



STRATEGIC PLAN

# Annual Report 2018

*Richmond Hill, where people come together to build our community.*



Stronger Connections



Better Choice



More Vibrant



Wise Management  
of Resources



*Richmond Hill, where people come together to build our community.*



## A Message from the Mayor

On behalf of all members of Council and Town staff, I am pleased to present you with our 2018 Strategic Plan Annual Report. Now in our ninth year of implementation, this report highlights the many actions that have been taken to help us move closer to our vision, “Richmond Hill, where people come together to build our community”.

Over the past year we celebrated Canada’s 150<sup>th</sup> anniversary and continued to advocate for matters that are important to Richmond Hill, such as the extension of the Yonge Subway. We supported the Richmond Hill Centre for Business Development, a new, not-for-profit venture to attract international companies to Richmond Hill and continued to open new and revitalized public spaces, such as the Canada 150 themed Morgan Boyle Park, which contribute to the high quality of life we enjoy in Richmond Hill.

Our mission is to provide exceptional public service and one of the ways we are accomplishing this is through information technology enhancements. Several systems have recently been upgraded making services to you, our residents and businesses, more accessible and convenient than ever before, and moving Richmond Hill towards being a leading smart community.

This past year has been another successful one for Richmond Hill and it stands as a testimony of what we can accomplish when we work and celebrate together.

Sincerely,

Dave Barrow  
Mayor



## Richmond Hill Council (2015-2018)

### Left to right:

- Ward 1 Councillor Greg Beros
- Ward 2 Councillor Tom Muench
- Ward 3 Councillor Castro Liu
- Deputy Mayor/Regional & Local Councillor Vito Spatafora
- Mayor Dave Barrow
- Regional & Local Councillor Brenda Hogg
- Ward 4 Councillor David West
- Ward 5 Councillor Karen Cilevitz
- Ward 6 Councillor Godwin Chan

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## From Vision to Plan to Action

In 2009, we began a journey – to create a vision of what we wanted Richmond Hill to be, today and into the future. Together, Council, staff and residents developed our Strategic Plan, *A Plan for People, A Plan for Change*. The result was our vision, 4 key goals and the actions required to achieve that vision and goals.

### OUR VISION

*Richmond Hill, where people come together to build our community.*



#### **Goal One: Stronger Connections in Richmond Hill**

Connections make everything work; stronger connections make everything work better.



#### **Goal Two: Better Choice in Richmond Hill**

Better choice is not the same as more choice. Better choice means having better quality options to achieve our community vision for Richmond Hill.



#### **Goal Three: A More Vibrant Richmond Hill**

Some of the best places to live and do business are dynamic and diverse. They have a unique sense of place and identity. They are vibrant.



#### **Goal Four: Wise Management of Resources in Richmond Hill**

Wise management means making decisions about how we consider and use our resources in Richmond Hill for this generation and those to follow.

Our current Phase Three Implementation Plan, approved by Council in June 2016, sets out our course of action up to 2019. The 2018 Annual Report highlights some of our achievements over the last year.

The first section “Key Areas of Focus” describes our ongoing efforts to provide leadership, engage our community, focus on communication, align our plans, undertake new initiatives, and invest in our community. The second section “Monitoring our Progress” summarizes our progress towards achieving our four Strategic Plan goals.



East Humber Trail

## Key Areas of Focus

From the outset we have believed that **how** we act is just as important as **what** we do. We have identified six key areas of focus that have guided and continue to guide our actions as we work towards our vision.

### HOW WE WILL ACT

We will provide leadership, engage the community and focus on communication.  
We will leverage our strengths in key areas.

### WHAT WE WILL DO

We will develop strategies to ensure that resources we need are in place to support action on our aligned plans, we'll undertake new initiatives and investments that action our plans and improve service to the community.

In this section of our report, we review our recent efforts in each of these key areas of focus.

## 1. Provide Leadership

Providing leadership means working collaboratively with our community and others to influence and advocate on behalf of Richmond Hill. It means building partnerships within the community and beyond to strengthen our connections. It also means striving for service excellence in everything we do – on behalf of our residents and within our workforce.



Richmond Hill Municipal Offices

## Advancing Community Priorities through Council Task Forces

Leadership provided by our **three Council Task Forces** – **The People Plan Task Force**, **The Civic Precinct Task Force** and **The Economic Development Task Force** - continues to guide significant Town initiatives.

## Advancing Plans to Action

Council Task Forces provided leadership and guided two community priorities from planning to action.

Since 2014, the **People Plan Task Force** has spearheaded the development of the **David Dunlap Observatory (DDO) Park Master Plan** at 123 Hillsvie Drive. With Council's 2016 approval of the Master Plan for this 40-hectare site and the Town's acquisition of these lands in 2017, a Steering Committee will now guide the development of this destination park. The DDO will be a place where people can visit the historical observatory, experience natural areas and recreational opportunities, and learn about astronomy.



# Building Our Future

Library Expansion	Municipal Offices	Civic Square	Skating Rink	Amphitheatre
				

For more information, visit [RichmondHill.ca/CivicPrecinct](http://RichmondHill.ca/CivicPrecinct)

Sign on Civic Precinct lands

The **Civic Precinct Task Force** has guided the development of the **Civic Precinct Plan** to transform the Town-owned lands at Yonge Street and Major Mackenzie Drive into an all-season community space with an expanded Central Library, amphitheatre, skating rink/reflecting pool, public square and new municipal offices. With the Civic Precinct's financial plan approved in 2017, the Civic Precinct Task Force has now transitioned to a Steering Committee to drive project planning, detailed design and construction.

## Monitoring and Reporting on Implementation

We continue to monitor and report on our progress on the plans and strategies that were developed through the **People Plan Task Force**. In early 2018, Council received the second annual report on Richmond Hill's **Environment Strategy, *Greening the Hill*** (approved in 2014). Highlights include retrofitting municipal facilities with energy efficient equipment and technology, such as replacing the lights at the Richmond Green Sports Centre with light-emitting diodes (LEDs). The Town's energy-saving efforts earned a Living City Energy Efficiency Leadership Award (Gold) through the Toronto and Region Conservation Authority (TRCA) Mayor's Megawatt Challenge Program.

Our annual *Report on Culture* shares our progress on our **Cultural Plan** (approved in 2011). Highlights from 2017 include:

- Launching the first **Artist in Residence Program** that provides professional artists with the opportunity to develop work that engages the community and animates outdoor public spaces. The 2017 Artists in Residence, The Karma Project made up of Hasheel Lodhia and Robert Halley, presented six performances of Intercollective – an interactive experience to honour the diverse fabric of Canada and the residents of Richmond Hill.
- Supporting 21 community and cultural organizations through the **Community and Cultural Grant Program**. This Program supports local not-for-profit organizations and individual artists who make our Town a vibrant and exciting place to live and work.
- Expanding cultural mapping with the launch of Park Stories. This map profiles the unique history, culture and design of 25 parks in our Town. Visitors can go on self-guided tours to learn more about how each park's story is told through its design.

### Continuing to Advance the Town's Economy



Barker Business Park

In 2017, the **Economic Development Task Force** continued to focus on maintaining the Town's economic vitality. Retention, growth and attraction of businesses to Richmond Hill helps ensure residents have better choice in employment opportunities.

Council approved an updated **Economic Development Strategy** in April 2017, with the vision of *sustained economic growth built on innovation, investment, entrepreneurship, creativity and quality of place*.

### Downtown Village District Wayfinding Strategy

Richmond Hill's downtown is the historic, symbolic, cultural and civic heart of the Town. In 2017, Council approved a **Wayfinding Strategy** for the downtown village district to support revitalization of this area. Wayfinding is a system of navigational and information signs that identify places of interest and help pedestrians, cyclists and drivers find their way around. The new signs will be in place in 2019.

In June 2017, Richmond Hill hosted its 7<sup>th</sup> Annual **MedEdge** Conference, York Region's Premier Life Sciences Business Summit. The 2017 conference focused on *Growing Your Health Innovation Company* and was attended by over 500 industry professionals. MedEdge provides an opportunity for industry professionals to meet with entrepreneurs, investors, government agencies and key partners in Ontario's health sector. The next MedEdge conference will be held on June 19, 2018 with the theme *Finding Partners, Building Connections, Making Sales*.

**Creativity Connected**, the Town's 7<sup>th</sup> annual Creative Industries Symposium, was held in November 2017 with the theme of *Authenticity – Free the Spectrum of Possibilities*. Each year, the Symposium provides an opportunity to showcase creative talent and better understand the needs of the creative business sector. The next Symposium will be held on November 6, 2018.



Creativity Connected 2017

### A Hi-Tech Startup

During the Town's first ever business mission to Israel in November 2016, the Town learned that there is a support and information gap for businesses new to Canada. In 2017, the Town supported the establishment of a new, not-for-profit organization called the **Richmond Hill Center for Hi-Tech Business Development** to focus on assisting foreign high tech companies interested in locating in Richmond Hill and Ontario. So far, four companies have joined the Center and three more are expected to follow this year.

## Advocating on Matters of Importance to Our Community

Leadership provided by Council and staff continues to make sure that, at every opportunity, the Town's position on matters of importance to the community is brought to the attention of our federal and provincial counterparts.

### The Yonge Subway Extension to Richmond Hill Centre

The **extension of the Yonge Subway** to Richmond Hill Centre is the top transit priority for the Town and York Region. In 2017, Council adopted a resolution supporting York Region's request that a portion of the federal Public Transit Infrastructure Funding be directed to the Yonge Subway extension. This resulted in the dedication of an additional **\$36.3 million in federal funding** on top of the already committed \$55 million in provincial funding to advance design and engineering.

Mayor Barrow along with partners from Markham and York Region met with the City of Toronto's Mayor Tory and successfully advocated for a joint lobby effort for subway extensions in the Greater Toronto Area. This effort resulted in agreement to work together on gaining financial and project support from the Provincial and Federal governments for the Relief Line and Yonge Subway extension.

Council provided official comments to Metrolinx on the draft 2041 Regional Transportation Plan, including a request that the Yonge Street subway extension be constructed and operational no later than 2031.

## Elgin Mills Road East Railway Grade-Separation

Richmond Hill has a major railway line running through the Town. In addition to heavy freight rail traffic on this line, there are GO Transit commuter and passenger trains. In 2016 Council approved a prioritization study for at-grade railway crossings in Richmond Hill and the regional crossing at Elgin Mills Road East just east of Yonge Street was identified as the Town's top priority for grade separation. Grade separation of railway crossings has a number of benefits including increased community safety by reducing the potential for collisions and more efficient use of roadways by reducing congestion on roads as vehicles wait for trains to pass. Since then Richmond Hill has been active in advocating for this crossing to be a Regional priority through various communications and Council reports. In response, the Region has included the Elgin Mills Road East grade separation in its 2018 10-Year Roads Capital Construction Program. In addition,



Go Train service in Richmond Hill

the Region has submitted an Expression of Interest application for federal infrastructure funding under the National Trade Corridors Fund for this project. This funding submission recognizes the importance of separating the road and rail traffic across the CN Railway freight corridor on Elgin Mills Road East. Richmond Hill will continue to advocate for the implementation of the Elgin Mills Road East grade separation and pursue funding opportunities for this priority project.

## Sustainable Funding for Municipal Infrastructure

Like all municipalities, Richmond Hill is faced with the challenge of funding the rehabilitation and replacement of existing assets as well as new infrastructure. To help address this funding gap, Council endorsed the Association of Municipalities of Ontario (AMO's) advocacy efforts for financial support and additional revenue tools for municipalities, including the proposed 1% HST increase dedicated to supporting municipal infrastructure.

Being careful stewards of our assets means taking every opportunity to seek out alternative sources of funding. We actively apply for grants from other levels of government to help make key investments in our community. Having a **Grant Strategy** helps align our funding requests to specific projects in our Capital Plan as well as other strategic priorities. In 2017, the Town received \$3.6 million in grants and \$5.6 million in gas tax funding to support critical infrastructure such as parks, cycling routes, watermains and stormwater facilities. For example,

- \$790,580 for the Richmond Hill Lake to Lake Cycling Route (along Leslie Street from Highway 7 to north of 16<sup>th</sup> Avenue) from the York Region Pedestrian & Cycling Municipal Partnership Program (\$175,000) and Ontario Municipal Commuter Cycling Program (\$615,580)
- \$2,836,240 for the replacement of over 1,500 meters of watermain and rehabilitation of 4 stormwater management facilities from the Clean Water and Wastewater Fund (CWWF)

In 2017, the Mayor and Council participated in the following municipal advocacy groups:

- Large Urban Mayor's Caucus of Ontario
- Association of Municipalities of Ontario
- Premier of Ontario's Summits with the Greater Toronto and Hamilton Area Mayors and Chairs
- Federation of Canadian Municipalities

On behalf of the community, Council has voiced a clear position on several initiatives that would impact Richmond Hill including:

- **Bill 68 to Modernize Ontario's Municipal Legislation:** In general, the Town supported the amendments to provide clarity for elected officials, municipal staff and the residents, and to broaden municipal authority, particularly in the area of climate change and the environment.
- **The Proposed Growth and Greenbelt Plan:** The Town called for the Ontario Government to further consult with municipalities prior to taking further action.
- **Ontario's Climate Change Action Plan Cycling Discussion Paper:** The Town supported the Provinces' #CycleON Strategy Action Plan and advocated for funding to support a commuter shift to cycling.

## Providing Exceptional Public Service

### The Town's Service Improvement Activities

For over ten years, we've been building a consistent approach to improve service delivery. This approach helps us understand the needs of the community, identify when change is needed, and prepare for the future. Our **Service Improvement** activities include:

- **Service improvement initiatives** provide in-depth reviews of opportunities to enhance service delivery. Service improvement initiatives now underway include reviews of the Development Services Process and the Human Resources Division in the Corporate & Financial Services Department.
- **Key performance indicators** measure how well a program or service is working to inform decision-making and service improvement. In 2017, we reported through the Audit Committee of Council on 11 KPIs. This year, in June 2018, we'll be reporting again on our performance including adding new KPIs to the program.
- **Internal audit** focuses on risks and their management to assure internal systems and controls are in place. In 2017, the Town completed two internal audits, Contract Management in Public Works and Performing Arts and Development Charges, Fees and Securities, and two more, Project Management – Facility Design, Construction and Maintenance, and Investments and Cash Handling, are underway in 2018.



Richmond Hill Human Resources Staff

#### OUR MISSION

*Richmond Hill Council and staff are committed to providing exceptional public service to our community.*

#### OUR VALUES

*Care, Collaboration, Courage & Service*

A **Lean** pilot program has been developed that engages staff in making day-to-day processes more efficient and effective.

### An Award Winning Year for The Town of Richmond Hill

Our exceptional public service has been recognized by other organizations. Here are a just a few examples of award-winning initiatives from over the past year:

- The Canadian Public Works Association award for the Town's **National Public Works Week** campaign. This annual event connects the community to Public Works staff and services, and features Healthy Yards where the community can pick-up plant kits, rain barrels, a free tree and wood chips.
- Nine awards for the Town's **communications and public outreach**, including four awards for **The Town's new website**. Launched in October 2016, the new website aims to improve the experience of all users. And, so far, we have seen great results – a 21% increase in website visits!
- 2018 Festival and Events Ontario winner for the Town's **Canada Day, Ribfest and Tastes of the Hill**. These popular events are a great way to connect the community and build pride in our Town.

### Enabling Exceptional Service through Technology

Another critical enabler to providing exceptional public service is information technology (IT). Through the strategic investment in technology, the Town is leveraging opportunities to improve information management and data, service delivery, and community engagement. In June 2017 Council approved Richmond Hill's **IT Strategy** that sets out a 10-year vision for the Town to be *a leading smart community transforming municipal services and citizen engagement through innovative use of technology*.

The Town has recently completed major technology enhancements that will help improve service including:

- **ActiveRH** a new, online recreation registration system that makes it easier for users to search, register and pay for programs and memberships from any computer or mobile device.
- **Agenda Management (eScribe)** automates the current manual processes and paperwork related to Committee of the Whole and Council Meeting agendas, minutes and staff reports.
- **Customer Relationship Management (CRM)** enables Richmond Hill staff to capture inquiries and create service requests for the appropriate staff to address.
- **Maximo**, a work order system that assigns and tracks the work our staff do to investigate and repair Town assets.

The following projects are currently underway and will be completed in the next two years:

- **Enterprise Resource Planning** brings the Town's human resources, payroll, financial and procurement systems together to improve data quality and decision making.
- **Planning and Regulatory Management System** manages all of the planning and regulatory services functions including permitting.

## 2. Engage the Community

Engaging the community means having an ongoing dialogue with an open exchange of ideas and involvement with the people of Richmond Hill. It means being accessible and inclusive, recognizing diversity and seeking out the views of people who might not otherwise participate. It also means listening, so we can work together to bring about the change our community wants to see. We have fostered community engagement in different ways.

### Seeking Feedback from Our Residents

Engaging with our residents as we **build a new kind of urban** means planning for people, not for land or buildings. It is about finding better ways for a community to function including creating community spaces that reflect the authentic Richmond Hill. Both the David Dunlap Observatory Park and the Civic Precinct Plan were developed together with the community, and this engagement continues beyond plans and into action. With community members sitting on the new Steering Committees for these projects we'll continue to ensure that the community's voice is heard on these key initiatives.

#### Coming Together to Plan the Lake Wilcox Park Youth Area

The development or redevelopment of Town parks is one way we are able to connect with the community to make sure our parks designs reflect the desires of our residents. For example, plans for the **Lake Wilcox Park Youth Area** received feedback from more than 300 Richmond Hill teens and their parents through an online survey, information booths and workshops. The plans were also reviewed by the **Youth Action Committee** and the **Accessibility Advisory Committee**.



Lake Wilcox Park

## Connecting with the Community

### Celebrating Canada's Sesquicentennial Birthday!

Our community came together to celebrate Canada's 150<sup>th</sup> birthday – and what a party it was! With support from the Canada 150 Fund and other community sponsors, Richmond Hill painted eight utility boxes with community murals, put up street banners along Yonge Street, planted red and white flowers in the downtown core, and hosted events and exhibits at the Sports Hall of Fame, Heritage Centre and Richmond Hill Centre for the Performing Arts.

Richmond Hill was selected as one of the seven stops for SESQUI – a Canada 150 Signature Initiative supported by Ontario 150 – and was the largest attended site across the tour. Over 8,500 visitors immersed themselves in the film HORIZON through SESQUI's revolutionary 360 cinematic dome experience.



Canada 150 Earth Day tree planting

In tandem with Canada's birthday, the Town celebrated a milestone of its own in 2017 – the 165<sup>th</sup> birthday of the Richmond Hill Public Library (RHPL) which opened in 1852. On behalf of Council, Mayor Barrow awarded the RHPL a certificate of commemoration at the Ontario Public Library Week Celebration Event. The Event also featured a photo exhibit and showcase of the library's history.



Morgan Boyle Park

### Celebrating the Opening of New Community Spaces

Parks, along with our other public spaces, are places for the community to assemble and connect. In August 2017, the Town marked the grand opening of the newly renovated **Morgan Boyle Park**, located on Pearson Avenue, north of Highway 7 and west of Yonge Street. The redevelopment of this park is one example of how we connect with the community to make sure that our park designs meet the needs of the community. Improvements to the 3.9 hectare park include new playgrounds, a splash pad, and upgrades to the softball diamond and tennis courts. To celebrate Canada 150, the new design incorporated commemorative features such as provincial totems, a flagpole, an entry feature wall and a shade structure with a roof that features 13 waves to symbolize Canada's 10 provinces and 3 territories. The Town received grant funding from the Canada 150 Community Infrastructure Program and the Ontario Tire Stewardship, Community Renewal Fund.

Several new or revitalized parks were opened last year: **Hidden Springs Parkette** (located south of Elgin Mills and west of Yonge Street), **Little Don Park** (located south of Major Mackenzie and east of Bathurst Street), **Hughey Park** (located south of Bloomington Road and east of Bathurst Street), **Grace Lawrence Parkette** (located south of 16<sup>th</sup> Avenue and east of Yonge Street) and **Cordave Parkette** (located just north of Major Mackenzie Drive and east of Bathurst Street).

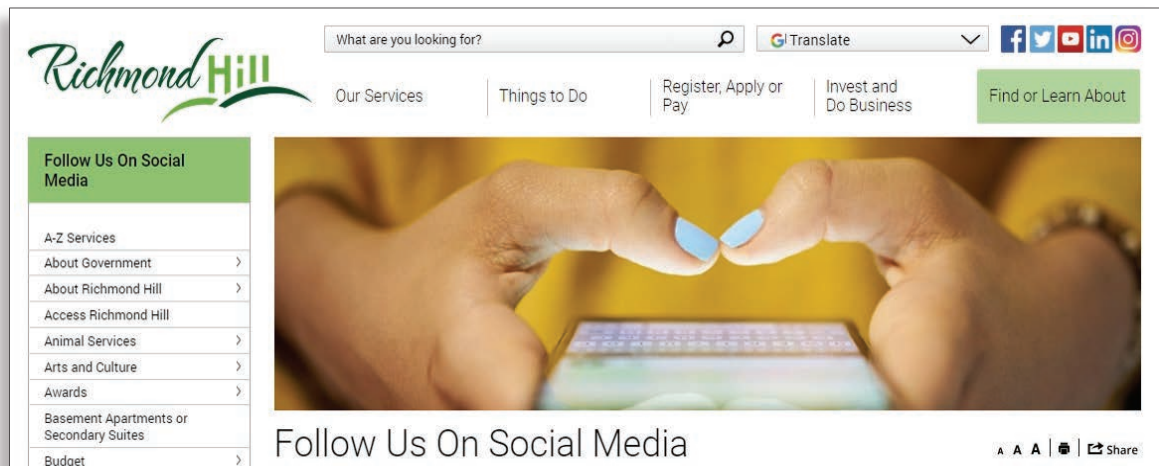
### 3. Focus on Communication

A focus on communication means initiating dialogue, listening and responding to what we hear from our community in an open, transparent and accountable way. It also involves fostering an understanding and awareness of our programs and services.

#### Improving Awareness

##### #myRichmondHill

The Town's social media platforms – Facebook, Twitter, LinkedIn, Instagram and YouTube – are being “liked” a lot by the community! It is one more way to engage with the Town by commenting on posts and tagging the Town using the hashtag #myRichmondHill.



Richmond Hill's website

Launched on September 21, 2017, the Town's Instagram account @myRichmondHill features unique perspectives of our Town, things to do, special events, places to see, video clips, and creative photography. We've also shared photos taken by members of the community – everything from drone shots and long exposures to sunsets and fall colours. @myRichmondHill has gained more than 1,000 followers – from all over the world – in its first 6 months.

#### Connecting with the Community on the Town's Annual Budget

Every year, we engage the community to receive their feedback on the Town's budget. Both the capital and operating budgets provide the funding to provide services and build community infrastructure, helping us realize the Strategic Plan vision and goals. Information sessions were held for the business community (December 8, 2017) and for the general public (January 20, 2018).

#### Monitoring and Reporting Out on Our Progress

Reporting to the community on our progress in achieving our Strategic Plan continues to be a priority. In the next section, we will report on **what we do**, and, later in this report we'll share our progress on the **community performance indicators** that measure our progress towards achieving the four Strategic Plan goals.

## 4. Align Town Plans

Aligning Town Plans involves incorporating the goals, objectives and strategies of the Strategic Plan into all of our plans as we work to realize our vision. Over the past nine years the six key plans that inform our decision making have been updated, each of them through leadership, community engagement and communication. With these plans in place and being implemented, attention has shifted to strengthening the resources needed to action the plans - finances, technology and people.

### KEY TOWN PLANS

**Strategic Plan**  
**Official Plan**  
**Transportation Master Plan**  
**Cultural Plan**  
**Parks Plan**  
**Recreation Plan**



Richmond Hill Planning staff

### Schedule of Actions: Align Town Plans

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2016	2017	2018	2019	
Financial Plan	Corporate & Financial Services	✓	✓	✓		<p>The Financial Plan will examine and strengthen the fiscal resources and tools that are needed to implement our vision for the future including alternative funding sources and a reserve fund sustainability strategy.</p> <p>In 2017, the Town's Investment Policy was updated. Revisions have been recommended for the annual infrastructure levy, and the Water, Wastewater and Stormwater Financial Plan was approved by Council.</p>
IT Strategy	Corporate & Financial Services/ Chief Administrative Officer	✓	✓			<p>The IT Strategy will help the Town become a leading smart community, transforming municipal services and citizen engagement through the innovative use of technology by becoming more strategic in our approach to future IT needs.</p> <p>The IT Strategy was approved by Council in June 2017 and is being implemented.</p>
Employee Strategy	Chief Administrative Officer	✓	✓	✓		<p>The Employee Strategy will strengthen the Town's capacity to deliver exceptional public service through investing in the workforce to succeed now and into the future.</p> <p>An Employee Survey was conducted in the spring of 2017 and is being used to guide the development of the Employee Strategy along with an environmental scan and a new vision and goals. The Employee Strategy will be completed in 2018.</p>

## 5. Undertake New Initiatives

Realizing our vision for Richmond Hill involves using new approaches and practices as we take action on the recommendations of our completed plans and identify priorities to improve service to our community.

### Schedule of Actions: New Initiatives

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2016	2017	2018	2019	
Official Plan Implementation	Planning & Regulatory Services	✓	✓	✓	✓	Implementation of the Official Plan continued with approval of two Secondary Plans – one for the Downtown Local Centre and the other for the Bernard Key Development Area. Staff are continuing to develop or finalize secondary plans for the Yonge and 16 <sup>th</sup> Key Development Area, Richmond Hill Centre and Oak Ridges Centre. The Office Development and Downtown Local Centre Community Improvement Plan was approved by Council in February 2018.
Comprehensive Zoning By-law	Planning & Regulatory Services		✓	✓	✓	The development of a Comprehensive Zoning By-law will set out specific land use zones, permitted uses and required standards in keeping with the policies of the Official Plan. Recruitment of staffing resources for this project is underway in 2018.
Parks Acquisition Strategy	Planning & Regulatory Services	✓	✓	✓		A Parks Acquisition Strategy will give direction to parkland acquisitions that meet the needs of Richmond Hill in support of the Town's vision.  The Strategy is anticipated to be completed in 2018.
Strategic Properties Management Strategy	Chief Administrative Officer	✓	✓	✓		A Strategic Properties Management Strategy will guide the Town in inventorying and evaluating Town-owned properties and determining whether they should be retained for strategic purposes or disposed to fund other priorities.  An inventory of all Town-owned property was completed in 2016. Ongoing evaluation of which properties will be retained and/or disposed continues into 2018.
Public Realm Master Plan Implementation	Environment & Infrastructure Services	✓	✓	✓	✓	The Public Realm Master Plan will guide the design of public spaces such as parks, trails, streets and urban squares to create extraordinary public spaces in Richmond Hill.  Public Realm Master Plan Design Guidelines are being developed and will be considered by Council in 2018.
Accessibility for Ontarians with Disabilities Act (AODA) Implementation	Corporate & Financial Services	✓	✓	✓	✓	AODA implementation will remove barriers for people with disabilities as they relate to information and communications, transportation and the built environment. This initiative continues to remove physical barriers in Town facilities, parks and trails, such as Little Don Playground and Hidden Springs Parkette. The Town's Accessibility Advisory Committee reviewed and provided input on a number of upcoming park designs including Kings College Park and Westview Parkette.



David Dunlap Observatory

### Schedule of Actions: New Initiatives

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2016	2017	2018	2019	
Community Energy Plan	Environment & Infrastructure Services				✓	The Community Energy Plan will take an integrated approach to energy and emissions reduction planning by aligning energy, infrastructure and land use planning objectives to reduce greenhouse gas (GHG) emissions. The Plan will examine the community's GHG emissions and identify ways in which the Town can influence the level of emissions through community planning and design, conservation and efficiency measures, and tools to increase awareness and incentives.
Environment Strategy Implementation	Environment & Infrastructure Services	✓	✓	✓	✓	Richmond Hill created its first Environment Strategy in 2014. The implementation of the Strategy will help us reach our environmental goals and objectives and benefit our air, water and land resources.  In 2017, Council approved Richmond Hill's first Community Garden Policy, and implementation work continued on the conversion of outdoor lighting to LED technology.
David Dunlap Observatory Park Master Plan	Planning & Regulatory Services	✓				The David Dunlap Observatory Park Master Plan includes principles and a preferred plan for the David Dunlap Observatory parklands.  The final Master Plan was approved by Council in the fall of 2016. Design for Phase 1 will begin in 2018.
Economic Development Strategy Refresh	Chief Administrative Officer	✓	✓			The Economic Development Strategy was updated in early 2017 to reflect our current economic development landscape and to ensure new trends and emerging sectors are part of our roadmap for the next few years. Implementation is underway.

## Schedule of Actions: New Initiatives

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2016	2017	2018	2019	
Service Improvement Initiatives	Chief Administrative Officer	✓	✓	✓	✓	A number of service improvement initiatives are currently underway, including a Development Services Process Review and Human Resources Review. Service improvement initiatives help to enhance the Town's services. These initiatives include process reviews, feasibility studies and operational reviews in various areas of the organization.
Corporate Key Performance Indicators	Chief Administrative Officer	✓	✓	✓	✓	A Key Performance Indicator (KPI) program was developed in 2016 and helps measure and compare organizational performance in meeting our strategic and operational goals. Six new KPIs are being added in 2018 to complement the 11 reported in 2017.
Access Richmond Hill Review Implementation	Chief Administrative Officer	✓	✓	✓		Following over five years of operation, a review of Access Richmond Hill was undertaken. The implementation of the recommendations of this review will leverage the existing service channels and provide better choice for our residents, including additional online services.  In 2017, a new Customer Relationship Management (CRM) system launched to enable improved customer service across all channels; by phone, web, email and in-person.
Website Strategy	Chief Administrative Officer	✓				The new Richmond Hill website, launched in 2016, has a user-friendly content management system and meets AODA and other legislative requirements.
Green Procurement	Corporate & Financial Services	✓	✓			A Green Purchasing Strategy was developed as part of a review of procurement in the Town to support wise management of resources. Financial, social and environmental sustainable considerations have now been incorporated into the Town's Procurement By-Law.
Museum	Community Services	✓				Council approved a Museum Feasibility Study in 2016 which recommends a community awareness marketing and branding project to promote services offered through the Town's Heritage Centre and Museum. In 2017, Heritage Services also began the process of digitizing the artifact collection to enable on-line public access.



Richmond Hill Heritage Centre

## 6. Invest in Our Community

Town Council has an impressive track record of community investment in support of the vision for Richmond Hill that Council, staff and the community created together back in 2009. From 2009 to 2017, \$443.88 million was invested in community infrastructure. In 2018, another \$70.64 million is budgeted for repair and replacement projects that ensure we will maintain infrastructure and services at the right level for Richmond Hill.

The following table demonstrates our progress on these and a number of additional investments scheduled in our Phase Three Implementation Plan.

### Schedule of Actions: Investments

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2016	2017	2018	2019	
VIVA/Bus Rapid Transit Implementation	Chief Administrative Officer/ Environment & Infrastructure Services	✓	✓	✓	✓	The vision for Richmond Hill of building a new kind of urban is bolstered by the Viva BRT Rapidway on Yonge Street as it provides the crucial transit piece that supports intensification – transit and pedestrian oriented growth – along Richmond Hill's major corridor and York Region's 'main street'. This project, led by York Region, is scheduled to be complete by 2020.
Civic Precinct	Chief Administrative Officer/ Environment & Infrastructure Services	✓	✓	✓	✓	This project will advance the creation of a community-focused area in the downtown that is vibrant and has a sense of place. Council approved a financial plan to fund the project in early 2017, followed by project planning and design towards construction starting in 2022.
Ed Sackfield Arena Expansion	Environment & Infrastructure Services	✓	✓	✓		One of the main goals of the Town's Recreation Plan was to assess and identify the Town's future indoor recreation facility needs, including adding new ice pads. The Ed Sackfield Arena twinning project will add another ice pad, expanded fitness area and an indoor walking track. This project is scheduled for completion in late 2018.
Oak Ridges Library	Environment & Infrastructure Services	✓	✓	✓		The construction of the new Oak Ridges Library at Yonge Street and Regatta Avenue started in summer 2016 with expected completion in 2018.
Lake Wilcox Park Youth Area	Environment & Infrastructure Services		✓	✓	✓	The Lake Wilcox Park Youth Area includes basketball, skateboard and beach volleyball facilities as well as a gazebo/shade structure, lighting and Wi-Fi service. Lake Wilcox Park opened in the summer of 2016. Construction on the Youth Area section of the park began in 2017 with completion anticipated in 2019.
Trails and Cycling Infrastructure	Environment & Infrastructure Services	✓	✓	✓	✓	The Town will continue to implement the recommendations of the Pedestrian and Cycling Master Plan by expanding the trails and cycling infrastructure and promoting safe usage of these facilities. Construction of the Phase 1 Lake to Lake Cycling Trail along Leslie Street from Highway 7 to 16 <sup>th</sup> Avenue was completed in 2017. Design work for Phase 2 started in 2017 and construction is anticipated to start in 2018.

## Schedule of Actions: Investments

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2016	2017	2018	2019	
Highway 404 Overpass East Beaver Creek	Environment & Infrastructure Services	✓	✓	✓		Working in partnership with the Region of York and the City of Markham, the Town will develop a mid-block overpass that crosses Highway 404 between Highway 7 and 16th Avenue. Its construction will help alleviate traffic congestion in the adjacent area and provide better choices for moving around and is anticipated to be complete in the spring of 2018.
Urban Forest Investment	Environment & Infrastructure Services	✓	✓	✓	✓	The Town's investment in the urban forest includes ongoing implementation of the Emerald Ash Borer Strategy, tree planting and other restoration activities through the Community Stewardship program.  The development of an Urban Forest Management Plan to ensure long term maintenance and care of the Town's canopy cover began in 2017.
Valleyland Restoration	Environment & Infrastructure Services	✓	✓	✓	✓	The Valleyland Restoration Plan has been developed to address rehabilitation needs of valleyland and the infrastructure within Town-owned/managed valleylands. This work will take proactive steps to repair problems early before they become larger and more costly to address.  The Elgin Mills Greenway and Pomona Creek are planned for construction in 2018. Planning and design work for Richvale valleyland restoration sites were started in 2017, with construction expected in 2019.
New and Restored Parks	Environment & Infrastructure Services	✓	✓	✓	✓	A number of new and restored parks are being planned including Lennox Park, Harding Baseball Park, Humber Flats, Ritter Park, Palmer Park, Harris Beach Park and Oxford Trail. Hidden Springs Parkette opened in 2017, as well as several revitalized existing parks, including Morgan Boyle Park, Hughey Park and Grace Lawrence Park.



Morgan Boyle Park

## Monitoring Our Progress

Over the past nine years, we have tracked our progress towards achieving the Strategic Plan's community vision and each of our four Strategic Plan goals:

**Stronger Connections in Richmond Hill**

**Better Choice in Richmond Hill**

**A More Vibrant Richmond Hill**

**Wise Management of Resources in Richmond Hill**



Cyclefit Class

We measure our progress using performance indicators for each of our Strategic Plan goals. Our performance indicators use both statistical and descriptive information to measure our progress. Together, this data allows us to track our progress in the past year and evaluate the combined impact of our actions over a longer time frame. With nearly a decade of data available, we are now able to look at longer-term trends.

The following section provides a snapshot of the progress we have made towards our Strategic Plan goals.





## Goal One: Stronger Connections in Richmond Hill

**Connections make everything work;  
stronger connections make  
everything work better.**

### BY THE NUMBERS

Council, Committee and Task Force  
Meetings 2017: 53

Increase in website visits: 21%

Clean Up Green Up Week Participants:  
6650



## Our Progress

### Planning for a Connected Community

In 2017, with implementation of our Key Town Plans underway, we continued to advocate for the Yonge Street Subway expansion, infrastructure funding and reform of the Ontario Municipal Board.

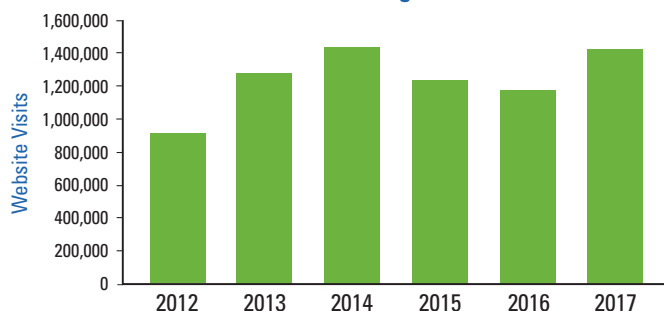
We engaged with the community on a vision and guiding principles for Recreation and Culture program delivery, a needs assessment for our older adults (55+), and on a Diversity Programming Framework.

### Opportunities and Places for People to Connect and Get Involved

We continue to expand the opportunities for residents to connect with the Town and with each other. In late 2016, the new Richmond Hill website was launched and we saw a 21% increase to website visits in 2017. While the longer term trend in website visits show some fluctuation, our social media presence continues to escalate with combined Twitter and Facebook followers having tripled since 2014.

#### PERFORMANCE INDICATOR

##### Website Usage



Access Richmond Hill, our one-window contact centre saw an increase in email inquiries in 2017 and a drop in phone calls and walk-ins, indicating that residents and businesses are embracing the new online services launched that year. Residents also continued to embrace online program registrations. In 2017, there was the highest number of online registrations ever, a 93% increase from 2009.

Video live-streaming of Council and Committee meetings has been improved so residents can participate in the decision making of the Town from wherever they have a connection to the internet.

The number of volunteers opportunities offered by the Town remained strong in 2017, with 807 volunteers contributing 32,748 hours to their community.

## Physical Connections in the Community

Work to strengthen physical connections within our community often begins years in advance to prepare for the change we want to see.

In November 2017, Richmond Hill adopted the Yonge and Bernard Secondary Plan and started to implement the Downtown Local Centre Secondary Plan, while work was underway on the Yonge and 16<sup>th</sup> Key Development Area Secondary Plan and the development of Public Realm Design Guidelines. These documents plan and advocate for pedestrian and vehicular connections to make our intensification areas more walkable and compact, and also to provide for new urban squares and linear parks, and an overall improved public realm to foster greater opportunities for people to connect with each other.

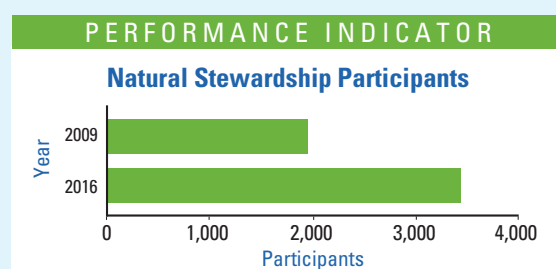
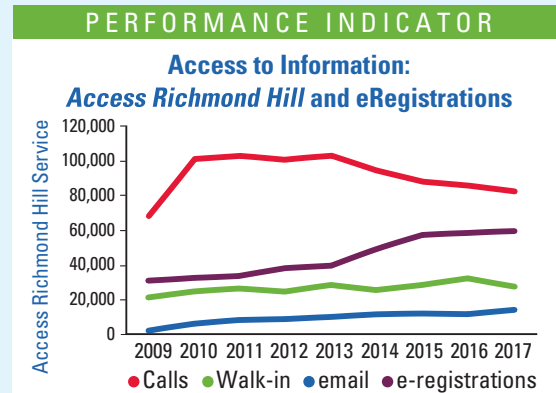
We continued to implement our 2013-17 Accessibility Plan while consulting with the Accessibility Advisory Committee for their input into the next Multi-Year Accessibility Plan. With each park or building project that we design and construct, like Morgan Boyle Park, Ed Sackfield Arena and the Access Richmond Hill service counters in 2017, there are fewer barriers to participating in all that Richmond Hill has to offer.

## Improving Environmental Connections

Richmond Hill continued to connect our natural corridors with over 60 hectares of greenway system land added in 2017. Our greenway system was also strengthened through acquisitions by other public agencies and land trusts.

Participation in programs that help connect the environment, such as Earth Day, Healthy Yards and the Community Stewardship program, continued to be strong, with over 3,400 participants in 2017, a 78% increase from 2009.

In addition to these programs, thousands of people participated in our Clean Up Green Up week, picking up litter and beautifying public places in Richmond Hill.



## SUMMARY AND FUTURE DIRECTIONS

Richmond Hill continues to take action towards a more connected community through engagement and advocacy, creating opportunities and places for people to connect and get involved, through policies and plans that set the stage for physical connections as our community continues to grow and develop, and through connections to our environment. Looking forward, we will build on the strong connections we have made to enhance the resiliency of our community.



## Our Progress

### Goal Two: Better Choice in Richmond Hill

**Better choice is not the same as more choice. Better choice means having better quality options to achieve our community vision for Richmond Hill.**

#### BY THE NUMBERS

Richmond Hill residents who work in York Region: 53%

2017 Transit Trips: 18.7 million

Affordable Housing Units: 2,391

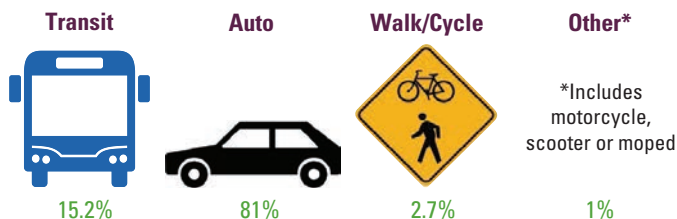


### Better Options to Move Around

We continue to invest in better options to move around and the efforts are showing. With the new Gormley GO station opening at Hwy. 404 and Stouffville Road, the number of GO Train trips increased by 138,000 (5.6%) in 2017. Work is continuing on the VIVA Yonge Street Bus Rapidway in partnership with York Region. Overall, public transit trips in Richmond Hill remain strong and the latest 2016 census results show a continued shift from drivers to public transit with 15% of trips now being taken by transit, up from 14% in 2011. That means that there are almost 1000 more commuters who are now taking transit.

#### PERFORMANCE INDICATOR

##### Transportation Choices – 2016



The length of active transportation routes increased in 2017, and featured the opening of Phase 1 of the Richmond Hill Lake to Lake Cycling route, a 2.2km multi-use off road trail located in the boulevard of Leslie Street between Hwy. 7 and the Beaver Greenway just north of 16<sup>th</sup> Avenue.

### Better Options for Working and Doing Business

In 2017, the number of jobs in Richmond Hill reached 69,090 and continued to keep pace with the population. While fewer residents of Richmond Hill worked within the Town's borders than in 2011, a greater proportion of residents now work in York Region. In 2017, we updated our Economic Development Strategy to continue to position the Town to strengthen key sectors of the local economy.

#### PERFORMANCE INDICATOR

##### Richmond Hill Job Growth

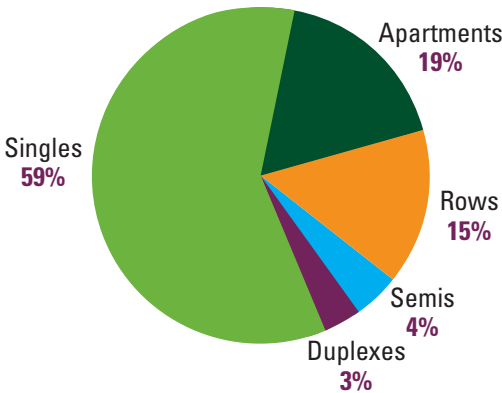


### Better Options for Where to Live

We've been using planning and development policy and tools to provide a diverse mix of housing, and improve options for where our residents live. Over the past few years, a significant percentage of all the residential units approved for construction in the Town were for townhouses and apartments, which are generally more affordable than single detached homes and offer more diverse housing options for residents. It takes time for housing plans to become built neighbourhoods, but our efforts are paying off. The latest census in 2016 shows apartments in Richmond Hill's housing mix increasing by 3% to 19% since 2011.

#### PERFORMANCE INDICATOR

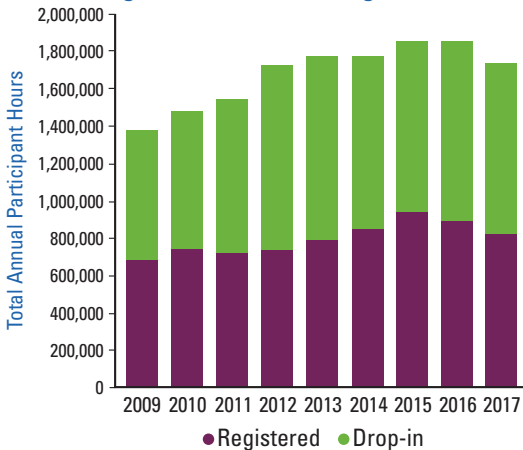
##### Housing Mix in Richmond Hill (2016 Census)



### Better Options for Being Active and Involved

#### PERFORMANCE INDICATOR

##### Registration in Town Programs



A range of recreation and culture programs provide residents with options for being active and involved. Registration in Town programs remains strong although there was a decrease in both registered and drop-in programs in 2017 associated with the Oak Ridges Community Centre pool being closed for unexpected repairs. We continue to offer more focused programming to groups with specialized requirements. For example, in 2017 the number of older adults registering for these specialized programs rose to over 4,000, a 41% increase from 2016, and double the number registered in 2009.

#### S U M M A R Y   A N D   F U T U R E   D I R E C T I O N S

We continue to take actions to promote better choice and the results are showing. There are more users of public transit, more housing options, more jobs and more opportunities for being active and involved. Looking forward, we will track the progress of the investment in the Yonge Street Bus Rapidway and its effect on transit ridership in Richmond Hill and on the shift to more diverse housing options as planned housing units get built. We will continue to monitor the jobs that make up Richmond Hill's local economy and the opportunities that our residents engage in for being active and involved.



## Our Progress

### Goal Three: A More Vibrant Richmond Hill

**Some of the best places to live and do business are dynamic and diverse. They have a unique sense of identity. They are vibrant.**

#### BY THE NUMBERS

RHCPA email subscribers: 49,095

Heritage Centre Visitors: 2813

Consecutive years Richmond Hill has won the David W. Pretty Cup Award for having the largest lifesaving program: 13

### Respecting the Past

Richmond Hill has a rich natural and cultural heritage. In 2017, an important milestone was reached with the Town acquiring ownership of the David Dunlap Observatory land and the Administration and Observatory buildings. This means that we can now start implementing the David Dunlap Observatory Park Master Plan vision we established together with the community. There have already been investments in the woodlands and more is planned for the years ahead.

In 2017, Richmond Hill also celebrated Canada's 150<sup>th</sup> Anniversary with Canada Day celebrations, a Canada 150 Maple Tree giveaway, a Community Murals Project and the hosting of SESQUI, a 20-minute film commemorating Canada.

#### Inspiration Minted in Richmond Hill

Richmond Hill resident Joelle Wong is one of five winners of the *My Canada, My Inspiration* coin design contest through the Royal Canadian Mint as a Canada 150 celebration. Her artwork is on the reverse (tails) side of the 2017 25-cent circulation coin. Joelle designed "Hope for a Green Future" based on a painting that she created when she was 8 years old.



### A Sense of Identity and Place

Richmond Hill celebrates our identity as a community through investment in our unique places and through events and festivals that bring our community together. In 2017, the Town initiated the Town Park Master Plan (located at on Church Street north of Major Mackenzie Drive) to revitalize one of Richmond Hill's oldest parks, and invested in the ongoing maintenance, monitoring and stewardship of numerous parks and open spaces through the Community Stewardship Program. A major construction project to revitalize the David Hamilton Park and expand the neighbouring Ed Sackfield Arena (located south of 16<sup>th</sup> Avenue and west of Leslie) was underway in 2017. Revitalization of Morgan Boyle Park, a Canada 150-themed park, was completed with financial assistance from the Canada 150 Community Infrastructure Program and Ontario Tire Stewardship's Community Renewal Fund. In addition, work continued on the Yonge Street Bus Rapidway and the Civic Precinct Project in downtown Richmond Hill.



The Canada 150 events hosted by Richmond Hill were the backdrop to events and festivals that brought our community together in 2017. Overall attendance at Town hosted events is down as some events are being discontinued and others change location. A Community Festival & Event Resource Guide and Events toolkit has been developed to provide guidance to community groups who are interested in hosting events.

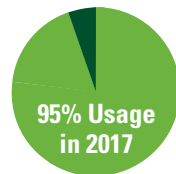
#### PERFORMANCE INDICATOR

##### Richmond Hill Centre for the Performing Arts Usage



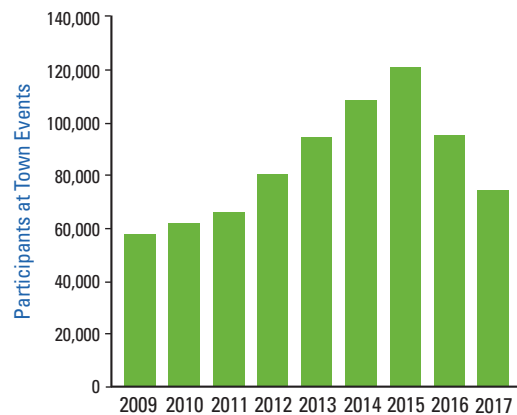
**The Richmond Hill Centre for the Performing Arts was used 337 days in 2017.**

Stat holidays excluded.



#### PERFORMANCE INDICATOR

##### Town-hosted Event Attendance



Includes: Canada Day, Concerts in the Park, Crosby Park Fair, First Night, Santa Claus Parade, Tastes of the Hill, Family Day (2011-2014), Doors Open, Heritage Village Day (2009-2015), Moonlight Movies, Ribfest

Richmond Hill's Centre for the Performing Arts remains a strong contributor to the vibrancy of Richmond Hill. After eight years of operation, the centre hosted 347 events on 337 days in 2017, and had the highest percentage of days in use since 2012. Similar to events and festivals, we continue to adjust our mix of programs and rentals to best serve the community.

## Looking to the Future

With most of the Town's community plans completed, Richmond Hill is investing in the people and tools that will be necessary to carry out our community building plans. In 2017, an Information Technology (IT) Strategy was completed and work began on an Employee Strategy.

#### SUMMARY AND FUTURE DIRECTIONS

Council and staff continue to take steps towards a more vibrant community. Ownership of a key heritage landmark, the David Dunlap Observatory, was completed in 2017, and the Town further invested in our unique places, like our parks and the downtown. Thousands of residents engaged in Canada 150 celebrations, other events and festivals, and attended events at the Richmond Hill Centre for the Performing Arts.



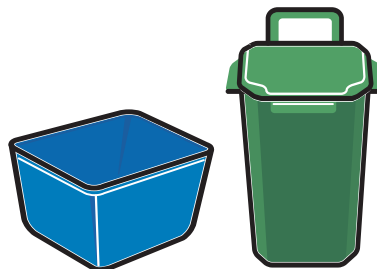
## Our Progress

### Less Waste

In 2017 the Town's residential waste diversion rate was 69.48% and has remained above 69% for four years in a row. We held two Going Up events at multi-residential buildings to provide waste management information and recycling and organic containers to residents in multi-residential buildings.

#### PERFORMANCE INDICATOR

##### Richmond Hill Residential Waste Diversion Rate



**2009 – 66.95%**  
**2013 – 68.99%**  
**2017 – 69.48%**

Richmond Hill re-negotiated its waste collection contract in 2017 to enhance service at a lower cost. The new contract which comes into effect in 2019 will save \$572,000 per year and includes measures to increase waste diversion such as:

- Recycling at super mailbox locations
- Separate garbage and recycling from public containers in the downtown
- Collection of illegally dumped material along collection routes
- More convenient and effective yard waste collection

We continue to take steps to reduce energy use and greenhouse gas emissions associated with the operation of its buildings and streetlights. In 2017, we converted 9,000 streetlights to low energy LED and our municipal offices dropped below 20kWh per square foot earning the Town a Living City Energy Efficiency Leadership Award (Gold). The reduced greenhouse gas emissions from these projects will factor into the next greenhouse gas emissions inventory which is scheduled for 2019.

### Goal Four: Wise Management of Resources in Richmond Hill

Wise management means making decisions about how we consider and use our resources in Richmond Hill for this generation and those to follow.

#### BY THE NUMBERS

Grants and Gas Tax Funds received since 2007: \$81.2 million

GHG Savings from LED Streetlight Conversion: 300 tonnes per year

Tree canopy coverage: 29%



## Being Responsible

Over 220,000 trees and shrubs have been planted through Town programs since 1998. For the past ten years there have been at least 10,000 trees planted per year, many of them through the Community Stewardship Program. Trees are a long-term investment in the natural environment of Richmond Hill as well as a social benefit for the people who live and work here. They are a sign of our commitment to the next generations; the trees planted today become the forests of the future.

We also manage our finances and infrastructure assets responsibly, knowing that they need to be there for future generations. One of the ways we do this is by tracking and adjusting the funding sources that support our annual operating budget. The funding sources for Richmond Hill's annual operating budget are divided into three main categories: Property Tax; User Fees, Fines & Charges; and Reserves, Investments & Other Funds. Over the past few years, we have been looking to reduce our dependence upon reserves and investments, and to find the right balance between property tax and user fees. We have been successful in reducing dependence upon reserve funds and investments, which have fallen from 16.4% in 2009 to 12.6% in 2017.

### PERFORMANCE INDICATOR

#### Funding Sources

	2009	2017
<b>Property Tax</b>	64.0%	65.9%
<b>User Fees, Fines &amp; Charges</b>	19.2%	21.5%
<b>Reserves, Investments &amp; Other Funds</b>	16.8%	12.6%

Property tax and user fees, fines & charges have increased slightly from 2009 and comprised 65.9% (property tax) and 21.5% (user fees, fines & charges) in 2017. A Pricing Policy for Recreation programs approved in late 2017 will help shift the balance between property tax and user fees to further support the Town's 'pay as you go' approach.

Richmond Hill has over \$1.85 billion in infrastructure assets such as roads, sewers, community centres and parks that need to be managed and replaced as they reach their end of life so our community remains an attractive place to live and work. We are working hard to attract funding and to set aside the financial resources we will need to replace these infrastructure assets at the right time. In 2017, Richmond Hill received over \$3.6 million in grant funding that helped pay for the replacement of aging watermain and stormwater management facilities. We also examined how we calculate our annual infrastructure levy and have committed to a progressive method of determining this levy based upon individual property values for 2018 and beyond.

### SUMMARY AND FUTURE DIRECTIONS

We continue to manage our resources in a responsible manner. Waste diversion is increasing and energy use and greenhouse gas emissions are decreasing. We are investing in areas that matter, including our natural environment and a sustainable approach to budgeting and managing our community infrastructure. Looking forward, Richmond Hill will continue to work with the community to steward the environment. We'll continue to move away from unsustainable funding sources like Reserves and Investments towards more sustainable ones such as User Fees while making sure that our programs and services remain affordable.

### PERFORMANCE INDICATOR



**220,151 trees have been planted since 1998**

## Conclusion

This past year has been another successful one and progress has been made toward achieving our Strategic Plan goals and objectives. Reporting to the community on our progress continues to be a priority. Work continues to align our planning, investments and initiatives with the vision created by Council, staff and the community in 2009, through leadership, community engagement and communication.

Next year will be the Town's last regular report to the community on our continued progress on the Implementation Plan: Phase 3 (2016-2019). After that, we will work with the 2018-2022 Term of Council to plan for the future of Richmond Hill.



*Richmond Hill, where people come together to build our community.*



Richmond Green

## Environmental Printing Summary

The following summarizes the state-of-the-art environmental practices that have been incorporated into the production of this report.

### Ontario's Environmental Leaders

*The Printer is a Leader recognized by the Ontario Ministry of the Environment.*

This report was printed by a printer that is a member of Ontario's Environmental Leaders Program. The Leaders Program recognizes select companies that demonstrate leadership in the preservation of the environment by using environmentally friendly processes and increased efficiencies. The printer is committed to preserving the environment, promoting sustainability and reducing waste for the benefit of the community.

*Sustainable and responsible business is good for the environment and a green economy.*

### Digital Printing

The printer has reached beyond the standard environmental practices to ensure it delivers the most environmentally friendly and high quality digital printing available.

### Terrachoice-EcoLogo

*Environmental certification by the Government of Canada*

This report was printed by an EcoLogo certified printer. This program recognizes manufacturers and suppliers of environmentally preferable products that help consumers identify products and services that are less harmful to the environment.

### Bullfrog Power

*Clean, Reliable Electricity*

This report was produced utilizing Bullfrog Power to power the printing presses. Bullfrog Power generates power exclusively from wind and low-impact water power generators and meet or exceed the federal government's EcoLogo standards for renewable electricity.

### Environmentally Friendly Paper (Recycled Paper)

This report was printed on Supreme Silk paper which is FSC® Certified and has 30% post-consumer recycled content.

### Forest Stewardship Council® (FSC) Certification

This report was printed on paper and by a printer that are Forest Stewardship Council® (FSC) certified. FSC® promotes environmentally appropriate, socially beneficial and economically viable management of the world's forests.

### ISO 14001

This report was produced by an ISO 14001 certified printer. Fully committed to continuous improvements in waste reduction and pollution prevention, the printer has a comprehensive environmental management system that integrates sound business practices with environmental, health, safety and quality control practices.

### Carbonzero

Carbonzero is a socially responsible enterprise with a mission to apply technology, design thinking and risk management to the massive reduction of our environmental footprint.

*Richmond Hill,  
where people come  
together to build  
our community.*

ENVIRONMENTAL PRINTING – IT'S MORE THAN RECYCLED PAPER.™



### Photography Credits:

All pictures in the Strategic Plan Annual Report are of places and people in Richmond Hill.



*Richmond Hill, where people come together  
to build our community.*

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