



General Purposes Committee

Anderson Room, City Hall
6911 No. 3 Road

Tuesday, September 6, 2011
4:00 p.m.

Pg. # ITEM

MINUTES

GP-5 *Motion to adopt the minutes of the meeting of the General Purposes Committee held on Monday, July 18, 2011.*



BUSINESS & FINANCIAL SERVICES DEPARTMENT

GP-13 1. **SENTO ENTERPRISES LTD., DOING BUSINESS AS TAKE SENTO JAPANESE RESTAURANT, UNIT 2130 – 8391 ALEXANDRA ROAD**
(File Ref. No.) (REDMS No. 3307968)

TO VIEW eREPORT CLICK HERE

See Page GP-13 of the General Purposes agenda for full hardcopy report

Designated Speaker: Glenn McLaughlin

STAFF RECOMMENDATION

That the application by Sento Enterprises Ltd., doing business as Take Sento Japanese Restaurant, for an amendment to increase the hours of liquor service under Food Primary Liquor License No. 304341 from Monday to Sunday 11:00 a.m. to 12:00 a.m. to Monday to Sunday 11:00 a.m. to 2:00 a.m., be supported and that a letter be sent to the Liquor Control and Licensing Branch advising that:

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

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



COMMUNITY SERVICES DEPARTMENT

- GP-21 2. **CITY OF RICHMOND COMMENTS ON METRO VANCOUVER'S INTEGRATED AIR QUALITY AND GREENHOUSE GAS MANAGEMENT PLAN – IMPLEMENTATION MATRIX**
(File Ref. No.: 10-6000-01) (REDMS No. 3339325)

TO VIEW eREPORT CLICK HERE

See Page GP-21 of the General Purposes agenda for full hardcopy report

Designated Speaker: Margot Daykin

STAFF RECOMMENDATION

That Attachment 1 to the staff report from the Interim Director of Sustainability and District Energy be endorsed and forwarded to Metro Vancouver as comments on the Metro Vancouver Draft Integrated Air Quality and Greenhouse Gas Management Plan - Implementation Matrix.

☐

CHIEF ADMINISTRATIVE OFFICE

GP-41

3. **COUNCIL TERM GOALS UPDATE**

(File Ref. No.) (REDMS No. 2906255)

[TO VIEW eREPORT CLICK HERE](#)

See Page **GP-41** of the General Purposes agenda for full hardcopy report

Designated Speaker: Lani Schultz

STAFF RECOMMENDATION

- (1) *That staff be directed to continue utilizing the 2008-2011 Term Goals to guide City work programs, until the close of this term of Council; and*
- (2) *That staff continue apprising Council of any further accomplishments related to the 2008-2011 Term Goals.*

☐

ADJOURNMENT

☐



General Purposes Committee

Date: Monday, July 18, 2011

Place: Anderson Room
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair
Councillor Linda Barnes (4:03 p.m.)
Councillor Derek Dang
Councillor Evelina Halsey-Brandt
Councillor Greg Halsey-Brandt
Councillor Ken Johnston
Councillor Bill McNulty
Councillor Harold Steves

Absent: Councillor Sue Halsey-Brandt

Call to Order: The Chair called the meeting to order at 4:02 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the General Purposes Committee held on Monday, July 4, 2011, be adopted as circulated.

CARRIED

CORPORATE SERVICES DEPARTMENT

1. **RICHMOND COMMUNITY SAFETY BUILDING PUBLIC ART PROJECT**

(File Ref. No. 11-7000-09-20-112) (REDMS No. 3250033)

A discussion ensued between members of the Committee and Eric Fiss, Public Art Planner, about the details of the proposed public art, in particular, the proposed signage and the salmon sculpture proposed for the grassy mound located on the south.

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It was moved and seconded

That the revised concept proposal and installation of the Richmond Community Safety Building Public Art Project "The Coat of Arms" by artist Glen Andersen, as presented in the staff report from the Director, Arts, Culture & Heritage Services dated July 5, 2011, be approved.

The question on the motion was not called, as further queries were made about the concept for the proposed salmon sculpture. Reference was made to a sculpture purchased by the Sports Council in 1988, depicting three salmon. A suggestion was made to give consideration to a theme that incorporates three salmon. Staff were directed to liaise with the artist regarding the suggestion.

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

2. **CITY GRANT PROGRAM REVIEW**

(File Ref. No.) (REDMS No. 3245549)

A discussion ensued between members of Committee and Social Planner, Lesley Sherlock about:

- keeping grant amounts in line with Cost of Living increases;
- the amount of grant funding allocated to Arts, Culture and Heritage in Richmond in comparison to amounts allocated in other cities;
- the pros and cons of multi-year grant cycles; and
- the establishment of an arms-length City Grant adjudication panel.

It was moved and seconded

That:

- (1) *the City Grant Policy (Attachment 6) be adopted;*
- (2) *the revised City Grant Program (Attachment 7) be implemented on an interim basis until specific guidelines are prepared for the proposed (1) Health, Social & Safety, (2) Arts, Culture and Heritage, and (3) Parks, Recreation and Community Events City Grant Programs;*
- (3) *staff propose the following Casino revenue allocations to City Grant Programs be considered during the 2012 budget process:*
 - (a) *Health, Social & Safety, \$536,719;*
 - (b) *Arts, Culture and Heritage, \$100,000;*
 - (c) *Parks, Recreation and Community Events, \$96,587;*
- (4) *staff report back, following implementation of the 2012 City Grant Programs and prior to implementation of the 2013 City Grant Program, regarding;*

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- (a) *stakeholder consultations regarding the new Policy and Programs;*
 - (b) *the establishment of an arms-length City Grant adjudication panel; and*
 - (c) *possible impacts of the Social Planning Strategy on the Health, Social and Safety Grant Program.*
- (5) *staff explore the development of an information technology system whereby City Grant Program applications, including Attachments, may be submitted on-line.*

The question on the motion was not called, as the motivation for the establishment of an arms-length City Grant adjudication panel was questioned. It was noted that the suggestion for such a panel had originated from the Richmond Community Service Advisory Committee (RCSAC). As discussion continued, it was noted that the City had previously tried the 'arms-length' approach to giving grants, and had found the method ineffective.

Discussion ensued about the advantages and disadvantages of an adjudication panel, and it was noted that the current process administered by staff was very effective.

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

It was moved and seconded

That Part 4(b) - the establishment of an arms-length City Grant adjudication panel, be deleted.

The question on the amendment motion was not called, as comments were made about how an independent body may be beneficial to the grants process, as it would provide a different perspective since it would be comprised of Richmond residents, who are familiar with issues in the community.

The question on the **amendment** motion was then called, and it was **CARRIED** with Cllrs. G. Halsey-Brandt, and Johnston opposed.

The question on the main motion was not called, as the following **amendment** was introduced:

It was moved and seconded

That the Casino revenue allocations to Arts, Culture and Heritage be increased to \$175,000.

The question on the amendment motion was not called, as concerns were expressed about such a large increase to a program in its first year. A suggestion was made to add the words "including the appropriate amounts for each category" to the referral in Part 4(a) of the motion rather than increasing the amount.

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The question on the **amendment** motion was then called, and it was **DEFEATED** with Mayor Brodie, and Cllrs. Dang, E. Halsey-Brandt, G. Halsey-Brandt, Johnston, McNulty and Steves opposed.

The question on the main motion was not called as the following **amendment** was introduced:

It was moved and seconded

That the words "including the appropriate amounts for each category" be added to the end of Part 4(a) of the motion.

CARRIED

The question on the main motion, as amended to read as follows:

That:

- (1) the City Grant Policy (Attachment 6) be adopted;*
- (2) the revised City Grant Program (Attachment 7) be implemented on an interim basis until specific guidelines are prepared for the proposed (1) Health, Social & Safety, (2) Arts, Culture and Heritage, and (3) Parks, Recreation and Community Events City Grant Programs;*
- (3) staff propose the following Casino revenue allocations to City Grant Programs be considered during the 2012 budget process:*
 - (a) Health, Social & Safety, \$536,719;*
 - (b) Arts, Culture and Heritage, \$100,000;*
 - (c) Parks, Recreation and Community Events, \$96,587;*
- (4) staff report back, following implementation of the 2012 City Grant Programs and prior to implementation of the 2013 City Grant Program, regarding:*
 - (a) stakeholder consultations regarding the new Policy and Programs, including the appropriate amounts for each category; and*
 - (b) possible impacts of the Social Planning Strategy on the Health, Social and Safety Grant Program; and*
- (5) staff explore the development of an information technology system whereby City Grant Program applications, including Attachments, may be submitted on-line.*

was then called, and it was **CARRIED**.

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3. **CITY ONLINE FORMS AND THE PREVIOUS ONLINE EVENTS APPROVALS SYSTEM FUNDING REQUEST FROM 2010 APPROPRIATED SURPLUS**

(File Ref. No. 01-0340-30-CSER5) (REDMS No. 3240995)

Alan Cameron, Director, Information Technology, and Jason Kita, Manager, Enterprise Team, were available to answer questions.

Committee members made comments about how the detailed analysis provided in the report had assisted them in making an informed decision regarding the matter.

It was noted that staff who are involved with the process related to surplus allocations and additional levels should be mindful about how the level of detail provided to Council/Committee members may impact their ability to justify funding of such matters. It was emphasized that more detail is preferred in future reports related to surplus allocations.

It was moved and seconded

That the \$60,000 being held from the 2010 Surplus Appropriation be allocated to fund the development of an online Event Approvals system.

CARRIED

BUSINESS AND FINANCIAL SERVICES DEPARTMENT

4. **SOCIAL FINANCIAL HARDSHIP ASSISTANCE FUND**

(File Ref. No. 03-0900-01) (REDMS No. 3238492)

Venus Ngan, Manager, Treasury, was available to answer questions.

A discussion took place about:

- staff's rationale for recommending a Social Financial Hardship Assistance (SFHA) loan to the Canadian Mental Wellness Association of Canada (CMWAC), despite the CMWAC's failure to meet the requirements for obtaining a loan from the SFHA Fund;
- concerns related to the CMWAC's ability to re-pay the loan within six months, as the status of CMWAC receiving external grant funding was unknown;
- how the SFHA loan would provide CMWAC with an opportunity to focus on improving its long-term sustainability through re-positioning itself with new partnerships, expanded membership and increased fundraising;
- how the CMWAC has received BC Gaming Grants annually over the past few years;

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- the repercussions in the event the CMWAC is unable to pay the loan. It was noted that the loan is interest-free for a term of six months. Upon the six months, the CMWAC may request an extension, however an annual interest rate of 2.0% compounded monthly will be charged on the loan from the day the fund is dispersed, and will be carried forward for as long as the CMWAC is solvent.

Committee members expressed concerns about the kind of precedent approving the SFHA loan to the CMWAC would set, as the CMWAC does not meet the criteria for such a loan.

Concerns were also expressed about the possibility that re-payment of the SFHA loan may impact the CMWAC's ability to remain solvent. Whether a SFHA loan was the most appropriate mechanism for assisting the CMWAC was also questioned, and a suggestion was made that a loan funded by the Council Contingency Fund may be a more appropriate.

It was moved and seconded

That an interest-free loan of \$9,000 from the Council Contingency Fund to the Chinese Mental Wellness Association of Canada, with full repayment to be made to the City six months subsequent to the advance of the loan, be approved.

The question on the motion was not called, as questions were raised about any advertising requirements prior to dispersing the funds to the CMWAC from the Council Contingency Fund.

Staff were directed to provide the following information prior to the next Regular Council meeting, scheduled to be held on Monday, July 25, 2011: (i) legal and advertising requirements; (ii) confirmation of the amount of funds in the Council Contingency Fund; and (iii) further details about the CMWAC and its activities.

The question on the motion was then called, and it was **CARRIED** with Cllr. G. Halsey-Brandt opposed.

5. RICHMOND CHILDREN FIRST

Councillor Linda Barnes advised that Richmond Children First was a community organization in Richmond seeking staff assistance in making a presentation to Council regarding the Richmond Children's Charter and the organization's work to date.

A brief discussion ensued, and it was agreed that it would be appropriate for Richmond Children First to make a presentation perhaps at the Parks, Recreation and Cultural Services Committee at its meeting on Thursday, July 21, 2011.

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6. **SCOTCH PONDS**

It was moved and seconded

That staff report back on the status of Scotch Pond including future plans, community initiatives and an update on any activities.

CARRIED

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (5:08 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, July 18, 2011.

Mayor Malcolm D. Brodie
Chair

Shanan Dhaliwal
Executive Assistant
City Clerk's Office



To: General Purposes Committee
From: W. Glenn McLaughlin
Chief Licence Inspector & Risk Manager
Re: **Sento Enterprises Ltd., doing business as**
Take Sento Japanese Restaurant
Unit 2130 - 8391 Alexandra Road

Date: August 8, 2011

File:

Staff Recommendation

That the *application* by Sento Enterprises Ltd., doing business as Take Sento Japanese Restaurant, for an amendment to increase the hours of liquor service under Food Primary Liquor License No. 304341 *from* Monday to Sunday 11:00 a.m. to 12:00 a.m. *to* Monday to Sunday 11:00 a.m. to 2:00 a.m., be supported and that a letter be sent to the Liquor Control and Licensing Branch advising that:

1. Council supports the amendment for an increase in liquor service, as the increase will not have a significant impact on the community.
2. Council's comments on the prescribed criteria (set out in section 53 of the Liquor Control and Licensing Regulations) are as follows:
 - a. The potential for additional noise and traffic in the area if the application is approved was considered.
 - b. The impact on the community if the application is approved was assessed through a community consultation process and considered.
 - c. The amendment to permit extended hours of liquor service under the Food Primary Liquor License should not change the establishment so that it is operated in a manner that is contrary to its primary purpose as there has been no history of non-compliance with this operation.
3. As the operation of a licensed establishment may affect nearby residents the City gathered the views of the residents as follows:
 - a. Property owners and businesses within a 50 metre radius of the subject property were contacted by letter detailing the application and provided instructions on how community comments or concerns could be submitted.

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

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

Att.

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ROUTED TO:		CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Law		Y ☒ N ☐	
RCMP		Y ☒ N ☐	
REVIEWED BY TAG	YES ☒	NO ☐	REVIEWED BY CAO
			YES ☒ NO ☐

Staff Report

Origin

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

This report deals with an amendment application submitted to the City of Richmond, by Annie Ng, owner of Sento Enterprises Ltd., doing business as Take Sento Japanese Restaurant (the “Applicant”), for the following amendment to its Food Primary Liquor Licence No. 304341:

Change hours of sale *from* Monday to Sunday 11:00 a.m. to 12:00 a.m. *to*
Monday to Sunday 11:00 a.m. to 2:00 a.m.

There is no entertainment proposed.

Local government is given the opportunity to provide comments and recommendations to the LCLB with respect to liquor licence applications and amendments. For amendments to food primary licences, the process requires local government to provide comments with respect to the following criteria;

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

Analysis

The Applicant operates a 45 seat casual style restaurant with a Food Primary Liquor Licence from premises located at Unit 2130 – 8391 Alexandra Road. The location is zoned Auto-Oriented Commercial (CA) and the business use of a restaurant is consistent with the permitted uses for this zoning district.

The restaurant features a Japanese food menu and is located in a commercial shopping plaza where there are 10 restaurants, an eye doctor and a hair salon in operation. The Applicant is surrounded to the east, west and south by commercial business complexes. To the north of the Applicant is a residential district. (Attachment 1)

The Applicant was issued a Business Licence in April of 2011 after compliance was achieved with zoning, building and health bylaw requirements. This licence is valid until April 1, 2012.

The letter of intent submitted by the Applicant states that a number of patrons are employees that work at surrounding businesses which close at 11:00 p.m. or later and they frequent her establishment for a late night dinner or snack. The Applicant indicates she would like to be able to offer these late night patrons the choice of having a drink with their meal.

Summary of Application & Comments

The City's process for reviewing applications for liquor related permits is prescribed by the Development application Fee's Bylaw No. 7984 which under section 1.9.1 calls for;

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

(b) any of the following in relation to an existing licence to serve liquor;

- (i) addition of a patio;
- (ii) relocation of a licence;
- (iii) change of hours; or
- (iv) patron participation

must proceed in accordance with subsection 1.9.2.

1.9.2 Pursuant to an application under subsection 1.9.1, every **applicant** must:

- (b) post and maintain on the subject property a clearly visible sign which indicates the intent of the application; and
- (c) publish a notice in at least three consecutive editions of a newspaper that is distributed at least weekly in the area affected by the application.

In processing liquor applications or amendments the City's procedure is to send letters on behalf of the Applicant to businesses, residents and property owners within a 50-metre radius of the establishment (Attachment 2). The letter provides details of the proposed liquor licence application and requests the public to communicate any concerns to the City.

Following is a summary of the application process and dates:

ITEM	DETAILS
City of Richmond application received	May 30, 2011
Type	Food Primary Amendment
Location	Unit 2130 – 8391 Alexandra Road
Proposed Hours of Liquor Sales	11:00 a.m. to 2:00 a.m. Monday to Sunday
Zoning	Auto-Oriented Commercial (CA)
Business Owner	Annie Ng
Date Sign Posted	May 30, 2011
Newspaper Publication Dates	May 28, June 4, June 11, 2011
Letters to residents/businesses	June 13, 2011

The public consultation period for the application ended July 15, 2011.

There are 17 property parcels within the consultation area. On June 13, 2011, letters were sent to 103 businesses, residents and property owners to gather their view on the application.

As of July 15, 2011, one response was received from a business operating in the area citing the following;

- there are already a number of businesses within the area with licences that are able to serve alcohol until 2 a.m.
- the restaurant and hospitality industry have taken a hit since the hst and allowing this business to extend it's hours of service will only hurt those already licenced to serve until 2 a.m.

Potential for noise

Staff believe that there would be no noticeable increase in noise if the additional hours of liquor service were supported.

Potential for impact on the Community

Any typical potential impacts associated with extended hours of liquor sales such as drinking and driving, criminal activity and late-night traffic are not expected to be unduly increased with this amendment. Having received only one response from the public consultation process, staff feel that the endorsement of this application is warranted due to the lack of negative public feedback and that the business focus as a food service establishment is to be maintained.

Potential to operate contrary to its primary purpose

Staff is of the opinion that due to a lack of any non-compliance issues related to the operation of this business that there would be little potential of the business being operated in a manner that would be contrary to its main purpose as a food primary establishment.

Other agency comments

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

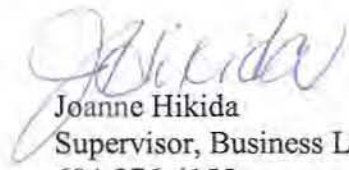
No objections to the application were received from any of the above mentioned agencies and divisions.

Financial Impact

None

Conclusion

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



Joanne Hikida
Supervisor, Business Licence
604-276-4155



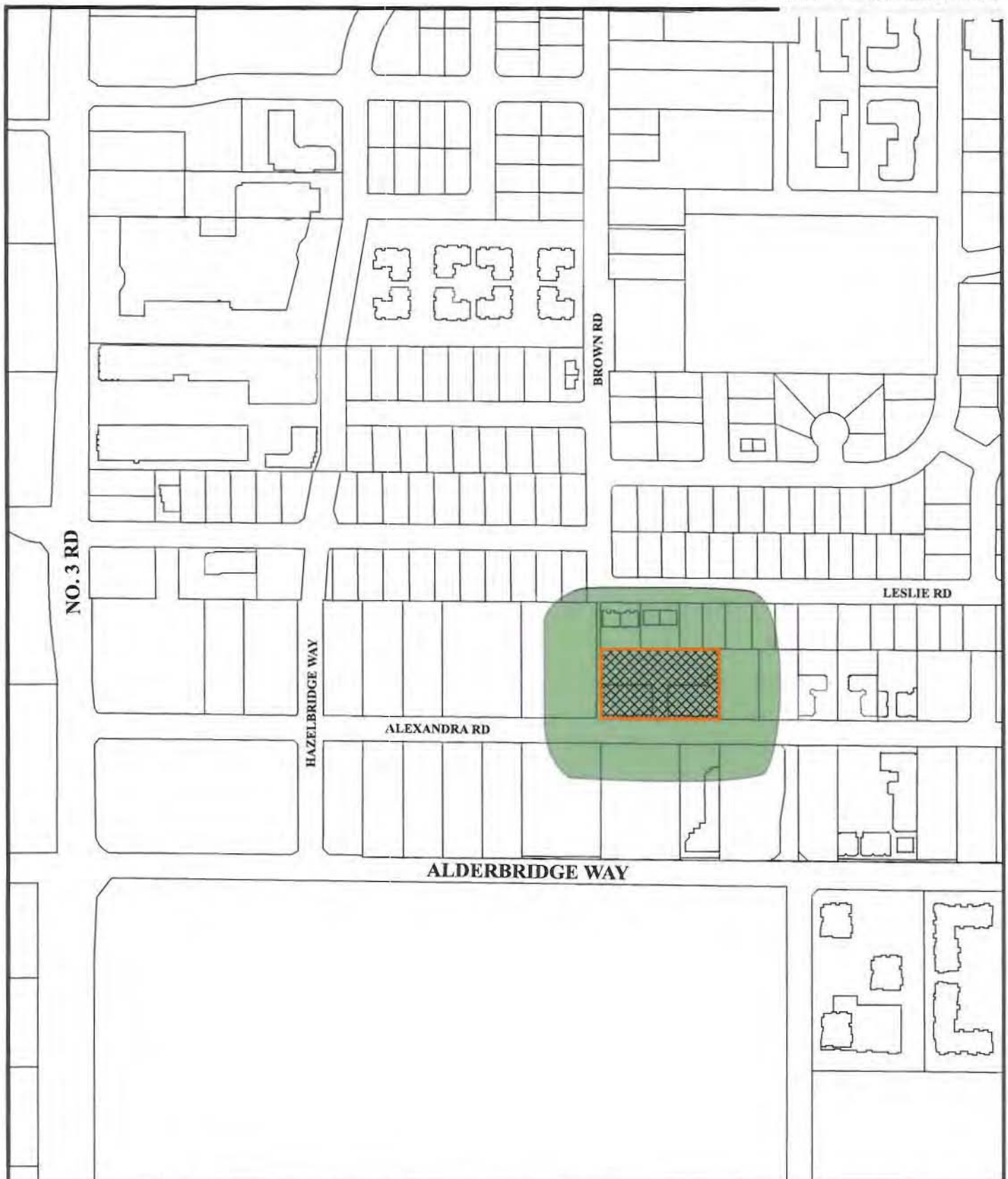
8391 Alexandra Road

GP - 19

Original Date: 08/09/11

Revision Date:

Note: Dimensions are in METRES



8391 Alexandra Road
50 Metre Public Consultation Area

Original Date: 08/09/10

Amended Date:

Note: Dimensions are in METRES



City of Richmond

Report to Committee

To: General Purposes Committee **Date:** August 29, 2011
From: Cecilia Achiam, MCIP, BC:SLA **File:** 10-6000-01/2011-Vol 01
Interim Director Sustainability and District Energy
Senior Program Manager, CPMG
Re: **City of Richmond Comments On Metro Vancouver's Integrated Air Quality and Greenhouse Gas Management Plan – Implementation Matrix**

Staff Recommendation

That **Attachment 1** to the staff report from the Interim Director of Sustainability and District Energy be endorsed and forwarded to Metro Vancouver as comments on the *Metro Vancouver Draft Integrated Air Quality and Greenhouse Gas Management Plan - Implementation Matrix*.

Cecilia Achiam, MCIP, BC:SLA
Interim Director Sustainability and District Energy
Senior Program Manager, CPMG

Atts. 3

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ROUTED To:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER	
Policy Planning	Y ☒ N ☐		
Transportation	Y ☒ N ☐		
Environmental Sustainability	Y ☒ N ☐		
Fleet Services	Y ☒ N ☐		
REVIEWED BY TAG	YES ☒ NO ☐	REVIEWED BY CAO	YES ☒ NO ☐

Staff Report

Origin

Metro Vancouver has requested comments from member municipalities on the Draft Integrated Air Quality and Greenhouse Gas Emission Plan – Implementation Matrix. This report addresses this request and the following Council Term Goal:

Council Term Goal #7: "Sustainability and the Environment – Demonstrate leadership in and significant advancement of the City's agenda for sustainability through the development and implementation of a comprehensive strategy that among other objectives includes incorporating sustainability into our City policies and bylaws".

Background

About the Air Quality and Greenhouse Gas Emission Management Plan

Metro Vancouver has the delegated authority, under Provincial legislation, to manage air quality in the region and has prepared air quality management plans in 1994 and 2005 to guide their air quality services. Metro Vancouver is currently updating their 2005 plan. The draft 2011 plan continues to advance the three core goals set out in the 2005 plan:

- Protect public health and the environment from air pollution
- Improve visual air quality
- Minimize the region's contribution to global climate change.

The draft plan proposes greater collaboration with other agencies and organizations, including member municipalities. A draft Implementation Matrix (**Attachment 2**) has been prepared that provides a summary of all the actions proposed. The Matrix outlines roles for Metro Vancouver and proposes participatory roles for other organizations, including member municipalities. Metro Vancouver has requested comment on the draft Implementation Matrix¹.

Trends in Air Quality Pollutants and Greenhouse Gas Emissions

According to Metro Vancouver, the Lower Mainland currently experiences good regional air quality relative to most urban areas in North America. Decreasing trends for many pollutants indicate that efforts to reduce air contaminants have been relatively successful over the past 20 years. Greenhouse gas emissions, however, have continued to increase.

Despite improvements, Metro Vancouver's assessments indicate that emissions of many pollutants, including those that have been decreasing, are projected to increase in the future as a result of projected increases in population, agricultural activity and transportation. Greenhouse gas emissions increases are also projected to continue.

¹ An earlier draft of the entire 2011 Plan is available at:
<http://www.metrovancouver.org/services/air/management/ReviewProcess/Pages/default.aspx>

Analysis

Assessment of Proposed Actions

1. *Implications for Municipal Resources*

The draft Implementation Matrix seeks to develop a collaborative-based pathway for advancing action to support a healthy airshed and reduce impacts to the climate. To this end, the Matrix proposes action that includes suggested participation from member municipalities, senior levels of government, utilities and other agencies.

The majority of the action proposed is to be led by Metro Vancouver. Of the 82 action items suggested, 32 are being proposed to include municipal involvement (28 actions propose municipal involvement with another agency lead and 4 actions are being proposed to be led or co-led by municipalities). A summary of those actions proposing municipal involvement is provided in **Attachment 3**.

There is no requirement for member municipalities to participate in the development or implementation of this plan. The decision to be involved and to what extent is completely up to each member municipality. Many of the actions include the phrase “Municipalities to consider” that makes it explicit that involvement is voluntary, however some phrases are not explicit. It is recommended that the draft Implementation Matrix be amended in order that all actions seeking municipal involvement include the above phrase for both consistency and clarity.

2. *Support for Municipal Interests*

It is noted that some of the proposed actions have a high potential to support municipalities in meeting their local interests. For example, the proposed action to establish a Climate Action Fund may support municipalities in meeting their legislative obligations under Bill 27 which requires that local governments establish greenhouse gas (GHG) emissions targets, policies and actions in their OCP. The City of Richmond has adopted GHG emission reduction targets of 33% from 2007 levels by 2020 and 80% by 2050. Achieving these targets is dependent upon strong action by various levels of government, businesses and residents.

Limited resources are a key challenge in advancing the level of action necessary to meet emission reduction targets. Working together to establish a dedicated funding source for GHG emission reduction initiatives could set a strong foundation for enabling regional and local communities to take the needed action.

3. *Identification of Priorities*

The draft 2011 Plan has significantly expanded the number of action items from the previous 2005 Plan (increasing from 33 to 82 action items). To support member municipalities in determining their involvement, it is recommended that the draft Implementation Matrix be amended to include a general description of expected benefits from each action item and their relative level of priority (e.g., high, moderate, low). This additional information would mean that member municipalities could evaluate the proposed benefits of their involvement and best ensure that limited municipal resources are directed towards actions of highest importance. (This would include not participating in any of the actions if other priorities were deemed to be of higher importance).

4. *Clarity on Implementation Process*

It is recommended that the draft Implementation Matrix be revised to provide clarity on the process for implementation, including both institutional structure, progress reporting and plan review. In order for municipalities to conduct a meaningful cost/benefit analysis and properly assess value of participation, it is important that the matrix outline the proposed process (e.g., monthly meetings of an interagency committee, etc.). This would enable involved parties to continually assess action effectiveness and make refinements to optimize value. Effectiveness of implementation will ultimately depend upon the level of resources, and in particular fiscal resources, available for advancing action. It is recommended that the draft Implementation Matrix be amended to include clarification on what fiscal resources would be directed toward action implementation.

5. *Climate Change Adaptation*

The draft Implementation Matrix identifies a number of actions to reduce emissions of greenhouse gases. This is an important area of focus in order to reduce the impacts of projected climate change. However, international scientists advise that not all levels of climate change can be averted and that implementing action to adapt to unavoidable climatic changes is a societal priority. Richmond staff have participated on a Metro Vancouver committee tasked with supporting the development of a regional climate change strategy. Early working drafts included both GHG emission reduction and climate change adaptation. The current draft Implementation Matrix does not include any dedicated action towards adaptation. It is recommended that Metro Vancouver review where climate change adaptation should be incorporated.

Recommended City of Richmond Comments

Proposed comments, based on the assessment above, are provided in **Attachment 1** and are summarized as follows:

- the City of Richmond is in general support of the draft Implementation Matrix given the understanding that local government participation is voluntary;
- a greater focus be placed on identifying and advancing strategic priorities and that the draft Implementation Matrix be revised to include a general description of expected outcomes and assessment of relative importance of proposed action;
- clarification be provided on the process for advancing collaborative-based action, including both proposed institutional frameworks (e.g., multi-agency committee, etc.) and fiscal resources for implementation; and,
- the issue of climate change adaptation be addressed.

Financial Impact

None.

Conclusion

Metro Vancouver is updating their Air Quality and Greenhouse Gas Management Plan and have requested comments from the City of Richmond on a draft Implementation Matrix that identifies proposed action and seeks participation from multiple agencies, including member municipalities. Staff recommend that **Attachment 1** be endorsed and forwarded to Metro Vancouver as comments on the draft Implementation Matrix.

A handwritten signature in black ink, appearing to read "M. Daykin", with a stylized flourish at the end.

Margot Daykin, M.R.M.
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City of Richmond: Recommended Comments on Metro Vancouver's Draft Integrated Air Quality and Greenhouse Gas Management Plan (IAQGGM) – Implementation Matrix

1. General Support for Implementation Matrix

The City of Richmond supports action to result in a well-managed airshed that reduces risks from air pollutants and reduces contributions to climate change. The City acknowledges that whereas air quality is the legislative responsibility of Metro Vancouver, reducing greenhouse gas emissions requires collaborative action across all sectors of society. The City of Richmond has adopted targets for reducing greenhouse gas emissions and is supportive of pursuing action that provides best value. Based on the understanding that involvement is voluntary and that municipalities can determine what, if any action, to participate in, the City of Richmond is in general support of the proposed Implementation Matrix.

2. Requested Amendments

i. Further Clarification that Municipal Involvement is Voluntary

The City of Richmond requests that the Implementation Matrix be amended to explicitly acknowledge that:

- Metro Vancouver is responsible for meeting its legislative responsibilities for air quality management under the Environmental Management Act and for the overall implementation of the Plan;
- the involvement of municipalities is voluntary and that the decision to be involved and to what degree in any specific action is the sole decision of each municipality;
- that all actions involving municipalities be phrased “municipalities to consider”.

ii. Identification of Priorities

There are many actions included in the proposed Implementation Matrix. It is noted that the number of actions have increased from 33 in the 2005 Plan to 82 actions in the proposed 2011 Plan. There are also many actions identified in other important Metro Vancouver plans (e.g., Solid Waste Management Plan, Liquid Waste Management Plan, Food Security Strategy, Ecological Health Plan, etc.) which require or seek municipal involvement. In addition, member municipalities have many plans and action agendas of their own. Given that not all fronts can be addressed simultaneously and that it is important that resources be directed towards areas of highest importance, the City recommends that the Implementation Matrix in the draft Air Quality and Greenhouse Gas Management Plan be amended to inform municipalities of expected outcomes from each proposed action item and delineate priorities. This information would enable municipalities to properly evaluate the merit of their involvement in each of the proposed actions and make an informed decision about their level of participation.

iii. Implementation Process

While proposing roles and timelines, the draft Implementation Matrix does not delineate how actions will be implemented. In particular, details are missing on how coordination and collaboration will occur among member municipalities and other proposed involved parties. The City of Richmond supports an efficient, well-coordinated process that focuses on delivery of action. The City requests that the Implementation Matrix be amended to include details on the process for implementation (e.g., monthly meetings of an interagency working group, etc.). The City also requests that dedicated funds be allocated to support effective implementation and that the draft Implementation Matrix be amended to identify intended level of fiscal support.

v. Incorporation of Adaptation

The City of Richmond requests that Metro Vancouver advance specific action for addressing projected impacts from greenhouse gas emissions. It is noted that Metro Vancouver had been developing a regional Climate Change Strategy that addressed both climate change mitigation (i.e., greenhouse gas emission reduction) and adaptation (i.e., managing the impacts from greenhouse gas emissions). These were preliminary in nature and were never brought forward for Board approval. Whereas greenhouse gas emission reduction has been incorporated into the Air Quality and Greenhouse Gas Management Plan, managing the impacts from those emissions (i.e., climate change adaptation) have not been included.

****Preliminary Draft for Discussion Only****

As directed by Metro Vancouver's Environment and Energy Committee, MV staff will develop a matrix in consultation with municipal staff, to determine resource implications to municipalities. A version of this matrix will be provided to the Committee on September 12th, 2011. It should be recognized that the IAQGMP is a strategic-level plan. As such, it is not feasible to fully assess the costs and benefits of implementing the plan's actions at this point in time. Some of the plan's strategies will require significant policy shifts, and others will require the allocation of financial resources outside of Metro Vancouver's budgets. In these situations, Metro Vancouver staff will consult with the appropriate stakeholders and present a more detailed assessment to the Board for consideration. It is intended that this matrix will be a living document, updated as more precise information becomes available.

Strategy	Action	Roles				Potential Resources			Possible Duration of this Action						
		MV	Muni	Prov	Fed	Others	Metro Vancouver	Municipal	Other	2011	2012	2013	2014	2015	2016
Strategy 1.1 Reduce emissions of and public exposure to diesel particulate matter	1.1.1	Explore measures and financing mechanisms to promote retrofits of on-road diesel engines and accelerate the use of cleaner alternative fuels in partnership with interested public and private on-road diesel fleet managers and senior levels of government.	Lead		Partner	Partner		MV staff time for project management and consulting resources (options paper)		Funding will be requested from senior governments					
	1.1.2	Implement Metro Vancouver's regulatory requirements for older, in-use non-road diesel engines, and promote further emission reductions by exploring additional funding sources.	Lead		Partner			MV staff time for bylaw administration and enforcement		Additional funding sources will be explored	..				
	1.1.3	Work with the AirCare Steering Committee and other partners to develop enhanced programs for inspection and maintenance of heavy-duty vehicles in the Lower Fraser Valley airshed.	Partner		Partner		Partner	MV staff time to participate on this steering committee		Potential resource implications for provincial government					
	1.1.4	Work with municipalities, health authorities and Translink to develop air quality-focused land use planning and urban design guidelines that will minimize resident exposure to diesel emissions and other traffic-related air pollution.	Lead	Partner	Partner		Partner	MV staff time for organization of a few workshops and consulting resources	Municipal staff time for a few workshops	Health authorities staff time for a few workshops. Translink staff time	..				
	1.1.5	Participate in the B.C. Marine Vessel Air Quality Work Group to develop and implement emission reduction measures for ocean-going vessels, harbour vessels and port operations, including, but not limited to: a) piloting and testing of emission control technology, b) installation of improved engine technology, c) installation of shore-power for cruise ships, container and other marine vessels, and d) support for Port Metro Vancouver's clean air programs such as the Northwest Ports Clean Air Strategy and the Blue Circle Awards.	Partner		Partner	Co-lead	Co-lead	MV staff time to participate in this working group		Potential resource implications for Federal government, port and marine stakeholders	..				
	1.1.6	Assist the B.C. Locomotive and Rail Air Quality Working Group in identifying and implementing appropriate measures to reduce emissions from diesel locomotives.	Co-lead		Partner	Partner	Co-lead	MV staff time to co-chair this working group		Potential resource implications for Federal and Provincial government	..				
	1.1.7	Provincial and Federal Governments to enhance programs and provide funding to increase effectiveness of on-road and non-road engine retrofits, increase the use of cleaner alternative fuels and promote uptake of new heavy-duty diesel vehicles and fuel saving technologies, as per Actions 1.1.1, 1.1.2 and 1.1.3.			Co-lead	Co-lead		MV staff time to liaise with the Federal and Provincial Government		Potential resource implications for Federal and Provincial government	..				

Strategy	Action	Roles					Potential Resources			Possible Duration of this Action					
		MV	Muni	Prov	Fed	Others	Metro Vancouver	Municipal	Other	2011	2012	2013	2014	2015	2016
	1.1.8	Provincial government to introduce an early retirement vehicle program for heavy-duty diesel vehicles, similar to the BC SCRAP-IT* Program, which provides incentives for truck drivers to replace higher-polluting vehicles with newer, cleaner units.		Lead			MV staff time to liaise with the Provincial Government		Potential resource implications for Provincial government						
	1.1.9	Federal Government to expedite the adoption of more stringent non-road engine and fuel emission standards to further reduce diesel particulate matter and greenhouse gas emissions.			Lead		MV staff time to liaise with the Federal Government		Potential resource implications for Federal government						
	1.1.10	Federal Government to enforce the International Maritime Organization's Annex VI protocol which contains air emission regulations, including more stringent Emission Control Area standards for marine vessels in Canadian waters.			Lead		MV staff time to liaise with the Federal Government		Potential resource implications for marine operators and the Federal government						
	1.1.11	Federal Government to adopt and enforce regulations that require the implementation of stringent operational practices for the rail sector, such as railyard idling limits and mandatory technology requirements.			Lead		MV staff time to liaise with the Federal Government		Potential resource implications for rail operators and the Federal government						
	1.1.12	Municipalities to consider potential air quality impacts of land use planning decisions by utilizing the land use planning and urban design guidelines to be collaboratively developed under Action 1.1.4.	Partner	Lead*			MV staff will provide staff support with respect to the implementation of the guidelines in Action 1.1.4 and possible bylaw changes (e.g. setbacks or urban design requirements)	Municipal staff time to consider implementation of guidelines in Action 1.1.4 and possible bylaw changes (e.g. setbacks or urban design requirements)							
	1.2.1	Deliver a fair, effective and efficient regulatory program and follow the guideline of continuous improvement, to minimize emissions, adverse health impacts and environmental degradation.	Lead				MV staff time for administration, enforcement and development of new regulatory measures as needed			...					
	1.2.2	Continue to develop and implement local air quality action plans to address neighbourhood air quality priority areas, in partnership with other governments, industry and other interested parties.	Lead	Partner*	Partner	Partner	MV staff time for project development, data collection and analysis. Resources will depend on scope. MV can conduct 2 special studies per year with existing resources. Additional resources will be required for > 2 studies per year.	Small amount of municipal staff time for project scoping and possible action plan development	Potential resource implications for the responsible emission source(s)	...					

Strategy	Action	Roles					Potential Resources		Possible Duration of this Action						
		MV	Muni	Prov	Fed	Others	Metro Vancouver	Municipal	Other	2011	2012	2013	2014	2015	2016
Strategy 1.2. Reduce air contaminant emissions from industrial, commercial, institutional (ICI) and agricultural sources at both the regional and local level	1.2.3 Investigate and implement additional targeted measures to address emissions of contaminants (e.g., volatile organic compounds, ammonia, nitrogen oxides and sulphur oxides) that contribute to ground-level ozone and secondary fine particulate matter concentrations, in partnership with other governments, industry, academia and other interested parties.	Lead		Partner	Partner	Partner	MV staff time to investigate and implement measures Additional resources may be required depending on scope		BC MoE, FVRD and other partners staff time	...					
	1.2.4 Develop and implement an odour management program including an odour management regulation that addresses key sources of odorous emissions, and effective complaint management and communications processes.	Lead	Partner*			Partner	MV staff time to investigate and implement measures	Small amount of municipal staff time for program development process	Potential resource implications for businesses	...					
	1.2.5 Develop and promote the adoption of best management practices for local businesses, such as the construction/demolition industry and restaurants, including the use of solvents and solvent-containing products.	Lead				Partner	MV staff time to develop and promote BMPs		Potential resource implications for businesses						
	1.2.6 Federal Government to expedite ICI emission reduction programs which support continuous improvement (e.g., reductions in the volatile organic compound content in consumer and commercial products).				Lead	Partner	MV staff time to liaise with the Federal Government		Potential resource implications for Federal government	...					
	1.2.7 Northwest Clean Air Agency and Washington State Department of Ecology to continue to involve Metro Vancouver in the review of new industrial proposals and permit amendments as per the 1994 Interagency Agreement and require relevant facilities to upgrade to the best available technology whenever feasible.					Lead	MV staff time to liaise with NWCAA and WSDOE		No new resource implications for NWCAA or WSDOE	...					
	1.2.8 B.C. Ministry of Agriculture and B.C. Ministry of Environment to continue developing beneficial management practices to reduce emissions of particulate matter, ammonia, greenhouse gases, and odours from agricultural operations, in collaboration with the B.C. Agriculture Nutrient and Air Working Group.			Lead		Partner	Small amount of MV staff time to assist with BMP development		Potential resource implications for provincial government Small amount of staff time for FVRD	...					
	1.2.9 B.C. Ministry of Agriculture to continue encouraging farmers/producers to adopt beneficial management practices that will reduce emissions of particulate matter, ammonia, greenhouse gases and odours from agricultural operations.			Lead		Partner	MV staff time to liaise with BC Ministry of Agriculture		Potential resource implications for provincial government and the agricultural industry	...					
	1.3.1 Work with partners to enhance residential wood smoke emission reduction programs such as the wood stove exchange program, wood heat workshops, and other education and outreach initiatives.	Lead		Partner		Partner	MV staff time to increase exchanges and public awareness		Potential funding from Provincial government Involve other partners such as BC Lung Association, FVRD and the Wood Energy Technicians of BC	...					

Strategy	Action	Roles					Potential Resources			Possible Duration of this Action						
		MV	Muni	Prov	Fed	Others	Metro Vancouver	Municipal	Other	2011	2012	2013	2014	2015	2016	
Strategy 1.3 Reduce air contaminant emissions from residential sources	1.3.2 Work with municipalities, health authorities, fire departments and other partners to explore regulatory options that will reduce residential wood smoke emissions.	Lead	Partner*			Partner	MV staff time to explore regulatory options	Municipal staff time to explore options	Health Authority and fire department staff time to explore options	..						
	1.3.3 Explore incentives to encourage the removal of residential fuel oil devices where lower emission and more efficient options are available.	Lead	Partner				MV staff time to explore options	Small amount of staff time to explore options								
	1.3.4 Investigate options and introduce mechanisms to reduce emissions from open burning.	Lead	Partner	Partner			MV staff time to explore options	Municipal staff time to explore options	Provincial government staff time to explore options							
	1.3.5 Promote programs, such as the "Mow Down Pollution" program, that encourage residents to exchange their old gas-fired lawn, garden and other household equipment for lower emission models.	Lead				Partner	MV staff time to promote resident programs		Home Depot runs the Mow Down Pollution program							
	1.3.6 B.C. Ministry of Environment to explore regulatory and non-regulatory options to address residential wood burning and fuel oil devices at point of sale.			Lead		Partner	MV staff time to liaise with BC Ministry of Environment		Potential resource implications for provincial government							
									Resource implications for the provincial government and AirCare							
Strategy 1.4 Reduce air contaminant emissions from cars, trucks, and buses	1.4.1 Work with the provincial government, AirCare and the Fraser Valley Regional District to design and implement more effective and user-friendly emission inspection and maintenance programs for the most polluting light and heavy-duty vehicles.	Lead		Partner		Partner	MV staff time		Small amount of staff time for FVRD							
	1.4.2 Assist municipalities with adoption of Metro Vancouver's model anti-idling bylaw and education campaigns.	Lead	Partner*				MV staff time to provide support	Municipal staff time for bylaw adoption, enforcement and/or education		..						
	1.4.3 TransLink to work with Metro Vancouver and municipalities to develop: a) regional air quality targets and supporting implementation strategies for inclusion in regional long-range transportation plans; and b) air quality guidelines to optimize facility locations and fleet technology.	Partner	Partner			Lead	MV staff time for target, strategy and guideline development process	Municipal staff time for target, strategy and guideline development process	Resource implications for TransLink							
	1.4.4 Municipalities to develop idling reduction programs, including consideration of adopting Metro Vancouver's model anti-idling bylaw.	Partner	Lead*				MV staff time to provide support	Municipal staff time for bylaw adoption, enforcement and/or education		..						
	1.5.1 Work with partners to create a proactive adverse air quality episode mitigation program by developing voluntary and mandatory emissions reduction actions for municipalities, industry, businesses and residents, to be taken during air quality advisory periods.	Lead	Partner	Partner	Partner	Partner	MV staff time for the development of episode mitigation program	Small amount of municipal staff time to implement short term emission reductions	Potential short-term resource implications for industry and businesses							
	1.5.2 Improve coordination with health authorities on air quality issues, including ensuring that adequate health protection information is available to the public during air quality advisories.	Lead				Partner	MV staff time to coordinate air quality advisories		Health Authority staff time	..						

Attachment 2

Strategy	Action	Roles				Potential Resources			Possible Duration of this Action						
		MV	Muni	Prov	Fed	Others	Metro Vancouver	Municipal	Other	2011	2012	2013	2014	2015	2016
Strategy 1.3 Increase public understanding of air quality issues and public engagement in clean air programs	1.3.3 Work with the provincial government and other partners (such as health agencies, municipalities, non-government organizations) to create locally-relevant air quality and climate change materials for use by teachers and student environmental groups.	Lead	Partner	Partner		Partner	MV staff time to develop and collaborate with others	Small amount of municipal staff time to coordinate messaging	BC Ministry of Education and Ministry of Environment staff time						
	1.3.4 Develop and implement a communications strategy to engage audiences which have been less accessible through Metro Vancouver's existing air quality outreach programs.	Lead					MV staff time and advertising resources								
	1.3.5 Pursue the development of an Air Quality and Climate Change Academy, in partnership with academic institutions and other partners, which will enhance air quality and climate change research, formal education, and public outreach within the region.	Lead	Partner			Partner	MV will host visioning sessions and consulting resources	Small amount of municipal staff time for visioning	May have resource implications for academic institutions and other partners						
	2.1.1 Investigate and implement measures that will reduce ammonia emissions in the Lower Fraser Valley aired in partnership with other governments.	Lead		Partner	Partner		MV staff time to investigate options		Provincial government, federal government and FVRD staff time to explore options	..					
	2.1.2 Investigate and implement measures that will reduce fine particulate to levels that improve visual air quality.	Partner		Partner	Partner		MV staff time to investigate options		Provincial government, federal government and FVRD staff time to explore options	..					
Strategy 2.1 Reduce emissions of air contaminants and precursors that can degrade visual air quality	2.1.3 Implement actions under Strategy 1.1 to reduce emissions of diesel particulate matter and Strategy 1.3 to reduce wood smoke emissions.	Lead		Partner	Partner	Partner	MV staff time to investigate options		Provincial government, federal government and FVRD staff time to explore options	..					
	2.1.4 B.C. Ministry of Agriculture to continue encouraging farmers/producers to adopt beneficial management practices that will reduce fine particulate matter and ammonia emissions from agricultural operations as per Action 1.2.8.			Lead		Partner	MV staff to liaise with BC Ministry of Agriculture		Potential resource implications for provincial government and the agricultural industry	..					
	2.2.1 Enhance monitoring and reporting of visual air quality conditions.	Co-Lead		Partner	Co-Lead	Partner	MV staff time to site and maintain monitors, and maintain www.clearairbc.ca website		Federal government staff time to site and maintain monitors and collect images	..					
	2.2.2 Implement a visual air quality pilot project, which includes: a) developing a visual air quality index and a measurable visual air quality improvement target, b) engaging interested parties and the public in improving visual air quality, c) identifying potential visual air quality management approaches, and d) evaluating visual air quality management options.	Co-Lead		Co-Lead	Partner	Partner	MV staff time to develop and coordinate initiatives		Provincial government staff time to develop and coordinate initiatives	..					
Strategy 2.2 Develop a visual air															

Attachment 2

Strategy	Action	Roles					Potential Resources			Possible Duration of this Action					
		MV	Muni	Prov	Fed	Others	Metro Vancouver	Municipal	Other	2011	2012	2013	2014	2015	2016
quality management program for the Lower Fraser Valley airshed in partnership with other government agencies	2.2.3	Partner		Partner	Lead	Partner	MV staff time to maintain monitors and develop emission inventories		Fed government staff time to analyse data and undertake scenario modelling BC Ministry of Environment and FVRD to support visual air quality improvement initiatives	...					
	2.2.4				Lead		MV staff time to liaise with Health Canada		Health Canada to provide health benefit information	...					
	2.2.5			Lead		Partner	MV staff time to liaise with BC MoE and FVRD		BC Ministry of Environment and FVRD to support visual air quality improvement initiatives	...					
		Lead		Partner	Partner	Partner			See Strategies 1.1 and 1.3						
Strategy 3.1. Reduce emissions of short-lived climate forcers	3.1.1	Lead													
	3.1.2	Lead		Partner	Partner	Partner	See Actions 1.2.3, 1.2.6, 1.2.8, 1.2.9, and Strategy 1.4								
	3.1.3	Co-lead	Co-lead*			Partner	Consistent with the Integrated Solid Waste and Resource Management Plan, MV staff time to develop and implement organics diversion projects including zero waste program. MV staff time to further develop methane capture at MV landfill sites. Additional capital expenditures will be determined as more detailed project plans are developed	Municipal staff time to develop organics collection programs as outlined in the ISWRMP and potential capital investment once programs are developed. Resources could be reallocated from traditional solid waste programs as savings are realized	Potential resource implications for private landfill operators						
	3.1.4	Partner	Partner*	Lead			MV staff time to liaise with Min of Agriculture and other partners	In municipalities with agriculture, staff time to liaise with Min of Agriculture and other partners	Potential resource implications for BC Ministry of Agriculture						

Attachment 2

Strategy	Action	Roles					Potential Resources			Possible Duration of this Action					
		MV	Muni	Prov	Fed	Others	Metro Vancouver	Municipal	Other	2011	2012	2013	2014	2015	2016
Strategy 3.2 Support the region's municipalities, businesses and residents to reduce their carbon footprints	3.2.1 Explore the establishment of a Regional Climate Action Fund (funded by a portion of the Provincial carbon tax, sale of carbon credits, other contributions from senior governments, or alternative financing mechanisms), and use those funds to implement a range of measures that will reduce regional greenhouse gas emissions and energy consumption.	Lead	Partner	Partner	Partner		MV staff time to work with partners to develop scope and Terms of Reference for the Climate Action Fund	Municipal staff time to provide municipal input into Terms of Reference for Climate Action Fund	Potential resource implications for the Provincial government						
	3.2.2 Work with municipalities to establish a regional carbon credit ownership protocol to clarify the process of assigning carbon credit ownership among local governments in the region.	Lead	Partner				MV staff time to liaise with municipalities on development of protocol on carbon credit ownership	Municipal staff time to liaise with MV on carbon ownership framework							
	3.2.3 Assess the region's low carbon energy (e.g., biomass, geothermal, etc.), waste heat recovery, and district energy opportunities and risks, and where appropriate work with municipalities to coordinate public and private investment in supporting infrastructure.	Co-lead	Co-lead*			Partner	MV staff time to conduct analysis of energy opportunities. Consultant resources for project planning. New capital expenditures will need to be determined through more detailed project planning	Municipal staff time in cases where joint MV-municipal projects would be mutually beneficial	BC Hydro and Fortis BC						
	3.2.4 Provide greenhouse gas management training for the region's small and medium-sized enterprises and link training to other related initiatives such as LiveSmartBC and the TransLink Travel Smart program.	Lead	Partner	Partner		Partner	MV staff time to evaluate 2010 and 2011 programs to determine Phase II model for future programs.	Municipal contribution would be determined on Phase II program model	Small amount staff time from LiveSmartBC	..					
	3.2.5 Develop a model procurement policy which includes greenhouse gas emission reporting requirements, and promote adoption by municipalities and businesses.	Lead	Partner			Partner	MV staff time to develop model policies	Municipal staff time to contribute to model policy development	Potential resource implications for businesses						
	3.2.7 Federal Government to support the development of an international Maritime Organization regulation for greenhouse gas emissions from commercial marine vessels.				Lead		MV staff time to liaise with Federal Government		Potential resource implications for Federal Government						
	3.2.8 Federal Government to support the International Civil Aviation Organization's certification of sustainable low carbon fuels for use in aircrafts.				Lead		MV staff time to liaise with Federal Government		Potential resource implication for Federal Government						
	3.2.9 Fortis BC and BC Hydro to continue to assess energy efficiency improvement opportunities for major energy users and implement effective incentive programs.					Lead	MV staff time to liaise with Fortis BC and BC Hydro		Potential resource implications for Fortis BC and BC Hydro						
	3.2.10 Provincial Government to earmark a portion of the carbon tax revenues for local governments to fund actions that will reduce community emissions.	Partner	Partner	Lead			MV staff time to liaise with Provincial Government and municipalities	Municipal staff time to liaise with MV and Provincial government	Potential resource implications for Provincial Government						

Strategy	Action	Roles				Potential Resources			Possible Duration of this Action						
		MV	Muni	Prov	Fed	Others	Metro Vancouver	Municipal	Other	2011	2012	2013	2014	2015	2016
	3.2.11	Partner	Partner	Lead			MV staff time to liaise with Provincial Government and municipalities	Municipal staff time to liaise with MV and Provincial government	Potential resource implications for Provincial Government						
	3.2.12			Lead			MV staff time to liaise with Provincial Government		Potential resource implications for Provincial Government						
	3.2.13	Partner	Partner	Lead			MV staff time to liaise with Provincial Government and municipalities	Municipal staff time to liaise with MV and Provincial government	Potential resource implications for Provincial Government						
	3.2.14	Partner	Partner*	Lead		Partner	MV staff time to liaise with BC Ministry of Agriculture, FVRD, and other partners	Municipal staff time to liaise with BC Ministry of Agriculture (in relevant municipalities)	BC Ministry of Agriculture staff time to develop programs and materials on low carbon farming techniques						
CD 25	3.3.1	Lead	Partner				MV staff time for review of Regional Context Statements. Liaise with municipalities, data analysis and project development	Municipal staff time to draft regional context statements, amend OCP where appropriate, and contribute to project development with MV and other partners							
	3.3.2	Lead	Partner			Partner	MV staff time to develop model bylaws.	Municipal staff time to contribute to bylaw development	Small amount of TransLink staff time to liaise with MV and municipalities						
	3.3.3	Lead	Partner			Partner	MV staff time to conduct analysis of GHG profile of the regional transportation system and contribute to regional and municipal transportation planning processes.	Municipal staff time to liaise with MV staff on GHG implications of municipal transportation plans.	TransLink staff time to liaise with MV staff on GHG implications of transportation plans.						
	3.3.4	Lead				Partner	MV staff time to liaise with TransLink on linking TravelSmart to MV programs.		Small amount of TransLink staff time to liaise with MV on Travel Smart Program.						

Strategy	Action	Roles					Potential Resources			Possible Duration of this Action						
		MV	Muni	Prov	Fed	Others	Metro Vancouver	Municipal	Other	2011	2012	2013	2014	2015	2016	
Strategy 3.3 Reduce the carbon footprint of the region's transportation system	3.3.5 Work with municipalities, the Provincial Government, TransLink, and the utility providers to coordinate planning and investment in low carbon vehicle infrastructure (e.g., plug-in electric vehicle charging stations, natural gas vehicle facilities).	Co-Lead	Co-lead	Partner		Partner	MV staff time to liaise with partners to coordinate investments in low carbon vehicle infrastructure	Municipal staff time to develop low carbon vehicle infrastructure programs as appropriate	Potential resource implications for Provincial Government							
	3.3.6 Work with municipalities, TransLink, and the Provincial Government to improve data collection and sharing to inform transportation-related emission reduction strategies.	Lead	Partner	Partner		Partner	MV staff time to liaise with TransLink and municipalities on data collection and sharing	Municipal staff time to liaise with TransLink and MV on data collection and sharing	TransLink staff time to liaise with MV and municipalities							
	3.3.8 Provincial and Federal Governments to enact enabling legislation that generates additional revenues for transit infrastructure.			Co-lead	Co-lead		MV staff time to liaise with the Provincial and Federal Government		Potential resource implications for Federal and Provincial Government							
	3.3.9 Federal and Provincial Governments to enhance financial incentives to promote cleaner, fuel-efficient heavy and light duty vehicle purchases and the adoption of new low-carbon and efficient vehicle technologies.			Co-lead	Co-lead		MV staff time to liaise with the Provincial and Federal Government		Potential resource implications for Federal and Provincial Government							
	3.3.10 Provincial Government to expand support of Sustainable Fleet Management Programs (such as E3 and GreenFleets BC, IdleFree BC) as a central source for reducing emissions from private and public vehicle fleets.			Lead			MV staff time to liaise with the Provincial Government		Potential resource implications for Provincial Government							
	3.3.11 Provincial Government to extend the Greenhouse Gas (Vehicle Emissions Standard) Act to 2017 through 2025 and incrementally increase the stringency of these standards.			Lead			MV staff time to liaise with the Provincial Government		Potential resource implications for Provincial Government							
	3.3.12 The Provincial Government to investigate combining air contaminants and greenhouse gases into a coordinated vehicle emission standard and increase its stringency.			Lead			MV staff time to liaise with the Provincial Government		Potential resource implications for Provincial Government							
	3.3.13 The Provincial Government to review the B.C. low-carbon fuel standard to ensure provisions are meeting desired greenhouse reduction goals and are not creating unintended economic and environmental consequences.			Lead			MV staff time to liaise with the Provincial Government		Potential resource implications for Provincial Government							
	3.3.14 The Insurance Corporation of British Columbia, in consultation with TransLink and other stakeholders, to investigate an equitable distance-based insurance option that helps encourage drivers to drive fewer kilometres.					Lead	MV staff time to liaise with ICBC, municipalities and other partners	Municipal staff time to liaise with MV and ICBC.	Potential resource implications for ICBC							
	3.3.15 The Provincial Government, TransLink, and municipalities to enhance transportation demand management measures, including user road pricing, fuel efficient vehicle incentives and outreach programs.		Partner	Co-lead			Co-lead	MV staff time to liaise with the Provincial Government, TransLink, and municipalities on TDM measures	Municipal staff time to liaise with the Provincial Government, TransLink, and MV on TDM measures	TransLink staff time to liaise with MV, Provincial Government and municipalities						

Strategy	Action	Roles				Potential Resources			Possible Duration of this Action						
		MV	Muni	Prov	Fed	Others	Metro Vancouver	Municipal	Other	2011	2012	2013	2014	2015	2016
Strategy 3.4 Explore opportunities for carbon sequestration	3.3.16: TransLink and municipalities work with the private sector to improve the efficiency of goods movement through better logistics coordination between ports, carriers, shippers, and their customers.	Partner	Partner*		?	Lead	MV staff time to liaise with TransLink, PMV, private sector and municipalities	Municipal staff time to work with TransLink, PMV and private sector on goods movement transportation	Potential resource implications for TransLink, Port Metro Vancouver and private sector	...					
	3.4.1 Explore carbon sequestration opportunities on Metro Vancouver's corporate lands, such as: a) reforestation, b) ecosystem restoration, and c) biochar.	Lead					MV staff time to analyse carbon sequestration opportunities								
	3.4.2 Develop a regionally specific carbon storage and sequestration guide to aid in site specific land use and landscape decision making in Metro Vancouver.	Lead					MV staff time to develop a sequestration guide utilizing consulting resources as appropriate	Small amount of staff time to develop carbon sequestration guide							
	3.5.1 Produce a consolidated climate change action guide which outlines public actions which will significantly reduce greenhouse gas emissions.	Lead	Partner			Partner	MV staff time to develop a regional climate action guide	Small amount of municipal staff time to coordinate messaging	Small amount of staff time from other partners						
	3.5.2 Raise public awareness and uptake of low carbon building and transportation options through Metro Vancouver's outreach programs.	Lead				Partner	MV staff time to develop and deliver public awareness programs		Small amount of staff time from other partners						
Strategy 3.5 Increase public understanding of climate change issues and encourage personal action	3.5.3 Pursue the development of an Air Quality and Climate Change Academy, in partnership with academic institutions and other partners, which will enhance air quality and climate change research, formal education, and public outreach within the region.	Lead				Partner	MV will host visioning sessions and utilize consulting budget as appropriate	Small amount of municipal staff time for visioning	May have resource implications for academic institutions and other partners						
Goal 1&2 Lead		22	2	2	6	6	2								
Goal 1&2 Co-lead		3	0	2	3	2									
Goal 1&2 Partner		7	11	18	9	25									
Goal 3 Lead		18	0	10	2	2									
Goal 3 Co-lead		1	2	3	2	2									
Goal 3 Partner		5	17	6	3	14									
Total		56	32	45	25	47									

* Indicates that action and resource implications only apply to those municipalities where action is relevant

Metro Vancouver's Implementation Matrix – Summary of Actions Proposing Municipal Involvement

Strategy	Specific Actions Requested Involving Municipalities	
	Community Role	Regional Role – Metro Vancouver
Goal 1: Protect public health and the environment from air pollution (36 Actions).		
1.1. Reduce emissions of and public exposure to diesel particulate matter.	Support MV ⁴ to develop air quality-focused land use planning and urban design guidelines to minimize resident exposure to diesel emissions and other traffic-related air pollution (1.1.4).	Municipalities to consider using air-quality land use planning and urban design guidelines (1.1.12).
1.2. Reduce air contaminant emissions from industrial, commercial, institutional and agricultural sources.	Support MV to continue to develop and implement local air quality action plans (1.2.2). Support MV to develop and implement an odor management program including an odor management regulation and effective complaint management and communications processes (1.2.4). Support MV to explore regulatory options to reduce residential wood smoke emissions (1.3.2). Support MV to explore incentives to encourage removal of residential fuel oil devices where options are available (1.3.3). Support MV to investigate options and introduce mechanisms to reduce emissions from open burning (1.3.4).	- - - -
1.3. Reduce air contaminant emissions from residential sources.	Support adoption of MV's model anti-idling bylaw and education campaigns (1.4.2). Support TransLink and MV to develop: 1) regional air quality targets and supporting implementation strategies for inclusion in regional long-range transportation plans, and b) air quality guidelines to optimize facility locations and fleet technology (1.4.3). Support MV to develop an adverse air quality episode mitigation program (1.5.1). Support MV to create locally-relevant air quality and climate change materials for use by teachers and others (1.5.3). Support MV in developing an Air Quality and Climate Change Academy (1.5.5).	Municipalities to develop idling reduction programs, including consideration of adopting MV's model anti-idling bylaw (1.4.4). - - -
1.4. Reduce air contaminant emissions from, cars, trucks, and buses.		
1.5. Increase public understanding of air quality issues and public engagement in clean air programs.		
Goal 2: Improve visual air quality (9 Actions).		
2.1. Reduce air contaminants that can degrade visual air quality.	-	-

² Action to be led by Metro Vancouver or other agency with member municipalities providing a supporting role.

³ Action requested to be led by member municipalities and to be supported by Metro Vancouver.

⁴ MV – Metro Vancouver

2.2 Develop visual air quality management program for the Lower Fraser Valley airshed.	-	-
Goal 3: Minimize the region's contribution to global climate change (39 Actions).		
3.1 Reduce emissions of short-lived climate forcers	Support MV and provincial government to continue developing and implementing projects to reduce methane emission from agricultural activities (3.1.4).	Co-lead with MV to develop and implement strategies/actions to reduce methane emissions from landfills through organics diversion and methane capture (3.1.3).
3.2 Support the region's municipalities, businesses and residents to reduce their carbon footprints.	Support MV to explore establishment of a Regional Climate Action Fund to support action to reduce regional greenhouse gas (GHG) emissions and energy consumption (3.2.1).	Co-lead with MC to assess region's low carbon energy sources, waste heat recovery and district energy opportunities and risks and work to coordinate public and private investment in supporting infrastructure (3.2.3).
	Support MV to establish a regional carbon credit ownership protocol (3.2.2).	
	Support MV in providing greenhouse gas management training for small and medium-sized businesses (3.2.4).	
	Support MV to develop a model procurement policy which includes GHG emission requirements (3.2.5).	
	Support MV in working with provincial government to earmark a portion of the carbon tax revenues for local governments to fund actions to reduce community GHG emissions (3.2.10).	
	Support MV in working with the provincial government to continue to increase carbon tax provided that: a) impacts to low income households are mitigated, and b) a portion of the funding is dedicated to a Metro Vancouver Climate Action fund for GHG emission reduction projects in the region (3.2.11).	
	Support MV in working with the provincial government to set high energy and GHG emission performance standards for buildings, develop standards for on-site renewable energy systems in the BC Building Code and promote best practices in building energy performance (3.2.13).	
	Support MV in working with provincial government to continue to investigate renewable energy technologies and low carbon farming techniques (3.2.14).	
	Support MV to implement elements of the Regional Growth Strategy that supports land use patterns to reduce vehicle trips and increase walking, cycling, and use of public transit and support the efficient movement of goods (3.3.1).	
	Support MV to develop a model bylaw to facilitate low carbon transportation choices such as pedestrian-orientated design, road space allocation, cycling infrastructure, car sharing, low carbon vehicle infrastructure, etc. (3.3.2).	
3.3 Reduce the carbon footprint of the region's transportation system.	Support MV providing detailed GHG emission analysis of the regional transportation system in support of regional municipal transportation planning and develop strategic actions to reduce transportation-related GHG emissions (3.3.3).	Co-lead with MV to work with other partners to coordinate planning and investment in low carbon vehicle infrastructure (e.g., plug-in electric vehicle charging stations, natural gas vehicle facilities) (3.3.5).
	Support MV to improve data collection and sharing to inform transportation-related GHG emission reduction strategies (3.3.6).	
	Support MV, the provincial government and TransLink to enhance transportation demand management measures, including user road pricing, fuel efficient vehicle incentives and outreach programs (3.3.15).	

	Support MV and TransLink to work with the private sector to improve the efficiency of goods movement through better logistics coordination between ports, carriers, shippers and customers (3.3.16).	
3.4 Explore opportunities for carbon sequestration	-	-
3.5 Increase public understanding of climate change issues and encourage personal action	Support MV in producing a consolidated climate change action guide which outlines public actions which will significantly reduce GHG emissions (3.5.1).	-



City of Richmond

To: General Purposes Committee
From: Lani Schultz
Director, Corporate Planning
Re: Council Term Goals Update

Date: September 6, 2011

File:

Staff Recommendation

1. That staff be directed to continue utilizing the 2008-2011 Term Goals to guide City work programs, until the close of this term of Council.
2. That staff continue apprising Council of any further accomplishments related to the 2008-2011 Term Goals.

Lani Schultz
Director, Corporate Planning
(604-276-4129)

Att. 2

FOR ORIGINATING DEPARTMENT USE ONLY		
ROUTED TO:	CONCURRENCE	REVIEWED BY TAG
Budgets	Y ☒ N ☐	YES ☒ NO ☐
Arts, Culture & Heritage Group	Y ☒ N ☐	
Community Social Services Group	Y ☒ N ☐	
Sustainability Unit	Y ☒ N ☐	
Human Resources	Y ☒ N ☐	
Economic Development	Y ☒ N ☐	
Engineering	Y ☒ N ☐	REVIEWED BY CAO
Law and Community Safety	Y ☒ N ☐	YES ☒ NO ☐
Parks Planning, Design & Construction	Y ☒ N ☐	
Recreation	Y ☒ N ☐	
Policy Planning	Y ☒ N ☐	
Project Development Unit	Y ☒ N ☐	

Staff Report

Origin

On April 27, 2009 Council approved a number of term goals to help guide the development and implementation of the City's work programs during this term of office. These goals are referenced at the beginning of all staff reports, to help keep Council apprised of how each report relates to their term goals. With this term of Council moving into its final phase, this report summarizes the progress made on Council Term Goals to date, for Council's information.

Analysis

Council approved the following term goals, with related objectives for the 2008-2011 term of Council:

1. Ensure Richmond remains a safe and desirable community to live, work and play in through an interdisciplinary approach to community safety and a term strategy.
2. Ensure the City has the capacity to meet the financial challenges of today and in the future, while maintaining appropriate levels of service.
3. Ensure effective growth management for the City.
4. Improve the effectiveness of the delivery of social services in the City through the development and implementation of a Social and Community Service Strategy.
5. Advance the City's destination status and ensure our continued development as a vibrant cultural city with well established festivals and the arts.
6. Improve City transportation and mobility elements.
7. Demonstrate leadership in and significant advancement of the City's agenda for sustainability through the development and implementation of a comprehensive strategy.
8. Effectively manage local economic development issues and opportunities through the creation of clearly articulated economic development objectives for this term of office.
9. The City will have a stable, effective, and knowledgeable workforce to serve Council and the community now and in the future.

The 2008–2011 term of Council has been a challenging and unprecedented period in the City's history. With significant economic pressures, the once in a life time 2010 Olympic Winter Games experience, and the need to strive for business as usual to our customers during these times, Council faced many complex and difficult decisions during this term. In spite of these challenges, Council has, through the setting and pursuit of their term goals, successfully advanced the City towards its vision of being the most appealing, livable and well managed community in Canada in a balanced and focused fashion. Much progress has been made on Council's goals since their adoption. **Attachment 1** details the activities and accomplishments to date with respect to each of these goals, for Council's information. As well, a brochure highlighting key accomplishments and achievements has been prepared and attached for Council's reference (**Attachment 2**).

Financial Impact

There is no financial impact associated with this report.

Conclusion

Council Term Goals are set at the beginning of each new term of Council, to help guide and focus the workplans of City staff. As the current Council Term nears completion, this report has been prepared to provide Council with information on the advancement of their term goals since their approval. Much work and progress has been made on these goals, during extraordinary times in the City's history. This report serves to highlight the accomplishments and achievements for this term with respect to Council's Term Goals, illustrating a balanced, focussed and productive term of office. While these goals continue to guide staff efforts, New Council Term Goals will be set early in 2012 for the new term of Council.

A summary brochure of Council's accomplishments for this term is attached for Council's information.

A handwritten signature in black ink, appearing to read 'Lani Schultz', with a stylized flourish at the end.

Lani Schultz
Director, Corporate Planning
(604-276-4129)

ATTACHMENT 1

COUNCIL TERM GOALS STATUS REPORT

City of Richmond Council Term Goals for 2008-2011

On April 27, 2009 the following Council Term Goals for 2008-2011 were approved as a working document to help guide the development of the City's work programs, with the understanding that it will be reviewed periodically to ensure it remains relevant in light of changing community needs and opportunities.

Goal #1: Community Safety – Ensure Richmond remains a safe and desirable community to live work and play in through an interdisciplinary approach to community safety and a term strategy that results in:

Objective: Preparation of appropriate policy papers on RCMP contract related issues

STATUS:

The policy papers have been provided to Council in camera as they relate to contract negotiations. Council has adopted a formal position on the composition and function of the proposed RCMP Contract Management Committee that has been provided to the Solicitor General and circulated to other municipalities in the Province. Formal communications have been made from Council to federal and provincial elected representatives regarding the need for greater financial accountability, for an effective partnership in delivering police services and for local accountability combined with municipal tax base not being a sustainable funding source.

Council has approved a three-year strategic plan for the local detachment in addition to setting annual objectives for the local detachment.

Objective: Discussion with Council on the potential effects of unionization of the RCMP, including the financial impact as well as the effect on overall operational model.

STATUS:

Council has been advised that the Ontario case that permitted the unionization is under appeal to the Ontario Court of Appeal and will likely proceed to the Supreme Court of Canada. Discussions continue at the CAO/PPC forum on the impact of unionization, which indicate that this will take several years before the issue is resolved.

Objective: Discussion with Council regarding policy direction for issues related to fire services provincially.

STATUS:

Council was updated in September 2009 on a report entitled "Fire Services Liaison Group's Transforming the Fire/Rescue Service in British Columbia". It is anticipated that after the Solicitor General's office completes its review that there will be further opportunity for local government to comment on the recommendations outlined in the report.

Objective: Discussion with Council on the implementation of changes in the culture of Richmond Fire Rescue.

STATUS:

The Fire Chief provides quarterly written reports on the activities of Richmond Fire Rescue (RFR), as well as verbally updating the Community Safety Committee. In January 2011, the City had the privilege of hosting the Lieutenant Governor to recognize both the long service of many members and the new recruits. Enhanced training in performance management techniques for all staff has been combined with a department wide, leadership development, competency program. A Strategic Plan is in the development phase and will be presented to Council in the Fall of 2011. Training in conflict resolution and customer service has been completed. Recruitment efforts to enhance future recruits has been successful to date and will be enlarged in the future.

The cultural change in RFR has seen the Chief and Deputies requested to speak at both national and international conferences on the work to date. As well, external fire services, in their best practices studies on cultural change, have sought out RFR leadership, as a resource. RFR has been selected by Fire 20/20 to host a working session in the Fall of 2011 for ten fire departments across the Province.

The Fire Chief will continue to champion cultural transformation through the creation of hiring practices that value the diversity of our City and require the new recruit have the knowledge, skills and abilities to provide service excellence in prevention, education and response services.

Objective: Continued staff involvement in the UBCM contract negotiation process, with periodic updates to Council to assess the effectiveness of the process.

STATUS:

The UBCM contract negotiations process has now been assumed by elected officials appointed by the Executive of the UBCM. At the September UBCM meeting, Mayor Fassbender, the municipal representative at the federal/provincial bargaining table, provided a status update. Council has been provided with a series of confidential reports regarding the contract negotiations and governance and funding issues regarding the integrated teams. The General Manager of Law and Community Safety continues to Chair the CAO/Principal Policing Forum and has had terms of reference approved for an advisory committee to the Mayors' Consultative Forum to provide detailed analysis of the activities of the Lower Mainland Integrated Teams.

Goal #2: Financial Planning and Infrastructure – Ensure the City has the capacity to meet the financial challenges of today and in the future, while maintaining appropriate levels of service through:

Objective: A revised Long Term Financial Management Strategy (LTFMS) that includes appropriate new policies, measures and targets to protect the City's current and future financial well being (including revisiting the CPI benchmark).

STATUS:

- Current performance relative to targets in LTFMS:

LTFMS Component	LTFMS target	Actual	Comments
Tax Increase	CPI+1%	2009 - 2.97% (met target) 2010 - 3.45% (missed target by approx. 1.45%) 2011 - 2.94% (missed target by approx. 0.94%)	The effects of the recession and the low CPI experienced in 2010 and 2011 impacted our ability to achieve this target
Long Term Debt per Capita	\$0 by 2014	2009 - \$61 2010 - \$48 2011 - \$34	Long term debt continues to be repaid as per the LTFMS, and unless there is an opportunity for early repayment the target should be met in 2014
User fees as a % of revenue	40%	2009 - 40.57% (excluding DCC & other capital funding) 2010 - 41.34% 2011 - 40.97%	The City will continue to identify user fees. With the recession, some increases to user fees were not fully implemented (Business Licenses)
Economic Development & Growth	1.50%	2.28% (2009 actual growth \$3.2M) 1.21% (2010 actual growth \$1.8M) 1.29% (2011 budgeted growth \$2.0M)	On target for first year
Efficiencies	0.2%	2009 - 1.42% (budget \$2.1M reduction in costs and service levels) 2010 - 0.61% (budget 0.95M reduction in costs) 2011 - 0.59% (budget 0.95M reduction in costs)	On target
Casino Revenues	>\$10M	2009 - \$11.8M 2010 - \$12.5M 2011 - \$11.1M	On target

- As part of an overall review of the Long Term Financial Management Strategy, the effectiveness of the CPI measure used in the financial model was examined relative to a new Municipal Price Index (MPI), to determine which measure would more effectively guide the financial decisions for the City. The MPI is now included in financial reports forwarded to Council, as another "benchmark" for Council to be aware of.
- In assessing overall performance, Council has achieved the majority of their LTFMS goals during this term of office, despite the tough economic times.

Objective: Low tax increases, with no reduction in services, (or in some areas possibly enhanced services).

STATUS:

Outcomes of the 2010 Budget process were based on Council's direction to maintain low tax increases while minimizing any reductions in services. As part of the budget process, staff were tasked with finding efficiencies and savings in line with this goal. Increases were as follows:

LTFMS Component	LTFMS target	Actual
Business tax ratio to residential -	<3.4	3.49

Regional Comparative for 2010

Lower Quartile in tax, upper quartile in services.

Compared to the four other larger municipalities in the region, Richmond ranks:

- 2nd lowest in residential taxes
- 2nd lowest in business mill rate
- 3rd lowest in business class multiple where business pays 3.49 times that of residential class

Out of 17 municipalities that make up Metro Vancouver:

- For the average single family dwelling, Richmond's % tax increase in 2010 was the 5th lowest at 3.45%.
- Municipal taxes for the average single-family detached dwelling are the 5th lowest at \$1,655.

Objective: Integration of the new Oval legacy funding into the LTFMS.

STATUS:

Performance targets *	Actual	Comments
GOT Funding - \$3.0M/year	2010 - \$2.30M	This figure is \$2.70M in 2011. The 2012 amounts are under negotiations.
Sponsorship funding - \$1.0M/year	2010 - \$0.05M	2010 sponsorship contracts did not take effect until late in the year. We expect 2011 sponsorship revenue to grow as the sponsorship program continues to advance.
Parking revenue- \$0.7M/year	2010 - \$0.05M	The parking operations did not officially commence until late 2010 mainly due to the Legacy Conversion taking place. We expect 2011 parking revenues to increase.
Lease/Rentals revenue - \$1.0M/year	2010 - \$0.58M	The lease agreement revenue was not recognized until late in 2010. This revenue will grow in 2011 due to a full year of revenue being recognized and also due to the leasable space being filled.

* These performance targets were set in 2009 and were based on the Oval Corporation operating at steady state. In 2010, the Oval was undergoing conversion to the post - Games configuration, and was therefore not yet operating at "steady state".

Objective: Maintenance of healthy City financial reserves.

STATUS:

Monitoring and Maintenance of the City's financial reserves are integrated into the City's LTFMS.

Current PERFORMANCE TARGETS are:

- Reserves/Financial Equity - 30% of tangible capital assets, long term target is approx. \$500M.
- At December 31, 2010 Reserves and Financial Equity were at \$380M.

Objective: Improved working relationships with Federal and Provincial governments, to become aware of and take better advantage of emerging funding opportunities and programs.

STATUS:

- City Staff continue to meet with and foster relations with officials of various provincial and federal programs and agencies, in order to stay abreast of new and emerging programs, secure funds, and develop strong links for consideration of opportunities that would be of mutual interest. As a result of these efforts, and participation in programs such as the Canada-BC Building Canada Local Infrastructure Program, Federal Recreational Infrastructure Program and the Flood Protection Program, Richmond has been awarded approximately \$17 million of senior government funding for City projects. During the term of these Council goals, the City has successfully received the following Grants:
 - LocalMotion Program - Province of BC (funding trail-related works) – Middle Arm - \$495,000 – Completed
 - Spirit Square Program- Oval Riverside - \$500,000 – Completed
 - Accessible Play Grant - 2010 Legacies Now (Province of BC, Ronald McDonald House Charities) and Rick Hansen Man in Motion Foundation (funding children's play areas). – Middle Arm, Hugh Boyd Park, McLean Park - \$400,000 - Completed
 - Cycling and Pedestrian Connections Grant - \$132,500
 - Recreation Infrastructure Program - (funding trail and other recreation infrastructure-related works) – Middle Arm, Minoru Park Bowling Green, Hamilton Community Centre expansion, South Arm renovations - \$2.8 million - Completed
 - 2009 Flood Protection Program (joint provincial/federal) - \$4.8 million
 - 2010 Flood Protection Program – Tier 1: \$300,000 Tier 2: Awaiting Award Decision
 - Building Canada Program – (various local road, sewer and water projects) - \$8.2 million
 - BC Spirit Festival Grant for Winterfest 2011 in partnership with the Richmond Arts Coalition - \$50,000
 - Heritage Canada Grant for Maritime Festival 2011 in partnership with the Richmond Arts Coalition - \$92,000
- City working closely with Small Crafts Harbour, Steveston Harbour Authority and Port Metro to establish a Steveston Harbour Long Term Development Strategy.
- Staff have also developed and launched an internal web based Intergovernmental Relations Database designed to track City grant and funding applications, with Federal and Provincial agencies, identify potential senior government grant opportunities and provide government contact information. This tool links existing grant applications, best practices, documents and correspondence in a one-stop accessible location for staff engaged in the preparation of grants to external agencies.
- Staff have made a funding application to the FCM Green Municipal Fund, (\$514,000, 100% funding) for the City's Grease Reduction Program, and have been corresponding with the Federal Minister of Finance to facilitate this opportunity.
- A letter was prepared on behalf of the Mayor to request the Provincial and Federal governments to resurrect their past NWSEP funding program which were geared towards enhancing agricultural and farming related activities.

Objective: Establishment of new sources of revenue

STATUS:

Budget and alternative revenues reviews are conducted regularly, with input from various departments and sources.

Objective: Successful accommodation of planned amenities such as museums and other community facilities.

STATUS:

- New or planned amenities are integrated into the budget as part of the annual Capital Plan process.
- Current capital projects:
 - Fire Hall No. 6 – completed October 2009.
 - Fire Hall No. 2 – completed June 2011.
 - New RCMP Building under construction - completed November 2011.
 - Hamilton Community Centre - completed and opened April 2011.
 - South Arm Community Centre - three-phase renovation completed and opened in June 2011, with nearly 2,500sq.ft. of additional space added.
 - City Centre Community Centre - scheduled for construction in 2012/13 and opening 2014.
 - Tram Building – planning and design underway; scheduled for construction in 2012.
 - Britannia Historic Zone - restoration of buildings completed; Chinese Bunkhouse and Point House exhibits opened May 2011.
- Staff are reviewing future facility construction including replacing the Minoru Place Activity Centre, Fire Hall No.1 and the Minoru Aquatic Centre to identify timing of the projects and effective funding strategies.

Goal #3: Growth / Urban Development / Physical Design – Ensure effective growth management for the City through:

Objective: Completion of a review of the Metro Vancouver (MV) Regional Growth Strategy (RGS) to ensure that appropriate goals for Richmond, from our community's perspective.

STATUS

- Completed on February 28, 2011 when Council accepted the proposed 2041 RGS and asked for some RGS mapping changes after it was approved.
- In accepting the RGS, Council has ensured that it contains appropriate goals for Richmond (e.g., Create A Compact Urban Area, Support a Sustainable Economy, Protect The Environment, Respond to Climate Change, Develop Complete Communities, Support Sustainable Transportation Choices).
- Metro Vancouver approved the RGS on July 29, 2011.
- Council's requested RGS amendments will be initiated by Metro Vancouver in September 2011.

Objective: Updating of the Official Community Plan (OCP) and six area plans to reflect current realities and future (2041) needs.

STATUS

- As planned, the 2041 OCP update is approximately 60% completed with finalization anticipated in mid 2012.
- To ensure that the OCP reflects current realities and future 2041 needs, the theme of the 2041 OCP Update is "Towards a Sustainable Community"; a timely focus.

- The 2041 OCP update will enable Council to address both current realities and future needs, for example by:
 - Completing a 2041 Demographic (population, housing, employment) Projection Study, to determine the City's projected growth needs, which are:
 - an additional 82,000 people by 2041 for a total of 282,000 people,
 - an additional 45,000 jobs by for a 2041 total of 180,000 jobs.
 - Better managing a wide range of City changes and residents' needs including the densification of shopping centres; coach houses and granny flats, Environmentally Sensitive Areas (ESA); community energy needs; greenhouse gas (GHG) emission reduction; and improvements to transportation, transit, solid waste, sewer, drainage, parks, trails, open space, social planning, community facilities, community wellness, sport for life, aging in place, youth and the art.
 - After the 2041 OCP is approved, the City will continue to consult with residents as the OCP, area plans and policies are amended and refined.

Objective: Development of a current and effective parkland acquisition plan.

STATUS:

Parkland Acquisition Plan is being reviewed and developed in conjunction with the OCP update. Council approved a 5-Year Parkland Acquisition Strategy Framework in July 2009. In response to a referral to report back on specific properties, a 'bigger picture' (21 Year) Acquisition Plan was developed and presented to PRCS Committee in March 2010. Further refinement will continue in 2011 to align the Plan with the Official Community Plan and other corporate initiatives. Several properties have been acquired in 2011. Key strategic acquisitions have recently occurred in Terra Nova, the City Centre Middle Arm, and the CPR Railway corridor along Railway Avenue.

The ongoing Parks and Open Space Strategy will include a recommendations and an updated Parkland Acquisition Plan in late 2011.

Objective: Effectively managing a comfortable pace of change and helping residents to understand and buy into the long-term plan for a future Richmond of which they can be proud.

STATUS:

- Council continues to effectively manage the pace of change through comments on the Regional Growth Strategy (see above) and significant progress towards completing the 2041 OCP Update (see above).
- Managing growth involves managing Richmond's normal portion the MV Region's population and employment growth (e.g., by 2041, it is estimated that the City's population will increase by 82,000 - to 282,000 people, and the City's employment will increase by 50,000 - to 180,000 jobs).
- To help Richmond residents understand and buy into these long term plans:
 - as Metro Vancouver prepared the 2040 RGS, Council ensured that they consult with Richmond residents which they did via four MV open houses,
 - as the City prepares the 2041 OCP Update, Council has directed City staff to consult extensively with the public in a variety of ways including:

- holding open houses which to date has involved two rounds of open houses each with eight meetings in the community centres and two additional open houses regarding coach houses and granny flats,
- a City LetsTALKRichmond web site dialogue opportunity which to date has had 4,000 visitors (22 per day), 90,000 site visits and 106,500 pages viewed,
- meetings with stakeholders (e.g., ACE, AAC, REAC, UDI),
- providing surveys to obtain residents' views, and
- additional similar consultation opportunities as the 2041 OCP is finalized.
- As well, since 2009 Council has also consulted extensively with Richmond residents regarding the following approved plans: 2009 City Centre Area Plan, 2009 Steveston Area Plan Village Heritage Conservation Policies, and the 2010 Broadmoor Shopping Centre (densification) Master Plan, which were all acceptable to the community.
- As well, over time, more community consultation will be required on OCP issues as they arise (e.g., future shopping mall densification).

Goal #4: *Community & Social Services – Improve the effectiveness of the delivery of social services in the City through the development and implementation of a Social and Community Service Strategy that includes:*

Objective: Clearly articulated roles and services for the City, and a viable funding strategy.

STATUS:

Work is proceeding on preparation of the 10 Year Richmond Social Planning Strategy. The Strategy will involve extensive consultation and will articulate appropriate priorities, roles, and funding options with respect to City social planning and service delivery. Particular emphasis is being placed on ensuring that diverse, meaningful, and effective community engagement approaches are used in the Strategy's preparation. Several tools for engagement are in process and include:

- presentations, discussions and workshops with City advisory committees and external bodies
- dissemination of on-line and paper questionnaire
- launch of on-line community engagement site through the City's web page
- sponsorship of community forum and stakeholder workshops
- targeted outreach to new Canadians, youths, older adults and other groups who may not respond to mainstream consultation opportunities.
- a draft strategy will be presented to Council in the Fall 2011.

Objective: Increased social housing, implementation of the campus of care concept, and an emergency shelter for women.

STATUS:

- The City continues to pursue affordable housing opportunities with BC Housing, developers, and community agencies, in accordance with the Affordable Housing Strategy, and in an environment of limited senior government funding for social housing.

- The City purchased a house in June 2009, which it formally transferred to the Affordable Housing inventory in March 2010. The City will be leasing the property to Turning Point Society on an interim basis for operation of a supportive recovery home for women. In addition, the City will be pursuing ongoing senior government operating funding for an emergency shelter for Richmond women and children in need.
- A review is underway regarding the advisability, criteria and mechanisms for providing DCC relief for particular types of affordable housing projects. A review of the Affordable Housing Reserve Fund Policy is also underway with the aim of providing more clarity, flexibility and efficiency for implementation of the Policy.
- The City worked collaboratively with BC Housing to prepare an Expression of Interest for the development of affordable housing by selected, eligible non-profit housing providers at 8111 Granville Avenue/8080 Anderson Road. The Expression of Interest call concluded in May 2011 with one multi-partner submission being received. Staff will be forwarding conclusions and recommendations to Council in the near future.

Objective: The development of civic engagement and capacity growing programs that supplement grant programs for addressing social service issues.

STATUS:

- Community Services staff partnered with the Richmond Civic Engagement Network (RCEN) to host a series of study circle consultations for the Social Planning Strategy. Staff is also exploring other opportunities to collaborate with the RCEN on other City initiatives.
- Community Services staff continue to coordinate tours for new Canadians of City facilities in partnership with settlement agencies.
- The City established the Social Financial Assistance Hardship Fund in September 2009 to provide bridge funding to community agencies experiencing delays in receiving grants from senior governments.
- The revised City Grant program extends eligibility to programs and projects that have civic engagement and capacity growing goals (e.g., in 2010, Turning Point Society was awarded a \$2,000 grant to conduct Study Circles regarding addiction; the Richmond Poverty Response Committee was awarded \$6,000 to increase community awareness of and capacity to address poverty-related issues).
- A review of the City Grant Program is currently underway, with conclusions and recommendations to be presented to Council in July 2011.
- The Richmond Intercultural Advisory Committee (RIAC) will continue hosting community forums in 2011. It will also seek to enhance community capacity by securing funding for additional translations (e.g., Punjabi, Tagalog) and printing of the Newcomers' Guide. The Newcomers Guide was produced for the first time in 2009 with the aim of assisting newcomers to fully integrate into community life and access relevant services and support.
- The Richmond Community Services Advisory Committee (RCSAC) engages representatives of the non-profit community service sector in a range of capacity-building initiatives, including a follow-up space needs survey, a financial viability survey, and a mentoring survey.
- The Child Care Development Advisory Committee and RCSAC prepared comments on the 2009-2016 Richmond Child Care Strategy and Implementation Plan and the proposed child care facility for the Hamilton Translink site.
- City Youth Services staff continue to collaborate with non-profit partners and different levels of government to engage hard to reach, low asset, and immigrant youth, in accordance with the Richmond Youth Strategy. Youth Services staff are working with youth and Community Services resource teams to engage the general public with dynamic street level entertainment and contemporary marketing strategies. They are also engaging low asset youth by building connections through arts, recreation and social interactions.
- The City hosts a gala youth and youth mentors recognition event (U-ROC) each year during National Youth Week. The Awards are an affirmation of the social capital present in both youth and the ecology of supports that advances positive youth development.

- Senior Services staff are developing community participation processes and techniques to involve older adults in relevant policy and strategy reviews. They are also reaching out to low-income adults, “younger” seniors, and culturally marginalized groups in efforts to develop and deliver appropriate services, in accordance with the Older Adults Service Plan.
- Senior Services staff are developing a marketing plan to improve communication and services for older adults.
- Seniors Services has been awarded a \$30,000 grant from United Way for the “Hidden Voices of Immigrant Seniors” project. The project will assist staff in developing strategies for encouraging immigrant older adults from historically hard to reach groups to connect with programs and services.
- Working with City staff, Community Associations, and other partners, Seniors Services continues to provide information and advocacy for the development of a broad range of services, supports and opportunities for Richmond’s dramatically increasing older adult population. The Older Adult Strategy will continue to guide the development of a collaborative, inclusive Older Adult Network in 2011.
- Staff are continuing to work with the Richmond Centre for Disability (RCD) to promote Richmond as Canada’s most accessible City. The City is committed to partner with the RCD and the Rick Hansen Foundation, committing Richmond as a “beta site” for participation in the Global Accessibility Initiative.
- In October 2007, Richmond City Council endorsed the Community of Excellence for Sport and Wellness initiative - a partnership-based initiative aimed at positioning Richmond to be the best place for residents to play and achieve their highest potential, while also being a model for a ‘Sport for Life’ community in Canada and the world. The initiative is comprised of four inter-related strategies (Community Wellness Strategy, Sport for Life Strategy, Sport Tourism Strategy and Olympic and Paralympic Involvement and Legacy Strategy).
- The Richmond Community Wellness Strategy was endorsed by Council in February 2010 and was created in cooperation with three local public agencies - the City of Richmond, the Vancouver Coastal Health Authority and the Richmond School District. It is intended that it forms the basis for a cross-agency coordinated approach to meeting the wellness needs of all Richmond residents.
- The Richmond Sport For Life Working Group (comprised of Richmond Sport Council representatives, several community stakeholders and City staff) developed the Richmond Sport for Life Strategy, which was endorsed by Council in November 2010. Its vision is for “*all Richmond residents to have access to a full range of opportunities to experience the passion and joy of participating in sport and physical activity.*” The strategy encompasses the delivery of all manner of physical activity programs (from dance and yoga, to field sports, to informal and unstructured play), and builds much of its “Playbook for Action” on building physical literacy and developing an integrated sport for life system.

Objective: The development and implementation of an effective lobbying strategy in partnership with community groups that targets the Province for funding for social service needs.

STATUS:

- The Richmond Seniors Advisory Committee is continuing to monitor government action on the Province’s “Aging Well in BC” recommendations.
- As indicated in the 2009–2016 Richmond Child Care Needs Assessment and Strategy, the City requested that the Province adopt a Provincial Child Care Framework that provides a coordinated policy and funding framework, including coordination at the local level.
- The Child Care Development Advisory Committee’s 2011 Work Program includes “more effective lobbying of senior levels of government to address the funding, bureaucracy, ever changing policies, and licensing issues for child care providers.”

- The Richmond Community Services Advisory Committee's 2011 Work Program includes hosting an MLA Forum to discuss Richmond's social service issues and needs, and also proposes working collaboratively with Vancouver Coastal Health "to support the coordinated development of an integrated addictions and mental health service delivery plan for Richmond".

Objective: Assignment of a staff person responsible for social services planning.

STATUS:

Through the Corporate reorganization, which took effect in September 2009, the City established a new Community Social Services section. The section has a variety of staff involved both with the planning and delivery of social services, which will assist the City in effectively responding to future social service concerns in a more planned, integrated, and timely manner. Staff functions include social planning, affordable housing, youth services, older adult services, and diversity services.

Objective: Facilitation/development of an effective cross-service network that includes both intergovernmental and community agencies (RCSAC) supporting / working together cooperatively.

STATUS:

- The RCSAC is actively seeking the participation of government representatives at its monthly meetings and has received confirmation of attendance from the Board of Education. The RCMP has also been approached to send a representative, and Richmond Health Services has always been represented.
- Community Services staff have engaged and continue to support community agencies and partners through active participation in steering committees, advisory bodies and cross agency networks (e.g., Richmond Children First, BC Centre for Elder Advocacy in Sport, Health Integration Council [VCH], Richmond Aging Well Program, Richmond Seniors Advisory, Richmond School District Leadership Conference, The Community Networking Group, Richmond School District Learning and The Brain Conference, Community Action and Assessment Network [gangs], Richmond School District Leadership Conference, Richmond Centre for Disability, RCMP Diversity Committee, Settlement Workers In Schools Advisory Committee, RMCS Welcoming and Inclusive Communities Advisory Committee).
- Seniors Services has secured a second year of funding for 2011 from Vancouver Coastal Health for the delivery of supported leisure and recreation opportunities for frail and isolated seniors. Program offerings have expanded this year to include Wellness Connection and Living Well, and will also support transportation to other established fitness programs that maintain functional abilities.

Objective: Facilitation of leadership mentoring between groups to make them more effective.

STATUS:

- The RCSAC developed a Mentorship Table that identifies agencies willing to mentor others, and the areas of expertise they are willing to share. The information has been circulated to member agencies.
- City staff collaborate with Richmond School District administrators and teachers in the mentoring of students in the planning of the District's Annual Leadership Conference each November.
- Parks and Recreation staff continue to support, mentor and build capacity within community partner organizations, which is a key component of the City's relationship-based approach to service delivery.

Objective: Initiatives to reduce homelessness in the City, including SROs.**STATUS:**

- The City is leasing a house from its affordable housing inventory to Turning Point Society for operation of a supportive recovery home for women. It is also pursuing senior government for an emergency shelter for Richmond women and children in need.
- Through the Affordable Housing Strategy, the City continues to facilitate the development of permanent housing for low-income and vulnerable residents, thereby pursuing a long-term solution to homelessness.
- The Expression of Interest for the City-owned property at 8111 Granville Avenue/8080 Anderson Road elicited proposals for affordable housing developments - with priority to housing for homeless individuals or those at risk of homelessness.
- City staff has initiated research to identify the requirements and challenges of implementing a rooming house policy and have coordinated an inter-departmental approach to resolve these issues.
- Staff continue to work with community stakeholders and senior levels of government to support initiatives to identify and address homelessness issues in our community.
- Through Emergency Services, the City's coordinates the Richmond Extreme Weather Response Strategy.

Goal #5: *Major Projects and Special Events – Advance the City's destination status and ensure our continued development as a vibrant cultural city with well established festivals and the arts through:*

Objective: The successful achievement of the City's Olympic goals:**STATUS:**

- Council Olympic goals and objectives as set out in the 2010 Olympic and Paralympic Winter Games Strategic Operational plan, were all achieved and in several instances exceeded, and have been the subject of several reports to Council. Some highlights included:
- The 2010 Olympic Winter Games served as an effective catalyst to develop new and strengthen old partnerships, networks and alliances for the production of future large-scale events, and to help the City to achieve its long term liveability and economic objectives.
 - The Richmond Olympic Oval was successfully designed and developed as an award winning iconic sport and wellness facility and a gathering place for the use and enjoyment of the citizens of Richmond before and long after the 2010 Olympic Winter Games. The Oval was built well ahead of the Games in order to allow community access, and to allow Canadian, and other athletes practice time. Before the Games, a number of significant events and programs were held at the Oval, including public skating, fitness, summer camps and other recreational programs. More than 12,000 school children were provided with the opportunity to skate on the Oval's Olympic track. Special events held at the Oval leading up to the Games, attracted an estimated 300,000 visitors in just under one year of public operations.
 - The Richmond O Zone attracted an estimated 500,000 visitors. As part of the O Zone programming, 83 performing artists and groups, consisting of local and international talent, and representing various cultures, genres and demographic appeal, performed on the O Zone main stage. A strong mix of arts, culture and sport made for a very diverse program for 17 days.

- The Olympic Torch Relay wound its way around various communities in Richmond. The roads were lined at least 3 or 4 people deep across the entire route and approximately 25,000 people turned out to the lighting of the cauldron by Rick Hansen (estimated to be the largest turn out of any City in Canada). More than 70 torchbearers carried the Olympic Flame in Richmond
- In total, the 2010 Volunteer Program generated more than 2,000 volunteer placements and more than 40,000 hours of volunteer service hours.
- The City successfully secured GOT funding to ensure ongoing support for high performance athletic programs into the future as a legacy of the 2010 Games.

Richmond's Olympic journey resulted in the development of many lasting community legacies, including:

- The iconic Richmond Olympic Oval
- International recognition and respect
- Media exposure valued in excess of \$25-30 million
- Significant enhancement to the City's sport and wellness amenities and programs
- Significant GOT funding for the ongoing operations of the Richmond Olympic Oval
- The new Olympic Precinct waterfront community
- An enhanced urban waterfront trail
- The Olympic rings in perpetuity
- Strong track record in delivering on commitments to event sponsors
- City staff and Human Resources Growth and Capacity building
- Community volunteer growth and capacity building
- Event equipment and infrastructure
- Civic beautification infrastructure and supplies
- Special Event contracts, project management systems, and Emergency and Operations Centre systems
- New local, national and international business and government contacts and networks

Objective: The successful conversion of the Oval to post-games use

STATUS:

The legacy conversion has begun with the completion of the field of play and the new sport flooring, fitness level, ice rinks, scoring, timing, curtains and the centre field elevator in 2010. The Oval Corporation staff are working on enhancing video digital program display and have procured a climbing wall, which should be completed in December 2011.

Objective: The implementation of a major events strategy that is based on community values, available funding and resources, and that results in:

- Increased major events on a regular basis
- Events that are "Tradition" for the City
- Family events
- A City that is both healthy and fun

- Maximizing the use of the Oval with sport and special event programs
- Maintaining/building on the momentum from the Oval with other special events.
- A culturally sensitive and diversified program of major events. (e.g., Book sales are big events for some cultures, and would be well attended.)

STATUS:

- Major Events Development Manager hired.
- Sport Hosting Strategy 2009-2014 adopted by Council on February 8, 2010.
- Sport Hosting Incentive Grant policy adopted by Council on February 8, 2010.
- Developed the Sport Hosting Task Force.
- "Doors Open" May 1-2, 2010 – successful; May 7-8, 2011 – built on the success of 2010 with increased number of participating agencies and increased attendance.
- Tall Ships 2011 Operational Plan prepared and endorsed by Council April 2010.
- January 2011 Tall Ships was deferred and a Maritime themed festival established for the summer. Through a partnership with the Richmond Arts Coalition the Richmond Maritime Festival received a \$92,000 grant from the Department of Canadian Heritage through the Building Communities through Arts & Heritage program.
- Winterfest 2011 held February 12-13 celebrated the re-opening of the Richmond Olympic Oval, anniversary of the 2010 Olympic Games and celebration of community arts, culture and sports and the one year anniversary of the 2010 Olympic Games.
- Winter Festival of the Arts 2011 highlighted many arts & cultural activities taking place in the community and introduced a new event – ShopArt in partnership with Lansdowne Mall.
- BC Seniors Games hosted September 2009 (3,689 athletes and 1,200 volunteers).
- Hosted the 2010 World Wheelchair Rugby Championship (\$3 million in economic impact).
- Continue to support significant city-wide events such as the 64th Annual Salmon Festival (100,000 attendance), 2nd Annual (biweekly) Steveston Farmers & Artisan Market, National Youth Soccer Championship, Sockeye Spin Bike Race, Maritime Festival and Dragon Boats.
- Continue to support and enhance community-based events such as City Centre Celebrates in the Park, Le Carnaval, Move for Health Day, Earth Day Celebrations, Hamilton's Open Air Movie Night, West Richmond's Play with the Pros, Thompson's Fall Fair, East Richmond's 'Clean Up, Fix Up, Spruce Up', the City's Halloween Fireworks Festival, South Arm's 24-hour Hockeython.
- Richmond Ice Centre and Minoru Arenas hosted 10 minor sport ice hockey/ringette tournaments in 2009. Over 9,000 skaters participated in Winter Wonderland at Minoru Arenas over Christmas 2009/New Year 2010.
- Many special events/competitions held at aquatic facilities. 1,392 people participated in this year's Richmond Aquatic Fitness Challenge.
- Partnered with Richmond School District and Vancouver Coastal Health in hosting G.O. DAY, a day long expo that allows Grade 9 girls to participate in healthy lifestyle workshops and discuss barriers to participating in physical activity. Ninety girls participated in the 2010 event.
- Co-sponsored by the Richmond Fitness & Wellness Association, Walk Richmond organized and led 42 free walks throughout Richmond in 2009, attracting 848 walkers.
- Wee Walk Richmond is a walking initiative aimed at increasing physical activity within the preschool age sector, while building awareness for parents around the benefits of walking. In 2008/2009, over 900 children attending preschool programs at the various community centres took part in the initiative, charting their progress on a virtual walk to Disneyland.

- REACT Committee continues to review and support community events (including community picnics, Canada Day Celebrations, Dolphin Basketball Classic, Steveston Sockeye Spin, Maritime Festival, etc).
- To recognize the contribution of the volunteers who helped make Richmond shine through the 17 day celebration of the Olympic Games, the City of Richmond and Volunteer Richmond Information Services hosted close to 800 volunteers at the Richmond Olympic Oval on April 5, 2010.
- Participated in the first annual "Culture Days" (September 24-26, 2010), a national initiative to celebrate arts & culture. The community had the opportunity to participate in free, hands-on, interactive, creative activities. Richmond had the largest selection of activities of any community in BC (37 events with over 6,700 people participating) and is being looked upon nationally as the community to emulate in 2011.
- 40,000 people attended the Ships to Shore Steveston 2011 event, held at Garry Point Park on the first weekend in June 2011, when four tall ships moored at the newly installed floating dock.
- Umbrella brand "Days of Summer" launched to promote Richmond public festivals between June and September 2011. Campaign includes media, transit shelter and website.

Objective: Enhanced public art, animation (such as buskers) and character defining elements in the City Centre.

STATUS:

- Forth annual Doors Open May 7-8, 2011 successfully hosted.
- Update to Public Art Program Policy, including integration with Civic infrastructure, endorsed Council July 2010.
- Installation of art work for Art Columns at three Canada Line Stations is on the third rotation through the Public Art Program and an endowment from Appia Development.
- Partnership with Vancouver Biennale for several major installations: Wind Waves (Garry Point Park); Water number 10 (Cambie Road Pump Station); Miss Mao trying to Poise Herself on the head of Lenin (City Centre); Heads (Lansdowne Station), Doors of Knowledge (Minoru Park), Chandeliers (Aberdeen Centre and RAG), and Homage to Parenthood (Brighthouse Station).
- Completion of several Oval Precinct art works: Site Works (dyke trail); Lulu Suite – Telling the Stories (Phase I) and Youth Mentorship Program (Oval Interior location and Richmond Art Gallery workshop); Lulu Suite – Telling the Stories (phase 2) currently being installed in the Oval lobby.
- Working with VANOC's Aboriginal Art Program three works have been installed at the Olympic Oval. The fourth installation is pending completion in the Summer of 2011.
- Richmond's first Flash Mob was held at Lansdowne Station and Imperial Landing.
- Presentation by placemaking expert Jan Gehl made in January 2011 to city staff and other stakeholders in the development of the City, to help develop ideas around placemaking for the City.
- Design of Cambie Drainage Pump Station incorporated significant architectural and public amenity features including a viewing platform cantilevered over the Fraser River Middle Arm, a large public plaza area with embedded LED Olympic colored lights, a multi-color glass and green roof Motor Control Centre building and a sinuous paved trail that complements the Middle Trail system.

Objective: The addition of new amenities such as a new museum, etc.**STATUS:**

- Britannia Historic Zone completion funded for 2010. Wayfinding concepts developed and installed. Exhibits in the Chinese Bunkhouse and Point House completed.
- The draft Richmond Museum Feasibility Study (RMFS) was completed in spring 2009. Referred back for more analysis and completion of an overall City facilities report. The follow up report is being prepared in the context of the long term financial management strategy, in order to prepare recommendations to Council on priorities, funding options etc.
- Funding allocated for completion of the Tram Barn, Japanese Fishermen's Benevolent Society building and design and partial installation of Lubzinski exhibit scheduled for completion 2011 and 2012.
- New Media Lab in the Richmond Cultural Centre is open. Programs for youth in claymation, animation, filmmaking, music videos, podcasts and digital photography are being planned.
- 5,800 sq.ft expansion of the Hamilton Community Centre was opened in April. This \$5 million project is one of the City of Richmond's 2010 Capital Projects. Partial funding is being provided by a \$1 million Recreation Infrastructure Canada Grant, as well as a \$162,500 contribution from the Hamilton Community Association. The facility was expanded for additional program space and meeting space as well as a weight room. The expansion greatly increases the programs and services offered to the Hamilton Community.
- 33,000 sq.ft. community centre as part of a mixed-use development between Minoru Boulevard and No.3 Road (north of Firbridge Way). Community centre to be built as part of development's second phase – due for completion at end of 2014.

Objective: Effectively involving partners in creating Richmond as a destination (i.e., tourism).**STATUS:**

- Additional hotel room tax (AHRT) successfully extended to June 30, 2012 through dialogue with Tourism Richmond.
- \$2 million allocated to Olympic initiatives greatly facilitated the successful operational delivery of the Richmond O Zone in February 2010.
- Funding allocated to Sport Hosting has resulted in the establishment of a Sport Hosting department within the City and the hiring of a Sport Hosting Manager in November 2009. Sport Hosting Strategy and associated Grants program approved in Q1-2010.
- Sport Hosting micro site set to launch in August 2011.
- City/Tourism Richmond joint branding initiative resulted in maximized brand exposure of Richmond as a destination during the Olympics.
- Involving Tourism Richmond in the 2010 Ticket Allocation Program (including Oval Legacy Lounge passes) resulted in maximizing B2B opportunities for the local tourism industry during the Olympics.
- Joint hosting of 40+ meeting and convention planners and four major tour operators during the Fall in Love with Richmond day on February 14, 2010 has resulted in \$800,000+ of meetings and convention contracts for Richmond converted to date.
- Ongoing engagement with Tourism Richmond to identify opportunities to maximize legacy from Games: first of many legacy outcomes of Games-time partnership has resulted in the delivery of a joint presentation on Richmond as a 600 person meetings destination to 20 association and industry meetings and conventions planners on March 13-14, 2010.
- Partnered with the Vancouver Biennale to place significant temporary public art pieces around Richmond.

- Involved many local organizations to host “Doors Open Richmond” and “Culture Days”.
- Partnered with several Richmond businesses – Cranberry Growers, Ebco, MDA, Norsat – for exhibits and installations in the Richmond O Zone.
- Hired a Sponsorship Development Manager in November 2010 to formalize partnerships with numerous local and national companies. Revenue generated to date = \$340k+ primarily for Winterfest Weekend, Ships To Shore and title sponsorship for the new Media Lab at the Cultural Centre. Has formed strong relationships with a number of Richmond based companies including Urban Impact Recycling, Lehigh Cement, Ocean Fisheries, YVR and Port Metro Vancouver. Work has begun on a comprehensive “premier partnership” program for Stuart Olson Dominion where they would become a long term sponsor of the Richmond Olympic Oval, the legacy lounge and a select number of annual City events.
- Awarded the Sport Tourism Community Legacy Award from the Council of Tourism Associations of British Columbia.
- Met with School Board regarding the sport hosting program and passed along all pertinent information.
- Nine sport hosting events in the City in 2010.
- Twenty sport hosting applications accepted and allocated \$36,351 in 2010.

Objective: Ensuring that City physical design and sustainability objectives are not been compromised through this downturn.

STATUS:

- Planning and Development Applications:
 - The City continues to follow the adopted OCP and area plan design guidelines to achieve a high quality design and sustainability in development activities.
 - For new developments, Planning and Development staff conduct a detailed review of development applications to ensure that City design and sustainability objectives are achieved, including an evaluation to ensure that they are compatible with adjacent development, maximize tree retention, integrate meaningful environmental design for Riparian Management and Environmentally Sensitive Areas have a high quality design and building materials, and provide accessibility and high quality landscaping.
 - Major development proposals are reviewed by the (1) Advisory Design Panel and the (2) Development Permit Panel.
- Parks
 - The City continues to ensure that parkland is acquired through re-zoning and that high park design standards are maintained. The City has continued to undertake parks capital projects that significantly improve liveability and provide appealing and accessible public open spaces.
 - Middle Arm - Construction on the waterfront between Cambie Road and the Richmond Olympic Oval began in September 2009, and is now substantially complete. Dike raising and pathway improvements were completed as planned in time for use during the Games; the remaining areas were completed in the Fall of 2010. In addition to a broad paved path, the Greenway includes a plaza and cantilevered overlook at the end of Cambie Road, an amphitheatre between the Navy League and the UBC Boathouse, a plaza beside the Boathouse, riverside seating between the Boathouse and the Dinsmore Bridge, three children's play areas, and environmental enhancements to the river's edge. The only major piece yet to be completed is a pier at the amphitheatre, which will be finished in the spring of 2011.
 - City Centre Community Park - The section of Alberta Road between Garden City Road and Katsura Road was closed in early 2010 as part of a development pattern change to the area initiated by the City's Planning and Transportation departments. The Parks division took the opportunity to create more open space, and as a result, the roadway is being redeveloped for pedestrian and cyclist use and will become a key part of the City's trails and greenways network. The design reflects the naturalized setting of Garden City Park and will feature asphalt pathways, pedestrian scale lighting, public art, seating, tree planting, and landscaping. This project was completed in July 2011.

- Thompson Youth Park Phase 1 completed. Phase 2 to be completed in 2011.
- The 2009 Waterfront Strategy "Redefining Living on the Edge" was adopted by Council in February 2009. This strategy sets the vision and a framework (which outlines goals and actions over the next five years).

Goal #6: Transportation – Improve City transportation and mobility elements through:

Objective: A new transit strategy for Richmond that results in increased transit beyond the skytrain.

STATUS:

Council recently resolved to urge TransLink to commit to commencing the Richmond Area Transit Plan in 2011 or sooner. TransLink have recently advised that the Plan is scheduled to commence in the Summer of 2011. New transit strategy to be incorporated into the current OCP update. City staff have successfully worked with CMBC to introduce a shuttle bus service to the Oval with the introduction of the Canada Line. Staff will also work with TransLink and CMBC staff to improve transit service on Sea Island.

Objective: Installation of gates at Canada Line.

STATUS:

Update: TransLink has advised that electronic fare gates will be implemented on the Canada Line by 2013.

Objective: Encouraging use of alternate forms of transportation, especially for Richmond youth.

STATUS:

Through the City's Traffic Safety Advisory Committee, the City works with partners such as the Richmond School District to provide safe walking and cycling routes to/from schools and manage traffic congestion around schools. The City encourages safer and more cycling through the construction of bike routes (part of the annual capital plan), providing funding support for safe cycling education courses held in local community centres and staging bike rides for community. The upgrade of crosswalks on arterial roads supports more walking and the City works with TransLink to improve transit service. As well, the City has partnered with The Richmond School District and ICBC to implement programs that encourage use of alternate transportation to and from school at both the elementary and high school levels.

Objective: Implementation of the "Smart Card" concept.

STATUS:

TransLink has recently advised that a Smart Card will be implemented by 2013 at the same time as electronic fare gates.

Objective: Ensuring Canada Line is tested and proven before other transit services are adjusted.

STATUS:

Recent higher than expected ridership on the Canada Line during the 2010 Olympic Winter Games confirmed that the system would be capable of accommodating the ultimate ridership. Staff will continue to monitor its usage with data from TransLink.

Objective: Improvements to No. 3 Road that address traffic flow and its beautification.

STATUS:

Since the completion of the No. 3 Road Restoration project in the Fall of 2009, general feedback has been positive and no traffic-related problems have been reported.

Objective: Initiatives that reduce traffic bottlenecks and relieve congestion in the City.

STATUS:

The continued upgrade of the City's traffic signal system has been providing enhanced synchronization and video detection to increase efficiency in traffic flow. Real-time traffic flow is being monitored on a continual basis to help develop signal timings to minimize overall traffic delays. As well video cameras being installed at intersections will eventually allow the public to view problems at intersections over the internet, to that they can plan alternate routes as necessary.

Objective: Increased bike routes.

STATUS:

Recently completed projects include raised bike lanes on No. 3 Road (northbound: Cook Road to Bridgeport Road and southbound: Alderbridge Way to Cook Road), cycling connection to the Canada Line Bridge via Van Horne Way, and the southern section of the Shell Road bike route (Athabasca Dr to Steveston Hwy). Upcoming projects include Minoru Blvd bike route (Granville Avenue to Alderbridge Way, Granville Avenue to Lansdowne Blvd. is completed.) and various intersection improvements to help cyclists safely move through.

Objective: Education of residents regarding optional routes that are available, to relieve congestion.

STATUS:

Staff have successfully used the popular i-Move website managed by Translink to provide real-time traffic conditions as a means to inform the general public to avoid congested and/or construction zone areas. This site is proving quite popular throughout the region as a resource for traffic information.

Objective: Implementation of new traffic management programs other than lights and stop signs.

STATUS:

Update: In consultation with the community, the City's annual implementation of various traffic calming initiatives effectively deter undesirable speeding and rat-running activities in local residential neighbourhoods. Approximately 10 speed hump installations are occurring each year, as part of this program.

Objective: Elimination of different fare zones to make it easier to use transit

STATUS:

TransLink has recently advised that Smart Card will be implemented for Canada Line by 2013 at the same time as electronic fare gates, which would subsequently eliminate the fare zone system. Fares would be computed based on the distance travelled.

Goal #7: Sustainability and the Environment – Demonstrate leadership in and significant advancement of the City's agenda for sustainability through the development and implementation of a comprehensive strategy that includes:

Objective: A "Steady State" economic plan and a plan to survive climate change.

STATUS:

1. Steady State Economic Plan

- As part of the 2041 OCP Update, a 2041 Employment Lands Strategy was approved in April 2011.
- The Strategy states that Richmond has sufficient employment lands to 2041, vis-à-vis the demand for jobs and population growth.

2. Plan to Survive Climate Change – (long-term endeavour)

- Completed an adaptation scoping study, which contributed to development of a national Guidebook for Local Community Adaptation.
- A Climate Change Strategic Program, developed as part of the Sustainability Framework, was approved by Council in June 2010. This Program identifies a 5-year interdepartmental action plan and establishes 5 climate change targets to advance 3 strategic directions:
 - Build Understanding (Empower)
 - target: 100% Grade 6 students engaged in Climate Change Showdown Challenge by 2012
 - target: 100% City managers engaged in Climate Change awareness by 2012
 - Reduce Greenhouse Gas Emissions (Prevent)
 - target: 33% GHG reduction community-wide by 2020 and 80% by 2050
 - target: carbon neutral corporate operations
 - Adapt to Change (Prepare)
 - target: develop a strategic adaptation plan for 2013

Objective: Initiatives that reduce our carbon footprint and move us towards carbon neutrality.**STATUS:***Community Carbon Footprint Reduction*

- As part of the Climate Change Strategic Program, Council adopted community GHG emissions reduction targets (see above). These targets have been incorporated into the City's OCP conceptual update.
- A community GHG and energy emissions inventory baseline has been established to measure progress.
- Community Energy & Emissions Plan (CEEP) is underway as part of the City's OCP update.
- District Energy Utility systems at the neighbourhood level are being explored (see DEU objective below).
- City's Green Can program launched (see Solid Waste objective below).
- Increased bikeways and advanced other strategies to encourage use of alternative transportation (see Mobility objective above).
- Participation of 1100 elementary school students in the Climate Change Showdown Program this school year (2010/2111) who collectively achieved a greenhouse gas emission reduction of over 700 tonnes, approximately the equivalent to 150 cars being taken off the road.

Corporate Carbon Footprint Reduction

- As part of the Climate Change Strategic Program, Council adopted the commitment to be carbon neutral in corporate operations by 2012.
- Council adopted carbon neutral strategy based on local investment.
- Completed a corporate energy, greenhouse gas (GHG) emissions and cost inventory; established a baseline for measuring progress.
- Advanced City operational programs:
 - Built new civic buildings in accordance with the City's High Performance Building Policy
 - Implemented City's Corporate Energy Management Program (CEMP) (see Energy Management below)
 - Implemented City's GreenFleet Program, including procurement of fuel efficient and low-carbon vehicles (e.g., hybrid, electric, smart, etc.)
 - Implemented City's Corporate Recycling Program
 - Advanced City's Car-Pool Program

Objective: Initiatives to reduce garbage, solid waste and liquid waste.**STATUS:**

- Organic Collection - we continue to strengthen the City's solid waste management program, with the launch of a new organics waste recycling service on April 1, 2010 for residents in single-family homes.
- Pilot program for organics collection from residents in townhomes (3,200 units) to commence April 2011.
- Endorsed the Integrated Solid Waste and Resource Management Plan (October 25, 2010).
- New Single Family Water Metering program endorsed for the next 3 years.
- New Multi-Family Water Metering program endorsed for 2011

STATUS:*Solid Waste*

- In 2010, launched City's Green Can Organic collection service for residents in single-family homes.
- In 2011, developed and implemented 9-month pilot program for organics collection for residents in townhomes (3,200 units).
- Council endorsed the Metro Vancouver Integrated Solid Waste and Resource Management Plan which establishes new diversion targets (October 25, 2010).
- Public Spaces Recycling Program in Steveston (in partnership with Nestle Waters) will be implemented in the Summer of 2011.
- Eco-Centre Concept for a comprehensive centralized recycling drop off facility for multi-materials, complete with a re-use and educational centre is being explored.
- Prepared "Report 2010: Towards Excellence in Recycling and Solid Waste Management" which communicates to the community the City's overall waste reduction and recycling efforts.
- New Single Family Water Metering program endorsed for the next 3 years.
- New Multi-Family Water Metering program endorsed for 2011.

Objective: Ensuring our civic buildings are energy efficient**STATUS:**

Implemented the City's Corporate Energy Management Program (CEMP) to reduce energy consumption, greenhouse gas emissions and civic operational costs. The CEMP adheres to continuous improvement model, based on four pillars: Plan, Implement, Monitor & Report, and Innovate & Improve. Actions completed during this Council term goal are:

Plan

- Completed annual strategic energy management plans to identify priority projects.
- Secured approximately 1M in external funding to support feasibility studies and projects.

Implement

- Conducted various energy retrofit projects:
 - installed solar thermal hot water systems and high efficiency boilers at South Arm Aquatic Centre and at Minoru and Centennial Aquatic Centre.
 - installed high efficiency boiler at Steveston Aquatic Centre.
 - completed 18 lighting retrofit projects (using new technology such as LED and induction).

Monitor and Report

- Implemented PS Continuous Optimization Program (real time energy monitoring) at the Oval and exploring implementation at other major facilities including City Hall, the Library Cultural Centre, Watermania and Richmond Ice Centre.

Innovate and Improve:

- Completed energy assessments for over 60 City-owned buildings to identify energy improvement opportunities.
- Conducted various scoping studies for implementing alternative energy sources and systems (e.g., wind turbines, waste heat recovery, etc.).
- Launched a City-wide staff Energy Conservation Awareness Program (currently underway).

Objective: Initiatives for the City to reuse energy and put energy back into the grid.**STATUS:**

1. Waste Energy Capture and Use (Reuse)
 - Exploring opportunities for advancing waste heat energy recovery systems.
 - Exploring neighbourhood district energy systems that capture and reuse waste heat (see DEU objective below).
2. Energy Back to Grid
 - Exploring opportunities for implementing wind and water turbines.

Objective: Requirements for all significant new development to meet LEED standards, in a manner that results in developers and other partners willingly adhering to our newly developed sustainable policies and practices.**STATUS:***In progress*

- The 2009 approved City Centre Area Plan requires LEED silver standards for all rezonings of development >2000m²
- City's High Performance Building Policy establishes requirements for meeting LEED standards for civic facilities.
- New standards are being reviewed as part of the OCP Update.

Objective: Exploration of an alternate district energy utility.**STATUS:***In progress*

- Council has endorsed a DEU concept for West Cambie. Construction is underway.
- Exploring additional opportunities to establish Neighbourhood Energy Utility (NEU) projects (maximizing use of clean energy and energy security) in other neighbourhoods particularly within City Centre.
 - conceptual review completed for four potential projects.
 - business case analysis completed for two of the above projects, exploring business case opportunities for other projects and alternative sources of energy.
 - expression of interest of selection of utility partner has been completed.
 - A Memorandum of Understanding with Corix has been prepared to move forward with a DEU at the Aspac Developments. Work on feasibility of various alternative energy sources and distribution systems is underway.

Objective: Initiate and incorporate sustainability into our City policies and bylaws.**STATUS**

- Sustainability Framework – a blueprint for advancing sustainability has been launched and is underway. Progress to-date includes:
 - i. Council adopted Corporate Sustainability Policy (provides guiding vision/overall direction)
 - ii. Sustainability priority areas defined
 - iii. Two Strategic Programs for two priority areas established (Climate Change, Energy)
 - iv. Eight targets developed to-date
- Several existing policies/bylaws in place (e.g., High Performance Building Policy, GreenFleet Policy, Long-term Financial Sustainability Policy, CCAP, ESA, Riparian Management Areas, Pollution Prevention Bylaw).
- Land and Capital model has been amended to integrate Council adopted sustainability priority areas into project submission forms and ranking criteria.
- Sustainability has been integrated into the OCP Update. The theme of the 2041 OCP update is sustainability and Council adopted sustainability priority areas have been incorporated.
- Advancing “Eco-Plus” principle – based initiatives where development and capital works are striving for net environmental improvement
- Ongoing Implementation of Richmond’s Enhanced Pesticide Management Program (EPMP) including the new Pesticide Use Control Bylaw. The EPMP is a proactive and comprehensive program that includes public outreach, staff and landscape industry training and continued lobbying for the establishment of a Provincial Pesticide Regulation.
- Implementing new community gardens
 - A partnership between the City and Vancouver Coastal Health created 25 new community garden beds at Garratt Wellness Centre in 2009.
 - A small number of the plots are allocated to Garratt Wellness Centre for use in its programming initiatives around chronic disease management. The rest of the plots are used by the general population with allocation through the existing waitlist. The new Garratt Community Garden opened in May 2009.
- There are currently four City of Richmond community garden locations in Richmond (King George Park, Terra Nova Rural Park, Garratt Wellness Centre and Gilbert Road). Reports to PRCS Committee in May 2010 identified two further locations for community gardens (at Railway Avenue and Brunswick Drive in Steveston – 50 plots have been built; and at Paulik Park - plots prepared, to be built in late September 2011).

Objective: A management plan for snow geese and other specified wildlife.**STATUS:**

In progress with the following targets:

- Snow Geese Management Strategy approved at PRCS Committee June 2010 and 2011 update received by Council in June 2011. Program will be expanded for 2010 and in to future depending on available funding. 2011 program established baseline methods of hazing as well as was the first year statistics were gathered for the presence of snow geese in coordination with YVR.
- Snow Geese Management Strategy implemented for 2010/2011 season.

Goal #8: Economic Development – Effectively manage local economic development issues and opportunities through the creation of clearly articulated economic development objectives for this term of office that include:

Objective: Initiatives for economic development and expansion of Asian Pacific relations.

STATUS:

- In partnership with Tourism Richmond and Richmond Chamber of Commerce, delegation to Shanghai and Xiamen completed in October 2010. Several businesses accompanied and participated in business-to-business hosting opportunities.
- Advanced Destination Status with China welcomes visitors from China and boosts local tour operators.
- First direct flight between YVR and Guangzhou starts service three times weekly on 15 June 2011.
- Co-hosted Xiamen business delegation with Richmond Chamber.

Objective: Maintaining our favourable job / worker ratio (J-LFR).

STATUS:

- Richmond has one of the Metro Vancouver region's highest jobs to labour force ratios at 1.35 (1.35 jobs per 1 worker).
- By 2041 is anticipated that Richmond will still have one of the highest jobs to labour force ratios in the Region at 1:04 jobs per worker. The slightly less ratio in 2041 is due to changes in the structure of the population (e.g., an aging population).
- As part of the 2041 OCP Update, Council has already completed in 2011, with Policy Planning and Economic Development staff and in consultation with the Richmond Economic Advisory Committee, a 2041 Employment Lands Strategy which concludes that currently, Richmond's employment is 135,000 and is estimated to be 180,000 by 2041.

Objective: Robust engagement of business stakeholders.

STATUS:

- Monthly Richmond In Business e-newsletter continues to receive positive feedback in the business community and a growing subscription base (at approximately 1000 recipients). 22 issues of the newsletter have been sent since the newsletter launch in July 2009.
- In 2010, the Economic Development Office received and responded to hundreds of internal and external inquiries related to business retention, expansion, attraction and promotion, including office space requests, business information on Richmond, business facilitation/introduction, inter-departmental assistance for business, presentation and media requests and others. 24 face-to-face meetings were held, of which ten involved new company attraction prospects and 14 involved existing company retention leads. Salt Spring Coffee entire operation successfully attracted from Salt Spring Island (13,000 sf / 20-30 employees). Dealer Tire successfully attracted from Ohio, US (20,000 sf / three employees).
- In May 2011, launched a multi-year Business Retention and Expansion Program, proactively targeting 150 Richmond businesses. 30 business surveys and six meetings have taken place to date, with another 30 one-on-one meetings targeted by the end of the year.
- Assisted businesses with City permitting and licensing processes, including a manufacturer and two bank branches and others

- Introduced local technology businesses to City customer opportunities, including lighting technology company to new City Centre Community Centre and water purification technology company to Engineering & Parks opportunities.

Objective: Zero loss of any major employers.

STATUS:

- The economic downturn registered an upward office vacancy trend. Vacancy rates were 10.7% in 2008, 17.9% in 2009 and 18.3% in 2010. Anticipated major exits from business parks added to the rate, with office vacancy expected to decline and the office market expected to improve in 2011.
- Industrial vacancy rose from 3.6% in 2008 to a 5.3% high in 2009 ending at 3.5% in 2010. Major entrants in the PMV properties contributed to recent industrial rate improvement.
- New business licenses were relatively steady in the last 3 years, with 1958 issued in 2008, 1896 issued in 2009 and 1893 issued in 2010. After rising by 17% from 6242 in 2008 to 7302 in 2009, total employment in new businesses fell 15% in 2010 (6228) – a lagging indicator of the recession.
- Major 2008-2010 Key Sector Exits:
 - Rona Home & Garden (80,000 sf/ 145 jobs)
 - Ascalade Technologies (30,000 sf / 93 jobs)
 - Microsoft (80,000 sf / 50 jobs)
 - BCLC (67,000 sf / unknown)
 - Plug Power (37,000 sf / 63 jobs)
 - Rogers Plus (33,000 sf / 149 jobs)
- Major 2008-2010 Key Sector New Entries:
 - Simard Westlink (150,000 sf / 105 jobs)
 - T&T Supermarket (83,000 sf / 60 jobs)
 - Genco Distribution System of Canada Ltd (180,000 sf / 70 jobs)
 - Kuehne & Nagel (111,000 sf / unknown)
 - ATS Retail Solutions (106,000 sf / 80 jobs)
 - Teksystems Canada (14,000 sf / 35 jobs)
 - Global Gourmet Foods (2nd location – 15,000 so, 50 jobs)
 - Point Grey Research (39,000 so / 70 jobs)
 - Westin Wall Centre (140,000 so / 80 jobs)

Objective: Retention and expansion of high tech industry.

STATUS:

- Worked with property management firm to secure and provide shuttle stops for private shuttle to Canada Line at Crestwood Corporate Centre, to increase the marketability of this premium high-tech industry space. Crestwood Shuttle now operational.

- Lead a multi-departmental initiative to determine whether the City can provide incentive for class 'A' office development in the City Centre – the type of space high tech companies seek. Core recommendations included:
 - revision of incentive options once the office vacancy rate reaches 15%
 - fast-track processing team for commercial applications
- Technology Sector a major target on Business Retention & Expansion Program.

Objective: An increase in home-based businesses.

STATUS:

- Encouraged creation of live/work units to generate home-based business opportunities, including a major application for 60+ units by Onni and few additional applications with some units.
- The downturn affected home-based businesses. Inactive home-occupied business licenses were 570 in 2010 compared to 518 in 2009 and 474 in 2008 (about 10% increase each year). However, new home-occupied licenses offset inactive business licenses. In 2010, there were 518 new home-occupied business licenses, compared to 459 in 2009 and 508 in 2008.

Objective: The City being actively utilized as a filming destination.

STATUS:

- Amendments to Bylaw 8172 and the Filming agreement to meet current demands and changes in the filming industry.
- Adding new filming locations by working with private sector through educational opportunities.
- Working with staff to amend our bylaws and filming agreement in order to generate more revenues for the City.
- The City saw an increase in filming activity from 68 productions in 2009 to 81 in 2010.
- The City saw an increase in revenues of 109% in Q3 of 2010 compared to 2009.
- The City is actively marketing the City as a choice location by working closely with BC Film Commission, BC Film and IATSE directly.
- The City is an active member of MPP/IA (Motion Picture Production Industry Association of British Columbia) attending seminars and meetings.
- The City has initiated a process to improve film industry and Richmond community relations and communications. Pilot project has upcoming series shooting in collaborating with the Steveston Merchant Association on information dissemination and scheduling for filming from July through December.
- The City's film coordinator is selected to be on team of reviewers of Province's "Film Friendly" initiative.

Objective: Retail not being the dominant or "only" growth area of economic development activity downtown.

STATUS:

- A multi-departmental initiative was conducted in 2010 to determine whether the City can provide incentive for class 'A' office development in the City Centre – the type of space high tech companies seek. Core recommendations included:
 - revision of incentive options once the office vacancy rate reaches 15%
 - fast-track processing team for commercial applications

- o engagement of developers to communicate City Centre vision (meetings with commercial developers initiated in 2011 to continue through 2012)

Objective: An increase in head offices locating in Richmond, and more Crestwood type developments for handling this.

STATUS:

- A new economic development promotional pilot website (and investment profile) for Richmond to be developed (launch in the Fall of 2011).

Objective: Effectively promoting and capitalizing on our proximity to the airport for business location.

STATUS

- YVR and aviation cluster to be extensively featured in new economic development and investment profile website (launch in the Fall of 2011).
- Canada Post moved to YVR (approximately 700,000 sf / 1,200 jobs / \$2 million in PILT).
- Initiated submission to fDI Magazine which ranked Richmond in Top 10 American "Cities of the Future" for infrastructure in the small cities category.

Objective: Sound working relationships with the Airport and Port Authorities.

STATUS:

- Ongoing Economic Advisory Committee meetings and advice – quarterly and as needed.
- Port/City coordination of infrastructure upgrades – Nelson Interchange progressing towards completion in 2011.
- Ongoing – meetings with PMV/YVR – regular and as needed.
- Employment Lands Study sent to YVR/PMV for official comment/feedback.
- Effective citizens' representation at YVR's Airport Noise Management Committee and cooperation on Richmond Airport Noise Citizens Advisory Task Force's recommendations.

Objective: A sound marketing plan to market ourselves during Olympics.

STATUS:

- Completed

Objective: Making successful in-roads in supporting the agricultural community.

STATUS:

- Ocean Spray facility successfully expanded within Richmond.
- Economic and Agricultural Advisory Committees met in 2009 to jointly advance the implementation of the Nelson Road Interchange.

Objective: An effective agricultural/industrial land strategy.

STATUS:

- The 2041 Employment Land Study (ELS) which was completed in April 2011, was prepared in consultation with the EAC and AAC, and indicates that the City has enough employment land of all kinds to 2041 and is committed to preserving ALR and industrial land.

Goal#9: Workforce – The City will have a stable, effective, and knowledgeable workforce to serve Council and the community now and in the future through:

Objective: The development of realistic succession plans for Fire, 394, 718, and the Exempt workforce.**STATUS:**

- A Performance Review Process is ready for use in all jurisdictions of the City. It includes competency assessments, performance outcomes, establishment of future project goals and a formal career counselling commitment.
- Performance Review Training programs have been completed and continue to be offered as part of the 2010-2011 HR Development calendar.
- Sections of various departments have 'tried' the Performance Review Process and it is operational in some areas and receiving positive feedback.
- Future modifications will include customization to needs of specific work areas. Richmond Fire/Rescue is the most recent user group installing a customized usage among all suppression and prevention employees.
- Union executives have previewed and commented on the design and use of the Performance Review Process.

Objective: Sound Recruitment and retention processes.**STATUS:**

- An Applicant tracking system has been developed allowing for internal and external applicants to electronically submit applications for open positions, increasing the efficiency of the recruitment and selection process.
- The internet website for Richmond was modified to include information which will make Richmond an attractive city for job seekers as well as to enable ease of making an application from external sources via the internet.
- A new-employee orientation program, including a customized e-learning video requiring study and question responses. This process will ensure new hires are made aware of City values and processes in a number of areas to assist in the experience of an easy, accurate and positive learning of information required by a new employee to the City. Multiple sessions have now been successfully completed with positive experience – program content continues to be refined.
- Compensation and benefits competitiveness is being researched to ensure Richmond achieves its compensation objectives being at the 75th percentile rating.
- Union collective bargaining for Fire, CUPE 718 and CUPE 394 agreements is an important focus for 2011-2012.

Objective: Education programs that are effective for smooth and seamless transition.

STATUS:

- Career Counselling of employees is occurring to help promote planned and smooth transition of workforce changes
- Developed and implemented new apprenticeship programs for trades, mechanics, carpenters, painters with further expansion being planned.
- Implemented new relief program for key 394 positions.
- Implemented Integrated Work Teams of 394 staff for development and capital construction to improve service and reduce cost. Expansion of this program is being planned.
- Federal/Provincial funding has been received to establish a stakeholder task force to build a Public Works Technician apprenticeship program. Richmond is a leader in making this a reality. The Parks and Public Works Steering Committee is underway with research being conducted province wide; completion of a detailed proposal to the Industry Trades Authority (ITA) for implementation is expected in 2012.
- Several initiatives are underway within the organization where staff who have been identified as having the potential as future leaders, are being coached to facilitate a closer connection to management and a deeper understanding of the strategic direction of the City, and its goals and objectives.
- A senior-level leadership program is underway for developing high potential participants in Corporate Programs Management Group (CPMG) project work and succession opportunities in future years.

Objective: Ensuring preservation of corporate memory / history.

STATUS:

- Supervisory, first line and mid-management programs are underway.
- Position overlap system is in place for retiring employees to ensure knowledge transfer.

Objective: Working with post secondary institutions for training.

STATUS:

- Credits towards post secondary educational certification from City training programs are being recognized by selected external colleges/universities within the Lower Mainland. The City is developing course content utilizing the assistance of university level educators, but are retaining the right to such programs for future delivery by internal subject matter experts, for economic reasons.



Council Term Goals 2008-2011

Achievement Summary
September 2011

Council Term Goal No. 1: Community Safety

Ensure Richmond remains a safe and desirable community to live, work and play in through an interdisciplinary approach to community safety and a term strategy.

1. SUMMARY:

The Law and Community Safety department has continued to work collaboratively to decrease overall property crimes and other criminal activity by approximately 10 to 20 per cent. During the 2010 Olympic Games, the department was key to ensuring the public's safety. Over \$1.4M in external funding was secured for police and fire services during this time. The City participated in all of the interagency exercises in preparation for the Games.

A new fire hall in Steveston (No. 2) was built to Leadership in Energy and Environmental Design (LEED) Gold standards and the fire hall in Shellmont (No. 6) was seismically upgraded. Both are now open and providing services to the public. In addition, two new modern fire trucks were purchased to better respond to fires.

To ensure the community is well looked after, staff and community volunteers assisted 371 evacuees who were displaced from their homes due to fires or other emergency events. Victim Services staff and community volunteers provided valuable assistance to over 1,200 people during the last three years.

The new RCMP detachment facility will be opened in November 2011 to further assist the public.

2. HIGHLIGHTS/KEY ACCOMPLISHMENTS:

- The RCMP, with community consultation, established a three year strategic plan comprised of five Council approved priority areas for the detachment:
 - i. Prevention and reduction of youth involvement in criminal activity
 - ii. Increased community engagement
 - iii. Reduction of property crime
 - iv. Increased traffic safety
 - v. Reduction of organized crime
- Crime statistics show a decrease in overall property crime. Other criminal activity in Richmond has been significantly reduced. Business break and enters decreased by 30 per cent; metal theft by 30 per cent and motor vehicle theft by 20 per cent.
- Community bylaw officers continue to take a proactive approach to ensure the community understands the 22 bylaws that help contribute to Richmond being a safe and desirable community.
- Richmond Fire-Rescue (RFR) increased its diversity to serve Richmond citizens through changes to its recruitment, outreach, training, leadership and employee development programs.

- The City complemented its Emergency Plan with an Evacuation Plan, Pandemic Plan and Emergency Social Services Plan. A new primary Emergency Operations Centre (EOC) at City Hall was also established.
- The Richmond Extreme Weather Response Plan for the Homeless operated annually and was updated.

3. AWARDS AND RECOGNITION:

- 2010: Exercise Gold received the Award of Excellence in Emergency Preparedness in the Emergency Exercise Response Category from the Canadian Association of Chiefs of Police/Motorola.
- The Law and Community Safety General Manager, Fire Chief and Deputies have been invited to speak at national and international conferences on cultural change within fire departments.
- RFR has been selected by Fire 20/20 to host a working session in fall 2011 for 10 fire departments across the province.



The Emergency Operations Centre at City Hall can be activated at a moment's notice.



Richmond Fire-Rescue and RCMP work together to help keep our community safe.

Council Term Goal No. 2: Financial Planning and Infrastructure

Ensure the City has the capacity to meet the financial challenges of today and in the future, while maintaining appropriate levels of service.

1. SUMMARY:

Council was required to make difficult decisions in balancing the budget during a time of recession where revenue sources were negatively impacted, all while maintaining the service levels residents enjoy. Council was able to achieve or exceed the majority of their Long Term Financial Management Strategy goals during this term of office.

Targets for reducing long term debt per capita, cost savings from efficiencies, economic development growth and utilizing user fees as a percentage of revenues all remain on track. BC experienced very low inflation rates due to the low growth experienced during the recession. Tax increases were slightly above the Consumer Price Index target during two of the three years covered by this Council. However, in comparison with other Metro Vancouver (MV) cities, the tax increases were some of the lowest.

2. HIGHLIGHTS/KEY ACCOMPLISHMENTS:

- Between 2009 and 2011, capital plans totaling \$306M were approved without incurring external debt.
- The City maintained its level of spending within its approved expenditure bylaws. Funds not utilized financed other City services and projects such as Canada Line station maintenance, Richmond Public Library books, carbon neutrality preparation under the Carbon Responsible Strategy, an arts strategy and a social planning strategy.
- The total assets to liabilities ratio and financial assets to liabilities ratio improved, indicating the City's ability to meet its financial obligations.
- The debt to operating revenue ratio decreased as the City paid down its current debt. The City has not taken on additional debt, which ensures taxpayers receive more services for their tax dollars versus servicing debt payments.

- Approximately \$17M in federal and provincial government funding was received for recreation and infrastructure projects over the last three years.
- New public sector accounting standards were successfully adopted, which included the recording and amortization of tangible capital assets.
- Electronic Home Owner Grant applications and online account inquiries were made available on the City's website.
- Overall total land holdings increased by approximately 200-acres over the past three years.

3. AWARDS AND RECOGNITION:

- 2003-2010: Annual Reports (from 2002-2009) received the Canadian Award for Financial Reporting from the Government Financial Officers Association.
- 2010: The Annual Report Highlights (from 2009) received the Award for Popular Annual Financial Reporting from the Government Financial Officers Association.



Unused funds from the expenditure bylaw was put towards other City services, including new books for Richmond's award winning public libraries.



By going online to the City's website, taxpayers now have a convenient way to claim their home owner grant and get their property account information.



The new Cambie drainage pump station is not only efficient, it is also sustainable.

Council Term Goal No. 3: Growth/Urban Development/Physical Design

Ensure effective growth management through the Regional Growth Strategy, Official Community Plan, Area Plans and Parkland Acquisition Strategy.

1. SUMMARY:

Looking to the future, Richmond began to update its Official Community Plan (OCP) to take the City to the year 2041 with the goal of becoming more sustainable. Major OCP background studies and three rounds of community consultation have been completed. Richmond's citizens have articulated the vision, goals and objectives that will help achieve the City's sustainability goals, while at the same time, embracing future population growth.

Parallel to the OCP Update, a new Parkland Acquisition Strategy is underway and will be completed in time to be integrated into the new OCP. Both the 2041 OCP Update and Parks and Open Space Strategy will be completed by mid 2012.

Another future shaping process for the City and the region has been the tremendous effort Richmond and other municipalities have, since 2005, put towards assisting MV in developing a new Regional Growth Strategy (RGS) to replace the existing Liveable Region Strategic Plan.

2. HIGHLIGHTS/KEY ACCOMPLISHMENTS:

- Council met its goal of completing its review of the new 2041 RGS in February 2011. The RGS was approved by the MV Board on July 29, 2011. Council's requested RGS map changes will be initiated by MV in September 2011.
- The 2041 OCP Update theme is "Towards Sustainability" and is 60% complete, with finalization anticipated by mid 2012.
- By December 2013, it is anticipated that all area plans will be administratively updated to reflect the new 2041 OCP sustainability policies.
- The Five Year Parkland Acquisition Strategy Framework was approved in March 2010 and will be further refined as the 2041 OCP Update is finalized. Key parkland acquisitions have occurred in Terra Nova, along the City Centre Middle Arm and along Railway Avenue (CPR lands).

- All plans were prepared with community consultation.

- Growth statistics:

- In 1997, Richmond's population was 150,000. It has grown by 50,000 to 200,000 in 2011.
- By 2041 (30 years), the City's population will increase from 200,000 to 280,000. Jobs will increase from 140,000 to 180,000.

3. AWARDS AND RECOGNITION:

- Middle Arm Waterfront Greenway's Open Space Master Plan Concept for the Riverside Spirit Square Plaza won the 2009 Lulu Award in the Public Open Space category.
- Terra Nova Rural Park won the 2009 BC Recreation and Parks Association (BCRPA) Provincial Environmental Leadership Award, the 2009 Union of BC Municipalities (UBCM) Leadership in Innovation Award and the 2008 Canadian Association of Municipal Administrators Environmental Award.
- Garden City Park Play Environment won the 2011 Lulu Award in the Public Open Space category, the 2010 BCRPA Provincial Parks and Open Spaces Award, the 2009 Canadian Society of Landscape Architects National Merit Award and the 2008 Design Exchange 'Best in Category' for Landscape Architecture.
- The 2041 RGS is being recognized in the region as very innovative as it was prepared with consensus, works toward sustainability, and balances regional and local interests.
- The City's upcoming 2041 OCP Update continues to receive welcomed community acceptance.



With its community garden and hands-on workshops, Terra Nova Rural Park is one place where it's okay to play with your food.



Richmond school children were instrumental in the development of Garden City Park's natural play environment.

Council Term Goal No. 4: Community and Social Services

Improve the effectiveness of the delivery of social services in the City through the development and implementation of a Social and Community Service Strategy.

1. SUMMARY:

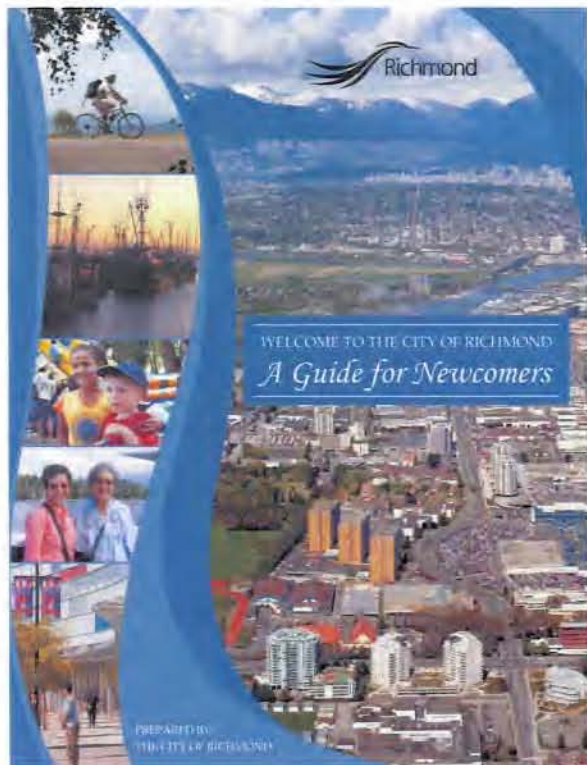
Through the corporate reorganization, the Community Social Services Section was established to help build capacity within the City and the community to address social service issues in a more focused, coordinated, effective and productive manner.

Work is currently underway to prepare a Social Planning Strategy which will identify priority social planning initiatives and responsibilities for the City to pursue over the next 10 years. A variety of innovative community consultation techniques have been used in the Strategy preparation. Particular emphasis has been placed on reaching out to recent immigrants and other groups that may not typically participate in more traditional planning exercises.

Steady progress has been made on implementing the Affordable Housing Strategy, with 286 affordable rental units secured through Housing Agreements in private developments between 2007 and 2010.

The 2009-2016 Richmond Child Care Strategy and Implementation Plan has been completed, and planning is underway for a City-owned child care facility on the Hamilton TransLink site.

Seniors and Youth Services staff continue to deliver engaging programs, services and events in collaboration with their client groups. The U-ROC youth awards, Activate Wellness Fair and Seniors Week activities are examples of the high quality, well attended programming offered.



The Richmond Newcomers Guide helps new residents get acquainted with their community.

2. HIGHLIGHTS/KEY ACCOMPLISHMENTS:

- The City Grant Program was revised and enhanced, providing an even more effective and accessible means for helping community agencies and partners in delivering important services, programs and events to Richmond residents.
- Through the Affordable Housing Strategy, and in collaboration with developers and community partners, the City is facilitating the development of much-needed affordable housing for low income and vulnerable local residents.
- The City participates in and supports a variety of advisory committees, interagency networks and other partnership bodies, helping to build capacity and effective strategies for addressing community needs.
- The City is working with the Rick Hansen Foundation and the Richmond Centre for Disabilities as a partner on the Rick Hansen Global Accessibility Map, which is a unique interactive tool designed to focus on improving physical access to the public built environment in Canada and around the world.
- The Richmond Newcomers Guide was published to assist newcomers to fully integrate into community life and access relevant services and support.

3. AWARDS AND RECOGNITION:

- 2011: The City received the Child Care Award of Excellence in the municipal/regional category from the BC Ministry of Children and Family Development.
- 2009: Seniors Services received a BC Recreation and Parks Association Award of Excellence for the Wellness Connections Program.



The City aims to ensure Richmond's youngest residents learn and share in a positive and encouraging environment.

Council Term Goal No. 5: Major Projects and Special Events

Advance the City's destination status and ensure our continued development as a vibrant cultural city with well established festivals and arts.

1. SUMMARY:

The City has emerged as a destination for visitors and a vibrant and attractive place to live. Richmond had a very successful Olympic Winter Games experience, taking full advantage of the Venue City status. It has left many lasting legacies in the City, including the iconic Richmond Olympic Oval that has now become a centre of excellence for sport and wellness in the heart of a developing vibrant new riverfront neighbourhood. In addition, the City now has over 2,000 volunteers that are well trained and experienced in working at major international events.

Many new festivals and events, such as the Richmond O Zone Official Olympic Celebration Site, Winterfest Weekend, Steveston Farmers and Artisans Market, Children's Art Festival and BC Seniors Games, have been hosted or implemented. Amenities including Hamilton Community Centre, Britannia Historic Zone, Richmond Media Lab and Middle Arm Greenway have been built or renovated and significant public art works have been added around the city.

A partnership with Tourism Richmond facilitated delivery of a Sport Hosting Program, increasing the number and level of sporting events in the City, as well as the O Zone Celebration Site.

2. HIGHLIGHTS/KEY ACCOMPLISHMENTS:

- Richmond's Olympic Winter Games participation was an outstanding experience. This included construction of the Games' premier venue, the Richmond Olympic Oval, and building a large and experienced volunteer base for future events.
- The Richmond O Zone was hugely successful, attracting over 500,000 visitors.
- Many positive community legacies were produced from the largest Olympic Torch Relay cauldron lighting celebration in the country.
- New events and enhanced ongoing events were hosted in Richmond, including Winter Festival of the Arts, Doors Open, Richmond International Film and Media Arts Festival, Ships to Shore and Culture Days. Also, many provincial, national and international sporting events took place in the city such as the 2009 BC Seniors Games and 2010 World Wheelchair Rugby Championships.
- A partnership with the Richmond Arts Coalition resulted in a federal Heritage Grant to considerably expand the 8th Annual Richmond Maritime Festival, which drew a record attendance of over 35,000.

- Several major and smaller public art works were added and a partnership with the Vancouver Biennale saw numerous large temporary installations around the city. All these pieces enhanced streets and public places, as well as in and around the Richmond Olympic Oval.
- The expanded Hamilton Community Centre opened, Britannia Historic Zone was completed with new exhibits in the Chinese Bunkhouse and Point House, the Richmond Media Lab opened and a new community centre for City Centre is in the development phase.
- Council adopted the Waterfront Strategy, "Redefining Living on the Edge." As part of this vision, construction of the Middle Arm Waterfront Greenway was completed between Cambie Road and the Richmond Olympic Oval.

3. AWARDS AND RECOGNITION:

- 2010: The City and Tourism Richmond received the Community Excellence Award in the Partnerships-Tourism category from the UBCM.
- 2010: The City's Sport Hosting Program received the Sport Tourism Community Legacy Award from the BC Tourism Industry.
- 2010: The Engineering and Public Works Department's Open House, in honour of National Public Works Week, received two awards ("First Time Entry" and "Medium Centre Celebration") from the Canadian Public Works Association.
- 2009: The Richmond Olympic Oval received the Award of Excellence for Architectural Innovation from the Royal Architectural Institute of Canada.
- 2009: The Richmond Olympic Oval received the Excellence in Green Building Practices Award from the GLOBE Foundation and the World Green Building Council.



The 2010 World Wheelchair Rugby Championships featured teams from 12 countries who left their hearts and souls on the floor of the Richmond Olympic Oval.

Council Term Goal No. 6: Transportation

Improve City transportation and mobility elements.

1. SUMMARY:

The opening of the Canada Line in August 2009, coupled with the implementation of the Canada Line Bus Integration Plan in September 2009, significantly improved transit service in Richmond to and from YVR/Vancouver by shortening travel time with improved frequency. The No. 3 Road Streetscape Project, which provided improved pedestrian, cycling and driving environments, was completed in coordination with the Canada Line.

Work has commenced on complementary initiatives to implement fare gates at all Canada Line stations and introduce a smart card for transit users, both of which are scheduled for completion in early 2013.

Richmond's cycling network was extended with new routes along No. 3 Road, Van Horne Way (to connect with the new Canada Line Bridge), Shell Road and Minoru Boulevard.

Successful traffic management initiatives include the Highway 91–Nelson Road Interchange, on-going traffic calming programs to address neighbourhood speeding and traffic safety concerns and use of the iMove website, managed by TransLink, to provide real-time traffic conditions to the public.



New enhanced accessible pedestrian signal devices will help people living with disabilities safely cross roadways.



Transit users now enjoy upgraded transit shelters with new trash receptacles always nearby.

2. HIGHLIGHTS/KEY ACCOMPLISHMENTS:

- The Canada Line opened three months early in August 2009 and in August 2010, it reached 100,000 weekday ridership, three years earlier than forecasted.
- Special event traffic management was successfully implemented for the 2010 Olympic Winter Games and Richmond O Zone celebration site.
- New bus shelters were installed and existing ones were upgraded. New litter receptacles were also installed at all bus shelters and multiple publication news racks were placed at three Canada Line stations.
- The City began equipping all special crosswalks and traffic signals with accessible pedestrian signal features, which will make Richmond a leader in universal accessibility.
- The City committed to the implementation of pedestrian and traffic enhancements in Steveston for September 2011, including the signalization of No. 1 Road and Moncton Street.
- A funding strategy with TransLink was developed for the implementation of the Capstan Canada Line Station.

3. AWARDS AND RECOGNITION:

- 2011: Richmond was named one of the top 10 "American Cities of the Future" in the Small Cities – Best Infrastructure Category (transportation and connectivity infrastructure due to YVR, Port Metro Vancouver, highways, proximity to US border). The top 10 list was compiled by fDi Magazine.
- 2010: The Olympic Winter Games Transportation Plan received the Bill Curtis Project of the 2010 Year Award from the Canadian Institute of Transportation Engineers. This award was shared with Transport Canada, Ministry of Transportation and Infrastructure, TransLink, BC Transit, VANOC, City of Vancouver, Resort Municipality of Whistler and District of West Vancouver.



The Highway 91–Nelson Road interchange will provide a direct, alternative truck route to the Fraser Port industrial lands, which will improve conditions on Westminster Highway.

Council Term Goal No. 7: Sustainability and the Environment

Demonstrate leadership in and significant advancement of the City's agenda for sustainability through the development and implementation of a comprehensive strategy.

1. GOAL SUMMARY:

Richmond has continued to make significant strategic advancements in the comprehensive sustainability agenda during a period where the city is experiencing significant growth and increasing demand for services. Corporate energy consumption was managed responsibly and environmental impacts were reduced. Work on a new District Energy Utility (DEU) has commenced in West Cambie.

The City continues to introduce innovation in recycling and solid waste management. Free workshops are offered on sustainability, pesticide free gardening, growing food organically, composting and water conservation to support healthy living and promote local foods. The City also provides community gardening plots throughout Richmond and supports farmers markets to connect citizens with locally grown foods.

New civic facilities continue to be built and existing structures are being retrofitted with high energy efficiency standards, as well as meeting environmental sustainability objectives. In addition to new facilities, aging mechanical and electrical infrastructure continues to be replaced with energy efficient equipment as funding permits.

On the policy front, a Carbon Responsible Strategy was recently endorsed to address the City's carbon neutrality commitment. This includes carbon compensation credits for Richmond-based initiatives the City will be taking to the province and other governments and agencies for further exploration and discussion.

2. HIGHLIGHTS/KEY ACCOMPLISHMENTS:

- Council approved the City's 2041 Employment Lands Strategy, which verified that Richmond has sufficient employment lands to address the balance between job opportunities and projected population.
- Council adopted a 33 per cent community-wide greenhouse gas emissions reduction target by 2020 and 80 per cent by 2050, and endorsed a Richmond approach towards carbon neutrality.
- A key climate change response strategy is to build understanding. The target is to engage all Richmond grade 6 students in the Climate Change Showdown Challenge by 2012. Over 1,100 elementary school children participated in the 2010/2011 school year.
- A highly successful Green Can organic waste recycling program for single family homes was initiated in 2010. A pilot program for townhouse residents commenced in April 2011.
- New civic facilities were built in accordance with the City's High Performance Building Policy.
- Council endorsed the construction of a City owned DEU for the West Cambie neighbourhood. Staff are currently

exploring the feasibility for other DEUs in several additional locations.

- Throughout 2010/2011, significant progress has been made (primarily by YVR) on the 22 recommendations developed by the Richmond Airport Noise Citizens Advisory Task Force to mitigate noise impacts of the airport and aircraft operations. This helps improve the quality of life for Richmond residents.

3. AWARDS AND RECOGNITION:

- 2010: Richmond was the only municipality to receive the Power Smart Leader Award in the category of Leadership Excellence for "outstanding achievements of inspiring individuals and organizations that are working to shape an energy efficient tomorrow" from BC Hydro.
- The achievement of Richmond Elementary School Climate Change Showdown Program winners was recognized at the Council meeting on June 27, 2011.



By participating in the 2010/2011 Climate Change Showdown, Richmond elementary school students were able to prevent over 700 tonnes of greenhouse gases from going into the atmosphere, which is equivalent to removing about 150 cars from the streets for a whole year.



The expansion of Hamilton Community Centre was built to LEED Gold standards, an internationally recognized green building certification system.

Council Term Goal No. 8: Economic Development

Effectively manage local economic development issues and opportunities through the creation of clearly articulated economic development objectives for this term of office.

1. GOAL SUMMARY:

Economic development efforts focused on maximizing business attraction opportunities provided by hosting the 2010 Olympic Games, expanding Asia-Pacific relations in partnership with the Richmond Chamber of Commerce and Tourism Richmond, and collaborating with major Richmond employers (for example, YVR and Port Metro Vancouver). Work was also done on intensifying business retention initiatives to curb the effects of the economic downturn.

Despite the recession, Richmond's jobs-to-labour-force ratio remained the highest in MV at 1.35 jobs per worker. Losses of business in the technology sector were offset by new entrants in the transportation and logistics sectors.

New business growth in both the home-based and non-home-based categories were soft over this term of office due to the recession, with business and employment growth not as robust in the second half of the term. Development activity was primarily residential, with little appetite for non-retail commercial development in the City Centre. The end of this term registered stabilization of the office market, with potential for commercial development providing long term jobs on the horizon.

Richmond's future agricultural and industrial land assets were protected through Council adopting the Regional Growth Strategy and the 2041 Employment Lands Strategy. As well, protection of industrial and agricultural land is currently incorporated in Richmond's Official Community Plan.

2. HIGHLIGHTS/KEY ACCOMPLISHMENTS:

- Many factors helped the growth of business and tourism with Asia: Canada received Approved Destination status from China, China Southern Airlines began a direct flight from YVR to Guangzhou, Richmond had a successful mission to China in 2010, and a Letter of Intent was signed to formalize a Sister City relationship with Xiamen.
- There was more than \$2B in infrastructure and development investment in Richmond as a result of hosting the Olympic Games.

- Major business entries/expansions in Richmond include Simard Westlink (logistics), T&T Supermarket (retail), Genco Distribution System of Canada Ltd (logistics), Kuehne & Nagel (logistics), ATS Retail Solutions (logistics), Teksystems Canada (technology services), Global Gourmet Foods (food processing), Point Grey Research (technology) and Westin Wall Centre (hospitality).
- A proactive business retention program was launched, strategically targeting 100 Richmond businesses in five sectors.
- Filming activity increased from 68 productions in 2009 to 81 in 2010.
- A new Canada Post facility at YVR was announced, which will create 1,200 jobs when built—the largest economic development outcome for this term of office in terms of job creation.
- There was active consultation and collaboration with the Economic Advisory Committee in the successful delivery of the 2041 Employment Lands Strategy.

3. AWARDS AND RECOGNITION:

- 2011: Richmond was named one of the top 10 "American Cities of the Future" in the Small Cities – Best Infrastructure Category (transportation and connectivity infrastructure due to YVR, Port Metro Vancouver, highways, proximity to US border). The top 10 list was compiled by fDi Magazine. *(also noted under Council Term Goal No. 6)*
- 2010: The City and Tourism Richmond received the Community Excellence Award in the Partnerships–Tourism category from the UBCM. *(also noted under Council Term Goal No. 5)*
- 2010: The City's Sport Hosting Program received the Sport Tourism Community Legacy Award from the BC Tourism Industry. *(also noted under Council Term Goal No. 5)*



Richmond's current Friendship City, Xiamen, China, will become a Sister City in the near future after a Letter of Intent was signed.

Council Term Goal No. 9: Workforce

The City will have a stable, effective and knowledgeable workforce to serve Council and the community now and in the future.

1. GOAL SUMMARY:

The City is committed to identifying and responding to the changing and diverse needs of employees by fostering a positive work environment and being strategic to support and lead employee stability and growth. This includes developing an effective succession planning strategy throughout the organization and ensuring sound recruitment and retention processes are in place to support future City needs.

Investing in people is also an important commitment. Providing effective training programs, development opportunities and career counselling services supports the City's high performance culture.

2. HIGHLIGHTS/KEY ACCOMPLISHMENTS:

- An electronic applicant tracking system was developed, allowing internal and external applicants to submit applications for open positions, increasing the efficiency of the recruitment and selection process.
- The corporate website was revamped to include additional career information, making Richmond an attractive city for job seekers. It also helped make the electronic application process easier.
- A performance review process has been implemented for use in all City departments. It includes competency assessments, performance outcomes, establishment of future project goals and a formal career counselling commitment.

- Career counselling for employees is taking place to help promote planned and smooth transitions of workforce changes in light of pending retirement trends.
- Several initiatives are underway within the organization to support staff to become future leaders and facilitate a closer connection to the City's strategic direction, goals and objectives.

3. AWARDS AND RECOGNITION:

- 2010: Award of Excellence for Municipal Workplace Literacy and Learning Achievements in the category of Organizational Commitment to Creating a Positive Learning Culture for all Employees from the Canadian Association of Municipal Administrators.



Richmond University offers employees valuable opportunities to broaden their educational horizons.



A variety of courses and programs, such as the Supervisory Training Certificate Program, are available to employees to help further their careers at the City.

Photos provided by the City of Richmond



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