



# Implementation Plan

*A Plan to Implement  
the 2009 Richmond Hill  
Strategic Plan*

A Plan for  
**People**  
A Plan for Change



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



## C O N T E N T S

### FROM VISION TO ACTION

#### IMPLEMENTING THE STRATEGIC PLAN: HOW WE WILL DO IT

##### A) FOCUS EFFORTS IN SIX KEY AREAS

1. Provide leadership
2. Engage the community
3. Focus on communication
4. Align Town plans to the new Strategic Plan
5. Undertake new initiatives
6. Invest in our community

##### B) PHASED IMPLEMENTATION

##### C) MONITOR PROGRESS AND REPORT TO THE COMMUNITY

### SUMMARY & CONCLUSION

The Implementation Plan was approved by Richmond Hill Council on April 27, 2009.

## From Vision to Action

It is said that “every long journey begins with a single step.” *A Plan for People, a Plan for Change* has begun that journey. Now, we must take many more steps together to reach our destination, our future vision for Richmond Hill.

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

We have been inspired by envisioning this place. The next step is enacting the practical part of our Strategic Plan: the individual and collective tasks that must take place to realize its vision and goals. The Town must prepare for and embrace change. This Implementation Plan sets out what we will do to move toward that future and the goals that guide it.

### **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.

Each of us – Council, staff and the community – has a part to play in implementing the Strategic Plan. Council will provide leadership and direction as to the actions that need to take place based on feedback received throughout this process. Town staff will work together to develop and refine the Town’s plans and the specific actions that will move us closer to our vision. People in our community also have a responsibility to continue the involvement that began with the *People Plan Richmond Hill* process, by engaging with Council and staff as we develop these new plans and actions over the coming years.

**Council and staff are committed to implementing our Strategic Plan. By communicating clear goals, outcomes and strategies to the community and to all staff, and by providing an inclusive and engaging planning process, we will all work towards the Richmond Hill we envision for the future.**

# Implementing the Strategic Plan: How we will do it

## A short-term plan supports a long-term vision

This Implementation Plan identifies Strategic Plan priorities for the next five years and outlines how we will achieve them together. It is not about everything we do as a municipal government, everyday, for the community. With this in mind, enabling people to *come together to build our community* will require that Council, staff and the community do three things:

- **focus our efforts in key areas**
- **phase implementation**
- **monitor our progress and report to the community**

Although its vision spans the next twenty-five years, Richmond Hill's 2009 Strategic Plan itself sets out goals, outcomes and strategies for the next five years. This Implementation Plan reflects the same timeframe. Although by some measures five years is a very long period of time, much of what we are setting out to do cannot be achieved overnight. After five years, the Town will review its Strategic Plan goals, outcomes and strategies to determine if they have been met and whether new ones are needed as we embark on the next half-decade. At that time, a new Implementation Plan will also be prepared.

The remainder of the Implementation Plan sets out our approach.

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## A. Focus our efforts in key areas

### All paths lead to one vision

To achieve our Strategic Plan vision and goals, we must focus our efforts on six key areas over the next five years. The first three areas relate to *how* we will act: We will *provide leadership, engage the community* and *focus on communication*. We will leverage our strengths in these areas.

The last three key areas focus on *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 Town's six key areas of focus are:

### 1. Provide Leadership

Building our community in the way we envision depends as much on *how* we do it as *what* we do. Providing leadership will mean engaging with our community and other like-minded ones to find common ground and to influence and advocate for the Town's future, for this generation and those that follow. We will champion change that can help achieve our vision by representing the Town on agencies, boards and task forces. We will communicate and forge partnerships with the community and with other levels of government.

This kind of leadership is not a novel approach for the Town. In 2006, we solidified Richmond Hill's environmental commitment by gaining certification in Environmental Management Systems (ISO 14001). This internationally recognized standard for environmental management aids the Town in the exchange of ideas and collaboration with others, helps us manage our resources wisely and positions us to be a role model for other communities. In 2009, the Town will open the first Fire Training Centre in York Region. This is an example of the Town's leadership in community safety and business innovation.

Currently, Council and staff are championing improved transit for Richmond Hill. By campaigning for both the extension of the Yonge Subway line to Richmond Hill and the availability of all day-two way GO Transit service, the Town will be better positioned to achieve its goals of *stronger connections, better choice, a more vibrant community and wise management of resources*. The Town is also involved in advocating for the services of other levels of government to be provided close to our residents. In these and other areas, the Town will:

- **Represent the Town on a regional, provincial, national and international level.** We will seek out, and take part in, discussions with like-minded communities at both the Council and staff level to promote Richmond Hill's plan for the future.
- **Initiate partnerships to move the Town and others forward.** We will make connections, and bring about change, by partnering with like-minded communities and organizations to share lessons from past initiatives, join resources to advance common initiatives and act as a role model for public service excellence.

## 2. Engage the community

The future envisioned in the Strategic Plan is one in which *people come together to build our community*. This is predicated on collective, community engagement between Council, staff and the community. By “engagement” we mean leading an active, meaningful connection based on mutual interests and common goals: in this case, the Town’s future.

*People Plan Richmond Hill*, the process used to develop a community vision for the new Strategic Plan, represents a renewed commitment by the Town to community engagement. The process championed reciprocal communication that is inclusive, recognizes diversity, involves people early on, seeks out those individuals who might not otherwise participate, asks questions and most importantly, listens.

We will focus future consultation efforts with this model in mind. The Town will also encourage an ongoing dialogue, the exchange of ideas and involvement with the people of Richmond Hill by using other key lessons from *People Plan Richmond Hill*. This includes being accessible, as well as reaching out to people in the places where they live and work, to hear and bring about the change we want to see. For this to take place, the Town needs to continue building a support structure conducive to community engagement:

- **Make community engagement part of the development of all Town plans.** We will engage with people in a variety of different ways during community consultation for Town plans (e.g. Official Plan, Transportation Master Plan, Parks Plan, Culture Plan, Recreation Plan).
- **Continue dialogue with the community through community roundtables.** Building on one of the most effective *People Plan Richmond Hill* tools, we will continue to connect with the community using this method during the development of Town plans and initiatives.
- **Identify new opportunities for engagement.** Preparing an annual Communication Plan for the Town will allow us to be more strategic in our efforts to improve community engagement. The plan will identify opportunities and key benchmarks for engagement, help determine the best methods of consultation and also recommend communication tools needed to facilitate community engagement.

- **Use technology to engage the community.** The Information Technology (IT) Plan, when completed, will set out a vision and path for the Town's IT division and its infrastructure. Technology is an important tool for community engagement because it enables greater access and opportunities to capture attention and interest. By evolving to become more accessible, for example, the Town's website will provide the opportunity for a greater number of people to engage.
- **Develop the skills and abilities that staff need to foster community engagement.** An important part of providing excellent public service is engaging the community. A staff development program will be prepared that will address this.

### 3. Focus on Communication

Communication with our community involves initiating dialogue, listening, and responding to what we hear. It also involves fostering an understanding of what we do. As well, it means raising awareness in the community of our programs and services. By continually evaluating the ways in which we communicate, we will learn how to do it even better.

To improve communication, we will:

- **Improve how and what the Town communicates.** We will communicate in a manner that is understandable, relevant and accessible by promoting consistent messages, using common language and developing a translation policy.
- **Maximize the effectiveness of current technological tools and explore new ones.** An improved website design will take advantage of new technology, improve access to local information and provide convenient and flexible opportunities for users to access Town programs and services.
- **Market the Town in a consistent manner.** A Branding Strategy will celebrate and market the Town's unique identity and exceptional offerings with the development of consistent messages.
- **Strengthen media relationships.** Developing relationships with different types of media will enable our communications to reach the Town's many different groups, including ethnic communities, to promote understanding, remove barriers to participation and improve access to local information and services.

#### 4. Align Town plans to the new Strategic Plan

The Town has a number of plans that provide direction for areas of municipal interest. These plans are tools that inform our decision-making on key matters such as growth, development or investment in infrastructure. They are invaluable as a means to chart the course for the future we want.

We must complete these plans in order to realize our Strategic Plan vision. Not only will they embody the Strategic Plan's goals, outcomes and strategies, but they will also be developed in the same manner: through leadership, community engagement and communication. It takes time, effort and resources to have the policy direction and recommended actions needed to make our vision of Richmond Hill a reality. It is important to invest the time we need now to ensure these plans serve us well in the future.

The Town has five main plans: the Official Plan, Transportation Master Plan, Parks Plan, Culture Plan and Recreation Plan. Each of these will be aligned with the Strategic Plan, incorporating and implementing policies and actions in support of future goals, outcomes and strategies.

In addition, other plans focus on specific areas or initiatives of the Town and need to be brought in line with the Strategic Plan. These include the Downtown Design and Land Use Study, Regional Centre Study and the Pedestrian and Cycling Master Plan.

All of these diverse plans play a role in achieving the vision of the Strategic Plan, and each will be instrumental in achieving its four goals by directing policy and recommending actions. During the first two years of Strategic Plan implementation, the Official Plan, the Transportation Master Plan and certain specific areas plans will be completed, while a Parks Plan, Culture Plan and Recreation Plan will be completed in the third, fourth and fifth implementation years:



## Schedule of Actions: Key Plans

ACTIONS	RESPONSIBILITY		TIMEFRAME		DESCRIPTION
	Lead Department	Contributor(s)	2009 - 2010	2011 - 2013	
Official Plan	Planning & Development	All	✓		Development of a new Official Plan is underway, one that reflects the priorities of the Strategic Plan and puts in place planning and land-use policies to guide the physical development of our community. Preparation of this plan started in 2007 with joint consultation through the <i>People Plan Richmond Hill</i> process and will culminate in its 2010 approval by Council. The Official Plan will also recommend specific actions to bring about in Phase Two of implementation.
Transportation Master Plan	Engineering & Public Works	All	✓		The Transportation Master Plan, approved in 2006, will be revised and updated to reflect the priorities of the new Strategic Plan and Official Plan. It will recommend specific actions to bring about in Phase Two of implementation.
Parks Plan	Parks, Recreation & Culture	All		✓	A new Parks Plan will reflect the priorities of the Strategic Plan and recommend specific actions to bring about in Phase Two of implementation.
Culture Plan	Parks, Recreation & Culture	All		✓	A new Culture Plan will be prepared that reflects the priorities of the Strategic Plan and recommends specific actions to bring about in Phase Two of implementation.
Recreation Plan	Parks, Recreation & Culture	All		✓	A new Recreation Plan will be prepared that reflects the priorities of the Strategic Plan and recommends specific actions to bring about in Phase Two of implementation.
Downtown Design and Land Use Study	Planning & Development		✓		The Downtown Design and Land Use Study will guide development and investment by providing a vision for the Downtown; strategies for land use, circulation, heritage and design; and recommendations to implement this long-term vision.
Regional Centre Study	Planning & Development		✓		The Regional Centre Study will produce a strategy for developing this area as an inter-modal transit or "mobility hub."
Pedestrian and Cycling Master Plan	Engineering and Public Works		✓		The Pedestrian and Cycling Master Plan, a recommendation of the 2006 Transportation Master Plan, is a sustainable transportation initiative. Its mandate is establishing a safe, convenient, continuous and connected pedestrian and cycling system within the Town of Richmond Hill.

## 5. Undertake new initiatives

Realizing the vision of a different future for Richmond Hill will mean undertaking new initiatives. Initiatives of immediate priority include those that come out of the recommendation of specific studies and those that improve service to the community.

New initiatives cover a broad spectrum. Recent new initiatives at the Town include the establishment of a Business Improvement Area, the creation of Access Richmond Hill and the introduction of e-business options. The Town has also created a green infrastructure program that includes a green building policy, upgrades to Town buildings to improve energy efficiency and renewable energy projects. Two major initiatives that the Town is currently advocating for are the extension of the Yonge Subway line to Richmond Hill and the availability of two way-all day service from GO Transit.

Many more investment ideas and projects will emerge as a product of the plans scheduled for completion over the next five years. In the meantime, certain key new initiatives must be undertaken now, in the first two years of implementation, to propel the change we anticipate:

### Schedule of Actions: New Initiatives

ACTIONS	RESPONSIBILITY		TIMEFRAME		DESCRIPTION
	Lead Department	Contributor(s)	2009 - 2010	2011 - 2013	
Phase Two Access Richmond Hill	Corporate & Financial Services	All	✓	✓	To improve the flow of information and provide convenient, flexible opportunities for the community to access programs and services, the Town is expanding Access Richmond Hill – the one-stop shop for Town services. Access Richmond Hill will include Language Line as well as additional services relating to the Engineering & Public Works, Planning & Development and Chief Administrative Officer departments.
Continuous Improvement Initiative	Chief Administrative Officer	All	✓	✓	This initiative allows the Town to evaluate and improve the delivery of services in an effort to maximize efficiency, effectiveness and flexibility.
High Rise Waste Diversion	Engineering & Public Works		✓		This new initiative will expand the diversion program into multi-unit apartment buildings, assisting the Town with its <i>wise management of resources</i> mandate.

ACTIONS	RESPONSIBILITY		TIMEFRAME		DESCRIPTION
	Lead Department	Contributor(s)	2009 - 2010	2011 - 2013	
Regional Recycling Centre	Engineering & Public Works		✓	✓	A Community Environmental Centre in Richmond Hill will provide residents with a convenient waste management location where they can drop off a variety of reusable and/or recyclable materials.
Town Hall Relocation	Chief Administrative Officer	All	✓		Consultation on the possible relocation of the Town Hall will take place in fall 2009. This project supports <i>stronger connections</i> in Richmond Hill.
Branding Strategy	Chief Administrative Officer	All	✓		This strategy will celebrate the Town's unique identity and direct the marketing of Richmond Hill. This supports our vision of a <i>more vibrant</i> community that offers <i>better choice</i> .
Economic Development Strategy	Chief Administrative Officer	Planning & Development	✓		This strategy will position the Town to meet its economic development targets in the future and supports <i>better choice</i> for living and working in Richmond Hill.
Heritage Services Review	Chief Administrative Officer	All	✓		The Heritage Review will assess how the Town stewards its heritage resources and recommend a <i>more vibrant</i> vision for the future.
Fire Training Centre	Fire		✓		The Fire Training Centre will provide training, in its own dedicated facility, for Fire Department staff in Richmond Hill, other municipalities and other private training providers.
Website Update	Corporate & Financial Services	All	✓	✓	The Town's website will be updated following completion of the Branding Strategy to reflect its branding and marketing vision.
Grants Strategy	Chief Administrative Officer	All	✓	✓	The Grants Strategy will annually identify priority grant seeking areas in which to concentrate efforts. The Strategy will focus both on grant programs with established application processes as well as accessing funds outside of formal grant programs, in effect creating our own funding opportunities.
Green Purchasing Strategy	Corporate & Financial Services	All	✓		A Green Purchasing Strategy will be developed as part of a review of procurement in the Town to support <i>wise management of resources</i> .

## 6. Invest in our community

Town Council has a proud record of community investment. In recent history, we have built community centres, libraries, fire halls, arenas, roads, bridges, sidewalks and trails. One of our most recent investments has been in the Richmond Hill Centre for the Performing Arts (RHCFPA), a facility that has the potential to create a *more vibrant* Richmond Hill and forge *stronger connections* in the community.

The Town will continue to design, build, maintain and enhance various aspects of our community to allow people in Richmond Hill to *come together to build our community*. Infrastructure can provide *stronger connections* (for example, trails to transit), *better choice* (for example, community centre programs), a *more vibrant* Town (for example, the RHCFPA) and opportunities for *wise management of resources* (for example, energy-efficient buildings). Investments may be as straightforward as installing solar panels at the Bayview Hill Community Centre, or as complex as designing and constructing the Oak Ridges Community Centre to LEED standards. These investments, and many others that will be pursued in the next five years, are listed below:

### Schedule of Actions: Investments

ACTIONS	RESPONSIBILITY		TIMEFRAME		DESCRIPTION
	Lead Department	Contributor(s)	2009 - 2010	2011 - 2013	
Oak Ridges Community Centre	Engineering & Public Works	Parks, Recreation & Culture	✓		A new Community Centre in Oak Ridges will provide opportunities for people to connect and be active. This LEED Silver Green Building will also be a symbol of the Town's commitment to the <i>wise use of resources</i> .
District 6 Fire Hall	Fire	Engineering & Public Works	✓	✓	A new fire hall in the north part of Richmond Hill will enhance community safety and promote <i>stronger connections</i> .
Trails & Cycling Infrastructure	Engineering & Public Works/ Parks, Recreation & Culture		✓	✓	The Town will facilitate greater physical connections and opportunities to be active by expanding and adding to the present trails and cycling infrastructure.

ACTIONS	RESPONSIBILITY		TIMEFRAME		DESCRIPTION
	Lead Department	Contributor(s)	2009 - 2010	2011 - 2013	
Wind Turbine at Richmond Green	Engineering & Public Works		✓		Part of the Town's green infrastructure program, the Wind Turbine project demonstrates the Town's commitment to renewable energy programs and to modelling Environmental Management.
Solar Installation at Bayview Hill Community Centre	Engineering & Public Works		✓		Part of the Town's green infrastructure program, the Solar Installation project demonstrates the Town's commitment to renewable energy programs and being a role model in Environmental Management.
Low Emission Vehicles Purchase	Engineering & Public Works		✓	✓	Part of the Town's green infrastructure program, low energy vehicles demonstrate the Town's commitment to the <i>wise use of resources</i> and to being a role model for municipal management.
Richvale Athletic Fields Reconstruction	Parks, Recreation & Culture		✓		This revitalized destination provides an improved range of sport and recreation opportunities and fosters <i>stronger connections</i> within the local neighbourhood and community.
Community Stewardship Program	Parks, Recreation & Culture		✓	✓	This ongoing capital program is comprised of various natural heritage partnership projects that aim to improve the Town's urban forest cover, ecologically enhance the Town's lakes, rivers and wetlands and engage the community in natural area stewardship and environmental restoration initiatives.
Artificial Turf for Richmond Green	Parks, Recreation & Culture		✓		The Artificial Turf Soccer Facility at Richmond Green involves the conversion of an existing soccer field, permitting a higher quality play surface, longer play season and lower maintenance costs. It promotes <i>stronger connections</i> and also supports one of the Town's largest clubs, Richmond Hill Soccer Club, in its efforts to meet the resident demand for soccer programs.

Still more investment considerations and projects will be identified in Phase Two of implementation as plans and new initiatives are completed. These may include upgrading or building new infrastructure to support transit improvements, or constructing new, energy-efficient buildings or investing in the Downtown.

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## B. Phased Implementation

### Multiple phases for a multifaceted plan

Charting a five year Implementation Plan is a comprehensive and ambitious task. It needs to consider the alignment of Town functions and operations (such as the annual budget process) as well as the completion and alignment of many other key plans (including the Official Plan, Transportation Master Plan, Regional Centre Study, Downtown Urban Design and Land Use Study, and the Pedestrian and Cycling Master Plan). The completion of these activities and plans over the next two years will inspire and direct new initiatives and investments for completion during the balance of the Implementation Plan's five-year timeframe. It makes sense, therefore, to implement the Strategic Plan in two phases.

The initiatives and investment projects that have already been approved, received funding or are currently in progress comprise the first two years of implementation, Phase One. Recommendations for new initiatives and community investments that the Town's final plans give rise to will be addressed during Phase Two of implementation.





### Phase One: 2009 and 2010

This initial phase includes initiatives and actions already begun, as well as those to be carried out in 2009 and 2010, in support of the Town's Strategic Plan vision and goals. In Phase One we will:

- Complete plans currently underway (Official Plan, Transportation Master Plan, Regional Centre Study, Downtown Urban Design and Land Use Study and Cycling and Pedestrian Master Plan).
- Initiate the Parks Plan, Culture Plan and Recreation Plan.
- Identify new initiatives and investment projects emerging from Town plans for 2011, 2012 and 2013.
- Complete the 2009 and 2010 initiatives identified in this Implementation Plan.
- Complete the 2009 and 2010 investment projects identified in this Implementation Plan.

### Phase Two: 2011 to 2014

The second phase of implementation will address recommended new initiatives and community investment projects that emerge from the Town's completed plans. In Phase Two we will:

- Complete the Parks Plan, Culture Plan and Recreation Plan.
- Complete 2011, 2012 and 2013 initiatives.
- Complete 2011, 2012 and 2013 investment projects.

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## C. Monitor progress and report to the community

### Ensuring and sharing success

Determining our progress at implementing the Strategic Plan will require regular monitoring and reporting. Annually assessing the actions completed will allow us to celebrate our successes along the way, and communicating the next steps will help focus efforts on those tasks yet to be achieved. An important part of monitoring will include measuring our progress using key indicators, which will be developed as part of Phase One implementation.

Monitoring and reporting will be different in each of the two implementation phases. In Phase One, the focus will be on ensuring that the Town's plans are completed on time and include policies and recommendations in support of Strategic Plan goals. We will also monitor the completion of new initiatives and investments to determine their contribution to these goals.

In Phase Two, our approach will evolve to monitoring goals as the new directions, policies and recommendations of completed plans begin to take effect. Reports to Council and the community are anticipated as follows:

#### Spring 2010

- Status update on the alignment of the Town's plans to the Strategic Plan.
- Specific actions to date.
- Confirmation of tasks for the year ahead.

#### Spring 2011

- Summary report of all activities undertaken during Phase One.
- Plan of action for Phase Two.
- Key indicator measures for Strategic Plan goals.

#### Spring 2012

- Summary report, first year of Phase Two activities.

#### Spring 2013

- Summary report on all Phase Two activities to date.

#### Spring 2014

- Summary report on all Phase Two activities to date.
- Strategic Plan review to ensure it continues to represent the Richmond Hill community vision.

## Summary & Conclusion

### Charting a course for the future

This Implementation Plan is a framework for translating the vision behind our Strategic Plan – *Richmond Hill, where people come together to build our community* – into action. It charts our course for the short-term, ensuring that the journey we take over the next five years will carry us closer to our community's long-term vision.

**We know *why* we are doing this: so that we can plan for change in a way that is best for the Town.**

**We know *who* we are doing this for: the people of Richmond Hill.**

**We know *what* we need to do: implement the Strategic Plan vision, goals and outcomes.**

**We know *how* we will do this: by providing leadership, engaging the community and focusing on communication.**

**We know *when* we will accomplish this: over the next five years.**

Town Council, staff and the community have collaborated to make *A Plan for People, a Plan for Change* a community effort from its very beginning. As we move forward with implementation, we will continue working together with the same inclusive, engaging approach that allowed this inspiring community vision to take shape.



# *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.**

Realizing our vision of Richmond Hill as a place *where people come together to build our community* will depend on people becoming more connected with each other and with our Town. This will mean fostering stronger social networks by finding common ground, keeping lines of communication open and building stronger links and relationships. It also means developing stronger connections on the ground, such as physical networks, like roadways and transit, as well as environmental networks.

## **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.**

Better choice for housing reflects a range of affordability and neighbourhoods. Better choice for transportation involves transit and roadways, as well as opportunities for cyclists and pedestrians. Better choice for employment includes diversity in our economic base. We also need better choice in the way we remain active, healthy and contribute to our Town.

## **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.**

A more vibrant Richmond Hill will be an exciting destination in which to live, work or visit. Its unique identity derives from a rich heritage and promising future. It will have a sense of community built on strong connections and choice. It will be a place where people celebrate natural and cultural diversity, foster creativity, exchange ideas and appreciate the arts.

## **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.**

We need to be even more responsible – and less wasteful – in our usage of the resources we have, including people, time, money and the environment that supports us. Wise management entails reducing commute times and increasing access. It means continuing to be financially responsible. It involves better choices for greening our community and creating more energy efficient homes and businesses. It also includes stronger connections between our community and the food we eat, the goods we consume and the waste we produce.

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#### 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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