



## **POSITION BRIEF**

**Director, Business Performance and Advisory Services  
Kwantlen Polytechnic University  
Metro Vancouver, British Columbia**

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# 1. The Opportunity

Kwantlen Polytechnic University (KPU) is a regionally focused, teaching university. Situated in Metro Vancouver, KPU is a multi-sector university with an operating budget of approximately \$150 million. KPU offers a wide array of programs, including academic upgrading, trades and technology programs, one and two-year certificates, diploma programs, baccalaureate and post-baccalaureate programs to 20,000 students on campuses in Surrey, Richmond, Langley and Cloverdale.

KPU has embarked on an exciting new path as it builds on its traditional strengths while pursuing opportunities that its polytechnic status offers to students, faculty, and staff.

KPU seeks a Director, Business Performance and Advisory Services who will bring proven leadership and will work with the Board of Governors and the Vice President, Finance and Administration to provide independent, objective business performance and advisory services.

The successful candidate will have completed a recognized professional accounting designation and be in good standing. CIA (Certified Internal Auditor) or CFE (Certified Fraud Examiner) designations and experience in the post-secondary sector are considered assets.

She/he will have senior management experience and a solid understanding of audit practices and standards, risk-based audit planning, and governance and accountability in the public sector. A minimum of seven years management experience and a proven track record of effective leadership and change management resulting in improvements to service quality, staff productivity and systems efficiency. Experience working in the post-secondary sector, as well as in a unionized environment, are considered assets.

S/he will welcome the opportunity to work closely with the Board of Governors and the senior management team to deliver university planning and reporting, both assurance and non-assurance. As a confident and enthusiastic leader, s/he believes in the importance of communication and working cooperatively to build positive relationships within the university community and to make effective decisions that manage risk and align with the University's priorities.

## 2. Kwantlen Polytechnic University

### OVERVIEW



KPU has played an important role in the development and delivery of post-secondary education in British Columbia for over 30 years. During this time, KPU has educated more than 200,000 citizens, and made significant contributions, economically, socially and culturally to the communities of Langley, Richmond, Surrey, Delta and beyond. Initially established by the government of British Columbia in 1981, KPU has undergone mandate changes from that of a college to that of a university college to one of British Columbia's

new universities and, more specifically, a polytechnic university.

Known for the exceptional learning environment it offers, KPU delivers more than 135 programs across seven Faculties, which include:

- Faculty of Arts
- School of Business
- Chip and Shannon Wilson School of Design
- Faculty of Science and Horticulture
- Faculty of Health
- Faculty of Academic and Career Advancement
- Faculty of Trades and Technology

This comprehensive range of ladder programs—vocational and preparatory through academic and professional areas—facilitates student progression from certificate and diploma credentials to degree programs. Campus life encompasses the social, athletic, and service-oriented experiences that are vital to students' personal growth and learning. With approximately 20,000 students, (12,700 full-time equivalents) KPU offers a balanced approach to education by providing teaching and learning excellence, co-operative work experiences, open access, ladder education programs, and vibrant scholarly environments that meet community and industry needs. The University is committed to innovation that is relevant to student learning; access and opportunity for individuals across diverse social and cultural groups; collaboration with community partners; responsiveness to local government, business, and industry needs; and civic responsibility.

To ensure ongoing responsiveness to the communities throughout its regions, KPU provides:

- 1 Programming relevant to individual learners, diverse social and cultural groups, and labour market need;
- 2 Practical educational experiences that prepare learners for careers as well as graduate study;
- 3 Experiential learning that engenders community leadership and civic responsibility.

One of the most significant factors contributing to a satisfying educational experience is the quality of teaching. KPU attracts faculty who are not only experts in their fields, but are also practicing professionals passionate about teaching and learning. KPU's faculty embrace and adhere to a diverse and eclectic concept of scholarly activity including the scholarship of discovery, integration,

application, teaching and learning and creativity. Their innovative and supportive approach ensures KPU's courses and programs are engaging and challenging.

To support its growing communities and the need for additional post-secondary seats, KPU and the provincial and federal governments have invested over \$90 million for new facilities at KPU in the past few years. Construction of the 17,203 square metre purpose built space for trades and technology at the Cloverdale campus has a LEED Gold designation and offers an exceptional environment for learning. Expansions at the Surrey campus have provided 42% more space. In addition, the Library expansion at the Surrey campus provides 169% more space, including additional student support in a Learning Centre and a Math lab. Recently, KPU completed an Aboriginal Gathering Place at the Surrey campus in a location adjacent to a wooded area, pond and courtyard. Such space will support a phased plan to create an Aboriginal garden which will include species that would have been used for ceremonial, food and medicinal purposes. Finally, the Institute for Sustainable Horticulture at the Langley campus has received funding from the Canada Foundation for Innovation, the British Columbia Knowledge Development Fund and KPU for a research building and green house which has recently completed construction and is anticipated to achieve LEED Gold. The new facilities support three green technology themes, integrated pest management, green energy and climate control systems for horticulture greenhouses, and plant production systems and new crops for green energy horticulture greenhouses. As an example of the University's responsiveness to new and emerging economies, the University developed a Brewing and Brewery Operations Program, one of only three in Canada. A dedicated brewing laboratory is expected to open in February, 2015. Plans for further development on the Surrey, Langley, and Richmond campuses are underway in response to the expanding program offerings, student base, and enhanced mandate of the University.

KPU is currently in partnership between the Province of B.C., Chip and Shannon Wilson, lululemon athletica, and KPU to build the Chip and Shannon Wilson School of Design at Kwantlen Polytechnic University, a \$36 million dollar project with the goal of solidifying the future of B.C.'s technical apparel industry. In recent years, the University has been recognized for its many achievements. *MediaCorp* placed KPU on its 2007 *Top 100 Employers* roster for the University's dedication to excellent human resources practices and recognized KPU as a Top Employer in BC for 2008 through to 2015. In 2008, KPU was one of only three recipients of the *BC Hydro Power Smart Excellence Award*. KPU was the only post-secondary institution ever nominated for this prestigious award.

For more information on KPU, please visit <http://www.kwantlen.ca/home.html>

## **HISTORY**

Kwantlen College was formed in 1981 after separating from Douglas College. Following a provincial government initiative designed to increase access to degree programs in British Columbia in 1988, KPU became one of five community colleges re-designated as university colleges with authority to offer baccalaureate degrees. In 1995, they were awarded the authority to offer degrees under their own authority and name.

On April 22, 2008, the Provincial Government announced its intention to amend the *University Act* at the Legislative Assembly of British Columbia to re-designate Kwantlen University College as Kwantlen Polytechnic University, in recognition of its "versatility in providing academic, trades and horticultural training." The legislation renaming the University College received Royal Assent on May 29th 2008.

A link to this University Act can be found at: <http://www.kpu.ca/senate>

On October 24, 2008, KPU became a member of the Association of Universities and Colleges of Canada (AUCC). The AUCC's quality assurance benchmarks and requirements validate the professional practices and standards of member institutions and facilitate a student's ability to progress from undergraduate to graduate programs and universities across Canada and the world.

Testament to KPU's program quality is acknowledgement of the University by many national and international organizations. KPU's Business, Nursing, Interior Design, and Environmental Protection programs are accredited nationally and / or internationally:

- Business—Association of Collegiate Business Schools and Programs
- Nursing—Canadian Association of Schools of Nursing
- Interior Design—Council for Interior Design Accreditation
- Environmental Protection—Canadian Council of Technicians and Technologists

In addition, in 2009 KPU achieved exempt status for degree approval from the Province's Degree Quality Assessment Board.

## **UNIVERSITY MISSION & MANDATE**

KPU offers a balanced approach to education by focusing on teaching and learning, community and industry need, work experience, and open access, as well as the university scholarly environment. Contributions by the University to society through knowledge production, cultural understanding, high level skills and information transfer and advocacy proceed from the long-standing and enabling values of collegial governance, research and knowledge creation, and academic freedom. As a community-based, open access institution, KPU aims to increase community learning capacity through innovative educational options and approaches imbedded across a comprehensive range of ladder programs—from vocational and preparatory through degree. The University is committed to theoretically rich and practical learning experiences:

- Responsive programming, research, and innovation relevant to individual students, diverse communities, and labour market need;
- Educational experiences that prepare learners for professional practice as well as post-graduate academic study; and,
- Experiential learning which fosters community leadership through civic engagement.

For more information regarding the University's mission and mandate please visit: [www.kwantlen.ca/mission/mission-mandate.html](http://www.kwantlen.ca/mission/mission-mandate.html)

## **STRATEGIC PLAN**

The KPU Strategic Plan: VISION 2018 is the result of nine months of discussions both internally and with KPU's external communities. It builds upon related work undertaken over the past few years and an ongoing analysis of the environment in which it operates. KPU's vision and goals have been tested against the expectations of the communities it serves and against scenarios for the future of our region and our province. The three themes of Quality, Relevance and Reputation capture both the challenge and the opportunity that presents themselves to KPU.

All great cities and towns have vibrant and well recognized universities and colleges. Improving quality and relevance at KPU will build our reputation and so contribute to the evolution of our region. KPU will be sharing the progress towards its vision openly and regularly, and thereby generate the momentum needed for the University and its communities to mutually support each other, and to grow and thrive together. VISION 2018 is a bold strategic document that harnesses the palpable optimism, passion and dedication of everyone at KPU.

# 3. Governance and Administration

## BOARD OF GOVERNORS

The Board of Governors is comprised of a dedicated and experienced group of professionals who provide governance to the organization. It is comprised of the individuals listed below:

### Board Chair

Lisa Skakun

General Counsel and Corporate Secretary, Coast Capital Savings

### Board Vice-Chair

Vacant

### Community Members

Chris McCue

President, McCue Engineering Contractors (McCue)

Hanne Madsen

Chair, GroYourBiz

Jamie Kokosa

Director, Investor Relations Ritchie Bros. Auctioneers

Vacant

Vacant

Vacant

### Faculty Representative

Marc Kampschuur

Instructor, School of Business

Suzanne Pearce

Instructor, Chemistry

### Professional Support Staff Representative

Kim Rose

Faculty of Academic and Career Advancement

### Student Representatives

Steven Button

Student, Philosophy

Jessica Lar-Son

Student, English

### Ex-Officio

Alan Davis

President & Vice Chancellor

George Melville

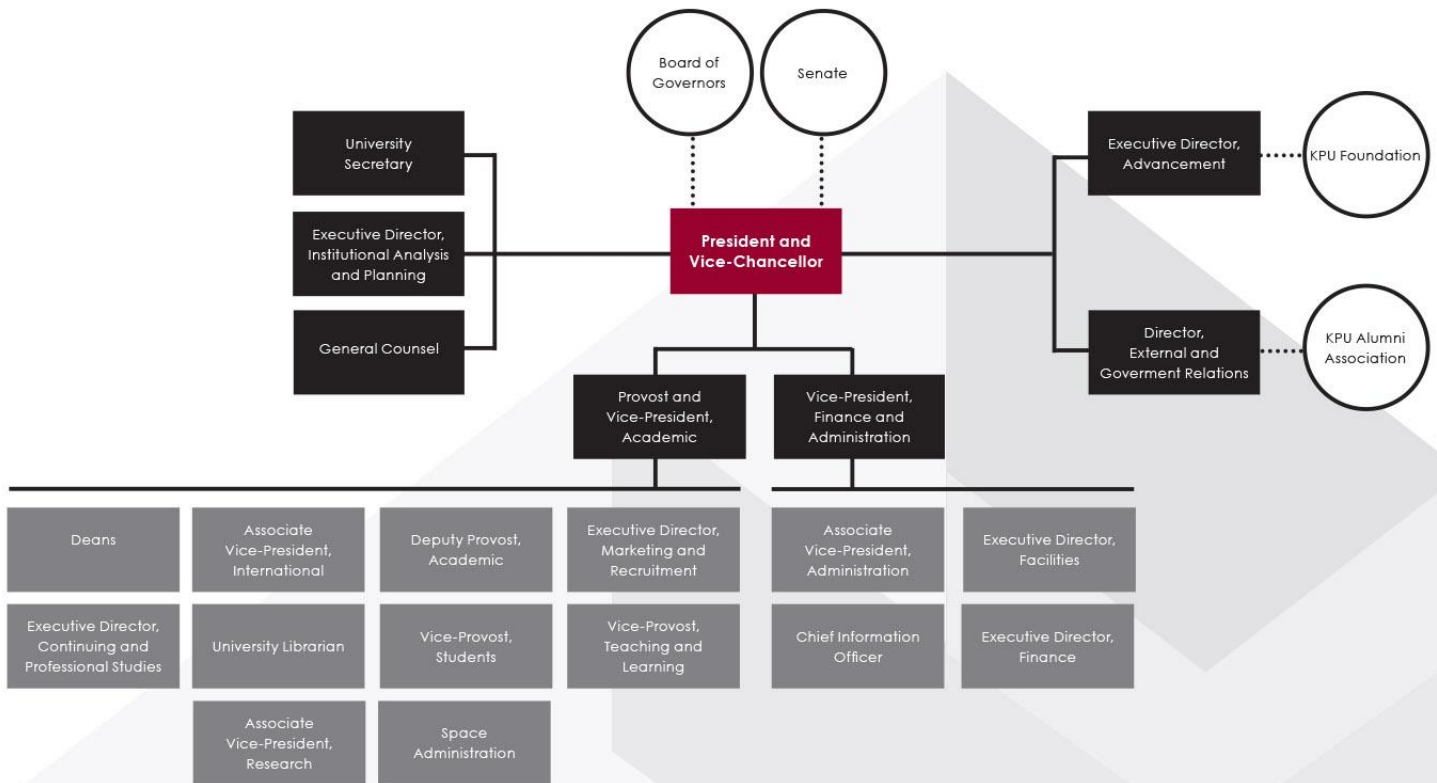
Chancellor

For more information on KPU's Board of Governors and other corporate governance topics, please visit: [www.kpu.ca/governors/members](http://www.kpu.ca/governors/members)

## UNIVERSITY EXECUTIVE

KPU's Senior Administrative Team consists of the following individuals:

Alan Davis	President & Vice Chancellor
Salvador Ferreras	Provost & Vice-President, Academic
Jon Harding	Vice-President, Finance & Administration
Harry Gray	Associate Vice-President, Administration
Jane Fee	Vice Provost, Students
Stuart McIlmoyle	Associate Vice President, International
Arthur Fallick	Associate Vice President, Research
Zena Mitchell	University Registrar
Steve Lewarne	Chief Advancement Officer
Kathy Lylyk	Executive Director, Finance
Shelley Wrean	General Counsel
Lori McElroy	Executive Director, Institutional Analysis & Planning
Joanne Saunders	Executive Director, Marketing & Recruitment Services
Marlyn Graziano	Director, External and Government Affairs
Keri van Gerven	University Secretary & Confidential Assistant to the President and Vice Chancellor



Last Updated: August 2015

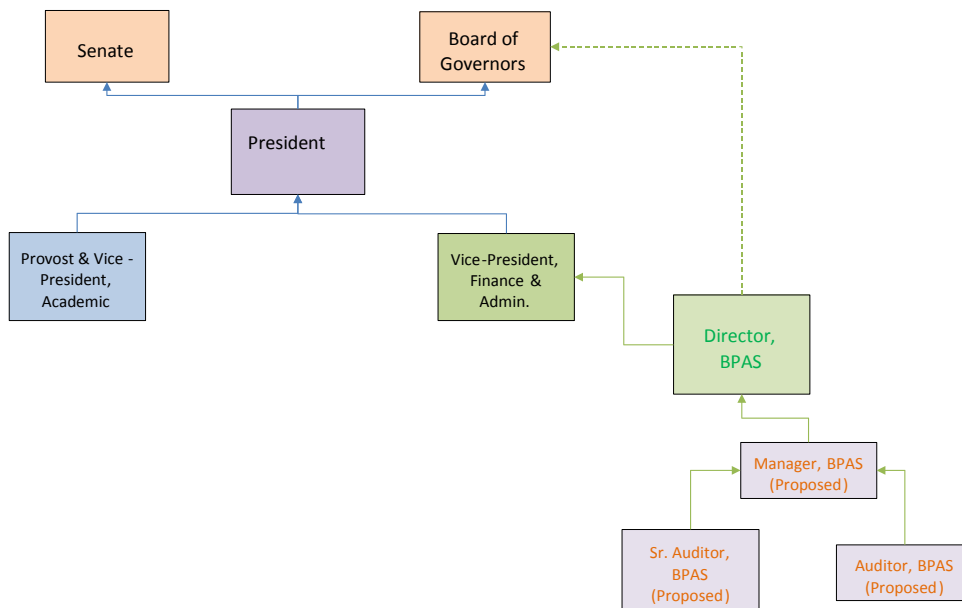


# 4. BUSINESS PERFORMANCE AND ADVISORY SERVICES

The scope of work for BPAS includes the entire KPU operation under the portfolios of the President and VPs. With expertise in risk assessment, internal control design, implementation and monitoring, and program/systems performance evaluation, the department provides a knowledgeable and critical review of the administrative activities of the University and its annual operating budget of approximately \$135 million and tangible capital assets of approximately \$180 million.

The objectives of BPAS will include assessment of one or more of the following:

- Governance: the effectiveness of risk management, control and governance processes;
- Effectiveness: progress towards objectives and goals;
- Efficiency: the accomplishment of objectives with the minimum amount of University resources and the maximum amount of output;
- Accountability: the integrity and reliability of financial and operating information and the means used to identify, measure, control, classify and report such information;
- Compliance: with those policies, plans, procedures, laws and regulations which have a significant impact on University operations; and
- Asset Safeguards: the means of protecting assets, including information and, as appropriate, verify the existence of such assets. This may include investigations of potentially inappropriate activities.



# 5. Strategic Planning

KPU's Strategic Plan: [VISION 2018](#) is the result of months of discussions both internally and with KPU's external communities. It builds upon related work undertaken over the past few years and on our ongoing analysis of the environment in which we operate.

Vision 2018 includes the following areas of priority related to the role of the Director, Business Performance and Advisory Services:

- 1 Ensuring a well-managed, integrated and transparent organization that supports learning:**
  - Implement an integrated system that aligns institutional plans, allows for strategic allocation of resources and facilitates the articulation of, and report on, annual goals and priorities
  - Institute effective quality assurance processes that allow for regular review of all areas of the University
  - Review and adjust KPU's procedures to ensure efficiency and effectiveness
  - Broaden the modes and increase the frequency of communication within the University community in order to enhance transparency, decision-making, collaboration and relationship-building among departments
  - Implement initiatives that will attract, support, engage and retain KPU's people and create an environment where all employees see themselves as contributing to student learning
  - Continue to enhance environmental sustainability efforts on campus
  - Create an inclusive and safe learning environment for everyone at KPU
  
- 2 Integrated Planning**
  - Recognizing that no part of the University operates in isolation, ensure that KPU has committed to integrated planning: a holistic approach to coordinating all planning, resource allocation and accountability activities
  - Ensure that all planning is aligned with the strategic plan in all areas
  - Articulate annual goals and priorities
  - Allocate scarce resources to meet these goals and priorities
  - Measure the achievement of the University's goals
  - Communicate the results effectively
  - Create space for innovation

## 6. Financial Information

For information on KPU's finances, please visit <http://www.kpu.ca/iap/accountability-plans> to access KPU's Accountability Plan.



## 6. Position Description, Director, Business Performance and Advisory Services

### **OBJECTIVES:**

The Business Performance and Advisory Services (BPAS) Director provides the Board of Governors and the Vice President, Finance and Administration with independent, objective business performance and advisory services through the delivery of a comprehensive, risk-based Annual Business Performance Plan, including assurance (internal audit), enterprise strategy, and business performance elements.

The Director provides leadership and administration of all activities related to the BPAS department. In this capacity, the Executive Director recommends to the Audit Committee a broad, comprehensive, risk-based Annual Assurance Plan (AAP). The AAP will consider the effectiveness, efficiency, and accountability of the University's operational policies, procedures, and practices, as well as the University's compliance with such policies, procedures and practices. The Director is responsible the implementation of the approved AAP, and will monitor and report on the progress of its implementation to the Audit Committee.

The Director is also responsible for the day-to-day management of the BPAS department, for all aspects of client service including *ad hoc* projects and for ensuring appropriate quality standards are maintained in the delivery of services.

### **STRUCTURE:**

The Director of BPAS reports functionally to the Audit Committee of the Board of Governors and administratively to the VP, Finance and Administration; therefore, while BPAS works with management in the delivery of its programs, it maintains its independence from management through a direct reporting relationship with the Board of Governors. As this is a new department, additional staff will be brought on board to support the Director as the portfolio grows and upon availability of funding.

## **NATURE AND SCOPE:**

Under the leadership of the Director, the scope of work for BPAS includes the entire KPU operation under the portfolios of the President and VPs. With expertise in risk assessment, internal control design, implementation and monitoring, and program/systems performance evaluation, the department provides a knowledgeable and critical review of the administrative activities of the University and its annual operating budget of approximately \$135 million and tangible capital assets of approximately \$180 million.

The objectives of BPAS will include assessment of one or more of the following:

- Governance: the effectiveness of risk management, control and governance processes;
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- Accountability: the integrity and reliability of financial and operating information and the means used to identify, measure, control, classify and report such information;
- Compliance: with those policies, plans, procedures, laws and regulations which have a significant impact on University operations; and
- Asset Safeguards: the means of protecting assets, including information and, as appropriate, verify the existence of such assets. This may include investigations of potentially inappropriate activities.

## **SPECIFIC ACCOUNTABILITIES:**

This position is accountable for:

### **University Planning and Reporting – Assurance**

Develop an Annual Assurance Plan (AAP) based on a comprehensive review and analysis of the University business activities and associated risks; submit through the VP, Finance and Administration's office to the Audit Committee for review and approval.

Champion the establishment of an integrated risk management process that will provide a critical basis for developing the AAP aligned with University priorities.

Develop regular Progress Reports and an Annual Report on the implementation of the approved AAP; submit through the VP, Finance and Administration's office to the Audit Committee for review in conjunction with regularly scheduled meetings.

Attend all regularly scheduled meetings of the Audit Committee. At the request of the Committee, present and discuss submitted documents or areas of interest. Inform the Audit Committee and provide periodic reports on high-risk audit recommendations that are pending resolution. Annually, in consultation with the VP, Finance and Administration, and the Audit Committee, reassess the BPAS department's scope of activities; taking into account the cost justification of each element of activity.

### **Project Management**

Develop, implement and monitor Administrative systems to provide assurance of:

Compliance with:

- BPAS policy and related procedures,
- A professional accounting body (or equivalent) Code of Ethics, and
- Relevant laws, regulations, and standards.

Effective and efficient client service:

- Respond to feedback, in a timely manner, to provide assurance of continuous quality improvement of audit services.
- Approve all project plans prior to project fieldwork.
- Review all project files and identify queries upon completion of fieldwork; prior to clarification of Detailed Findings with the Client.
- Finalize and release, in draft and then in final form, all project reports. Finalize and issue follow-up memorandums and other communications. Ensure appropriate response from University Administration to report Conclusions and Recommendations. Meet with Client management as appropriate.

A formal follow-up process

- To provide assurance that recommendations have been effectively implemented. Meet with the respective VPs periodically to review high-risk outstanding recommendations with a view to resolution on a timely basis.

### **University Planning and Reporting – Non-Assurance**

Develop an annual Strategic Resource Plan (SRP) for BPAS to address non-assurance related activities; submit through the VP, Finance and Administration, to the Office of the President for review and discussion.

Develop monthly status reports outlining progress towards the achievement of the approved SRP and other relevant BPAS activities; submit to VP, Finance and Administration, and meet monthly, or as considered necessary, to discuss

- the monthly status report,
- preliminary findings of projects in process, and
- resource concerns.

Assist the VP, Finance and Administration, in designing a system for investigating potentially inappropriate activities. Conduct investigations as required.

Contribute at senior administrative meetings, as required by the VP, Finance and Administration, such as strategic planning sessions and operational committees. Build positive working relationships.

Represent BPAS at various internal communities of the University. Consult with key stakeholders to provide assurance that an appropriate level of communications, regarding the activities of BPAS, exists.

Be responsible for the communication, administration and interpretation of BPAS policy and related procedures.

Participate in significant re-engineering and change management projects of the University; providing control and risk management advisory services, as appropriate.

Perform additional projects on an *ad hoc* basis, as required by the VP, Finance and Administration.

### **Human Resources Management**

Provide leadership, supervision and direction to employees within the BPAS Department. Select, hire, train, develop, evaluate, and terminate employees within the BPAS department in accordance with collective agreements and University policies. Administer the collective agreement and represent management in the grievance process, as required. Ensure performance of individual employees satisfies required standards and take appropriate measures where discipline is required. Provide input into the collective bargaining process, as required.

### **QUALIFICATIONS:**

1. Completion of a recognized professional accounting designation, in good standing. CIA (Certified Internal Auditor) or CFE (Certified Fraud Examiner) designations and experience in the post-secondary sector are considered assets.
2. Extensive senior management experience and a solid understanding of audit practices and standards, risk-based audit planning, and governance and accountability in the public sector.
3. Minimum of seven years management experience and a proven track record of effective leadership and change management resulting in improvements to service quality, staff productivity and systems efficiency. Experience in a unionized environment is desirable.
4. Advanced project leadership and facilitation skills with extensive senior level experience managing complex initiatives and projects.
5. Demonstrated ability to develop and maintain collaborative working relationships with internal and external stakeholders, including the ability to balance needs and interests of diverse groups.
6. Experience in financial, human resource, information and technology management practices and systems.
7. Experience working with and presenting to governance boards, including providing governance and audit advice in an *in camera* setting.
8. Demonstrated client focus - understanding and meeting or exceeding internal and external stakeholder needs.
9. Demonstrated excellent interpersonal, supervisory and communication skills, both written and verbal.
10. Demonstrated ability to work effectively as part of a management team, including leading, mentoring, and training a team of professional staff.
11. Organizational Awareness: understands the structure, culture and strategic needs of an organization. A demonstrated understanding of and respect for the diverse values and culture of a university environment considered an asset.
12. Proven ability to exercise tact and diplomacy, confidentiality, and conflict resolution skills.

## 8. About Metro Vancouver



The Metro Vancouver region is well known for its breathtaking landscape, cultural diversity and vast economic potential. In recent years, British Columbia's international profile has surged, thanks to the reputation the city of Vancouver has garnered as one of the world's top five livable cities. Vancouver's excellent quality of life helped BC win the honour of hosting the 2010 Olympic and Paralympic Winter Games, and the city continues to develop at a rapid pace. With a population of nearly 2.2 million, Metro Vancouver is the largest metropolitan centre in Western Canada. It is a truly dynamic place to live and build a rewarding career.

The Metro Vancouver region consists of 21 municipalities, including: Abbotsford, Anmore, Belcarra, Bowen Island, Burnaby, Chilliwack, Coquitlam, Delta, Langley City, Langley Township, Lions Bay, Maple Ridge, New Westminister, North Vancouver City, North Vancouver District, Pitt Meadows, Port Coquitlam, Port Moody, Richmond, Surrey, Vancouver, West Vancouver, and White Rock, as well as several others. Each municipality possesses a unique identity, presenting countless possibilities to suit any individual's ideal lifestyle.

Most recently, the Economist Intelligence Unit conducted a worldwide study that named Vancouver *the world's most desirable place to live* (out of 127 cities worldwide) for its desirable level of stability, healthcare, culture, environment, education, and infrastructure.

For more information on Metro Vancouver, please visit [www.tourismvancouver.com](http://www.tourismvancouver.com)

KPU's four campuses are located in Surrey (2 campuses), Richmond and Langley. The region includes the traditional lands of the Musqueam, Tsawwassen, Squamish, Semiahmoo, Katzie and Kwantlen First Nations. KPU proudly takes its name from the Kwantlen First Nation: it means "tireless runner", or "tireless hunter"

### **SURREY**

Spread out between the south bank of the Fraser River and the Canada/US border crossing, Surrey is two-and-a-half times the geographic size of Vancouver and is BC's second most populous city. The fast growing municipality, consisting of the communities of Whalley, Fleetwood, Guildford, Newton, Cloverdale, and South Surrey, boasts a diverse array of cultures and truly has an international flavour.







Surrey's recreational facilities are home to numerous local, provincial, national and international sporting events, including the world famous Cloverdale Rodeo. More artistic endeavors, such as catching a live performance at the Bell Performing Arts Centre or viewing unique local art at the Surrey Art Gallery are easily accessible. Local families and students enjoy close proximity to schools; Surrey is home

to 99 elementary schools, 19 secondary schools, 23 independent schools, and two highly-renowned post-secondary institutions, KPU and Simon Fraser University. Strategically located on the United States border to the South and the Fraser River to the North, Surrey is part of the Gateway to the Pacific, making it a preferred destination for business meetings and conferences in today's dynamic business world. Surrey has numerous shopping opportunities for the discerning shopper, with everything from quaint specialty shops to Central City and Guildford Town Centre.

For more information on Surrey, please visit [www.surrey.ca](http://www.surrey.ca).

## **RICHMOND**



The city of Richmond is a diverse and geographically unique community, centrally located 20 minutes from Downtown Vancouver and 25 minutes from the US border. With the coastal mountain range as a backdrop, the city is home to over 188,100 people and consists of a series of fifteen islands nestled in the mouth of the Fraser River. Over the last several decades, Richmond has undergone rapid growth and change, transforming from a rural, local community into an international city with a balance of urban, suburban, and rural areas. With a large part of its population growth attributed to immigration from Asia, the city is joining Vancouver as a mecca for international culture and cuisine.

Residents and visitors alike enjoy a variety of accommodations, excellent restaurants, shopping centres, unique historic sites, beautiful parks and gardens, excellent cultural and entertainment facilities as well as superb recreation facilities.

Richmond prides itself of a comprehensive, convenient, and highly accessible transportation system. With around-the-clock bus services and the Canada Line sky train system, residents and visitors have easy and fast access to neighbouring cities. In addition, Richmond is home to the Vancouver International Airport (YVR), the country's second busiest airport.

Richmond strives to be to the most appealing, livable and well-managed community in Canada. The City has been the recipient of numerous awards for management and innovation. This is clearly reflected in the quality of life of Richmond's citizens. According to Statistics Canada, residents of Richmond have the greatest life expectancy in all of Canada. Longevity in Richmond is attributed to its moderate climate, a prosperous service sector economy, active lifestyles, low crime rates, and healthy diet.

For more information on Richmond, please visit [www.richmond.ca](http://www.richmond.ca)

## THE CITY OF LANGLEY

The city of Langley, comprised of six residential neighbourhoods, is located on the eastern portion of the Greater Vancouver Regional District, about a one-hour drive southeast from Vancouver. Since becoming a City in 1955, the City of Langley has managed to retain its small city atmosphere and community spirit while at the same time offering all the amenities and recreational opportunities of a major urban centre.



The Langley 2004 Community Survey conducted by the Ipsos-Reid Corporation (a professional polling firm) determined that the city of Langley has set a very high bar for itself and other municipalities in the province. Virtually every resident (96%) rates their overall quality of life in Langley to be “very good” (37%) or “good” (59%). Not only is there a baseline perception that quality of life is good, but there is also a sense that it is improving. Three-in-ten (32%) of residents say the city’s quality of life has improved over the past five years.

Nearly all residents (96%) say they are satisfied with “the overall level and quality of services provided by their local municipality”, including four-in-ten (39%) who are “very satisfied.” Eight-in-ten residents (82%) agree “Langley is a place where residents feel safe and secure.” Comparing these results to those of other municipalities shows that the City of Langley is in the upper tier in terms of residents’ perceived quality of life.

For more information on Langley, BC, please visit [www.city.langley.bc.ca](http://www.city.langley.bc.ca)

## THE TOWNSHIP OF LANGLEY <http://www.tol.ca/>

The Township of Langley is largely a suburban community of about 105,000 that surrounds the City of Langley. While parts are increasingly urban, the periphery (particularly in the South and Southeast) maintains its agricultural nature. The neighborhoods of Willoughby and Walnut Grove are quite suburban, and feature large numbers of big-box stores, the Willow Brook Shopping Centre, and the theatre complexes. Other areas of the city feature Fort Langley National Historic Site, the Twilight Drive-in, the Canadian Museum of Flight, numerous parks, rivers, and horse farms (which garner Langley the title of "Horse Capital of British Columbia." The Otter Co-op is a major commercial and agricultural centre for the community of Aldergrove.