	\$ 25,000	\$ 35,000	\$ 35,000
DOORS OPEN					
City Funding				\$ 20,000	\$ 20,000
Federal Grant	\$ 4,100	\$ 3,600	\$ 2,700	\$ 2,000	\$ 2,000
Sponsorship	\$ 1,500	\$ 500	\$ 5,000	\$ 5,000	\$ 5,000
Total	\$ 5,600	\$ 4,100	\$ 7,700	\$ 27,000	\$ 27,000
CANADA DAY (Ships to Shore 2013-2016; Richmond Canada Day in Steveston 2017-2018); merged with SalmonFest 2019)					
City Funding	\$ 180,000	\$ 365,000	\$ 250,000	\$ 250,000	\$ 250,000
Federal Grant		\$ 28,000	\$ 32,000	\$ 32,816	\$ 33,000
Sponsorship	\$ 25,000	\$ 53,000	\$ 75,000	\$ 105,000	\$ 105,000
Total	\$ 205,000	\$ 446,000	\$ 357,000	\$ 387,816	\$ 388,000
MARITIME FESTIVAL					
City Funding	\$ 205,000	\$ 380,000	\$ 200,000	\$ 300,000	\$ 300,000
Federal Grant	\$ 48,800	\$ 54,600	\$ 52,700	\$ 50,400	\$ 50,000
Sponsorship	\$ 47,400	\$ 40,000	\$ 39,500	\$ 40,000	\$ 40,000
Total	\$ 301,200	\$ 474,600	\$ 292,200	\$ 390,400	\$ 390,000
FARM FEST (Harvest Fest in 2017)					
City Funding		\$ 150,000	\$ 28,000	\$ 40,000	\$ 40,000
Federal Grant		\$ 40,000			
Sponsorship		\$ 16,452	\$ 4,500	\$ 15,000	\$ 15,000
Total	\$ -	\$ 206,452	\$ 32,500	\$ 55,000	\$ 55,000
WORLD FESTIVAL					
City Funding	\$ 230,000	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000
Sponsorship	\$ 115,000	\$ 133,000	\$ 151,500	\$ 150,000	\$ 150,000
Total	\$ 345,000	\$ 433,000	\$ 551,500	\$ 550,000	\$ 550,000
SHIPS TO SHORE - KING OF THE SEA					
City Funding		\$ 695,000			
Sponsorship		\$ 34,375			
Total		\$ 729,375			
NEIGHBOURHOOD GRANT PROGRAM					
City Funding		\$ 150,000		\$ 75,000	\$ 75,000
Total		\$ 150,000	\$ -	\$ 75,000	\$ 75,000
SUPPORT SERVICES					
Marketing	\$ 50,000	\$ 150,000	\$ 85,000	\$ 85,000	\$ 85,000
Shared Event Assets	\$ 15,000		\$ 15,000	\$ 15,000	\$ 15,000
Program Contingency		\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000
Total	\$ 65,000	\$ 350,000	\$ 150,000	\$ 150,000	\$ 150,000

CANADA 150 SPECIFIC EVENTS

Federal Grant (High School Concert Series)	\$	40,000
Pioneer Luncheon	\$	60,000
Music in the Plaza	\$	30,000
Additional 150 Projects	\$	75,000
Specialized Services	\$	250,000
Total	\$	455,000

TOTAL	\$	1,008,800	\$	3,341,527	\$	1,518,900	\$	1,778,966	\$	1,775,000
TOTAL CITY FUNDING	\$	740,000	\$	2,875,000	\$	1,128,000	\$	1,345,000	\$	1,345,000
TOTAL GRANT FUNDING	\$	52,900	\$	166,200	\$	87,400	\$	85,216	\$	85,000
TOTAL SPONSORSHIP FUNDING	\$	215,900	\$	300,327	\$	303,500	\$	348,750	\$	345,000

NOTES:

1. Base level funding for each event was through the Rate Stabilization Fund; except for the Richmond Canada 150 program in 2017 which received \$2,095,000 in funding from the Council Community Initiative Fund.
2. The 2017 Cherry Blossom Festival was funded through the Richmond Canada 150 Celebration Grant program.
3. Figures shown in italics are estimates or requested amounts



City of Richmond

Report to Committee

To: General Purposes Committee
From: Jason Kita
Director, Corporate Programs Management
Group
Re: Organizational Development Program

Date: July 2, 2019
File: 01-0005-01/2019-Vol
01

Staff Recommendation

That the report titled "Organizational Development Program" dated July 2, 2019 from the Director, Corporate Programs Management Group, be received for information.

Jason Kita
Director, Corporate Programs Management Group
(604-276-4091)

REPORT CONCURRENCE	
REVIEWED BY SENIOR MANAGEMENT TEAM	INITIALS:
APPROVED BY CAO 	

Staff Report

Origin

The primary objective of the senior administration with regard to the environment in which the organization will operate has been to establish and sustain a culture of continuous improvement. In order to achieve this objective, new corporate-wide staff engagement programs are introduced through which staff from all areas and levels of authority within the organization work together utilizing purpose designed strategies to achieve specific goals and address areas needing improvement.

Past examples of these types of major programs are the Corporate Renewal Program – Learning from the Past/Shaping the Future, and the Strategic Management Program. Through these programs the organization achieved extraordinary levels of performance during a period that the City experienced significant growth, added many new facilities, created more parks, and introduced new programs and improved service delivery. During this era, the organization also met the unanticipated challenge on which reputations are built or ruined, which was on short notice to take on responsibility for delivering the premier venue and becoming an official Venue City of the 2010 Olympic Winter Games.

Over time, with changes in personnel, increased workloads, and other factors, organizations inevitably experience fallback in organizational performance. This has been the case in our organization and, in order to address and correct this, a new primary program – the Richmond Organizational Development Program (OD Program) and various related sub-programs are presently being introduced.

The OD Program was designed to build on past successes achieved through the Corporate Renewal Program. As these are administrative programs, they would not typically be brought to Council's attention; however, as we are in the first year of a new Council term, with two new elected officials, and have recently adopted the Council Strategic Plan 2018-2022 – Staff concluded that this would be an appropriate opportunity to update Council on this significant administrative initiative.

The OD Program is a corporate-wide collaboration that provides staff with a “Blueprint for Excellence.” Centered on the City's vision, the OD Program outlines eight primary focus areas that each contribute to the City's corporate culture of continuous improvement. Key pillars of our OD Program include: Values, Leadership, Customer Service, People, Structure, Aligned Strategies, Operational Performance and Corporate Performance. The OD Program is a significant program that entails re-training our staff while placing considerable emphasis on the important role of organizational culture in establishing performance standards and achieving desirable results. Sub-programs and various initiatives that support corporate-wide success are created with a specific purpose in mind.

Analysis

Organizational Development Sub-Programs and Initiatives

Though a variety of sub-programs and initiatives support the Organizational Development Program, the Imagine Richmond Program (the Imagine Program) and the Flexible Work Arrangements initiative are highlighted in this Report in order to provide Council with real working, rather than theoretical examples.

The Imagine Richmond Program

The Imagine Program is designed to support culture change and enhance performance throughout the organization. The Imagine Program will help us to achieve results beyond traditional means by harnessing the talent and creativity of our staff for the pursuit of opportunities and challenges that go beyond the mandates of their regular jobs. This program, which was developed following a leadership session where the importance of imagination, as the next level beyond innovation, was identified as part of our corporate strategic program and as a necessary step for Richmond to remain at the forefront of municipal government administrative and organizational leadership.

The Imagine Program is a formal process through which staff are provided opportunities and encouraged to share ideas that could benefit the City and/or the community, for review and potential implementation. Ideas that are feasible, and fit within existing budgets and structures will be implemented immediately at the discretion of the appropriate level of management. More complex ideas will be expanded upon and reviewed for feasibility. From there, ideas that have real potential, align with corporate goals, and/or support Council's Strategic Plan will be further refined and considered for implementation.

The City's workforce is comprised of approximately 2,200 staff who work in sites located all over the city and perform roles as members of numerous different business units. Many staff members have experience and expertise that goes beyond the scope of their regular roles. By harnessing the collective expertise, ideas, and creativity of City staff, the Imagine Program will generate the opportunity to create and implement something really exciting and new for the community in Richmond.

Flexible Work Arrangements

It is essential that as an organization, the City continues to evolve and to keep up with progressive practices in how we conduct business and provide back-of-house support. The OD Program provides staff with areas of focus to further our corporate culture and strengthen how we perform as an organization. One of the initiatives that has supported the ability of staff to be increasingly responsive and productive with their time has been the formalization of a program that allows for flexible work arrangements where appropriate for the specific role. This program provides the opportunity for staff to adjust their working hours when operationally feasible and equips the three most senior levels of staff with remote access to the City's network, data and other pertinent information, which enables staff to work offsite or at home both during regular working hours and on personal time. For example, the amount of emails is significant and having remote access to the City's system allows staff to obtain additional needed information at their convenience instead of having to wait to access their workspace. With increased requests for

information, staff referrals, and in order to be as responsive to organizational needs as possible, this program allows staff to adjust priorities and areas of focus as needed to keep up with demand. This is one example of an initiative that supports the OD Program's goal to deliver on our vision through continuous improvement and adopting practices that enhance overall operational and corporate performance and increase productivity.

Program Integration and Training

To be sustainable as a corporate program, and be effective in achieving the outcomes of enhancing the City's corporate culture and developing new ideas to achieve corporate goals, it is important that all staff understand the OD Program and related sub-programs and initiatives, and how they can be involved. The OD Program has been integrated and communicated throughout the organization through a phased implementation plan. This has allowed for greater understanding and for staff to ingrain principles of the OD Program into daily work in a meaningful way through incremental adjustments and learning opportunities without creating undue strain on staff resources. This phased approach will continue through individual, departmental, and corporate-wide engagements and initiatives as needed. The OD Program is the foundation on which the sub-programs are able to achieve success and increase organizational performance.

The Imagine Program goes well beyond a traditional "idea suggestion box" program. Ideation conversations will be built into regular team meetings, will be encouraged individually, and will be supported through staff training and ideation workshop opportunities. Staff mindsets, already familiar with, and ingrained in continuous improvement, will be challenged to think in new ways. Innovation, one of the City's Core Values, highlights the importance of finding new ways to improve on efficiency, and the outcomes generated for the community. Innovation is an important part of how staff perform in their roles within the City. The Imagine Program goes beyond innovation, looking at brand new concepts, lines of business, activities, and so on that is not traditional to municipal government but will lead to stronger community outcomes either through the potential for revenue generation or through delivery of new opportunities to the community.

Staff have expressed great interest in learning more about how to effectively integrate ideation into operational roles. It is essential that staff are using effective techniques, so that idea generation sessions are fruitful in producing real, tangible ideas that result in significant, beneficial impacts. Proper communication and training around the Imagine Program is needed to ensure it remains focused on delivering results, is firmly situated within best practices in the field, and is strategically aligned with corporate priorities, plans, and strategies such as the Organizational Development Program.

Effective corporate-wide training, implementation, and communication of these programs are essential to meeting program goals. Training is usually focused on individual staff members; however, periodically it is more cost-effective to conduct group training programs for the collective body of staff. These training programs do not add new costs to the organization and are more efficient and effective because all staff that attend receive the same training and hear the same messages at the same time.

Imagine Program Training

The most effective way to communicate and train staff in this type of program is by providing a collective training program. By hosting a one-day training session for approximately 300 key staff from all levels and departments of the organization, selected for their creativity, several key program outcomes will be delivered that will have lasting organizational impact.

The Imagine Program Training Session (the Session) outcomes and benefits include:

- Inclusiveness through facilitating common training for a broad range of employee groups at all levels of the organization.
- The shared understanding of how the Imagine Program aligns with corporate priorities and strategic programs such as Organizational Development.
- The shared understanding of the Imagine Program, how it presents a unique and exciting opportunity to make an impact in the organization and community, and why ideation is important (and prudent) in all lines of business.
- Education on the importance of creative thinking and imagination as a business strategy.
- Dialogue and a question-and-answer session with creativity and ideation experts in various fields of business.
- Hands-on training in facilitating ideation workshops and sessions including sharing effective techniques and utilizing tools and resources that will be brought back to the workplace.
- Idea generation itself, through the hands-on experiential learning, will also result in initial evaluations for feasibility, alignment with corporate goals and implementation potential.
- Inspire and empower staff to be leaders and demonstrate the City of Richmond culture and brand of continuous improvement and future thinking.

The Session is being planned for Fall 2019 and will likely be held in a City facility or a local hotel conference room venue. Every effort has been made to practice ideation and creativity concepts through the planning of this session, particularly with regard to creating the greatest value through intentional session components at the lowest possible impact to training dollars. The estimated cost for this session is approximately \$230 to \$250 per person based on offering a full day of training for 300 staff. If this training session proves to be successful, a second session may be offered to another 300 staff. The more staff that can hear the message first-hand and experience the training for themselves instead of hearing about the program through their supervisor, the more engaged and committed staff will become to the program.

The cost of this training is already accounted for in the training budget, an amount that would be spent on individual staff training regardless of this training opportunity. By hosting the training for staff in this manner, as a one-day customized session, we are able to provide a number of benefits to the City. The per-person cost remains very low while the efficiency and effectiveness of the training will be high. To provide an order of magnitude for the cost effectiveness, similar training sessions can range from \$1,500 to \$2,000 per person if attended on an individual basis through external training options. The training will be inclusive of all areas of the organization,

reach a broad audience, and be customized for Richmond-specific needs and program goals. Because staff will participate in the training at the same time, departments and teams will participate in the same discussions and be able to move forward with applying their learning across the organization without gaps in knowledge. The training will be completely customized to meet Richmond's desired outcomes and will provide the ability to make adjustments as necessary to the day in order to meet our needs.

Post-Session Integration

Following the Session, staff that attended will return to their business units and share information on the Imagine Program. Attendees will be trained in the workshop facilitation method used in the Imagine Program and understand the foundational aspects of why this approach is taken and how to apply it to their work areas. They will be supported as needed to apply these new tools and skills through departmental meetings and sessions, reinforcing the learning, and providing the opportunity for the entire workforce to be trained in the following months.

Financial Impact

No additional costs as this training will be funded from existing budgets that would otherwise be spent on other types of training.

Conclusion

The Richmond Organizational Development Program is a strategic initiative that will help to achieve corporate goals through furthering our corporate culture of continuous improvement. The Imagine Richmond Program, as one of the sub-programs of the OD Program is designed to generate opportunities to further improve our City and organizational performance through harnessing the collective talents, ideas and expertise of City of Richmond staff members. The Imagine Program Training Session will launch this new Imagine Program most effectively by communicating with staff and engaging in Program training through one day of collective training for approximately 300 staff representing each department and level of the organization. Many of the staff who attend will become ambassadors for the program and will return to the workplace to share their insights with their fellow employees.



Claire Adamson
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