



Council Strategic Plan 2022–2026 Term Highlights Report



Richmond City Council

Front Row (left to right)

Councillor Alexa Loo, Councillor Bill McNulty, Mayor Malcolm Brodie, Councillor Chak Au (resigned February 1, 2026), Councillor Carol Day

Back Row (left to right)

Lieutenant Jim Dickson (Richmond Fire-Rescue), Councillor Andy Hobbs, Councillor Kash Heed, Councillor Laura Gillanders, Councillor Michael Wolfe, Constable Jordan Hitchon (Richmond RCMP)

City of Richmond Council Strategic Plan 2022–2026

The Council Strategic Plan 2022–2026 outlines the collective priorities and focus areas for Council's current term of office. Council adopted six strategic focus areas, each supported by specific priorities that guide decision-making and organizational efforts throughout the term.

The plan provides a framework for the City's work, supporting effective management and delivery of services that are responsive and adaptable to the evolving needs of those who live, work and play in Richmond.

This report highlights key achievements in advancing the Council Strategic Plan 2022–2026 over the course of the term.



Proactive in Stakeholder and Civic Engagement

Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.



Strategic and Sustainable Growth

Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.



A Safe and Prepared Community

Community safety and preparedness through effective planning, strategic partnerships and proactive programs.



Responsible Financial Management and Governance

Responsible financial management and efficient use of public resources to meet the needs of the community.



A Leader in Environmental Sustainability

Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.



A Vibrant, Resilient and Active Community

Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.



Table of Contents

1. Proactive in Stakeholder and Civic Engagement	2
2. Strategic and Sustainable Community Growth	8
3. A Safe and Prepared Community	16
4. Responsible Financial Management and Governance.....	24
5. A Leader in Environmental Sustainability	28
6. A Vibrant, Resilient and Active Community	32
7. Awards and Recognition	40



Proactive in Stakeholder and Civic Engagement



Richmond Fire-Rescue Big Rig

1. Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.

1.1 Continue fostering effective and strategic relationships with other levels of government and Indigenous communities.

The City hosted approximately 30 delegation visits to build relationships, share learnings and advance strategic goals.



Delegation Visit from Korea

A four-way partnership with the Provincial and Federal governments and the Steveston Harbour Authority secured \$8.5M to commence dredging of the Steveston Harbour Channel. The project will provide reliable harbour access for maritime businesses, residents and visitors.

Richmond became an associate partner of the Counter Illicit Finance Alliance of BC and is currently the only municipal government member in the province-wide alliance. This partnership strengthens intergovernmental collaboration to address money laundering and illicit financial activity through enhanced information sharing and coordination with provincial, federal and enforcement partners, supporting regulatory integrity and community safety.

Participation in the Provincial Inter-Ministry Invasive Species Working Group and its Soils Sub-Committee supported coordination and information sharing across provincial ministries and local governments. These forums advance invasive species management priorities, best practices, policy development and guidance related to soil management.

The City advanced the Truth and Reconciliation Commission of Canada's 94 Calls to Action by implementing staff education and training initiatives, establishing a dedicated Indigenous

Relations webpage and initiating the development of an Indigenous Relations Strategy.

Throughout the term, the City commemorated a number of significant days throughout the year to support and understand Indigenous Peoples' histories, cultural traditions and reconciliation:

- National Indigenous History Month in June and National Indigenous Peoples Day on June 21 are recognized each year. Community facilities across Richmond host a variety of events and programs in support of these observances.
- National Day for Truth and Reconciliation is observed annually on September 30. Community facilities across Richmond offer a variety of educational programs and displays to honour residential school Survivors and all the lives and communities impacted by the residential school system, including the display of the Survivors' Flag at City Hall since 2023.
- Red Dress Day, also known as the National Day of Awareness for Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People, is observed annually on May 5.

Participation in annual conferences and conventions with other local governments, such as the Union of British Columbia Municipalities (UBCM) and the Federation of Canadian Municipalities, supported the identification of policy issues, advocacy efforts and engagement with other levels of government on priority topics.

In November 2025, Richmond hosted the first annual Sport Event Exchange BC conference in partnership with Sport BC and Toa Consulting. This inaugural sport-tourism forum brought together destination marketing organizations, municipalities, sport organizations, event rights holders, venue operators and industry partners for learning, networking and knowledge exchange. The event highlighted Richmond's leadership and commitment to advancing sport event hosting in British Columbia.

QUICK FACTS

- **The City supported approximately 20 protocol events such as announcements and openings to highlight projects and funding supported by senior levels of government and key partner organizations. The City was awarded approximately \$122M in grants and funding contributions throughout the term.**



Sport Event Exchange BC Conference

1.2 Advocate for the needs of Richmond in collaboration with partners and stakeholders.

In response to changes in funding from senior levels of government for community and social services, the City engaged federal and provincial governments to advocate for continued support of key programs and services. Examples include:

- The City worked with local immigrant-serving organizations, including Richmond Multicultural Community Services and Richmond Family Place, to advocate for reinstatement of newcomer settlement services funding. Engagement included letters to the Prime Minister and the Minister of Immigration, Refugees and Citizenship and a resolution submitted to UBCM.
- The City engaged federal and provincial governments to advocate for increased and sustainable funding for non-profit organizations delivering community and social services in Richmond. Efforts included correspondence to relevant ministries, Members of Parliament (MPs) and Members of the Legislative Assembly (MLAs).
- The City engaged the federal government to seek continued funding for services supporting at-risk youth. Engagement included correspondence to the Minister of Public Safety and local MPs, supported by a summary report outlining program results and sustainability considerations.

The City leveraged municipal networks and opportunities to advocate for policies and programs that better enable cost-effective greenhouse gas (GHG) reductions within local communities:

- In 2024, the City partnered with Vancouver, the District of North Vancouver and Metro Vancouver to intervene in a British Columbia Utilities Commission (BCUC) proceeding. The Local Government Interveners (LGI) supported BC Hydro proposals reducing the cost of electrical service connections for new buildings. These changes were approved by the BCUC in early 2025.
- In 2025, the LGI advocated for electrical rates that equitably support self-generation (e.g. using solar panels to reduce net electricity costs) by all residents and businesses. The BCUC approved these new rates in March 2026, adopting several LGI suggestions for their evaluation in four years.
- In July 2025, the City and other municipalities completed a report on the Province's Community Energy and Emissions Initiative, which greatly reduces overall costs for tracking energy use and GHG emissions, but is hampered by limited data and reporting delays. This report informed the November 2025 recommendations of the CleanBC Independent Review Panel on provincial climate action policy.

The City participated in the Province of BC's Natural Resource Permitting Improvements engagement process by attending workshops and submitting feedback through topic-specific surveys. The engagement invited input on proposed improvements to natural resource permitting processes, including areas such as water use, stream and wetland management and regulatory clarity.

QUICK FACTS

- *Ongoing collaboration with external agencies such as the Richmond School District No. 38 (SD38), Metro Vancouver, Vancouver International Airport Authority (YVR), Agricultural Land Commission and the Port of Vancouver continues to advance the City's interests in land use matters, growth projections and the OCP.*

1.3 Increase the reach of communication and engagement efforts to connect with Richmond's diverse community.

In April 2023, the City unveiled a refreshed and redesigned website (richmond.ca). The new site provides easier access to a range of online services as well as information and

Council-related materials. New features include a multi-lingual translation tool, enhanced accessibility features and streamlined navigation. The City website receives over 4.3 million views annually.

In 2026, the “Richmond, BC - Official Updates” WhatsApp Channel was launched on the messaging platform. This broadcast-only channel delivers important City updates directly to people’s phones, making it easier to stay informed without needing to check multiple social media platforms. WhatsApp also supports translation into multiple languages, helping the City reach a wider and more diverse audience.

The City upgraded its Let’s Talk Richmond online engagement platform to enable one-click translation into Richmond’s 11 most widely spoken languages, along with customizable on-screen options such as adjustable text size, contrast and readability tools. By reducing technological barriers and improving language accessibility and overall user experience, the City makes it easier for residents to share their perspectives and participate in shaping City initiatives.

The City conducted targeted, proactive engagement to communicate policies and regulations to builders and developers. In 2025, the City hosted five Builder Breakfasts for the small-scale residential building community, engaging 258 stakeholders to gather input on the proposed Step Code and share high-performance building best practices. In addition, quarterly meetings with the Urban Development Institute informed the larger-scale development community.

The City strengthened connections with Richmond’s Chinese-speaking community by expanding multilingual outreach and improving access to City information and engagement opportunities. Examples include a 2023 partnership with a Chinese-language radio station to promote fire safety, expanded Chinese-language communications beginning in 2025 to support City campaigns across service areas, and translated materials with Cantonese and Mandarin interpretation at affordable housing open houses and public engagement sessions.

Community commemoration initiatives were supported through engagement to honour local veterans and service members. This included the implementation of a commemorative crosswalk near the Cenotaph on No. 3 Road for Remembrance Day 2025 and the installation of poppy-adorned Francis Road signs recognizing the service of Warrant Robert Lewis Francis.



Veterans’ Commemorative Crosswalk

In 2025, the City delivered climate-friendly homes education through a mix of hands-on and interactive approaches. This included the Climate-Friendly Homes Tour, where residents learned directly from homeowners and professionals, as well as paper and digital games developed in-house that used gamification to make the BC Energy Step Code easier to understand.

Since the 2022–2023 school year, 84 classes and approximately 2,420 students have participated in the Cool It! Climate Leadership Training program, completing nearly 14,950 climate actions. If maintained for one year, these actions represent an estimated annual reduction of 498.5 tCO₂e. The City-funded program, delivered by the BC Sustainable Energy Association, combines classroom workshops with a four-week Climate Challenge to build understanding.

The City supported education and awareness of flood protection and climate resilience by sharing local strategies with students and future professionals. Examples included:

- Presentation to Richmond High School IB Geography students on local flood protection and resilience.
- Guest lecture to the University of British Columbia (UBC) Master of Engineering Leadership – Urban Systems Engineering program on municipal flood protection strategies.
- Presentation and field visit with BCIT Fish, Wildlife and Recreation students at a dike upgrade site focusing on disaster risk and environmental planning.

The Richmond Sports Wall of Fame was modernized through the launch of a new dedicated website, expanding access to the history of sport in Richmond. The platform provides



residents and visitors with information on past inductees, achievements across all award categories and the nomination process and is accessible online and through a kiosk at the Richmond Olympic Oval.

QUICK FACTS

- *The Engineering & Public Works Open House and Project WET returned as in-person events in 2023 and continue annually as popular community and student engagement events.*
- *Since June 2025, the City has translated 40 documents, such as news releases, e-news articles, letters and postcards, into Traditional Chinese to keep Chinese-speaking residents informed on key City updates.*
- *School zone traffic safety outreach promoted road safety and active travel to school through postcards and engagement with schools and youth groups.*
- *In April 2023, a decommissioned fire-rescue vehicle was repurposed as the “Big Rig” for education, training and community events, attending more than 250 events since its launch.*
- *A series of 33 early literacy videos were launched on the Richmond Public Library (RPL) YouTube channel, providing families with access to stories, songs and rhymes and has received 80,000 views.*

1.4 Leverage a variety of approaches to make civic engagement and participation easy and accessible.

Council-appointed advisory committees provide a way for residents, community members and organizations to offer input and advice on policies, programs and services. New committees formed during this term include:

- The Richmond Social Development Advisory Committee was established in February 2025. The committee is composed of community members and leaders from social-serving community organizations. The purpose of the committee is to provide advice on social issues and support the implementation and monitoring of the Social Development Strategy (2025–2035).

- The Richmond Youth Advisory Committee was established in January 2024. The committee is composed of youth, young adults and representatives from youth-serving organizations. The purpose of the committee is to support actions in the City’s Youth Strategy by increasing opportunities for youth to provide meaningful input into City-related matters.
- The Richmond Accessibility Advisory Committee was established in November 2022 in alignment with requirements of the Accessible British Columbia Act. The committee is composed of community members and representatives from local organizations with lived and professional experience related to accessibility. The purpose of the committee is to provide advice to advance accessibility so people with disabilities can participate fully in community life.
- The First Nations Building Committee was established on February 13, 2024. The committee is composed of Council appointees, representatives from the Britannia Shipyards National Historic Site Society and a representative from the Musqueam Indian Band. The purpose of the committee is to provide advice and input at key milestones during the planning, restoration and construction process for the First Nations Building at the Britannia Shipyards National Historic Site (Britannia Shipyards).

A range of engagement approaches were leveraged to inform major strategies and projects, using multiple formats and outreach methods to reduce barriers to participation and gather input. Examples include:

- Steveston Island Dike Preliminary Design: engagement gathered community input on preliminary design concepts through community pop-ups, open houses, community conversations, online tools, social media and printed materials.
- South and North Dike Upgrades: throughout 2024 and 2025, in-person and online engagement sessions were held with external committees and public groups for the South Dike (Dyke Road to Gilbert Road) and North Dike (Lynas Lane to No. 2 Road), with further engagement planned through 2026.
- Richmond Arts Strategy 2026–2031: engagement informed strategy development through four workshops with an 11-member community roundtable selected to represent diverse perspectives and lived experiences. Broader community input was gathered at both the beginning and end of the process through digital and hard-copy questionnaires and in-person sounding boards during Culture Days.

- Social Development Strategy 2025–2035: engagement informed the development of the new strategy with a focus on equity-deserving groups, supported by Community Ambassadors—local residents with language skills providing culturally relevant engagement—and included input from more than 700 participants.
- EV Charging Expansion: engagement gathered community input on the expansion of City-owned EV charging infrastructure through on-site hubs, surveys and an online Let's Talk Richmond survey, generating 1,314 page views and 273 submissions.

Between June 2024 and July 2025, public engagement was undertaken across three interconnected planning initiatives, including provincial legislation related to Small-Scale Multi-Unit Housing (SSMUH) and Transit-Oriented Areas (TOA), as well as the City's targeted update of Richmond's OCP. Through this process, thousands of residents and interest groups were engaged.

From September to October 2025, the City invited community members to take part in a heartfelt engagement marking the decommissioning of the original Steveston Community Centre and Library. Through the Let's Talk Richmond platform, residents shared their favourite memories, which became part of an interactive memory wall celebrating the building's legacy. The campaign created a space for the community to reflect, celebrate and remember the role the facility played in Steveston's history.

Since November 2022, the City has engaged more than 2,000 people through the neighbourhood traffic calming process, resulting in a number of projects being implemented across Richmond, including near several schools. The City website was also updated to clearly explain the traffic calming process and how residents can submit requests regarding targeted road safety improvements.



Neighbourhood Traffic Calming

The Richmond Museum worked with UBC's Centre for Asian Canadian Research and Engagement to support the development of a new exhibit and related programs planned for 2027. In 2025, a community advisory group made up of Chinese Canadians with representatives from UBC and nine members from the Richmond community was established to inform the exhibit through shared stories, experiences and objects.

QUICK FACTS

- ***Over the Council term, Let's Talk Richmond hosted 141 targeted and community engagements, drawing over 20,000 participants who shared their input through surveys, questions, ideas and map comments. This feedback helped shape City planning, projects, programs and services across the community.***
- ***Since its relaunch in January 2024, the Newcomers Bus Tour has offered over 20 tours at City facilities, engaging more than 450 newcomers in learning about civic processes, programs and services.***



Strategic and Sustainable Community Growth



2. Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.

2.1 Ensure that Richmond's targeted OCP update shapes the direction and character of the city.

In November 2023, the BC Legislature passed several pieces of legislation that changed the local government land use planning framework with the aim of supporting housing development (Bills 16, 44, 46 and 47). The changes impacted the OCP and zoning, Council procedures and municipal infrastructure and amenity financing. In June 2024, Council:

- Amended the zoning of almost 27,000 single-family and duplex lots throughout the city to permit Small-Scale Multi-Unit Housing under Bill 44.
- Adopted a TOA Bylaw to identify TOAs in the City and amended residential parking requirements within TOAs as required by Bill 47.

In the fall of 2024, the City initiated a targeted update to the OCP to guide the City's growth and long-term goals for the next 25+ years. The update focused on housing, climate, equity and the environment with an emphasis on directing growth where it can benefit the community most. Community consultation and targeted engagement was conducted through a series of open houses, meetings and the Let's Talk Richmond platform to gather feedback on strategic policy directions for the update.

The first of two parts of proposed OCP updates were presented to Council for consideration in December 2025 and advanced to a Public Hearing in January 2026. In February 2026, the OCP amendment bylaws were adopted, including new chapters on the planning context and housing policies, a revised land use map, an updated Environmentally Sensitive Areas (ESA) map and revised ESA guidelines and exemption criteria. A revised Regional Context Statement was accepted by the Metro Vancouver Regional Board in January 2026 as part of the OCP bylaw adoption process.



Richmond's City Centre

As part of the updated OCP, Council endorsed a new chapter on housing policy. The chapter includes policies to build better neighbourhoods through a transit-oriented framework and five complementary neighbourhood types. It also aims to increase housing supply, with a particular focus on rental housing and to expand below-market and non-market housing through effective partnerships.

Over the term, over 3,150 housing units were granted third reading, including 360 secured moderate and affordable market rental units. Some notable development projects include:

- Phase 1 of the Lansdowne Shopping Centre redevelopment which includes three parcels of land in the northeast corner of the site with a total of 1,047 units, including 141 Low End of Market Rental (LEMR) units and 157 market rental units.
- 6840, 6860 No. 3 Road and 8051 Anderson Road which would permit a 14-storey 100% rental development including 269 market rental units and 50 moderate market rental units.
- 9000 No. 3 Road which would permit a five-storey 100% rental development including 57 market rental units and seven moderate market rental units. The associated Development Permit was endorsed by the City's Development Permit Panel in December 2025.
- Council also issued a Development Permit to facilitate the development of 276 rental units, including 156 LEMR units and 120 market rental units on Ketcheson Court. These units comprise Phase 1 of a multi-phase residential development by Polygon Homes in the Capstan Village area of the city centre. These units are anticipated to obtain occupancy and see their first tenants in 2026.

In December 2025, Council granted third reading to a rezoning by Vancouver Coastal Health at 11771 Fentiman Place to permit the development of an eight-storey major health care facility including 144 long-term care beds.

In response to the new provincial legislation which introduced changes to allowable densities within communities, the City completed a densification assessment to inform updates to its water and sanitary models and ensure service levels can continue to be met. The updated utility models were developed in coordination with the targeted OCP updates and will support the City's long-term direction and character.

In alignment with the ESA updates to the OCP, Development Permit guidelines were also revised to ensure a more streamlined approach was taken to processing ESA



Development Permits and for consideration of exemptions. In addition, policies as they relate to environmental protection and enhancement and climate resilience and adaptation are under review. Bylaw amendments are expected to be brought forward before the end of 2026.

In December 2025, Council adopted amendments to the OCP's Development Permit Exemptions to increase the construction value for exterior renovations from \$75,000 to \$150,000 and to exempt buildings undergoing exterior envelope repairs resulting from water ingress issues. The proposed amendments are expected to improve efficiency and generally maintain the City's form and character objectives.

QUICK FACTS

- *Between 2023 and 2025, the City approved a total of 80 Servicing Agreements representing approximately \$73M in developer-contributed City infrastructure.*
- *Between 2023 and 2025 a total of 41 new lots were created through subdivision.*
- *A provincially mandated Interim Housing Needs Report completed in 2024 identified a range of housing needs, including for people experiencing homelessness, for those in Extreme Core Housing Need, and additional housing to address low rental vacancy rates. The findings informed new housing policies and land use permissions incorporated into the updated OCP.*

2.2 Develop and implement innovative and proactive solutions that encourage a range of housing options and prioritize affordability.

In 2023 to 2025, Council issued Development Permits to facilitate the development of 2,562 dwelling units and suites. Of these, approximately 837 units were for rental tenure, including 302 LEMR units and 215 below-market or moderate-income rental units.

In 2023, the City was awarded \$36M in federal funding through the Canada Mortgage and Housing Corporation's (CMHC) Housing Accelerator Fund (HAF) to support City initiatives that accelerate housing delivery. The funding is delivered in four equal instalments; the City received its

third instalment in March 2026. HAF funding has been instrumental in launching a fast-track permit approval program supported by technology solutions (MyPermit), launching a one-time grant program that incentivizes affordable housing development and completing a range of policy initiatives that support the delivery of housing.

In 2024, the City established a Housing Office as a dedicated in-house department to advance Council's affordable housing goals. The new department brings together reallocated and new grant-funded staff positions to work with existing departments and external partners to expand affordable housing opportunities across the community. Through planning policies, partnerships and funding programs, the Housing Office works with non-profit organizations, government agencies and developers to deliver a range of housing solutions.

Council approved the \$9.4M Housing Priorities Grant using funding from the HAF that could ultimately support the delivery of 347 affordable rental units in five projects. The 347 units represent a portion of housing within larger market rental housing developments; in total, the proposed projects will deliver 956 new rental homes, including both affordable and market rental units. Each successful applicant has until November 2027 to receive a building permit to receive the grant funding.

Through extensive community engagement, including twelve open houses in fall 2025, feedback was gathered on the proposed Aberdeen Rental Residences development. In Q3 2025, due diligence and development approvals were initiated. If approved for funding from senior levels of government, the project will deliver more than 210 permanently affordable, deeply subsidized rental homes on City-owned land.

The City initiated the Affordable Housing Non-Profit Partnership Program that now includes the participation of over 20 local non-profit organizations who come together to share information and learn from each other through City-convened meetings.

Following rezoning and issuance of a Development Permit, occupancy was granted for a building permit on City-owned lands on Steveston Highway in February 2024, enabling construction of Harbour House, a new affordable housing building providing 25 family-friendly units for women and women with children. The project is largely funded through the CMHC Rapid Housing Initiative, with additional capital and operating funding from BC Housing.

In 2025, updates were made to the LEMR Program, including changes to income eligibility and maximum rents and the implementation of a Council policy that addresses maximum parking fees, tenant asset limits and how income exceedances are managed. Overall, the changes improved the viability of operations for non-profit operators while maintaining affordability for Richmond residents in need of affordable rental housing.

In 2025, amendments to rental development parking requirements simplified parking standards, helping streamline and expedite the review of rental housing applications and supporting the delivery of new housing in the city.

QUICK FACTS

- *The City launched the Affordable Housing Hub, an online tool that maps existing and upcoming affordable housing units.*
- *In 2025, Council approved amendments to the Small-Scale Multi-Unit Housing (RSM) zone that provide greater flexibility in the design of Small-Scale Multi-Unit Housing buildings.*

2.3 Ensure that both built and natural infrastructure supports sustainable development throughout the city.

Under the Ageing Infrastructure Replacement Strategy, ageing water pipes are proactively replaced with new pipes to increase capacity, minimize unplanned maintenance, support the City's growing needs and improve the resiliency of the water utility. The program replaces watermain made of old materials that are reaching the end of their lifespan with new PVC or HDPE pipe. Construction completed between 2023 and April 2026 included:

- 2023: 3,530 m replaced across three projects: Burkeville Phase 5; Danube/Minler; Sealdor Phase 1.
- 2024: 4,380 m replaced across four projects: Burkeville Phases 6 & 7; Sealdor Phase 2; No. 7 Road; No. 2 Road.
- 2025: 4,515 m replaced across four projects: Burkeville Phase 8; Seacote; Sidaway Road; No. 7 Road.
- 2026 (to April): 540 m replaced across one project: Francis Road.



Seacote Watermain Paving

The Lansdowne Parks Master Plan was approved by Council in November 2025, establishing a key milestone that will guide the future development of the 10-acre Lansdowne Parks at the heart of the neighbourhood in Richmond's city centre. The plan provides a park development framework that enables the designated open spaces to become destinations that inspire play, connection and participation in civic life.

Pathways Clubhouse's Rio Vista was completed and received all City approvals, delivering 80 units of permanent affordable rental housing. Through this project, the City also advanced climate-smart affordability as the first affordable housing development connected to Lulu Island Energy Company's (LIEC) low-carbon district energy system.

In August 2025, the City partnered with Amrize to pilot low-carbon concrete through a new sidewalk connection between the City Hall Annex and Richmond Centre Mall, demonstrating that innovative materials can be adopted with no added cost or changes to standard construction practices. The pilot achieved a 20% reduction in embodied carbon, incorporated recycled materials, diverted waste from landfill and met all performance and durability standards. Building on this success, low-carbon concrete is now being applied in the Steveston Community Centre and Library project.

In 2025, Council approved the City's Community Wayfinding Strategy, which aims to enhance the experience for residents and visitors as they move through the city. The strategy will guide and coordinate future public wayfinding and signage investments in Richmond, ensuring that these are designed and implemented in a well-planned and resource efficient manner.

The City is working with a developer to offset the loss of old-field barn owl foraging habitat associated with a mixed-use development in the city centre. As part of this work, the developer is providing funding to manage invasive blackberry on City-owned park land, improving habitat quality and supporting barn owl foraging opportunities.



QUICK FACT

- Approximately 119 lane km of paving was completed during the term with 32 lane km paved in 2025.

2.4 Enhance Richmond's robust transportation network by balancing commercial, public, private and active transportation needs.

The new Canada Line – Capstan Station opened in December 2024. The station provides Skytrain access for visitors and residents to the growing development in the Capstan Village area. The Canada Line and Capstan Station are models of urban mobility and public-private innovation supporting sustainable growth in Richmond's downtown core.

In 2024, Council approved the expansion of Richmond's public Electric Vehicle (EV) charging network through three direct-current fast charging hubs proposed at the Minoru Precinct, Richmond Curling Club and South Arm Community Centre. The program will support up to 30 Level 3 fast-charging ports. Once complete, the expansion will deliver approximately six times the power of Richmond's existing public charging network.

Enhancements were made to cycling and pedestrian connectivity throughout the city in alignment with the OCP. In 2025, the following projects were completed:

- Construction of a 4.8 km multi-use pathway on Steveston Highway from Railway Avenue to Shell Road.
- Construction of a 400 m bi-directional cycling pathway on Westminster Highway from Lynas Lane to No. 2 Road.
- Construction of a 100 m multi-use pathway on Lansdowne Road between Pearson Way and Gilbert Road, completing east-west connectivity from River Road to Minoru Boulevard.
- Construction of a 800 m multi-use pathway on Gilbert Road connecting Granville Avenue and Elmburgh Way.
- Construction of 600 m of new walkways on St. Edwards Road and Westminster Highway.



Multi-use Pathway

Drawing on assessments of collision-prone locations, the City continues to implement intersection safety improvements to reduce traffic conflicts and enhance safety for all road users. Safety upgrades have been completed at key intersections, including Cambie Road at No. 5 Road, No. 4 Road and St. Edwards Road; Westminster Highway at No. 2 Road, No. 5 Road, Garden City Road and Cooney Road.

In October 2025, Council approved the Commercial Truck Parking Pilot Program. This one-year initiative provides designated on-street parking permits for eligible commercial trucks in select industrial areas of Richmond. Approximately 63 on-street parking spaces are available for overnight commercial truck parking from 7:00pm to 7:00am, as indicated by posted signage. The program launched in February 2026.

Between 2023 and 2025, the City delivered cycling education to over 4,800 Grade 6 and 7 students across 56 elementary schools, providing hands-on practice with fundamental cycling skills on school grounds and local neighbourhood streets. The program supports student confidence, safety and the use of cycling as an alternative mode of travel to school.

As part of a one-year pilot, angled parking was introduced on Chatham Street between Fourth Avenue and Sixth Avenue, converting existing parallel stalls and increasing parking supply in Steveston by 17 spaces. In December 2025, the City also hosted a community open house as part of a Steveston Parking Study, inviting residents to share feedback on parking near commercial areas in Steveston Village.

QUICK FACTS

- *From 2023 to 2026, the City installed 10 new pedestrian-activated crosswalks and completed 17 traffic signal installations and signal operation changes to improve safety and traffic flow across Richmond.*
- *The new five-lane Steveston Interchange includes cycling, pedestrian and enhanced transit facilities, while the future Fraser River tunnel crossing will add dedicated transit lanes and a multi-use path for walking and cycling.*
- *The City has enhanced transportation accessibility, with 93% of signalized intersections equipped with Audible Pedestrian Signals and 95% of bus stops featuring accessible landing pads.*

2.5 Work collaboratively and proactively to attract and retain businesses to support a diversified economic base.

The Richmond Tourism Master Plan 2035 was developed to create a shared 10-year vision for tourism in Richmond and a framework of key goals and initiatives that align tourism, economic development and the community. This plan will form the basis of the City's next 5-year Municipal and Regional District Tax (MRDT) application to the Government of BC (2027–2032) and has been jointly developed by Tourism Richmond, the City and the Richmond Hotel Association with extensive input from interest holders.

In Fall 2025, initial engagement was undertaken to inform a new Economic Development Strategy focused on long-term growth, resilience and sustainability. Community and stakeholder feedback, along with proposed guiding principles, are being presented to Council in spring 2026 to guide development of the final strategy.

Through the multi-phased Permitting Optimization Project (POP), the City has streamlined building and development processes and expanded digital services. As part of this project, the MyPermit portal launched in 2023 enables applicants to apply, pay for and track permits online. The platform has expanded from gas, plumbing and sprinkler permits to include servicing agreements in 2024 and demolition, tree removal and rezoning applications in 2025,

with additional residential and commercial permits planned for 2026. Supported by the Housing Accelerator Fund, MyPermit improves transparency, reduces intake delays and enhances service delivery.

Adoption of MyBusiness, the City's online business licensing service within the MyRichmond portal, has grown from 9,154 licences processed in 2023 to 10,448 in 2025, representing approximately 74% of all City business licences. As of January 2026, nearly 11,000 businesses manage their licences online, with one in five users accessing the service outside regular business hours, demonstrating improved accessibility and customer convenience.

Between 2023 and 2025, Richmond hosted a range of major sporting events with the City's Sport Hosting Office leading bid development, site visits, event coordination, and stakeholder engagement. Hosting was supported through collaboration with other City departments, the Richmond Olympic Oval, Tourism Richmond, Richmond Sport Council, and local hotel partners. Key events included:

- 2023 CARHA World Cup adult hockey tournament
- 2023 World Wheelchair Curling Championships
- 2024 Fencing World Cup – Men's and Women's Epee
- 2025 Table Tennis Canadian Championships
- 2025 U18 BC Curling Championships & BC Wheelchair Curling Championships

Financial assistance was also provided to tournament and event organizers through a grant program, awarding over \$480,000 from 2023 to 2025.



Table Tennis Canadian Championship



In partnership with WorkBC, local community service providers, businesses and organizations, the City hosted a series of free job fairs across community facilities and libraries to connect job seekers directly with employers. Between 2023 and 2025, events at Minoru Arenas, City Centre Community Centre and local libraries attracted thousands of attendees, featured dozens of employers and exhibitors and included supports such as networking opportunities, résumé clinics and on-the-spot interviews.

Between November 1, 2022 and December 31, 2025, the City supported filming activity throughout Richmond, issuing 160 film permits and managing over 1,050 filming days on City-owned properties. This activity generated more than \$500,000 in service and location fees.

The City's annual Business and Partner Appreciation Event recognizes the Richmond business community's contributions to a prosperous and vibrant city. Each year, the event highlights a different theme:

- 2023: The spotlight was on businesses pursuing creative business models and deploying transformative tools for success.
- 2024: The event highlighted businesses advancing transformative technology, showcasing how innovation continues to shape Richmond's economic landscape.
- 2025: The focus shifted to how Richmond businesses are harnessing the city's inherent strengths, including its geography, transportation linkages and strong sense of community, to navigate change and foster innovation.

During the current Council term, the City improved access to mobile vending opportunities by publishing comprehensive information on its website. Details outlining opportunities for mobile food vendors on public property, private property and at community events are now available online, making it easier and more transparent for small businesses to learn about and access these opportunities.

QUICK FACTS

- *In 2025, the free Discovery Shuttle, funded by MRDT, expanded its hours to 9:30am–7:00pm.*
- *The annual Mobile Outdoor Food Service Unit Inspection Event continues to grow, with an almost 40% increase in total inspections and re-inspections from 2022 to 2025.*



Richmond Discovery Shuttle



Richmond Skaters (2025) by Inges Idee



A Safe and Prepared Community



3. Community safety and preparedness through effective planning, strategic partnerships and proactive programs.

3.1 Advance proactive, sustainable and accelerated flood protection in collaboration with other governments and agencies.

Phase 4 of the City's Dike Master Plan was finalized in 2023, completing all phases of the plan and securing Council endorsement. The recommended dike upgrade options identified will ensure that the City's flood protection infrastructure supports growth and aligns with future development plans. Phase 4 was endorsed after extensive public and stakeholder engagement including various levels of government.

Since 2023, the City has secured \$16.4M in senior government grant funding to support \$21.7M in flood protection infrastructure upgrades. Projects that have been awarded grant funding since 2023 include the No. 3 Road South Pump Station and Dike Upgrade and the Terra Nova and River Road Dike Rehabilitation works.

The following dike improvement projects have been approved through the capital budget and are progressing:

- Design of north dike upgrades between Lynas Lane and No. 2 Road.
- Design of south dike upgrade between No. 4 Road and No. 5 Road.
- Design of south dike upgrade between 6080 Dyke Road to Gilbert Road.
- Preliminary design of north dike upgrades between Knight Street and the CN Rail Trestle Bridge.

The City has completed several grant-funded studies to inform and advance the Accelerated Flood Protection Program. These include a seepage assessment and groundwater management study, an emergency dike reconstruction strategy, flood risk hydrodynamic modelling and assessment of nature-based flood protection solutions, among others.

Through a partnership with a developer, the City secured dike upgrades west of Dinsmore Bridge, including construction of a "superdike" where land behind the dike was raised to crest elevation. This approach enhanced flood protection while minimizing visual impacts on waterfront views.

The City continues to leverage opportunities to highlight its flood protection strategy and raise awareness with stakeholders. Some examples include:

- The City recently completed a study on flood protection initiatives and shared its findings with YVR, fostering collaboration on flood risk mitigation and advancing efforts to safeguard the entire community.
- Richmond hosted operators from BC & Yukon First Nations communities for an on-site visit to the Horseshoe Slough Drainage Pump Station. The event provided an opportunity to share Richmond's flood protection strategies and operational practices, fostering collaboration and connections with Indigenous communities.
- A session was held at the Insurance Institute of BC Symposium in April 2024 discussing how reinsurers may examine catastrophe risk more accurately using data and relevant government initiatives to improve the industry's risk evaluations at a more localized level.



Horseshoe Slough Drainage Pump Station

QUICK FACT

- *Five pump stations were upgraded including installation of generators to maintain the system during power outages.*

3.2 Leverage strategic partnerships and community-based approaches for comprehensive safety services.

In 2023, the City was awarded a four-year grant from the federal Building Safer Communities Fund (BSCF) to support community-based prevention and intervention initiatives aimed at preventing youth gun and gang violence. Key initiatives implemented to date include partnering with Touchstone Family Association to create youth-focused programming, enhancing spaces frequented by youth at community centres



and the Richmond Youth Media Lab and providing education, training and employment supports to vulnerable youth.

Sustained prevention, enforcement and community education efforts contributed to reductions in key crime categories. For example, in 2025, residential break and enters were down 6% compared to 2024, marking the seventh consecutive year of declines. Auto thefts decreased 9% from 2024 levels and shoplifting declined 5% year-over-year. Initiatives supporting these outcomes included Block Watch, bait car deployments, fraud awareness campaigns and coordinated enforcement targeting illegal gaming and liquor violations.



Fraud Awareness Community Outreach

In 2024, the City was awarded funding from the Ministry of Public Safety and Solicitor General to support the launch of a youth situation table, set to begin in early 2026. The table will bring together frontline workers from multiple agencies, including the Ministry of Children and Family Development, Vancouver Coastal Health, SD38, Richmond RCMP, Richmond Addiction Services Society, the Ministry of Social Development and Poverty Reduction and Connections Community Services, to identify risks, coordinate supports and provide early interventions for youth at risk.

Wildfire prevention and resiliency initiatives were advanced through participation in the BC FireSmart Program, supported by provincial grant funding. Work includes development of a Community Wildfire Resiliency Plan to identify priority risk areas and mitigation actions, along with expanded public wildfire education delivered through community events and online resources.

Collaborative road safety initiatives combined targeted enforcement with public education and outreach. Some examples include:

- A coordinated distracted driving campaign that resulted in 102 electronic device tickets issued in a single day in partnership with regional agencies.
- Expanded commercial vehicle safety enforcement through increased inspections and targeted compliance checks, including illegal ride-hailing.
- Pedestrian safety outreach initiatives focused on visibility and shared responsibility during higher-risk fall and winter months.
- A Speed Watch program delivered in partnership with ICBC, using trained volunteers and portable radar boards to raise driver awareness in school zones and high-risk areas while informing future enforcement efforts.
- A second annual Fleet Speed Demonstration in May 2025, where five City vehicle types demonstrated stopping distances on a controlled course to illustrate the impact of speed and reinforce road safety awareness for staff.
- Ongoing car seat safety education events delivered with ICBC and BCAA to support proper child car seat selection and installation.

A Joint Inspections Team was launched in partnership with the BC Gaming Policy Enforcement Branch to address suspected illegal gaming and liquor primary violations. Through coordinated planning and intelligence sharing, the multi-agency team conducted a successful city-wide operation that improved compliance, disrupted illegal activities and demonstrated the value of collaborative enforcement in enhancing community safety.

The Richmond RCMP has enhanced fraud awareness and prevention efforts by including outreach in different languages. For example, on January 26, 2025, officers, including Mandarin- and Cantonese-speaking members, led a large-scale fraud education campaign at Yaohan Shopping Centre, engaging more than 500 attendees and distributing crime prevention resources. The outreach focused on raising awareness of increasingly complex fraud schemes, including cryptocurrency scams, which are often linked to organized crime.

In February 2024, the You Etch It. We Catch It. program was launched to combat catalytic converter theft, identified as a multi-jurisdictional crime trend. In partnership with participating local automotive shops, vehicle owners can have part of their VIN etched onto catalytic converters during routine maintenance at no additional cost, improving traceability of stolen property and deterring theft.

Since launching in February 2024, the Safe Exchange initiative has been expanded through extended hours to increase access. The program provides a secure environment within the Richmond RCMP Detachment for community members to conduct online marketplace transactions and helps prevent criminal offences associated with online sales.

The first annual E-Scooter Skills Challenge was held on June 1, 2024, featuring hands-on activities to test balance, stopping and speed control, along with safety education and free beginner trials. The second annual event, held on June 14, 2025, attracted over 300 participants as part of ongoing efforts to enhance public awareness of e-scooter and e-bike safety.



E-Scooter Skills Challenge

Public washroom mural installations were initiated to address ongoing costs associated with graffiti removal. To date, washrooms featuring murals have not experienced graffiti-related damage. Four public washrooms were completed in summer 2024, including three painted murals and one vinyl wrap. An additional three washrooms were completed in summer 2025, with three more installations planned for summer 2026.

QUICK FACTS

- *Enhanced predictive fire risk modelling improved targeting of high-risk properties, reducing assessed risk levels for 24% of inspected buildings and strengthening overall fire prevention efforts.*
- *In 2024, approximately 150 staff working in community recreation facilities received training on how to respond to and address hate incidents in the community.*
- *A pilot “High Alert” system was introduced in 2024 to notify drivers of approaching emergency vehicles through smart technology.*
- *From July 2024 to December 2025, three overdose response workshops trained 44 community members in Naloxone administration, with each participant receiving a free take-home kit.*

3.3 Ensure the community is collectively prepared for emergencies and potential disasters.

Multi-stakeholder emergency exercises are regularly conducted to test plans and response coordination in advance of major incidents and climate-related events, involving regional, provincial and federal partners such as the Ministry of Emergency Management and Climate Readiness, Canada Border Services Agency, BC Emergency Health Services and Vancouver Emergency Management Agency. Some examples include:

- February 2023: Table-top earthquake recovery exercise “Coastal Response” with agencies across the Lower Mainland and Vancouver Island.
- June 2023: Airport crash simulation exercise with YVR and multiple public safety partners.
- June 2023: Full-scale fuel spill and injured workers exercise for the BC Energy Regulator.
- September 2024: Full-scale airport crash exercise with national response partners and emergency support agencies.
- April 2025: Full-scale compression station explosion exercise with regional utilities and municipalities.

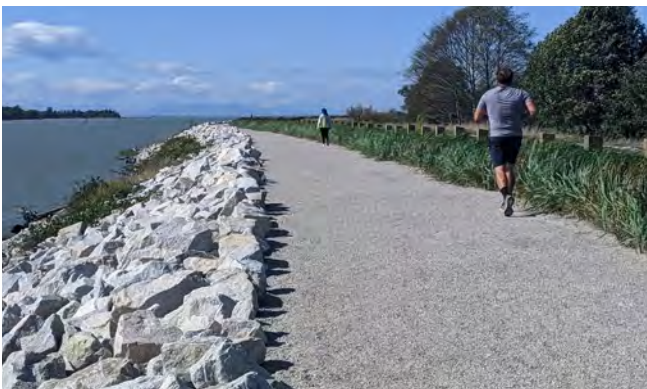


- September 2025: Major event preparedness table-top exercise with over 250 participants in preparation for FIFA 2026.

Building on lessons learned from the 2021 atmospheric river event and Council-endorsed action items, the City's enhanced response during the October 18–20, 2024 atmospheric river significantly reduced the cumulative drainage impacts experienced by the community compared to 2021. Over the response period, 75 operational staff were deployed, 630 sandbags were placed by field crews, an additional 260 sandbags were distributed to the public and 87 service requests were received.

Completed in 2025, the City's Flood Protection System Emergency Reconstruction Strategy strengthens community preparedness by outlining clear initial response actions, a structured dike reconstruction process and supporting resource assessments, enhancing the City's ability to respond effectively to emergencies and potential disasters.

In 2025, the City completed the Flood Risk Hydrodynamic Modelling project focused on the Lulu Island perimeter dike, analyzing potential impacts to Richmond's population and infrastructure. This work strengthens emergency preparedness by improving understanding of flood risks and informing effective response strategies for potential disasters.



Richmond Dike

Incident Command System (ICS) training was expanded to strengthen coordinated emergency response across City operations and partner agencies, providing a standardized command-and-control framework for managing major events and emergencies. A City-wide and external partner education initiative was launched, supported by the development of Event Safety and Security Plan templates for large public events such as festivals and open houses. In 2024, five ICS training sessions were delivered, with approximately 20 participants per session.

In 2024, the expanded scope of practice for Emergency Medical Assistants was implemented under Provincial Ministerial Order 292, enhancing pre-hospital medical response capacity for fire-rescue services. Updated response kits and in-vehicle reference guides were introduced to support new medical procedures and medication administration, along with initial and refresher training to reinforce readiness and effective use of the equipment.

Wildland fire response training, preparedness and equipment planning were strengthened following a 2023 pilot review of the local wildland response model, informed by responses to 133 wildland-related incidents that year. Lessons learned were incorporated into an updated response plan for the 2024 season. Training was completed in Q2 2024, with additional personnel completing training in October 2024, supporting continued improvements to readiness, response capability and service delivery.

Throughout the term, the City continued to work closely with regional, provincial and federal partners to support coordinated, timely responses to environmental spills, with a focus on protecting public safety, infrastructure and sensitive ecosystems. This included ongoing coordination with senior government agencies, undertaking joint inspections of higher-risk industrial sites to proactively identify potential spill risks and continued implementation of the Dangerous Goods and Spill Response Plan. For example, in 2024 and 2025, 31 inspections were completed on Mitchell Island, 16 of which were joint inspections.

Using a 2023 UBCM Community Emergency Preparedness grant, the City completed Extreme Temperature Risk Mapping, Assessment and Planning in 2024. This work assessed fire and heat risk across trails, beaches and park areas, focusing on locations most vulnerable during high heat and dry conditions. Seven risk assessments were completed, informing updates to wildfire response planning and strengthening evidence-based pre-planning. The resulting heat mapping supports more effective extreme heat response and helps guide future mitigation efforts.

A series of tailored emergency preparedness initiatives were delivered to strengthen community readiness and resilience across diverse audiences, providing practical guidance on hazards, individual preparedness and collective response. Examples included:

- Preparedness education sessions for seniors and newcomers to Canada, delivered in partnership with and funded by the Canadian Red Cross, reaching approximately 180 participants through five events.

- A hybrid community-led resilience workshop in Sea Island introducing the Five Steps to Emergency Preparedness, including resident self-assessments and follow-up actions to improve preparedness.
- Emergency planning and prevention resources provided to local businesses in partnership with the Richmond Chamber of Commerce.

QUICK FACTS

- *In 2025, a Snow Plow Tracker was launched to provide near real-time updates on plowing and salting activity, improving public access to winter road information during snow and ice events.*
- *A public education campaign promoted use of the medical information feature on iPhone and Android smartphones, supported by first responder training and cross-partner collaboration.*
- *Library locations were activated as Cooling and Clean Air Centres for six days in 2025, supporting more than 22,000 community members during extreme weather.*
- *An online fire safety program for Kindergarten students was developed for Richmond schools, extending the program to students in Kindergarten through Grade 3.*

3.4 Ensure civic infrastructure, assets and resources are effectively maintained and continue to meet the needs of the community as it grows.

Construction of the new 60,350 sq. ft. Steveston Community Centre and Library is underway, with the \$95M replacement facility located in the heart of Steveston. The building includes a community centre with a double gymnasium, fitness centre, multipurpose and gathering spaces, a shared community living room and a library with enhanced collections, children's and youth areas, program rooms and quiet study space. The project will target Richmond's Enhanced Accessibility Design Guidelines and Technical Specifications, LEED Gold certification and Rick Hansen Foundation Accessibility Certification. Project completion is expected in late 2026.



Steveston Community Centre and Library Construction

Design, construction and site coordination for the first phase of the Works Yard Replacement Project are underway, following Council's confirmation of the Lynas Lane location in 2023. Phase 1 includes a new main building with administrative and workshop space above a one-level parking structure. The new facility is being designed to post-disaster standards, with critical infrastructure and operational areas set at the 4.7 m Flood Construction Level to support continued operations following major seismic or flood events. The phased approach allows for continued operations at the site and uninterrupted service to the community throughout the multi-year construction period.

The Bowling Green Community Activity Centre was completed in Q4 2025, with an opening ceremony held in January 2026. The \$5.3M, 3,200 sq. ft. facility is located in the northeast corner of Minoru Park and supports the growing lawn bowling community while also providing flexible space for a range of community programs. The new building is targeting LEED Gold Certification for environmental design and construction standards and Rick Hansen Foundation Accessibility Certification. The former clubhouse was deconstructed, with salvaged materials donated to Habitat for Humanity.



Bowling Green Community Activity Centre



The final phase of the Burkeville Utility Upgrade project was completed in October 2025. This multi-year project replaced or rehabilitated ageing watermain, sewer main, drainage systems and road infrastructure to meet the needs of the community and reduce local flood risks. Cumulatively over the term, 2,400 m of ageing watermain, 2,500 m of drainage main, 2,300 m of roadways and 550 m of sanitary sewers have been completed.

Detailed design of the new West Richmond Pavilion was completed in Q4 2025. The 10,380 sq. ft., \$19.9M facility in Hugh Boyd Park will support community programs and local sport group activities with public washrooms, change rooms, a referee room, multipurpose spaces, kitchen, concession and an outdoor viewing deck. Council endorsed the project to be built to Passive House high-performance building standards and the facility will target Rick Hansen Foundation Accessibility Certification. Construction is scheduled to begin in 2026, with completion expected in Q4 2027.

Through a rezoning application for a mixed-use development in the Hamilton area, the City secured a City-owned, turn-key 1,400 sq. ft. Community Policing Office built to RCMP security requirements. A building permit for the development was issued in 2024.

Infrastructure upgrades at Richmond's arena facilities improved safety, comfort and long-term operational reliability. Improvements included:

- Richmond Curling Club: Installation of a new roof and dehumidification system, along with upgraded LED lighting and replacement of ceiling tiles.
- Richmond Ice Centre: Conversion of select arena floors from sand to concrete to support dry-floor activities and reduce maintenance, installation of a new dehumidification system, repainting of the truss systems across multiple arenas and replacement of the sprinkler systems and change room fixtures (to be completed in September 2026).

Infrastructure renewals at the South Arm Community Centre and South Arm Community Hall improved safety, functionality and accessibility, supported by a funding contribution from the South Arm Community Association.

- South Arm Community Centre: Flooring renewals, washroom and change room upgrades, millwork and janitorial improvements, fire alarm replacement, mechanical and HVAC upgrades and refinishing of hardwood floors in the aerobics studio and racquetball/squash courts.

- South Arm Community Hall: A full roof replacement; mechanical, electrical and fire protection system upgrades; exterior painting; piping replacements; installation of acoustic panels; and accessibility improvements.

Extensive renovations were completed at the Richmond Nature Park in 2024 to improve accessibility, including upgrades to the Nature House and Kinsmen Pavilion with accessible doors, improved ramps and paved walkways. These changes ensure the park remains welcoming and inclusive for visitors of all ages and abilities.

In 2025, the City replaced existing chillers at City Hall with high-efficiency air-source heat pumps. This low-carbon electrification flagship project achieved a 73% reduction in GHG emissions, equivalent to removing 28 gas-powered vehicles from the road. BC Hydro funding partially offset replacement costs.

QUICK FACTS

- *More than 310,000 kWh in annual electricity savings were achieved by LED lighting upgrades at civic facilities during Council's term.*
- *In 2025, an additional Licence Plate Reader (LPR)-equipped vehicle was added to the bylaw enforcement fleet, improving operational efficiency and service capacity.*
- *Minoru Arenas and the Richmond Ice Centre replaced end-of-life equipment with five new electric ice resurfacers, supporting efficient and sustainable operations.*
- *Over 2.1 km of key dikes such as those on River Road were restored in 2025 protecting the system during high flow or atmospheric river events.*



Cherry Blossoms



Responsible Financial Management and Governance



4. Responsible financial management and efficient use of public resources to meet the needs of the community.

4.1 Ensure effective financial planning to support a sustainable future for the City.

The City maintained a strong financial position with cash and investment balances of \$1.8B and an accumulated surplus that reached \$4.2B in 2025.

In 2025, Council endorsed the updated DCCs and the new Amenity Cost Charges (ACCs) as a basis for public consultation. Several public engagement sessions were offered to industry stakeholders and the business community. In response to consultation and the current challenging conditions in the residential development industry, Council did not increase DCC rates for 2026 and held off on implementing new ACC rates and will reconsider in 2027.

In 2025, the City implemented the Surety Bond Pilot Program, which allows qualifying applicants to use surety bonds as an alternative to cash or letters of credit for DCC instalments, servicing agreements and landscaping and tree securities.

From 2023 to 2025, the City received DCC contributions totalling approximately \$71M through the building permit and subdivision process which help fund Council's approved plans for capital infrastructure improvements.

From 2023 through 2025, the City completed multiple property acquisitions and advanced a number of real estate lease transactions to support City purposes and long-term strategic objectives. This included 15 property acquisitions and more than 45 real estate lease transactions, covering over 440,000 sq. ft. of office and warehouse space and associated parking. These transactions generated more than \$7.7M in revenue, helping support future strategic real estate acquisitions and portfolio growth.

Over the Council term, the City updated the Five-Year Infrastructure Capital Program annually, with an average annual value of approximately \$60M. This ensured funding was allocated effectively to serve the community and enhance City infrastructure.

In 2025, Council approved the transition of the City's public EV charging network from time-based fees to energy-based (per-kWh) rates, aligning pricing with electricity consumption. The shift improves fairness and transparency for users, supports equitable access across different vehicle types and strengthens the financial sustainability of the public charging network.



EV Charging

4.2 Seek improvements and efficiencies in all aspects of City business.

Work is underway to improve the timeliness of fire code reviews associated with development applications through enhanced coordination and refined review processes. Proactive collaboration is supporting more efficient application processing while maintaining public safety standards.

In spring 2023, Emergency Support Services delivery processes were reviewed and enhanced to strengthen accommodation support for evacuees. A two-hour service benchmark, measured from notification to accommodation provision, was established and supported by updated communication and coordination processes, resulting in consistent achievement of the response timeline during emergency events.

The City introduced five new GIS dike layers and updated the Dike Operation and Maintenance Manual, enhancing flood protection and infrastructure management. These improvements support consistent and efficient asset management and ensure compliance with provincial and federal standards.

The new RPL website launched in 2025 and received over 78,000 visits in its first month. It features streamlined navigation and improved support for user needs. Accessibility was a core priority in the design and development of the site, which meets WCAG 2.1 AA standards and, where possible, incorporates elements aligned with AAA guidelines while maintaining a user-friendly experience.



In 2025, a new flat Commercial Vessel Docking and Service Fee was implemented at Imperial Landing to improve customer service, support diversified commercial use and strengthen cost recovery. The updated fee structure consolidates all direct and ongoing costs associated with commercial vessel docking, including coordination and planning, regulatory compliance, infrastructure maintenance and access to 24-hour emergency marine towing services.



Commercial Vessel at Imperial Landing Dock

A new Activity Search tool for community program registration was launched in 2024 to enhance the customer experience. The online solution allows users to search for parks, recreation and culture activities using filters and a few simple steps, creating a tailored experience based on their interests. Users can also save searches and export results as PDFs. In 2025, the Activity Search tool was used nearly 14,000 times.

In 2024, PFAS-free firefighting initiatives were advanced through pilot turnout gear practices, introduction of PFAS-free interim and fire-response gear and enhanced decontamination measures to reduce chemical exposure and improve responder safety.

4.3 Foster community trust through open, transparent and accountable budgeting practices and processes.

In 2025, Council endorsed Policy 1021 to establish a Major Construction Projects Oversight Committee for capital construction projects with budgets exceeding \$50M. The purpose of the committee is to provide independent advice, input and feedback at key milestones during the planning, design development and construction phases of applicable projects.



Major Construction Project – Works Yard Replacement Project

For the 2026 budget planning cycle, the City implemented a new budget planning and monitoring system that integrates the Operating and Utility Budgets, Capital Budget and Five-Year Financial Plan into a standardized process. This modernization improves the clarity, consistency and transparency of financial information presented to Council and the public, strengthening accountability and supporting informed decision-making in the allocation of community resources.

Additional information was incorporated into annual budget reports to enhance transparency and provide greater clarity to Council and the public. For example, the 2024 budget included information about externally funded programs and beginning with the 2025 budget, a comprehensive list of external grants was included, offering clearer insight into funding sources and program support within the City's financial plan.

QUICK FACTS

- *Richmond achieved consecutive “A” grades in annual municipal fiscal accountability report cards issued by the C.D. Howe Institute, ranking among the highest-rated major Canadian cities.*
- *The City received ongoing recognition from the Government Finance Officers Association of the United States and Canada for both comprehensive annual financial reporting and popular financial reporting.*

4.4 Work with all levels of governments for grant and funding opportunities.

Through various levels of government and funding organizations, Richmond has been awarded approximately \$122M in grants and funding contributions throughout the term. Examples include the UBCM – Community Emergency Preparedness Fund, TransLink, ICBC, Destination Development Fund, Celebrate Canada Fund and Disaster Resilience Innovation Fund. Examples of projects and initiatives supported in part by grants and funding include:

- Active transportation and road safety projects enhancing walking, cycling and roadway infrastructure across the city.
- Maintenance of the Major Road Network, including asphalt rehabilitation on Cambie Road and No. 2 Road, 700 km of road sweeping and repainting of 135 km of centre, edge and lane lines.
- Implementation of the Community Energy and Emissions Plan, supporting energy and emissions reporting, policy development and internal capacity building.
- Implementation of new provincial housing legislation (Bills 16, 44, 46 and 47), advancing required policy, regulatory and consultant-led updates.

- Delivery of the Richmond Youth Media Program, providing youth-focused media training and engagement opportunities and completion of equipment and software upgrades at the Richmond Media Lab.
- Coordination and public education initiatives to address invasive species, including community invasive pulls, signage, engagement videos and public-facing educational materials.

Community Associations and Societies providing programs and services in City facilities continued to secure external funding during the 2022 to 2026 term in support of their offerings for the Richmond community. Examples include:

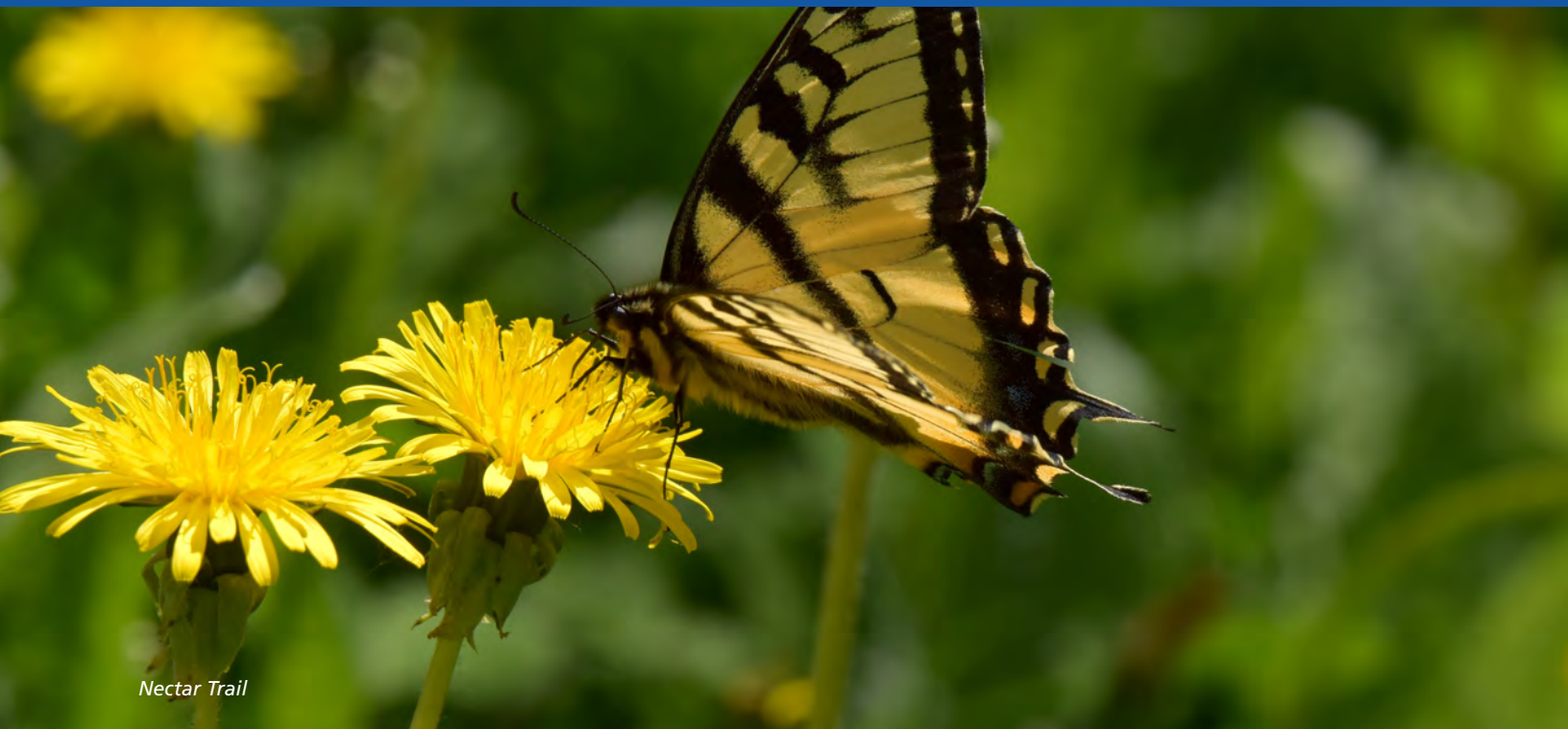
- The Gateway Theatre Society received a grant from the Department of Canadian Heritage to support a technical equipment upgrade.
- Minoru Seniors Society delivered meals, programs and community initiatives through support from various grant and funding sources, including United Way, the New Horizons for Seniors Program and Community Gaming Grant.
- Richmond Art Gallery supported operations, exhibitions, publications and public programs through funding from the Canada Council for the Arts, BC Arts Council, the Province of BC and Community Gaming Grants.
- Richmond Museum Society delivered museum programs through funding from the BC Arts Council, the Department of Canadian Heritage, the Province of BC, Service Canada and the Richmond Community Foundation.



Richmond Media Lab



A Leader in Environmental Sustainability



5. Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.

5.1 Continue to demonstrate leadership in proactive climate action and environmental sustainability.

Between 2023 and 2026, LIEC connected eight new developments (2.7 million sq. ft.) and now services 33 buildings, 7,618 residential units and 8.3 million sq. ft. of floor space, reducing 16,980 tonnes of GHG emissions to date. During this period, 159,543 MWh of low-carbon energy was delivered with over 99.9% system availability through geo-exchange and air-source heat pump technologies.

Detailed design is complete for the permanent Energy Centre serving the City Centre District Energy Utility (CCDEU) service area. The facility will recover heat from the Gilbert Trunk sewer using heat extraction and heat pump technology to supply at least 70% low-carbon energy. The design incorporates climate-resilient infrastructure, a publicly accessible green roof, integrated public washrooms and riverfront architectural features. Completion is planned by 2031.

Richmond completed Canada's first measured assessment of embodied carbon reductions achieved through circular procurement in municipal infrastructure projects. The results show that using reclaimed materials and more efficient construction practices can significantly reduce emissions without increasing costs. A lifecycle analysis of capital projects, including the South Dike and road resurfacing projects using 40% reclaimed asphalt pavement, confirmed embodied carbon reductions of up to 81%.

In 2025, Richmond became one of the first three cities in Canada to complete a Material Flow Analysis, providing a new tool to support more efficient resource use across the city. The analysis identifies where circular approaches can be applied to reduce material costs, strengthen local supply chains, support business innovation and advance low-carbon solutions in the built environment and food system.

Two on-site low-carbon energy plants have been delivered to service the redevelopment of Richmond Centre Mall Phase 1 in partnership with Cadillac Fairview and Shape Properties. Additionally, a heat recovery system has been commissioned, capturing waste heat from the mall's cooling system and using it to heat new residential suites instead of releasing it into the air.

With financial support from FortisBC, the City completed a comprehensive Greenhouse Gas Reduction Master Plan Study, identifying opportunities to reduce emissions across 15 City-owned buildings, which account for 54% of annual civic building emissions. These buildings were prioritized due to their high energy use and significant impact on overall civic emissions.

The City increased the number of EV charging options with additions throughout the City network. As of January 2026, the City has 158 charging stations. Following community engagement sessions, plans are underway to expand the network with an additional 44 stations. Engagement took place through community information hubs at the Richmond Curling Club, South Arm Community Centre, Richmond Cultural Centre, Minoru Precinct, as well as online through Let's Talk Richmond.

QUICK FACTS

- *The City replaced 42 vehicles with electric units under the Green Fleet Action Plan, including the first medium-duty electric bus for the Community Leisure Transportation program.*
- *Since the E-Scooter and E-Bike Pilot Project launched in 2022, over 220,000 trips have been taken.*
- *The City continued implementation of the multi-family water metering program to enhance water conservation, installing 73 water meters at multi-family properties since November 2022.*

5.2 Support the preservation and enhancement of Richmond's natural environment.

Since 2022, coordinated efforts have been underway to enhance environmental compliance and fire and life safety on Mitchell Island. In September 2025, work with external regulators, including Ministry of Environment and Parks and Metro Vancouver, addressed environmental risks through joint inspections that identified unauthorized discharges to the Fraser River. As a result, three operators installed new stormwater treatment systems and obtained Waste Discharge Permits.

The invasive plant program targeted priority species including Scotch broom, knotweed, giant hogweed and parrot's feather. In 2025, more than 100 municipal sites were treated and invasive species were removed to protect biodiversity and drainage infrastructure. In June 2025, a Private Property Invasive Plant Treatment Program was launched to support residents in controlling priority species on private lands, aligning with the Invasive Species Action Plan and Enhanced Pesticide Management Program.



Community mini forests were planted in multiple neighbourhoods over the term, introducing dense native plantings that improve air quality, provide shade and enhance habitat. In 2025, 1,186 trees were planted on City property through operations, programs, development and park construction. The City also continued the annual tree sale program to support private tree planting and advance urban forest canopy goals identified in the Public Tree Management Strategy 2045.

Launched in 2026 in collaboration with UBC, the Richmond Rodent Management Research Project is generating science-based insights on rodent impacts, sensor-based monitoring and municipal interventions to support implementation of the Council-endorsed Rodent Management Program and Enhanced Pesticide Management Program.

In 2025, the Gardening in a Changing Climate initiative was launched to help residents adapt their gardens and green spaces in response to climate change. Resources provide residents with practical strategies to improve air quality, manage rainwater, increase biodiversity, reduce water use and support urban cooling through small-scale changes in private gardens.

Interactive online mapping tools were used to crowd-source environmental information and foster community stewardship, including the Nectar Trail initiative that invites residents to identify pollinator-friendly gardens and an Invasive Species Action Month campaign that enabled residents and businesses to map invasive species sightings through the Let's Talk Richmond platform.

The City is developing a six-month pilot program, launching in 2026 in partnership with Youth Climate Corps BC, to create youth employment opportunities while building awareness of climate resilience through hands-on action. Youth participants will support projects such as residential waste audits, water services engagement, public space bin audits, mechanical removal of invasive species and fish waterway markings.

QUICK FACTS

- *The City continued advancing the Fish Habitat Bank project to support environmental permitting for dike upgrades and enhance long-term flood protection planning while protecting aquatic ecosystems.*
- *On average, the City reviews development applications affecting approximately 29,000 m² of Riparian Management Areas (RMAs) annually to ensure these areas are protected during construction and that appropriate remediation and restoration are completed.*

5.3 Encourage waste reduction and sustainable choices in the City and community.

Richmond advanced amendments to the Demolition Waste and Recyclable Materials Bylaw to expand the scope beyond single-family homes to include multi-family, commercial, institutional and industrial buildings. The updated bylaw increases diversion targets to up to 90% by weight for residential projects and up to 80% for multi-family and non-residential buildings, while integrating circular practices such as deconstruction, salvage, reuse and relocation.

From 2023–2025, the Recycling Depot received almost 830,000 visitations. Every year, the Recycling Depot helps to divert approximately 7,000 tonnes of material from disposal or about 14% of Richmond's residential waste stream.

In 2025, the City launched a multifaceted approach to address textile waste, including the introduction of a textile collection program at the Recycling Depot, expanded Repair Cafés to encourage reuse and the launch of an educational "Rethink Waste" campaign. Since launch of the program, 72,795 pounds of textiles have been collected at the Depot and over 1,041 items have been repaired at 32 Reuse and Repair Café events.



Reuse and Repair Café

The City participated in the Construction Plastics Initiative pilot program, which captures, diverts and repurposes leftover plastics from the Steveston Community Centre and Library construction project into new low-carbon building products. Supported by the BC Clean Plastics Action Fund, this initiative diverted 854 kg of plastic as of June 2025, with an estimated 1,600 kg diverted by project completion in 2026.

In 2024, the City partnered with Langara College Makerspace to deliver the Blue Couch Project, demonstrating how locally

available materials destined for landfill can be transformed into durable, market-ready products through circular design. Using discarded denim and a worn-out couch, students created a reupholstered blue couch while the City developed a business case exploring the economic viability of small-scale circular initiatives.

The City implemented a Bike Reuse Pilot Program to assess the feasibility of diverting bikes delivered by residents to the Recycling Depot from the recycling stream. Thirty bikes were fully repaired, refurbished and donated to Richmond residents and 1,361 bike parts were reused in repairs to support the pilot and the broader community. In 2026, the City will transition the pilot to a City-run Bike Reuse Program, where non-profit and charitable organizations in Richmond can apply to access the bikes for repair and reuse at no cost.

A variety of community engagement initiatives promoted reducing, reusing and recycling throughout the term, including three Rethink Waste Think Tanks, four Shred-a-Thons, 32 Reuse and Repair Cafés, 57 community workshops, 56 Recycling Depot tours and various community events supported by Green Ambassadors.

To reduce environmental impact and promote responsible waste practices, the 2024 Dog Waste Collection Pilot at three dog off-leash areas demonstrated that separate collection of dog waste is feasible and successfully diverted waste from landfill. Building on the success of the pilot, the City will expand the program, providing services at an additional 13 dog off-leash areas in 2026.

QUICK FACTS

- *In 2025, RPL transitioned to a more efficient and eco-friendly process that reduces paper consumption, waste and supply costs for over 180,700 physical holds.*
- *The City is developing a Reusable Food Service Ware Pilot Program for two City events in 2026.*

5.4 Support agriculture and local food systems to enhance food security.

The City hosted an open house for the East Richmond Agricultural Water Supply Study. Feedback from the open house supported a comprehensive understanding of current irrigation and drainage needs, informing decision-making for

future projects and enhancements to agricultural water supply infrastructure.

Alongside flood protection and mitigation efforts, the City improved irrigation capacity for local agriculture by maintaining waterways to enhance flow and storage capacity and reduce reliance on potable water for irrigation. Examples of work completed in 2025 include:

- Floating excavation maintenance of the Woodward and Horseshoe Slough irrigation ditch.
- Ditch bank stabilization along the No. 7 Road canal.
- Gilbert Canal ditch cleaning.

In Spring 2025, the City conducted public engagement to identify needs and opportunities for a commercially focused Richmond Food Hub and to better understand gaps in the local agri-food and seafood processing sectors. Key areas identified included space and facility needs, shared services and market access. The City is now exploring next steps to address the opportunities identified through engagement.

The City strengthened its Soil Deposit and Removal program by adding an additional Soil Enforcement Officer, enhancing oversight and compliance capacity across Richmond. This expanded enforcement capability supported significant outcomes, including a \$100,000 provincial court fine for soil bylaw violations, reinforcing the City's commitment to protecting agricultural land, environmental integrity and responsible soil management.

With the discontinuation of the temporary Supporting Food Security Through Community-Driven Events Grant Program, Council approved increasing the funding allocation to the Environmental Enhancement Grant Program by \$30,000 to support food security initiatives. The reconstituted program was launched in August 2025, and eligible organizations were able to apply for funding.

The City continued to update and promote the Richmond Local Food Map, helping residents and visitors connect with local farm stands, fishers and wineries. The map is maintained on the City's website and distributed in hard-copy poster format to community gardens through Urban Bounty. The City also interviewed several featured farmers and shared short videos on its LinkedIn and social media channels to raise awareness and encourage connections with local producers.



A Vibrant, Resilient and Active Community



6. Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.

6.1 Advance a variety of program, services and community amenities to support diverse needs and interests and activate the community.

This term, Council approved the allocation of over \$4M through various community grants:

- Arts and Culture: Approximately \$514,000 was allocated for operating and project grants to cultural non-profit organizations.
- Child Care: Approximately \$209,000 was allocated to non-profit organizations that support or deliver licensed child care in Richmond.
- Environmental Enhancement: Approximately \$180,000 was allocated to non-profit organizations for materials needed to enhance Richmond's natural environment.
- Health, Social and Safety: Almost \$2.4M was allocated to non-profit organizations delivering social services and programs in Richmond.
- Parks, Recreation and Community Events: Approximately \$498,000 was allocated to non-profit organizations delivering programs and services that support health, well-being and community connection.
- Neighbourhood Celebration, Community Celebration and Neighbourhood Block Party: Almost \$296,000 was allocated to support public events that connect and build community in Richmond.

Since 2019, Richmond has taken part in the ParticipACTION Community Challenge. In 2025, Richmond earned the title of Canada's Most Active Community and received the \$100,000 prize, after previously earning BC's Most Active Community in 2022 and 2024. In collaboration with community partners and organizations, 1,018 physical activity initiatives, programs and events were offered to over 413,000 participants during the month of June. Key factors contributing to the increased success in 2025 compared to 2024 include:

- 75% more organizations involved.
- 80% more activities delivered.
- 60% more participants engaged.

Participation in programs and activities across community centres and facilities remained strong in 2025:

- Almost 111,000 people registered in seasonal programs.
- Approximately 957,163 participant visits were delivered through registered programs, about 1% more than 2024.

- 1.97 million paid drop-in visits were recorded, averaging nearly 5,400 per day and a 3% increase over 2024.
- Over 2,900 classes were delivered at the Richmond Olympic Oval, averaging 56 per week and resulting in over 54,000 member and guest visits.
- 33 arena and curling events were hosted over 106 days, attracting over 16,500 participants.
- 33 competitive aquatic events were hosted at Watermania with over 14,200 attendees, alongside recurring swim meets and family events at Steveston Outdoor Pool, Minoru Centre for Active Living and South Arm Outdoor Pool.



Children's Recreation Program

Volunteer participation in City programs increased over the term, with the number of volunteers rising each year and contributed hours remaining consistently high:

- 2023: Approximately 1,800 volunteers contributed 57,550 reported hours.
- 2024: Nearly 1,970 volunteers contributed about 65,360 reported hours.
- 2025: Over 2,055 volunteers contributed nearly 61,470 reported hours.

In addition, development of a new five-year Volunteer Management Strategy is underway to establish updated guiding principles and strategic priorities to support volunteers. Public engagement launched in Q1 2026 with the new strategy anticipated to be brought forward to Council in late 2026.



In May 2025, Council approved the program for the visit of the Kaiwo Maru, a 367-foot-long and 182-foot-high sail training vessel operated by the Japan Agency of Maritime Education and Training for Seafarers. The approved program is centred on the ship visit and educational activities, including a two-day festival on May 2–3, 2026 with paid public boarding of the ship, a community stage, food trucks, kids cove and other activations. With 36 sails spanning nearly 30,000 square feet, the Kaiwo Maru is one of the largest tall ships in the world. The vessel's month-long Pacific voyage from Japan to Richmond includes a complement of approximately 150 crew members, including 100 cadets.

In November 2025, Council endorsed the Richmond Celebrates Soccer program to coincide with the FIFA World Cup '26 period from June 12 to July 19, 2026. The program features a coordinated series of community initiatives, including a grant program; a Kick-Off Event at the Richmond Olympic Oval on World Soccer Day; nine Community Recreation Association and Society events with community watch parties; and a Signature Final Event at Aberdeen Neighbourhood Park featuring local soccer clubs, community activations, live performances and entertainment, family-friendly activities and public match viewing.

Following a data-driven and community-focused engagement process, including feedback from almost 3,300 community members, RPL's 2024–2028 Strategic Plan, entitled *Your Library, Our Future*, was implemented. The plan affirms the library's vision and mission while introducing updated values and guiding resourcing, operations and activities through 2028.

In 2025, the RPL To Go Service was launched. This mobile outreach initiative brings the library directly into the heart of the community, reaching new and diverse locations across the city. By removing common barriers to access, the service increases engagement with residents of all ages, including underserved and hard-to-reach individuals. Since July 2025, the RPL To Go van has made 39 outreach visits, engaging approximately 1,540 individuals who checked out over 210 collection items.



RPL To Go Service

The City continued annual city-wide themed weeks and multi-day community celebrations in 2025, including:

- Youth Week: Almost 430 youth participated in 13 free activities and the UROC Awards recognized 77 youth and 51 adult Asset Champions.
- BC Seniors Week: More than 25 free programs were offered and an opening event brought together 120 seniors.
- Culture Days: 100 free events hosted by 51 organizers, with Richmond ranked first in BC, fourth among mid-size cities and ninth nationally.
- Pride Week: Guided by the theme "Pride Lives Here," 20 programs were offered, anchoring Pride in the Richmond community and affirming allyship with 2SLGBTQIA+ communities.

In 2024, the new Alexandra Community Garden and Hamilton Community Garden opened and the Terra Nova Community Garden was expanded, increasing opportunities for residents to grow and harvest food. Six wheelchair-accessible garden plots were also added across the sites, improving inclusivity and enabling residents with mobility challenges to fully participate in gardening and outdoor activities.

Inclusive sport initiatives created opportunities for community members to learn, participate and build awareness. In October 2025, Minoru Arenas hosted the Western Regional Blind Hockey Tournament, which raised awareness of blind hockey and included local try-it sessions for the community. In partnership with BC Wheelchair Basketball Society, an introductory Para sport program for SD38 students has been delivered throughout the term, providing hands-on experience in wheelchair basketball and fostering greater understanding of diverse abilities.

ROX Thursdays offered the community free admission to the Richmond Olympic Experience (ROX) on the first Thursday of each month from 2:00–5:00pm, giving residents an opportunity to explore the interactive exhibits and Olympic legacy housed at the Richmond Olympic Oval. ROX Thursdays also complemented other free admission days, such as Canada Day and SD38 Professional Development Days. In addition, access to the ROX became free to Richmond residents starting in December 2025.

Each winter, the Steveston Heritage Sites participate in Winter in the Village activities. The month-long event begins with the lighting of a 27-ft. tree, presented by Tourism Richmond. Programming includes the Winter Tram in partnership with RPL, Peter Grant's LEGO display of Richmond's heritage buildings, Songs in the Snow at the Steveston Museum and holiday teas at London Farm.

QUICK FACTS

- *A laptop lending kiosk was introduced at the Brighthouse branch library for single-day, in-library use, enabling convenient access with a library card. The laptops have been borrowed nearly 17,000 times as of March 31, 2026.*
- *From 2023 to 2025, the ROX Education Program hosted 320 bookings and welcomed almost 12,000 students from local, independent and international schools.*
- *Over 7,500 people attended the August 24 Oval Community Day in 2025, enjoying more than 30 free activities promoting sport, wellness and community connection.*
- *The Richmond Museum's Family Treasures exhibition (2024–2025) explored how personal belongings reflect shared and individual histories and welcomed approximately 60,000 visitors.*
- *The Richmond Maritime Festival celebrated local culture and heritage through performances, displays and workshops, welcoming approximately 35,000–40,000 visitors each year.*

6.2 Enhance the City's network of parks, trails and open spaces.

The Minoru Lakes Renewal Project received the BC Recreation and Parks Association (BCRPA) Parks Excellence Award in 2025. Completed in 2023, the renewed Minoru Lakes District transformed the park with new site furniture, a boardwalk, enhanced viewing areas and a waterfall that also serves as a bio-filter for stormwater. Native plantings around the lakes support local wildlife, including waterfowl and insects.

In fall 2025, Phase 2 of Capstan Neighbourhood Park was completed. The park features basketball courts, seating areas, open lawn space, lighting, bike racks and extensive tree and planting areas. Located beside the Canada Line Capstan Station, the park leverages both natural and built elements to create an inviting, accessible gathering space.

The renewed Steveston Community Park playground opened in June 2025 following a multi-year design process with community engagement. The \$2.2M upgrade created a

cohesive play environment with improved sightlines to enhance safety and included accessible surfacing and play features supporting a wide range of ages and abilities.

The upgraded baseball field at Brighthouse Park was completed and opened to the public in June 2025. This \$573,000 capital project included upgrading the baseball infield to synthetic turf, improvements to the drainage system and installation of new backstop and perimeter fencing. The enhanced field accommodates baseball and softball games and practices and supports a variety of other physical activities, including soccer and tai chi.

A new outdoor fitness area in Minoru Park offers seniors and community members accessible, senior-friendly equipment to support year-round physical activity. Initiated in 2022 by the Rotary Club of Richmond, which funded the equipment and helped shape the concept, the City refined the design, contributed funding for the supply and installation of safety surfacing at the site and completed construction in November 2025.

The 2024 Shade and Shelter Program included the construction of three shade structures at Dover Park, Garden City Park and McLean Park. These structures create more accessible, inviting park spaces during inclement weather and offer respite from the sun's rays, addressing challenges that are increasingly evident in the face of climate change.

Work is underway to develop the Minoru Park Signage Strategy to improve navigation and access within Minoru Park and surrounding community amenities. Community engagement has been completed and input from key interested parties and the broader community is informing the development of the draft strategy.

In April 2025, safety enhancements at the No. 3 Road Bark Park were completed, improving conditions for all site users, including cyclists, pedestrians and off-leash dogs. The upgrades included a new multi-use trail located outside the dog off-leash area, new fencing to separate uses and improvements to site entrances.

The City maintained 39 water fountains in high-traffic park and dike areas and deployed misting stations during heat events. In 2025, a public web map was launched to help residents locate potable drinking fountains, providing each fountain's address, operational details and images in a user-friendly format.



QUICK FACTS

- From July 2024 to December 2025, the Sidewalk Stamping Program repaired over 44 locations and 2,137 sq. m. of pathways using stamped and painted asphalt, improving accessibility and safety while minimizing impacts to tree roots.
- During dike re-armouring between Terra Nova and No. 1 Road, the West Dike Trail was resurfaced and widened to improve accessibility and user space for all pathway users.

6.3 Foster intercultural harmony, community belonging and social connections.

Doors Open Richmond continued to provide free public access to places of worship, cultural centres, businesses, museums, heritage sites and civic spaces, promoting intercultural understanding. In 2025, the event expanded to 54 partner sites, including 28 cultural heritage locations and 10 faith-based sites representing diverse traditions. Participation grew from over 18,000 attendees in 2024 to 23,900 in 2025.



Doors Open Richmond

A range of programs for newcomers were offered across community facilities to foster connections, belonging and safety:

- Library Champions: Delivered with NewToBC and Public Library InterLINK to build outreach and communication skills, with 60 participants completing the program since July 2024, 1,244 community members reached directly and 14,556 social media impressions.

- Conversation Circles: Delivered through facilitated sessions to support informal English language practice, with 232 sessions and approximately 2,300 participants in 2024 and 2025.
- Swim Safe: Delivered with Richmond newcomer-serving organizations to provide drowning-prevention instruction, with 40 newcomers learning essential self-rescue skills in June 2025.
- Learn-to-Curl: Delivered with SUCCESS and multilingual translation support to provide low-barrier access to local sport and recreation.

A new museum extension space opened in the Cultural Centre in 2024 to support community-led exhibits. The exhibits were curated by community group members who provided the text content and selected the artifacts:

- The first exhibit, *Canada, Here We Are!*, is a travelling exhibit sharing the stories of Ukrainian Canadians and their contributions to Canada and Richmond.
- The second exhibit was *From Then to Now: How Japanese Canadians Contributed to Richmond Over 100 Years*.
- The third exhibit, *80 Years of Freedom and Friendship*, tells the story of the Dutch liberation by Canadian soldiers in 1945 and the resulting friendship between the two countries.

Since October 2024, the City has been working in partnership with the Steveston Community Society on the Steveston Park Legacy Walk project and Japanese Canadian Cultural Centre (JCCC) – Legacy Infrastructure Upgrades. The Legacy Walk project will create a tangible legacy asset that shares the pre-war, wartime and postwar experiences of Japanese Canadians from BC. The JCCC – Legacy Infrastructure Upgrades includes expansion of the kitchen and dining area for increased programming and participation capacity. The combined grant is \$1.2M, funded through the Japanese Canadian Legacies Fund.

Exhibitions at the Richmond Art Gallery fostered intercultural understanding and belonging by engaging with themes such as the immigrant experience, Indigenous knowledge and queer identities, featuring Canadian artists such as Howie Tsui, Manuel Axel Strain, Tania Willard and Brendan Fernandes. Group exhibitions *NOURISH* (2022) and *FOODWAYS* (2024) also included interdisciplinary public programming on topics such as anti-Asian racism, Richmond restaurant histories and Indigenous knowledge.

In August 2025, the City launched a mentorship program in partnership with the Immigrant Employment Council of BC that connects newcomers with professionals for career guidance, industry insights and professional development conversations. The program supports newcomers in navigating employment pathways and building connections in their fields.

Launched in May 2025, RPL's Special Collection on Chinese Culture contains over 17,000 rare and valuable books on art, calligraphy and paintings, donated by Dr. Kwok-Chu Lee, including 5,200 volumes available for in-library viewing.

QUICK FACTS

- *In 2024, the Diversity Symposium marked its 10th anniversary with a return to in-person programming with 140 registrants.*
- *The Islamic Art Experience event grew from 350 attendees in 2022 to 1,122 in 2025, showcasing emerging Muslim artists and promoting cross-cultural exchange.*
- *In total, approximately 4,380 people attended the annual Lunar New Year celebrations at Brighthouse library this term, featuring performances, crafts, games and cultural activities.*
- *As part of the Capture Photography Festival, public art installations at Richmond's Canada Line stations explored topics such as cultural symbolism, gentrification and cultural identity.*
- *In 2025 and 2026, over 440 people attended Black History Month programming hosted at RPL, including panel discussions, musical performances and community tables.*

6.4 Support vulnerable populations through collaborative and sustainable programs and services.

Participation and usage of the Recreation Fee Subsidy Program has continued to increase year over year. Participants receive financial support for many registered and drop-in parks, recreation and cultural programs offered by the City and Community Associations and Societies.

- 2022–2023: 86,692 visits.
- 2023–2024: 114,237 visits.
- 2024–2025: 151,737 visits.

The City collaborated with partners to reduce the number of people without safe and affordable housing. Investments included a dedicated Homelessness Outreach Team, expanded bylaw supports, funding for a drop-in centre and temporary winter shelter spaces to complement the permanent

emergency shelter. The City also worked with community partners to help people experiencing homelessness access housing, shelter and support services and to advocate for the availability of these services.

In July 2023, Council approved the Youth Strategy 2022–2032 with a vision that “all youth in Richmond are safe, valued, respected and have the supports, opportunities and resources to live rich and fulfilling lives.” Highlights of the strategy's implementation include the creation of the Richmond Youth Advisory Committee, the relaunch of the Positive Ticket program in collaboration with Community Associations and Societies and Richmond RCMP and initiatives funded by the BSCF to support youth at risk.



Youth Strategy 2022–2032

In 2024, the City launched multiple initiatives to support at-risk youth through the BSCF, including youth programming with Touchstone Family Association, clinical counselling, enhanced youth spaces, staff training, parent information sessions and education and employment supports. Following positive outcomes, Council approved one-time funding in the 2026 budget to continue the programs.

In 2023, the Richmond RCMP launched the Yankee 30 Car in collaboration with Youth Probation and the Ministry of Children and Family Development. Yankee 30 involves a police officer and either a probation officer or social worker, providing support to youth who are at risk of harm due to their behaviour, vulnerability, or exploitation by others.

The Community Services Pop Ups and Community Services Connectors programs were developed and implemented by the City and Richmond Public Library throughout the term to help residents with lower incomes connect with community and government services. The monthly Pop-Ups have connected over 3,500 community members to local services since their implementation in 2022, and the weekly Connectors program has supported 772 community members since its implementation in 2024.



A SafeSport program was launched in 2023 for programs offered at the Richmond Olympic Oval. The multi-phase approach requires staff working with or around children, youth and athletes at the facility to complete safe sport related trainings aligned with provincial and national sport standards. In addition, training was completed with the Canucks Autism Network (CAN), focusing on welcoming autistic individuals and including individuals on the autism spectrum in sport and recreation.

Accessibility enhancements were implemented at Minoru Centre for Active Living to identify, remove and prevent barriers for people with disabilities. As a result, the facility achieved Rick Hansen Foundation Accessibility Certified Gold, the highest level of certification. The project was supported by grant funding through the Rick Hansen Foundation BC Accessibility Grants Program.

In 2025, the City received provincial funding through the Local Community Accessibility Grant Program to develop an Accessibility Impact Evaluation Tool. Once complete, the tool will help staff identify, prevent and remove barriers experienced by people with disabilities when developing new and updated initiatives, policies, procedures and programs to ensure they are accessible when launched.

In October 2024, Community Connect boxes were introduced as a pilot project to reduce barriers to access and engage vulnerable and socially isolated seniors living in care homes across Richmond. Each box contains games, puzzles and reading materials selected to support relationship-building and increase residents' social engagement with staff and one another. To date, six care homes serving 828 residents have received Community Connect boxes.

In 2024, the City partnered with the Richmond Employment Resources Network and RPL to launch Employment Connections: Programs and Supports for Jobseekers, a free resource event raising awareness of employment services and providing direct supports to residents facing barriers to work. Since 2024, three Employment Connections events have been held at Brighthouse Library, welcoming 297 job seekers and 29 organizations with resources such as training information, résumé reviews and mock interviews.

QUICK FACTS

- *In partnership with the Junior A Sockeyes Hockey team, 30 season ticket packages (720 tickets) were distributed through eight non-profit organizations, reducing barriers and expanding access to local sport for youth and families.*
- *On December 18, 2024, Council adopted the Richmond Child Care Strategy 2024–2034, offering valuable insights into the current and future child care needs of the community.*
- *Water safety education was delivered through school presentations reaching over 1,800 students since the program launched in 2024 and engaging 322 participants in community Swim to Survive sessions during National Drowning Prevention Week and select holiday weekends.*

6.5 Enhance and preserve arts and heritage assets in the community.

Renovation of the Richmond Cultural Centre Annex was completed in 2024, repurposing the facility into a community arts space to meet the needs of the growing community. The space operates as an extension of arts and culture programs at the Richmond Cultural Centre and includes an expanded Media Lab, studios for visual and performing arts, a lobby exhibition space for Richmond artists and a "History Lab" for school programs.

The Richmond Art Gallery presented the work of 515 artists between November 2022 and 2026 across multiple gallery spaces and offsite locations. The RAG welcomed over 80,000 visitors, connecting the community to a diverse range of artistic practices. In addition to exhibitions, the gallery hosted over 200 public programs and events for all ages between 2023 and 2026, attended by more than 10,000 participants. Programs ranged from artist talks and screenings to art-making workshops and performances. During the same period, the gallery welcomed 9,764 students (K–12) for tours and workshops.

Upgrades and improvements at Britannia Shipyards advanced preservation and community use of the site. Envelope and infrastructure repairs began in 2025 on the Shipyards building and will continue in 2026 on the Seine Net Loft. The Richmond

Boat Builders building was restored and fitted out as a modern boat building shop in 2025. These improvements support the long-term operation and activation of the heritage site.

Engagement with Steveston's Japanese Canadian community in 2024 and 2025 supported research, content development and historical accuracy for exhibits focused on the community's history in Richmond. For example, in May 2025, a new exhibit was completed in the Richmond Boat Builders building at Britannia Shipyards, highlighting traditional wooden boat-building practices and local Japanese Canadian contributions, with input from descendants. The Japanese Canadian-built fishing boat *Crystal S*, acquired in 2024, was restored through 2025 with involvement from former owner Bud Sakamoto for future public display.

The City continued to preserve Richmond's history through acquisitions to the permanent artefact collection, guided by a community advisory group. From November 2022 to December 2025, 815 artefacts were added from 124 donors:

- 2022 (Nov–Dec): 19 artefacts, 6 donors.
- 2023: 307 artefacts, 50 donors.
- 2024: 343 artefacts, 36 donors.
- 2025: 146 artefacts, 32 donors.

Following the 2019 donation of the Britannia Shipyards National Historic Site Society's collection, ongoing work has focused on researching, documenting, reviewing and inventorying additional artefacts to determine their relevance to the site and City collections. Supported in recent years through Young Canada Works funding for internships, this multi-year initiative has resulted in more than 5,000 objects reviewed and over 300 added to the permanent collection since 2019.

Since November 2022, 51 volunteers have contributed 1,226 hours in support of heritage preservation across Richmond's heritage sites and collection storage facilities. Through programs such as Artefact Avengers and the Artefact Advisory Group, volunteers have undertaken preventative conservation, collection inventory work, condition assessments and review of proposed acquisitions.

An Arts Facilities Needs Assessment is underway to better understand needs and opportunities for expanding the number and type of City-owned, purpose-built arts spaces, including standalone and integrated facilities. The study will inform future planning for arts facilities that support community participation and cultural development, with a report to Council summarizing findings and recommendations planned for 2026.

QUICK FACTS

- In 2024, the names of Private Hikotaro Koyanagi and Private Kazuo Harada were added to the Cenotaph alongside those who lost their lives during service in the First World War, marking the first time men of Japanese descent were named on the Cenotaph.
- Council approved installation of a National Historic Event plaque at the Steveston Japanese Canadian Museum recognizing Tomekichi Homma's legal challenge for Japanese Canadian voting rights.
- The Richmond Museum hosted the annual Richmond Regional Heritage Fair, with a record nine schools and 665 students participating in 2025, showcasing 114 projects.
- From 2023 to 2025, 19 murals were completed on buildings across the city through Richmond's Mural Program, involving artist selection, community engagement and installation.
- The Richmond Heritage Commission annually recognizes individuals and organizations for their significant contributions to preserving Richmond's heritage through the Richmond Heritage Awards. An official ceremony was introduced in 2024.



Crystal S Boat

Awards and Recognition

2025

Zero Emissions Innovation Centre (ZEIC), Public Sector Leadership Award

In May 2025, the City received the Public Sector Leadership Award from the ZEIC at the Carbon Leadership Forum BC Embodied Carbon Awards. The award recognizes the City's Embodied Carbon Industry Engagement Program for systems-level leadership in advancing low-carbon construction. The program has engaged more than 550 industry and government participants to accelerate circular, low-carbon building practices through collaboration, pilot projects and shared learning.

Association of Energy Engineers (AEE), Energy Project of the Year Award

The AEE awarded the City the 2025 Energy Project of the Year Award for Canada and the 2025 Project of the Year: International Runner-up Award. The recognition highlights the CCDEU expansion project for delivering long-term community benefits through improved energy efficiency, reduced GHG emissions, enhanced building performance and progress toward net-zero emissions.

CIO Canada Award

Richmond received a CIO Canada Award for accomplishments related to MyRichmond. The award recognizes outstanding leadership in information technology and digital innovation, celebrating the achievements of Chief Information Officers and their teams in advancing digital transformation and organizational innovation.

ParticipACTION, Canada's Most Active Community

Richmond was named Canada's Most Active Community in the 2025 ParticipACTION Community Challenge, ranking first among hundreds of communities nationwide. The award recognizes the city's high levels of physical activity and the collaborative efforts of the City and community partners to encourage residents of all ages to be active.

BCRPA, Parks Excellence Award

Richmond received the 2025 BCRPA Parks Excellence Award for the redeveloped Minoru Park – Lakes District. The award recognizes outstanding design and development of park spaces using natural elements or repurposing materials.

Carbon Leadership Forum BC (CLFBC), Public Sector Leadership Award

The City was selected as the winner of the Public Sector Leadership Award at the 2025 BC Embodied Carbon Awards, presented by CLFBC. The award recognizes innovations in British Columbia projects that minimize embodied carbon and reduce material carbon footprints.

C.D. Howe Institute, Annual Report Card – Grade "A"

The City received a grade of "A" in the C.D. Howe Institute's annual report card on municipal budgeting, financial reporting and fiscal transparency for 2024. For the third consecutive year, Richmond was awarded the highest ranking among 32 major Canadian cities.

Government Finance Officers Association (GFOA), Canadian Award for Financial Reporting and Outstanding Achievement in Popular Financial Reporting

The GFOA presented Richmond with the Canadian Award for Financial Reporting and the Outstanding Achievement in Popular Financial Reporting for its 2024 Annual Reports. This marked the 23rd and 16th consecutive years, respectively, that Richmond has received these recognitions.

Tourism Richmond, Excellence Award for Innovation

In November 2025, Tourism Richmond presented the City with the Excellence Award for Innovation for the Heritage Boat Restoration Program at the Britannia Shipyards National Historic Site. The award recognizes innovative approaches to problem-solving, including new or enhanced products, business operations, or marketing initiatives. Recipients were required to demonstrate successful implementation, measurable benefits, and contributions to the Richmond visitor economy.

Environmental Operator Certification Program, Innovation Award

The City received the Innovation Award from the Environmental Operator Certification Program in recognition of the innovative water pressure management strategy, which helps prevent water loss and reduce strain on the City's water distribution infrastructure. The award recognizes individuals and organizations that develop solutions and apply new ways of thinking to positively transform the water and wastewater industry.

2024

C.D. Howe Institute, Annual Report Card – Grade “A”

The City received a grade of “A” in the C.D. Howe Institute’s annual report card on municipal budgeting, financial reporting and fiscal transparency for 2023. For the second consecutive year, Richmond was awarded the highest ranking among 32 major Canadian cities, tied only with Quebec City.

Planning Institute of BC (PIBC), Award for Excellence in Policy Planning

The City won the Silver Award for Excellence in Policy Planning (City & Urban Areas category) from the PIBC for the Richmond Circular City Strategy. Adopted by Council in 2023, the strategy outlines a comprehensive plan to transform Richmond into a zero-emission circular city by 2050, emphasizing community engagement, stakeholder collaboration and innovation.

Commercial Real Estate Development Association (NAIOP), Award for Municipal Excellence

Richmond received NAIOP’s Most Business Friendly Municipal Excellence Award. Informed by the organization’s annual Cost of Business Survey, the award recognizes municipalities that create positive business environments through competitive fees and approval timelines that encourage industrial development and support the local economy.

Canadian Federation of Independent Business (CFIB), Golden Scissors Award – One to Watch

The CFIB named Richmond “One to Watch” in its 2024 Golden Scissors Awards for the MyBusiness and MyPermit online service portals, which reduce administrative burden and streamline business interactions with the City.

International Association of Business Communicators (IABC), Gold Quill Awards

The City received two international Gold Quill of Excellence awards from the IABC for the Rethink Waste: Think Tank & Ideas Hub campaign and the Richmond Single-Use Plastic Ban campaign, recognizing excellence in business communication.

International City/County Management Association (ICMA), Community Sustainability Award

The City received ICMA’s Community Sustainability Award (population 50,000 and greater) for the multi-pronged Water Conservation Program, which includes Water Metering and Pressure Management Programs, Toilet and Leak Rebate Programs and a Rain Barrel Program.

UBCM, Excellence in Service Delivery

The Community Services Pop Ups program model received an honourable mention for UBCM’s Excellence in Service Delivery award. The award recognizes municipalities that provide effective services in a proactive manner and demonstrate benefit to the community.

GFOA, Canadian Award for Financial Reporting and Outstanding Achievement in Popular Financial Reporting

The GFOA presented Richmond with the Canadian Award for Financial Reporting and the Outstanding Achievement in Popular Financial Reporting for its 2023 Annual Reports. This marked the 22nd and 15th consecutive years, respectively, that Richmond has received these recognitions.

ParticipACTION, BC’s Most Active Community

Richmond was named BC’s Most Active Community in the 2024 ParticipACTION Community Challenge. The award recognizes Richmond’s activity levels and the creative ways the City and community partners motivate residents of all ages to get physically active.

2023

C.D. Howe Institute, Annual Report Card – Grade “A”

The City received a grade of “A” in the C.D. Howe Institute’s annual report card on municipal budgeting, financial reporting and fiscal transparency for 2022, achieving the highest grade among 32 major Canadian cities.

Energy Globe Foundation, National Energy Globe Award

LIEC was named winner of the National Energy Globe Award 2023 for the CCDEU expansion project. The award recognizes projects focused on energy efficiency, renewable energy and resource conservation. The project was also nominated for the World Energy Globe Award.



CCDEU Expansion Project

IABC, Silver Leaf Awards of Merit

The City received two national Silver Leaf Awards of Merit from IABC. One award recognized the Rethink Waste: Think Tank & Ideas Hub campaign, supporting the City's waste reduction and circular economy goals. The second award recognized the Richmond Single-Use Plastic Ban campaign, which supported businesses through the bylaw transition and promoted reusable alternatives to reduce waste and pollution.

PIBC, Award for Enduring Planning Performance

The City Centre Area Plan received PIBC's Silver Award for Enduring Planning Performance, recognizing exemplary long-term planning work and sustained outcomes.

BC Economic Development Association (BCEDA), Economic Recovery and Resiliency Award

The Supply Chain Resiliency Program received the BCEDA Economic Recovery and Resiliency Award for communities over 20,000 in population. The joint initiative of three municipalities delivered an industrial capabilities inventory, a toolkit to de-risk emerging market opportunities and a seminar series to support manufacturing businesses in adapting to a rapidly changing market.

BCRPA, Facility Excellence Award

The City received the BCRPA Facility Excellence Award (projects over \$3 M category) for Minoru Centre for Active Living. The award recognizes outstanding facility design that reflects community culture, incorporates innovative and accessible spaces, integrates green design elements and enhances community well-being.

Canadian Association for Sport Heritage, Award of Excellence

The ROX received the 2023 Award of Excellence from the Canadian Association for Sport Heritage for the "Canada's Game" exhibit. The exhibit was recognized for its interactive features and partnership with the Hockey Hall of Fame, highlighting hockey's role in Canadian identity and culture.

Creative City Network of Canada (CCNC), Public Art Legacy Award

The City received the CCNC Public Art Legacy Award for *Sea to Sky*, a five-storey integrated glass artwork by Musqueam artist Thomas Cannell located on No. 3 Road as part of the Keltic Development. The artwork was made possible through the City's Private Public Art Program.

GFOA, Canadian Award for Financial Reporting and Outstanding Achievement in Popular Financial Reporting

The GFOA presented Richmond with the Canadian Award for Financial Reporting and the Outstanding Achievement in Popular Financial Reporting for its 2022 Annual Reports. This marked the 21st and 14th consecutive years, respectively, that Richmond has received these recognitions.

HUB Cycling, Cycling Education Champion Award

The City received HUB Cycling's 2023 Cycling Education Champion Award in recognition of its cycling education programs delivered in public elementary schools and in the community, teaching fundamental cycling skills and road safety.



Kaiwo Maru Tall Ship



City of Richmond

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