



Strategic Plan Implementation: Phase 2

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

Richmond **Hill**



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From Vision to Plan to Action

An exciting journey of connection, innovation and change began two years ago with the launch of our new **Strategic Plan: A Plan for People, A Plan for Change**. This collaborative document revealed our inspiring future vision for Richmond Hill and the goals we must achieve to realize it.

O U R V I S I O N

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 2009 Strategic Plan outlined *what* needed to be done, as well as *who* needed to do it. We committed to making progress towards our vision in 2009 and 2010 with our Phase One Implementation Plan. Two years later, we have accomplished what we set out to do.

Together, we have advocated for what our community needs, listened and learned from each other on important issues and ensured that two-way communication has improved access to information. The Town's functions and operations have been aligned with the Strategic Plan, and with community consultation we have completed key plans such as the Official Plan, Transportation Master Plan, Regional Centre Study, Downtown Urban Design and Land Use Study, and the Pedestrian and Cycling Master Plan. Many important initiatives and investment projects in the community have also been completed. Our Annual Reports in 2010 and 2011 provide more information on these and other achievements.

Although we have accomplished a lot, there is more to do to ensure that Richmond Hill is truly a place *where people come together to build our community*. We have planned our actions. Now it is time to action our plans.

Implementing the Strategic Plan: Action Our Plans

As we enter into a new chapter of initiatives in support of our vision, the Town will ensure performance and accountability with phased implementation, focused efforts in key areas and monitoring and reporting.

A. Phased implementation

Moving from Phase One to Phase Two

A key component of Phase One implementation involved aligning Town plans with the Strategic Plan. Now, in this second phase of implementation we will action those Phase One plans, embarking on new initiatives and investments that will move us toward our future vision. These include a new comprehensive zoning by-law for the Town, accessibility improvements and investment in priority infrastructure such as the Oak Ridges Community Centre and Park, a new fire hall and road and trail connections.

At the same time, we will monitor progress and report to the community as the new directions, policies and recommendations of completed plans begin to take effect throughout Phase Two.

Strategic Plan Timeline – Development and Implementation

Development			Phase One Implementation			Phase Two Implementation		
A collaborative, actionable Strategic Plan is created by the people of Richmond Hill, focusing on a vision and four goals			Align Town functions and operations to the Strategic Plan			Take action on new initiatives and investments from completed key plans		
Contains outcomes and strategies to take the community from vision to action			Completion and alignment of key plans			Continue to focus on Leadership, Community Engagement and Communication as important “lenses” for strategic action		
			Completion of approved initiatives and investments			Develop meaningful indicators and monitor and report on progress		
2007	2008	2009	2010	2011	2012	2013	2014	2015

B. Focus our efforts in key areas

How we act is as vital as what we do

In this second phase of implementation for 2011 to 2014, we remain committed to *how* we will act and *what* we will do to realize our future vision. How we take action and what actions we take are equally important as we continue to move towards realizing our vision.

Key areas of focus

How we will act: We will *provide leadership, engage the community and focus on communication.* We will leverage our strengths in these areas.

What we will do: We will *complete and align Town plans to the Strategic Plan, undertake new initiatives and also invest in our community.* We will build on what we are doing now by advancing new initiatives and investments that will move us forward.

The three *hows* – provide leadership, engage the community and focus on communication – represent the lenses we look through as we take action on the three *whats*: our plans, initiatives and investments. This approach helps to ensure our actions will achieve our vision and goals.

Council has put several Task Forces in place with the three *hows* in mind. The People Plan Task Force, for example, will guide the development of three Town plans to be completed in Phase Two: the Cultural Plan, the Parks Plan and the Recreation Plan. This Task Force is providing leadership by advancing important Town priorities. It is engaging the community with events that will facilitate discussion and feedback including a project launch, focus groups, community soundings and surveys. It is also focusing on communication by using social media and its own website to keep the community up-to-date on the process and plans.

We also apply our lens approach when considering new initiatives and investments. For instance, the Town will provide leadership to the Civic Precinct Project by exploring new ways to create a vibrant community-focused area. We will engage the community and consider their ideas about how to achieve this. We will ensure that people have an opportunity to participate and will communicate with them throughout the process.

Investing in our community is a key theme of the Phase Two Implementation Plan. We recognize that as our community grows, so must its infrastructure. We also understand the importance of these amenities. Moving forward, we will expand and connect our trails and cycling infrastructure, and will communicate and market the enhanced network as it is developed.

The following sections summarize the actions we will take in our six key focus areas during Phase Two of Strategic Plan implementation.

1. Provide leadership

Providing leadership means connecting with our community and others to influence and advocate for Richmond Hill's future. It means continuing to champion change in support of our vision. It means communicating and forging partnerships within the community and beyond. Providing leadership means the Town will:

Advance priorities through Council Task Forces.

The People Plan Richmond Hill Task Force will continue to guide the development of the Town's Cultural Plan and will also advance the Parks Plan and Recreation Plan. The Economic Development Task Force is guiding the implementation of the Economic Development Strategy. Lastly, the Civic Precinct Task Force is leading the creation of a community-focused area in the downtown that meets the needs of residents and businesses and conveys a sense of place.

Influence and work with our partners on matters that are important to Richmond Hill.

This includes liaising with other levels of government to move forward projects such as: bus rapid transit; Yonge Street subway extension; Highway 407 transitway; GO Transit layover facilities; overpass development; and the creation of an Inflow and Infiltration Strategy.

Advocate for change.

We will focus on and embrace innovation in support of issues that are of particular importance to Richmond Hill, such as planning our community, funding for municipal infrastructure and the environment.

Provide exceptional public service.

The Town of Richmond Hill Council and staff are committed to providing exceptional public service to our community. We will build on this success and continue to improve.

Improve service delivery.

We recently effected a successful service delivery improvement with *Access Richmond Hill*, the Town's one-stop access point for programs and services. Moving forward, we will continue to review services to improve how we deliver them to our community.

2. Engage the community

The future envisioned in our Strategic Plan is one in which *people come together to build our community*. During the development of the Strategic Plan and the Official Plan, the *People Plan Richmond Hill* process demonstrated that the best community engagement is accessible and inclusive, recognizes diversity, involves people early on, seeks out those individuals who might not otherwise participate, reaches out to people in the places where they live and work, asks questions and most importantly, listens.

In Phase Two of Strategic Plan implementation, the Town remains committed to continuing a dialogue with the people of Richmond Hill. To engage residents in important decision-making opportunities that affect our community, we will:



Advance priorities using community roundtable discussions.

Using the *People Plan Richmond Hill* model, each of the three Council Task Forces will facilitate community dialogue in support of the Town's Cultural Plan, Parks Plan and Recreation Plan. Two of these Task Forces will also seek public input on implementing the Economic Development Strategy and creating a community-focused area in the downtown Civic Precinct area.

Foster connections with the diverse cultures found within our community.

We will continue to partner with groups such as the Maytree Foundation to ensure that people from all backgrounds have the opportunity to be involved in the Town's decision-making processes.

Enhance the Town's website.

We will develop additional innovative ways to interact with the community, share information and conduct business in an online environment.

3. Focus on communication

Communicating with our community involves initiating dialogue, listening and responding to what we hear in an open, transparent, accountable way. It also involves fostering an understanding and awareness of our programs and services. By continually evaluating the ways in which we communicate, we will improve the reach and impact of our messages. In this second phase of implementation, we will:

Develop and implement an Annual Communications Plan.

This strategic new tool will set a standard for how we provide information on Town operations, ensure consistent messaging and build stronger, more proactive relationships with the media.

Monitor and communicate progress towards our Strategic Plan goals.

We will measure and report annually to our residents on progress as the new directions, policies, recommendations and actions of completed plans begin to take effect.

Listen to our community.

We will ensure that people have an opportunity to participate in the implementation process by applying the *People Plan Richmond Hill* model through our three Council Task Forces. We will also seek feedback from the community on the Town's progress towards implementing our Strategic Plan goals.



4. Align Town plans to the new Strategic Plan

Six main plans provide direction to the Town in areas of municipal interest and inform our decision-making on key matters such as growth, development and investment in infrastructure. Following our new Strategic Plan development in 2009, the Town finalized the Official Plan and Transportation Master Plan in Phase One. In Phase Two, the People Plan Task Force will guide the completion of the Cultural Plan, Parks Plan and Recreation Plan. Each of these will be aligned with Strategic Plan goals, outcomes and strategies, and each will be developed in the same manner: through leadership, community engagement and communication.



Schedule of Actions: Align Town Plans

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2011	2012	2013	2014	
Cultural Plan	Community Services	✓				Guided by the People Plan Task Force, a new Cultural Plan will reflect the priorities of the Strategic Plan and will be a comprehensive long-term plan that will shape the cultural development of the Town.
Parks Plan	Planning and Regulatory Services	✓	✓			Guided by the People Plan Task Force, a new Parks Plan will reflect the priorities of the Strategic Plan and will update the Town's Parks Master Plan to give effect to the policies of the new Official Plan.
Recreation Plan	Community Services		✓	✓		Guided by the People Plan Task Force, a new Recreation Plan will reflect the priorities of the Strategic Plan and will provide a strategy for addressing the recreational needs of the community.

5. Undertake new initiatives

Realizing our vision for Richmond Hill will mean utilizing new approaches and practices as we take action on the recommendations of our completed plans. It also means considering strategic directions and identifying priorities that improve service to the community.

New initiatives planned for Richmond Hill cover a broad spectrum. The Town recently created an Environment Division that will align our efforts with respect to the environment.

Developing a strategy and action plans for integrated, coordinated green initiatives throughout the Town is a priority for Phase Two.

Other initiatives include accessibility improvements, developing additional on-line services, implementing the recommendations of the Economic Development Strategy and continuing downtown revitalization through the Civic Precinct project and related Task Force.

The ongoing realization of the Official Plan is another critical initiative of Phase Two Implementation. “Building a new kind of urban” in Richmond Hill means creating a complete, vibrant and connected community. The Official Plan’s vision, guiding principles and policies must be reflected and supported as we undertake new initiatives including the review of the Comprehensive Zoning By-law, the Environment Strategy and the Parks Acquisition Strategy.



Official Plan Vision and Guiding Principles

Vision:

“Richmond Hill’s Official Plan – building a new kind of urban”

Guiding Principles:

Complete Communities, Environment, Economy, Place-making and Connectivity & Mobility.

Schedule of Actions: New Initiatives

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2011	2012	2013	2014	
Official Plan Implementation	Planning and Regulatory Services	✓	✓	✓	✓	Implementation of the Official Plan will proceed with a number of activities such as: defense of the Plan at the Ontario Municipal Board; development of secondary plans for the Richmond Hill Centre, Downtown and Oak Ridges Centre; and development of a Master Environment Plan and Servicing Plan.
Civic Precinct Project	Chief Administrative Office	✓	✓	✓	✓	This initiative will advance the creation of a community-focused area in the downtown that is vibrant and has a sense of place. Project to be guided by the Civic Precinct Task Force.
Comprehensive Zoning By-law	Planning and Regulatory Services		✓	✓	✓	The development of a Comprehensive Zoning By-law will begin in 2012. It will set out specific land use zones, permitted uses and required standards in keeping with the policies of the Official Plan.
Parks Acquisition Strategy	Planning and Regulatory Services			✓		A Parks Acquisition Strategy will give direction to land acquisitions that meet the needs of Richmond Hill in support of the Town's vision.
Development Charges Review and Update	Corporate and Financial Services	✓				Development charges are an external funding source that covers the costs of development as a component of the Town's sustainable financial strategy. This review and update is in keeping with the Official Plan and will ensure that the costs of development are funded at an appropriate level.
Environment Division and Strategy	Environment and Infrastructure Services	✓	✓	✓	✓	This new Division reflects the Town's identification of the environment as a top priority. The Environment Division will implement a strategy and action plans for integrated, coordinated green initiatives in support of the Town's environmental responsibilities.
Accessibility for Ontarians with Disabilities Act (AODA) Implementation	Corporate and Financial Services	✓	✓	✓	✓	Accessibility implementation entails the removal of barriers for people with disabilities as they relate to information and communications, transportation and the built environment. This initiative will continue to remove physical barriers in Town facilities, parks and trails as identified in the Accessibility Audit. It will also facilitate compliance with the proposed Integrated Accessibility Standard and the proposed Accessible Built Environment Standard.

Schedule of Actions: New Initiatives

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2011	2012	2013	2014	
Economic Development Strategy Implementation	Chief Administrative Office	✓	✓	✓	✓	Economic Development Strategy implementation will include: greater support for the entrepreneurial economy; building the creative economy; targeting key existing and emerging industry sectors; and enhancing the economic development function. Implementation to be guided by the Economic Development Task Force.
Travel Demand Management Study	Planning and Regulatory Services	✓	✓			As identified in the Transportation Master Plan, a Travel Demand Management Study will include an action and implementation plan.
Development and Facilitation of On-line Services	Corporate and Financial Services	✓	✓	✓	✓	<i>Access Richmond Hill</i> is the Town's one-window contact centre for general inquiries and concerns, applications processing, permits, work orders, and program registration and payments. The development of additional on-line functions such as service request features will provide residents with better choices for connecting with the Town.



6. Invest in our community

Town Council has an impressive record of community investment. Phase One of the Implementation Plan, in particular, saw an unprecedented commitment to infrastructure investments by the Town in partnership with the Ontario and Federal Governments. This enabled the acceleration of our program to implement green technology and to rehabilitate roads and sewers, playgrounds, sports fields and arenas. It also stimulated the beginning of a Town-wide cycling network and the restoration of two historical houses, both excellent options for our community to connect and get involved.

In Phase Two of implementation, the Town will continue to design, build, maintain and enhance various aspects of our community to create *stronger connections* (for example, the expansion of pedestrian and cycling networks), *better choice* (for example, new programs at the Oak Ridges Community Centre scheduled to open in 2011), a *more vibrant* Town (for example, outdoor recreational options along the East Humber Trail) and opportunities for *wise management of resources* (for example, a new energy-efficient, LEED certified Fire Hall). Specific strategic investments to be pursued in Phase Two are as follows:

Schedule of Actions: Investments

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2011	2012	2013	2014	
Oak Ridges Community Centre	Environment and Infrastructure Services	✓				A new Community Centre in Oak Ridges will provide opportunities to connect and be active. Located on the shores of Lake Wilcox, this Leadership in Energy and Environmental Design (LEED) silver certified building is sensitive to its site and symbolizes the Town's commitment to the environment and the wise use of resources. It also features an Ecological Centre with educational programs and activities related to the Oak Ridges Moraine. Other programs and services will be developed to meet community needs.
Oak Ridges Park	Environment and Infrastructure Services		✓	✓	✓	The Oak Ridges Park, situated on the shores of Lake Wilcox, will provide much-needed recreational amenities to the Oak Ridges area. Its design and development will protect and enhance the natural heritage features of the site. This project builds on the recently completed rehabilitation and naturalization of the shoreline.

Schedule of Actions: Investments

ACTION	RESPONSIBILITY Lead Department	TIMEFRAME				DESCRIPTION
		2011	2012	2013	2014	
Yonge / Gamble Fire Hall	Environment and Infrastructure Services	✓	✓			A new fire hall in north Richmond Hill will enhance community safety and promote stronger connections. The facility will be designed and built to a minimum LEED silver environmental standard.
Trails and Cycling Infrastructure	Environment and Infrastructure Services	✓	✓	✓	✓	The Town will continue to implement the recommendations of the Pedestrian and Cycling Master Plan, including expanding the present trails and cycling infrastructure and promoting its safe usage.
10184 Yonge Street	Environment and Infrastructure Services	✓	✓			Renovation and restoration of the Town's historic original post office is currently underway. This important Town asset, located in the Village Core at the corner of Yonge and Centre Streets, is intended for commercial tenant occupancy following completion in 2012. Its presence will contribute to economic development opportunities for the Business Improvement Area, helping to make our downtown a vibrant destination for residents and visitors alike.
Highway 404 Overpass East Beaver Creek	Environment and Infrastructure Services	✓	✓	✓	✓	Working in partnership with the Region of York and the Town of Markham, the Town will develop a mid-block overpass above Highway 404 between Highway 7 and 16 th Avenue. Its construction will help alleviate traffic congestion in the adjacent area and provide better choices for moving around.
Oak Ridges Library	Environment and Infrastructure Services			✓	✓	Design of a new Oak Ridges Branch Library is anticipated for 2013, with construction to follow in 2014. Its site at Yonge Street and Regatta Avenue neighbours a newly constructed York Region District School Board facility.
East Humber Trail	Environment and Infrastructure Services	✓				The development of the East Humber Trail will add to the Town's outdoor recreational opportunities and provide a window to our community's natural areas. Its design will balance the needs of users with the protection of environmentally sensitive areas.

C. Monitor progress and report to the community

Using indicators to monitor progress towards our goals

Measuring and communicating the progress of any endeavour requires regular monitoring. In Phase One, we focused on ensuring that the Town's plans were completed on time and included policies and recommendations in support of Strategic Plan goals. Now, throughout Phase Two, we will monitor progress made towards our goals as the new directions, policies and recommendations of completed plans begin to take effect. Developing effective key indicator measures for these goals is an integral part of this process.

It is important to measure progress, but not everything can be easily measured. Sometimes, numbers alone can tell us what we need to know. At other times, we need a narrative to measure change in our community and the efforts being made to support that change. The Town is taking both of these approaches by using a series of specifically designed indicators to evaluate our progress. Our first Performance Report will be published in Spring 2012.

Indicators for Goal One: **Stronger Connections in Richmond Hill**

Stronger connections in Richmond Hill means people becoming more connected with each other and with our Town, including the development of greater physical, environmental and social networks. Twelve indicators for this goal speak to: planning for a connected community, opportunities and places for people to connect and get involved, physical connections in our community, improving connections in our environment and community feedback.

Planning for a connected community

Community engagement – Developing mutual understanding through an ongoing dialogue with our community is essential to creating stronger connections. This indicator describes the ways that the Town is engaging with residents and businesses to realize our shared vision: *Richmond Hill, where people come together to build our community.*

Advocacy – Strategically located at the centre of the Greater Toronto Area (GTA), Richmond Hill is influenced by GTA issues such as rapid growth, growing ethnic diversity and traffic congestion. This indicator describes the ways that the Town is taking leadership to influence and advocate for our community's future.

Opportunities and places for people to connect and get involved

Website usage – Greater access to more opportunities to connect is vital to realizing our outcome. This annual indicator tracks the number of times users connect through the Town’s website with opportunities and places to get involved.

Civic participation – Our shared vision of Richmond Hill requires the collaboration of the Town and the community. This indicator tracks annual community participation at events such as open houses, public meetings, citizen committees and through the Town website.

Volunteering – Volunteering connects people with the community by fostering new and strengthened relationships. This annual indicator tracks the number of volunteers and volunteer opportunities at Town recreational programs, events, tree plantings and natural heritage stewardship programs.

Physical connections in our community

Community form and design – The Town’s Official Plan sets the direction for stronger physical connections in our community. This indicator describes the ways in which the Town influences land-use planning decisions to facilitate stronger physical connections.

Secondary Plans – The Official Plan mandate for stronger physical connections in our community must be supported by more place-specific policies, namely Secondary Plans for the Downtown, Richmond Hill Centre and Oak Ridges. This indicator describes the improvements the Town is bringing about through the completion of these plans.

Accessibility – The Town is committed to fostering an inclusive community by identifying and removing barriers faced by persons with disabilities. This indicator describes the ways the Town is taking action and will measure the extent to which these barriers have been removed.



Photo: Glenn Steplock



Improving connections in our environment

Greenway system – Greenway systems become more diverse, connected and healthy as they expand in size. This annual indicator tracks the growth in area and quality of the Town's greenway system.

Environmental connections – Natural systems and green spaces are strengthened when they are connected and supported. This annual indicator describes and measures the ways that the Town is connecting the natural environment.

Tree cover – Our urban forest is an important part of our commitment to a healthy, safe and environmentally sustainable community. Tree cover connects our neighbourhoods to the larger greenway system, strengthening the health of both systems. This five-year indicator tracks the preservation and expansion of our tree and other natural cover.

Community feedback

Community survey – This indicator will measure feedback from residents regarding the Town's progress in building a community with stronger connections. The survey will be conducted every two years.

Indicators for Goal Two: Better Choice in Richmond Hill

Better choice in Richmond Hill means having better quality options to achieve our community vision, from housing and recreation to transportation and employment. Twelve indicators for this goal speak to: better options to move around, better options for working and doing business, better options for where to live, better options for being active and involved, and community feedback.

Better options to move around

Public transit trips – Better options to move around in Richmond Hill include alternatives to driving a car on already congested routes. One solution is increasing the availability of public transit. This annual indicator tracks the number of public transit trips per capita in Richmond Hill.

Active transportation routes – Developing networks for active transportation provides options for people without access to a car (e.g. youth walking to school) or who choose a more active and healthy lifestyle (e.g. commuting to work by bicycle). This annual indicator tracks the increase in total kilometres of active transportation routes in Richmond Hill.

Transportation choices – This five-year indicator, also known as the modal split, considers the transportation choices people make among public transit, walking, cycling, carpooling and driving a single occupancy vehicle. The modal split serves as a long-term measure of how form and design decisions influence the built form of a community, as well as how effectively different transportation options are being created and promoted.

Better options for working and doing business

Richmond Hill jobs – Strong economic growth and development in Richmond Hill will result in more jobs being created and, correspondingly, more options to work and do business here. This annual indicator tracks growth in the number of jobs in the community.

Job-to-resident ratio – Communities are strengthened by balanced growth between residential and job-creating land-uses. This five-year indicator tracks the ratio between total number of jobs and total residents in Richmond Hill.

Residents employed locally – When the types of businesses in Richmond Hill and the surrounding York Region correspond with the local workforce there is greater opportunity to work closer to home, resulting in decreased commute time and increased participation in the local community. This five-year indicator tracks the percentage of Richmond Hill residents who work nearby.

Better options for where to live

Housing mix – A variety of housing types provides options for people at all stages of life. This annual indicator tracks the percentage of available housing types in Richmond Hill (e.g. single detached, semi-detached, row housing, apartments).

Focused housing programs – The provision of housing for people with specific needs facilitates better quality options for these residents. This five-year indicator tracks the availability of specialized housing that is affordable and accessible to those with specific needs such as seniors, low-income earners or those with disabilities.



Better options for being active and involved

Registration in Town programs – As the Town develops and promotes a range of organized and informal sports, recreation and culture programs, opportunities for people to become active and involved also increase. This annual indicator tracks the total number of registrants in Town programs.

Focused Town programs – A range of programs are necessary to ensure that the Town continues to meet the needs of our diverse and growing community. This annual indicator tracks the use of focused Town programs for children and youth, seniors, those with disabilities, those for whom income is a barrier and groups with other specialized requirements.

Trails – Residents have placed a high priority on increasing the opportunities to experience and move around Richmond Hill on trails. This annual indicator tracks increases in the length of trails for active transportation or recreational use in the Town.

Community feedback

Community survey – This indicator will measure feedback from residents regarding the Town's progress in facilitating better choice in the community. The survey will be conducted every two years.

Indicators for Goal Three: A More Vibrant Richmond Hill

A more vibrant Richmond Hill will be dynamic and diverse, will convey a unique sense of place and identity and will be an exciting destination to live, work or visit. Six indicators for this goal speak to: respecting the past, a sense of identity and place, looking to the future and community feedback.



Respecting the past

Heritage capacity – Respecting Richmond Hill’s heritage is an integral part of ensuring a more vibrant Town. This annual indicator describes and measures the Town’s effort to manage our natural and built heritage.

A sense of identity and place

Investment in unique places – Richmond Hill’s historic and natural landmarks play an important role in creating a sense of identity and place. This annual indicator describes how the Town is creating, investing, promoting and stewarding these unique destinations.

Town event attendance – Special events are part of a more vibrant Richmond Hill as they bring together and celebrate Richmond Hill’s diverse range of cultures. This annual indicator tracks attendance at Town-hosted events such as celebrations, attractions and festivals.

Community identity & pride – A vibrant community is one that residents and businesses take pride in and identify themselves by. This annual indicator describes the emerging identity of Richmond Hill as measured by public recognition of its exceptional people and places.

Looking to the future

Planning for the future – A more vibrant Richmond Hill requires a coordinated effort to build upon the Town’s unique strengths into the future while also honouring our past. This indicator describes how current and future plans –including the Cultural Plan, Parks Plan, Recreation Plan, Environment Strategy, Public Art & Public Space Policy, Civic Precinct and Downtown Secondary Plan – will set the stage for the more vibrant Richmond Hill of the future.

Community feedback

Community survey – This indicator will measure feedback from residents regarding the Town’s progress in creating a more vibrant Richmond Hill. The survey will be conducted every two years.

Indicators for Goal Four: **Wise Management of Resources in Richmond Hill**

The wise management of resources in Richmond Hill means being more responsible and less wasteful in the usage of all our resources, from people and time to money and the environment. Seven indicators for this goal speak to: less waste, being responsible and community feedback.

Less waste

Waste diversion rate – Materials diverted from landfill can be reengineered into useful products, alleviating long-term environmental impact. This annual indicator tracks the volume of community waste that is diverted from landfill.

Greenhouse gas emissions – Climate change due to greenhouse gas emissions is widely regarded as one of the most significant global issues of our time. A changing climate means that municipalities are facing weather-related impacts on residents and infrastructure such as flooding, drought, extreme heat, poor air quality and severe weather. Richmond Hill has been active for many years in promoting measures to reduce greenhouse gas emissions in our corporate operations and in the community. This indicator tracks progress made towards reducing greenhouse gas emissions every five years.

Road congestion – Congested roads have broad personal and environmental repercussions including travel delays, financial losses and poor air quality. This five-year indicator tracks the percentage of Richmond Hill roads that experience congestion during peak hours.

Being responsible

Tree cover – Our urban forest is an important part of our commitment to a healthy, safe and environmentally sustainable community. Tree cover connects our neighbourhoods to our greenway system, strengthening the health of both systems. This five-year indicator measures the preservation and expansion of our tree and other natural cover.

Funding sources – Municipalities like Richmond Hill have the opportunity to fund the services they provide through a range of sources, creating a more sustainable financial strategy. This indicator tracks the percentages of funding sources that contribute to the Town's budget on an annual basis.

Long-term financial planning – This indicator provides a description of how Richmond Hill is planning for a sustainable financial future in support of the services we offer our community.

Community feedback

Community survey – This indicator will measure feedback from residents regarding the Town's progress towards the wise management of resources in Richmond Hill. The survey will be conducted every two years.

Sharing our success

Just as the development of our future vision for Richmond Hill was a collaborative process, so too must our progress in support of that vision be shared. Reports to Council and the community are anticipated as follows:

Spring 2012

The Town will issue a summary report regarding the first year of Phase Two activities, including baseline indicators.

Spring 2013

The Town will issue a summary report on all Phase Two activities to date.

Spring 2014

The Town will issue a summary report on all Phase Two activities to date.

Spring 2015

The Town will issue a summary report on the implementation of the 2009 Strategic Plan. We will also conduct a Strategic Plan review to ensure it continues to represent our Richmond Hill community vision.

Summary and Conclusion

From Vision to Plan to Action – and Beyond

Transitioning from planning to action is an exciting prospect and also a challenging one. From its earliest days of development, our Strategic Plan has put our community on a course of connection, innovation and change as we move towards our future vision: *Richmond Hill, where people come together to build our community.*

As we embark on Phase Two of implementation, this vision is clearer and closer than ever before. With collaboration, innovation and insight we have laid the groundwork for the next steps in our journey. We have planned our key areas of focus and how we will approach them. We have planned our indicators for success and how we will measure them. We have planned our methods for reporting our progress to the community.

It is time to action our plans. In doing so, we will bring about the future we envision in the community we all share.

Environmental Printing Summary

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

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.

Waterless Printing

Canada's leading environmental and high-quality waterless print technology.

This report was printed using the waterless printing process. The printer has reached beyond the standard environmental practices to ensure it delivers the most environmentally friendly and high quality printing outcome available. The waterless printing process eliminates the use of fresh water and greatly reduces the use of harmful chemical compounds. This ensures that harmful chemicals are not emitted into the environment and that water is not wasted.

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.

Zerofootprint

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

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where people come
together to build
our community.*

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



Photography Credits:

All pictures in the Implementation Plan are of places and people in Richmond Hill. Pictures have been provided by David West and Ash O'Malley.



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