

Building Our Social Future

A Social Development Strategy for Richmond | 2013-2022



Adopted by Richmond City Council September 9, 2013



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Executive Summary

The Social Development Strategy envisions the City of Richmond of 2022 as an inclusive, engaged, and caring community—one that considers the needs of the present and future generations, values and builds on its diversity, nurtures its social capital, and treats its citizens with fairness and respect. The Strategy recognizes that, for this vision to become a reality, the City must not only be ready to address existing community social issues but also develop the capacity to be responsive to the emerging needs of its diverse population.

Richmond’s City Vision:

“To be the most appealing, livable, and well-managed community in Canada.”

The Social Development Strategy is intended to be:

- **City-wide:** The City is working together with community partners
- **Time-sensitive:** From 2013 to 2022
- **Action-oriented:** Identifies concrete short, medium and long term actions

Richmond has a strong tradition of addressing social issues in its planning and service delivery. The Strategy builds on many issue-specific City social policies and strategies, incorporates City sustainability principles and is consistent with the 2041 Official Community Plan’s (OCP’s) Social Inclusion and Accessibility objectives. The Strategy aims to improve the well-being of all those who live and work in Richmond and is intended to guide the City’s decisions and resource allocations on social matters over the next ten (10) years—in essence, functioning like the social development equivalent of the OCP.

Preparation of the Strategy relied on extensive consultation with Richmond residents, community partners and other key stakeholders. The initial round of consultation took place from 2009 to 2011. Further consultation occurred from January to March 2013, when public comments were elicited on a draft version of the Strategy. A variety of community engagement approaches were used, including meeting with and receiving written submissions from City Advisory Committees and community organizations, distributing printed and online surveys, holding a public meeting and open house, hosting Let’s Talk Richmond online discussion forums, and coordinating study circles with immigrants and other residents. In addition to the public consultation, information from other sources (e.g. demographic data, best practices analysis) also informed preparation of the Strategy.

A recurring theme emerging through the consultations related to the diversity of the local population. Richmond has one of the highest concentrations of visible minorities and immigrants who do not speak English in their homes in Canada. While creating a vibrant Richmond, the population diversity presents challenges—most notably in addressing the emerging needs of newer community members while also being responsive to concerns of longer term community members.

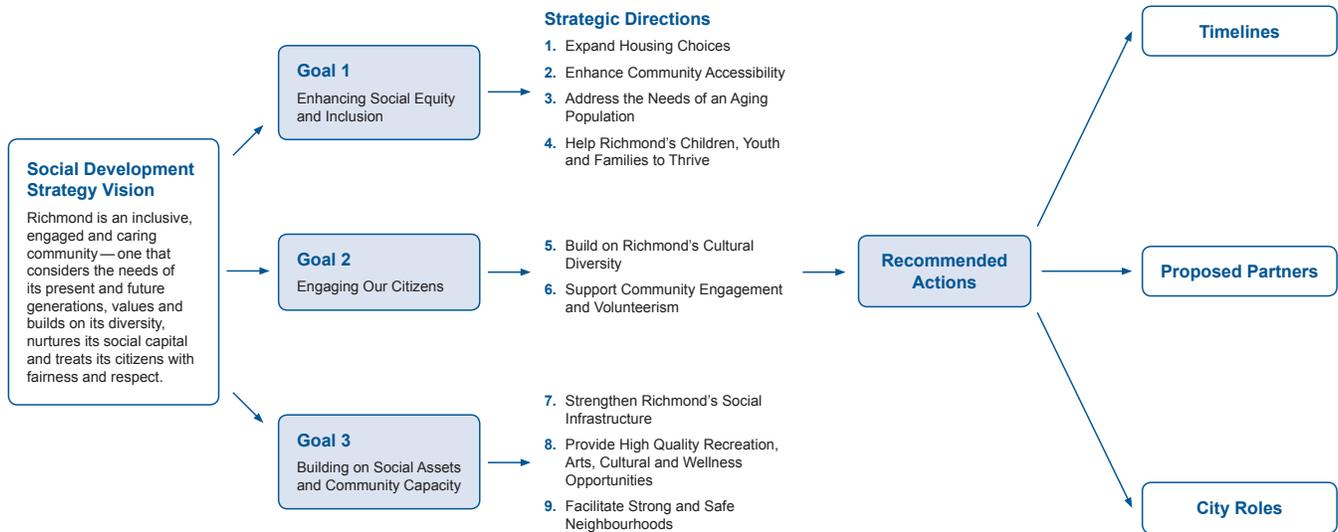
Other issues included:

- addressing the needs of an aging population
- supporting Richmond children, youth and families
- facilitating establishment of a more equitable, inclusive community (i.e. acknowledging that gaps exist between high and low income earners in Richmond, and some residents face financial, physical, cultural and other challenges in participating in community life)
- ensuring that an adequate “social development infrastructure” (i.e. facilities, programs, services and networks) are in place to meet Richmond’s future needs
- developing appropriate, effective responses to affordable housing needs

The Strategy consists of a vision, three major goals, nine strategic directions and specific recommended actions. The actions are divided into short, medium and long term timelines. City roles are specified for each action, and proposed partners to participate in the work are also identified. In addition, the document presents proposed next steps for the Strategy’s implementation.

An overview of the Social Development Strategy Framework is presented below.

Social Development Strategy Framework



In pursuing preparation of the Strategy, the City has shown leadership in identifying and seeking responses to emerging social issues in the community. It must be stressed, however, that the City cannot do it alone. In implementing the Strategy, and advancing Richmond’s social development goals, a collaborative approach is required. The City will need to be strategic, build sustainable partnerships, clearly identify Richmond’s role, and work in concert with Senior Governments and others to ensure its social development vision is realized.

Introduction

Purpose

The purpose of this document is captured in its title: Building Our Social Future. The Strategy is intended to guide the City's decisions and resource allocations on social development matters over the next 10 years—in essence, functioning like a social development equivalent of the Official Community Plan (OCP). It is also intended to be a resource for external stakeholders which will:

1. Identify social development priorities for City attention between now and 2022.
2. Clarify the roles of the City (and other stakeholders) with respect to addressing particular social development topics.
3. Provide a foundation for a more integrated, coordinated, and sustainable approach for social development in Richmond for the future.

City Council Priority

Over the past decade, successive City Councils have expressed a desire that a comprehensive social development strategy be prepared for Richmond. Preparation of a Strategy was an explicit Term Goal for the 2008–2011 City Council, and reiterated by the current Council as follows:

Completion of the development and implementation of a clear social services strategy for the City that articulates the City's role, priorities and policies, as well as ensures these are effectively communicated to the public in order to appropriately target resources and help manage expectations.

Further, the City's Vision is to be the most appealing, livable and well-managed community in Canada. A Council adopted Social Development Strategy will be a valuable resource in helping the City to realize this vision.

Sustainability Perspective

The City's Corporate Sustainability Policy, adopted in April 2010, **"provides the commitment, shared vision, guiding principles and corporate strategic practices for how the City of Richmond embraces and advances sustainability."** The Policy recognizes sustainability is dependent on the collective achievement of three interdependent conditions:

- social sustainability
- environmental sustainability
- economic sustainability

The City's Corporate Sustainability Policy Vision:

"A sustainable Richmond community is a healthy, safe and enriched island community with thriving natural systems and a responsible and prosperous economy, sustained for current and future generations."

The Policy defines social sustainability as the condition whereby **“basic needs are met, wealth and resources are distributed justly, equitable opportunities exist for social enrichment at the individual and community level and resiliency exists to address challenges.”** Inherent in this Policy is the message that true sustainability can only be achieved by successfully managing all three components—economy, society and ecosystem—together. A strong economy is dependent on a skilled and educated workforce whereby trust, cooperation and social support foster economic growth. The absence of social sustainability is characterized by a cycle of poverty, violence and inequality which makes it impossible to maintain economic or environmental health.

Sustainability principles have been reflected in preparation of the Social Development Strategy, as exemplified by:

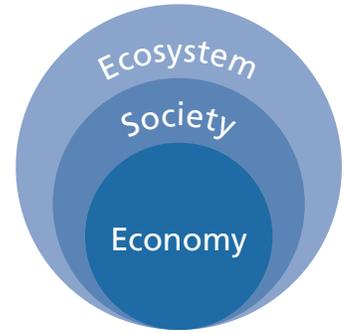
- consideration of social, economic, and environmental factors in the Strategy recommendations
- extensive and varied community consultation efforts
- establishment of a broad based inter-departmental, multi-disciplinary Strategy advisory group
- consideration of the implications of today’s decisions on future generations

The intent is that the Strategy will help to clarify and advance the social component of the City’s overall sustainability agenda.

Guiding Principles

The following principles guided the preparation of the Strategy:

1. **Support the City’s Corporate Vision**—Taken collectively, the Strategy’s policies will contribute to Richmond’s corporate vision: for the City of Richmond to be the most appealing, livable, and well-managed community in Canada.
2. **Enhance Social Sustainability**—The Strategy will reflect sustainability principles, and address current and future social needs while also being financially viable and environmentally friendly. It will also clarify the social component of the City’s broader Sustainability Framework.
3. **Engage the Community**—Both in developing and implementing the Strategy, diverse and targeted approaches have and will continue to be used to actively engage and solicit views from a broad cross section of the community.
4. **Complement interests, policies, programs, services and funding priorities**—In addition to setting the social development direction for Richmond, the Strategy will aim to complement other key City and non-City interests, policies, programs, services and funding priorities (e.g. OCP, sustainability initiatives, School District, Vancouver Coastal Health, BC Housing)—in short, it will seek synergies and build on existing efforts and initiatives.



Interconnected Components of Sustainability

Source: City of Richmond’s Corporate Triple Bottom Line Guide

5. **Be strategic, visionary and realistic**—While being progressive and setting a strategic and visionary social development direction for Richmond, the Strategy will also be pragmatic—identifying appropriate, realistic, and cost-effective roles for the City (and its partners) for addressing social issues.
6. **Focus on assets and recognize social capital**—Rather than merely identifying the challenges or problems confronting Richmond, the Strategy will build on the City’s and community’s social capital, strengths, and initiatives (e.g. residents’ knowledge and capabilities and connections within and among social networks).
7. **Be flexible and resilient**—While providing a progressive and sustainable social direction for Richmond, the Strategy will also recognize that unforeseen circumstances may arise, hence requiring flexibility and adaptability as implementation proceeds.
8. **Provide benefits to Richmond residents and external stakeholders**—In addition to assisting the City with its social development efforts, the Strategy will also provide a useful resource and planning tool for Richmond residents and external stakeholders.

Key Assumptions

1. **Building on a foundation and forging new territory**—The City already has many policies, strategies, and initiatives that pertain to social development (Appendix 1). The Social Development Strategy strives to strike a balance between acknowledging and building on existing social development policies, strategies, and initiatives, and identifying new priority initiatives that are not currently being pursued.
2. **Seeking partnerships and identifying roles**—The City cannot implement this Strategy alone. In addressing future social development concerns, the City needs to be strategic, set priorities, and work in collaboration with senior governments and other partners.
3. **Ensuring adequate resources are allocated**—City staff are already working at full capacity on social development matters. The assumption is that, if new initiatives are undertaken, existing initiatives must be scaled back or pursued more efficiently, or additional resources must be secured.

Local Context

Richmond Residents Profile

In preparing the Strategy, it was important to look at characteristics and trends of the local population. A summary of pertinent information is presented below.

Population	<ul style="list-style-type: none"> An estimated 201,471 people live in Richmond in 2012.*
Age	<ul style="list-style-type: none"> Roughly 28% of Richmond’s population was aged 55+ years in 2011.** Richmond’s population aged 65–74 is expected to double in the next 10 years. ** Median age is expected to steadily increase, nearing 50 years by 2036. ***
Ethnicity	<ul style="list-style-type: none"> 70.4% of Richmond’s population identifies itself as visible minorities. ***** 1.4% of Richmond’s population identifies itself as Aboriginal. *****
Immigrants	<ul style="list-style-type: none"> Over half of the population (60%) in Richmond are immigrants. ***** China (People’s Republic of), Hong Kong, and Philippines are the three leading places of birth for recent immigrants to Richmond. *****
Education	<ul style="list-style-type: none"> 84% of the working age population have an educational certificate of some kind, including a high school diploma. **** 26% have a University Degree. ****
Income	<ul style="list-style-type: none"> The average family income in 2005 was \$74,790. **** Recent studies show that over 30% of Richmond children under the age of 17 live in low income families, this rate being much higher than the provincial average. *****
Housing	<ul style="list-style-type: none"> Richmond has a higher owner occupancy rate (77%) than the provincial average. **** Richmond’s housing stock is generally newer than the provincial average and a majority of it was built in the last forty years. **** From 2005 to 2008, the average price for detached homes in Richmond rose by 56.2%. ****
Labour Force	<ul style="list-style-type: none"> 56% of Richmond residents in the work force either worked from home or at a workplace in Richmond. **** In 2006, the two largest occupational categories were sales and service occupations (28%), and business, finance and administrative occupations (20%). ****
Community Health	<ul style="list-style-type: none"> Life expectancy in Richmond is the highest in British Columbia at 84.6 years. ***** In the 2011 Homelessness Count, 49 homeless people were identified in Richmond (15 sheltered and 34 unsheltered individuals). Community service providers believe that the actual number is much higher. *****

Source: *BC Stats estimate 2012; ** Census Canada, 2011; *** BC Stats 2011; **** Census Canada 2006, Community Profiles; ***** Richmond Health Profile, February 2011; ***** The Greater Vancouver Regional Steering Committee on Homelessness, 2011; *****National Household survey (NHS) Profile, 2011.

Addressing Social Issues

Social planning strives to strengthen communities by promoting positive social change, social justice and support for the overall population. While being similar in approach to other forms of planning, social planning places particular emphasis on improving the human condition and quality of life of people in the community. For purposes of this document, the term **social development**¹ is used, as it more accurately reflects the breadth of the actions proposed, going beyond planning to encompass the delivery of programs and services and various other social roles performed by the City.

Richmond has a strong tradition of social development—a tradition of listening, engaging, and collaboratively responding to residents’ social concerns. Examples of the City’s commitment to social development include:

- direct service delivery
- adoption of policies
- development of plans and strategies to address targeted population groups or identified community concerns
- advocacy to other levels of government
- establishment of facilities
- support of community agencies and partners
- securing child care facilities, affordable housing, and other community amenities from private development through the rezoning process

Examples of Selected Existing Social Development Policies:

- City Buildings—Accessibility
- Child Care Development
- Disabled Persons—Accessibility
- Multiculturalism
- Group Home Planning Framework
- Richmond Children’s Charter (developed by Richmond Children First, and endorsed by City Council)
- City Grant Policy

Examples of Selected Existing Social Development Strategies/Plans:

- Affordable Housing Strategy
- Older Adults Service Plan
- Intercultural Strategic Plan
- Parks, Recreation, and Cultural Services Master Plan
- Youth Service Plan: Where Youth Thrive
- Richmond Community Wellness Strategy
- 2009–2016 Richmond Child Care Needs Assessment and Strategy

A list of key policies and strategies related to social development are presented in Appendix 1.

¹ For purposes of consistency and simplicity, all references to the Strategy and its related actions use the term “social development”—even if previous City documents or Council motions used different terminology.

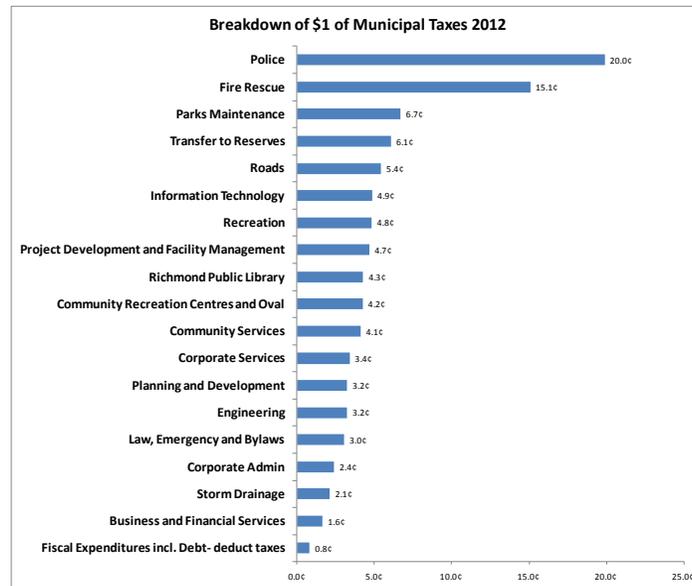
City’s Challenges in Addressing Social Issues

The social fabric of Canadian cities is very different today than it was 20 years ago. As more people migrate into urban centres, municipalities face a major challenge in keeping up with increasing demands for services and related physical infrastructure requirements.

The volume, scope, and complexity of social issues are only expected to increase in the future. Factors contributing to this trend in Richmond include population growth, increasing cultural diversity, aging of the population, escalating real estate values, growing income gaps, and continued downloading of responsibilities from senior governments. Downloading is a serious concern for municipalities across Canada. For example, since the early 1990s, the Federal Government has withdrawn from its national leadership role in addressing social issues (e.g. funding for social housing has declined, Employment Insurance eligibility has been restricted, and the Canada Assistance Plan has been eliminated).² Coupled with Federal disengagement, some provinces passed additional responsibilities onto municipalities without providing commensurate resources. It is beyond the scope of this Strategy to engage in a detailed discussion of downloading. Suffice to say, downloading has been, and will likely continue to be a major challenge for Richmond in moving forward on its social development agenda.

Richmond, like other municipalities in Greater Vancouver, relies primarily on property taxes to fund its budgets. In 2012, 50% of Richmond Municipal property taxes were allocated for direct City purposes, with the remainder allocated to other organizations including Translink, Metro Vancouver and the Ministry of Finance³. The approximate per dollar allocation of funds collected through property taxes for City programs is as follows:

Municipal Property Tax Allocation, City of Richmond Cents per Dollar, 2012



² Federation of Canadian Municipalities, 2010.

³ City of Richmond, 2012.

Richmond Community Services Department

In July 2009, Council authorized a corporate restructuring to better enable the City to address the opportunities and challenges facing Richmond in forthcoming years. The restructuring included the establishment of the Community Services Department, a multi-disciplinary department intended to address social, environmental, economic, and arts and culture concerns. In 2012 a further reorganization occurred resulting in four distinct divisions:

- Community Social Development
- Arts, Culture and Heritage
- Recreation
- Parks

The Community Social Development Division has staff responsible for social planning, affordable housing, child care, diversity, youth, and older adults. It focuses on working cooperatively with other agencies in the development of networks, programs and processes to promote social interaction and cultural enrichment. It also focuses on responding to the needs of vulnerable populations, respecting social diversity, and ensuring that the City puts priority on nurturing and enhancing the community's social capital.

The Community Social Development Division coordinated preparation of this Strategy and will assume primary responsibility for its implementation. Other City departments and divisions (e.g. Recreation, Arts and Culture, Planning and Development, Law and Community Safety) will also be involved with, or take the lead in implementing some of the actions identified herein.

Richmond's Strengths

The City retained its first Social Planner in 1973, a Diversity Coordinator in 1986, a Cultural Diversity Coordinator in 2005, an Affordable Housing Coordinator in 2007, a Social Planning Coordinator in 2008, and a Child Care Coordinator in 2013. Establishment of these positions demonstrates the City's long term commitment to supporting Richmond's social well being.



Creating the Strategy

Process

The process for preparing and subsequently implementing the Social Development Strategy involves four phases, as outlined below:

Phase I: Initial Community Engagement

November 2009–December 2010

- Endorsement of principles, objectives and overall approach to prepare the Social Development Strategy by Council.
- Endorsement of a Council/Staff liaison committee to provide oversight for the Strategy by Council.
- Facilitation of stakeholder consultation program, including:
 - ◆ presentations and discussions with 12 stakeholder groups
 - ◆ distribution of questionnaires
 - ◆ hosting of a community forum
 - ◆ hosting of a social development strategy component on the City's Let's Talk Richmond online discussion forum
 - ◆ collaborating with Richmond Civic Engagement Network in hosting study circles.

Phase II: Analysis and Draft Strategy Preparation

January 2011–November 2012

- Investigation and preparation of report on social development strategy “best practices” by UBC Masters student.
- HB Lanarc consultants retained to assist with Strategy preparation to:
 - ◆ prepare Foundation Report
 - ◆ facilitate community stakeholder workshops
 - ◆ facilitate City advisory committee workshop
 - ◆ prepare preliminary draft of Social Development Strategy.
- Preparation of draft chapters of the Official Community Plan (OCP) that support the Strategy.
- With assistance of Diversity Clues Consulting Inc., preparation of final Strategy draft.
- Submission of draft Strategy to Council.

Phase III: Consultation, Revision and Strategy Adoption

January 2013–August 2013

- Distribution of draft Strategy to elicit public comments.
- Summarization and assessment of public comments and revision of Strategy.
- Submission of draft Strategy to Council for adoption.

Phase IV: Implementation, Monitoring and Reporting on the Strategy

September 2013 and Onwards

- Preparation of Strategy work programs for Council review and adoption.
- Implementation of work programs.
- Monitoring of and reporting on Strategy.
- Renewal of Strategy.

What We Heard

Through consultations for the Social Development Strategy, community members shared a breadth of comments, suggestions and concerns (Appendix 2). There was no consensus on which issues were of highest priority; however, it was clear that Richmond residents and stakeholders care deeply about the social future of their community.

Comments received through the consultations centered around three broad themes:

Theme 1: Equity and Inclusion—e.g. improving efforts to reduce financial barriers to participation in City programs, finding ways to address affordable housing and homelessness concerns in Richmond.

Theme 2: Facilitating Citizen Engagement—e.g. increasing social connections and communication amongst residents, fostering the development of public spaces, ensuring inclusive civic involvement and recognizing the importance and significance of engaging Richmond’s culturally diverse community.

Theme 3: Building on Social Assets and Community Capacity—e.g. building capacity within community organizations, seeking options for child care, helping to ensure that appropriate facilities and resources exist to meet Richmond’s emerging social development needs, encouraging community wellness and safety.



Engaging the Community

Phase 1:

- 12 City Advisory Committees and community agencies were consulted and provided their input.
- 8 written submissions were received from City Advisory Committees.
- 55 residents participated in four study circles.
- 278 survey responses were received (Note: The printed survey was translated into Chinese to provide alternatives for Mandarin and Cantonese speaking residents to contribute their views).
- 1,000+ distinct viewers visited the Let’s Talk Richmond online forum.
- 270+ individual responses were received through Let’s Talk Richmond (social issues discussions).
- 139 policies and other City documents were downloaded through the Let’s Talk site.
- 4 targeted study circle groups were established to engage members of the community who do not usually attend traditional consultation sessions.

Phase 2:

- 12 City Advisory Committee and community agencies were consulted and provided their input.
- 4 written submissions were received from City Advisory Committees.
- 52 participants attended a Public Open House.
- 500+ distinct viewers visited the Let’s Talk Richmond online forum.
- 418+ copies of the draft Strategy and other City documents were downloaded from the Let’s Talk Richmond website.
- 36 comment sheets (29 Chinese, 7 English) were submitted directly from SUCCESS—Richmond office.



“The goal should be to enhance the quality of life for ALL residents and to take care of our own in a way that is inclusive and respectful.”

Community member, Let’s Talk Richmond Online Forum

Community Service Hubs

These involve the co-location of two or more compatible community services to better serve the needs of residents while strengthening the capacity of participating agencies.

Community service hubs may target specific populations or mandates (e.g. early childhood, youth, seniors) or provide services to a wide spectrum of community members. A range of spatial and governance models exists.

Theme 1: Equity and Inclusion

Housing—Community members⁴ consulted for the Strategy expressed concerns about the cost of housing in Richmond. Several suggested that more effort should be made to offer incentives to encourage developers to build affordable units, to identify suitable sites for affordable housing developments on City land, and to conduct research into best practices of other Canadian municipalities. Homelessness was also an expressed concern, with community members wanting to see measures to reduce the prevalence of homelessness in Richmond.

Child Care—Although Richmond has a well-organized and extensive network of child care, community members felt that additional spaces and facilities were needed. Specifically it was mentioned that developers and employers should continue to be encouraged to provide child care facilities. Community members also expressed support for the City adopting a “hub model” for services, and continuing to lobby senior levels of government to provide more funding to create high-quality and affordable child care.

Inequality—Richmond is characterized by people with wealth and affluence, as well as those who face challenges in meeting their basic needs due to limited incomes. Richmond residents felt that further steps should be taken to remove barriers to participate in City programs (e.g. the subsidy program) and that more should be done to support organizations that address inequality and other social inclusion issues.

Aging Population—Similar to others areas in Canada, Richmond has an aging population. Richmond residents expressed desire for the City to pursue initiatives to help people live independently in the community for as long as possible. They also urged the City to expand recreation, leisure and wellness opportunities through both facility development and outreach services.

Theme 2: Facilitating Citizen Engagement

Advocacy/Partnership/Facilitation—Community members felt there is potential for the City to play a stronger role in advocating on social development concerns to senior government, and in facilitating partnerships with service providers and community and faith groups. They believed that such efforts would help ensure that the right kinds of services would be delivered, the effectiveness and efficiency of service provision would be enhanced, and the risks of gaps or duplication in service delivery would be minimized.

Diversity—Richmond is one of the most multicultural cities in Canada. Community members felt that diversity considerations need to be better integrated into all aspects of the City’s service delivery, with additional attention being paid to encouraging and facilitating increased participation of both established immigrants and newcomers. They also felt that the City should continue to partner in and enhance initiatives that celebrate diversity, such as intercultural festivals and gathering places (e.g. Doors Open Festival, Gateway Theatre, Richmond Night Market, and interfaith dialogues).

⁴ A number of stakeholder groups participated in the consultations: Richmond residents; those who work in Richmond; and members of City’s advisory committees, community groups and organizations. The term “community members” is used to cover the various groups and individuals consulted.

Social Capital—Connectedness and a sense of belonging are important for healthy communities. Community members indicated that many Richmond residents are not adequately engaged in civic society. Youths, low income households, people with disabilities, First Nations groups, and individuals with limited fluency in English all face barriers to participate in City programs. Community members felt that the City should continue to nurture a spirit of civic engagement by providing opportunities for participation, while also improving its communications (e.g. via translation) in efforts to appeal to a wider cross-section of people.

Theme 3: Building on Social Assets and Community Capacity

Planning Good Neighbourhoods—With an inspiring natural setting and array of amenities, Richmond is a highly livable community. However, community members felt that Richmond could do more to facilitate dynamic, walkable neighbourhoods complete with local job opportunities, shops and services. Active lifestyles, reduced car dependency, and improved social connectedness were cited as desirable features of well-planned neighbourhoods.

Wellness—Richmond has extensive recreation infrastructure that promotes active and healthy living. Community members suggested, however, that the City could do more to promote health and wellness. For example, they noted that local neighbourhood hubs would facilitate walking and bicycling, and encourage people to stay active in their day-to-day lives. In addition, they suggested that there should be better access to facilities and programs for people with low incomes, children and youth, and others with special needs.

Safety—Richmond residents enjoy a relatively high level of personal safety, with low levels of crime. Nonetheless, community members felt that the sense of safety could be enhanced through programs that strengthen community, encourage participation of all residents, and build trust among diverse population groups. They also felt that there should be an increased focus on promoting community members' roles regarding social responsibility, ethics, and civic pride.

Economy—With the airport, industrial sector, and City Centre area, Richmond has a diversified economy which also supports many small local businesses. However, it was noted that increased efforts should be made to attract more corporate offices to Richmond. In addition, community members suggested that Richmond strengthen its global connections by encouraging more international trade and businesses. Community members also raised concerns over the economic challenges facing many immigrants, and felt newcomers should be able to have their qualifications recognized and find jobs commensurate with their skills and education.

Richmond's Strengths

- Richmond is home to over 200 volunteer community organizations
- In 2012, 130 Richmond volunteers distributed grocery vouchers to over 806 low-income families*

* Volunteer Richmond, 2012-2013 Annual Report



Roles of Government and Key Partners

Neither the City nor any other single entity has sole responsibility for social development. Various governmental and non-governmental parties have a role; however, areas of jurisdiction amongst different levels of government are not always clear and some overlaps exist. A summary of key social development partners and their respective roles is provided below.

Government

Municipal Governments

Local governments are “creatures of the Province” and receive their mandated authority from Provincial enabling legislation (e.g. Local Government Act, Community Charter). Examples of key areas of municipal responsibility include infrastructure, recreation, land-use planning, police and fire services.

In 1994, the Municipal Act (superseded by the Local Government Act) was amended to recognize a municipal role in social planning. Although several municipalities engaged in social planning prior to 1994, the amendments specifically authorized municipalities to include policies in their OCPs relating to social needs, social well-being and social development. Subsequent amendments required municipalities to include policies in their own OCPs regarding affordable housing, rental housing and special needs housing.

While having the authority to plan for social issues, municipalities have limited jurisdictional responsibilities and scarce funding for the delivery of social services. Further, notwithstanding their limited mandates and resources, as the level of government closest to the people, municipalities are frequently seen as the community’s “first port of call” on social matters.

Provincial Government

The Provincial Government (the Province) has jurisdiction over such social areas as health, education and welfare. In addition, it establishes the legislative framework within which municipalities operate, and is typically responsible for municipal borrowing and revenue transfers. The Province pursues its social development mandate in a number of ways: direct service provision (e.g. through Ministry of Children and Family Development programs), service provision through Health Authorities or crown agencies (e.g. BC Housing), and contractual arrangements or grant funding with non-profit service providers. For example, with respect to child care, the Province is responsible for legislation, policy, regulation and subsidies.

Federal Government

The Federal Government has oversight over such social areas as heritage, immigration, Employment Insurance, pensions, the justice system, and First Nations matters. The Federal Government provides per capita funding to Provincial Governments for child care and other early learning initiatives. It also provides funding for projects and social programs which align with Federal priorities, including funding that is accessible to municipalities, community agencies and other groups. In addition, various Federal agencies work closely with municipalities on areas of mutual concern (e.g. CMHC on housing policies and Transport Canada on transportation infrastructure development).

City Partners

Non-profit Agencies and Community Groups

Non-profit agencies provide valuable social, community, and health services to various sectors in the community. Community groups (e.g. Community Associations, issue-specific committees) coalesce around common concerns or interests and may or may not coordinate service delivery. Because of their solid knowledge and concern for the community, non-profit agencies and community groups are well positioned to identify needs, do joint planning, and advocate on priority social issues in the city. Examples of local non-profit agencies are included in Appendix 4.

Vancouver Coastal Health (VCH)

Vancouver Coastal Health (VCH) is one of five regional health authorities that governs, plans, and coordinates health services in BC. VCH delivers a variety of services (e.g. hospital services, home care, and Community Care Licensing) that directly benefit the health and well being of the Richmond population. The City and VCH consult regularly through the Local Governance Liaison Committee and collaborate on a number of joint initiatives (e.g. Community Wellness Strategy, Wellness Connections programming). VCH was also actively involved with preparation of the Social Development Strategy and the OCP.

School District No. 38

School districts are responsible for implementing the Provincial curriculum at a local level. Schools have the potential to be important partners in the delivery of social programs, as they serve families from all socioeconomic groups and can offer space and facilities outside of school hours. As with VCH, schools are also increasingly involved in social development initiatives. For example, the Settlement Workers in Schools (SWIS) program helps newcomer families get settled and connected with services and resources in the community.

Post Secondary Institutions

Colleges and universities can offer information, research, advice, venue space, and practicum students to assist with social development initiatives. The institutions can also be instrumental in providing empirical information to raise awareness of social development concerns.

Business Community

The business community has an important role to play in social development. Members of the business community are both employers and Richmond residents. Their decisions and actions have a direct impact on employment levels, labour and income, and overall quality of life in the community. Businesses can comment on proposed new initiatives, offer mentoring opportunities, and assist with fund raising and sponsorship of programs.

Developers

Developers play a role in addressing housing and community amenity needs (e.g. developing more accessible and affordable housing, building or financially contributing towards affordable housing or child care as part of the development approval process). Developers also make financial contributions to non-profit agencies of their choice and create the physical environments in which local residents live, work and play.

Local Radio, Newspapers, Blogs, and Ethnic Media

The media can be instrumental in promoting programs and raising awareness of social issues. Mainstream and emerging forms of social media can be expected to play a greater role regarding social development in the future.

Faith and Ethno-Cultural Groups

Faith and ethno-cultural groups play a particularly important social development role in highly diverse communities such as Richmond. They can help to identify service area gaps and work with local governments to develop programs that address the needs of the community. They can also provide insight on the best ways of engaging and integrating different ethno-cultural groups into civic society.

Local Residents

Well-informed, active and engaged local residents play an integral role in Richmond's social development. Either as individuals or as part of a group, local residents raise public awareness on important social issues, often initiating action for positive change.

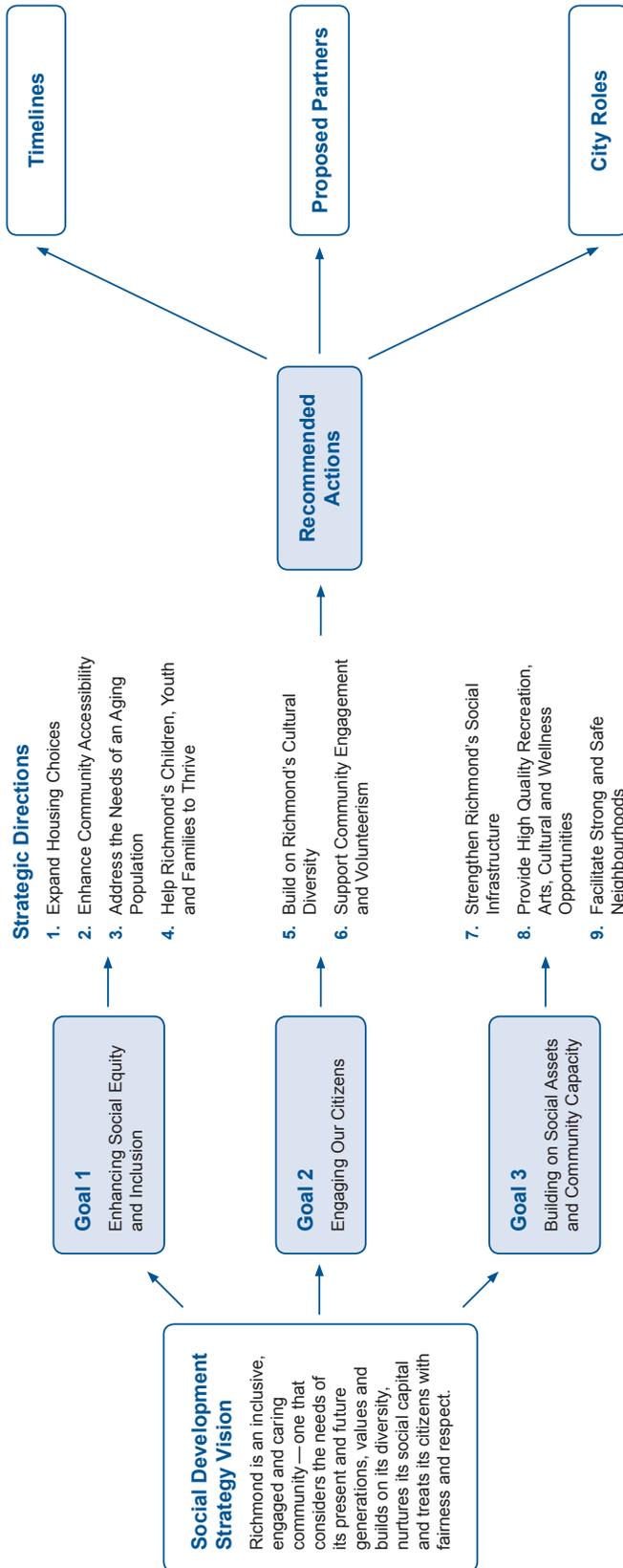
Unique Richmond

The "Highway to Heaven" section of No. 5 Road in Richmond is a unique example of multiculturalism in action. Many of the world's major religious beliefs are represented on this five (5) km stretch of road: Christian schools, a Jewish school, a Muslim school, a Sikh temple, and a Buddhist temple. Richmond's No. 5 Road was one of the 52 finalists in the CBC's Seven Wonders of Canada contest along with other Canadian iconic places, such as Niagara Falls and the CN Tower. The area has also drawn the interest of academic researchers from Canada and abroad.



Buddhist Temple on No. 5 Road

Social Development Strategy Framework



Framework

Overview

The Social Development Strategy Framework consists of a vision, three goals and nine strategic directions. Further, for each Strategic Direction, recommended actions are suggested, along with associated timelines, proposed partners, and City roles. The relationship is shown graphically on page 18.

The specific Strategy proposals are presented on the following pages.



Goal 1

Enhance Social Equity and Inclusion

Strategic Directions

1. Expand Housing Choices
2. Enhance Community Accessibility
3. Address the Needs of an Aging Population
4. Help Richmond's Children, Youth and Families Thrive

Description of housing types

Secondary suite
On a single-family residential lot, a secondary suite is an accessory, self-contained dwelling located within the single-family house.
It could be located on the 1st story, 2nd story or 1/2 story in the 2nd story and 9 m (29.5 feet) height typically permitted for a single-family house.
The maximum size of a secondary suite is 90 m² (970 ft²).

Coach house
On a single-family residential lot, a coach house is a self-contained dwelling located above a detached garage in the rear yard.
It would be a maximum height of 2 stories and 6 m (20 feet) with a pitched roof (a typical single-family house can be 2½ stories and 9 m (29.5 feet) in height).
The maximum size of a coach house would be 60 m² (645 ft²).

Granny flat
On a single-family residential lot, a granny flat is a detached, self-contained dwelling located on the ground floor in the rear yard.
It would be a maximum height of 2 stories and 9 m (29.5 feet) with a pitched roof (the maximum height of an accessory building like a detached garage is 1 story and 5 m (16.4 feet)).
The maximum size of a granny flat would be 70 m² (752 ft²).

Duplex
A duplex is two self-contained dwellings located either 1) side by side, or 2) front and back.
It would be a maximum height of 2 stories and 9 m (29.5 feet) (a typical single-family house can be 2½ stories and 9 m (29.5 feet) in height).
The maximum size of a duplex would be the same as a single-family house.
Note: Each of these housing types could be located with or without a back lane.

Towards a sustainable community
Official Community Plan (OCP)–2041 Update: Second round public consultation

Goal 1: Social Equity and Inclusion

Strategic Direction 1: Expand Housing Choices

Why is this important? Housing is a fundamental human need. Ideally, all residents should be able to secure accommodation that meets their basic needs. Specifically, housing should be within the financial means of Richmond households and contain sufficient space and features for various household formations. Affordable and accessible housing can help ensure that current and future residents can live, work, play and thrive in Richmond.

What can we build on? Richmond has a diversity of quality housing, including single family houses, townhouses, rental and condominium apartments, market and non-market units, and supported options (e.g. group homes, assisted living and care facilities). The City has continued to facilitate a variety of new housing options in Richmond in recent years such as secondary suites, coach houses and adaptable units. The City has also increased initiatives to assist vulnerable community members in accessing housing and community supports.

Notwithstanding the inherent challenges, the City has opportunities to build on innovative policy mechanisms, multi-sector partnerships and leveraged funding models to support the delivery of diverse housing and community support solutions to meet the specific needs of Richmond’s low to moderate income households.

What are the challenges? Housing affordability is a key challenge for many residents in Richmond, with increases in the cost of housing far exceeding increases in income levels in recent years. From 2007 to 2012 Richmond had a higher than average increase in apartment price (21%), the highest in Metro Vancouver. Other challenges include reduction in senior government funding and policy commitments, homelessness, aging of purpose built rental housing stock, and provision of an appropriate range of housing options to accommodate people at various stages of the life cycle.

What is the current City policy context? The key City policies pertaining to housing choice are the OCP and the Affordable Housing Strategy.

Recommended Actions:

Action 1—Implement, monitor, and enhance the Richmond Affordable Housing Strategy, placing priority attention on:

- 1.1 Developing a Housing Action Plan that incorporates ongoing monitoring, revisions and housing targets for people living on limited income (e.g. older adults, people on social assistance and youth-at-risk).
Short Term (0–3 years)
- 1.2 Exploring options for increasing the supply of “workforce housing” (e.g. helping people who work in Richmond to be able to afford to live in the city). *Short Term (0–3 years)*
- 1.3 Enhancing policies and mechanisms for facilitating affordable home ownership in Richmond. *Short Term (0–3 years)*

Housing Affordability

- Affordable housing is defined by CMHC as “housing that costs less than 30% of before-tax household income”.
- 44% of Richmond tenants spent over 30% of their income on rent in 2005.
- Average rent in Richmond is near the highest level in the Metro Vancouver region.
- The cost for attached and apartment style homes has increased over 70% between 2005 and 2011.

- 1.4 Pursuing development of an emergency shelter for women and children.
Short Term (0–3 years)
- 1.5 Updating the Homelessness Strategy, in collaboration with other community partners, examining housing and support service needs and options for people who are homeless or at risk of homelessness in Richmond. *Short Term (0–3 years)*
- 1.6 Exploring creative financing options, to supplement developer contributions to augment the City’s Affordable Housing Reserves.
Long Term (7–10 years)
- 1.7 Using the Affordable Housing Reserve Fund for strategic land acquisitions and other initiatives to facilitate provision of subsidized rental housing.
Ongoing
- 1.8 Enhancing collaboration with non-profit societies, the faith community, private businesses and senior governments to pursue innovative funding mechanisms, leveraged investment opportunities and other approaches for developing affordable housing with appropriate community support services. *Ongoing*
- 1.9 Continuing participation in local and regional homelessness initiatives.
Ongoing
- 1.10 Continuing to advocate to Senior Government for necessary programs and funding to address priority affordable housing needs. *Ongoing*

Proposed Partners:

- Provincial Government
- Metro Vancouver
- Community Committees
- Non-profit Agencies
- Private Sector
- Developers
- Federal Government
- Faith Communities
- Community Members

City Roles:

- Undertake planning, research and policy development.
- Provide land, space or funding.
- Collaborate and establish partnerships.
- Engage and empower community.
- Advocate for and secure external contributions.

Homelessness in Richmond

The 2011 Regional Homeless Count identified 49 homeless people in Richmond. However, it is important to recognize that the Homeless Count is a 24-hour snapshot and not an absolute count. Local RCMP and service providers estimate that there are closer to 100 homeless individuals in Richmond, not including those at-risk of homelessness or precariously housed individuals.

The Richmond Homelessness Coalition—*Homes For All*, is a multi-stakeholder community planning table, comprised of government officials, non-profit service and housing providers, faith communities, businesses, and community individuals. The Coalition’s primary aim is to address issues of homelessness with the understanding that the long-term solution is to ensure access and provision of appropriate housing and supports for individuals who are homeless or at risk of homelessness.





Affordable Housing

From July 2007 to April 30, 2013, through its Affordable Housing Strategy, the City has secured approximately 1,700 units of affordable housing. (e.g. subsidized rental, low end market rental and affordable homeownership).

Action 2—Support opportunities for people to remain in their neighbourhoods as they age, or personal circumstances or family status changes, through such means as:

- 2.1 Continuing to accommodate a variety of housing forms, with designs that facilitate aging in place, through the OCP, Zoning Bylaw and planning policies (e.g. secondary suites, laneway housing, townhouse units within higher density developments; diverse unit sizes). *Ongoing*
- 2.2 Reviewing incentives to encourage homeowners to establish secondary suites, laneway housing and other desired housing forms in Richmond neighbourhoods. *Ongoing*
- 2.3 Encouraging development of housing and community spaces that incorporate physical, socioeconomic and cultural accessibility features that support livability and aging in place. *Ongoing*
- 2.4 Continuing to pursue opportunities to increase the public's understanding of housing challenges for people with addictions, physical disabilities and mental health issues. *Ongoing*

Proposed Partners:

- Developers
- Technical Experts
- Community Members
- Federal Government
- Provincial Government
- Non-profit Agencies
- Advisory Committees

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.



Strategic Direction 2: Enhance Community Accessibility

Why is this important? Reducing barriers and enhancing accessibility are essential for creating an inclusive society in which all residents feel appreciated and included. Accessibility can be framed in physical terms (e.g. design modifications to the built environment) and non-physical terms (e.g. attitudinal, financial, or cultural). The removal of barriers for residents to participate in community life by developing age and ability friendly neighbourhoods is critical to enhancing Richmond’s livability.

What can we build on? Richmond has an excellent record with respect to physical accessibility. Examples include provisions in the OCP and Zoning Bylaw to facilitate accessible building designs, employment of dedicated City staff responsible for accessibility issues, and financial and administrative support to the Richmond Centre for Disability. The City also reduces accessibility barriers by subsidizing fees for City recreation programs for low income families, providing grants to community agencies that support people with low incomes, and collaborating with various community partners to address social concerns. In addition, Richmond has a well-organized and diverse non-profit sector that offers programs and services for people with disabilities and their families.

What are the challenges? With respect to physical accessibility, key challenges include accommodating the needs of an aging population and people with disabilities, promoting aging in place, and pursuing safe barrier-free environments (e.g. retrofits of existing buildings and facilities—both for the City and others). With respect to reducing other types of accessibility barriers, the City is often hindered by resource and mandate limitations (e.g. it cannot administer income distribution programs). Also, the City cannot unilaterally shift negative public attitudes—attitudes which take time and other influences to change.

What is the current City policy context? Key City policies pertaining to accessibility include the OCP, Affordable Housing Strategy, Group Home Policy and Planning Framework, and the Intercultural Strategic Plan.

Richmond’s Strengths

The **Recreation Access Card** is available to residents of Richmond who live with a permanent disability that seriously impairs their daily living. The card entitles recipients to a 50% discount to drop-in activities at City recreation facilities. In 2012, 174 new cards were issued.

The City also reduces other types of accessibility barriers by subsidizing fees for City recreation programs for low income families and providing grants to community agencies that support people with accessibility challenges.



Recommended Actions:

Action 3—Continue to play a leadership role with respect to physical accessibility, consulting with people with disabilities and other partners in efforts to:

- 3.1 Implement the policies specified in the 2041 OCP pertaining to adaptable and convertible housing requirements, visitability and overall housing accessibility. *Short Term (0–3 years) then Ongoing*
- 3.2 Establish cost-effective accessibility design specifications for affordable housing developments. *Short Term (0–3 years)*
- 3.3 Review and refine universal accessibility guidelines for multiple family residential dwellings, and promote the incorporation of adaptable design features in new single family developments. *Medium Term (4–6 years)*
- 3.4 Establish formal targeted approaches to increase employment opportunities with the City for people living with disabilities. *Medium Term (4–6 years)*
- 3.5 Promote best practices in the assessment and upgrading of accessibility features in City and non-City facilities (e.g. continued participation with the Rick Hansen Foundation and others on the promotion and enhancement of the Planat online venue accessibility rating tool). *Ongoing*
- 3.6 Develop a comprehensive plan with associated budget requirements, for undertaking necessary upgrades to further increase accessibility of existing City facilities. *Long Term (7–10 years)*
- 3.7 Ensure that, to the extent possible, City facilities and the public realm (e.g. parks, sidewalks) are accessible. *Ongoing*



Richmond's Strengths

The Richmond Centre for Disability (RCD) provides specialized services to people with disabilities. In 2012,

- RCD received **803** inquiries per month.
- offered **450** English Literacy classes.
- near **5,000** clients accessed RCD computer services.
- over **300** children participated in RCD activities.

Proposed Partners:

- Community Partners
- Seniors Advisory Committee
- Greater Vancouver Home Builders Association
- Urban Development Institute
- Canada Mortgage and Housing Corporation
- Non-profit Affordable Housing Providers
- BC Housing
- Non-profit Agencies

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.

Action 4—Conduct a comprehensive review of the Recreation Fee Subsidy Program to ensure it continues to address priority needs, within the City’s means, with consideration being given to:

- 4.1 Exploring program expansion to assist more low income residents (e.g. adults, older adults, people with disabilities). *Short Term (0–3 years)*
- 4.2 Using technological improvements to enhance customer service and program administration. *Short Term (0–3 years)*
- 4.3 Increasing available opportunities for resident participation in community recreation, arts and cultural activities. *Short Term (0–3 years)*
- 4.4 Developing enhanced communication and marketing approaches to facilitate maximum uptake of the Recreation Fee Subsidy Program by eligible recipients. *Short Term (0–3 years)*
- 4.5 Exploring alternative mechanisms for administration of the program (e.g. through a non-profit agency, funded by the City and in accordance with City guidelines). *Short Term (0–3 years)*

Proposed Partners:

- Community Partners
- Non-profit Agencies

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Provide land, space or funding.
- Collaborate and establish partnerships.

Richmond’s Strengths

Recreation Fee Subsidy enhances access to recreation and is available for admissions and program registration in Richmond’s Community Centres, Cultural Centres, Aquatic Centres and Arenas.

Almost **4,000** recreational fee subsidies were issued, including family passes (2007–2011). The program is run in partnership with Community Partners.



Action 5—Acknowledging that income data from Statistics Canada and other sources alone do not present a complete or fully reliable picture of poverty in Richmond, work with community-based organizations, senior governments and other partners to initiate a culturally-sensitive process to:

- 5.1 Improve understanding of the characteristics and challenges of low income residents in Richmond. *Short Term (0–3 years) and then Ongoing*
- 5.2 Support initiatives to help individuals and families move out of poverty, specifying the roles that the City and other partners and jurisdictions can play in pursuing viable solutions (e.g. job readiness programs, affordable housing measures). *Short Term (0–3 years) and then Ongoing*

Low Income Cut-offs (LICO)

Low income cut-offs (LICO) are “income measures below which a family will likely devote a larger share of its income on the necessities of food, shelter, and clothing than the average family” (Statistics Canada). They are based on economic family size and community size, but do not take into account variations in the cost of living in different regions. Prevalence of low income in Richmond is considerably higher than the provincial average for all types of economic family structures.

Proposed Partners:

- Non-profit Agencies
- Federal Government
- Provincial Government
- Community Committees
- School District No. 38
- Vancouver Coastal Health

City Roles:

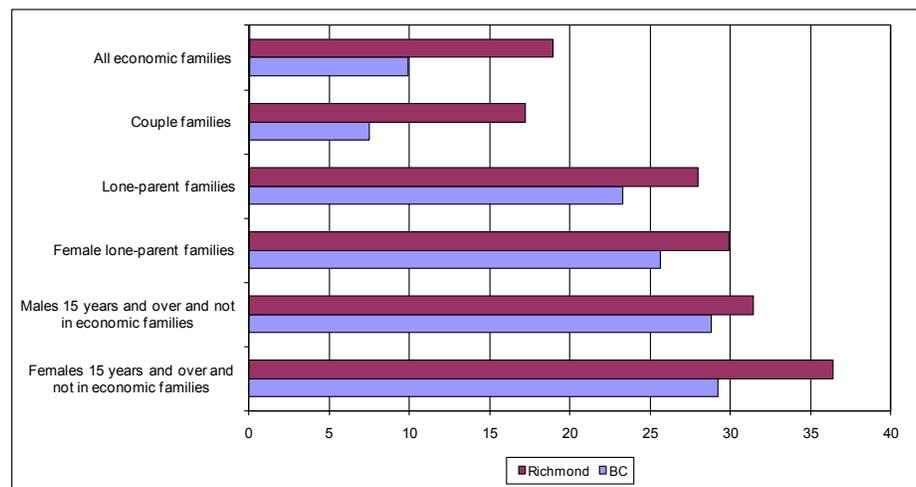
- Undertake planning, research and policy development.
- Collaborate and establish partnerships.

LICO for Families in a Census Metropolitan Area (CMA) of more than 500,000 Inhabitants

Size of Family	Current dollars for CMA with 500,000 inhabitants and more
1 person	\$18,759
2 persons	\$22,831
3 persons	\$28,430
4 persons	\$35,469
5 persons	\$40,388
6 persons	\$44,791
7 persons	\$49,195

Source: Statistics Canada 2011

Prevalence of Low Income by Economic Family, Richmond and BC, 2005



Source: Statistics Canada 2006 Census

Action 6—Support and encourage community-based initiatives that promote independence and reduce the cost of living for low income households (e.g. community gardens, community kitchens, low income resource directory, social enterprises, and community-based life skills workshops). *Ongoing*

Proposed Partners:

- Non-profit Agencies
- Community Members
- Vancouver Coastal Health

City Roles:

- Collaborate and establish partnerships.
- Undertake planning, research and policy development.
- Deliver programs and services.

Richmond's Strengths

- 8 community gardens operated by Richmond Food Security Society (RFSS).
- 4 private community gardens.
- Steveston Farmers & Artisans Market.
- 26 local farms.
- Richmond's online food calendar by Richmond Food Security Society featuring events on growing food, organic gardening, and cooking.
- Community kitchens which offer meals for free or by donation.



Strategic Direction 3: Address the Needs of an Aging Population

Why is this important? Richmond’s population is aging and will continue to do so over the coming decades. The “greying of the population” coincides with the trend towards a healthier and increasingly vocal and diverse older population. Tomorrow’s older adults will have greater expectations regarding programs and services. They will also be interested in initiatives to improve aging in place, affordable housing, accessibility and healthy communities.

What can we build on? Richmond has a vibrant and engaged older adult population. It also has many plans, policies, partnerships, services and structures in place to support older adults (e.g. the Older Adults Service Plan, Minoru Place Activity Centre and the Seniors Advisory Committee). These policies and initiatives give Richmond the unique opportunity to support aging in place, ensuring that appropriate housing options, services and facilities are available throughout various neighbourhoods. Due to its flat topography, Richmond is relatively accessible from a physical perspective, and efforts are being consistently made to improve overall accessibility.

What are the challenges? An aging population presents many challenges for the future, specifically to the social safety net, health system, service delivery, and overall community planning. However, a vibrant older adult community contributes to the economy, supports extended families, participates in volunteerism and generally enhances the social health and sustainability of neighbourhoods. The City and other jurisdictions will face challenges in responding to the needs of the expanding and increasingly diverse older population—acknowledging rising expectations in light of fiscal constraints and recognizing that a “one size fits all” approach will not suffice (e.g. older adults differ significantly with respect to their mobility, capacity, interests and disposable incomes).

What is the current City policy context? Key City policies relevant to Richmond’s older adult population are the OCP, Older Adults Service Plan, and Affordable Housing Strategy.

Richmond’s Older Adults

- 40% of people 55 years and older had less than \$15,000 after tax income in 2005.
- 27% of residents 75 years and older were living alone.
- Of all individuals aged 55 years old and older, 67% were born outside of Canada:
 - ◆ 20% of Richmond older adults were born in China
 - ◆ 10% were born in Hong Kong
 - ◆ 5% were born in Philippines
 - ◆ 5% were born in India
 - ◆ 5% were born in the United Kingdom
 - ◆ 22% were born in other countries.



Recommended Actions:

Action 7—Implement, monitor and update the Older Adults Service Plan, placing priority attention on:

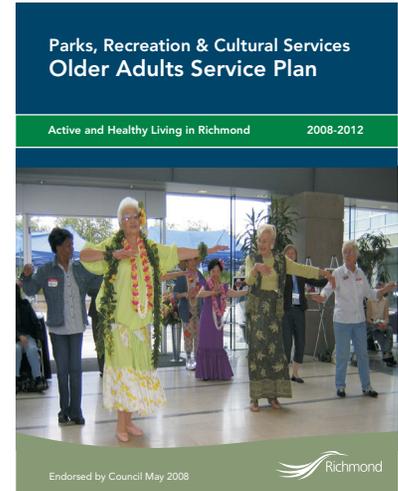
- 7.1 Pursuing approaches that involve planning with, not for, the older adult population. *Short Term (0–3 years)*
- 7.2 Expanding the volunteer base to serve the older adult population, as well as providing meaningful volunteer opportunities for older adults. *Short Term (0–3 years)*
- 7.3 Ensuring older adults and their families and caregivers are aware of available recreation, leisure, wellness and health promotion opportunities in the community. *Short Term (0–3 years)*
- 7.4 Expanding recreation, leisure and wellness services and programs to frail and isolated older adults allowing them to remain in their own homes for as long as possible. *Ongoing*
- 7.5 Reviewing the pricing structure for City programs for older adults to ensure it remains equitable and sustainable, while also being affordable for those with limited incomes. *Medium Term (4–6 years)*
- 7.6 Exploring partnerships with service providers, strata councils and housing providers to bring wellness outreach programs into buildings with a high concentration of older adults. *Short Term (0–3 years)*
- 7.7 Connecting non-English speaking older adults with appropriate recreation, leisure and wellness services and programs (e.g. through the use of multilingual volunteers, translation services and partnerships with community groups). *Ongoing*
- 7.8 Developing a communication strategy to increase the awareness of the young-old (55–65 years) regarding health, wellness, the aging process, legislation, programs and benefits available to older adults. *Short Term (0–3 years)*

Proposed Partners:

- Community Partners
- Non-profit Agencies
- Vancouver Coastal Health
- Strata Councils

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.
- Collaborate and establish partnerships.



Wellness Clinics

More than 3,400 people accessed Wellness Clinics between September 1, 2011 and August 31, 2012. They received free health monitoring, holistic health options and information on a variety of programs and services at seven sites throughout Richmond:

- Beth Tikvah Congregation
- Minoru Place Activity Centre
- East Richmond Community Hall
- South Arm Community Centre
- Steveston Community Centre
- Thompson Community Centre
- West Richmond Community Centre.

Participation at Minoru Place Activity Centre (2011–2012 fiscal year)

- 46,528 members swiped their card to use the facility.
- 26,448 members participated in one of the Centre's clubs and groups.
- 2,961 people registered for programs and an additional 5,097 people participated in the programs on a drop in basis.
- 796 people participated in the Centre's seven regular monthly special events.
- 3,053 people participated in other special events.
- 2,459 people took advantage of health and wellness services offered at Minoru (i.e. flu shots, blood pressure testing).
- 200+ volunteers gave their time, which totalled over 25,636 hours.

Action 8—Build an expanded Minoru Place Activity Centre, ensuring that the new facility is adequate for meeting the needs of Richmond's growing and diverse older adult population, while also being flexible to accommodate other groups and respond to changing needs over time.

Short Term (0–3 years)

Proposed Partners:

- Non-profit Agencies
- Minoru Seniors Society

City Roles:

- Provide land, space or funding.
- Establish infrastructure.
- Undertake planning, research and policy development.



Action 9—Support aging in place initiatives and the ongoing development of Richmond as an age-friendly community through such actions as:

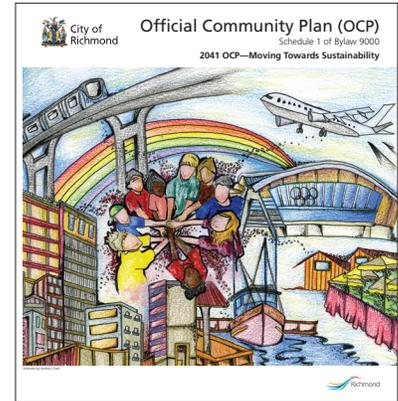
- 9.1 Pursuing the City of Richmond’s designation as an Age-friendly City, joining the World Health Organizations Global Network of Age-friendly Cities and Communities. *Short Term (0–3 years)*
- 9.2 Developing a comprehensive Aging in Place Strategy for Richmond, utilizing best practice research and an assessment of current and future community needs. *Long Term (7–10 years)*
- 9.3 Collaborating with senior governments, Vancouver Coastal Health, and community partners in planning and delivery of programs (e.g. community wellness clinics, elder abuse prevention initiatives) which help older adults continue to live independently in their community for as long as possible. *Ongoing*
- 9.4 Collaborating with Vancouver Coastal Health and other partners to ensure that appropriate and sufficient care facilities, adult day centre spaces, and other resources are available to meet the needs of older adults who are no longer able to live independently. *Ongoing*
- 9.5 Striving to ensure that City land use plans, policies and developments support aging in place (e.g. through diverse housing forms, accessible outdoor public spaces and built environments, public realm features which encourage physical activity and social connections). *Ongoing*

Proposed Partners:

- Provincial Government
- Federal Government
- Vancouver Coastal Health
- Community Partners
- Non-profit Agencies
- BC Housing
- Developers
- Minoru Seniors Society
- Seniors Advisory Committee
- Richmond Centre for Disability
- Richmond Seniors Network
- Richmond Chinese Community Society

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.



Richmond’s Older Adults

- Number of residents aged 55 and over in Richmond: 53,565.
- Number of residents aged 65 and over in Richmond: 26,005.

Source: 2011 Census

The Richmond Children’s Charter reflects the top 12 rights identified by over 3,000 Richmond children aged 3 to 12. Its purpose is to guide the development of a child-friendly city based on the principles of the UN Convention on the Rights of the Child. In June 2012, Richmond City Council unanimously endorsed the Richmond Children’s Charter.



Strategic Direction 4: Help Richmond’s Children, Youth and Families Thrive

Why is this important? A positive start to life and a nurturing environment are critical factors for the health and wellbeing of Richmond’s younger population (ranging from early childhood to youth). These factors are also critical for the younger population’s future development as healthy, happy and productive adults. With respect to families, it is important to provide opportunities to be physically active, experience nature, enjoy learning and form positive relationships in pleasant, safe and accessible surroundings. The City can play a key role in helping its children, youth and families to thrive in conjunction with senior governments, the private and non-profit sectors, and other partners. In addition, the involvement of children, youth and families in planning neighbourhoods, amenities and services will help to ensure that Richmond remains a place where families of all ages and incomes can flourish.

What can we build on? Richmond supports children, youth and families in a variety of ways. For example, it provides high quality parks, recreation, library and arts facilities and programs, as well as accessible outdoor play and amenity spaces. The City received one of the first BC Child Care Awards of Excellence for its leadership role in supporting child care, (e.g. City-owned child care facilities, reserve funds, advisory committee, grants and needs assessments). The Youth Service Plan has guided the development of outreach services for at-risk youth throughout Richmond. The City supports the non-profit sector in serving children, youth and families through such initiatives as the Richmond Grant Program, the Richmond Community Services Advisory Committee and lease of land (e.g. Caring Place Society). Many child, youth and family-friendly neighbourhood events and community festivals are also held throughout Richmond.

What are the challenges? Key challenges faced by Richmond families include the high cost of housing and child care, compounded by the lack of strong senior government policy and funding in these areas. Another challenge in Richmond involves “invisible” poverty, whereby households with low incomes often go unnoticed in the community (e.g. Richmond lacks obviously blighted or derelict neighbourhoods). Challenges faced by the non-profit sector include funding uncertainties and the need for secure, affordable, appropriately located premises for their operations. Another set of challenges relates to ensuring that families are aware of and able to access available programs, services and supports when experiencing barriers (e.g. language, culture, time, income, transportation).

What is the current City policy context? Key City policies supporting children, youth and families include the OCP, the Affordable Housing Strategy, Child Care Development Policy, Youth Service Plan, Parks and Recreation Master Plan, Arts Strategy and City Grant Policy. The Richmond Children’s Charter, prepared by Richmond Children First, was endorsed by Richmond City Council in 2012.

Action 10—Support the establishment of high quality, safe child care services in Richmond through such means as:

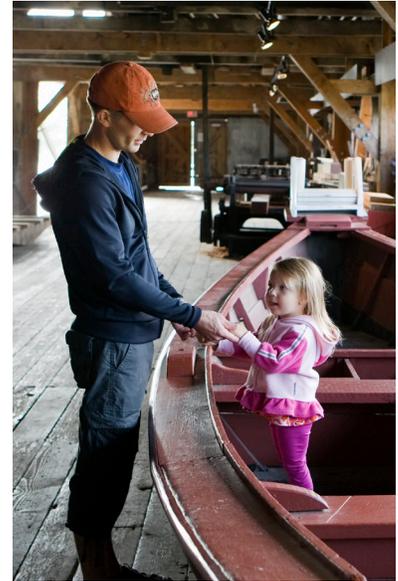
- 10.1 Conducting periodic Child Care Needs Assessments, with interim monitoring to identify existing and future child care requirements, by type of care and geographic area of need. *Medium Term (4–6 years)*
- 10.2 Exploring creative financing options to supplement developer contributions to augment the City’s Child Care Development Reserves. *Long Term (7–10 years)*
- 10.3 Securing City-owned child care facilities from private developers through the rezoning process for lease at nominal rates to non-profit providers. *Ongoing*
- 10.4 Encouraging the establishment of child care facilities near schools, parks and community centres. *Ongoing*
- 10.5 Encouraging private developers to contribute to the City’s Child Care Development Reserve Fund, as appropriate. *Ongoing*
- 10.6 Consulting and collaborating with child care providers and other community partners on child care issues. *Ongoing*
- 10.7 Administering the City’s Child Care Grant Program to support the provision of quality, affordable, accessible child care in Richmond. *Ongoing*
- 10.8 Advocating for senior governments to contribute funding and improve policies to address local child care needs. *Ongoing*

Proposed Partners:

- Child Care Development Advisory Committee
- Child Care Providers
- Parents
- Vancouver Coastal Health
- School District No. 38
- Non-profit Agencies
- Developers
- Community Partners
- Community Committees
- Provincial Government
- Federal Government

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.
- Provide land, space or funding.
- Collaborate and establish partnerships.



Richmond’s Strengths

In January, 2013, the City established a Child Care Coordinator staff position to improve the City’s ability to plan and develop quality child care facilities in the community.

Richmond's Strengths

In 2011, Richmond was the first of two local governments to win the BC Child Care Award of Excellence in the "Municipal/Regional Government" category.

Richmond Strengths

Four city owned child care facilities are currently in operation in Richmond. The City has also secured six additional child care facilities to be built over the next five years. This will add approximately 250 new child care spaces to serve children from birth to 12 years old.

Action 11—Implement policies identified in the 2041 Official Community Plan to promote the establishment and maintenance of a comprehensive child care system. *Ongoing*

Proposed Partners:

- Child Care Development Advisory Committee
- Vancouver Coastal Health
- Non-profit Agencies
- Developers

City Roles:

- Undertake planning, research and policy development.



Action 12—Seek opportunities to provide support for children and families through:

- 12.1 Working with Richmond Children First and other partners to:
 - ◆ Advance the objectives of Richmond’s Children’s Charter;
 - ◆ Develop and implement strategies to best support children and families.
Short Term (0–3 years)
- 12.2 Seeking opportunities to negotiate space for family-oriented community service hubs through the rezoning process (e.g. co-location of child care, family support and health services). *Ongoing*
- 12.3 Providing children and families with the opportunity to participate, as appropriate, in plans, policies, and programs affecting them and the community. *Ongoing*
- 12.4 Making Richmond an increasingly child and family friendly community through progressive City land use planning and design practices. *Ongoing*
- 12.5 Supporting the establishment of family-oriented affordable housing. *Ongoing*
- 12.6 Providing community grants to organizations that offer services to support children and families. *Ongoing*
- 12.7 Providing affordable and accessible child and family-friendly parks, recreation and cultural opportunities, including library programs & services. *Ongoing*
- 12.8 Supporting programs and initiatives that address domestic violence, poverty, mental health and addictions. *Ongoing*

Proposed Partners:

- Provincial Government
- Federal Government
- Community Partners
- Non-profit Agencies
- Developers
- Advisory Committees
- Public Partners
- Richmond Children First
- Community Committees

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Establish infrastructure.
- Provide land, space or funding.

Richmond’s Strengths

Richmond’s “typical family” has not changed in the last 5 or 10 years. Unchanged are the proportion of people aged 15 and over who are legally married (56%); the average number of people per family (3.0) and the number of children per family (1.2). In keeping with national trends, more young adults are living with their parents. The number of lone-parent families with children continues to rise, especially those with a female parent (85% of lone-parent families).

Source: 2006 Census



Richmond's Strengths

According to the 2011 census, Richmond had just over 32,000 residents aged 16 and under. This constitutes 18.2% of the population.

Action 13—Monitor and update the Youth Service Plan, striving to create an environment that generates opportunities for Richmond's youth to have a safe and healthy journey into adulthood, placing priority attention on:

- 13.1 Expanding services for youth in the City Centre. *Short Term (0–3 years)*
- 13.2 Enhancing dedicated, safe, youth-friendly spaces in various facilities throughout Richmond. *Short Term (0–3 years)*
- 13.3 Engaging youth in City and community-based planning processes. *Short Term (0–3 years)*
- 13.4 Promoting and applying the 40 Developmental Assets based approach⁵ to programming for youth. *Ongoing*
- 13.5 Supporting community-based initiatives to provide children and youth from diverse backgrounds with opportunities to receive common leadership training and volunteer to serve others in the community. *Ongoing*
- 13.6 Supporting efforts of community-based groups to give Richmond school children access to nutritious meals. *Ongoing*

Proposed Partners:

- Community Partners
- Non-profit Agencies
- Vancouver Coastal Health
- Police Services
- School District No. 38
- Public Partners
- Community Groups

City Roles:

- Deliver programs and services.
- Engage and empower community.
- Collaborate and establish partnerships.

⁵ The Search Institute has identified 40 developmental assets, which provide the philosophical base for the City's youth service delivery. For more information see City of Richmond website: www.richmond.ca/parksrec/youth/development/about.htm

Action 14—Work with Police Services, the School District, youth serving agencies and youth groups on initiatives to:

- 14.1 Increase awareness and education in efforts to reduce the prevalence of bullying. *Short Term (0–3 years)*
- 14.2 Improve information and referral amongst youth serving agencies in the City. *Short Term (0–3 years)*
- 14.3 Reduce the lure for young people to join gangs. *Ongoing*

Proposed Partners:

- Police Services
- School District No. 38
- Vancouver Coastal Health
- Non-profit Agencies
- Community Partners
- Richmond Community Services Advisory Committee (RCSAC)

City Roles:

- Engage and empower community.
- Deliver programs and services.
- Collaborate and establish partnerships.





Goal 2

Engaging Our Citizens

Strategic Directions

5. Build on Richmond's Cultural Diversity
6. Support Community Engagement and Volunteerism

Unique Richmond

48.5% of Richmond's population is of Chinese origin, the highest share of all municipalities in Canada.

The City of Richmond is one of only a few BC municipalities that has dedicated Diversity Services staff who focus on intercultural and other accessibility matters.



Goal 2: Engaging Our Citizens

Strategic Direction 5: Build on Richmond's Cultural Diversity

Why is this important? Richmond is characterized by an ethnic and culturally diverse population. According to the 2006 census, 57% of all Richmond residents were born outside of Canada. The largest group of immigrants are Mandarin speakers from Mainland China, followed by people from the Philippines. Richmond also accommodates a diverse group of refugees. While the City has a fairly well established refugee community from Somalia, many recent refugees have come from Iran, Iraq, and Afghanistan. The population shift has implications for the City as immigrants and refugees have unique needs and expectations in relation to civic and community life. To facilitate a socially healthy and inclusive community, it is important for the City to be able to appropriately respond to all its residents—refugees, other immigrants and Canadian born households alike.

What can we build on? The City has established the Richmond Intercultural Advisory Committee to enhance intercultural harmony and strengthen intercultural cooperation in Richmond. The City has also established strong relationships with immigrant serving agencies, faith communities and the non-profit sector. In addition, it has maintained strong networks and communication links with senior government and other municipalities, and has offered inclusive and intercultural arts and culture programming that has been effective in providing opportunities for dialogues amongst cultures. Richmond has also seen an increase in the number of agencies offering immigrant settlement assistance.

What are the challenges? An overarching challenge for the City with respect to diversity relates to fostering an environment in which all residents feel valued, respected and included. Ideally, Richmond's diversity should be seen as an opportunity to be built on. Some particular challenges include immigrant integration, inter-cultural communication, the lack of involvement by many new immigrants in civic life, and the shortage of recognition and funding given by senior governments to municipal governments for initiatives aimed at creating welcoming and inclusive communities.

What is the current City policy context? The key City policies pertaining to cultural diversity are the OCP and the Richmond Intercultural Strategic Plan and Work Program.

Recommended Actions:

Action 15—Implement, monitor and update the Intercultural Strategic Plan and Work Program. *Medium Term (4–6 years)*

Proposed Partners:

- Richmond Intercultural Advisory Committee
- Police Services
- School District No. 38
- Richmond Community Services Advisory Committee
- Vancouver Coastal Health

City Roles:

- Deliver programs and services.
- Undertake planning, research and policy development.

Action 16—Improve the City’s cultural competence through monitoring the intercultural sensitivity and inclusiveness of corporate policies and practices, making adjustments as necessary to:

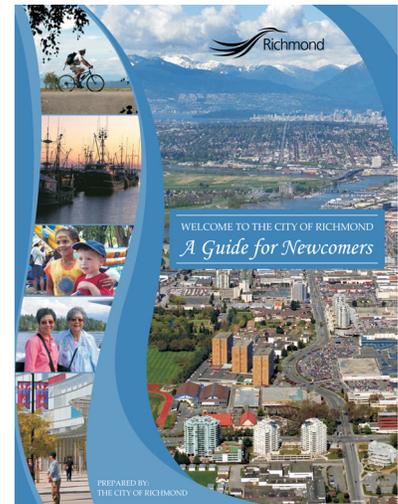
- 16.1 Establish clear guidelines for providing translation and interpretation services to conduct City business. *Short Term (0–3 years)*
- 16.2 Devise and implement a comprehensive cultural diversity training program for City and community partner staff. *Medium Term (4–6 years)*
- 16.3 Undertake a comprehensive review of City policies and practices from a diversity perspective, identifying gaps and proposed improvements. *Long Term (7–10 years)*
- 16.4 Recognize and reduce barriers faced by new immigrants in accessing City services. *Ongoing*

Proposed Partners:

- Richmond Intercultural Advisory Committee
- Police Services
- Community Partners
- Non-profit Agencies
- Richmond Public Library
- Tourism Richmond

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.



Richmond’s Strengths

The City of Richmond, in partnership with the Richmond Intercultural Advisory Committee (RIAC), has produced the **Richmond Newcomers Guide**. The Guide provides information about Richmond’s local community, programs available for seniors and children, City services and the services of partners.

Action 17—Improve employment opportunities for immigrants with foreign training and credentials, focusing on:

17.1 Exploring opportunities to develop a pilot “apprenticeship” type program targeted at recent immigrants, for the City and stakeholders, including the business and intercultural sectors. *Medium Term (4–6 years)*

Proposed Partners:

- Richmond Chamber of Commerce
- School District No. 38
- Vancouver Coastal Health
- Non-profit Agencies
- WorkSafe BC
- Immigrant Serving Agencies
- Immigrant Employment Council of BC

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.

Richmond’s Strengths

The City is pioneering innovative ways to engage local residents. Examples include online discussion forums, focus groups in various languages and use of social media. The City has also developed a resource guide for City staff that showcases public participation techniques.

Action 18—Increase awareness of and access to City employment opportunities by immigrant groups through:

18.1 Working with community agencies and other partners to publicize City employment opportunities to immigrant groups and improve mutual understanding of barriers and needs. *Medium Term (4–6 years)*

18.2 Continuing to explore and develop outreach mechanisms to encourage individuals from cultural groups that are currently under-represented in the City workforce to apply for available employment opportunities. *Ongoing*

Proposed Partners:

- Richmond Intercultural Advisory Committee
- Richmond Community Services Advisory Committee
- Non-profit Agencies

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.

Action 19—Create opportunities to showcase Richmond’s cultural diversity and facilitate intercultural dialogue by:

- 19.1 Encouraging collaborative approaches to ensure that Richmond remains a welcoming and integrated community, while respecting the desires of immigrant groups to maintain their own cultures. *Short Term (0–3 years)*
- 19.2 Facilitating the development and coordination of intercultural events that provide opportunities for active learning about the traditions of different cultures. *Ongoing*
- 19.3 Researching and pursuing opportunities for community-based dialogues or forums about current issues that face the community as a whole, and that build intercultural interaction and awareness regarding shared values and goals amongst residents of Richmond. *Ongoing*

Proposed Partners:

- Richmond Intercultural Advisory Committee
- Richmond Community Services Advisory Committee
- Richmond Public Library
- School District No. 38
- Cultural Organizations
- Non-profit Agencies
- Community Committees
- Vancouver Coastal Health
- Richmond Chamber of Commerce
- Police Services

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.

Richmond’s Strengths

The City uses the arts to engage the community on social issues. For example, during Asian Heritage Month, occurring in May each year, a range of activities are offered which explore intercultural identity, cross cultural linkages, interfaith and intercommunity dialogue.



Action 20—Consult with local First Nations and urban Aboriginal organizations and other partners to:

- 20.1 Gain a better understanding of the needs of Richmond’s urban Aboriginal population, and opportunities for future collaboration. *Short Term (0–3 years)*
- 20.2 Support the Richmond National Aboriginal Day event and Richmond School District Aboriginal Enhancement Agreement initiatives. *Ongoing*

Proposed Partners:

- Richmond Intercultural Advisory Committee
- Richmond Community Services Advisory Committee
- Richmond Public Library
- School District No. 38
- First Nations, Urban Aboriginal and Cultural Organizations
- Non-profit Agencies
- Community Committees
- Vancouver Coastal Health
- Richmond Chamber of Commerce
- Police Services

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.

Richmond’s Strengths

City Council established the Richmond Intercultural Advisory Committee (RIAC) to provide advice on cultural diversity matters. RIAC has organized public forums and undertaken various other initiatives to increase understanding and promote cross-cultural harmony in the community.

Action 21—In conjunction with community agencies and other partners, continue to advocate to senior governments on such matters as:

- 21.1 Funding levels for settlement services and English language training. *Short Term (0–3 years) then Ongoing*
- 21.2 Licensing processes and accreditation for foreign-trained professionals. *Short Term (0–3 years) then Ongoing*
- 21.3 Necessary adjustments to Federal immigration policies and recruitment campaigns. *Short Term (0–3 years) then Ongoing*

Proposed Partners:

- Richmond Intercultural Advisory Committee
- School District No. 38
- Vancouver Coastal Health
- Richmond Community Services Advisory Committee
- Non-profit Agencies
- Provincial Government
- Federal Government
- Union of BC Municipalities
- Richmond Chamber of Commerce

City Roles:

- Engage and empower community.
- Advocate and secure external contributions.

Action 22—Collaborate with community partners in:

- 22.1 Developing services and strategies that recognize the needs, interests and safety concerns of Richmond’s Lesbian, Gay, Transgendered and Bisexual (LGTB) communities. *Short Term (0–3 years)*
- 22.2 Collaborating on developing cross-agency staff awareness training programs on LGTB issues. *Medium Term (4–6 years)*

Proposed Partners:

- Richmond Intercultural Advisory Committee
- Richmond Community Services Advisory Committee
- Vancouver Coastal Health
- School District No. 38
- Non-profit Agencies
- WorkSafe BC
- Richmond Chamber of Commerce
- Police Services

City Roles:

- Engage and empower community.
- Undertake planning, research and policy development.

Richmond’s Strengths

In 2012, the City offered LGTB awareness training to its staff helping to ensure that the City is prepared to serve LGTB communities in the most appropriate ways.

Richmond's Strengths

The Richmond Intercultural Advisory Committee has championed the development of the 2012-2015 Richmond Intercultural Strategic Plan and Work Program. As a result, in the fall of 2012, the Committee initiated the Richmond Cultural Survey which aimed to collect information from a broad sample of citizens on their experience of intercultural relations in Richmond.

Action 23—Establish targeted measures to prevent and respond to incidents of racism in Richmond by:

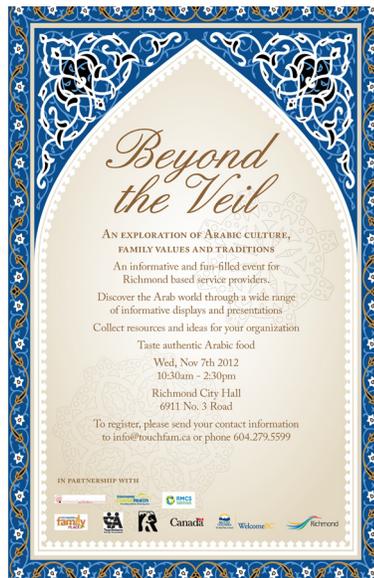
- 23.1 Participating in the establishment of media watch mechanisms with stakeholders to monitor the local media, City and community communication and work to redress misperceptions created by inaccurate or insensitive references to particular cultural groups. *Short Term (0–3 years)*
- 23.2 Developing an intercultural intervention resource package and subsequent training, within City and stakeholder structures, to respond to intercultural conflicts and incidents. *Medium Term (4–6 years)*
- 23.3 Collaborating with the business sector and other partners to ensure racist graffiti is removed in a timely manner both from City and non-City properties in Richmond and that any wording on business signage and/or City documentation prominently includes the English language. *Ongoing*

Proposed Partners:

- Richmond Intercultural Advisory Committee
- Richmond Community Services Advisory Committee
- School District No. 38
- Vancouver Coastal Health
- Community Partners
- WorkSafe BC
- Non-profit Agencies
- Richmond Chamber of Commerce
- Faith Communities
- Property Management Companies
- Police Services

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.



Strategic Direction 6: Support Community Engagement and Volunteerism

Why is this important? Volunteering is one of the most fundamental acts of citizenship and philanthropy in society and is a primary contributor to building a strong community. Through citizen engagement and work with volunteers, the City is able to provide an increased scope and variety of activities, and maximize service provision across the community where financial resources may otherwise be limited. This engagement helps to create a healthy and vibrant Richmond.

What can we build on? Richmond has a long history of community engagement and developing a strong volunteer base. The City, through its Community Services Department, has a Volunteer Management Strategy that has helped to preserve a volunteer spirit within the community. The City has also hosted large scale successful events, such as the 2010 Winter Olympics and Tall Ships Festival. These events played a role in increasing the number of volunteers, identifying training opportunities and key roles that volunteers can fill, and enhancing the City's capacity to deliver effective programs and events. In addition, the City has a strong collaboration with Volunteer Richmond, which has helped to nurture the development and support of the local volunteer base.

What are the challenges? The changing demographic profile of Richmond's volunteers presents a challenge for supporting community engagement and volunteerism. Many of the new volunteers are young, new Canadians, older adults, or persons with disabilities. These volunteers are looking for meaningful ways to be involved, as well as learning opportunities to help develop their skills to enhance employability. An immigrant's previous experience with authorities in their home countries might also present some challenges. Further, some newer immigrants may mistrust government and may have had limited exposure and understanding about how to participate in civic life and volunteering.

What is the current City policy context? The key City policies relevant to community engagement and volunteerism are the OCP, Community Services (formerly Parks, Recreation and Cultural Services (PRCS)⁶) Volunteer Management Strategy, the Wellness Strategy and the Public Participation Toolkit.

Richmond's Strengths

Youth Now, one of four Richmond Volunteer programs, is designed to enhance leadership opportunities for young adults, who are high school graduates and under the age of 26, and trains them to serve as board members for local non-profit organizations.



⁶ Through a corporate reorganization in 2012, the former Parks, Recreation and Cultural Services (PRCS) Department was incorporated into the broader Community Services Department.

Recommended Actions:

Action 24—Implement, monitor and update the Richmond Community Services Volunteer Management Strategy.

Short Term (0–3 years)

Proposed Partners:

- Volunteer Richmond
- Community Partners
- Non-profit Agencies
- Community Sports Groups

City Roles:

- Collaborate and establish partnerships.
- Engage and empower community.



Action 25—Develop a comprehensive communication strategy for encouraging and supporting a cross section of Richmond residents, particularly those who may face barriers to participation (e.g. recent immigrants, people with disabilities, etc.) to participate in City planning and decision making processes, whereby the City:

- 25.1 Strives to ensure that key written information is presented in plain English and in additional languages, as appropriate. *Short Term (0–3 years)*
- 25.2 Works with the media, including ethnic-specific media, to disseminate information and solicit ideas from the public. *Short Term (0–3 years)*
- 25.3 Increases the use of social media and other innovative communication/engagement tools (e.g. study circles, online discussion forums). *Short Term (0–3 years)*
- 25.4 Undertakes best practice research to develop tools to improve City community engagement practices (e.g. updating and enhancing the Public Participation Toolkit). *Long Term (7–10 years)*

Proposed Partners:

- Non-profit Agencies
- Media
- Community Partners

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.

Action 26—Review the City’s advisory committee structure to determine:

- 26.1 Whether existing committee structure is the most effective for obtaining community advice on particular matters. *Medium Term (4–6 years)*
- 26.2 Mechanisms for ensuring that committees are best positioned to provide helpful and timely advice to City staff and elected officials including:
- ◆ clear Terms of Reference for each committee;
 - ◆ clear roles of elected officials and staff;
 - ◆ annual orientation program for new committee members;
 - ◆ consistent reporting procedures and feedback mechanisms;
 - ◆ mechanisms for information exchange amongst committees;
 - ◆ work programs that reflect Council Term Goals. *Medium Term (4–6 years)*

Proposed Partners:

- Advisory Committees
- Non-profit Agencies
- Community Partners
- Issue-specific Stakeholders

City Roles:

- Undertake planning, research and policy development.

Action 27—Support and encourage community-based efforts to attract and develop the leadership potential of people who live or work in Richmond and, as appropriate, coordinate these efforts with the work of municipal advisory committees. *Ongoing*

Proposed Partners:

- Advisory Committees
- Non-profit Agencies

City Roles:

- Deliver programs and services.
- Collaborate and establish partnerships.

Richmond's Strengths

The City of Richmond is committed to bridging the gap between newcomers and City institutions. In 2012, the City conducted over 50 tours of City Hall and City facilities for new immigrants. Over 1,000 people participated.

Action 28—Expand the City's New Canadian Tours program by:

- 28.1 Seeking corporate sponsorships and expanding the partner base of the program. *Short Term (0–3 years)*
- 28.2 Providing participants with additional information on opportunities for participation in municipal decision making processes and active involvement in civic life. *Short Term (0–3 years)*

Proposed Partners:

- Non-profit Agencies
- Ethno-cultural Groups
- Richmond Civic Engagement Network
- Post-secondary Educational Institutions
- Business Community

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.





Goal 3

Building on Social Assets and Community Capacity

Strategic Directions

7. Strengthen Richmond's Social Infrastructure
8. Provide High Quality Recreation, Arts, Cultural and Wellness Opportunities
9. Facilitate Strong and Safe Neighbourhoods

Goal 3: Building on Social Assets and Community Capacity

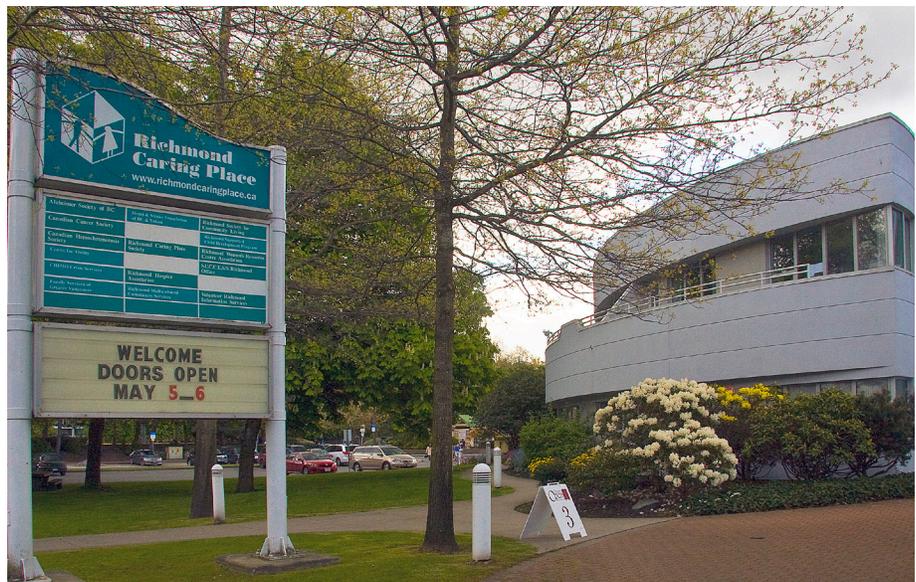
Strategic Direction 7: Strengthen Richmond’s Social Infrastructure

Why is this important? Richmond’s population is growing and demands for social services are rising. The City does not have the mandate or ability to deliver the broad range of social services required. If the City is to realize its vision of being the most appealing, livable, well managed community in Canada, it is essential that social services, and the facilities used for delivering those services (i.e. social infrastructure) keep pace with Richmond’s growth. Additionally, many non profit organizations have a long tradition of involvement in public policy and are known for representing the voices of the most marginalized community groups. Concurrently with efforts to meet the needs of a growing and increasingly complex population, many non-profit agencies have also been struggling to secure or maintain affordable spaces for their service provision.

What can we build on? Richmond has effective partnerships with many non-profit agencies and has developed strong relationships with other public partners to deliver services in the community. The Richmond Community Services Advisory Committee, funded by the City of Richmond, is a network of more than 30 local non-profit agencies and community stakeholders which are working collectively on community issues of mutual concern. Further, Richmond has an array of City and non-City facilities used for service provision. For example, Caring Place, a community hub for non-profit agencies, has proved to be an effective solution for agencies to deliver services in a convenient one-stop location. The facility is situated on a centrally located City owned site leased to the Caring Place Society at a nominal rate.

Agencies in Caring Place

- Alzheimer Society of BC
- BC Centre for Ability
- Canadian Hemochromatosis Society
- CHIMO Crisis Services
- Family Services of Greater Vancouver
- Heart and Stroke Foundation of Canada
- Richmond Caring Place Society
- Richmond Hospice Association
- Richmond Multicultural Community Services
- Richmond Society for Community Living
- Richmond Women’s Resource Centre Association
- S.U.C.C.E.S.S.
- Volunteer Richmond Information Services



Richmond’s Caring Place is a purpose-built facility that houses many of Richmond’s non-profit service agencies.

What are the challenges? The increasing demand for social services is a key challenge for Richmond. Non-profit agencies will need additional office and program space to meet further needs; however, the cost of land and construction inhibits service expansion. Additionally, while some agencies may receive federal and provincial government support, funding is not guaranteed, which creates instability and uncertainty for service providers. Other challenges include the need to define City roles in addressing social issues and the impact of decisions made by senior levels of government on the City. Being the level of government closest to the people, the City is frequently approached for support by non-profit agencies on items that are not part of Richmond’s mandate.

What is the current City policy context? Key City policies relevant to social infrastructure are the OCP, the Parks, Recreation and Cultural Services Master Plan and City Grant Programs.

Recommended Actions:

Action 29—Prepare an enhanced policy framework for securing community amenities (e.g. space for City services, space for lease to community agencies) through the rezoning process for new developments including:

- 29.1 Developing an administrative structure (e.g. senior staff review team) and criteria for assessing community amenity options for recommendation to Council on specific rezoning applications. *Short Term (0–3 years)*
- 29.2 Establishment of a Community Amenity Reserve Policy and Fund, similar to those for affordable housing and child care, to secure cash contributions from developers for future amenity development in lieu of the provision of built amenity space. *Long Term (7–10 years)*

Proposed Partners:

- Developers
- Richmond Community Services Advisory Committee
- Richmond Seniors Advisory Committee
- Child Care Development Advisory Committee
- Non-profit Agencies

City Roles:

- Undertake planning, research and policy development.

Richmond’s Strengths

The City provides permissive property tax exemptions for places of public worship, private schools and various other not-for-profit operations (e.g. child care, recreation, seniors housing and care facilities), in accordance with provisions of the Community Charter.

Action 30—Develop and maintain a database on space needs of non-profit social service agencies to be updated annually through surveys of agencies. *Short Term (0–3 years)*

Proposed Partners:

- Richmond Community Services Advisory Committee

City Roles:

- Deliver programs and services.
- Engage and empower community.
- Undertake planning, research and policy development.

Richmond’s Strengths

The Richmond Community Services Advisory Committee provides information and advice to Richmond City Council regarding community social services. It also enhances community capacity by providing a network for non-profit and statutory service providers.

Action 31—In consultation with community agencies and developers, establish a clear, consistent City policy framework for assisting community agencies to secure program and office space for their operations, with the framework specifying, among other things:

- eligibility requirements and criteria for support;
- application process with an emphasis on transparency, consistency, and fairness;
- timing requirements;
- clarification of responsibilities of participating parties (e.g. agencies, developers, City);
- examples of spaces that may be pursued (e.g. multi-service hubs, single agency spaces, strategic/specific agency groupings);
- alternative mechanisms for the securing or provision of space (e.g. lease of City premises, space secured through private rezonings as an amenity contribution, space secured for lease as part of a private development approvals process, space secured through City partnerships with other levels of government). *Short Term (0–3 years)*

Proposed Partners:

- Community Agencies
- Non-profit Agencies
- Developers
- Child Care Providers
- Richmond Community Services Advisory Committee
- Child Care Development Advisory Committee
- Community Committees

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.

Action 32—Implement the City Centre Area Plan Policy of exploring opportunities to establish multi-use, multi-agency community service hubs in appropriate locations in the City Centre, while also pursuing other types of agency space, as appropriate, throughout Richmond. *Short Term (0–3 years)*

Proposed Partners:

- Richmond Community Services Advisory Committee
- Non-profit Agencies
- Child Care Providers
- Child Care Development Advisory Committee
- Community Committees

City Roles:

- Undertake planning, research and policy development.



Action 33—Develop mechanisms and guidelines to expand use of the City’s communication channels (e.g. website) to help community agencies publicize their services, programs and events. *Short Term (0–3 years)*

Proposed Partners:

- Non-profit Agencies

City Roles:

- Collaborate and establish partnerships.
- Engage and empower community.
- Deliver programs and services.

Richmond's Strengths

The Richmond Public Agency Partners Group consisting of representatives of the five major public agencies in Richmond champions the wellness of children and youth in the community through leadership, partnership, advocacy and policy development. The membership consists of Vancouver Coastal Health, the City of Richmond, Richmond School District, Ministry of Children and Family Development and the RCMP.



Action 34—Strengthen the City’s already strong collaborative relationship with Vancouver Coastal Health, consulting on emerging health care issues facing the community, advocating for needed services, partnering on priority community and social development initiatives, and soliciting input on the health implications of key City planning matters. *Ongoing*

Proposed Partners:

- Vancouver Coastal Health

City Roles:

- Collaborate and establish partnerships.

Action 35—Strengthen the City’s already strong collaborative relationship with the Richmond School District, consulting with the district on emerging children, youth and education issues facing the community, advocating for needed programs, and partnering on priority community and social development initiatives. *Ongoing*

Proposed Partners:

- School District No. 38
- Richmond Community Services Advisory Committee
- Child Care Development Advisory Committee
- Public Partners
- Youth Coordinators
- City and School Board Liaison Committee
- Non-profit Agencies

City Roles:

- Collaborate and establish partnerships.



Action 36—Encourage the Richmond School District to:

- 36.1 Expand community access and use of its schools. *Short Term (0–3 years)*
- 36.2 Explore the potential for working together to establish a pilot community school in the City. *Long Term (7–10 years)*

Proposed Partners:

- School District No. 38
- City and School Board Liaison Committee
- Non-profit Agencies
- Richmond Community Services Advisory Committee

City Roles:

- Collaborate and establish partnerships.
- Undertake planning, research and policy development.

Action 37—Expand opportunities for partnering with Richmond Public Library on community engagement and social development initiatives. *Ongoing*

Proposed Partners:

- Richmond Public Library

City Roles:

- Collaborate and establish partnerships.
- Deliver programs and services.

Richmond’s Strengths

In 2012, the Richmond School District had an enrolment of approximately **22,000 students**. Facilities included:

- **38** elementary schools
- **10** secondary schools
- **1** alternative school.

Richmond’s Strengths

- **5** libraries
- **97,096** cardholders
- **2,590** library programs
- **124,030** program participants
- **4,359,215** items borrowed



Action 38—Nurture and enhance existing communication channels and networks with community agencies (e.g. through staff support to the Richmond Community Services Advisory Committee, participation in networking groups).

Ongoing

Proposed Partners:

- Richmond Community Services Advisory Committee
- Non-profit Agencies
- Community Committees
- Networking Groups

City Roles:

- Engage and empower community.

City Grant Programs

The City has been disbursing City Grants for many years. In 2011, a revised City Grant Policy was adopted and implemented establishing three separate programs, all with increased budgets. In 2012, the Health, Social and Safety Grants budget increased by \$87,000, resulting in a total of **\$530,637** being awarded to **29 community service agencies**.

Action 39—Administer, monitor and enhance the City Grant Program, undertaking reviews as required to ensure that the program continues to have adequate resources, targets priority community needs and makes efficient use of staff resources. *Ongoing*

Proposed Partners:

- Non-profit Agencies
- Community Committees
- Richmond Community Services Advisory Committee

City Roles:

- Provide land, space or funding.
- Undertake planning, research and policy development.

Child Care Grant Program

In 2011, a total of **\$26,050** was allocated in capital grants to non-profit societies supporting or providing child care. Additionally, in 2012, Council approved the establishment of a **Child Care Operating Reserve Fund** whereby developer contributions are collected to support the provision of quality care through professional and program development. In 2012, \$49,999 was awarded in capital grants and \$15,000 in professional and program development grants.

Action 40—Continue to improve mechanisms and enhance timely interdepartmental collaboration to ensure that in City planning and decision making, social factors are given appropriate consideration, in conjunction with economic and environmental factors. *Ongoing*

Proposed Partners:

- Community Committees
- Advisory Committees

City Roles:

- Undertake planning, research and policy development.
- Collaborate and establish partnerships.

Action 41—Develop and maintain strong networks and communication channels with senior government partners to seek their policy and financial assistance in addressing Richmond social issues. *Ongoing*

Proposed Partners:

- Federal Government (including MPs, and key Federal staff)
- Provincial Government (including MLAs and key Provincial staff)

City Roles:

- Collaborate and establish partnerships.

Action 42—Participate in joint planning and networking initiatives with community partners (e.g. Richmond School District, Vancouver Coastal Health, Metro Vancouver, non-profit agencies), working collaboratively to address social development concerns in the community. *Ongoing*

Proposed Partners:

- School District No. 38
- Vancouver Coastal Health
- Non-profit Agencies
- Advisory Committees
- Public Partners
- City and School Board Liaison
- Community Committees
- Seniors Planning Network

City Roles:

- Collaborate and establish partnerships.
- Undertake planning, research and policy development.



Strategic Direction 8: Provide High Quality Recreation, Arts, Cultural and Wellness Opportunities

Why is this important? Active involvement in recreation, arts, cultural and wellness opportunities helps Richmond residents lead healthier lives and be better connected in their communities. Through recreation and sports, residents enjoy themselves, become physically active, and engage in lifelong learning. Arts and cultural opportunities give residents a sense of identity, shared pride and a way to communicate across cultures. A breadth of opportunities and an engaged community may also offset other social costs (e.g. for health, police and community services). By ensuring a diversity of choices, Richmond offers residents an increased sense of belonging and a more dynamic and sustainable quality of life.



What can we build on? An abundance of opportunities are available for residents throughout Richmond. Examples include pools, arenas, the Richmond Cultural Centre, libraries, heritage facilities, a professional theatre and eight community centres. As a legacy of the 2010 Winter Olympics, the Richmond Olympic Oval has evolved into a multi-use sport facility that offers both traditional and unique programming for residents and visitors alike. Planning for the City's recreation, arts and cultural opportunities has been guided by the Parks, Recreation, and Cultural Services Master Plan.

What are the challenges? The growth, aging and diversity of Richmond's population present challenges in the provision of high quality recreation, arts and cultural and wellness opportunities (e.g. accommodating different needs and uses). In planning for the future, it is critical that the City understand and respond to emerging community values and needs. Additionally, as Richmond's facilities continue to age, careful attention needs to be placed on planning new facilities and ensuring accessibility is maintained in aging facilities.

What is the current City policy context? Key City policies relevant to Richmond's recreation, arts and cultural opportunities are the OCP, the Parks, Recreation and Cultural Services Master Plan, Community Wellness Strategy, Arts Strategy, Youth Service Plan and Older Adult Service Plan.



Recommended Actions:

Action 43—Implement, monitor and update the Parks, Recreation and Cultural Services Master Plan, based on updated Community Needs Assessments, developing and enhancing an appropriate range of parks, recreation and cultural facilities throughout Richmond. *Ongoing*

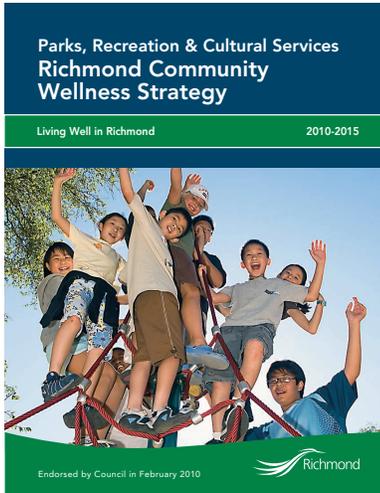
Proposed Partners:

- Community Partners
- Non-profit Agencies
- Vancouver Coastal Health
- Developers
- School District No. 38
- Richmond Public Library

City Roles:

- Undertake planning, research and policy development.
- Provide land, space or funding.





Action 44—Implement, monitor and update the Community Wellness Strategy including development of community wellness indicators in partnership with Vancouver Coastal Health. *Ongoing*

Proposed Partners:

- Community Partners
- Non-profit Agencies
- Vancouver Coastal Health
- School District No. 38
- Advisory Committees

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.

Action 45—Implement, monitor and update the Richmond Arts Strategy recognizing that the arts can be an important social development tool with respect to:

- education (e.g. increasing public awareness of social issues through theatre or visual media);
- engagement (e.g. providing opportunities for people to become more involved in the community);
- employment (e.g. providing jobs for people in arts related fields). *Ongoing*

Proposed Partners:

- Arts Community
- Community Partners
- School District No. 38
- Developers

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.



Action 46—Facilitate food security for Richmond residents by:

- 46.1 Supporting retention of agricultural lands and efforts to make these lands economically viable. *Ongoing*
- 46.2 Encouraging development of community gardens and farmers markets. *Ongoing*
- 46.3 Supporting the Richmond Farm School as an important component for the agricultural sector in the region. *Ongoing*
- 46.4 Working with the Richmond Food Security Society and Vancouver Coastal Health to facilitate food security related initiatives. *Ongoing*

Proposed Partners:

- Non-profit Agencies
- Post Secondary Institutions
- Vancouver Coastal Health

City Roles:

- Undertake planning, research and policy development.
- Deliver programs and services.
- Engage and empower community.
- Collaborate and establish partnerships.
- Provide land, space or funding.



Steveston Farmers Market

Action 47—Explore opportunities for use of the Richmond Olympic Oval for social development initiatives.

Medium Term (4–6 Years)

Proposed Partners:

- Richmond Oval Corporation
- School District No. 38
- Vancouver Coastal Health
- Richmond Community Services Advisory Committee
- Non-profit Agencies
- Advisory Committees
- Community Committees

City Roles:

- Undertake planning, research and policy development.
- Engage and empower community.



Strategic Direction 9: Facilitate Strong and Safe Neighbourhoods

Why is this important? Strong and safe neighbourhoods promote social inclusion, encourage active living, and contribute to economic viability. When people feel safe in their neighbourhoods, they venture outside of their homes, use parks and public spaces, connect with their neighbours and experience a more enriched community life. This sense of security is important for enhancing Richmond’s livability and ensuring residents have a good quality of life.

What can we build on? The City has a solid base of community safety services delivered through its Law and Community Safety Department (e.g. policing, Richmond Fire-Rescue and Emergency Preparedness). The City works in partnership with local and provincial agencies to ensure safety is considered in all aspects of community life. Additionally, Community Policing Initiatives (e.g. Block Watch, Pedestrian Safety, DARE) are delivered through the Richmond detachment of the RCMP.

What are the challenges? Cost pressures present a key challenge in provision of services to ensure residents feel safe in their neighbourhoods. As with other service delivery, it is important that sufficient funding and resources are available to provide necessary community safety services for Richmond’s growing population. Richmond’s population diversity also presents a challenge, as developing strong neighbourhoods requires active participation of all residents.

What is the current City policy context? Key City policies relevant to Richmond’s safety are the OCP, the RCMP Strategic Plan (2011–2013) and the Richmond Fire Rescue Plan (2012–2015).



Recommended Actions:

Action 48—Ensure that the City’s land use planning and transportation policies and bylaws create neighbourhoods that support Richmond’s active living, social development and wellness objectives through such measures as:

- 48.1 Identifying locations, funding options, and planning mechanisms for the development of community gathering spaces in various parts of the City. *Ongoing*
- 48.2 Facilitating development of vibrant streetscapes with a diverse range of uses and amenities in appropriate neighbourhood locations throughout Richmond. *Ongoing*
- 48.3 Completing a network of bike routes and walkways linking neighbourhood hubs and gathering places to one another and to regional amenities. *Ongoing*

Proposed Partners:

- Provincial Government
- Non-profit Agencies
- Vancouver Coastal Health

City Roles:

- Undertake planning, research and policy development.
- Provide land, space or funding.
- Collaborate and establish partnerships.

Action 49—Support local community building initiatives, focusing on:

- 49.1 Developing community gardens, boulevard planting areas and other informal gathering places in local neighbourhoods through the existing Partners for Beautification Program. *Ongoing*
- 49.2 Supporting community clean up events and community arts activities. *Ongoing*

Proposed Partners:

- Corporations
- Non-profit Agencies
- Citizens

City Roles:

- Engage and empower community.
- Undertake planning, research and policy development.
- Provide land, space or funding.



Action 50—Continue to co-locate recreation and other community facilities with or near school sites. *Ongoing*

Proposed Partners:

- School District No. 38
- Community Associations

City Roles:

- Undertake planning, research and policy development.
- Collaborate and establish partnerships.
- Provide land, space or funding.

Action 51—Encourage community agencies and faith-based groups to make spaces available in their premises at reasonable rates for local community users (e.g. meetings, drop-in programs). *Ongoing*

Proposed Partners:

- Richmond Community Services Advisory Committee
- School District No. 38
- Faith-based Groups
- Non-profit Agencies

City Roles:

- Engage and empower community.



Action 52—Collaborate with Police Services and community partners to promote Richmond as a safe and livable community. *Ongoing*

Proposed Partners:

- Police Services
- Richmond Chamber of Commerce
- Tourism Richmond
- Community Partners
- Non-profit Agencies

City Roles:

- Collaborate and establish partnerships.
- Deliver programs and services.



Action 53—Support the efforts of government and community-based partners to address mental health, substance abuse and addictions concerns in Richmond. *Ongoing*

Proposed Partners:

- Vancouver Coastal Health
- Richmond Community Services Advisory Committee
- Non-profit Agencies
- School District No. 38

City Roles:

- Collaborate and establish partnerships.
- Provide land, space or funding.
- Advocate and secure external contributions.

The Richmond RCMP Detachment Strategic Plan, 2011–2013

The Strategic Plan cites a priority focus for youth related to the “*prevention and reduction of youth involvement in criminal activity and the criminal justice system, both as victims and offenders.*”

Richmond’s Strengths

The City of Richmond’s “+POS” Positive Ticket initiative with the RCMP has garnered international attention and represents a key piece in the RCMP’s Strategic Plan. The posi-curve symbolizes the positivity of youth and acts as a reminder of the supports youth need to be healthy, caring and responsible people.

Implementation and Next Steps

Implementation Priorities

By promoting mutual understanding and encouraging involvement from all community members, the goal is to build and maintain a unified, inclusive, community—one that is welcoming and offers a high quality of life for all residents.

All of the foregoing recommended actions are considered important, hence their inclusion in this document. With respect to priorities, it is difficult to say that any one particular social issue is more important than another. That said, based on comments received through the consultations for this Strategy, an assessment of socioeconomic data and trends, and staff’s understanding of service gaps and needs, the following five issue areas emerged as key concerns for the future:

- **Cultural Diversity**—The diversity of Richmond’s population permeates all issues in this Strategy. While many of the issues faced by Richmond are similar to those of other communities (e.g. child care, poverty, affordable housing), the issues take on a unique “made in Richmond” perspective because of our diversity. A key challenge for the City in moving forward will be to strike a balance between addressing the needs of the immigrant population, while also recognizing the needs of the non-immigrant population.
- **Aging of the Population**—Another key demographic trend facing Richmond is the aging of the population. The growth of the older adult population will have implications for several areas, including the built environment, housing, community services, the economy, and the health care system. Today’s older adults are generally more vocal, healthy, and better educated than those of previous generations. They increasingly expect to have a voice in decisions that affect their lives—a trend that will continue as more people from the “baby boom” generation move into retirement. In planning for the future, a key challenge will be to ensure that the needs of older adults are reflected, and that the needs of other age groups are also addressed (i.e. promoting mutual understanding and support, seeking to prevent inter-generational conflicts and resentment).
- **Social Capital and Infrastructure**—Community agencies are facing significant challenges (e.g. providing quality services with limited funding, securing appropriate and affordable office space, competing for contracts and short term project grants). If the City is to be successful in addressing its social development goals, it is essential that vibrant community agencies and a healthy overall social infrastructure be in place. A key challenge for the City will be to ensure community agencies have the necessary facilities and assistance to meet the growing demands. City roles could include enhancing networks (e.g. inter-agency collaboration to address social issues) and providing support to local community agencies (e.g. through the City Grant Program and assistance with securing appropriate and affordable office and program space).
- **Children, Families and Youth**—The well-being of Richmond’s children, youth and families is essential to a socially sustainable community. The availability of child care and affordable housing, as well as a stable, supported non-profit sector and a vibrant network of parks, recreation and cultural opportunities will provide a foundation for healthy development and supportive connections. In planning for the future, a key challenge for the City will be to ensure sufficient access to child care, affordable housing and family support services, as well as the development of family-friendly neighbourhoods and communities that will strengthen Richmond’s “sense of place”.

- **Affordable Housing and Affordable Living**—The availability of suitable, affordable housing in Richmond is a key concern. Given the high cost of housing and real estate, many households are either excluded from the housing market or spending a large percent of their incomes on accommodation. Others may be living in substandard accommodation because of a lack of affordable alternatives. In planning for the future, a key challenge for the City will be to provide an appropriate range of housing options to accommodate all aspects of Richmond’s population, and to ensure the building and nurturing of innovative partnerships to address housing concerns.

The City cannot address these concerns on its own and the City has a limited ability to address income disparity or overall community affordability concerns; however, it can make an important contribution in conjunction with other partners.

In setting priorities and developing an implementation plan for this Strategy, particular attention will need to be given to the foregoing issue areas. That said, a balanced approach will be required, whereby attention is paid to actions pertaining to all the identified Strategic Directions. Work is already proceeding on several of the actions proposed in this document. Other proposed actions have yet to be initiated—or will require additional time or resources to be effectively implemented.

Resource Requirements

A key assumption underlying preparation of the Strategy was that adequate resources would be required for its implementation. Existing staff are currently functioning at full capacity and taking on additional tasks will prove challenging for the City to address its social development goals.

Full details regarding resource requirements will be provided in the annual work programs for the Strategy. A preliminary determination of necessary staff resources is outlined on page 75.

Social Development Strategy: Resource Requirements ⁷ Staffing		
Resource	Rationale and Scope	Cost and Funding Source
Affordable Housing Analyst	The volume, scope, and complexity of the City's affordable housing responsibilities have risen dramatically since adoption of the Affordable Housing Strategy in 2007. To ensure that the affordable housing portfolio continues to be well managed and that future demands are effectively addressed, additional staff support is required. A research analyst position was recommended following the City's 2009 Corporate reorganization.	\$80,000–\$95,000/year Source: Additional Level 2014 Annual Operating Budget 2015 ongoing; funded through Affordable Housing Reserve
Social Development Coordinator	The volume, scope, and complexity of responsibilities for the City's Community Social Development Section have risen dramatically since the Section was established in 2009. Addressing the priorities of the Social Development Strategy will place further demands on staff resources. An additional regular full time (RFT) social development/social planning staff position will be needed to lead various projects; policies and programs identified herein and ensure that the Strategy is effectively implemented. A liaison/coordinator position was recommended following the City's 2009 Corporate reorganization.	\$100,000–\$125,000/year Source: Additional Level 2015 Annual Operating Budget 2016 ongoing; funded through General Revenues

Next Steps: Adoption to Action

Filling in the Details and Preparing for Action—Fall 2013 to Winter 2014

- Develop work program for Strategy implementation: Following adoption of the Strategy, staff will prepare the first of what will be annual Strategy Work Programs for Council review and adoption. The program will include ongoing, previously initiated, and new items. It will also include a combination of “quick wins” and initiatives that require a longer term investment to produce results. The work program will identify time lines, resource and budget requirements, and indicators for each recommended priority action to determine the success of Strategy implementation.

⁷ Note: This list does not include additional staff required for the expanded Minoru Place Activity Centre. Those requirements will be identified through the planning and budgeting process for the expanded facility. Also, the list does not include a Child Care Coordinator—a position that has been funded and filled since the Draft Social Development Strategy was prepared.

Ongoing Implementation, Monitoring and Renewal—Winter 2014 onward

- Implement, monitor, and report: Guided by the work programs, staff will coordinate implementation of the Strategy. On an annual basis, they will provide a report to Council which summarizes achievements made over the previous year, and present proposed priorities to be addressed in the following year. It is recognized that new, unforeseen issues or opportunities will likely arise after adoption of the Strategy, therefore, flexibility will be required, and periodic adjustments may need to be made to the Strategy—especially in the later years of implementation.
- Renew Strategy: The term of the Strategy is for 2013 to 2022. Work will need to proceed well before the expiration of the term to develop the next iteration of the Strategy for 2023–2032.

Guiding Principles for Implementation:

In determining work program priorities, the following guiding principles will be adhered to:

- The action addresses a recognized need and is compatible with the City Vision, Council Term Goals, and the Corporate Plan.
- The action contributes to the City's sustainability objectives.
- The action provides opportunities for leveraged funding and/or strategic partnerships.
- There is strong likelihood of success for pursuing the action.
- There are existing resources to pursue the action or adequate resources will be assessed on a cost-benefit basis and allocated accordingly.
- The action builds on and enhances social capital, contributes to social infrastructure, and promotes community engagement.

Measuring Progress in Achieving Goals:

1. For each action, action outcomes and performance measures will be developed, including:
 - 1.1 Baseline indicators (i.e. current state).
 - 1.2 Targets: short term (0–3 year), medium term (4–6 year) and long term (7–10 year) targets (i.e. desired state).
2. Reporting mechanisms:
 - 2.1 Annual Reports featuring progress on the nine Strategic Directions.
 - 2.2 Reporting on target progress every three years.



Concluding Comments

The Richmond Social Development Strategy is intended to provide long term direction to the City in addressing social development priorities. Its purpose is to function like a social development equivalent of the Official Community Plan (OCP), consistent with the City's commitment to sustainability and its vision of being the most appealing, livable and well managed community in Canada.

The Strategy was developed through a participatory process that engaged community members and other key Richmond stakeholders. It clearly maps out goals, strategic directions and recommended actions which will act as the framework for implementation.

From the Strategy, it is clear that:

- Richmond has a strong, proud, and effective legacy of social development.
- The City is currently devoting considerable resources to social development concerns.
- The City faces numerous challenges—but it also has a host of opportunities for planning to meet future social needs.
- To effectively address and implement future social development needs, the City must be increasingly strategic and follow a multi-partnership approach.

The Social Development Strategy is an ambitious and challenging initiative which will require careful management to ensure that its scope does not expand beyond the City's capacity and resources. The implementation of the Strategy will also not be possible without the commitment of all key stakeholders. The City cannot do it alone. The City needs to continue to build sustainable partnerships with community partners and work collaboratively with senior governments and other partners. This Strategy ultimately sets the stage for collaboration and will be a valuable resource for guiding future social development efforts of the City and its partners.

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Councillor Bill McNulty (2013)

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Appendix 1—Social Development Policies and Strategies

City of Richmond Policies Relevant to Social Development⁸:

Policy Name	Policy Number	Adopted by Council
Affordable Housing	5005	December 18, 1989
Affordable Housing Strategy—Interim Strategy	5006	July 24, 2006
Affordable Housing Statutory Reserve Fund	5008	December 9, 1991
Casino Funding Guidelines	3706	June 12, 2000
City Buildings—Accessibility	2008	February 14, 1994
Child Care Development Policy	4017	January 24, 2006
City Grant Program	3712	July 25, 2011, amended July 9, 2012
Cooperative Housing	4400	May 29, 1984
Corporate Sustainability Policy	1400	April 26, 2010
Disabled Persons—Accessibility	4012	October 13, 1981
Disabled Persons—Custom Transit	4011	October 26, 1981
Disabled Persons—Housing	4014	August 12, 1982
Disabled Persons—Need versus Resources	4010	May 26, 1990
Display of Religious Symbols at City Hall	2019	November 14, 2005
Full Service Gaming Policy	5040	May 29, 2002; amended June 9, 2003; February 27, 2006
Group Home Locations for Richmond	4001	February 25, 1991
Multiculturalism	6000	March 25, 1991
Parks and Leisure Services—Community Involvement	8701	March 28, 1978
Provision of Administrative Staff Support Services to Statutory and Other Council Appointed Advisory Bodies	1009	April 25, 1994; reconfirmed September 13, 1999
Provision of Administrative staff support services to Statutory and Other Council Appointed Advisory Bodies—Administrative procedure	1009.1	April 25, 1994; revised August 28, 2002
Senior Services	4016	August 23, 1982

⁸ Note: Many of these policies are very old. A broad review took place in 2012, with several obsolete City policies being deleted. Over time, it is expected that new policies will be introduced and existing ones will be updated, maintained or possibly deleted.

City of Richmond Planning Strategies Relevant to Social Development:

Title	Type	Timeframe	Endorsed by Council
Intercultural Strategic Plan	Report	2004–2010	October 22, 2004
Affordable Housing Strategy	Report	2007	May 28, 2007
Older Adults Service Plan	Report	2008–2012	May 2008
Youth Service Plan: Where Youth Thrive	Report	2008–2012	September 2008
Child Care Needs Assessment	Report	2009–2016	October 2010
Richmond Community Wellness Strategy	Report	2010–2015	February 2010
City Centre Area Plan	Bylaw 2.10	2031	September 2009
Richmond Official Community Plan	Bylaw 9000	2012–2041	November 26, 2012
Richmond RCMP Strategic Plan	Report	2011–2013	November 22, 2010
Richmond Substance Abuse Strategy	Report	n/a	July 28, 2003
The Fire-Rescue Plan	Report	2012–2015	March 26, 2012
Richmond Arts Strategy	Report	2012–2017	October 8, 2012
Sustainability Framework	Report	2010	January 25, 2010

Appendix 2—Key Stakeholder Consultation

Phase I—Initial Community Engagement:

Stakeholder Meetings	
Stakeholder Group	Date
Council/School Board Liaison Committee	November 18, 2009
Child Care Development Advisory Committee	January 13, 2010
Richmond Seniors Advisory Committee	January 14, 2010
Richmond Community Services Advisory Committee	January 15, 2010
Richmond Centre for Disability	January 19, 2010
Richmond Intercultural Advisory Committee	January 20, 2010
Richmond Community Committee	January 27, 2010
Richmond Local Governance Liaison Committee	February 5, 2010
Health Liaison Committee	February 11, 2010
Richmond Children First	March 2, 2010
Canadian Federation of University Women – Richmond	April 20, 2010
Vancouver Coastal Health (VCH) Mental Health and Addiction Coordinating Committee	November 8, 2010

Summary notes were kept from the meetings and groups were asked to submit briefs with further comment. Written submissions were received from the following eight organizations:

- City Centre Community Association
- Richmond Community Services Advisory Committee
- Richmond Seniors Advisory Committee
- Child Care Development Advisory Committee
- Richmond Intercultural Advisory Committee
- Richmond Health Advisory Committee
- Richmond Poverty Response Committee
- Richmond Children First

Public Survey

As a means of gaining broader community input, staff developed a public survey for the Strategy. The survey was available in both a printed and online version. The printed version was also translated into Chinese to provide alternatives for Mandarin and Cantonese speaking residents to contribute their views.

Public Forum (May 26, 2010, Richmond Cultural Centre)—This forum was facilitated by Lani Schultz, Director, Corporate Programs Management Group. Twenty-four people attended, including members of the public and representatives of community organizations. Despite the relatively low turnout, the session generated interest in the project and elicited useful insight on key social planning priorities facing the City.

Let’s Talk Richmond—The City engaged SustainNet Software Solutions to develop Let’s Talk Richmond, an innovative online discussion forum for both the Social Planning Strategy and the OCP. The forum provided an opportunity for residents to express their comments and opinions on a variety of topics from their home or workplace. During two six week time periods (one in the summer 2010 and one in the fall 2010), residents had the opportunity to discuss and comment on various topics including affordable housing, youth, older adults, social planning, and civic engagement.

The tool generated strong public interest, with 1003 distinct viewers visiting the social development section of the forum. Comments and discussion were lower than would have been desired, but increased from the first to the second forum. During the engagement period, the site was visited 2,964 times with 7,562 page views. In addition, 139 documents were downloaded from a menu of eight available publications (including the Older Adult Service Plan, Affordable Housing Strategy and Youth Strategy).

Study Circles—In partnership with the Richmond Civic Engagement Network (RCEN), the City conducted a series of study circle sessions—a facilitated process through which a small group of people meets multiple times to discuss a particular issue. Study circles are particularly beneficial in eliciting the views of people who may have difficulty in contributing through more traditional consultation methods.

Four study circle groups were established for the Social Development Strategy: a Cantonese, Mandarin, new immigrants and an open group. Eight volunteer facilitators and fifty-four participants took part in the circles. Each group met three times over a three-week period in September 2010.

In October, the City and RCEN co-hosted a wrap up forum to which all study circle facilitators and participants were invited. Twenty-eight participants, exclusive of City staff, attended. The aim was to summarize the key information generated through the circles, ensure that information was accurately captured, and gather additional ideas to contribute to the Strategy. Participants were very positive about the overall study circle experience and expressed strong interest in continued involvement as work on the Strategy proceeds.

Phase II—Analysis and Draft Strategy Preparation:

Key channels of consultation for the Phase II activities involved the following:

Council/Staff Liaison Committee—The Council/ Staff liaison committee met on six (6) occasions between March 2011 and November 2012. Council representatives provided guidance and suggestions regarding the Strategy preparation.

Staff Consultation—Five (5) consultation meetings with staff from across the organization were held. These were designed to ensure that the Social Development Strategy would help all parts of the organization proceed with their goals and objectives in a complementary manner. Meetings took place between June 2011 and May 2012 and involved staff from Parks and Recreation, Sustainability, Richmond Public Library, Community Social Development, Arts, Cultural and Heritage Services, Richmond Fire Rescue, Law and Community Safety, Policy Planning, and Economic Development.

Targeted Community Consultation—As part of its contract with the City, HB Lanarc /Golder Associates coordinated and facilitated three (3) public consultation meetings in June 2011. These sessions were attended by representatives of non-profit agencies, community committees (e.g. Poverty Response Committee) and City advisory committees.

Phase III—Consultation, Revision and Strategy Adoption:

As directed by City Council, in January 2013, staff circulated the draft Strategy for public comment. The following channels were used:

Circulation to Stakeholders—The draft Strategy forwarded to key City Advisory Committees, community groups, and external organizations. In addition, staff attended 11 stakeholder group meetings giving PowerPoint presentations and seeking comments on the draft.

City of Richmond Website—A distinct Social Development Strategy page was created on the City of Richmond website, with links to the draft Strategy and related documents.

Let’s Talk Richmond Online Discussion Forum—The City hosted a discussion forum on the draft, using the Let’s Talk Richmond platform. The forum was open from February 20 to March 22, 2013. It elicited 15 questions, over 1,500 page views and over 400 document downloads.

Open House—An open house was held at City Hall on March 7, 2013. It was attended by 52 people including members of the public, representative of non-profit organizations, a local MLA and City staff. The Open House featured display boards and brochures, printed in Chinese and English, that offered descriptions of the framework, goals and sample actions for the draft Strategy.

Appendix 3—Glossary

Accessible: Able to physically, financially and attitudinally access and participate in a wide choice of community facilities, programs and services.

Adaptable Design: Housing that is designed and built with features that add considerable utility to an occupant with mobility challenges.

Affordable Housing: Shelter costs that do not exceed 30 percent of a household’s income, whether in market or non-market housing.

Aging in Place: The ability for people to grow older without having to move from their current residence in order to secure necessary support services in response to changing needs.

Baby Boomer: Someone who was born between 1946 and 1964.

Barrier: A visible and/or invisible obstacle that prevents a person from using available programs and services.

Barrier Free Housing: Housing that is designed and built for universal access at the time of construction for an occupant with mobility challenges.

Coach Houses: A self-contained dwelling located above a detached garage in the rear yard.

Collaboration: The process of exchanging information, modifying activities, sharing resources and enhancing the capacity of involved parties to achieve a common purpose.

Community: A group of individuals, families or organizations that share common values, attributes, interests and/or geographical boundaries.

Community Capacity: The assets and capabilities of a community, which can be developed and applied through community development.

Community Development: A dynamic process in which all citizens are encouraged to participate in enhancing the quality of life for their community.

Community Engagement: The process of working collaboratively with groups of people who are affiliated by geographic proximity, special interest, or similar situations, to address issues affecting their well-being.

Community Partner: Community organizations with which the City operates community facilities. The City provides the facilities and core staffing, while the partners plan and fund programs and events.

Community Service Hub: A central, multi-use facility that involves the co-location of two or more compatible community services to better serve the needs of residents while strengthening the capacity of participating agencies. These hubs may target specific populations or mandates (e.g. early childhood, youth, seniors) or provide services to a wide spectrum of community members.

Complete Communities: Communities where people can live, work, shop, and play. They include local access to options for food, transportation, housing, recreation, education, retail, and employment.

Cost of Living: Average costs of the basic necessities of life such as food, shelter and clothing.

Cultural Diversity: The presence and participation of many different cultural communities within society, and the explicit recognition that the contribution and participation of all cultural communities have equal value and benefit to society.

Developmental Assets: Factors or qualities which have an influence on the social and personal development of youth. Examples include support, empowerment, commitment to learning, and positive values. These developmental assets help young people make wise decisions, choose positive paths, and grow up to be caring and responsible.

Diversity: The unique characteristics that people possess that distinguish them as individuals and that identify them as belonging to a group or groups. Notions of diversity include culture, ethnicity, class, gender, religion, sexual orientation or disability and other.

Established Immigrants: Community members who have come to Canada more than 10 years ago.

Homelessness: People are considered homeless if they do not have a dwelling place where they can expect to stay for more than 30 days and if they do not pay rent. Homelessness can be broken into two categories; Absolute Homelessness which refers to those without any physical shelter, and At Risk of Homelessness which refers to individuals or families whose living spaces do not meet minimum health and safety standards, and do not offer security of tenure, personal safety and/or affordability.

Inclusive: Welcoming and enabling participation from everyone.

Intercultural: The interaction, cooperation and collaboration between or among people of different cultures.

Inter-generational: The intermingling or coming together of multiple generations (e.g. youth, older adults).

Metro Vancouver: Previously known as the Greater Vancouver Regional District (GVRD). Metro Vancouver operates under provincial legislation to deliver regional services, policy and political leadership on behalf of 24 local authorities.

Needs: The gap between what is considered essential for an adequate quality of life and what actually exists. These needs are not absolute but are relative to the criteria used by whoever is defining them.

New Immigrants/Newcomers: Community members who have come to Canada less than five years ago.

Older Adult: An individual who is older than 55 years of age.

Policies: A set of broad government objectives to be attained through a number of related specific programs.

Poverty: The inability to satisfy basic needs due to a lack of money, goods, or means of support.

Quality of Life: The degree to which a person enjoys life. Quality of life is measured both subjectively (how someone feels about things, spiritual health, being satisfied with status, safety) as well as objectively (material and physical well-being, political stability, climate and geography, job security, political freedom, gender equality).

Recent Immigrants: Community members who have come to Canada five to ten years ago.

Research: The collection of information about a particular subject. For purposes of the Social Development Strategy, the City's research could be relatively minor (e.g. reviewing website material) or extensive (e.g. undertaking a comprehensive community needs assessment).

Secondary Suite: A self contained additional dwelling unit located on a residential property which usually contains living, sleeping, cooking and toilet facilities.

Senior Government: This includes the Government of the Province of BC, and the Federal Government of Canada.

Settlement Services: Services that aim to support newcomers to integrate into Canadian society. Examples include language assessment and training, social or work-related skill development, referrals, and orientation to day-to-day aspects of life in Canada.

Social Assets: The resources and abilities of people and organizations within a community that contribute to social well being.

Social Capital: The network of social organizations in a community, their cumulative abilities, and their channels of communication and association.

Social Development: The process of improving quality of life for all members of society. Involves the sharing of community resources, commitments and responsibilities, with the aim of achieving a better state of society for all.

Social Equity: Ensuring that all segments of the population have equal opportunity and that their needs are recognized and addressed in a fair manner.

Social Infrastructure: All assets that accommodate and support social services and social development. These include physical buildings as well as social capital and the provision of services.

Social Media: A form of internet-based communication that provides immediate and interactive information sharing across different platforms. Social media promotes two-way communication, rather than simple information dissemination.

Socially Inclusive Communities: Communities that strive to eliminate poverty and provide opportunities for meaningful engagement and participation of all members of society regardless of their socioeconomic status.

Stakeholder: Any organization or individual that has a direct interest in an action or decision either because they have a role in implementing the decision, or because they will be affected by the decision.

Values: What a community/individual believes in and stands for. Values provide motivation to keep people focused on why and what is done.

Vision: Based on values, a vision describes the desired state of the future. It uses language to convey a sense of how success will look and feel.

Walkable Neighbourhoods: A type of compact urban living where streets are designed in such a way that residents can safely walk and bike to accomplish daily tasks.

Wellness: An approach to personal and community health that emphasizes individual and collective responsibility for well being, specifically through the practice of health-promotion lifestyle behaviours.

Workforce Housing: Housing that is affordable to working households that do not qualify for subsidized rental housing, yet cannot afford market-rate housing in their community.

Appendix 4—Selected List of Richmond Non-profit Agencies

Boys and Girls Club of South Coast BC
Canadian Mental Health Association – Richmond
CHIMO Crisis Services
Developmental Disabilities Association
Family Services of Greater Vancouver
Heart of Richmond Aids Society
Richmond Addiction Services Society
Richmond Caring Place Society
Richmond Children First
Richmond Centre for Disability
Richmond Family and Youth Court Committee
Richmond Family Place Society
Richmond Food Bank Society
Richmond Food Security Society
Richmond Multicultural Concerns Society
Richmond Poverty Response Committee
Richmond Society for Community Living
Richmond Therapeutic Equestrian Society
Richmond Women’s Resource Society
Richmond Youth Service Agency
The Salvation Army Richmond
S.U.C.C.E.S.S.
Touchstone Family Association
Turning Point Recovery Society
Volunteer Richmond Information Services

*This list includes the non-profit agency membership of the Richmond Community Services Advisory Committee (RCSAC). While not all the agencies are represented, the RCSAC membership includes many of Richmond’s non-profit community service providers.