

**Annual Address
By Mayor Malcolm Brodie
December 13, 2010**

2010 will forever be remembered as the year Richmond welcomed the world when we played a major role in hosting the Olympic Winter Games. Our City received international accolades for our Olympic participation which included hosting the long-track speed skating at the Richmond Olympic Oval, as well as a number of unique programs supported by our vibrant volunteer network. The Games highlighted the City as an international tourism destination and a dynamic environment for investment. During the Olympics, Richmond was showcased to hundreds of millions of television viewers around the world in addition to the legions of visitors who personally sampled our hospitality.

Yet, the Games were only part of Richmond's story this year. Under the dedicated leadership of our hardworking City Council, Richmond launched a number of new programs and service improvements throughout 2010. We also achieved some significant milestones which promise to have long-term positive community impacts.

Our quality of life in Richmond remains high. The numbers tell much of the story. For example, our residents continue to lead the nation in longevity and other key health indicators. The recent Vital Signs Report by the Vancouver Foundation showed our residents lead the region in having a sense of connection with their community. We continue to balance growth with liveability and diversify our city. We also preserve the natural features and sense of community that make Richmond unique.

This year also marks another milestone. Twenty years ago, on December 3rd, 1990, Richmond evolved from a Township to a City. The transformation that has since occurred has been remarkable.

As we look back over the past year, some major themes emerge:

1. 2010 Olympic Winter Games;
2. Post-Games Richmond Olympic Oval;
3. Sustainability;
4. Infrastructure Renewal and Expansion;
5. Tourism and Economic Development;
6. Arts and Culture;
7. Council Goals and Objectives; and
8. Customer Service.

1. 2010 OLYMPIC WINTER GAMES

Though Richmond's Olympic preparations began many years ago, the excitement revved up in the final weeks before the Games. Richmond City Hall was honoured to be the site for the announcement that Clara Hughes would carry the flag for Team Canada at the Opening Ceremonies. China House and Holland Heineken House were officially opened just before the Games. We were proud that these two nations chose Richmond as their official homes away from home during the Games. City Council joined the Steveston Community Association as they hosted a warm welcome for Japan's medal-winning speed skating team.

The Olympic Torch Relay came to Richmond on February 9th. Record numbers of residents celebrated on the streets and at the community centres as the torch wound its way for 17 kilometres to Minoru Park. The torch-bearers made us all proud, especially when Richmond's own Man-In-Motion, Rick Hansen, took the stage and lit the community cauldron in front of tens of thousands.

The Olympic Winter Games were officially staged from February 12-28. These were 17 days that few will ever forget. During 12 days of competition, more than 100,000 people were thrilled by the Olympic competitions featuring the world's best speed skaters who set five new Olympic records. We celebrated as Canada won five medals, including gold for Christine Nesbitt and the Men's Team Pursuit squad. Viewers around the world marvelled at the talents of these great athletes and the magnificence of our Oval.

At the same time, the heart of Richmond came alive at our official celebration site, the Richmond O Zone. Spread over 30 acres at Minoru Park and City Hall, the O Zone attracted more than 500,000 people. Recognized as one of the best of the many celebration sites, there were numerous highlights. The O Zone offered an incredibly diverse line-up of entertainment, culture, sport and other free family activities. The City worked together with many community, civic, corporate and international partners to make it happen. Some of the many highlights were:

- The O Zone Main Stage with national, international and local performers – from the Canadian Tenors, Our Lady Peace, and Delhi 2 Dublin, to international stars such as F.I.R. and Spirit of Uganda. Our own choir including 3,500 students from Richmond schools entertained everyone at Minoru Park on the Opening Day of the Games;
- Interesting Olympic exhibits and activities hosted by the Richmond Museum, Art Gallery, Archives, Public Library, Minoru Activity Centre, and City Hall;
- Holland Heineken House, BC Street, the Ice Gate, the Ice Zone skating rink, LunarFest, Richmond Olympic Oval Pavilion, and BCLC's 2010 Games Dome;
- Appearances by local and international Olympic and Paralympic athletes;
- Performances and displays highlighting First Nations arts and culture, including the "Sewing our Traditions" exhibit of dolls depicting Northern Canadian cultures at the Gateway Theatre; and
- The 2010 Ice Art Championships.

With the eyes of the world on Richmond, we showcased highlights of what makes our business sector unique. Richmond Revealed was a series of exhibits to introduce our city's corporate sector to the world in spectacular fashion – from the 13 million cranberries around City Hall and Brighthouse Park, the Inukshuk made of shipping containers, the replica of MDA's Canadarm, and the largest Chinese New Year celebration ever held here.

The Canadian Olympic Committee's Paint the Town Red program was embraced by the City, along with the Richmond Chamber of Commerce and Tourism Richmond. The City Centre also

underwent an Olympic makeover with 1,200 street banners, many kilometres of fence wrap and 3,000 strings of festive lights, in addition to directional and interpretation signs.

Richmond also partnered with other regional municipalities in the Metro Vancouver Commerce program. Executives from around the world were invited to participate in an economic development initiative. It resulted in business development in Richmond and throughout the Lower Mainland.

Before and during the Games, the City's hosting and protocol program saw Richmond host more than 50,000 guests, ranging from dignitaries and elected officials to business, sport and cultural leaders. The City included them in a variety of corporate initiatives involving tourism and economic development, infrastructure renewal, sport hosting, and major event strategies. Post-Games, Richmond continues to receive strong international interest from many who are interested in learning from our Olympic experience.

Richmond's Olympic marketing programs raised the City's international profile through visitor exposure and positive media coverage. Marketing programs alone generated an estimated \$25 million in media coverage of the O Zone, Richmond Revealed, the Richmond Olympic Oval, and the City in general. Since preparations started in 2004, the City and Tourism Richmond have hosted more than 3,000 media visits directly relating to our role as an Olympic Venue City.

Staging the Games was a tremendous challenge. It required the significant efforts of staff from every department of the City, who also had to maintain normal levels of civic services. The City also relied heavily on over 2,000 volunteers, most of whom were recruited, screened, trained and managed in partnership with Volunteer Richmond to contribute more than 30,000 hours of volunteer service. Many dedicated City staff from every department volunteered in a variety of capacities in their non-working time.

In addition, the City also received significant volunteer support for a variety of other Games-related programs, including:

- the Oval opening;
- various countdown events and protocol visits;
- the HomeStay program; and
- the permanent recording of Games-time activity for archival purposes.

Many of the City's community partners, such as the Minoru Seniors Society and Tourism Richmond, also marshalled their own volunteers to assist with various programs.

The Games have left many legacies, including:

- the iconic Richmond Olympic Oval;
- the Canada Line;
- greater international recognition;
- enhanced sport and wellness amenities and programs;
- the new Olympic Precinct waterfront community;
- an enhanced urban waterfront trail along the Middle Arm;
- volunteer growth;
- event equipment and infrastructure;
- civic beautification infrastructure;

- business and government networks around the world; and
- tremendous civic pride.

These and others have permanently changed the City of Richmond giving us real opportunity to improve our quality of life.

2. POST-GAMES RICHMOND OLYMPIC OVAL

In March, work immediately commenced on the post-Games retrofit. The ice, track and court zones on the main activity level are now complete and very active. The 23,000-square foot Fitness Centre, which features several distinct workout areas, opened in July. A full range of sport, fitness, recreation and wellness programs are being offered throughout the Oval. Food service is now available on site and the new sports medicine centre will open in the near future.

Everyone in our community is encouraged to use the Oval – from sport, cultural, community and business groups, to individuals of all ages and activity levels. Membership is well ahead of its target. More than 100,000 visitors have seen the Oval since it re-opened. If you haven't yet done so, everyone should visit the Oval and learn about all it can offer the entire family.

Several National Sports Organizations have established centres of excellence at the Oval – Volleyball Canada; Canadian Table Tennis Federation and Hockey Canada. These programs will promote the development of high performance sport, while also supporting community and recreational sport programs. The Oval has partnered with Basketball Canada to host exhibition games by our Canadian women's basketball team and a training camp for the Chinese men's team.

3. SUSTAINABILITY

Richmond City Council has made community sustainability a major priority by incorporating these principles into our civic decisions. We progress well on our goal to be a sustainable community, establishing important benchmarks and targets that will guide us on our path.

This year, Council approved a number of new sustainability framework documents. These include:

- Corporate Sustainability Policy;
- Strategic Energy Program to reduce community energy consumption by 10 per cent by 2020; and
- Strategic Climate Change Program to reduce greenhouse gas emissions by 33 per cent by 2020.

To meet the City's environmental sustainability targets for reducing greenhouse gas emissions and to save costs, we continue with initiatives to reduce energy consumption. We also promote the use of alternate energy sources to reduce the environmental impact.

The City secured external funding to create staff positions dedicated to energy management and reduction. Energy audits were completed at 40 smaller civic facilities. At the Steveston Community Centre, a district energy system was completed to connect the heating and other energy services among different buildings.

Richmond was designated a Solar Community and instituted new regulations to promote the use of solar hot water heating systems in new homes. Water levels in our storm water ditches can now be monitored through a wireless network using solar-powered sensors.

To further reduce our community's greenhouse gas emissions, the City is working with the private sector to develop new District Energy Utilities. To date, Council has approved a new District Energy Utility using geo-thermal technology in the West Cambie area. Other leading-edge agreements are pending.

To address water consumption, almost 60 per cent of single family Richmond homes are now voluntarily water-metered. And, as part of our commitment to the Zero Waste Challenge for solid waste, the City launched the new Green Can program. Residents can dispose of food scraps to be taken to Fraser Richmond Soil & Fibre for composting. Council looks forward to positive results as multi-family residences are starting to be included in both of these initiatives.

Community volunteer support always increases the impact of our environmental programs. These include:

- Through the Partners for Beautification program, the City is grateful to 100 partners who have consistently volunteered to maintain and clean public areas;
- The Sea Island community has worked hard to restore habitat and enhance biodiversity in one of Richmond's few remaining sloughs. The Sea Island Slough Enhancement Project has also provided environmental education to show how issues such as invasive species and garbage threaten the integrity of this sensitive area;
- Richmond Nature Park also restored a large man-made pond that was severely compromised by invasive plants. Hundreds of volunteer hours of work went into the project supported by grants from the Walmart-Evergreen Foundation. This again shows the power of forming partnerships for the benefit of our City; and
- The section of Alberta Road between Garden City Road and Katsura Road was closed earlier this year to create the Alberta Road Greenway at Garden City Community Park. The roadway is being redeveloped for pedestrian and cyclist use, and promises to become a key part of the City's trails and greenway network.

In June, the City of Richmond announced a new partnership with the Richmond Food Security Society for administering Community Gardens on City-owned land. To augment the community gardens sites, we look forward to the imminent construction of gardens at Paulik Gardens Park and at the south foot of Railway Avenue. This is a continuing initiative with more garden plots potentially being added each year.

In the social context, the City launched preparation of a long-awaited 10-Year Social Planning Strategy. A concerted effort has been made to engage the community for this study which will examine the City's desired role in social issues.

Richmond's effort to provide more affordable living units continues. In the past 12 months alone, Council has secured commitments through the rezoning process to provide approximately 150 such units including secondary suites.

A number of initiatives support increased access to childcare for Richmond families. For instance:

- The City obtained land and funding for development of a purpose-built 33-space childcare centre in Hamilton;
- Construction began on a 69-space City-owned childcare facility in West Cambie;
- A contribution of approximately \$450,000 for childcare was provided as part of a development south of the Oval;
- A 5,000 square foot City-owned childcare facility was acquired as part of the River Green rezoning; and
- Recommendations pertaining to the long-term Child Care Needs Assessment were endorsed by Council.

To develop healthier communities by better linking land use, urban design, transportation and health outcomes, Richmond hosted a regional seminar to promote "walkability" entitled "Your Neighbourhood + Your Health Linking Community Design and Health". The well-attended event was supported by numerous partner agencies.

Financially, the City's position continues to be strong. Richmond can look forward to being debt-free in about three years. Our residents receive optimal services for their tax dollars.

4. INFRASTRUCTURE RENEWAL AND EXPANSION

In 2010, Richmond added to our key infrastructure. Thus, the City improved our basic water, sewer and drainage services, launched new transportation improvements, and continued to expand our community recreational amenities.

A major focus has been to continue to grow and revitalize our key civic infrastructure in order to meet community needs. Look at a number of major infrastructure projects recently completed or underway:

- The \$5 million expansion of the Hamilton Community Centre to the Gold LEED standard;
- Construction of a new Highway 91 Interchange at Nelson Road to improve transportation access to the Fraser Port lands in southeast Richmond. At least 3,000 trucks per day will soon be taken off Westminster Highway to improve traffic safety in our farming community;
- The new Steveston Fire Hall should soon be ready for emergency response;

- The \$8.5 million Middle Arm Waterfront Greenway funded by multiple partners, with improved amenities for all;
- The Thompson Youth Park – Phase 1 has been funded in part by a generous contribution from the Thompson Community Association. This will provide an appealing recreation and social gathering place with iconic play structures;
- A \$1.2 million renovation and upgrade to South Arm Community Centre will make it more sustainable;
- Two new artificial surface greens for lawn bowling at Minoru Park. This \$600,000 project was a partnership between the Lawn Bowling Club, the City and the Federal Government to promote all-season use with competition-ready surfaces;
- Richmond and the South Arm Community Association jointly funded two new state-of-the-art outdoor basketball courts;
- The \$25 million total restoration of No. 3 Road, in conjunction with construction of the Canada Line attracted contributions from senior levels of government and TransLink; and
- The historically-significant Japanese Nurses' Building was saved and relocated to its new permanent home behind the Steveston Museum.

In 2010, the City received more than \$15 million in stimulus grants from the federal and provincial governments, as well as contributions from community partners. Some of the resulting improvements increased energy efficiency and reduced operating costs.

5. TOURISM AND ECONOMIC DEVELOPMENT

In 2010, we continued to pursue opportunities for growth in tourism and economic development. Richmond is committed to being a destination of choice for visitors and investors. The City made major strides throughout the year through our sport hosting and major events strategies.

In February 2011, the annual Winterfest Weekend will return to the Richmond Olympic Oval as an anchor event for the Richmond Winter Festival of the Arts. We will also commemorate the first anniversary of the 2010 Games.

Preparations are well underway to bring back the Tall Ships in June 2011. The first phase of infrastructure development started with the construction for Garry Point of two pontoon floats which will prove very useful after the Festival.

Richmond's sport hosting program, with generous funding support from Tourism Richmond, is already beginning to pay significant dividends through positive economic impacts. For example, this program was instrumental in attracting the 2010 Canadian Taekwondo Championships and the World Wheelchair Rugby Championships, in addition to the 2011 Canadian and Western Canadian Fencing Championships, all at the Oval.

However, our sport hosting program is not restricted to events only at the Olympic Oval. In 2010, Richmond attracted:

- more than 20 swim meets at Watermania;
- over 20 hockey and lacrosse tournaments at Richmond Arenas; and
- dozens of outdoor tournaments in baseball, soccer and softball.

With these events, we welcomed thousands of athletes and their supporters into our community.

The City is also working closely with Tourism Richmond to continue to expand international tourism. The focus is particularly on China so that we seize opportunities created by Canada's Approved Destination Status. Council supported these efforts by leading a mission to the important Asia-Pacific region in September. Joined by representatives from our Sister City Committee, Tourism Richmond, the Richmond Chamber and local business, we visited our three Asian Sister and Friendship Cities – Wakayama, Qingdao and Xiamen. We also hosted a special Richmond Day reception at the impressive Shanghai Expo.

6. ARTS AND CULTURE

Richmond's arts and culture scene continues to experience dramatic growth. Through both City-led and City-supported initiatives, we have seen an expansion in the diversity and vibrancy of arts and culture. Some new highlights include:

- Richmond Museum's main exhibition, *From Far & Wide: The Eppich Collection*, which opened for the 2010 O Zone. This collection of over 500 artifacts from around the world constitutes one of the museum's largest and most valuable individual donations;
- Richmond out-performed the rest of the Province in its embrace of the inaugural Culture Days weekend, a Canada-wide interactive celebration of arts and culture. Our City offered 37 events, including demonstrations, tours and workshops for an audience of almost 7,000 people;
- Britannia Heritage Shipyards hosted the first Steveston Grand Prix of Art for an estimated 1,000 visitors around the Steveston waterfront to watch 58 painters demonstrate their talents outdoors;
- Minoru Chapel Opera Night for classic opera in a heritage setting was introduced to capacity audiences and very enthusiastic response. We look forward to a Spring series which is now being planned;
- To enhance the streetscape at three Canada Line stations, local visual artists were profiled in the inaugural exhibition of the newly-installed No. 3 Road Art Columns;
- Through the Community Public Art program, new artworks were installed at the Gateway Theatre, Richmond Nature Park and South Arm Community Centre. Similar plans are underway for the expanded Hamilton Community Centre;
- Richmond Arts Centre in collaboration with Cinevolution Media Arts Society launched the inaugural Dream Project – 12 short films created by youth under the guidance of

professional videographers. This was the inspiration for the Richmond Arts Centre to create a new media arts studio and exemplifies the youth-oriented programming the Centre will soon provide year-round;

- Richmond Arts Centre also developed a new Academy-style dance training program where 500 students will soon receive high level training as background for other established schools and dance companies around the world;
- Begun last year, Richmond's participation in the Vancouver Biennale exhibition of public art was extended with the installation of five additional artworks including Patrick Hughes's *Doors of Knowledge* at Minoru Park and Ren Jun's *Water #10* at Cambie Plaza; and
- The Richmond Olympic Oval precinct, where the program represents the City's largest investment in public art, added three new works in partnership with the VANOC Venues' Aboriginal Art Program. As well, we installed *Sight Works*, a series of viewing platforms and seating integrated into the landscape along the Middle Arm Dyke Trail. The *Lulu Suite* project, a multi-media installation depicting Richmond's history, will soon be installed at the Oval.

7. COUNCIL GOALS AND OBJECTIVES

As we enter the final year of this Council's term, we continue to build upon our record of excellence while we fulfill our goal of making Richmond an even better place to live, work and visit. Our City Council has advanced a number of key initiatives during 2010, as well as approved a number of private projects that support our Council Goals and Objectives.

The City has been hard at work preparing the Official Community Plan update, the theme for which is "Towards A Sustainable Community". A number of major studies related to long-term land use, community needs, environmental and other issues are underway with extensive public consultation. The OCP update should be completed next year.

In the past year, Richmond has seen development reach new levels. Some of the projects include:

- The project at Elmbridge and Hollybridge that incorporates market condominium units, live/work dwellings, affordable rental units and ground floor retail space;
- The new IKEA store relocation and expansion will provide road improvements from the Highway and a substantial contribution to public art;
- A new TransLink maintenance and office building at the eastern edge of the Hamilton area. Among other amenities, the City has been granted \$1.7 million for a fully-furnished 33-child daycare facility and a two-acre park providing a trail connection to the Fraser River;
- An 80-unit purpose-built rental residential project at Riverport, the first Richmond rental building constructed in many years;

- Rezoning of the Broadmoor Shopping Centre to become a more densified compact community with more amenities; and
- A new cranberry processing facility in East Richmond to serve the Lower Mainland's cranberry farmers for decades to come.

Council also endorsed the Final Report of the Airport Noise Citizens Advisory Task Force. This report, now in the hands of stakeholders for comment, addresses community concerns about aircraft noise and enables the City to work with the Airport Authority to reduce the impact on our community. Council has also taken an active role in emphasizing our community's serious concerns over a proposed new jet fuel pipeline.

Finally, Council, took a national and visible leadership role in formulating a new bylaw to ban the sale of dogs in storefronts. This is an important initiative to promote the humane treatment of animals. Council also approved new measures to manage our over-population of snow geese.

8. CUSTOMER SERVICE

Richmond aspires to a culture of continuous improvement in the civic level of service to the community. Many enhancements were introduced this year.

Innovation

The implementation of new technology allowed for many service improvements, such as:

- An efficient on-line registration process for recreation and culture programs;
- As part of the OCP Update and 10-Year Social Planning Strategy, the City is piloting a new web-based community discussion forum called "LetsTALKrichmond";
- A new generation of accessible pedestrian signals for installation at intersections and special crosswalks;
- A new user-friendly software allowing taxpayers to apply online for their homeowner grants and get additional tax information; and
- Richmond RCMP can now send an email alert to registered residents if a break and enter occurs nearby.

Community Safety

Community safety undertook a number of improvements:

- An expanded snow removal program for clearing an additional 77 kilometres of designated roads after clearing the highest priority routes;
- A Crime Reduction Strategy, which will be used to apply the latest tactical approaches to solving crimes within the community;

- A new Emergency Social Services Plan based on our experience during several exercises; and
- Richmond RCMP members conducted periodic enforcement patrols to assess the level of marine community activity.

Community Wellness

Community wellness also continues to be extremely important to the City. Ipsos Reid polling showed that 91 per cent of our residents are satisfied with Richmond's recreational facilities, far above the average of other BC municipalities. Other components include:

- The Richmond Community Wellness Strategy was endorsed by its partner agencies in 2010. Our Sport For Life Strategy, identified as a key component of the Council-endorsed "Community of Excellence for Sport and Wellness" initiative, was also endorsed;
- A new Wellness Connections program through Minoru Place Activity Centre offering frail and isolated seniors an opportunity to connect with each other and the general community. We also reintroduced the Vial of Life program for access to medical information in the event of a crisis;
- In partnership with Richmond Centre for Disabilities, the City successfully hosted an Accessibility Forum highlighting best practices and innovations; and
- 2010 marked the third season of the Steveston Farmers and Artisans Market, a project of the Steveston Community Society. Since the Fall, the bi-weekly market has opened inside the Gulf of Georgia Cannery on a trial basis.

Well-Managed

Richmond also prides itself on being a well-managed community.

Our drainage network of storm and sanitary pump stations helps to keep Richmond dry, as well as supporting agricultural irrigation. Major upgrades were made to improve operating efficiency and quality as well as to fight the build-up of grease within the system. Construction of a new No. 4 Road pump station to enhance our urban environment is now underway.

As we provide for our community's future, we must also remember the past. The City Archives published *The Country: Richmond's Eastern Neighbourhoods*, the final local history book written by long-term volunteer and archivist Mary Keen. Mary regrettably passed away in late 2009 before finishing the book and another invaluable archivist, Lynne Waller, completed the project.

Richmond Public Library continues to be one of the most popular libraries in the country with the highest circulation and visits per capita. It continued to expand its multilingual services with a new Filipiniana collection and increased Chinese-language materials through a major donation.

Awards

Our efforts were recognized through a number of provincial and national awards. Richmond continues to be recognized as a leader in local government, consistently setting new standards for excellence. For instance, the City received:

- A Literacy Award for Excellence from the Canadian Association of Municipal Administrators for creation of a continuous learning organization;
- A Community Excellence Award in the “Partnerships – Tourism” category from the Union of BC Municipalities for the City and Tourism Richmond’s innovative marketing of the 2010 Olympic Winter Games;
- The Sport Tourism Community Legacy Award in the BC Tourism Industry Awards for establishment of our Sport Hosting Program;
- The Canadian Association of Chiefs of Police/Motorola Award for Excellence in Emergency Preparedness for our work in planning Exercise Gold;
- Two Canadian Public Works Association Awards for our 2010 National Public Works Week campaign, including the City’s popular Public Open House at the Works Yard;
- The Project of the Year Award from BC Public Works Association for the sustainability features incorporated into the Cambie Drainage Pump Station;
- A 2010 Provincial Award for the innovative children’s play area at Garden City Park from the BC Recreation and Parks Association;
- The Corporate Community Service Award from the BC Society of Landscape Architects. This was in recognition of our ongoing commitment to excellence in landscape design;
- For the eighth straight year, the Canadian award for financial reporting from the Government Financial Officer’s Association; and
- A Leadership Excellence Award in BC Hydro’s 2010 PowerSmart Awards for Richmond’s ongoing commitment to reducing energy consumption.

CONCLUSION

The 2010 Olympic Winter Games ended quickly, but Richmond City Council continues its efforts to reach the top of the podium when it comes to community service, innovation and sustainability. We will always strive to surpass our goals and objectives and maintain Richmond as a community we proudly call home.

As we look forward to 2011, our City is on the cusp of passing 200,000 in population as strong growth is expected over the next two decades. Richmond is well-positioned to achieve our goals. We are committed to being a leader by incorporating sustainability into our corporate and planning decisions. Our sound financial standing ensures that we are able to maintain and enhance civic services.

Yet, there are considerable challenges to meet. Past success will never let us assume that we will automatically attain future goals. Our growing community will need new infrastructure and new programs. Council will always strive to ensure the burden on taxpayers is minimized, while continuing to provide a high level of service and outstanding quality of life for each resident.

The key to so much of Richmond's success lies in the relationships the City enjoys with our community. City Council looks forward to the continued support of our partners, stakeholders, incredible volunteers and staff as we move forward. Partnerships with other levels of government and the private sector also remain key to our success.

Though 2010 was a milestone year, the City will continue to grow as a community and reach ever higher. Richmond aspires to set the standard for a sustainable, well-managed, balanced and healthy City.